

# **Feedback and Engagement Report**

Quarter ended March 31, 2022 (Q4 Fiscal 2022)

A sharp rise in positive COVID-19 cases in December continued in January driven by new variants. On January 18, 2022 in response to new guidelines from the Provincial Health Officer (PHO), we reintroduced some previously relaxed public safety protocols, including occupancy limits in gift shops, and we encouraged physical distancing with signage and announcements. Passenger and vehicle traffic started returning to pre-pandemic levels in February.

On January 10 and again on March 25, we issued a news release regarding the potential for crew-related cancellations due to a combination of factors, including COVID-19's potential to impact employee wellness, the cold and flu season, severe winter storms, vaccination policies that reduced crew availability, and the global shortage of professional mariners.

As predicted, a number of sailing cancellations in the quarter were related to staff illness. Schedules on the Tsawwassen-Southern Gulf Islands, Horseshoe Bay-Departure Bay, Horseshoe Bay-Langdale and Earls Cove-Salter Bay routes were adjusted to minimize the risk of further cancellations.

A number of sailings across the fleet were also cancelled due to adverse weather and mechanical issues. In particular, heavy snow and high winds led to numerous cancellations on January 1, 2, 6 and 7.

On February 6, the delivery of Service Notices to email subscribers was significantly delayed, due to planned maintenance by our vendor. We published information on our website and we resumed sending Service Notices as quickly as possible.

In mid-February, with partnership funding from the province's Connecting British Columbia program, we installed complimentary Wi-Fi at the following terminals: Denman Island East, Buckley Bay, Heriot Bay, Whaletown, Descanso Bay, Alert Bay, Vesuvius Bay, Sturdies Bay, Village Bay, Port Hardy, Long Harbour, Otter Bay, Lyall Harbour and Nanaimo Harbour. This brings the total number of terminals with complimentary Wi-Fi to 21.

On March 11, the Public Health Officer's order for mandatory masks indoors was repealed. Although no longer required inside terminals and vessels, we encourage our customers to wear masks when indoors and keep a safe distance from fellow passengers.

On March 24, we updated our website with new fares and fare choices that came into effect on April 8. Fare changes included annual increases on all routes, the introduction of Prepaid and Saver fares on the Horseshoe Bay-Langdale route, changes to cancellation fees for Saver fares, the elimination of a separate reservation fee for Prepaid bookings, an increase in minimum loads for Experience™ Cards, and an increase in the purchase price for 10 Assured Loading Tickets.

CUSTOMER EXPERIENCE		CUSTOMER COMPLAINTS		CUSTOMER SERVICE CENTRE	
<b>82</b>	The Q4 Fiscal 2022 score for Customer Experience is lower when compared to the four-year historical average for Q4	<b>6.1</b>	6.1 complaints were received for every 10,000 customers travelling in Q4 Fiscal 2022 (Up from 4.6, Q4 Fiscal 2021)	<b>93%</b>	Customers satisfied with their Customer Service Centre (CSC) experience (Down from 95%, Q4 Fiscal 2021)

CUSTOMERS SERVED			
Customer type	Q4 Fiscal 2021	Q4 Fiscal 2022	YOY change
Foot passengers	264,366	525,932	+99%
Vehicle passengers	2,218,415	3,124,924	+41%
<b>Total vehicles</b>	<b>1,392,831</b>	<b>1,785,030</b>	<b>+28%</b>

3,650,856 customers travelled with BC Ferries in Q4 Fiscal 2022, compared to 2,482,781 in Q4 Fiscal 2021 (47% increase in passenger volume)

COMMENTS, INQUIRIES AND PHONE CALLS			
Channels	Q4 Fiscal 2021	Q4 Fiscal 2022	YOY change
<b>Comments</b>	1,839	3,895	+112%
<b>Phone calls</b>	59,203	66,471	+12%
<b>Social media (inbound)*</b>	4,275	7,867	+84%
Twitter	2,666	4,851	+82%
Facebook	1,291	1,566	+21%
Instagram	258	1,406	+445%
LinkedIn	60	44	-27%

OVERALL CUSTOMER EXPERIENCE
The customer experience score is <b>below average</b> compared to previous four years.

Main contributors to a below-average score:

#### Average speed of call answered

3.8 times slower, compared to the four-year historical average for Q4

#### On-time performance

Down 4%, compared to the four-year historical average for Q4

#### Fleet reliability

Down 0.3%, compared to the four-year historical average for Q4

#### Percentage of positive comments

Down 63%, compared to the four-year historical average for Q4

See the Customer Experience Dashboard on page 2 for a breakdown of metrics contributing to the overall customer experience score.

TOP THREE COMPLAINT AREAS	
<b>Major routes</b> Routes 1, 2, 3, 30	% of all complaints
Advanced bookings	23%
Fares/fare errors	19%
BC Ferries website	15%
<b>Minor routes</b> All other routes	% of all complaints
BC Ferries website	21%
Sailings/schedule	17%
Fares/fare errors	14%

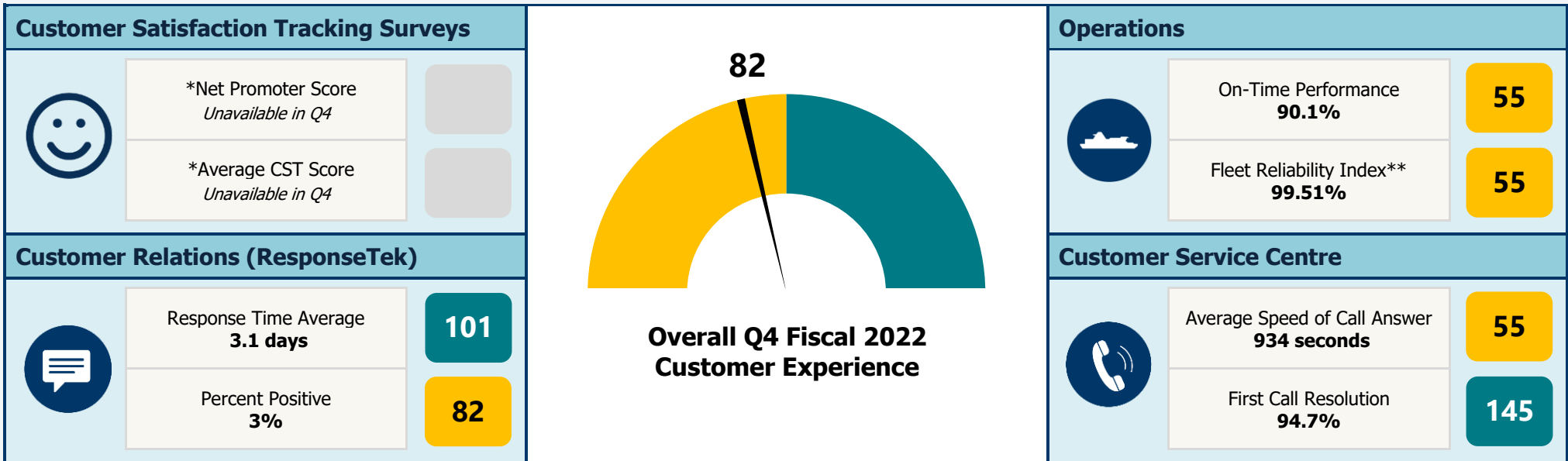
\*Inbound customers inquiries received through BC Ferries social media channels.

# Customer Experience Dashboard

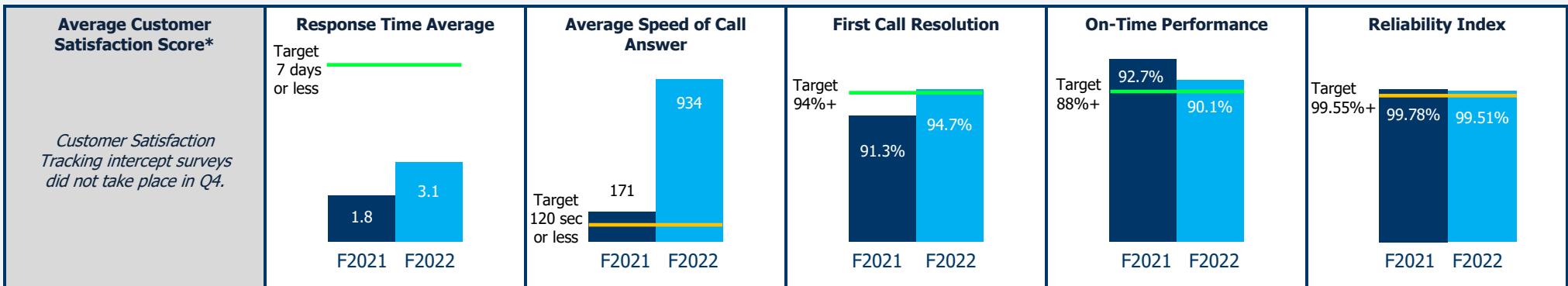
## Quarterly Results

Q4 Fiscal 2022

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 Q4 Fiscal 2021 and Targets



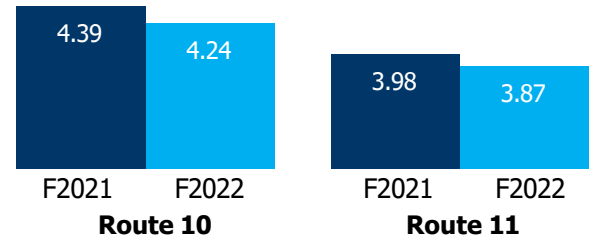
\*The Net Promoter Score and Average Customer Satisfaction Score are unavailable in Q4, as Customer Satisfaction Tracking (CST) surveys are not conducted during this quarter. The overall customer experience score for Q4 Fiscal 2021 was calculated using six measures sourced from Customer Relations, the Operations division, and the Customer Service Centre. The method for calculating the Response Time Average (RTA) score was updated in Fiscal 2021. The Fiscal 2020 score has been updated accordingly. \*\*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.

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.

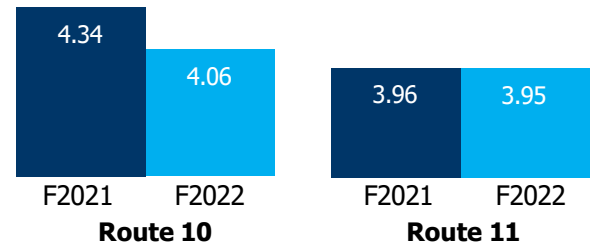
### Overall Satisfaction

Year-over-year comparisons of overall satisfaction scores for Q4 suggest that satisfaction has decreased for passengers on both Route 10 (-0.15) and Route 11 (-0.11).



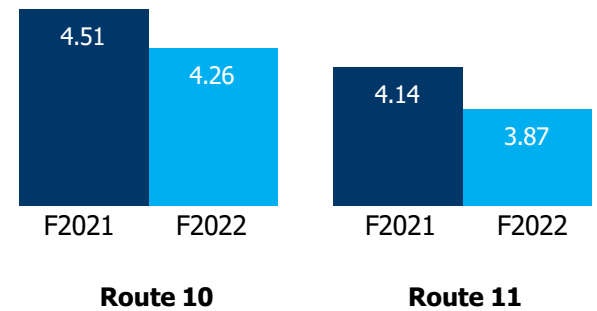
### Terminal Satisfaction

Year-over-year comparisons of terminal satisfaction scores for Q4 suggest that passenger rating has decreased considerably on Route 10 (-0.28), but only dropped slightly on Route 11 (-0.01).



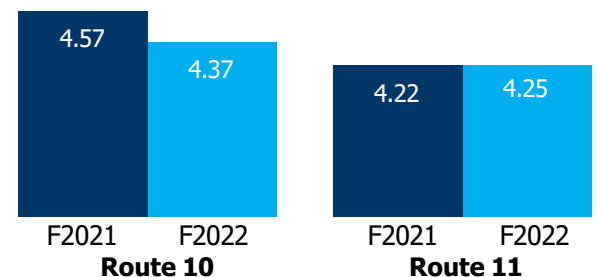
### Onboard Satisfaction

Year-over-year comparisons of onboard satisfaction scores for Q4 suggest that satisfaction has decreased considerably for passengers on both Route 10 (-0.25) and Route 11 (-0.27).



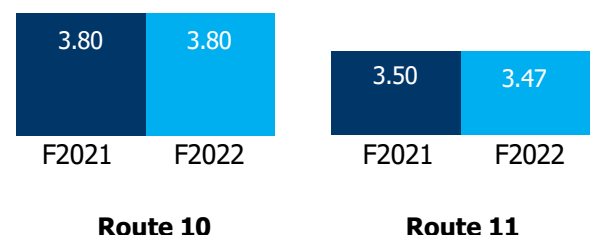
### Safety of Ferry Operations

Year-over-year comparisons of satisfaction levels with the safety of ferry operations for Q4 suggest that passenger rating of safety has decreased considerably on Route 10 (-0.20), but has risen slightly on Route 11 (+0.03).

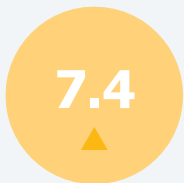


### Value for Money of Fares

Year-over-year comparisons of passenger assessments of Value for Money of Fares for Q4 suggest that passenger ratings have remained steady on Route 10 and dropped slightly on Route 11 (-0.03).



Complaints per  
10,000 Passengers\*



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2021: 6.1)

In Q4 Fiscal 2022, there were **1,300** complaints received regarding these routes.

On January 2 and 7, high winds resulted in the cancellation of multiple sailings on all three of these routes. Due to a mechanical issue with the bow thruster on the *Spirit of Vancouver Island* one round trip was cancelled on January 28. On February 22, one round trip was cancelled because the stores door on the *Spirit of British Columbia* would not close.

On January 2, a rock wall on Highway 1 collapsed into the Horseshoe Bay parkade. The area was clear, so no injuries occurred. The parkade is closed for structural repairs; reopening of the parkade is planned for late May.

Throughout Q4 Fiscal 2022, there were a handful of crew illness related cancellations on these routes; on January 28, the Horseshoe Bay-Departure Bay schedule was adjusted to reduce the likelihood of further cancellations.

To match crew availability, the Departure Bay-Horseshoe Bay-Langdale run was suspended and the last two Horseshoe Bay-Departure Bay evening sailings were moved. These schedule adjustments, which were originally set to run through February 28 and then through March 31, have been extended to June 22.

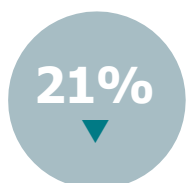
### Top 3 Complaint Areas (60% of all complaints)



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2021: 9%)

Complaint	Number of complaints (n)
<b>Advance bookings</b>	<b>320</b>
Change/cancellation policies (Policies are unfair and/or poorly communicated)	60
Revised/cancelled bookings (Customers unhappy with BC Ferries' handling of revised or cancelled bookings)	49
Reservation check-in (Increase flexibility of check-in time)	33

- We are updating the content and placement of our Terms and Conditions to enhance customer understanding and to support acknowledgment prior to booking.
- Customers are contacted as soon as possible when we need to change or cancel bookings due to weather, mechanical or crewing reasons. Space permitting, customers are booked on the next available sailing; if space is not available, reservations are cancelled and refunded.
- When Saver fare bookings are cancelled, customers have the original fare honoured if their alternate travel is more costly.
- To support on-time performance and safe loading, reservation cut off times remain firm at 30 minutes prior to scheduled departure.
- Some customers book travel in the wrong direction; where possible they are allowed to travel on the next available sailing.



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2021: 24%)

Complaint	Number of complaints (n)
<b>Fares/fare errors</b>	<b>270</b>
Fare refund not yet received	105
Incorrect fare charged (Senior rate, commercial rate, vehicle type)	64
Double-charged/overcharged	45

- We investigate all requests for refunds and we provide refunds as appropriate.
- We investigate all reports of errors in fares or fees and provide refunds accordingly.
- Errors are reported to applicable managers for coaching and training; system issues are investigated and resolved by our technical team.
- 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 DOWN**  
(Q4 Fiscal 2021: 25%)

Complaint	Number of complaints (n)
<b>BC Ferries website</b>	<b>186</b>
Email communications (Confirmation emails not received)	55
Account issues (Difficulty viewing upcoming bookings, unable to update personal info/settings)	31
Improve online booking flow/system (Improve user experience when making a booking online)	30

- We investigate all missing confirmation emails. In many cases, the bookings had not been completed, either due to user error or because the space was no longer available when the customer went to complete payment.
- In March, customer account information on the website was improved to allow customers to view bookings for the next three months. However, this resulted in a slower website experience so we reverted to the previous setup, showing two weeks periods. We expect to resolve this before the end of June 2022.
- In March, to clarify which reservations are valid for thru-fares and Travel Assistance Program (TAP) bookings, we added messaging to the online booking flow.
- In February, we added messaging to foot passenger bookings to remind customers to check in at a ticket booth or kiosk to obtain a boarding pass before they go to the waiting room for loading.

\*COVID-19 related complaints are not included in Complaints/10,000 passengers calculations. Note: 'n' values represent the count of complaints within each complaint area (customer service, fares, COVID-19, etc.). 'n' values not represented within a complaint area are 'other' comments related to the complaint area that do not fit a common theme or category.

Complaints per  
10,000 Passengers\*



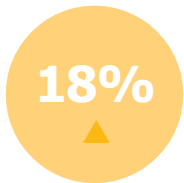
YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2021: 2.3)

In Q4 Fiscal 2022, we received **351** complaints regarding these routes.

The *Island Discovery*, serving Texada Island-Powell River, experienced a number of cancellations this quarter, most notably when its thruster experienced mechanical issues on three separate occasions.

On March 14, the main ramp on Berth 1 at Langdale terminal required repairs and was out of service, so the upper vehicle deck of the *Queen of Coquitlam* could not be unloaded. The vessel returned to Horseshoe Bay, where vehicles on the upper deck were moved to the lower deck before the ship returned to Langdale. The vessel then cancelled one round trip and operated in single-deck mode for another round trip. After ramp repairs were completed, the vessel returned to regular service.

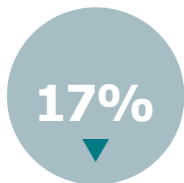
### Top 3 Complaint Areas (48% of all complaints)



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2021: 4%)

Complaint	Number of complaints (n)
<b>Sailings/schedules</b>	<b>62</b>
Cancelled sailings (Frustration expressed due to cancelled sailings)	28
Sailing waits/delays (Frequency of delays and waits between sailings)	15
Add additional sailings	9

- When sailings are cancelled, we make every effort to put customers on the next sailing. Where space is available on bookable routes, reservations are honoured for the next departure. Where sailings were revised, we contacted customers with reservations to provide new sailing times. Customers who incur expenses due to changes/cancellations are reimbursed based on reasonable expenses.
- To remain on schedule at Horseshoe Bay, we focus on efficient loading and offloading. Only one vessel can enter or exit Horseshoe Bay, delays on one route can cause the other two routes to fall behind.
- We meet and frequently exceed contracted service levels on our Sunshine Coast routes and add sailings where possible.
- We adjusted Saltery Bay-Earls Cove sailings to align with Horseshoe Bay-Langdale sailings.
- Crewing challenges resulted in some impacts to service. Impacted customers were notified and moved to the next available sailing.



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2021: 27%)

Complaint	Number of complaints (n)
<b>BC Ferries website</b>	<b>59</b>
Email communications (Confirmation emails not received)	12
Improve Current Conditions/service updates (Ensure information is accurate, relevant, and up to date)	12
Improve ease of navigation/ease of finding information	8

- In January, we began sending 24 hour pre-travel reminder emails to customers with reservations on the Horseshoe Bay-Langdale and Comox-Powell River routes.
- Current Conditions are updated on an ongoing basis, and we update information on our website and social media when operational issues impact sailings.
- In March, we revised the wording of our Service Notices to provide more accuracy and ensure consistency.
- On March 23-25, we advised customers that we were purging our Service Notice subscription list and asked them to resubscribe to notices for the routes they travel on. This process has significantly improved Service Notice delivery times.



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2021: 15%)

Complaint	Number of complaints (n)
<b>Customer service</b>	<b>45</b>
Poor customer service (Check-in)	14
Poor customer service (Onboard)	8
Poor customer service (Terminal staff)	7

- Employee conduct concerns are shared with management as appropriate for internal review and follow-up.
- If customers arrive late for reservation check-in, they are informed at the ticket booth that their reservation is no longer valid and that they will travel on the next available sailing.

Complaints per  
10,000 Passengers\*



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2021: 3.7)

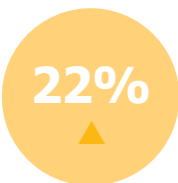
In Q4 Fiscal 2022, we received **335** complaints regarding these routes.

On January 7, heavy snow and high winds caused Route 9 cancellations. On the following day, sailings were cancelled due to crewing issues. Throughout this quarter, a number of sailings on Routes 5, 6 and 9 were cancelled due to crewing issues and staff illness; some sailings operated on reduced licences or with reduced services available.

Crewing challenges on the *Salish Raven* led to the cancellation of all afternoon and evening sailings on the Tsawwassen-Southern Gulf Islands route from January 17 through February 1. During this period, one morning round trip was provided daily.

In late January, the *Quinsam* and *Island Discovery* trialled two-ship service in anticipation of the introduction of the *Island Kwigwis* and *Island Gwawis* on April 12.

### Top 3 Complaint Areas (54% of all complaints)



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2021: 5%)

Complaint	Number of complaints (n)
<b>Sailings/schedules</b>	<b>75</b>
Cancelled sailings (Frustration expressed due to cancelled sailings)	20
Sailing waits/delays (Frequency of delays and waits between sailings)	19
Dislikes current schedule (Routes 5 and 9)	16

- Where possible, we moved customers on cancelled Route 9 sailings to alternate sailings. Customers who could not be rebooked were contacted and their reservations were cancelled and refunded.
- Between January 17 and February 1, we waived reservation fees for customers travelling on a thru-fare if booked at the Customer Service Centre. Customers who paid for their Route 1 bookings online were reimbursed upon check-in at Swartz Bay terminal.
- On February 2, the *Salish Raven* returned to service two days ahead of schedule.
- When possible, vessels on the Southern Gulf Islands routes wait for connecting sailings and make up time during transit.
- An additional Salish Class vessel will enter service in late 2022. This provided an opportunity to reassess Southern Gulf Islands' schedules. We gathered feedback through consultation with the public and the Southern Gulf Islands Ferry Advisory Committee.



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2021: 32%)

Complaint	Number of complaints (n)
<b>BC Ferries website</b>	<b>55</b>
Experience™ Card (Difficult to manage / find information online)	9
Online schedule (Improve format)	8
Improve ease of navigation/ease of finding information	8

- Customers can manage their registered Experience™ Cards through their online account; they can also call the Customer Service Centre for assistance. The Experience Card page can easily be found under 'Routes & Fares' on our website and includes terms and conditions.
- In January, thru-fare schedules and information were added to the online booking flow for Route 9 sailings.
- We continue to work on improvements to printable schedules for all routes and with revisions to our website on an ongoing basis.



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2021: 19%)

Complaint	Number of complaints (n)
<b>Fares/fare errors</b>	<b>53</b>
Fare refund not yet received	20
Double-charged/overcharged	12
Incorrect fare charged (Senior rate, thru-fare, vehicle type)	8

- Please see the information related to fares and fare errors on page 4.

Complaints per  
10,000 Passengers\*



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2021: 1.1)

In Q4 Fiscal 2022, we received **27** complaints regarding these routes.

Customers who reside on the Northern Gulf Islands but who work off-island would like to see a priority loading system for commuters returning home at the end of the day.

On the Buckley Bay-Denman Island and Denman Island-Hornby Island routes, to maintain order of arrival for the second leg of their travels, customers expect to be loaded and offloaded based on order of arrival for their first sailing. In addition to being an issue of fairness for customers, safety concerns have been raised about some customers driving recklessly between the two Denman Island terminals in order to avoid a wait for the second sailing.

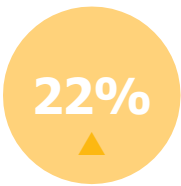
### Top 3 Complaint Areas (71% of all complaints)



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2021: 9%)

Complaint	Number of complaints (n)
<b>Loading/directions</b>	<b>8</b>
Priority loading for passengers making connections	4
Loading/traffic management (Improve unloading procedure Rt. 21)	2

- In consultation with local Ferry Advisory Committees and in alignment with community requests, priority loading is offered on select sailings on Cortes Island-Quadra Island, Quadra Island-Campbell River, Hornby Island-Denman Island and Denman Island-Buckley Bay routes. This provides outer island customers with certainty when they need to arrive at a specific time.
- Upon arrival at Buckley Bay and Campbell River, customers who notify staff that they are travelling through to Hornby Island or Cortes Island are placed in courtesy lanes that provide early and sequential loading and offloading, provided their place in line affords them a space on the sailing. However, space in these lanes is limited and may be unavailable in times of heavy traffic. We provide customers who raise concerns about this with information on the courtesy lane processes and its limitations. Customers travelling for medical reasons are prioritized.



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2021: 9%)

Complaint	Number of complaints (n)
<b>Fares/fare errors</b>	<b>6</b>
Incorrect fare charged (Senior rate, vehicle type)	2
Dislikes fare structure	2

- Please see the information related to fares and fare errors on page 4.



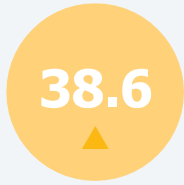
YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2021: 27%)

Complaint	Number of complaints (n)
<b>BC Ferries website</b>	<b>5</b>
Experience™ Card (Difficult to manage / find information online)	2
Improve ease of navigation/ease of finding information	2

- Please see page 6 for information related to the Experience™ Card.
- To improve customer experience, we evaluate customer feedback and revise our website on an ongoing basis.



Complaints per  
10,000 Passengers\*



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2021: 27.0)

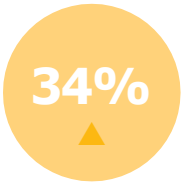
In Q4 Fiscal 2022, we received **119** complaints regarding these routes.

In December 2021, we revised the February 10-23 schedules for the Port Hardy-Prince Rupert, Prince Rupert-Skidegate and Central Coast connector routes to accommodate the All Native Basketball Tournament. In early January, the tournament was postponed due to COVID-19; in March, we revised the March 30- April 14 sailings to accommodate the tournament's new dates.

On January 12, the plane carrying crew scheduled to work on the *Northern Expedition* later that day was forced to return to Vancouver for mechanical reasons. This resulted in the cancellation of one round trip of the Prince Rupert-Skidegate route.

Sailings on the Alliford Bay-Skidegate route experienced a number of crewing-related cancellations in Q4 Fiscal 2022.

### Top 3 Complaint Areas (69% of all complaints)



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2021: 31%)

Complaint	Number of complaints (n)
<b>BC Ferries website</b>	<b>41</b>
Email communications (Confirmation emails not received)	18
Account issues (Difficulty viewing upcoming bookings, unable to setup account)	6
Improve ease of navigation/ease of finding information	5

- The email communication and account issues noted are persistent in each region. Missing confirmation emails are investigated and an explanation is provided to the customer.
- To improve the customer experience, we revise and update our website on an ongoing basis.



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2021: 15%)

Complaint	Number of complaints (n)
<b>Advance bookings</b>	<b>31</b>
Revised/cancelled bookings (Customers unhappy with BC Ferries' handling of revised or cancelled bookings)	6
Change/cancellation policies (Policies are unfair and/or poorly communicated)	6
Extend booking window for future sailings	6

- We contacted customers whose bookings were moved due to the All Native Basketball Tournament schedule changes to provide them with new sailing details. Unfortunately, some customers could not be accommodated with requested date changes, due to limited sailings and full reservations. Customers who incurred extra expenses as a result of the changes and cancellations were reimbursed on a case-by-case basis.



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2021: 10%)

Complaint	Number of complaints (n)
<b>Fares/fare errors</b>	<b>11</b>
Double-charged/overcharged	5
Unauthorized charges	2
Fare refund not yet received	2

- Please see the information related to fares and fare errors on page 4.

## 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 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). As COVID-19 restrictions ease, meetings are transitioning back to an in-person format.

**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 Q4 Fiscal 2022, Ferry Advisory Committees were engaged in the following activities:

Met with Southern Gulf Islands and Salt Spring Island FACs to discuss the outcome of the Southern Gulf Islands scheduling project

Met with all FAC Chairs and Co-Chairs to continue discussions around FAC structure, terms of reference, membership application and processes

Met with Southern Sunshine Coast, Northern Sunshine Coast, and Langdale-Gambier-Keats FACs to provide an update and gather feedback on sailing times and planned service changes related to maintenance work on the Horseshoe Bay – Langdale route

Met to discuss operation and route-specific concerns with the following FACs:

- Southern Sunshine Coast – January 17th
- Southern Gulf Islands – January 20th
- Denman Hornby – February 23rd

Engagement with Southern Gulf Islands and Salt Spring Island FACs about service changes related to a berth closure at the Village Bay terminal

Engagement with Gabriola Island FAC about the implementation of two-ship service on the route

Engagement with Campbell River-Quadra-Cortes Islands FAC about the delay of two-ship service until fall on the route

Replied to Salt Spring Island FAC Special Service Request (SSR) for supplemental peak season service on Route 4

## THEMES

In Q4 Fiscal 2022, discussions with Ferry Advisory Committee members included the following key themes:

Review of all FAC support documents (terms of reference, membership applications etc.) and continued improvements to communication channels with the FAC

Focus on summer service, crewing and capacity concerns

Two-ship service schedules and capacity to support important school/commute times

Project-related input as described in the *Project-Based Engagement Initiatives* section (see below)

## 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
<b>Purpose of engagement</b>	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
<b>Engagement activities</b>	FAC meeting	Online engagement	FAC meetings	FAC meetings
		Virtual meetings	Discussions held with government stakeholder	Meetings with key government stakeholders
		Meeting with Lelum Saraughtanaogh First Nation		
<b>Key themes</b>	BC Ferries will keep the schedule as-is for the foreseeable future while travelers adjust to the new vessel and additional capacity available	Enhancing pedestrian space and safety	Consider combining public engagement events	Consider combining public engagement events
	The entry of a Salish vessel into service on Route 5/5A will be delayed until fall. The route will continue to be served by the Mayne Queen and the Queen of Cumberland through the summer.	Holding area and parking improvements	Improve customer amenities	Improve holding area, traffic management and parking
	Engagement complete	Addition of transfer traffic thru lane near terminal Approval underway for the drafted terminal development plan	Improve site circulation and safety BC Ferries to develop terminal concepts	BC Ferries to develop terminal concepts
<b>Next Steps</b>		Once approved BC Ferries will inform stakeholders and the public (anticipated approval early Fiscal 2023)	Anticipated community and stakeholder engagement to begin in Q1 Fiscal 2023	Anticipated community and stakeholder engagement to begin in Q1 Fiscal 2023

## 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 Q4 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 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 conversations with Snuneymuxw First Nation to work towards addressing the Nation's specific concerns and requirements with regards to Nanaimo Harbour and Gabriola Island terminals, and the Nation's broader interests in BC Ferries operations. These discussions are ongoing.

### Denman Island Terminal Development

A technical working group was formed with K'omoks Nation and representatives from the Ministry of Transportation and Infrastructure, BC Financing Authority, and the 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

### Cultural training

Over 120 team members from BC Ferries have taken part in a day-long Indigenous cultural awareness training program. Sessions continue to be scheduled and offered.

### Hiring of Indigenous Relations Managers

Hiring process began for two Indigenous Relations Managers to help build and strengthen relations with the Indigenous communities we serve. The primary role will include working with Chiefs, councils and community members to explore and support the interests and needs of Nations.

### Haida Nation

BC Ferries met to follow up with representatives from 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.

### VANCOUVER ISLAND - MAINLAND

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

### NORTHERN GULF ISLANDS

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

### SOUTHERN GULF ISLANDS

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

### SUNSHINE COAST

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

### MID AND NORTH COAST

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

**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.

**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.