

Feedback and Engagement Report

Quarter ended December 31, 2020 (Q3 Fiscal 2021)

Executive Summary

CUSTOMERS SERVED



2.88 million customers travelled with BC Ferries in Q3 Fiscal 2021, compared to 4.76 million in Q3 Fiscal 2020 (39% reduction in passenger volume).

CUSTOMER ENGAGEMENT

	Q3 Fiscal 2020	Q3 Fiscal 2021	YOY Change
Comments Received	2,208	3,294	49% ↑
Phone Calls Received	84,119	81,521	3% ↓
Social Media (Inbound)	6,099	9,795	61% ↑
	4,526	6,835	51% ↑
	1,326	2,477	87% ↑
	218	365	67% ↑
	29	118	307% ↑

COMMUNITY ENGAGEMENT*



450 people participated in community engagement activities, compared to 2000 in Q3 Fiscal 2020.

78% ↓

Q3 FISCAL 2021 EVENTS

The two main drivers of events and issues during Q3 Fiscal 2021 were the new website, launched on September 22, 2020, and the continuing effects of COVID-19.

The new website gives customers greater control over their travel planning and lays the foundation for the introduction of new fare choices. Customers initially experienced delays in email distribution, frustration with schedule format and expressed frustration with the schedule format and account log in process. System enhancements are continuing to be made to improve the online customer experience.

On September 30, 2020 Transport Canada rescinded the temporary flexibility granted at the beginning of the pandemic allowing customers to remain in their vehicles on the enclosed vehicle decks. BC Ferries also received an exception to this regulation for select vessels travelling in sheltered waters between Horseshoe Bay and Langdale. This was made possible following alterations to the vessels that allow crews to keep the stern doors open during transit, when weather is calm.

In mid-October, restrictions regarding the use of Assured Loading Tickets were lifted.

On November 24, 2020 BC's Minister of Public Safety and Solicitor General announced Ministerial Order M425, which states that masks must be worn in indoor public places under the *Emergency Program Act*. This was following a similar recommendation the previous week from the Provincial Health Officer, and a BC Ferries requirement introduced on August 24, 2020. Following this announcement, feedback from those opposed to wearing masks decreased significantly.

New travel restrictions introduced November 7, 2020 discouraged all but essential travel in and out of the Lower Mainland. The restrictions were expanded on November 19, 2020 to include the entire province and were extended on December 7, 2020. Traffic, already lower than typical for that time of year, declined further in response to the restrictions. The average speed of call answer was 4.5 times higher in Q3 Fiscal 2021 compared to Q3 Fiscal 2020. Several factors impacted call answer time, such as, the Provincial Health Officer's extension of travel restrictions, weather cancellations impacting bookings, and having less seasonal staff available. The average speed of call answer improved significantly from Q2 Fiscal 2021 and customer satisfaction levels remained high, despite the longer call wait times.

By December, vehicle traffic on our Vancouver Island – Mainland routes was down about 50 per cent and passenger traffic was down almost 70 per cent. In response to the reduction in demand, the usual level of holiday period sailings were not added.

TREND HIGHLIGHTS (all comparisons made to Q3 Fiscal 2020)

CUSTOMER SATISFACTION TRACKING TRENDS

↓ **0.01 point decrease** in overall customer satisfaction score
 ↑ **12 point increase** in Net Promoter Score™



84%

of passengers surveyed in November 2020 were satisfied with their overall experience. (YOY Change: -2%)

CUSTOMER RELATIONS TRENDS

↓ **44% decrease** in the number of positive comments
 ↓ **26% decrease** in response time average

Complaints/10,000 Passengers

6.5

Year over year (YOY) change: Complaints are **UP** (Q3 Fiscal 2020: 3.0)

Stale Response Resolution

39%

% of customers who did not receive a response within Q3 target of 7 days

OPERATIONS TRENDS

↓ **0.8% decrease** in on-time vessels
 ↑ **0.1% increase** in fleet reliability

CUSTOMER SERVICE CENTRE (CSC) CALL TRENDS

↓ Call answer times were **4.5 times slower**
 ↑ **1.1% increase** in first call resolution

90%

of customers were satisfied with their CSC experience

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

Quarterly Results

Overall Customer Experience

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

Customer Satisfaction Intercept Surveys



Net Promoter Score
4
(NPS scores range from -100 to +100)

111

Average Customer Satisfaction Tracking (CST) score
4.06 (out of a possible 5)

89

Customer Relations (ResponseTek)



Response Time Average
5.86 days

111

Percent Positive
5%

89



Operations



On-Time Performance
90.6%

83

Fleet Reliability Index*
99.90%

117

Customer Service Centre



Average Speed of Call Answer
405 seconds

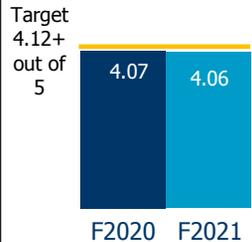
82

First Call Resolution
93.2%

113

Current Performance Relative to Q3 Fiscal 2020 and Targets

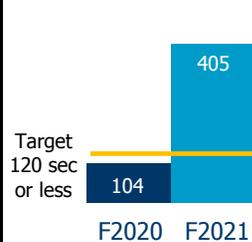
Average Customer Satisfaction Score



Response Time Average



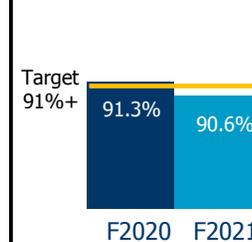
Average Speed of Call Answer



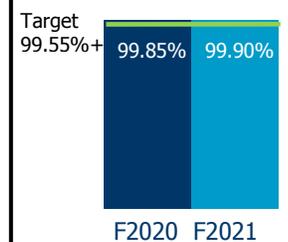
First Call Resolution



On-Time Performance



Reliability Index



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

Methodology

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

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

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

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

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

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

How is the Overall Customer Experience Performance Score Calculated?

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

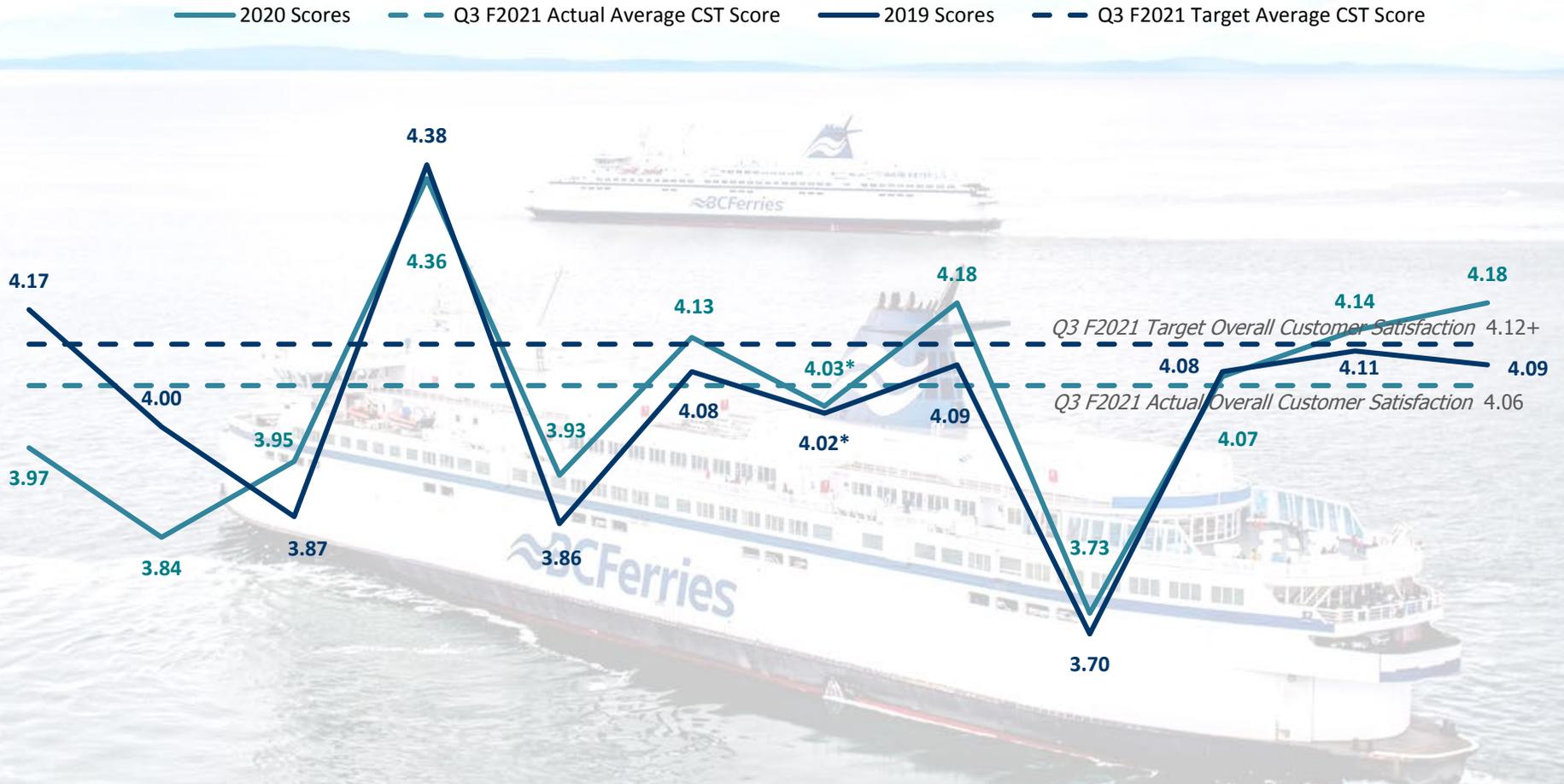
An Overall Performance score of 100 means that BC Ferries' performance is equivalent to average performance over the past four years. Scores greater than 100 signal an improvement in performance while lower than average performance is indicated by scores lower than 100.

Passenger Satisfaction throughout the BC Ferries Journey

Data in this chart is based on customer satisfaction tracking (CST) scores for Q3 Fiscal 2020 and Q3 Fiscal 2021.

Q3 Fiscal 2021

Website/Phone Service and Reserve Online are the two points on the customer journey with the largest decreases in satisfaction for Q3 YoY. Customer satisfaction related to the launch of the new website is the contributing factor to this decrease.



Website/Phone Service	Reserve Online	Pre-Sailing Comms.	Check-in Process	Wait Time at Terminal	Look of the Terminal	Terminal Services	Loading Procedure	Onboard Food Services	Onboard Facilities & Services	Look of the Vessel	Unloading Procedure
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The dotted line represents the "Overall Satisfaction Score" for November 2020 passengers. Looking at the whole journey, passenger "high points" include the check-in process (4.36), loading procedures (4.18) and unloading procedures (4.18). Passenger "low points" include onboard food services (3.73) and the ease of using online reservations (3.84). The pattern of highs and lows is similar to what was identified in November 2019, however, scores have decreased more significantly in 2020 for website/phone services and online reservations.

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

Intercept Surveys (November)

Overall Customer Satisfaction Score

4.06/5

Q3 Fiscal 2020: 4.07

Overall Customer Satisfaction %

84%

Q3 Fiscal 2020: 86%

Net Promoter Score (NPS)

4

Q3 Fiscal 2020: -8

The overall customer satisfaction score experienced a small decline when compared to last year's score (change of -0.01 points). Analysis by route shows that passengers on Route 1 and Route 4 are the most satisfied with their overall experience (4.16) while passengers travelling on Route 19 are the least satisfied (3.83).

The table below shows the *Overall Customer Satisfaction Score* for Q3 for each route, ranked by the largest positive change in satisfaction YoY.

Route	Q3 F2020	Q3 F2021	Change
4	4.03	4.16	+0.13 ↑
1	4.06	4.16	+0.10 ↑
3	3.96	3.99	+0.03 ↑
5/9	4.10	4.04	-0.06 ↓
2	4.14	4.03	-0.11 ↓
30	4.10	3.98	-0.12 ↓
19	4.09	3.83	-0.26 ↓

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

Source: November 2020 CST Survey

Service Areas with Largest YOY Changes

LARGEST INCREASES

Service Area	Q3 F2020	Q3 F2021	Change
Parking options at the terminal	3.46	3.73	+0.27
Pre-boarding passenger lounge at terminal	3.66	3.87	+0.21
Ease of using passenger pickup/drop-off area	3.83	3.99	+0.16

Source: November 2020 CST Survey

LARGEST DECREASES

Service Area	Q3 F2020	Q3 F2021	Change
Atmosphere on the ferry overall	4.13	4.01	-0.12
Announcements when you needed to be informed (onboard)	4.04	3.93	-0.11
Announcements when you need to be informed (terminal)	4.04	3.96	-0.08

Source: November 2020 CST Survey

Customer Satisfaction Trends

Central and North Coast (Routes 10 and 11)

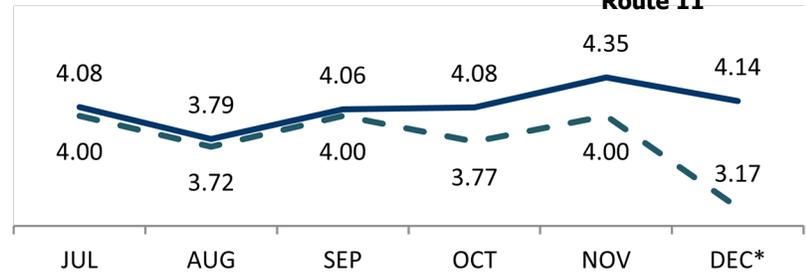
Q3 Fiscal 2021

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

Overall Satisfaction

Month over month comparisons of overall satisfaction scores during Q3 Fiscal 2021 show that Route 10 passengers are more satisfied than Route 11 passengers. The gap in overall satisfaction scores between the two routes is greater in Q3 than in Q2.

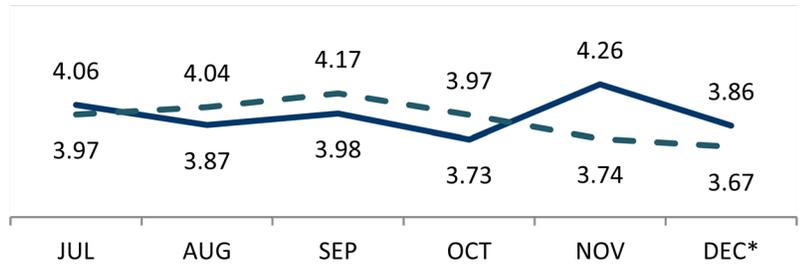
Scores range from 1-5. 1 = Very dissatisfied, 5 = Very satisfied. **Route 10** ——— **Route 11** - - -



Terminal Satisfaction

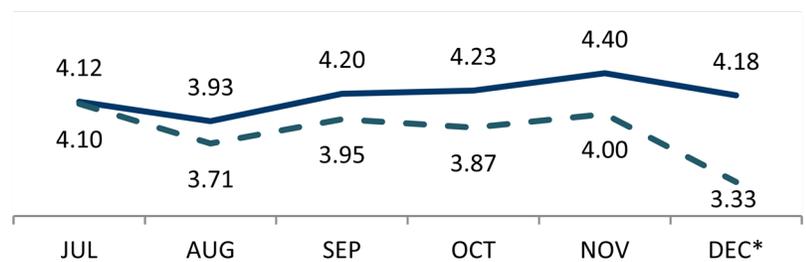
With the exception of November, Route 10 and Route 11 passengers report similar terminal satisfaction scores.

Terminal satisfaction scores for Route 11 passengers steadily declined over the quarter.



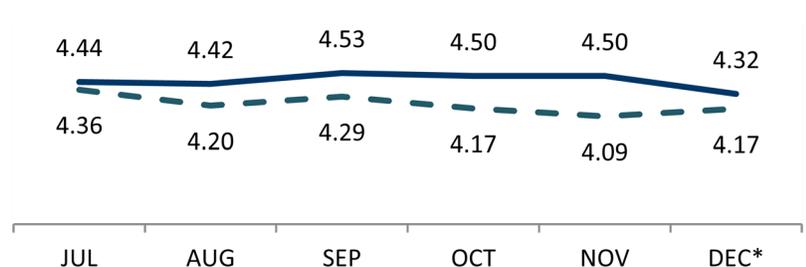
Onboard Satisfaction

Month over month comparisons of CST data during Q3 Fiscal 2021 show that Route 10 passengers are more satisfied with their onboard experience than Route 11 passengers. This was also a trend in Q2 Fiscal 2021.



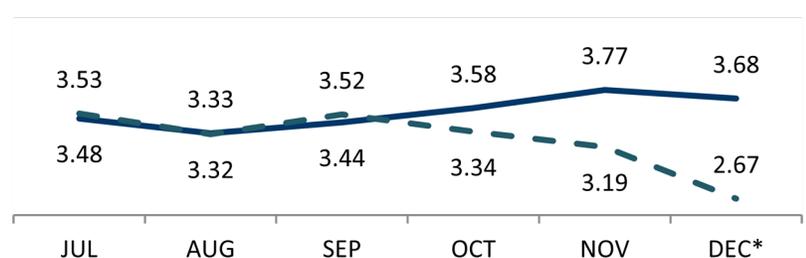
Safety of Ferry Operations

Route 10 passengers consistently reported higher satisfaction levels with safety of ferry operations compared to Route 11 passengers. This was also a trend in Q2 F2021.



Value for Money of Fares

Route 10 passenger assessments of Value for Money of Fares have been relatively stable across Q3 Fiscal 2021, whereas Route 11 passenger assessments have steadily declined during this same period. While passenger assessments of value for money were arguable similar for Q2 Fiscal 2021, the scores have increasingly diverged over the course of the Q3 Fiscal 2021 period.



* December values for Route 11 should be interpreted with caution due to low sample sizes.

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

COMPLAINTS/
10,000 PASSENGERS



YOY CHANGE: Complaints are up
(Q3 Fiscal 2020: 3.6)

In Q3 Fiscal 2021 there were **1,013** total complaints received regarding these routes. Concerns regarding COVID-19, including onboard safety and travel cancellations, were dominant themes as travellers adapted to stricter measures introduced by the Provincial Government.

The new website, launched on September 22, 2020, also received many comments in Q3 Fiscal 2021. Booking flow/process, locating and accessing information, and the layout and accessibility of the schedules were the main areas of concern. Complaints and suggestions were shared and changes made where possible and practical. This process is ongoing.

On September 30, 2020, Transport Canada rescinded the temporary exemption allowing customers to remain on enclosed vehicle decks. Customers raised concerns about the risk of exposure to COVID-19 on passenger decks and questioned the timing of this decision. Customers were provided with information on the reinstatement of the regulation along with Transport Canada's contact information so they could raise their concerns with the governing body.

On November 7, 2020, the Provincial Health Officer, Dr. Bonnie Henry, announced that travel was limited to essential travel to and from the Lower Mainland through November 23, 2020. As a result, customers contacted us to change or cancel reservations. The travel restrictions were later extended to the entire province, first through to December 8, 2020 and then again through January 7, 2021. Change and cancellation fees were waived and reservations refunded for the entire period.

On November 24, 2020, masks became mandatory in indoor public places under the *Emergency Program Act*. This followed BC Ferries' earlier decision on August 24, 2020 to require customers and employees to wear masks.

TOP 3 COMPLAINT AREAS (61% of all complaints)

28%
of all
complaints

COVID-19 Related Complaints (n=283)

Refunds Associated with Cancelled Travel (n=100)
(Customers request refunds associated with cancelled travel due to travel restrictions)

Onboard/Terminal Safety (n=82)
(Check-in screening, cleaning, physical distancing, face masks)

Enclosed Vehicle Decks (n=39)
(Passengers unhappy with Transport Canada's decision to rescind flexibility to remain on closed vehicle decks)

- The Provincial Health Officer's announcements on November 7 and 23 regarding essential travel only, resulted in a dramatic drop in traffic and customers cancelling reservations. An initial period of miscommunication led to a few customers being denied refunds; procedures were clarified and refunds were quickly provided.
- To better match demand, we reduced the number of extra weekend sailings offered on Route 1, starting November 26. Further cancellations of extra Route 2 sailings over the holidays followed.
- Customers continued to express concern over others not wearing a mask as required, and many customers wanted to remain in their vehicles on the lower vehicle deck citing that this would reduce their risk of exposure. Employees used an educational approach with passengers and, beginning early November, the RCMP and Transport Canada conducted random onboard enforcement of closed vehicle decks.

COVID-19 Related Complaints

Q3 Fiscal 2020 Comparison: n/a

20%
of all
complaints

BC Ferries Website (n=198)

Customers Dislike New Website (n=112)
(New schedule format is hard to understand, website is difficult to navigate/find information)

Account Issues (n=37)
(Unable to access account /update personal information or preferences, difficulty managing upcoming bookings)

Email Communications (n=36)
(Long delays for system emails, duplicate emails, email format cumbersome)

- Following the launch of the new website on September 22, some customers raised concerns over the new schedule format, schedule errors and lack of a print button. In response, print functionality was added and a redesign of the schedule pages is underway. Feedback continues to be collected, shared and actioned on an ongoing basis as appropriate.
- Most account issues were fixed within the first week of the website launch. However, there are still a few technical issues with email delivery to some less common domains. Work continues to address this.
- Delays in delivery and duplication of Service Notices continue to present challenges. Short-term workarounds are being implemented and long-term fixes are under review and work continues to address the issue. The sheer number of subscribers can, in some cases, overload the system as currently configured. We are exploring other options to reliably and quickly communicate with customers when service disruptions occur.

YOY CHANGE: Complaints are up

Q3 Fiscal 2020 Comparison: 3%

13%
of all
complaints

Fares/Fare Errors (n=134)

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

Double-charged (n=33)

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

- Fare errors are investigated and rectified with refunds and/or travel vouchers.
- Trends in errors are reported to appropriate managers for coaching and training. Any system issues are reported to our technical team.
- Some customers have experienced difficulty accessing/redeeming same day bookings, which led to an increase in commercial no-show fees. We investigate concerns and refund fees as appropriate.

YOY CHANGE: Complaints are down

Q3 Fiscal 2020 Comparison: 22%

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

**'n' values represent the count of complaints within each complaint area (customer service, fares, COVID-19, etc). 'n' values not represented within a complaint area are 'other' comments related to the complaint area that do not fit a common theme or category.

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

COMPLAINTS/
10,000 PASSENGERS



YOY CHANGE: Complaints are up
(Q3 Fiscal 2020: 1.7)

In Q3 Fiscal 2021 there were **424** total complaints received regarding these routes.

Frustration with some features of the new website, particularly from Route 3 commuters who are heavily reliant on schedules and Current Conditions for their daily travel, was a common theme. Delays on this route tend to influence their arrival time, particularly when travelling home to the Sunshine Coast at the end of the work day. Some customers had difficulty navigating to information on Current Conditions due to the layout of the new website, which presented different options depending on the path customers selected to arrive at Current Conditions than previously.

Following the announcements about provincial travel restrictions, traffic declined and customers reached out to cancel or move their reservations. Over the holiday period we offered fewer sailings than we typically do on Route 3, but maintained the ability to add extra traffic if warranted.

Changes made to Medical Assured Loading (MAL), under Ministerial Order M256 introduced in July 2020, had the greatest impact on Route 3 customers, as this route has the highest number of MAL passengers out of all our routes. Comments and feedback about the MAL changes, introduced by the Provincial Government in Q2 Fiscal 2021, were significantly lower this quarter. The few customers and healthcare providers who contact us are redirected to the appropriate channels to access the program.

TOP 3 COMPLAINT AREAS (70% of all complaints)

49%

of all
complaints

BC Ferries Website (n=207)

Customers Dislike New Website (n=158)
(New schedule format is hard to understand, website is difficult to navigate/find information)

Account Issues (n=21)
(unable to access account/update personal information or preferences, difficulty managing upcoming bookings)

Travel Advisories / Current Conditions (n=12)
(Ensure information is timely, complete, and accurate)

- In response to customer feedback, a schedule redesign is underway and has been reviewed with the Route 3 Community Engagement Working Group to validate proposed changes.
- Online account access becomes an issue when customers do not receive their account activation email. This occurs occasionally when BC Ferries emails are blocked by some service providers. We are working with our email distribution service to resolve this problem.
- The Current Conditions website feature is heavily utilized by Route 3 customers and they expressed frustration when they were unable to navigate easily to real-time departure, arrival and delay information to help plan their travels. Changes were made to streamline navigation to Current Conditions from the home page. Further discussions are underway with the Community Engagement Working Group to make further improvements.

YOY CHANGE: Complaints are up

Q3 Fiscal 2020 Comparison: 4%

13%

of all
complaints

COVID-19 Related Complaints (n=55)

Onboard/Terminal Safety (n=24)
(Check-in screening, cleaning, physical distancing, face masks)

Refunds Associated with Cancelled Travel (n=23)
(Customers want refunds associated with cancelled travel due to travel restrictions)

Enclosed Vehicle Decks (n=2)
(Passengers unhappy with Transport Canada's decision to rescind flexibility to remain on closed vehicle decks)

- Following the Provincial Health Officer's announcement in November to restrict travel, traffic was dramatically reduced on all routes. Many customers with bookings for travel from November 7 onwards called to cancel or change their reservations. An initial period of internal miscommunication led to a number of customers being denied refunds, causing complaints. Once procedures were clarified, we contacted customers and quickly processed the refunds.
- Customers travelling on Route 3 are allowed to remain in their vehicles on closed vehicle decks, while those on Route 17 are not. Information is provided to customers who are in non-compliance with the Transport Canada regulation and those who must remain in their vehicle for medical reasons are accommodated and provided information for future travel.

COVID-19 Related Complaints

Q3 Fiscal 2020 Comparison: n/a

8%

of all
complaints

Fares/Fare Errors (n=35)

Incorrect Fare Charged (n=16)
(Vehicle type, vehicle length, senior rate, student rate)

Double-charged (n=8)

Experience Card Issues (n=6)

- Fare errors are investigated and rectified with refunds and/or travel vouchers.
- Trends are reported to appropriate managers for coaching and training. System issues are investigated and resolved by our technical team.
- The existence of two discount levels for Experience™ Card holders – one for passenger only and one for vehicle and passenger – continues to cause difficulty for some customers who either don't understand the system or disagree with the way the discounts are applied. Customers are provided information about the Experience™ Card and fares are corrected to the discounted rate when appropriate.

YOY CHANGE: Complaints are down

Q3 Fiscal 2020 Comparison: 12%

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

COMPLAINTS/
10,000 PASSENGERS



In Q3 Fiscal 2021 there were **477** total complaints received regarding these routes.

Similar to feedback received across all routes, customers found the website difficult to navigate when it was first introduced. The complexity of the routes serving the Southern Gulf Islands and the multiple travel options available means customers are more reliant on the schedule pages than they may be in other regions. A number of Southern Gulf Island customers expressed a preference for printable schedules that can be easily read when planning travel across multiple routes and days.

With the launch of the new website, we introduced the automation of schedule publishing directly from the sailing schedule system. While there were minor schedule errors on some routes, that were easily corrected, the Route 5 schedules contained errors that caused difficulty for customers planning their travel. An immediate solution using a static schedule was applied mid-October. A schedule redesign is now underway to enable us to populate the schedules automatically and address other issues customers raised related to accessing the schedules, layout and general design.

Some customers familiar with the previous website expressed frustration with the new booking flow and format. Complaints of this nature diminished as customers became more familiar with the new website.

YOY CHANGE: Complaints are up
(Q3 Fiscal 2020: 2.7)

TOP 3 COMPLAINT AREAS (71% of all complaints)



BC Ferries Website (n=240)

Customers Dislike New Website (n=182)
(New schedule format is hard to understand, website is difficult to navigate/find information)

Errors in Posted Schedule (n=17)
(Route 5/9)

Account Issues (n=13)
(unable to access/update personal info or preferences, difficulty managing upcoming bookings)

- Customers want departure and return sailings displayed on one-page. They find it difficult to plan multi-route travel and see different travel options, an important part of planning for many Southern Gulf Island travellers.
- Customers frustrated by Dangerous Cargo sailings not being displayed on the schedule were advised adjustments had been made online.
- Feedback regarding the website continues to be collected, shared and errors are actioned as required.
- Most account issues were fixed within the first week of the website launch; however, work continues to address a few issues with email delivery to some less common email domains.

YOY CHANGE: Complaints are up

Q3 Fiscal 2020 Comparison: 2%



COVID-19 Related Complaints (n=56)

Onboard/Terminal Safety (n=27)
(Check-in screening, cleaning, physical distancing, face masks)

Refunds Associated with Cancelled Travel (n=12)
(Customers want refunds associated with cancelled travel due to travel restrictions)

Enclosed Vehicle Decks (n=10)
(Passengers unhappy with Transport Canada's decision to rescind flexibility to remain on closed vehicle decks)

- Customers continue to express frustration at the perceived lack of mandatory face mask policy enforcement. Feedback is shared internally.
- Route 9 is subject to \$25 cancellation fee for customers who cancel within one week of travel. When travel restrictions were announced, some customers who called to cancel were denied the fee being waived. Once procedures were clarified, we contacted customers and provided refunds.
- Under-height vehicle decks on Salish class vessels, serving Route 9, are enclosed. That, combined with this route being 100 per cent reservable, has led to complaints when requests to be parked on the over-height, open deck are declined. Information on how to make this request for future sailings is provided with information about the Transport Canada regulation.

COVID-19 Related Complaints

Q3 Fiscal 2020 Comparison: n/a



Customer Service (n=41)

Ticket Agent/Check-in Complaints (n=11)
(Unpleasant/confrontational interaction, unhelpful staff, misinformation)

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

Loading Staff Complaints (n=8)
(Unpleasant/confrontational interaction, unhelpful staff)

- Ongoing training of frontline staff to empower them to help customers, focusing on "first contact resolution" is a priority.
- Employee conduct concerns are shared as appropriate for internal review and follow up.
- Some customers have been frustrated with their interactions with ticket agents as a result of not being able to hear each other. To make improvements in this regard, speakers were installed at the ticket booths to improve communication.

YOY CHANGE: Complaints are down

Q3 Fiscal 2020 Comparison: 23%

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

COMPLAINTS/
10,000 PASSENGERS



YOY CHANGE: Complaints are up
(Q3 Fiscal 2020: 1.0)

In Q3 Fiscal 2021 there were **93** total complaints received regarding these routes.

As with customers in other regions, Northern Gulf Island customers found the website difficult to navigate when it was first introduced. Customers who travel for work, school and vital services on these routes rely on schedules, service notifications and ferry tracking daily. Before adjustments were made to the new website, customers expressed frustration with navigating to the information to help plan their travels. We continue to make changes based on customer feedback.

Mechanical issues with the *Baynes Sound Connector* on September 30, 2020 led to cancellations throughout the entire day on Route 21; water taxi service was provided in its place and the vessel returned to service October 1, 2020.

On October 1, 2020 the *Powell River Queen* experienced mechanical issues that caused cancellations on and off throughout the day. Water taxi service was provided.

Some customers expressed concern that BC Ferries is allowing non-essential and/or non-resident travel to their communities during the pandemic.

TOP 3 COMPLAINT AREAS (71% of all complaints)

40%

of all
complaints

BC Ferries Website (n=37)

Customers Dislike New Website (n=18)
(New schedule format is hard to understand, website is difficult to navigate/find information)

Travel Advisories / Current Conditions (n=9)
(Ensure information is timely, complete, and accurate)

Account Issues (n=6)
(Unable to set up account)

- Northern Gulf Island travellers, especially commuters, rely on schedules, notifications and ferry tracking for daily travel. Customers expressed frustration as they couldn't navigate easily to the information they needed quickly on the new website. Adjustments were made to improve the customer experience.
- Service Notice delivery delays continue to present challenges. The sheer number of subscribers can overload the system as currently configured. Work continues to address the issue and we are exploring options to reliably and quickly communicate with customers when service disruptions occur.
- Most account issues were fixed within the first week of the website launch. Work continues on issues with email delivery to some less common domains.

YOY CHANGE: Complaints are up

Q3 Fiscal 2020 Comparison: 2%

19%

of all
complaints

Sailings/Schedules (n=18)

Sailing Waits/Delays (n=6)
(Frequency of delays and waits between sailings)

Mechanical Issues Route 21 (n=6)
(Interruptions to service levels as a result of mechanical issues with the Baynes Sound Connector)

Dangerous Goods Only Sailings (n=2)
(Inconvenience to regular passengers)

- During service interruptions, water taxis are put in place whenever possible and vessels shuttle to clear traffic once they return to service.
- Customers impacted by the Route 21 sailing cancellations on September 30 were reimbursed for resulting expenses upon presentation of receipts.
- We provided complementary travel vouchers where appropriate, to customers inconvenienced by the Route 23 cancellations on October 1.
- Customers were upset they missed the sailing that was scheduled as Dangerous Goods (DG) only. A temporary resolution is in place to display the DG schedules on one page, linked from the schedule pages. The current schedule redesign will include DG only sailings.

YOY CHANGE: Complaints are down

Q3 Fiscal 2020 Comparison: 20%

12%

of all
complaints

COVID-19 Related Complaints (n=11)

Onboard/Terminal Safety (n=8)
(Cleaning, physical distancing, face masks)

Enforce Travel Restrictions (n=2)
(Restrict non-essential travel)

- We continue to receive feedback related to customers sharing that not all passengers and employees are following the requirement to wear a face mask. The routes in this region serve smaller communities where customers and crew tend to know each other outside of the BC Ferries context. Some customers are hesitant to raise concerns onboard for this reason. We follow up with the route management team to improve compliance with the regulation.
- Customers have an expectation that BC Ferries will prevent non-essential travel in order to limit the spread of COVID-19 to their communities. We are not legally authorized to restrict travel, but strongly encourage customers to only travel for essential reasons through all of our communications channels.

COVID-19 Related Complaints

Q3 Fiscal 2020 Comparison: n/a

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

COMPLAINTS/
10,000 PASSENGERS



YOY CHANGE: Complaints are up
(Q3 Fiscal 2020: 10.7)

In Q3 Fiscal 2021 there were **44** total complaints received regarding these routes.

Similar to other regions, northern customers expressed dissatisfaction with the new website, particularly when it launched. Customers experienced difficulty navigating and interpreting the schedules, and making reservations.

In spite of the difficulty some customers experienced, the new website allows northern customers to book and manage their travel and amenities online, options that were not available with the previous website.

The travel restrictions and advisories put in place by several northern First Nations communities in Q2 Fiscal 2020 remained in place. Combined with the province-wide restrictions announced on December 7, 2020, this has led to significantly reduced traffic on the Northern routes when compared with the same period the previous year.

On October 28, 2020, the *Northern Expedition* experienced a mechanical issue that caused a two-day departure delay sailing from Port Hardy to Prince Rupert. Due to subsequent weather cancellations on the connecting Route 11 sailing, some customers were delayed by up to five days in reaching their final destination. In addition to this, we have seen a higher number of sailing cancellations due to weather events on Route 11 this quarter compared to the same quarter in fiscal 2020.

TOP 3 COMPLAINT AREAS (68% of all complaints)

27%
of all
complaints

BC Ferries Website (n=12)

Customers Dislike New Website (n=7)
(New schedule format is hard to understand, website is difficult to navigate/find information)

Travel Advisories / Service Notices (n=2)
(Ensure information is timely, complete, and accurate)

- In response to customer feedback, a redesign of the schedule pages is underway.
- Feedback continues to be collected, shared and actioned on an ongoing basis as appropriate.
- Customers can now book northern travel and amenities online.
- Service Notices delivery delays continue to present challenges. The sheer number of subscribers can overload the system as currently configured. Work continues to address the issue and we are exploring options to reliably and quickly communicate with customers when service disruptions occur.

YOY CHANGE: Complaints are up

Q3 Fiscal 2020 Comparison: 8%

23%
of all
complaints

Bookings/Reservations (n=10)

Improve Northern Routes Booking System (n=5)

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

- Complaints about the online booking system have declined as customers became more familiar with the new functionality.
- Customers impacted by sailing cancellations were accommodated on the next available sailing when possible.
- Customers whose bookings were impacted by the mechanical issues on the Northern Expedition on October 28 were reimbursed for hotel and meal costs.

YOY CHANGE: Complaints are up

Q3 Fiscal 2020 Comparison: 5%

18%
of all
complaints

Fares/Fare Errors (n=8)

Incorrect Fare Charged (n=5)
(TAPs, vehicle length, senior rate, child rate)

Unauthorized Charge (n=2)

- The Travel Assistance Plan program provided by the Provincial Government, typically is non-refundable after travel, as per Medical Services Plan. However, if we made an error in processing TAP vouchers for payment we corrected the error for the customer.
- Mistakes related to fare errors are corrected through refunds and/or travel vouchers. Trainers also coach the employees to reduce future errors.

YOY CHANGE: Complaints are down

Q3 Fiscal 2020 Comparison: 32%

FERRY ADVISORY COMMITTEES

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

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

Brentwood Bay / Mill Bay

Bowen Island

Campbell River / Quadra Island / Cortes Island

Chemainus / Thetis Island / Penelakut Island

Denman / Hornby

Gabriola Island

Langdale / Gambier / Keats

North and Central Coast

Northern Sunshine Coast

Salt Spring Island

Southern Gulf Islands

Southern Sunshine Coast

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

FAC ACTIVITIES

In Q3 Fiscal 2021, Ferry Advisory Committees were engaged in the following activities:

Continued discussions around COVID-19 related effects to service.

Virtual meetings were held with Gabriola FAC (October 19), Quadra-Cortes FAC (October 20), and Denman-Hornby FAC (November 20).

THEMES

In Q3 Fiscal 2021, discussions with Ferry Advisory Committee members revolved around the following themes:

Understanding ongoing issues around COVID-related travel aspects, such as essential travel and face covering requirements.

Resolving route-specific situations and experiences shared by FAC members.

Sharing information on sailing delays/cancellations during winter storms.

PROJECT-BASED ENGAGEMENT INITIATIVES

We are committed to:

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

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

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

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:**
 - Taking 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 ahead of emerging engagement practice and theory

BCFerries

COMMUNITY ENGAGEMENT

Our project-based community engagement initiatives in Q3 Fiscal 21 extended the opportunity for people to participate in Westview, Earls Cove, and Snug Cove Terminal Development Plans. We also engaged with a broad group of community representatives through the Moving Ahead Together on the Sunshine Coast project. Customer engagement was also undertaken in support of the two-ship trial with the Island Aurora on Route 23 (Campbell River – Quadra Island).

Title of project	Moving Ahead Together on the Sunshine Coast	Snug Cove Terminal Development Plan	Westview & Earls Cove Terminal Development Plans	Route 23 Two-Ship Trial
Purpose of engagement	Gather input on 11 ideas to improve ferry service on the Sunshine Coast in the near term	Gather input on issues and opportunities at the terminal	Gather input on refined Terminal Development Plans	Gather customer feedback and answer questions about the introduction of two Island Class vessels on the route in 2022
Engagement activities	Online engagement	Online engagement	Online engagement	Meeting customers onboard Island Class ship during sailings (COVID-19 protocols in place)

Title of project	Moving Ahead Together on the Sunshine Coast	Snug Cove Terminal Development Plan	Westview & Earls Cove Terminal Development Plans	Route 23 Two-Ship Trial
Engagement activities (Continued)	Online engagement	Online engagement	Online engagement	Meeting customers onboard Island Class ship during sailings (COVID-19 protocols in place)
	Paper copies of engagement in community spaces			
	Project Sounding Board virtual meeting			
	Two virtual community meetings			
	Three Project Working Group workshops			
Key themes	Improving travel certainty	Desire for improvements to:	Desire for improvements to:	Positive comments about ship including:
	Enhancing comfort of medical travel	Transit access near the berth	Waiting room/ washroom building	Separated pathways for pedestrians
	Improvements to the Travel Assistance Program (TAP) and Medical Assured Loading (MAL)	Waiting room and washrooms	Pedestrian safety	Lounge on main vehicle deck
	Enhancing communications with customers to help plan travel ahead of time and on day-of travel	Covered areas for foot passengers and bicycle parking	Traffic flow	Outdoor seating
	Managing demand through pricing and communications		Safety of vehicle traffic flow in/out of terminal	Hybrid technology
			Vehicle holding capacity	Questions about:
			Terminal development should not detract from local business (e.g. food services)	Gallery deck loading and unloading
				Availability of indoor seating
				Timelines for going full electric
Next steps	Internal workshops to develop operational solutions	Engaging on terminal design concept options	Completing Terminal Development Plans	Route 19 two-ship trial
	Additional stakeholder and community engagement as required			

INDIGENOUS RELATIONS AND ENGAGEMENT

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

In Q3 Fiscal 2021, Indigenous relations and engagement activities included:



TERMINAL DEVELOPMENT PROJECTS

Swartz Bay Berth 5 Project	To support the proposed upgrades to accommodate the new Salish vessel, we continued consultation with First Nation and Crown governments to work towards addressing specific concerns and regulatory requirements.
Quathiaski Cove	To support terminal development planning for Route 23, the project team continued to share information with interested First Nations in relation to project-specific activities.
Nanaimo Harbour and Gabriola	To support terminal development planning for Route 19, the project team continued to connect with the Snuneymuxw First Nation through the Joint Technical Working Group to discuss the proposed Project and to understand concerns the Nation may have in relation to project-related activities.
Langdale Terminal	Advice and support was provided to the project team to manage BC Ferries' communications with the Squamish, Musqueam, shíshálh, and Tseil-Waututh Nations advising that terminal development at this location is being postponed, and to provide the Final Archaeological Reports to the Nations as required.
Westview Terminal	To support terminal development planning, the project team met with the Tla'ámin Nation to share conceptual planning at this location, to understand if the Nation may have any concerns with the upgrades being proposed, and to share ideas to integrate cultural elements at the terminal.
Earls Cove Terminal	To support terminal development planning, the project team met with the shíshálh Nation to share conceptual planning at this location, to understand if the Nation may have any concerns with the upgrades being proposed, and to share ideas to integrate cultural elements at the terminal.

OUTREACH AND RELATIONSHIP-BUILDING

Haida Nation travel advisories As a result of COVID-19 and the current state of emergency at Haida Gwaii, ongoing support has been provided to the Haida Nation by integrating travel advisories at the time of booking, onboard announcements for passengers on Route 11, and affixing posters developed by the Nation at key terminals.

Nuxalk Nation As a result of COVID-19 and the current state of emergency within their territory, ongoing support has been provided to the Nuxalk Nation by integrating travel advisories at the time of booking, onboard announcements for passengers on routes within the Bella Bella/Bella Coola region, and affixing posters developed by the Nation at key terminals.

Malahat Nation As a result of COVID-19 and the current state of emergency within their territory at Mill Bay, BC Ferries continued to support the Malahat Nation to incorporate new signage and fencing along the edge of their reserve to encourage ferry travel travellers to avoid entering the Nation's residential area.

Relationship-building efforts with Snuneymuxw First Nation Concerted efforts were made to understand the scope of the Sarlequinn Treaty rights and partnership interests with the Snuneymuxw First Nation.

Klahoose First Nation In follow-up to expressions of interest by Klahoose First Nation, efforts were made to collaborate with the Nation to assess the structural feasibility to incorporate a cultural acknowledgement and welcome through the integration of a large sign at our Whaletown terminal.

Tribal Journey 2021 BC Ferries continued to engage with the event coordinator for Tribal Journey 2021 to assess ways to support the Paddle to Tla'amin Territory.

MEMORANDUM OF UNDERSTANDING (MOU)

Collaboration continued on the development of an MOU with the provincial Ministry of Transportation and Infrastructure to streamline Indigenous consultation activities and outline Indigenous consultation best practices. An approval in principle was achieved.

INTERNAL TRAINING

Indigenous Relations and Engagement Best Practices training was provided to BC Ferries' Terminal and Fleet Engineering project managers during their project managers' conference.

Routes and Terminals by Region

VANCOUVER ISLAND - MAINLAND

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

NORTHERN GULF ISLANDS

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

SOUTHERN GULF ISLANDS

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

SUNSHINE COAST

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

MID AND NORTH COAST

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

Definitions of Terms

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

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

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

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

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

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

Stale Response Resolution: percentage of passenger comments within the ResponseTek system that did not receive a response from the Customer Relations team within 7 days in Quarters 3 and 4 and 14 days in Quarter 1 and 2, of the comment having been submitted.

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