

# **Feedback and Engagement Report**

Quarter ended June 30, 2020 (Q1 Fiscal 2021)

## Executive Summary

### CUSTOMERS SERVED



2.24 million customers travelled with BC Ferries in Q1 Fiscal 2021, compared to 5.83 million in Q1 Fiscal 2020 (61.5% reduction in passenger volume).

### CUSTOMER ENGAGEMENT

	Q1 Fiscal 2020	Q1 Fiscal 2021	YOY Change
Comments Received	3,601	2,362	34% ↓
Phone Calls Received	160,745	106,114	34% ↓
Social Media (Inbound)	7,606	10,586	39% ↑
	1,728	6,025	249% ↑
	5,571	4,293	23% ↓
	282	238	16% ↓
	25	30	20% ↑

### COMMUNITY ENGAGEMENT



1,300 people participated in community engagement activities, compared to 11,200 in Q1 Fiscal 2020. 88% ↓

### Q1 Fiscal 2021 Events

The global pandemic, COVID-19, was the significant driver of the majority of the events and issues that occurred in Q1 Fiscal 2021.

With a significant drop in traffic at the beginning of the quarter, down approximately 80% compared to the previous year, BC Ferries reduced service to better match traffic demand. Temporary service level reductions began April 4, 2020 and included the suspension of service of the routes between Horseshoe Bay-Departure Bay, Mill Bay-Brentwood Bay and Tsawwassen-Long Harbour. Service reductions were also made on routes serving Vancouver Island-Mainland, Southern Gulf Islands and Sunshine Coast. As well, the Northern routes remained at their winter service levels for the summer season.

BC Ferries responded to increases in traffic levels by resuming service in a safe and cautious manner across the system. There are fewer sailings than in summer schedules of the past, but significantly more than what was available as a result of service cuts in April 2020. Since early June 2020, over 300 sailings were added per month to our major routes.

During the first quarter immediate steps were taken to protect the health and safety of our customers and employees, including frequent cleaning of high-touch areas, prompts and reminders regarding physical distancing in terminals and on board vessels, and screening all passengers who travel with us.

## TREND HIGHLIGHTS (all comparisons made to Q1 Fiscal 2020)

### CUSTOMER SATISFACTION TRACKING TRENDS

The Q1 Fiscal 2021 Customer Satisfaction Tracking (CST) intercept survey was not conducted due to COVID-19 pandemic; therefore no CST data is available for this report.

### CUSTOMER RELATIONS TRENDS

- ↓ **11% decrease** in the number of positive comments
- ↑ **36% improvement** in response time average

#### Complaints/10,000 Passengers

# 3.8

YOY Change: None

#### Stale Response Resolution

# 0%

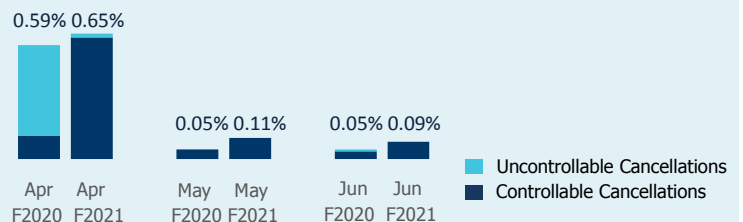
% of customers who did not receive a response within Q1 target of 14 days

### OPERATIONS TRENDS

- ↑ **4% increase** in on-time vessels
- ↓ **0.3% decrease** in fleet reliability

Passengers experienced a **greater percentage of cancellations due to controllable events** in Q1 Fiscal 2021 compared to last year

#### Percentage of Scheduled Sailings Cancelled



### CUSTOMER SERVICE CENTRE (CSC) CALL TRENDS

- ↑ **151% increase** in call answer times
- ↔ No appreciable change in first call resolution %

# 94%

of customers were satisfied with their CSC experience

## Feedback and Engagement Report

### 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 past four years (2016 -2019). 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  
*Unavailable due to COVID-19*

Average CST Score  
*Unavailable due to COVID-19*

#### Customer Relations (ResponseTek)

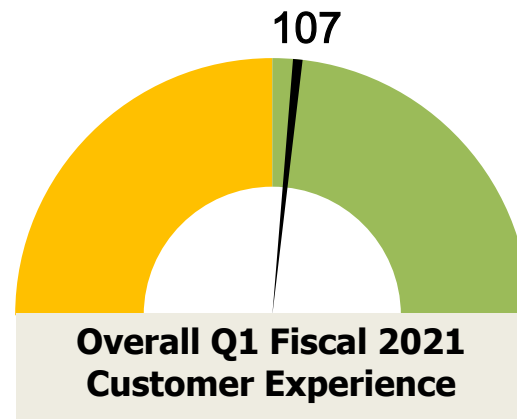


Response Time Average  
**5.9 days**

**108**

Percent Positive  
**8%**

**86**



\* While future Overall Customer Experience performance scores will be calculated using eight measures, the Q1 Fiscal 2021 score was calculated using six measures. See footnote below.

#### Operations



On-Time Performance  
**90.2%**

**169**

Fleet Reliability Index\*\*  
**99.58%**

**92**

#### Customer Service Centre



Average Speed of Call Answer  
**915 seconds**

**90**

First Call Resolution  
**93.9%**

**97**

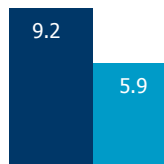
### Current Performance Relative to Q1 Fiscal 2020 and Targets

#### Average CST Score\*

Due to the COVID-19 pandemic, Customer Satisfaction tracking intercept surveys did not take place in June (Q1)

#### Response Time Average

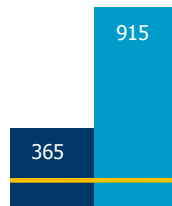
Target  
14 days  
or less



F2020 F2021

#### Average Speed of Call Answer

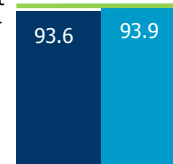
Target  
120 sec  
or less



F2020 F2021

#### First Call Resolution

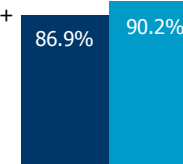
Target  
94%+



F2020 F2021

#### On-Time Performance

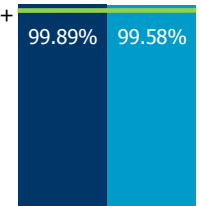
Target  
91%+



F2020 F2021

#### Reliability Index

Target  
99.55%+



F2020 F2021

\*The Net Promoter Score and Average Customer Satisfaction Score are unavailable in Q1 as CST intercept surveys were cancelled in June due to the COVID-19 pandemic. The overall customer experience score for Q1 F2021 was calculated using six measures sourced from Customer Relations, the Operations division and the Customer Service Centre. Future scores will be calculated using all eight measures.

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

## Background and Introduction

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 Q2 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. These two measures did not contribute to the overall customer experience performance score in Q1 Fiscal 2021 as Wave 1 onboard CST intercept surveys were cancelled for safety reasons related to COVID-19.

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.

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.

### 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.

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

COMPLAINTS PER  
10,000 PASSENGERS\*



**YOY CHANGE:** Complaints are up (Q1 Fiscal 2020: 3.3)

In Q1 Fiscal 2021 there were **757** total complaints received regarding these routes. As a consequence of the COVID-19 pandemic, these routes were impacted by some of the largest traffic declines and subsequent schedule reductions and service suspensions of all the routes serviced by BC Ferries.

In response to COVID-19 and the additional regulations introduced by health authorities and Transport Canada, we instituted a number of new procedures, including additional cleaning between sailings, screening of passengers at the ticket booths, physical distancing protocols, and reducing our passenger loads by 50%. These measures all meant that our regular operations took longer than would typically be the case. As well, onboard and terminal amenities were temporarily closed on these routes, impacting customers when traffic started to return in May.

March 18<sup>th</sup>, the Transport Canada regulation related to closed car decks was temporarily relaxed allowing customers to maintain physical distancing by remaining in their vehicles, and on March 26<sup>th</sup>, the Province enacted Ministerial Order (MO84) under the *Emergency Program Act*, requiring priority loading for residents, as well as essential goods and supplies.

Ongoing schedule changes across our routes were made to respond to the impacts of COVID-19. These ongoing changes led to frustration and confusion for some of our customers. The changes to existing summer sailing schedules were completed by the end of July, and have been fully communicated to all affected customers.

## TOP 3 COMPLAINT AREAS (74% of all complaints)

45%  
of all  
complaints

### COVID-19 Related Complaints (n=344)\*\*

**Service Reductions/Cancellations** (n=82)

**Onboard/Terminal Safety** (n=76)

*(Check-in screening, cleaning, physical distancing, face coverings)*

**Assured Loading Ticket Complaints/Requests**

(n=48)

*(Not being able to use the card due to COVID-19, extension requests)*

**Priority/Resident Loading** (n=41)

*(Restricting non-essential/out-of-province travel)*

- Service was restored to Route 2 on June 3<sup>rd</sup> and passenger capacity limitations of 50% were lifted on June 21<sup>st</sup> on Route 2 and on June 26<sup>th</sup> for Routes 1 and 30.
- Transport Canada requires all ferry operators to screen passengers before boarding to better protect employees and passengers. All passengers over the age of two must be in possession of a face covering while travelling on board a ferry. Employees must also have a face covering and wear it if physical distancing of two metres cannot be maintained.
- June 4<sup>th</sup> Assured Loading Ticket (ALT) holders were advised tickets may be restricted on certain sailings due to COVID-19 and the requirement to provide priority to residents and essential goods and supplies. Affected customers were provided extensions for expiring tickets or refunded on request.

### COVID-19 Related Complaints

Q1 Fiscal 2020 Comparison: n/a

14%  
of all  
complaints

### Customer Service (n=109)

**Ticket Agent/Check-In Complaints** (n=50)

*(Unpleasant/confrontational interaction, misinformation or could not provide requested information)*

**On Board Employee Complaints** (n=13)

*(Unpleasant/confrontational interaction)*

**Phone Service Complaints** (n=13)

*(Wait times to speak to an agent)*

- Ongoing training of frontline staff to empower them to help customers, focusing on "first contact resolution" as a priority.
- Traffic volume rebounded more quickly than expected in Q1 Fiscal 2021. We responded by reopening routes, and adding or modifying scheduled sailings. These changes impacted thousands of customer bookings driving significant call volume, exceeding our ability to answer calls within our targets. Available pre-trained summer seasonal staff were hired at the end of Q1 Fiscal 2021 as a response to the call volume.

### YOY CHANGE: Complaints are down

Q1 Fiscal 2020 Comparison: 16% (n=167)

14%  
of all  
complaints

### Fares/Fare Errors (n=105)

**Double-charged** (n=50)

**Incorrect Fare Charged** (n=46)

*(Vehicle type, senior rate, child rate, thru fare)*

- Fare errors were investigated and rectified with refunds and/or travel vouchers.
- Trends in errors were reported to appropriate managers for coaching and training. Any system issues were reported to our technical team.

### YOY CHANGE: Complaints are down

Q1 Fiscal 2020 Comparison: 20% (n=209)

\*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 down  
(Q1 Fiscal 2020: 3.8)

In Q1 Fiscal 2021 there were **428** total complaints received regarding these routes. Similar to the Vancouver Island-Mainland region, customers travelling to and from the Sunshine Coast in Q1 Fiscal 2021 were impacted by the ongoing changes to the schedules. These were driven by traffic declines related to COVID-19, and then subsequent traffic increases after travel restrictions were eased when the Province moved from phase 1 to 3 of its pandemic response.

From April 4<sup>th</sup> to June 4<sup>th</sup>, daily sailings on Route 3 were reduced from eight to six trips, which introduced a mid-day gap in the schedule and the cancellation or modification of hundreds of customer bookings. These changes also caused a schedule misalignment on Route 7. On June 5<sup>th</sup> the gradual reintroduction of service was announced on a number of routes in response to growing traffic demand, including Route 3. On June 21<sup>st</sup> passenger capacity was increased above the 50% restriction that had been in place, and the following day, additional sailings were announced. On June 29<sup>th</sup> extra sailings on Route 3 were added effective July 2<sup>nd</sup>.

These ongoing schedule changes generated significant call volume for the Customer Service Centre from customers wanting their original bookings restored to the sailings that were cancelled in April through to the end of June 2020.

Challenges were experienced at the terminals, in part due to the Ministerial Order (MO84) giving priority to residents, essential goods and supplies, which caused confusion and frustration. The Ministerial Order also meant a reduction in bookable space to accommodate the volume of residential drive-up traffic.

## TOP 3 COMPLAINT AREAS (71% of all complaints)

50%  
of all  
complaints

### COVID-19 Related Complaints (n=213)

**Service Reductions/Cancellations** (n=78)  
**Onboard/Terminal Safety** (n=31)  
*(Check-in screening, cleaning, physical distancing, face coverings)*  
**Priority/Resident Loading** (n=26)  
*(Restricting non-essential/out-of-province travel)*

- Customers impacted by sailing cancellations and subsequent reinstatement, who had advance bookings, on Route 3 were most significantly impacted in Q1 Fiscal 2021. Concerns were addressed on a case by case basis and compensation provided where appropriate.
- Increased communication through our website, social media, news media and our Customer Service Centre to help ease confusion about the Ministerial Order (MO84), the 50% reduction in passenger capacity, the screening questions and the face covering requirements.

### COVID-19 Related Complaints

Q1 Fiscal 2020 Comparison: n/a

12%  
of all  
complaints

### Sailings/Schedules (n=52)

**Sailing Waits/Delays** (n=43)  
*(Frequency of delays and waits between sailings)*  
**Schedule Misalignment** (n=4)  
*(Between Routes 7 and 3; 7 and 17; 7 and 18; 3 and 13).*

- Customers expressed frustration with the reduced capacity impacting their ability to get on the sailing of their choice. Extended waits and delays due to priority loading of residents and essential goods and supplies caused additional challenges in maintaining the schedule.
- Additional safety measures were put in place to remove the 50% capacity restriction by June 21<sup>st</sup>. Schedules were adjusted to resolve misalignments and reduce likelihood of delay.
- COVID-19 screening was streamlined, reducing delays at ticket booths.

### YOY CHANGE: Complaints are down

Q1 Fiscal 2020 Comparison: 20% (n=81)

9%  
of all  
complaints

### Customer Service (n=39)

**Ticket Agent/Check-in Complaints** (n=16)  
*(Unpleasant/confrontational interaction, misinformation or could not provide requested information)*  
**Terminal Staff Complaints** (n=7)  
*(Unpleasant/confrontational interaction, misinformation or could not provide requested information, poor traffic management prior to check-in)*  
**Phone Service Complaints** (n=6)  
*(Wait times to speak to agent)*

- Customers travelling on these routes expressed similar concerns raised in the Vancouver Island-Mainland region; our response to these issues is consistent. We are providing ongoing training of frontline staff to empower them to help customers at first contact.
- The significant schedule changes on Route 3, in particular, impacted thousands of customer bookings on almost 700 sailings, driving high call volumes exceeding our ability to answer calls within our targets. Available pre-trained summer seasonal staff were hired at the end of Q1 Fiscal 2021 as a response to the call volume.

### YOY CHANGE: Complaints are down

Q1 Fiscal 2020 Comparison: 15% (n=61)

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

COMPLAINTS/  
10,000 PASSENGERS



**YOY CHANGE:** Complaints are down  
(Q1 Fiscal 2020: 4.6)

In Q1 Fiscal 2021 there were **263** total complaints received regarding these routes.

On April 8<sup>th</sup>, temporary service level reductions were announced for the Southern Gulf Islands (both Routes 5 and 9). Service was also temporarily suspended to Long Harbour (Route 9) and on the route connecting Brentwood Bay and Mill Bay (Route 12).

Route 9 customers travelling on weekends were challenged with the reduced schedule, as well as the 50% passenger capacity restrictions. In many cases customers with existing bookings were contacted to remind them that due to capacity restrictions, additional passengers not included in their booking might not be able to travel. Foot passengers were frustrated they could not make reservations online, and instead had to call the Customer Service Centre. The volume of schedule changes being made across the system then meant customers were experiencing long waits to speak with Customer Service Representatives. The passenger capacity issue was resolved on June 26<sup>th</sup> when alternative measures were put in place to ease the restriction. Foot passengers travelling on Route 9 will also be able to make reservations online when the new BC Ferries' website is launched in Q2 Fiscal 2021.

Customers wanting to travel between the Southern Gulf Islands and Swartz Bay (Route 5) were also frustrated with the 50% passenger limit, which meant that the vessel was often full on arrival at Pender Island so could not accommodate all vehicle passengers.

On June 9<sup>th</sup> service was increased to the Southern Gulf Islands with service to Long Harbour restored and on June 24<sup>th</sup> service resumed on Route 12.

## TOP 3 COMPLAINT AREAS (71% of all complaints)

48%

of all  
complaints

### COVID-19 Related Complaints (n=127)

**Service Reductions/Cancellations** (n=70)

**Onboard/Terminal Safety** (n=17)

*(Check-in screening, cleaning, physical distancing, face coverings)*

**Priority/Resident Loading** (n=9)

*(Restricting non-essential/out-of-province travel)*

- Southern Gulf Island customers, particularly those travelling on Route 9, were frustrated with non-resident customers being able to make reservations, potentially resulting in residents being unable to travel.
- Increased communication through our website, social media, news media and our Customer Service Centre to help ease confusion about the Ministerial Order (MO84), the 50% reduction in passenger capacity, the screening questions and the face covering requirements.
- We also communicated with customers through terminal digital screens and direct emails to reserved customers to remind them to book all passengers travelling in the vehicle.

### COVID-19 Related Complaints

Q1 Fiscal 2020 Comparison: n/a

12%

of all  
complaints

### Fares/Fare Errors (n=32)

**Incorrect Fare Charged** (n=14)

*(Thru fare, vehicle type, senior rate)*

**Double-charged** (n=13)

- Fare errors were investigated and rectified with refunds and/or travel vouchers.
- Trends in errors were reported to appropriate managers for coaching and training. Any system issues were reported to our technical team.

### YOY CHANGE: Complaints are up

Q1 Fiscal 2020 Comparison: 11% (n=50)

10%

of all  
complaints

### Customer Service (n=27)

**Ticket Agent/Check-in Complaints** (n=10)

*(Unpleasant/confrontational interaction)*

**Phone Service Complaints** (n=8)

*(Wait times to speak to agent)*

- Ongoing training and communication with our ticketing staff when errors arise is having a positive effect on reducing complaints in this category.
- Schedule changes on Route 9 impacted thousands of customer bookings on over 1,000 sailings, driving significant call volume that exceeded our ability to answer calls within our targets. Pre-trained summer seasonal staff were hired at the end of Q1 Fiscal 2021 as a response to the call volume.

### YOY CHANGE: Complaints are down

Q1 Fiscal 2020 Comparison: 14% (n=62)

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

COMPLAINTS/  
10,000 PASSENGERS



In Q1 Fiscal 2021 there were **42** total complaints received regarding these routes.

The primary area of concern for communities served by some routes in this region was the proposed COVID-19 related reduction of service to contracted levels with the Province. The Province agreed to fund sailings above contract, and service remained in place throughout the summer.

As with other routes BC Ferries serves, customers and residents travelling to and from the Northern Gulf Islands were confused about the Ministerial Order (MO84), as it related to priority for residents. Concerns were raised by residents of Denman and Hornby islands who use Route 21, particularly at Buckley Bay terminal and from non-residents who were frustrated with sailing waits.

Quadra Island residents, particularly essential service workers, were concerned about being stuck in sailing waits travelling to work on Vancouver Island and returning home after their shifts on Route 23.

The *Island Aurora* entered service on June 18<sup>th</sup> on Route 25, between Port McNeill-Alert Bay-Sointula. Residents expressed some concern over whether the vessel had adequate crew to deal with emergency evacuation safely and efficiently, despite Transport Canada established crewing levels.

**YOY CHANGE:** Complaints are down  
(Q1 Fiscal 2020: 1.3)

## TOP 3 COMPLAINT AREAS (81% of all complaints)

62%

of all  
complaints

### COVID-19 Related Complaints (n=26)

**Service Reductions/Cancellations** (n=12)

**Onboard/Terminal Safety** (n=4)

*(Check-in screening, cleaning, physical distancing, face coverings)*

**Insufficient Washroom Access** due to COVID-19  
(n=3)

- Service reduction concerns were alleviated when the Province of British Columbia agreed to fund sailings over service contract levels throughout the summer.
- Increased communication through our website, social media, news media and our Customer Service Centre to help ease confusion about the Ministerial Order (MO84), the 50% reduction in passenger capacity, the screening questions and the face covering requirements.
- Additional safety measures were implemented to allow us to ease the 50% passenger capacity reduction and to open seating/washrooms.

### COVID-19 Related Complaints

Q1 Fiscal 2020 Comparison: n/a

12%

of all  
complaints

### Customer Service (n=5)

**On Board Employee Complaints** (n=3)

*(Unpleasant/confrontational interaction)*

**Terminal Staff Complaints** (n=2)

*(Unpleasant/confrontational interaction)*

- Ongoing training and communication with our ticketing staff when errors arise is having a positive effect on reducing complaints in this category.

### YOY CHANGE: Complaints are down

Q1 Fiscal 2020 Comparison: 15% (n=11)

7%

of all  
complaints

### Sailings/Schedules (n=3)

**Timing of Rescue Drills** (n=2)

- Rescue drills are mandatory under Transport Canada regulations, however there is some flexibility around the time the drill is completed during the watch/shift. Complaints related to this issue are shared with the Senior Master for the vessel who will take concerns into consideration in the timing of future drills.

### YOY CHANGE: Complaints are down

Q1 Fiscal 2020 Comparison: 24% (n=17)



# Customer Relations (ResponseTek)

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

COMPLAINTS/  
10,000 PASSENGERS



In Q1 Fiscal 2021 there were **22** total complaints received regarding these routes. Due to ongoing concerns about the spread of COVID-19, several northern First Nations communities put travel advisories in place to limit access to their local communities. Ferry service remained at winter service levels, with one-ship operation on the routes connecting Port Hardy, Prince Rupert and Haida Gwaii (Routes 10 and 11).

Priority was given to residents, and essential goods and supplies, travelling to these northern communities. In Q1 Fiscal 2021 most tour and travel agent bookings were cancelled for the summer season. Most hotels announced their temporary closures by mid-May.

Customer were frustrated about the inability to make or cancel reservations through the website when call volumes into the Customer Service Centre were high and there were long call wait times during peak periods. There were also a few concerns about BC Ferries not hosting private vehicles from Prince Rupert to Skidegate.

**YOY CHANGE:** Complaints are down  
(Q1 Fiscal 2020: 12.8)

### TOP 3 COMPLAINT AREAS (82% of all complaints)



**COVID-19 Related Complaints (n=10)**  
**Service Reductions/Cancellations** (n=4)  
**Priority/Resident Loading** (n=3)  
*(Restricting non-essential/out-of-province travel)*

- Residents of First Nations communities were concerned about tourists and non-residents accessing their communities. We added messaging on the Travel Advisory page on the BC Ferries' website and in all booking itineraries to advise customers not to travel unless it was essential and to check with the community prior to travel to ensure they were accepting visitors.

**COVID-19 Related Complaints**

Q1 Fiscal 2020 Comparison: n/a



**Customer Service (n=6)**  
**Terminal Staff Complaints** (n=4)  
*(Unpleasant/confrontational interaction)*

- Customers were concerned about interactions with terminal staff regarding the COVID-19 screening process, the temporary suspension of vehicle hosting services, for the safety of customers and employees during COVID-19, and the restricted travel to northern communities.
- Ongoing training and communication with our ticketing staff is having a positive effect on reducing complaints in this category.

**YOY CHANGE: Complaints are down**

Q1 Fiscal 2020 Comparison: 13% (n=9)



**Fares/Fare Errors (n=2)**  
**Double-charged** (n=1)  
**Incorrect Fare Charged** (n=1)  
*(Charged full fare while travelling on TAP)*

- With the northern routes being 100% prepaid, fare errors are rare. However, when complaints do arise they are resolved quickly.

**YOY CHANGE: Complaints are down**

Q1 Fiscal 2020 Comparison: 12% (n=8)

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

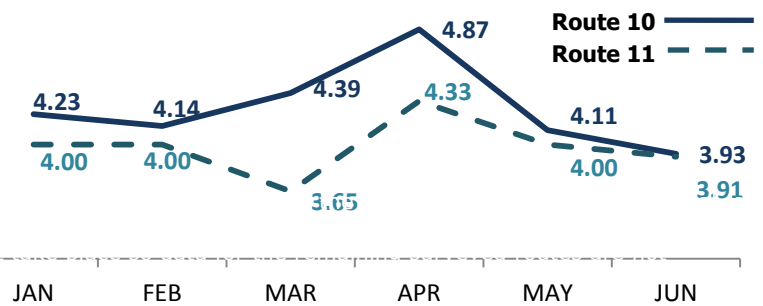
Note: Customer Satisfaction Tracking data for the central and north coast is collected throughout the year via a post travel survey that is emailed to customers travelling on these routes. This data collection method is used instead of onboard intercepts. During the COVID-19 pandemic, Customer Satisfaction Tracking intercept surveys did not take place so data for the remaining surveyed routes is not available.

### Overall Satisfaction

Overall satisfaction scores on Route 10 are higher than on Route 11 across all months for the first half of 2020.

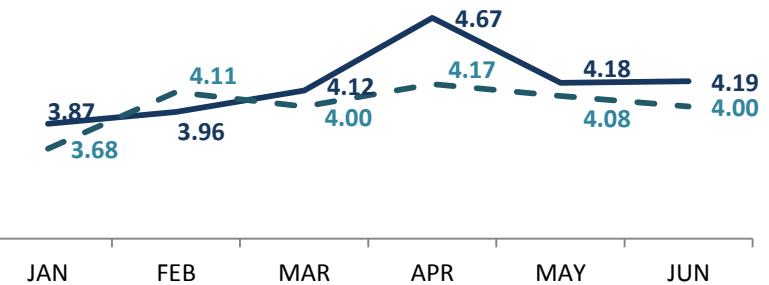
For both routes, overall satisfaction scores were highest in April.

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



### Terminal Satisfaction

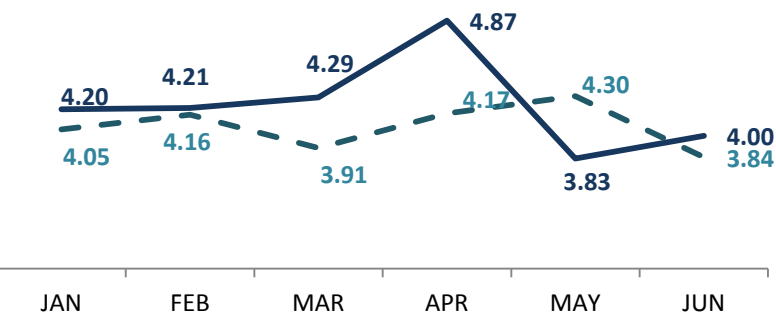
Month over month comparisons of CST data show that overall terminal satisfaction is higher on Route 10 than Route 11 for Q1 F2021.



### Onboard Satisfaction

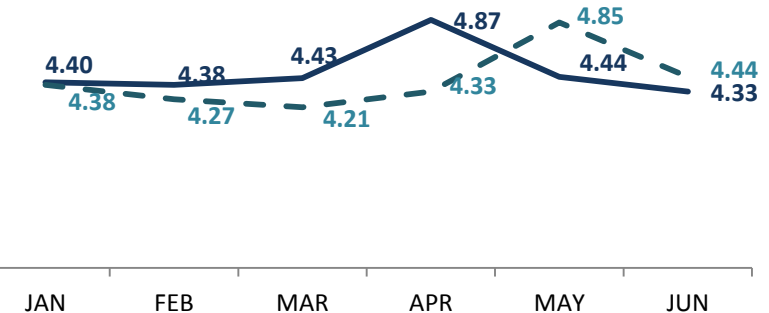
Overall onboard satisfaction scores on Route 10 are generally higher than on Route 11, with the exception of May.

Onboard satisfaction scores for Route 10 fell by a full point in May when compared to April. In April 2020, COVID-19 related service adjustments were made to central and north coast routes resulting in sailing cancellations and a reduced number of sailings available for customers.



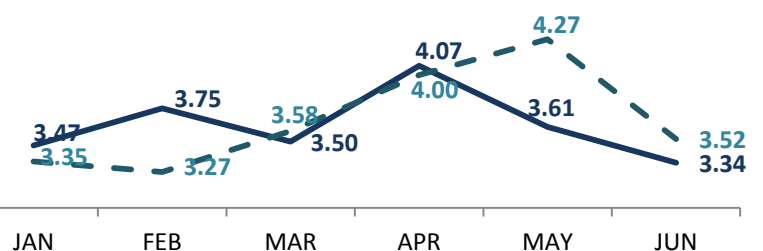
### Safety of Ferry Operations

Month-over-month comparisons show that the scores for satisfaction with safety of operations were relatively stable during the first half of 2020, with the exception of a notable increase in April for Route 10 (followed by a decrease in the following month). Route 11 showed a similar pattern in May.



### Value for Money of Fares

The highest score for Route 10 was reported in April (4.07) while the highest score for Route 11 was reported in May (4.27).



## Ferry Advisory Committees

BC Ferries has 13 Ferry Advisory Committees (FACs) that provide input and guidance on BC Ferries' decision making, and which act as liaisons between BC Ferries and the communities they represent. FACs have been established for the following geographic areas:

- 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)

BC Ferries meets formally twice a year with the FACs to discuss concerns related to the local community, as well as terminal and service issues. Additional meetings may take place on an as-needed basis to address emerging issues, critical events and operational concerns, and/or to gather input on specific projects (e.g. terminal development plans).

## FAC Activities

In Q1 Fiscal 2021, Ferry Advisory Committees were engaged in the following activities:

- Teleconference and virtual discussions related to issues associated with temporary service changes and health protocols during the COVID-19 pandemic response.

## Themes

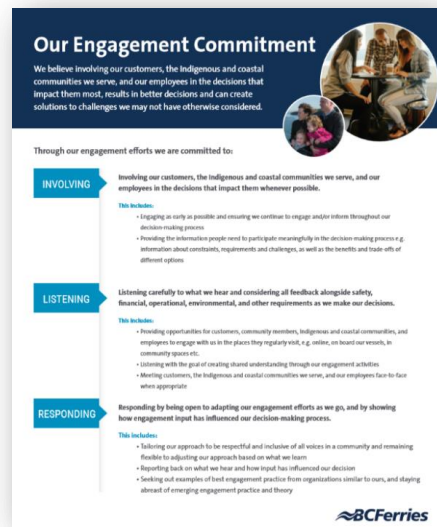
In Q1 Fiscal 2021, discussions with Ferry Advisory Committee members focused on the following themes:

- Essential travel and supply needs of communities
- How residents and essential customers (groceries, medical, couriers, construction, etc.) were provided priority access under the Ministerial Orders
- BC Ferries' approach to adjusting service levels in response to traffic conditions

## Project-Based Engagement Initiatives

BC Ferries acknowledges that people affected by a major decision should, whenever possible, be invited into the decision-making process in some capacity. We are committed to:

- **Involving** our customers, the Indigenous and coastal communities we serve, and our employees in the decisions that impact them whenever possible
- **Listening** carefully to what we hear and considering all feedback alongside safety, financial, operational, environmental, and other requirements as we make our decisions
- **Responding** to what we hear by being open to adapting our engagement efforts as we go, and by showing how engagement input has influenced our decision-making process



## Community Engagement

Our project-based community engagement initiatives in Q1 Fiscal 2021 were limited and conducted through our online engagement platform due to the COVID-19 pandemic. Activities included:

Title of project	Westview Terminal Development Plan	Earls Cove Terminal Development Plan
Purpose of engagement	<ul style="list-style-type: none"> <li>• Identify issues and opportunities</li> <li>• Review terminal design concepts</li> </ul>	<ul style="list-style-type: none"> <li>• BC Ferries' application for Zoning and Official Community Plan Amendments to support terminal development</li> </ul>
Engagement activities	<ul style="list-style-type: none"> <li>• Virtual meetings with stakeholders and FAC</li> <li>• Online engagement</li> <li>• Virtual meeting with Tla'amin First Nation</li> </ul>	<ul style="list-style-type: none"> <li>• Online engagement</li> <li>• Virtual presentation to Sunshine Coast Regional District Advisory Planning Commission</li> <li>• Virtual meeting with Shíshálh First Nation</li> </ul>
Key themes	Desire for improvements to: <ul style="list-style-type: none"> <li>• Waiting room/washroom building</li> <li>• Pedestrian safety</li> <li>• Traffic flow</li> </ul>	Desire for improvements to: <ul style="list-style-type: none"> <li>• Waiting room/washroom building</li> <li>• Safety for moving in/out of terminal</li> <li>• Vehicle holding capacity</li> <li>• Terminal development should not impact local business (e.g. food services)</li> </ul>
Next steps	<ul style="list-style-type: none"> <li>• Additional options development via in-person engagement as health regulations allow</li> </ul>	<ul style="list-style-type: none"> <li>• Options development via in-person engagement as health regulations allow</li> </ul>

## 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 Q1 Fiscal 2021, Indigenous relations and engagement activities included:

### Terminal Development Projects

**Swartz Bay Berth 5 Project:** to support the proposed upgrades to accommodate the Salish class vessels, the project team consulted with Indigenous governments to introduce project scope and regulatory requirements and invite members to meet with the project team.



**Quathiaski Cove:** to support terminal development planning for Route 23, the project team continued to share information with interested Indigenous groups and discuss 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 continued to meet with the Snuneymuxw First Nation, through their Chief and Council and the formation of a Joint Technical Working Group, to discuss the proposed project and to understand concerns the Nation may have in relation to project-related activities.

### Outreach and Relationship-Building

**COVID-19 related outreach:** outreach with Indigenous groups regarding changes in service levels, safety and health protocols.

**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, making onboard announcements for passengers on Route 11, and affixing posters developed by the Nation at key terminals.

**Tribal Journey 2020:** BC Ferries continued to take part as a coordinating committee member to support the Paddle to Snuneymuxw Territory, in collaboration with the Province and other stakeholders.

**Relationship-building efforts with Snuneymuxw First Nation:** concerted efforts were made to understand the scope of the Sarlequnn Treaty rights and partnership interests with the Snuneymuxw First Nation.

**Relationship-building efforts with Klahoose First Nation:** ongoing meetings have been held with Klahoose First Nation to continue to strengthen our relationship and assess partnership opportunities in support of their members and broader island communities.

## **Memorandum of Understanding (MOU)**

Collaboration on the development of an MOU with the Ministry of Transportation and Infrastructure to streamline Indigenous consultation activities and to outline Indigenous consultation best practices.

## **Training**

Facilitation of Indigenous consultation and engagement best practices training for BC Ferries' staff.

## 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	DISCOVERY 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.