

Feedback and Engagement Report

Quarter ended September 30, 2021 (Q2 Fiscal 2022)

Q2 Fiscal 2022 Summary

We experienced a rapid return of traffic during Q2 Fiscal 2022, after COVID-19 provincial travel restrictions were lifted in mid-June. Where possible, sailings were added across the fleet to meet demand. In some cases, traffic volumes led to multiple sailing waits and sold-out reservations. While passenger counts had not returned to pre-pandemic levels, vehicle traffic was up 3% over the same period in 2019, pre-COVID-19 time, representing the highest vehicle traffic levels BC Ferries has experienced in any quarter.

Staffing remained a challenge throughout Q2 Fiscal 2022 as we faced shortages across all operational areas of the business, negatively impacting some customers' travel experience. Hiring and retaining candidates to cover our peak season was a challenge largely due to the Canada Emergency Response Benefit (CERB). We also saw an increase in employee time off directly related to COVID-19 through illness, quarantine requirements and fatigue.

The Province moved to Step 3 of BC's Restart Plan on July 1, 2021, where masks were no longer mandatory, but recommended for those not fully vaccinated. Step 3 continued throughout Q2 Fiscal 2022, although the mask requirement returned for indoor spaces on August 25, 2021 as COVID-19 case counts and hospitalizations rose.

The low on-time-performance (OTP) average of 78.8% during Q2 Fiscal 2022 was related to record vehicle traffic and an increase in unplanned events, such as security incidents, terminal/vessel medical emergencies and emergent ambulance travel.

On July 5, 2021, we announced that BC Ferries would receive up to \$1.5 million in grant funding through the Ministry of Citizens' Services Connecting British Columbia program to provide Wi-Fi service at 14 additional ferry terminals, bringing the total number of terminals with free Wi-Fi to 21. As of July 5, 2021, public Wi-Fi was removed from vessels due to outdated technology.

Onboard the major routes, the Pacific Buffet, Seawest Lounge, Coast Café Express, Arbutus Coffee Bar and Sitka Coffee Place remain closed while the Coastal Café continues to offer food service. Options for re-opening food outlets and expanding menu offerings are being looked at for Fiscal 2023.

We began offering Saver fares to customers travelling from Horseshoe Bay to Langdale as of September 4, 2021; these will continue through January 5, 2022.

Late-night cargo sailings were offered on the Duke Point-Tsawwassen route from September 7 to October 7, 2021 on select sailings, with reduced staff and lowered passenger capacity. Due to the unexpected starboard gearbox vibration issues on the *Spirit of Vancouver Island* that started September 29, 2021, the pilot program ended September 28, 2021 to allow the *Queen of New Westminster* to provide service on the Tsawwassen-Swartz Bay route.

CUSTOMER EXPERIENCE		CUSTOMER COMPLAINTS		CUSTOMER SERVICE CENTRE	
96	The Q2 Fiscal 2022 score for Customer Experience is lower when compared to the four-year historical average for Q2	8.9	8.9 complaints were received for every 10,000 customers travelling in Q2 Fiscal 2022 (Up from 5.1, Q2 Fiscal 2021)	93%	Customers satisfied with their Customer Service Centre (CSC) experience (Up from 92%, Q2 Fiscal 2021)

CUSTOMERS SERVED			
Customer type	Q2 Fiscal 2021	Q2 Fiscal 2022	YOY change
Foot passengers	595,707	875,470	+47%
Vehicle passengers	4,886,431	6,120,151	+25%
Total vehicles	2,493,038	2,993,356	+20%
6,995,621 customers travelled with BC Ferries in Q2 Fiscal 2022, compared to 5,482,138 in Q2 Fiscal 2021 (28% increase in passenger volume).			

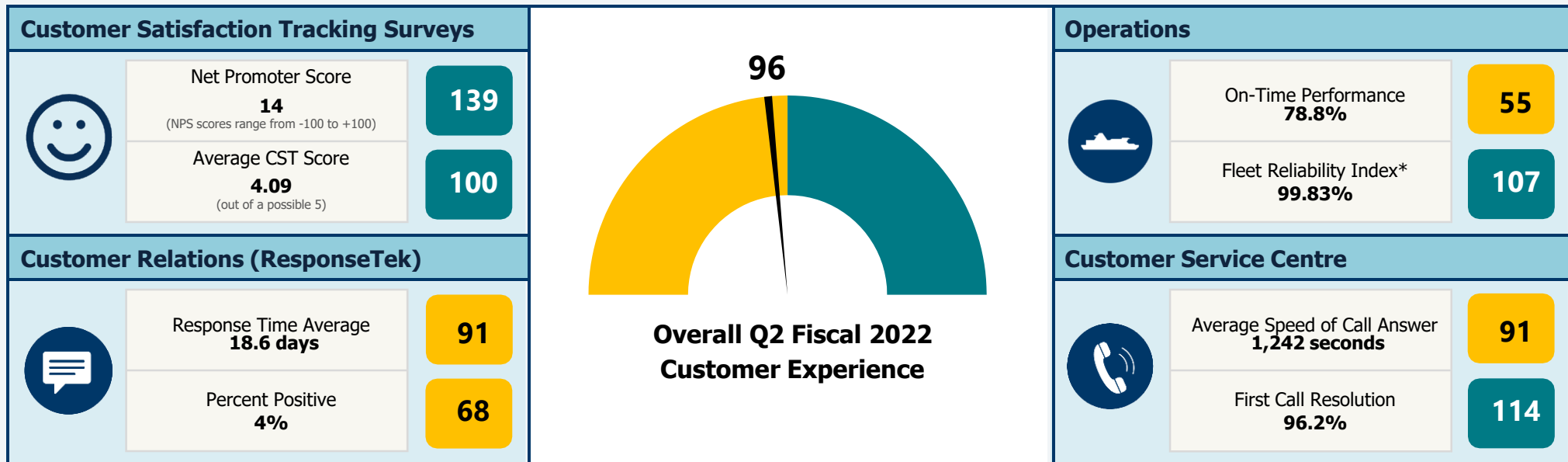
COMMENTS, INQUIRIES AND PHONE CALLS			
Channels	Q2 Fiscal 2021	Q2 Fiscal 2022	YOY change
Comments	4,375	8,236	+88%
Phone calls	165,116	157,496	-5%
Social media (inbound)*	13,515	14,767	+9%
Twitter	9,755	10,316	+6%
Facebook	3,489	3,955	+13%
Instagram	245	434	+77%
LinkedIn	26	62	+138%

OVERALL CUSTOMER EXPERIENCE
The customer experience score is below average compared to previous four years.
Main contributors to a below-average score:
Response time average 1.2 times longer compared to the four-year historical average for Q2
On-time performance Down 7% compared to the four-year historical average for Q2
Percentage of positive comments Down 56% compared to the four-year historical average for Q2
Average speed of call answered 1.7 times slower compared to the four-year historical average for Q2
See the Customer Experience Dashboard on page 2 for a breakdown of metrics contributing to the overall customer experience score.

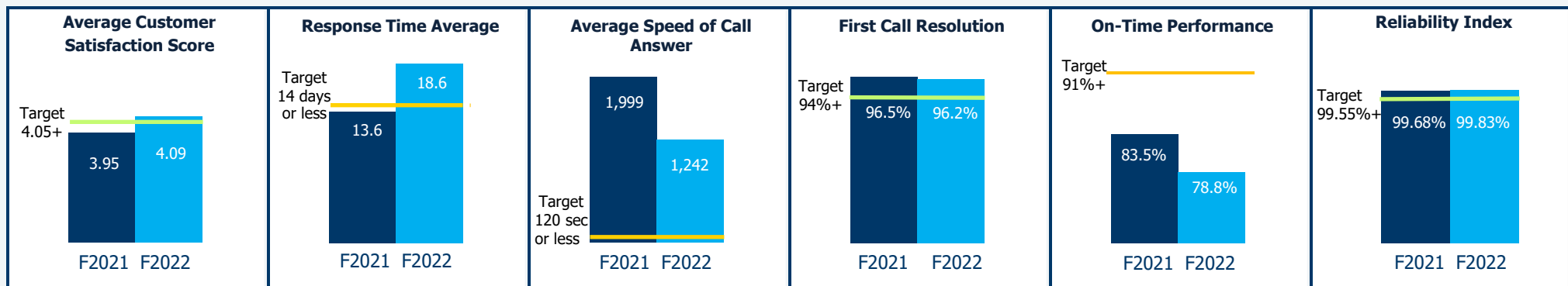
TOP THREE COMPLAINT AREAS	
Major routes Routes 1, 2, 3, 30	% of all complaints
Advanced bookings	29%
BC Ferries website	17%
Fares/fare errors	15%
Minor routes All other routes	% of all complaints
Advanced bookings	20%
Loading/directions	16%
BC Ferries website	13%

*Inbound customers inquiries received through BC Ferries social media channels

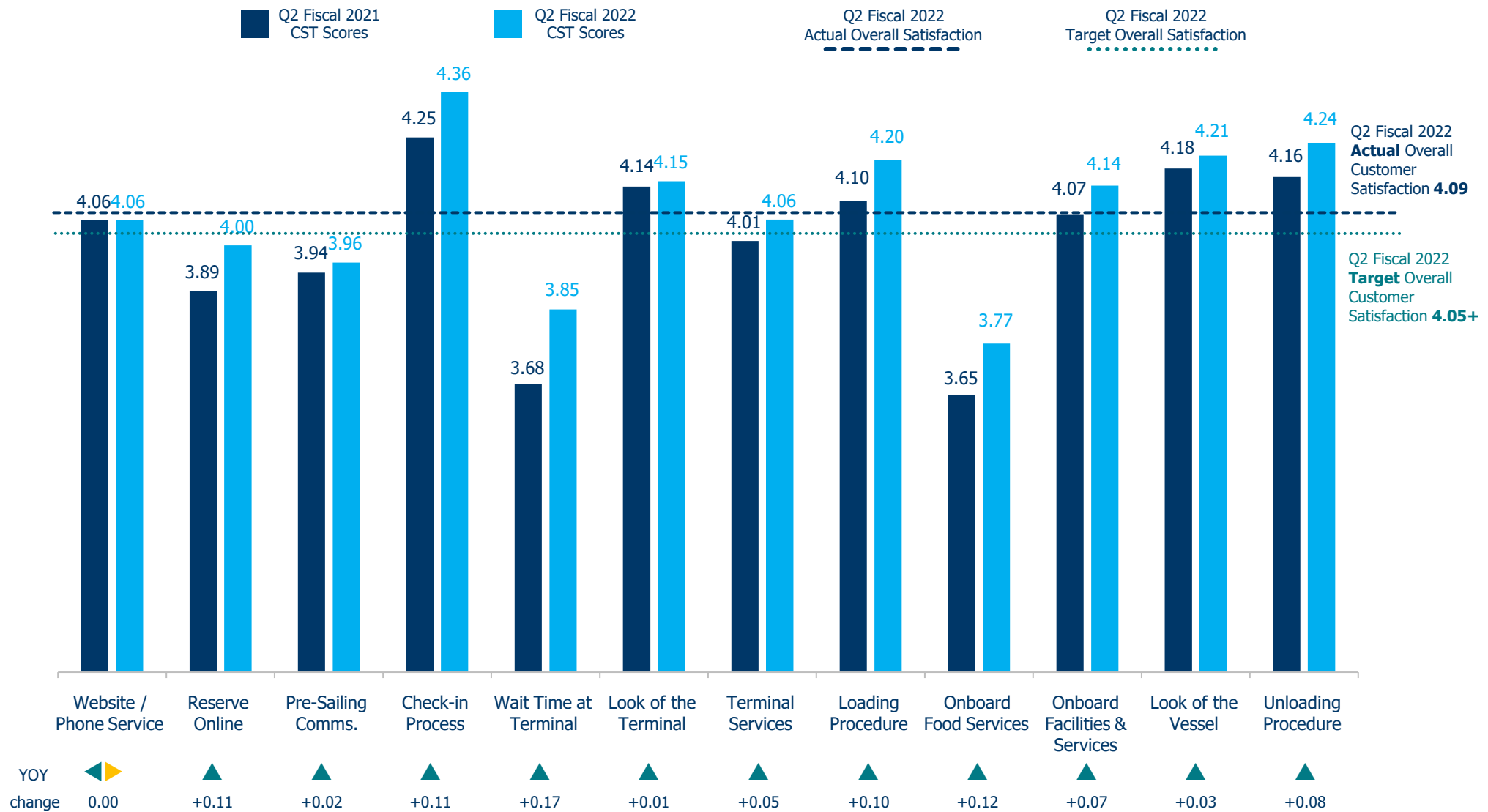
The **Overall Customer Experience** performance score is a single summary measure that is calculated using **eight different measures*** from four different information sources. A score of 100 means that BC Ferries' performance this quarter is equivalent to the average performance over the previous four years (Fiscal 2018–Fiscal 2021). A score lower than 100 indicates a lower-than-average performance, and a score greater than 100 indicates that this year's performance is better than average. For a full description of the Customer Experience Dashboard Methodology, refer to **Appendix A**.



Current Performance Relative to Q2 Fiscal 2021 and Targets



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



The blue dotted line represents the Overall Satisfaction Score for Q2 Fiscal 2022 passengers. Looking at the whole journey, passenger “high points” include the check-in process (4.36) and the unloading procedure (4.24). Passenger “low points” include onboard food services (3.77) and the wait time at the terminal (3.85). These highs and lows are similar to what was identified in Q2 Fiscal 2021. The Q2 Fiscal 2022 pattern of results typically follows that of Q2 Fiscal 2021; however, scores are higher across all categories (with the exception of the website/ phone service, which has not improved since Q2 Fiscal 2021).

Total CST surveys completed (August 2021)



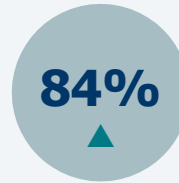
August 2020: 2,994
(+78% YOY)

Overall Customer Satisfaction Score



August 2020: 3.95
(+0.14 YOY)

Overall Customer Satisfaction Percentage



August 2020: 80%
(+4% YOY)

Net Promoter Score (NPS)



August 2020: 0
(+14 YOY)

OVERALL CUSTOMER SATISFACTION BY ROUTE

The overall customer satisfaction score increased compared to the Q2 Fiscal 2021 score. Analysis by route shows that passengers on Route 4 (Swartz Bay–Fulford Harbour) are the most satisfied with their overall experience (4.25), while passengers travelling on Route 19 (Nanaimo Harbour–Descanso Bay) are the least satisfied (3.69). The shifts in the overall customer satisfaction scores year over year (YOY) for each route are noted in the table below.

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

(1 - Very Dissatisfied, 2 - Dissatisfied, 3 - Neither Satisfied nor Dissatisfied, 4 - Satisfied, 5 - Very Satisfied)

Route	Q2 Fiscal 2021	Q2 Fiscal 2022	Change
Route 3	3.61	3.97	+0.36
Route 2	3.91	4.10	+0.19
Route 1	4.04	4.20	+0.16
Route 4	4.18	4.25	+0.07
Routes 5/9	4.10	4.11	+0.01
Route 19	3.74	3.69	-0.05
Route 30	4.09	3.90	-0.19

Source: August 2021 CST Survey

Overall, customer satisfaction has rebounded almost to the pre-pandemic level observed in 2019. It is reasonable to assume that the overall satisfaction score for Q2 Fiscal 2022 would have been higher if not for the COVID-19 pandemic. Amenities that provide a more enjoyable sailing experience, such as the Pacific Buffet and the Seawest Lounge, were unavailable due to the pandemic.

SERVICE AREAS WITH LARGEST YOY CHANGES

Largest increases in customer satisfaction

Service areas	Q2 Fiscal 2021	Q2 Fiscal 2022	Change
Ease of access, overall	3.82	4.24	+0.42
Ferry sailing frequently enough	3.33	3.63	+0.30
Ferry running on time	3.76	3.98	+0.22

Source: August 2021 CST Survey

Largest decreases in customer satisfaction

Service areas	Q2 Fiscal 2021	Q2 Fiscal 2022	Change
Pet area	3.23	2.92	-0.31
Ease of using/ understanding schedules	4.24	4.22	-0.02
Washrooms (terminal)	4.00	3.98	-0.02

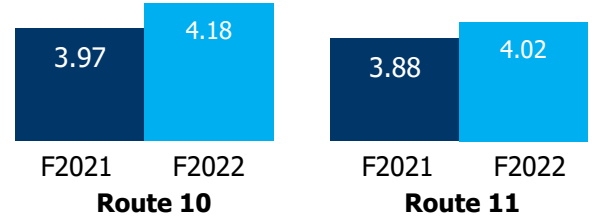
Source: August 2021 CST Survey

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.

Overall Satisfaction

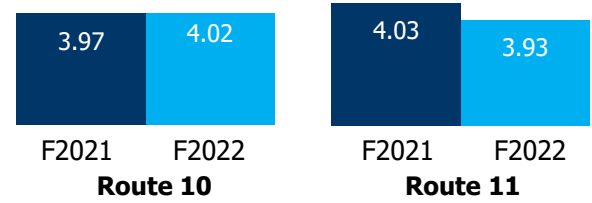
Year-over-year comparisons of overall satisfaction scores for Q2 Fiscal 2022 suggest satisfaction has increased for passengers on both Route 10 (+0.21) and Route 11 (+0.14).

Scores range from 1 to 5: 1 = Very dissatisfied, 5 = Very satisfied.



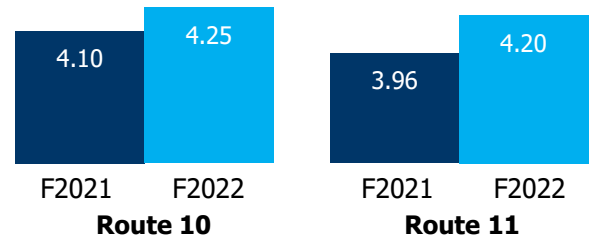
Terminal Satisfaction

Year-over-year comparisons of terminal satisfaction scores for Q2 Fiscal 2022 suggest satisfaction has slightly increased for passengers on Route 10 (+0.05), but has decreased for passengers on Route 11 (-0.10).



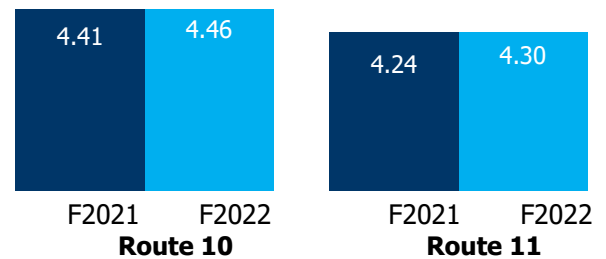
Onboard Satisfaction

Year-over-year comparisons of onboard satisfaction scores for Q2 Fiscal 2022 suggest satisfaction has increased for passengers on both Route 10 (+0.15) and Route 11 (+0.24).



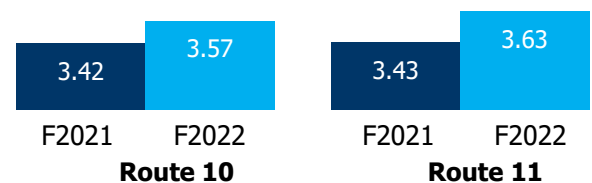
Safety of Ferry Operations

Year-over-year comparisons of satisfaction levels with safety of ferry operations for Q2 Fiscal 2022 suggest that passengers' rating of safety has increased on Route 10 (+0.05) and Route 11 (+0.06).



Value for Money of Fares

Year-over-year comparisons of passenger assessments of Value for Money of Fares for Q2 Fiscal 2022 suggest that passengers' ratings have increased on both Route 10 (+0.15) and Route 11 (+0.20).



Complaints per
10,000 Passengers*



YOY Change:
Complaints are UP
(Q2 Fiscal 2021: 4.7)

In Q2 Fiscal 2022, there were **3,729** total complaints received regarding these routes. The majority of feedback received this quarter was about advanced bookings and the website. A payment issue related to online bookings, discovered in mid-June, drove much of the feedback regarding multiple charges for bookings.

An issue with the payment flow on the website led to a small number of customers experiencing multiple charges for bookings they didn't complete, generally because they abandoned the bookings after payment information was entered. Payments were processed multiple times in error before the credit card was declined or the system timed out.

Some customers booked travel in the wrong direction this quarter. Customers realized the error when they arrived at the terminal, when the ticket agent could not locate their booking; they travelled on a first-come, first-served basis.

From September 7 to September 28, 2021, we offered late-night cargo sailings on the Tsawwassen-Duke Point route in order to meet high commercial travel demand. Single round trips of the *Queen of New Westminster* operated Monday–Thursday and carried a maximum of 80 passengers. Priority was given to commercial and cargo carriers, with unused space made available for passenger vehicles, space permitting.

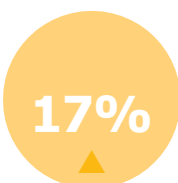
Top Three Complaint Areas (63% of all complaints)



YOY Change:
Complaints are UP
(Q2 Fiscal 2021: 19%)

Complaint	Number of complaints (n)
Advanced bookings	1,108
Double-charged/overcharged	459
Improve process for making booking changes (Improve/clarify online process, expedite access to call centre agents)	96
Change/cancellation policies (Policies are unfair and/or poorly communicated)	87

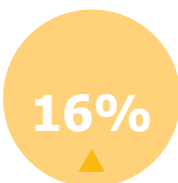
- The Revenue Department proactively searched for and refunded multiple charges that resulted from the payment flow issue, and a website fix was deployed on August 31, 2021, to automatically reverse the erroneous charges
- The daily refund limit for transactions was increased July 2, 2021, which helped to address the issue of refunds being declined
- All other reports of erroneous charges are investigated and refunded as appropriate
- Customers who book under an account online are able to view all of their bookings and make changes through the website. Customers booking on a 'guest' account online can make changes by accessing the link in their confirmation email. All customers can make changes by telephone.
- Policies are communicated and customers must agree to them before their booking can be completed



YOY Change:
Complaints are UP
(Q2 Fiscal 2021: 7%)

Complaint	Number of complaints (n)
BC Ferries website	623
Email communications (Long delays for system emails, confirmation emails not received)	145
Error messages received while booking	144
Improve online booking flow/system (Improve user experience when making a booking online)	105

- Missing confirmation emails were investigated. In many cases, either the bookings had not been completed, due to user error or because the space was no longer available when the customer went to complete their payment. Refunds for erroneous charges were provided, and customers received an explanation and apology.
- A fix was put in place the first week of September for delays customers experienced in receiving booking confirmation emails. This issue also contributed to customers making another booking online, thinking their first booking was not successful.
- Customers unable to complete their bookings were generally booking under a 'guest' account, which does not hold the space while the booking is being completed. These customers were guided towards booking under an account, which does hold the space during booking.
- Customers reporting difficulty with the booking flow – particularly those who made errors in the date or direction of their bookings – were asked for information on what led to the error in an attempt to understand and correct the cause.



YOY Change:
Complaints are UP
(Q2 Fiscal 2021: 14%)

Complaint	Number of complaints (n)
Fares/fare errors	606
Incorrect fare charged (Vehicle type, vehicle length, senior rate)	151
Double-charged/overcharged	149
Fare refund not yet received	133

- All reports of erroneous charges are investigated and refunded as appropriate
- Trends in errors are reported to applicable managers for coaching and training; system issues are investigated and resolved by our technical team
- In some instances, refunds processed at the terminal are not received by the customers. All reports are investigated, refunds processed as appropriate and employee errors shared with applicable managers for follow-up.
- High volumes of refund requests, due to a combination of peak season traffic, customer confusion about the new fare choices, and the online payment errors led to longer wait times for processing. Erroneous charges are prioritized, and all refunds are processed as quickly as possible. Travel vouchers, which can be mailed immediately, are provided in lieu of refunds to customers who prefer this option.

Complaints per
10,000 Passengers*



YOY Change:
Complaints are UP
(Q2 Fiscal 2021: 5.4)

In Q2 Fiscal 2022, there were **904** total complaints received regarding these routes. Customer feedback focused on high traffic volumes, traffic management and lack of available bookings for travel between Horseshoe Bay and Langdale.

Challenges experienced at the Horseshoe Bay terminal were high demand for travel, limited terminal space to hold vehicles and fewer ticket booths than other major terminals, leading to a backlog of vehicles waiting outside the ticket booths. Following the lifting of non-essential travel restrictions in June, traffic returned rapidly and remained high throughout Q2 Fiscal 2022.

On June 18, 2021, mobile point of sale devices were installed at Langdale terminal in order to improve throughput and to speed up the check-in process during busy periods.

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

Saver fares were introduced on the Horseshoe Bay to Langdale route on September 4, 2021. Originally set to run through October 31, 2021, in late September, the discounts were extended through January 5, 2022.

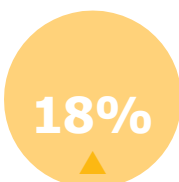
Top Three Complaint Areas (55% of all complaints)



YOY Change:
Complaints are DOWN
(Q2 Fiscal 2021: 22%)

Complaint	Number of complaints (n)
Advanced bookings	175
Availability (Bookings not available for desired sailings)	57
Double-charged/overcharged	41
Improve process for making booking changes (Improve/clarify online process, expedite access to call centre agents)	11

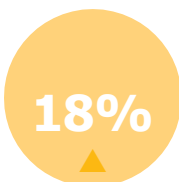
- Up to 45% of the vessel is reservable on the Horseshoe Bay-Langdale route, with the balance available for those travelling without a booking
- Customers are advised to check online for bookable space regularly, as bookings can be changed or cancelled, freeing up that space for others
- The introduction of Saver fares beginning early September incentivized customers to travel at off-peak times, maintaining space for those without flexibility in their schedule
- All reports of erroneous charges are investigated and refunded as appropriate
- Customers who book under an account may view all of their bookings and make changes through the website. Customers booking on a 'guest' account can make changes by accessing the link in their confirmation email. All customers can make changes by telephone.



YOY Change:
Complaints are UP
(Q2 Fiscal 2021: 5%)

Complaint	Number of complaints (n)
Loading/directions	163
Improve traffic management at terminal (Increase fairness, organization and safety when managing traffic)	84
Dissatisfaction with loading procedure (Increase fairness/organization when loading, ensure ferry is full before departing)	32
Offer priority loading for residents	17

- Traffic contractors are employed year-round at major route terminals, including Horseshoe Bay, to assist with managing traffic outside the terminal
- Customers without reservations were asked to avoid Horseshoe Bay terminal when traffic began backing up towards the highway on select days in July and August. Law enforcement was engaged on a handful of occasions, particularly around the Canada Day long weekend, when the terminal was unable to accommodate the number of non-reserved customers arriving.
- Every effort is made to load as many vehicles as possible; however, after the initial full load is complete, vessels with remaining pockets of space may depart without filling them. This is done in order to maintain on-time performance, as 'topping up' with additional vehicles causes delays.
- Priority loading is available to customers travelling under the Travel Assistance Program form with a Medical Assured Loading letter, and customers have the option to book reservations in order to guarantee their space



YOY Change:
Complaints are UP
(Q2 Fiscal 2021: 15%)

Complaint	Number of complaints (n)
BC Ferries website	161
Improve Current Conditions/service updates (Ensure information is accurate, relevant and up to date)	53
Account issues (Unable to access/update personal info or preferences, difficulty managing upcoming bookings)	29
Email communications (Long delays for system emails, confirmation emails not received)	21

- Current Conditions reporting was monitored regularly for accuracy and adjusted manually, when necessary, until a permanent fix was installed in early August
- Customers experiencing difficulty with their accounts are assisted; unresolved issues are reported to our technical team
- Missing confirmation emails were investigated. In many cases, the bookings had not been completed, either due to user error or because the space was no longer available, and the customer was booking as a 'guest'.
- An issue related to the delay in sending booking confirmation emails was identified and a fix was implemented in the first week of September

Complaints per
10,000 Passengers*



YOY Change:
Complaints are UP
(Q2 Fiscal 2021: 5.6)

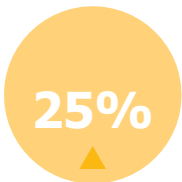
In Q2 Fiscal 2022, there were **703** total complaints received regarding these routes. The majority of complaints were regarding the website and bookings.

Customers continue to express preference for simple printable schedules, as their trip planning may involve multiple days and routes.

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

On-time performance for the Nanaimo Harbour-Gabriola Island route and the Chemainus-Penelakut-Thetis Island route has not been meeting BC Ferries and customer expectations, despite vessel and terminal employee efforts. As a result, it was determined that schedule changes would need to be made to account for changing travel patterns and reflect recent experiences regarding time required for loading, unloading and transit between terminals on the latter route.

Top Three Complaint Areas (51% of all complaints)



YOY Change:
Complaints are UP
(Q2 Fiscal 2021: 15%)

Complaint	Number of complaints (n)
Advanced bookings	175
Schedule error (Rt. 5/9)	57
Double-charged/overcharged	25
Improve process for making booking changes (Improve/clarify online process, expedite access to call centre agents)	17

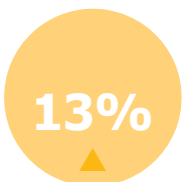
- A human error causing extra BC Day long weekend sailings wasn't caught when the sailings were entered into the system. A review of future sailings was conducted and one additional error was found and corrected.
- Customers affected by the BC Day long weekend sailing booking error were refunded their fares and provided with complimentary travel. Further compensation was provided on a case-by-case basis.
- All reports of erroneous charges are investigated and refunded as appropriate
- Trends in errors are reported to applicable managers for coaching and training; system issues are investigated and resolved by our technical team
- Customers who book under an account may view all of their bookings and make changes through the website. Customers booking on a 'guest' account can make changes by accessing the link in their confirmation email. All customers may make changes by telephone.



YOY Change:
Complaints are DOWN
(Q2 Fiscal 2021: 19%)

Complaint	Number of complaints (n)
BC Ferries website	92
Improve online schedule format (Difficulty understanding/navigating schedule for Rt. 5/9)	17
Errors in posted schedule (Incorrect sailing times posted for Rt. 5/9)	17
Account issues (Unable to access/update personal info or preferences, difficulty managing upcoming bookings)	13

- In response to customer feedback, the schedule format and content for Routes 5 and 9 were updated multiple times this quarter, in an attempt to make a very complex schedule easier for customers to understand. Thru fare travel information was also added to schedule pages to assist with travel planning.
- Schedules are regularly checked for accuracy. Errors found are corrected immediately. Compensation for customers affected by schedule errors is assessed and provided on a case-by-case basis.
- After the discovery of the BC Day long weekend error, bookings for all upcoming holiday weekends were checked to ensure customers would not experience the same situation. An identical error involving the Monday of the Labour Day weekend was found; customers were contacted and moved to other sailings.
- Customers experiencing difficulty with their accounts are assisted; unresolved issues are reported to our technical team



YOY Change:
Complaints are UP
(Q2 Fiscal 2021: 11%)

Complaint	Number of complaints (n)
Sailings/schedules	90
Sailing waits/delays (Frequency of delays and waits between sailings)	35
Cancelled sailings (Frustration expressed due to cancelled sailings)	20
Dissatisfaction with current schedule (Sailing times/frequency Rt. 5/9)	11

- Two new Island Class vessels, one of which arrived in BC in late September, with the second to arrive in December, will allow the Nanaimo Harbour-Gabriola Island route to transition to a two-vessel operation in 2022, replacing the *Quinsam* and increasing capacity
- In response to on-time performance concerns on the Nanaimo Harbour-Gabriola Island route and the Chemainus-Thetis Island-Penelakut Island route, it was determined that schedule changes would be required and in place early October
- The *Salish Heron* will join the BC Ferries fleet in 2022. The introduction of the larger vessel provides an opportunity to reassess the Southern Gulf islands' schedules. Following review of the feedback received through public consultation, we worked with the Southern Gulf Islands Ferry Advisory Committee to assess potential schedules to present for the second round of public consultation. Discussions are underway with the Committee regarding any further public consultation. The anticipated date of introduction of the new vessel remains unaffected.

Complaints per
10,000 Passengers*



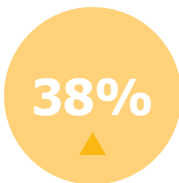
YOY Change:
Complaints are UP
(Q2 Fiscal 2021: 1.6)

In Q2 Fiscal 2022, there were **140** total complaints received regarding these routes. Feedback focused on issues related to heavy traffic: concerns about loading and unloading, traffic management, sailing waits and delays, and missing connecting sailings.

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

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

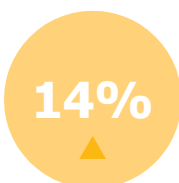
Top Three Complaint Areas (64% of all complaints)



YOY Change:
Complaints are UP
(Q2 Fiscal 2021: 12%)

Complaint	Number of complaints (n)
Loading/directions	53
Dissatisfaction with loading procedure (Increase fairness, organization and safety when loading/unloading)	24
Improve traffic management at terminal (Increase fairness, organization and safety when managing traffic)	9
Offer priority loading for passengers making connections	7

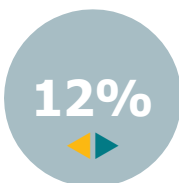
- The courtesy lanes at Buckley Bay and Campbell River provide early and sequential loading and offloading for customers travelling through to either Hornby Island or Cortes Island, provided their place in line would have afforded them a space on the sailing. Space in these lanes is limited and may be unavailable in times of heavy traffic. Customers who raise concerns about this are provided information on the courtesy lane processes and limitations.
- Traffic control is provided during peak season. Concerns regarding traffic are shared with terminal management.
- In consultation with the local Ferry Advisory Committees and in alignment with community requests, priority loading is offered on select sailings for customers travelling on the Cortes Island-Quadra Island and Quadra Island-Campbell River route, as well as on the Hornby Island-Denman Island and Denman Island-Buckley Bay route. This affords customers on the outer islands some certainty when they need to travel to Vancouver Island and arrive at a specific time.



YOY Change:
Complaints are UP
(Q2 Fiscal 2021: 12%)

Complaint	Number of complaints (n)
Sailings/schedules	19
Sailing waits/delays (Frequency of delays and waits between sailings)	6
Difficulty making/missed connections	3
Vessel substitution – larger ferry required (Increase capacity on Rt. 22)	3

- We meet and frequently exceed contracted service levels on our Northern Gulf Islands routes
- On Routes 21, 22, 23 and 24, the vessels' Masters have standing permission to shuttle, and they do so when warranted
- Two new Island Class ferries, *Island Nagalis* and *Island K'ulut'a*, arrived in Victoria over the summer. These vessels will allow the Campbell River-Quadra Island route to transition to a two-vessel operation in 2022, replacing the *Powell River Queen*.

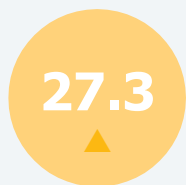


YOY Change:
NO CHANGE
(Q2 Fiscal 2021: 12%)

Complaint	Number of complaints (n)
Fares/fare errors	17
Incorrect fare charged (Senior rate, vehicle length)	12
Experience™ Card issue	3
Double-charged/overcharged	2

- Trends in errors are reported to applicable managers for coaching and training; system issues are investigated and resolved by our technical team
- Experience™ Card issues are investigated and rectified when appropriate. Fare disputes with the Experience™ Card tend to involve incorrect savings type; customers are provided an explanation of the different load levels and the discounts they provide. Vouchers are provided on a case-by-case basis in lieu of refunds, where appropriate.
- All reports of erroneous charges are investigated and refunded as appropriate

Complaints per
10,000 Passengers*



27.3

YOY Change:
Complaints are UP
(Q2 Fiscal 2021: 27.0)

In Q2 Fiscal 2022, there were **169** total complaints received regarding these routes.

On June 2, 2021, the *Northern Expedition* experienced mechanical difficulty with its engines. The damage was extensive and the vessel was towed to our Deas Dock facility for repairs. An alternate schedule for Routes 10 and 11 was put in place, mirroring winter service levels. Tug and barge service was implemented to supplement service on Route 11 from July 12 to August 1, 2021. The *Northern Expedition* returned to service on August 2, 2021.

In recognition of the impact on the community of reduced sailing availability over the summer, we added five round-trip sailings between Prince Rupert and Haida Gwaii between September 11 and September 30, 2021.

A website issue with booking-related additional charges also occurred on the Northern routes, where higher fares and the requirement to pay at time of booking led to significant overcharges for some customers. Customers whose reservations were not successful were assisted in order to ensure they were able to travel.

Based on BC's Restart Plan, most Indigenous communities in BC started accepting visitors as of June 15, 2021. Haida Gwaii began accepting visitors from BC and across Canada on July 1, 2021.

Top Three Complaint Areas (74% of all complaints)

39%

YOY Change:
Complaints are UP
(Q2 Fiscal 2021: 26%)

Complaint	Number of complaints (n)
Advanced bookings	66
Double-charged/overcharged	20
Extend booking window for future sailings	15
Revised/cancelled bookings (Customers unhappy with BC Ferries' handling of revised or cancelled bookings)	8

- All reports of erroneous charges were investigated and refunded as appropriate
- Customers who book under an account may view all of their bookings and make changes through the website. Customers booking on a 'guest' account may make changes by accessing the link in their confirmation email. All customers can make changes by telephone.
- When cancellations occur, every effort is made to give customers as much notice as possible and to accommodate them on the next available sailing
- Following the removal of the *Northern Expedition* from service on June 3, customers were contacted and rebooked on the *Northern Adventure*, or fares were refunded if they opted to not travel
- A water taxi service between Shearwater and Bella Bella provided timely connectivity for the arrival and departure of the *Northern Adventure*
- Requests for additional compensation, based on the impact of the cancellations, were considered on a case-by-case basis

20%

YOY Change:
Complaints are UP
(Q2 Fiscal 2021: 10%)

Complaint	Number of complaints (n)
BC Ferries website	33
Improve ease of navigation/ease of finding information	7
Account issues (Unable to access/update personal info or preferences, difficulty managing upcoming bookings)	4
Improve online booking system for Northern routes	4

- Customer feedback and suggestions regarding the website are shared internally and changes implemented where possible
- Customers experiencing difficulty with their accounts are assisted; unresolved issues are reported to our technical team
- Customers may book, change and cancel Northern sailings and amenities through the website or with an agent by calling the Customer Service Centre

15%

YOY Change:
Complaints are DOWN
(Q2 Fiscal 2021: 25%)

Complaint	Number of complaints (n)
Customer service	25
Phone service complaints (Wait times to speak to agent)	12
Phone service complaints (Unhelpful or unpleasant staff, misinformation, booking error made)	5

- Staffing levels in the Customer Service Centre were increased significantly in the spring in anticipation of higher call volumes. While Northern route bookings can now be made online, many customers travelling on these routes prefer to make and manage bookings through an agent at a Northern terminal or through the Customer Service Centre, as opposed to through the website.
- Employee conduct concerns are shared as appropriate for internal review and follow-up
- When agent error affects customer travel, compensation is considered on a case-by-case basis

FERRY ADVISORY COMMITTEES

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

BC Ferries generally 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 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 Q2 Fiscal 2022, Ferry Advisory Committees were engaged in the following activities:

Project-related engagement for the Southern Gulf Islands Scheduling project, and Terminal Development Plans for the Sturdies Bay, Village Bay and Otter Bay terminals.

Service recovery plans related to the *Northern Expedition* out-of-service period.

Annual FAC Chairs meetings and workshops on August 18 and 19, 2021 to discuss system-wide challenges and opportunities.

Meetings with the Gabriola and Chemainus-Thetis-Penelakut FACs to discuss on-time-performance (OTP) and schedule changes to address the OTP challenges on these routes.

Meetings to discuss operational and route-specific considerations. Virtual meetings were held with:

- Chemainus-Thetis Island-Penelakut Island (August 24, 2021)

THEMES

In Q2 Fiscal 2022, discussions with Ferry Advisory Committee members included the following key themes:

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

Results of the FAC Survey conducted by BC Ferries and actions required to make enhancements.

Addressing on-time performance issues as traffic demand returns stronger than expected.

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

NORTHERN EXPEDITION OUT OF SERVICE

Regular weekly meetings were held with members of the North and Central FAC and local stakeholders to provide regular updates on the *Northern Expedition* out-of-service period. These meetings provided the FAC and other key stakeholders (businesses, tourism operators, commercial customers, etc.) with an opportunity to provide input on service recovery planning, to deliver information regarding changes they are seeing in traffic and demand on their routes, and to ask questions of the BC Ferries team. Discussions also included the decision to extend the end of the peak season Route 11 schedule from mid-September to October 1.

PROJECT-BASED ENGAGEMENT INITIATIVES

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

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

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

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

Title of project	Southern Gulf Island Scheduling Project – Initial Review of Schedule Concepts	Sturdies Bay Terminal Development Plan	Village Bay Terminal Development Plan	Otter Bay Terminal Development Plan
Purpose of engagement	Support the development of an enhanced schedule for the Southern Gulf Islands	Gather input on the draft options for a Terminal Development Plan for Sturdies Bay	Inform the creation of a Terminal Development Plan for Village Bay, and gather input on opportunities and challenges at the terminal today	Inform the creation of a Terminal Development Plan for Otter Bay, and gather input on opportunities and challenges at the terminal today
Engagement activities	Virtual FAC meetings	Online engagement	Virtual FAC meetings	FAC meetings
		Virtual stakeholder meetings	Virtual meetings with key government stakeholders Meeting with Tsartlip First Nation Chief and Council	Virtual meetings with key government stakeholders
		Virtual meeting with Lelum Saraughtanaogh First Nations		
Key themes	Reviewed schedule options for the Southern Gulf Islands	Enhancing pedestrian space and safety	Consider combining public engagement events with SGI schedule engagement events	Consider combining public engagement events with SGI schedule engagement events
	Desire to keep schedules much as they are today to maintain community travel patterns, including residents, commercial goods and services, visitors, etc.	Holding area and parking improvements	Improve customer amenities	Improve holding area, traffic management and parking
		Addition of transfer traffic thru lane near terminal	Improve site circulation and safety	
Next steps	BC Ferries to refine schedule concepts and bring back to FAC for feedback	BC Ferries to produce draft Terminal Development Plan for approval	BC Ferries to develop terminal concepts for review	BC Ferries to develop terminal concepts for review
	Plan for Phase II engagement: work with FAC and the community to evaluate refined concepts	BC Ferries to publish Terminal Development Plan once finalized		

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 that proposed activities may cause to their interests and to find ways to avoid or minimize these adverse impacts.

In Q2 Fiscal 2022, Indigenous relations and engagement activities included:



TERMINAL DEVELOPMENT PROJECTS

Swartz Bay Berth 5 Project

To support the proposed upgrades to accommodate the new Salish vessel, we continued consultation with First Nation and Crown governments to work towards addressing specific concerns and regulatory requirements. These discussions are ongoing.

Nanaimo Harbour and Gabriola Terminal Development

To support terminal development planning for Route 19, BC Ferries' CEO, VP of Strategy and Community Engagement, and Director of Community Relations met with the Snuneymuxw First Nation Chief and two Council members to continue discussions regarding the Nation's specific concerns. We continue consultation with First Nation and Crown governments to work towards addressing these concerns. These discussions are ongoing.

Denman Island Terminal Development

To support Terminal Development Plans for Denman Island, the project team met with K'ómoks First Nation as well as with representatives from Ministry of Transportation and Infrastructure, BC Transportation Financing Authority and Ministry of Indigenous Relations and Reconciliation to understand the Nation's interests in continued access to Gravelly Bay, and to ensure that terminal plans accommodated this access into the future. A technical working group will be formed to involve K'ómoks Nation in the development of terminal plans and design. These discussions are ongoing.

Village Bay Berth 1 Rebuild Project

To support the rebuild of aging berth infrastructure at the Village Bay terminal, BC Ferries met with Tsartlip and Lyackson First Nations to introduce the project and to understand their interests in the area. We continue to work with Lyackson First Nation as plans progress. And we continue consultation with Tsartlip First Nation and Crown governments to work towards addressing the Nation's specific concerns and requirements. These discussions are ongoing.

OUTREACH AND RELATIONSHIP-BUILDING

We Wai Kai and Wei Wai Kum First Nations

The We Wai Kai and Wei Wai Kum Nations identified names and nominated sponsors for two of the new Island Class vessels. The Nations participated in the Island Class naming ceremony with blessings, traditional dances, and speeches.

Tla'amin Nation

BC Ferries met with a representative from Tla'amin Nation to hear about recent initiatives the Nation is undertaking and to continue building the relationship between the Nation and BC Ferries.

Penelakut First Nation

BC Ferries provided free travel to and from Penelakut Island on August 2, 2021 to support the Nation's members in attending a residential school remembrance march. BC Ferries terminal and fleet staff also attended the march on behalf of BC Ferries.

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

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

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

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

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

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

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

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

The Overall Customer Experience performance score is a composite measure that is calculated using eight individual measures from four different information sources. The Overall Customer Experience performance score is represented by the dial score (on page 2).

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

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

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

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

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

How is the Overall Customer Experience Performance Score Calculated?

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

An Overall Performance score of 100 means that BC Ferries' performance is equivalent to the 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

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

NORTHERN GULF ISLANDS

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

SOUTHERN GULF ISLANDS

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

MID AND NORTH COAST

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

SUNSHINE COAST

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