
British Columbia Ferry Services Inc.

Annual Report
to the
British Columbia Ferries Commissioner

Year Ended March 31, 2020



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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, 2020 (the “fiscal year” or “fiscal 2020”),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 ferry 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 2020, BC Ferries delivered coastal ferry services on 25 designated ferry routes under the Coastal Ferry Services Contract² (the “Contract”) between BC Ferries and the Province of British Columbia (the “Province”), as represented by the Ministry of Transportation and Infrastructure. These ferry 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.

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 25 designated ferry routes.

Part 2: Service Quality

Feedback and Engagement Report

Part 2 includes BC Ferries’ feedback and engagement report for fiscal 2020. 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 and the themes arising from those consultations.

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 2019 customer satisfaction tracking report.

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

² As amended for performance term four (April 1, 2016 – March 31, 2020).

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.

Part 1

Services on Designated Routes



Part 1: Services on Designated Routes

Overview

This section contains financial statistics as well as information on traffic levels, and operating and performance statistics for fiscal 2020 for each of the designated ferry routes. The following three reports are included:

Operations Report

The Operations Report provides the following information for the designated ferry routes, presented in numeric format for each route:

➤ **Round Trips**

This report shows the total number of round trips BC Ferries delivered on each of the designated ferry routes.

On a system-wide basis, BC Ferries delivered a total of 82,288.5 round trips during the fiscal year, which exceeded by 4,276.5 the annual number of round trips required to be delivered under the Contract. BC Ferries met all core service levels in fiscal 2020, in terms of the delivery of the minimum required round trips under the Contract, with the exception of Route 20 (Chemainus – Thetis Island – Penelakut Island), where on July 31, 2019 one round trip was cancelled due to the consolidation of end-of-shift sailings because of accumulated traffic delays.

➤ **Vessel Capacity**

For each designated ferry 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 3).

In fiscal 2020, BC Ferries provided capacity sufficient to carry the previous year’s traffic, with capacity utilization on the designated ferry routes ranging from 33.2% to 84.1%. As compared to the prior fiscal year, capacity utilization in fiscal 2020 decreased by 1.6% system-wide, primarily as a result of lower traffic levels as a result of the COVID-19 pandemic during the last two weeks of March 2020, combined with an increase in capacity provided from additional round trips during the fiscal year.⁴

⁴ On February 22, 2019, the Province announced plans to increase service levels on ten ferry routes, adding 2,700 round trip sailings annually. Additional service on the following routes began April 1, 2019: Crofton-Vesuvius, Earls Cove-Saltery Bay, Horseshoe Bay-Bowen Island, Port Hardy-Mid Coast-Prince Rupert, Haida Gwaii-Prince Rupert, Powell River-Texada Island, Campbell River-Quadra Island and Quadra Island-Cortes Island. Additional service on Nanaimo Harbour-Gabriola Island began in early April 2019, and on January 28, 2020 BC Ferries expanded service levels between Alliford Bay and Skidegate.

➤ **Traffic and Revenue**

This report presents vehicle traffic (AEQs) and passenger traffic carried on each of the designated ferry routes during fiscal 2020 and compares it to the traffic carried in the previous fiscal year. The associated tariff revenue generated from each route is also shown.

In fiscal 2020, BC Ferries carried 8.8 million vehicles and 21.7 million passengers, decreases of 1% and 2.7% respectively, compared to the prior year.⁵ Revenue from vehicle and passenger traffic on the designated ferry routes in fiscal 2020 totalled \$613.2 million, a decrease of \$5.0 million from the prior year.⁶ The declines in both revenue and vehicle and passenger traffic can be attributed to the impacts from the coronavirus COVID-19 pandemic in the last two weeks of the fiscal year.⁷

➤ **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 ferry routes.⁸ On-time performance can be impacted by delays due to 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 2020, on-time performance increased from 88.5% to 89.4% compared to the prior year. The Major, Northern and Minor routes all saw slight improvements in on-time performance.

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 four. There are four sections of this report:

1. Cancelled Round Trips by route and route grouping,
2. Cancelled and Extra Round Trips by route and route grouping,
3. Cancelled Round Trips by Days for route and route grouping, and
4. Round Trip Service Delivery and On-Time Performance.

⁵ 8.8 million vehicles are equivalent to 10.0 million AEQs. The decrease in vehicles is equivalent to 0.8% when calculated on the basis of AEQs.

⁶ The average cost of travel on all routes remained unchanged from fiscal 2019. Fares were held constant for the second consecutive year on the three Major Routes connecting Metro Vancouver with mid and southern Vancouver Island. Fares also remained the same on the Northern and Minor Routes, as well as on the Major Route connecting Horseshoe Bay and Langdale, after a 15 percent fare reduction on April 1, 2018.

⁷ In fiscal 2020, vehicle and passenger traffic for the first 50 weeks reflected increases of 1.3% and 0.1%, respectively, compared to the prior fiscal year. On March 11, 2020, the World Health Organization declared the outbreak of the novel coronavirus COVID-19 pandemic. In the last two weeks of March 2020, the COVID-19 pandemic significantly impacted BC Ferries' vehicle and passenger traffic with decreases of 55% and 69%, respectively, compared to the same period in the prior year, resulting in the overall decreases of vehicle and passenger traffic noted above.

⁸ 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 defined as the percentage of sailings *arriving* within 10 minutes of the scheduled time.

For each designated ferry route, this report notes the cumulative and consecutive number of days for which round trips were missed and the causes of the missed round trips.⁹ As noted above, in fiscal 2020, BC Ferries exceeded by 4,276.5 the annual number of round trips required to be delivered under the Contract. Many of these additional round trips were delivered on the three Major Routes connecting Metro Vancouver with mid and southern Vancouver Island, 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).

In the “Round Trip Service Delivery and On-Time Performance” section of the report, certain elements of reporting are graphically presented including the scheduled and actual round trips, and on-time performance. The percentage of sailings departing or arriving, as applicable, within 10 minutes of the scheduled time is provided for each of the designated ferry routes, as well as the reasons for the delays.

This report also provides information on “overload sailings” which is defined as a sailing for which one or more vehicles waiting to travel could not be accommodated. Overall, 13.5% of the sailings on the designated ferry routes were overloaded during the fiscal year, which is approximately the same as in fiscal 2019.

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 ferry routes.

The information is provided by individual route and is also summarized corporately 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.

⁹ 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.

Operations Report

Year Ended March 31, 2020



Operations Summary Report for the Year Ended March 31, 2020

	A	B	C	D	E	F	G	H	I	J
Routes	Actual Round Trips	Capacity Provided (AEQ's)	AEQ's Carried Fiscal 2020	Capacity Utilization Fiscal 2020 (C / B)	Capacity Utilization Fiscal 2019	AEQ's Carried Fiscal 2019	AEQ Growth (C - F)	AEQ Tariff Revenue Fiscal 2020 Note 2	AEQ Tariff Revenue Fiscal 2019 Note 2	AEQ Tariff Revenue Growth (H - I)
1	4,263.5	2,818,410	2,369,436	84.1%	87.3%	2,406,711	(37,275)	\$ 152,416,489	\$ 152,964,142	(547,653)
2	3,113.0	1,940,088	1,334,158	68.8%	70.8%	1,360,274	(26,116)	81,940,368	81,829,698	110,670
3	3,203.0	1,974,848	1,301,507	65.9%	68.1%	1,342,572	(41,065)	29,124,214	29,409,669	(285,455)
30	2,722.0	1,597,160	1,015,464	63.6%	63.2%	1,023,857	(8,393)	73,280,010	73,415,478	(135,468)
Major Routes	13,301.5	8,330,506	6,020,565	72.3%	74.2%	6,133,414	(112,849)	336,761,081	337,618,987	(857,906)
10	106.5	23,204	17,840	76.9%	67.8%	16,205	1,635	4,806,872	4,182,849	624,023
11	177.5	35,617	24,724	69.4%	74.9%	24,362	362	3,894,245	3,742,216	152,029
28	96.0	5,649	3,467	61.4%	30.0%	855	2,612	783,796	88,212	695,584
Northern Routes	380.0	64,470	46,031	71.4%	69.9%	41,422	4,609	9,484,913	8,013,277	1,471,636
4	2,912.0	566,156	357,288	63.1%	68.1%	360,114	(2,826)	3,758,661	3,773,611	(14,950)
5	3,533.0	662,577	299,626	45.2%	46.8%	292,896	6,730	3,460,336	3,305,836	154,500
6	4,711.0	433,487	266,471	61.5%	60.6%	282,601	(16,130)	3,138,344	3,308,592	(170,248)
7	2,876.0	644,224	213,970	33.2%	36.5%	215,994	(2,024)	4,424,910	4,423,557	1,353
8	5,569.0	959,416	569,463	59.4%	59.2%	571,350	(1,887)	5,844,333	5,894,159	(49,826)
9	1,052.0	345,690	217,944	63.0%	61.2%	204,926	13,018	9,087,520	8,519,645	567,875
12	3,193.5	123,481	100,933	81.7%	87.5%	106,261	(5,328)	1,139,503	1,171,589	(32,086)
13	4,860.0	<i>Pass. Only</i>			<i>Pass. Only</i>			229	275	(46)
17	1,441.0	397,716	193,118	48.6%	48.9%	191,973	1,145	6,744,450	6,737,322	7,128
18	3,062.0	232,484	105,784	45.5%	45.2%	99,170	6,614	763,250	705,133	58,117
19	5,245.5	660,996	397,912	60.2%	63.8%	398,079	(167)	3,152,590	3,133,599	18,991
20	3,698.0	192,140	99,545	51.8%	51.1%	94,462	5,083	742,905	684,655	58,250
21	5,838.0	524,255	308,269	58.8%	57.2%	296,986	11,283	2,090,357	1,976,065	114,292
22	4,713.0	233,320	133,747	57.3%	53.8%	131,520	2,227	967,475	906,596	60,879
23	6,260.5	738,971	436,524	59.1%	62.5%	428,181	8,343	3,240,736	3,164,077	76,659
24	2,168.0	112,736	70,307	62.4%	61.8%	68,663	1,644	660,272	612,691	47,581
25	3,937.0	259,849	104,857	40.4%	35.2%	105,403	(546)	989,167	993,638	(4,471)
26	3,537.5	113,248	56,659	50.0%	52.7%	55,843	816	497,493	491,973	5,520
Minor Routes	68,607.0	7,200,746	3,932,417	54.6%	55.6%	3,904,422	27,995	50,702,531	49,803,013	899,518
Total	82,288.5	15,595,722	9,999,013	64.1%	65.7%	10,079,258	(80,245)	396,948,525	395,435,277	1,513,248

Note 1

Obligation deferred (settled)	-	-
Total vehicle fare revenue	396,948,525	395,435,277

Note 1) Revenue arises from bike traffic and freight.

Note 2) There is no obligation deferred or settled in Fiscal Year 2020 and Fiscal Year 2019.

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.

Operations Summary Report for the Year Ended March 31, 2020

Routes	K	L	M	N	O	P
	Passengers Fiscal 2020	Passengers Fiscal 2019	Passenger Growth (K - L)	Passenger Tariff Revenue Fiscal 2020 Note 2	Passenger Tariff Revenue Fiscal 2019 Note 2	Passenger Tariff Revenue Growth (N - O)
1	6,124,234	6,409,243	(285,009)	\$ 91,309,787	\$ 95,323,433	(4,013,646)
2	3,298,151	3,424,759	(126,608)	48,775,753	50,716,446	(1,940,693)
3	2,631,102	2,728,376	(97,274)	13,518,977	13,969,907	(450,930)
30	1,652,801	1,717,629	(64,828)	23,970,199	24,976,225	(1,006,026)
Major Routes	13,706,288	14,280,007	(573,719)	177,574,716	184,986,011	(7,411,295)
10	45,748	43,374	2,374	\$5,096,255	4,821,886	274,369
11	47,070	46,749	321	\$1,522,607	1,518,360	4,247
28	7,585	1,541	6,044	\$939,599	98,419	841,180
Northern Routes	100,403	91,664	8,739	7,558,461	6,438,665	1,119,796
4	662,431	684,090	(21,659)	2,742,617	2,780,372	(37,755)
5	501,219	496,842	4,377	1,909,393	1,925,559	(16,166)
6	479,800	504,342	(24,542)	1,644,946	1,756,742	(111,796)
7	361,533	370,298	(8,765)	1,844,460	1,909,635	(65,175)
8	1,281,422	1,299,592	(18,170)	3,687,853	3,748,640	(60,787)
9	565,051	543,799	21,252	5,893,941	5,679,533	214,408
12	198,874	211,879	(13,005)	812,625	918,451	(105,826)
13	43,905	42,745	1,160	151,606	153,275	(1,669)
17	396,958	399,184	(2,226)	4,020,165	4,066,421	(46,256)
18	171,914	165,707	6,207	468,168	452,564	15,604
19	805,907	819,261	(13,354)	2,015,334	2,072,288	(56,954)
20	266,724	254,141	12,583	549,780	528,809	20,971
21	542,837	534,601	8,236	1,274,810	1,252,806	22,004
22	253,092	250,886	2,206	636,175	627,478	8,697
23	871,056	867,406	3,650	2,055,963	2,052,741	3,222
24	119,691	115,034	4,657	373,924	370,930	2,994
25	243,899	251,056	(7,157)	751,754	768,645	(16,891)
26	104,336	104,189	147	286,422	290,466	(4,044)
Minor Routes	7,870,649	7,915,052	(44,403)	31,119,936	31,355,355	(235,419)
Total	21,677,340	22,286,723	(609,383)	216,253,113	222,780,031	(6,526,918)

% Sailings Within 10 Min. (Note 3)		
YE Fiscal 2018	YE Fiscal 2019	YE Fiscal 2020
85.6%	87.6%	87.2%
81.8%	81.8%	87.3%
74.7%	81.4%	88.0%
88.8%	85.3%	83.2%
82.8%	84.3%	86.6%
85.8%	85.7%	91.8%
96.6%	92.4%	92.1%
	71.0%	72.1%
88.5%	85.0%	85.6%
97.0%	93.9%	92.4%
83.7%	83.0%	81.4%
84.3%	74.1%	93.8%
95.4%	96.6%	95.8%
80.0%	91.7%	92.1%
79.2%	81.3%	77.9%
86.6%	86.1%	92.0%
99.6%	99.4%	99.7%
92.9%	92.1%	91.2%
97.0%	95.6%	94.0%
88.3%	85.9%	86.5%
81.9%	71.7%	68.9%
97.8%	97.8%	98.3%
95.9%	96.2%	97.9%
98.3%	97.0%	98.0%
91.1%	90.2%	89.2%
86.4%	86.5%	76.8%
95.7%	96.4%	95.9%
90.2%	89.3%	89.9%
89.0%	88.5%	89.4%

Obligation deferred (settled)	-	-
Total passenger revenue	216,253,113	222,780,031
Total vehicle and passenger revenue	613,201,638	618,215,308

Temporary Service Disruptions Report

Year Ended March 31, 2020



CANCELLED ROUND TRIPS BY ROUTES

Performance Against CFSC Requirements - Annual Core Service Levels ⁽¹⁾

Fiscal 2020 Year Ended March 31, 2020				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 Cancels	% of Annual Core Round Trips Cancelled	
Routes		Terminal 1	Terminal 2	Major Incident	Weather	Emerg. Response	Medical Emerg.	Regulatory Issue	Terminal / Dock Maint.	Terminal / Dock Mech. Failure	Vessel Maint.	Vessel Mech. Failure	Fire	Labour Dispute	Situations that Compromise Safety	Allowed Cancels	Community Event	Traffic			Other Cancels
	Route 01	Swartz Bay	Tsawwassen		13.5											13.5			0.0	13.5	0.44%
	Route 02	Horseshoe Bay	Departure Bay		23		1									24.0			0.0	24.0	
	Route 03	Langdale	Horseshoe Bay		3											3.0			0.0	3.0	
	Route 30	Duke Point	Tsawwassen		13											13.0			0.0	13.0	
Major Routes				0	52.5	0	1	0	0	0	0	0	0	0	0	53.5	0	0	0.0	53.5	0.44%
	Route 10	Port Hardy	Prince Rupert		1											1.0			0.0	1.0	0.98%
	Route 11	Skidegate	Prince Rupert		5											5.0			0.0	5.0	2.83%
	Route 28	Port Hardy	Bella Coola		1							1				2.0			0.0	2.0	2.25%
Northern Routes				0	7	0	0	0	0	0	0	1	0	0	0	8.0	0	0	0.0	8.0	2.17%
	Route 04	Fulford Harbour	Swartz Bay		1					1						2.0			0.0	2.0	0.07%
	Route 05	Swartz Bay	Four SGIs		2							1				3.0			0.0	3.0	0.09%
	Route 06	Crofton	Vesuvius Bay		4											4.0			0.0	4.0	0.09%
	Route 07	Earls Cove	Saltery Bay													0.0			0.0	0.0	0.00%
	Route 08	Horseshoe Bay	Bowen Island		12.5											12.5			0.0	12.5	0.23%
	Route 09	Tsawwassen	Long Harbour		2											2.0			0.0	2.0	0.25%
	Route 12	Mill Bay	Brentwood Bay		10			1		1		16.5			2	30.5			0.0	30.5	0.95%
	Route 13 ⁽²⁾	Langdale	Gambier/Keats		6											6.0			0.0	6.0	0.15%
	Route 17	Little River	Powell River		14											14.0			0.0	14.0	1.02%
	Route 18	Texada	Powell River		6											6.0			0.0	6.0	0.21%
	Route 19	Nanaimo Harbour	Gabriola Island		4											4.0			0.0	4.0	0.08%
	Route 20	Chemainus	Thetis Island		4	2		1				4				11.0		1	1.0	12.0	0.32%
	Route 21	Buckley Bay	Denman West													0.0			0.0	0.0	0.00%
	Route 22	Denman East	Hornby Island		8							1				9.0			0.0	9.0	0.22%
	Route 23	Campbell River	Quadra Island		18											18.0			0.0	18.0	0.29%
	Route 24	Quadra Island	Cortes Island		20											20.0			0.0	20.0	0.92%
	Route 25	Port McNeill	Alert Bay		15							20				35.0			0.0	35.0	0.88%
	Route 26	Skidegate	Alliford Bay		7			2				2				11.0			0.0	11.0	0.35%
Minor Routes				0	133.5	2	0	4	0	2	0	44.5	0	0	2	188.0	0	1	1.0	189.0	0.29%
TOTAL				0.0	193.0	2.0	1.0	4.0	0.0	2.0	0.0	45.5	0.0	0.0	2.0	249.5	0.0	1.0	1.0	250.5	0.32%

% of Annual Core Round Trips Cancelled

0.00% 0.25% 0.00% 0.00% 0.01% 0.00% 0.00% 0.00% 0.00% 0.06% 0.00% 0.00% 0.32% 0.00% 0.00% 0.00% 0.32%

Notes:

⁽¹⁾ Core service levels include the incremental round trips per the letter agreement with the Province dated March 18, 2019.

⁽²⁾ Route 13 core service levels include some round trips that are deliverable only 'on demand.'

CANCELLED & EXTRA ROUND TRIPS BY ROUTES

Fiscal 2020 Year Ended March 31, 2020			
Routes		Terminal 1	Terminal 2
	Route 01	Swartz Bay	Tsawwassen
	Route 02	Horseshoe Bay	Departure Bay
	Route 03	Langdale	Horseshoe Bay
	Route 30	Duke Point	Tsawwassen
Major Routes ⁽²⁾			
	Route 10	Port Hardy	Prince Rupert
	Route 11	Skidegate	Prince Rupert
	Route 28	Port Hardy	Bella Coola
Northern Routes			
	Route 04	Fulford Harbour	Swartz Bay
	Route 05	Swartz Bay	Four SGIs
	Route 06	Crofton	Vesuvius Bay
	Route 07	Earls Cove	Saltery Bay
	Route 08	Horseshoe Bay	Bowen Island
	Route 09	Tsawwassen	Long Harbour
	Route 12	Mill Bay	Brentwood Bay
	Route 13	Langdale	Gambier/Keats
	Route 17	Little River	Powell River
	Route 18	Texada	Powell River
	Route 19	Nanaimo Harbour	Gabriola Island
	Route 20	Chemainus	Thetis Island
	Route 21	Buckley Bay	Denman West
	Route 22	Denman East	Hornby Island
	Route 23	Campbell River	Quadra Island
	Route 24	Quadra Island	Cortes Island
	Route 25	Port McNeill	Alert Bay
	Route 26	Skidegate	Alliford Bay
Minor Routes			
TOTAL			

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⁾ Core service levels include the incremental round trips per the letter agreement with the Province dated March 18, 2019.

Performance Against Annual Core Service Levels ⁽³⁾ Year Ended March 31, 2020				
Actual Round Trips ⁽¹⁾	Round Trips Required ⁽²⁾	Variance - Net Extra / Short Round Trips	Required Round Trips Cancelled	Total Extra / Short Rund Trips
4,263.5	3,512.0	751.5	13.5	765.0
3,113.0	2,723.0	390.0	24.0	414.0
3,203.0	2,945.0	258.0	3.0	261.0
2,722.0	2,379.0	343.0	13.0	356.0
13,301.5	12,254.0	1,047.5	53.5	1,101.0
106.5	102.5	4.0	1.0	5.0
177.5	176.5	1.0	5.0	6.0
96.0	89.0	7.0	2.0	9.0
380.0	368.0	12.0	8.0	20.0
2,912.0	2,888.0	24.0	2.0	26.0
3,533.0	3,465.0	68.0	3.0	71.0
4,711.0	4,656.0	55.0	4.0	59.0
2,876.0	2,736.0	140.0	0.0	140.0
5,569.0	5,453.0	116.0	12.5	128.5
1,052.0	814.0	238.0	2.0	240.0
3,193.5	3,224.0	-30.5	30.5	0.0
4,860.0	4,077.0	783.0	6.0	789.0
1,441.0	1,368.0	73.0	14.0	87.0
3,062.0	2,906.0	156.0	6.0	162.0
5,245.5	5,193.0	52.5	4.0	56.5
3,698.0	3,710.0	-12.0	12.0	0.0
5,838.0	5,275.0	563.0	0.0	563.0
4,713.0	4,071.0	642.0	9.0	651.0
6,260.5	6,261.0	-0.5	18.0	17.5
2,168.0	2,177.0	-9.0	20.0	11.0
3,937.0	3,972.0	-35.0	35.0	0.0
3,537.5	3,144.0	393.5	11.0	404.5
68,607.0	65,390.0	3,217.0	189.0	3,406.0
82,288.5	78,012.0	4,276.5	250.5	4,527.0

CANCELLED ROUND TRIPS BY ROUTES

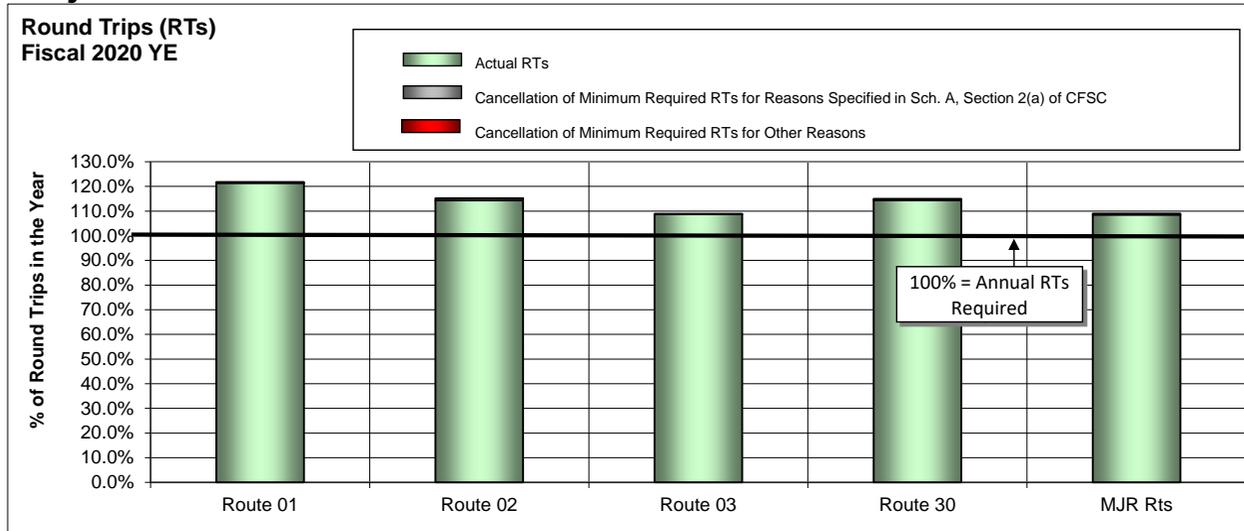
(For Cancellations of Required Round Trips for Reasons Specified in Schedule A, Section 2(a) of the Coastal Ferry Services Contract)

Fiscal 2020 Year Ended March 31, 2020				Performance Against CFSC Requirements Annual Core Service Level ⁽¹⁾	
Routes				Cumulative Days When Round Trips Missed <i>Allowed 30 Days / Route</i>	Highest Consecutive Days when Round Trips Missed <i>Allowed 20 Days / Route</i>
Major Routes	Route 01	Swartz Bay	Tsawwassen	6	3
	Route 02	Horseshoe Bay	Departure Bay	10	3
	Route 03	Langdale	Horseshoe Bay	1	1
	Route 30	Duke Point	Tsawwassen	5	1
Northern Routes	Route 10	Port Hardy	Prince Rupert	2	2
	Route 11	Skidegate	Prince Rupert	9	2
	Route 28	Port Hardy	Bella Coola	4	2
Minor Routes	Route 04	Fulford Harbour	Swartz Bay	2	1
	Route 05	Swartz Bay	Four SGIs	4	1
	Route 06	Crofton	Vesuvius Bay	2	1
	Route 07	Earls Cove	Saltery Bay	0	0
	Route 08	Horseshoe Bay	Bowen Island	2	1
	Route 09	Tsawwasse	Long Harbour	2	1
	Route 12	Mill Bay	Brentwood Bay	12	2
	Route 13	Langdale	Gambier/Keats	6	1
	Route 17	Little River	Powell River	9	1
	Route 18	Texada	Powell River	3	1
	Route 19	Nanaimo Harbour	Gabriola Island	1	1
	Route 20	Chemainus	Thetis Island	8	1
	Route 21	Buckley Bay	Denman West	0	0
	Route 22	Denman East	Hornby Island	3	1
	Route 23	Campbell River	Quadra Island	8	1
	Route 24	Quadra Island	Cortes Island	8	1
Route 25	Port McNeill	Alert Bay	7	2	
Route 26	Skidegate	Alliford Bay	8	2	

⁽¹⁾ Core service levels include the incremental round trips per the letter agreement with the Province dated March 18, 2019.

Round Trip Service Delivery and On Time Performance Fiscal 2020 Year Ended March 31, 2020

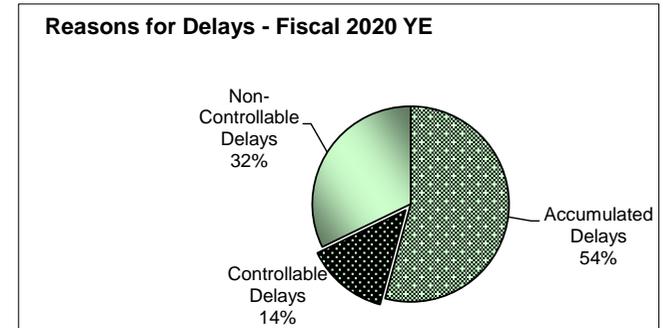
Major Routes



Routes	Route Description	Actual RTs	Core Round Trips Required ⁽¹⁾ ₍₂₎	Variance (Net Extra RT / Short RT)	% Sailings Overloaded
Route 01	Swartz Bay-Tsawwassen	4,263.5	3,512.0	751.5	45.0%
Route 02	Horseshoe Bay-Nanaimo	3,113.0	2,723.0	390.0	32.9%
Route 03	Langdale-Horseshoe Bay	3,203.0	2,945.0	258.0	27.3%
Route 30	Nanaimo-Tsawwassen	2,722.0	2,379.0	343.0	28.3%
MAJOR Routes Total		13,301.5	12,254.0	1,047.5	34.5%

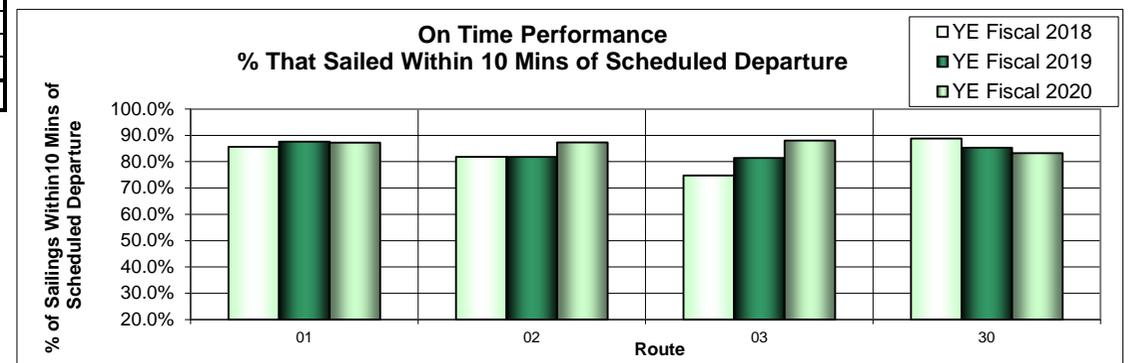
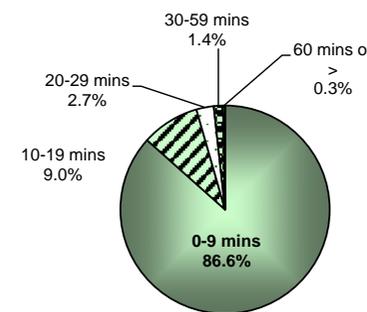
⁽¹⁾ For the Major Routes, the annual number of round trips required under the Coastal Ferry Services Contract includes minimums for each individual route as well as an aggregate total for the four routes (Route 1, 2, 3 and 30).

⁽²⁾ Core service levels include the incremental round trips per the letter agreement with the Province dated March 18, 2019.



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

On Time Performance Fiscal 2020 YE

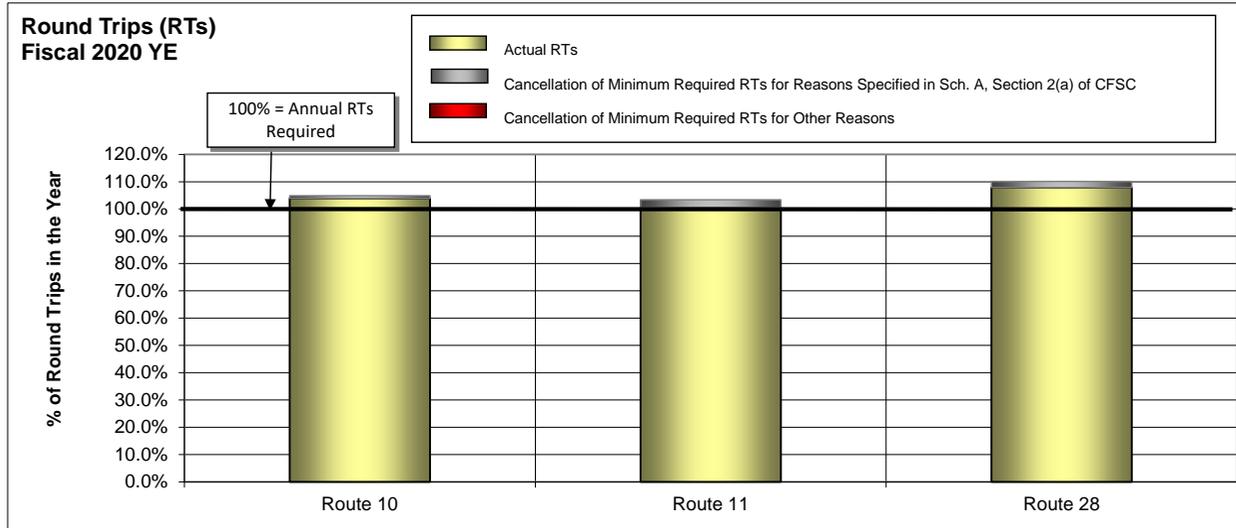


Round Trip Service Delivery and On Time Performance

Fiscal 2020

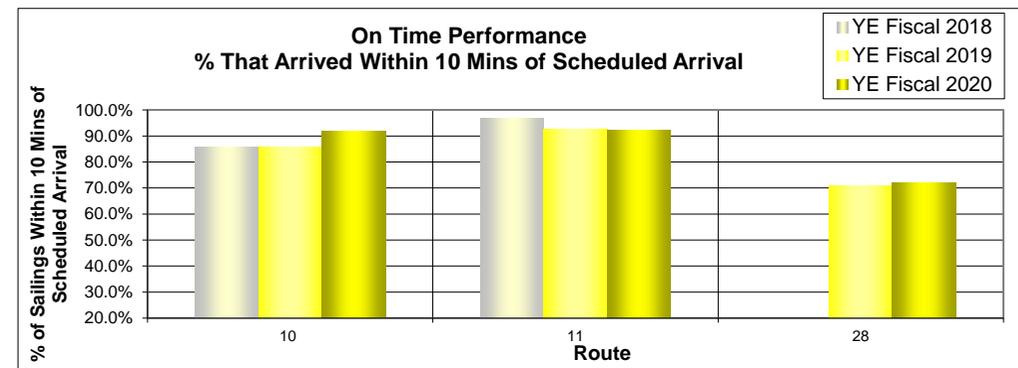
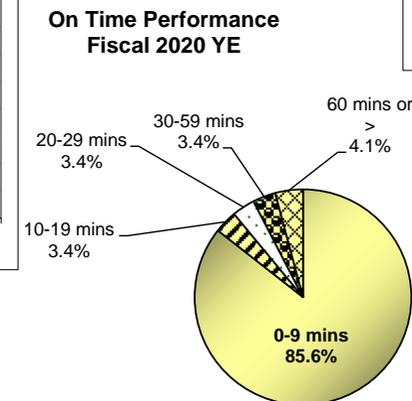
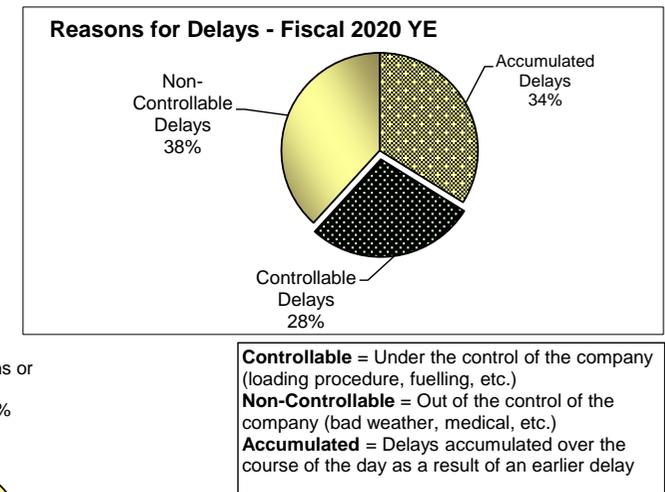
Year Ended March 31, 2020

Northern Routes



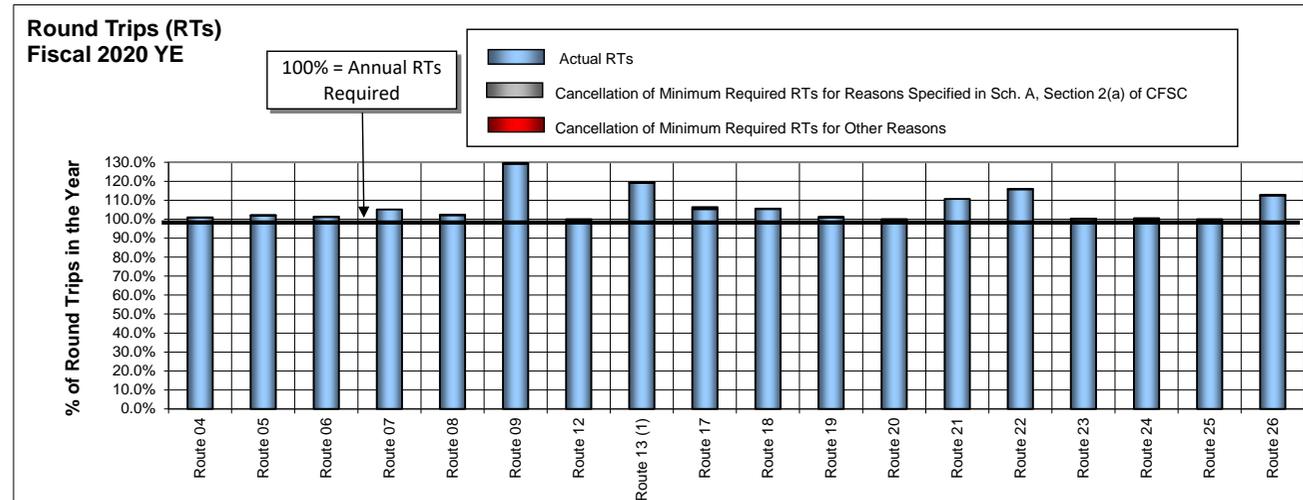
Routes	Route Description	Actual RTs	Core Round Trips Required ⁽¹⁾	Variance (Net Extra RT / Short RT)	% Sailings Overloaded
Route 10	Port Hardy-Prince Rupert	106.5	102.5	4.0	0.6%
Route 11	Skidegate-Prince Rupert	177.5	176.5	1.0	0.8%
Route 28	Port Hardy-Bella Coola	96.0	89.0	7.0	0.2%
NORTHERN Routes Total		380.0	368.0	12.0	0.6%

⁽¹⁾ Core service levels include the incremental round trips per the letter agreement with the Province dated March 18, 2019.

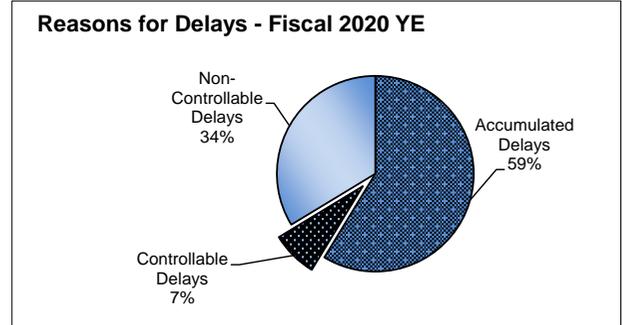
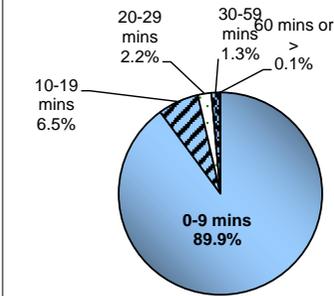


Round Trip Service Delivery and On Time Performance Fiscal 2020 Year Ended March 31, 2020

Minor Routes



On Time Performance Fiscal 2020 YE



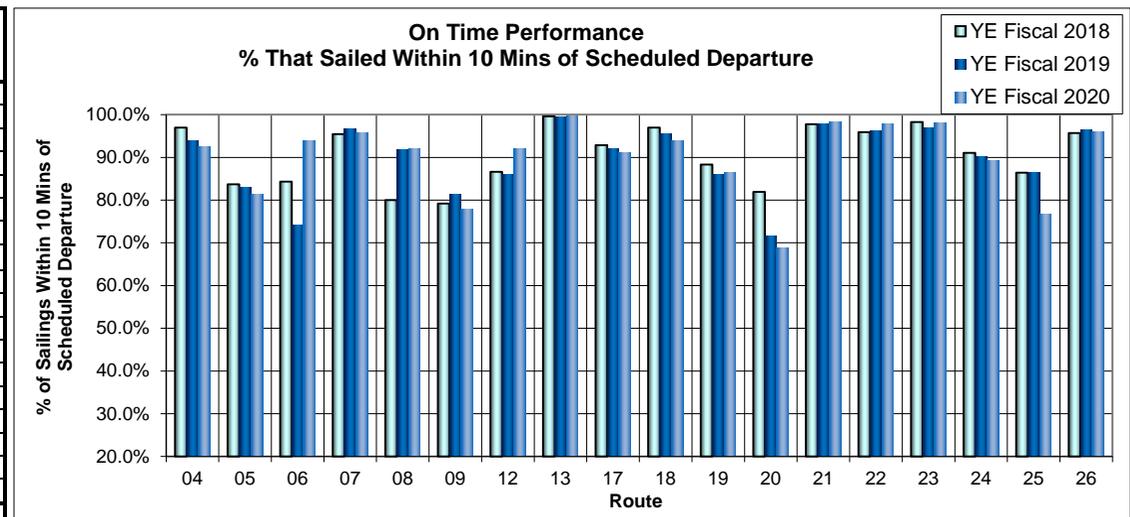
Controllable = Under the control of the company (loading procedure, fuelling, etc.)
Non-Controllable = Out of the control of the company (bad weather, medical, etc.)
Accumulated = Delays accumulated over the course of the day as a result of an earlier delay

Routes	Route Description	Actual RTs	Core Round Trips Required ⁽²⁾	Variance (Net Extra RT / Short RT)	% Sailings Overloaded
Route 04	Swartz Bay-Fulford Harbour	2,912.0	2,888.0	24.0	14.8%
Route 05	Swartz Bay-Gulf Islands	3,533.0	3,465.0	68.0	4.3%
Route 06	Crofton-Vesuvius Bay	4,711.0	4,656.0	55.0	18.8%
Route 07	Earls Cove-Saltery Bay	2,876.0	2,736.0	140.0	2.1%
Route 08	Horseshoe Bay-Bowen Island	5,569.0	5,453.0	116.0	14.2%
Route 09	Tsawwassen-Southern Gulf Islands	1,052.0	814.0	238.0	4.3%
Route 12	Mill Bay-Brentwood Bay	3,193.5	3,224.0	-30.5	10.4%
Route 13 ⁽¹⁾	Langdale-Keats/Gambier	4,860.0	4,077.0	783.0	Pass Only
Route 17	Little River-Powell River	1,441.0	1,368.0	73.0	2.7%
Route 18	Powell River-Texada	3,062.0	2,906.0	156.0	2.7%
Route 19	Nanaimo Harbour-Gabriola Island	5,245.5	5,193.0	52.5	11.9%
Route 20	Chemainus-Thetis/Penelakut	3,698.0	3,710.0	-12.0	4.1%
Route 21	Buckley Bay-Denman West	5,838.0	5,275.0	563.0	9.7%
Route 22	Gravelly Bay-Hornby Island	4,713.0	4,071.0	642.0	17.8%
Route 23	Campbell River-Quadra Island	6,260.5	6,261.0	-0.5	16.4%
Route 24	Quadra Island-Cortes Island	2,168.0	2,177.0	-9.0	12.1%
Route 25	Port McNeill-Sointula/Alert Bay	3,937.0	3,972.0	-35.0	3.8%
Route 26	Skidegate-Alliford Bay	3,537.5	3,144.0	393.5	3.4%
MINOR Routes Total		68,607.0	65,390.0	3,217.0	9.7%

Notes:

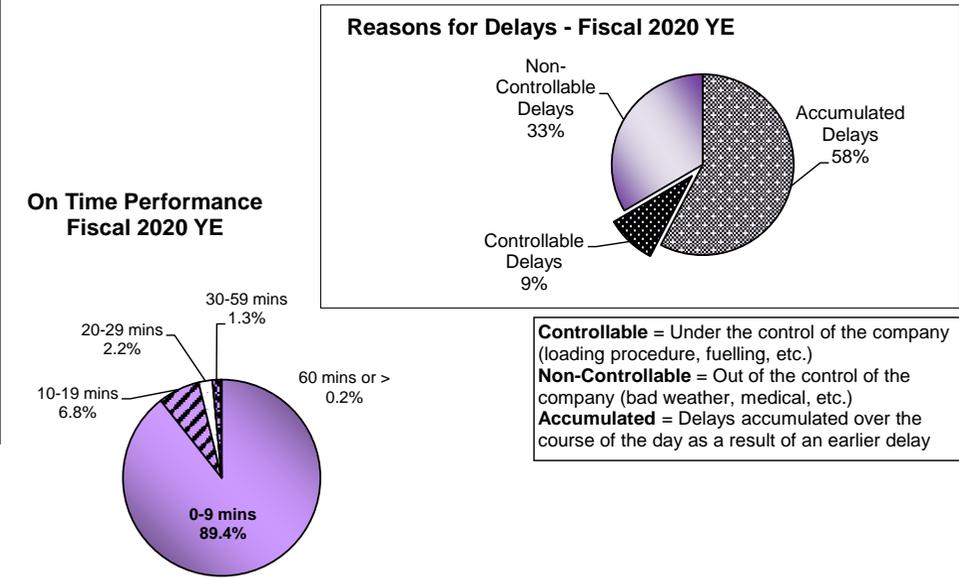
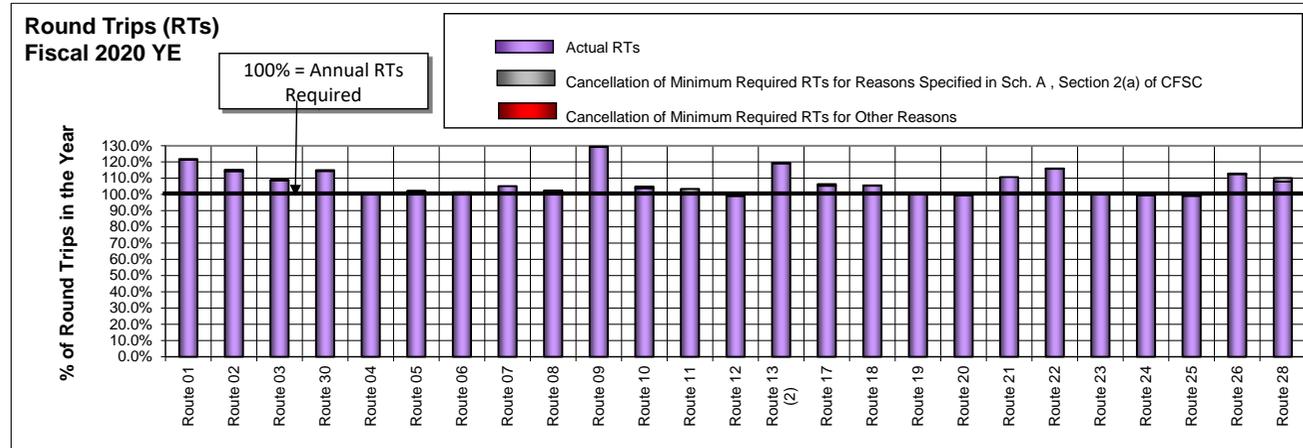
⁽¹⁾ Route 13: Core service levels include some round trips that are deliverable only 'on demand.'

⁽²⁾ Core service levels include the incremental round trips per the letter agreement with the Province dated March 18, 2019.

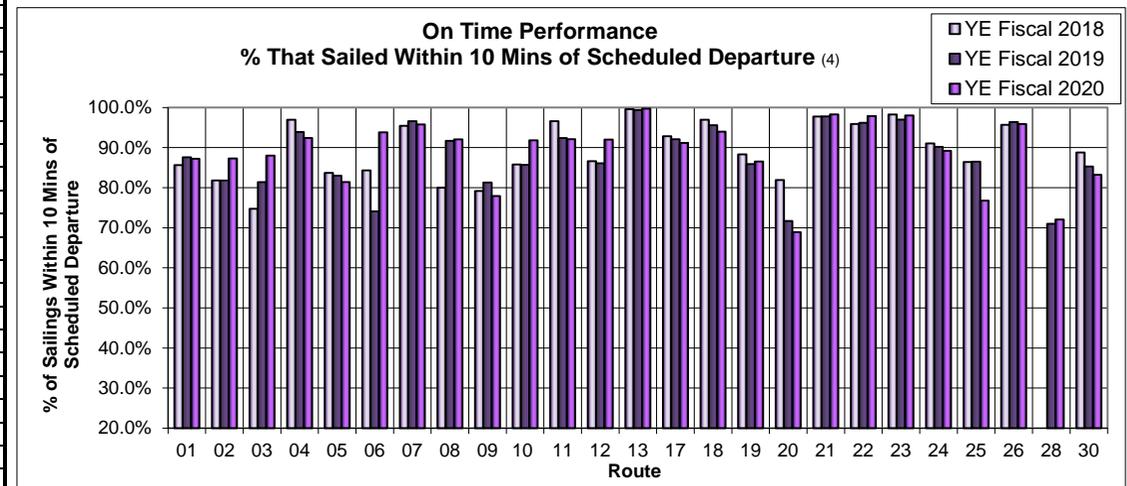


Round Trip Service Delivery and On Time Performance Fiscal 2020 Year Ended March 31, 2020

All Routes



Routes	Route Description	Actual RTs	Core Round Trips Required ⁽¹⁾ ₍₃₎	Variance (Net Extra RT / Short RT)	% Sailings Overloaded
Route 01	Swartz Bay-Tsawwassen	4,263.5	12,254.0	1,047.5	45.0%
Route 02	Horseshoe Bay-Nanaimo	3,113.0			32.9%
Route 03	Langdale-Horseshoe Bay	3,203.0			27.3%
Route 30	Nanaimo-Tsawwassen	2,722.0			28.3%
Route 04	Swartz Bay-Fulford Harbour	2,912.0	2,888.0	24.0	14.8%
Route 05	Swartz Bay-Gulf Islands	3,533.0	3,465.0	68.0	4.3%
Route 06	Crofton-Vesuvius Bay	4,711.0	4,656.0	55.0	18.8%
Route 07	Earls Cove-Salter Bay	2,876.0	2,736.0	140.0	2.1%
Route 08	Horseshoe Bay-Bowen Island	5,569.0	5,453.0	116.0	14.2%
Route 09	Tsawwassen-Southern Gulf Islands	1,052.0	814.0	238.0	4.3%
Route 10	Port Hardy-Prince Rupert	106.5	102.5	4.0	0.6%
Route 11	Skidegate-Prince Rupert	177.5	176.5	1.0	0.8%
Route 12	Mill Bay-Brentwood Bay	3,193.5	3,224.0	-30.5	10.4%
Route 13 ⁽²⁾	Langdale-Keats/Gambier	4,860.0	4,077.0	783.0	Pass Only
Route 17	Little River-Powell River	1,441.0	1,368.0	73.0	2.7%
Route 18	Powell River-Texada	3,062.0	2,906.0	156.0	2.7%
Route 19	Nanaimo Harbour-Gabriola Island	5,245.5	5,193.0	52.5	11.9%
Route 20	Chemainus-Thetis/Penelakut	3,698.0	3,710.0	-12.0	4.1%
Route 21	Buckley Bay-Denman West	5,838.0	5,275.0	563.0	9.7%
Route 22	Gravelly Bay-Hornby Island	4,713.0	4,071.0	642.0	17.8%
Route 23	Campbell River-Quadra Island	6,260.5	6,261.0	-0.5	16.4%
Route 24	Quadra Island-Cortes Island	2,168.0	2,177.0	-9.0	12.1%
Route 25	Port McNeill-Sointula/Alert Bay	3,937.0	3,972.0	-35.0	3.8%
Route 26	Skidegate-Alliford Bay	3,537.5	3,144.0	393.5	3.4%
Route 28	Port Hardy-Bella Coola	96.0	89.0	7.0	0.2%
All Routes Total		82,288.5	78,012.0	4,276.5	13.5%



Notes:

⁽¹⁾ 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).

⁽²⁾ Route 13: Core service levels include some round trips that are deliverable only 'on demand.'

⁽³⁾ Core service levels include the incremental round trips per the letter agreement with the Province dated March 18, 2019.

⁽⁴⁾ Within 10 minutes of scheduled arrival for the Northern Routes 10, 11 and 28.

Route Financial Report
Year Ended March 31, 2020





British Columbia Ferry Services Inc.
Route Statement
For the Twelve Months Ended March 31, 2020
(in \$ 000's)

	Corporate Total		Major Routes		Northern Routes		Minor Routes		Unregulated Routes	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Tariff and Reservation Revenue	613,202	618,215	514,336	522,605	17,044	14,452	81,822	81,158	-	-
Ancillary Revenue	75,425	74,953	65,327	65,989	4,576	3,808	5,522	5,156	-	-
Social Program Fees	15,165	15,553	7,869	8,261	950	952	6,346	6,340	-	-
Contracted Routes Fee	2,817	2,796	-	-	-	-	-	-	2,817	2,796
Total Operating Revenue	706,609	711,517	587,532	596,855	22,570	19,212	93,690	92,654	2,817	2,796
Total Operating Expenses	673,873	647,016	450,549	434,666	52,756	45,192	167,751	164,362	2,817	2,796
Earnings (Loss) from Operations	32,736	64,501	136,983	162,189	(30,186)	(25,980)	(74,061)	(71,708)	-	-
Depreciation and Amortization	(183,070)	(173,250)	(112,046)	(106,187)	(21,499)	(16,671)	(49,525)	(50,392)	-	-
Net Financing Expense	(54,500)	(53,373)	(29,738)	(27,537)	(6,481)	(6,771)	(18,281)	(19,065)	-	-
Cost of Capital	(237,570)	(226,623)	(141,784)	(133,724)	(27,980)	(23,442)	(67,806)	(69,457)	-	-
Loss (Gain) on Disposal and Revaluation of Capital Assets	(2,285)	258	(2,062)	103	(69)	32	(154)	123	-	-
Route Earnings (Loss) Before Ferry Service Fees & Federal Contract	(207,119)	(161,864)	(6,863)	28,568	(58,235)	(49,390)	(142,021)	(141,042)	-	-
Ferry Transportation Fees	198,005	188,244	18,547	15,582	69,634	66,966	109,824	105,696	-	-
Federal-Provincial Subsidy Agreement	31,340	30,504	-	-	8,041	7,827	23,299	22,677	-	-
Net Regulatory Earnings (Loss)	22,226	56,884	11,684	44,150	19,440	25,403	(8,898)	(12,669)	-	-
Items Included in Regulatory Earnings (Loss) not Permitted Under IFRS										
Fuel Costs Deferred	1,111	(84)	775	(111)	94	71	242	(44)	-	-
Fuel Rebates Paid	5,440	(4,585)	4,649	(3,759)	-	(104)	791	(722)	-	-
Provincial Contributions to Fuel Deferral Accounts	-	(26)	-	-	-	(26)	-	-	-	-
Tariffs in Excess of Price Cap	-	-	-	-	-	-	-	-	-	-
Net IFRS Earnings (Loss)	28,777	52,189	17,108	40,280	19,534	25,344	(7,865)	(13,435)	0	0

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 of British Columbia on behalf of customers travelling under Social Programs. During the year ended March 31, 2020, the Province received fuel rebates of \$NIL (March 31, 2019: \$0.03 million).

Fiscal 2020 Ferry Transportation Fees on All Routes consists of provincial contributions to fund discounts for BC seniors travelling on those routes, additional funding for the provision of additional services and to hold fares at fiscal F2019 levels.



British Columbia Ferry Services Inc.
Route Statement
Major Routes
For the Twelve Months Ended March 31, 2020
(in \$ 000's)

	01-Tsawwassen - Swartz Bay		02-Horseshoe Bay - Nanaimo		03-Horseshoe Bay - Langdale		30-Nanaimo - Tsawwassen		Major Routes	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Tariff and Reservation Revenue	243,727	248,287	130,716	132,546	42,643	43,380	97,250	98,392	514,336	522,605
Ancillary Revenue	32,258	32,231	16,076	16,463	7,237	7,307	9,756	9,988	65,327	65,989
Social Program Fees	2,388	2,530	2,544	2,704	2,107	2,162	830	865	7,869	8,261
Contracted Routes Fee	-	-	-	-	-	-	-	-	-	-
Total Operating Revenue	278,373	283,048	149,336	151,713	51,987	52,849	107,836	109,245	587,532	596,855
Total Operating Expenses	181,756	176,784	117,521	110,291	52,308	50,087	98,964	97,504	450,549	434,666
Earnings (Loss) from Operations	96,617	106,264	31,815	41,422	(321)	2,762	8,872	11,741	136,983	162,189
Depreciation and Amortization	(50,682)	(47,496)	(26,458)	(24,772)	(10,950)	(11,485)	(23,956)	(22,434)	(112,046)	(106,187)
Net Financing Expense	(15,610)	(13,996)	(5,880)	(5,406)	(2,607)	(2,510)	(5,641)	(5,625)	(29,738)	(27,537)
Cost of Capital	(66,292)	(61,492)	(32,338)	(30,178)	(13,557)	(13,995)	(29,597)	(28,059)	(141,784)	(133,724)
Loss (Gain) on Disposal and Revaluation of Capital Assets	(981)	30	(528)	22	(184)	5	(369)	46	(2,062)	103
Route Earnings (Loss) Before Ferry Service Fees & Federal Contract	29,344	44,802	(1,051)	11,266	(14,062)	(11,228)	(21,094)	(16,272)	(6,863)	28,568
Ferry Transportation Fees	6,289	5,285	3,899	3,437	5,818	4,681	2,541	2,179	18,547	15,582
Federal-Provincial Subsidy Agreement	-	-	-	-	-	-	-	-	-	-
Net Regulatory Earnings (Loss)	35,633	50,087	2,848	14,703	(8,244)	(6,547)	(18,553)	(14,093)	11,684	44,150
Items Included in Regulatory Earnings (Loss) not Permitted Under IFRS										
Fuel Costs Deferred	698	(1,052)	59	387	26	170	(8)	384	775	(111)
Fuel Rebates Paid	2,198	(1,806)	1,215	(942)	382	(328)	854	(683)	4,649	(3,759)
Provincial Contributions to Fuel Deferral Accounts	-	-	-	-	-	-	-	-	-	-
Tariffs in Excess of Price Cap	-	-	-	-	-	-	-	-	-	-
Net IFRS Earnings (Loss)	38,529	47,229	4,122	14,148	(7,836)	(6,705)	(17,707)	(14,392)	17,108	40,280

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 of British Columbia on behalf of customers travelling under Social Programs. During the year ended March 31, 2020, the Province received fuel rebates of \$NIL (March 31, 2019: \$0.03 million).

Fiscal 2020 Ferry Transportation Fees on the Major Routes consist of provincial contributions to fund discounts for BC seniors travelling on those routes and to hold fares at fiscal 2019 levels.



British Columbia Ferry Services Inc.
Route Statement
Northern Routes
For the Twelve Months Ended March 31, 2020
(in \$ 000's)

	10-Bear Cove - Bella Bella - Prince Rupert		11-Prince Rupert - Skidegate		28-Port Hardy - Bella Coola		Northern Routes	
	2020	2019	2020	2019	2020	2019	2020	2019
Tariff and Reservation Revenue	9,903	9,005	5,417	5,261	1,724	186	17,044	14,452
Ancillary Revenue	2,844	2,251	1,641	1,509	91	48	4,576	3,808
Social Program Fees	386	356	561	595	3	1	950	952
Contracted Routes Fee	-	-	-	-	-	-	-	-
Total Operating Revenue	13,133	11,612	7,619	7,365	1,818	235	22,570	19,212
Total Operating Expenses	25,794	24,058	19,478	17,820	7,484	3,314	52,756	45,192
Earnings (Loss) from Operations	(12,661)	(12,446)	(11,859)	(10,455)	(5,666)	(3,079)	(30,186)	(25,980)
Depreciation and Amortization	(9,171)	(8,729)	(7,292)	(6,987)	(5,036)	(955)	(21,499)	(16,671)
Net Financing Expense	(3,563)	(3,669)	(2,618)	(2,751)	(300)	(351)	(6,481)	(6,771)
Cost of Capital	(12,734)	(12,398)	(9,910)	(9,738)	(5,336)	(1,306)	(27,980)	(23,442)
Loss (Gain) on Disposal and Revaluation of Capital Assets	(42)	11	(20)	21	(7)	-	(69)	32
Route Earnings (Loss) Before Ferry Service Fees & Federal Contract	(25,437)	(24,833)	(21,789)	(20,172)	(11,009)	(4,385)	(58,235)	(49,390)
Ferry Transportation Fees	35,341	33,363	28,123	27,580	6,170	6,023	69,634	66,966
Federal-Provincial Subsidy Agreement	1,563	1,521	6,478	6,306	0	0	8,041	7,827
Net Regulatory Earnings (Loss)	11,467	10,051	12,812	13,714	(4,839)	1,638	19,440	25,403
Items Included in Regulatory Earnings (Loss) not Permitted Under IFRS								
Fuel Costs Deferred	46	35	32	30	16	6	94	71
Fuel Rebates Paid	-	(61)	-	(43)	-	-	-	(104)
Provincial Contributions to Fuel Deferral Accounts	-	(26)	-	-	-	-	-	(26)
Tariffs in Excess of Price Cap	-	-	-	-	-	-	-	-
Net IFRS Earnings (Loss)	11,513	9,999	12,844	13,701	(4,823)	1,644	19,534	25,344

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 of British Columbia on behalf of customers travelling under Social Programs. During the year ended March 31, 2020, the Province received fuel rebates of \$NIL (March 31, 2019: \$0.03 million).

Fiscal 2020 Ferry Transportation Fees on the Northern Routes consists of provincial contributions to hold fares at fiscal 2019 levels and additional funding for the provision of additional round services.



British Columbia Ferry Services Inc.
Route Statement
Minor Routes
For the Twelve Months Ended March 31, 2020
(in \$ 000's)

	04-Swartz Bay - Fulford Harbour		05-Swartz Bay - Gulf Islands		06-Vesuvius Bay - Crofton		07-Saltery Bay - Earls Cove		08-Horseshoe Bay - Snug Cove	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Tariff and Reservation Revenue	6,501	6,554	5,370	5,231	4,783	5,065	6,269	6,333	9,532	9,643
Ancillary Revenue	313	261	500	396	16	23	401	408	584	574
Social Program Fees	543	495	548	575	374	376	350	374	1,000	979
Contracted Routes Fee	-	-	-	-	-	-	-	-	-	-
Total Operating Revenue	7,357	7,310	6,418	6,202	5,173	5,464	7,020	7,115	11,116	11,196
Total Operating Expenses	11,964	11,437	21,838	20,946	7,109	6,029	14,324	13,864	16,137	14,595
Earnings (Loss) from Operations	(4,607)	(4,127)	(15,420)	(14,744)	(1,936)	(565)	(7,304)	(6,749)	(5,021)	(3,399)
Depreciation and Amortization	(2,816)	(1,892)	(6,337)	(6,014)	(1,829)	(1,518)	(3,225)	(3,674)	(4,234)	(4,046)
Net Financing Expense	(889)	(706)	(2,160)	(1,668)	(230)	(80)	(1,293)	(1,386)	(1,114)	(1,196)
Cost of Capital	(3,705)	(2,598)	(8,497)	(7,682)	(2,059)	(1,598)	(4,518)	(5,060)	(5,348)	(5,242)
Loss (Gain) on Disposal and Revaluation of Capital Assets	(44)	92	(23)	23	177	-	(25)	1	(39)	1
Route Earnings (Loss) Before Ferry Service Fees & Federal Contract	(8,356)	(6,633)	(23,940)	(22,403)	(3,818)	(2,163)	(11,847)	(11,808)	(10,408)	(8,640)
Ferry Transportation Fees	3,779	3,581	18,563	18,336	3,712	3,414	13,007	12,385	7,389	7,038
Federal-Provincial Subsidy Agreement	1,381	1,344	4,348	4,232	13	12	2,884	2,807	1,465	1,426
Net Regulatory Earnings (Loss)	(3,196)	(1,708)	(1,029)	165	(93)	1,263	4,044	3,384	(1,554)	(176)
Items Included in Regulatory Earnings (Loss) not Permitted Under IFRS										
Fuel Costs Deferred	(7)	37	68	23	(2)	7	(5)	49	1	48
Fuel Rebates Paid	66	(61)	55	(50)	47	(47)	67	(50)	80	(86)
Provincial Contributions to Fuel Deferral Accounts	-	-	-	-	-	-	-	-	-	-
Tariffs in Excess of Price Cap	-	-	-	-	-	-	-	-	-	-
Net IFRS Earnings (Loss)	(3,137)	(1,732)	(906)	138	(48)	1,223	4,106	3,383	(1,473)	(214)

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 of British Columbia on behalf of customers travelling under Social Programs. During the year ended March 31, 2020, the Province received fuel rebates of \$NIL (March 31, 2019: \$0.03 million).

Fiscal 2020 Ferry Transportation Fees on the Minor Routes consists of provincial contributions to fund discounts for BC seniors travelling on those routes, additional funding for the provision of additional services and to hold fares at fiscal F2019 levels.



British Columbia Ferry Services Inc.
Route Statement
Minor Routes
For the Twelve Months Ended March 31, 2020
(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	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Tariff and Reservation Revenue	14,981	14,199	1,952	2,090	152	154	10,765	10,804	1,231	1,158
Ancillary Revenue	2,222	2,048	9	14	20	20	1,229	1,149	31	38
Social Program Fees	223	210	4	7	4	4	1,157	1,114	189	180
Contracted Routes Fee	-	-	-	-	-	-	-	-	-	-
Total Operating Revenue	17,426	16,457	1,965	2,111	176	178	13,151	13,067	1,451	1,376
Total Operating Expenses	22,746	23,164	3,668	2,765	627	613	15,574	16,743	5,828	5,663
Earnings (Loss) from Operations	(5,320)	(6,707)	(1,703)	(654)	(451)	(435)	(2,423)	(3,676)	(4,377)	(4,287)
Depreciation and Amortization	(7,375)	(6,915)	(1,517)	(854)	(7)	(7)	(5,258)	(6,311)	(986)	(1,745)
Net Financing Expense	(3,461)	(3,740)	(199)	(100)	0	0	(2,940)	(3,833)	(411)	(325)
Cost of Capital	(10,836)	(10,655)	(1,716)	(954)	(7)	(7)	(8,198)	(10,144)	(1,397)	(2,070)
Loss (Gain) on Disposal and Revaluation of Capital Assets	(62)	2	(7)	-	(1)	-	(46)	2	(5)	-
Route Earnings (Loss) Before Ferry Service Fees & Federal Contract	(16,218)	(17,360)	(3,426)	(1,608)	(459)	(442)	(10,667)	(13,818)	(5,779)	(6,357)
Ferry Transportation Fees	12,397	11,934	1,757	1,698	368	361	9,627	9,275	4,820	4,703
Federal-Provincial Subsidy Agreement	2,547	2,479	0	0	79	77	1,997	1,944	1,114	1,084
Net Regulatory Earnings (Loss)	(1,274)	(2,947)	(1,669)	90	(12)	(4)	957	(2,599)	155	(570)
Items Included in Regulatory Earnings (Loss) not Permitted Under IFRS										
Fuel Costs Deferred	117	(144)	-	4	(17)	(20)	93	(137)	(2)	10
Fuel Rebates Paid	136	(122)	20	(22)	1	(1)	116	(93)	12	(11)
Provincial Contributions to Fuel Deferral Accounts	-	-	-	-	-	-	-	-	-	-
Tariffs in Excess of Price Cap	-	-	-	-	-	-	-	-	-	-
Net IFRS Earnings (Loss)	(1,021)	(3,213)	(1,649)	72	(28)	(25)	1,166	(2,829)	165	(571)



British Columbia Ferry Services Inc.
Route Statement
Minor Routes
For the Twelve Months Ended March 31, 2020
(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	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Tariff and Reservation Revenue	5,168	5,206	1,293	1,213	3,365	3,229	1,604	1,534	5,297	5,217
Ancillary Revenue	33	31	4	2	26	26	36	29	56	86
Social Program Fees	500	507	248	230	278	259	18	26	504	531
Contracted Routes Fee	-	-	-	-	-	-	-	-	-	-
Total Operating Revenue	5,701	5,744	1,545	1,445	3,669	3,514	1,658	1,589	5,857	5,834
Total Operating Expenses	8,136	7,735	5,158	5,467	6,012	5,174	3,830	4,179	9,472	9,770
Earnings (Loss) from Operations	(2,435)	(1,991)	(3,613)	(4,022)	(2,343)	(1,660)	(2,172)	(2,590)	(3,615)	(3,936)
Depreciation and Amortization	(2,431)	(2,409)	(1,676)	(1,576)	(2,408)	(2,503)	(1,302)	(2,253)	(1,712)	(1,284)
Net Financing Expense	(450)	(523)	(483)	(407)	(1,324)	(1,417)	(617)	(831)	(363)	(331)
Cost of Capital	(2,881)	(2,932)	(2,159)	(1,983)	(3,732)	(3,920)	(1,919)	(3,084)	(2,075)	(1,615)
Loss (Gain) on Disposal and Revaluation of Capital Assets	(20)	1	(5)	-	(13)	-	(6)	-	(21)	1
Route Earnings (Loss) Before Ferry Service Fees & Federal Contract	(5,336)	(4,922)	(5,777)	(6,005)	(6,088)	(5,580)	(4,097)	(5,674)	(5,711)	(5,550)
Ferry Transportation Fees	4,119	3,766	4,661	4,628	4,826	4,726	3,771	3,746	4,434	3,847
Federal-Provincial Subsidy Agreement	739	719	1,096	1,067	1,053	1,025	881	857	785	764
Net Regulatory Earnings (Loss)	(478)	(437)	(20)	(310)	(209)	171	555	(1,071)	(492)	(939)
Items Included in Regulatory Earnings (Loss) not Permitted Under IFRS										
Fuel Costs Deferred	(1)	15	(1)	9	(1)	4	-	2	(3)	16
Fuel Rebates Paid	44	(48)	12	(13)	33	(28)	17	(11)	47	(46)
Provincial Contributions to Fuel Deferral Accounts	-	-	-	-	-	-	-	-	-	-
Tariffs in Excess of Price Cap	-	-	-	-	-	-	-	-	-	-
Net IFRS Earnings (Loss)	(435)	(470)	(9)	(314)	(177)	147	572	(1,080)	(448)	(969)



British Columbia Ferry Services Inc.
Route Statement
Minor Routes
For the Twelve Months Ended March 31, 2020
(in \$ 000's)

	24-Cortes Island - Quadra Island		25-Alert Bay - Sointula - Port McNeill		26-Skidegate - Alliford Bay		Minor Routes	
	2020	2019	2020	2019	2020	2019	2020	2019
Tariff and Reservation Revenue	1,034	984	1,741	1,762	784	782	81,822	81,158
Ancillary Revenue	17	9	17	20	8	22	5,522	5,156
Social Program Fees	173	228	189	202	44	43	6,346	6,340
Contracted Routes Fee	-	-	-	-	-	-	-	-
Total Operating Revenue	1,224	1,221	1,947	1,984	836	847	93,690	92,654
Total Operating Expenses	4,228	4,641	6,877	7,564	4,223	4,013	167,751	164,362
Earnings (Loss) from Operations	(3,004)	(3,420)	(4,930)	(5,580)	(3,387)	(3,166)	(74,061)	(71,708)
Depreciation and Amortization	(2,136)	(2,192)	(2,650)	(3,555)	(1,626)	(1,644)	(49,525)	(50,392)
Net Financing Expense	(563)	(638)	(1,312)	(1,363)	(472)	(521)	(18,281)	(19,065)
Cost of Capital	(2,699)	(2,830)	(3,962)	(4,918)	(2,098)	(2,165)	(67,806)	(69,457)
Loss (Gain) on Disposal and Revaluation of Capital Assets	(4)	-	(7)	-	(3)	-	(154)	123
Route Earnings (Loss) Before Ferry Service Fees & Federal Contract	(5,707)	(6,250)	(8,899)	(10,498)	(5,488)	(5,331)	(142,021)	(141,042)
Ferry Transportation Fees	2,977	2,929	4,851	4,794	4,766	4,535	109,824	105,696
Federal-Provincial Subsidy Agreement	694	675	1,127	1,098	1,096	1,067	23,299	22,677
Net Regulatory Earnings (Loss)	(2,036)	(2,646)	(2,921)	(4,606)	374	271	(8,898)	(12,669)
Items Included in Regulatory Earnings (Loss) not Permitted Under IFRS								
Fuel Costs Deferred	-	10	3	18	(1)	5	242	(44)
Fuel Rebates Paid	12	(9)	19	(17)	7	(7)	791	(722)
Provincial Contributions to Fuel Deferral Accounts	-	-	-	-	-	-	-	-
Tariffs in Excess of Price Cap	-	-	-	-	-	-	-	-
Net IFRS Earnings (Loss)	(2,024)	(2,645)	(2,899)	(4,605)	380	269	(7,865)	(13,435)

Part 2

Service Quality



Part 2: Service Quality

Overview

BC Ferries' vision is to be "*Trusted, Valued*". BC Ferries 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 receives customer-initiated feedback 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 those customers who provide feedback and endeavours to ensure that the concerns they express independently and/or through the customer satisfaction survey are looked into and appropriately addressed.

BC Ferries has an active public consultation and community engagement program. The Company believes in the importance of actively engaging coastal communities and its customers in the decisions it makes that affect them most. When adding, changing or developing services and significant projects in the communities it serves, BC Ferries follows a process of community consultation and engagement, known as its *Stakeholder and Community Engagement Framework*.

BC Ferries regularly meets with communities, Indigenous Peoples, businesses and specific interest groups all 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 discuss day-to-day operations, planned improvements, broader policy issues and strategic planning, and are viewed by the Company as important contributors to a well-functioning coastal ferry service.

BC Ferries also engages with community members on significant terminal upgrades and other major projects it plans to undertake. This engagement takes many forms, from organizing community information meetings and open houses, to online surveys and meetings with community leaders and other key stakeholders. The goal is to involve communities and customers in the decisions that impact them and incorporate their input and feedback where possible.

This part of the report provides information on the feedback BC Ferries received from its customers in fiscal 2020, as well as the key stakeholder and community engagement initiatives it undertook during the year. The following two reports are included:

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 ferry routes during the fiscal year, and describes the

engagement initiatives undertaken throughout the fiscal year and the themes that emerged from those consultation processes.

Customer Satisfaction Tracking Report

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 2019, the first year of data collection to be administered using a new and more comprehensive data collection methodology. The report indicates that customers who were surveyed reported an overall satisfaction score of 4.09 (out of a possible 5), and 85% of those customers reported that they were satisfied with their overall experience. This compares to 4.22 and 88%, respectively, for 2018.¹⁰ A copy of the 2019 Customer Satisfaction Tracking annual report is provided.

¹⁰ The 2019 overall satisfaction score is lower than in previous years. Since key driver scores have all improved since 2018, the lower overall satisfaction score is most likely due to recent changes to the survey instrument. In light of the survey redesign (to meet industry best practices), 2019 should act as the new baseline for future comparisons.

Feedback and Engagement Report

Year Ended March 31, 2020



Feedback and Engagement Report

Fiscal 2020



EXECUTIVE SUMMARY

Feedback and Engagement Report

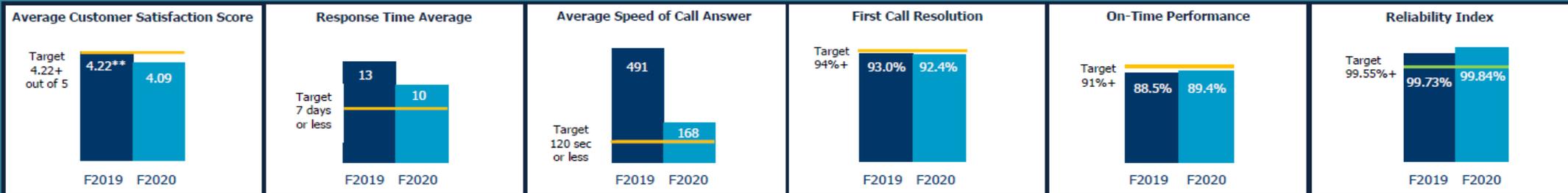
FISCAL 2020

Overall Customer Experience

The Overall Customer Experience performance score is a single summary measure that is calculated using **eight different measures†** from four different information sources. A score of 100 means that BC Ferries' performance this year is equivalent to the average performance over the past four years (2015-2018). 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.



Current Performance Relative to Fiscal 2019 and Targets



* Due to a major redesign of the 2019 CST survey instrument, these scores do not have appropriate historical comparators. These two measures will contribute to the calculation of the Overall Customer Experience performance score beginning in Fiscal 2021.

**In F2019, intercept surveys were carried out on 5 additional routes (8, 12, 17, 18, 23) on top of the traditionally surveyed routes (1, 2, 3, 30, 4/5, 9, 19) resulting in a Year End Overall Customer Satisfaction score of 4.22. In F2020, based on the redesign of the customer satisfaction research program, intercepts are no longer conducted on these 5 routes. In order to compare YoY Overall Customer Satisfaction, the F2019 score has been modified to exclude the 5 additional routes. The modified score remains unchanged at 4.22 once the 5 additional routes have been removed from the analysis.

EXECUTIVE SUMMARY BACKGROUND

In coordination with the redesign of BC Ferries' Customer Satisfaction Tracking (CST) Research Program, the quarterly Feedback and Engagement Reports are also undergoing a refresh. A new feature of the Feedback and Engagement Reports is the incorporation of an Overall Customer Experience performance score for the quarter.

The Overall Customer Experience performance score is derived from a composite measure that is calculated using six individual measures from three different information sources. Beginning in Q1 Fiscal 2021, two measures from the Customer Satisfaction Intercept Surveys (i) Overall Customer Satisfaction score (ii) the Net Promoter score; will also contribute to the calculation of the composite score. In Fiscal 2020, these two measures have not contributed to the overall customer experience performance score because they do not have historical comparators due to a major redesign of the survey in 2019.

Information Source	Measure	Relative Weight
Customer Satisfaction Intercept Surveys	Net Promoter Score*	n/a
	Average Customer Satisfaction Score*	n/a
Operational Data	On-Time Performance (OTP)	16.7%
	Fleet Reliability Index	16.7%
Customer Relations (ResponseTek)	Response Time Average	16.7%
	Percent Positive Feedback	16.7%
Customer Service Centre	Average Speed of Call Answer (ASA)	16.7%
	First Call Resolution (FCR)	16.7%

*Due to a major redesign of the 2019 CST survey instrument, these scores do not have appropriate historical comparators. These two measures will be used beginning Q1 Fiscal 2021.

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 cancelled due to mechanical issues related to the vessels or terminals, or crew availability.

BC Ferries senior staff selected these measures, 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 redesign.

An advantage to a composite score that is based on relative performance (i.e., current performance compared to historical performance), is that new sources of information and/or measures can be incorporated as they become available without impacting comparability between reports. This means that information from newly executed initiatives, like the "How Did We Do Today?" survey which is available through the ferryfeedback.ca portal, can be incorporated once enough historical data have been collected.

The Q2 Fiscal 2020 report was the first report to showcase an Overall Customer Experience performance score. Future reports will build on this improvement by calculating the same measure at the regional level and streamlining the look and feel of the reports.

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.

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.

Part A: Customer Initiated Feedback



Comment Summary

BC Ferries receives customer-initiated feedback through letters, emails, phone calls, tweets, Facebook posts, Instagram, Ferry Feedback, Customer Satisfaction Tracking (CST) and the online feedback form. Feedback consists of a comment and an associated rating.

During Fiscal 2020, 21,677,340 customers travelled with BC Ferries, as compared to 22,286,723 in Fiscal 2019. During this period:

- A total of 10,974 comments were received, compared to 11,868 during the prior year, a decrease of 7.5%.
- The average time to respond to customers was 10 days compared to 13 days for Fiscal 2019.
- Positive feedback made up 10% of all customer comments received, the same as Fiscal 2019.
- The top five complaints represented 33% (3,587) of all comments received.
- The comment/passenger ratio is 5 in every 10,000 customers who travelled on board.
- The Customer Service Centre handled 474,637 calls in Fiscal 2020 as compared to 465,231 calls answered during Fiscal 2019, an increase of 2%.

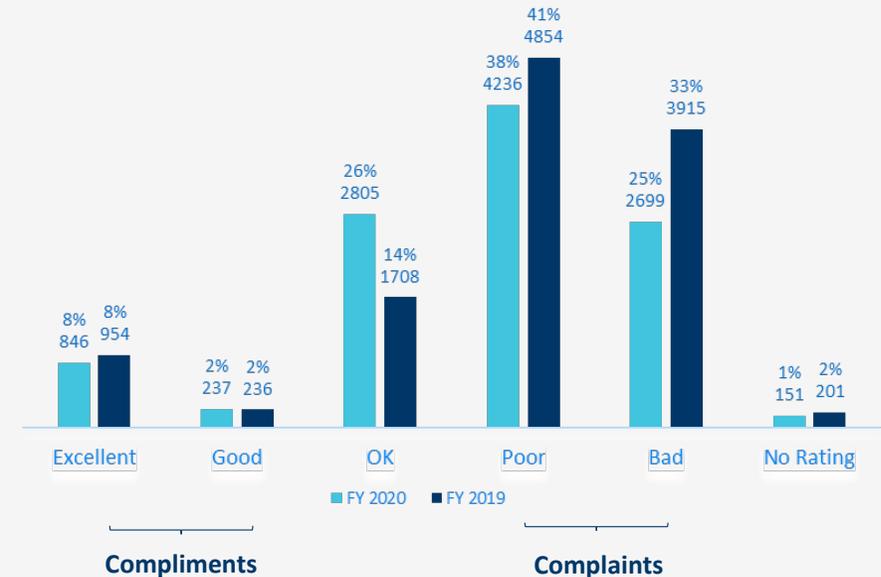
Comments in this analysis exclude General comments and comments for which no rating is provided:

- 659 General comments received made up of community issues (236), company information (309) and environment (114); 145 comments were provided with no rating.

There were 10,170 comments used for further analysis as they were specific to a route or region.

Distribution of Total Comments by Rating

Total Comments:
FY 2020: 10,974
FY 2019: 11,868

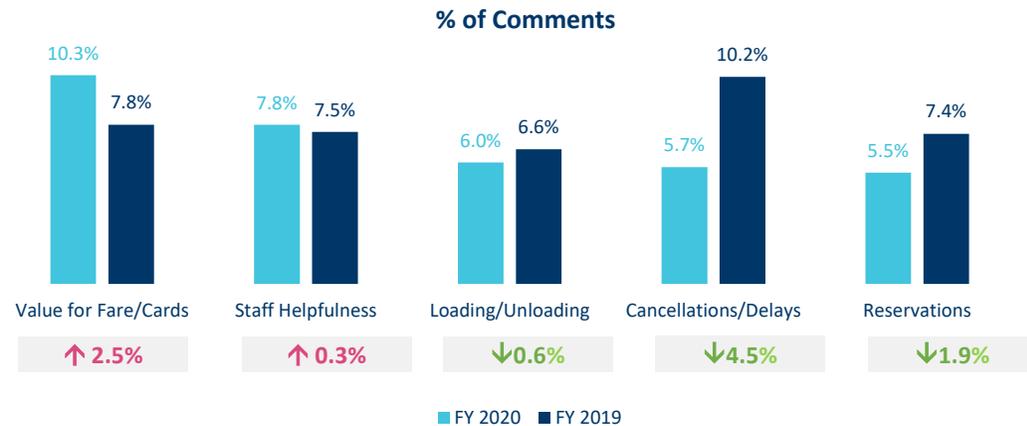


Customer Initiated Feedback

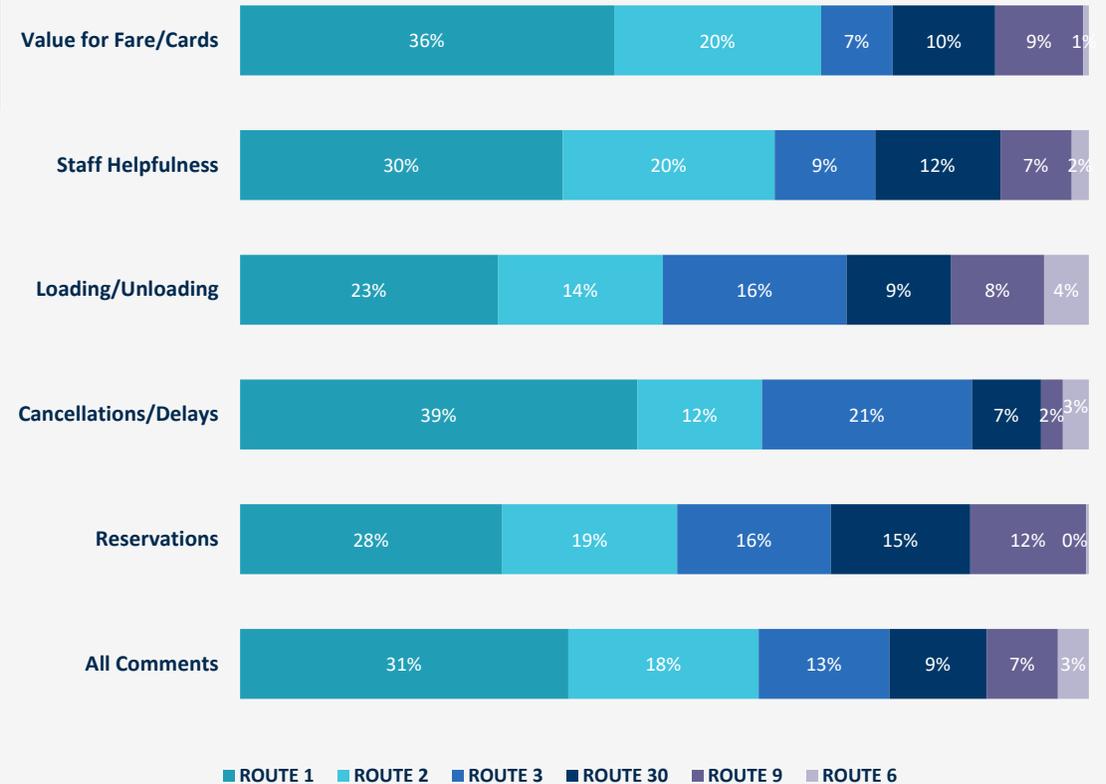


Top Five Customer Complaints

Complaint	FY 2020		FY 2019	
	Complaints (n=6,635)*	% of Comments (n=10,170)	Complaints (n=8,427)*	% of Comments (n=10,958)
1 Value for Fare/Cards	1,044	10.3%	859	7.8%
2 Staff Helpfulness	796	7.8%	821	7.5%
3 Loading/Unloading	607	6.0%	727	6.6%
4 Cancellations/Delays	584	5.7%	1,118	10.2%
5 Reservations	556	5.5%	811	7.4%



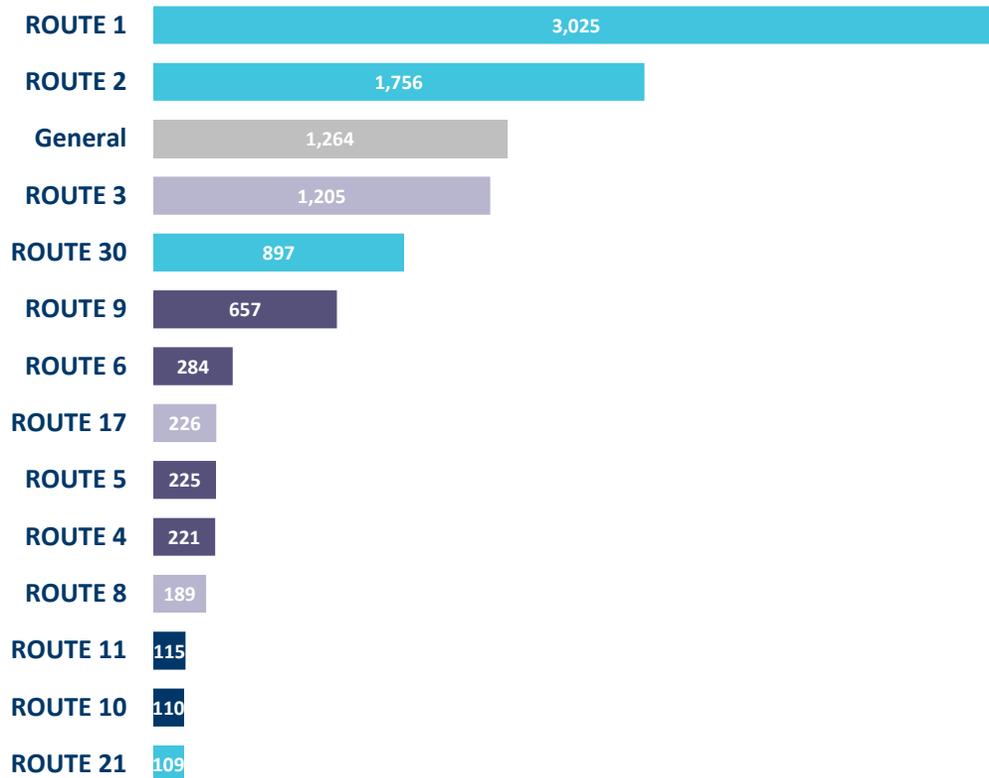
Comment Distribution by Route



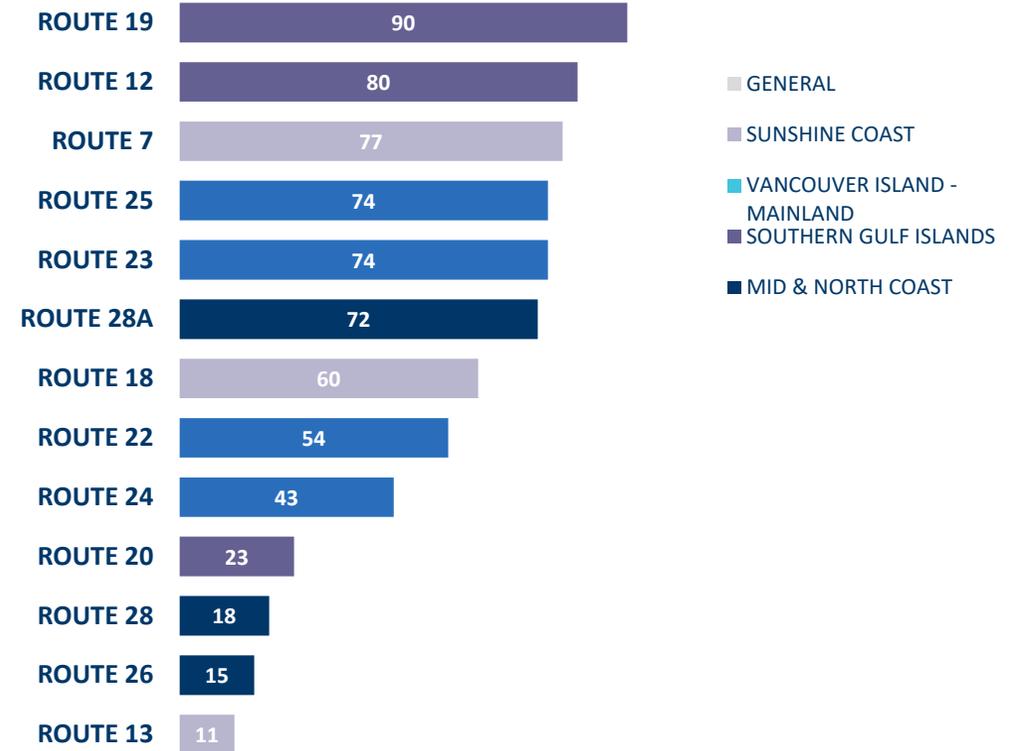
Comments in this analysis exclude General comments and comments for which no rating is provided
 *Complaints = "bad" or "poor" rating accompanied by a comment

Overall System Wide Comments by Route

Routes with > 100 Comments



Routes with ≤ 100 Comments



Regional Comments

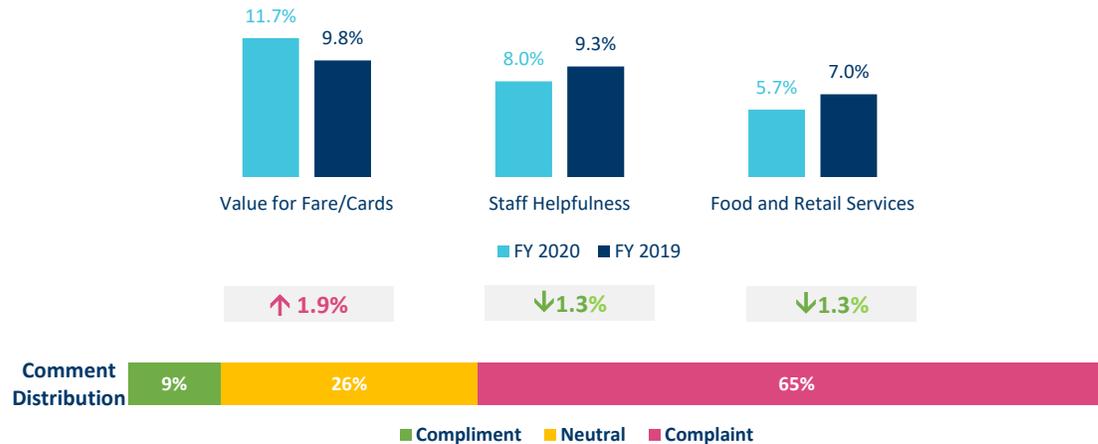
Vancouver Island - Mainland:



53% of Total System Wide Comments Received

Complaint	FY 2020		FY 2019	
	Complaints (n=3,471)*	% of Comments (n=5,376)	Complaints (n=3,830)*	% of Comments (n=5,006)
1 Value for Fare/Cards	627	11.7%	491	9.8%
2 Staff Helpfulness	432	8.0%	465	9.3%
3 Food and Retail Services	304	5.7%	348	7.0%

'Vancouver Island – Mainland' Complaints as a % Of All 'Vancouver Island to Mainland' Comments



Sample Customer Comments

Complaints (3,471)

- Customer wrote: "I had a meeting in Victoria today and chose to take my motorcycle from Tsawwassen to Swartz Bay. My receipt going over was correct but upon my return I was incorrectly charged for two motorcycles and two riders. I was alone. I ask that my card be credited the proper \$46.60. I look forward to your response."
- Customer wrote: "I am beyond disappointed with how I was treated today by one of your employees. I take the ferry every second week and have never been so disgusted. I was buying a ticket and I was trying to explain that my dog is sick, and requested the upper vehicle deck so we could continue to check on her. Before I could finish, she cut me off and said to discuss it with the loaders. I tried to interject, and explained that I have done this before and she continued to cut me off... How is anyone supposed to understand what I am trying to explain if they continue to cut me off, raise their voice, and belittle me?"
- Customer wrote: "I am a frequent traveller on BC Ferries and patronize the food services often. On this sailing, I ordered the Chicken Teriyaki Rice Bowl. It was, in one word, terrible. The chicken was dry and tasteless, the broccoli was cooked beyond dead, the sauce was overpowering and the rice was dumped on the plate in a variety of configurations. This was my first time ordering this meal so I do not know if these issues were particular to that evening or if this menu item needs some revision."

Compliments (503)

- Customer tweeted: "Big, big, BIG ups to the people running the food line on @BCFerries tonight and always. Superhuman amounts of patience and kindness when people are nothing but abrupt & impatient with them. Customer service MVPs."
- Customer wrote: "My in-laws were recently on board your vessel when they were alerted that a family member had passed away. After speaking to an employee, the Chief Steward was introduced, who provided them the stateroom to make calls and organized a path to keep their vehicle on the boat for the return sailing. For the second trip, which was complimentary, they even allowed them to enter the lounge to have a private area to grieve. A tough situation for them but it was absolutely great to hear how you helped and supported them through it. Thank you so much."

Comments in this analysis exclude General comments and comments for which no rating is provided
 *Complaints = "bad" or "poor" rating accompanied by a comment

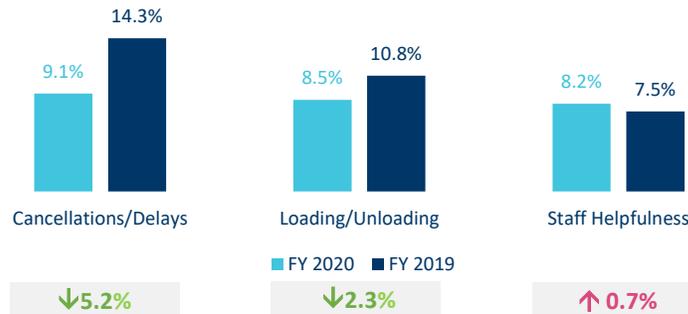
Regional Comments Sunshine Coast:



16% of Total System Wide Comments Received

Complaint	FY 2020		FY 2019	
	Complaints (n=1,143)*	% of Comments (n=1,653)	Complaints (n=1,513)*	% of Comments (n=1,807)
1 Cancellations/Delays	151	9.1%	258	14.3%
2 Loading/Unloading	141	8.5%	195	10.8%
3 Staff Helpfulness	135	8.2%	135	7.5%

'Sunshine Coast' Complaints as a % Of All 'Sunshine Coast' Comments



Sample Customer Comments

Complaints (1,143)

- Customer wrote: "I am writing to express my disgust at BC Ferries. The 7:10 pm sailing was cancelled due to lack of an engineer. How does this happen? Aren't these jobs scheduled? I understand the employee did not show up. We were given an apology, however, that is not good enough. I would like to be reimbursed for the ferry fare as I believe a free trip is in order. There are no hotels available as it is the middle of summer."
- Customer wrote: "How do we contact Transport Canada to give public feedback on the somewhat contentious rule of exiting enclosed vehicle decks? It seems to me that the one in a many million chance of any event on BC Ferries requiring exiting car decks is far less likely than contacting COVID-19 in crowded spaces above car decks."
- Customer called to report what she felt was an aggressive interaction with an employee at the Langdale terminal. The customer said that she was travelling with an elderly person for a medical appointment and had to make the 1:15 pm sailing. When they realized they would not be getting on, they tried to discuss it with an employee. The customer said the employee was aggressive, rude, and threatened to remove them from the terminal.

Compliments (121)

- Customer wrote: "A quick note to thank some of the crew on my last sailing. My mirror broke off while I was loading and all the crew involved were extremely polite and kind. It was back on by the time the sailing was over! Now I can get to my destination safely. Special thanks to the engineer. Let me tell you, BC Ferries should be proud to have a man like him working for you! The lady who took the report was also kind and polite. My best regards to your team. Thank you!"
- Customer tweeted: "So impressed with the staff and crew on @BCFerries #QueenofSurrey. Thank you!"

Comments in this analysis exclude General comments and comments for which no rating is provided
*Complaints = "bad" or "poor" rating accompanied by a comment

Regional Comments Mid & North Coast:



3% of Total System Wide Comments Received

Complaint	FY 2020		FY 2019	
	Complaints (n=201)*	% of Comments (n=308)	Complaints (n=702)*	% of Comments (n=866)
1 Value for Fare/Cards	41	13.3%	16	1.8%
2 Reservations	38	12.3%	121	14.0%
3 Staff Helpfulness	26	8.4%	37	4.3%

'Mid & North Coast' Complaints as a % Of All 'Mid & North Coast' Comments



Sample Customer Comments

Complaints (201)

- Customer called regarding an incorrect charge on her credit card. She had originally booked to travel on the *Northern Sea Wolf* in the summer of 2018. When the vessel's in-service date was delayed the customer accepted a complimentary sailing on the vessel the following summer. She travelled in July 2019 and upon return she checked her credit card statement and realized she was charged the full fare. She would like a refund.
- Customer called to voice her concern about the lack of reservation availability on the route between Bella Coola and Port Hardy. She said that she has been traveling to Bella Coola for 20 years and has only been able to make a booking one time. The customer phoned well in advance of her desired date of travel and feels that four months should be enough notice to make a reservation.
- Customer called to express his frustration regarding an interaction with an employee. He is a long time business customer who was dropping off a hosted vehicle in Port Hardy. He said he usually has friendly interactions with staff, however, today he encountered a very rude staff member who he claimed bullied him regarding the process and procedure for drop off.

Compliments (41)

- Customer wrote: "I have travelled on the *Nimkish* from Ocean Falls to Bella Bella quite a few times lately and want to let you know all of your employees go above and beyond to help me. I'm a senior and they are always concerned about my safety. They are polite, willing to help and they keep checking on me. It's so refreshing to see that they take good care of their passengers. They should all be recognized as outstanding employees. I hope you will be able to recognize them in some way, they sure deserve it."
- Customer wrote: "Thank you very much for the increased number of sailings on the Skidegate-Alliford Bay route that will be implemented. The *Kwuna* is our inter-island ferry that ties our communities together on Haida Gwaii; an incredibly important link. I am pretty sure that all Haida Gwaii communities are as thrilled as I am. Thank you."

Comments in this analysis exclude General comments and comments for which no rating is provided
*Complaints = "bad" or "poor" rating accompanied by a comment

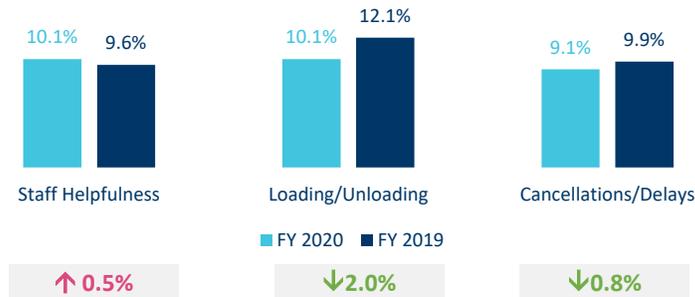
Regional Comments Northern Gulf Islands:



3% of Total System Wide Comments Received

Complaint	FY 2020		FY 2019	
	Complaints (n=225)*	% of Comments (n=317)	Complaints (n=245)*	% of Comments (n=314)
1 Staff Helpfulness	32	10.1%	30	9.6%
2 Loading/Unloading	32	10.1%	38	12.1%
3 Cancellations/Delays	29	9.1%	31	9.9%

'Northern Gulf' Complaints as a % Of All 'Northern Gulf' Comments



Comments in this analysis exclude General comments and comments for which no rating is provided
*Complaints = "bad" or "poor" rating accompanied by a comment

Sample Customer Comments

Complaints (225)

- Customer called to share his experience travelling from Campbell River to Quadra Island with a Travel Assistance Program (TAP) form. The customer said when he presented the form he was told the confirmation number was invalid and could not be accepted as payment. The customer paid for his fare but was embarrassed, and felt the employee could have been more empathetic and allowed him to travel for free.
- Customer wrote: "I arrived at the ferry terminal at 10:25 am to catch the ferry to Quadra Island. Your loading agent failed to walk up the road to evaluate the type of vehicles looking to travel on the ferry. When I arrived to load he informed me that I would not be getting on the ferry as my vehicle was too large. He then proceeded to load three additional passenger vehicles. Combined, they were longer than my 51 foot vehicle. I am beyond dissatisfied with this service. I have two small children and two dogs. Our family has property on Cortes Island and we have paid a premium price to move our recreational vehicle over several times a year for many years. I have never been treated with such disrespect before."
- Customer wrote: "I was surprised and distressed to see the notice posted yesterday that the last two sailings to Denman Island on June 26, 2019 would be cancelled for 'scheduled maintenance.' If it's scheduled, why wasn't it scheduled for the three-quarters of the year when these late sailings are not offered? Why is it scheduled for the Thursday before a long weekend? Why isn't it scheduled for after the 11:00 pm sailing? Now travellers on the 6:15 pm ferry from Horseshoe Bay cannot get to Denman and Hornby Islands that evening. Many people have made travel plans - and ferry reservations - long in advance and now they cannot get new reservations for a car."

Compliments (20)

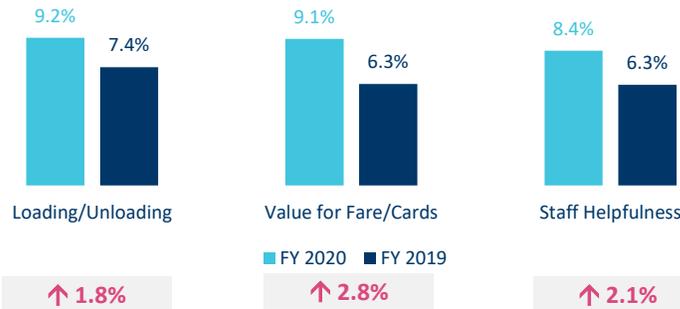
- Customer wrote: "I'm emailing to thank you for the great service this summer on the Denman Island-Hornby Island ferry. There were 12 of us in our family plus friends going back and forth to Hornby on a regular basis from May to September 2019. We can't say enough about the wonderful service provided. Your employees always greet us with a big smile, are really upbeat and provide great up-to-date information. Thank you to the whole crew for their great service this summer!"

Regional Comments Southern Gulf Islands:

15% of Total System Wide Comments Received

Complaint	FY 2020		FY 2019	
	Complaints (n=1,099)*	% of Comments (n=1,482)	Complaints (n=1,402)*	% of Comments (n=1,727)
1 Loading/Unloading	136	9.2%	127	7.4%
2 Value for Fare/Cards	135	9.1%	109	6.3%
3 Staff Helpfulness	124	8.4%	108	6.3%

'Southern Gulf' Complaints as a % Of All 'Southern Gulf' Comments



Sample Customer Comments

Complaints (1,099)

- Customer wrote: "We were travelling with our dog and arrived early for our reservation knowing that would give us the best chance of being on the upper vehicle deck. The cars in front of us, and a few behind us, were loaded onto the upper deck but we were placed on the lower deck. When the attendant directed us down below we yelled through the open window that we were travelling with our dog, but were still waved down. The car behind us was the same size and type and would have been much less inconvenienced by not having the option to stay in their car. You should have a policy to allow cars with pets to be placed on upper decks."
- Customer wrote: "I am a resident of Salt Spring who is trying to operate a business from this island. I have wasted countless hours in my commute to Crofton. The atrocious move you have made in reducing the service by 21 cars per sailing is audacious. How do you rationalize this service?"
- Customer wrote: "Why does a resident of Salt Spring Island pay \$120 to take a car to Vancouver and back home? Local residents should be given a discount."
- Customer wrote: "I sailed from Tsawwassen to Fulford Harbour via Swartz Bay with a thru fare. The ferry was late and they made me drive off last. I arrived at the ticket booth at 6:56 pm and was told it was too late for the 7:00 pm sailing. I bought my ticket, drove into my lane and walked down to the ferry to watch the Skeena Queen go. There was room on it. I went to the terminal manager to complain. He was very rude to me then brushed me off. I would like a full refund please."

Compliments (105)

- Customer wrote: "In the cafeteria, we were splitting a seafood pot pie and I asked the employee for a second plate. She gave us both an extra plate and a bowl because there was a lot of sauce. A kind thoughtful touch. Later, I asked her if she liked her job. She raved about her job, the route and the ship. Then, I was buying something from the gift store and she was on the till. I remarked that she held many positions and she told me that she was also the first aid attendant. She is a 'keeper' for her friendly and professional manner and ability to assume many roles with confidence and kindness."

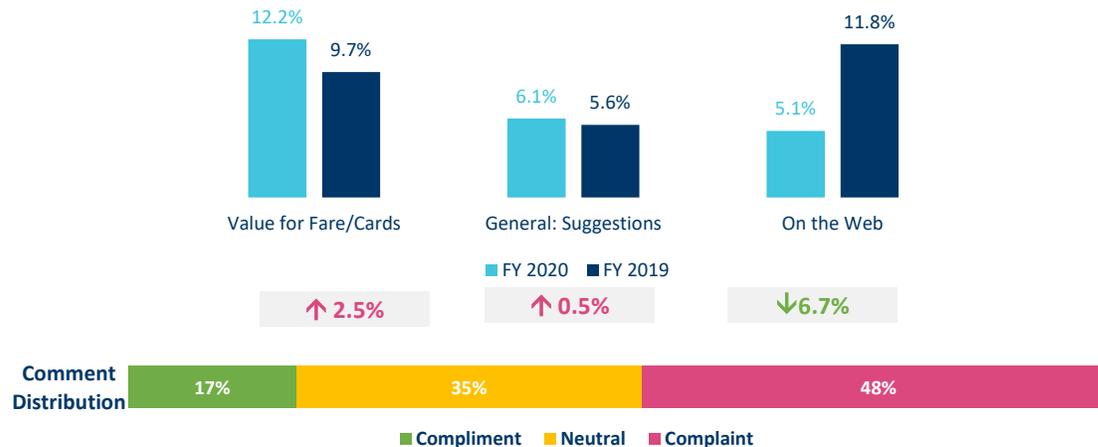
Comments in this analysis exclude General comments and comments for which no rating is provided
*Complaints = "bad" or "poor" rating accompanied by a comment

Regional Comments General (No Route Specified):

10% of Total System Wide Comments Received

Complaint	FY 2020		FY 2019	
	Complaints (n=496)*	% of Comments (n=1,034)	Complaints (n=735)*	% of Comments (n=1,252)
1 Value for Fare/Cards	126	12.2%	121	9.7%
2 General: Suggestions	63	6.1%	70	5.6%
3 On the Web	53	5.1%	148	11.8%

'General' Complaints as a % Of All 'General' Comments



This analysis excludes comments with no rating provided
*Complaints = "bad" or "poor" rating accompanied by a comment

Sample Customer Comments

Complaints (496)

- Customer wrote: "BC Ferries, you have not changed your fare structure for youth since 1960. For nearly 60 years you are charging 13 year olds the adult fare. Consider a youth fare for 13 to 17 year olds. To charge 13 year olds full fare is quite frankly a money grab and reflects badly on BC Ferries."
- Customer wrote: "I am shocked, appalled, and concerned that you do not provide recycle containers for plastic, compost, paper at your terminals and on the ferries. You of all companies should be forward thinking and proactive regarding the environment as you are always telling us about LNG being so wonderful, which it is not. There are so many passengers it is paramount that you take a constructive and responsible position on caring for our environment."
- Customer wrote: "There is no support and a lack of information for walk-on passengers. I do not know if I need a reservation. The information is buried on the site. Then the note to foot passengers states I should call to make a reservation. When calling and wanting to make a reservation, there is NO option for foot passengers! What are you trying to tell your foot passengers? I can accomplish a reservation and I'm heading to a friend's wedding on Galiano Island. This doesn't give me assurance that I will get on board. Clean up your information and provide adequate information to make my planning for the weekend possible."

Compliments (175)

- Customer wrote: "I'd just like to send my appreciation to the kind ticket lady at the passenger boarding area. She went above and beyond for all the customers she served this morning. Taking a few moments to even meet Mouse, the stuffed mouse the little girl in front of me had as a travel buddy. She also helped me refund my ticket. She loves her job and it really shows. She really brightens people's day!"

Customer Satisfaction Tracking Fiscal 2020

All Waves: June, August, November

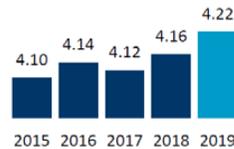
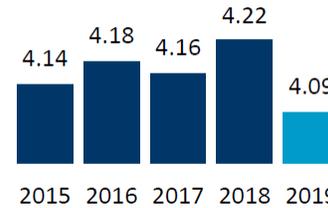


Customer Satisfaction Tracking All Waves

Fiscal 2020

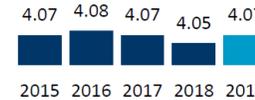


Overall Customer Satisfaction in Fiscal 2020*
(-1% year over year)



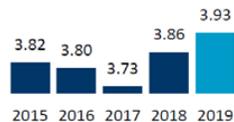
Onboard satisfaction

90% of customers reported to be satisfied



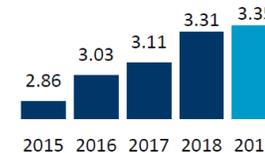
Terminal satisfaction

83% of customers reported to be satisfied



Ferry running on time

78% of customers reported to be satisfied



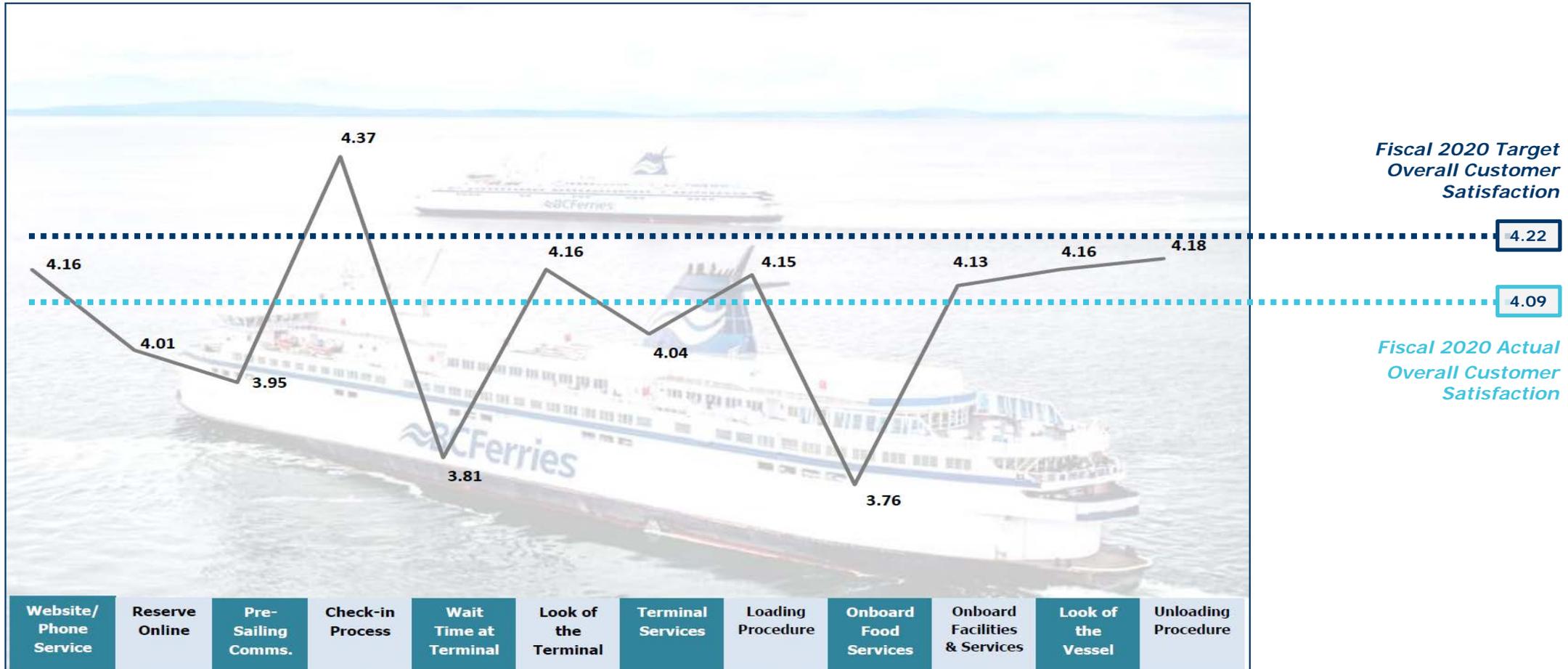
Value for money of fares

52% of customers reported to be satisfied

*The overall satisfaction score of 4.09 (85%) is lower than in previous years. Since key driver scores have all improved since 2018, the lower overall satisfaction score is most likely due to recent changes to the survey instrument. In light of the survey redesign (to meet Industry Best Practices), 2019 should act as the new baseline for future comparisons.

Customer Journey Satisfaction All Waves

Fiscal 2020



Note: The journey map themes were developed using the Fiscal 2020 redesigned CST survey instrument. Therefore, not all the themes are supported when using Fiscal 2019 data. In Fiscal 2021 we will be able to compare like for like year over year data for all points on the customer journey.

Factors Influencing Satisfaction Results

Fiscal 2020



Overall Customer Satisfaction:

- Passengers on Routes 1 (4.16) and 30 (4.12) are most satisfied with their *overall experience*.
- Passengers on Route 5/9 are least satisfied (3.97) and show the biggest reduction year over year (-0.27). The biggest decrease in *overall customer satisfaction* on this route was recorded during the August intercept wave, and satisfaction related to *ferry running on time* and *ferry sailing frequent enough* were primary contributors to this decrease in satisfaction.

Key Drivers of Satisfaction:

- Based on Fiscal 2020 satisfaction scores and key drivers of customer satisfaction, below are the areas of success and areas of opportunity reported in Fiscal 2020:

Top 5 success areas	Top 5 opportunities
Atmosphere on the ferry overall (4.21)	Ability to get on desired sailing (3.76)
Procedure for loading (4.15)	Ferry running on time (3.93)
Procedure for unloading (4.18)	Wait time at the terminal (3.81)
Ease of access, overall (4.19)	Frequency of sailings (3.41)
Professionalism of terminal staff (4.36)	Pre-boarding lounge (3.79)

Route 1: Tsawwassen – Swartz Bay; **Route 2:** Horseshoe Bay – Departure Bay; **Route 30:** Tsawwassen – Duke Point; **Route 3:** Horseshoe Bay – Langdale;
Route 4: Swartz Bay – Fulford Harbour; **Route 5:** Swartz Bay – Southern Gulf Islands; **Route 9:** Tsawwassen – Southern Gulf Islands; **Route 19:** Gabriola – Nanaimo Harbour

Comment Summary and Actions Taken



Value for Fares/Cards



Value for Money of Fares

Overall fare/card feedback for Fiscal 2020 is up 48 per cent compared to Fiscal 2019. Key areas of concern relate to perception of value for fares paid, ticketing errors, weather related refund requests, discounts and promotions, and questions regarding the BC Ferries Experience™ Card and Assured Loading Card use and policies.

Feedback in relation to discounts tends to arise from customers requesting reduced fares after travel, including those offered to BC Seniors, customers travelling on the Travel Assistance Program (TAP) and holders of Disabled Status Identification (DSI) cards, due to documentation not being presented upon arrival at the ticket booth.

Actions taken:

- The average cost of travel on all routes remains unchanged from Fiscal 2019; fares on the three Metro Vancouver-Vancouver Island routes have been held flat for the second consecutive year. Fares also remain the same on the 21 inter-island and Northern routes, as well as the Horseshoe Bay-Langdale route, after a 15 per cent fare reduction on April 1, 2018.
- The following promotions were offered during Fiscal 2020 to customers in effort to shift traffic from popular sailing times and alleviate congestion:
 - “Sunrise and Sunset Savings” (May 16 through September 4, 2019)
 - ❖ Discounted fares on more than 1,600 select early morning and late evening sailings for standard under-height vehicles and drivers on Major Routes between Swartz Bay-Tsawwassen, Tsawwassen-Duke Point, Horseshoe Bay-Departure Bay and Horseshoe Bay-Langdale.
 - “Bring it All” (May 16 through October 9, 2019)
 - ❖ Fifty per cent savings offered extra length private passenger vehicle discounts applicable to customers travelling with a recreational vehicle longer than 20 feet at \$3.25 per extra foot (regularly \$6.50) on over 1,100 select sailings between Swartz Bay-Tsawwassen and Tsawwassen-Duke Point.
 - ❖ The promotion was originally scheduled to run through September 4, 2019, however, in late August it was extended to October 9, 2019. All other details of the promotion were unchanged.
- On June 1, 2019, a fuel surcharge of 1.5 per cent was introduced and on December 17, 2019, it was removed. On March 25, 2020, a 1.5 per cent fuel rebate was announced, effective April 1, 2020. Planned tariff adjustments were postponed due to the COVID-19 pandemic and its impact on customers.
- Discounts are available by using the BC Ferries Experience™ Card on all routes except for Tsawwassen-Swartz Bay, Tsawwassen-Duke Point, Tsawwassen-Southern Gulf Islands, Departure Bay-Horseshoe Bay, Port Hardy-Prince Rupert, Port Hardy-Bella Coola, Bella Bella-Bella Coola and Prince Rupert-Haida Gwaii. Fare discount programs have been in place since 1961 for all Gulf Islands, and since 1972 for the Sunshine Coast.
- There has been some confusion about the intent of the the BC Ferries Experience™ Card. Customers would like the option to use the balance of their card to purchase onboard amenities. As this option is not available, explanations are communicated as needed.
- New fare choices for travel between Tsawwassen-Swartz Bay, Tsawwassen-Duke Point and Horseshoe Bay-Departure Bay are set to be introduced in Fiscal 2021 and will provide customers with the option to purchase discounted fares in advance at off-peak travel times.

Value for Fares/Cards (cont'd)



Fare Errors

Feedback in relation to fare errors during Fiscal 2020 increased by 110 per cent over that of for Fiscal 2019 due to an upgraded point of sale system, a new reservation system and terminal ticket agent errors. However, the second half of Fiscal 2020 reflected a noticeable improvement with a 50 per cent reduction in comments received as employees became more familiar with the new systems in place.

Ticketing errors customers experienced were primarily related to the wrong number of passengers charged, incorrect passenger type (adult, senior, child) and vehicle type (commercial or standard) chosen, as well as inaccurate vehicle and double charges. Kiosk errors, primarily self-serve tickets not printing, also occurred.

Actions taken:

- Customers who report ticketing errors (passenger number and type, vehicle length and type) are asked to submit their receipts for investigation with adjustments made on a case-by-case basis. Customers are encouraged to check their receipts prior to travel so that details can be verified and errors can be corrected immediately.
- Suspected ticket agent errors and information technology issues involving payment systems are reported to appropriate departments for immediate resolution.
- Beginning early March and concluding by the end of the month, new point of sale machines accepting debit and tap were installed at all staffed terminals. Customers travelling in vehicles now have the option to pay with debit, and tap for both debit and credit cards is accepted for amounts up to \$100. The credit card tap limit was later increased to \$250 Canada-wide in response to the COVID-19 pandemic.
- Assured Loading Card loading errors can occur at the ticket booth when ticket agents load a new set of ten tickets onto an existing card. Ticketing errors are shared with ticketing supervisors to provide further agent training.
- Further ticket agent training delivered during Q3 Fiscal 2020 and POS upgrades throughout the year successfully contributed to the decrease in error-related comments received during the last two quarters of Fiscal 2020.

Weather and Operational Related Refunds

A series of weather and operational cancellations resulted in refund requests from customers who did not receive their refund at the terminal.

Actions taken:

- Refund requests submitted after planned travel were processed on a case-by-case basis once the receipt was provided by the customer.

Staff Helpfulness

Feedback

Communication issues, ticketing errors, misunderstandings, inappropriate behaviour by employees, long wait times at the terminal and the inability to secure reservations all lead to customer dissatisfaction.

Customer service improvements are identified through shared employee experiences and ongoing customer feedback (complaints, compliments and suggestions) received through all comment channels: letters, emails, phone calls, tweets, Facebook posts, Instagram, Ferry Feedback, Customer Satisfaction Tracking (CST) and the online feedback form.

Actions taken:

- Customer feedback related to service issues continues to be shared with the appropriate onsite management team so they can provide coaching opportunities when needed, and recognize those employees who receive positive customer comments.
- The goal is to have front line staff provide customers with information to assist with familiarization of the process and procedures to avoid future misunderstandings.
- There were 440 Seasonal employees hired to assist with peak season volumes during Fiscal 2020; 175 shore-based, 227 vessel-based and 36 in the Customer Service Centre to manage call volumes.

The overall number of Staff Helpfulness comments received in Fiscal 2020 decreased by six per cent compared to the previous year, while complaints about staff helpfulness decreased by three per cent:

- Fiscal 2020 = 1,335 comments received, 796 complaints
- Fiscal 2019 = 1,418 comments received, 821 complaints

It is understood that customers are more likely to share their negative experiences with BC Ferries than their positive experiences. Due to continued improvements in customer service, the number of staff compliments received for “On the Ship: Staff Helpfulness” exceeded complaints during Fiscal 2020 where 236 compliments were reported versus 139 complaints.

Loading/Unloading

Loading/ Unloading Order

Customers expect to be loaded and unloaded in what they consider to be a fair and equitable manner. Their specific circumstances form their perception of what is fair, and it can be a challenge at times for employees to meet the competing needs of customers.

Some customers travelling on two consecutive routes expect to be offloaded from their first sailing in the order of arrival at the terminal to maintain the order of loading on the second sailing. This expectation is expressed mainly during the summer months when sailing waits are more frequent. Others travelling between Tsawwassen-Southern Gulf Islands via Swartz Bay on a thru fare expect priority offloading on the first leg of their journey and priority loading on the second leg of their journey. When this does not occur, customers express dissatisfaction with the thru fare system.

Actions taken:

- For travel on Buckley Bay-Denman Island and Denman Island-Hornby Island, or Campbell River-Quadra Island and Quadra Island-Cortes Island, reasonable efforts are made through use of a courtesy lane at Buckley Bay and Campbell River to load and offload customers in order of arrival to assist with travel on the second leg of their journey, however, such loading is not guaranteed as it is not always possible due to traffic volume.
- Customers travelling thru fare in standard under-height vehicles from Tsawwassen-Southern Gulf Islands via Swartz Bay are provided with expedited offloading in Swartz Bay to allow for as much time as possible to turn around and return to the terminal to board their second sailing. These customers are loaded on the upper deck and can be offloaded first. Customers travelling in oversize vehicles or in the opposite direction are not provided this option as they are loaded on the lower vehicle deck where offloading one lane at a time is not possible due to weight/balance, vehicle size, location of dangerous goods and livestock considerations. Vessel, terminal and Customer Care employees explain these procedures to customers to assist them with travel planning.
- On August 14, 2019, BC Ferries began offering priority loading to customers travelling from Swartz Bay to Saturna Island on select sailings. Customers travelling to Saturna Island who arrive a minimum of 15 minutes before departure are offered priority loading on the following sailings: 3:20 pm Monday through Wednesday and 3:30 pm Thursday and Friday during peak season, and 3:10 pm Monday through Friday during shoulder and off peak season. The sailing is shared with Mayne Island customers, however, customers travelling to Saturna Island are given priority due to the length of time between scheduled sailings to Saturna Island. This process is in place as a result of input from the local Ferry Advisory Committee.

Some customers travelling with reservations expect to be loaded and offloaded first, while those travelling without reservations expect to be loaded and offloaded in the order of arrival at the terminal. It is not logistically possible to load and offload customers, reserved or not, in the order of arrival as accessibility requests, vessel balance, vehicle deck layout and vehicle types must be taken into account. Customers with reservations can be left feeling that their reservation was of no benefit when they are not loaded as they expect, while customers without reservations express frustration that they are often loaded after customers with reservations, despite arriving before them.

Actions taken:

- Terminal, vessel and Customer Care staff explain to customers that a reservation holds space for them on their reserved sailing, provided check-in times are met. In the interest of making future travel more enjoyable, staff ensure that customers understand that reservations do not guarantee a particular loading or offloading order.
- Employees also speak with non-reserved customers to ensure they understand loading and offloading procedures in order to manage their expectations and ensure future travels go smoothly.

Loading/Unloading (cont'd)

Loading Errors

Some customers travelling without reservations have clear expectations of being loaded on a first come, first serve basis. Those who travel regularly are familiar with many of the loading procedures and when staff deviate from those procedures or events prevent adherence to them, customers perceive this as an error. They express a feeling of unfairness and frustration when this occurs and those who are not loaded on their expected sailing tend to request compensation.

Actions taken:

- If a possible error is reported at the terminal, staff will investigate and correct the situation.
- For those instances reported after travel, an investigation takes place and internal follow-up is provided as needed. The outcome is shared with the customer to foster better understanding of procedures and a feeling of trust.

Accessibility

Customers must be able to safely exit their vehicle when parked on board. Occasionally, customers are unable to do so due to physical barriers (bulkhead, other vehicles, etc.) preventing the opening of their door(s) as a result of where and/or how they were parked. A customers' proximity to the barrier can be caused by employee error, customer parking error, or a combination of the two.

Actions taken:

- When possible, onboard staff will help customers who require assistance to exit their vehicle. This may involve moving other vehicles in order to open the vehicle door(s).
- Customer concerns are investigated and shared with the appropriate terminal and vessel management, and learnings are applied where appropriate in order to improve procedures or provide individual crew coaching.
- Customers who are unfamiliar with vehicle parking on board are provided with information to ensure they are parked appropriately on future sailings.

Closed Vehicle Deck

Transport Canada's regulation requiring customers to exit their vehicles on closed vehicle decks during the voyage continues to result in customers having expectations related to how they are loaded, where they are placed on the vehicle deck, and how they are discharged. When customers are not loaded as expected, it is perceived as a negative customer service experience. Requests from those travelling with medical issues that prohibit them from leaving their vehicle and customers who prefer to remain with a pet in their vehicle can present challenges for staff at the terminal and on board due to the volume of requests received for any given sailing and the volume of existing traffic already staged for loading at the terminal.

Actions taken:

- Consistent messaging, better customer understanding of the regulation and stabilization of the loading process have all successfully contributed to a 17 per cent decrease in loading complaints received during Fiscal 2020 compared to Fiscal 2019.
- Customers may request upper deck access upon arrival at the terminal. Those who are unable to be accommodated are given the opportunity to wait for the next available sailing.
- Crew continue to speak with customers who remain in their vehicle on the lower closed vehicle deck.
- A temporary exemption to these regulations was permitted on March 17, 2020 for all Southern route sailings in order to support physical distancing during the COVID-19 pandemic.

Cancellations/Delays

Service Interruptions

Negative feedback about cancellations and delays for Fiscal 2020 declined 48 per cent compared to Fiscal 2019. The delayed start of the *Northern Sea Wolf*, scheduled to provide service between Port Hardy-Bella Coola beginning in the summer of 2018, was responsible for much of the feedback received in this area in Fiscal 2019. The *Northern Sea Wolf* completed its inaugural sailing on June 3, 2019 and provided service throughout the summer, which led to a lower volume of feedback regarding cancellations in Fiscal 2020.

A series of service interruptions throughout the year resulted in significant feedback and refund requests related to cancellations and delays.

Actions taken:

- Each incident is reviewed and managed on a case-by-case basis to ensure the needs of the specific communities and customers are taken into consideration. The primary focus is always on the restoration of full service as soon as it is safe to do so, to minimize the impact to customers.
- Sailing cancellations are broadcast via BC Ferries' website, Twitter and Service Notices. During cancellation events, a 'Travel Advisory' page and when appropriate the 'All Routes Status' page is added to BC Ferries' website home page to provide easy access to current sailing information.
- When the vessel is operating ten minutes or more behind schedule, the check-in time for reserved customers is extended by ten minutes. This flexible check-in is offered only on the Major Routes (Tsawwassen-Duke Point, Tsawwassen-Swartz Bay, Departure Bay-Horseshoe Bay and Langdale-Horseshoe Bay).
- Where applicable, water taxi service and/or alternate routing is provided.
- Requests for compensation and reimbursement of additional costs are considered on a case-by-case basis.

Cancellations/Delays (cont'd)

Vessel Refit and Replacement

BC Ferries continues to replace aging vessels in order to meet increased traffic demand and provide safe, efficient, reliable service for future generations. While regular vessel upgrades and improvements enable BC Ferries' vessels to operate reliably until the end of their service life, the Vessel Replacement Program is in place to manage the construction, procurement, and/or major upgrades of ships for BC Ferries' fleet.

Actions taken:

- BC Ferries continues to focus on vessel standardization, which increases efficiency and enables seamless substitution during refits, repairs, and unexpected vessel outages. Standardization provides a more consistent travel experience for customers and reduces logistical, operational, training and maintenance costs.
- The *Spirit of British Columbia*, one of BC Ferries' two largest vessels, returned to service on the Swartz Bay-Tsawwassen route on April 18, 2019 following its mid-life upgrade. The vessel returned to service prior to the Easter long weekend with its safety, mechanical, environmental and customer experience improvements, along with its clean technology conversion to Liquefied Natural Gas (LNG).
- On May 3, 2019, the *Northern Sea Wolf* departed BC Ferries' refit facility in Richmond and arrived in Bella Coola the following day. The ship conducted sea trials and dock fits at the ports it serves and welcomed local residents on board for tours. The dock fits were successful and on May 18, 2019, the *Northern Sea Wolf* took over from the *Nimpkish* to provide connector service for residents and visitors between Bella Bella, Shearwater, Ocean Falls and Bella Coola. On June 3, 2019, the vessel began providing direct seasonal service on the Port Hardy-Bella Coola route.
- The *Howe Sound Queen* retired from service and the *Quinitsa* commenced service in its place on June 5, 2019 on the Crofton-Vesuvius route. While the *Quinitsa* has a lower vehicle capacity (44 automobile equivalent as compared to 52 with the *Howe Sound Queen*), the vessel has a significantly higher weight capacity, eliminating the need to depart with empty deck space when carrying heavy commercial traffic. The configuration of the deck is more open than the *Howe Sound Queen*, which allows for faster loading and offloading. In response to public feedback regarding sailing waits, BC Ferries met with Salt Spring Island community members to explore options to improve service. As a result, BC Ferries announced that the *Bowen Queen*, which has an automobile equivalent capacity of 61, would be deployed on the route during peak season until the *Quinsam* (63 automobile equivalent) is brought into service on this route. The *Bowen Queen* commenced service on March 30, 2020 and will continue through October 2020. The service will then be evaluated to determine the time periods that the *Bowen Queen* will be used in future peak seasons.
- The *Skeena Queen* entered refit for its mid-life upgrade on October 28, 2019 and returned to service on March 13, 2020. Improvements included new furniture in the passenger lounges as well as additional exterior benches. One of the lounges was also converted to provide cafeteria style seating with tables. The ship now has air conditioning and expanded washrooms. The navigation, communication and electrical systems were improved to enhance safety and reliability.
- On November 6, 2019, BC Ferries announced it had awarded Damen Shipyards Group the contract to construct four more hybrid electric Island Class vessels. The vessels are scheduled to enter service in 2022 on the Campbell River-Quadra Island and Nanaimo Harbour-Gabriola Island routes.

Cancellations/Delays (cont'd)

Vessel Refit and Replacement (cont'd)

Actions taken:

- The first two Island Class vessels departed Constanta, Romania on November 20, 2019 for British Columbia on a semi-submersible vessel. The hybrid electric ships arrived at the Breakwater District at Ogden Point in Victoria on January 18, 2020 and were moved to Point Hope Maritime on January 24, 2020. The vessels were named *Island Discovery* and *Island Aurora* on February 19, 2020 and went into service on the Powell River–Texada Island and Port McNeill–Alert Bay–Sointula routes in mid-2020.
- The *Queen of Capilano* entered refit on January 6, 2020 and the *Bowen Queen* provided service on the same schedule. The *Bowen Queen* has a lower passenger and vehicle capacity and does not have an elevator, which led to sailing waits and customer complaints. During the refit, discounted parking was provided at Horseshoe Bay terminal and select sailings gave priority loading to high occupancy and carpool vehicles. The *Queen of Capilano* returned to service on February 20, 2020 after its engine overhaul, upgrade to electrical systems, safety and maintenance inspections, and new paint.
- On January 31, 2020, it was announced that Remontowa Shipbuilding S.A. of Gdansk, Poland had been awarded the contract to build an additional LNG-fuelled vessel scheduled to go into service in the Southern Gulf Islands in 2022. This vessel replicates the design of the three Salish Class vessels built by Remontowa for BC Ferries in 2016.

Frequency of Sailings and Schedule Adjustments

For the first 50 weeks of Fiscal 2020, passenger traffic was up 0.1 per cent and vehicle traffic was up 1.3 per cent. In March 2020, the COVID-19 pandemic significantly impacted vehicle and passenger traffic. During the last two weeks of March 2020, traffic dropped off with decreases of 55 per cent in vehicles and 69 per cent in passengers. This resulted in a year-to-date decrease of 1.0 per cent in vehicle traffic and 2.7 per cent in passenger traffic compared to the prior year.

Actions taken:

- There were 82,288.5 round trip sailings provided during Fiscal 2020, 4,276.5 more round trips than required under the Coastal Ferry Services Contract and 2,329.5 more round trips compared to Fiscal 2019.
- On February 22, 2019, the Province announced plans to increase service levels on ten ferry routes, adding 2,700 round trip sailings annually. Additional service on the following routes began April 1, 2019: Crofton-Vesuvius, Earls Cove-Salter Bay, Horseshoe Bay-Bowen Island, Port Hardy-Mid Coast-Prince Rupert, Haida Gwaii-Prince Rupert, Powell River-Texada Island, Campbell River-Quadra Island and Quadra Island-Cortes Island. Additional service on Nanaimo Harbour-Gabriola Island began early April 2019 following the completion of a community survey. On January 28, 2020, BC Ferries expanded service levels between Alliford Bay and Skidegate. The new 16 hour operational day allows for departures between 7:00 am and 10:30 pm year-round between Moresby and Graham Islands on Haida Gwaii.
- On February 19, 2020, a pilot was launched that offered direct service, on select days, between Blubber Bay terminal on Texada Island and Little River terminal in Comox. The pilot was developed in cooperation with the Northern Sunshine Coast Ferry Advisory Committee. Every Wednesday and Saturday, the first sailing on the Powell River-Comox route to leave Westview terminal made a stop at Blubber Bay to load vehicles prior to continuing to Comox. On the last sailing leaving Comox, Texada-bound customers had an opportunity to sail directly to Blubber Bay. Originally limited to 10 standard vehicles in each direction, the pilot was expanded to allow more vehicles, at crew discretion; space and time permitting. On March 25, 2020, the pilot was temporarily suspended due to the COVID-19 pandemic.
- Mid-March, traffic levels began to decline significantly due to COVID-19. Sailings added for spring break and Easter long weekend in anticipation of heavy traffic volumes were removed from the schedule.

Check-In

Feedback received regarding reservations during Fiscal 2020 was primarily related to the challenges customers faced to meet their reservation check-in requirements at the ticket booth. Customers would like to see flexibility with check-in times when they arrive after check-in has closed. Customers also want the option of arriving ahead of time and using their reservation on an earlier sailing. When reservations are not honoured due to early or late check-in, customers would like the reservation fee to be refunded.

A reservation check-in policy is in place for the terminal to plan the vehicle load for each sailing. Maintaining the 30-minute cut-off offers consistency and lets customers know exactly when they must be checked-in at the terminal in order for their reservation to be valid, and provides terminal employees the time needed to calculate the non-reserved traffic in anticipation of getting everyone on board in a safe and orderly manner.

Actions taken:

- When the vessel is operating ten minutes or more behind schedule, the check-in time for reserved customers is extended by ten minutes. This flexible check-in is offered on the Major Routes (Tsawwassen-Duke Point, Tsawwassen-Swartz Bay, Departure Bay-Horseshoe Bay and Langdale-Horseshoe Bay).
- Increased traffic control was provided at terminals during the busy summer season, along with police assistance at major terminals as needed, to sort traffic arriving at the terminal and assist reserved customers with making their check-in time as required.

Self-Serve & Availability

Customers want the option to book and make changes to their reservations online without having to call the Customer Service Centre, and they want to know the percentage of allocated space per sailing/vessel. Customers who are unable to make reservations because they are fully booked express frustration with the current system. They suggest that allotted bookable space be either increased to include the entire vehicle deck, or be reduced to allow those without reservations a better chance at getting on their desired sailing.

Actions taken:

- User Acceptance Testing is in its final phase with plans to launch the new website in Fiscal 2021. With the new website, customers will plan, book and pay for travel online with greater ease on all bookable routes.
- The new website will offer customers the ability to book Northern route travel online, including some amenities. Customers choosing full sailings will be offered the option of joining the waitlist via the website.
- Customers travelling on the Tsawwassen-Southern Gulf Islands routes will have the ability to self-serve and book their own foot passenger reservations online.
- Customers will be able to change and modify their bookings online, without having to call the Customer Service Centre as they do now.
- Complaints regarding reservations decreased by 31 per cent in Fiscal 2020 compared with the previous year. The delayed start of the *Northern Sea Wolf* was responsible for much of the feedback received in this area in Fiscal 2019. The successful introduction of the vessel on June 3, 2019 led to lower volumes of feedback regarding reservations in Fiscal 2020.

Customers submitted 659 General comments, consisting of community issues (236), company information (309) and environment (114).

Actions taken:

- BC Ferries partnered with the We Wai Kai Nation and the Quadra Island community to support the installation of three Welcome Poles at Quathiaski Cove terminal. The three poles were installed on May 9, 2019. The project, initiated by the Nuyumbalees Cultural Centre as a BC|Canada 150 project, is titled “Gelakasla Lilkwilatle,” which translates to “Welcome Everyone”. The Welcome Poles are symbolic of the rich “Welcoming Traditions” of the We Wai Kai people. The poles were carved on Quadra Island by We Wai Kai Nation’s Bradley Assu, a BC Ferries employee who works as a Mate on the *Powell River Queen*, and Ted McKellar, a long-time resident of Quadra Island. On June 1, 2020, the Nuyumbalees Cultural Centre and We Wai Kai Nation held a Blessing Ceremony at Quathiaski Cove terminal in honour of the new Welcome Poles.
- In May 2019, a new seating area on the upper vehicle deck of the *Queen of Surrey* was introduced. Following the introduction of a similar area on the *Queen of Oak Bay* in summer 2018, the unused gallery deck on the *Queen of Surrey* was outfitted with chairs and benches. Because the area is on the upper vehicle deck, it is accessible to pet owners who may prefer the open gallery area to the enclosed pet area.
- Beginning May 16, 2019, the *Kwuna*, operating on the Skidegate-Alliford Bay route, began offering additional sailings on select Thursdays in order to accommodate passengers arriving into Skidegate from Prince Rupert via the *Northern Adventure*. Dates included May 15 and 31, June 13, September 19, October 3, 17 and 31, November 14 and 28 and December 12, 2019.
- Oat milk was introduced early June 2019 on board as a dairy alternative. It is available on all vessels where coffee and tea can be purchased, as well as at the Lands End Café at Swartz Bay terminal.
- On June 6, 2019, BC Ferries celebrated its fifth consecutive year of being Green Marine certified. Green Marine is a voluntary certification program that aims to reduce the environmental footprint of marine operators by promoting a culture of continuous improvement and exceeding regulatory compliance. BC Ferries’ terminals, vessels and shipyards exceed industry standards in a number of areas, including underwater noise, greenhouse gases, spill prevention and environmental leadership. Of the 133 Green Marine participants, BC Ferries is one of only three to certify three types of activities: vessels, terminals and shipyard.
- To accompany last year’s Customer Satisfaction Tracking (CST), a new component was added to the program. BC Ferries launched ferryfeedback.ca. The site gathered customer feedback in tandem with Wave 1 of the CST onboard intercept survey that ran until June 30, 2019. Following Wave 1 of customer intercepts, ferryfeedback.ca remained live and customers continue to access the site and provide feedback.
- In its tenth year as the presenting sponsor of the BC Bike Race, which ran from July 4 through July 12, 2019, BC Ferries provided in-kind travel to approximately 600 riders and their support teams. Participants travelled from Metro Vancouver to Vancouver Island, Powell River, the Sunshine Coast and Squamish. On July 10, 2019, one sailing from Saltery Bay to Earls Cove was exclusively for BC Bike Race cyclists and their support vehicles. Beginning June 27, 2019, a number of service notices were published on BC Ferries’ website detailing anticipated busy sailings, additional sailings and the exclusive sailing. A News Release was published on BC Ferries’ website July 2, 2019 providing these details as well.

Actions taken (cont'd):

- In early July 2019, BC Ferries began installing signage at all ticket booths throughout the fleet informing customers of the Company's commitment to an environment that is safe, respectful and free of abuse for customers and employees.
- In July and August 2019, approximately 330 employees from across the fleet volunteered their time to help in 20 separate shoreline cleanups, removing 1,725 kilograms of garbage from 50 kilometres of shoreline.
- On September 9, 2019, the addition of beer and wine to the menu of the Pacific Buffet on select sailings between Tsawwassen and Swartz Bay was announced. Customers 19 years of age and older dining in the Pacific Buffet on the *Spirit of Vancouver Island*, the *Spirit of British Columbia* or the *Coastal Celebration* would have the opportunity to purchase one alcoholic beverage to enjoy with their meal. While BC Ferries already offers beer and wine for sale on Northern route sailings, this is the first time beer and wine would be offered on sailings serving Metro Vancouver and Vancouver Island. The trial, which started October 24, 2019, will continue for one year in order to allow BC Ferries time to evaluate the pilot and determine its success.
- The renaming of the *Island Sky* to the *Malaspina Sky* was announced October 24, 2019 in preparation for the arrival of the first two Island Class vessels in January 2020.
- For the fourth consecutive year, BC Ferries applied for and was named one of BC's Top Employers. The award recognizes companies that offer exceptional workplaces for their employees by providing forward-thinking and progressive programs.
- On March 6, 2020, BC Ferries activated the Emergency Operations Centre (EOC) in order to proactively plan for the arrival of COVID-19, which was declared a pandemic by the World Health Organization on March 11, 2020.
- By the end of March, a decision was made to cancel seasonal hiring and have approximately 400 employees work from home, including all call centre staff within the Customer Service Centre.

Part B: Engagement



1. Stakeholder Engagement



- BC Ferries actively engages stakeholders to improve service and ensure the ferry system remains responsive to the evolving needs and expectations of the communities it serves.
- BC Ferries follows a process of consultations and engagement as set out in its Stakeholder and Community Engagement Framework.
- As detailed in the following pages, engagement activities are commonly conducted through the following channels:
 - Meetings and liaison activities with 13 Ferry Advisory Committees (FACs)
 - Engagement to support projects and initiatives
 - First Nations engagement, including engagement to support projects and initiatives
 - Other engagement including Terminal Liaison Committees, BC Trucking Association and BC Ferries' Committee on Accessibility

i. Ferry Advisory Committees (FACs)



Fiscal 2020 Ferry Advisory Committee Meetings



- BC Ferries meets formally twice yearly with FACs to discuss local community, terminal and service issues.
- BC Ferries also engages with FACs at other times, such as to address emerging issues and critical events. For example, during the early response to the COVID-19 pandemic, engagement activities were held daily or weekly.
- Meetings were held during May/June and October/November with the following FACs:
 - Southern Gulf Islands
 - Chemainus / Thetis Island / Penelakut Island
 - Salt Spring Island
 - North & Central Coast
 - Northern Sunshine Coast
 - Southern Sunshine Coast
 - Gambier / Langdale / Keats
 - Bowen Island Municipality
 - Gabriola
 - Campbell River / Quadra Island / Cortes Island
 - Tri-Island (Port McNeill / Sointula / Alert Bay)
 - Denman / Hornby

Common FAC Themes/Improvements: Significant Service Requests



- During most of Fiscal 2020, traffic levels steadily increased on almost all FAC related routes. Where warranted, BC Ferries made service level adjustments, adding sailings to address increased demand and to minimize overloads.
- BC Ferries has developed a structured process that allows discussion of how to accommodate community requests. Once they agree that a specific request would be 'generally supported across the community', FACs prepare a detailed Significant Service Request (SSR) to BC Ferries.
- Once SSRs are submitted, this allows BC Ferries to conduct internal analysis of whether adding sailings can stand on their own merit/cover costs.
- BC Ferries received two SSRs this year:
 - Route 24 (Quadra Island-Cortes Island): coordinate assured loading for commercial food customers
 - Route 23 (Campbell River-Quathiaski Cove): assured loading for medical supplies carrier

Common FAC Themes/Improvements: Communications



- A common theme discussed with FACs is the need for BC Ferries to provide informative and timely customer and community communications. Both BC Ferries and FACs work continually to improve all forms of communications.
- During Fiscal 2020, efforts continued with:
 - Review of information displayed on digital signage for minor and unstaffed terminals to provide customers with real time information
 - Immediate FAC daily direct calls if abnormal operations occur in a specific FAC area
 - Refinement of information included in Service Notices that are published on BC Ferries' website

Common FAC Themes/Improvements: Trends



- In addition to twice-yearly FAC meetings and emerging issue discussions, BC Ferries seeks to be responsive to communities through:
 - Meetings between the FACs and local operational teams to address route specific operational issues related to terminals, vessels and service. These meetings address issues of a more pressing, operational nature (loading/unloading, ticketing, etc.).
- FACs also provide input into medium and longer term planning for terminals and vessels.
 - BC Ferries engages with FACs about vessel refits, new vessels and terminal development plans.
- FACs have continued to express concerns over growths in traffic to the island communities; they indicate that the islands are experiencing growth overall and that the summer peak period demand is also growing. They are concerned that ferry service levels specific in the Coastal Ferry Services Contract may be insufficient to keep pace.

ii. Engagement to Support Projects and Initiatives



Engagement Activities

- BC Ferries acknowledges that people affected by a major decision should, whenever possible, be invited into the decision-making process in some capacity.
- BC Ferries considers their input and, where possible, incorporates it into future planning.
- The following pages detail BC Ferries' project-related community engagement activities during Fiscal 2020:
 - Ferries for the Next Generation (New Major Vessels Project)
 - Horseshoe Bay Terminal Development Planning
 - Swartz Bay Terminal Development Planning
 - Island Class Vessel Introduction
 - Minor Terminal Development Planning
- Other community engagement activities during Fiscal 2020 included the introduction of:
 - A Dedicated Online Engagement Platform
 - A Corporate Engagement Commitment

Ferries for the Next Generation – New Major Vessels

- **Purpose of engagement:** to gather employee and public input that informs the design of the new major vessels replacement.
- **Engagement phase(s):** engagement in Fiscal 2020 focused on completing community engagement activities for the project and releasing a report on engagement results.
- **Engagement activities** included a series of stakeholder workshops, online engagement, and pop-up engagement events onboard major vessels.
- **Key themes:** over 11,000 people participated in this engagement. Key themes focused on amenities on board, getting on and around the vessels, and other considerations including environmental sustainability.



- **Outcomes:** input from employees and the community helped to create the statement of requirements that will inform the design of the new major vessels.
- **Next steps:** future engagement will be planned once the project resumes.

Ferries *for the* Next Generation

Amenities on Board



Seating
more diverse, comfortable and accessible seating, and flexible seating that allows passengers to sit as a group



Weatherproofing
protection from wind, rain and heat when on the outer deck



Spaces for quiet and napping
spaces for passengers of all ages to escape noise, stimulation and technology while traveling



Family rooms
quiet areas for breastfeeding and more places to change diapers in all washrooms



Play structures
enhanced play structures for children and larger play areas



Accessible washrooms
multi-use washrooms maintain the availability of accessible washrooms for people with disabilities



Pet access to the vessel
access to more areas of the vessel for pets and their owners



Diversity of fresh food offerings
More food choices to meet food restrictions (vegetarian, vegan, gluten free), freshly made and customizable



Amenities for pets/pet owners
More space, water and safety for pets and comfort for their owners (seating, washrooms, heating, food)



Charging stations and outlets
increased number and better located charging stations and outlets



Entertainment and education
provision of entertainment for passengers and educational opportunities while onboard and on the outer deck



Wi-fi improvements
improved and more reliable Wi-Fi signal

Getting On and Around the Vessel



Elevators
increased elevator capacity



Connections
integrated connections with transit



Movement on Board
increased mobility on board for passengers of all abilities such as level and tactile surfaces, less steep stairways, easy to open doors and wider corridors and doorways



Loading and unloading
improved safety and efficiency for pedestrians and cyclists when loading and unloading vessels



Accommodation for bicycles, gear and luggage
larger, secure and more designated space for bicycle parking and storage of gear including walk-on luggage and belongings



Signage and Announcements
accessible directional signage and announcement on boards

Other Considerations

AFFORDABLE FARES 

ensuring that affordable fares are prioritized when making decisions

ENVIRONMENTAL IMPACT 

limiting impact by reducing energy use, emissions, vibrations, noise and use of non-renewable resources

REDUCING WASTE 

using less plastic and packaging and improving recycling and composting capacity

NON-VEHICLE TRAVEL 

Encouraging travel by foot or bike, improving walk on amenities and having car-free ferries



Horseshoe Bay Terminal Development Planning

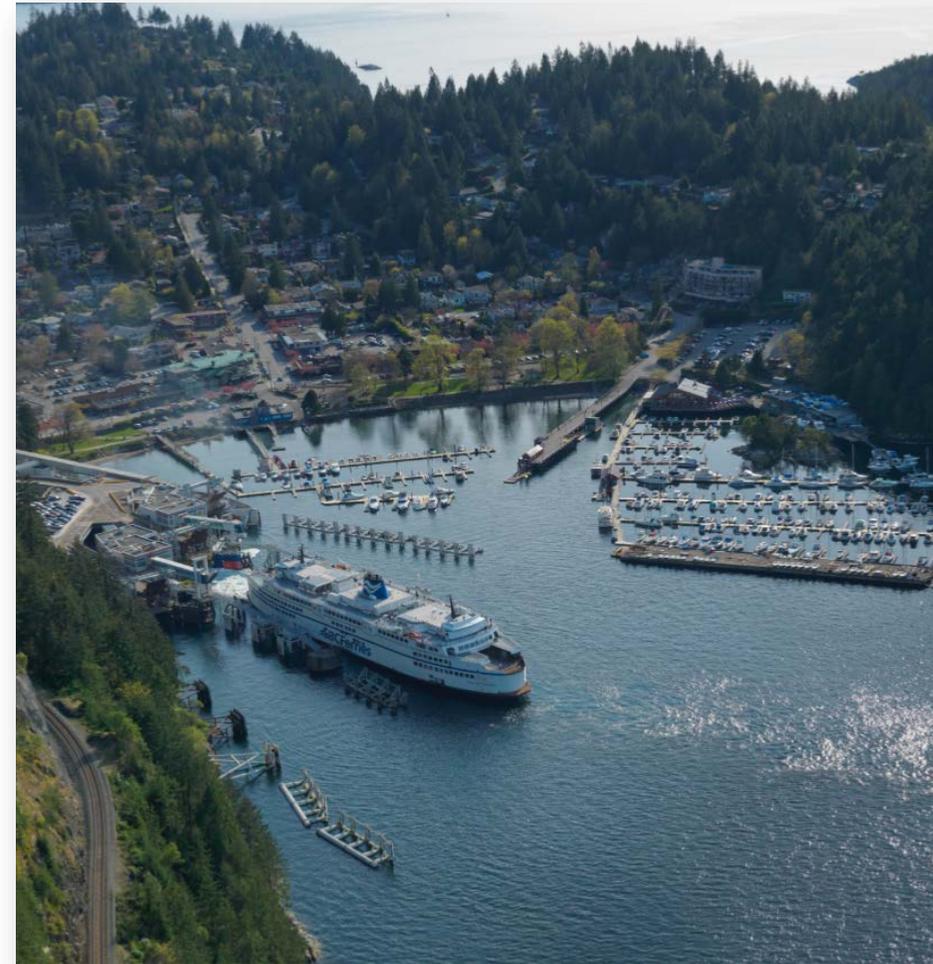


- **Purpose of engagement program:** to gather employee and public input that informs the creation of the Terminal Development Plan for Horseshoe Bay.
- **Engagement phase(s):** engagement in Fiscal 2020 focused on gathering input on a two-phased draft design concept for the terminal.
- **Engagement activities** included a series of employee and stakeholder workshops; presentations to the District of West Vancouver, Bowen Island Municipality, Sunshine Coast Regional District, and relevant FACs; an open house; onboard engagement; and online engagement.
- **Key themes:** over 6,000 people were engaged in Fiscal 2020. Key themes are summarized in the graphic to the right.



Horseshoe Bay Terminal Development Planning

- **Outcomes:** input from employees and the community was used to refine design concepts and create a draft Terminal Development Plan for further review and approvals.
- **Next steps:** once approved, the full Terminal Development Plan will be made available to stakeholders and the public.



Swartz Bay Terminal Development Planning

- **Purpose of engagement:** to gather employee and public input that informs the creation of the Terminal Development Plan for the Swartz Bay terminal.
- **Engagement phase(s):** engagement in Fiscal 2020 focused on presenting the approved Terminal Development Plan to the community.
- **Engagement activities included** a presentation to the District of North Saanich Council, Council tour of the Swartz Bay terminal and the *Spirit of British Columbia*, and community pop-up events at the Swartz Bay terminal.
- **Key themes:** engagement in Fiscal 2020 focused on informing stakeholder and the community of outcomes. No feedback was solicited.



Swartz Bay Terminal Development Planning



1. KEY ISSUES & OPPORTUNITIES

Mid-May to Early June 2018

- Stakeholder Workshop
- Pop-up Events
- Online Engagement
- Summary Report

2. DEVELOPING OPTIONS

June to July 2018

- Stakeholder Workshop
- Public Info Session
- Pop-up Events
- Online Engagement
- Summary Report

3. PREFERRED CONCEPT

April 2019

- Pop-up Events April, 11, 12, 13 @ Terminal
- Approved TDP available online

- **Outcomes:** the Terminal Development Planning engagement is now complete.
- **Next steps:** further engagement will be planned to support the implementation of the Terminal Development Plan as required.

Island Class Vessel Introductions

- Purpose of engagement:** to present the Island Class vessel design to employees and communities on Routes 18, 19, 23 and 25; and to gather feedback on the new lay-by berth proposed for Quathiaski Cove to support two-ship service on Route 23.
- Engagement phase(s):** engagement in Fiscal 2020 focused on introducing the vessel layout and plans for bringing the ships into service on Routes 18, 19, 23 and 25.
- Engagement activities** included community drop-in sessions in Alert Bay, Sointula, Texada Island, Campbell River, Quadra Island, Nanaimo Harbour, and Gabriola Island, and a casual coffee chat event with residents living near the proposed lay-by berth location in Quathiaski Cove.
- Key themes:** approximately 150 people participated in engagement events. Community members expressed interest in the accessibility of the ship's layout and its ability to use battery power. Neighbours close to the new lay-by berth emphasized a need to minimize disruption (e.g., light, noise) and to plan for traffic flow and parking to support crew access to the berth.

The new Island Class ferries are coming!
See what's in store.

Community drop-in sessions will be held:

Alert Bay	Sointula	Texada Island
Sunday, May 12	Monday, May 13	Tuesday, May 14
6:30 to 8pm	4 to 6pm	5:30 to 7:30pm
Lawrence Amber Memorial Rec Centre 1st Street	Sointula Resource Centre 165 1 Street	Texada Seniors Centre Old School Gillies Bay

Share coffee, cookies, and conversation with us as we present the final design plans for the new Island Class ferries. Learn how the design responds to what we heard from communities and the plans for getting the new ferries into service.

We hope you'll join us!

Learn more at <https://www.bcferries.com/about/projects/island-class-2020>

Island Class Vessel Introductions

BC Ferries' Island Class Vessels

Efficient, quiet, battery-hybrid ferries



The Island Class are battery-equipped ships designed for full electric operation. The ships are fitted with hybrid technology that bridges the gap until shore charging infrastructure becomes available. From the exterior details to the engines, the design of the new vessels reduces underwater radiated noise, lowers emissions and improves the customer experience on board.

The Island Class ferries will service the following routes:

- Powell River – Texada Island: *Island Discovery* enters service on June 10!
- Port McNeill – Alert Bay – Sointula: *Island Aurora* will enter service this June
- Campbell River – Quadra Island (2 ferries) in 2022
- Nanaimo Harbour – Gabriola Island (2 ferries) in 2022

What's happening for
Powell River – Texada Island
Port McNeill – Alert Bay – Sointula

What's happening for
Campbell River – Quadra Island
Nanaimo Harbour – Gabriola Island

About the Island Class

The Island Class ferries carry 47 vehicles and are double-ended for easy loading and unloading. The ferries also feature wide vehicle lanes, dedicated pedestrian paths, and bicycle parking spaces.

Passenger lounges and washrooms are situated on the main deck for easy access. Lounge areas have been built with your comfort in mind, with a variety of seating choices and charging stations. A sundeck with seating, windbreaks, and an accessible washroom will provide a comfortable space to sit outdoors.



- **Outcomes:** engagement for the new Island Class vessels on Routes 18, 19, 23 and 25 is now complete.
- **Next steps:** updates will be posted to the Island Class project page to keep community members informed as the ships for Routes 18 and 25 enter service, and the ships for Routes 19 and 23 are built and readied for service.

Minor Terminal Development Planning



- **Purpose of engagements:** to gather employee and public input that informs the development of Terminal Development Plans for BC Ferries' minor terminals.
- **Engagement phase(s):** engagement for several minor Terminal Development Plans occurred in Fiscal 2020, including:

Engagement completed for	Engagement started for
Campbell River	Crofton
	Vesuvius
	Westview
	Sturdies Bay

- **Engagement activities** included employee and key stakeholder meetings and workshops, First Nations meetings, information sessions, and online engagement.
- **Key themes** included safety and traffic flow considerations (e.g., holding capacity at terminals), enhanced terminal amenities to improve customer experience and comfort while waiting, and the inclusion of First Nations' place names and artwork at terminals.

Minor Terminal Development Planning

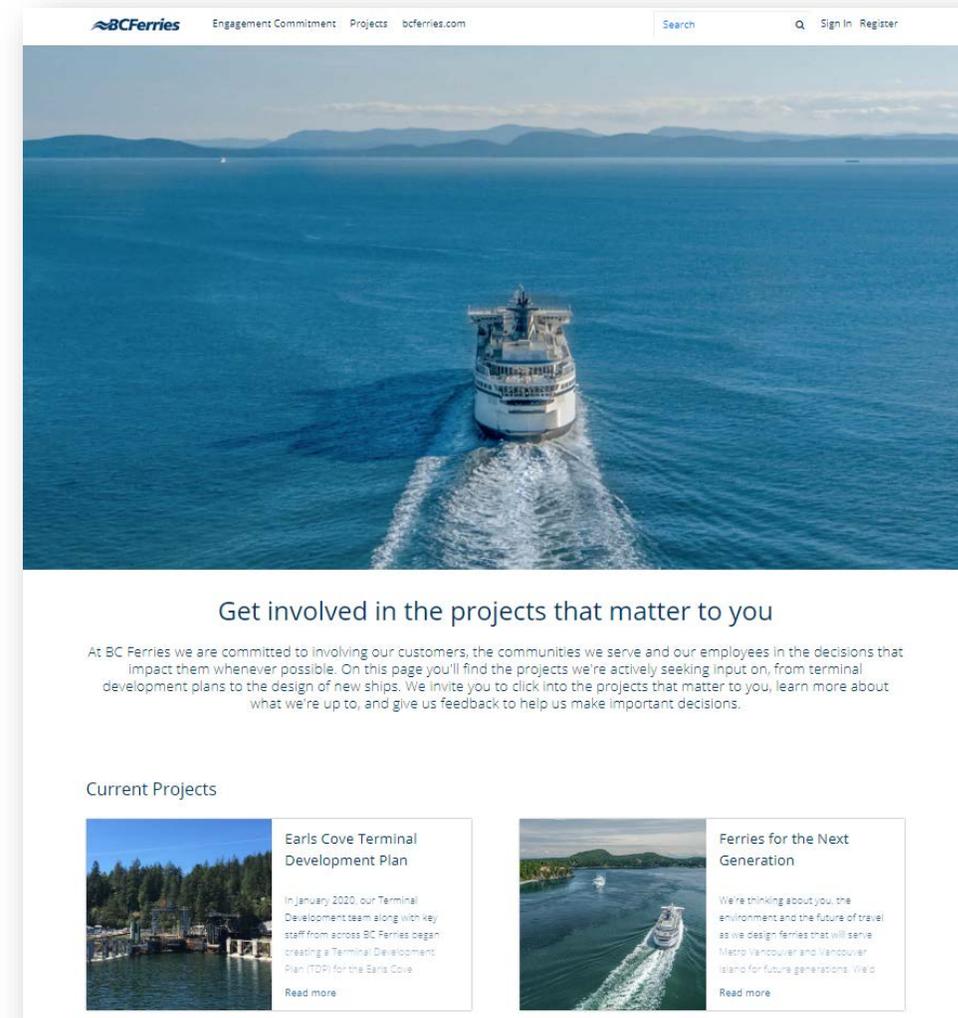
- **Outcomes:** for those terminals where engagement was completed, input was used to develop terminal concepts, and to narrow concepts to a preferred option for inclusion in Terminal Development Plans. For those where engagement is still in progress, input is being used to refine terminal design concepts for presentation back to the community in later phases.
- **Next steps:** Complete next phases of engagement for Crofton, Vesuvius, Westview, and Sturdies Bay terminals to assist in developing a preferred design for inclusion in Terminal Development Plans.

Interactive mapping exercise for Sturdies Bay Terminal Development Plan engagement



Other Community Engagement Activities

- **Launch of a new dedicated online engagement platform:** provides easy access to all active engagement projects in one location, a variety of interactive engagement tools to facilitate more meaningful online dialogue and input, and robust reporting to inform future efforts.
- The engagement platform will become:
 - The central location for all online engagement activities in the future;
 - Will allow for engagement efforts to continue while COVID-19 restrictions on in-person gatherings are in place.
- www.bcferreriesprojects.ca



Other Community Engagement Activities



- **Introduction of corporate engagement commitment:** clarifies and formalizes our commitment to involve, listen and respond to our customers, the Indigenous and coastal communities we serve, and our employees through our engagement efforts.
- The corporate engagement commitment provides the structure for all engagement efforts into the future. It will be widely communicated through engagement activities and BC Ferries' online engagement platform.

Our Engagement Commitment

We believe involving our customers, the Indigenous and coastal communities we serve, and our employees in the decisions that impact them most, results in better decisions and can create solutions to challenges we may not have otherwise considered.



Through our engagement efforts we are committed to:

INVOLVING

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

This includes:

- Engaging as early as possible and ensuring we continue to engage and/or inform throughout our decision-making process
- Providing the information people need to participate meaningfully in the decision-making process e.g. information about constraints, requirements and challenges, as well as the benefits and trade-offs of different options

LISTENING

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

This includes:

- Providing opportunities for customers, community members, Indigenous and coastal communities, and employees to engage with us in the places they regularly visit, e.g. online, on board our vessels, in community spaces etc.
- Listening with the goal of creating shared understanding through our engagement activities
- Meeting customers, the Indigenous and coastal communities we serve, and our employees face-to-face when appropriate

RESPONDING

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

This includes:

- Tailoring our approach to be respectful and inclusive of all voices in a community and remaining flexible to adjusting our approach based on what we learn
- Reporting back on what we hear and how input has influenced our decision
- Seeking out examples of best engagement practice from organizations similar to ours, and staying abreast of emerging engagement practice and theory



2. First Nations Engagement



First Nations Engagement

- The primary objective of early and ongoing engagement with First Nations with interests in the lands and waters on all major projects is to seek, identify and understand any potential adverse impacts proposed activities may cause to their interests and to find ways to avoid or minimize these adverse impacts.
- For all major projects, notification letters are sent to First Nations introducing the project scope and inviting meetings with project team members and/or participation by First Nations in community engagement activities (e.g., open houses, workshops, online, etc.).
- In Fiscal 2020, BC Ferries has consulted with the following First Nations to discuss specific projects:
 - Swartz Bay Berth 5 Project
 - Malahat First Nation, Halalt First Nation, Penelakut Tribe & Cowichan Tribes
 - Quathiaski Cove: Route 23 Terminal Development Plans
 - We Wai Kai First Nation & Wei Wai Kum First Nation
 - Nanaimo Harbour and Gabriola: Route 19 Terminal Development Plans
 - Snuneymuxw First Nation & Halalt First Nation

Terminal Development Activities



Communication, effective consultation and a development strategy assists BC Ferries to continue its capital and maintenance activities in a positive and supportive environment, with minimal risk of obstruction or costly delays.

Swartz Bay Berth 5 Project: to support the proposed upgrades to Swartz Bay terminal to accommodate Salish Class vessels, consultation plans and letters were developed for consultations with Indigenous governments introducing project scopes and regulatory requirements, and inviting meetings with project team members.

Quathiaski Cove: to support terminal development planning for Route 23, the project team met with interested Indigenous groups, including We Wei Kai and Wei Kum First Nations, to discuss the proposed project and to understand concerns the Nations may have in relation to project-related activities.

Nanaimo Harbour and Gabriola: to support terminal development planning for Route 19, the project team has been meeting with the Snuneymuxw First Nation to discuss the proposed projects and to understand concerns the Nation may have in relation to project-related activities.

BC Ferries' corporate approach to engagement with First Nations provides for relationship building that can further the mutual and respective interests of BC Ferries and First Nations in its operating areas and minimize the risk of project delays.

Several key Indigenous engagement activities were accomplished in Fiscal 2020 that supported building and strengthening BC Ferries-First Nations relationships, including:

- **Cultural Acknowledgment:** three Welcome Poles were installed at the Quathiaski Cove terminal as a symbol of the rich "Welcoming Traditions" of the We Wei Kai people.
- **Island Class Naming Ceremony:** an Indigenous engagement strategy was developed to identify opportunities in our celebration for where and how BC Ferries could integrate Indigenous culture, traditions and territorial acknowledgement into the Ceremony. Songhees, Esquimalt, 'Namgis and Tla'amin Nations were invited to participate.
- **Tribal Journey 2020:** BC Ferries took part as a coordinating committee member to support the Paddle to Snuneymuxw Territory, in collaboration with the province, local enforcement, Port of Nanaimo and other stakeholders.
- **Sarlequnn Treaty:** concerted efforts were made to understand the scope of the Sarlequnn Treaty rights and partnership interests with the Snuneymuxw First Nation.
- **Priority Medical Loading:** assured loading from Cortes Island to Campbell River was provided to Klahoose First Nation to support medical transportation for their members and broader island communities.
- **Traditional Knowledge:** collaboration with the Heiltsuk Nation to understand their interests in incorporating traditional and cultural elements on BC Ferries' Northern routes.
- **Community Support:** BC Ferries worked to support the All Native Basketball Tournament in Prince Rupert.

3. Other Engagement



- Terminal Liaison Committees (Horseshoe Bay, Swartz Bay and Departure Bay)
 - The three Terminal Liaison Committees have traditionally met with BC Ferries on an as-needed basis.
 - In Fiscal 2020, BC Ferries restructured the membership of the Swartz Bay committee to include broad representation of stakeholder organizations, as it had mostly been comprised of residents living near the terminal. Two meetings were held so far, and progress is promising.
 - Going forward, BC Ferries will be making changes to re-establish a committee that mirrors Swartz Bay for Departure Bay. Horseshoe Bay's committee is already of similar stakeholder makeup. Both committees will also be re-termed 'Groups'.
- BC Trucking Association (BCTA)
 - During the fiscal year, in consultation with the BCTA, BC Ferries established a process for oversize units travelling on the route between Swartz Bay and Fulford Harbour. This process was developed to gain greater consistency and predictability for customers moving oversize units.
 - BC Ferries also liaised with BCTA at the onset of the COVID-19 pandemic to ensure service levels met the needs of essential goods to coastal communities.
- BC Ferries' Committee on Accessibility
 - BC Ferries' Accessibility Committee met in the spring and fall of 2019 to discuss standing agenda items related to service delivery concerns, loading and unloading practices, vessel and terminal design changes, and suggestions for improvement to the customer experience.

Routes and Terminals by Region

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

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 ISLAND

NORTHERN GULF ISLANDS	
ROUTE LABEL	TERMINALS
ROUTE 21	DENMAN ISLAND WEST-BUCKLEY BAY
ROUTE 22	DENMAN ISLAND EAST-HORNBY ISLAND
ROUTE 23	CAMPBELL RIVER-QUATHIASKI COVE
ROUTE 24	QUADRA ISLAND-CORTES ISLAND
ROUTE 25	PORT McNEILL-MALCOLM ISLAND-ALERT BAY

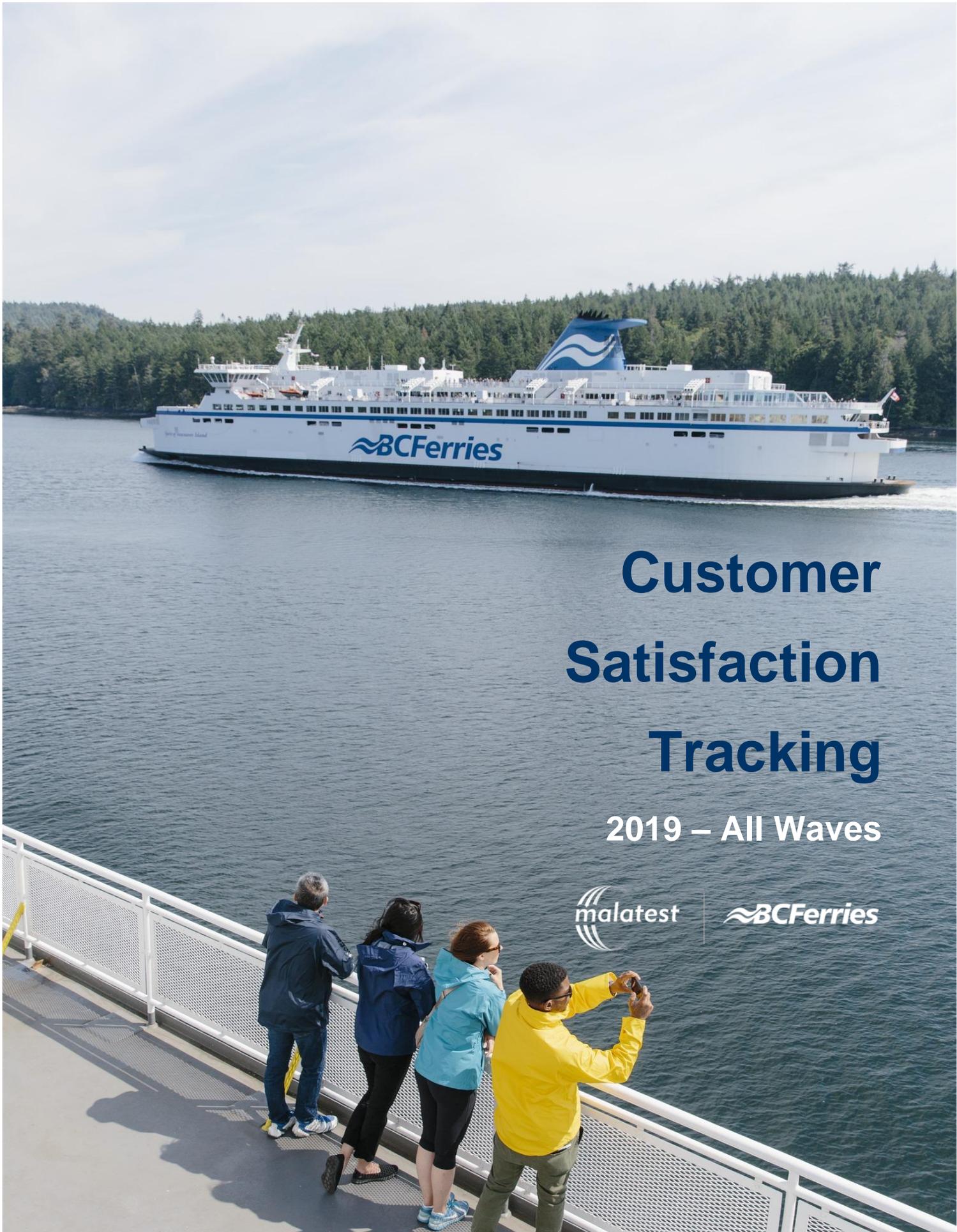
SUNSHINE COAST	
ROUTE LABEL	TERMINALS
ROUTE 3	HORSESHOE BAY-LANGDALE
ROUTE 7	EARLS COVE-SALTERY BAY
ROUTE 8	BOWEN ISLAND-HORSESHOE BAY
ROUTE 13	GAMBIER ISLAND-KEATS LANDING-LANGDALE-KEATS ISLAND WEST
ROUTE 17	COMOX-POWELL RIVER
ROUTE 18	POWELL RIVER-TEXADA ISLAND

MID & 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	DISCOVERY COAST CONNECTOR SERVICE (McLOUGHLIN BAY, OCEAN FALLS, BELLA COOLA, SHEARWATER)

Customer Satisfaction Tracking Report

2019





Customer Satisfaction Tracking

2019 – All Waves





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. Since its inception, this research has followed a consistent methodology for data collection, analysis and reporting.

In July 2017, a review of BC Ferries' CST research was conducted. As a result of this review, the British Columbia Ferries Commissioner ordered BC Ferries to undertake a number of actions with regard to the CST, including sampling from routes not currently surveyed and more timely and frequent access to results.

BC Ferries engaged a consultant in the summer of 2018 to conduct an internal review of the CST methodology, tools, and feedback mechanisms, as well as to advise on the design of a future research program. Based on the consultant's review and input, BC Ferries has committed to transitioning in phases towards a more comprehensive approach of obtaining customer input on all routes by using a mix of data collection methodologies.

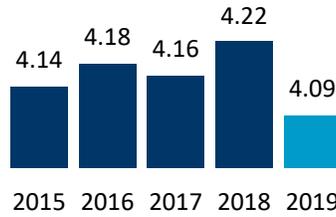
To achieve this goal, BC Ferries contracted R.A. Malatest & Associates Ltd. (Malatest), an independent research firm, to assist in developing and implementing a more comprehensive CST data collection methodology.

This report presents the findings for 2019, the first year of data collection to be administered using the new methodology. Passengers who were surveyed reported an overall satisfaction score of 4.09 (out of a possible 5), and 85% of those passengers reported that they were satisfied with their overall experience.

Customer Satisfaction Survey Highlights

Overall Satisfaction

The 2019 overall satisfaction score is lower than in previous years. Since key driver scores have all improved since 2018, the lower overall satisfaction score is most likely due to recent changes to the survey instrument. In light of the survey redesign (to meet Industry Best Practices), 2019 should act as the new baseline for future comparisons.



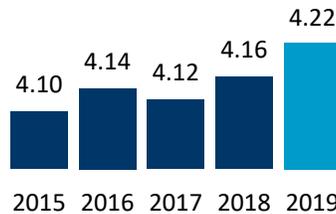
Terminal Satisfaction

Terminal satisfaction scores have held relatively steady year-over-year since 2015. This suggests that either BC Ferries has encountered a ceiling effect, or improvements are needed to key drivers to see higher scores in the future.



Onboard Satisfaction

Onboard satisfaction scores continue to improve. The 2019 score is the highest score achieved in the past 5 years.



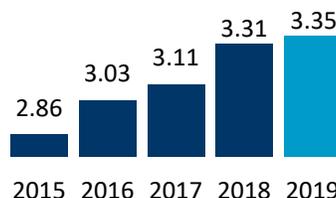
Ferry Running On Time

Passenger assessments of whether the ferry was running on time continue to improve. The 2019 score is the highest score achieved in the past 5 years.



Value for Money of Fares

Value for Money of Fares scores continue to steadily increase year-over-year. The 2019 score is the highest score achieved in the past 5 years.



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CST Intercept Survey Method

Passengers travelling on select BC Ferries routes during Wave 1 (June 15-28), Wave 2 (August 6-19), and Wave 3 (November 1-13, 2019) data collection periods, were eligible to complete a 2019 CST Survey. Passengers who agreed to participate in the survey 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.

Surveyors moved throughout the vessel and interviewed passengers in various areas of the ship (e.g. cafés/restaurants, lounge areas, outer decks, pet area, parking areas), by administering a demographic screener survey on an iPad. Passengers then had the option to complete the remainder of the survey online (via a secure email link) or on paper, which was provided along with a postage-paid return envelope.

As shown in the table below, 63% more surveys were completed this year than in 2018.

Table 1: Survey completions overall and by route (2019 – All Waves)

	All Waves 2018	All Waves 2019	Change (2018-19)
Major Routes (1, 2, 3, 30)	2,455	4,251	+ 1,796 (73%)
Route 1	685	1,212	+ 527 (77%)
Route 2	683	1,269	+ 586 (86%)
Route 3	597	772	+ 175 (29%)
Route 30	490	998	+ 508 (104%)
Minor Routes (4, 5/9, 19)	1,396	2,038	+ 642 (46%)
Route 4	357	480	+ 123 (34%)
Routes 5/9	730	994	+ 264 (36%)
Route 19	309	564	+ 255 (83%)
Total	3,851	6,289	+ 2,438 (63%)

Source: 2019 CST Survey – All Waves (R.A. Malatest & Associates)

Sometimes, the surveying process ends up over or under-sampling certain types of passengers. To correct for any imbalances, the results in this report have been weighted according to:

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

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

	2015	2016	2017	2018	2019	Change (2018-19)
Major Routes (1, 2, 3, 30)	-	-	-	-	4.11	-
Route 1	4.27	4.29	4.26	4.32	4.16	- 0.16
Route 2	4.12	4.16	4.21	4.13	4.08	- 0.05
Route 3	3.88	3.96	3.92	4.18	4.02	- 0.16
Route 30	4.19	4.19	4.14	4.21	4.12	- 0.09
Minor Routes (4, 5/9, 19)	4.10	4.20	4.12	4.22	3.99	- 0.23
Route 4	4.13	4.20	4.24	4.28	4.08	- 0.20
Routes 5/9	4.15	4.24	4.14	4.24	3.97	- 0.27 ↓
Route 19	3.98	4.14	3.99	4.03	3.99	- 0.04
Total	4.14	4.18	4.16	4.22	4.09	- 0.13

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 2018.

Note: Weighted averages (passenger count) reported.

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

Source: 2019 CST Survey – All Waves (R.A. Malatest & Associates)

Overall customer satisfaction scores have dropped when compared to last year's score (change of -0.13 points). Analysis by route shows that overall satisfaction has decreased across all routes. Overall, passengers travelling on Route 5/9 are the least satisfied (3.97) and show the most marked reduction in score (-0.27).

85% 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 continues to show little change year-over-year (increase of +0.02 from last year).

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

	2015	2016	2017	2018	2019	Change (2018-19)
BC Ferries Total	4.07	4.08	4.07	4.05	4.07	+0.02
Tsawwassen	4.17	4.14	4.16	4.15	4.13	- 0.02
Swartz Bay	4.10	4.11	4.14	4.10	4.07	- 0.03 ↓
Horseshoe Bay	3.97	4.00	3.98	3.94	4.00	+0.06
Departure Bay	4.13	4.17	4.07	4.12	4.09	- 0.03 ↓
Langdale	3.89	3.91	3.90	3.87	3.95	+0.08
Duke Point	4.09	4.07	3.99	4.15	4.17	+0.02
Fulford Harbour	3.95	3.85	4.03	3.97	4.02	+0.05
Nanaimo Harbour	4.06	4.08	4.03	4.02	4.12	+0.10 ↑
Gabriola	3.85	3.82	3.91	3.64	3.71	+0.07

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 2018.

Note: Weighted averages (passenger count) reported.

Source: 2019 CST Survey – All Waves (R.A. Malatest & Associates)

Analysis by individual terminal shows that passengers sailing from Duke Point (4.17) are the most satisfied with their terminal experience while those departing from Gabriola are the least satisfied (3.71). Even so, Gabriola did demonstrate positive change compared to last year (+0.07). The greatest increase in score overall was reported by passengers sailing out of Nanaimo Harbour (+0.10).

Overall, 83% 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. “Overall appearance inside the terminal you left from” showed the largest increase when compared to the 2018 average (+0.30). “Quality and variety of merchandise offered at the terminal” showed the biggest drop in score (-0.14) (Table 4). Satisfaction scores for each terminal are presented in Appendix B.

Table 4. Overall Satisfaction Scores for Individual Terminal Services

TERMINAL SERVICES	2018	2019	Change (2018-19)
Outside appearance of the terminal you left from	4.04	4.17	+0.13
Overall appearance inside the terminal you left from	3.87	4.17	+0.30 ↑
Wait time at terminal	-	3.81	-
Efficiency of the check-in process	-	4.32	-
Staff customer service	4.43	4.41	- 0.02
Clarity of staff directions	4.41	4.39	- 0.02
Announcements when you needed to be informed	3.86	4.08	+0.22
Usefulness of digital information screens	3.75	3.92	+0.17
Quality and variety of merchandise offered at the terminal	3.87	3.73	- 0.14 ↓
Quality and variety of food/beverages offered at the terminal	3.58	3.62	+0.04
Washrooms	-	4.01	-
Procedure for loading	4.08	4.15	+0.07
Professionalism of terminal staff	4.25	4.36	+0.11
Parking options at the terminal	-	3.43	-
Ease of using passenger pickup/drop-off area	3.98	3.95	- 0.03
Pre-boarding passenger lounge at terminal	-	3.79	-

Note: Arrows indicate the largest positive and negatives changes in satisfaction scores since 2018.

Note: Weighted averages (passenger count) reported.

Note: Due to survey instrument changes, historical comparisons cannot be made, as denoted by the (-) symbol.

Source: 2019 CST Survey – All Waves (R.A. Malatest & Associates)

Onboard Services Customer Satisfaction

Passenger ratings of onboard services increased +0.06 points since last year. Scores continue to increase, and this year's score is the highest on record for the 2015-2019 period. Passengers sailing on major routes routinely report higher onboard satisfaction scores than passengers on minor routes.

Table 5. Overall Satisfaction with Onboard Services

	2015	2016	2017	2018	2019	Change (2018-19)
Major Routes (1, 2, 3, 30)	4.11	4.15	4.13	4.16	4.22	+0.06
Route 1	4.17	4.21	4.19	4.22	4.24	+0.02
Route 2	4.06	4.15	4.12	4.13	4.22	+0.09
Route 3	4.02	4.01	4.00	4.11	4.16	+0.05
Route 30	4.12	4.17	4.15	4.14	4.25	+0.11 ↑
Minor Routes (4, 5/9, 19)	4.07	4.10	4.06	4.12	4.18	+0.06
Route 4	4.01	4.02	4.06	4.14	4.18	+0.04
Routes 5/9	4.17	4.16	4.06	4.17	4.20	+0.03
Route 19	3.96	4.07	4.07	4.01	4.12	+0.11 ↑
Total	4.10	4.14	4.12	4.16	4.22	+0.06

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 2018.

Note: Weighted averages (passenger count) reported.

Source: 2019 CST Survey – All Waves (R.A. Malatest & Associates)

Analysis by route shows that passengers on Routes 1 and 30 are the most satisfied with their onboard services experience (4.24 and 4.25 respectively). Regardless, all routes show higher onboard satisfaction scores this year compared to last, with Routes 19 and 30 experiencing the largest improvement in scores (+0.11) since last year.

Overall, 90% of passengers stated that they were satisfied with their onboard experience.

Table 6 shows that passengers are more satisfied this year compared to last for each onboard service measure. Passenger satisfaction with the “Pet area” showed the largest increase compared to 2018 (+0.66). Route specific scores for each of these questions are available in Appendix A.

Table 6. Overall Satisfaction Scores for Individual Onboard Services

ONBOARD SERVICES	2018	2019	Change (2018-19)
Quality and variety of food/beverages offered	3.66	3.75	+0.09
Value for money (food services)	3.21	3.23	+0.02
Staff customer service	4.21	4.30	+0.09
Passages Retail Store	-	4.03	-
Washrooms	-	4.05	-
Play area for children	3.27	3.56	+0.29
Pet area	2.50	3.16	+0.66 ↑
Workstations	3.70	3.83	+0.13
Outside decks	4.07	4.22	+0.15
Lounge seating	-	4.12	-
The SeaWest Lounge experience	-	3.74	-
Outside appearance of vessel overall	4.05	4.16	+0.11
Ease of access, overall	-	4.19	-
Ease of finding facilities/services	3.94	4.19	+0.25
Announcements when you need to be informed	3.96	4.09	+0.13
Atmosphere on the ferry overall	3.98	4.21	+0.23
Procedures for unloading	4.03	4.18	+0.15
Professionalism of onboard staff	4.27	4.40	+0.13

Note: Arrows indicate the largest positive and negatives changes in satisfaction scores since 2018.

Note: Weighted averages (passenger count) reported.

Note: Due to survey instrument changes, historical comparisons cannot be made, as denoted by the (-) symbol.

Source: 2019 CST Survey – All Waves (R.A. Malatest & Associates)

Value for Money of Fares

Passenger ratings of “Value for Money of Fares” continue to show a steady increase in satisfaction score year-over-year since 2015 (increase of +0.04 from last year). For the past two years, passengers on minor routes have shown much higher value satisfaction scores than passengers sailing on major routes.

Table 7. Value for Money of Fares

	2015	2016	2017	2018	2019	Change (2018-19)
Major Routes (1, 2, 3, 30)	2.87	3.02	3.11	3.28	3.31	+0.03
Route 1	3.05	3.12	3.22	3.32	3.30	- 0.02 ↓
Route 2	2.72	2.94	3.09	3.17	3.26	+0.09
Route 3	2.69	3.00	2.98	3.45	3.45	0.00
Route 30	2.79	2.87	3.01	3.09	3.23	+0.14 ↑
Minor Routes (4, 5/9, 19)	2.84	3.10	3.08	3.50	3.58	+0.08
Route 4	2.84	3.02	3.09	3.50	3.51	+0.01
Routes 5/9	2.96	3.16	3.11	3.55	3.61	+0.06
Route 19	2.66	3.07	3.04	3.40	3.50	+0.10
Total	2.86	3.03	3.11	3.31	3.35	+0.04

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 2018.

Note: Weighted averages (passenger count) reported.

Source: 2019 CST Survey – All Waves (R.A. Malatest & Associates)

By route, passengers on Routes 5/9 are the most satisfied with Value for Money of Fares (3.61) while passengers travelling on Route 30 are the least satisfied (3.23). Even though Route 30 does show the lowest value for money of fare average, it did experience the most substantial positive change since last year (+0.14).

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

Average Satisfaction Ratings by Route – All Waves Historical Data									
			Route						
	All Waves	Total	1	2	3	30	4	5/9	19
Overall Experience									
Trip Overall	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
	2016	4.18	4.29	4.16	3.96	4.19	4.20	4.24	4.14
	2015	4.14	4.27	4.12	3.88	4.19	4.13	4.15	3.98
<i>2018-19 Comparison</i>		<i>-0.13</i>	<i>-0.16</i>	<i>-0.05</i>	<i>-0.16</i>	<i>-0.09</i>	<i>-0.20</i>	<i>-0.27</i>	<i>-0.04</i>
Terminal Overall	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
	2016	4.08	4.12	4.10	3.94	4.13	3.95	4.16	3.95
	2015	4.07	4.14	4.07	3.90	4.11	4.05	4.12	3.96
<i>2018-19 Comparison</i>		<i>0.02</i>	<i>-0.02</i>	<i>-0.01</i>	<i>0.09</i>	<i>0.02</i>	<i>0.03</i>	<i>-0.07</i>	<i>0.07</i>
Onboard Overall	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
	2016	4.14	4.21	4.15	4.01	4.17	4.02	4.16	4.07
	2015	4.10	4.17	4.06	4.02	4.12	4.01	4.17	3.96
<i>2018-19 Comparison</i>		<i>0.06</i>	<i>0.02</i>	<i>0.09</i>	<i>0.05</i>	<i>0.11</i>	<i>0.04</i>	<i>0.03</i>	<i>0.11</i>
Value for money of fares	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
	2016	3.03	3.12	2.94	3.00	2.87	3.02	3.16	3.07
	2015	2.86	3.05	2.72	2.69	2.79	2.84	2.96	2.66
<i>(2018-19 Comparison)</i>		<i>0.04</i>	<i>-0.02</i>	<i>0.09</i>	<i>0.00</i>	<i>0.14</i>	<i>0.01</i>	<i>0.06</i>	<i>0.10</i>

Average Satisfaction Ratings by Route – All Waves Historical Data – <i>Cont.</i>									
	All Waves	Total	Route						
			1	2	3	30	4	5/9	19
Before Arriving at Terminal									
Usefulness of BC Ferries Website	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
	2016	4.13	4.13	4.14	4.09	4.16	4.20	4.09	4.06
	2015	4.09	4.14	4.20	3.89	4.12	4.05	3.99	3.92
<i>(2018-19 Comparison)</i>		<i>0.04</i>	<i>0.02</i>	<i>-0.02</i>	<i>0.06</i>	<i>0.10</i>	<i>0.01</i>	<i>0.16</i>	<i>0.00</i>
Ease of using online reservations	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	3.85	4.00	3.81
	2016	3.93	4.04	3.83	3.78	4.03	3.91	4.05	3.69
	2015	3.97	4.07	4.10	3.69	3.98	3.52	3.90	3.71
<i>(2018-19 Comparison)</i>		<i>0.06</i>	<i>0.09</i>	<i>-0.06</i>	<i>0.08</i>	<i>0.11</i>	<i>-</i>	<i>0.09</i>	<i>-</i>
BC Ferries phone service <i>(Previous question wording: Usefulness of BC Ferries phone service)</i>	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
	2016	3.61	3.85	3.47	3.29	3.67	3.63	3.95	3.25
	2015	3.60	3.89	3.55	3.09	3.46	3.56	3.89	3.19
<i>2018-19 Comparison</i>		<i>0.23</i>	<i>0.00</i>	<i>0.13</i>	<i>0.52</i>	<i>0.48</i>	<i>0.11</i>	<i>0.50</i>	<i>-0.12</i>
Ease of using/understanding sailing schedules <i>(New question for 2019)</i>	2019	4.27	4.31	4.30	4.18	4.39	4.16	4.07	4.35
Effective communication of service updates <i>(New question for 2019)</i>	2019	3.95	4.01	3.97	3.83	4.07	3.79	3.80	3.86

Average Satisfaction Ratings by Route – All Waves Historical Data – <i>Cont.</i>									
	All Waves	Total	Route						
			1	2	3	30	4	5/9	19
At the Terminal									
Outside appearance of the terminal	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
	2016	4.05	4.08	4.08	3.92	4.11	3.93	4.07	3.96
	2015	4.04	4.10	4.05	3.87	4.10	3.94	4.09	3.87
<i>(2018-19 Comparison)</i>		<i>0.13</i>	<i>0.13</i>	<i>0.08</i>	<i>0.15</i>	<i>0.16</i>	<i>0.01</i>	<i>0.07</i>	<i>-0.01</i>
Overall appearance inside the terminal <i>(Previous question wording: Overall look & décor inside the Terminal you left from (if applicable))</i>	2019	4.17	4.24	4.18	3.98	4.23	3.95	4.12	-
	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	-
	2016	3.88	3.94	3.88	3.72	3.95	3.74	3.83	-
	2015	3.87	3.90	3.92	3.71	3.89	3.69	3.95	-
<i>(2018-19 Comparison)</i>		<i>0.30</i>	<i>0.34</i>	<i>0.23</i>	<i>0.32</i>	<i>0.32</i>	<i>0.17</i>	<i>0.18</i>	<i>-</i>
Wait time at the terminal <i>(New question for 2019)</i>	2019	3.81	3.98	3.78	3.63	3.88	3.68	3.58	3.49
Ticket Purchase									
Efficiency of the check-in process <i>(New question for 2019)</i>	2019	4.32	4.32	4.31	4.27	4.34	4.33	4.35	4.30
Staff customer service	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
	2016	4.40	4.44	4.47	4.26	4.34	4.37	4.44	4.53
	2015	4.40	4.44	4.42	4.21	4.45	4.36	4.45	4.49
<i>(2018-19 Comparison)</i>		<i>-0.02</i>	<i>-0.03</i>	<i>-0.06</i>	<i>-0.01</i>	<i>0.04</i>	<i>-0.01</i>	<i>0.01</i>	<i>0.01</i>
Clarity of staff directions	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
	2016	4.37	4.43	4.43	4.21	4.34	4.31	4.35	4.45
	2015	4.36	4.40	4.38	4.19	4.40	4.29	4.33	4.46
<i>(2018-19 Comparison)</i>		<i>-0.02</i>	<i>-0.05</i>	<i>-0.05</i>	<i>-0.01</i>	<i>0.06</i>	<i>0.01</i>	<i>-0.04</i>	<i>0.05</i>

Average Satisfaction Ratings by Route – All Waves Historical Data – <i>Cont.</i>									
	All Waves	Total	Route						
			1	2	3	30	4	5/9	19
Terminal Services									
Announcements when you need to be informed	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
	2016	3.90	3.95	3.94	3.78	3.98	3.90	3.84	3.58
	2015	3.79	3.84	3.77	3.72	3.87	3.76	3.75	3.50
<i>(2018-19 Comparison)</i>		<i>0.22</i>	<i>0.22</i>	<i>0.19</i>	<i>0.33</i>	<i>0.19</i>	<i>0.11</i>	<i>0.15</i>	<i>0.42</i>
Usefulness of digital information screens	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	-	-
<i>(Previous question wording: Usefulness of TV info screens (if Applicable))</i>	2017	3.75	3.74	3.81	3.69	3.73	3.65	-	-
	2016	3.81	3.88	3.84	3.64	3.83	3.56	-	-
	2015	3.71	3.74	3.67	3.64	3.79	3.53	-	-
<i>(2018-19 Comparison)</i>		<i>0.17</i>	<i>0.21</i>	<i>0.20</i>	<i>0.14</i>	<i>0.17</i>	<i>0.00</i>	<i>-</i>	<i>-</i>
Quality and variety of merchandise offered at the terminal	2019	3.71	3.78	3.88	3.51	3.78	3.19	3.53	-
	2018	3.87	3.94	3.89	3.83	3.87	3.11	3.55	-
<i>(Previous question wording: Variety / selection of merchandise)</i>	2017	3.87	3.90	3.91	3.89	3.85	3.49	3.46	-
	2016	3.89	3.90	3.93	3.89	3.96	3.50	3.59	-
	2015	3.88	3.89	3.90	4.00	3.85	3.24	3.72	-
<i>(2018-19 Comparison)</i>		<i>-0.16</i>	<i>-0.16</i>	<i>-0.01</i>	<i>-0.32</i>	<i>-0.09</i>	<i>0.08</i>	<i>-0.02</i>	<i>-</i>
Quality and variety of food/beverages offered at the terminal	2019	3.58	3.69	3.77	3.43	3.66	2.96	3.35	-
	2018	3.58	3.64	3.69	3.35	3.61	2.92	3.54	-
<i>(Previous question wording: Food / beverages offered)</i>	2017	3.63	3.68	3.72	3.37	3.64	3.37	3.57	-
	2016	3.68	3.76	3.67	3.55	3.78	3.26	3.46	-
	2015	3.60	3.66	3.58	3.50	3.70	3.11	3.57	-
<i>(2018-19 Comparison)</i>		<i>0.00</i>	<i>0.05</i>	<i>0.08</i>	<i>0.08</i>	<i>0.05</i>	<i>0.04</i>	<i>-0.19</i>	<i>-</i>
Washrooms <i>(New question for 2019)</i>	2019	4.01	4.06	3.98	3.88	4.11	3.89	4.10	3.71
Procedure for loading	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
	2016	4.10	4.16	4.11	3.96	4.18	4.06	4.02	4.08
	2015	4.06	4.17	4.01	3.90	4.10	3.99	3.98	4.01
<i>(2018-19 Comparison)</i>		<i>0.07</i>	<i>0.06</i>	<i>0.05</i>	<i>0.18</i>	<i>0.07</i>	<i>-0.03</i>	<i>-0.04</i>	<i>0.19</i>
Professionalism of terminal staff	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
	2016	4.22	4.25	4.23	4.12	4.23	4.18	4.26	4.38
	2015	4.21	4.28	4.18	4.07	4.21	4.18	4.20	4.30
<i>(2018-19 Comparison)</i>		<i>0.11</i>	<i>0.08</i>	<i>0.12</i>	<i>0.14</i>	<i>0.14</i>	<i>0.06</i>	<i>0.10</i>	<i>0.23</i>

Average Satisfaction Ratings by Route – All Waves Historical Data – <i>Cont.</i>									
	All Waves	Total	Route						
			1	2	3	30	4	5/9	19
Terminal (Foot Passengers ONLY)									
Parking options at the terminal <i>(New question for 2019)</i>	2019	3.43	3.55	3.47	3.19	3.53	2.84	3.54	2.69
Ease of using passenger drop-off/pick-up area	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
	2016	4.01	4.19	3.94	3.98	4.28	3.45	3.67	3.31
	2015	3.95	4.01	3.87	4.04	4.07	3.68	4.10	3.58
<i>(2018-19 Comparison)</i>		<i>-0.03</i>	<i>-0.19</i>	<i>0.09</i>	<i>0.05</i>	<i>-0.01</i>	<i>-0.18</i>	<i>-0.17</i>	<i>0.09</i>
Pre-boarding passenger lounge at terminal <i>(New question for 2019)</i>	2019	3.79	3.77	3.89	3.79	3.79	3.90	3.75	3.36
Onboard Experience									
Food Services									
Quality and variety of food/beverages offered <i>(Previous question wording: Food / beverages offered)</i>	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	-
	2016	3.69	3.72	3.65	3.70	3.77	-	3.49	-
	2015	3.65	3.67	3.64	3.69	3.69	-	3.38	-
<i>(2018-19 Comparison)</i>		<i>0.09</i>	<i>0.13</i>	<i>0.05</i>	<i>0.17</i>	<i>0.14</i>	-	<i>-0.08</i>	-
Value for money	2019	3.23	3.25	3.24	3.20	3.20	3.22	3.23	-
	2018	3.21	3.28	3.19	3.15	3.17	2.62	3.14	-
	2017	3.19	3.23	3.22	3.03	3.21	2.86	3.25	-
	2016	3.19	3.18	3.19	3.17	3.26	2.70	3.18	-
	2015	3.16	3.25	3.12	3.04	3.14	2.70	3.26	-
<i>(2018-19 Comparison)</i>		<i>0.02</i>	<i>-0.03</i>	<i>0.05</i>	<i>0.05</i>	<i>0.03</i>	<i>0.60</i>	<i>0.09</i>	-
Staff customer service	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	-
	2016	4.18	4.16	4.20	4.15	4.23	-	4.13	-
	2015	4.14	4.19	4.09	4.08	4.15	-	4.20	-
<i>(2018-19 Comparison)</i>		<i>0.09</i>	<i>0.10</i>	<i>0.09</i>	<i>0.11</i>	<i>0.11</i>	-	<i>0.03</i>	-
Onboard Facilities/Services									
Passages Retail Store <i>(New question for 2019)</i>	2019	4.03	4.03	4.05	4.02	4.10	-	3.85	-
Washrooms <i>(New question for 2019)</i>	2019	4.05	4.06	4.04	4.00	4.10	3.76	4.14	3.59

Average Satisfaction Ratings by Route – All Waves Historical Data – <i>Cont.</i>									
	All Waves	Total	Route						
			1	2	3	30	4	5/9	19
Onboard Facilities/Services – <i>Cont.</i>									
Play area for children	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	-
	2016	3.40	3.55	3.51	3.14	3.33	-	2.92	-
	2015	3.51	3.79	3.32	3.44	3.47	-	3.07	-
<i>(2018-19 Comparison)</i>		<i>0.29</i>	<i>0.04</i>	<i>0.28</i>	<i>0.77</i>	<i>0.20</i>	-	<i>0.18</i>	-
Pet area	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	-
	2016	2.56	2.62	2.69	2.64	2.14	-	1.24	-
	2015	2.32	2.12	2.17	2.72	2.88	-	1.91	-
<i>(2018-19 Comparison)</i>		<i>0.66</i>	<i>0.56</i>	<i>0.63</i>	<i>1.03</i>	<i>0.94</i>	-	<i>-0.13</i>	-
Workstations	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	-
	2016	3.65	3.72	3.61	3.57	3.69	-	3.61	-
	2015	3.63	3.70	3.45	3.66	3.68	-	3.62	-
<i>(2018-19 Comparison)</i>		<i>0.13</i>	<i>0.11</i>	<i>0.18</i>	<i>0.22</i>	<i>-0.06</i>	-	<i>-0.07</i>	-
Outside decks	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
	2016	4.04	4.13	4.02	3.95	4.10	3.83	4.01	3.89
	2015	4.01	4.10	3.97	3.91	4.02	3.94	3.98	3.80
<i>(2018-19 Comparison)</i>		<i>0.15</i>	<i>0.12</i>	<i>0.19</i>	<i>0.19</i>	<i>0.16</i>	<i>-0.04</i>	<i>0.10</i>	<i>0.09</i>
Lounge Seating <i>(New question for 2019)</i>	2019	4.12	4.13	4.06	4.19	4.08	-	4.13	-
SeaWest Lounge <i>(New question for 2019)</i>	2019	3.74	3.83	3.68	-	3.40	-	-	-
Outside appearance of the vessel overall	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
	2016	4.00	4.12	3.97	3.85	4.05	3.89	3.94	3.91
	2015	3.95	4.07	3.88	3.82	3.96	3.93	3.88	3.86
<i>(2018-19 Comparison)</i>		<i>0.11</i>	<i>0.06</i>	<i>0.16</i>	<i>0.14</i>	<i>0.15</i>	<i>-0.02</i>	<i>-0.03</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.									
Ease of access, overall <i>(for people with accessibility requirements)</i> † for all passengers <i>(Previous question wording: Ease of access, overall, for people with disabilities)</i>	2019	3.93	3.99	4.10	3.70	4.16	4.18	3.62	3.74
	2019†	4.19	4.25	4.19	4.11	4.24	4.09	4.10	4.00
	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
	2016	3.72	3.89	3.67	3.60	3.83	3.38	3.61	3.41
	2015	3.67	3.80	3.65	3.46	3.93	3.39	3.70	3.19
<i>(2018-19 Comparison)</i>		<i>0.18</i>	<i>0.06</i>	<i>0.33</i>	<i>0.07</i>	<i>0.28</i>	<i>0.79</i>	<i>-0.03</i>	<i>0.77</i>
Ease of finding facilities / services	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
	2016	3.95	3.95	3.95	3.94	4.03	3.74	3.91	3.90
	2015	3.92	3.94	3.94	3.89	3.92	3.71	4.02	3.68
<i>(2018-19 Comparison)</i>		<i>0.25</i>	<i>0.24</i>	<i>0.26</i>	<i>0.31</i>	<i>0.26</i>	<i>0.28</i>	<i>0.14</i>	<i>0.29</i>
Announcements when you need to be informed	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
	2016	3.96	3.98	3.98	3.90	4.09	3.81	3.95	3.57
	2015	3.88	3.87	3.86	3.85	4.04	3.77	3.97	3.51
<i>(2018-19 Comparison)</i>		<i>0.13</i>	<i>0.14</i>	<i>0.10</i>	<i>0.21</i>	<i>0.10</i>	<i>0.16</i>	<i>0.05</i>	<i>0.26</i>
Atmosphere on the ferry overall <i>(Previous question wording: Atmosphere / environment)</i>	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
	2016	4.00	4.03	3.99	3.92	4.14	3.77	4.00	3.87
	2015	3.94	3.95	3.93	3.92	4.03	3.74	4.04	3.73
<i>(2018-19 Comparison)</i>		<i>0.23</i>	<i>0.23</i>	<i>0.25</i>	<i>0.26</i>	<i>0.18</i>	<i>0.15</i>	<i>0.12</i>	<i>0.30</i>
Procedures for unloading	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
	2016	4.04	4.10	4.02	3.92	4.13	3.99	4.06	3.96
	2015	3.98	4.07	3.93	3.85	4.04	3.94	3.99	3.86
<i>(2018-19 Comparison)</i>		<i>0.15</i>	<i>0.13</i>	<i>0.15</i>	<i>0.18</i>	<i>0.17</i>	<i>0.02</i>	<i>0.10</i>	<i>0.16</i>
Professionalism of onboard staff	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
	2016	4.24	4.27	4.27	4.14	4.26	4.22	4.26	4.27
	2015	4.22	4.28	4.20	4.13	4.20	4.21	4.22	4.26
<i>(2018-19 Comparison)</i>		<i>0.13</i>	<i>0.10</i>	<i>0.15</i>	<i>0.21</i>	<i>0.12</i>	<i>0.04</i>	<i>0.08</i>	<i>0.10</i>

Average Satisfaction Ratings by Route – All Waves Historical Data – <i>Cont.</i>									
	All Waves	Total	Route						
			1	2	3	30	4	5/9	19
Experience with the sailing schedule									
Earliest ferry early enough	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
	2016	3.94	4.01	4.01	3.87	3.92	3.91	3.81	3.57
	2015	3.97	4.01	4.02	3.99	4.02	3.95	3.89	3.55
<i>(2018-19 Comparison)</i>		<i>-0.08</i>	<i>-0.04</i>	<i>-0.09</i>	<i>-0.17</i>	<i>-0.11</i>	<i>0.06</i>	<i>-0.10</i>	<i>0.31</i>
Latest ferry late enough	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
	2016	3.51	3.74	3.56	3.00	3.64	3.28	3.54	3.55
	2015	3.52	3.79	3.36	3.07	3.74	3.14	3.59	3.49
<i>(2018-19 Comparison)</i>		<i>-0.01</i>	<i>-0.06</i>	<i>0.14</i>	<i>-0.11</i>	<i>-0.06</i>	<i>0.14</i>	<i>-0.04</i>	<i>-0.02</i>
Ferry sailing frequent enough	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
	2016	3.40	3.76	3.39	2.87	3.40	3.42	3.00	3.30
	2015	3.49	3.86	3.42	2.96	3.49	3.41	3.16	3.24
<i>(2018-19 Comparison)</i>		<i>0.05</i>	<i>-0.02</i>	<i>0.07</i>	<i>0.09</i>	<i>0.10</i>	<i>0.12</i>	<i>-0.09</i>	<i>0.12</i>
Ability to get onto desired sailing	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
	2016	3.70	3.91	3.63	3.37	3.63	3.77	3.91	3.42
	2015	3.78	4.02	3.67	3.37	3.77	3.83	3.91	3.44
<i>(2018-19 Comparison)</i>		<i>0.21</i>	<i>0.15</i>	<i>0.22</i>	<i>0.26</i>	<i>0.24</i>	<i>-0.01</i>	<i>0.06</i>	<i>0.20</i>
Ability to connect with other sailings (based on those connecting)	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
	2016	3.15	3.47	3.14	2.87	2.97	3.53	3.81	2.70
	2015	3.10	3.40	3.02	2.56	3.95	3.54	3.52	2.92
<i>(2018-19 Comparison)</i>		<i>0.07</i>	<i>0.67</i>	<i>-0.18</i>	<i>-0.48</i>	<i>0.02</i>	<i>-0.38</i>	<i>0.15</i>	<i>0.42</i>
Ferry running on time <i>(Previous question wording: Ferry departing on time)</i>	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
	2016	3.80	4.06	3.85	3.10	3.94	3.93	3.83	3.75
	2015	3.82	4.07	3.81	3.14	4.07	3.89	3.64	3.78
<i>(2018-19 Comparison)</i>		<i>0.07</i>	<i>-0.05</i>	<i>0.49</i>	<i>0.11</i>	<i>0.04</i>	<i>-0.07</i>	<i>-0.49</i>	<i>0.05</i>

Average Satisfaction Ratings by Route – All Waves Historical Data – <i>Cont.</i>									
	All Waves	Total	Route						
			1	2	3	30	4	5/9	19
Safety									
Safety of ferry operations	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
	2016	4.25	4.30	4.23	4.13	4.29	4.17	4.26	4.26
	2015	4.21	4.29	4.17	4.10	4.20	4.18	4.18	4.12
<i>(2018-19 Comparison)</i>		<i>0.07</i>	<i>0.06</i>	<i>0.09</i>	<i>0.08</i>	<i>0.12</i>	<i>0.07</i>	<i>0.05</i>	<i>0.02</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	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	4.06	3.92
	2016	4.18	4.26	4.29	4.04	4.17	4.03	4.20	4.15	4.18	4.11
	2015	4.14	4.22	4.29	4.00	4.14	3.92	4.16	4.16	4.05	3.89
<i>Change (2018-19 Comparison)</i>		<i>-0.13</i>	<i>-0.07</i>	<i>-0.28</i>	<i>-0.07</i>	<i>-0.02</i>	<i>-0.28</i>	<i>-0.13</i>	<i>-0.09</i>	<i>0.02</i>	<i>-0.10</i>
Terminal Overall											
	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	4.03	3.91
	2016	4.08	4.14	4.11	4.00	4.17	3.91	4.07	3.85	4.08	3.82
	2015	4.07	4.17	4.10	3.97	4.13	3.89	4.09	3.95	4.06	3.85
<i>Change (2018-19 Comparison)</i>		<i>0.02</i>	<i>-0.02</i>	<i>-0.03</i>	<i>0.06</i>	<i>-0.03</i>	<i>0.08</i>	<i>0.02</i>	<i>0.05</i>	<i>0.10</i>	<i>0.07</i>
Value for money of fares											
	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	3.06	3.02
	2016	3.03	3.03	3.14	2.90	3.00	3.09	2.84	3.08	3.13	3.02
	2015	2.86	2.96	3.06	2.67	2.77	2.72	2.76	2.80	2.69	2.62
<i>Change (2018-19 Comparison)</i>		<i>0.04</i>	<i>0.09</i>	<i>-0.02</i>	<i>0.04</i>	<i>0.13</i>	<i>-0.05</i>	<i>0.20</i>	<i>-0.03</i>	<i>0.04</i>	<i>0.16</i>
At the Terminal											
Outside appearance of the terminal	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	4.00	3.92
	2016	4.05	4.08	4.08	3.98	4.16	3.85	4.09	3.88	4.10	3.83
	2015	4.04	4.13	4.07	3.94	4.19	3.79	4.07	3.80	3.97	3.74
<i>Change (2018-19 Comparison)</i>		<i>0.13</i>	<i>0.13</i>	<i>0.12</i>	<i>0.15</i>	<i>0.04</i>	<i>0.12</i>	<i>0.17</i>	<i>-0.03</i>	<i>-0.01</i>	<i>-0.01</i>
Overall appearance inside the terminal <i>(Previous question wording: Overall look & décor inside the terminal you left from (if applicable))</i>	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	-	-
	2016	3.88	3.91	3.98	3.74	4.03	3.66	3.97	3.65	-	-
	2015	3.87	3.90	3.88	3.80	4.02	3.62	3.89	3.62	-	-
<i>Change (2018-19 Comparison)</i>		<i>0.30</i>	<i>0.31</i>	<i>0.33</i>	<i>0.29</i>	<i>0.22</i>	<i>0.34</i>	<i>0.36</i>	<i>0.11</i>	-	-
Wait time at the terminal <i>(New question for 2019)</i>	2019	3.81	3.94	3.89	3.70	3.86	3.61	3.95	3.59	3.71	3.25

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 <i>(New question for 2019)</i>	2019	4.32	4.33	4.31	4.32	4.33	4.19	4.39	4.35	4.36	4.24
Staff customer service	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	4.54	4.54
	2016	4.40	4.42	4.43	4.34	4.53	4.25	4.28	4.34	4.58	4.46
	2015	4.40	4.46	4.42	4.35	4.43	4.17	4.45	4.28	4.55	4.40
<i>Change (2018-19 Comparison)</i>		<i>-0.02</i>	<i>0.02</i>	<i>-0.06</i>	<i>0.01</i>	<i>-0.06</i>	<i>-0.15</i>	<i>0.02</i>	<i>0.16</i>	<i>0.03</i>	<i>0.00</i>
Clarity of staff directions	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	4.46	4.52
	2016	4.37	4.42	4.40	4.31	4.48	4.18	4.31	4.23	4.53	4.34
	2015	4.36	4.41	4.37	4.31	4.39	4.15	4.46	4.13	4.53	4.34
<i>Change (2018-19 Comparison)</i>		<i>-0.02</i>	<i>-0.01</i>	<i>-0.06</i>	<i>-0.01</i>	<i>-0.06</i>	<i>-0.11</i>	<i>0.07</i>	<i>0.17</i>	<i>0.05</i>	<i>0.05</i>
Terminal Services											
Announcements when you need to be informed	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	3.85	3.84
	2016	3.90	3.91	3.98	3.75	4.07	3.87	4.11	3.85	3.63	3.53
	2015	3.79	3.80	3.86	3.75	3.78	3.72	3.98	3.82	3.54	3.45
<i>Change (2018-19 Comparison)</i>		<i>0.22</i>	<i>0.21</i>	<i>0.21</i>	<i>0.28</i>	<i>0.24</i>	<i>0.22</i>	<i>0.08</i>	<i>0.05</i>	<i>0.55</i>	<i>0.30</i>
Usefulness of digital information screens <i>(Previous 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	-	-
	2016	3.81	3.84	3.85	3.75	3.89	3.55	3.89	3.58	-	-
	2015	3.71	3.78	3.69	3.64	3.75	3.52	3.81	3.30	-	-
<i>Change (2018-19 Comparison)</i>		<i>0.17</i>	<i>0.38</i>	<i>-0.03</i>	<i>0.20</i>	<i>0.20</i>	<i>0.12</i>	<i>0.00</i>	<i>0.00</i>	-	-
Quality/variety of merchandise offered at the terminal <i>(Previous question wording: Variety/selection of Merchandise)</i>	2019	3.73	3.86	3.60	-	3.91	3.50	3.76	-	-	-
	2018	3.87	3.96	3.84	3.86	3.94	3.75	3.84	3.54	-	-
	2017	3.87	3.95	3.85	3.86	3.90	4.01	3.68	3.60	-	-
	2016	3.89	3.92	3.88	3.93	3.92	3.86	3.91	3.60	-	-
	2015	3.88	3.88	3.85	3.96	3.91	3.96	3.80	3.18	-	-
<i>Change (2018-19 Comparison)</i>		<i>-0.16</i>	<i>-0.10</i>	<i>-0.24</i>	<i>-0.26</i>	<i>-0.03</i>	<i>-0.25</i>	<i>-0.08</i>	<i>-0.02</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
Terminal Services – Cont.											
Quality and variety of food/beverages offered at terminal	2019	3.62	3.80	3.43	-	3.78	3.41	3.59	-	-	-
	2018	3.58	3.76	3.45	3.47	3.78	3.37	3.43	3.10	-	-
	2017	3.63	3.84	3.53	3.63	3.70	3.27	3.40	3.49	-	-
<i>(Previous question wording: Food / beverages offered)</i>	2016	3.68	3.87	3.65	3.55	3.76	3.53	3.56	3.20	-	-
	2015	3.60	3.73	3.58	3.47	3.62	3.60	3.57	3.10	-	-
<i>Change (2018-19 Comparison)</i>		<i>0.00</i>	<i>0.04</i>	<i>-0.02</i>	<i>-0.03</i>	<i>0.00</i>	<i>0.04</i>	<i>0.16</i>	<i>-0.11</i>	-	-
Washrooms <i>(New question for 2019)</i>	2019	4.01	4.09	4.04	3.94	4.04	3.82	4.14	3.96	3.80	3.61
Procedure for loading	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	4.12	3.96
	2016	4.10	4.16	4.15	3.98	4.18	4.01	4.22	3.99	4.11	4.03
	2015	4.06	4.17	4.12	3.91	4.07	3.96	4.15	3.97	4.10	3.90
<i>Change (2018-19 Comparison)</i>		<i>0.07</i>	<i>0.08</i>	<i>0.02</i>	<i>0.18</i>	<i>0.03</i>	<i>0.07</i>	<i>-0.02</i>	<i>-0.06</i>	<i>0.23</i>	<i>0.17</i>
Professionalism of terminal staff	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	4.37	4.42
	2016	4.22	4.24	4.25	4.14	4.26	4.17	4.26	4.15	4.43	4.33
	2015	4.21	4.26	4.26	4.11	4.21	4.09	4.24	4.16	4.42	4.15
<i>Change (2018-19 Comparison)</i>		<i>0.11</i>	<i>0.11</i>	<i>0.09</i>	<i>0.18</i>	<i>0.10</i>	<i>0.06</i>	<i>0.03</i>	<i>0.08</i>	<i>0.33</i>	<i>0.13</i>
Terminal (Foot Passengers ONLY)											
Parking options at the terminal <i>(New question for 2019)</i>	2019	3.43	3.50	3.54	3.16	3.67	3.30	3.57	2.64	2.89	2.53
Ease of using passenger drop-off/pick-up area	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	3.23	3.07
	2016	4.01	4.18	4.20	3.88	4.07	3.98	4.34	3.47	3.37	3.27
	2015	3.95	4.02	4.00	3.89	3.91	4.15	4.13	3.22	3.52	3.62
<i>Change (2018-19 Comparison)</i>		<i>-0.03</i>	<i>0.04</i>	<i>-0.37</i>	<i>0.16</i>	<i>0.05</i>	<i>-0.17</i>	<i>0.00</i>	<i>-0.25</i>	<i>0.35</i>	<i>-0.14</i>
Pre-boarding passenger lounge at terminal <i>(New question for 2019)</i>	2019	3.79	3.75	3.79	3.79	4.08	3.72	3.83	3.96	3.63	3.07

