
British Columbia Ferry Services Inc.

Annual Report
to the
British Columbia Ferries Commissioner

Year Ended March 31, 2022



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Introduction

In accordance with section 66 of the *Coastal Ferry Act* (the “Act”), British Columbia Ferry Services Inc. (“BC Ferries” or the “Company”) is pleased to submit its annual report for the year ended March 31, 2022 (the “fiscal year” or “fiscal 2022”),¹ to the British Columbia Ferries Commissioner (the “Commissioner”).

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

Part 1: Services on Designated Routes

In fiscal 2022, BC Ferries delivered coastal ferry services on 25 designated ferry routes (the “Designated Routes”) pursuant to the Coastal Ferry Services Contract (the “Contract”) between BC Ferries and the Province of British Columbia (the “Province”), as represented by the Ministry of Transportation and Infrastructure.² The Designated Routes are regulated under the Act.³ In accordance with the Contract, BC Ferries also manages ferry transportation services on other unregulated routes through contracts with alternative service providers.

Service levels in the Contract have been adjusted by the Contribution Agreement of November 11, 2020 between BC Ferries and the Province (the “Contribution Agreement”) as a result of impacts to traffic from the COVID-19 pandemic. This agreement identified a number of Minor and Northern route sailings, typically delivered at the discretion of BC Ferries, to be delivered by the Company for the remainder of the performance term.

Part 1 of this report contains financial statistics, as well as information on traffic levels and operating and performance statistics for the fiscal year for each of the Designated Routes.⁴

Part 2: Service Quality

Feedback and Engagement Report

Part 2 includes BC Ferries’ feedback and engagement report for fiscal 2022. This report contains a consolidated summary of the customer-initiated feedback BC Ferries received through its various reporting channels during the fiscal year for all routes, and describes the actions taken in response. It also provides an overview of the key stakeholder and community engagement initiatives undertaken in the year.

¹ Fiscal years at BC Ferries are from April 1 to March 31.

² As amended, including for performance term five (April 1, 2020 – March 31, 2024).

³ In this report, the “Major Routes” refer to the three regulated routes connecting Metro Vancouver with mid and southern Vancouver Island and one regulated route connecting Horseshoe Bay and Langdale; the “Northern Routes” refer to the three regulated routes operating on the British Columbia coast north of Port Hardy on Vancouver Island; and the “Minor Routes” refer to the 18 regulated routes primarily serving the northern and southern Gulf Islands and the northern Sunshine Coast (also known as the “Inter-Island Routes”). One of the Minor Routes is operated under contract by an alternative service provider.

⁴ Unless otherwise stated, the reports included in this Annual Report were prepared by the Company and are unaudited.

Customer Satisfaction Tracking

The Company commissioned an independent professional consulting organization to conduct and document a comprehensive customer satisfaction survey. Part 2 contains a copy of the 2021 customer satisfaction tracking report.

Part 1

Services on Designated Routes



Part 1: Services on Designated Routes

Overview

This part contains financial statistics as well as information on traffic levels and operating and performance statistics for fiscal 2022 for each of the Designated Routes. The following three reports are included:

1.1 Operations Report

The Operations Report provides the following information for the Designated Routes, presented in numeric format for each route:

i. Round Trips

This report shows the total number of round trips BC Ferries delivered on each of the Designated Routes.

On a system-wide basis, BC Ferries delivered a total of 82,742.5 round trips during fiscal 2022, which exceeded by 3,772.0 the annual number of round trips required to be delivered under the Contract.

BC Ferries met all core service levels during the fiscal year, in terms of the delivery of the minimum required round trips under the Contract and taking into account the Contribution Agreement, with the exception of Route 19 (Nanaimo Harbour to Gabriola), where one round trip was cancelled due to the consolidation of end-of-shift sailings because of accumulated traffic delays.

ii. Vessel Capacity

For each Designated Route, the vessel capacity BC Ferries provided in the fiscal year is presented along with the calculation of capacity utilization. Capacity is calculated on the basis of automobile equivalents (“AEQs”). An AEQ represents the amount of vessel capacity occupied by a particular vehicle type, expressed as the number of under height vehicles it displaces (e.g. a bus which displaces three under height vehicles – or cars – would have an AEQ of three).

In fiscal 2022, BC Ferries provided capacity sufficient to carry the previous year’s traffic. Average capacity utilization on the Designated Routes ranged from 81.6% to 31.3%. As compared to the prior fiscal year, capacity utilization in fiscal 2022 increased by 7.7% system-wide, primarily as a result of a higher number of AEQs carried due to higher traffic levels, partially offset by an increase in capacity provided from additional round trips.

iii. Traffic and Revenue

This report presents vehicle traffic (AEQs) and passenger traffic carried on each of the Designated Routes during fiscal 2022 and compares it to the traffic carried in the previous fiscal year. The associated tariff revenue generated from each route is also shown.

During fiscal 2021 and fiscal 2022, traffic and revenue were detrimentally impacted by the COVID-19 pandemic, including as a result of changed customer travel patterns, preventative health and safety measures and various travel restrictions. In fiscal 2022, traffic began to recover and BC Ferries carried 8.5 million vehicles and 17.9 million passengers, increases of 26.3% and 36.7% respectively, compared to the prior year.⁵ Revenue from vehicle and passenger traffic on the Designated Routes in fiscal 2022 totaled \$572.2 million, an increase of \$148.1 million from the prior year.

While these increases are significant, vehicle and passenger traffic in fiscal 2022 was lower by 4.7%⁶ and 19.8%, respectively, compared to the same period in fiscal 2019, a pre-COVID-19 year.

iv. On-Time Performance

On-time performance is defined as the percentage of sailings departing or arriving, as applicable, within 10 minutes of the scheduled time and is provided for each of the Designated Routes.⁷ On-time performance can be impacted by delays including those caused by weather, vessel substitution, terminal dock maintenance or closures and periods of unusually high traffic demand. Meeting customer service expectations in a safe and reliable manner is an important factor in the focus on on-time performance.

In fiscal 2022, fleet on-time performance was 85.6%, in comparison to 89.1% for the previous year. On-time performance decreased by 3.5% as a result of the impact of increased traffic demand in the peak season and delays due to weather.

1.2 Temporary Service Disruptions Report

This report describes how the services provided by BC Ferries during the fiscal year compared to the core service levels set out in the Contract, as amended for performance term five.⁸ There are four sections of this report, showing for each designated route and route grouping:

1. Cancelled Round Trips, inclusive of the number of cancellations of minimum required round trips for reasons permitted by the Contract as well as any others that were not allowable under the Contract;

⁵ 8.5 million vehicles are equivalent to 9.7 million AEQs. The increase in vehicles is equivalent to 24.0% when calculated on the basis of AEQs.

⁶ The decrease in vehicles is equivalent to 3.3% when calculated on the basis of AEQs.

⁷ On-time performance on the non-Northern routes is defined as the percentage of sailings *departing* within 10 minutes of the scheduled time; on the Northern routes it is the percentage of sailings *arriving* within 10 minutes of the scheduled time.

⁸ This report describes compliance with the minimum or 'core' service levels required by the Contract. It does not include cancellations of round trips above these minimums where the core service levels were met.

2. Cancelled and Extra Round Trips, with overall positive or negative variance to Contract-required minimum service levels, taking into account the adjustments to required service levels as a result of the Contribution Agreement with the Province;
3. Cancelled Round Trips by Days, noting the cumulative and consecutive number of days for which round trips were missed; and
4. Round Trip Service Delivery and On-Time Performance, graphically presenting scheduled and actual round trips, on-time performance (percentage of sailings departing or arriving, as applicable, within 10 minutes of the scheduled time), and the reasons for the delays. This report also provides information on “overload sailings” (sailings for which one or more vehicles waiting to travel could not be accommodated).

As noted above, in fiscal 2022, BC Ferries exceeded by 3,772.0 the annual number of round trips required to be delivered under the Contract. Many of these additional round trips were delivered on the routes connecting Langdale with Gambier and Keats islands (route 13) and Skidegate with Alliford Bay (route 26), and in the summer on the routes connecting Buckley Bay with Denman Island (route 21) and Denman Island with Hornby Island (route 22).

Overall, 13.8% of the sailings on the Designated Routes were overloaded during the fiscal year, an increase from 9.7% in fiscal 2021.

1.3 Route Financial Report

This report provides financial information for the fiscal year with comparative figures for the previous fiscal year for each of the Designated Routes.

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

Operations Report

Year Ended March 31, 2022



Operations Summary Report for the Year Ended March 31, 2022

Routes	A Actual Round Trips	B Capacity Provided (AEQ's)	C AEQ's Carried Fiscal 2022	D Capacity Utilization Fiscal 2022 (C / B)	E Capacity Utilization Fiscal 2021	F AEQ's Carried Fiscal 2021	G AEQ Growth (C - F)	H AEQ Tariff Revenue Fiscal 2022 Note 2	I AEQ Tariff Revenue Fiscal 2021 Note 2	J AEQ Tariff Revenue Growth (H - I)
1	3,824.5	2,565,834	2,094,653	81.6%	69.6%	1,557,909	536,744	\$ 140,580,973	\$ 106,232,291	34,348,682
2	2,982.0	1,857,224	1,256,731	67.7%	61.0%	838,402	418,329	83,394,695	55,498,711	27,895,984
3	3,145.0	1,956,460	1,294,686	66.2%	61.6%	1,081,426	213,260	32,444,224	26,301,097	6,143,127
30	2,707.0	1,585,284	996,911	62.9%	59.4%	911,202	85,709	75,593,455	69,916,739	5,676,716
Major Routes	12,658.5	7,964,802	5,642,981	70.8%	63.6%	4,388,939	1,254,042	332,013,347	257,948,838	74,064,509
10	98.5	20,804	15,314	73.6%	59.6%	10,033	5,281	4,056,704	2,486,632	1,570,072
11	173.0	32,384	22,566	69.7%	43.2%	13,839	8,727	3,517,808	2,323,677	1,194,131
28	94.5	5,884	2,494	42.4%	26.0%	653	1,841	553,786	48,695	505,091
Northern Routes	366.0	59,072	40,374	68.3%	47.7%	24,525	15,849	8,128,298	4,859,004	3,269,294
4	2,877.0	539,349	349,596	64.8%	56.7%	296,226	53,370	4,018,984	3,217,361	801,623
5	3,515.0	643,461	322,378	50.1%	44.0%	270,612	51,766	3,959,490	3,276,768	682,722
6	4,725.0	501,216	300,271	59.9%	49.8%	251,632	48,639	3,705,210	3,046,270	658,940
7	2,868.5	642,880	223,316	34.7%	28.1%	179,673	43,643	5,187,105	4,142,620	1,044,485
8	5,573.5	991,800	596,877	60.2%	51.5%	512,617	84,260	6,513,334	5,434,257	1,079,077
9	974.0	324,714	218,542	67.3%	63.4%	161,471	57,071	9,588,932	6,979,509	2,609,423
12	3,212.0	122,056	88,948	72.9%	60.9%	57,724	31,224	1,014,975	674,189	340,786
13	5,347.0	<i>Pass. Only</i> 5,347.0	<i>Pass. Only</i> 88,948	<i>Pass. Only</i> 72.9%	<i>Pass. Only</i> 60.9%	<i>Pass. Only</i> 57,724	<i>Pass. Only</i> 31,224	<i>Pass. Only</i> 1,014,975	<i>Pass. Only</i> 674,189	<i>Pass. Only</i> 340,786
17	1,433.0	395,232	196,209	49.6%	39.0%	153,632	42,577	7,752,384	5,793,535	1,958,849
18	2,946.5	274,750	115,684	42.1%	39.5%	103,482	12,202	951,249	814,085	137,164
19	5,270.5	655,745	408,875	62.4%	55.5%	368,155	40,720	3,566,908	3,157,206	409,702
20	3,703.0	190,528	100,785	52.9%	48.3%	92,749	8,036	769,432	704,138	65,294
21	5,812.0	522,772	316,935	60.6%	54.3%	283,974	32,961	2,289,530	2,006,884	282,646
22	4,762.0	207,226	138,451	66.8%	52.5%	121,599	16,852	1,049,912	905,799	144,113
23	6,207.5	732,108	441,319	60.3%	54.1%	396,696	44,623	3,446,745	3,045,749	400,996
24	2,133.0	110,760	74,331	67.1%	57.1%	63,337	10,994	731,972	601,971	130,001
25	3,933.0	369,373	115,540	31.3%	31.7%	93,452	22,088	1,196,219	915,362	280,857
26	4,425.5	141,568	50,703	35.8%	24.1%	33,717	16,986	418,889	294,684	124,205
Minor Routes	69,718.0	7,365,538	4,058,760	55.1%	48.0%	3,440,748	618,012	56,160,617	45,010,808	11,149,809
Total	82,742.5	15,389,412	9,742,115	63.3%	55.6%	7,854,212	1,887,903	396,302,262	307,818,650	88,483,612

Note 1, 4

Obligation deferred (settled)

1,858,588

Total vehicle fare revenue

398,160,850 307,818,650

Note 1) Revenue arises from bike traffic and freight.

Note 2) At March 31, 2022, the routes were over price cap by \$2.7 million (Vehicles \$1.9 million and Passengers \$0.8 million) with \$0.8 million (Vehicles \$0.6 million and Passengers \$0.2 million) of the obligation deferred in the quarter. The Commissioner has approved the transfer of the price cap overage to the dual deferral account at the end of the fiscal year per Memorandum 047. At March 31, 2021, the routes were below price cap.

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

Note 4) Negative AEQ tariff revenue on Route 13 pertains to a discount provided for ferry travel on this route.

Operations Summary Report for the Year Ended March 31, 2022

Routes	K	L	M	N	O	P
	Passengers Fiscal 2022	Passengers Fiscal 2021	Passenger Growth (K - L)	Passenger Tariff Revenue Fiscal 2022 Note 2	Passenger Tariff Revenue Fiscal 2021 Note 2	Passenger Tariff Revenue Growth (N - O)
1	4,239,155	2,578,221	1,660,934	65,117,129	39,230,411	25,886,718
2	2,657,186	1,669,054	988,132	40,419,883	25,150,326	15,269,557
3	2,284,998	1,797,894	487,104	12,173,709	9,517,331	2,656,378
30	1,447,392	1,158,810	288,582	21,656,199	17,378,372	4,277,827
Major Routes	10,628,731	7,203,979	3,424,752	139,366,920	91,276,440	48,090,480
10	29,205	15,788	13,417	3,005,948	1,577,178	1,428,770
11	36,190	17,385	18,805	1,179,191	543,176	636,015
28	4,690	917	3,773	519,583	45,216	474,367
Northern Routes	70,085	34,090	35,995	4,704,722	2,165,570	2,539,152
4	567,613	462,546	105,067	2,367,325	1,924,700	442,625
5	486,980	396,767	90,213	1,860,587	1,525,387	335,200
6	483,419	395,352	88,067	1,719,736	1,381,288	338,448
7	355,825	277,667	78,158	1,895,916	1,462,453	433,463
8	1,143,492	924,639	218,853	3,471,635	2,731,011	740,624
9	490,544	350,010	140,534	5,223,667	3,701,369	1,522,298
12	167,285	108,826	58,459	674,917	441,337	233,580
13	44,696	37,660	7,036	169,758	148,890	20,868
17	348,914	258,792	90,122	3,656,210	2,719,390	936,820
18	176,298	156,173	20,125	481,533	419,588	61,945
19	714,732	599,439	115,293	1,921,945	1,598,175	323,770
20	220,288	192,208	28,080	493,241	444,859	48,382
21	527,040	460,556	66,484	1,321,222	1,128,583	192,639
22	241,056	212,820	28,236	679,037	578,717	100,320
23	788,783	690,845	97,938	1,921,668	1,642,909	278,759
24	119,827	102,820	17,007	376,283	309,262	67,021
25	222,696	170,795	51,901	718,736	540,173	178,563
26	81,882	47,365	34,517	223,774	118,366	105,408
Minor Routes	7,181,370	5,845,280	1,336,090	29,177,190	22,816,457	6,360,733
Total	17,880,186	13,083,349	4,796,837	173,248,832	116,258,467	56,990,365

% Sailings Within 10 Min. (Note 3)		
YE Fiscal 2020	YE Fiscal 2021	YE Fiscal 2022
87.2%	86.6%	84.3%
87.3%	86.2%	78.9%
88.0%	83.7%	74.6%
83.2%	80.6%	75.8%
86.6%	84.3%	78.8%
91.8%	92.4%	77.1%
92.1%	93.8%	86.7%
72.1%	60.2%	75.4%
85.6%	82.8%	79.0%
92.4%	96.4%	91.0%
81.4%	82.3%	73.8%
93.8%	96.1%	89.5%
95.8%	93.8%	86.5%
92.1%	95.5%	84.9%
77.9%	77.0%	75.2%
92.0%	95.0%	92.0%
99.7%	98.5%	99.7%
91.2%	94.4%	88.6%
94.0%	90.8%	91.4%
86.5%	77.7%	69.6%
68.9%	64.2%	65.9%
98.3%	98.4%	96.7%
97.9%	97.5%	97.8%
98.0%	97.3%	93.9%
89.2%	83.9%	80.9%
76.8%	82.1%	88.8%
95.9%	98.7%	97.8%
89.9%	89.8%	86.7%
89.4%	89.1%	85.6%

Obligation deferred (settled)	812,507
Total passenger revenue	174,061,339 116,258,467
Total vehicle and passenger revenue	572,222,189 424,077,117

Temporary Service Disruptions Report

Year Ended March 31, 2022





CANCELLED ROUND TRIPS BY ROUTES

Performance Against CFSC Requirements - Annual Core Service Levels

Year Ended March 31, 2022

Grouping	Route	Terminal 1	Terminal 2	Cancellations of Required Round Trips for Reasons Specified in Schedule A, 2(a) of the Coastal Ferry Services Contract													Cancellations of Required Round Trips for Other Reasons			Total	Region	Route	% of Annual Core Round Trips Cancelled		
				Major Incident	Weather	Emerg. Response	Medical Emerg.	Regulatory Issue (4)	Terminal / Dock Maint.	Terminal / Dock Mech. Failure	Vessel Maint.	Vessel Mech. Failure	Fire	Labour Dispute	Safety	Total	Community Event	Traffic	Total						
Major	1	Swartz Bay	Tsawwassen		6.0				1.0									7.0			7.0	Major	1	0.20%	
	2	Horseshoe Bay	Departure Bay		9.0				5.0				4.5					18.5			18.5	Major	2	0.68%	
	3	Langdale	Horseshoe Bay																			Major	3		
	30	Duke Point	Tsawwassen		12.0				1.0			0.5	5.5					19.0			19.0	Major	30	0.80%	
	Total				27.0				7.0		0.5	10.0					44.5			44.5	Major	Total	0.38%		
North	10	Port Hardy	Prince Rupert		1.0		1.0						13.0					15.0			15.0	North	10	13.76%	
	11	Skidegate	Prince Rupert		5.0								4.0				0.5	9.0	0.5		9.5	North	11	5.38%	
	28	Port Hardy	Bella Coola						2.0									2.0			2.0	North	28	2.25%	
		Total				6.0		1.0		2.0			17.0				0.5	26.0	0.5		26.5	North	Total	7.08%	
Minor	4	Fulford Harbour	Swartz Bay						2.0									2.0			2.0	Minor	4	0.07%	
	5	Swartz Bay	Four SGIs		2.0				5.0				1.0				2.0	10.0			10.0	Minor	5	0.29%	
	6	Crofton	Vesuvius Bay		2.0				5.0									7.0			7.0	Minor	6	0.15%	
	7	Earls Cove	Saltery Bay		2.0					2.0		5.0					0.5	9.5			9.5	Minor	7	0.35%	
	8	Horseshoe Bay	Bowen Island																			Minor	8		
	9	Tsawwassen	Long Harbour		2.0				18.0									20.0			20.0	Minor	9	2.41%	
	12	Mill Bay	Brentwood Bay						8.0			1.0						9.0			9.0	Minor	12	0.28%	
	13	Langdale	Gambier/Keats		5.0													5.0			5.0	Minor	13	0.12%	
	17	Little River	Powell River		17.0									3.0				20.0			20.0	Minor	17	1.47%	
	18	Texada	Powell River		19.0				1.0		1.0		6.5					27.5			27.5	Minor	18	0.95%	
	19	Nanaimo Harbour	Gabriola Island						3.0									3.0	1.0	1.0	4.0	Minor	19	0.08%	
	20	Chemainus	Thetis Island						1.0									1.0			1.0	Minor	20	0.03%	
	21	Buckley Bay	Denman West		6.5													6.5			6.5	Minor	21	0.12%	
22	Denman East	Hornby Island		5.0									1.0				6.0			6.0	Minor	22	0.15%		
23	Campbell River	Quadra Island		39.0				3.5			0.5	2.5					45.5			45.5	Minor	23	0.73%		
24	Quadra Island	Cortes Island		1.0	38.0			6.0					11.0				56.0			56.0	Minor	24	2.58%		
25	Port McNeill	Alert Bay		14.0				8.0					6.0				28.0			28.0	Minor	25	0.71%		
26	Skidegate	Alliford Bay		37.0			0.5	13.0				8.0					58.5			58.5	Minor	26	1.40%		
	Total				188.5		0.5	73.5	2.0	1.0	6.5	39.0				2.5	314.5	1.0	1.0	315.5	Minor	Total	0.48%		
Total					1.0	221.5		1.5	82.5	2.0	1.0	7.0	66.0				2.5	385.0	0.5	1.0	1.5	386.5	Total	Total	0.49%

Notes:

- (1) Route 13: Core service levels include some round trips that are deliverable only 'on demand.'
- (2) On December 3, 2021, one required minimum daily round trip was cancelled on Route 19 due to the consolidation of end-of-shift sailings because of accumulated traffic delays.
- (3) Route 11: A sailing planned for March 31, 2022 was rescheduled to April 2, 2022 for the All Native Basketball Tournament. As the rescheduled sailing fell within the next quarter, this occurrence was reported as a Community Event cancellation for this quarter but a penalty assessment is not warranted because the minimum weekly core service levels were met as permitted for this route by Appendix 1 of Schedule "A" of the Coastal Ferry Services Contract.
- (4) Includes sailings that were cancelled due to not meeting Transport Canada minimum safe manning crewing levels.



CANCELLED & EXTRA TRIPS BY ROUTES

Performance Against Annual Core Service Levels

Year Ended March 31, 2022

Region	Route	Terminal 1	Terminal 2	Actual Round Trips	Round Trips Required	Variance (Actual to Required) (6)	Required Round Trips Cancelled	Contribution Agreement Round Trips (3)	Total Extra / Short Round Trips
Major	1	Swartz Bay	Tsawwassen	3,824.5	3,512.0	312.5	7.0	0.0	319.5
	2	Horseshoe Bay	Departure Bay	2,982.0	2,723.0	259.0	18.5	0.0	277.5
	3	Langdale	Horseshoe Bay	3,145.0	2,945.0	200.0	0.0	0.0	200.0
	30	Duke Point	Tsawwassen	2,707.0	2,379.0	328.0	19.0	0.0	347.0
	Total			12,658.5	12,254.0	404.5	44.5	0.0	449.0
North	10	Port Hardy	Prince Rupert	98.5	109.0	-10.5	15.0	4.0	0.5
	11	Skidegate	Prince Rupert	173.0	176.5	-3.5	9.5	2.0	4.0
	28	Port Hardy	Bella Coola	94.5	89.0	5.5	2.0	0.0	7.5
	Total			366.0	374.5	-8.5	26.5	6.0	12.0
Minor	4	Fulford Harbour	Swartz Bay	2,877.0	2,879.0	-2.0	2.0	0.0	0.0
	5	Swartz Bay	Four SGIs	3,515.0	3,468.0	47.0	10.0	0.0	57.0
	6	Crofton	Vesuvius Bay	4,725.0	4,670.0	55.0	7.0	62.0	0.0
	7	Earls Cove	Saltery Bay	2,868.5	2,731.0	137.5	9.5	147.0	0.0
	8	Horseshoe Bay	Bowen Island	5,573.5	5,452.0	121.5	0.0	102.0	19.5
	9	Tsawwassen	Long Harbour	974.0	830.0	144.0	20.0	0.0	164.0
	12	Mill Bay	Brentwood Bay	3,212.0	3,215.0	-3.0	9.0	0.0	6.0
	13	Langdale	Gambier/Keats	5,347.0	4,062.0	1,285.0	5.0	0.0	1,290.0
	17	Little River	Powell River	1,433.0	1,364.0	69.0	20.0	42.0	47.0
	18	Texada	Powell River	2,946.5	2,898.0	48.5	27.5	69.0	7.0
	19	Nanaimo Harbour	Gabriola Island	5,270.5	5,201.0	69.5	4.0	64.0	9.5
	20	Chemainus	Thetis Island	3,703.0	3,700.0	3.0	1.0	0.0	4.0
	21	Buckley Bay	Denman West	5,812.0	5,261.0	551.0	6.5	296.0	261.5
	22	Denman East	Hornby Island	4,762.0	4,060.0	702.0	6.0	296.0	412.0
	23	Campbell River	Quadra Island	6,207.5	6,246.0	-38.5	45.5	7.0	0.0
	24	Quadra Island	Cortes Island	2,133.0	2,172.0	-39.0	56.0	17.0	0.0
25	Port McNeill	Alert Bay	3,933.0	3,961.0	-28.0	28.0	0.0	0.0	
26	Skidegate	Alliford Bay	4,425.5	4,172.0	253.5	58.5	312.0	0.0	
Total			69,718.0	66,342.0	3,376.0	315.5	1,414.0	2,277.5	
Total			82,742.5	78,970.5	3,772.0	386.5	1,420.0	2,738.5	

Notes:

- (1) In certain circumstances (e.g. vessel or dock breakdown, mechanical failure or maintenance) round trips may be provided by contracted service providers (e.g. water taxi, tug & barge, flights).
- (2) For the Major Routes, the annual number of round trips required under the Coastal Ferry Services Contract includes minimums for each individual route as well as an aggregate total for the four routes (Route 1, 2, 3 and 30).
- (3) Includes the discretionary sailings to be provided under Part D of Schedule "3" of the Contribution Agreement between BC Ferries and the Province dated November 11, 2020.
- (4) Route 1 includes one Swartz Bay to Duke Point round trip operated on November 18, 2021.
- (5) Route 11: A sailing planned for March 31, 2022 was rescheduled to April 2, 2022 for the All Native Basketball Tournament. As the rescheduled sailing fell within the next quarter, this occurrence was reported as a Community Event cancellation for this quarter but a penalty assessment is not warranted because the minimum weekly core service levels were met as permitted for this route by Appendix 1 of Schedule "A" of the Coastal Ferry Services Contract.
- (6) In the Variance (Actual to Required) column, negative (red) round trips do not indicate non-compliance with the Coastal Ferry Services Contract. These round trips are adjusted by accounting for (i.e., adding) the minimum required round trips that were cancelled for allowable reasons and by subtracting round trips included by the Contribution Agreement, to show the Total Extra / Short Round Trips for each regulated route and the route groupings.



CANCELLED ROUND TRIPS BY ROUTES

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

Performance Against Annual Core Service Levels

Year Ended March 31, 2022

Region	Route	Route Description	Cumulative Days When Round Trips Missed Allowed 30 Days / Route	Highest Consecutive Days when Round Trips Missed Allowed 20 Days / Route
Major	1	Swartz Bay-Tsawwassen	3	1
	2	Horseshoe Bay-Departure Bay	11	2
	3	Langdale-Horseshoe Bay	0	
North	30	Duke Point-Tsawwassen	12	1
	10	Port Hardy-Prince Rupert	30	2
	11	Skidegate-Prince Rupert	16	3
	28	Port Hardy-Bella Coola	4	2
Minor	4	Fulford Harbour-Swartz Bay	2	1
	5	Swartz Bay-Four SGIs	7	2
	6	Crofton-Vesuvius Bay	6	1
	7	Earls Cove-Salterty Bay	8	2
	8	Horseshoe Bay-Bowen Island	0	
	9	Tsawwassen-Long Harbour	20	16
	12	Mill Bay-Brentwood Bay	2	1
	13	Langdale-Gambier/Keats	2	1
	17	Little River-Powell River	13	2
	18	Texada-Powell River	11	2
	19	Nanaimo Harbour-Gabriola Island	3	1
	20	Chemainus-Thetis Island	1	1
	21	Buckley Bay-Denman West	2	1
	22	Denman East-Hornby Island	4	1
	23	Campbell River-Quadra Island	14	2
	24	Quadra Island-Cortes Island	26	4
25	Port McNeill-Alert Bay	11	1	
26	Skidegate-Alliford Bay	25	4	

Notes:

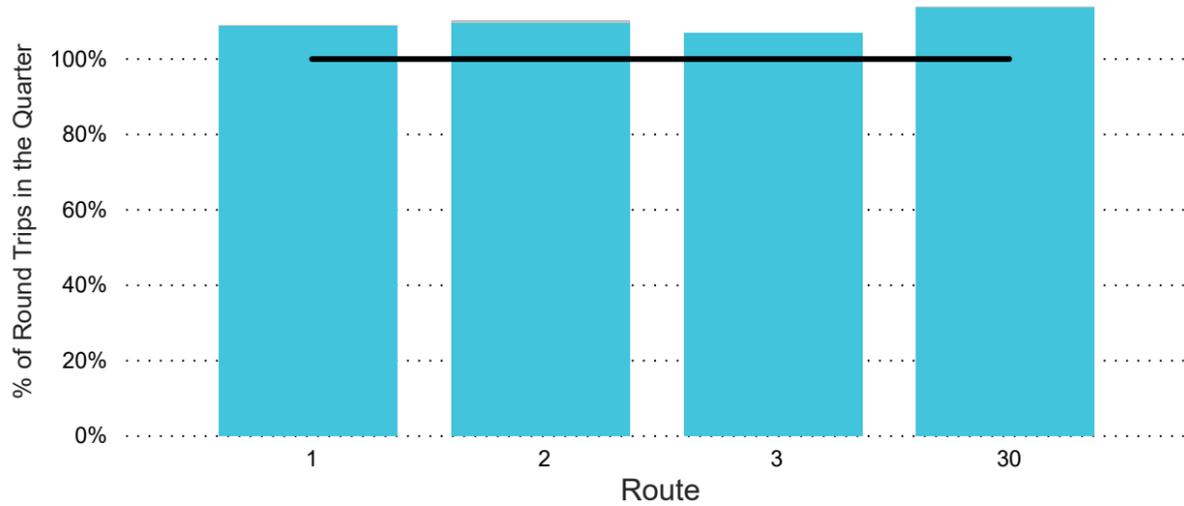
(1) In accordance with Order 21-02, BC Ferries was authorized from October 8, 2021 to March 31, 2022 temporarily to reduce service for route 10 below the core service levels set out in the Coastal Ferry Services Contract, subject to stipulations.

(2) Route 11: The Community Event cancellation dated March 31, 2021 was excluded from the cumulative and consecutive days with Round Trips missed because while the rescheduled sailing fell within the next quarter, it was still within the same week as permitted for this route by Appendix 1 of Schedule "A" of the Coastal Ferry Services Contract.

Round Trip Service Delivery and On Time Performance

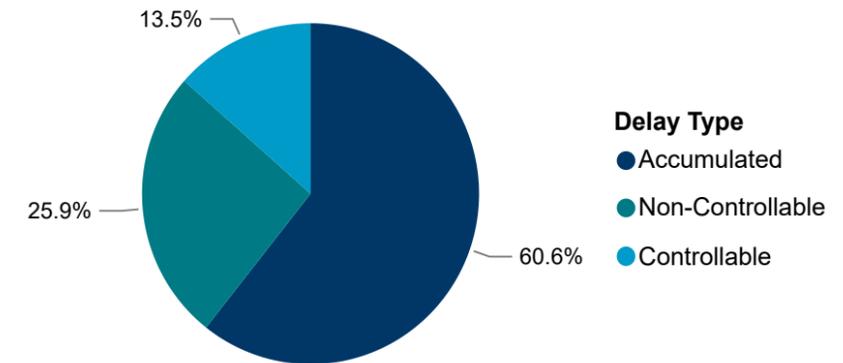
Major Routes - Year Ended March 31, 2022

Round Trips Compared to Annual Core Service Levels



- 100% = Annual RTs Required
- Actual Round Trips
- Cancellation of Required Round Trips for Reasons Specified in Sch. A, Section 2(a) of CFSC
- Cancellation of Required Round Trips for other Reasons

Reasons for Delays - Year End



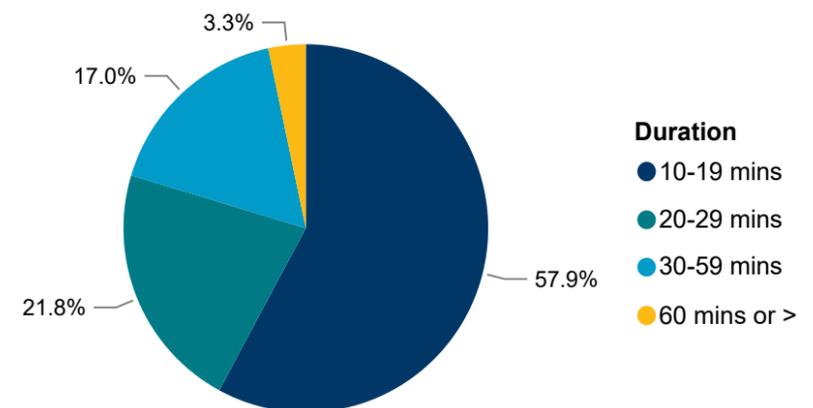
Controllable = Under the control of the company (loading procedure, fuelling, etc.)

Non-Controllable = Out of the control of the company (bad weather, medical etc.)

Accumulated = Delays accumulated over the course of the day as a result of an earlier delay

Route	Terminal 1	Terminal 2	Actual Round Trips	Core Round Trips Required	Variance (Actual to Required)	% Sailings Overloaded
1	Swartz Bay	Tsawwassen	3,824.5	3,512.0	312.5	45.7%
2	Horseshoe Bay	Departure Bay	2,982.0	2,723.0	259.0	29.9%
3	Langdale	Horseshoe Bay	3,145.0	2,945.0	200.0	30.5%
30	Duke Point	Tsawwassen	2,707.0	2,379.0	328.0	31.4%
Total			12,658.5	12,254.0	404.5	35.1%

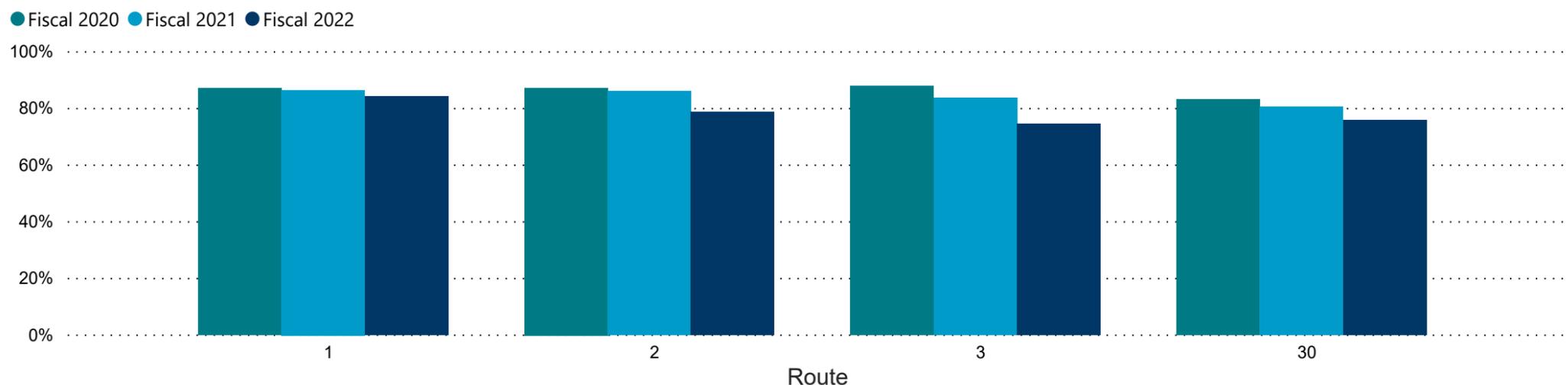
Duration of Delays - Year End



Notes:

- (1) Route 1 includes one Swartz Bay to Duke Point round trip operated on November 18, 2021.
- (2) For the Major Routes, the annual number of round trips required under the Coastal Ferry Services Contract includes minimums for each individual route as well as an aggregate total for the four routes (Route 1, 2, 3 and 30).
- (3) Major Routes did not include adjustments to core service levels as a result of the Contribution Agreement between BC Ferries and the Province dated November 11, 2020.

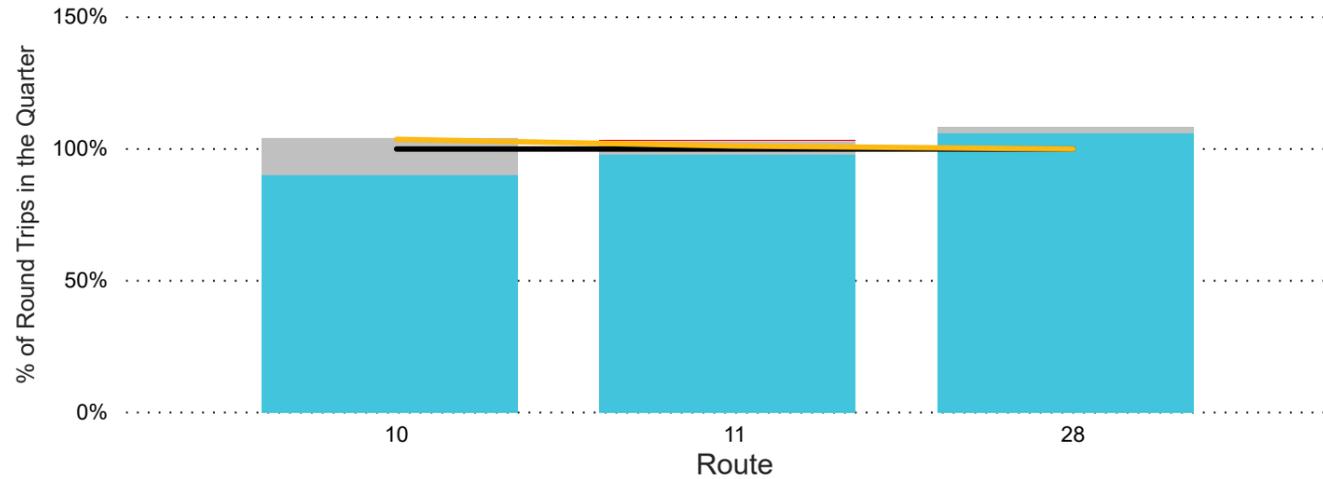
On Time Performance - % That Sailed Within 10 Mins of Scheduled Departure - Year End



Round Trip Service Delivery and On Time Performance

Northern Routes - Year Ended March 31, 2022

Round Trips Compared to Annual Core Service Levels



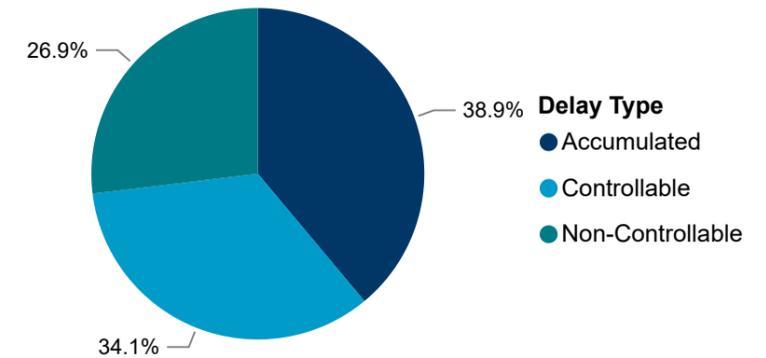
- 100% = Annual RTs Required
- Actual Round Trips
- Cancellation of Required Round Trips for Reasons Specified in Sch. A, Section 2(a) of CFSC
- Cancellation of Required Round Trips for other Reasons
- Estimated Quarterly Schedule plus Contribution Agreement (2)

Route	Terminal 1	Terminal 2	Actual Round Trips	Required Round Trips	Variance (Actual to Required)	% Sailings Overloaded
10	Port Hardy	Prince Rupert	98.5	109.0	-10.5	0.8%
11	Skidegate	Prince Rupert	173.0	176.5	-3.5	3.8%
28	Port Hardy	Bella Coola	94.5	89.0	5.5	0.0%
Total			366.0	374.5	-8.5	1.3%

Notes:

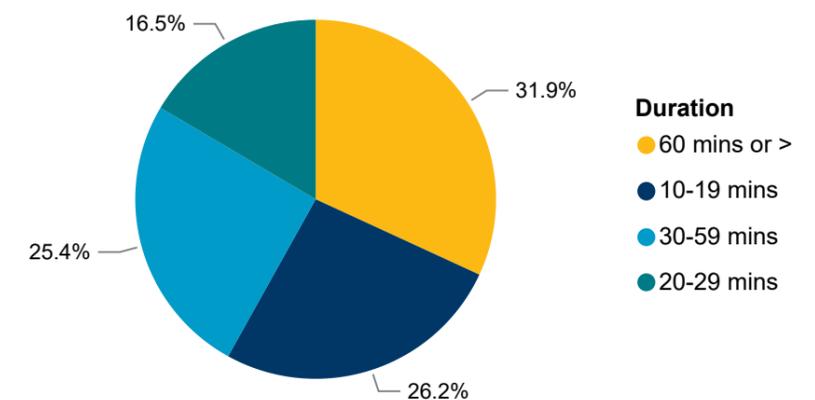
- (1) Northern Routes (10, 11 & 28): Delays based on scheduled arrival time.
- (2) Includes the discretionary sailings to be provided under Part D of Schedule "3" of the Contribution Agreement between BC Ferries and the Province dated November 11, 2020.
- (3) In the Variance (Actual to Required) column, negative (red) round trips do not indicate non-compliance with the Coastal Ferry Services Contract. This table does not show adjustments for cancellations of minimum required round trips for allowable reasons.

Reasons for Delays - Year End

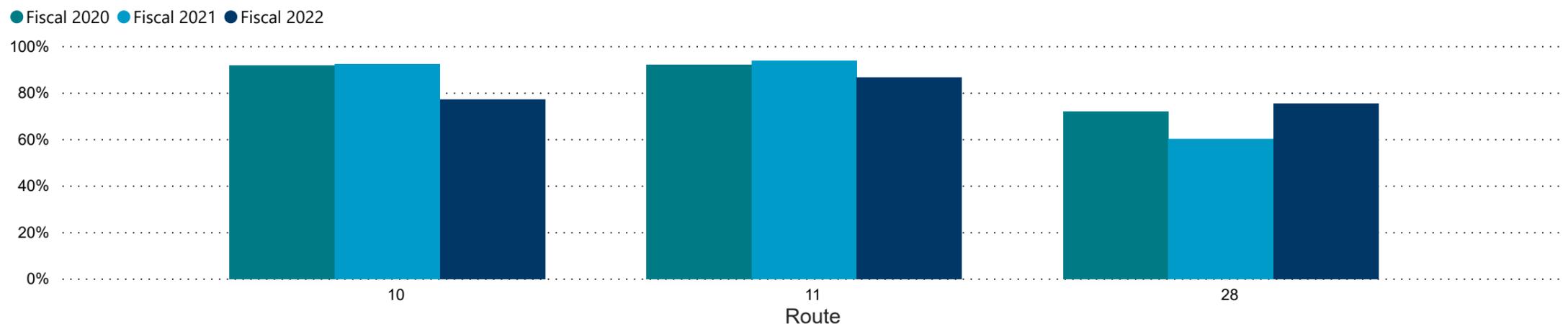


- Controllable** = Under the control of the company (loading procedure, fuelling, etc.)
- Non-Controllable** = Out of the control of the company (bad weather, medical etc.)
- Accumulated** = Delays accumulated over the course of the day as a result of an earlier delay

Duration of Delays - Year End



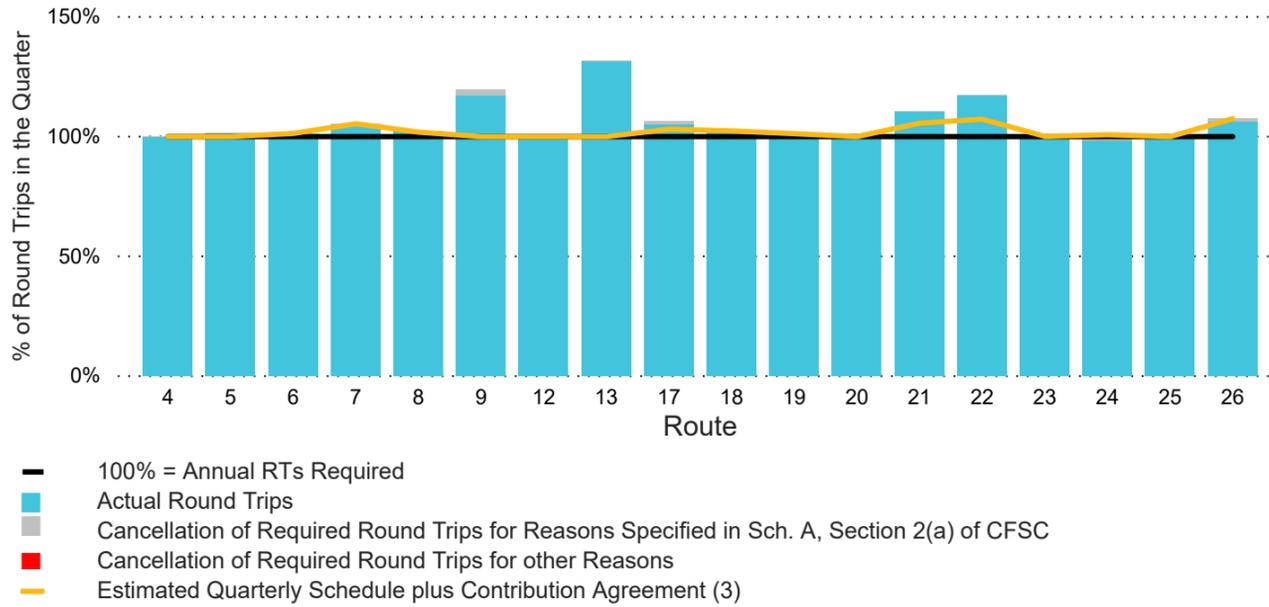
On Time Performance - % That Arrived Within 10 Mins of Scheduled Arrival (1) - Year End



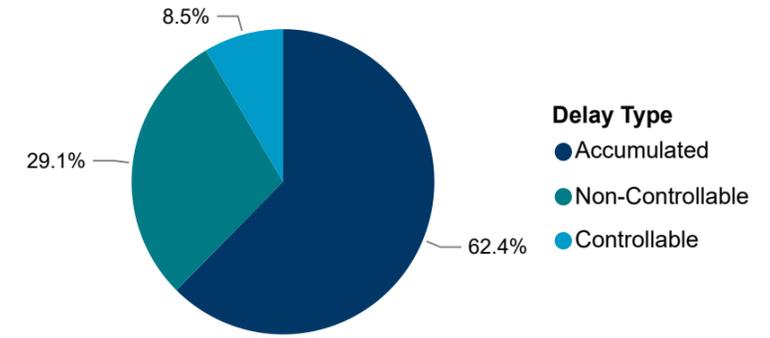
Round Trip Service Delivery and On Time Performance

Minor Routes - Year Ended March 31, 2022

Round Trips Compared to Annual Core Service Levels



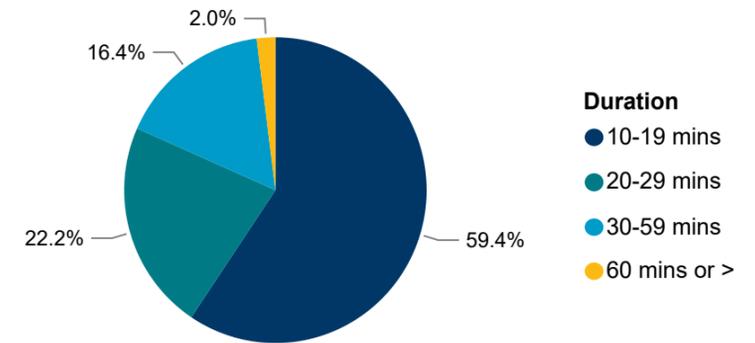
Reasons for Delays - Year End



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

Route	Terminal 1	Terminal 2	Actual Round Trips	Required Round Trips	Variance (Actual to Required)	% Sailings Overloaded
4	Fulford Harbour	Swartz Bay	2,877.0	2,879.0	-2.0	14.4%
5	Swartz Bay	Four SGIs	3,515.0	3,468.0	47.0	6.8%
6	Crofton	Vesuvius Bay	4,725.0	4,670.0	55.0	17.4%
7	Earls Cove	Saltery Bay	2,868.5	2,731.0	137.5	3.8%
8	Horseshoe Bay	Bowen Island	5,573.5	5,452.0	121.5	12.8%
9	Tsawwassen	Long Harbour	974.0	830.0	144.0	5.8%
12	Mill Bay	Brentwood Bay	3,212.0	3,215.0	-3.0	1.4%
13	Langdale	Gambier/Keats	5,347.0	4,062.0	1,285.0	
17	Little River	Powell River	1,433.0	1,364.0	69.0	4.4%
18	Texada	Powell River	2,946.5	2,898.0	48.5	1.4%
19	Nanaimo Harbour	Gabriola Island	5,270.5	5,201.0	69.5	16.6%
20	Chemainus	Thetis Island	3,703.0	3,700.0	3.0	5.2%
21	Buckley Bay	Denman West	5,812.0	5,261.0	551.0	14.0%
22	Denman East	Hornby Island	4,762.0	4,060.0	702.0	15.4%
23	Campbell River	Quadra Island	6,207.5	6,246.0	-38.5	20.5%
24	Quadra Island	Cortes Island	2,133.0	2,172.0	-39.0	14.9%
25	Port McNeill	Alert Bay	3,933.0	3,961.0	-28.0	0.4%
26	Skidegate	Alliford Bay	4,425.5	4,172.0	253.5	1.3%
Total			69,718.0	66,342.0	3,376.0	10.1%

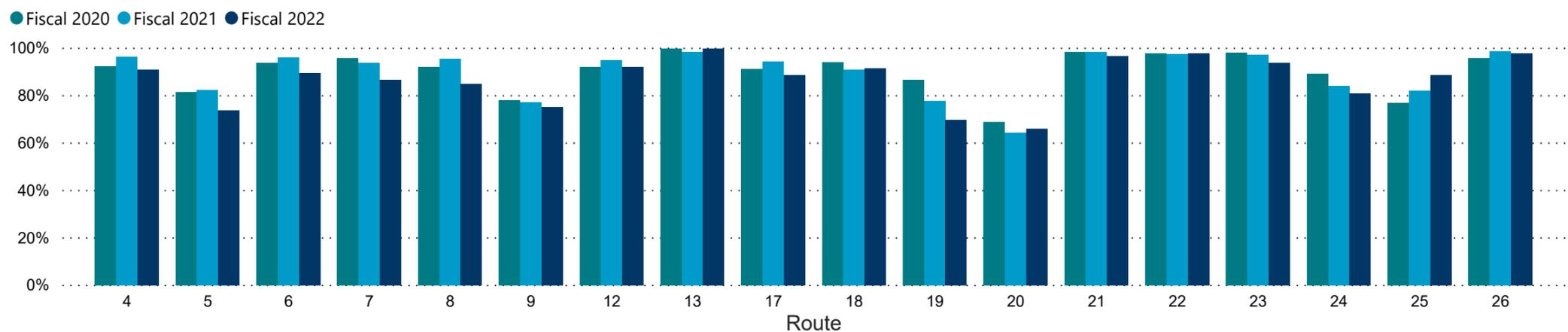
Duration of Delays - Year End



Notes:

- (1) Route 13: Core service levels include some round trips that are deliverable only 'on demand.'
- (2) Route 13: % Sailings Overloaded is not applicable because the route is passenger only.
- (3) Includes the discretionary sailings to be provided under Part D of Schedule "3" of the Contribution Agreement between BC Ferries and the Province dated November 11, 2020.
- (3) In the Variance (Actual to Required) column, negative (red) round trips do not indicate non-compliance with the Coastal Ferry Services Contract. This table does not show adjustments for cancellations of minimum required round trips for allowable reasons.

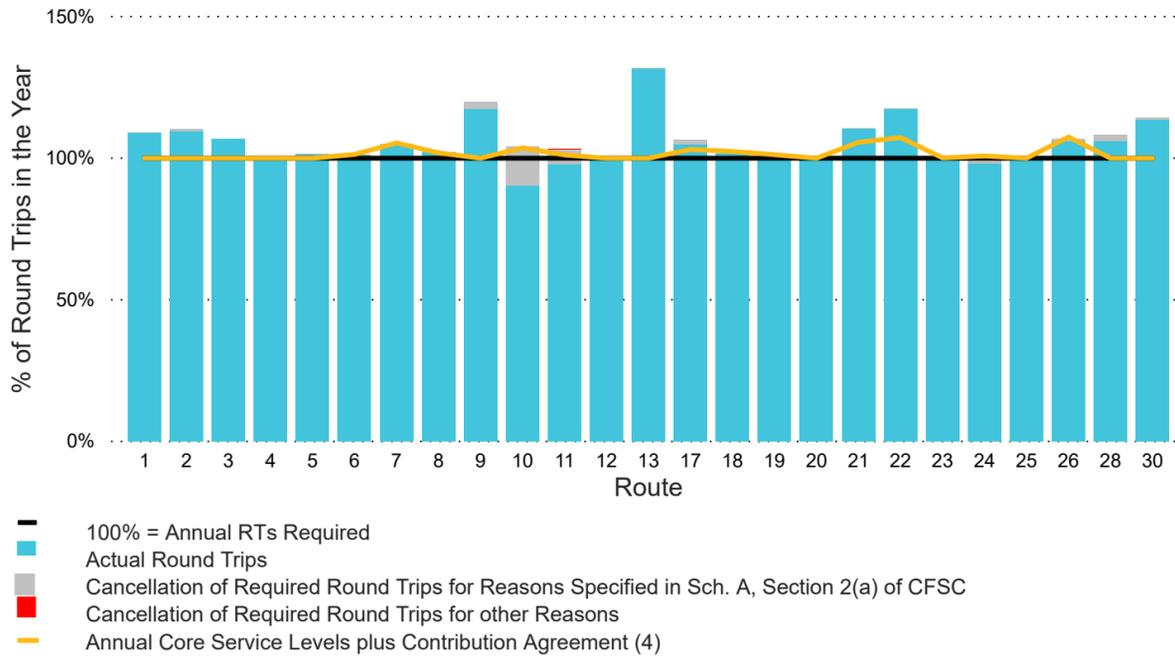
On Time Performance - % That Sailed Within 10 Mins of Scheduled Departure - Year End



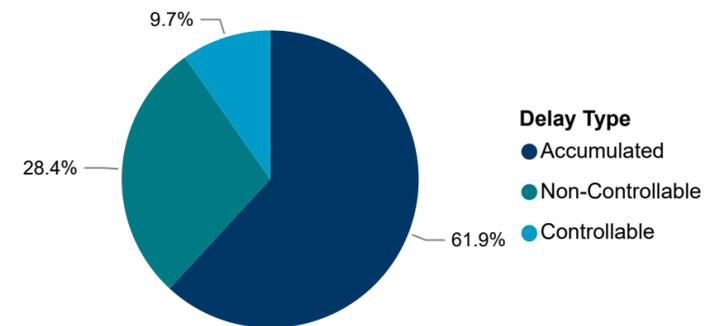
Round Trip Service Delivery and On Time Performance

All Routes - Year Ended March 31, 2022

Round Trips Compared to Annual Core Service Levels

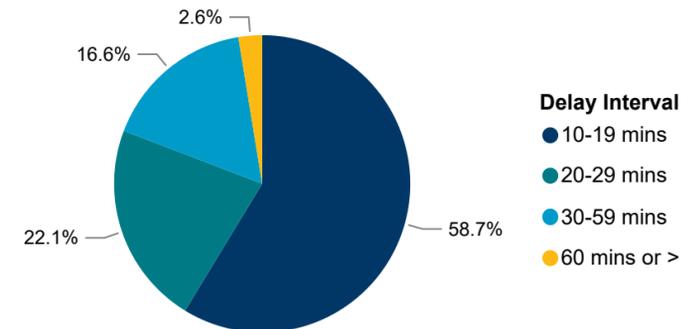


Reasons for Delays - Year End



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

Duration of Delays - Year End



On Time Performance - Year End

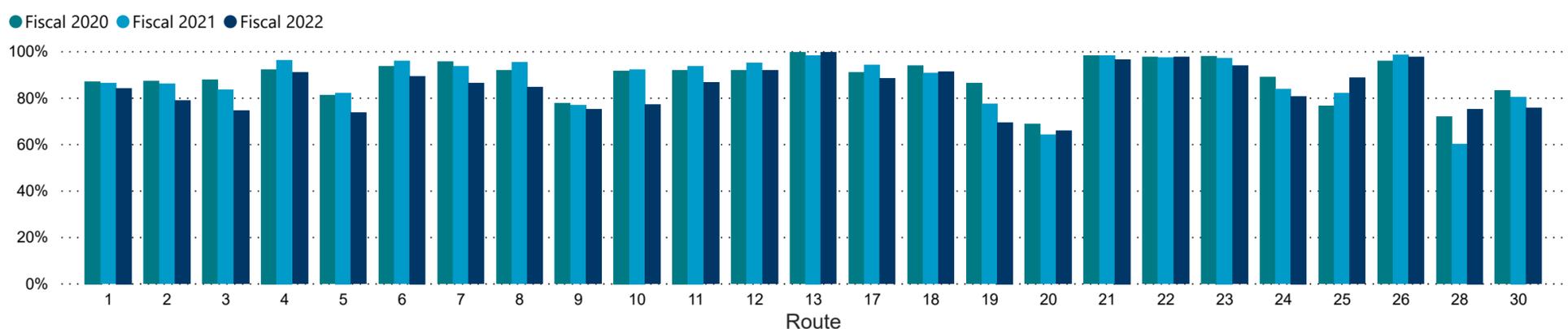
Region	Fiscal 2020	Fiscal 2021	Fiscal 2022
Major	86.6%	84.3%	78.8%
North	85.6%	82.8%	79.0%
Minor	89.9%	89.8%	86.7%
Total	89.4%	89.1%	85.6%

Route	Terminal 1	Terminal 2	Actual Round Trips	Core Round Trips Required	Variance (Actual to Required)	% Sailings Overloaded
1	Swartz Bay	Tsawwassen	3,824.5	3,512.0	312.5	45.7%
2	Horseshoe Bay	Departure Bay	2,982.0	2,723.0	259.0	29.9%
3	Langdale	Horseshoe Bay	3,145.0	2,945.0	200.0	30.5%
4	Fulford Harbour	Swartz Bay	2,877.0	2,879.0	-2.0	14.4%
5	Swartz Bay	Four SGIs	3,515.0	3,468.0	47.0	6.8%
6	Crofton	Vesuvius Bay	4,725.0	4,670.0	55.0	17.4%
7	Earls Cove	Saltery Bay	2,868.5	2,731.0	137.5	3.8%
8	Horseshoe Bay	Bowen Island	5,573.5	5,452.0	121.5	12.8%
9	Tsawwassen	Long Harbour	974.0	830.0	144.0	5.8%
10	Port Hardy	Prince Rupert	98.5	109.0	-10.5	0.8%
11	Skidegate	Prince Rupert	173.0	176.5	-3.5	3.8%
12	Mill Bay	Brentwood Bay	3,212.0	3,215.0	-3.0	1.4%
13	Langdale	Gambier/Keats	5,347.0	4,062.0	1,285.0	
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18	Texada	Powell River	2,946.5	2,898.0	48.5	1.4%
19	Nanaimo Harbour	Gabriola Island	5,270.5	5,201.0	69.5	16.6%
20	Chemainus	Thetis Island	3,703.0	3,700.0	3.0	5.2%
21	Buckley Bay	Denman West	5,812.0	5,261.0	551.0	14.0%
22	Denman East	Hornby Island	4,762.0	4,060.0	702.0	15.4%
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24	Quadra Island	Cortes Island	2,133.0	2,172.0	-39.0	14.9%
25	Port McNeill	Alert Bay	3,933.0	3,961.0	-28.0	0.4%
26	Skidegate	Alliford Bay	4,425.5	4,172.0	253.5	1.3%
28	Port Hardy	Bella Coola	94.5	89.0	5.5	0.0%
30	Duke Point	Tsawwassen	2,707.0	2,379.0	328.0	31.4%
Total			82,742.5	78,970.5	3,772.0	13.8%

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- (2) Route 13: Core service levels include some round trips that are deliverable only 'on demand.'
- (3) Route 13: % Sailings Overloaded is not applicable because the route is passenger only.
- (4) Includes the discretionary sailings to be provided under Part D of Schedule "3" of the Contribution Agreement between BC Ferries and the Province dated November 11, 2020.
- (5) Route 1 includes one Swartz Bay to Duke Point round trip operated on November 18, 2021.
- (6) In the Variance (Actual to Required) column, negative (red) round trips do not indicate non-compliance with the Coastal Ferry Services Contract. This table does not show adjustments for cancellations of minimum required round trips for allowable reasons.

On Time Performance - % That Sailed Within 10 Mins of Scheduled Departure (1) - Year End



Route Financial Report
Year Ended March 31, 2022





British Columbia Ferry Services Inc.
Route Statement
For the Twelve Months Ended March 31, 2022
(in \$ 000's)

	Corporate Total		Major Routes		Northern Routes		Minor Routes		Unregulated Routes	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Tariff and Reservation Revenue	569,551	424,077	471,380	349,225	12,832	7,025	85,339	67,827	-	-
Ancillary Revenue	54,401	24,582	46,514	20,547	3,590	1,895	4,297	2,140	-	-
Social Program Fees	10,385	7,750	4,789	3,532	963	669	4,633	3,549	-	-
Contracted Routes Fee	3,676	3,675	-	-	-	-	-	-	3,676	3,675
Total Operating Revenue	638,013	460,084	522,683	373,304	17,385	9,589	94,269	73,516	3,676	3,675
Total Operating Expenses	689,525	606,549	443,572	385,573	55,286	44,081	186,991	173,220	3,676	3,675
Earnings (Loss) from Operations	(51,512)	(146,465)	79,111	(12,269)	(37,901)	(34,492)	(92,722)	(99,704)	-	-
Depreciation and Amortization	(173,300)	(179,541)	(99,544)	(105,723)	(18,929)	(19,235)	(54,827)	(54,583)	-	-
Net Financing Expense	(56,080)	(56,135)	(26,997)	(28,193)	(7,574)	(7,961)	(21,509)	(19,981)	-	-
Cost of Capital	(229,380)	(235,676)	(126,541)	(133,916)	(26,503)	(27,196)	(76,336)	(74,564)	-	-
(Loss) Gain on Disposal and Impairment of Capital Assets	(7,273)	(8,501)	(6,205)	(6,956)	(206)	(109)	(862)	(1,436)	-	-
Route Earnings (Loss) Before Ferry Service Fees, Safe Restart Funding & Federal Contract	(288,165)	(390,642)	(53,635)	(153,141)	(64,610)	(61,797)	(169,920)	(175,704)	-	-
Ferry Transportation Fees	195,379	194,226	10,853	6,821	53,853	54,779	130,673	132,626	-	-
Safe Restart Funding	107,806	186,000	90,851	156,011	2,061	5,170	14,894	24,819	-	-
Federal-Provincial Subsidy Agreement	32,183	32,028	-	-	9,617	8,218	22,566	23,810	-	-
Net Regulatory Earnings (Loss)	47,203	21,612	48,069	9,691	921	6,370	(1,787)	5,551	0	0
Items Included in Net Regulatory Earnings (Loss) not Permitted Under IFRS										
Fuel Costs (over) under Set Price	(5,040)	6,351	(3,604)	4,204	(293)	604	(1,143)	1,543	-	-
Fuel Rebates Paid	(3,920)	(6,761)	(2,986)	(5,394)	(213)	(125)	(721)	(1,242)	-	-
Fuel Price Risk Recoveries Receivable from (Payable to) the Province	27	(230)	-	-	27	(230)	-	-	-	-
Tariffs in Excess of Price Cap	2,671	-	2,211	-	60	-	400	-	-	-
Fare Increase Relief Deferral	(6,806)	-	(5,412)	-	(129)	-	(1,265)	-	-	-
Net IFRS Earnings (Loss)	34,135	20,972	38,278	8,501	373	6,619	(4,516)	5,852	0	0

Effective April 1, 2020, the Coastal Ferry Services Contract ("CFSC") was amended for PT5, formalizing ferry transportation fees for the four-year term which commenced April 1, 2020 and ends on March 31, 2024. The maximum annual ferry transportation fee is \$194 million which includes \$30 million to reflect a notional amount for the Senior Discounts. For the purposes of annual route statements, the cost of the Seniors Discounts is applied to all Designated Routes based on actual usage of the discounts on each route. The unused portion of the notional amount is allocated to Designated Routes based on the same proportion of the annual ferry transportation fee received by each route.

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

Included in the Fuel Rebates Paid in the above statement are fuel rebates applied against tariffs paid by the Province on behalf of customers travelling under Social Programs. During the year ended March 31, 2022, the Province paid fuel rebates of \$0.03 million (March 31, 2021: the Province received \$0.23 million).

BC Ferries entered into a contribution agreement with the Province dated November 11, 2020, through which it received Safe Restart Funding primarily to offset financial losses resulting from the COVID-19 pandemic. Safe Restart Funding has been allocated across the routes using a systematic approach based on the estimated loss in earnings. No Safe Restart Funding was provided to the drop trailer business.



British Columbia Ferry Services Inc.
Route Statement
Major Routes
For the Twelve Months Ended March 31, 2022
(in \$ 000's)

	01-Tsawwassen - Swartz Bay		02-Horseshoe Bay - Nanaimo		03-Horseshoe Bay - Langdale		30-Nanaimo - Tsawwassen		Major Routes	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Tariff and Reservation Revenue	205,698	145,463	123,814	80,649	44,618	35,818	97,250	87,295	471,380	349,225
Ancillary Revenue	20,384	8,683	12,467	5,445	5,580	2,609	8,083	3,810	46,514	20,547
Social Program Fees	1,274	898	1,487	1,016	1,522	1,155	506	463	4,789	3,532
Contracted Routes Fee	-	-	-	-	-	-	-	-	-	-
Total Operating Revenue	227,356	155,044	137,768	87,110	51,720	39,582	105,839	91,568	522,683	373,304
Total Operating Expenses	159,965	135,734	118,579	90,016	57,156	50,451	107,872	109,372	443,572	385,573
Earnings (Loss) from Operations	67,391	19,310	19,189	(2,906)	(5,436)	(10,869)	(2,033)	(17,804)	79,111	(12,269)
Depreciation and Amortization	(44,867)	(44,707)	(24,213)	(21,476)	(10,666)	(11,405)	(19,798)	(28,135)	(99,544)	(105,723)
Net Financing Expense	(13,560)	(14,148)	(5,221)	(4,495)	(2,404)	(2,549)	(5,812)	(7,001)	(26,997)	(28,193)
Cost of Capital	(58,427)	(58,855)	(29,434)	(25,971)	(13,070)	(13,954)	(25,610)	(35,136)	(126,541)	(133,916)
(Loss) Gain on Disposal and Impairment of Capital Assets	(2,699)	(3,154)	(1,636)	(1,532)	(614)	(696)	(1,256)	(1,574)	(6,205)	(6,956)
Route Earnings (Loss) Before Ferry Service Fees, Safe Restart Funding & Federal Contract	6,265	(42,699)	(11,881)	(30,409)	(19,120)	(25,519)	(28,899)	(54,514)	(53,635)	(153,141)
Ferry Transportation Fees	4,277	2,516	3,088	1,807	1,483	1,116	2,005	1,382	10,853	6,821
Safe Restart Funding	43,045	73,928	22,451	39,650	7,791	12,935	17,564	29,498	90,851	156,011
Federal-Provincial Subsidy Agreement	-	-	-	-	-	-	-	-	-	-
Net Regulatory Earnings (Loss)	53,587	33,745	13,658	11,048	(9,846)	(11,468)	(9,330)	(23,634)	48,069	9,691
Items Included in Net Regulatory Earnings (Loss) not Permitted Under IFRS										
Fuel Costs (over) under Set Price	(2,292)	619	(536)	1,310	(206)	560	(570)	1,715	(3,604)	4,204
Fuel Rebates Paid	(1,251)	(2,252)	(819)	(1,246)	(308)	(567)	(608)	(1,329)	(2,986)	(5,394)
Fuel Price Risk Recoveries Receivable from (Payable to) the Province	-	-	-	-	-	-	-	-	-	-
Tariffs in Excess of Price Cap	965	-	581	-	209	-	456	-	2,211	-
Fare Increase Relief Deferral	(2,111)	-	(1,482)	-	(619)	-	(1,200)	-	(5,412)	-
Net IFRS Earnings (Loss)	48,898	32,112	11,402	11,112	(10,770)	(11,475)	(11,252)	(23,248)	38,278	8,501

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British Columbia Ferry Services Inc.
Route Statement
Northern Routes
For the Twelve Months Ended March 31, 2022
(in \$ 000's)

	10-Bear Cove - Bella Bella - Prince Rupert		11-Prince Rupert - Skidegate		28-Port Hardy - Bella Coola		Northern Routes	
	2022	2021	2022	2021	2022	2021	2022	2021
Tariff and Reservation Revenue	7,062	4,064	4,697	2,867	1,073	94	12,832	7,025
Ancillary Revenue	1,912	1,007	1,572	884	107	4	3,590	1,895
Social Program Fees	326	227	633	441	4	1	963	669
Contracted Routes Fee	-	-	-	-	-	-	-	-
Total Operating Revenue	9,300	5,298	6,902	4,192	1,184	99	17,385	9,589
Total Operating Expenses	25,342	21,014	19,964	16,020	9,980	7,047	55,286	44,081
Earnings (Loss) from Operations	(16,042)	(15,716)	(13,062)	(11,828)	(8,796)	(6,948)	(37,901)	(34,492)
Depreciation and Amortization	(8,555)	(8,332)	(5,738)	(6,375)	(4,636)	(4,528)	(18,929)	(19,235)
Net Financing Expense	(3,457)	(3,412)	(2,265)	(2,624)	(1,852)	(1,925)	(7,574)	(7,961)
Cost of Capital	(12,012)	(11,744)	(8,003)	(8,999)	(6,488)	(6,453)	(26,503)	(27,196)
(Loss) Gain on Disposal and Impairment of Capital Assets	(110)	(57)	(82)	(69)	(14)	17	(206)	(109)
Route Earnings (Loss) Before Ferry Service Fees, Safe Restart Funding & Federal Contract	(28,164)	(27,517)	(21,147)	(20,896)	(15,298)	(13,384)	(64,610)	(61,797)
Ferry Transportation Fees	30,142	30,489	19,456	19,939	4,255	4,351	53,853	54,779
Safe Restart Funding	1,135	3,004	841	1,643	84	523	2,061	5,170
Federal-Provincial Subsidy Agreement	5,349	1,597	3,503	6,621	765	-	9,617	8,218
Net Regulatory Earnings (Loss)	8,462	7,573	2,653	7,307	(10,194)	(8,510)	921	6,370
Items Included in Net Regulatory Earnings (Loss) not Permitted Under IFRS								
Fuel Costs (over) under Set Price	(156)	334	(114)	251	(23)	19	(293)	604
Fuel Rebates Paid	(113)	(68)	(85)	(56)	(15)	(1)	(213)	(125)
Fuel Price Risk Recoveries Receivable from the Province	27	(230)	-	-	-	-	27	(230)
Tariffs in Excess of Price Cap	33	-	22	-	5	-	60	-
Fare Increase Relief Deferral	(61)	-	(62)	-	(6)	-	(129)	-
Net IFRS Earnings (Loss)	8,192	7,609	2,414	7,502	(10,233)	(8,492)	373	6,619

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British Columbia Ferry Services Inc.
Route Statement
Minor Routes
For the Twelve Months Ended March 31, 2022
(in \$ 000's)

	04-Swartz Bay - Fulford Harbour		05-Swartz Bay - Gulf Islands		06-Vesuvius Bay - Crofton		07-Salter Bay - Earls Cove		08-Horseshoe Bay - Snug Cove	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Tariff and Reservation Revenue	6,386	5,142	5,821	4,802	5,425	4,428	7,083	5,605	9,985	8,165
Ancillary Revenue	237	177	416	167	10	9	309	138	465	382
Social Program Fees	353	310	475	411	267	212	227	175	753	568
Contracted Routes Fee	-	-	-	-	-	-	-	-	-	-
Total Operating Revenue	6,976	5,629	6,712	5,380	5,702	4,649	7,619	5,918	11,203	9,115
Total Operating Expenses	12,696	12,072	24,029	24,387	9,033	8,518	17,686	15,295	17,214	17,394
Earnings (Loss) from Operations	(5,720)	(6,443)	(17,317)	(19,007)	(3,331)	(3,869)	(10,067)	(9,377)	(6,011)	(8,279)
Depreciation and Amortization	(3,808)	(3,786)	(4,356)	(6,312)	(1,340)	(1,570)	(3,326)	(3,369)	(4,094)	(4,212)
Net Financing Expense	(1,183)	(1,207)	(1,569)	(1,662)	(199)	(180)	(1,158)	(1,233)	(1,075)	(1,222)
Cost of Capital	(4,991)	(4,993)	(5,925)	(7,974)	(1,539)	(1,750)	(4,484)	(4,602)	(5,169)	(5,434)
(Loss) Gain on Disposal and Impairment of Capital Assets	(78)	32	(80)	(95)	(68)	(82)	(90)	(104)	(133)	(160)
Route Earnings (Loss) Before Ferry Service Fees, Safe Restart Funding & Federal Contract	(10,789)	(11,404)	(23,322)	(27,076)	(4,938)	(5,701)	(14,641)	(14,083)	(11,313)	(13,873)
Ferry Transportation Fees	7,408	7,549	20,173	20,677	2,818	2,795	13,471	13,569	8,610	8,686
Safe Restart Funding	1,224	1,971	1,018	1,629	916	1,451	1,087	1,902	1,836	2,891
Federal-Provincial Subsidy Agreement	1,281	1,411	3,563	4,443	445	13	2,343	2,948	1,451	1,497
Net Regulatory Earnings (Loss)	(876)	(473)	1,432	(327)	(759)	(1,442)	2,260	4,336	584	(799)
Items Included in Net Regulatory Earnings (Loss) not Permitted Under IFRS										
Fuel Costs (over) under Set Price	(54)	146	(144)	388	(14)	59	(79)	228	(74)	208
Fuel Rebates Paid	(53)	(100)	(51)	(96)	(46)	(84)	(55)	(99)	(77)	(142)
Fuel Price Risk Recoveries Receivable from (Payable to) the Province	-	-	-	-	-	-	-	-	-	-
Tariffs in Excess of Price Cap	30	-	27	-	25	-	33	-	47	-
Tariffs in Excess of Price Cap	(89)	-	(95)	-	(84)	-	(103)	-	(151)	-
Net IFRS Earnings (Loss)	(1,042)	(427)	1,169	(35)	(878)	(1,467)	2,056	4,465	329	(733)

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British Columbia Ferry Services Inc.
Route Statement
Minor Routes
For the Twelve Months Ended March 31, 2022
(in \$ 000's)

	09-Tsawwassen - Gulf Islands		12-Mill Bay - Brentwood		13-Langdale - Gambier Island - Keats Island		17-Comox - Powell River		18-Texada Island - Powell River	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Tariff and Reservation Revenue	14,813	10,681	1,690	1,116	169	149	11,408	8,513	1,433	1,234
Ancillary Revenue	1,686	741	0	(1)	19	18	934	338	34	22
Social Program Fees	148	122	6	2	3	3	894	652	136	113
Contracted Routes Fee	-	-	-	-	-	-	-	-	-	-
Total Operating Revenue	16,647	11,544	1,696	1,117	191	170	13,236	9,503	1,603	1,369
Total Operating Expenses	23,872	18,094	3,020	2,364	705	734	17,105	16,717	7,016	7,356
Earnings (Loss) from Operations	(7,225)	(6,550)	(1,324)	(1,247)	(514)	(564)	(3,869)	(7,214)	(5,413)	(5,987)
Depreciation and Amortization	(7,755)	(7,178)	(1,060)	(1,197)	(11)	(12)	(6,008)	(6,440)	(3,083)	(2,777)
Net Financing Expense	(3,532)	(3,398)	(135)	(169)	0	0	(3,048)	(3,387)	(1,790)	(1,530)
Cost of Capital	(11,287)	(10,576)	(1,195)	(1,366)	(11)	(12)	(9,056)	(9,827)	(4,873)	(4,307)
(Loss) Gain on Disposal and Impairment of Capital Assets	(198)	(220)	(20)	(20)	(2)	(3)	(157)	(167)	(20)	(27)
Route Earnings (Loss) Before Ferry Service Fees, Safe Restart Funding & Federal Contract	(18,710)	(17,346)	(2,539)	(2,633)	(527)	(579)	(13,082)	(17,208)	(10,306)	(10,321)
Ferry Transportation Fees	13,555	13,758	2,019	1,979	538	547	11,496	11,599	6,591	6,713
Safe Restart Funding	2,431	4,544	440	592	27	46	1,947	3,265	243	374
Federal-Provincial Subsidy Agreement	2,334	2,603	321	0	88	81	1,983	2,041	1,155	1,138
Net Regulatory Earnings (Loss)	(390)	3,559	241	(62)	126	95	2,344	(303)	(2,317)	(2,096)
Items Included in Net Regulatory Earnings (Loss) not Permitted Under IFRS										
Fuel Costs (over) under Set Price	(317)	1	(6)	16	(28)	-	(263)	49	(24)	65
Fuel Rebates Paid	(126)	(172)	(18)	(26)	(3)	(2)	(89)	(161)	(13)	(24)
Fuel Price Risk Recoveries Receivable from (Payable to) the Province	-	-	-	-	-	-	-	-	-	-
Tariffs in Excess of Price Cap	69	-	8	-	1	-	54	-	7	-
Tariffs in Excess of Price Cap	(190)	-	(23)	-	(3)	-	(173)	-	(25)	-
Net IFRS Earnings (Loss)	(954)	3,388	202	(72)	93	93	1,873	(415)	(2,372)	(2,055)



British Columbia Ferry Services Inc.
Route Statement
Minor Routes
For the Twelve Months Ended March 31, 2022
(in \$ 000's)

	19-Gabriola Island - Nanaimo Harbour		20-Thetis Island - Penelakut Island - Chemainus		21-Denman Island - Buckley Bay		22-Hornby Island - Denman Island		23-Quadra Island - Campbell River	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Tariff and Reservation Revenue	5,488	4,755	1,263	1,149	3,611	3,135	1,729	1,485	5,369	4,689
Ancillary Revenue	40	36	4	2	23	21	14	15	54	45
Social Program Fees	358	256	134	74	216	158	15	6	369	270
Contracted Routes Fee	-	-	-	-	-	-	-	-	-	-
Total Operating Revenue	5,886	5,047	1,401	1,225	3,850	3,314	1,758	1,506	5,792	5,004
Total Operating Expenses	9,889	8,852	5,014	4,495	5,963	5,820	4,430	4,452	10,570	10,186
Earnings (Loss) from Operations	(4,003)	(3,805)	(3,613)	(3,270)	(2,113)	(2,506)	(2,672)	(2,946)	(4,778)	(5,182)
Depreciation and Amortization	(3,106)	(2,518)	(1,579)	(1,604)	(2,657)	(2,515)	(1,407)	(1,578)	(3,126)	(2,047)
Net Financing Expense	(1,155)	(385)	(396)	(440)	(1,269)	(1,289)	(625)	(665)	(1,082)	(343)
Cost of Capital	(4,261)	(2,903)	(1,975)	(2,044)	(3,926)	(3,804)	(2,032)	(2,243)	(4,208)	(2,390)
(Loss) Gain on Disposal and Impairment of Capital Assets	(70)	(89)	(17)	(22)	(46)	(58)	(21)	(26)	185	(342)
Route Earnings (Loss) Before Ferry Service Fees, Safe Restart Funding & Federal Contract	(8,334)	(6,797)	(5,605)	(5,336)	(6,085)	(6,368)	(4,725)	(5,215)	(8,801)	(7,914)
Ferry Transportation Fees	5,049	5,069	5,094	5,228	5,934	5,919	3,709	3,788	6,298	6,398
Safe Restart Funding	985	1,568	249	392	594	1,021	255	486	990	1,607
Federal-Provincial Subsidy Agreement	812	755	901	1,120	988	1,076	654	900	1,056	802
Net Regulatory Earnings (Loss)	(1,488)	595	639	1,404	1,431	1,648	(107)	(41)	(457)	893
Items Included in Net Regulatory Earnings (Loss) not Permitted Under IFRS										
Fuel Costs (over) under Set Price	(29)	72	(11)	33	(3)	13	(4)	7	(29)	90
Fuel Rebates Paid	(46)	(87)	(11)	(23)	(34)	(59)	(16)	(26)	(50)	(86)
Fuel Price Risk Recoveries Receivable from (Payable to) the Province	-	-	-	-	-	-	-	-	-	-
Tariffs in Excess of Price Cap	26	-	6	-	17	-	8	-	25	-
Tariffs in Excess of Price Cap	(88)	-	(20)	-	(58)	-	(24)	-	(83)	-
Net IFRS Earnings (Loss)	(1,625)	580	603	1,414	1,353	1,602	(143)	(60)	(594)	897



British Columbia Ferry Services Inc.
Route Statement
Minor Routes
For the Twelve Months Ended March 31, 2022
(in \$ 000's)

	24-Cortes Island - Quadra Island		25-Alert Bay - Sointula - Port McNeill		26-Skidegate - Alliford Bay		Minor Routes	
	2022	2021	2022	2021	2022	2021	2022	2021
Tariff and Reservation Revenue	1,108	911	1,915	1,456	643	412	85,339	67,827
Ancillary Revenue	12	5	17	16	23	9	4,297	2,140
Social Program Fees	122	108	123	90	34	19	4,633	3,549
Contracted Routes Fee	-	-	-	-	-	-	-	-
Total Operating Revenue	1,242	1,024	2,055	1,562	700	440	94,269	73,516
Total Operating Expenses	5,213	3,943	7,819	7,164	5,717	5,377	186,991	173,220
Earnings (Loss) from Operations	(3,971)	(2,919)	(5,764)	(5,602)	(5,017)	(4,937)	(92,722)	(99,704)
Depreciation and Amortization	(3,373)	(2,066)	(3,361)	(3,815)	(1,377)	(1,587)	(54,827)	(54,583)
Net Financing Expense	(691)	(486)	(2,217)	(1,949)	(385)	(436)	(21,509)	(19,981)
Cost of Capital	(4,064)	(2,552)	(5,578)	(5,764)	(1,762)	(2,023)	(76,336)	(74,564)
(Loss) Gain on Disposal and Impairment of Capital Assets	(15)	(18)	(24)	(27)	(8)	(8)	(862)	(1,436)
Route Earnings (Loss) Before Ferry Service Fees, Safe Restart Funding & Federal Contract	(8,050)	(5,489)	(11,366)	(11,393)	(6,787)	(6,968)	(169,920)	(175,704)
Ferry Transportation Fees	4,998	5,128	7,286	7,463	5,626	5,761	130,673	132,626
Safe Restart Funding	188	314	322	528	142	238	14,894	24,819
Federal-Provincial Subsidy Agreement	891	709	1,292	1,152	1,008	1,121	22,566	23,810
Net Regulatory Earnings (Loss)	(1,973)	662	(2,466)	(2,250)	(11)	152	(1,787)	5,551
Items Included in Net Regulatory Earnings (Loss) not Permitted Under IFRS								
Fuel Costs (over) under Set Price	(16)	45	(37)	96	(11)	27	(1,143)	1,543
Fuel Rebates Paid	(10)	(18)	(17)	(30)	(6)	(7)	(721)	(1,242)
Fuel Price Risk Recoveries Receivable from (Payable to) the Province	-	-	-	-	-	-	-	-
Tariffs in Excess of Price Cap	5	-	9	-	3	-	400	-
Tariffs in Excess of Price Cap	(18)	-	(31)	-	(7)	-	(1,265)	-
Net IFRS Earnings (Loss)	(2,012)	689	(2,542)	(2,184)	(32)	172	(4,516)	5,852

Part 2

Service Quality



Part 2: Service Quality

Overview

The Company recognizes that to earn the public's trust and provide a service customers value, it needs to engage in meaningful ways with its customers and the communities it serves. BC Ferries safely and reliably connects and supports communities, brings families together, meets passengers' needs, engages with Indigenous peoples, moves essential goods, supports agriculture and tourism, and builds and strengthens the provincial economy. We continue to put our customers first, and to live up to our commitment to provide the best customer experience possible.

BC Ferries is aware there are always opportunities for continuous improvement and welcomes input from and dialogue with customers, communities and others in a variety of ways, including:

- Customer-initiated feedback, received through letters, emails, phone calls, tweets, Facebook posts, Instagram and the online feedback form. The Company also receives feedback through its customer satisfaction survey and its feedback portal, ferryfeedback.ca. BC Ferries works hard to respond promptly to customers providing feedback and endeavours to ensure that their concerns are reviewed and appropriately addressed.
- An active public consultation and community engagement program, enabling transparent public engagement and providing communities and customers with a voice in the future of the ferry system and the decisions that affect them most. This engagement takes many forms, from community information meetings and open houses, to online surveys and meetings with community leaders and other key stakeholders. BC Ferries' public engagement program is a critical component of its infrastructure planning, service planning, project management and ongoing operations, and we incorporate input and feedback whenever possible.
- Meetings with communities, Indigenous peoples, businesses and stakeholder groups along coastal British Columbia, to hear concerns, suggestions and requests. The majority of coastal communities are represented by one of 13 ferry advisory committees, which are comprised of local community representatives. These committees serve as liaisons with communities and customers to provide input on day-to-day operations, planned improvements, broader policy issues and strategic planning.
- Building and strengthening relationships with Indigenous communities through outreach, dialogue and consultation, cultural recognition and support for important community events.

This part of the report provides information on the feedback BC Ferries received from its customers in fiscal 2022, as well as the key stakeholder and community engagement initiatives it undertook during the year. The following two reports are included:

2.1 Feedback and Engagement Report

The Feedback and Engagement Report contains a consolidated summary of the customer-initiated feedback BC Ferries received through all reporting channels on all of the Designated Routes during the fiscal year, and describes the actions taken in response. It also provides a summary for the fiscal year of Indigenous relations and engagement activities, as well as an overview of key community and stakeholder engagement initiatives and the themes that emerged from those consultation processes.

2.2 Customer Satisfaction Tracking Report

BC Ferries has been conducting customer satisfaction tracking research on select routes since 2003. As in past years, the Company commissioned an independent professional consulting organization to conduct and document a comprehensive customer satisfaction survey. In addition to meeting BC Ferries' obligations under the Contract, the survey is an important part of the Company's ongoing market research program that supports various operational and customer service initiatives.

The Customer Service Satisfaction Tracking report presents the findings for 2021. The report indicates that customers who were surveyed reported an overall satisfaction score of 4.07 (out of a possible 5), and 83% of those customers reported that they were satisfied with their overall experience. This compares to 3.97 and 81%, respectively, for 2020.

Feedback and Engagement Report

Year Ended March 31, 2022





Feedback and Engagement Report

Annual Report for the Year ended March 31, 2022 (Fiscal 2022)

Fiscal 2022 Summary

The COVID-19 pandemic played a major role in Fiscal 2022. Pandemic restrictions resulted in sudden swings in traffic, staff infections impacted our ability to complete all scheduled sailings and federal vaccine requirements plus a worldwide shortage of skilled mariners added to operating challenges.

On April 23, 2021, the Province announced travel restrictions that prohibited all but essential travel between regional zones. Travel was not permitted for those travelling for non-essential reasons on the following routes: Vancouver Island – Metro Vancouver, Southern Gulf Islands – Tsawwassen and Port Hardy – Prince Rupert. On May 25, the Province announced BC's multi-step Restart Plan. Step 1 (May 25–June 14) allowed for limited indoor and outdoor gatherings, and recreational travel within regions. Step 2 (June 15–30) allowed for larger gatherings and recreational travel within BC. Step 3 came into effect on July 1, with masks no longer mandatory but recommended for those not fully vaccinated. On August 25, mask requirements in indoor spaces were reinstated due to rising COVID-19 case counts and hospitalizations. In mid-June the removal of travel restrictions impacted traffic volumes across all routes, as pent-up travel demand coincided with the end of the school year and the beginning of peak season. Although passenger counts over summer 2021 did not return to pre-pandemic levels, vehicle traffic was up 3% over the same period in 2019, a pre-pandemic year. This represented our highest vehicle traffic levels in any quarter.

Throughout fall 2021, COVID-19 case counts remained relatively low; however, in December, positive tests related to the Omicron variant were increasing significantly, and by the end of that month, daily new cases exceeded all previous numbers. In response, customers cancelled bookings and reduced travel. Across the fleet, employees stayed home with the illness or as a precautionary measure after being exposed to confirmed cases. Crew absences could not always be filled due to pre-existing shortages. As a result, some sailings were cancelled.

Transport Canada's mandatory vaccination requirement came into effect on November 15, 2021; as a result, the Nanaimo Harbour – Gabriola Island route experienced a crew shortage and its schedule, which was supplemented by a water taxi, was temporarily adjusted. Regular service resumed on November 24. Also on November 15, an atmospheric river caused flooding and washouts in several parts of BC. Damage to the Malahat Highway on Vancouver Island meant that road access between Victoria and the rest of the Island was temporarily unavailable.

By late February 2022, COVID-19 cases had subsided, and on March 11, the Province lifted a number of restrictions, including the mandatory mask requirement. The proof of vaccination requirement for access to non-essential events, services and businesses was lifted on April 8.

We issued news releases on January 10, 2022 and on March 25 regarding the potential for cancellations due to a combination of crew-related factors, including the Omicron variant's potential to impact employee wellness, the cold and flu season, severe winter storms, vaccination policies that reduced crew availability, and the global shortage of skilled mariners. As predicted, there were a number of crew-related sailing cancellations. Beginning January 28, schedules on the Tsawwassen – Southern Gulf Islands, Horseshoe Bay – Departure Bay, Horseshoe Bay – Langdale and Earls Cove – Saltery Bay routes were adjusted to minimize the risk of further cancellations.

Fares and our website generated the most customer feedback unrelated to the pandemic. On March 24, 2022, we updated our website with new fares and fare choices that came into effect on April 8. The key changes were fare increases on all routes, the introduction of Prepaid and Saver fares on the Horseshoe Bay – Langdale route, changes to cancellation fees for Saver fares, the elimination of a separate reservation fee for Prepaid bookings, an increase in minimum loads for Experience™ Cards, and an increase in the purchase price for 10 Assured Loading Tickets.

CUSTOMER EXPERIENCE		CUSTOMER COMPLAINTS		CUSTOMER SERVICE CENTRE	
94	The Customer Experience score for Fiscal 2022 is 94 (Up from 93 in Fiscal 2021)	7.9	7.9 complaints were received for every 10,000 customers travelling in Fiscal 2022 (Up from 5.1, Fiscal 2021)	93%	Customers satisfied with their Customer Service Centre (CSC) experience (No change from 93%, Fiscal 2021)

CUSTOMERS SERVED			
Customer type	Fiscal 2021	Fiscal 2022	YOY change
Foot passengers	1,393,391	2,354,821	+69%
Vehicle passengers	11,689,958	15,525,365	+33%
Total vehicles	6,704,030	8,466,643	+26%

17,880,186 customers travelled with BC Ferries in Fiscal 2022, compared to 13,083,349 in Fiscal 2021 (37% increase in passenger volume).

COMMENTS, INQUIRIES AND PHONE CALLS			
Channels	Fiscal 2021	Fiscal 2022	YOY change
Comments	11,870	21,405	+80%
Phone calls	358,912	421,113	+17%
Social media (inbound)*	40,884	41,968	+3%
Twitter	26,993	28,168	+4%
Facebook	12,272	9,747	-21%
Instagram	1,413	3,831	+171%
LinkedIn	206	222	+8%

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 4% compared to the four-year historical average
Average speed of call answered 1.9 times slower compared to the four-year historical
Fleet reliability Down 0.1% compared to the four-year historical average
Percentage of positive comments Down 33% compared to the four-year historical average
See the Customer Experience Dashboard on page 2 for a breakdown of metrics contributing to the overall customer experience score.

TOP THREE COMPLAINT AREAS	
Major routes Routes 1, 2, 3, 30	% of all complaints
Advanced bookings	25%
Fares/fare errors	17%
BC Ferries Website	17%
Minor & Northern routes All other routes	% of all complaints
Sailings/schedule	17%
BC Ferries website	15%
Advanced bookings	14%

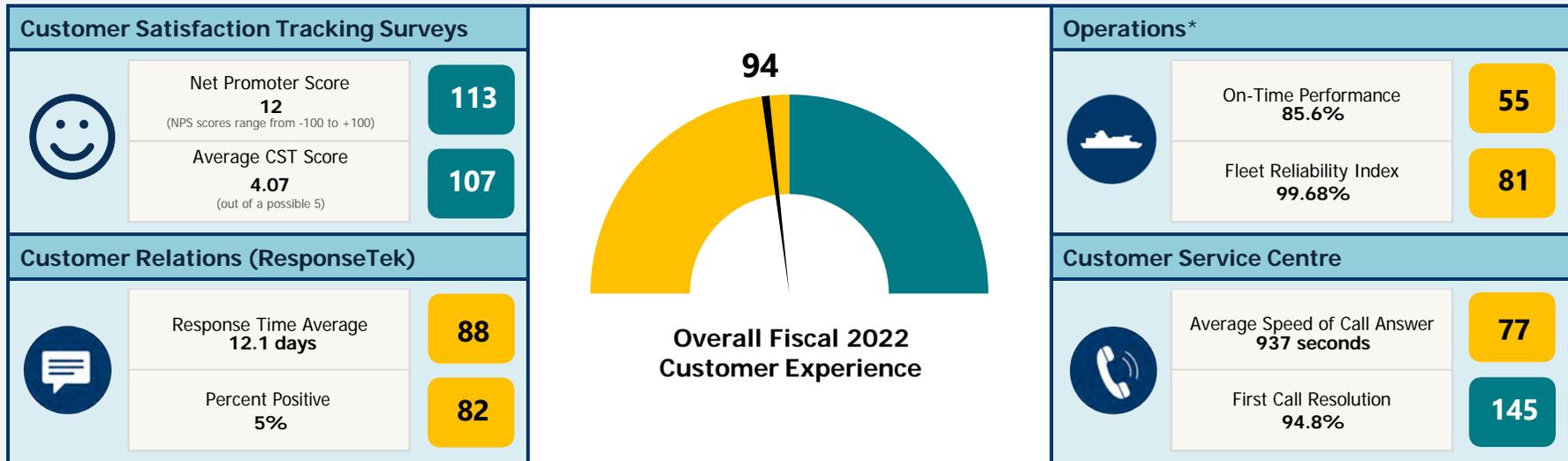
*Inbound customers inquiries received through BC Ferries social media channels

Customer Experience Dashboard

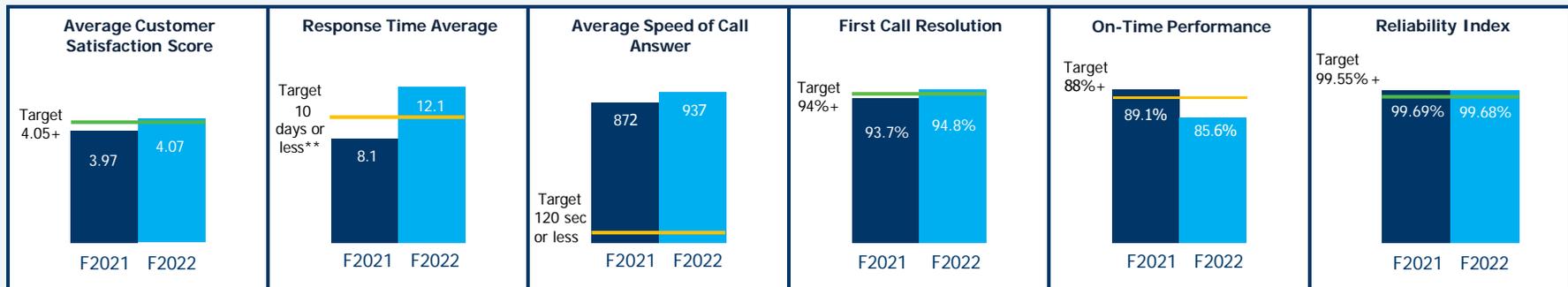
Annual Results

Fiscal 2022

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 year 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 Fiscal 2021 and Targets

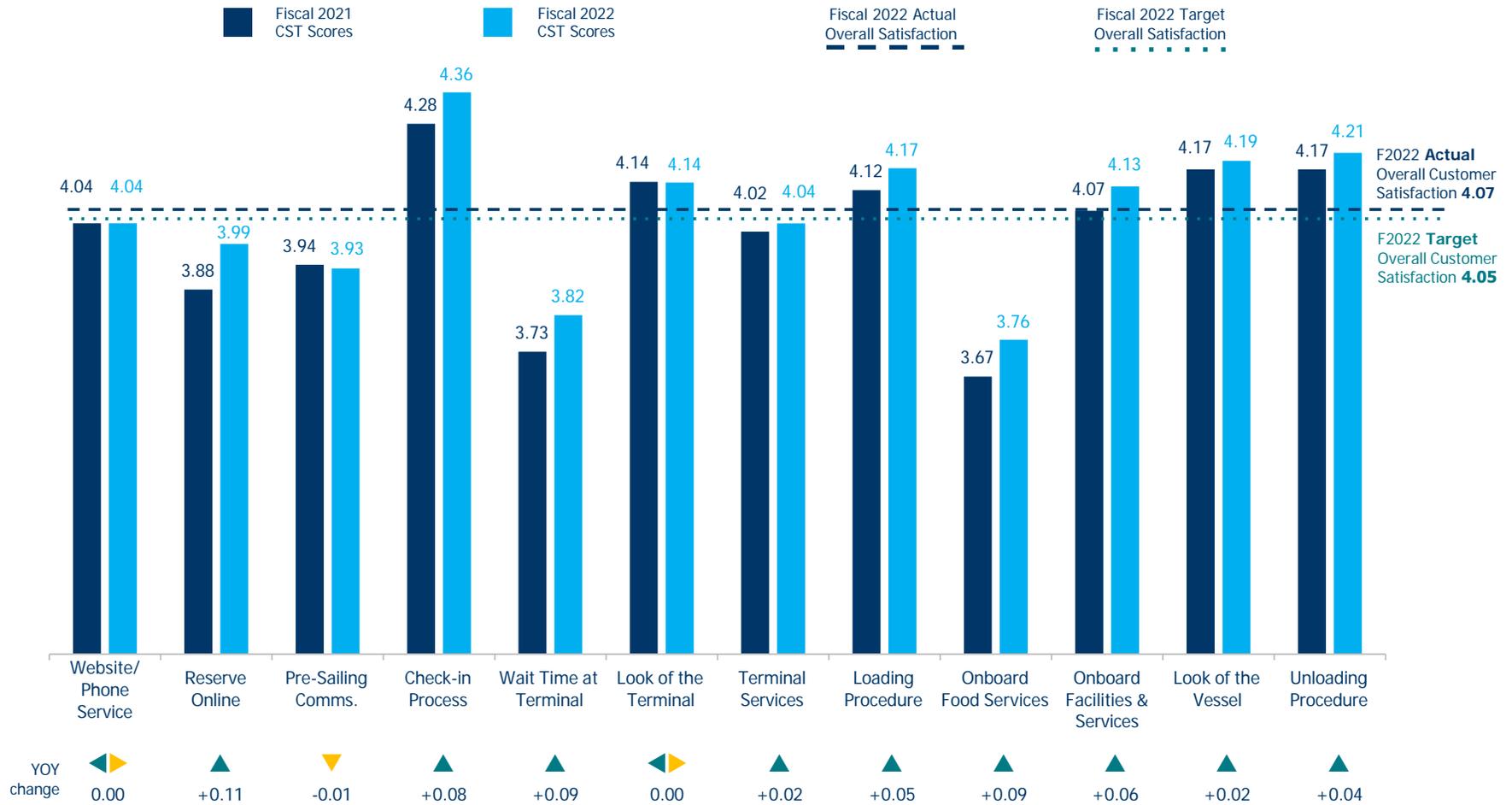


*Note: On-time performance and fleet reliability is based on all BC Ferries routes including Route 13 which is operated by an alternative service provider under contract to BC Ferries.

**To address the shift in the RTA target that occurs between Q1/Q2 and Q3/Q4 (from 14 days to 7 days respectively), a "weighted annual target" was developed. The weighted target considers the proportion of traffic in each quarter and weights the target accordingly.

Passenger Satisfaction throughout the BC Ferries Journey

Fiscal 2022



The dashed line represents the actual Overall Customer Satisfaction Score for Fiscal 2022 passengers. Looking at the whole journey, passenger “high points” include the check-in process (4.36), the unloading procedure (4.21) and the look of the vessel (4.19). Passenger “low points” include onboard food services (3.76) and the wait time at the terminal (3.82). The Fiscal 2022 pattern of results typically follows that of Fiscal 2021; however, satisfaction with most areas has increased since Fiscal 2021.

Customer Satisfaction Tracking (CST) Intercept Surveys (All Waves)

Fiscal 2022

Total CST surveys
completed



All Waves F2021: 5,199
(+176% YOY)

Overall Customer
Satisfaction Score



All Waves F2021:
3.97/5 (+0.10 YOY)

Overall Customer
Satisfaction Percentage



All Waves F2021: 81%
(+2% YOY)

Net Promoter Score
(NPS)



All Waves F2021: 1 (+11
YOY)

OVERALL CUSTOMER SATISFACTION BY ROUTE

The Overall Customer Satisfaction Score increased compared to the Fiscal 2021 score. Analysis by route shows that passengers on Route 1 (Swartz Bay – Tsawwassen) and Route 4 (Swartz Bay – Fulford Harbour) are the most satisfied with their overall experience (4.15), while passengers travelling on Route 19 (Nanaimo Harbour – Descanso Bay) are the least satisfied (3.62). The shifts in the Overall Customer Satisfaction Scores year over year (YOY) for each route are noted in the table below.

Question asked: 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	Fiscal 2021	Fiscal 2022	Change
Route 3	3.70	3.93	+0.23
Route 2	3.94	4.09	+0.15
Route 1	4.07	4.15	+0.08
Route 30	4.08	4.06	-0.02
Route 4	4.18	4.15	-0.03
Routes 5/9	4.09	4.06	-0.03
Route 19	3.76	3.62	-0.14

Source: All Waves 2021 CST Survey.

SERVICE AREAS WITH LARGEST YOY CHANGES

Greatest increases in customer satisfaction

Service areas	Fiscal 2021	Fiscal 2022	Change
Passages retail store	3.88	4.05	+0.17
Ferry sailing frequency	3.36	3.52	+0.16
Staff customer service (food services)	4.14	4.27	+0.13

Source: All Waves 2021 CST Survey.

Greatest decreases in customer satisfaction

Service areas	Fiscal 2021	Fiscal 2022	Change
Pet area	3.21	3.00	-0.21
Pre-boarding passenger lounge at terminal	3.86	3.80	-0.06
Parking options at the terminal	3.70	3.67	-0.03

Source: All Waves 2021 CST Survey.

Customer Satisfaction Trends

Central and North Coast (Routes 10 and 11)

Fiscal 2022

Note: Customer Satisfaction Tracking data for the Central and North Coast routes are 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 Fiscal 2022 suggest that satisfaction has increased for passengers on both Route 10 (+0.11) and Route 11 (+0.04).



Terminal Satisfaction

Year-over-year comparisons of terminal satisfaction scores for Fiscal 2022 suggest that satisfaction has remained stable for passengers on Route 10 (0.00) and only decreased slightly on Route 11 (-0.01).



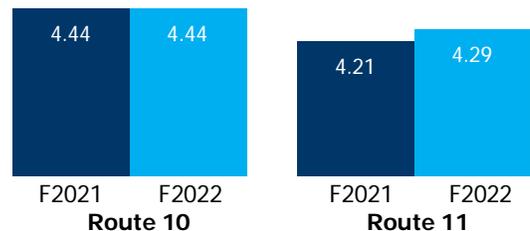
Onboard Satisfaction

Year-over-year comparisons of onboard satisfaction scores for Fiscal 2022 suggest that satisfaction has increased for passengers on both Route 10 (+0.08) and Route 11 (+0.10).



Safety of Ferry Operations

Year-over-year comparisons of satisfaction levels with safety of ferry operations for Fiscal 2022 suggest that passengers' rating of safety has remained stable on Route 10 (0.00) and has risen on Route 11 (+0.08).



Value for Money of Fares

Year-over-year comparisons of passenger assessments of value for money of fares for Fiscal 2022 suggest that passengers' ratings have increased on both Route 10 (+0.12) and Route 11 (+0.08).



Customer Relations (ResponseTek)

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

Fiscal 2022

Complaints per
10,000 Passengers*



YOY Change:
Complaints are UP
(Fiscal 2021: 5.3)

In Fiscal 2022, there were **8,227** complaints received regarding these routes.

In March 2021, we introduced new fare choices to give customers more options and opportunities to save while encouraging booking in advance for travel certainty. Throughout Fiscal 2022 we added to the fare options, including an overweight Saver fare on the Tsawwassen – Swartz Bay and Tsawwassen – Duke Point routes from June 23 through October 13, 2021, and additional fare choices on our Metro Vancouver – Vancouver Island routes starting March 3, 2022.

On June 24, 2021, we began offering prepaid foot passenger bookings on our busiest south coast routes (Tsawwassen - Swartz Bay, Tsawwassen - Duke Point, Horseshoe Bay - Departure Bay).

Based on crew availability, the Departure Bay – Horseshoe Bay – Langdale "L" run was suspended and the last two Horseshoe Bay – Departure Bay evening sailings were moved. These schedule adjustments, which were originally set to run through February 28, 2022, and then through March 31, were extended to June 22.

Some customers continue to book travel in the wrong direction and only realize the error when they arrive at the terminal.

Website payment issues during Fiscal 2022 resulted in some declined refunds for incomplete reservations, and some customers were charged multiple times for incomplete bookings due to a system error that has since been resolved.

Top 3 Complaint Areas (61% of all complaints)



YOY Change:
Complaints are UP
(Fiscal 2021: 13%)

Complaint	Number of complaints (n)
Advanced bookings	2,115
Double-charged/overcharged	704
Change/cancellation policies (Policies are unfair and/or poorly communicated)	256
Revised/cancelled bookings (Customers unhappy with BC Ferries' handling of revised or cancelled bookings)	191

- Refunded customers who were double-charged or overcharged by a system error.
- Contacted customers and moved them to the next available sailing (where space permitted) when bookings were changed or cancelled due to weather, mechanical, crewing or other reasons.
- Cancelled reservations and refunded costs to customers if no space was available or they decided not to travel.
- Honoured the original fare when Saver fare bookings were cancelled and alternate travel was more costly.
- Provided partial refunds, as appropriate, to customers who mistakenly booked in the wrong direction.
- Deployed a website fix on August 31, 2021 to automatically reverse erroneous charges.



YOY Change:
Complaints are UP
(Fiscal 2021: 15%)

Complaint	Number of complaints (n)
Fares/fare errors	1,524
Incorrect fare charged (Vehicle type, vehicle length, senior rate)	421
Fare refund not yet received	349
Double-charged/overcharged	321

- Shared employee ticketing errors with applicable managers for follow-up. Reported error trends to applicable managers for coaching and training; our technical team investigates and resolves system issues.
- Advised customers who do not cancel or use their Saver fare booking that they are not eligible for a refund, per the Terms and Conditions.
- Investigated all reports of errors in fares or fees and provided refunds as appropriate.
- Deployed a website fix on August 31, 2021 to automatically reverse erroneous charges.



YOY Change:
Complaints are UP
(Fiscal 2021: 12%)

Complaint	Number of complaints (n)
BC Ferries website	1,319
Email communications (Confirmation/system emails not received)	317
Improve online booking flow/system (Improve user experience when making a booking online)	286
Account issues (Difficulty viewing upcoming bookings, unable to access account, unable to update personal info/settings)	224

- Investigated missing confirmation emails, and found that most bookings had not been completed due to user error or because the space was no longer available when the customer went to complete payment.
- Added messaging to the foot passenger booking confirmation itinerary to remind customers to check in at a ticket booth or kiosk to obtain a boarding pass before proceeding to the waiting room for loading.
- Improved customer account information on the website in March 2022 to allow customers to view bookings for the next three months. However, as this resulted in a slower website performance, we reverted to the previous setup, showing two-week periods. We expect to resolve this issue by Fall 2022.
- Added messaging to the online booking flow to clarify which reservations were valid for thru-fare and Provincial Travel Assistance Program bookings.

*COVID-19-related complaints are not included in Complaints per 10,000 passengers calculations. Note: 'n' values represent the count of complaints within each complaint area (customer service, fares/fare errors, etc.). 'n' values not represented are complaints that do not fit a top theme or category.

Customer Relations (ResponseTek)

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

Fiscal 2022

In Fiscal 2022, we received **2,253** complaints regarding these routes.

Complaints per
10,000 Passengers*



YOY Change:
Complaints are UP
(Fiscal 2021: 4.2)

Following a series of workshops and consultation meetings with residents of the Sunshine Coast, we proposed to implement a 3.5 month trial offering new fare and reservation options for the Horseshoe Bay – Langdale route to address community concerns related to peak season travel. The trial proposed for summer 2021 would have expanded the number of reservations available on all sailings and offered discounts to those booking in advance, but the proposal became a divisive issue in the community. Concerns included the higher reservation allocations, which some customers said would force all travellers to reserve, effectively eliminating the option to travel without a booking. In particular, commuters said the need to prepay fares in order to access the lowest rates would cause hardship for frequent travellers.

When non-essential travel restrictions were lifted in June 2021, traffic returned rapidly and remained high throughout the summer. Horseshoe Bay Terminal experienced challenges with high demand for travel, limited terminal space to hold vehicles and fewer ticket booths than other major terminals; this led to a backlog of vehicles waiting outside the ticket booths during peak season. As a result, some customers missed their reservation check-in time.

In late July 2021, a technical issue that affected Current Conditions was discovered. Sailings departing both late and full triggered subsequent sailings to incorrectly show as full. The issue was noted for sailings operating out of Horseshoe Bay, but would affect all routes with Current Conditions if and when sailings departed delayed and at capacity.

Saver fares were introduced on the Horseshoe Bay - Langdale route on September 4, 2021. Originally set to run through October 31, 2021, the discounts were extended through January 5, 2022 and then extended again through March 31.

Top 3 Complaint Areas (48% of all complaints)



YOY Change:
Complaints are DOWN
(Fiscal 2021: 20%)

Complaint	Number of complaints (n)
BC Ferries website	408
Improve Current Conditions/service updates (Ensure information is accurate, relevant and up to date)	94
Account issues (Difficulty viewing upcoming bookings, unable to access account, unable to update personal info/settings)	62
Email communications (Confirmation/system emails not received)	60

- Monitored Current Conditions for reporting accuracy and adjusted manually as needed prior to the August 2021 fix.
- Added links to Arrivals and Departures in all Current Conditions pages in early November 2021 to give customers easier access to real-time information.
- Added All Routes Status At-a-Glance page to Current Conditions in mid-November 2021 to give customers easier access to all active Service Notices.
- Investigated missing confirmation emails and found that most bookings had not been completed due to user error or because the space was no longer available.
- Implemented a fix related to the delay in sending booking confirmation emails.
- Sent 24-hour pre-travel reminder emails to customers with reservations on the Horseshoe Bay–Langdale and Comox–Powell River routes starting January 2021.



YOY Change:
Complaints are UP
(Fiscal 2021: 14%)

Complaint	Number of complaints (n)
Advanced bookings	394
Dissatisfaction with Route 3 trial	91
Availability (Bookings not available for desired sailings)	72
Double-charged/overcharged	66

- Cancelled proposed Route 3 trial on April 20, 2021.
- Allocated up to 65% of vehicle deck space to reservations on the Horseshoe Bay–Langdale route; the balance of space is available for those travelling without a booking.
- Introduced Saver fares on the Horseshoe Bay–Langdale route on September 4, 2021 to drive traffic to less busy sailings; this freed up capacity on the more popular sailings for those customers without flexible schedules.
- Investigated all reports of errors in fares or fees and provided refunds as appropriate.
- Communicated Saver fare cancellation and change policies at the time of booking; provided further clarification as needed. Updates were made to the booking flow, the Terms and Conditions and new fares description pages on the website.



YOY Change:
Complaints are UP
(Fiscal 2021: 5%)

Complaint	Number of complaints (n)
Loading/directions	282
Improve traffic management at/outside terminal	122
Dissatisfaction with loading procedure (Increase fairness, organization, and safety when loading/unloading)	77
Offer priority loading for residents	29

- Employed traffic control contractors year-round at major route terminals to assist with managing traffic outside the terminal during peak periods.
- Engaged police to assist with highway traffic management at Horseshoe Bay as required, particularly around long weekend peak periods.
- Loaded as many vehicles as possible on each sailing. However, after the initial full load is complete, vessels with remaining pockets of space may depart short-loaded to maintain on-time performance, as 'topping up' with additional vehicles often causes delays.
- Priority loading is available to customers travelling with a completed Provincial Travel Assistance Program form and a doctor issued Medical Assured Loading letter; customers have the option to book reservations to secure space on their desired sailing.

*COVID-19-related complaints are not included in Complaints per 10,000 passengers calculations. Note: 'n' values represent the count of complaints within each complaint area (customer service, fares/fare errors, etc.). 'n' values not represented are complaints that do not fit a top theme or category.

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

Fiscal 2022

Complaints per
10,000 Passengers*



5.7

YOY Change:

Complaints are UP
(Fiscal 2021: 5.1)

In Fiscal 2022, there were **1,871** total complaints received regarding these routes.

A scheduling error in the online booking system for sailings on the Tsawwassen – Southern Gulf Islands route left a number of customers with reservations on non-existent sailings on the Monday of the BC Day long weekend; while not featured on the online schedules, the sailings were bookable through the website. The error was discovered as customers began to arrive at the ticket booth for check-in.

The reintroduction of the *Quinitsa* on the Crofton – Vesuvius route in Q3 Fiscal 2022 led to customer frustration from those who experienced sailing waits.

Following the introduction of Transport Canada's requirement for mandatory crew vaccinations in November 2021, the Nanaimo Harbour – Gabriola Island route experienced a crew shortage that, unlike other routes, could not be addressed before the requirement came into effect. The schedule was temporarily adjusted as a result.

Crewing challenges on the *Salish Raven* led to the cancellation of all afternoon and evening sailings on the Tsawwassen – Southern Gulf Islands route from January 17 through February 1, 2022. During this period, one morning round trip was provided daily.

In late January 2022, the *Quinsam* and *Island Discovery* successfully trialed two-ship service in anticipation of the April 12, 2022, introduction of the *Island Kwigwis* and *Island Gwawis* on the Gabriola Island - Nanaimo Harbour route.

Top 3 Complaint Areas (50% of all complaints)



20%

YOY Change:

Complaints are UP
(Fiscal 2021: 9%)

Complaint	Number of complaints (n)
Sailings/schedules	378
Cancelled sailings (Frustration expressed due to cancelled sailings)	152
Sailing waits/delays (Frequency of delays and waits between sailings)	97
Dislike current schedule (Routes 5/9 and 6)	48

- Moved customers, where possible, from the cancelled Route 9 sailings to alternate sailings. Contacted customers who could not be rebooked to refund their reservations.
- Operated the *Quinsam* with available crew on Route 19 (Nanaimo Harbour - Gabriola) for one full shift daily in November 2021, supplemented with early morning and late evening water taxi service. The *Quinsam* returned to regular service a few days later.
- Transitioned Route 19 to a two-vessel operation in April 2022 following the arrival of *Island Kwigwis* and *Island Gwawis* in BC in late 2021.
- Moved the *Quinsam*, formerly on Route 19, to Route 6 (Crofton - Vesuvius Bay), where it replaced the smaller *Quinitsa*, on April 12, 2022.
- Reassessed Southern Gulf Islands' schedules as an additional Salish Class vessel will enter service in late 2022. Gathered feedback through consultations with the public and the Southern Gulf Islands Ferry Advisory Committee.



15%

YOY Change:

Complaints are UP
(Fiscal 2021: 10%)

Complaint	Number of complaints (n)
Advanced bookings	285
Schedule error (Routes 5/9)	57
Double-charged/overcharged	43
Change/cancellation policies (Policies are unfair and/or poorly communicated)	33

- Reviewed future sailing schedules after it was discovered that human error caused the scheduling of a nonexistent extra sailing on the BC Day long weekend.
- Refunded fares and provided complimentary travel to customers affected by the BC Day long weekend scheduling error.
- Investigated all reports of errors in fares or fees and provided refunds as appropriate.
- Reviewed and improved existing online Terms and Conditions content and placement to ensure customer understanding and acknowledgment prior to completing booking.



15%

YOY Change:

Complaints are DOWN
(Fiscal 2021: 27%)

Complaint	Number of complaints (n)
BC Ferries website	272
Improve online schedule format	67
Improve online booking flow/system (Improve user experience when making a booking online)	36
Account issues (Difficulty viewing upcoming bookings)	35

- Continued to work on improvements to printable schedules for all routes, and on revisions to our website.
- Added thru-fare schedules and information in January 2022 to the online booking flow for Route 9 sailings.
- Improved customer account information on the website in March 2022, to allow customers to view bookings for the next three months. However, as this resulted in a slower website performance, we reverted to the previous setup, showing two-week periods. We expect to resolve this issue by Fall 2022.

*COVID-19-related complaints are not included in Complaints per 10,000 passengers calculations. Note: 'n' values represent the count of complaints within each complaint area (customer service, fares/fare errors, etc.). 'n' values not represented are complaints that do not fit a top theme or category.

Customer Relations (ResponseTek)

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

Fiscal 2022

Complaints per
10,000 Passengers*



YOY Change:
Complaints are UP
(Fiscal 2021: 1.5)

In Fiscal 2022, there were **346** total 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. Customers travelling on multiple routes – either Buckley Bay - Denman Island connecting with Denman Island - Hornby Island, or Campbell River - Quadra Island connecting with Quadra Island - Cortes Island – expect to be loaded and offloaded based on the order of arrival at the terminal for their first sailing, to maintain the order of arrival for the second leg of their travels. In addition to this being an issue of fairness for customers, some have raised safety concerns about other customers driving in a reckless manner between the two terminals in order to avoid sailing waits on the second sailing.

The *Tachek*, serving Quadra Island - Cortes Island, lost power to the starboard engine on October 14, 2021. Sailings were cancelled for the remainder of the day and the following day, with service resuming midday on October 16. Poor weather and sailing distance prevented the use of a water taxi to Cortes Island. The *Quadra Queen II* sailed when service resumed.

Similar to other routes, customers reported fare errors on the Northern Gulf Islands routes; however, unlike the bookable routes, errors mainly involved passenger type and number of passengers, as well as vehicle length disputes.

Customers who reside on the Northern Gulf Islands but who work off-island would like to see a priority loading system for commuters returning home at the end of the day.

Top 3 Complaint Areas (60% of all complaints)



YOY Change:
Complaints are UP
(Fiscal 2021: 8%)

Complaint	Number of complaints (n)
Loading/directions	97
Dissatisfaction with loading procedure (Increase fairness, organization, and safety when loading/unloading)	41
Improve traffic management at/outside terminal	14
Priority loading for passengers making connections	13

- Offered priority loading service on select sailings on Cortes Island - Quadra Island, Quadra Island - Campbell River, Hornby Island - Denman Island and Denman Island - Buckley Bay routes. This was done in consultation with local Ferry Advisory Committees and in alignment with community requests. This provides outer island customers with certainty when they need to arrive at a specific time.
- Customers who notify staff that they are travelling through to Hornby Island or Cortes Island are placed in courtesy lanes upon arrival at Buckley Bay and Campbell River. Provided their place in line affords them a space on the sailing, this provides those customers with early and sequential loading and offloading. However, space in these lanes is limited and may be unavailable in times of heavy traffic. We provide customers who raise concerns about this with information on the courtesy lane processes and its limitations. Customers travelling for medical reasons are prioritized.



YOY Change:
Complaints are UP
(Fiscal 2021: 14%)

Complaint	Number of complaints (n)
Sailings/schedules	67
Cancelled sailings (Frustration expressed due to cancelled sailings)	19
Sailing waits/delays (Frequency of delays and waits between sailings)	13
Vessel issue (Mechanical issues impacting Routes 21 and 24)	8

- Customers impacted by the Quadra Island - Cortes Island sailing cancellations in October 2021 were reimbursed or provided compensation as appropriate.
- Assisted customers who were unable to return home to Cortes Island and who were without means to pay for a hotel.
- Frequently exceeded contracted service levels on our Northern Gulf Islands routes.
- Replaced the *Powell River Queen* and transitioned the Campbell River - Quadra Island route to a two-vessel operations in 2022, using the two new Island Class ferries that arrived in summer 2021.



YOY Change:
Complaints are UP
(Fiscal 2021: 10%)

Complaint	Number of complaints (n)
Fares/fare errors	46
Incorrect fare charged (Senior rate)	29
Experience™ Card issue	10
Double-charged/overcharged	4

- Investigated all reports of errors in fares or fees and provided refunds as appropriate.
- Refunded BC Senior fares, as appropriate, to customers who did not receive the discount at the time of travel. Reminded those customers to show BC Identification at the ticket booth for future travel.
- Reported error trends to applicable managers for coaching and training; our technical team investigated and resolved system issues.
- Customers whose Experience™ Cards are set up for passenger-only savings were provided with information on accessing vehicle savings for future travel. Customers can manage their registered Experience™ Cards through the website; they can also call the Customer Service Centre for assistance.

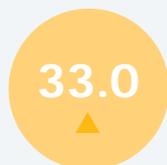
*COVID-19-related complaints are not included in Complaints per 10,000 passengers calculations. Note: 'n' values represent the count of complaints within each complaint area (customer service, fares/fare errors, etc.). 'n' values not represented are complaints that do not fit a top theme or category.

Customer Relations (ResponseTek)

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

Fiscal 2022

Complaints per
10,000 Passengers*



YOY Change:
Complaints are UP
(Fiscal 2021: 20.5)

In Fiscal 2022, there were **510** total complaints received regarding these routes.

On June 2, 2021, the *Northern Expedition* experienced mechanical difficulty with its engines. The damage was extensive and the vessel was towed to Deas Dock for repairs. An alternate schedule for Routes 10 and 11 was put in place, mirroring winter service levels. The *Northern Expedition* returned to service on August 2, 2021.

Further service interruptions related to mechanical issues, crewing issues and weather occurred in Fiscal 2022.

In December 2021, we revised the February 10-23, 2022 schedules for the Port Hardy - Prince Rupert, Prince Rupert - Skidegate and Central-Coast connector routes to accommodate the All Native Basketball Tournament. In early January, the tournament was postponed due to COVID-19; in March, we revised the March 30-April 14 sailings to accommodate the tournament's new dates.

The website issue with booking-related charges for incomplete reservations also occurred on the Northern routes, where higher fares and the requirement to pay in full at time of booking led to significant overcharges for some customers.

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 (68% of all complaints)



YOY Change:
Complaints are UP
(Fiscal 2021: 21%)

Complaint	Number of complaints (n)
Advanced bookings	166
Change/cancellation policies (Policies are unfair and/or poorly communicated)	41
Double-charged/overcharged	37
Extend booking window for future sailings	28

- Reviewed and improved Terms and Conditions content and placement on the website to ensure customer understanding and acknowledgement prior to booking.
- Customers who book while logged into their account may view all of their bookings and modify bookings through the website. Customers booking as a 'guest' (without an account) can modify bookings by accessing the link in their confirmation email. All customers can modify their booking through the call centre.
- Investigated all reports of errors in fares or fees and provided refunds as appropriate.
- Prioritized refunds for customers impacted by the website payment issues and provided travel vouchers as a gesture, where appropriate.
- Assisted customers whose reservations were not successful to ensure they were able to travel.
- Opened bookings to the public as soon as sailings were built in the system. Schedules are available up to six months in advance. While bookings are typically available for summer sailings by the end of February, we are working on a process to open the booking window earlier.



YOY Change:
Complaints are UP
(Fiscal 2021: 18%)

Complaint	Number of complaints (n)
BC Ferries website	107
Email communications (Confirmation emails not received)	31
Improve online booking flow/system (Improve user experience when making a Northern Route booking online)	18
Improve ease of navigation/ease of finding information	17

- Investigated missing confirmation emails and provided an explanations to customers. The email communication and account issues noted are persistent in each region.
- Looking at what adjustments can be made to improve the customer experience when using the North Coast booking flow on the website.
- Evaluated customer feedback and revised our website on an ongoing basis to improve customer experience.



YOY Change:
Complaints are DOWN
(Fiscal 2021: 16%)

Complaint	Number of complaints (n)
Customer service	69
Phone service complaints (Wait times to speak to agent)	28
Phone service complaints (Unhelpful or unpleasant staff, misinformation, booking error made)	16
Poor customer service (Check-in)	7

- Offered customers a way to avoid call centre wait times – Northern route bookings can be made and modified online. Despite a significant increase in staffing levels in the Customer Service Centre in the spring of 2021, call wait times were higher than planned due to unexpectedly high call volumes.
- Hired and trained a large number of call centre agents in spring 2022 in order to reduce call wait times over the summer.
- Shared employee conduct concerns as appropriate for internal review and follow-up.

*COVID-19-related complaints are not included in Complaints per 10,000 passengers calculations. Note: 'n' values represent the count of complaints within each complaint area (customer service, fares/fare errors, etc.). 'n' values not represented are complaints that do not fit a top theme or category.

FERRY ADVISORY COMMITTEES

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

BC Ferries holds at least two formal meetings a year with 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, most meetings in Fiscal 2022 were 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 Fiscal 2022, Ferry Advisory Committees were engaged in the following activities:

Discussions with the FACs in fiscal 2022 included:

- Service recovery plans related to the *Northern Expedition* out-of-service period
- On-time-performance and schedule changes related to crew availability during the pandemic
- Improving FAC communications and create enhanced support materials
- COVID-19-related effects on service, including the safe return of service as public health restrictions changed throughout the year
- Conversations with FAC Chairs on the FAC structure, Terms of Reference, membership applications forms and processes
- Implementation of two-ship service on the Nanaimo Harbour - Gabriola Island and Campbell River - Quadra Island routes
- Potential for reservations pilot on the Crofton - Vesuvius route

Project-related engagement efforts for:

- Southern Gulf Islands Schedule Enhancement
- Route 3 peak season trial concept
- BC Ferries mobile app development
- Terminal Development Plans for Sturdies Bay, Village Bay, and Otter Bay terminals

A total of 21 meetings were held with FACs in Fiscal 2022.**THEMES**

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

Understanding ongoing issues around COVID-19-related travel, including loosening of restrictions, forecasted demand and a focus on summer service, crewing and capacity concerns.

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

Understanding and adapting to the return of traffic levels to inter-island routes, and addressing on-time service levels and performance issues with the increased demand.

Review of all FAC support documents (terms of reference, membership applications etc.) and continued improvements to communication channels with the FAC.

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

PROJECT-BASED ENGAGEMENT INITIATIVES

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

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

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

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

COMMUNITY ENGAGEMENT

Our project-based community engagement initiatives in Fiscal 2022 included:

Major Engagement Projects

- Southern Gulf Islands Schedule Enhancement project
- Route 3 Peak Season Trials

Minor Terminal Development Plan Engagements

- Sturdies Bay, Village Bay and Otter Bay Terminal Development Plans

Summary of Major Engagement Projects in Fiscal 2022

Title of project	Southern Gulf Island Scheduling Project	Route 3 Peak Season Trial
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
Engagement activities	FAC meetings	Meetings with key government stakeholders FAC Meetings
Key themes	Validated six evaluation criteria for use in evaluating schedule concepts in Phase II and confirmed process for evaluating concepts	Confirmed support from key government stakeholders in bringing trial forward to community
Next steps	Desire to keep schedules much as they are today to maintain community travel patterns, including residents, commercial goods and services, visitors	Informed FAC of trial details and next steps in bringing it forward to the community
Next steps	In response to community feedback, BC Ferries will maintain existing schedules while travellers adjust to the new vessel and additional capacity available	
Next steps	The entry of a Salish vessel into service on Route 5/5A will be delayed until fall. The route will continue to be served by the <i>Mayne Queen</i> and the <i>Queen of Cumberland</i> through the summer	
Next steps	Engagement complete	In response to community concerns, trial was cancelled; ongoing discussions with FAC regarding service enhancement

Summary of Minor Terminal Development Plan Engagements in Fiscal 2022

Title of project	Sturdies Bay Terminal Development Plan	Village Bay Terminal Development Plan	Otter Bay Terminal Development Plan
Purpose of engagement	Gather input on the draft options for a Terminal Development Plan for Sturdies Bay	Inform the creation of a Terminal Development Plan for Village Bay, and gather input on opportunities and challenges at the terminal	Inform the creation of a Terminal Development Plan for Otter Bay, and gather input on opportunities and challenges at the terminal
Engagement activities	Online engagement	FAC meetings	FAC meetings
	Virtual meetings	Discussions with government stakeholders	Meetings with key government stakeholders
	Meeting with Lelum Sar Augh Ta Naogh First Nation	Meeting with Tsartlip First Nation Chief and Council	
Key themes	Enhancing pedestrian space and safety	Consider combining public engagement events with Southern Gulf Islands schedule engagement events	Consider combining public engagement events with Southern Gulf Islands schedule engagement events
	Holding area and parking improvements	Improve customer amenities	Improve holding area, traffic management and parking
	Addition of transfer traffic thru lane near terminal	Improve site circulation and safety	Improve holding area, traffic management and parking
Next Steps	BC Ferries is reviewing the TDP Draft for approval	BC Ferries to develop terminal concepts	BC Ferries to develop terminal concepts
	Once approved BC Ferries will inform key stakeholders and the public (anticipated approval early Fiscal 2023)	Anticipated community and stakeholder engagement to begin in Q1 Fiscal 2023	Anticipated community and stakeholder engagement to begin in Q1 Fiscal 2023

INDIGENOUS RELATIONS AND ENGAGEMENT

We seek to engage with Indigenous communities whose rights and interests may be impacted by our projects and operations. The primary objective of this early and ongoing engagement is to identify and understand any potential adverse impacts that our proposed activities may cause to Indigenous groups' rights and interests and to find ways to avoid or minimize these adverse impacts. **In 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 Indigenous communities and agents of the Crown to work towards addressing specific concerns and regulatory requirements. These discussions are ongoing.

Nanaimo Harbour and Gabriola Terminal Development BC Ferries continued conversations with Snuneymuxw First Nation to work towards addressing the Nation's specific concerns and requirements with regards to Nanaimo Harbour and Gabriola Island terminals, and the Nation's broader interests in BC Ferries operations. These discussions are ongoing.

Denman Island Terminal Development A technical working group was formed with K'omoks Nation and representatives from Ministry of Transportation and Infrastructure (MOTI), BC Transportation Financing Authority (BCTFA) and Ministry of Indigenous Relations and Reconciliation (MIRR). This group will work on terminal and roadway designs to ensure that K'omoks Nation members have continued access to their parcel of land in Gravelly Bay for fishing and marine aquaculture purposes. These discussions are ongoing.

Village Bay Berth 1 Rebuild Project BC Ferries met with representatives from Tsartlip First Nation to continue working towards addressing the Nation's specific concerns and requirements with regards to Village Bay and other areas of Tsartlip interest in BC Ferries operations. These discussions are ongoing.

OUTREACH AND RELATIONSHIP-BUILDING

Haida Nation As a result of COVID-19, 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*.
BC Ferries met with representatives from Haida Nation to discuss access to medical travel for community members and how BC Ferries could support First Nations Health Authority Health Directors in Haida Gwaii with information and access to support.

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 as well as participated in the Island Class naming ceremony with blessings, traditional dances and speeches.

OUTREACH AND RELATIONSHIP-BUILDING CONTINUED

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. BC Ferries worked with the Nation to ensure supplies were delivered and essential connections were made during the outage.
Penelakut First Nation	BC Ferries provided free travel to and from Penelakut Island on August 2, 2021 to support the Nation's members in attending a residential school remembrance march. To show their support, many of BC Ferries terminal and fleet staff also chose to attend the march.
Tla'amin Nation	BC Ferries met with a representative from Tla'amin Nation to hear about recent initiatives the Nation is undertaking and to continue building the relationship between the Nation and BC Ferries.
Tsawwassen First Nation	BC Ferries met with representatives from the Tsawwassen First Nation to discuss a potential beach-keepers program in partnership with the Nation to help monitor and keep the Tsawwassen causeway beach clean, and potentially provide the Nation with opportunities for cultural awareness and knowledge sharing.
Cultural training	Over 120 team members from BC Ferries have taken part in a day-long Indigenous cultural awareness training program. Sessions continue to be scheduled and offered.
Hiring of Indigenous Relations Managers	Hiring process began for two Indigenous Relations Managers to help build and strengthen relations with the Indigenous communities we serve. The primary role will include working with Chiefs, Councils and community members to explore and support the interests and needs of Nations.

VANCOUVER ISLAND - METRO VANCOUVER

ROUTE LABEL	TERMINALS
ROUTE 1	SWARTZ BAY - TSAWWASSEN
ROUTE 2	DEPARTURE BAY – HORSESHOE BAY
ROUTE 30	DUKE POINT - TSAWWASSEN

NORTHERN GULF ISLANDS

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

SOUTHERN GULF ISLANDS

ROUTE LABEL	TERMINALS
ROUTE 4	FULFORD HARBOUR – SWARTZ BAY
ROUTE 5	SWARTZ BAY – SOUTHERN GULF ISLANDS
ROUTE 6	CROFTON – SALT SPRING ISLAND
ROUTE 9	TSAWWASSEN – SOUTHERN GULF ISLANDS
ROUTE 12	BRENTWOOD BAY – MILL BAY
ROUTE 19	GABRIOLA ISLAND – NANAIMO
ROUTE 20	CHEMAINUS – PENELAKUT ISLAND – THETIS

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)

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

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 seven days of the comment having been submitted in Quarters 3 and 4, and within 14 days of the comment having been submitted in Quarters 1 and 2.

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

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 page 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.

Customer Satisfaction Tracking Report

2021



Customer Satisfaction Tracking

2021 – All Waves



MALATEST



BCFerries



This report was prepared by R.A. Malatest & Associates Ltd. for BC Ferries' *Customer Satisfaction Tracking Research*.

BACKGROUND AND INTRODUCTION

Since 2003, BC Ferries has been conducting Customer Satisfaction Tracking (CST) research on select routes, in accordance with the Coastal Ferry Services Contract between BC Ferries and the Province of British Columbia. In 2019, BC Ferries in conjunction with R.A. Malatest & Associates Ltd. (Malatest), an independent research firm, developed and implemented a new, more comprehensive CST data collection methodology.

As a core data gathering strategy, Malatest conducts intercept surveys on BC Ferries vessels in June, August and November each year. This report presents findings from 2021.

Passengers who were surveyed reported an overall satisfaction score of 4.07 (+0.10 compared to 2020), and 83% of passengers surveyed reported that they were satisfied with their overall experience (+2% compared to 2020).

Impact of the COVID-19 pandemic on CST Research: In response to the COVID-19 pandemic, BC Ferries introduced measures at terminals and onboard to ensure public safety; including limiting some services and amenities. It is reasonable to assume that these service and amenity limitations may have impacted the 2021 CST scores.

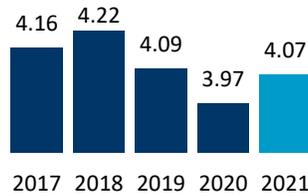
EXECUTIVE SUMMARY

All Waves 2021

Customer Satisfaction Survey Highlights

Overall Satisfaction

Overall satisfaction scores increased this year compared to 2020. Customer satisfaction has rebounded almost to the pre-pandemic level observed in 2019.



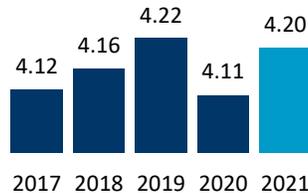
Terminal Satisfaction

Terminal satisfaction scores increased this year compared to 2020. Terminal satisfaction has also returned to the pre-pandemic level observed in 2019.



Onboard Satisfaction

Onboard satisfaction scores increased this year compared to 2020. Onboard satisfaction is close to the pre-pandemic level observed in 2019.



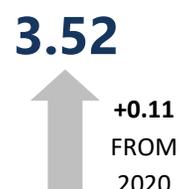
Ferry Running On Time

Passenger assessments of whether the ferry was running on time were higher this year compared to last. The 2021 score has returned to the pre-pandemic level observed in 2019.



Value for Money of Fares

Value for Money of Fares scores have steadily increased YOY since 2017. The 2021 score is the highest score achieved in the past 5 years.



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Impact of the COVID-19 Pandemic

The 2021 CST intercept survey methodology was modified to ensure that it aligned with the public safety measures that BC Ferries introduced in response to the COVID-19 pandemic. These changes included adjustments to the recruitment method, and the CST Survey Instrument.

RECRUITMENT METHOD CHANGES

- **Use of Personal Protective Equipment**

To ensure staff and passenger safety, Malatest staff wore personal protective equipment (PPE), including face coverings and gloves while conducting onboard intercept surveys. Survey tools were sanitized after every use and efforts were made to limit any back-and-forth exchange of materials (e.g., respondents were given pens they could keep after completing the survey). Surveyors maintained a distance of 2 meters from passengers and crew and were instructed to avoid surveying areas of the ship that were crowded as much as possible.

- **Use of Postcards**

To limit contact between passengers and Malatest survey staff, postcards were placed on the windshields of empty vehicles or quickly handed to passengers (one-way transfer). The postcard (Appendix E) encouraged passengers to complete the CST Survey online, which passengers could access using the ferryfeedback.ca portal.

SURVEY INSTRUMENT CHANGES

The CST survey instrument was also revised to reflect service changes as a result of the COVID-19 pandemic. These changes included:

- Removal of satisfaction questions pertaining to services that were not being offered by BC Ferries as a result of COVID-19, such as questions about the SeaWest Lounge.
- A new question was added to gauge passengers' satisfaction with BC Ferries' response to the COVID-19 pandemic.

COVID-19 Question: *How satisfied or dissatisfied were you, overall, with BC Ferries' response to COVID-19 and the safety measures that have been implemented to help prevent the spread of infectious disease?*

CST Survey Method

Passengers travelling on select BC Ferries routes during Wave 1 (June 2021), Wave 2 (August 2021) and Wave 3 (November 2021) data collection periods, were eligible to complete a 2021 CST Survey. Passengers who agreed to participate were able to rate their satisfaction with various aspects of their sailing experience, provide feedback on their perception of BC Ferries as a company, as well as make suggestions for possible improvements. To ensure that the research was as representative of passengers as possible, three surveying modes were used.

INTERCEPT SURVEYS Surveyors moved throughout the vessel and engaged passengers in various areas (e.g., upper vehicle decks, lounge areas, outer decks). Surveyors administered a demographic screener survey and then offered passengers the option of completing the remainder of the survey online (via a secure email link) or on paper, which was provided along with a postage-paid return envelope.

POSTCARDS Surveyors also placed invitation postcards on windshields of empty cars on the upper vehicle decks. On occasion, postcards were also provided to passengers who did not wish to engage with surveyors long enough to complete the demographic screener.

RECRUITMENT OF RESERVATION HOLDERS A survey invitation was emailed to a random selection of passengers who fulfilled a reservation on one of the intercept routes during each Wave. Selection of these passengers was carried out once the sailings already covered by the intercept schedule were removed.

As shown in the table below, 176% more surveys were completed this year than in 2020. This increase is not unexpected given that 2020 data collection efforts were heavily impacted due to the pandemic.

Table 1: Survey Completions Overall and by Route (2021 – All Waves)

	All Waves 2020	All Waves 2021	Change (2020-21)
Major Routes (1, 2, 3, 30)	3,728	10,213	+6,485 (+174%)
Route 1	1,273	3,196	+1,923 (+151%)
Route 2	1,109	2,787	+1,678 (+151%)
Route 3	613	2,572	+1,959 (+320%)
Route 30	733	1,658	+925 (+126%)
Minor Routes (4, 5/9, 19)	1,471	4,122	+2,651 (+180%)
Route 4	469	834	+365 (+78%)
Routes 5/9	768	2,529	+1,761 (+229%)
Route 19	234	759	+525 (+224%)
Total	5,199	14,335	+9,136 (+176%)

Source: 2021 CST Survey – All Waves (R.A. Malatest & Associates)

To correct for any imbalances in the data collection process, the results in this report have been weighted according to:

- Route
- Day type (weekend vs. weekday)
- Day part (morning, afternoon, and evening),
- Passenger type (walk-on vs. vehicle), and
- Reservation status (reserved vs. non-reserved).

Overall Customer Satisfaction

Customers were also asked to rate their overall satisfaction with their recent experience travelling with BC Ferries.

Table 2. Overall Customer Satisfaction

	2017	2018	2019	2020	2021	Change (2020-21)
Major Routes (1, 2, 3, 30)	-	-	4.11	3.96	4.08	+0.12
Route 1	4.26	4.32	4.16	4.07	4.15	+0.08
Route 2	4.21	4.13	4.08	3.94	4.09	+0.15
Route 3	3.92	4.18	4.02	3.70	3.93	+0.23 ▲
Route 30	4.14	4.21	4.12	4.08	4.06	-0.02
Minor Routes (4, 5/9, 19)	4.12	4.22	3.99	4.03	4.00	-0.03
Route 4	4.24	4.28	4.08	4.18	4.15	-0.03
Routes 5/9	4.14	4.24	3.97	4.09	4.06	-0.03
Route 19	3.99	4.03	3.99	3.76	3.62	-0.14 ▼
Total	4.16	4.22	4.09	3.97	4.07	+0.10

Source: 2021 CST Survey – All Waves (R.A. Malatest & Associates)

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

(1 = very dissatisfied; 5 = very satisfied). Satisfied passengers are those who reported a 4 or 5 on the question.

Note: Arrows indicate the largest positive and negatives changes in satisfaction scores since 2020.

Note: Weighted averages reported.

Note: 2018 Minor Routes aggregate also includes responses from routes 8, 12, 17, 18, and 23.

Overall customer satisfaction scores increased compared to last year's score (change of +0.10 points). Analysis by route shows the passengers on Route 4 and Route 1 are the most satisfied with their overall experiences (4.15) while passengers travelling on Route 19 are the least satisfied (3.62). Route 19 also showed the most marked reduction in overall customer satisfaction score since last year (-0.14), while Route 3 showed the largest increase over the same period (+0.23).

83% of passengers stated that they were satisfied with their overall experience.

Terminal Services Customer Satisfaction

The customer satisfaction score for overall experience at the terminal before boarding increased from the previous year (+0.05), returning to approximately the pre-pandemic levels seen prior to 2020.

Table 3. Customer Satisfaction with the Overall Experience at the Terminal before Boarding

	2017	2018	2019	2020	2021	Change (2020-21)
BC Ferries Total	4.07	4.05	4.07	4.01	4.06	+0.05
Tsawwassen	4.16	4.15	4.13	4.13	4.11	-0.02
Swartz Bay	4.14	4.10	4.07	4.10	4.13	+0.03
Horseshoe Bay	3.98	3.94	4.00	3.88	4.00	+0.12 ▲
Departure Bay	4.07	4.12	4.09	3.96	4.08	+0.12 ▲
Langdale	3.90	3.87	3.95	3.75	3.87	+0.12 ▲
Duke Point	3.99	4.15	4.17	4.09	4.10	+0.01
Fulford Harbour	4.03	3.97	4.02	4.13	4.03	-0.10
Nanaimo Harbour	-	4.02	4.12	3.81	3.68	-0.13 ▼
Gabriola	-	3.64	3.71	3.54	3.50	-0.04

Source: 2021 CST Survey – All Waves (R.A. Malatest & Associates)

QUESTION: How satisfied or dissatisfied were you with your overall experience at the terminal before boarding? (1 = very dissatisfied; 5 = very satisfied). Satisfied passengers are those who reported a 4 or 5 on the question.

Note: Arrows indicate the largest positive and negatives changes in satisfaction scores since 2020.

Note: Weighted averages reported.

Note: Historical data unavailable, as denoted by the (-) symbol.

Analysis by individual terminal shows that passengers at over half of the terminals are more satisfied this year with their overall terminal experience compared to 2020. Nanaimo Harbour terminal passengers showed the greatest negative change compared to last year (-0.13). Passengers sailing from Swartz Bay reported the highest levels of satisfaction (4.13) with their terminal experience while those departing from Gabriola appear to be the least satisfied (3.50).

Overall, 82% of passengers stated that they were satisfied with their terminal experience.

For specific aspects of service within terminals, overall, passenger satisfaction has increased across the majority of measures, compared to 2020. “Pre-boarding passenger lounge at terminal” showed the biggest drop in score when compared to the 2020 average (-0.06) while “Efficiency of the check-in process” and “Ease of using passenger pickup/drop-off area” both showed the largest increase (+0.10) (Table 4). Satisfaction scores for each terminal are presented in Appendix B.

Table 4. Overall Satisfaction Scores for Individual Terminal Services

TERMINAL SERVICES	2020	2021	Change (2020-21)
Outside appearance of the terminal you left from	4.15	4.15	0.00
Overall appearance inside the terminal you left from	4.12	4.13	+0.01
Wait time at terminal	3.73	3.82	+0.09
Efficiency of the check-in process	4.22	4.32	+0.10 ▲
Staff customer service	4.31	4.39	+0.08
Clarity of staff directions	4.30	4.36	+0.06
Announcements when you needed to be informed	3.96	4.01	+0.05
Usefulness of digital information screens	3.88	3.89	+0.01
Quality and variety of merchandise offered at the terminal	3.67	3.74	+0.07
Quality and variety of food/beverages offered at the terminal	3.52	3.57	+0.05
Washrooms	4.01	4.01	0.00
Procedure for loading	4.12	4.17	+0.05
Professionalism of terminal staff	4.28	4.36	+0.08
Parking options at the terminal	3.70	3.67	-0.03
Ease of using passenger pickup/drop-off area	4.10	4.20	+0.10 ▲
Pre-boarding passenger lounge at terminal	3.86	3.80	-0.06 ▼

Source: 2021 CST Survey – All Waves (R.A. Malatest & Associates)

Note: Arrows indicate the largest positive and negatives changes in satisfaction scores since 2020.

Note: Weighted averages reported.

Onboard Services Customer Satisfaction

The customer satisfaction score for onboard services has climbed from last year (increase of +0.09). Even though onboard services are still being impacted by COVID-19 restrictions, this year's score is similar to the score achieved in 2019, pre-pandemic.

Table 5. Overall Satisfaction with Onboard Services

	2017	2018	2019	2020	2021	Change (2020-21)
Major Routes (1, 2, 3, 30)	4.13	4.16	4.22	4.10	4.20	+0.10
Route 1	4.19	4.22	4.24	4.17	4.24	+0.07
Route 2	4.12	4.13	4.22	4.03	4.18	+0.15 ▲
Route 3	4.00	4.11	4.16	3.99	4.14	+0.15 ▲
Route 30	4.15	4.14	4.25	4.17	4.19	+0.02
Minor Routes (4, 5/9, 19)	4.06	4.12	4.18	4.17	4.17	0.00
Route 4	4.06	4.14	4.18	4.31	4.25	-0.06 ▼
Routes 5/9	4.06	4.17	4.20	4.20	4.19	-0.01
Route 19	4.07	4.01	4.12	3.98	4.01	+0.03
Total	4.12	4.16	4.22	4.11	4.20	+0.09

Source: 2021 CST Survey – All Waves (R.A. Malatest & Associates)

QUESTION: How satisfied or dissatisfied were you with your overall experience onboard the ferry?

(1 = very dissatisfied; 5 = very satisfied). Satisfied passengers are those who reported a 4 or 5 on the question.

Note: Arrows indicate the largest positive and negatives changes in satisfaction scores since 2020.

Note: Weighted averages reported.

Analysis by route shows that passengers on Route 4 are the most satisfied with their onboard services experience (4.25) but also showed the most marked decrease in score compared to 2020 (-0.06). Passengers travelling on Route 19 are the least satisfied (4.01).

Overall, 88% of passengers stated that they were satisfied with their onboard experience.

Table 6 shows that for the majority of onboard services, passengers are more satisfied this year compared to last. The service areas that experienced the largest increases include the “Passages Retail Store” (+0.17), “Staff customer service” (+0.13), and the “Lounge seating” (+0.12). Route specific scores for each of these questions are available in Appendix A.

Table 6. Overall Satisfaction Scores for Individual Onboard Services

ONBOARD SERVICES	2020	2021	Change (2020-21)
Quality and variety of food/beverages offered	3.60	3.69	+0.09
Value for money (food services)	3.23	3.29	+0.06
Staff customer service	4.14	4.27	+0.13
Passages Retail Store	3.88	4.05	+0.17 ▲
Washrooms	4.07	4.08	+0.01
Play area for children	-	3.48	n/a**
Pet area	3.21	3.00	-0.21 ▼
Workstations	3.70	3.73	+0.03
Outside decks	4.18	4.24	+0.06
Lounge seating	4.05	4.17	+0.12
The SeaWest Lounge experience*	-	-	n/a**
Outside appearance of vessel overall	4.18	4.18	0.00
Ease of access, overall	4.17	4.22	+0.05
Ease of finding facilities/services	4.16	4.17	+0.01
Announcements when you need to be informed	3.96	4.04	+0.08
Atmosphere on the ferry overall	4.04	4.15	+0.11
Procedures for unloading	4.17	4.21	+0.04
Professionalism of onboard staff	4.30	4.39	+0.09

Source: 2021 CST Survey – All Waves (R.A. Malatest & Associates)

*Customer satisfaction scores are not available as the service was not available in 2021 due to the COVID-19 pandemic.

**Services were not available in 2020 due to the COVID-19 pandemic, therefore YOY comparisons are not available.

Note: Arrows indicate the largest positive and negatives changes in satisfaction scores since 2020.

Note: Weighted averages reported.

Value for Money of Fares

Passenger ratings of “Value for Money of Fares” continue to show a steady improvement in scores YOY since 2017 (increase of +0.11 from last year).

Table 7. Value for Money of Fares

	2017	2018	2019	2020	2021	Change (2020-21)
Major Routes (1, 2, 3, 30)	3.11	3.28	3.31	3.36	3.50	+0.14
Route 1	3.22	3.32	3.30	3.36	3.49	+0.13
Route 2	3.09	3.17	3.26	3.29	3.49	+0.20 ▲
Route 3	2.98	3.45	3.45	3.51	3.55	+0.04
Route 30	3.01	3.09	3.23	3.28	3.46	+0.18
Minor Routes (4, 5/9, 19)	3.08	3.50	3.58	3.68	3.70	+0.02
Route 4	3.09	3.50	3.51	3.71	3.72	+0.01
Routes 5/9	3.11	3.55	3.61	3.74	3.73	-0.01 ▼
Route 19	3.04	3.40	3.50	3.47	3.56	+0.09
Total	3.11	3.31	3.35	3.41	3.52	+0.11

Source: 2021 CST Survey – All Waves (R.A. Malatest & Associates)

QUESTION: How satisfied or dissatisfied were you, overall, with value for money of fares?

(1 = very dissatisfied; 5 = very satisfied). Satisfied passengers are those who reported a 4 or 5 on the question.

Note: Arrows indicate the largest positive and negatives changes in satisfaction scores since 2020.

Note: Weighted averages reported.

Analysis by route shows that passengers on Routes 5/9 are the most satisfied with value for money of fares (3.73) while passengers travelling on Route 30 are the least satisfied (3.46). Even though Route 30 had the lowest average, it did experience a positive gain since last year (+0.18). The largest positive change, however, was experienced by Route 2 (+0.20). Routes 5/9 was the only route to experience a drop in satisfaction with value for money of fares compared to 2020 (-0.01).

Overall, 58% of passengers stated that they were satisfied with value for money of fares.

APPENDIX A – AVERAGE SATISFACTION RATINGS BY ROUTE – ALL WAVES HISTORICAL DATA

Average Satisfaction Ratings by Route - All Waves Historical Data									
	All Waves	Total	Route						
			1	2	3	30	4	5/9	19
Overall Experience									
Trip Overall	2021	4.07	4.15	4.09	3.93	4.06	4.15	4.06	3.62
	2020	3.97	4.07	3.94	3.70	4.08	4.18	4.09	3.76
	2019	4.09	4.16	4.08	4.02	4.12	4.08	3.97	3.99
	2018	4.22	4.32	4.13	4.18	4.21	4.28	4.24	4.03
	2017	4.16	4.26	4.21	3.92	4.14	4.24	4.14	3.99
<i>(2020-21 Comparison)</i>		<i>0.10</i>	<i>0.08</i>	<i>0.15</i>	<i>0.23</i>	<i>-0.02</i>	<i>-0.03</i>	<i>-0.03</i>	<i>-0.14</i>
Terminal Overall	2021	4.06	4.14	4.07	3.89	4.07	4.10	4.06	3.60
	2020	4.01	4.12	3.96	3.75	4.09	4.18	4.15	3.68
	2019	4.07	4.11	4.03	3.98	4.15	4.06	4.05	3.92
	2018	4.05	4.13	4.04	3.89	4.13	4.03	4.12	3.85
	2017	4.07	4.15	4.08	3.86	4.10	4.08	4.09	3.97
<i>(2020-21 Comparison)</i>		<i>0.05</i>	<i>0.02</i>	<i>0.11</i>	<i>0.14</i>	<i>-0.02</i>	<i>-0.08</i>	<i>-0.09</i>	<i>-0.08</i>
Onboard Overall	2021	4.20	4.24	4.18	4.14	4.19	4.25	4.19	4.01
	2020	4.11	4.17	4.03	3.99	4.17	4.31	4.20	3.98
	2019	4.22	4.24	4.22	4.16	4.25	4.18	4.20	4.12
	2018	4.16	4.22	4.13	4.11	4.14	4.14	4.17	4.01
	2017	4.12	4.19	4.12	4.00	4.15	4.06	4.06	4.07
<i>(2020-21 Comparison)</i>		<i>0.09</i>	<i>0.07</i>	<i>0.15</i>	<i>0.15</i>	<i>0.02</i>	<i>-0.06</i>	<i>-0.01</i>	<i>0.03</i>
Value for money of fares	2021	3.52	3.49	3.49	3.55	3.46	3.72	3.73	3.56
	2020	3.41	3.36	3.29	3.51	3.28	3.71	3.74	3.47
	2019	3.35	3.30	3.26	3.45	3.23	3.51	3.61	3.50
	2018	3.31	3.32	3.17	3.45	3.09	3.50	3.55	3.40
	2017	3.11	3.22	3.09	2.98	3.01	3.09	3.11	3.04
<i>(2020-21 Comparison)</i>		<i>0.11</i>	<i>0.13</i>	<i>0.20</i>	<i>0.04</i>	<i>0.18</i>	<i>0.01</i>	<i>-0.01</i>	<i>0.09</i>

Average Satisfaction Ratings by Route - All Waves Historical Data – Cont.

	All Waves	Total	Route						
			1	2	3	30	4	5/9	19
Before Arriving at Terminal									
Usefulness of BC Ferries Website	2021	3.96	4.10	4.01	3.73	4.00	3.90	3.70	3.76
	2020	3.96	4.01	3.93	3.83	4.09	4.07	3.89	3.76
	2019	4.13	4.13	4.11	4.11	4.20	4.12	4.14	4.05
	2018	4.09	4.11	4.13	4.05	4.10	4.11	3.98	4.05
	2017	4.10	4.13	4.12	4.04	4.13	4.09	4.02	4.02
<i>(2020-21 Comparison)</i>		<i>0.00</i>	<i>0.09</i>	<i>0.08</i>	<i>-0.10</i>	<i>-0.09</i>	<i>-0.17</i>	<i>-0.19</i>	<i>0.00</i>
Ease of using online reservations	2021	3.99	4.09	4.03	3.69	4.03	-	3.85	-
	2020	3.88	4.02	3.86	3.59	4.01	-	3.70	-
	2019	4.01	4.09	3.93	3.93	4.07	-	3.92	-
	2018	3.95	4.00	3.99	3.85	3.96	-	3.83	-
	2017	4.00	4.09	3.96	3.89	4.00	-	4.00	-
<i>(2020-21 Comparison)</i>		<i>0.11</i>	<i>0.07</i>	<i>0.17</i>	<i>0.10</i>	<i>0.02</i>	-	<i>0.15</i>	-
BC Ferries phone service <i>(2016-18 question wording: Usefulness of BC Ferries phone service)</i>	2021	3.38	3.45	3.45	3.10	3.28	3.28	3.53	3.23
	2020	3.32	3.42	3.27	3.02	3.48	3.45	3.40	3.31
	2019	3.59	3.63	3.53	3.39	3.67	3.54	3.80	3.39
	2018	3.36	3.63	3.40	2.87	3.19	3.43	3.30	3.51
	2017	3.61	3.73	3.67	3.32	3.62	3.47	3.75	3.28
<i>(2020-21 Comparison)</i>		<i>0.06</i>	<i>0.03</i>	<i>0.18</i>	<i>0.08</i>	<i>-0.20</i>	<i>-0.17</i>	<i>0.13</i>	<i>-0.08</i>
Ease of using/understanding sailing schedules <i>(Question added in 2019)</i>	2021	4.19	4.33	4.27	4.06	4.29	4.03	3.70	3.97
	2020	4.20	4.32	4.23	4.06	4.28	4.22	3.91	4.16
	2019	4.27	4.31	4.30	4.18	4.39	4.16	4.07	4.35
<i>(2020-21 Comparison)</i>		<i>-0.01</i>	<i>0.01</i>	<i>0.04</i>	<i>0.00</i>	<i>0.01</i>	<i>-0.19</i>	<i>-0.21</i>	<i>-0.19</i>
Effective communication of service updates <i>(Question added in 2019)</i>	2021	3.93	4.08	3.97	3.67	3.95	3.90	3.78	3.48
	2020	3.94	4.05	3.95	3.74	4.03	4.14	3.81	3.70
	2019	3.95	4.01	3.97	3.83	4.07	3.79	3.80	3.86
<i>(2020-21 Comparison)</i>		<i>-0.01</i>	<i>0.03</i>	<i>0.02</i>	<i>-0.07</i>	<i>-0.08</i>	<i>-0.24</i>	<i>-0.03</i>	<i>-0.22</i>

Average Satisfaction Ratings by Route - All Waves Historical Data – Cont.									
	All Waves	Total	Route						
			1	2	3	30	4	5/9	19
At the Terminal									
Outside appearance of the terminal	2021	4.15	4.21	4.18	3.97	4.25	4.14	4.12	3.72
	2020	4.15	4.22	4.15	3.93	4.24	4.20	4.22	3.84
	2019	4.17	4.24	4.18	4.00	4.27	3.96	4.15	3.79
	2018	4.04	4.11	4.10	3.85	4.11	3.95	4.08	3.80
	2017	4.06	4.12	4.13	3.83	4.12	4.07	4.05	3.96
<i>(2020-21 Comparison)</i>		<i>0.00</i>	<i>-0.01</i>	<i>0.03</i>	<i>0.04</i>	<i>0.01</i>	<i>-0.06</i>	<i>-0.10</i>	<i>-0.12</i>
Overall appearance inside the terminal	2021	4.13	4.16	4.16	3.95	4.22	4.10	4.11	-
<i>(2016-18 question wording:</i>	2020	4.12	4.18	4.10	3.92	4.22	4.14	4.15	-
<i>Overall look & décor inside the</i>	2019	4.17	4.24	4.18	3.98	4.23	3.95	4.12	-
<i>Terminal you left from (if applicable))</i>	2018	3.87	3.90	3.95	3.66	3.91	3.78	3.94	-
	2017	3.87	3.95	3.89	3.61	3.91	3.82	3.85	-
<i>(2020-21 Comparison)</i>		<i>0.01</i>	<i>-0.02</i>	<i>0.06</i>	<i>0.03</i>	<i>0.00</i>	<i>-0.04</i>	<i>-0.04</i>	<i>-</i>
Wait time at the terminal	2021	3.82	3.96	3.84	3.59	3.83	3.82	3.75	3.03
<i>(Question added in 2019)</i>	2020	3.73	3.90	3.75	3.33	3.87	3.94	3.80	3.03
	2019	3.81	3.98	3.78	3.63	3.88	3.68	3.58	3.49
<i>(2020-21 Comparison)</i>		<i>0.09</i>	<i>0.06</i>	<i>0.09</i>	<i>0.26</i>	<i>-0.04</i>	<i>-0.12</i>	<i>-0.05</i>	<i>0.00</i>
Ticket Purchase									
Efficiency of the check-in process	2021	4.32	4.39	4.32	4.14	4.34	4.34	4.37	4.14
<i>(Question added in 2019)</i>	2020	4.22	4.30	4.21	4.03	4.27	4.38	4.30	3.98
	2019	4.32	4.32	4.31	4.27	4.34	4.33	4.35	4.30
<i>(2020-21 Comparison)</i>		<i>0.10</i>	<i>0.09</i>	<i>0.11</i>	<i>0.11</i>	<i>0.07</i>	<i>-0.04</i>	<i>0.07</i>	<i>0.16</i>
Staff customer service	2021	4.39	4.43	4.38	4.26	4.40	4.38	4.43	4.37
	2020	4.31	4.32	4.29	4.18	4.35	4.44	4.40	4.34
	2019	4.41	4.41	4.39	4.34	4.44	4.42	4.50	4.42
	2018	4.43	4.44	4.45	4.35	4.40	4.43	4.49	4.41
	2017	4.41	4.47	4.42	4.22	4.39	4.42	4.45	4.54
<i>(2020-21 Comparison)</i>		<i>0.08</i>	<i>0.11</i>	<i>0.09</i>	<i>0.08</i>	<i>0.05</i>	<i>-0.06</i>	<i>0.03</i>	<i>0.03</i>
Clarity of staff directions	2021	4.36	4.42	4.37	4.21	4.36	4.37	4.35	4.30
	2020	4.30	4.35	4.26	4.16	4.35	4.37	4.33	4.33
	2019	4.39	4.40	4.40	4.33	4.41	4.35	4.40	4.41
	2018	4.41	4.45	4.45	4.34	4.35	4.34	4.44	4.36
	2017	4.38	4.43	4.41	4.22	4.38	4.33	4.35	4.49
<i>(2020-21 Comparison)</i>		<i>0.06</i>	<i>0.07</i>	<i>0.11</i>	<i>0.05</i>	<i>0.01</i>	<i>0.00</i>	<i>0.02</i>	<i>-0.03</i>

Average Satisfaction Ratings by Route - All Waves Historical Data – Cont.									
	All Waves	Total	Route						
			1	2	3	30	4	5/9	19
Terminal Services									
Announcements when you need to be informed	2021	4.01	4.07	4.03	3.88	3.98	4.05	3.93	3.87
	2020	3.96	3.98	3.96	3.83	4.08	4.14	3.93	3.82
	2019	4.08	4.11	4.11	4.04	4.15	3.93	3.98	4.06
	2018	3.86	3.89	3.92	3.71	3.96	3.82	3.83	3.64
	2017	3.84	3.87	3.85	3.73	3.89	3.72	3.80	3.85
<i>(2020-21 Comparison)</i>		<i>0.05</i>	<i>0.09</i>	<i>0.07</i>	<i>0.05</i>	<i>-0.10</i>	<i>-0.09</i>	<i>0.00</i>	<i>0.05</i>
Usefulness of digital information screens	2021	3.89	3.95	3.96	3.69	3.87	3.95	3.81	-
	2020	3.88	3.95	3.84	3.67	4.03	4.06	3.85	-
<i>(Previous question wording: Usefulness of TV info screens (if Applicable))</i>	2019	3.92	3.96	3.93	3.84	4.02	3.72	3.75	-
	2018	3.75	3.75	3.73	3.70	3.85	3.72	-	-
	2017	3.75	3.74	3.81	3.69	3.73	3.65	-	-
<i>(2020-21 Comparison)</i>		<i>0.01</i>	<i>0.00</i>	<i>0.12</i>	<i>0.02</i>	<i>-0.16</i>	<i>-0.11</i>	<i>-0.04</i>	<i>-</i>
Quality and variety of merchandise offered at the terminal*	2021	3.74	3.75	3.71	-	3.89	3.40	3.53	-
	2020	3.67	3.74	3.54	-	3.78	3.37	3.47	-
<i>(2016-18 question wording: Variety / selection of merchandise)</i>	2019	3.71	3.78	3.88	-	3.78	3.19	3.53	-
	2018	3.87	3.94	3.89	-	3.87	3.11	3.55	-
	2017	3.87	3.90	3.91	-	3.85	3.49	3.46	-
<i>(2020-21 Comparison)</i>		<i>0.07</i>	<i>0.01</i>	<i>0.17</i>	<i>-</i>	<i>0.11</i>	<i>0.03</i>	<i>0.06</i>	<i>-</i>
Quality and variety of food/beverages offered at the terminal*	2021	3.57	3.59	3.51	-	3.77	3.28	3.35	-
	2020	3.52	3.63	3.30	-	3.61	3.31	3.26	-
<i>(2016-18 question wording: Food / beverages offered)</i>	2019	3.58	3.69	3.77	-	3.66	2.96	3.35	-
	2018	3.58	3.64	3.69	-	3.61	2.92	3.54	-
	2017	3.63	3.68	3.72	-	3.64	3.37	3.57	-
<i>(2020-21 Comparison)</i>		<i>0.05</i>	<i>-0.04</i>	<i>0.21</i>	<i>-</i>	<i>0.16</i>	<i>-0.03</i>	<i>0.09</i>	<i>-</i>
Washrooms	2021	4.01	4.05	3.97	3.88	4.13	4.00	4.07	3.76
<i>(Question added in 2019)</i>	2020	4.01	4.10	3.97	3.73	4.17	4.05	4.13	3.70
	2019	4.01	4.06	3.98	3.88	4.11	3.89	4.10	3.71
<i>(2020-21 Comparison)</i>		<i>0.00</i>	<i>-0.05</i>	<i>0.00</i>	<i>0.15</i>	<i>-0.04</i>	<i>-0.05</i>	<i>-0.06</i>	<i>0.06</i>
Procedure for loading	2021	4.17	4.25	4.18	4.03	4.21	4.22	4.08	3.89
	2020	4.12	4.23	4.07	3.86	4.25	4.22	4.14	4.05
	2019	4.15	4.22	4.13	4.06	4.23	4.08	4.05	4.11
	2018	4.08	4.16	4.08	3.88	4.16	4.11	4.09	3.92
	2017	4.06	4.17	4.10	3.80	4.09	4.07	3.95	4.04
<i>(2020-21 Comparison)</i>		<i>0.05</i>	<i>0.02</i>	<i>0.11</i>	<i>0.17</i>	<i>-0.04</i>	<i>0.00</i>	<i>-0.06</i>	<i>-0.16</i>
Professionalism of terminal staff	2021	4.36	4.42	4.34	4.23	4.38	4.39	4.36	4.31
	2020	4.28	4.34	4.20	4.16	4.33	4.43	4.29	4.32
	2019	4.36	4.37	4.39	4.26	4.38	4.31	4.41	4.43
	2018	4.25	4.29	4.27	4.12	4.24	4.25	4.31	4.20
	2017	4.24	4.29	4.22	4.09	4.22	4.30	4.29	4.40
<i>(2020-21 Comparison)</i>		<i>0.08</i>	<i>0.08</i>	<i>0.14</i>	<i>0.07</i>	<i>0.05</i>	<i>-0.04</i>	<i>0.07</i>	<i>-0.01</i>

*2019 total score has been updated. Total scores for 2019 and onward reflect customer assessments of food and merchandise services at Tsawwassen, Swartz Bay and Departure Bay terminals only.

Average Satisfaction Ratings by Route - All Waves Historical Data – Cont.									
	All Waves	Total	Route						
			1	2	3	30	4	5/9	19
Terminal (Foot Passengers ONLY)									
Parking options at the terminal <i>(Question added in 2019)</i>	2021	3.67	3.82	3.77	3.66	3.61	3.38	3.70	2.57
	2020	3.70	3.94	3.72	3.59	4.01	3.77	3.97	2.31
	2019	3.43	3.55	3.47	3.19	3.53	2.84	3.54	2.69
	<i>(2020-21 Comparison)</i>	<i>-0.03</i>	<i>-0.12</i>	<i>0.05</i>	<i>0.07</i>	<i>-0.40</i>	<i>-0.39</i>	<i>-0.27</i>	<i>0.26</i>
Ease of using passenger drop-off/pick-up area	2021	4.20	4.28	4.28	4.11	4.24	4.05	4.29	3.25
	2020	4.10	4.33	4.12	3.94	4.18	4.13	4.33	2.94
	2019	3.95	3.98	3.98	3.97	4.00	3.66	3.94	3.10
	2018	3.98	4.17	3.89	3.92	4.01	3.84	4.11	3.01
	2017	3.94	4.08	3.96	3.80	4.04	3.68	3.75	3.15
<i>(2020-21 Comparison)</i>	<i>0.10</i>	<i>-0.05</i>	<i>0.16</i>	<i>0.17</i>	<i>0.06</i>	<i>-0.08</i>	<i>-0.04</i>	<i>0.31</i>	
Pre-boarding passenger lounge at terminal <i>(Question added in 2019)</i>	2021	3.80	3.78	3.87	3.83	3.79	4.02	3.80	3.47
	2020	3.86	3.83	3.87	3.90	3.77	3.96	4.25	3.13
	2019	3.79	3.77	3.89	3.79	3.79	3.90	3.75	3.36
	<i>(2020-21 Comparison)</i>	<i>-0.06</i>	<i>-0.05</i>	<i>0.00</i>	<i>-0.07</i>	<i>0.02</i>	<i>0.06</i>	<i>-0.45</i>	<i>0.34</i>
Onboard Experience									
Food Services									
Quality and variety of food/beverages offered <i>(2016-18 question wording: Food / beverages offered)</i>	2021	3.69	3.68	3.71	3.74	3.82	-	3.44	-
	2020	3.60	3.70	3.54	3.61	3.62	-	3.43	-
	2019	3.75	3.80	3.77	3.74	3.86	-	3.39	-
	2018	3.66	3.67	3.72	3.57	3.72	-	3.47	-
	2017	3.63	3.65	3.70	3.45	3.70	-	3.45	-
<i>(2020-21 Comparison)</i>	<i>0.09</i>	<i>-0.02</i>	<i>0.17</i>	<i>0.13</i>	<i>0.20</i>	-	<i>0.01</i>	-	
Value for money	2021	3.29	3.30	3.24	3.31	3.31	-	3.33	-
	2020	3.23	3.29	3.14	3.26	3.16	-	3.36	-
	2019	3.23	3.25	3.24	3.20	3.20	-	3.23	-
	2018	3.21	3.28	3.19	3.15	3.17	-	3.14	-
	2017	3.19	3.23	3.22	3.03	3.21	-	3.25	-
<i>(2020-21 Comparison)</i>	<i>0.06</i>	<i>0.01</i>	<i>0.10</i>	<i>0.05</i>	<i>0.15</i>	-	<i>-0.03</i>	-	
Staff customer service	2021	4.27	4.30	4.25	4.20	4.28	-	4.24	-
	2020	4.14	4.15	4.12	4.13	4.18	-	4.13	-
	2019	4.30	4.30	4.32	4.29	4.32	-	4.26	-
	2018	4.21	4.20	4.23	4.18	4.21	-	4.23	-
	2017	4.20	4.19	4.24	4.07	4.26	-	4.24	-
<i>(2020-21 Comparison)</i>	<i>0.13</i>	<i>0.15</i>	<i>0.13</i>	<i>0.07</i>	<i>0.10</i>	-	<i>0.11</i>	-	

Average Satisfaction Ratings by Route - All Waves Historical Data – Cont.										
	All Waves	Total	Route							
			1	2	3	30	4	5/9	19	
Onboard Facilities/Services										
Passages Retail Store <i>(Question added in 2019)</i>	2021	4.05	4.08	4.05	4.05	4.05	4.05	-	3.86	-
	2020	3.88	3.98	3.84	3.78	3.98	-	3.66	-	
	2019	4.03	4.03	4.05	4.02	4.10	-	3.85	-	
<i>(2020-21 Comparison)</i>		<i>0.17</i>	<i>0.10</i>	<i>0.21</i>	<i>0.27</i>	<i>0.07</i>	<i>-</i>	<i>0.20</i>	<i>-</i>	
Washrooms <i>(Question added in 2019)</i>	2021	4.08	4.09	4.05	4.07	4.10	4.01	4.19	3.62	
	2020	4.07	4.17	4.00	3.97	4.16	3.95	4.16	3.65	
	2019	4.05	4.06	4.04	4.00	4.10	3.76	4.14	3.59	
<i>(2020-21 Comparison)</i>		<i>0.01</i>	<i>-0.08</i>	<i>0.05</i>	<i>0.10</i>	<i>-0.06</i>	<i>0.06</i>	<i>0.03</i>	<i>-0.03</i>	
Play area for children <i>(Question not asked in 2020 – service closed due to COVID-19 pandemic)</i>	2021	3.48	3.64	3.39	3.51	3.38	-	3.18	-	
	2020	-	-	-	-	-	-	-	-	
	2019	3.56	3.73	3.47	3.54	3.39	-	3.27	-	
	2018	3.27	3.69	3.19	2.77	3.19	-	3.09	-	
	2017	3.55	3.69	3.66	3.42	3.47	-	2.92	-	
<i>(2020-21 Comparison)</i>		<i>-</i>								
Pet area	2021	3.00	3.09	2.82	3.21	2.97	-	2.87	-	
	2020	3.21	3.07	3.15	3.45	3.19	-	3.29	-	
	2019	3.16	3.14	3.14	3.24	3.14	-	3.16	-	
	2018	2.50	2.58	2.51	2.21	2.20	-	3.29	-	
	2017	2.77	3.49	2.39	2.79	3.07	-	2.11	-	
<i>(2020-21 Comparison)</i>		<i>-0.21</i>	<i>0.02</i>	<i>-0.33</i>	<i>-0.24</i>	<i>-0.22</i>	<i>-</i>	<i>-0.42</i>	<i>-</i>	
Workstations	2021	3.73	3.73	3.62	3.79	3.84	-	3.80	-	
	2020	3.70	3.76	3.54	3.73	3.79	-	3.75	-	
	2019	3.83	3.87	3.78	3.79	3.76	-	3.87	-	
	2018	3.70	3.76	3.60	3.57	3.82	-	3.94	-	
	2017	3.71	3.81	3.57	3.74	3.59	-	3.83	-	
<i>(2020-21 Comparison)</i>		<i>0.03</i>	<i>-0.03</i>	<i>0.08</i>	<i>0.06</i>	<i>0.05</i>	<i>-</i>	<i>0.05</i>	<i>-</i>	
Outside decks	2021	4.24	4.29	4.22	4.21	4.24	4.11	4.30	3.83	
	2020	4.18	4.31	4.08	4.12	4.22	4.21	4.20	3.74	
	2019	4.22	4.30	4.23	4.16	4.20	3.89	4.21	3.89	
	2018	4.07	4.18	4.04	3.97	4.04	3.93	4.11	3.80	
	2017	4.01	4.04	3.99	3.94	4.10	3.96	3.98	3.95	
<i>(2020-21 Comparison)</i>		<i>0.06</i>	<i>-0.02</i>	<i>0.14</i>	<i>0.09</i>	<i>0.02</i>	<i>-0.10</i>	<i>0.10</i>	<i>0.09</i>	
Lounge Seating <i>(Question added in 2019)</i>	2021	4.17	4.18	4.12	4.22	4.15	-	4.22	-	
	2020	4.05	4.15	3.86	4.09	4.09	-	4.13	-	
	2019	4.12	4.13	4.06	4.19	4.08	-	4.13	-	
<i>(2020-21 Comparison)</i>		<i>0.12</i>	<i>0.03</i>	<i>0.26</i>	<i>0.13</i>	<i>0.06</i>	<i>-</i>	<i>0.09</i>	<i>-</i>	

Average Satisfaction Ratings by Route - All Waves Historical Data – Cont.									
	All Waves	Total	Route						
			1	2	3	30	4	5/9	19
Onboard Facilities/Services – Cont.									
SeaWest Lounge <i>(Question added in 2019)</i> <i>(Question not asked in 2020 or 2021 – service closed due to the pandemic)</i>	2021	-	-	-	-	-	-	-	-
	2020	-	-	-	-	-	-	-	-
	2019	3.74	3.83	3.68	-	3.40	-	-	-
	<i>(2020-21 Comparison)</i>	-	-	-	-	-	-	-	-
Outside appearance of the vessel overall	2021	4.18	4.26	4.15	4.10	4.16	4.08	4.23	3.83
	2020	4.18	4.30	4.10	4.04	4.18	4.22	4.22	3.97
	2019	4.16	4.25	4.11	4.06	4.17	3.97	4.14	3.91
	2018	4.05	4.19	3.95	3.92	4.02	3.99	4.17	3.84
	2017	4.00	4.11	3.93	3.86	4.06	4.00	3.97	3.90
<i>(2020-21 Comparison)</i>	<i>0.00</i>	<i>-0.04</i>	<i>0.05</i>	<i>0.06</i>	<i>-0.02</i>	<i>-0.14</i>	<i>0.01</i>	<i>-0.14</i>	
Ease of access, overall <i>(all passengers)</i>	2021	4.22	4.28	4.20	4.16	4.23	4.19	4.17	3.88
	2020	4.17	4.29	4.11	4.02	4.22	4.25	4.19	3.98
	2019	4.19	4.25	4.19	4.11	4.24	4.09	4.10	4.00
	<i>(2020-21 Comparison)</i>	<i>0.05</i>	<i>-0.01</i>	<i>0.09</i>	<i>0.14</i>	<i>0.01</i>	<i>-0.06</i>	<i>-0.02</i>	<i>-0.10</i>
Ease of access, overall <i>(for people with accessibility requirements)</i> <i>(2016-18 question wording: Ease of access, overall, for people with disabilities)</i>	2021	3.95	3.99	3.98	3.87	4.06	3.93	3.80	3.72
	2020	3.85	3.89	3.77	3.68	4.25	3.91	3.60	3.77
	2019	3.93	3.99	4.10	3.70	4.16	4.18	3.62	3.74
	2018	3.75	3.93	3.77	3.63	3.88	3.39	3.65	2.97
	2017	3.66	3.88	3.69	3.57	3.93	3.45	3.22	2.75
<i>(2020-21 Comparison)</i>	<i>0.10</i>	<i>0.10</i>	<i>0.21</i>	<i>0.19</i>	<i>-0.19</i>	<i>0.02</i>	<i>0.20</i>	<i>-0.05</i>	
Ease of finding facilities / services	2021	4.17	4.18	4.17	4.17	4.19	4.10	4.20	3.98
	2020	4.16	4.23	4.11	4.08	4.18	4.12	4.24	3.97
	2019	4.19	4.20	4.19	4.19	4.25	4.07	4.18	4.04
	2018	3.94	3.96	3.93	3.88	3.99	3.79	4.04	3.75
	2017	3.96	3.98	3.98	3.89	4.06	3.86	3.99	3.76
<i>(2020-21 Comparison)</i>	<i>0.01</i>	<i>-0.05</i>	<i>0.06</i>	<i>0.09</i>	<i>0.01</i>	<i>-0.02</i>	<i>-0.04</i>	<i>0.01</i>	
Announcements when you need to be informed	2021	4.04	4.06	4.06	3.97	4.07	4.01	4.01	3.87
	2020	3.96	3.97	3.96	3.86	4.07	4.07	3.94	3.85
	2019	4.09	4.10	4.11	4.08	4.18	4.00	4.01	3.97
	2018	3.96	3.96	4.01	3.87	4.08	3.84	3.96	3.71
	2017	3.90	3.88	3.95	3.82	4.05	3.80	3.85	3.82
<i>(2020-21 Comparison)</i>	<i>0.08</i>	<i>0.09</i>	<i>0.10</i>	<i>0.11</i>	<i>0.00</i>	<i>-0.06</i>	<i>0.07</i>	<i>0.02</i>	
Atmosphere on the ferry overall <i>(2016-18 question wording: Atmosphere / environment)</i>	2021	4.15	4.16	4.14	4.12	4.18	4.12	4.21	3.90
	2020	4.04	4.08	3.96	3.98	4.07	4.16	4.17	3.97
	2019	4.21	4.24	4.21	4.17	4.24	4.05	4.20	4.04
	2018	3.98	4.01	3.96	3.91	4.06	3.90	4.08	3.74
	2017	3.97	4.02	3.95	3.85	4.08	3.82	3.99	3.90
<i>(2020-21 Comparison)</i>	<i>0.11</i>	<i>0.08</i>	<i>0.18</i>	<i>0.14</i>	<i>0.11</i>	<i>-0.04</i>	<i>0.04</i>	<i>-0.07</i>	

Average Satisfaction Ratings by Route - All Waves Historical Data – Cont.									
	All Waves	Total	Route						
			1	2	3	30	4	5/9	19
Onboard Facilities/Services – Cont.									
Procedures for unloading	2021	4.21	4.27	4.19	4.10	4.23	4.21	4.22	3.96
	2020	4.17	4.28	4.14	3.94	4.24	4.27	4.18	3.95
	2019	4.18	4.23	4.17	4.08	4.25	4.08	4.14	4.08
	2018	4.03	4.10	4.02	3.90	4.08	4.06	4.04	3.92
	2017	4.01	4.08	4.03	3.83	4.07	4.00	4.01	3.98
<i>(2020-21 Comparison)</i>		<i>0.04</i>	<i>-0.01</i>	<i>0.05</i>	<i>0.16</i>	<i>-0.01</i>	<i>-0.06</i>	<i>0.04</i>	<i>0.01</i>
Professionalism of onboard staff	2021	4.39	4.45	4.37	4.31	4.39	4.37	4.40	4.34
	2020	4.30	4.36	4.25	4.18	4.33	4.39	4.37	4.31
	2019	4.40	4.41	4.42	4.37	4.39	4.31	4.39	4.35
	2018	4.27	4.31	4.27	4.16	4.27	4.27	4.31	4.25
	2017	4.26	4.30	4.26	4.14	4.29	4.27	4.29	4.32
<i>(2020-21 Comparison)</i>		<i>0.09</i>	<i>0.09</i>	<i>0.12</i>	<i>0.13</i>	<i>0.06</i>	<i>-0.02</i>	<i>0.03</i>	<i>0.03</i>
Experience with the sailing schedule									
Earliest ferry early enough	2021	3.92	3.94	3.92	3.92	3.94	3.98	3.83	3.92
	2020	3.89	3.89	3.89	3.85	3.96	3.94	3.86	3.97
	2019	3.94	3.99	3.95	3.90	3.98	4.06	3.79	3.96
	2018	4.02	4.03	4.04	4.07	4.09	4.00	3.89	3.65
	2017	3.98	4.01	4.06	3.87	4.12	4.01	3.83	3.68
<i>(2020-21 Comparison)</i>		<i>0.03</i>	<i>0.05</i>	<i>0.03</i>	<i>0.07</i>	<i>-0.02</i>	<i>0.04</i>	<i>-0.03</i>	<i>-0.05</i>
Latest ferry late enough	2021	3.80	3.82	3.84	3.76	3.86	3.61	3.71	3.74
	2020	3.77	3.77	3.79	3.77	3.89	3.52	3.67	3.76
	2019	3.75	3.76	3.83	3.69	3.88	3.38	3.61	3.72
	2018	3.76	3.82	3.69	3.80	3.94	3.24	3.65	3.74
	2017	3.54	3.67	3.58	3.10	3.83	3.24	3.55	3.69
<i>(2020-21 Comparison)</i>		<i>0.03</i>	<i>0.05</i>	<i>0.05</i>	<i>-0.01</i>	<i>-0.03</i>	<i>0.09</i>	<i>0.04</i>	<i>-0.02</i>
Ferry sailing frequent enough	2021	3.52	3.79	3.52	3.08	3.61	3.62	3.15	3.17
	2020	3.36	3.74	3.26	2.71	3.52	3.70	3.15	3.23
	2019	3.41	3.78	3.34	2.86	3.43	3.41	2.99	3.24
	2018	3.36	3.80	3.27	2.77	3.33	3.29	3.08	3.12
	2017	3.36	3.80	3.41	2.54	3.33	3.43	2.95	3.28
<i>(2020-21 Comparison)</i>		<i>0.16</i>	<i>0.05</i>	<i>0.26</i>	<i>0.37</i>	<i>0.09</i>	<i>-0.08</i>	<i>0.00</i>	<i>-0.06</i>
Ability to get onto desired sailing	2021	3.91	4.04	3.91	3.67	3.89	3.99	4.00	3.16
	2020	3.81	4.03	3.76	3.34	3.87	4.06	4.04	3.33
	2019	3.76	3.92	3.68	3.49	3.78	3.64	3.86	3.38
	2018	3.55	3.77	3.46	3.23	3.54	3.65	3.80	3.18
	2017	3.62	3.84	3.60	3.19	3.66	3.69	3.72	3.34
<i>(2020-21 Comparison)</i>		<i>0.10</i>	<i>0.01</i>	<i>0.15</i>	<i>0.33</i>	<i>0.02</i>	<i>-0.07</i>	<i>-0.04</i>	<i>-0.17</i>

Average Satisfaction Ratings by Route - All Waves Historical Data – Cont.									
	All Waves	Total	Route						
			1	2	3	30	4	5/9	19
Experience with the sailing schedule – Cont.									
Ability to connect with other sailings <i>(based on those connecting)</i>	2021	3.40	3.62	3.32	3.14	3.42	3.58	3.61	2.95
	2020	3.36	3.44	3.25	3.17	3.51	3.46	3.51	3.32
	2019	3.37	3.82	2.86	3.21	3.80	3.14	3.44	3.04
	2018	3.30	3.15	3.04	3.69	3.78	3.52	3.29	2.62
	2017	3.12	3.75	2.76	3.04	3.63	3.23	3.46	2.55
<i>(2020-21 Comparison)</i>		<i>0.04</i>	<i>0.18</i>	<i>0.07</i>	<i>-0.03</i>	<i>-0.09</i>	<i>0.12</i>	<i>0.10</i>	<i>-0.37</i>
Ferry running on time <i>(2016-18 question wording: Ferry departing on time)</i>	2021	3.93	4.18	3.95	3.67	3.82	3.91	3.75	2.62
	2020	3.84	3.94	3.97	3.54	3.97	4.23	3.71	2.88
	2019	3.93	4.12	4.08	3.66	4.08	3.95	3.33	3.38
	2018	3.86	4.17	3.59	3.55	4.04	4.02	3.82	3.33
	2017	3.73	4.01	3.81	3.04	3.82	4.07	3.60	3.43
<i>(2020-21 Comparison)</i>		<i>0.09</i>	<i>0.24</i>	<i>-0.02</i>	<i>0.13</i>	<i>-0.15</i>	<i>-0.32</i>	<i>0.04</i>	<i>-0.26</i>
Safety									
Safety of ferry operations	2021	4.37	4.42	4.38	4.29	4.32	4.38	4.37	4.26
	2020	4.28	4.32	4.23	4.17	4.32	4.33	4.36	4.35
	2019	4.35	4.40	4.34	4.28	4.36	4.32	4.35	4.27
	2018	4.28	4.34	4.25	4.20	4.24	4.25	4.30	4.25
	2017	4.25	4.26	4.28	4.16	4.26	4.26	4.29	4.26
<i>(2020-21 Comparison)</i>		<i>0.09</i>	<i>0.10</i>	<i>0.15</i>	<i>0.12</i>	<i>0.00</i>	<i>0.05</i>	<i>0.01</i>	<i>-0.09</i>

APPENDIX B - AVERAGE SATISFACTION RATINGS BY TERMINAL - ALL WAVES HISTORICAL DATA

Average Satisfaction Ratings by Terminal - All Waves Historical Data											
	All Waves	Total	Terminals								
			Tsawwassen	Swartz Bay	Horseshoe Bay	Departure Bay	Langdale	Duke Point	Fulford Harbour	Nanaimo Harbour	Gabriola
Overall Experience											
Trip Overall	2021	4.07	4.14	4.12	4.05	4.06	3.90	4.05	4.11	3.64	3.61
	2020	3.97	4.06	4.10	3.83	3.91	3.79	4.07	4.08	3.84	3.67
	2019	4.09	4.16	4.10	4.07	4.10	3.94	4.16	4.13	4.08	3.88
	2018	4.22	4.23	4.38	4.14	4.12	4.22	4.29	4.22	4.06	3.98
	2017	4.16	4.24	4.26	4.10	4.15	3.97	4.09	4.26	-	-
<i>Change (2020-21 Comparison)</i>		<i>0.10</i>	<i>0.08</i>	<i>0.02</i>	<i>0.22</i>	<i>0.15</i>	<i>0.11</i>	<i>-0.02</i>	<i>0.03</i>	<i>-0.20</i>	<i>-0.06</i>
Terminal Overall											
Terminal Overall	2021	4.06	4.11	4.13	4.00	4.08	3.87	4.10	4.03	3.68	3.50
	2020	4.01	4.13	4.10	3.88	3.96	3.75	4.09	4.13	3.81	3.54
	2019	4.07	4.13	4.07	4.00	4.09	3.95	4.17	4.02	4.12	3.71
	2018	4.05	4.15	4.10	3.94	4.12	3.87	4.15	3.97	4.02	3.64
	2017	4.07	4.16	4.14	3.98	4.07	3.90	3.99	4.03	-	-
<i>Change (2020-21 Comparison)</i>		<i>0.05</i>	<i>-0.02</i>	<i>0.03</i>	<i>0.12</i>	<i>0.12</i>	<i>0.12</i>	<i>0.01</i>	<i>-0.10</i>	<i>-0.13</i>	<i>-0.04</i>
Value for money of fares											
Value for money of fares	2021	3.52	3.52	3.52	3.56	3.45	3.50	3.44	3.66	3.62	3.49
	2020	3.41	3.35	3.51	3.41	3.18	3.57	3.24	3.55	3.39	3.55
	2019	3.35	3.32	3.36	3.35	3.26	3.42	3.27	3.52	3.45	3.54
	2018	3.31	3.23	3.38	3.31	3.13	3.47	3.07	3.55	3.41	3.38
	2017	3.11	3.18	3.20	3.06	3.02	3.04	2.99	3.07	-	-
<i>Change (2020-21 Comparison)</i>		<i>0.11</i>	<i>0.17</i>	<i>0.01</i>	<i>0.15</i>	<i>0.27</i>	<i>-0.07</i>	<i>0.20</i>	<i>0.11</i>	<i>0.23</i>	<i>-0.06</i>
At the Terminal											
Outside appearance of the terminal	2021	4.15	4.22	4.17	4.07	4.22	3.95	4.24	4.11	3.81	3.61
	2020	4.15	4.25	4.20	4.09	4.15	3.89	4.19	4.09	3.91	3.75
	2019	4.17	4.27	4.18	4.10	4.23	3.94	4.29	3.91	3.94	3.62
	2018	4.04	4.14	4.06	3.95	4.19	3.82	4.12	3.94	3.95	3.61
	2017	4.06	4.14	4.10	3.92	4.25	3.89	4.10	4.05	-	-
<i>Change (2020-21 Comparison)</i>		<i>0.00</i>	<i>-0.03</i>	<i>-0.03</i>	<i>-0.02</i>	<i>0.07</i>	<i>0.06</i>	<i>0.05</i>	<i>0.02</i>	<i>-0.10</i>	<i>-0.14</i>
Overall appearance inside the terminal (Previous question wording: Overall look & décor inside the terminal you left from (if applicable))	2021	4.13	4.18	4.13	4.04	4.22	3.95	4.22	4.09	-	-
	2020	4.12	4.23	4.13	4.06	4.06	3.91	4.15	4.07	-	-
	2019	4.17	4.26	4.16	4.09	4.26	3.92	4.22	3.89	-	-
	2018	3.87	3.95	3.83	3.80	4.04	3.58	3.86	3.78	-	-
	2017	3.87	3.97	3.92	3.71	3.99	3.58	3.85	3.87	-	-
<i>Change (2020-21 Comparison)</i>		<i>0.01</i>	<i>-0.05</i>	<i>0.00</i>	<i>-0.02</i>	<i>0.16</i>	<i>0.04</i>	<i>0.07</i>	<i>0.02</i>	<i>-</i>	<i>-</i>
Wait time at the terminal (Question added in 2019)	2021	3.82	3.89	3.95	3.75	3.86	3.51	3.84	3.79	3.05	3.00
	2020	3.73	3.88	3.87	3.62	3.72	3.30	3.89	3.88	3.25	2.79
	2019	3.81	3.94	3.89	3.70	3.86	3.61	3.95	3.59	3.71	3.25
<i>Change (2020-21 Comparison)</i>		<i>0.09</i>	<i>0.01</i>	<i>0.08</i>	<i>0.13</i>	<i>0.14</i>	<i>0.21</i>	<i>-0.05</i>	<i>-0.09</i>	<i>-0.20</i>	<i>0.21</i>

Average Satisfaction Ratings by Terminal - All Waves Historical Data - Cont.

		Terminals									
	All Waves	Total	Tsawwassen	Swartz Bay	Horseshoe Bay	Departure Bay	Langdale	Duke Point	Fulford Harbour	Nanaimo Harbour	Gabriola
At the Terminal											
Ticket Purchase											
Efficiency of the check in process	2021	4.32	4.39	4.37	4.24	4.33	4.13	4.36	4.23	4.18	4.08
	2020	4.22	4.32	4.26	4.12	4.23	4.07	4.25	4.31	4.05	3.87
<i>(Question added in 2019)</i>	2019	4.32	4.33	4.31	4.32	4.33	4.19	4.39	4.35	4.36	4.24
<i>Change (2020-21 Comparison)</i>		<i>0.10</i>	<i>0.07</i>	<i>0.11</i>	<i>0.12</i>	<i>0.10</i>	<i>0.06</i>	<i>0.11</i>	<i>-0.08</i>	<i>0.13</i>	<i>0.21</i>
Staff customer service											
	2021	4.39	4.43	4.41	4.34	4.36	4.25	4.41	4.31	4.42	4.30
	2020	4.31	4.34	4.33	4.26	4.28	4.18	4.34	4.46	4.32	4.35
	2019	4.41	4.46	4.37	4.37	4.43	4.26	4.44	4.51	4.46	4.39
	2018	4.43	4.44	4.43	4.36	4.49	4.41	4.42	4.35	4.43	4.39
	2017	4.41	4.46	4.46	4.35	4.39	4.24	4.36	4.37	-	-
<i>Change (2020-21 Comparison)</i>		<i>0.08</i>	<i>0.09</i>	<i>0.08</i>	<i>0.08</i>	<i>0.08</i>	<i>0.07</i>	<i>0.07</i>	<i>-0.15</i>	<i>0.10</i>	<i>-0.05</i>
Clarity of staff directions											
	2021	4.36	4.39	4.40	4.32	4.35	4.20	4.39	4.34	4.34	4.25
	2020	4.30	4.35	4.32	4.21	4.29	4.18	4.38	4.38	4.37	4.29
	2019	4.39	4.44	4.35	4.36	4.40	4.30	4.41	4.51	4.41	4.42
	2018	4.41	4.45	4.41	4.37	4.46	4.41	4.34	4.34	4.36	4.37
	2017	4.38	4.42	4.42	4.33	4.39	4.24	4.34	4.29	-	-
<i>Change (2020-21 Comparison)</i>		<i>0.06</i>	<i>0.04</i>	<i>0.08</i>	<i>0.11</i>	<i>0.06</i>	<i>0.02</i>	<i>0.01</i>	<i>-0.04</i>	<i>-0.03</i>	<i>-0.04</i>
Terminal Services											
Announcements when you need to be informed											
	2021	4.01	4.00	4.06	4.01	4.00	3.85	4.05	4.07	3.88	3.85
	2020	3.96	4.02	3.91	3.95	3.85	3.87	4.16	4.16	3.83	3.82
	2019	4.08	4.13	4.04	4.07	4.20	3.97	4.16	3.92	4.15	3.97
	2018	3.86	3.92	3.83	3.79	3.96	3.75	4.08	3.87	3.60	3.67
	2017	3.84	3.90	3.81	3.73	3.94	3.76	3.96	3.71	-	-
<i>Change (2020-21 Comparison)</i>		<i>0.05</i>	<i>-0.02</i>	<i>0.15</i>	<i>0.06</i>	<i>0.15</i>	<i>-0.02</i>	<i>-0.11</i>	<i>-0.09</i>	<i>0.05</i>	<i>0.03</i>
Usefulness of digital information screens											
	2021	3.89	3.87	3.97	3.86	3.95	3.69	3.87	3.98	-	-
	2020	3.88	3.96	3.93	3.85	3.71	3.66	4.05	4.06	-	-
<i>(2016-18 question wording: Usefulness of TV info screens (if Applicable))</i>	2019	3.92	4.01	3.85	3.88	3.98	3.87	4.01	3.78	-	-
	2018	3.75	3.63	3.88	3.68	3.78	3.75	4.01	3.78	-	-
	2017	3.75	3.66	3.81	3.75	3.80	3.72	3.75	3.70	-	-
<i>Change (2020-21 Comparison)</i>		<i>0.01</i>	<i>-0.09</i>	<i>0.04</i>	<i>0.01</i>	<i>0.24</i>	<i>0.03</i>	<i>-0.18</i>	<i>-0.08</i>	-	-
Quality and variety of merchandise offered at the terminal*											
	2021	3.74	3.81	3.66	-	3.71	-	-	-	-	-
	2020	3.67	3.79	3.57	-	3.54	-	-	-	-	-
<i>(2016-18 question wording: Variety / selection of merchandise)</i>	2019	3.77	3.86	3.60	-	3.91	-	-	-	-	-
	2018	3.87	3.96	3.84	-	3.94	-	-	-	-	-
	2017	3.87	3.95	3.85	-	3.90	-	-	-	-	-
<i>Change (2020-21 Comparison)</i>		<i>0.07</i>	<i>0.02</i>	<i>0.09</i>	-	<i>0.17</i>	-	-	-	-	-

*2019 total score has been updated. Total scores for 2019 and onward reflect customer assessments of food and merchandise services at Tsawwassen, Swartz Bay and Departure Bay terminals only.

Average Satisfaction Ratings by Terminal - All Waves Historical Data - Cont.

	All Waves	Total	Terminals								
			Tsawwassen	Swartz Bay	Horseshoe Bay	Departure Bay	Langdale	Duke Point	Fulford Harbour	Nanaimo Harbour	Gabriola
Terminal Services – Cont.											
Quality and variety of food/beverages offered at the terminal*	2021	3.57	3.68	3.46	-	3.51	-	-	-	-	-
	2020	3.52	3.67	3.42	-	3.30	-	-	-	-	-
	2019	3.66	3.80	3.43	-	3.78	-	-	-	-	-
<i>(2016-18 question wording: Food / beverages offered)</i>	2018	3.58	3.76	3.45	-	3.78	-	-	-	-	-
	2017	3.63	3.84	3.53	-	3.70	-	-	-	-	-
<i>Change (2020-21 Comparison)</i>		<i>0.05</i>	<i>0.01</i>	<i>0.04</i>	-	<i>0.21</i>	-	-	-	-	-
Washrooms <i>(Question added in 2019)</i>	2021	4.01	4.09	4.01	3.90	4.03	3.87	4.14	3.99	3.79	3.73
	2020	4.01	4.18	4.03	3.84	4.00	3.77	4.14	4.03	3.60	3.79
	2019	4.01	4.09	4.04	3.94	4.04	3.82	4.14	3.96	3.80	3.61
<i>Change (2020-21 Comparison)</i>		<i>0.00</i>	<i>-0.09</i>	<i>-0.02</i>	<i>0.06</i>	<i>0.03</i>	<i>0.10</i>	<i>0.00</i>	<i>-0.04</i>	<i>0.19</i>	<i>-0.06</i>
Procedure for loading	2021	4.17	4.23	4.22	4.14	4.16	3.98	4.21	4.24	3.91	3.87
	2020	4.12	4.22	4.21	4.00	4.04	3.87	4.27	4.27	4.14	3.95
	2019	4.15	4.20	4.19	4.13	4.15	3.99	4.27	4.08	4.19	4.03
	2018	4.08	4.12	4.17	3.95	4.12	3.92	4.29	4.14	3.96	3.86
	2017	4.06	4.15	4.15	3.96	4.10	3.79	4.11	4.09	-	-
<i>Change (2020-21 Comparison)</i>		<i>0.05</i>	<i>0.01</i>	<i>0.01</i>	<i>0.14</i>	<i>0.12</i>	<i>0.11</i>	<i>-0.06</i>	<i>-0.03</i>	<i>-0.23</i>	<i>-0.08</i>
Professionalism of terminal staff	2021	4.36	4.40	4.41	4.32	4.32	4.22	4.39	4.40	4.36	4.25
	2020	4.28	4.34	4.33	4.17	4.24	4.15	4.35	4.43	4.37	4.27
	2019	4.36	4.36	4.38	4.35	4.39	4.23	4.39	4.35	4.50	4.37
	2018	4.25	4.25	4.29	4.17	4.29	4.17	4.36	4.27	4.17	4.24
	2017	4.24	4.29	4.28	4.18	4.18	4.11	4.17	4.33	-	-
<i>Change (2020-21 Comparison)</i>		<i>0.08</i>	<i>0.06</i>	<i>0.08</i>	<i>0.15</i>	<i>0.08</i>	<i>0.07</i>	<i>0.04</i>	<i>-0.03</i>	<i>-0.01</i>	<i>-0.02</i>
Terminal (Foot Passengers ONLY)											
Parking options at the terminal <i>(Question added in 2019)</i>	2021	3.67	3.75	3.78	3.71	3.74	3.75	3.59	2.61	2.57	2.56
	2020	3.70	3.84	3.96	3.69	3.65	3.60	4.04	3.92	2.27	2.35
	2019	3.43	3.50	3.54	3.16	3.67	3.30	3.57	2.64	2.89	2.53
<i>Change (2020-21 Comparison)</i>		<i>-0.03</i>	<i>-0.09</i>	<i>-0.18</i>	<i>0.02</i>	<i>0.09</i>	<i>0.15</i>	<i>-0.45</i>	<i>-1.31</i>	<i>0.30</i>	<i>0.21</i>
Ease of using passenger drop-off/pick-up area	2021	4.20	4.27	4.28	4.24	4.27	4.07	4.25	3.47	3.05	3.43
	2020	4.10	4.40	4.19	4.06	4.12	3.93	4.21	4.21	3.00	2.88
	2019	3.95	4.04	3.91	3.91	4.12	3.95	4.01	3.32	3.37	2.85
	2018	3.98	4.00	4.28	3.75	4.07	4.12	4.01	3.57	3.02	2.99
	2017	3.94	4.11	4.00	3.83	4.03	3.82	4.13	3.38	-	-
<i>Change (2020-21 Comparison)</i>		<i>0.10</i>	<i>-0.13</i>	<i>0.09</i>	<i>0.18</i>	<i>0.15</i>	<i>0.14</i>	<i>0.04</i>	<i>-0.74</i>	<i>0.05</i>	<i>0.55</i>
Pre-boarding passenger lounge at terminal <i>(Question added in 2019)</i>	2021	3.80	3.68	3.95	3.88	3.90	3.65	3.73	3.74	3.47	3.48
	2020	3.86	3.83	3.99	3.91	3.98	3.74	3.71	3.87	3.21	3.06
	2019	3.79	3.75	3.79	3.79	4.08	3.72	3.83	3.96	3.63	3.07
<i>Change (2020-21 Comparison)</i>		<i>-0.06</i>	<i>-0.15</i>	<i>-0.04</i>	<i>-0.03</i>	<i>-0.08</i>	<i>-0.09</i>	<i>0.02</i>	<i>-0.13</i>	<i>0.26</i>	<i>0.42</i>

*2019 total score has been updated. Total scores for 2019 and onward reflect customer assessments of food and merchandise services at Tsawwassen, Swartz Bay and Departure Bay terminals only.

Q9. Did BC Ferries staff approach you during your trip (e.g., to greet you or offer assistance?)

- 1 Yes 2 No

Q10. How much do you agree with the following statement?

"BC Ferries operates in an environmentally conscious manner."

- Strongly Disagree 1 2 3 4 Strongly Agree 5 N/A 99

Q11. If someone asked you whether you would recommend BC Ferries, how likely would you be to...

Very unlikely ← 0 1 2 3 4 5 6 7 8 9 10 → Very likely

Recommend BC Ferries, based on your most recent experience

Q13. Not including the cost of the fare for your ferry trip, what is the approximate amount you personally spent for yourself, and for any other members of your party, at the following facilities today?

Please include all purchases you paid for, before taxes. Do not include any purchases that someone else paid for you. Please indicate in Canadian dollars (CDN) rounded to the nearest dollar.

Before boarding, at the terminal: \$ _____
 Onboard the vessel: \$ _____

Total for this trip: \$ _____

Q14. Do you have any suggestions on how to improve the services and facilities offered by BC Ferries? If yes, please explain. Please be specific.

Transportation To and From the Terminal

Foot Passengers ONLY (i.e., walk-ons, bus passengers, cyclists): How did you get to and from the terminal? Please select **only one** in each column.

Q15. Travel TO departure terminal

- 1 Dropped off by friend or relative
- 2 Drove private vehicle to terminal and parked at / near terminal
- 3 Drove car share vehicle to terminal and parked at / near terminal
- 4 Bicycle
- 5 BC Transit bus / TransLink bus / local city bus
- 6 Non-chartered bus (e.g., BC Ferries Connector operated by Wilsons)
- 7 Walked
- 8 Taxi
- 9 Hitchhiked
- 10 Chartered bus / school bus
- 11 Other

Q16. Travel FROM arrival terminal

- 1 Picked up by friend or relative
- 2 Used private vehicle that I parked at or near the terminal
- 3 Drove car share vehicle and parked at / near terminal
- 4 Bicycle
- 5 BC Transit bus / TransLink bus / local city bus
- 6 Non-chartered bus (e.g., BC Ferries Connector operated by Wilsons)
- 7 Walked
- 8 Taxi
- 9 Hitchhiked
- 10 Chartered bus / school bus
- 11 Other

Q17. Vehicle drivers / vehicle passengers ONLY: What kind of vehicle did you travel in for the sailing on which you received this questionnaire? Please select **only one**.

- 1 Standard Vehicle (under 7 ft. high and under 20 ft. in length)
- 2 Oversize Vehicle (over 7 ft. high and over 20 ft. in length)
- 3 Van / Recreational Vehicle
- 4 Commercial vehicle (over 5,500 kg in weight)
- 5 Motorcycle
- 6 Semi-trailer
- 7 Bus

Demographics

Q18. Do you, or does someone you are travelling with, have accessibility requirements (e.g., a physical condition that affects your mobility or requires the use of an aid such as a wheelchair, cane, or walker)?

- 1 Yes 2 No 99 Prefer not to disclose

Q19. Which of the following **best** describes your current occupational status? Please select **only one**.

- 1 Employed full-time
- 2 Employed part-time
- 3 Self-employed
- 4 Not currently employed
- 5 Retired
- 6 Homemaker
- 7 Student
- 99 Prefer not to disclose

Q20. Which of the following categories best describes the **total combined annual income** for your household, before taxes?

- 1 Under \$20,000
- 2 \$20,000 to \$39,999
- 3 \$40,000 to \$59,999
- 4 \$60,000 to \$79,999
- 5 \$80,000 to \$99,999
- 6 \$100,000 to \$119,999
- 7 \$120,000 or over
- 99 Prefer not to disclose

The BC Ferries Research Panel

BC Ferries conducts a variety of different online surveys from time to time.

Would it be okay for BC Ferries, or their appointed research firm, to contact you for a future survey? If so, please fill in your contact information below and join our research panel.

As a panel member, you will contribute to decision-making processes that will help shape BC Ferries products and services.

You will also be eligible for prize draws when you complete online surveys!

All responses and data from this survey are strictly confidential and are separated from the contact information before being reported.

Phone number: _____ - _____
 AREA CODE PHONE NUMBER

Email: _____

First name: _____

Postal Code: _____

Your privacy is important to us. Contact information you provide will only be used to invite you to participate in future research, and for no other purpose.

Thank you for your participation in this research!

Dear Ferry Customer,

Please accept our thanks for agreeing to complete the enclosed survey.

The COVID-19 pandemic has had a significant impact on all of our lives; it has had a big impact on the ferry system too. To keep you safe and moving, there are safety measures at terminals and on board to reduce the risk of spreading infectious disease. These measures include limiting the services and amenities that we provide to customers during normal circumstances. Despite the challenges we face, and the changes we've made to the service we provide, your feedback remains very important to us and we are delighted that you are participating in this important study. Your ratings and comments will let us know what we are doing well and what areas need attention and improvement.

Your answers will be held in strict confidence and will be combined with those of other passengers. In order for overall results to be truly representative, we need responses from everyone who agrees to participate, so please be sure to complete all parts of the survey. R.A. Malatest & Associates Ltd., a professional BC research firm, has been commissioned to receive your responses and prepare the results.

Please return your completed survey to a Malatest staff member on board the vessel, or mail it to Malatest using the enclosed pre-paid return envelope in the next one or two days. If you have any questions about the survey, please do not hesitate to contact Malatest & Associates (1-855-412-1930) or BC Ferries' Customer Service (1-888-223-3779).

Your opinions are important to us, and essential to improving service on BC Ferries.

Thank you for your interest in this important research.

Sincerely,
 Janet Carson
 Vice President, Marketing & Customer Experience
 British Columbia Ferry Services Inc.

Trip Details

Thinking only of the **LAST** sailing you took...

Which route was your last sailing?

- | | |
|---|---|
| 1 <input type="checkbox"/> Tsawwassen <-> Swartz Bay | 5 <input type="checkbox"/> Swartz Bay <-> Southern Gulf Islands |
| 2 <input type="checkbox"/> Horseshoe Bay <-> Nanaimo | 9 <input type="checkbox"/> Tsawwassen <-> Southern Gulf Islands |
| 3 <input type="checkbox"/> Horseshoe Bay <-> Langdale | 19 <input type="checkbox"/> Nanaimo Harbour <-> Gabriola Island |
| 4 <input type="checkbox"/> Swartz Bay <-> Fulford Harbour | 30 <input type="checkbox"/> Tsawwassen <-> Duke Point |

Which direction was the sailing?

From _____ To _____

On which day was that sailing? (MM/DD/YYYY) ____/____/____

What was the departure time? (HH:MM) ____:____ am pm

S1. What was the **main** purpose of your last ferry trip, business or personal? Please provide **one response**. If you were going home, what activity were you returning from?

Business

- 1 Business trip or on company business
- 2 Commuting to or from work
- 3 Hauling freight or operating a commercial vehicle
- 4 Attending school, college or course

Personal

- 5 Required personal travel (e.g., doctor's appt, moving, funeral, etc.)
- 6 Shopping
- 7 Visiting friends / relatives
- 8 Vacation / getaway / recreation
- 9 Attending special event / entertainment
- 10 Other (specify) _____

S2. Including your last trip, how many return trips (i.e., two-way trips) have you taken with BC Ferries in the past 12 months?

Take time to think back over the past year, especially if you travel often. Calculate your best estimate of how many trips you have taken with BC Ferries.

Two-way trips in past 12 months

S4. What city or community did you leave from when you headed to the ferry terminal?

S5. When you got off the ferry, which city or community were you headed to?

S6. In which city or community do you live?

S7. Were you a vehicle passenger or a foot passenger? If you boarded the ferry as a bus passenger or on bicycle, please consider yourself a foot passenger.

- 1 Vehicle passenger (including driver)
 2 Foot passenger (including bus passengers and cyclists)

S13. Did you book your sailing in advance (i.e., make a reservation)?

- 1 Yes
 2 No -----> **If "No", why did you not make a booking?**
 3 I tried to make a booking but none were available
 4 I travelled on a non-bookable route
 5 I did not want to make a booking

IF FOOT PASSENGER: S7a. Were you on a bicycle?

- 1 Yes 2 No

S8. Were you travelling with a pet?

- 1 Yes 2 No

S9. Were you travelling as part of an organized tour group?

- 1 Yes -> **About how many people are in the tour group?** **Skip to S11**
 2 No

S10. How many people were you travelling with?

- I was travelling by myself
 people were traveling with me

And how many of the people travelling with you were:

- 18 years, or older
 5-17 years of age
 Younger than 5 years of age

S11. What is your year of birth? ←

S12. With which gender do you most identify?

- 1 Male 2 Female 3 Unspecified

S14. Were you able to get on the ferry sailing that you arrived for?

- 1 Yes 2 No

S16. Did you connect with another BC Ferries vessel?

- 1 Yes 2 No

Satisfaction with BC Ferries Services

Q1. Please rate how satisfied or dissatisfied you were with each of the following. If you did not use this service, please check "Not Used / Not Applicable" on the right.

	Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Not Used / Not Applicable
a Usefulness of BC Ferries website	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
b Ease of using on-line reservations	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
c BC Ferries phone service	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
d Ease of using / understanding sailing schedules	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
e Effective communication of service updates	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>

Q2. Please rate how satisfied or dissatisfied you were with each of the following at the terminal before your trip. If you did not use this service, please check "Not Used / Not Applicable" on the right.

	Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Not Used / Not Applicable
At the terminal: All Passengers						
a Outside appearance of the terminal you left from	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
b Overall appearance inside the terminal you left from (if applicable)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
c Wait time at terminal	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
Ticket Purchase						
d Efficiency of the check in process	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
e Staff customer service	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
f Clarity of staff directions	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
Terminal Services						
g Announcements when you needed to be informed	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
h Usefulness of digital information screens	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
i Quality and variety of merchandise offered at the terminal	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
j Quality and variety of food/beverages offered at the terminal	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
k Washrooms	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
l Procedure for loading	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
m Professionalism of terminal staff	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
At the terminal: Foot Passengers (Foot Passengers ONLY, vehicle drivers / passengers skip to Q3)						
n Parking options at the terminal	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
o Ease of using passenger pickup / drop off area	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
p Pre-boarding lounge at terminal	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>

Q3. How satisfied or dissatisfied were you with your overall experience at the terminal before boarding?

Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Not Used / Not Applicable
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>

Q4. Please rate how satisfied or dissatisfied you were with each of the following on board the ferry. If you did not use this service, please check "Not Used / Not Applicable" on the right.

	Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Not Used / Not Applicable
Food Services						
a Quality and variety of food / beverages offered	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
b Value for money	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
c Staff customer service	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
Onboard Facilities / Services						
d Passages Store	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
e Washrooms	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
f Play area for children	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
g Pet area	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
h Workstations	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
i Outside decks	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
j Lounge seating	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>

	Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Not Used / Not Applicable
l Outside appearance of vessel overall	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
m Ease of access, overall	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
n Ease of finding facilities / services	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
o Announcements when you need to be informed	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
p Atmosphere on the ferry overall	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
q Procedures for unloading	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
r Professionalism of onboard staff	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>

Q5. How satisfied or dissatisfied were you with your overall experience on board the ferry?

Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Not Used / Not Applicable
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>

Q6. How satisfied or dissatisfied were you with each of the following? If you did not use this service, please check "Not Used / Not Applicable" on the right.

	Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Not Used / Not Applicable
Experience with the sailing schedule						
d Ability to get onto desired sailing	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
f Ferry running on time	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
Safety						
g Safety of ferry operations	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
Overall value						
h Value for money of fares	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>

Q6b. Thinking about this ferry route only, how satisfied or dissatisfied are you with each of the following?

	Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Not Used / Not Applicable
Experience with the sailing schedule						
a Earliest ferry early enough	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
b Latest ferry late enough	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
c Ferry sailings frequent enough	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>
e Ability to connect with other sailings	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>

Q7. How satisfied or dissatisfied were you, overall, with your recent experience travelling with BC Ferries?

Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Not Used / Not Applicable
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>

Q7B. How satisfied or dissatisfied were you, overall, with BC Ferries' response to COVID-19 and the safety measures that have been implemented to help prevent the spread of infectious disease?

Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Not Used / Not Applicable
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>

Q8. How much do you agree with the following statement?

"BC Ferries staff went the extra mile to make sure I got what I needed."

Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	N/A
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	99 <input type="radio"/>

