

Feedback and Engagement Report

Quarter ended December 31, 2021 (Q3 Fiscal 2022)

Q3 Fiscal 2022 Summary

During Q3 Fiscal 2022, several external challenges affected BC Ferries' operations as well coastal communities and the traveling public. These included rising COVID-19 case counts across the province, impacting both customers and employees; heavy rain and flooding in several BC regions, inhibiting travel and causing logistical issues; a mandatory vaccination requirement from Transport Canada, resulting in some staffing and crewing challenges; unusually cold weather and heavy snow in late December, leading to multiple sailing cancellations; and a worldwide shortage of mariners, which challenged our ability to find replacement crew members for key positions.

Internal factors also posed challenges in Q3 Fiscal 2022, starting on September 28, 2021 when the *Spirit of Vancouver Island*, serving the route connecting Tsawwassen and Swartz Bay, experienced a mechanical issue with the starboard gearbox. The vessel was removed from service while extensive repairs were completed. Several sailings were cancelled. The *Coastal Celebration* and *Spirit of British Columbia* continued to provide service that was supplemented with the *Queen of New Westminster* sailing on select days. The vessel returned to service on November 12, 2021, after repairs.

An all-day technical outage on October 21, 2021 impacted the external website, as well as internal applications, which prevented access to programs controlling bookings, highway signage and Current Conditions. All services were restored later that same evening.

In addition, the route connecting Nanaimo Harbour and Gabriola Island experienced a crew shortage as a direct result of the Transport Canada Order. From November 15 to 23, 2021, reduced sailings were supplemented morning and night by a complimentary water taxi service. Regular service returned on November 24, 2021.

By mid-December, case counts of the COVID-19 Omicron variant were increasing significantly. In the last third of the month, daily new cases vastly exceeded all previous numbers. In response, customers cancelled bookings and reduced travel, while across the fleet, employees stayed home with the illness or as a precautionary measure after being exposed to confirmed cases. Crew absences could not be filled in all cases, due to pre-existing crew shortages seen industry-wide. As a result, some sailings were cancelled.

CUSTOMER EXPERIENCE		CUSTOMER COMPLAINTS		CUSTOMER SERVICE CENTRE	
88	The Q3 Fiscal 2022 score for Customer Experience is lower when compared to the four-year historical average for Q3	7.5	7.5 complaints were received for every 10,000 customers travelling in Q3 Fiscal 2022 (Up from 6.5, Q3 Fiscal 2021)	92%	Customers satisfied with their Customer Service Centre (CSC) experience (Up from 90%, Q3 Fiscal 2021)

Customer type	CUSTOMERS SERVED		
	Q3 Fiscal 2021	Q3 Fiscal 2022	YOY change
Foot passengers	330,721	628,564	+90%
Vehicle passengers	2,545,626	3,474,245	+36%
Total vehicles	1,559,541	1,967,409	+26%
4,102,809 customers travelled with BC Ferries in Q3 Fiscal 2022, compared to 2,876,347 in Q3 Fiscal 2021 (43% increase in passenger volume).			

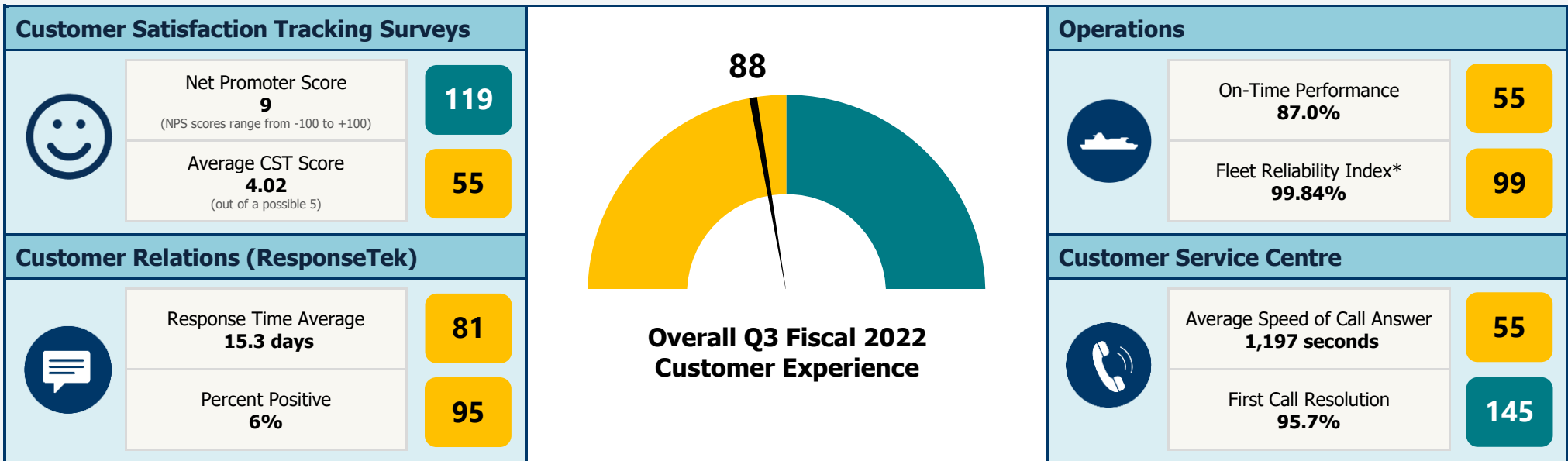
Channels	COMMENTS, INQUIRIES AND PHONE CALLS		
	Q3 Fiscal 2021	Q3 Fiscal 2022	YOY change
Comments	3,294	4,523	+37%
Phone calls	81,521	82,475	+1%
Social media (inbound)*	9,795	11,274	+15%
Twitter	6,835	7,502	+10%
Facebook	2,477	1,976	-20%
Instagram	365	1,733	+375%
LinkedIn	118	63	-47%

OVERALL CUSTOMER EXPERIENCE
The customer experience score is below average compared to previous four years.
Main contributors to a below-average score:
Average Customer Satisfaction Tracking (CST) score 0.5 point lower than the four-year historical average for Q3
On-time performance Down 4% compared to the four-year historical average for Q3
Average speed of call answered 4.6 times slower compared to the four-year historical average for Q3
See the Customer Experience Dashboard on page 2 for a breakdown of metrics contributing to the overall customer experience score.

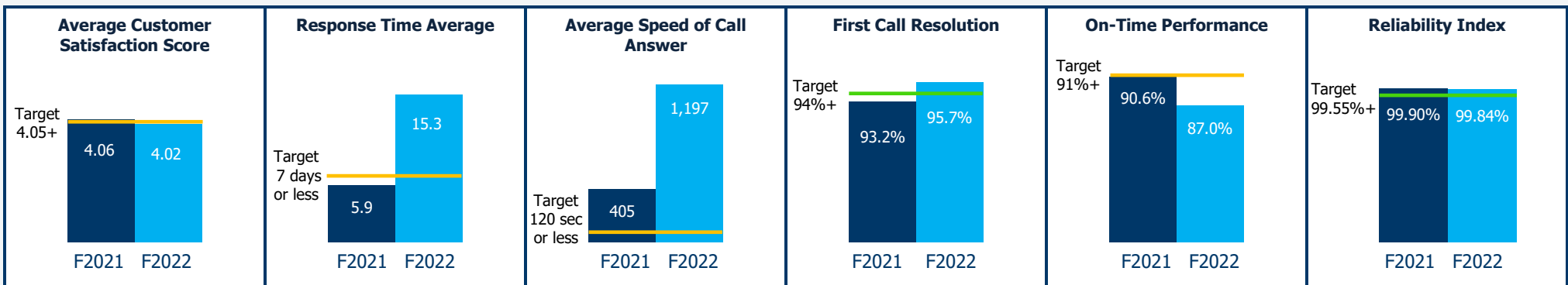
TOP THREE COMPLAINT AREAS	
Major routes Routes 1, 2, 3, 30	% of all complaints
Advanced bookings	24%
Fares/fare errors	17%
Customer service	15%
Minor routes All other routes	% of all complaints
Sailings/schedule	29%
Customer service	12%
Fares/fare errors	11%

*Inbound customer 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 B.



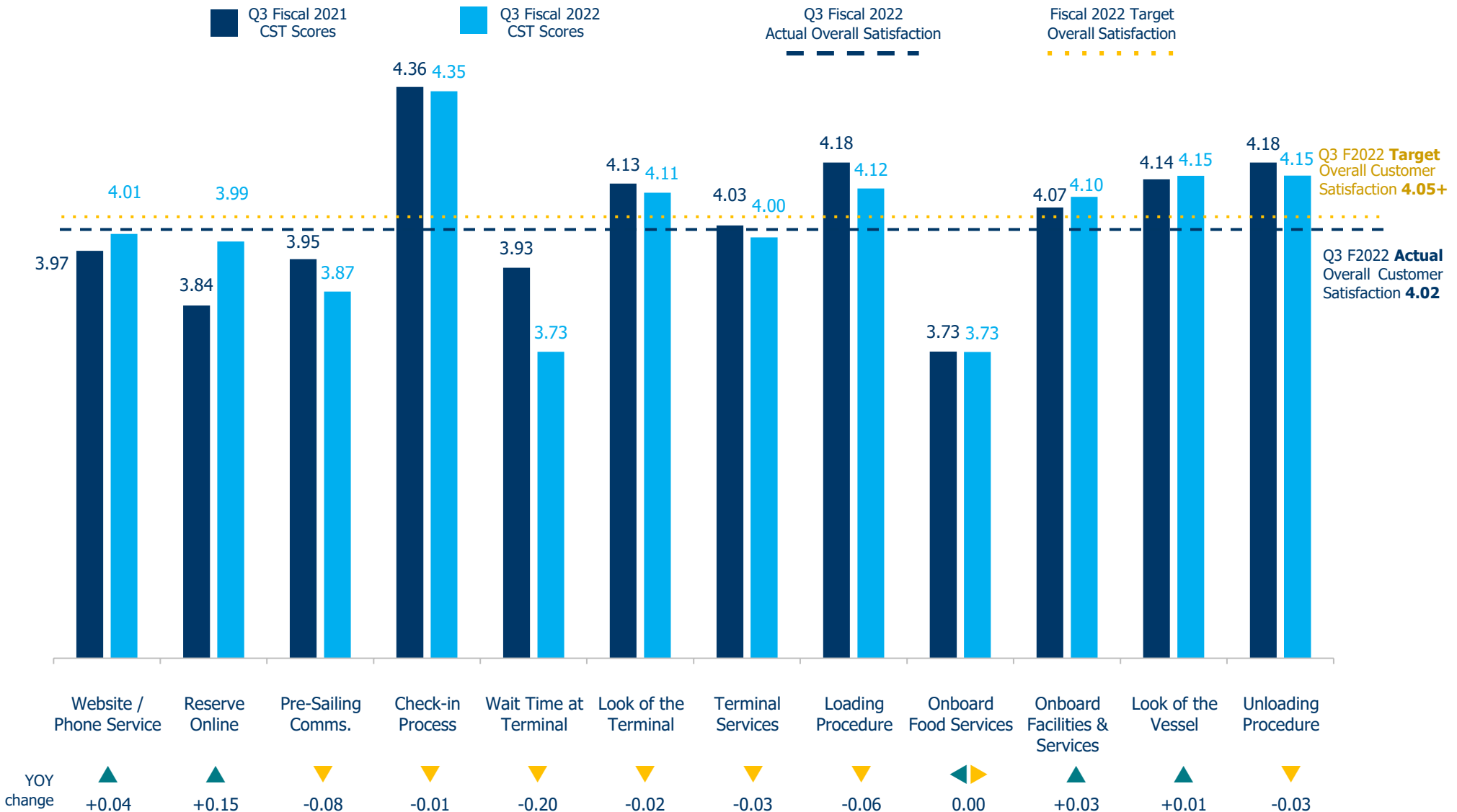
Current Performance Relative to Q3 Fiscal 2021 and Targets



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

Passenger Satisfaction throughout the BC Ferries Journey

Q3 Fiscal 2022



The blue dashed line represents the Overall Satisfaction Score for November 2021 passengers. Looking at the whole journey, passenger "high points" include the check-in process (4.35), the look of the vessel (4.15) and the unloading procedure (4.15). Passenger "low points" include the wait time at the terminal (3.73) and on board food services (3.73).

Total CST surveys completed



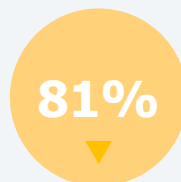
November 2020: 2,205
(+132% YOY)

Overall Customer Satisfaction Score



November 2020: 4.06
(-0.04 YOY)

Overall Customer Satisfaction Percentage



November 2020: 84%
(-3% YOY)

Net Promoter Score (NPS)



November 2020: 4
(+5 YOY)

OVERALL CUSTOMER SATISFACTION BY ROUTE

The overall customer satisfaction score decreased compared to the Q3 Fiscal 2021 score. Analysis by route shows that passengers on Route 30 (Tsawwassen–Duke Point) are the most satisfied with their overall experience (4.21), while passengers travelling on Route 19 (Nanaimo Harbour–Descanso Bay) are the least satisfied (3.45). 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	Q3 Fiscal 2021	Q3 Fiscal 2022	Change
Route 30	3.98	4.21	+0.23
Route 3	3.99	3.98	-0.01
Route 2	4.03	4.01	-0.02
Routes 5/9	4.04	3.99	-0.05
Route 1	4.16	4.03	-0.13
Route 4	4.16	4.00	-0.16
Route 19	3.83	3.45	-0.38

Source: November 2021 CST Survey

SERVICE AREAS WITH LARGEST YOY CHANGES

Largest **increases** in customer satisfaction

Service areas	Q3 Fiscal 2021	Q3 Fiscal 2022	Change
Ease of using online reservations	3.84	3.99	+0.15
Usefulness of BC Ferries Website	3.86	3.96	+0.10
Atmosphere on the ferry overall	4.01	4.11	+0.10

Source: November 2021 CST Survey

Largest **decreases** in customer satisfaction

Service areas	Q3 Fiscal 2021	Q3 Fiscal 2022	Change
BC Ferries phone service	3.59	3.22	-0.37
Ferry running on time	4.09	3.82	-0.27
Wait time at the terminal	3.93	3.73	-0.20

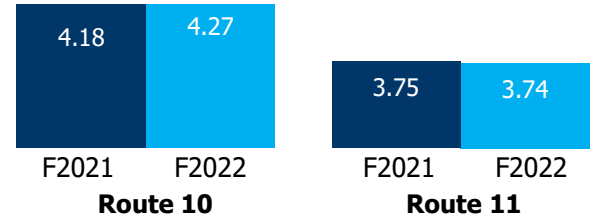
Source: November 2021 CST Survey

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.

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

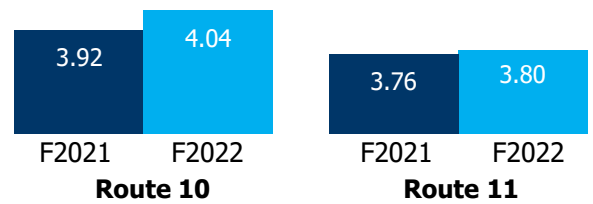
Overall Satisfaction

Year-over-year comparisons of overall satisfaction scores for Q3 Fiscal 2022 suggest satisfaction has increased for passengers on Route 10 (+0.09) but has decreased slightly for passengers on Route 11 (-0.01).



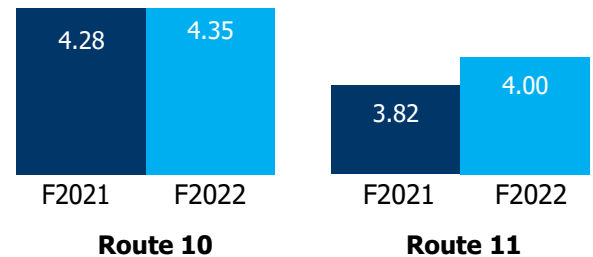
Terminal Satisfaction

Year-over-year comparisons of terminal satisfaction scores for Q3 Fiscal 2022 suggest satisfaction has slightly increased for passengers on both Route 10 (+0.12) and on Route 11 (+0.04).



Onboard Satisfaction

Year-over-year comparisons of onboard satisfaction scores for Q3 Fiscal 2022 suggest satisfaction has increased for passengers on both Route 10 (+0.07) and Route 11 (+0.18).



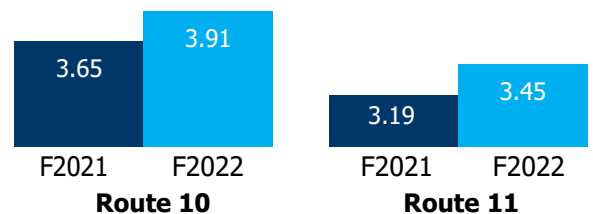
Safety of Ferry Operations

Year-over-year comparisons of satisfaction levels with safety of ferry operations for Q3 Fiscal 2022 suggest that passengers' rating of safety has slightly decreased on Route 10 (-0.02) but has risen considerably on Route 11 (+0.27).



Value for Money of Fares

Year-over-year comparisons of passenger assessments of Value for Money of Fares for Q3 suggest that passengers' ratings have increased considerably on both Route 10 (+0.26) and Route 11 (+0.26).



Complaints per
10,000 Passengers*



YOY Change:
Complaints are UP
(Q3 Fiscal 2021: 6.6)

In Q3 Fiscal 2022, there were **1,895** total complaints received regarding these routes.

On September 28, 2021, a mechanical issue with the starboard gearbox on the *Spirit of Vancouver Island*, serving the route connecting Tsawwassen and Swartz Bay, led to multiple sailing cancellations when the vessel was removed from service. While repairs were completed, the *Coastal Celebration* and *Spirit of British Columbia* continued to provide two-ship service, with the *Queen of New Westminster* providing additional sailings on select days. The *Spirit of Vancouver Island* returned to service on November 12, 2021. Impacted bookings were changed or cancelled as necessary.

On December 8 and 9, 2021, our payment processor experienced an issue that led to a number of customers being charged multiple times for bookings they did not complete.

Some customers continue to book travel in the wrong direction and realize the error when they arrive at the terminal. When the ticket agent is unable to locate their booking, customers travel on the next available sailing.

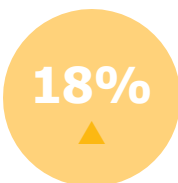
Top 3 Complaint Areas (58% of all complaints)



YOY Change:
Complaints are UP
(Q3 Fiscal 2021: 12%)

Complaint	Number of complaints (n)
Advanced bookings	478
Double-charged/overcharged	129
Change/cancellation policies (Policies are unfair and/or poorly communicated)	91
Revised/cancelled bookings (Customers unhappy with BC Ferries' handling of revised or cancelled bookings)	61

- Our payment processor proactively refunded charges that were the result of an error that occurred on December 8 and 9.
- Review of Terms and Conditions content and placement is underway to ensure customer understanding and acknowledgement prior to booking.
- Where bookings must be changed or cancelled due to weather or mechanical reasons, customers are contacted as soon as possible and moved to the next available sailing if space permits. If no space is available, reservations are cancelled and refunded.
- When Saver fare bookings are cancelled, customers will have the original fare honoured if their alternate travel is more costly.
- Customers who mistakenly book in the wrong direction are provided partial refunds on a case-by-case basis, on provision of their receipts from their alternate travel.



YOY Change:
Complaints are UP
(Q3 Fiscal 2021: 13%)

Complaint	Number of complaints (n)
Fares/fare errors	345
Incorrect fare charged (Vehicle type, vehicle length, senior rate)	112
Fare refund not yet received	96
Double-charged/overcharged (At terminal)	55

- All reports of fare or fee errors are investigated and refunded as appropriate.
- Transaction errors are reported to applicable managers for coaching and training; system issues are investigated and resolved by our technical team.
- In some cases, refunds processed at the terminal are not received by customers. All reports are investigated, refunds are processed as appropriate and employee errors are shared with applicable managers for follow-up.
- Customers who do not cancel or use their Saver fare booking do not receive a refund, per the Terms and Conditions.



YOY Change:
Complaints are UP
(Q3 Fiscal 2021: 12%)

Complaint	Number of complaints (n)
Customer Service	289
Poor customer service (Check-in)	100
Phone service complaints (Wait times to speak to agent)	73
Poor customer service (Terminal staff)	34

- Employee conduct concerns are shared with management as appropriate for internal review and follow-up.
- Call wait times have been higher than projected, with high call volumes related to cancellations due to province-wide flooding, sailing cancellations due to weather and, mechanical issues. We also saw high staff attrition rates.

*COVID-19-related complaints are not included in Complaints per 10,000 passengers calculations. Note: 'n' values represent the count of complaints within each complaint area (customer service, fares, 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.

Complaints per
10,000 Passengers*



YOY Change:
Complaints are DOWN
(Q3 Fiscal 2021: 4.8)

In Q3 Fiscal 2022, there were **396** total complaints received regarding these routes.

Saver fares were introduced on the Horseshoe Bay-Langdale route on September 4, 2021. Originally set to run through October 31, 2021, the discounted fares were extended through January 5, 2022 and then extended a second time through March 31, 2022. Although popular, Saver fares in some cases lead to confusion for customers who are unfamiliar with the cancellation and no-show policies, and who expect a refund when bookings go unused.

On December 26, 2021, extreme cold temperatures caused the loss of power to the rescue boat on the *Island K'ulut'a*. The day's sailings between Powell River and Texada Island were cancelled; a water taxi provided service in the afternoon until the *Salish Orca* attended and provided service on a modified Powell River-Comox-Texada Island triangle run. A handful of compensation requests were received as a result of the cancellations.

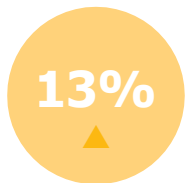
Top 3 Complaint Areas (44% of all complaints)



YOY Change:
Complaints are DOWN
(Q3 Fiscal 2021: 49%)

Complaint	Number of complaints (n)
BC Ferries website	70
Improve online booking flow/system (Improve user experience when making a booking online)	16
Improve Current Conditions/service updates (Ensure information is accurate, relevant and up to date)	13
Improve ease of navigation/ease of finding information	8

- In August, a software fix was implemented to address Current Conditions inaccuracies, no further issues have been noted in Q3 Fiscal 2022.
- In early November, an Arrivals and Departures link was added to all Current Conditions pages, providing customers with quick access to real-time information on arrival and departure times, as well as information on delays.
- In mid-November, an All Routes Status At-a-Glance page was added to Current Conditions. This page, which is updated manually throughout the day, allows customers to easily view all current Service Notices across the fleet.



YOY Change:
Complaints are UP
(Q3 Fiscal 2021: 8%)

Complaint	Number of complaints (n)
Fares/fare errors	52
Incorrect fare charged (Senior rate, vehicle length)	26
Double-charged/overcharged	14
Experience™ Card issue	3

- Transaction errors are reported to applicable managers for coaching and training; system issues are investigated and resolved by our technical team.
- All reports of fare or fee errors are investigated and refunded as appropriate.
- Cancellation and change policies related to Saver fares are communicated at time of booking; fares and fees are refunded on a case-by-case basis, and customers are provided information and clarification for future travel.
- Experience™ Card issues are investigated and rectified when appropriate.
- Work is underway to clarify for customers the different Experience™ Card load levels and the discounts they offer.



YOY Change:
Complaints are UP
(Q3 Fiscal 2021: 6%)

Complaint	Number of complaints (n)
Sailings/schedules	51
Sailing waits/delays (Frequency of delays and waits between sailings)	19
Cancelled sailings (Frustration expressed due to cancelled sailings)	12
Difficulty making/missed connections	7

- Delays on one of Horseshoe Bay's three routes can cause the other two routes to fall behind, as only one vessel can enter or exit Horseshoe Bay at a time. Staff focus on efficiently loading and offloading the ship in order to remain on schedule.
- When sailings are cancelled, every effort is made to load customers on the next sailing. Where space is available, reservations are honoured for the following departure.
- Connections between different routes are not guaranteed in order to maintain sailing schedules. However, those travelling from Horseshoe Bay-Langdale, and then on the last sailing from Earls Cove-Salter Bay, may request the Route 7 vessel to wait up to 30 minutes for them to arrive when the Route 3 vessel is running behind schedule.

*COVID-19-related complaints are not included in Complaints per 10,000 passengers calculations. Note: 'n' values represent the count of complaints within each complaint area (customer service, fares, 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.

Complaints per
10,000 Passengers*



YOY Change:
Complaints are DOWN
(Q3 Fiscal 2021: 7.0)

In Q3 Fiscal 2022, there were **482** total complaints received regarding these routes.

On the route connecting Crofton with Vesuvius, the reintroduction of the *Quinitza*, which replaced the larger *Bowen Queen* during the off-peak season as of October 21, 2021, led to customer frustration from those who experienced sailing waits.

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

On November 15, 2021, an atmospheric river caused flooding and washouts in several parts of the province. Damage to the Malahat Highway on Vancouver Island meant road access between Greater Victoria and the rest of Vancouver Island was temporarily unavailable. Crews on the Brentwood Bay-Mill Bay route provided four extra late-night round trips on November 15, 16 and 17, 2021 to accommodate traffic impacted by the road closures.

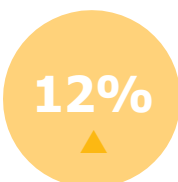
Top 3 Complaint Areas (57% of all complaints)



YOY Change:
Complaints are UP
(Q3 Fiscal 2021: 8%)

Complaint	Number of complaints (n)
Sailings/schedules	167
Cancelled sailings (Frustration expressed due to cancelled sailings)	111
Sailing waits/delays (Frequency of delays and waits between sailings)	21
Vessel substitution – larger ferry required (Increase capacity on Rt. 6)	11

- Schedule adjustments were made on Route 20 (Chemainus–Thetis Island–Penelakut) to improve on-time performance and reliability.
- The 3:45 pm sailing from Nanaimo Harbour was permanently changed to 4:00 pm in early October following consultation with the Ferry Advisory Committee, to reduce frequent delays.
- Due to the November 15 Transport Canada vaccination requirement, available crew operated the *Quinsam* on Route 19 (Nanaimo Harbour-Gabriola) for one full shift daily, which was supplemented with early morning and late evening water taxi service. The *Quinsam* returned to regular service on November 24. Related compensation requests were considered on a case-by-case basis.
- *Island Kwigwis* and *Island Gwawis* arrived in BC late 2021, they will allow Route 19 to transition to a two-vessel operation in 2022.
- When possible, vessels operating on the Southern Gulf Islands routes wait for connecting sailings and make up time during transit.



YOY Change:
Complaints are UP
(Q3 Fiscal 2021: 9%)

Complaint	Number of complaints (n)
Customer service	58
Phone service complaints (Unhelpful or unpleasant staff, misinformation, booking error made)	14
Poor customer service (Terminal staff)	10
Phone service complaints (Wait times to speak to agent)	9

- Employee conduct concerns are shared as appropriate for internal review and follow-up.
- When agent error affects customer travel, compensation is provided on a case-by-case basis.
- Despite a significant increase in staffing levels in the Customer Service Centre in the spring of 2021, call wait times have been higher than projected, with high call volumes related to cancellations due to province-wide flooding, and sailing cancellations due to weather and mechanical issues. We also saw high staff attrition rates. The hiring and training process is underway for spring 2022.



YOY Change:
Complaints are UP
(Q3 Fiscal 2021: 5%)

Complaint	Number of complaints (n)
Advanced bookings	49
Revised/cancelled bookings (Customers unhappy with BC Ferries' handling of revised or cancelled bookings)	11
Change/cancellation policies (Policies are unfair and/or poorly communicated)	10
Improve process for making booking changes (Improve/clarify online process, expedite access to call centre agents)	10

- The sailings between Tsawwassen and the Southern Gulf Islands are 100% reservable, and fees apply when customers cancel less than one week in advance. With long wait times to connect to the Customer Service Centre and a website outage, customers in some cases were unable to cancel their bookings in time to avoid the fee. Refunds were provided on a case-by-case basis where appropriate.
- Review of Terms and Conditions content and placement is underway to ensure customer understanding and acknowledgement prior to booking
- Bookings can be modified through the website 24 hours a day or through the Customer Service Centre during operating hours.
- In order to improve call wait times in the Customer Service Centre, hiring and training is underway for spring 2022.

*COVID-19-related complaints are not included in Complaints per 10,000 passengers calculations. Note: 'n' values represent the count of complaints within each complaint area (customer service, fares, 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.

Complaints per
10,000 Passengers*



YOY Change:
Complaints are UP
(Q3 Fiscal 2021: 2.3)

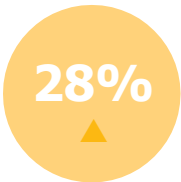
In Q3 Fiscal 2022, there were **104** total complaints received regarding these routes.

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

On December 17, 2021, the 4:00 pm sailing departing Buckley Bay, which typically carries students home to Denman and Hornby Islands, departed without the students onboard. Due to winter conditions, the school bus was delayed and the driver forgot to notify the vessel and the terminal of the delay. A number of parents complained about the sailing wait that their children experienced as a result.

Customers travelling on two routes – Buckley Bay-Denman Island and Denman Island-Hornby 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 on Denman Island in order to avoid a wait for the second sailing.

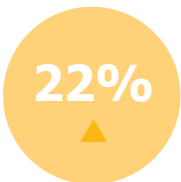
Top 3 Complaint Areas (66% of all complaints)



YOY Change:
Complaints are UP
(Q3 Fiscal 2021: 19%)

Complaint	Number of complaints (n)
Sailings/schedules	29
Cancelled sailings (Frustration expressed due to cancelled sailings)	16
Vessel issue (Mechanical issues impacting Rt. 24)	5
Sailing waits/delays (Frequency of delays and waits between sailings)	3

- Customers impacted by the Quadra Island-Cortes Island sailing cancellations were reimbursed for costs or provided compensation on a case-by-case basis.
- Customers who were unable to return home to Cortes Island and who were without means to pay for a hotel were assisted by Customer Relations.
- Once the scope of the mechanical issue was understood, a technician was flown in from Vancouver to complete repairs. Poor weather, which prevented the use of water taxis while the *Tachek* was out of service, delayed the arrival of the technician on Quadra Island.
- We meet and frequently exceed contracted service levels on our Northern Gulf Islands routes.



YOY Change:
Complaints are UP
(Q3 Fiscal 2021: 3%)

Complaint	Number of complaints (n)
Loading/directions	23
Dissatisfaction with loading procedure (Increase fairness, organization and safety when loading/unloading)	9
Ferry departed prior to loading local schoolchildren (Rt. 21)	6
Improve safety during loading/unloading (Rt. 21 & 22)	3

- 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 afford 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.
- The courtesy lane process for customers travelling via the Buckley Bay-Denman Island route and then onwards to Hornby Island was improved and clarified in order to ensure that the first 12 vehicles travelling these routes are consistently offloaded first, allowing them to travel across Denman Island in the same order as their arrival at Buckley Bay.
- The *Baynes Sound Connector* will wait for the school bus to arrive at Buckley Bay for the 4:00 pm departure when the delay is communicated to the vessel and the terminal.
- An additional round trip was completed on December 17 in order to assist the students who missed the 4:00 pm sailing to Denman Island.



YOY Change:
Complaints are UP
(Q3 Fiscal 2021: 9%)

Complaint	Number of complaints (n)
Fares/fare errors	17
Incorrect fare charged (Senior rate, vehicle type, thru fare)	11
Experience™ Card issue	4

- Trends in errors are reported to applicable managers for coaching and training; system issues are investigated and resolved by our technical team.
- All reports of erroneous charges are investigated and refunded as appropriate.
- 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.

*COVID-19-related complaints are not included in Complaints per 10,000 passengers calculations. Note: 'n' values represent the count of complaints within each complaint area (customer service, fares, 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.

Complaints per
10,000 Passengers*



YOY Change:
Complaints are UP
(Q3 Fiscal 2021: 16.6)

In Q3 Fiscal 2022, there were **86** total complaints received regarding these routes.

A number of weather-related cancellations and delays occurred in Q3 Fiscal 2022. During the winter months, one vessel operates between Port Hardy-Prince Rupert and Prince Rupert-Haida Gwaii. In order to maximize the number of crossings offered, sailings are scheduled with minimal time between each departure.

On October 11 and 12, 2021, poor weather led to the cancellation of one round trip between Prince Rupert and Haida Gwaii. Weather caused the rescheduling of another round trip, moving it from November 11 and 12, 2021 to November 17 and 18, 2021, when the vessel was next available. Sailings were cancelled or rescheduled for later in the week. These decisions were made in order to reduce the impact on the greatest number of customers, as holding the sailings would have caused cascading delays for several days following.

Top 3 Complaint Areas (54% of all complaints)



YOY Change:
Complaints are UP
(Q3 Fiscal 2021: 7%)

Complaint	Number of complaints (n)
Customer service	17
Phone service complaints (Wait times to speak to agent)	8
Poor customer service (Terminal staff)	4
Poor customer service (Slow response to customer complaints/ inquiries)	2

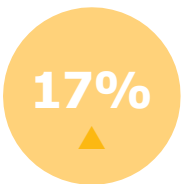
- Northern route bookings can now be made and modified online, offering customers a way to avoid call centre wait times.
- Despite a significant increase in staffing levels in the Customer Service Centre in the spring of 2021, call wait times have been higher than planned due to unexpectedly high call volumes. The hiring and training process is underway for spring 2022.
- Employee conduct concerns are shared as appropriate for internal review and follow-up.
- Two permanent positions were recently filled to improve response times.



YOY Change:
Complaints are DOWN
(Q3 Fiscal 2021: 23%)

Complaint	Number of complaints (n)
Advanced bookings	15
Change/cancellation policies (Policies are unfair and/or poorly communicated)	4
Extend booking window for future sailings	3
Double-charged/overcharged	3

- Review of Terms and Conditions content and placement is underway to ensure customer understanding and acknowledgement prior to booking.
- Customers who book while logged into their account may view all of their bookings and modify bookings through the website. Customers booking as a 'guest' (without an account) can modify bookings by accessing the link in their confirmation email. All customers can modify their booking through the call centre.
- Bookings are opened to the public as soon as sailings are built in the system. Schedules are available up to 6 months in advance, and while bookings are typically available for summer sailings by the end of February we are working to increase the booking window.
- All reports of erroneous charges are investigated and refunded as appropriate.



YOY Change:
Complaints are UP
(Q3 Fiscal 2021: 5%)

Complaint	Number of complaints (n)
Sailings/schedules	15
Cancelled sailings (Frustration expressed due to cancelled sailings)	12
Additional sailings (Increase sailings on Rt. 10)	3

- Sailings are delayed or rescheduled whenever possible, as opposed to being cancelled, as this preserves customer bookings and prevents situations where reserved customers are unable to rebook cancelled bookings when space is limited.
- When cancellations occur, every effort is made to give customers as much notice as possible and to accommodate them on the next available sailing where space permits.

*COVID-19-related complaints are not included in Complaints per 10,000 passengers calculations. Note: 'n' values represent the count of complaints within each complaint area (customer service, fares, 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.

FERRY ADVISORY COMMITTEES

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

BC Ferries generally holds a minimum of 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). While many meetings this year were conducted virtually due to COVID-19 restrictions, we continued to look for opportunities to meet in person when restrictions allowed and it was safe to do so.

Brentwood Bay/Mill Bay

Bowen Island

Campbell River/Quadra Island/Cortes Island

Chemainus/Thetis Island/Penelakut Island

Denman/Hornby

Gabriola Island

Langdale/Gambier/Keats

North and Central Coast

Northern Sunshine Coast

Salt Spring Island

Southern Gulf Islands

Southern Sunshine Coast

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

FAC ACTIVITIES

In Q3 Fiscal 2022, Ferry Advisory Committees were engaged in the following activities:

Project-related engagement: reviewing scheduling options for the Southern Gulf Islands.

Initial discussion with Salt Spring Island FAC on concept for a pilot to trial reservations on Route 6.

Met with all FAC Chairs and Co-Chairs to discuss FAC structure, Terms of Reference, membership application and processes.

Meetings with Gabriola Island FAC to discuss recent schedule adjustments and improvements to on-time performance.

Meetings to discuss operational and route-specific issues with:

Tri-Islands – November 19, 2021

North Sunshine Coast – December 2, 2021

Bowen Island – December 3, 2021

Gambier-Keats – December 6, 2021

THEMES

In Q3 Fiscal 2022, discussions with Ferry Advisory Committee members included the following key themes:

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

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

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

NORTHERN EXPEDITION OUT OF SERVICE

In November, a feedback session provided Ferry Advisory Committee members, community leaders, First Nations, and tourism operators with an opportunity to comment on the communications and engagement process during the *Northern Expedition* out-of-service period. The feedback was generally positive, with stakeholders expressing appreciation for the ongoing communications throughout the outage.

Stakeholders felt that BC Ferries was responsive to the concerns and suggestions raised during regular meetings and felt the response helped to alleviate some of the bottlenecks that could have occurred. Stakeholders also noted that community impacts of the outage were noticeable, including an impact on visitor numbers that affected tourism and local businesses economically. Stakeholders provided suggestions for community channels that could be accessed for future communications, including community poster boards, social media and printed signage.

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.

Our Engagement Commitment

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

Through our engagement efforts we are committed to:

- INVOLVING** Involving our customers, the Indigenous and coastal communities we serve, and our employees in the decisions that impact them whenever possible.
 - This includes:
 - Engaging as early as possible and ensuring we continue to engage and/or inform throughout our decision-making process.
 - Providing the information people need to participate meaningfully in the decision-making process e.g. information about constraints, requirements and challenges, as well as the benefits and trade offs of different options.
- LISTENING** Listening carefully to what we hear and considering all feedback alongside safety, financial, operational, environmental, and other requirements as we make our decisions.
 - This includes:
 - Providing opportunities for customers, community members, Indigenous and coastal communities, and employees to engage with us in the places they regularly visit, e.g. online, on board our vessels, in community spaces etc.
 - Listening with the goal of creating shared understanding through our engagement activities.
 - Meeting customers, the Indigenous and coastal communities we serve, and our employees face-to-face when appropriate.
- RESPONDING** Responding by being open to adapting our engagement efforts as we go, and by showing how engagement input has influenced our decision-making process.
 - This includes:
 - Taking our approach to be respectful and inclusive of all voices in a community and remaining flexible to adjusting our approach based on what we learn.
 - Reporting back on what we hear and how input has influenced our decision.
 - Seeking out examples of best engagement practice from organizations similar to ours, and staying abreast of emerging engagement practice and theory.

BCFerries

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	FAC meeting	No engagement activities took place in Q3 Fiscal 2022	No engagement activities in Q3 Fiscal 2022	No engagement activities in Q3 Fiscal 2022

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
Key themes	<p>Reviewed revised schedule options for the Southern Gulf Islands</p> <p>Request to keep schedule unchanged</p> <p>Concern over broken morning connection between Mayne and Galiano Islands as presented in proposed schedule</p> <p>Request to delay community engagement until large in-person gatherings are permitted</p>	<p>Enhancing pedestrian space and safety</p> <p>Holding area and parking improvements</p> <p>Addition of transfer traffic thru lane near terminal</p>	<p>Improve customer amenities</p> <p>Improve site circulation and safety</p>	<p>Improve holding area, traffic management and parking</p>
Next steps	<p>BC Ferries to review FAC input and identify next steps in establishing final schedule</p>	<p>BC Ferries is currently reviewing a draft of the Terminal Development Plan</p> <p>Once approved, BC Ferries will inform key stakeholders and the public (anticipated approval early F2023)</p>	<p>Phase two of engagement on terminal concepts anticipated to begin in Q4 2022</p>	<p>Phase two of engagement on terminal concepts anticipated to begin in Q4 2022</p>

INDIGENOUS RELATIONS AND ENGAGEMENT

The primary objective of early and ongoing engagement with First Nations with rights or title 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 Q3 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 impacted First Nations and agents of the Crown to work towards addressing specific concerns and regulatory requirements. These discussions are ongoing.

Nanaimo Harbour and Gabriola Terminal Development

BC Ferries continued consultation with impacted First Nations and agents of the Crown to address specific concerns. In addition, BC Ferries is working with Snuneymuxw First Nation to establish terms for a protocol agreement. These discussions are ongoing.

Denman Island Terminal Development

A technical working group was formed with K'omoks First Nation and representatives from Ministry of Transportation and Infrastructure, BC Transportation Financing Authority, and Ministry of Indigenous Relations and Reconciliation. This group will work on terminal and roadway designs to ensure K'omoks has continued access to their parcel of land in Gravelly Bay for fishing and marine aquaculture purposes. These discussions are ongoing.

Village Bay Berth 1 Rebuild Project

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

OUTREACH AND RELATIONSHIP-BUILDING

Haida Nation

BC Ferries met with representatives from the Haida Nation to discuss access to medical travel for community members and how BC Ferries could support First Nations Health Authority Health Directors in Haida Gwaii with information and access to support.

Tsawwassen First Nation

BC Ferries met with representatives from the Tsawwassen First Nation to discuss the idea of a beach-keepers program in partnership with the Nation to help monitor and keep the Tsawwassen causeway beach clean, and potentially provide the Nation with opportunities for cultural awareness and knowledge sharing.

Cultural Training

Representatives from BC Ferries Terminal Construction, Terminal Development, Strategy and Community Engagement, and Executive took part in a day-long Indigenous cultural awareness training program. Repeat sessions are planned and will be offered to departments across the Company in the coming months.

Controllable Cancellations: Sailings cancelled due to controllable events such as loading procedures or fuelling.

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 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 – KEATS
ROUTE 17	COMOX – POWELL RIVER
ROUTE 18	POWELL RIVER – TEXADA ISLAND