

Feedback and Engagement Report

Quarter ended June 30, 2022 (Q1 Fiscal 2023)

Q1 Fiscal 2023 Summary and Customer Impacting Events

Traffic in Q1 Fiscal 2023 mirrored pre-pandemic levels, resulting in sizable increases over the prior year. We have, however, faced challenges in securing the necessary crew levels with this return in traffic. While there has been a major push to fill a number of positions, with a number of key deck and engineering positions being filled, along with other vital vacancies across the fleet, there has been several crewing-related sailing cancellations during this quarter. We continue to take steps to secure needed crew and support those who worked throughout the pandemic and who are feeling the impact now.

On the evening of April 4, a software issue at the Kamloops data centre led to an outage of our website and several major internal IT programs. Service was restored approximately four hours after the issue was reported.

Fare changes came into effect on April 8, including 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 of 10 Assured Loading Tickets. We also introduced no-cost Saver bookings for travel from Langdale to Horseshoe Bay.

On May 9, we advised customers that due to current fuel market conditions, the company would increase the fuel surcharge from 1.0% to 2.5% on June 1.

On May 30, we announced that we plan to sell B.C. wine, craft beer, ciders and other alcoholic beverages on the Tsawwassen–Swartz Bay, Tsawwassen–Duke Point and Horseshoe Bay–Departure Bay routes. The launch date has not been announced.

Transport Canada suspended the mandatory vaccination requirement on June 19. The following day, we suspended the BC Ferries COVID-19 vaccination policy for employees. We immediately began the process of contacting employees who had been on unpaid leave as a result of the requirement, to invite them back to work.

The following promotions were introduced in Q1 Fiscal 2023:

- We began offering Commercial Saver fares, June 15 through October 12, between Tsawwassen and Swartz Bay and between Tsawwassen and Duke Point.
- On June 29, we announced a promotion offering 75% off fares on select inter-island sailings between July 6 and September 1, 2022.
- On April 20, we launched our Over Height Vehicle Promotion that was valid for travel as of May 17.
- Our Route 30 awareness campaign launched June 14, encouraging customers to consider travel via Tsawwassen and Duke Point as an alternative to Routes 1 (Tsawwassen - Swartz Bay) and Route 2 (Horseshoe Bay - Departure Bay).

CUSTOMER EXPERIENCE	CUSTOMER COMPLAINTS	CUSTOMER SERVICE CENTRE	STALE RESPONSE RESOLUTION
86 The Customer Experience score for Q1 Fiscal 2023 is 86 (DOWN from 95, Q1 Fiscal 2022)	7.5 7.5 complaints were received for every 10,000 customers travelling in Q1 Fiscal 2023 (DOWN from 8.0, Q1 Fiscal 2022)	92% of customers were satisfied with their Customer Service Centre (CSC) experience (DOWN from 94%, Q1 Fiscal 2022)	27% of customers did not receive a response within Q1 target of 14 days (UP from 0.5%, Q1 Fiscal 2022)

CUSTOMERS SERVED			
Customer type	Q1 Fiscal 2022	Q1 Fiscal 2023	YOY change
Foot passengers	324,855	855,682	+163%
Vehicle passengers	2,806,045	4,603,434	+64%
Total vehicles	1,720,848	2,449,798	+42%

5,459,116 customers travelled with BC Ferries in Q1 Fiscal 2023, compared to 3,130,900 in Q1 Fiscal 2022 (74% increase in passenger volume).

COMMENTS, INQUIRIES AND PHONE CALLS			
Channels	Q1 Fiscal 2022	Q1 Fiscal 2023	YOY change
Comments	4,751	6,397	+35%
Phone calls	114,671	111,114	-3%
Social media (inbound)*	8,060	12,989	+61%
Twitter	5,499	7,559	+37%
Facebook	2,250	2,479	+10%
Instagram	258	2,904	+1,026%
LinkedIn	53	47	-11%

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

TOP THREE COMPLAINT AREAS	
Major routes	% of all complaints
Routes 1, 2, 3, 30	
Advanced bookings	23%
Fares/fare errors	21%
BC Ferries website	20%
Minor & Northern routes	% of all complaints
All other routes	
Sailings/schedule	19%
BC Ferries website	18%
Fares/fare errors	16%

Main contributors to a below-average score:

Average CST score

0.3 point lower than the four-year historical average for Q1

On-time performance

Down 7% compared to the four-year historical average for Q1

Percentage of positive comments

Down 40% compared to the four-year historical average for Q1

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

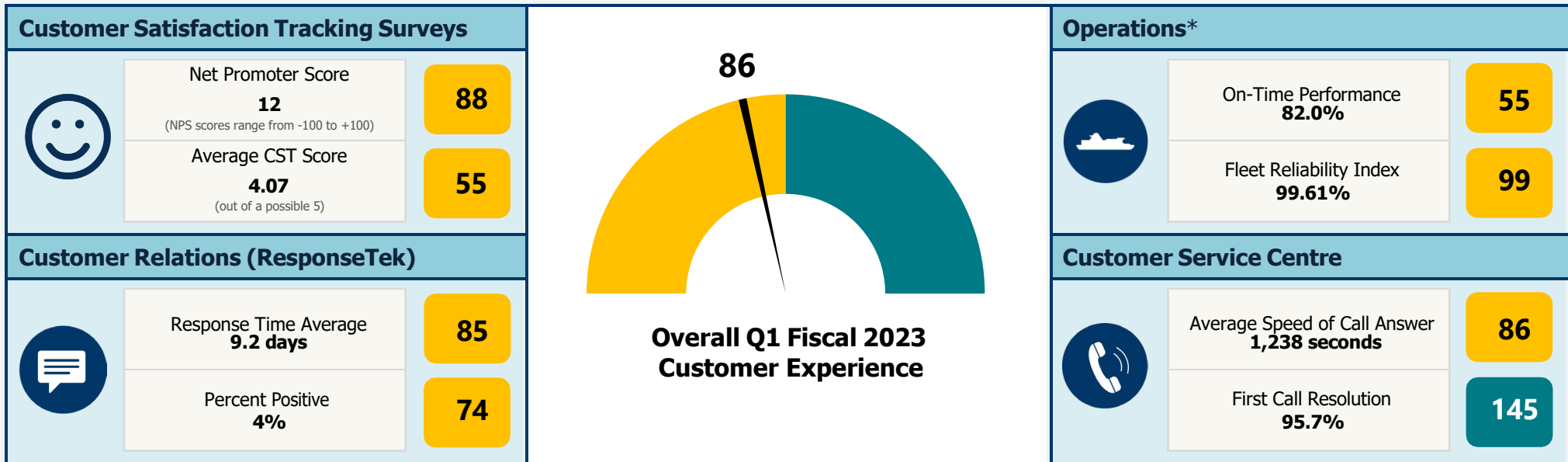
*Inbound customer inquiries received through BC Ferries social media channels

Customer Experience Dashboard

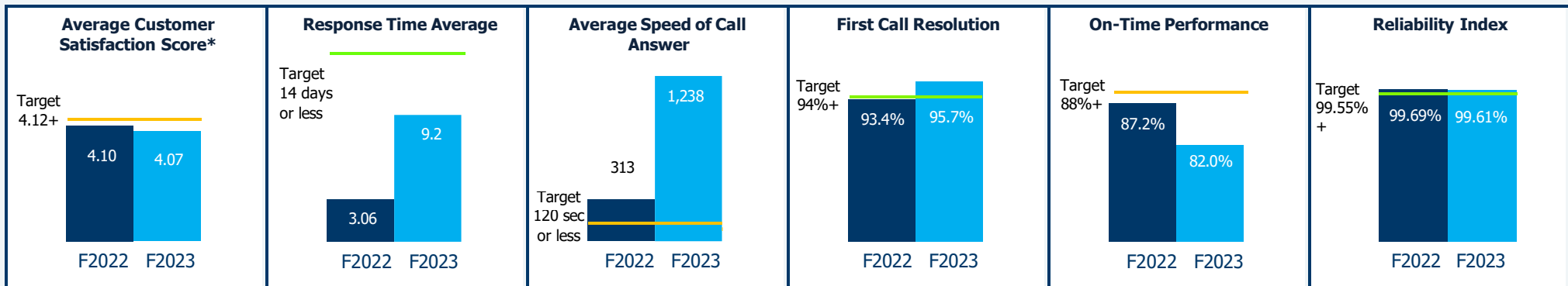
Quarterly Results

Q1 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**.



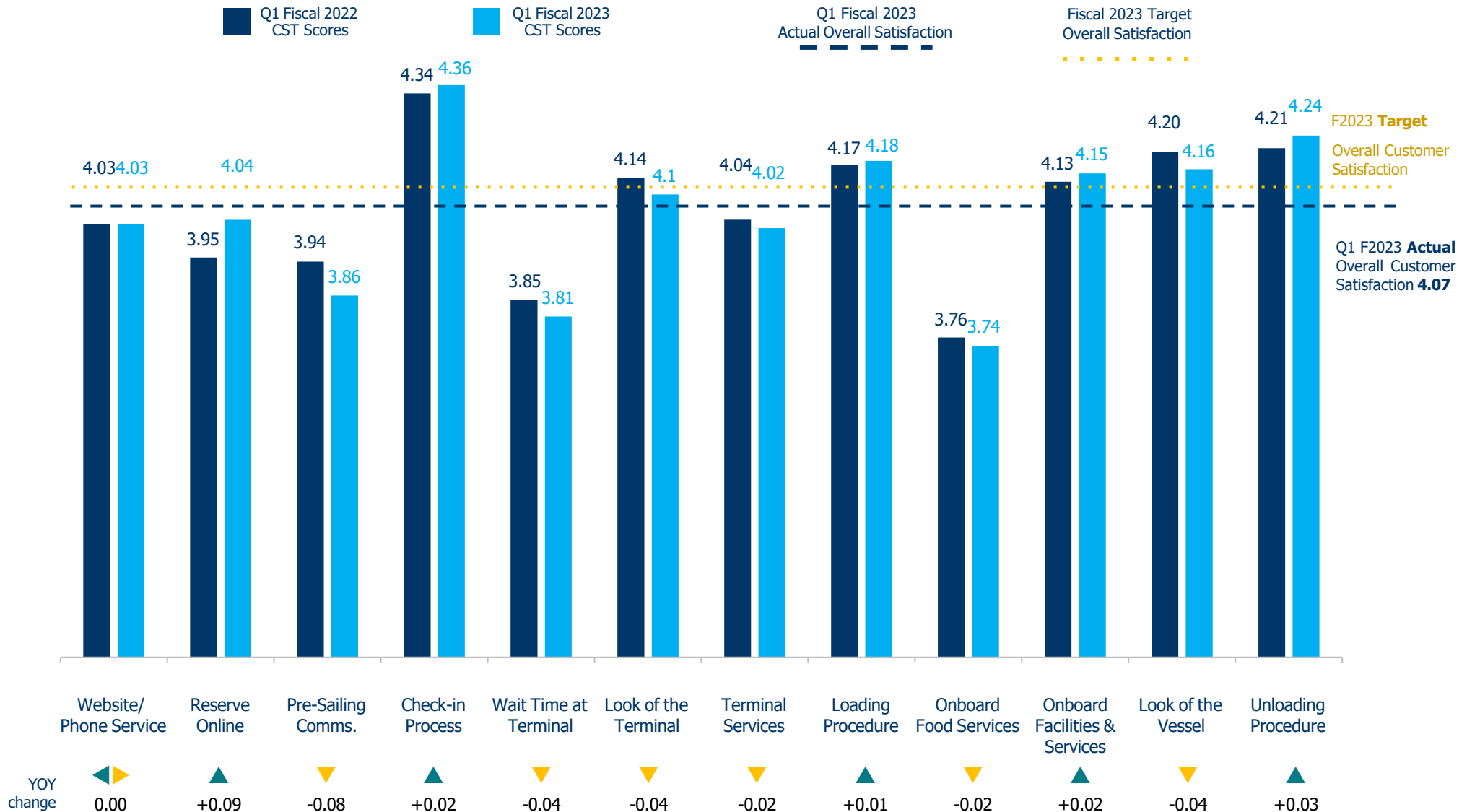
Current Performance Relative to Q1 Fiscal 2022 and Targets



*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.

Passenger Satisfaction throughout the BC Ferries Journey

Q1 Fiscal 2023



The blue dashed line represents the Overall Customer Satisfaction Score for June 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 (4.24) and the loading procedure (4.18). Passenger “low points” include onboard food services (3.74) and the wait time at the terminal (3.81). The pattern of results for Q1 Fiscal 2023 is consistent with results from Q1 Fiscal 2022.

Total CST surveys Completed



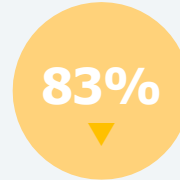
June 2021: 3,890
(+29% YOY)

Overall Customer Satisfaction Score



June 2021: 4.10/5
(-0.03 YOY)

Overall Customer Satisfaction Percentage



June 2021: 84%
(-1% YOY)

Net Promoter Score (NPS)



June 2021: 13
(-1 YOY)

OVERALL CUSTOMER SATISFACTION BY ROUTE

The Overall Customer Satisfaction Score decreased compared to the Q1 Fiscal 2022 score. Analysis by route shows that passengers on Route 19 (Nanaimo Harbour–Descanso Bay) are the most satisfied with their overall experience (4.32), while passengers travelling on Route 3 (Horseshoe Bay–Langdale) are the least satisfied (3.86). 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	Q1 Fiscal 2022	Q1 Fiscal 2023	Change
Route 19	3.81	4.32	+0.51
Route 3	3.74	3.86	+0.12
Route 4	4.16	4.10	-0.06
Routes 5/9	4.04	3.97	-0.07
Route 1	4.22	4.15	-0.07
Route 30	4.23	4.14	-0.09
Route 2	4.15	4.04	-0.11

Source: June 2022 CST Survey

SERVICE AREAS WITH LARGEST YOY CHANGES

Greatest **increases** in customer satisfaction

Service areas	Q1 Fiscal 2022	Q1 Fiscal 2023	Change
Ease of using online reservations	3.95	4.04	+0.09
Announcements when you need to be informed	3.99	4.08	+0.09
Usefulness of BC Ferries website	3.92	4.00	+0.08

Source: June 2022 CST Survey

Greatest **decreases** in customer satisfaction

Service areas	Q1 Fiscal 2022	Q1 Fiscal 2023	Change
BC Ferries phone service	3.64	3.35	-0.29
Pet area	3.20	3.07	-0.13
Ability to get onto desired sailing	4.07	3.90	-0.12

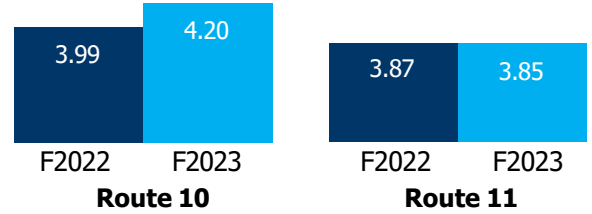
Source: June 2022 CST Survey

Note: Customer Satisfaction tracking data for the Central and North Coast routes are 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.

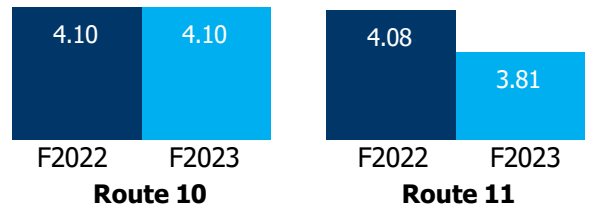
Overall Satisfaction

Year-over-year comparisons of overall satisfaction scores for Q1 suggest that satisfaction has increased for passengers on Route 10 (+0.21), but dropped slightly on Route 11 (-0.02).



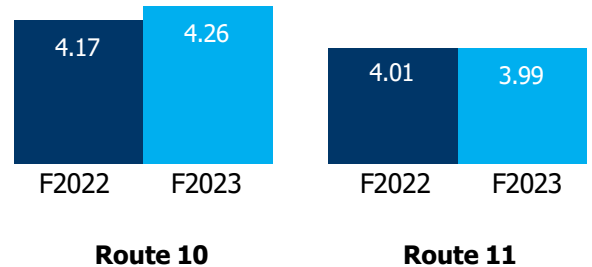
Terminal Satisfaction

Year-over-year comparisons of terminal satisfaction scores for Q1 suggest that passengers' terminal satisfaction ratings have remained stable on Route 10 (0.00), but decreased considerably on Route 11 (-0.27).



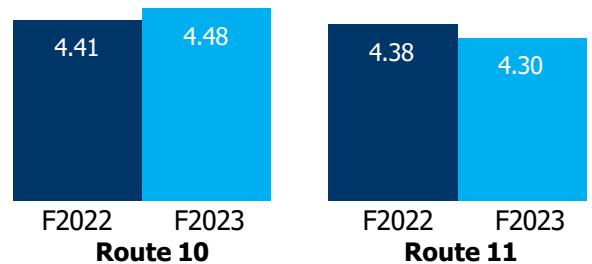
Onboard Satisfaction

Year-over-year comparisons of onboard satisfaction scores for Q1 suggest that satisfaction has increased for passengers on Route 10 (+0.09), but dropped slightly on Route 11 (-0.02).



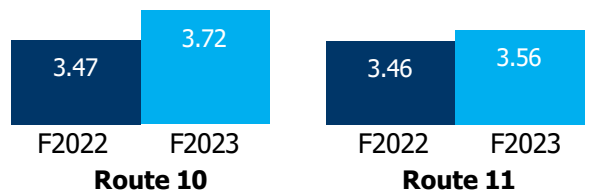
Safety of Ferry Operations

Year-over-year comparisons of satisfaction levels with safety of ferry operations for Q1 suggest that passengers' ratings of safety have increased on Route 10 (+0.07), but dropped on Route 11 (-0.08).



Value for Money of Fares

Year-over-year comparisons of passenger assessments of value for money of fares for Q1 suggest that passengers' ratings have increased considerably on Route 10 (+0.25) and increased somewhat on Route 11 (+0.10) as well.



Complaints per
10,000 Passengers*



YOY Change:
Complaints are DOWN
(Q1 Fiscal 2022: 10.7)

In Q1 Fiscal 2023, there were **2,375** total complaints received regarding these routes.

We experienced multiple crewing-related cancellations on the Tsawwassen–Swartz Bay route this quarter, while the Tsawwassen–Duke Point and Horseshoe Bay–Departure Bay routes were impacted to a lesser extent. A handful of mechanical and weather-related cancellations also interrupted service on these routes. Most notably, the *Spirit of Vancouver Island* as removed from service June 6–8 for maintenance on the liquefied natural gas systems and the *Coastal Celebration* provided service in its place. Reserved customers were not impacted, but customers without reservations were advised to consider travel on an alternate route between Metro Vancouver and Vancouver Island.

Due to crew availability and to improve on-time performance, the Departure Bay–Horseshoe Bay–Langdale "L" run was suspended, and the last two Horseshoe Bay–Departure Bay evening sailings were either moved to an earlier time, or cancelled and bookings moved to alternate sailings. These schedule adjustments, which were originally set to run through February 28 and then through March 31, were extended to June 22.

On May 18, the parkade at Horseshoe Bay terminal reopened following completion of repairs after a rockslide in January.

We began offering Commercial Saver fares on select sailings between Tsawwassen and Swartz Bay and between Tsawwassen and Duke Point as of June 15. The promotion runs to October 12.

Top 3 Complaint Areas (66% of all complaints)

24%

YOY Change:
Complaints are UP
(Q1 Fiscal 2022: 16%)

Complaint	Number of complaints (n)
Advanced bookings	563
Revised/cancelled bookings (Customers unhappy with BC Ferries' handling of revised or cancelled bookings)	180
Change/cancellation policies (Policies are unfair and/or poorly communicated)	78
Reservation check-in (Increase flexibility of check-in time)	51

- Introduced pre-emptive messaging for sailings at risk of cancellation. Contacted reserved customers directly and issued Service Notices when cancellations were likely, to allow customers time to plan alternate travel.
- Contacted customers and moved them to the next available sailing (where space available) when bookings were changed or cancelled due to weather, mechanical, crewing or other reasons. Cancelled reservations and refunded costs to customers if space was unavailable or if they decided not to travel.
- In June 2022, customers began receiving a free travel voucher if their sailing was cancelled, as a peak season in-kind gesture.
- To support on-time performance and safe loading, reservation cut-off times remain at 30 minutes prior to scheduled departure.

21%

YOY Change:
Complaints are DOWN
(Q1 Fiscal 2022: 22%)

Complaint	Number of complaints (n)
Fares/fare errors	503
Double-charged/overcharged	165
Fare refund not yet received	81
Incorrect fare charged (Senior rate, child rate, commercial rate, vehicle type)	69

- Investigated all reports of errors in fares or fees and provided refunds as appropriate.
- Advised customers who did not cancel or use their Saver fare booking that they are not eligible for a refund, per the terms and conditions.
- 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.

21%

YOY Change:
Complaints are DOWN
(Q1 Fiscal 2022: 23%)

Complaint	Number of complaints (n)
BC Ferries website	490
Email communications (Confirmation emails not received)	156
Account issues (Difficulty viewing upcoming bookings, unable to update personal info/settings)	98
Improve online booking flow/system (Improve user experience when making a booking online)	90

- Investigated missing confirmation emails, and found that most bookings had not been completed due to user error or because the space was no longer available when the customer went to complete payment.
- Guest booking flow changes were implemented August 6 to hold space through to the payment page to address ongoing concerns.
- Customers can now view their bookings up to 30 days into the future; on August 6, that was expanded to 45 days. By fall 2022, we expect customers will be able to view their upcoming bookings in three-month periods.
- We also plan to launch our mobile app in fall 2022, which will allow customers to quickly make bookings by saving their route and sailing preferences.

Complaints per
10,000 Passengers*



YOY Change:
Complaints are DOWN
(Q1 Fiscal 2022: 6.2)

In Q1 Fiscal 2023, there were **667** total complaints received regarding these routes.

In addition to adding Saver and Prepaid options for travel from Horseshoe Bay to Langdale, complimentary Saver bookings were introduced for sailings from Langdale to Horseshoe Bay on April 8. Fares and Saver bookings are free in this direction (Langdale to Horseshoe Bay), but a no-show fee applies for unredeemed Saver bookings.

Horseshoe Bay terminal presents unique challenges for achieving on-time performance, particularly for service on the route to Langdale. On May 27, we introduced an expanded schedule on the Horseshoe Bay–Langdale route to give more time between sailings and improve on-time performance. Schedule adjustments better reflected actual sailing times, and we updated operational procedures to improve efficiency. The schedule for Earls Cove–Saltery Bay was adjusted to ensure better connections between the two routes. On June 23, the summer schedule on the Horseshoe Bay–Langdale route came into effect; this schedule offers more frequent service.

On June 10, two round trips on the Horseshoe Bay–Langdale route were cancelled due to crewing challenges. The sailings were later reinstated when a crew member was sourced; however, because all reservations had been cancelled, the sailings were offered on a non-reservable basis, which caused frustration for customers whose bookings had been cancelled.

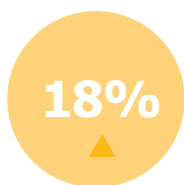
Top 3 Complaint Areas (52% of all complaints)



YOY Change:
Complaints are DOWN
(Q1 Fiscal 2022: 21%)

Complaint	Number of complaints (n)
Advanced bookings	124
Revised/cancelled bookings (Customers unhappy with BC Ferries' handling of revised or cancelled bookings)	28
Change/cancellation policies (Policies are unfair and/or poorly communicated)	25
Availability (Bookings not available for desired sailings)	13

- As noted on page 6, customers are now being sent emails with pre-emptive messaging for sailings at risk of cancellation, and Service Notices are posted to give customers the opportunity to change their plans if necessary.
- Customers are moved to the next available sailing (where space permitted) when bookings were changed or cancelled due to weather, mechanical, crewing or other reasons.
- Cancelled reservations are refunded to customers if space is unavailable or if they decided not to travel; a free travel voucher is provided for future travel as an in-kind gesture.
- New fare options are designed to discourage customers from making multiple bookings and to encourage those with flexibility to travel at less busy times.



YOY Change:
Complaints are UP
(Q1 Fiscal 2022: 13%)

Complaint	Number of complaints (n)
Fares/fare errors	118
No-show fee charged in error	46
Incorrect fare charged (Senior rate, vehicle type)	23
Double-charged/overcharged	13

- Started to provide all customers departing Langdale with a receipt at check-in; this will prevent the incorrect application of no-show fees and will assist with investigation if errors occur.
- Please see page 6 for information related to fares/fare errors.

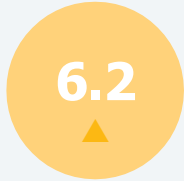


YOY Change:
Complaints are DOWN
(Q1 Fiscal 2022: 20%)

Complaint	Number of complaints (n)
BC Ferries website	102
Account issues (Difficulty viewing upcoming bookings)	21
Improve Current Conditions/service updates (Ensure information is accurate, relevant, and up to date)	20
Email communications (Confirmation emails not received)	19

- Please see page 6 for information related to the BC Ferries website.
- We continue to monitor Current Conditions for accurate reporting, and work is underway to identify future improvements.

Complaints per
10,000 Passengers*



YOY Change:
Complaints are UP
(Q1 Fiscal 2022: 4.8)

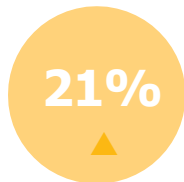
In Q1 Fiscal 2023, there were **554** total complaints received regarding these routes.

Crewing challenges and mechanical issues led to a small number of cancellations on the Nanaimo Harbour–Gabriola Island and Crofton–Vesuvius Bay routes. The route serving Gabriola Island was subject to frequent delays and overloads prior to the introduction of two Island Class vessels on April 12.

Sailing waits for customers travelling on the Pender Island–Swartz Bay route continue to cause frustration for residents who feel the island should receive dedicated service.

In spite of the introduction of a larger vessel on the Crofton–Vesuvius Bay route mid-April, sailing waits and delays occurred during peak times due to traffic levels.

Top 3 Complaint Areas (56% of all complaints)



YOY Change:
Complaints are UP
(Q1 Fiscal 2022: 13%)

Complaint	Number of complaints (n)
Sailings/schedules	115
Sailing waits/delays (Frequency of delays and waits between sailings)	53
Dissatisfaction with current schedule (Rts. 5/9 and 19)	21
Cancelled sailings (Frustration expressed due to cancelled sailings)	12

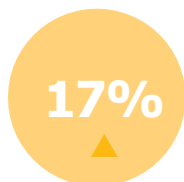
- Increased capacity on the Nanaimo Harbour–Gabriola Island route by transitioning to a two-vessel operation in April 2022 with the *Island Kwigwis* and *Island Gwawis*. The first vessel provides 18 hours of service, similar to the previous schedule; the second vessel operates during the busiest 12-hour period of the day.
- Moved the *Quinsam*, formerly on the Nanaimo Harbour–Gabriola Island route, to the Crofton–Vesuvius Bay route, where it replaced the smaller *Quinita* on April 12.
- Continued to reassess Southern Gulf Islands' schedules, as an additional Salish Class vessel will enter service in late 2022.
- When possible, provided water taxi service during cancellations.



YOY Change:
Complaints are DOWN
(Q1 Fiscal 2022: 23%)

Complaint	Number of complaints (n)
BC Ferries website	98
Email communications (Confirmation/system emails not received)	17
Account issues (Difficulty viewing upcoming bookings, unable to update personal info/settings)	14
Improve online booking flow/system (Improve user experience when making a booking online)	12

- Please see page 6 for information related to the BC Ferries website.



YOY Change:
Complaints are UP
(Q1 Fiscal 2022: 14%)

Fares/fare errors	Number of complaints (n)
Double-charged/overcharged	94
Incorrect fare charged (Senior rate, thru-fare, vehicle type)	31
Fare refund not yet received	19
	15

- Please see page 6 for information related to fares/fare errors.

*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
(Q1 Fiscal 2022: 1.4)

In Q1 Fiscal 2023, there were **99** total complaints received regarding these routes.

Crewing challenges impacted the routes serving the Northern Gulf Islands, including cancellations. In some cases, customers intended to travel on two routes and were unable to complete their travel due to the cancellation of the first leg of their journey. On April 16, the *Baynes Sound Connector* cancelled the last two round trips of the day due to crewing challenges; water taxi service was not provided as the majority of customers planned to travel onward to Hornby Island in their vehicles.

While the *Baynes Sound Connector* underwent refit May 24–June 7, the *Quinitsa* provided service on a similar schedule. Passenger capacity remained comparable; however, commercial vehicles were subject to a weight limit of under 39,500 kg and 5 axles, due to the lower gross vehicle weight capacity of the *Quinitsa* and dock limitations at Denman Island West.

The *Tackek* cancelled the first four round trips between Quadra Island and Cortes Island on June 25 due to crewing challenges. Service resumed in the afternoon.

Water issues at Hornby Island and Denman West terminals in mid-June caused temporary washroom closures.

Top 3 Complaint Areas (59% of all complaints)



YOY Change:
Complaints are UP
(Q1 Fiscal 2022: 20%)

Complaint	Number of complaints (n)
Sailings/schedules	29
Cancelled sailings (Frustration expressed due to cancelled sailings)	9
Sailing waits/delays (Frequency of delays and waits between sailings)	7
Dissatisfaction with current schedule (Rts. 21, 22 and 23)	5

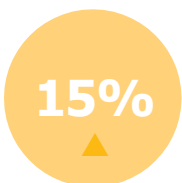
- Informed customers as soon as possible when cancellations occurred. Cancelled only when all other options had been exhausted.
- When possible, provided water taxi service during cancellations.
- We meet and frequently exceed contracted service levels on our Northern Gulf Islands routes and add sailings where possible.
- Vessel Masters and Captains have standing permission to shuttle on Routes 21, 22, 23 and 24, and they do so when warranted.
- Reimbursed customers who incurred additional expenses due to cancellations.



YOY Change:
Complaints are DOWN
(Q1 Fiscal 2022: 17%)

Complaint	Number of complaints (n)
Loading/directions	15
Improve traffic management at/outside terminal (Rts. 21 and 22)	6
Loading/directions (Improve lineup and loading procedures, Rts. 23 and 24)	5

- Repainted lines inside terminals and added 'no parking' lines where waiting traffic could block private driveways.
- Added 'do not block driveway' signage outside terminals.
- Employed traffic control at Denman East terminal during busy periods.
- Installed a mobile point of sale system at Campbell River.
- Customers can use the safe turnaround at Buckley Bay to join the overflow on the highway when needed.
- Police assist with traffic control as required.



YOY Change:
Complaints are UP
(Q1 Fiscal 2022: 8%)

Complaint	Number of complaints (n)
BC Ferries website	15
Experience™ Card (Difficult to manage/find information online)	5
Account issues (Unable to set up account, unable to update personal info/settings)	3

- Please see page 6 for information related to the BC Ferries website.

Complaints per
10,000 Passengers*



YOY Change:
Complaints are DOWN
(Q1 Fiscal 2022: 47.2)

In Q1 Fiscal 2023, there were **164** total complaints received regarding these routes.

Approximately one-third of the crew of the *Northern Adventure* tested positive for COVID-19 in late April. The high number of employees affected and their specialized training meant that not all positions could be replaced. Beginning April 24, three round trips between Prince Rupert and Skidegate and one round trip between Prince Rupert and Port Hardy via Bella Bella were cancelled. Alternate air and lounge service was provided when possible, and full service resumed on April 29. Some booked customers experienced delays up to one week, as not all vehicles could be accommodated on the first regular sailing.

In late May, crewing challenges in the catering department of the *Northern Adventure* necessitated a reduction in operating hours for the gift shop and cafeteria. Customers were kept informed of opening hours via onboard announcements.

Top 3 Complaint Areas (71% of all complaints)

29%

YOY Change:
Complaints are DOWN
(Q1 Fiscal 2022: 40%)

Complaint	Number of complaints (n)
Advanced bookings	47
Revised/cancelled bookings (Customers unhappy with BC Ferries' handling of revised or cancelled bookings)	15
Waitlist process/policies (Improve and/or clarify)	8
Change/cancellation policies (Policies are unfair and/or poorly communicated)	4

- Moved customers to the next available sailing if possible when bookings cancelled; refunded costs when space was unavailable or travel not taken.
- Provided cargo sailings between Prince Rupert and Skidegate on April 26 to ensure transport of supplies, groceries and essentials.
- Chartered flights for customers travelling for medical or other essential reasons between Prince Rupert and Skidegate. We proactively contacted booked Travel Assistance Program (TAP) customers to offer them space before making seats more widely available.
- Prince Rupert-Skidegate service resumed with limited passenger capacity on April 28; regular service resumed on April 29.
- Reimbursed customers who incurred additional expenses due to cancellations.
- Prioritize waitlisted TAP customers.
- Employees in the Customer Service Centre advised customers of their position on the waitlist.

26%

YOY Change:
Complaints are UP
(Q1 Fiscal 2022: 14%)

Complaint	Number of complaints (n)
BC Ferries website	43
Email communications (Confirmation emails not received)	15
Improve ease of navigation/ease of finding information	8
Account issues (Difficulty viewing upcoming bookings)	7

- Investigated missing confirmation emails, and found that most bookings had not been completed due to user error or because the space was no longer available when the customer went to complete payment.
- Evaluated customer feedback and revised our website on an ongoing basis in order to improve customer experience.
- Please see page 6 for information related to the BC Ferries website.

16%

YOY Change:
Complaints are UP
(Q1 Fiscal 2022: 8%)

Complaint	Number of complaints (n)
Fares/fare errors	26
Fare refund not yet received	12
Double-charged/overcharged	6

- Please see page 6 for information related to fares/fare errors.

*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 Q1 Fiscal 2023, Ferry Advisory Committees were engaged in the following activities:

Met with representatives of Gabriola Island FAC to discuss how best to issue service notices for delays in two-ship service so that customers are aware when ships get off schedule and can plan accordingly.

An update meeting was held with FAC Chairs to discuss membership application and term limits, and to provide an update on ongoing action items to improve communications with FACs and communities.

Met with North Sunshine Coast FAC to gather feedback related to the needs of travellers making connections between Routes 3 and 7.

FACs were provided with individual Route Reports that provided route-specific data and information related to capacity utilization, on-time performance, etc.

FAC members received recognition packages to celebrate National Volunteer Week (April 24–28), including certificates and travel vouchers; some FAC Chairs were profiled in their local media to recognize their volunteerism.

In-person meetings to discuss operational and route-specific concerns with:

- Northern Central Coast – May 2
- Salt Spring Island – May 3
- Gabriola Island – May 9
- Campbell River–Quadra-Cortes – May 16
- Northern Sunshine Coast – May 31
- Chemainus–Thetis–Penelakut – June 16

Met with Southern Sunshine Coast FAC and Chairs of Northern Sunshine Coast and Gambier-Keats FACs to "demo" changes proposed for current conditions and to gather feedback.

Met with Campbell River–Quadra Island–Cortes Island FAC members to discuss the delay of two-ship service to the route and to answer questions.

Virtual updates provided all FAC members with an opportunity to learn about recent BC Ferries activities, introduced them to the new mobile application that is being prepared for launch, reviewed new communication tools that have been developed, and provided feedback on other tools or information they would like to see. Two sessions were held to provide members with a choice of times: June 15 (afternoon) and June 16 (evening).

Introduction of FAC-specific project webpages that house information and relevant documents related to the routes in their region.

Met with Chairs of the Southern Sunshine Coast, Northern Sunshine Coast and Gambier–Keats FACs to discuss summer service planning for Routes 3 and 7, including on-time performance considerations, crewing activities and summer planning for heavy traffic at Horseshoe Bay.

Community communication channels and stakeholder lists were created in collaboration with the FAC to identify which communication channels are most effective in each community.

A quarterly Directors Log was sent to all FAC members, providing updates on previous quarters' operational performance, upcoming projects and future planning.

THEMES

In Q1 Fiscal 2023, discussions with Ferry Advisory Committee members included the following key themes:

- Review of communication channels between BC Ferries and FAC to continue improving opportunities for conversations and feedback, and to ensure timely responses.
- Continued review of FAC support documents (terms of reference, membership applications, etc.)
- Focus on summer service, crewing and capacity concerns.
- Project-related input as described in the *Project-Based Engagement Initiatives* section (see following page).

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 their route. Drop-in sessions took place at:

- Salt Spring Island – May 3
- Gabriola Island – May 9
- Campbell River–Quadra–Cortes – May 16
- Northern Sunshine Coast – May 31

Board of Directors meet and greet:

The BC Ferries Board of Directors, along with members of BC Ferries Executive team, held a meet and greet on Salt Spring Island in June. This offered an opportunity for community leaders (including FAC members) and staff to drop in and discuss topics important to them. Over 170 guests were invited; approximately 50 attended.

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
Purpose of engagement	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
Engagement activities	Online engagement	FAC meetings	FAC meetings
	Virtual meetings	Discussions with government stakeholders	Meetings with key government stakeholders
	Meeting with Lelum Saraughtanaogh First Nations		
Key themes	Enhancing pedestrian space and safety	Consider combining public engagement events	Consider combining public engagement events
	Holding area and parking improvements	Improve customer amenities	Improve holding area, traffic management and parking
	Addition of transfer traffic thru lane near terminal	Improve site circulation and safety	Improve holding area, traffic management and parking
Next Steps	BC Ferries is reviewing the Terminal Development Plan Draft for approval	BC Ferries to develop terminal concepts	BC Ferries to develop terminal concepts
	Once approved, BC Ferries will inform key stakeholders and the public (anticipated approval in Q3 Fiscal 2023)	Anticipated community and stakeholder engagement to begin in Q3 Fiscal 2023	Anticipated community and stakeholder engagement to begin in Q3 Fiscal 2023

INDIGENOUS RELATIONS AND ENGAGEMENT

We seek to engage 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 and understand 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.

In Q1 Fiscal 2023, 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 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 A technical working group was formed with K'omoks Nation and representatives from Ministry of Transportation and Infrastructure (MOTI), BC Transportation Financing Authority (BCTFA) and Ministry of Indigenous Relations and Reconciliation (MIRR). 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 continues working towards addressing the Tsartlip 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 offered.

Hiring of Indigenous Relations Managers The hiring process was completed for two positions (Indigenous Relations Manager and Indigenous Relations Liaison) to help build and strengthen relations with the Indigenous communities we serve.

Support War Canoe Races BC Ferries is supporting the annual War Canoe Races, which are held across Vancouver Island, by providing complimentary passenger travel to teams travelling on BC Ferries to attend. So far, 15 Nations have received travel vouchers, with over 500 vouchers sent out through May and June. Support will continue until the annual event is over in September.

Nuxalk Nation Met with Chief and council to discuss opportunities for employment and career development for Nation members.

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.

Stale Response Resolution: Percentage of passenger comments within the ResponseTek system that did not receive a response from the Customer Relations team within seven 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.