

# **Feedback and Engagement Report**

Quarter ended December 31, 2022 (Q3 Fiscal 2023)

### Q3 Fiscal 2023 Summary and Events Impacting Customers

Both vehicle and passenger traffic exceeded the same period of the previous year. The challenge of fully staffing all sailings continued in Q3 Fiscal 2023. However, progress has been made in hiring engineers and other skilled mariners, by promoting and training staff within BC Ferries to ensure a robust workforce moving forward.

On November 1, 2022, the fuel surcharge was increased by 1.5%. As a result, the cost increased by 70 cents for adults and by \$3.15 for a vehicle and driver on the Metro Vancouver–Vancouver Island routes, and by an average of 40 cents for an adult and \$1.70 for a vehicle and driver on a variety of inter-island routes.

On November 9, 2022, alcoholic beverages were added to the Coastal Cafe menu on the Tsawwassen–Swartz Bay route. This was also offered on the Horseshoe Bay–Departure Bay route in December, and on the Tsawwassen–Duke Point route in January. Alcoholic beverages are limited to a maximum of two per person, and can only be purchased with a meal.

WJOLELP (Tsartlip First Nation) and BC Ferries entered into an agreement on December 9, 2022, to guide their work together and to establish a framework for collaborating on areas of mutual interest. Currently, BC Ferries operates 11 terminals within Tsartlip's territory, and the agreement outlines shared goals, including the following initial topics for discussion: the impacts of ferry operations on Tsartlip's Aboriginal and treaty rights; cultural recognition, employment and economic opportunities; the process for securing Tsartlip's free, prior and informed consent for BC Ferries' projects within Tsartlip territory; and fostering a sustainable, long-term and respectful relationship.

Beta testing of the mobile app was completed in December 2022, with an intended launch date before summer 2023. The mobile app will allow customers to quickly plan and book travel by saving their route and sailing preferences.

A major snowstorm on December 20, 2022, led to sailing cancellations across several routes including those serving Metro Vancouver–Vancouver Island, the Southern Gulf Islands and the Northern Gulf Islands. Snowy conditions remained in place for a number of days and on December 22, the Province advised residents to avoid non-essential travel the following day because of a forecasted snow storm. Sailings were again cancelled on several routes on December 23, 2022, because of weather conditions.

CUSTOMER EXPERIENCE		CUSTOMER COMPLAINTS		CUSTOMER SERVICE CENTRE		STALE RESPONSE RESOLUTION	
<b>87</b>	The Customer Experience score for Q3 Fiscal 2023 is 87	<b>6.0</b>	6.0 complaints were received for every 10,000 customers travelling in Q3 Fiscal 2023	<b>92%</b>	Customers satisfied with their Customer Service Centre (CSC) experience	<b>25%</b>	Customers who did not receive a response within Q3 target of 7 days
(DOWN from 88, Q3 Fiscal 2022)		(DOWN from 7.5, Q3 Fiscal 2022)		(NO CHANGE from 92%, Q3 Fiscal 2022)		(DOWN from 47%, Q3 Fiscal 2022)	

CUSTOMERS SERVED			
Customer type	Q3 Fiscal 2022	Q3 Fiscal 2023	YOY change
<b>Foot passengers</b>	628,564	815,410	+30%
<b>Vehicle passengers</b>	3,474,245	3,694,762	+6%
<b>Total vehicles</b>	1,967,409	2,035,600	+3%

4,510,172 customers travelled with BC Ferries in Q3 Fiscal 2023, compared to 4,102,809 in Q3 Fiscal 2022 (10% increase in passenger volume).

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

Main contributors to a below-average score:

#### Fleet reliability

Down 0.5% compared to the four-year historical average for Q3

#### Percentage of positive comments

Down 70% compared to the four-year historical average for Q3

#### Average speed of call answered

3.0 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.

COMMENTS, INQUIRIES AND PHONE CALLS			
Channels	Q3 Fiscal 2022	Q3 Fiscal 2023	YOY change
<b>Comments</b>	4,523	7,179	+59%
<b>Phone calls</b>	82,475	71,056	-14%
<b>Social media (inbound)*</b>	11,274	11,610	+3%
Twitter	7,502	7,647	+2%
Facebook	1,976	1,900	-4%
Instagram	1,733	2,039	+18%
LinkedIn	63	24	-62%

TOP THREE COMPLAINT AREAS	
Major routes	% of all complaints
Routes 1, 2, 3, 30	
Fares/fare errors	25%
Advanced bookings	23%
Customer service	13%
Minor routes	% of all complaints
All other routes	
Sailings/schedules	25%
Fares/fare errors	20%
Customer service	13%

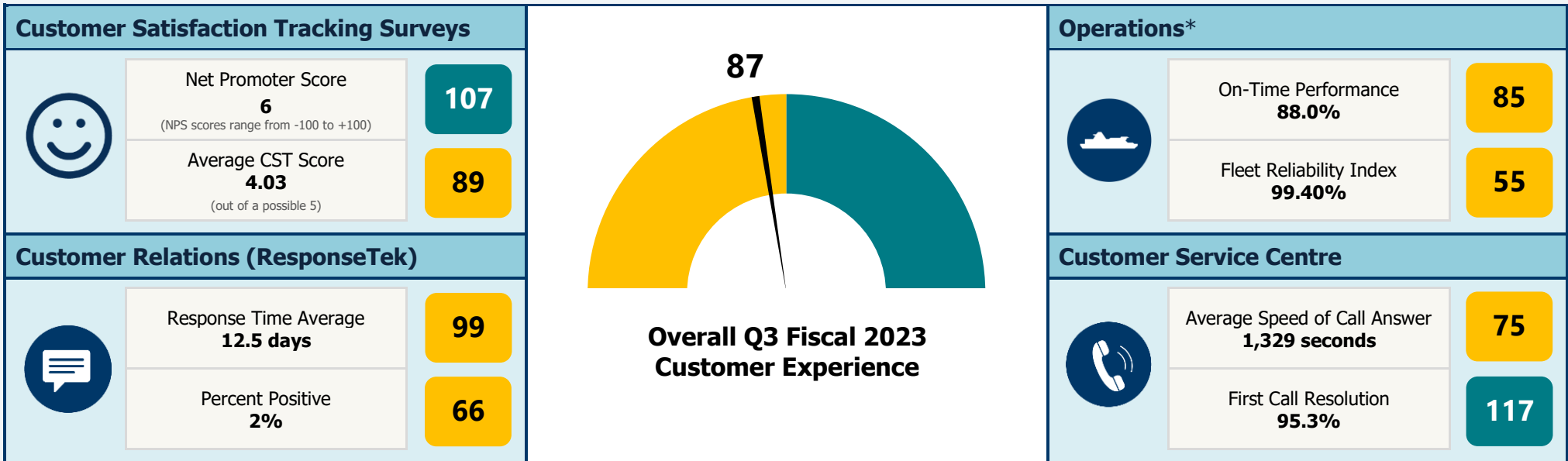
\*Inbound customers inquiries received through BC Ferries social media channels.

# Customer Experience Dashboard

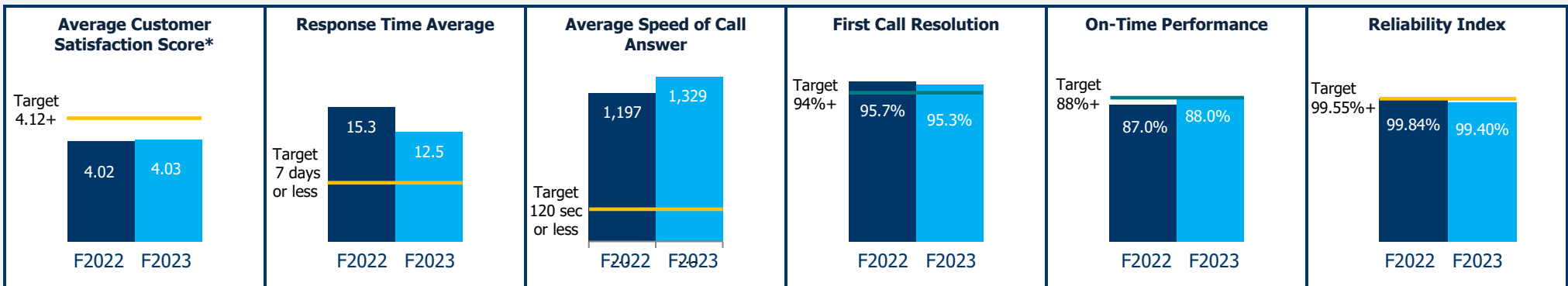
## Quarterly Results

Q3 Fiscal 2023

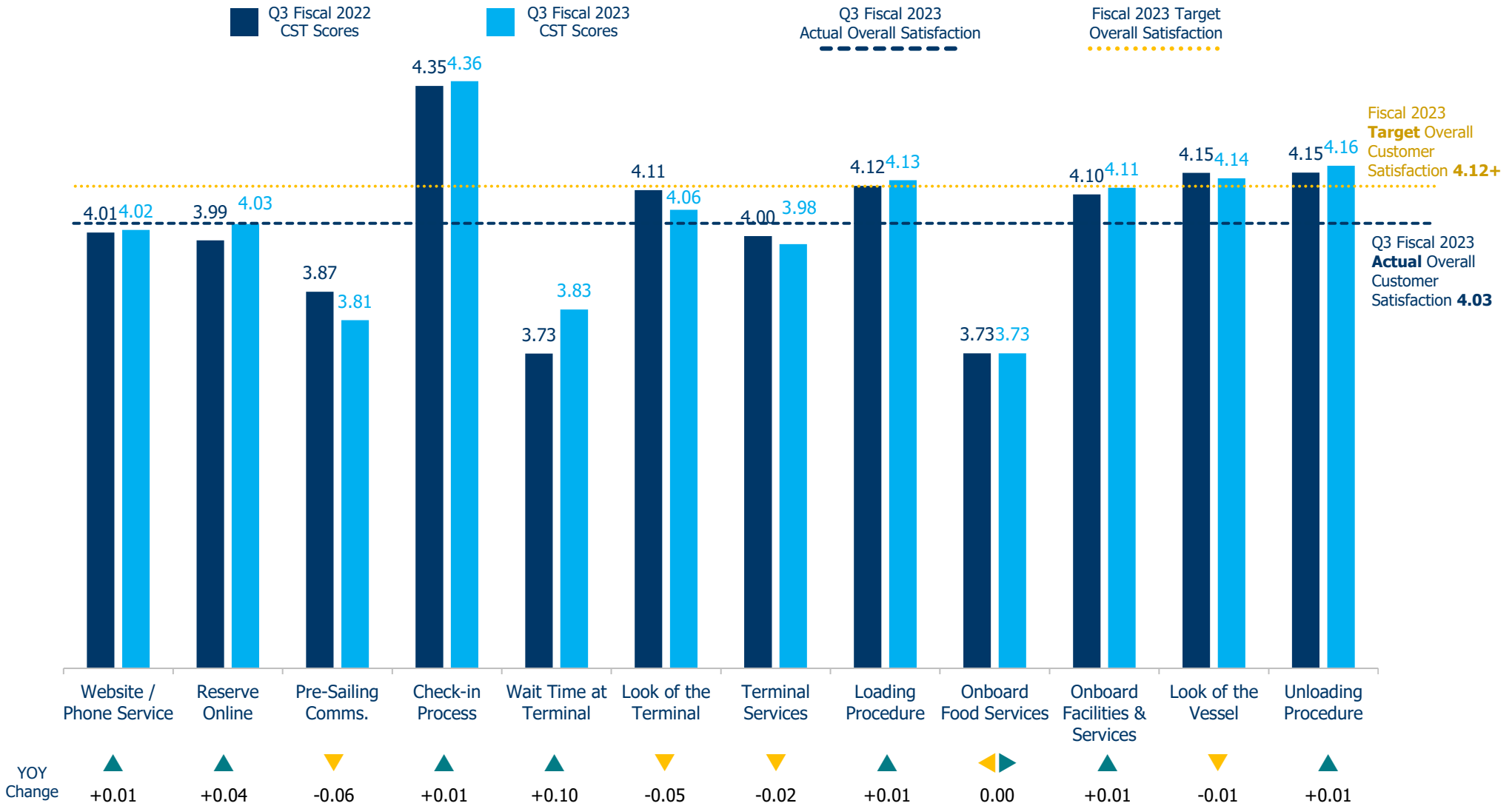
The **Overall Customer Experience** performance score is a single summary measure that is calculated using **eight different measures** from four different information sources. A score of 100 means that BC Ferries' performance this quarter is equivalent to the average performance over the previous four years (Fiscal 2019-Fiscal 2022). 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 Q3 Fiscal 2022 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.



The blue dashed line represents the Overall Customer Satisfaction Score for August 2022 passengers. Customer Satisfaction is measured using a 5 point Likert scale: 1 (very dissatisfied), 2 (dissatisfied), 3 (neither satisfied nor dissatisfied), 4 (satisfied), 5 (very satisfied).

Looking at the whole journey, passenger "high points" include the check-in process (4.36), the unloading procedure (4.16), and the look of the vessel (4.14). Passenger "low points" include onboard food services (3.73), pre-sailing communications (3.81), and the wait time at the terminal (3.83). The Q3 Fiscal 2023 pattern of results typically follows that of Q3 Fiscal 2022, however, satisfaction with all areas has declined since Q3 Fiscal 2022.

Total CST surveys  
Completed



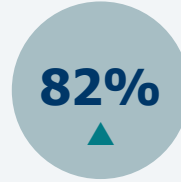
November F2022: 5,113  
(-8% YOY)

Overall Customer  
Satisfaction Score



November F2022: 4.02  
(+0.01 YOY)

Overall Customer  
Satisfaction Percentage



November F2022: 81%  
(+1% YOY)

Net Promoter Score  
(NPS)



November F2022: 9  
(-3 YOY)

### OVERALL CUSTOMER SATISFACTION BY ROUTE

The overall customer satisfaction score increased slightly compared to the Q3 Fiscal 2022 score. Analysis by route shows that passengers on Route 19 (Nanaimo Harbour – Descanso Bay) are the most satisfied with their overall experience (4.23) while passengers travelling on Route 3 (Horseshoe Bay - Langdale) 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	Q3 Fiscal 2022	Q3 Fiscal 2023	Change
Route 19	3.45	4.23	<b>+0.78</b>
Route 1	4.03	4.18	<b>+0.15</b>
Route 4	4.00	4.14	<b>+0.14</b>
Route 30	4.21	4.12	<b>-0.09</b>
Routes 5/9	3.99	4.05	<b>0.06</b>
Route 2	4.01	3.86	<b>-0.15</b>
Route 3	3.98	3.69	<b>-0.29</b>

Source: November 2022 CST Survey

### SERVICE AREAS WITH LARGEST YOY CHANGES

Largest **increases** in customer satisfaction

Service areas	Q3 Fiscal 2022	Q3 Fiscal 2023	Change
BC Ferries phone service	3.22	3.43	<b>+0.21</b>
Parking options at the terminal	3.60	3.78	<b>+0.18</b>
Pet area	3.00	3.17	<b>+0.17</b>

Source: November 2022 CST Survey

Largest **decreases** in customer satisfaction

Service areas	Q3 Fiscal 2022	Q3 Fiscal 2023	Change
Washrooms (Terminal)	4.01	3.90	<b>-0.11</b>
Washrooms (Onboard)	4.06	3.97	<b>-0.09</b>
Overall appearance inside the terminal	4.12	4.04	<b>-0.08</b>

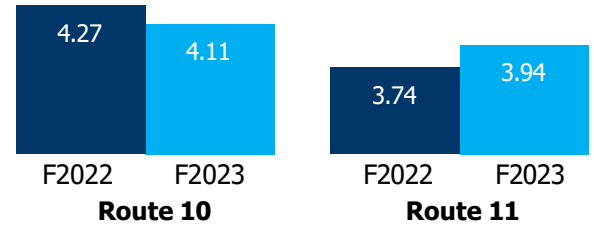
Source: November 2022 CST Survey

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 1-5. 1 = Very dissatisfied, 5 = Very satisfied.

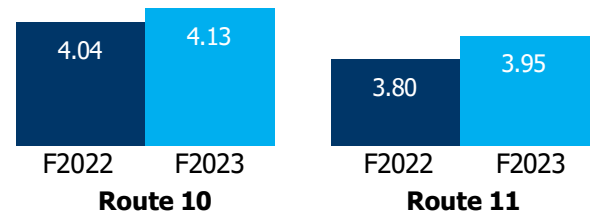
### Overall Satisfaction

Year-over-year comparisons of overall satisfaction scores for Q3 suggest that satisfaction has decreased for passengers on Route 10 (-0.16), but increased on Route 11 (+0.20).



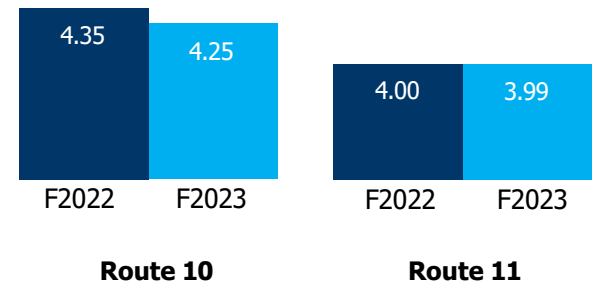
### Terminal Satisfaction

Year-over-year comparisons of terminal satisfaction scores for Q3 suggest that passengers' terminal satisfaction ratings have increased for both Route 10 (+0.09) and Route 11 (+0.15).



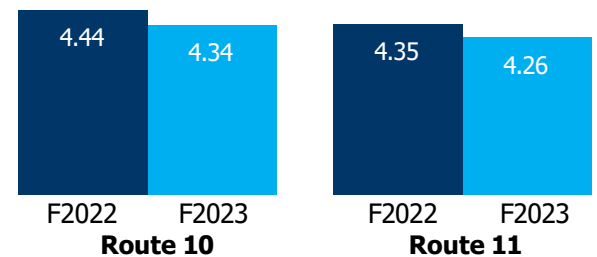
### Onboard Satisfaction

Year-over-year comparisons of onboard satisfaction scores for Q3 suggest that satisfaction has decreased for passengers on Route 10 (-0.10) and decreased slightly on Route 11 (-0.01).



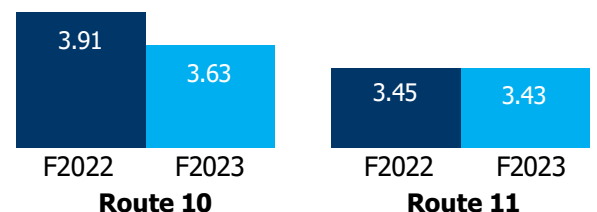
### Safety of Ferry Operations

Year-over-year comparisons of satisfaction levels with safety of ferry operations for Q3 suggest that passengers' ratings of safety have decreased on both Route 10 (-0.10) and Route 11 (-0.09).



### 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 decreased considerably on Route 10 (-0.28) and decreased only slightly on Route 11 (-0.02).



Complaints per  
10,000 Passengers\*



YOY Change:  
**Complaints are DOWN**  
(Q3 Fiscal 2022: 9.1)

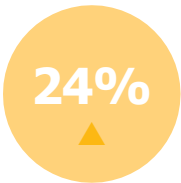
In Q3 Fiscal 2023, we received **1,595** total complaints regarding these routes.

All three routes serving Vancouver Island experienced cancellations due to staff availability, weather and mechanical issues, with the Horseshoe Bay–Departure Bay route most heavily affected.

A mechanical issue with one of the drive motors on the *Coastal Celebration* meant the vessel had to sail south of Active Pass, which added approximately 15 minutes to each crossing on the Tsawwassen–Swartz Bay route from October 23, 2022 to December 21, 2022, when the vessel provided approximately 90 supplementary sailings.

A major snowstorm on December 20, 2022 led to sailing cancellations on all three major routes that morning. On December 22, 2022, the Province issued an advisory encouraging residents to avoid non-essential travel the following day because of a forecasted snow storm. Weather conditions again led to several sailing cancellations across all three routes on December 23, 2022.

### Top 3 Complaint Areas (62% of all complaints)



YOY Change:  
**Complaints are UP**  
(Q3 Fiscal 2022: 18%)

Complaint	Number of complaints (n)
<b>Fares/fare errors</b>	<b>384</b>
Fare refund not yet received	103
Double-charged/overcharged	96
Incorrect fare charged (Senior rate, commercial rate, child rate, thru fare)	61

- Increased staff in Customer Relations to improve response time to customer concerns and refund requests. Redesigned our refund process to reduce the number of internal touchpoints to speed up the processing of refunds to the customer.
- Investigated all reports of errors in fares or fees and provided refunds as appropriate.
- Provided Saver fare customers who were ineligible for a refund, per the terms and conditions of their booking, with information to ensure they book according to their needs in future.
- Shared employee ticketing errors with applicable managers for follow-up and reported error trends for coaching and training; our technical team investigates and resolves system issues.
- Denied senior fare and child refund requests, as ID must be presented and age verified at time of travel.



YOY Change:  
**Complaints are DOWN**  
(Q3 Fiscal 2022: 25%)

Complaint	Number of complaints (n)
<b>Advanced bookings</b>	<b>383</b>
Revised/cancelled bookings (Customers unhappy with BC Ferries' handling of revised or cancelled bookings)	60
Improve process for modifying bookings	58
Double-charged/overcharged	44

- Posted Service Notices for sailings at risk of cancellation to give customers the opportunity to change their plans.
- Adjusted the schedule to account for the added time needed for *Coastal Celebration* sailings, due to mechanical issue, and advised reserved customers.
- Issued refunds if bookings were cancelled by BC Ferries when space is unavailable on a sailing later that day.
- Issued an in-kind travel voucher as part of the Making it Right program to customers who had their reserved sailing cancelled for non-weather-related reasons, and who could not be moved to an alternate sailing that same day.
- Working on an online solution that will give customers the choice of what sailing they want to move their booking to, when their reserved sailing is cancelled. They will be able to move to an alternate departure time or date on the same route at no additional cost, or they can cancel their booking and receive a full refund.
- Designing a web-based refund form for customers who require compensation or refunds due to cancellations for reasons within our control; this will allow them to easily submit their receipts, speeding up the refund process.
- Refund requests considered on a case-by-case basis for bookings made for the wrong route or direction that caused customers to be charged additional fees or fares at the terminal.



YOY Change:  
**Complaints are DOWN**  
(Q3 Fiscal 2022: 15%)

Complaint	Number of complaints (n)
<b>Customer service</b>	<b>223</b>
Poor customer service (Check-in)	82
Phone service complaints (Wait times to speak to agent)	58
Poor customer service (Terminal staff)	26

- Informed customers who miss their check-in window at the ticket booth (60–30 minutes prior to the sailing) that their booking is no longer valid and that they will travel on the next available sailing.
- Responded to the 30% staff attrition in the Customer Service Centre in the previous quarter by hiring three additional employees in October 2022; 36 new hires are being trained through December and January. We are currently interviewing for 54 new staff to be trained in spring 2023, in anticipation of our summer call volume. These measures will help reduce call wait times in the Customer Service Centre as well as response times in Customer Relations.

\*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**  
(Q3 Fiscal 2022: 3.9)

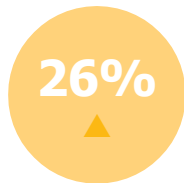
In Q3 Fiscal 2023, we received **428** total complaints regarding these routes.

The Horseshoe Bay–Bowen Island and Horseshoe Bay–Langdale routes experienced cancellations due to staff availability, weather and mechanical issues. On both December 2 and 18, 2022, an absent crew member on the Horseshoe Bay–Bowen Island route could not be replaced, which led to the cancellation of all sailings from mid-afternoon onwards. Water taxi service was provided until closing on December 18. However, on December 2, adverse weather necessitated the cancellation of the last two round trips of the water taxi. Expense reimbursement was considered on a case-by-case basis.

On September 28, 2022, we launched a three-month pilot on the *Malaspina Sky*, serving Earls Cove–Saltery Bay, to allow cats in carriers and dogs on leashes on the upper outside deck during sailings. The pilot gathered customer feedback and tested the feasibility of allowing pets on designated outer decks. Pets will continue to be permitted on the outer deck until February 10, 2023, when the vessel is scheduled for refit. Following positive feedback, work is underway to research and assess areas on other vessels where pets could potentially be permitted on outer decks.

Some customers who booked in advance on sailings departing from Langdale, which has a zero-dollar Saver fare, reported being charged the no-show fee, despite travelling with their booking. This occurred when the terminal attendants did not redeem the customer's booking. Additional training continues to be provided to the Langdale terminal attendants to prevent this from happening in the future.

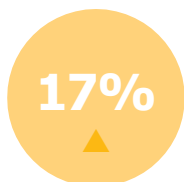
### Top 3 Complaint Areas (57% of all complaints)



YOY Change:  
**Complaints are UP**  
(Q3 Fiscal 2022: 13%)

Complaint	Number of complaints (n)
<b>Fares/fare errors</b>	<b>110</b>
No-show fee charged in error	47
Double-charged/overcharged	26
Incorrect fare charged (Senior rate, etc.)	15

- Investigated and refunded no-show fees for bookings that were not redeemed at the terminal. Shared feedback with terminal management for follow-up with ticket agents where appropriate.
- Provided additional training material to the ticketing staff at Langdale to ensure they were redeeming Saver bookings properly, to avoid erroneous no-show charges to customers.
- Please see page 6 for further information related to fares/fare errors.



YOY Change:  
**Complaints are UP**  
(Q3 Fiscal 2022: 13%)

Complaint	Number of complaints (n)
<b>Sailings/schedules</b>	<b>73</b>
Cancelled sailings (Frustration expressed due to cancelled sailings)	29
Sailing waits/delays (Frequency of delays and waits between sailings)	24
Customers unable to make connections	7

- Provided additional sailings on key travel days over the holiday season.
- As noted on page 6, cancelled reservations were refunded to customers if space was unavailable or if they decided not to travel; as an in-kind gesture, a travel voucher was provided for future travel.



YOY Change:  
**Complaints are DOWN**  
(Q3 Fiscal 2022: 18%)

Complaint	Number of complaints (n)
<b>BC Ferries website</b>	<b>61</b>
Improve Current Conditions/service updates (Ensure information is accurate, relevant, and up to date)	16
Improve ease of navigation/ease of finding information	11
Account issues (Unable to setup account, unable to update personal info/settings, modify bookings)	8

- Working on technical improvements that will improve the accuracy of Current Conditions on this route. We expect to implement the changes before summer 2023.
- Updating Langdale and minor route terminal digital screens with the same sailing delay and cancellation information that is available on our website, in our Service Notices and via Twitter; this is planned to begin by the end of February 2023.
- Evaluated customer feedback and revised the website on an ongoing basis to improve customer experience.
- Upcoming bookings can be viewed for a two-month period, with plans to expand this to three months by mid-February.
- Beta testing for our mobile app is complete and we plan to launch in Q4 Fiscal 2023, which will allow customers to quickly plan and book travel by saving their route and sailing preferences.

\*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 DOWN**  
(Q3 Fiscal 2022: 6.4)

In Q3 Fiscal 2023, we received **313** total complaints regarding these routes.

On November 1, 2022, we created manually loaded schedules for the Tsawwassen–Southern Gulf Islands and Swartz Bay–Southern Gulf Islands routes to help reduce errors and customer confusion caused by dynamic schedules. The schedules now include thru fare options and dangerous goods sailing times, and the amount of text detailing exceptions is significantly reduced and easier to read.

On November 20, 2022, the *Mayne Queen* completed her farewell tour before retiring as a full-time ship serving the Southern Gulf Islands. The vessel entered service in 1965 and served Route 5 for four decades. Currently, the vessel is not operating.

On November 3, 2022, the *Salish Heron* departed Swartz Bay for Otter Bay with a significant amount of deck space available, in spite of the fact that approximately 40 standard vehicles were not loaded. This was because the vessel was carrying an unusually large number of heavy commercial vehicles and had reached the vessel's weight limit. Adding to customer frustration was that some of the commercial trucks were loaded before earlier arriving vehicles, effectively bumping them.

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



YOY Change:  
**Complaints are DOWN**  
(Q3 Fiscal 2022: 35%)

Complaint	Number of complaints (n)
<b>Sailings/schedules</b>	<b>72</b>
Cancelled sailings (Frustration expressed due to cancelled sailings)	33
Vessel issue (Delays due to Salish Heron capacity limits)	8
Sailing waits/delays (Frequency of delays and waits between sailings)	6

- As noted on pages 6 and 7, cancelled reservations were refunded to customers if space was unavailable or if they decided not to travel; as an in-kind gesture, a travel voucher was provided for future travel.
- Following the incident on the *Salish Heron* on November 3, we started to actively manage the weight of onboard water and fuel, and applied to Lloyd's Register for permission to carry additional weight in sheltered waters, such as those between Swartz Bay and the Southern Gulf Islands. Permission was granted for all Salish class vessels, and weight limits are no longer impacting our ability to accommodate customers.
- When possible, vessels on the Southern Gulf Islands routes wait for connecting sailings and make up time during transit.
- We offered more capacity on the routes serving the Southern Gulf Islands, with the introduction of the *Salish Heron* last year. We continue to work with the Ferry Advisory Committee on any potential schedule changes.



YOY Change:  
**Complaints are UP**  
(Q3 Fiscal 2022: 8%)

Complaint	Number of complaints (n)
<b>Fares/fare errors</b>	<b>51</b>
Double-charged/overcharged	15
Incorrect fare charged (Senior rate, thru fare)	10
No-show fee charged in error	7

- See pages 6 and 7 for information related to fares/fare errors.



YOY Change:  
**Complaints are UP**  
(Q3 Fiscal 2022: 10%)

Complaint	Number of complaints (n)
<b>Advanced bookings</b>	<b>47</b>
Waitlist process/policies (Improve and/or clarify)	14
Dissatisfaction with current reservation model	6
Improve process for modifying bookings	6

- Waitlisted customers on Route 9 are contacted as space becomes available to take payment and confirm their waitlisted booking.
- Route 9 customers are encouraged to change or cancel bookings they don't intend to use, to free up space for others. A \$25 no-show fee is collected for unredeemed bookings from Tsawwassen–Southern Gulf Islands and a \$15 fee for Southern Gulf Islands–Tsawwassen. This route is 100% reservable, and has been for several decades.
- Customers may modify bookings through the link in their reservation confirmation email, by logging into their account through the website, or by calling the Customer Service Centre. The forthcoming mobile app will allow customers to make, modify and cancel their bookings more quickly and easily.

\*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 DOWN**  
(Q3 Fiscal 2022: 2.6)

In Q3 Fiscal 2023, we received **70** total complaints regarding these routes.

On December 9, 2022, the *Baynes Sound Connector*, along with a number of other vessels on both major and minor routes, cancelled sailings due to adverse weather. A number of customers questioned the need to cancel, based on their observations of the weather, and felt the vessel should have operated. The Captain, in consultation with operations crews and Environment and Climate Change Canada, makes the decision to cancel based on terminal and oceanic conditions as compared to the vessel parameters.

On December 30, 2022, both engines on the *Baynes Sound Connector* experienced a mechanical issue with the hydraulic system reservoir, which led to the cancellation of two late-morning round trips. Though relatively minor in terms of disruption, the incident sparked feedback from a number of customers who expressed a general dislike and distrust of the *Baynes Sound Connector*.

### Top 3 Complaint Areas (80% of all complaints)

43%

YOY Change:  
**Complaints are UP**  
(Q3 Fiscal 2022: 28%)

Complaint	Number of complaints (n)
<b>Sailings / Schedules</b>	<b>30</b>
Cancelled Sailings (Frustration expressed due to cancelled sailings)	9
Customers unable to make connections	9
Sailing waits/delays (Frequency of delays and waits between sailings)	5

- Sailings are cancelled only when all other options had been exhausted.
- Courtesy lanes are offered on both the Buckley Bay–Denman Island–Hornby Island and Campbell River–Quadra Island–Cortes Island routes to assist customers travelling on these two routes. However, delays, shuttling and heavy traffic can all impact customers’ ability to travel on the sailing of their choice.
- In order to meet traffic volumes between Buckley Bay and Denman Island West, the *Baynes Sound Connector* is providing additional sailings Saturday to Thursday from September 6, 2022 to March 31, 2023.

27%

YOY Change:  
**Complaints are UP**  
(Q3 Fiscal 2022: 16%)

Complaint	Number of complaints (n)
<b>Fares / fare errors</b>	<b>19</b>
Incorrect fare charged (Senior rate, etc.)	11
Double-charged/overcharged	5

- Please see pages 6 and 7 for information related to fares/fare errors.

10%

YOY Change:  
**Complaints are UP**  
(Q3 Fiscal 2022: 8%)

Complaint	Number of complaints (n)
<b>BC Ferries website</b>	<b>7</b>
Improve ease of navigation/ease of finding information	3

- As noted on page 7, we evaluated customer feedback and revised the website on an ongoing basis to improve customer experience.

\*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 DOWN**  
(Q3 Fiscal 2022: 26.2)

In Q3 Fiscal 2023, we received **62** total complaints regarding these routes.

The barge dock at Shearwater failed a condition assessment in the fall and was deemed inoperable for the transfer of people or vehicles, and it continues to be out of service. Alternate travel, via water taxi and tug and barge, is in place. We are reviewing capital work to bring the dock back into service for continuous safe operations.

During the *Kwuna* refit, November 2–23, 2022, we provided tug and barge service between Alliford Bay and Skidegate. In order to accommodate connections with Air Canada arrivals at Sandspit Airport, which were later than anticipated and would not connect with the tug and barge, we provided additional daily foot passenger water taxi service, as well as one additional tug and barge sailing for vehicle and passenger traffic on November 13.

On November 10 and 11, 2022, we cancelled one round trip between Prince Rupert and Haida Gwaii because the forecasted wind and sea states were above the vessel sailing parameters. Bookings could not be accommodated on the following sailings on November 13 and 14, 2022, and although the possibility of providing an additional round trip on November 16, 2022 was explored, it was ultimately found to be unnecessary.

### Top 3 Complaint Areas (65% of all complaints)



YOY Change:  
**Complaints are UP**  
(Q3 Fiscal 2022: 14%)

Complaint	Number of complaints (n)
<b>Fares/fare errors</b>	<b>14</b>
Fare refund not yet received	6
Double-charged/overcharged	2
No-show fee charged in error	2

- Please see pages 6 and 7 for further information related to fares/fare errors.



YOY Change:  
**Complaints are UP**  
(Q3 Fiscal 2022: 17%)

Complaint	Number of complaints (n)
<b>Advanced bookings</b>	<b>14</b>
Improve email communications	4
Revised/cancelled bookings (Customers unhappy with BC Ferries' handling of revised or cancelled bookings)	3
Waitlist process/policies (Improve and/or clarify)	2

- Customers receive a confirmation email upon payment/completion of their booking, as well as a pre-travel reminder five days prior to departure. The emails contain a link and instructions for customers to change or cancel their booking. No action is required for those who intend to travel as booked.
- Sailings are often full, making it difficult to move or rebook to a future, near-term sailing. For this reason, we prefer to revise a sailing time and date, as opposed to cancelling, whenever possible.
- When a sailing is cancelled, a full refund is provided. Compensation is not available for weather cancellations.
- Customers can book one waitlisted reservation for each direction of travel. Once space becomes available the customer is contacted to collect full payment for the booking, and a confirmation email is sent. Customers can contact the Customer Service Centre and ask where they are on the waitlist to assist in their travel planning.



YOY Change:  
**Complaints are DOWN**  
(Q3 Fiscal 2022: 20%)

Complaint	Number of complaints (n)
<b>Customer service</b>	<b>12</b>
Poor customer service (Onboard staff)	5
Poor customer service (Check-in)	2
Phone service complaints (Wait times to speak to agent)	2

- Employee conduct concerns are shared with management as appropriate for internal review and follow-up.
- Please see page 6 for further information on customer service.

\*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.

## FERRY ADVISORY COMMITTEES

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

BC Ferries holds 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).

### 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 2023, Ferry Advisory Committees were engaged in the following activities:

Met with FAC members from Texada Island to inform them that the direct service pilot between Texada Island and Comox would not be proceeding.

FAC meetings with:

- Southern Sunshine Coast (virtual)
- Denman-Hornby (in person)
- Tri-Islands (in person)
- Gambier Keats (in person)

FAC Chairs meeting held to discuss concerns related to communications with committees and to gather feedback on suggested improvements.

## THEMES

In Q3 Fiscal 2023, discussions with Ferry Advisory Committee members included the following key themes:

- Concerns related to communications between BC Ferries and Ferry Advisory Committees, in particular, timely response to correspondence from FAC members regarding operational and in-the-moment issues
- Summer peak season challenges including capacity and on-time performance
- Plans to address challenges next summer, e.g., traffic management at terminals, increased capacity for Denman-Hornby routes, scheduling, crewing
- Performance Term Six submission
- Communications including current conditions, launch of BC Ferries mobile app
- Future of the *Baynes Sound Connector*

## CUSTOMER ENGAGEMENT ACTIVITIES

### Community drop-in sessions:

In-person community drop-in sessions were held to provide residents with an opportunity to learn about travel statistics, terminal and vessel plans, provide feedback directly to BC Ferries, and other information relevant to ferry services in their community. Drop-in sessions took place as follows:

- Denman Island on November 7
- Hornby Island on November 7
- Gibsons (Southern Sunshine Coast) on November 23

### BC Emergency Health Services

BC Ferries continues to meet with representatives from BC Emergency Health Services to discuss the creation of an agreement regarding after-hours service for all BC Ferries routes that clearly outlines BC Ferries' role and availability for such events. A draft of this agreement is underway.

### ASK Salt Spring

Members of the BC Ferries Community Relations and Strategic Planning teams attended this casual roundtable community dialogue session on Salt Spring Island on November 25. The purpose was to answer community questions regarding service and service planning for the Island's three routes.

### Mayne Island Assisted Living Society

Members of the BC Ferries Community Relations and Operations teams met with representatives from the Mayne Island Assisted Living Society (MIALS) to discuss providing priority loading to the MIALS bus to assist seniors and other community members travelling to Vancouver Island for medical appointments. A process was established and is being finalized with Terminal Operations.

## 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	Sturdies Bay Terminal Development Plan	Village Bay Terminal Development Plan	Otter Bay Terminal Development Plan	Crofton Terminal Development Plan
<b>Purpose of engagement</b>	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	Inform the creation of a Terminal Development Plan for Otter Bay, and gather input on opportunities and challenges at the terminal	Gather input on the draft options for a Terminal Development Plan for Crofton
<b>Engagement activities</b>	No meetings were held this quarter	No meetings were held this quarter	No meetings were held this quarter	Meetings with Halalt First Nation, Municipality of North Cowichan and Paper Excellence
<b>Key themes</b>	Enhancing pedestrian space and safety	Consider combining public engagement events	Consider combining public engagement events	Traffic flow and safety, taking traffic off the roadways
	Holding area and parking improvements	Improve customer amenities	Improve holding area, traffic management and parking	First Nations archeology
	Addition of transfer traffic thru lane near terminal	Improve site circulation and safety	Improve holding area, traffic management and parking	
<b>Next Steps</b>	BC Ferries is reviewing the Terminal Development Plan Draft for approval	BC Ferries to develop terminal concepts	BC Ferries to develop terminal concepts	Meet with Municipality of North Cowichan to discuss technical studies
	Once approved, BC Ferries will inform key stakeholders and the public (anticipated approval in Q4 Fiscal 2023)	Anticipated community and stakeholder engagement to begin in Q4 Fiscal 2023	Anticipated community and stakeholder engagement to begin in Q4 Fiscal 2023	Work with Halalt First Nation to initiate archeology studies

## INDIGENOUS RELATIONS AND ENGAGEMENT

We seek to advance reconciliation by engaging with Indigenous communities whose rights and interests may be impacted by our projects and operations. The primary objective of this early and ongoing engagement is to identify any potential adverse impacts that our proposed activities may cause to Indigenous groups' rights and interests, and to find ways to avoid or minimize these adverse impacts through the principle of free, prior and informed consent.

**In Q3 Fiscal 2023, Indigenous relations and engagement activities included:**



*BC Ferries interim CEO Jill Sharland and WJOLELP/Tsartlip Chief Don Tom at the signing of the Relationship Protocol Agreement on December 9, 2022.*

## TERMINAL DEVELOPMENT PROJECTS

**Swartz Bay Berth 5 Project** To support the proposed upgrades to accommodate the new Salish vessel, we continued consultations with Indigenous communities 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 the Nanaimo Harbour and Gabriola Island terminals, and the Nation's broader interests in BC Ferries' operations. These discussions are ongoing.

**Denman Island Terminal Development** Completed a site visit with K'ómoks First Nation at the Denman East Terminal to discuss their concerns and considerations as well as the donation of lumber to the Nation with the completion of tree clearing at the terminal.

**Village Bay Berth 1 Rebuild Project** BC Ferries continues working towards addressing the Tsartlip Nation's specific concerns and requirements with regards to Village Bay and other areas of Tsartlip's interest in BC Ferries' operations. These discussions are ongoing.

**Campbell River Terminal Construction** BC Ferries met with We Wai Kum First Nation to discuss the start of the Campbell River terminal project and to inform the Nation about next steps in construction and development.

**Crofton Terminal Development** BC Ferries met with Halalt Nation Chief and Council to discuss the proposed Crofton terminal project and learn about Halalt's interests and concerns.

## OUTREACH AND RELATIONSHIP-BUILDING

**Tsawout First Nation** Meetings to discuss Berth 5 Swartz Bay Project, cultural recognition and next steps for further relationship building.

**Tsartlip First Nation** Finalized a Relationship Protocol agreement with the Nation on December 9, 2022, and have begun scheduled meetings to better understand and address Tsartlip's interests.

**OUTREACH AND RELATIONSHIP-BUILDING CONTINUED**

<b>Snuneymuxw First Nation</b>	Meetings to begin discussions and activities related to the topics established within the Relationship Protocol with the Nation.
<b>Penelakut Tribe</b>	Met with Penelakut Tribe and Islands Trust to discuss the protection of a sensitive cultural site on BC Ferries' terminal lands. A plan to place fencing and signage around this site is underway in collaboration with Penelakut Tribe.
<b>Wei Wai Kum First Nation</b>	At the meeting regarding the Campbell River terminal development, the team also discussed the Nation's interests in cultural recognition in terminals and on the vessels.
<b>Malahat Nation</b>	Meetings to discuss Swartz Bay Berth 5 Project, Malahat's interests in the Mill Bay terminal, and next steps for further relationship building.



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 (Pg. 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.

**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.

### VANCOUVER ISLAND - MAINLAND

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

### NORTHERN GULF ISLANDS

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

### SOUTHERN GULF ISLANDS

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

### SUNSHINE COAST

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

### MID AND NORTH COAST

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