

Feedback and Engagement Report

Quarter ended September 30, 2022 (Q2 Fiscal 2023)

Q2 Fiscal 2023 Summary and Events Impacting Customers

Traffic remained close to pre-pandemic levels and at times, exceeded them. With peak season upon us and more sailings offered to meet demand, we continued to face challenges to ensure all sailings were fully staffed, including filling last-minute absences of skilled personnel. Despite our efforts, there have been sailing cancellations due to our inability to staff key positions. We continue to hire for specific skilled positions and to build resiliency into the system. This is aided by our move towards a more standardized fleet, which allows for staff substitutions across routes.

On July 1, we implemented the Making it Right program to assist with service recovery when reserved customers experience a sailing cancellation and we are unable to move their booking to an alternate sailing on the same day. We send these customers a travel voucher for future use.

On July 22, Jill Sharland, who previously held the position of Vice President and Chief Financial Officer, was appointed the Interim President and CEO of BC Ferries.

On July 28, we successfully completed an initiative in partnership with the Provincial government, as part of the connecting British Columbia program, to install Wi-Fi service at a total of 14 additional ferry terminals. A total of 21 ferry terminals now offer free Wi-Fi access.

This past summer, we offered a number of awareness campaigns focused on new fare types, generating incremental revenue that provided customers with more affordable fare choices, while shifting traffic away from more popular sailings by rewarding customers who travel at less busy times. All promotions were supported by multi-channel media campaigns, including exposure across owned assets on the web, on board and at terminals.

CUSTOMER EXPERIENCE		CUSTOMER COMPLAINTS		CUSTOMER SERVICE CENTRE		STALE RESPONSE RESOLUTION	
91	The Customer Experience score for Q2 Fiscal 2023 is 91	5.4	5.4 complaints were received for every 10,000 customers travelling in Q2 Fiscal 2023	92%	of customers satisfied with their Customer Service Centre (CSC) experience	48%	of customers did not receive a response within Q2 target of 14 days
(DOWN from 96, Q2 Fiscal 2022)		(DOWN from 8.9, Q2 Fiscal 2022)		(DOWN from 93%, Q2 Fiscal 2022)		(NO CHANGE from 48%, Q2 Fiscal 2022)	

CUSTOMERS SERVED			
Customer type	Q2 Fiscal 2022	Q2 Fiscal 2023	YOY change
Foot passengers	875,470	1,156,862	+32%
Vehicle passengers	6,120,151	6,309,988	+3%
Total vehicles	2,993,356	2,994,227	+0%
7,466,850 customers travelled with BC Ferries in Q2 Fiscal 2023, compared to 6,995,621 in Q2 Fiscal 2022 (7% increase in passenger volume).			

COMMENTS, INQUIRIES AND PHONE CALLS			
Channels	Q2 Fiscal 2022	Q2 Fiscal 2023	YOY change
Comments	8,236	8,136**	-1%
Phone calls	157,496	131,253	-17%
Social media (inbound)*	14,767	16,601	+12%
Twitter	10,316	10,019	-3%
Facebook	3,955	2,764	-30%
Instagram	434	3,255	+650%
LinkedIn	62	26	-58%

OVERALL CUSTOMER EXPERIENCE
The customer experience score is below average compared to previous four years.
Main contributors to a below-average score:
Average CST score 0.13 point lower than the four-year historical average for Q2
Percentage of positive comments Down 57% compared to the four-year historical average for Q2
On-time performance Down 3% compared to the four-year historical average for Q2
See the Customer Experience Dashboard on page 2 for a breakdown of metrics contributing to the overall customer experience score.

TOP THREE COMPLAINT AREAS	
Major routes Routes 1, 2, 3, 30	% of all complaints
Fares/fare errors	29%
Advanced bookings	18%
Customer service	12%
Minor routes All other routes	% of all complaints
Fares/fare errors	23%
Sailings/schedule	20%
Customer service	13%

*Inbound customers inquiries received through BC Ferries social media channels

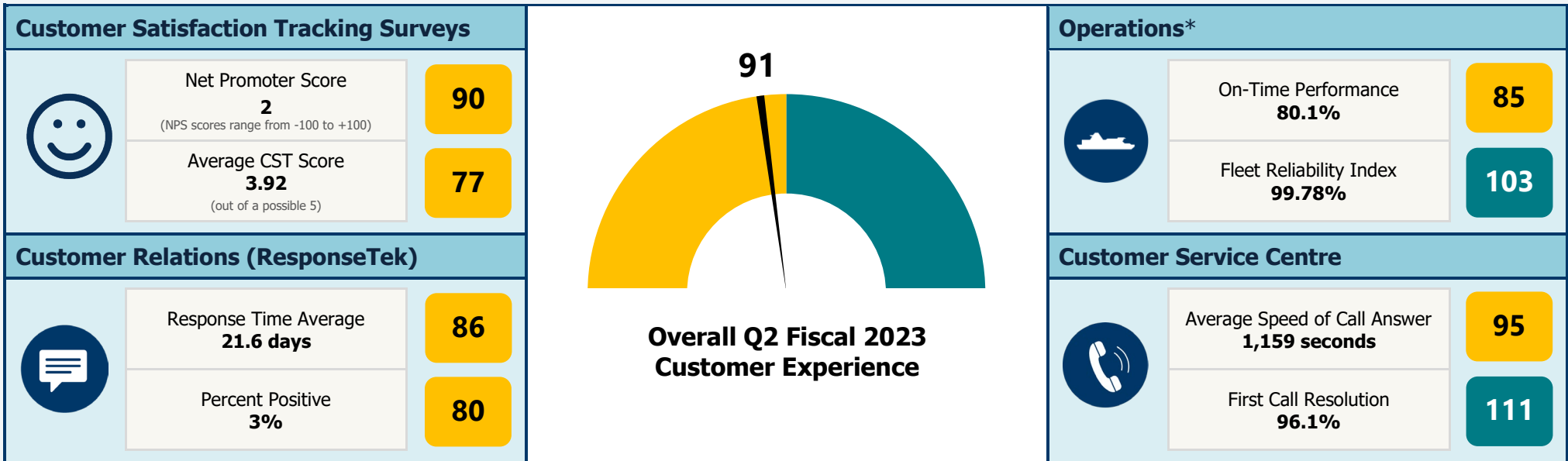
**Due to short-staffing in Customer Relations, not all comments received in Q2 Fiscal 2023 are included in this report, however the report accurately reflects the overall sentiment.

Customer Experience Dashboard

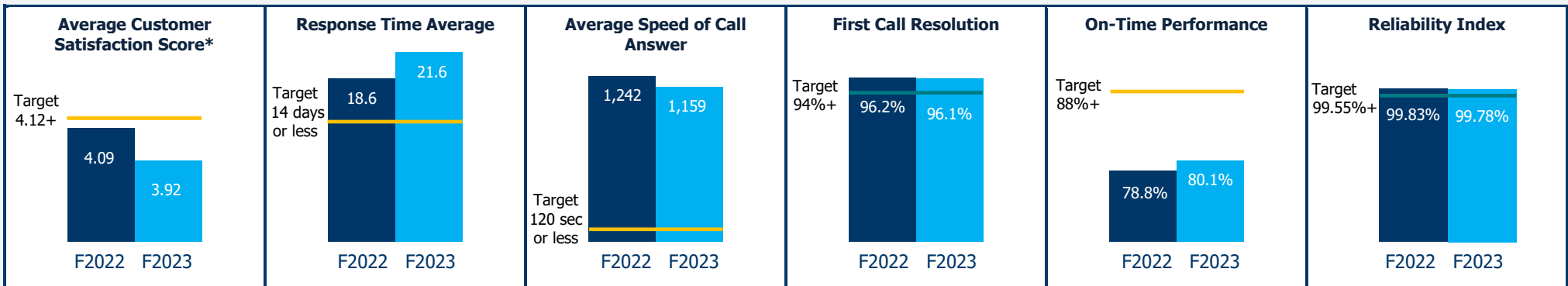
Quarterly Results

Q2 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 the **Appendix**.



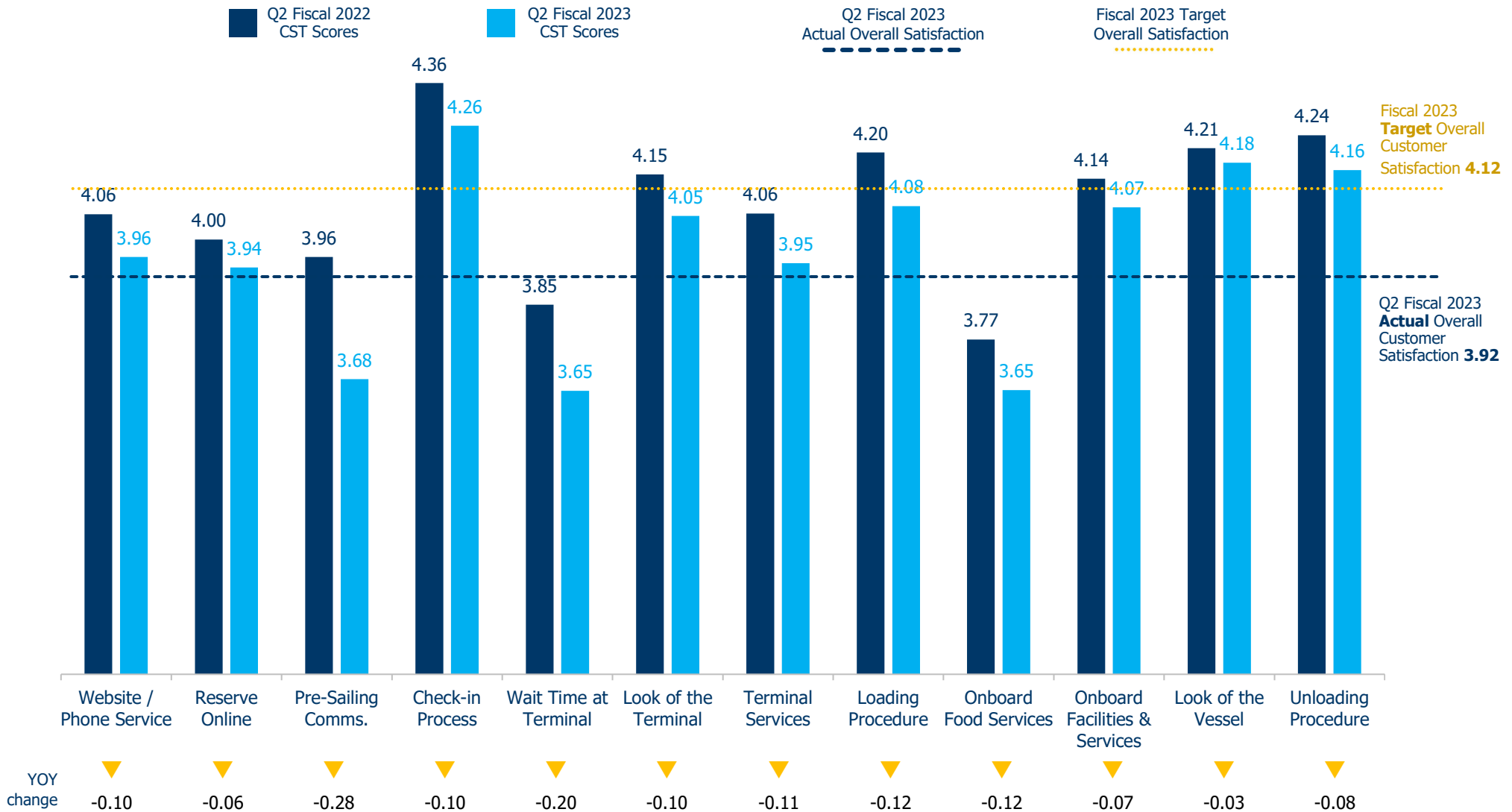
Current Performance Relative to Q2 Fiscal 2022 and Targets



*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

Q2 Fiscal 2023



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

Looking at the whole journey, passenger “high points” include the check-in process (4.26), the unloading procedure (4.16), and the look of the vessel (4.18). Passenger “low points” include onboard food services (3.65), the wait time at the terminal (3.65), and pre-sailing communications (3.68). The Q2 Fiscal 2023 pattern of results typically follows that of Q2 Fiscal 2022, however, satisfaction with all areas has declined since Fiscal 2022.

Total CST surveys Completed



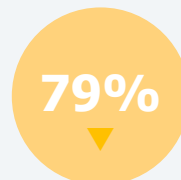
August F2022: 5,332
(+16% YOY)

Overall Customer Satisfaction Score



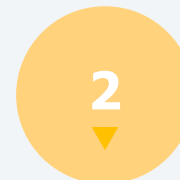
August F2022: 4.09
(-0.17 YOY)

Overall Customer Satisfaction Percentage



August F2022: 84%
(-5% YOY)

Net Promoter Score (NPS)



August F2022: 14
(-12 YOY)

OVERALL CUSTOMER SATISFACTION BY ROUTE

The Overall Customer Satisfaction Score decreased compared to the Q2 Fiscal 2022 score. Analysis by route shows that passengers on Route 19 (Nanaimo Harbour – Descanso Bay) are the most satisfied with their overall experience (4.24), while passengers travelling on Route 3 (Horseshoe Bay – Langdale) are the least satisfied (3.55). 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	Q2 Fiscal 2022	Q2 Fiscal 2023	Change
Route 19	3.69	4.24	+0.55
Route 30	3.90	4.03	+0.13
Route 4	4.25	4.10	-0.15
Route 2	4.10	3.91	-0.19
Route 1	4.20	4.00	-0.20
Routes 5/9	4.11	3.88	-0.23
Route 3	3.97	3.55	-0.42

Source: August 2022 CST Survey

SERVICE AREAS WITH LARGEST YOY CHANGES

Largest **increases** in customer satisfaction

Service areas	Q2 Fiscal 2022	Q2 Fiscal 2023	Change
Pet area	2.92	2.99	+0.07
Ease of access for people with accessibility requirements	3.94	3.99	+0.05

Source: August 2022 CST Survey

Largest **decreases** in customer satisfaction

Service areas	Q2 Fiscal 2022	Q2 Fiscal 2023	Change
Ferry running on time	3.98	3.67	-0.31
Effective communication of service updates	3.96	3.68	-0.28
Ability to get onto desired sailing	3.89	3.68	-0.21

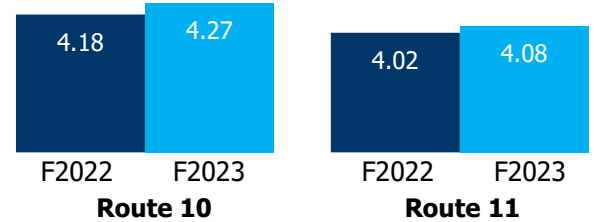
Source: August 2022 CST Survey

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.

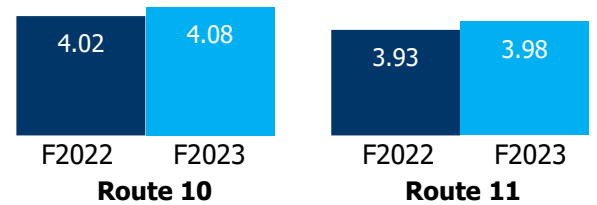
Overall Satisfaction

Year-over-year comparisons of overall satisfaction scores for Q2 suggest that satisfaction has increased for passengers on both Route 10 (+0.09) and Route 11 (+0.06).



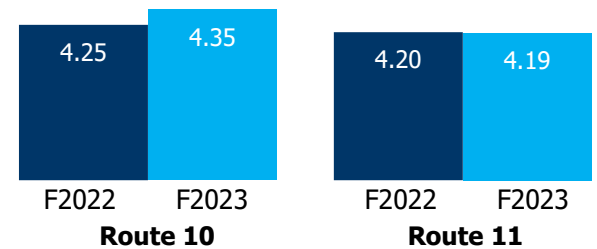
Terminal Satisfaction

Year-over-year comparisons of terminal satisfaction scores for Q2 suggest that passengers' terminal satisfaction ratings have increased for both Route 10 (+0.06) and Route 11 (+0.05).



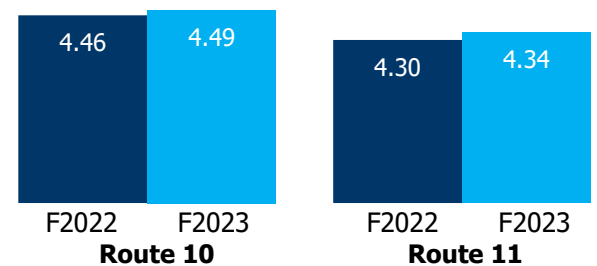
Onboard Satisfaction

Year-over-year comparisons of onboard satisfaction scores for Q2 suggest that satisfaction has increased for passengers on Route 10 (+0.10), but dropped slightly on Route 11 (-0.01).



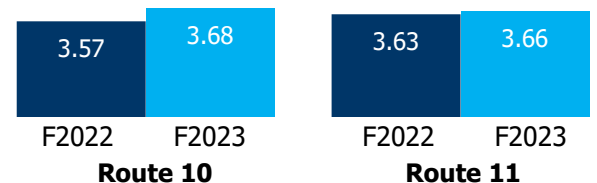
Safety of Ferry Operations

Year-over-year comparisons of satisfaction levels with safety of ferry operations for Q2 suggest that passengers' ratings of safety have increased on both Route 10 (+0.03) and Route 11 (+0.04).



Value for Money of Fares

Year-over-year comparisons of passenger assessments of value for money of fares for Q2 suggest that passengers' ratings have increased on Route 10 (+0.11) and Route 11 (+0.03).



Customer Relations (ResponseTek)

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

Q2 Fiscal 2023

Complaints per
10,000 Passengers*



5.6

YOY Change:

Complaints are DOWN
(Q2 Fiscal 2022: 10.3)

In Q2 Fiscal 2023, we received **2,211** total complaints regarding these routes.

We continued to experience cancellations related to staff availability on all three routes serving Vancouver Island, with the Horseshoe Bay–Departure Bay route most heavily affected. In some cases, sailings were able to operate on a reduced licence or with reduced amenities available.

A major police incident on the Tsawwassen–Duke Point route on August 25 led to delays and the cancellation of one sailing that night, and the cancellation of four round trips the following day. As a result, traffic on the Tsawwassen–Swartz Bay and Horseshoe Bay–Departure Bay routes was heavily impacted on August 26, and non-reserved customers experienced multiple sailing waits. Customers with cancelled reservations who were not moved to an alternate sailing on the same day, were provided refunds and received a travel voucher for future use.

The following promotions were introduced on our Tsawwassen–Swartz Bay and Tsawwassen–Duke Point routes during Q2 Fiscal 2023:

- May 17 to October 2: Over Height Saver fares on select sailings
- June 15 to October 12: Commercial Saver fares on select sailings

Our Route 30 awareness campaign successfully encouraged customers to travel via Tsawwassen and Duke Point as an alternative to Route 1 (Tsawwassen–Swartz Bay) and Route 2 (Horseshoe Bay–Departure Bay).

Top 3 Complaint Areas (62% of all complaints)

29%

YOY Change:

Complaints are UP
(Q2 Fiscal 2022: 16%)

Complaint	Number of complaints (n)
Fares/fare errors	632
Double-charged/overcharged	174
Fare refund not yet received	157
Incorrect fare charged (Senior rate, commercial rate, child rate, vehicle type)	92

- Investigated all reports of errors in fares or fees and provided refunds as appropriate.
- Trained additional staff in both Customer Relations and Revenue departments to improve response time for complaints and refund requests due to the staffing shortages
- 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.

19%

YOY Change:

Complaints are DOWN
(Q2 Fiscal 2022: 30%)

Complaint	Number of complaints (n)
Advanced bookings	415
Double-charged/overcharged	75
Change/cancellation policies (Policies are unfair and/or poorly communicated)	55
Reservation check-in (Increase flexibility of check-in time)	43

- Considered refund requests on a case-by-case basis for bookings made for the wrong route, direction or fare type that cause customers to be charged additional fees or fares at the terminal.
- Customers who did not cancel or use their booking were not eligible for a refund, per the terms and conditions of their booking.
- Issued refunds if bookings were cancelled by BC Ferries when space is unavailable on a sailing later that day.
- Issued an in-kind travel voucher as part of the Making it Right program to customers who had their reserved sailing cancelled for non-weather-related reasons, and who could not be moved to an alternate sailing that same day.
- To support on-time performance and safe loading, reservation cut-off times remain at 30 minutes prior to scheduled departure.

14%

YOY Change:

Complaints are UP
(Q2 Fiscal 2022: 12%)

Complaint	Number of complaints (n)
Customer service	302
Poor customer service (Check-in)	117
Phone service complaints (Wait times to speak to agent)	42
Phone service complaints (Unhelpful or unpleasant staff, misinformation, booking error made)	35

- Informed customers who arrived late for reservation check-in at the ticket booth that their reservation is no longer valid and that they would travel on the next available sailing.
- Responded to significant attrition in the Customer Service Centre this quarter by hiring additional employees in October; we also arranged training classes in December and January, with three more classes in the spring. These measures will help reduce call wait times in the Customer Service Centre as well as response times in Customer Relations.
- Provided compensation on a case-by-case basis when agent error affected customer travel.

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

Complaints per
10,000 Passengers*



YOY Change:
Complaints are DOWN
(Q2 Fiscal 2022: 5.6)

In Q2 Fiscal 2023, we received **852** total complaints regarding these routes.

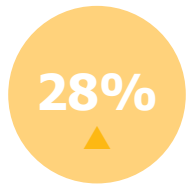
Similar to the routes serving Vancouver Island, the Sunshine Coast routes experienced sailing cancellations due to staff availability due to medical reasons, as well as mechanical reasons. Both the Horseshoe Bay–Bowen Island and Horseshoe Bay–Langdale routes were significantly impacted by cancellations. This, combined with high peak season traffic levels, resulted in significant delays for some customers.

From July 6 to September 1, we offered 75% off standard under-height and over-height vehicle fares on select sailings on inter-island routes (Routes: 4, 6, 7, 8, 18, 19, 20, 21, 23, 25, 26) and on July 13 we added Saver fares to the Comox–Powell River route.

On September 28, we launched a three-month pilot on the *Malaspina Sky*, serving Earls Cove–Saltery Bay, to allow cats in carriers and dogs on leashes on the upper outside deck during sailings. This pilot will gather customer feedback and test the feasibility of allowing pets on designated outer decks.

A number of customers who booked in advance on sailings departing from Langdale, which has a zero dollar Saver fare, reported being charged the no-show fee, despite travelling with their booking. This occurred when ticket agents failed to redeem the customer's booking. Additional training was provided to ticket agents to prevent this from happening in the future.

Top 3 Complaint Areas (55% of all complaints)



YOY Change:
Complaints are UP
(Q2 Fiscal 2022: 9%)

Complaint	Number of complaints (n)
Fares/fare errors	236
No-show fee charged in error	123
Incorrect fare charged (Senior rate, etc.)	34
Double-charged/overcharged	29

- Investigated and refunded no-show fees that were not redeemed at the terminal. Shared feedback with terminal management for follow-up where appropriate.
- Provided additional training material to the ticketing staff at Langdale to ensure they were redeeming Saver bookings properly, to avoid erroneous no-show charges to customers.
- Denied Senior fare refund requests, as ID must be presented at time of travel.
- Please see page 6 for further information related to fares/fare errors.



YOY Change:
Complaints are UP
(Q2 Fiscal 2022: 9%)

Complaint	Number of complaints (n)
Sailings/schedules	130
Sailing waits/delays (Frequency of delays and waits between sailings)	54
Cancelled sailings (Frustration expressed due to cancelled sailings)	25
Add additional sailings	16

- Expanded times between sailings, where possible, to reduce delays that were occurring during the operational day. Peak season schedules offer maximum sailings based on ship and crew availability.
- As noted on page 6, cancelled reservations were refunded to customers if space was unavailable or if they decided not to travel; a travel voucher was provided for future travel as an in-kind gesture.
- Proposed a two-ship service during peak season on the Langdale–Horseshoe Bay route in our Performance Term Six submission to the BC Ferries Commissioner.



YOY Change:
Complaints are DOWN
(Q2 Fiscal 2022: 19%)

Complaint	Number of complaints (n)
Advanced bookings	98
Change/cancellation policies (Policies are unfair and/or poorly communicated)	15
Availability (Bookings not available for desired sailings)	12
Double-charged/overcharged	8

- Improved wording in the online booking flow for Saver bookings from Langdale to Horseshoe Bay to ensure customers are aware of the \$20 no-show fee.
- Designed new fare options to encourage those with flexibility to travel during less busy times.
- Please see page 6 for further information related to advanced bookings.

Complaints per
10,000 Passengers*



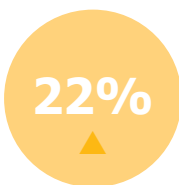
YOY Change:
Complaints are DOWN
(Q2 Fiscal 2022: 6.3)

In Q2 Fiscal 2023, we received **455** total complaints regarding these routes.

The routes serving the Southern Gulf Islands were also subject to staffing-related cancellations on both the bookable Tsawwassen–Southern Gulf Islands route and the non-bookable routes. Cancellations on the non-bookable routes pose challenges in communicating with customers because there is no opportunity to contact non-reserved customers directly when a cancellation occurs; only Service Notices subscribers for that particular route receive notification. When sailings were cancelled, information was posted on the website and on Twitter, but some customers were unaware of the cancellations when they arrived at the terminals. Customers from out of town, who are less familiar with the ferry system, were more heavily impacted in this manner.

Offered an Inter-Islands Routes promotion featuring 75% off standard vehicle fares for select early morning and late evening sailings on minor routes 4, 6, 7, 8, 18, 19, 20, 21, 23, 25 and 26. Positive response to this promotion from community residents led to increased traffic on some routes.

Top 3 Complaint Areas (55% of all complaints)



YOY Change:
Complaints are UP
(Q2 Fiscal 2022: 10%)

Complaint	Number of complaints (n)
Fares/fare errors	102
No-show fee charged in error	29
Incorrect fare charged (Senior rate, thru fare)	23
Double-charged/overcharged	16

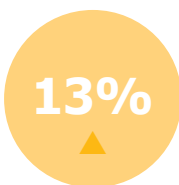
- Provided customers with additional information through email and over the phone to ensure success in future travels, as many indicated they had booked travel, but failed to inform the ticket agent of their reservation as directed in their booking confirmation and pre-travel reminder email documentation.
- Please see page 6 for further information related to fares/fare errors.



YOY Change:
Complaints are UP
(Q2 Fiscal 2022: 13%)

Complaint	Number of complaints (n)
Sailings/schedules	93
Cancelled sailings (Frustration expressed due to cancelled sailings)	35
Sailing waits/delays (Frequency of delays and waits between sailings)	27
Add additional sailings	7

- Sent emails with pre-emptive messages to customers with reservations for sailings at risk of cancellation; also posted Service Notices to give customers the opportunity to change their plans.
- When possible, vessels on the Southern Gulf Islands routes wait for connecting sailings and make up time during transit.
- Introduced the *Salish Heron* earlier this year to allow for more capacity on the routes serving the Southern Gulf Islands. We continue to work with the Ferry Advisory Committee on any potential schedule changes.
- Service Notices contain information about alternate travel, where available, to assist customers impacted by cancellations.
- Please see page 7 for further information on sailings, schedules and cancellations.



YOY Change:
Complaints are UP
(Q2 Fiscal 2022: 11%)

Complaint	Number of complaints (n)
Customer service	60
Poor customer service (Loading/directions)	14
Poor customer service (Terminal staff)	14
Poor customer service (Check-in)	11

- Honoured accessibility-related loading requests where possible. Requests for upper deck loading from customers travelling with pets or requests due to a personal preference to remain in their vehicle may not be accommodated due to space availability. These customers have the choice to wait and travel on the next available sailing.
- Provided information to customers to assist with future loading requests and to manage their expectations around loading.
- Please see page 6 for further information related to customer service.

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

Complaints per
10,000 Passengers*



YOY Change:
Complaints are DOWN
(Q2 Fiscal 2022: 1.9)

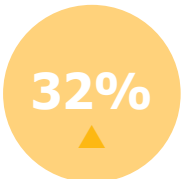
In Q2 Fiscal 2023, we received **117** total complaints regarding these routes.

The *Baynes Sound Connector* experienced a number of mechanical delays and cancellations, including recurring issues with the bolts on the bull wheel. Cancellations or delays related to this occurred on July 12, 25, 26 and 30, August 22, 25 and September 26. In all cases, service resumed after repairs were completed. There have been no further related mechanical issues.

On July 27, a flood occurred in the engine room of the *Baynes Sound Connector*. Passengers were disembarked and the vessel transited to Buckley Bay where repairs were completed. Several afternoon and evening sailings were cancelled before service resumed for the last sailings of the night. The vessel operated in shuttle mode until all traffic was cleared.

The Inter-Islands Routes promotion that featured 75% off standard vehicle fares for select early morning and late evening sailings was also available on select Northern Gulf Islands routes.

Top 3 Complaint Areas (66% of all complaints)



YOY Change:
Complaints are UP
(Q2 Fiscal 2022: 14%)

Complaint	Number of complaints (n)
Sailings / Schedules	38
Cancelled Sailings (Frustration expressed due to cancelled sailings)	10
Sailing waits/delays (Frequency of delays and waits between sailings)	9
Vessel substitution (Replace <i>Baynes Sound Connector</i>)	7

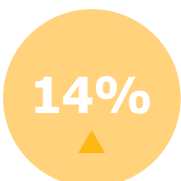
- Exceeded contracted service levels frequently on our Northern Gulf Islands routes; sailings were added where possible.
- Added shuttle service on Routes 21, 22, 23 and 24, when warranted, to move customers as quickly as possible.
- Working with the Province, beginning summer 2023, to redeploy the larger *Quinitsa* to the Hornby Island–Denman Island route, and to supplement the Buckley Bay–Denman Island route with the *Kahloke* during peak season.
- Reviewed a proposal to deploy the *Quinitsa* year-round on the Hornby Island route in the future, to align with a major refit to widen the *Baynes Sound Connector* for additional capacity.
- Providing one extra round trip daily on Route 21 from September 6 to March 31, 2023, bringing off-peak sailing frequency to peak season levels.
- Please see page 7 for further information on sailings, schedules and cancellations.



YOY Change:
Complaints are UP
(Q2 Fiscal 2022: 9%)

Complaint	Number of complaints (n)
Customer service	23
Poor customer service (Check-in)	8
Poor customer service (Loading/directions)	6
Poor customer service (Onboard)	4

- The courtesy lanes at Buckley Bay and Campbell River provide early and sequential loading and offloading for customers travelling through to either Hornby Island or Cortes Island. Customers who raise concerns about this are provided with information on the courtesy lane processes and limitations.
- The courtesy lane process for customers travelling via the Buckley Bay–Denman Island route and then onwards to Hornby Island was improved and clarified to ensure that the first 12 vehicles travelling these routes are consistently offloaded first, allowing them to travel across Denman Island in the same order as their arrival at Buckley Bay.
- Please see page 6 for further information related to customer service.



YOY Change:
Complaints are UP
(Q2 Fiscal 2022: 12%)

Complaint	Number of complaints (n)
Fares/fare errors	16
Double-charged/overcharged	6
Incorrect fare charged (Senior rate, etc.)	6

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

Complaints per
10,000 Passengers*



YOY Change:
Complaints are DOWN
(Q2 Fiscal 2022: 27.3)

In Q2 Fiscal 2023, we received **117** total complaints regarding these routes.

On September 12, the barge dock at Shearwater failed a condition assessment and was deemed inoperable for transfer of people or vehicles. The *Northern Sea Wolf*, in transit to Shearwater at the time, was diverted to Bella Bella and passengers were transported to Shearwater by water taxi. A barge to transport vehicles followed on September 17. Further assessment of the barge dock established that it would require replacement, with an estimated timeline of roughly 8 months. Ongoing water taxi and barge service was established, and we contacted all reserved customers to inform them of the changes.

A mechanical issue with the starboard engine of the *Northern Sea Wolf* led to the cancellation of one round trip between Port Hardy and Bella Coola on August 21 and 22. On August 31, the *Northern Sea Wolf* again experienced a mechanical issue with the starboard engine, which was subsequently put out of service. A tug brought the vessel to dock in Port Hardy, where the vessel was inspected and repairs commenced. Initial repairs and testing were unsuccessful, leading to the cancellation of one round trip on August 31 and on September 1. Customers on all cancelled sailings were moved to alternate sailings, where space permitted, or refunded. All impacted customers were offered a voucher for complimentary future travel. Reimbursement for related costs was provided on a case-by-case basis.

Customers with wait-listed bookings received an automatically generated email notice referring to a no-show fee in error, once the travel date had passed, even though payment was not processed. This was due to a system this error has since been rectified.

Top 3 Complaint Areas (65% of all complaints)



YOY Change:
Complaints are UP
(Q2 Fiscal 2022: 11%)

Complaint	Number of complaints (n)
Fares/fare errors	47
Fare refund not yet received	14
No-show fee charged in error	13
Double-charged/overcharged	6

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



YOY Change:
Complaints are DOWN
(Q2 Fiscal 2022: 20%)

Complaint	Number of complaints (n)
BC Ferries website	16
Improve ease of navigation/ease of finding information	6
Account issues (Difficulty viewing upcoming bookings)	3
Improve online booking flow/system (Improve user experience when making a booking online)	3

- Evaluated customer feedback and revised the website on an ongoing basis to improve customer experience.
- On August 6, expanded the period for which customers can view their future bookings from 30 days to 45 days.
- By end of Q3, we expect customers will be able to view their upcoming bookings for a three-month period.
- We plan to launch a mobile app early in 2023. This will allow customers to quickly make bookings by saving their route and sailing preferences. Beta testing for the app is set to begin in fall 2022.
- Implemented guest booking flow changes on August 6 to hold space through to the payment page, similar to logged in customers, to address ongoing concerns.



YOY Change:
Complaints are DOWN
(Q2 Fiscal 2022: 39%)

Complaint	Number of complaints (n)
Advanced bookings	13
Improve email communications	5

- Sent collective email to wait-listed customers who received the auto-generated email notice.
- Added six additional round trips between Prince Rupert and Skidegate to support traffic volumes throughout August and September.
- Investigated concerns about confirmation emails not being received by customers, and found that most bookings had not been completed, as the customer never provided payment.
- Please see page 6 for further information related to advanced bookings.

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 Q2 Fiscal 2023, Ferry Advisory Committees were engaged in the following activities:

Met with community members from Texada in response to a request for a revised schedule and change in service.

The annual FAC Chairs meeting was held to discuss the recommendations from the Commissioner's report on BC Ferries' public engagement process to review the FAC membership application and term limits, and to provide an update on ongoing action items to improve communications with FACs and communities.

Met with Quadra Island FAC, along with the BC Ambulance Service, to discuss after-hours calls and what role BC Ferries plays.

Sent an annual FAC Survey to all FAC members to gather feedback and input on the past year.

Met with Campbell River–Quadra Island–Cortes Island FAC to discuss the operational questions, specifically for those travelling to Cortes.

Met in person to discuss operational and route-specific concerns, as follows:

- All FAC Chairs Meeting: August 17
- All FAC Chairs Meeting with BC Ferries executives: August 18
- Bowen Island: September 8
- Southern Gulf Islands: September 12

Met with Gambier–Keats FAC members to discuss schedules and timing for students travelling to/from school.

Introduced FAC-specific project web pages to house information and relevant documents related to the routes in their respective regions.

THEMES

In Q2 Fiscal 2023, discussions with Ferry Advisory Committee members included the following key themes:

- Review of communication channels between BC Ferries and FACs to continue improving opportunities for conversations and feedback, and to ensure timely responses.
- Review of the recommendations provided in the Commissioner's Report, and BC Ferries' formal response to these recommendations.
- Focus on summer service, crewing and capacity concerns.
- Project-related input as described in the *Project-Based Engagement Initiatives* section.

CUSTOMER ENGAGEMENT ACTIVITIES

Community drop-in sessions:

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

- Bowen Island: September 8
- Campbell River–Quadra Island–Cortes Island: September 15

Texada Island–Comox direct pilot – Community drop-in and workshop:

On July 12, BC Ferries met with members of the Texada Island community to discuss options for a direct service pilot program between Texada Island and Comox. The community would like to see this direct route offered to facilitate easier access to Vancouver Island for those requiring medical treatment, and for those looking to travel for business, shopping and family reasons. The session discussed scheduling options for the service, constraints and considerations in offering a direct service, and community desires and needs.

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.

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 Q2 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 the Ministry of Transportation and Infrastructure, BC Transportation Financing Authority and Ministry of Indigenous Relations and Reconciliation. This group will work on terminal and roadway designs to ensure K'omoks has continued access to their parcel of land in Gravelly Bay for fishing and marine aquaculture purposes. These discussions are ongoing.

Village Bay Berth 1 Rebuild Project BC Ferries 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 200 team members from BC Ferries have taken part in a day-long Indigenous cultural awareness training program. Sessions continue to be offered.

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 September.

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

Tsartlip First Nation Negotiation of a Relationship Protocol agreement and next steps for further relationship-building.

Snuneymuxw First Nation On July 28, 2022, BC Ferries signed a Relationship Protocol agreement with Snuneymuxw First Nation. The agreement establishes a framework for building a relationship based on mutual respect, recognition, benefit and cooperation. The agreement establishes regular meetings, the first of which was held with the Nation on September 23.

OUTREACH AND RELATIONSHIP-BUILDING

We Wai Kai First Nation	Met September 16 to discuss next steps with Campbell River Terminal updates and explore opportunities for partnership, including employment, procurement and cultural recognition.
Wei Wai Kum First Nation	Held a brief introductory meeting on September 16; planning a meeting with leadership.
K'ómoks First Nation	Met September 27 to discuss Denman East terminal redevelopment and K'ómoks treaty.
Kitasoo Xai'xai First Nation	Upcoming meeting to discuss cultural recognition, careers and operational issues.
Penelakut Tribes	Upcoming meeting to discuss next steps for relationship building.
Malahat Nation	Upcoming meeting to discuss Berth 5 Swartz Bay and to scope opportunities for partnership.

VANCOUVER ISLAND - MAINLAND

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

NORTHERN GULF ISLANDS

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

SOUTHERN GULF ISLANDS

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

SUNSHINE COAST

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

MID AND NORTH COAST

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

Controllable Cancellations: Sailings cancelled due to controllable events such as loading procedure or fueling.

First Call Resolution (FCR): The rate at which customers call back within the same day.

Fleet Reliability Index: Percentage of scheduled sailings that are not cancelled due to controllable events.

n: Symbol that represents either sample size (e.g., number of surveys collected) or count (e.g., number of complaints with a comment or rating). The number of complaints used for further analysis excludes general comments and comments without a rating.

Net Promoter Score (NPS): A widely used customer satisfaction measure that considers the percentage difference between “promoters” and “detractors” within a company’s customer base. The NPS is a trademarked measure.

On-Time Performance: Percentage of scheduled sailings that depart or arrive within 10 minutes of the scheduled time, as applicable.

Stale Response Resolution: Percentage of passenger comments within the ResponseTek system that did not receive a response from the Customer Relations team within 7 days of the comment having been submitted in Quarters 3 and 4, and within 14 days of the comment having been submitted in Quarters 1 and 2.

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

The Overall Customer Experience performance score is a composite measure that is calculated using eight individual measures from four different information sources. The Overall Customer Experience performance score is represented by the dial score (Pg. 2).

One of the primary advantages to using a composite measure is that it provides a comprehensive perspective of a quality, which in this case, is customer experience. Customer experience is multi-faceted. To attend to this dimensionality, a global measure must be used; one that is calculated using multiple measures that tap into different aspects of customer experience.

BC Ferries senior staff, in consultation with R.A. Malatest & Associates Ltd. (Malatest), an independent research firm that is also working with BC Ferries on the CST Research Program, selected the following eight customer experience measures, which all contribute equally to a single (global) performance score:

Information Source	Measure	Relative Weight
Customer Satisfaction Intercept Surveys	Net Promoter Score	12.5%
	Average Customer Satisfaction Score	12.5%
Operational Data	On-Time Performance (OTP)	12.5%
	Fleet Reliability Index	12.5%
Customer Relations (ResponseTek)	Response Time Average	12.5%
	Percent Positive Feedback	12.5%
Customer Service Centre	Average Speed of Call Answer (ASA)	12.5%
	First Call Resolution (FCR)	12.5%

On-Time Performance (OTP): Percentage of sailings departing or arriving, as applicable, within 10 minutes of the scheduled time.

Fleet Reliability Index: Percentage of sailings not cancelled due to controllable events.

How is the Overall Customer Experience Performance Score Calculated?

The measures that are used to build the composite measure include count data, 5-point likert style scales and percentage scores. To be able to achieve a single unified measure, each of the scores is standardized (using z-scores) and then converted to a 100-point scale. To limit the impact of extreme outliers on the overall performance score, z-score values are capped at +/- 3.0.

An Overall Performance score of 100 means that BC Ferries' performance is equivalent to average performance over the past four years. Scores greater than 100 signal an improvement in performance while lower than average performance is indicated by scores lower than 100.