

Feedback and Engagement Report

Quarter ended September 30th, 2020 (Q2 Fiscal 2021)

Executive Summary

CUSTOMERS SERVED



5.48 million customers travelled with BC Ferries in Q2 Fiscal 2021, compared to 7.72 million in Q2 Fiscal 2020 (29% reduction in passenger volume).

CUSTOMER ENGAGEMENT

	Q2 Fiscal 2020	Q2 Fiscal 2021	YOY Change
Comments Received	3,326	4,375	32% ↑
Phone Calls Received	177,970	165,116	7% ↓
Social Media (Inbound)	6,575	13,515	105% ↑
	4,676	9,755	109% ↑
	1,726	3,489	102% ↑
	164	245	49% ↑
	9	26	186% ↑

COMMUNITY ENGAGEMENT*



1,600 people participated in community engagement activities, compared to 66 in Q2 Fiscal 2020.

23 times more ↑

Q2 Fiscal 2021 Events

Issues related to travel during the COVID-19 pandemic continued to be a significant driver of feedback during Q2 Fiscal 2021. The introduction of the new bcferrys.com website on September 22nd, 2020, generated the most feedback unrelated to the global pandemic this quarter.

Following the dramatic decrease in traffic experienced at the beginning of Q1 Fiscal 2021, traffic gradually began to return during Q2 Fiscal 2021, levelling off at approximately 29 percent less travellers compared to Q2 Fiscal 2020. While we operated fewer sailings than the previous summer, we continued to add sailings in a safe and cautious manner as demand required and based on crew and vessel availability. Traffic on the Horseshoe Bay-Langdale route returned quickly, creating the need for multiple schedule changes as we added sailings. Customers with bookings on cancelled and adjusted sailings on this route were most heavily impacted.

On July 30th, 2020, Ministerial Order (MO84), which had been in place from March 26th, 2020, was amended to remove reference to resident loading priority.

Also on July 30th, 2020, BC Ferries' Medical Assured Loading program was re-defined by the Province, under Ministerial Order (M256) to give medical practitioners the ability to directly issue a patient an assured loading letter for travel with BC Ferries to and from medical appointments that met criteria set out in the Order.

On August 24th, 2020, BC Ferries announced the requirement for mandatory masks for customers and crew while on our property, as part of our enhanced COVID-19 safety measures.

On September 30th, 2020, Transport Canada rescinded the temporary exemption allowing customers to remain on enclosed vehicle decks on all but the Horseshoe Bay-Langdale route. Customers concerned about the spread of COVID-19 questioned this decision.

TREND HIGHLIGHTS (all comparisons made to Q2 Fiscal 2020)

CUSTOMER SATISFACTION TRACKING TRENDS

↓ **0.15 point decrease** in overall customer satisfaction score
 ↓ **6 point decrease** in Net Promoter Score™



80% of passengers surveyed in August 2020 were satisfied with their overall experience. (YOY Change: -5.9%)

CUSTOMER RELATIONS TRENDS

↓ **30% decrease** in the number of positive comments
 ↑ **2.9% improvement** in response time average

Complaints/10,000 Passengers

5.1

YOY Change: Complaints are **up**
(Q2 Fiscal 2020: 3.1)

Stale Response Resolution

59%

% of customers who did not receive a response within Q2 target of 14 days
(Q2 Fiscal 2020: 49.8%)

OPERATIONS TRENDS

↓ **2.0% decrease** in on-time vessels
 ↓ **0.2% decrease** in fleet reliability

CUSTOMER SERVICE CENTRE (CSC) CALL TRENDS

↓ Call answer times were **38 times slower**
 ↑ **5.7% increase** in first call resolution %

92%

of customers were satisfied with their CSC experience

*Number of participants is dependent on the number of active engagement projects in the communities. This varies throughout the fiscal year.

Quarterly Results

Overall Customer Experience

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 past four years (2016-2019). A score lower than 100 indicates a lower than average performance and a score greater than 100 indicates that this quarter's performance is better than average.

Customer Satisfaction Intercept Surveys



Net Promoter Score
0
(NPS scores range from -100 to +100)

89

Average CST Score
3.95
(out of a possible 5)

55

Customer Relations (ResponseTek)



Response Time Average
13.6 days

103

Percent Positive
7%

59



Operations



On-Time Performance
83.5%

66

Fleet Reliability Index*
99.68%

85

Customer Service Centre



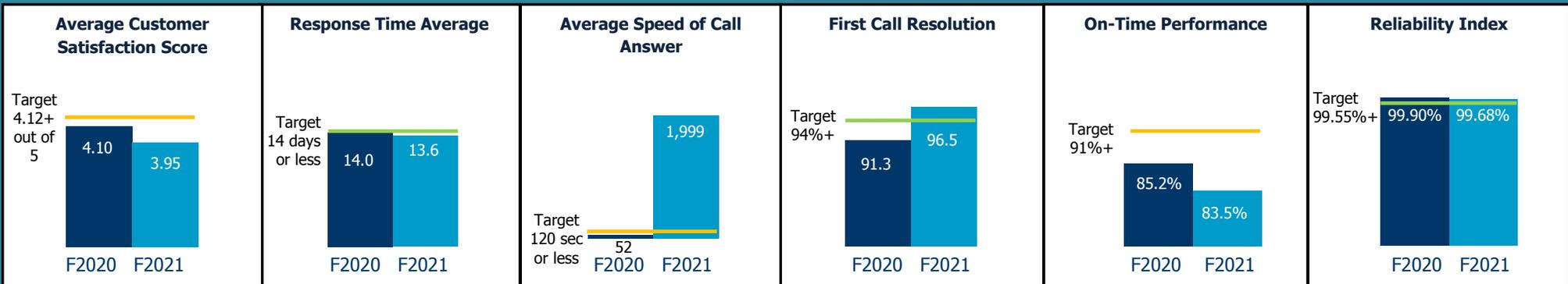
Average Speed of Call Answer
1,999 seconds

55

First Call Resolution
96.5%

116

Current Performance Relative to Q2 Fiscal 2020 and Targets



* Figure based on agreed contracted service with the province of BC during pandemic. Note: On-time performance and fleet reliability is based on all BC Ferries routes including Route 13 which is operated by an alternative service provider under contract to BC Ferries.

Methodology

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 the previous page).

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 Customer Satisfaction Tracking 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?

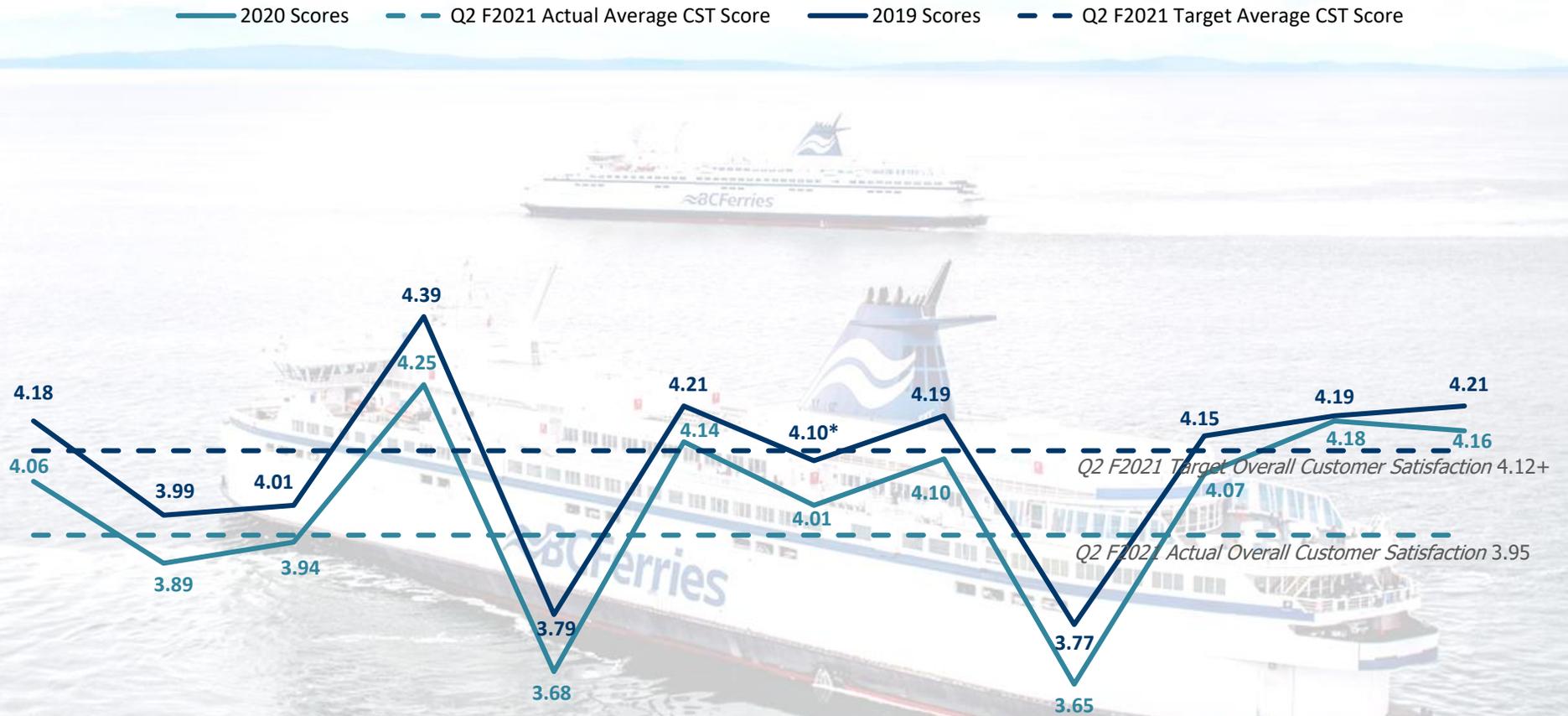
The measures that are used to build the composite measure include count data, 5-point likert style scales and percentage scores. To be able to achieve a single unified measure, each of the scores is standardized (using z-scores) and then converted to a 100-point scale. To limit the impact of extreme 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.

Passenger Satisfaction throughout the BC Ferries Journey

Q2 Fiscal 2021

Data in this chart is based on customer satisfaction tracking (CST) scores for Q2 Fiscal 2020 and Q2 Fiscal 2021



Website/ Phone Service	Reserve Online	Pre-Sailing Comms.	Check-in Process	Wait Time at Terminal	Look of the Terminal	Terminal Services	Loading Procedure	Onboard Food Services	Onboard Facilities & Services	Look of the Vessel	Unloading Procedure
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The dotted lines represents the "Overall Satisfaction Score" of passengers who completed surveys during August 2020 and August 2021 as a part of the Customer Satisfaction tracking program. Looking at the whole journey, passenger "high points" include the check-in process (4.25) and the look of the vessel (4.18). Passenger "low points" include onboard food services (3.65) and the wait time at the terminal (3.68). These highs and lows are the same as those identified in August 2019. The 2020 pattern of results follows that of 2019, however, scores are lower across all categories (with the exception of look of the vessel which is almost the same).

*The 2019 Terminal Services score was updated due to a change in methodology. Historically, passengers have evaluated the food/beverage services and merchandise services offered nearby (e.g. amenities in the village of Horseshoe Bay). A decision was made in August 2020 to only ask this question of passengers departing from Tsawwassen, Swartz Bay or Departure Bay terminals.

Intercept Surveys (August)

Overall Customer Satisfaction Score

3.95/5

Q2 Fiscal 2020: 4.10

Overall Customer Satisfaction %

80%

Q2 Fiscal 2020: 85%

Net Promoter Score (NPS)

0*

Q2 Fiscal 2020: 6

Overall customer satisfaction scores dropped when compared to last year's score (change of -0.15 points). Analysis by route shows that passengers on Route 4 were the most satisfied with their overall experience (4.18), while passengers travelling on Route 3 were the least satisfied (3.61). It is likely that the decrease in overall satisfaction score across all routes is largely due to the impact of the COVID-19 pandemic on BC Ferries' operations.

The most marked shifts in Overall Customer Satisfaction Score YOY for the quarter were:

Route	Q2 F2020	Q2 F2021	Change
5/9	3.90	4.10	+0.20 ↑
30	4.04	4.09	+0.05 ↑
19	3.97	3.74	-0.23 ↓
3	4.14	3.61	-0.53 ↓

There were a number of factors, in addition to the large declines in satisfaction on Routes 3 and 19, that likely contributed to a lower Overall CST score this year compared to last. Amenities that provide a more enjoyable sailing experience, such as child play areas, the Pacific Buffet and the Seawest Lounge were unavailable due to COVID-19. Also, while BC Ferries' reduced sailing schedules had largely been reinstated by August, there were still fewer sailings offered in August compared to the previous year. Finally, another contributor was undoubtedly the lack of international tourists due to COVID-19 related travel restrictions, including travellers from the USA. It is well established from previous years that tourist satisfaction ratings are generally higher than assessments made by non-tourists.

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

Source: August 2020 CST Survey

*The Net Promoter Score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products or services to others. -100 is the worst possible score and +100 is the best possible score. It is used as a proxy for gauging the customer's overall satisfaction with a company's product or service and the customer's loyalty to the brand. A positive NPS (>0) is generally considered as good.

Service Areas with Largest YOY Changes

LARGEST INCREASES

Service Area	Q2 F2020	Q2 F2021	Change
Parking options at the terminal	3.40	3.70	+0.30
Ease of using passenger pickup/drop-off area	4.01	4.12	+0.11
Washrooms (onboard)	4.06	4.08	+0.02

Source: August 2020 CST Survey

LARGEST DECREASES

Service Area	Q2 F2020	Q2 F2021	Change
Staff customer service (onboard)	4.32	4.11	-0.21
Workstations (onboard)	3.90	3.70	-0.20
Atmosphere on the ferry overall	4.25	4.05	-0.20

Source: August 2020 CST Survey

Customer Satisfaction Trends

Central and North Coast (Routes 10 and 11)

Q2 Fiscal 2021

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 traveling on these routes. This data collection method is used instead of onboard intercepts.

Overall Satisfaction

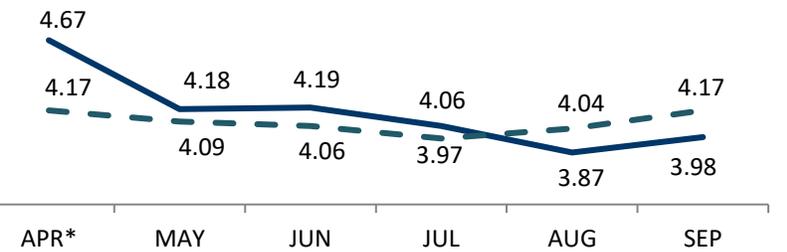
Overall satisfaction scores on Routes 10 and 11 are very similar to each other in Q2 Fiscal 2021. Both routes experienced a decline in overall satisfaction ratings in August, followed by a recovery in September.

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



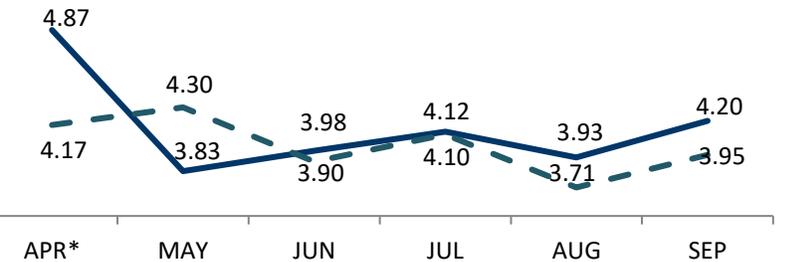
Terminal Satisfaction

With the exception of July, Route 11 passengers reported higher satisfaction levels with their terminal experience compared to Route 10 passengers in Q2 Fiscal 2021. Terminal satisfaction scores for Route 10 passengers have been steadily declining over the past six months.



Onboard Satisfaction

Month over month comparisons of CST data during Q2 Fiscal 2021 show that Route 10 passengers are more satisfied with their onboard experience than Route 11 passengers. Both routes show depressed scores in August.



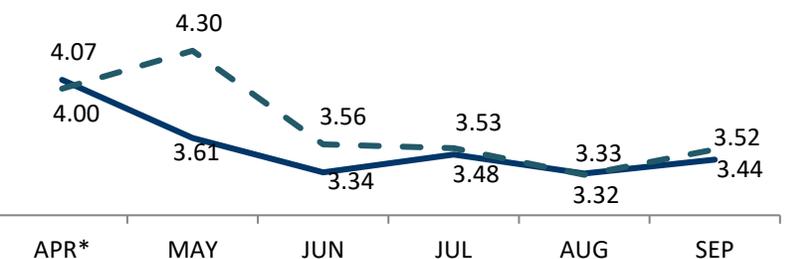
Safety of Ferry Operations

Route 10 passengers also report higher satisfaction levels with safety of ferry operations compared to Route 11 passengers. Safety of Ferry Operations scores for Route 11 passengers have been steadily declining for the past five months.



Value for Money of Fares

Passenger assessments of Value for Money of Fares have been relatively stable across Q2 Fiscal 2021. Both routes show relatively similar scores with a momentary decline in August.



* April values should be interpreted with caution due to low sample sizes.

Vancouver Island – Mainland (Routes 1, 2 and 30)

COMPLAINTS/
10,000 PASSENGERS



YOY CHANGE: Complaints are up
(Q2 Fiscal 2020: 3.2)

In Q2 Fiscal 2021 there were **1,578** total complaints received regarding these routes.

Enhanced cleaning and safety measures implemented during Q1 Fiscal 2021, to limit the spread of COVID-19, remained in place throughout Q2 Fiscal 2021. Additional safety measures implemented in Q2 Fiscal 2021, enabled more passengers to be carried on each sailing and reduced possible sailing waits for summer travellers. These measures included: the use of face masks, health screening questions on routes over 30 minutes, plexi-glass barriers for crew and passengers, seating plans outlining physical distancing and others.

In early July we continued to increase the number of sailings, and adjusted sailing times on these routes to accommodate the return of traffic heading into the summer season. Some of the sailing adjustments affected customers with existing bookings, causing frustration and, in some cases, changes in their plans.

On July 30th, 2020, the Province amended Ministerial Order (MO84) to remove priority loading for residents of ferry sailing destinations, while vehicles carrying essential goods and supplies continued to receive priority loading. The same day, the BC Ferries' Medical Assured Loading program was re-defined by the Province, under Ministerial Order (M256). This new Order gave medical practitioners the ability to issue patients directly with letters for travel with BC Ferries to and from medical appointments, based on criteria set out in the Order.

On September 30th, Transport Canada rescinded the temporary exemption allowing customers to remain on enclosed vehicle decks. We appealed to Transport Canada to extend the temporary exemption, but were denied. Customers concerned about COVID-19 questioned this decision.

TOP 3 COMPLAINT AREAS (59% of all complaints)

24%
of all
complaints

COVID-19 Related Complaints (n=373)*

Onboard/Terminal Safety (n=238)

(Check-in screening, cleaning, physical distancing, face masks)

Enclosed Vehicle Decks (n=33)

(Passengers unhappy with Transport Canada's decision to rescind flexibility to remain on closed vehicle decks)

Enforce Travel Restrictions (n=21)

(Restrict out-of-province travel)

COVID-19 Related Complaints

Q2 Fiscal 2020 Comparison: n/a

- Feedback was received that not all passengers or employees were following the requirement to wear a face mask if physical distancing could not be maintained. On August 24th, we announced face masks are mandatory for everyone at terminals and on ships. Our employees continue to inform passengers of the mandatory requirement when observed being non-compliant.
- On September 9th, we announced Transport Canada was rescinding the temporary flexibility granted to allow customers to remain on enclosed vehicle decks, effective September 30th. Customers who raised concern about exposure to COVID-19 on board were referred to Transport Canada for further information.
- We received complaints about allowing out-of-province vehicles to travel with us. Canada Border Services Agency is screening people entering Canada at the borders. We do not have a mandate to restrict travel and encouraged customers to share such concerns with appropriate authorities. We reinforced this message through mainstream and social media.

19%
of all
complaints

Advanced Bookings (n=293)

Revised/Cancelled Bookings (n=67)

(Customers unhappy with BC Ferries' handling of revised or cancelled bookings)

Booking System/Account Issues (n=53)

(Technical issues impeding bookings/account access)

Fee double-charged (n=30)

YOY CHANGE: Complaints are up

Q2 Fiscal 2020 Comparison: 4% (n=58)

- Schedule adjustments from July to September 7th affected customers with existing bookings. Wherever possible, customers were moved to the next sailing. Bookings that could not be accommodated were cancelled and refunded. New bookings were made on alternate routes or dates where possible.
- With the launch of our new website on September 22nd, customers with an existing online account were required to go through a renewal process when signing in to the new site. Customers experienced delays in receiving emails to renew their account, causing customer frustration, generating calls to the Customer Service Centre who assisted with resolution. This technical issue was resolved within a week of the launch date.
- Double charges on bookings made through the new website were investigated and refunded where appropriate.

16%
of all
complaints

Customer Service (n=256)

Ticket Agent/Check-In Complaints (n=114)

(Unpleasant/confrontational interaction, misinformation or could not provide requested information)

Phone Service Complaints (n=57)

(Wait times to speak to an agent)

Onboard Staff Complaints (n=20) & Terminal Staff Complaints (n=20)

(Unpleasant/confrontational interaction)

YOY CHANGE: Complaints are unchanged

Q2 Fiscal 2020 Comparison: 16% (n=212)

- Ongoing training of frontline staff to empower them to help customers, with focus on "first contact resolution", is a priority.
- Schedule and booking changes, coupled with issues related to the new website, drove significant call volumes exceeding our ability to answer calls within our targets. Staff who were previously furloughed due to COVID-19 were re-hired. In addition, by the end of July seven returning seasonal employees and 10 new seasonal staff were answering calls in the Customer Service Centre.
- We received a mix of comments related to how staff managed communication with customers related to mandatory face masks, COVID-19 safety measures and Transport Canada's enclosed car deck regulation. Staff were asked to take an 'inform and educate' approach when explaining why these measures are in place. Negative interactions resulted in some cases.

Sunshine Coast (Routes 3, 7, 8, 13, 17 and 18)

COMPLAINTS/
10,000 PASSENGERS



YOY CHANGE: Complaints are up
(Q2 Fiscal 2020: 2.4)

In Q2 Fiscal 2021 there were **871** total complaints received regarding these routes. The majority of complaints were regarding schedule changes on the Horseshoe Bay-Langdale route (Route 3) from customers whose bookings were impacted as sailings were added or adjusted in order to meet rising traffic demand and improve on-time performance.

Priority loading for residents under Ministerial Order (MO84) was also a source of frustration for customers on Route 3, as some residents mistakenly believed they would be loaded ahead of customers with reservations. While reservable space was consistent with previous years, sailing waits occurred for non-reserved customers, even for those defined as priority. Non-residents, who did not qualify for priority loading, raised concern as they regularly experienced multiple waits as residents were loaded ahead of them. Traffic management was also challenging for staff because terminals were not designed to accommodate multiple and varying levels of priority lanes. The Order was amended on July 30th and resident priority loading was rescinded.

The July 30th changes to Medical Assured Loading (MAL), under Ministerial Order (M256), had the greatest impact on Route 3 customers, as this route has the highest number of MAL passengers out of all our routes. We proactively contacted medical practitioners when the change was announced and honoured existing letters until they expired. The shift has been relatively smooth operationally.

On September 30th Transport Canada rescinded the temporary flexibility to allow customers to remain on enclosed vehicle decks on Routes 1, 2, 30, 9 and 17, at the same time we received approval to allow passengers travelling on the Route 3 to remain on the lower car deck. The approval is based on the fact that the vessels operate in sheltered waters and can keep the stern doors open, when weather allows, effectively making the lower decks "open".

TOP 3 COMPLAINT AREAS (55% of all complaints)

22%
of all
complaints

Advanced Bookings (n=193)

Revised/Cancelled Bookings (n=124)
(Customers unhappy with BC Ferries' handling of revised or cancelled bookings)

Availability (n=18)
(Bookings not available for desired sailings)

Booking System/Account Issues (n=12)
(Technical issues impeding bookings/account access)

- Route 3 continued to see multiple schedule adjustments as traffic increased, significantly impacting customers with bookings on adjusted or cancelled sailings. As with the Vancouver Island-Mainland routes, customers were moved to the next sailing when possible. Those who could not be accommodated had their reservations cancelled and refunded. Some customers experienced multiple booking changes, adding to their frustration.
- While the new website overall has been a success, technical issues continue to be reported and are addressed as soon as possible. In anticipation of inevitable issues, a support team was standing by for the launch and several weeks following, deploying two updates to the website since launch, which included over a hundred fixes.

YOY CHANGE: Complaints are up

Q2 Fiscal 2020 Comparison: 7% (n=29)

18%
of all
complaints

COVID-19 Related Complaints (n=154)

Onboard/Terminal Safety (n=85)
(Check-in screening, cleaning, physical distancing, face masks)

Priority/Resident Loading (n=33)
(Enforce priority loading for residents)

Enclosed Vehicle Decks (n=8)
(Passengers unhappy with Transport Canada's decision to rescind flexibility to remain on closed decks)

- Customers are divided on face masks; many feel BC Ferries is not doing enough to enforce the requirement to wear them and others feel the requirement infringes on their rights. Employees use an educational approach with all customers.
- The resident priority afforded under Order MO84 frustrated many customers when they experienced sailing waits. Misinformation about the Order and customer-generated expectations of assured loading led to disappointment. The sheer number of customers claiming priority on Route 3 meant not everyone could be accommodated on most sailings. Customers also expected BC Ferries' staff to verify residence as opposed to using the honour system.
- Customers travelling on Route 3 are allowed to remain in their vehicles on closed car decks, while those on Route 17 are not. Information is provided to customers who are in non-compliance of the Transport Canada regulation.

COVID-19 Related Complaints

Q2 Fiscal 2020 Comparison: n/a

15%
of all
complaints

Sailings/Schedules (n=135)

Sailing Waits/Delays (n=52)
(Frequency of delays and waits between sailings)

Additional Sailings (n=32)
(Add more sailings, specifically Route 3)

Texada Ferry Service (n=18)
(Frequency of cancelled sailings)

- Customers expressed their frustration with the reduced passenger capacity required to adhere to Worksafe regulations and the number of sailings available, which impacted their ability to get on the sailing of their choice.
- Customer frustration was caused by extended waits for non-residents and unexpected waits for residents due to priority loading under Order MO84. From July to September 7th, eight additional weekly round trips were added on Route 3.
- Mechanical difficulties with the *Island Discovery*, serving Route 18, caused sailing cancellations mid-July and at the end of September. A complimentary water taxi service was provided and the *Salish Eagle*, serving Route 17, completed triangle runs between Powell River, Texada Island, and Comox during both instances. The *Island Aurora* took over the service for the *Island Discovery* on September 28th.

YOY CHANGE: Complaints are down

Q2 Fiscal 2020 Comparison: 17% (n=68)

Southern Gulf Islands (Routes 4, 5, 6, 9, 12, 19 and 20)

COMPLAINTS/
10,000 PASSENGERS



YOY CHANGE: Complaints are up
(Q2 Fiscal 2020: 3.6)

In Q2 Fiscal 2021 there were **592** total complaints received regarding these routes. The main areas of customer concern for this region were seasonal increases in traffic on the routes serving the Southern Gulf Islands, difficulty obtaining reservations on Tsawwassen-Southern Gulf Islands (Route 9) and challenges with the new website schedules.

Additional sailings were introduced on July 16th, and the new safety measures implemented to enable more passengers to be carried on each sailing reduced concerns about foot passenger overloads on Route 9; however, at times, weekend sailings continued to be fully booked in advance for vehicles and foot passengers.

The launch of the new website brought a period of adjustment for Southern Gulf Islands travellers, as they rely heavily on the online schedules to plan their travel on our most complex routes. Changes to the way the schedules are presented and inaccuracies in the Swartz Bay-Southern Gulf Islands (Route 5) schedules created confusion. Errors and technical issues were reported immediately and feedback regarding design and usability was collected and shared, with changes implemented immediately where possible. Feedback collection is ongoing and all suggestions are considered and prioritized.

The new website allows foot passengers to make reservations online for travel on Route 9. This was a welcomed addition for customers who previously had to contact the Customer Service Centre to make foot passenger bookings during Q1 and Q2 Fiscal 2021 when call volumes were high and wait times to speak with an agent were long during peak periods of the day.

TOP 3 COMPLAINT AREAS (49% of all complaints)

19%
of all
complaints

BC Ferries Website (n=110)

Customers Dislike New Website (n=73)
(New schedule format is hard to understand, website is difficult to navigate/find information)

Account Issues (n=9)
(Unable to access/update personal info or preferences)

Errors in Posted Schedule (n=7)
(Route 5)

- Customers had difficulty with the new schedule format and location for service to and from the Southern Gulf Islands. All schedules are now produced dynamically using live system data, not static-designed pages.
- Online schedule errors were corrected as quickly as possible, and issues with the computer-generated daily schedule for Route 5 have been addressed. Complaints about the website continue to be shared and changes implemented as quickly as possible.
- Most email and account issues were addressed within the first week of the website launch. However, there are still a few technical fixes in development that will address the remaining issues identified.

YOY CHANGE: Complaints are up

Q2 Fiscal 2020 Comparison: 3% (n=14)

15%
of all
complaints

Advanced Bookings (n=91)

Online Foot Passenger Bookings (n=24)
(Make foot passengers bookings available online)

Booking System/Account Issues (n=11)
(Technical issues impeding bookings/account access)

Availability (n=9)
(Bookings not available for desired sailings)

- The new website allows foot passengers to book travel online for sailings on Route 9. This addresses a longstanding customer request and allows foot passengers the same access to bookings enjoyed by vehicle passengers on this route.
- Bookings on Route 9 typically sell out early in the summer for popular and weekend sailings. This summer was no different, as both traffic and capacity were reduced compared to previous years due to COVID-19.

YOY CHANGE: Complaints are up

Q2 Fiscal 2020 Comparison: 4% (n=17)

15%
of all
complaints

Customer Service (n=88)

Phone Service Complaints (n=45)
(Wait times to speak to agent)

Ticket Agent/Check-in Complaints (n=15)
(Unpleasant/confrontational interaction)

Terminal Staff Complaints (n=6)
(Unpleasant/confrontational interaction)

- The Customer Service Centre experience high call volumes and longer than normal wait times in Q2 Fiscal 2021, due to the impact of schedule changes on other routes and website issues during the first week of launch. Seasonal staff assisted with call volumes and support staff were in place to offer assistance to our agents with technical issues related to the website. Several non-operational staff who are trained to assist when a high volume of calls occur provided additional support periodically.
- Customers travelling on these routes expressed concerns about negative staff interactions that were similar to those raised on the Vancouver Island – Mainland routes; our response was consistent. We are following up with the employees' managers, providing ongoing training of frontline staff to empower them to help customers at first contact.

YOY CHANGE: Complaints are up

Q2 Fiscal 2020 Comparison: 11% (n=47)

Northern Gulf Islands (Routes 21, 22, 23, 24 and 25)

COMPLAINTS/
10,000 PASSENGERS



YOY CHANGE: Complaints are up
(Q2 Fiscal 2020: 1.4)

In Q2 Fiscal 2021 there were **145** total complaints received regarding these routes.

Prior to the change to the Ministerial Order (MO84), customers travelling on these routes expressed frustration with resident priority loading, as those who qualified felt it was not being administered effectively while those who did not qualify felt it was unfair. There was also confusion about which customers qualified as "residents" under the Order. Customers felt that residents should be required to show proof of residence in order to receive priority boarding, however the definition of residency was not defined in the Order.

COVID-19 precautions, in particular the closure of passenger lounges and the introduction of mandatory face masks, continue to cause concern for customers. The introduction of mandatory face masks presented a challenge because some customers hold very strong opinions on their use, or not. Employees are using an educational approach with customers who are non-compliant.

As with customers travelling on other routes, there was some frustration about the layout of schedules on the new website as well as email delays for customers activating their accounts on the new website.

TOP 3 COMPLAINT AREAS (52% of all complaints)

28%
of all
complaints

COVID-19 Related Complaints (n=41)

Onboard/Terminal Safety (n=15)
(Check-in screening, cleaning, physical distancing, face masks)

Priority/Resident Loading (n=14)
(Enforce priority loading for residents)

Access to Outside Decks (n=4)
(Reopen closed outside decks, Routes 24 & 25)

COVID-19 Related Complaints

Q2 Fiscal 2020 Comparison: n/a

- Customers expressed frustration at a perceived lack of enforcement of the mandatory face mask policy. Customers were particularly concerned about a lack of employee adherence to the policy. Concerns were followed up with the employees' managers.
- Providing priority loading for residents and essential goods and supplies was challenging at unmanned terminals. Not all terminals have the capacity to provide priority loading lanes and traffic management outside the terminal.
- Some seating areas onboard vessels were closed to allow for physical distancing and proper cleaning between use. As customers became more familiar with physical distancing and face mask use, these areas were opened up to allow customers to make use of them safely.

12%
of all
complaints

Sailings/Schedules (n=18)

Sailing Waits/Delays (n=6)
(Frequency of delays and waits between sailings)

Mechanical Issues Route 21 (n=3)
(Interruptions to service levels as a result of mechanical issues with the Baynes Sound Connector)

YOY CHANGE: Complaints are down

Q2 Fiscal 2020 Comparison: 33% (n=34)

- Sailing waits and delays tend to occur during the busy summer months. During peak travel periods, vessels entered shuttle mode when necessary in order to clear traffic. Some customers expressed frustration with shuttling as they were not able to travel as planned due to the sudden schedule change.
- A mechanical issue on September 30th caused cancellations of all scheduled *Baynes Sound Connector* sailings on the Buckley Bay-Denman Island route (Route 21). Complimentary water taxi and shuttle service to Courtenay and Comox were provided and regular service resumed the following day.

12%
of all
complaints

Loading/Directions (n=18)

Increase / Improve Traffic Management (n=6)
Implement Priority Loading for Residents (n=3)
Loading/Unloading Passengers Making Connections (n=2)

(Prioritize the loading/unloading of passengers making connections)

YOY CHANGE: Complaints are down

Q2 Fiscal 2020 Comparison: 22% (n=23)

- Customers travelling on two routes – Buckley Bay-Denman Island and Denman Island-Hornby Island or Campbell River-Quadra Island and Quadra Island-Cortes Island expect to be loaded on a first on, first off manner on their first sailing, in order to allow for loading of the same order on their second sailing. There are systems in place at these terminals to allow for this, but success is dependent on the customers' arrival times and dependent on existing traffic at the terminals.

Central and North Coast (Routes 10, 11, 26, 28 and 28a)

COMPLAINTS/
10,000 PASSENGERS



YOY CHANGE: Complaints are up
(Q2 Fiscal 2020: 8.0)

In Q2 Fiscal 2021 there were **81** total complaints received regarding these routes.

Due to concerns about the spread of COVID-19, several northern First Nations communities issued travel advisories and restrictions in Q2 Fiscal 2021. Ferry service was deployed at winter service levels, with one-ship operation on the routes connecting Port Hardy, Prince Rupert and Haida Gwaii (Routes 10 and 11).

Prior to the launch of new website, customers were frustrated about the inability to make, change or cancel reservations online. This frustration was magnified by high call volumes leading to long wait times to connect with the Customer Service Centre. The new website now allows northern customers to book and manage their travel and amenities online. Similar to other routes there was some confusion and frustration from customers accessing their accounts for the first time.

Customers continue to express their desire to remain on the vehicle deck during transit in order to maintain distance from other passengers and employees. The Transport Canada regulation prohibits this.

TOP 3 COMPLAINT AREAS (62% of all complaints)

26%
of all
complaints

Bookings/Reservations (n=21)

Booking System/Account Issues (n=7)
(Technical issues impeding bookings/account access)
Revised/Cancelled Bookings (n=4)
(Customers unhappy with BC Ferries handling of revised or cancelled bookings)
Improve Northern Routes Booking System
(n=4)

- Prior to the introduction of the new website on September 22nd, numerous customers expressed their dissatisfaction with the process for making Northern Route reservations, which could not be completed through an online self-serve portal. The new website allows customers to make bookings and book onboard amenities.
- Call wait times were addressed through the addition of seasonal staff.

YOY CHANGE: Complaints are up

Q2 Fiscal 2020 Comparison: 7% (n=5)

25%
of all
complaints

Customer Service (n=20)

Phone Service Complaints (n=12)
(Wait times to speak to agent)
Phone Service Complaints (n=3)
(Misinformation or booking errors)
Phone Service Complaints (n=2)
(Issues with Automated Phone Service)
Onboard Staff Complaints (n=2)
(Unpleasant/confrontational interaction, unhelpful staff)

- Customers travelling on these routes expressed similar concerns raised on our other routes regarding staff interactions; our response to these issues was consistent. Operations management are providing ongoing training of frontline staff to empower them to assist customers at first contact.

YOY CHANGE: Complaints are up

Q2 Fiscal 2020 Comparison: 20% (n=14)

11%
of all
complaints

COVID-19 Related Complaints (n=9)

Onboard/Terminal Safety (n=2)
(Check-in screening, cleaning, physical distancing, face coverings)
Insufficient Washroom Access due to COVID-19
(n=2)

- When there are not enough cabins for all customers, some would like the opportunity to remain in their vehicle on the long Northern Route sailings in order to maintain physical distance. While customers cannot remain on enclosed vehicle decks, relatively low passenger numbers allow for ample space for distancing on the passenger decks.
- Washrooms remain available during normal operating hours, however may be closed periodically due to low passenger volumes or for cleaning to reduce the spread of COVID-19.

COVID-19 Related Complaints

Q2 Fiscal 2020 Comparison: n/a

Ferry Advisory Committees

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

- 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)

BC Ferries meets formally twice a year with the FACs to discuss concerns related to the local community, as well as terminal and service issues. Additional meetings may take place on an as-needed basis to address emerging issues, critical events and operational concerns, and/or to gather input on specific projects (e.g. terminal development plans).

FAC Activities

In Q2 Fiscal 2021, Ferry Advisory Committees were engaged in the following activities:

- Virtual discussions with FACs continued around COVID-19 related effects to service; however, the focus was on safely re-introducing service as traffic demand increased.
- The annual FAC Chairs meeting was held August 19th, with 10 Chairs attending in-person and three others virtually.
- At the FACs' request, one virtual FAC meeting took place, and two others were planned for the fall.

Themes

In Q2 Fiscal 2021, discussions with Ferry Advisory Committee members focused on the following themes:

- Reporting out on traffic volumes and BC Ferries' efforts to adjust capacity to match demand.
- Advising FACs of evolving safety protocols and procedures in response to COVID-19.
- Reporting out on actions taken and underway to ensure priority access for essential goods and services (groceries, medical, couriers, construction, etc.) and other groups as directed by Ministerial Orders.
- Preparing for safe and effective service for student travel as in-person school programs resumed. This included communicating with school districts, the FACs and communities at large how students would be safely accommodated.

Project-Based Engagement Initiatives

BC Ferries acknowledges that people affected by a major decision should, whenever possible, be invited into the decision-making process in some capacity. 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.



Community Engagement

Our project-based community engagement initiatives in Q2 Fiscal 2021 extended the opportunity for people to participate in Westview and Earls Cove Terminal Development Plans and included the launch of the Snug Cove Terminal Development Plan and the Moving Ahead Together on the Sunshine Coast project.

Title of project	Moving Ahead Together on the Sunshine Coast	Snug Cove Terminal Development Plan	Westview Terminal Development Plan	Earls Cove Terminal Development Plan
Purpose of engagement	<ul style="list-style-type: none"> • Gather input on near-term solutions to improve ferry service on the Sunshine Coast 	<ul style="list-style-type: none"> • Gather issues and opportunities at the terminal 	<ul style="list-style-type: none"> • Gather issues and opportunities at the terminal • Review initial terminal design concepts 	<ul style="list-style-type: none"> • Gather input on refined Terminal Development Plan

Title of project	Moving Ahead Together on the Sunshine Coast	Snug Cove Terminal Development Plan	Westview Terminal Development Plan	Earls Cove Terminal Development Plan
Engagement activities	<ul style="list-style-type: none"> • Online engagement • Pop-up events on board the <i>Queen of Surrey</i> and at Langdale and Horseshoe Bay terminals • Establishment of 19 member Project Working Group • Project Working Group two-day virtual workshop 	<ul style="list-style-type: none"> • Online engagement • Meetings with Bowen Island Municipality and Bowen Island Ferry Advisory Committee 	<ul style="list-style-type: none"> • Online engagement 	<ul style="list-style-type: none"> • Online engagement • Pop-up event at Earls Cove terminal
Key themes	<ul style="list-style-type: none"> • Travel certainty (for residents, connecting travellers, and medical travellers) • Capacity and frequency of service • Enhancements to communications • Terminal infrastructure and operational improvements 	Desire for improvements to: <ul style="list-style-type: none"> • Transit access near the berth • Waiting room and washrooms • Covered areas for foot passengers and bicycle parking 	Desire for improvements to: <ul style="list-style-type: none"> • Waiting room/washroom building • Pedestrian safety • Traffic flow 	Desire for improvements to: <ul style="list-style-type: none"> • Waiting room/washroom building • Safety for moving in/out of terminal • Vehicle holding capacity • Terminal development plans should integrate with local environment and surrounding businesses
Next steps	<ul style="list-style-type: none"> • Project Working Group virtual workshops • Project Sounding Board virtual meeting • Virtual community meeting • Online engagement 	<ul style="list-style-type: none"> • Developing terminal design concept options 	<ul style="list-style-type: none"> • Reviewing refined terminal design concepts 	<ul style="list-style-type: none"> • Finalizing design concepts and Terminal Development Plan

Indigenous Relations and Engagement

The primary objective of early and ongoing engagement with First Nations with interests in the lands and waters on all major projects is to seek, identify and understand any potential adverse impacts proposed activities may cause to their interests and to find ways to avoid or minimize these adverse impacts.

In Q2 Fiscal 2021, Indigenous relations and engagement activities included:

Terminal Development Projects

Swartz Bay Berth 5 Project: to support the proposed upgrades to accommodate the new Salish Class vessels, we continued consultation with First Nation and federal governments to work towards addressing specific concerns and anticipated regulatory requirements.

Quathiaski Cove: to support terminal development planning for Route 23, the project team continued to share information with interested First Nations in relation to project-specific activities.

Nanaimo Harbour and Gabriola: to support terminal development planning for Route 19, the project team continued to connect with the Snuneymuxw First Nation through the Joint Technical Working Group to discuss the proposed project and to understand concerns the Nation may have in relation to project-related activities.

Langdale Terminal: advice and support were provided to the project team to manage BC Ferries' communications with the Squamish, Musqueam, Shishalh, and Tseil-Waututh Nations advising that terminal development at this location is being postponed, and to provide the Final Archaeological Reports to the Nations as required.

Westview Terminal: to support terminal development planning, the project team met with the Tla'amin Nation to share conceptual planning at this location, to understand if the Nation may have any concerns with the upgrades being proposed.

Outreach and Relationship-Building

Haida Nation travel advisories: as a result of COVID-19 and the current state of emergency at Haida Gwaii, ongoing support has been provided to the Haida Nation by integrating travel advisories at the time of booking, onboard announcements for passengers on Route 11, and affixing posters developed by the Nation at key terminals.



Nuxalk Nation: as a result of COVID-19 and the current state of emergency within their territory, ongoing support has been provided to the Nuxalk Nation by integrating travel advisories at the time of booking, onboard announcements for passengers on routes within the Bella Bella/Bella Coola region, and affixing posters at key terminals developed by the Nation.

Malahat Nation: as a result of COVID-19 and the current state of emergency within their territory at Mill Bay, BC Ferries worked with the Malahat Nation to incorporate new signage and fencing along the edge of their reserve to encourage ferry travellers to avoid entering the Nation's residential area.

Tribal Journey 2021: BC Ferries continued to engage with the event coordinator for Tribal Journey 2021 to assess ways to support the Paddle to Tla'amin Territory.

Relationship-building efforts with Snuneymuxw First Nation: concerted efforts were made to understand the scope of the Sarlequinn Treaty rights and partnership interests with the Snuneymuxw First Nation.

Establishing a key account for Indigenous Services Canada: a Key Account was established with Indigenous Services Canada to help First Nations children obtain support they need to attend a health, education or social appointment. Many of these children and their families come from remote First Nations communities that rely on BC Ferries as a means of transport to access important services. This account through the Jordan's Principle Program, helps to reduce this barrier through direct billing arrangements with BC Ferries.

Klahoose First Nation: assured loading provided medical support aide for the Klahoose First Nation community shuttle to help ensure they would be able to avoid summer tourism delays and arrive into their community on time for appointments.

Memorandum of Understanding (MOU)

Collaboration continued on the development of an MOU with the provincial Ministry of Transportation and Infrastructure to streamline Indigenous consultation activities and outline Indigenous consultation best practices.

Routes and Terminals by Region

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)

Definitions of Terms

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 comment or comments without a rating.

Net Promoter Score (NPS): a widely used customer satisfaction measure which 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 in Quarters 3 and 4, and 14 days in Quarter 1 and 2, of the comment having been submitted.

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