

# **Feedback and Engagement Report**

Quarter ended March 31, 2023 (Q4 Fiscal 2023)

# Feedback and Engagement Report

## Executive Summary

Q4 Fiscal 2023

(January, February, March)

### Q4 Fiscal 2023 Summary

Sailing cancellations were significantly reduced on the three major routes serving the Lower Mainland-Vancouver Island (Tsawwassen-Swartz Bay, Tsawwassen-Duke Point, Horseshoe Bay-Departure Bay) compared with Q3 Fiscal 2023. This is a result of the significant efforts we have made to hire engineers and skilled mariners, and promoting and training from within.

On January 18, 2023, the *Island Nagalis* and *Island K'ulut'a* replaced the retiring *Powell River Queen* on our Campbell River-Quadra Island route, increasing daily trips from 18 up to 29.

All terminal point-of-sale systems were updated on January 26, 2023 to require the booking reference search to include a minimum of six digits, up from the previous four, to help reduce ticket agent redemption errors when searching by booking number.

On February 21, 2023, we began offering over-height *Saver* fares on select sailings on Tsawwassen-Duke Point and the Tsawwassen-Swartz Bay routes. Terminal expansion work on Denman Island East was suspended on February 16, 2023, following community concerns related to the falling of trees. We will re-engage with the community later this year to determine next steps.

We launched our mobile app on March 10, 2023. The BC Ferries app allows customers to set travel preferences, make and manage bookings, access schedules and Current Conditions, receive alerts and check in seamlessly. At the end of Q4 Fiscal 2023, the mobile app had 68,459 downloads in total (53,114 downloads from iOS users and 15,345 downloads from Android users).

In Q4 Fiscal 2023, we made strides towards addressing our staffing issues in the Customer Service Centre, hiring 32 new casual employees who began taking calls in January and February. With this new staffing, we reduced our Average Speed of Answer (ASA) by more than 80% to an average of 200 seconds. With our lower ASA we also saw a reduction in our percentage of Abandoned Calls from 25.6% in Q1-Q3 to 6.5%.

| CUSTOMER EXPERIENCE          |                                                        | CUSTOMER COMPLAINTS             |                                                                                      | CUSTOMER SERVICE CENTRE              |                                                                         | STALE RESPONSE RESOLUTION    |                                                                     |
|------------------------------|--------------------------------------------------------|---------------------------------|--------------------------------------------------------------------------------------|--------------------------------------|-------------------------------------------------------------------------|------------------------------|---------------------------------------------------------------------|
| <b>92</b>                    | The Customer Experience score for Q4 Fiscal 2023 is 92 | <b>5.2</b>                      | 5.2 complaints were received for every 10,000 customers travelling in Q4 Fiscal 2023 | <b>93%</b>                           | Customers satisfied with their Customer Service Centre (CSC) experience | <b>26%</b>                   | Customers who did not receive a response within Q4 target of 7 days |
| (UP from 82, Q4 Fiscal 2022) |                                                        | (DOWN from 6.1, Q4 Fiscal 2022) |                                                                                      | (NO CHANGE from 93%, Q4 Fiscal 2022) |                                                                         | (UP from 9%, Q4 Fiscal 2022) |                                                                     |

| CUSTOMERS SERVED                                                                                                                             |                |                |            | COMMENTS, INQUIRIES AND PHONE CALLS |                |                |            |
|----------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|------------|-------------------------------------|----------------|----------------|------------|
| Customer type                                                                                                                                | Q4 Fiscal 2022 | Q4 Fiscal 2023 | YOY change | Channels                            | Q4 Fiscal 2022 | Q4 Fiscal 2023 | YOY change |
| <b>Foot passengers</b>                                                                                                                       | 525,932        | 644,648        | +23%       | <b>Comments</b>                     | 3,895          | 6,497          | +67%       |
| <b>Vehicle passengers</b>                                                                                                                    | 3,124,924      | 3,477,660      | +11%       | <b>Phone calls</b>                  | 66,471         | 75,043         | +13%       |
| <b>Total vehicles</b>                                                                                                                        | 1,785,030      | 1,891,716      | +6%        | <b>Social media (inbound)*</b>      | 7,867          | 7,228          | -8%        |
| 4,122,308 customers travelled with BC Ferries in Q4 Fiscal 2023, compared to 3,650,855 in Q4 Fiscal 2022 (13% increase in passenger volume). |                |                |            | Twitter                             | 4,851          | 4,210          | -13%       |
|                                                                                                                                              |                |                |            | Facebook                            | 1,566          | 1,456          | -7%        |
|                                                                                                                                              |                |                |            | Instagram                           | 1,406          | 1,514          | +8%        |
|                                                                                                                                              |                |                |            | LinkedIn                            | 44             | 48             | +9%        |

| OVERALL CUSTOMER EXPERIENCE                                                                                                       |  | TOP THREE COMPLAINT AREAS |                     |
|-----------------------------------------------------------------------------------------------------------------------------------|--|---------------------------|---------------------|
| The customer experience score is <b>below average</b> compared to previous four years.                                            |  | <b>Major routes</b>       | % of all complaints |
| Main contributors to a below-average score:                                                                                       |  | Routes 1, 2, 3, 30        |                     |
|                                                                                                                                   |  | Fares/fare errors         | 30%                 |
|                                                                                                                                   |  | Advanced bookings         | 19%                 |
| <b>Response time average</b>                                                                                                      |  | Customer service          | 12%                 |
| 1.7 times longer compared to the four-year historical average for Q4                                                              |  | <b>Minor routes</b>       | % of all complaints |
| <b>On-time performance</b>                                                                                                        |  | All other routes          |                     |
| Down 3% compared to the four-year historical average for Q4                                                                       |  | Sailings/schedules        | 27%                 |
| <b>Percentage of positive comments</b>                                                                                            |  | Fares/fare errors         | 21%                 |
| Down 69% compared to the four-year historical average for Q4                                                                      |  | BC Ferries website        | 11%                 |
| See the Customer Experience Dashboard on page 2 for a breakdown of metrics contributing to the overall customer experience score. |  |                           |                     |

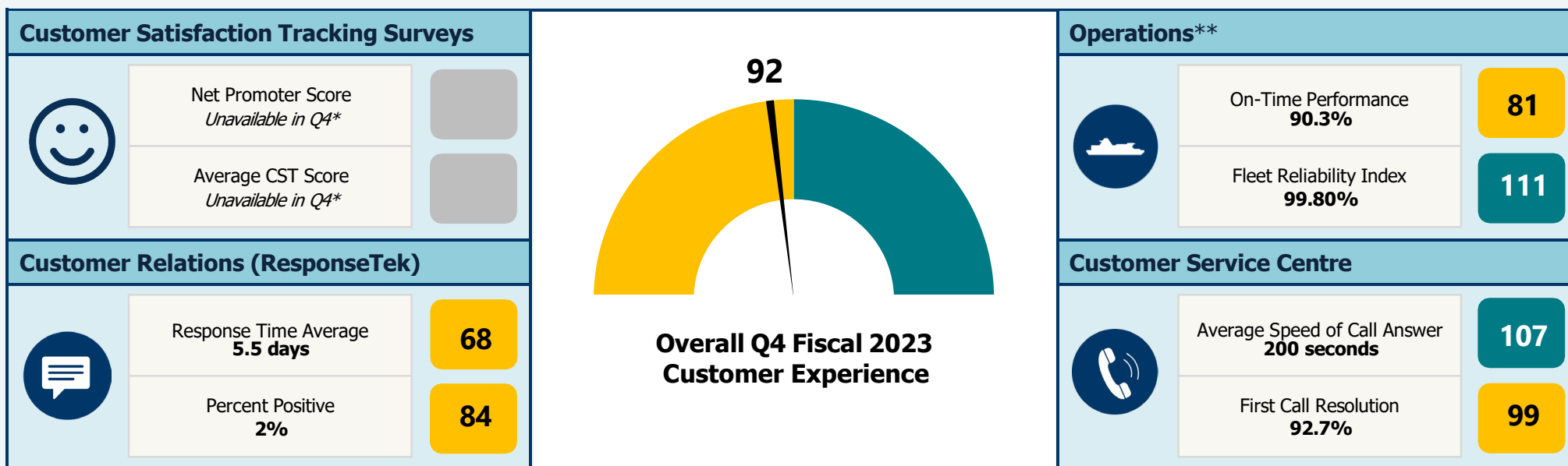
\*Inbound customer inquiries received through BC Ferries social media channels.

# Customer Experience Dashboard

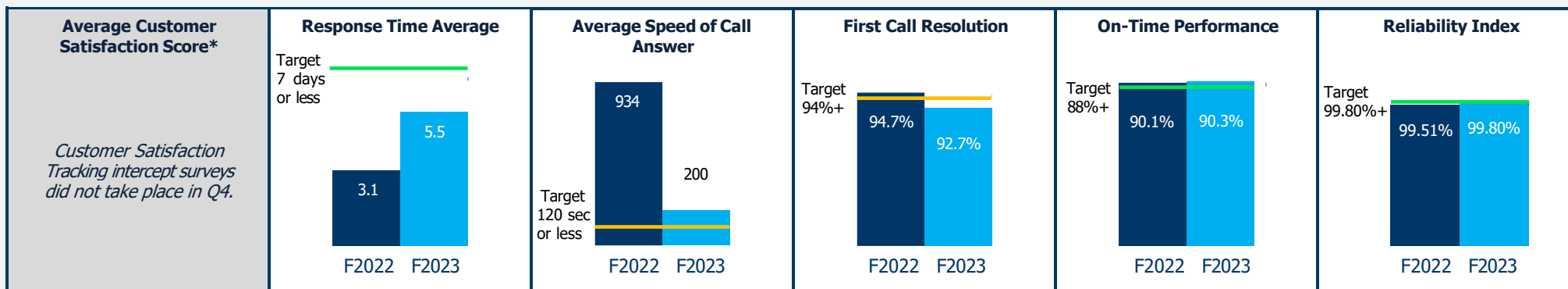
## Quarterly Results

Q4 Fiscal 2023

The **Overall Customer Experience** performance score is a single summary measure that is calculated using **eight different measures\*** from four different information sources. A score of 100 means that BC Ferries' performance this quarter is equivalent to the average performance over the previous four years (Fiscal 2019–Fiscal 2022). A score lower than 100 indicates a lower-than-average performance and a score greater than 100 indicates that this year's performance is better than average. For a full description of the Customer Experience Dashboard Methodology, refer to **Appendix A**.



### Current Performance Relative to Q4 Fiscal 2022 and Targets



\*The Net Promoter Score and Average Customer Satisfaction Score are unavailable in Q4, as Customer Satisfaction Tracking (CST) surveys are not conducted during this quarter. The overall customer experience score for Q4 Fiscal 2023 was calculated using six measures sourced from Customer Relations, the Operations division, and the Customer Service Centre.

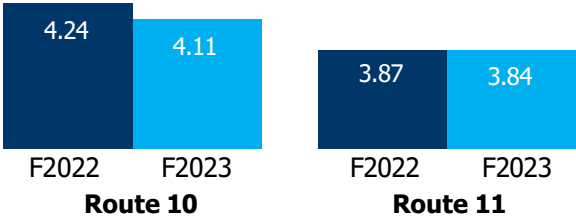
\*\*Note: On-time performance and fleet reliability are based on all BC Ferries routes including Route 13, which is operated by an alternative service provider under contract to BC Ferries.

Note: Customer Satisfaction Tracking data for the Central and North Coast is collected throughout the year via a post-travel survey that is emailed to customers travelling on these routes. This data collection method is used instead of onboard intercepts.

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

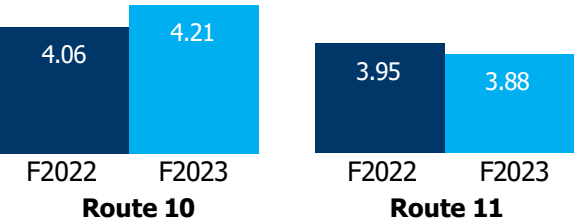
Overall Satisfaction

Year-over-year comparisons of overall satisfaction scores for Q4 suggest that satisfaction has decreased for passengers on both Route 10 (-0.13) and Route 11 (-0.03).



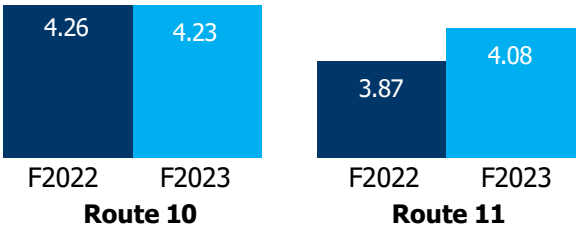
Terminal Satisfaction

Year-over-year comparisons of terminal satisfaction scores for Q4 suggest that passengers’ terminal satisfaction rating has increased on Route 10 (+0.15), but decreased on Route 11 (-0.07).



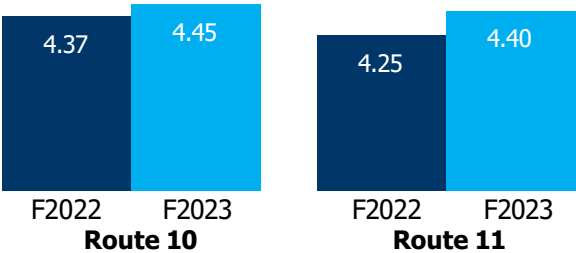
Onboard Satisfaction

Year-over-year comparisons of onboard satisfaction scores for Q4 suggest that satisfaction has decreased slightly for passengers on Route 10 (-0.03), but increased on Route 11 (+0.21).



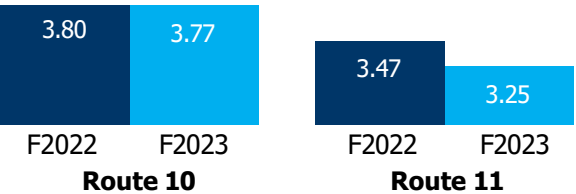
Safety of Ferry Operations

Year-over-year comparisons of satisfaction levels with safety of ferry operations for Q4 suggest that passengers’ rating of safety has increased on both Route 10 (+0.08) and Route 11 (+0.15).



Value for Money of Fares

Year-over-year comparisons of passenger assessments of value for money of fares for Q4 suggest that passengers’ ratings have decreased slightly on Route 10 (-0.03) and decreased considerably on Route 11 (-0.22).



Complaints per  
10,000 Passengers\*



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2022: 7.4)

In Q4 Fiscal 2023, we received **1,228** total complaints regarding these routes.

Cancellations on the three Major Routes declined in Q4 Fiscal 2023 as compared to the previous quarter. Improvements in weather conditions, a reduction in impacts to service due to mechanical events and a focus on hiring and filling for key operational positions contributed to a reduction in cancellations, provided more travel certainty for customers.

On January 11, 2023, we began offering alcoholic beverages for purchase with a meal in the Coastal Cafe on the Tsawwassen–Duke Point route, following the successful introduction of alcoholic beverages on the other two major routes between Tsawwassen–Swartz Bay and Horseshoe Bay–Departure Bay, the previous year.

On March 1, 2023, renovations on the Lands End Café at Swartz Bay began. The work will transform the facility into a modern-style coffee bar. During construction, a pop-up café is offering a limited menu. The renovated space is expected to reopen in late spring or summer of 2023.

The mobile app was launched March 10, 2023. While a few bugs have been identified, feedback has been mainly positive.

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



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2022: 21%)

| Complaint                          | Number of complaints (n) |
|------------------------------------|--------------------------|
| <b>Fares/fare errors</b>           | <b>363</b>               |
| Bookings not redeemed at terminal  | 114                      |
| Fare refund not yet received       | 88                       |
| Incorrect fare charged at terminal | 46                       |

- Customers mistakenly make multiple bookings in error.
- Customers who book in advance do not state they have a booking upon arrival at the terminal. This results in a no-show fee. Ticket agents are reminded to ask all customers if they have a booking.
- Incorrect charges applied at the terminal for (i) additional people over and above the number of occupants (ii) inaccurate vehicle measurements (iii) failing to apply BC Senior rate(s). Feedback is sent to ticketing supervisor and training and direction is provided.
- Fare errors are investigated and refunds are provided as appropriate.
- Increased staff in Customer Relations to improve response time to customer concerns and refund requests.
- Refund requests for Senior fares and Child fares were denied when ID was not presented and age verified at time of travel.
- Modified website messaging in the booking flow to assist BC seniors with booking the correct fare type.



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2022: 25%)

| Complaint                                   | Number of complaints (n) |
|---------------------------------------------|--------------------------|
| <b>Advanced bookings</b>                    | <b>246</b>               |
| Duplicate bookings made/online booking flow | 58                       |
| Email communications                        | 34                       |
| Modifying bookings                          | 28                       |

- Provided customers who booked *Saver* fares with information on terms and conditions of the fare type.
- Customers receive a confirmation email upon payment/completion of their booking, as well as a pre-travel reminder one day prior to departure.
- The mobile app, which was introduced in March, allows customers to make, change and cancel bookings; access Current Conditions; check schedules; receive alerts; and check in at the ticket booth. For ease of booking, customers have the option to select their travel preferences, including route, vehicle type and passengers.
- Customers made multiple bookings in error due to a system error with the mobile app. This issue was resolved in mid-April. We refund all charges related to system errors and provide ferry travel vouchers on a case-by-case basis.



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2022: 13%)

| Complaint                         | Number of complaints (n) |
|-----------------------------------|--------------------------|
| <b>Customer service</b>           | <b>151</b>               |
| Poor customer service at check in | 63                       |
| Poor customer service at terminal | 21                       |
| Poor customer service on board    | 20                       |

- Employee conduct concerns are shared with management as appropriate for internal review and follow-up.

# Customer Relations (ResponseTek)

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

Q4 Fiscal 2023

Complaints per  
10,000 Passengers\*

3.3

YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2022: 3.8)

In Q4 Fiscal 2023, we received **316** total complaints regarding these routes.

Similar to the three major routes serving Vancouver Island–Mainland, the Horseshoe Bay–Langdale and Horseshoe Bay–Bowen Island routes saw marked improvements in the number of cancellations as compared with the previous quarter.

In Q3 Fiscal 2023, we introduced the first outer deck pet area on the *Malaspina Sky* serving Earls Cove–Saltery Bay, which allowed cats in carriers and dogs on leashes access to the outer upper deck during sailings. In addition, we gathered and analyzed customer and staff feedback to determine the feasibility of introducing this initiative on all vessels. Feedback was positive and we continue to make the area available for pets and their owners. Work is underway to assess areas on other vessels where pets would be permitted on outer decks. As of May 15, 2023, the roll out of outer deck pet areas continued with the introduction to the *Queen of Oak Bay* and *Queen of Cowichan* on the Horseshoe Bay–Departure Bay route and on the *Salish Orca* on the Powell River–Comox route.

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

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

30%

YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2022: 12%)

| Complaint                                                                | Number of complaints (n) |
|--------------------------------------------------------------------------|--------------------------|
| <b>Fares/fare errors</b>                                                 | <b>94</b>                |
| No-show fee charged in error                                             | 42                       |
| Ticketing error at terminal                                              | 20                       |
| BC Resident rates (Seniors/Students) charged incorrectly at the terminal | 13                       |

- Continued to provide additional training for the ticketing staff at Langdale to ensure they redeem *Saver* fare bookings properly, and to avoid erroneous no-show charges to customers.
- Some customers make multiple bookings and only utilize one, incurring the no-show fee for bookings that are unused, while other customers do not provide booking information when asked at the booth.
- Provided information to customers who were unaware that *Saver* bookings must be redeemed at Langdale terminal.
- Incorrect charges applied at the terminal for (i) additional people over and above the number of occupants (ii) inaccurate vehicle measurements (iii) failing to apply BC Senior rate(s). Feedback is sent to ticketing supervisor and training and direction is provided.

12%

YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2022: 18%)

| Complaint                  | Number of complaints (n) |
|----------------------------|--------------------------|
| <b>Sailings/schedules</b>  | <b>38</b>                |
| Cancelled sailings         | 22                       |
| Sailing waits/delays       | 7                        |
| Unable to make connections | 3                        |

- Issued Service Notices for sailings at risk of cancellation to give customers the opportunity to change their plans.
- Issued refunds when bookings were cancelled by BC Ferries and space was 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 booked sailing cancelled for controllable reasons, and who could not be moved to an alternate sailing that same day.
- The "L" run is offered during off-peak sailing times on the Departure Bay–Horseshoe Bay and Horseshoe Bay–Langdale routes, on select sailings, where up to 10 customer vehicles can remain onboard for the second leg of their journey.
- Select sailings will be held to wait for connecting customers, or booking check-in times may be extended, depending on the routes and direction of travel, on the Horseshoe Bay–Langdale and Earls Cove–Saltery Bay routes, or for Texada Island-bound customers on the Earls Cove–Saltery Bay and Westview–Texada Island routes. Select sailings are posted on the website.

12%

YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2022: 17%)

| Complaint                          | Number of complaints (n) |
|------------------------------------|--------------------------|
| <b>BC Ferries website/app</b>      | <b>37</b>                |
| Current Conditions/service updates | 12                       |
| Mobile app experience              | 5                        |
| Experience™ Card information       | 5                        |

- Working on technical improvements that will improve the accuracy of Current Conditions on the Horseshoe Bay–Langdale route. We expect to implement the changes before summer 2023.
- Feedback regarding the new mobile app has been mainly positive. Suggestions and complaints are shared internally, and improvements are made where possible.
- Evaluated customer feedback and revised the website content on an ongoing basis to improve the digital customer experience.
- We assist customers with any account or Experience™ Card related issues. We have positioned the Experience™ Card in the 'Routes & Fares' drop down menu on the website and it has its own web page to ensure customers can easily find information.
- Project underway to provide terminal web cams for all minor terminals. Implementation is planned from June to December 2023.

\*Note: 'n' values represent the count of complaints within each complaint area (customer service, fares 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.

# Customer Relations (ResponseTek)

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

Q4 Fiscal 2023

Complaints per  
10,000 Passengers\*

4.0

YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2022: 4.9)

In Q4 Fiscal 2023, we received **278** total complaints regarding these routes.

Several Southern Gulf Islands routes experienced cancellations in Q4 2023, mainly because of crew availability issues and poor weather and, to a lesser extent, mechanical reasons. On the Nanaimo Harbour–Gabriola Island route, there were cancellations related to crew availability on the *Island Gwawis* on January 7 and 8, 2023; however, because two ships operate on this route, reduced service continued throughout the day.

On January 21, 22 and 23, 2023, there were a number of cancellations related to crew availability on the Crofton–Vesuvius Bay route; water taxis were provided when available.

On February 21, 22, 23 and 24, 2023, the *Salish Heron*, on the Swartz Bay–Southern Gulf Islands route, cancelled a number of sailings due to absent crew members. The *Salish Raven* and *Salish Eagle* provided service on modified schedules. The situation was further complicated by a handful of weather cancellations on the *Salish Eagle* on February 23, 2023, and on the *Salish Raven* on February 24, 2023; impacted customers travelling between Tsawwassen and the Southern Gulf Islands were given the option of travelling thru fare via Swartz Bay. On February 28, 2023, all sailings between Tsawwassen and the Southern Gulf Islands were cancelled due to adverse weather conditions and, later in the day, due to crew availability issues.

### Top 3 Complaint Areas (64% of all complaints)

30%

YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2022: 22%)

| Complaint                    | Number of complaints (n) |
|------------------------------|--------------------------|
| <b>Sailings/schedules</b>    | <b>84</b>                |
| Cancelled sailings           | 40                       |
| Sailing waits/delays         | 15                       |
| Not enough sailings/capacity | 8                        |

- Cancelled bookings were refunded to customers if booking could not be moved to a later sailing that day or if the customer decided not to travel. As an in-kind gesture, a travel voucher was provided for future travel if the customer experienced a controllable cancellation.
- Provided water taxi service, where possible, when sailings were cancelled.
- Provided reimbursement on a case-by-case basis for expenses incurred as a direct result of controllable sailing cancellations.
- When possible, vessels on the Southern Gulf Islands routes wait for connecting sailings and make up time during transit. Offered more capacity on the routes serving the Southern Gulf Islands with the introduction of the *Salish Heron* last year. We continue to work with the Ferry Advisory Committee (FAC) on potential schedule changes.

23%

YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2022: 16%)

| Complaint                    | Number of complaints (n) |
|------------------------------|--------------------------|
| <b>Fares/fare errors</b>     | <b>65</b>                |
| No-show fee charged in error | 14                       |
| Ticketing error at terminal  | 14                       |
| Fare refund not yet received | 9                        |

- We investigate all reports of reservations not redeemed and refund no-show fee as appropriate. Some customers with reservations forget to declare they have a booking at the ticket booth. Ticket agents are reminded to ask all customers if they have a reservation at the ticket booth. In some cases employee error during the transaction results in customers being incorrectly charged. Feedback is provided to supervisors for follow up and training.
- Customers made multiple bookings in error due to a system error with the mobile app. This issue was resolved in mid-April. We refund all charges related to system errors and provide refunds or vouchers on a case-by-case basis.
- Some refunds for prepaid fares are not fully processed at the ticket booth due to employee error. We process these refunds when customers contact us.
- Additional staff added to the Customer Relations team to increase capacity to process customer feedback, including requests for refunds.

11%

YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2022: 16%)

| Complaint                     | Number of complaints (n) |
|-------------------------------|--------------------------|
| <b>BC Ferries website/app</b> | <b>31</b>                |
| Online schedule format        | 4                        |
| Experience™ Card information  | 4                        |
| Online booking flow           | 4                        |

- We improved the online schedule format by creating the schedules manually for the Tsawwassen–Southern Gulf Islands and Swartz Bay–Southern Gulf Islands routes to help reduce errors and customer confusion caused by system-created schedules. The schedules now include thru fare options and dangerous goods sailing times, and the number of sailing exceptions are significantly reduced and easier to read.
- We assist customers with any issues related to managing and using their Experience™ Card account on bcferries.com.
- The mobile app allows customers to make, change and cancel bookings; access Current Conditions; check schedules; receive alerts; and check in at the ticket booth. For ease of booking, customers have the option to select their travel preferences, including route, vehicle type and passengers. Future web and mobile functionality will add enhancement.

\*Note: 'n' values represent the count of complaints within each complaint area (customer service, fares etc.). 'n' values not represented within a complaint area are 'other' comments related to the complaint area that do not fit a common theme or category.

Complaints per  
10,000 Passengers\*



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2022: 0.7)

In Q4 Fiscal 2023, we received 86 total complaints regarding these routes.

On January 18, 2023, we introduced the *Island Nagalis* and *Island K'ulut'a* on the Campbell River–Quadra Island route, increasing daily sailings from 18 to 29. The vessels replaced the *Powell River Queen*, which entered service in 1965 and was put up for sale in January.

On February 10, 2023, the *Island K'ulut'a* experienced a hard landing at Quathiaski Cove, causing damage to both the vessel and the berth. Both the *Island Nagalis* and *Island K'ulut'a* cancelled some evening sailings, with the *Island Nagalis* resuming service later that night.

Terminal work at Denman Island East was scheduled to begin on February 13, 2023. Following community concerns with the removal of trees, the project was paused to allow for re-engagement with the community.

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



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2022: 15%)

| Complaint                 | Number of complaints (n) |
|---------------------------|--------------------------|
| <b>Sailings/schedules</b> | <b>34</b>                |
| Sailing waits/delays      | 9                        |
| Cancelled sailings        | 8                        |
| Dislike of Rt 23 schedule | 5                        |

- Increased daily trips from 18 up to 29 with the introduction of the *Island Nagalis* and *Island K'ulut'a* on Route 23, the Campbell River–Quadra Island route. One vessel provides 18 hours of service, and the other provides 12 hours of service.
- Our Performance Term Six (PT6) submission to the BC Ferries Commissioner proposes one new Island Class ferry to serve Quadra Island–Cortes Island.
- The PT6 submission also proposes the deployment of a larger vessel, the *Quinitsa*, on the Denman Island–Hornby Island route in peak season, and moving the *Kahloke* to the Buckley Bay–Denman Island route to supplement the service of the *Baynes Sound Connector* during the same period.



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2022: 30%)

| Complaint                                | Number of complaints (n) |
|------------------------------------------|--------------------------|
| <b>Loading/directions</b>                | <b>11</b>                |
| Loading/unloading procedure              | 4                        |
| Vehicle damaged during loading/unloading | 2                        |

- The introduction of two vessels on the Campbell River–Quadra Island route means that sailings depart approximately every 30 minutes. With the frequency of sailings and the ease with which customers can travel, the courtesy lanes for those travelling onwards to Cortes Island are no longer offered.
- Loading on the Campbell River–Quadra Island route is now faster, as vehicles are sorted during the loading process.
- Our Claims department works with customers whose property is inadvertently damaged as a direct result of employee action.



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2022: 22%)

| Complaint                          | Number of complaints (n) |
|------------------------------------|--------------------------|
| <b>Fares/fare errors</b>           | <b>8</b>                 |
| Experience™ Card                   | 3                        |
| Incorrect fare charged at terminal | 2                        |
| Misunderstanding of route fares    | 2                        |

- We assist customers with any issues related to their account or their Experience™ Card.
- Denied refund requests for Senior fares, as ID must be presented and age verified at time of travel.
- Customers travelling on two connecting routes can be confused about the fares. We provide information to assist customers and are currently reviewing related website content.

# Customer Relations (ResponseTek)

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

Q4 Fiscal 2023

Complaints per  
10,000 Passengers\*



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2022: 38.6)

In Q4 Fiscal 2023, we received **63** total complaints regarding these routes.

The barge dock at Shearwater failed a condition assessment in the fall of 2022, and was deemed inoperable for the transfer of people or vehicles; it continues to be out of service. Alternate travel, via water taxi, tug and barge, remains in place. We are reviewing the work required to bring the dock back into service for continuous safe operations.

The *Northern Sea Wolf* was removed from service, from March 3 to June 7, 2023, for refit. During this period, alternate service between Bella Coola, Ocean Falls, Shearwater and Bella Bella was available with a vehicle-only tug and barge, and a foot-passenger-only water taxi on a modified schedule.

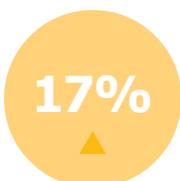
### Top 3 Complaint Areas (63% of all complaints)



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2022: 26%)

| Complaint                | Number of complaints (n) |
|--------------------------|--------------------------|
| <b>Advanced bookings</b> | <b>19</b>                |
| Email communications     | 12                       |
| Online booking flow      | 2                        |

- Technical issue prevents the distribution of emails with .de extensions. We re-sent booking information to those customers whose email address ends in .de and add their email address to a white list. A new email distribution system is being procured.
- Confirmation email is sent to customers upon payment/completion of their booking, as well as a pre-travel reminder five days prior to departure for all North and Central Coast bookings. The emails contain a link and instructions for customers to change or cancel their booking. No action is required for those who intend to travel as booked.
- Provided Northern route customers who were ineligible for refunds, per the terms and conditions of their booking, with information to ensure they book according to their needs in future. Processed refunds on a case-by-case basis as appropriate.



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2022: 9%)

| Complaint                    | Number of complaints (n) |
|------------------------------|--------------------------|
| <b>Fares/fare errors</b>     | <b>11</b>                |
| Ticketing error at terminal  | 5                        |
| Fare refund not yet received | 2                        |
| No-show fee charged in error | 2                        |

- We investigated all comments from Central and North Coast customers regarding feedback related to additional charges. Customers were confused by the wait-list process and mistakenly believed they had been charged for wait-list bookings. We contacted these customers and clarified the process.
- Additional staff were added to the Customer Relations team to increase our capacity to process customer feedback, including requests for refunds.
- Some refunds for prepaid fares are not fully processed at the ticket booth, either due to employee error or technical issues. We process these refunds when customers contact us.
- In both cases of customers reporting being charged a no-show fee in error, our investigation found that the customer had not been charged, and had misunderstood the email they received post travel. We contacted these customers and provided them with information and clarity.



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2022: 34%)

| Complaint                                      | Number of complaints (n) |
|------------------------------------------------|--------------------------|
| <b>BC Ferries website/app</b>                  | <b>10</b>                |
| Ease of navigation/ease of finding information | 3                        |
| Online booking flow for Northern Routes        | 2                        |
| Account set up issues                          | 2                        |

- We evaluate customer feedback and revise the website on an ongoing basis to improve the customer experience.
- We assisted customers who had trouble setting up their accounts.

\*Note: 'n' values represent the count of complaints within each complaint area (customer service, fares etc.). 'n' values not represented within a complaint area are 'other' comments related to the complaint area that do not fit a common theme or category.

## FERRY ADVISORY COMMITTEES

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

BC Ferries holds two formal public meetings a year with the FACs to discuss local terminal and service issues. Additional meetings may take place on an as-needed basis to address operational concerns, and to gather input on specific projects (e.g., terminal development plans).

**Brentwood Bay/Mill Bay**

**Bowen Island**

**Campbell River/Quadra Island/Cortes Island**

**Chemainus/Thetis Island/Penelakut Island**

**Denman/Hornby**

**Gabriola Island**

**Langdale/Gambier/Keats**

**North and Central Coast**

**Northern Sunshine Coast**

**Salt Spring Island**

**Southern Gulf Islands**

**Southern Sunshine Coast**

**Tri-Islands (Port McNeill/ Sointula/ Alert Bay)**

## FAC ACTIVITIES

In Q4 Fiscal 2023, Ferry Advisory Committees were engaged in the following activities:

FAC meetings with:

- Campbell River/Quadra Island/Cortes Island
- Northern Sunshine Coast
- Gabriola Island
- Chemainus/Thetis Island/Penelakut Island
- Southern Gulf Islands

A follow up meeting was held with FAC Chairs to gather feedback on a triage system to ensure clear expectations around the timeliness of BC Ferries' responses to committee inquiries.

Met with FAC members from Southern Gulf Islands to plan community events for the spring.

## THEMES

In Q4 Fiscal 2023, discussions with Ferry Advisory Committee members included the following key themes:

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

**CUSTOMER ENGAGEMENT ACTIVITIES****Community drop-in sessions:**

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

- February 4 – Cortes Island
- February 4 – Quadra Island
- February 21 – Powell River (Northern Sunshine Coast)
- March 11 – Gabriola Island

The community drop-in session and FAC meeting originally scheduled for February 28 on Salt Spring Island were postponed due to weather.

**Community feedback opportunities:**

For routes where community drop-in sessions are not planned in conjunction with FAC meetings, community members have the opportunity to provide feedback via comment cards available at terminals and on vessels, as well as engage in comment boards online via their community pages. Community feedback opportunities took place in Q4 as follows:

- Chemainus/Thetis Island/Penelakut Island – March 27 - April 8

**Mayne Island Assisted Living Society:**

Members of the BC Ferries Community Relations and Operations teams met with representatives from the Mayne Island Assisted Living Society (MIALS) to discuss priority loading for the MIALS bus to assist seniors and other community members travelling to Vancouver Island for medical appointments. A process was established and the service launched April 2023.

**Swartz Bay Terminal Liaison Group:**

Members of the BC Ferries Community Relations and Operations teams met with representatives from the Swartz Bay Terminal Liaison group to discuss local terminal and service updates. The group consists of members from the Lands End Residential Association (LERA), BC Transit, Seaspam, Town of Sidney, Piers Island Improvement and the District of North Saanich.

In addition to the meeting, members of the community relations team and vessel crew hosted a celebration event for members of LERA to present the Senior Masters of the Spirit class vessels with a photo book in appreciation of the relationship established between BC Ferries and the association.

**Powell River Queen Retirement:**

A farewell event was held on Tuesday, January 17 for the *Powell River Queen*, which retired after 58 years of service in the fleet. The ship made its final sailing on Tuesday, January 17, 2023. BC Ferries employees, past and present, as well as the community had the opportunity to say goodbye on board the vessel as well as at Quathiaski Cove Terminal. Highlights of the vessels history were on display, along with a guest book for signing and cake for everyone to enjoy. Special announcements were also made on sailings throughout the day.

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.

Crofton Terminal Development Plan:

The Terminal Development team continues to refine plans for the Crofton terminal, and has been working with key stakeholders over Q4 to review plan options and gather input. The team also met with Halalt and Quw’utsun Nations on the plans to ensure First Nations concerns and interests are incorporated early on in the planning process.

|                       |                                                                                                                                         |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Purpose of engagement | Gather input on the draft options for a Terminal Development Plan for Crofton                                                           |
| Engagement activities | Meetings with Halalt First Nation, Municipality of North Cowichan and Paper Excellence                                                  |
| Key themes            | Traffic flow and safety, taking traffic off the roadways, First Nations archeology and cultural considerations                          |
| Next Steps            | Meet with Municipality of North Cowichan to discuss technical studies.<br>Work with Halalt First Nation to initiate archeology studies. |

## INDIGENOUS RELATIONS AND ENGAGEMENT

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

**In Q4 Fiscal 2023, Indigenous relations and engagement activities included consultations on specific terminal development projects, as well as general outreach as described on the subsequent page:**

## TERMINAL DEVELOPMENT PROJECTS

|                                                          |                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Campbell River Terminal Construction</b>              | BC Ferries continues to engage with We Wai Kum and Wei Wai Kai First Nations to discuss the start of the Campbell River terminal project and to inform the Nations about next steps in construction and development. These discussions are ongoing.                                       |
| <b>Crofton and Vesuvius Terminal Development</b>         | BC Ferries continues to engage with the Halalt First Nation and Quw'utsun Nation to discuss the proposed Crofton and Vesuvius terminal projects and work towards addressing First Nations' interests and concerns. These discussions are ongoing.                                         |
| <b>Denman East Terminal Development</b>                  | BC Ferries continues to engage with the K'ómoks First Nation with respect to the Denman East Terminal to discuss their concerns and future plans for Gravelly Bay treaty settlement lands. These discussions are ongoing.                                                                 |
| <b>Nanaimo Harbour and Gabriola Terminal Development</b> | BC Ferries deepened engagement with Snuneymuxw First Nation by 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. |
| <b>Swartz Bay Berth 5 Project</b>                        | To support the proposed upgrades to accommodate the new Salish vessel, we continued consultations with First Nations and agents of the Crown by addressing specific concerns and regulatory requirements. These discussions are ongoing.                                                  |
| <b>Village Bay Berth 1 Rebuild Project</b>               | BC Ferries continues working towards addressing the Tsartlip Nation's specific concerns and requirements with regards to Village Bay and other areas of Tsartlip's interest in BC Ferries' operations. These discussions are ongoing.                                                     |

**OUTREACH AND RELATIONSHIP-BUILDING**

|                                 |                                                                                                                                                                                                                                                        |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>K'ómoks First Nation</b>     | Continued discussion around the Nation's interests at our Denman East terminal, including cultural recognition and secured access to the foreshore adjacent to the terminal.                                                                           |
| <b>Halalt First Nation</b>      | In addition to project-focused engagement, BC Ferries and Halalt are discussing the elements of a future Relationship Protocol Agreement.                                                                                                              |
| <b>Malahat Nation</b>           | Meetings to discuss Swartz Bay Berth 5 Project, Malahat's interests in the Mill Bay terminal, and next steps for further relationship building.                                                                                                        |
| <b>Penelakut Tribe</b>          | Continued engagement with Penelakut Tribe on the protection of the sacred site at Preedy Harbour and the renaming of the <i>Kuper</i> vessel.                                                                                                          |
| <b>Snuneymuxw First Nation</b>  | Monthly working group meetings to implement the Relationship Protocol Agreement, including prioritization and work planning on issues of mutual importance.                                                                                            |
| <b>Tsartlip First Nation</b>    | Monthly working group meetings to implement the Relationship Protocol Agreement, including scoping the work ahead and discussing the resources required to achieve mutual goals.                                                                       |
| <b>Tsawout First Nation</b>     | Meetings to discuss Berth 5 Swartz Bay Project, cultural recognition and next steps for further relationship building.                                                                                                                                 |
| <b>Quw'utsun Nation</b>         | Quw'utsun Nation is the collective of Cowichan Tribes, Halalt First Nation, Lyackson First Nation, Penelakut Tribe, and Stz'uminus First Nation. BC Ferries is engaging the Nation in the context of both proposed projects and relationship building. |
| <b>We Wai Kai First Nation</b>  | Continued engagement on cultural recognition and employment priorities, particularly with respect to the Campbell River terminal development project.                                                                                                  |
| <b>Wei Wai Kum First Nation</b> | In addition to meeting to discuss the Campbell River terminal development, we have also begun to discuss the Nation's interests in cultural recognition in terminals and on the vessels.                                                               |

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

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

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

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

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

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

### How is the Overall Customer Experience Performance Score Calculated?

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

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

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

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

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

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

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

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

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

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

### VANCOUVER ISLAND - MAINLAND

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

### NORTHERN GULF ISLANDS

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

### SOUTHERN GULF ISLANDS

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

### SUNSHINE COAST

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

### MID AND NORTH COAST

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