

Feedback and Engagement Report

Quarter ended December 31, 2019 (Q3 Fiscal 2020)

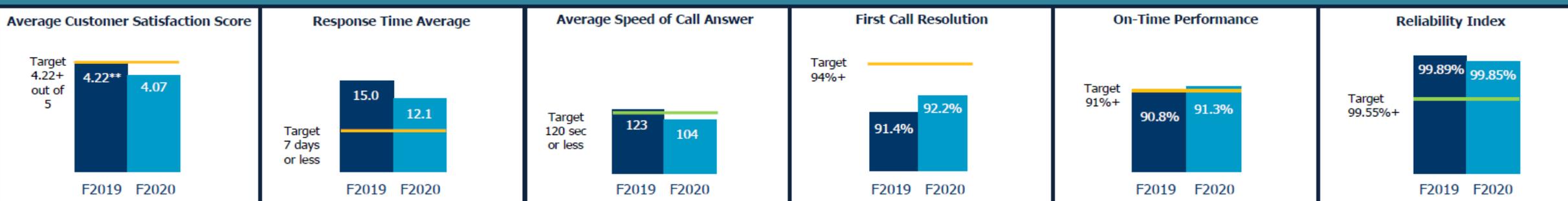
Part A: Customer Initiated Feedback and Customer Satisfaction Tracking

Overall Customer Experience

The Overall Customer Experience performance score is a single summary measure that is calculated using **eight different measures**[†] from four different information sources. A score of 100 means that BC Ferries' performance this quarter is equivalent to the average performance over the past four years (2015-2018). A score lower than 100 indicates a lower than average performance and a score greater than 100 indicates that this quarter's performance is better than average.



Current Performance Relative to Q3 Fiscal 2019 and Targets



*Due to a major redesign of the 2019 CST survey instrument, these scores do not have appropriate historical comparators. These two measures will contribute to the calculation of the Overall Customer Experience performance score beginning Q1 Fiscal 2021. The Net Promoter Score in Q3 ranges from -26 to +21. The score varies based on the data collection method: intercept, panel or on-line portal. Scores can range from -100 to +100.

**In F2019, intercept surveys were carried out on 5 additional routes (8, 12, 17, 18, 23) on top of the traditionally surveyed routes (1, 2, 3, 30, 4/5, 9, 19) resulting in an Overall Customer Satisfaction score of 4.23 in Q3. In F2020, based on the redesign of the customer satisfaction research program, intercepts are no longer conducted on these 5 routes. In order to compare YoY Overall Customer Satisfaction, the F2019 score has been modified to exclude the 5 additional routes, resulting in a score of 4.22.

BACKGROUND AND INTRODUCTION

In coordination with the redesign of BC Ferries' Customer Satisfaction Tracking (CST) Research Program, the quarterly Feedback and Engagement Reports are also undergoing a refresh. A new feature of the Feedback and Engagement Reports is the incorporation of an Overall Customer Experience performance score for the quarter.

The Overall Customer Experience performance score is derived from a composite measure that is calculated using six individual measures from three different information sources. Beginning in Q1 Fiscal 2021, two measures from the Customer Satisfaction Intercept Surveys will also contribute to the calculation of the composite score. For now, the measures used are:

Information Source	Measure	Relative Weight
Customer Satisfaction Intercept Surveys	Net Promoter Score*	n/a
	Average Customer Satisfaction Score*	n/a
Operational Data	On-Time Performance (OTP)	16.7%
	Fleet Reliability Index	16.7%
Customer Relations (ResponseTek)	Response Time Average	16.7%
	Percent Positive Feedback	16.7%
Customer Service Centre	Average Speed of Call Answer (ASA)	16.7%
	First Call Resolution (FCR)	16.7%

*Due to a major redesign of the 2019 CST survey instrument, these scores do not have appropriate historical comparators. These two measures will be used beginning Q1 Fiscal 2021.

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 cancelled due to mechanical issues related to the vessels or terminals, or crew availability.

BC Ferries senior staff selected these measures, 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 redesign.

An advantage to a composite score that is based on relative performance (i.e., current performance compared to historical performance), is that new sources of information and/or measures can be incorporated as they become available without impacting comparability between reports. This means that information from newly executed initiatives, like the "How Did We Do Today?" survey which is available through the ferryfeedback.ca portal, can be incorporated once enough historical data have been collected.

The Q3 Fiscal 2020 report is the first report to showcase an Overall Customer Experience performance score. Future reports will build on this improvement by calculating the same measure at the regional level and streamlining the look and feel of the reports.

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.

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.

Operational Circumstances Affecting Customer Experience

October 2019

- October 8 – Route 28, sailing delayed due to weather
- October 9 – Route 2, one sailing cancelled due to rudder issue
- October 10 – Route 11, *Northern Expedition* early departure due to weather
- October 14 – Route 2, customers loaded out of order, fares refunded for those not boarded
- October 14 – Route 11, *Northern Expedition* early departure and return cancellation due to weather
- October 15 – Route 11/17/24, cancellations due to weather
- October 18 – Route 12/21, cancellations due to mechanical issue
- October 19 – Route 2, one round trip cancelled due to injured employee (bow doors)
- October 20 – Route 22/24, cancelled sailings due to mechanical issue and sea state
- October 21 – Route 11, cancellations due to weather
- October 25 – Route 1/2/3/30, major weather incident resulting in multiple cancellations for the day
- October 26 – Route 1, continued weather impacts

November 2019

- November 1 – icePay payment system down 2.5 hours
- November 7 – Route 5, cancellations due to mechanical issue
- November 7 & 11 – Route 10/11, sailings delayed due to weather
- November 12 – icePay payment system down fleetwide
- November 16 – Route 23/24, cancellations due to weather
- November 22 – eBooking system down, bookings unavailable for four hours
- November 23 – Route 28, cancellation due to propeller damage
- November 24 – Route 2, last round trip cancelled due to weather
- November 26 – CRM system down 3 hours, no new bookings made
- November 29 to December 1 – Route 28, *Northern Sea Wolf* propeller damage

December 2019

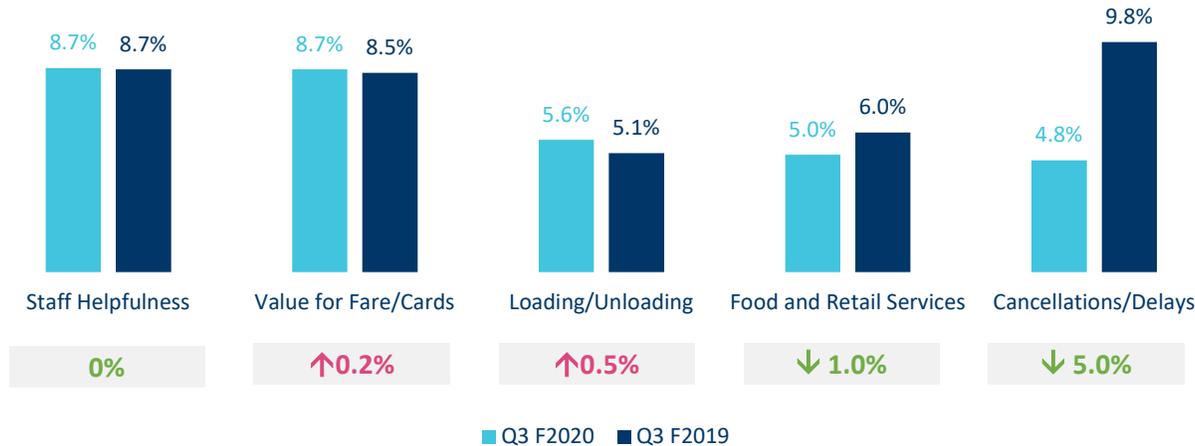
- December 6 – Route 2/3, RV sewage leak, caused 60 minute delay, L-Run cancelled for remainder of day, modified schedule posted
- December 7 – Route 2, first round trip cancelled due to vandalized life boat (reservations honoured on next sailing)
- December 9 – Route 11, *Northern Expedition* sailing cancelled due to weather
- December 10 – Route 11, *Northern Expedition* sailing cancelled due to weather
- December 11 – Route 17, passenger with medical issue, one round trip cancelled
- December 11 – Route 26, afternoon and evening sailings cancelled due to weather and sea state
- December 18 – Route 24/30, cancellations due to weather
- December 19 – Route 2/3, L-Run cancelled due to weather, modified schedule
- December 26 – Route 17/23/24, cancellations due to weather
- December 28 – Route 30, cancelled the last sailing due to fuel line repairs

Customer Initiated Feedback

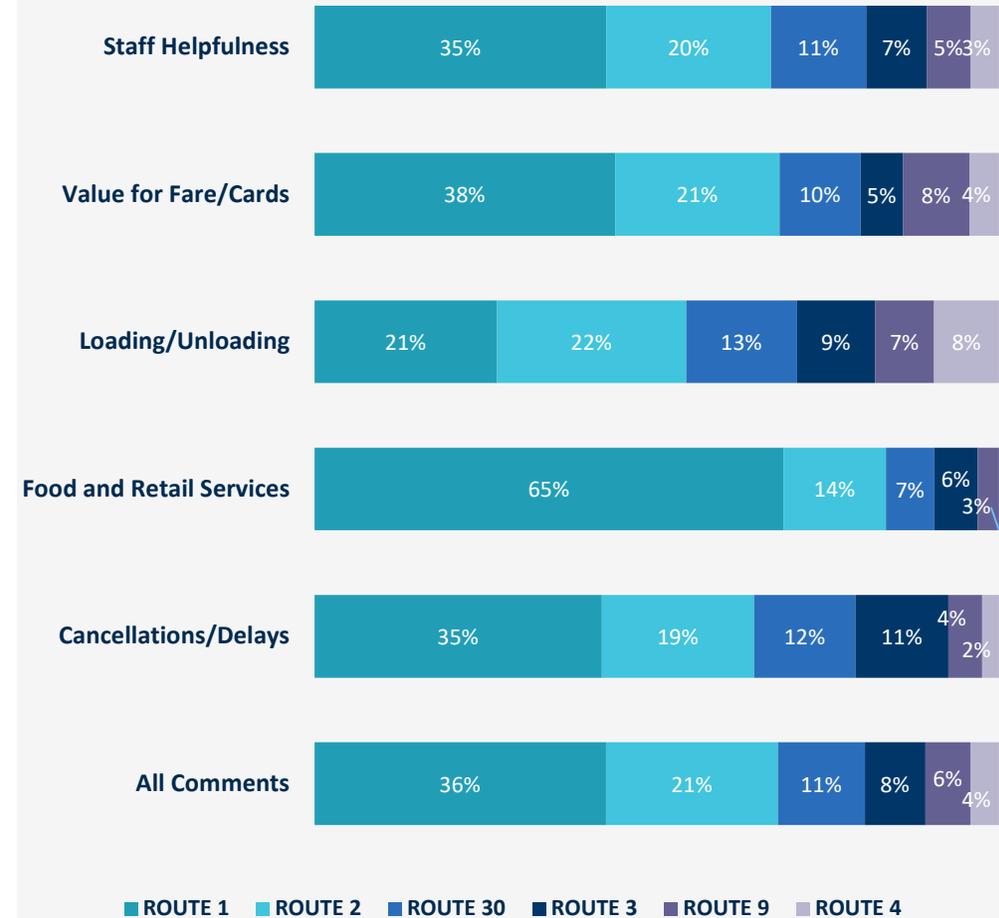
Top Five Customer Complaints

Complaint	Q3 F2020		Q3 F2019	
	Complaints (n=1211)*	% of Comments (n=2057)	Complaints (n=1598)*	% of Comments (n=2150)
1 Staff Helpfulness	179	8.7%	186	8.7%
2 Value for Fare/Cards	178	8.7%	183	8.5%
3 Loading/Unloading	116	5.6%	109	5.1%
4 Food and Retail Services	103	5.0%	128	6.0%
5 Cancellations/Delays	98	4.8%	211	9.8%

% of Comments



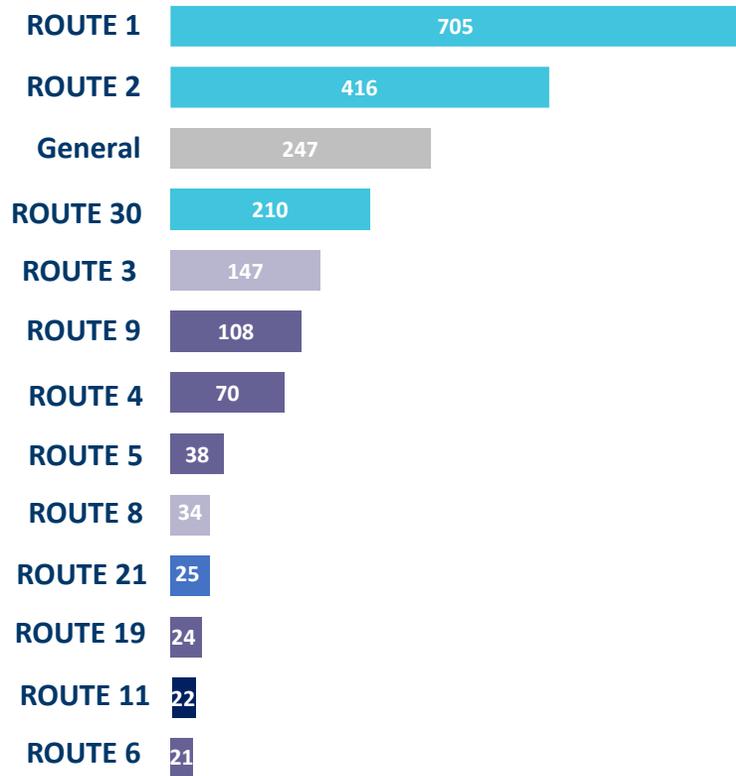
Comment Distribution by Route



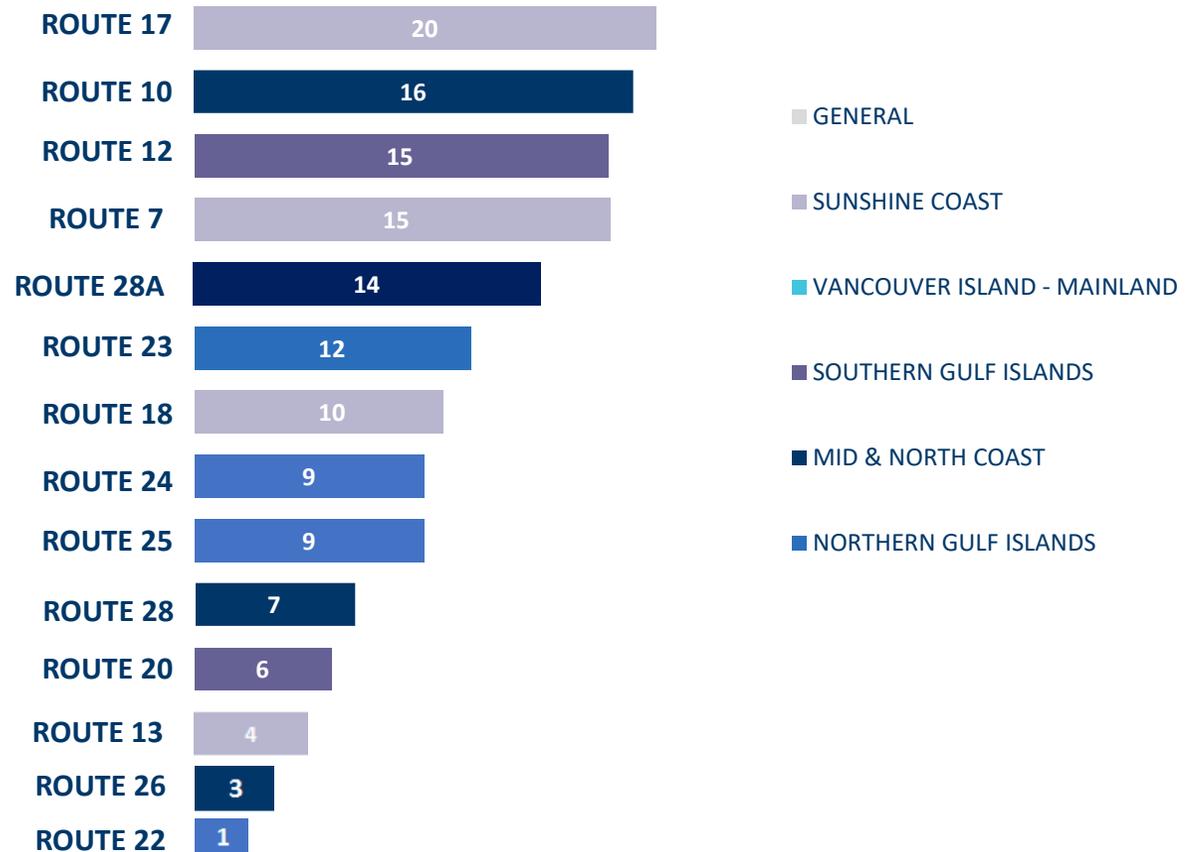
Comments in this analysis exclude General comments and comments for which no rating is provided
 *Complaints = "bad" or "poor" rating accompanied by a comment

Overall System Wide Comments by Route

Routes with >20 Comments



Routes with ≤ 20 Comments



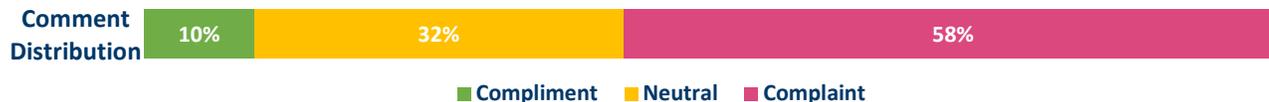
Regional Comments

Vancouver Island - Mainland:

62% of Total System Wide Comments Received

Complaint	Q3 F2020		Q3 F2019	
	Complaints (n=735)*	% of Comments (n=1269)	Complaints (n=807)*	% of Comments (n=1091)
1 Value for Fare/Cards	112	8.8%	97	8.9%
2 Staff Helpfulness	107	8.4%	104	9.5%
3 Food and Retail Services	79	6.2%	87	8.0%

'Vancouver Island – Mainland' Complaints as a % of All 'Vancouver Island to Mainland' Comments



Sample Customer Comments

Complaints (735)

- Customer wrote: "I find your fares unfair. Why do you charge a 12 to 16 year old adult fare when they can't even work yet and have no income? You've been giving free fares to seniors and most of them are receiving a pension. Somebody should really look at how you charge your customers. I find it unfair. Please review your rates so that families with kids can explore more of our province. Maybe a family rate? The rate is a hindrance for us to take our kids off the Island."
- Customer wrote: "The automated kiosk at Swartz Bay terminal approved a one-way ticket to Tsawwassen on my debit card but the ticket never printed and the machine read, 'Out of order - see attendant.' I purchased a second ticket on a different machine, however, both payments went through on my card. I need a refund for one please."
- Customer wrote: "I lack the words to properly express my anger and disappointment at being denied a ticket because my express bus arrived to the terminal ONE minute late. They saw us run off the bus towards the terminal and announced sales were closed as we approached. Meanwhile, cars were still loading. You guys have no problem holding a ferry ten minutes for a stalled vehicle with one person in it, but you can't extend walk-on passenger sales by two minutes to accommodate everyone on the late bus? This is very unfair and again, quite enraging. Now I get to wait for almost three hours because BC Ferries considers foot traffic second class citizens."
- Customer wrote: "I ordered a beef dip for dinner and unfortunately the beef was inedible. It had a strange smell and an unusual taste. I wonder if there is not a lot of demand for this dish and the sliced beef had been sitting for some time?"

Compliments (123)

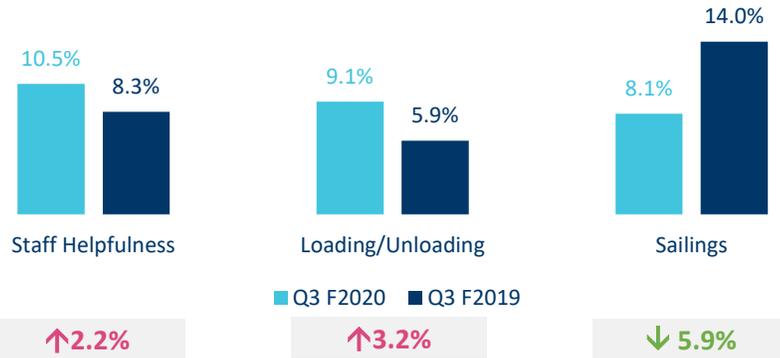
- Customer wrote: "It is with significant appreciation that my sister and I highly commend your employees with regard to two recent sailings. My sister is 89 years of age, and I am 95, so we hold your capable and courteous staff in high regard as we were treated with the utmost respect and efficient attentive consideration. Please advise your employees of this letter of appreciation, they are your most valuable assets!"

Regional Comments Sunshine Coast:

10% of Total System Wide Comments Received

Complaint	Q3 F2020		Q3 F2019	
	Complaints (n=144)*	% of Comments (n=209)	Complaints (n=323)*	% of Comments (n=387)
1 Staff Helpfulness	22	10.5%	32	8.3%
2 Loading/Unloading	19	9.1%	23	5.9%
3 Sailings	17	8.1%	54	14.0%

'Sunshine Coast' as a % of All 'Sunshine Coast' Comments



Sample Customer Comments

Complaints (144)

- Customer wrote: "Upon my incorrect selection of a lane to pay \$60+ dollars to use this commuter service, I was told in the most demeaning and overtly self-righteous manner, 'Out you go, you can't just jump the line'. I have no issue being told I am in the wrong, or that I needed to go back and change lanes, but the tone of the young lady and her attitude was absolutely unnecessary. I run my own business and deal with clients daily. If I spoke to my clients that way I wouldn't have any."
- Customer wrote: "I would like to mention that the loading at this terminal seems to always be an issue. This evening we were literally the last car on the ferry, even with a reservation. We were directed into lane six, the remainder of the reservations cars were in lanes seven and eight. These lanes were loaded first, and they began to load us next, and then we were stopped. Every other car was then loaded onto the ferry before us, even the vehicles that arrived after us without a reservation. It was an extremely frustrating situation, as we were forced to go on the lower deck with two small children where we are not allowed to stay in our vehicle."
- Customer wrote: "The Horseshoe Bay-Langdale sailing has a three hour gap. Three hours!! The 10:50 pm sailing still isn't late enough to get me home from a play or event in Vancouver, but creates too long of a gap when you miss the 7:50 pm sailing."

Compliments (15)

- Customer wrote: "I was heading to Horseshoe Bay from Langdale the other day and talking with a friend about how well the ferries are performing these days. Sure, the odd delay can't be helped, but on the whole the ferries run on time. Everything is smooth and efficient. I feel BC Ferries have been very responsive to the needs of passengers and the community. For instance, the ability to buy tickets at the gift shop is a great help in certain situations. The crew are always friendly and helpful – and your Christmas trees always bring a chuckle. Keep up the great work, folks!"

Comments in this analysis exclude General comments and comments for which no rating is provided
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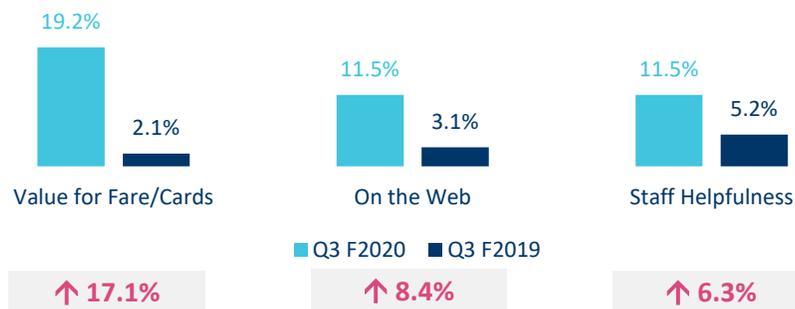
Regional Comments

Mid & North Coast:

3% of Total System Wide Comments Received

Complaint	Q3 F2020		Q3 F2019	
	Complaints (n=37)*	% of Comments (n=52)	Complaints (n=72)*	% of Comments (n=97)
1 Value for Fare/Cards	10	19.2%	2	2.1%
2 On the Web	6	11.5%	3	3.1%
3 Staff Helpfulness	6	11.5%	5	5.2%

'Mid & North Coast' Complaints as a % of All 'Mid & North Coast' Comments



Sample Customer Comments

Complaints (37)

- Customer called to inquire about a double charge that he discovered while filing his taxes. He traveled from Prince Rupert to Skidegate and return during November 2018 and was charged double the price for a round trip. The customer wanted to be refunded the extra fare.
- Customer wrote: "Please tell me why the North Coast sailing schedule is such a mess. There was a time when the North Coast had a schedule like all the other sailing locations. For some reason you have made such a hash out of things that I cannot tell when the boat is going out or coming back."
- Customer wrote to share his experience when travelling from Prince Rupert-Haida Gwaii with a Travel Assistance Program (TAP) form. The customer forgot his return TAP voucher and was very frustrated that the terminal employees were unable to charge his travel to TAP BC. The customer elected to pay for his travel but felt that his interactions with terminal employees were unnecessarily negative.

Compliments (3)

- Customer wrote: "We took the *Northern Expedition* from Port Hardy-Prince Rupert. This is more than a ferry - the journey was very good. It was smooth and we saw two whales, some dolphins and endless beautiful scenery. We checked in one day early to make our departure easier. We had booked seats in the Aurora Lounge - the seats were very comfortable and the lounge was very quiet with water available all day. We ate breakfast and dinner in the buffet and there was a wide selection of foods. Both meals were self-service and both were outstanding - especially the salmon and beef at dinner. The wines with dinner were also very good and the price was incredibly reasonable. We arrived on time, and the skill displayed by the crew to dock has to be applauded."

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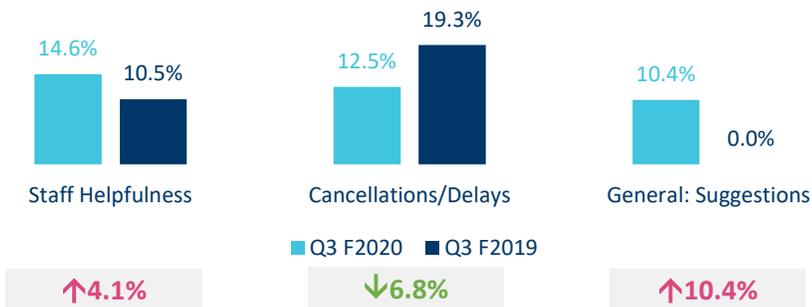
Regional Comments

Northern Gulf Islands:

2% of Total System Wide Comments Received

Complaint	Q3 F2020		Q3 F2019	
	Complaints (n=29)*	% of Comments (n=48)	Complaints (n=44)*	% of Comments (n=57)
1 Staff Helpfulness	7	14.6%	6	10.5%
2 Cancellations/Delays	6	12.5%	11	19.3%
3 General: Suggestions	5	10.4%	0	0.0%

'Northern Gulf' Complaints as a % of All 'Northern Gulf' Comments



Sample Customer Comments

Complaints (29)

- Customer wrote: "I would like to lodge a complaint about a particular BC Ferries employee who I feel has crossed the line of unprofessional and unacceptable behavior towards me. I find him to be aggressive, rude and instigating."
- Customer wrote: "It seems that the ferry between Port McNeill-Alert Bay-Sointula is frequently late with the reason being 'overloads/trying to fit as many on as possible.' While this may make a couple extra vehicles happy at the time, it inconveniences everyone for the rest of the day when the ferry is late for every run after that. Yesterday it was late for at least five trips into Sointula and Alert Bay. Possibly 100-200 people were inconvenienced and possibly two to five were happy they got on and made the ferry late for the rest of the day."
- Customer wrote: "Can someone please contact me and explain how a 12 year old child can be charged an adult fare? A 12 year old child is not an adult."

Compliments (3)

- Customer wrote: "A huge thank you to the BC Ferries crew. They are doing a stellar job facilitating all the extra cars parking in Buckley Bay and all the foot passengers coming to our fair. It is so nice to know we can count on them to make the experience enjoyable for our guests."
- Customer wrote: "I would like to thank the crew of the *Baynes Sound Connector*, as well as the cashiers of the Buckley Bay ticket booth, for holding the 3 pm sailing for my kids. They were in despair as they were trying to get to their mother so they could be by her side for the little bit of time that we had left with her. Thank you with all my heart and God bless. My partner also wanted to thank you."

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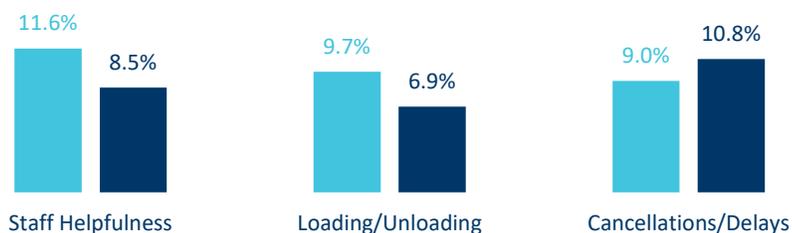
Regional Comments

Southern Gulf Islands:

13% of Total System Wide Comments Received

Complaint	Q3 F2020		Q3 F2019	
	Complaints (n=176)*	% of Comments (n=267)	Complaints (n=203)*	% of Comments (n=260)
1 Staff Helpfulness	31	11.6%	22	8.5%
2 Loading/Unloading	26	9.7%	18	6.9%
3 Cancellations/Delays	24	9.0%	28	10.8%

'Southern Gulf' Complaints as a % of All 'Southern Gulf' Comments



↑3.1%

↑2.8%

↓1.8%

■ Q3 F2020 ■ Q3 F2019



■ Compliment ■ Neutral ■ Complaint

Sample Customer Comments

Complaints (176)

- Customer tweeted: "I'm on the *Queen of Cumberland* from Mayne Island to Swartz Bay just now. Staff closed the food area and put up a sign about taking a short break. They sat and talked the entire crossing and it never opened."
- Customer wrote: "Hi, I sailed from Tsawwassen to Fulford Harbour via Swartz Bay with a thru fare. The ferry was late and they made me go off last. I got to the ticket booth at 6:56 pm and they told me it was too late. I got my ticket, it said 6:57 pm. I went into lane 33 and walked down to the ferry to watch the *Skeena Queen* depart. There was room on it. I went to the terminal manager to complain and he was very rude to me and brushed me off. I would like a full refund please."
- Customer wrote: "Trying to make a connection in Victoria is seemingly impossible when the ferry is 20 minutes late departing Fulford Harbour. It's the difference between getting to Vancouver at 12:30 pm or 2:30 pm which makes a big difference - especially because the only other option is a milk run that takes over three hours. Going to Long Harbour from Vancouver, my ferry was also delayed 30 minutes. As a walk on, this meant standing outside in the cold for additional time in an area with no washrooms. Obviously I understand there are many moving parts to making the ferries work on time but it is disrespectful of people's time to be constantly departing late."

Compliments (24)

- Customer wrote: "I wanted to send a quick note to thank your great staff on the Brentwood Bay-Mill Bay ferry route. I just took the ferry from Brentwood Bay and your staff immediately observed and notified me that my front tire was almost flat. Special thanks for taking the time to put some air in en route before arriving in Mill Bay so that I could safely make it into town to get it checked out by a tire shop. This little observation and care probably prevented me from being stranded on the highway somewhere en route to visit my mom in hospital up in Nanaimo - much appreciated. Please pass on my huge thanks to the crew."
- Customer wrote to thank an employee who was able to help her while she was feeling seasick during the crossing from Tsawwassen to Long Harbour in adverse weather conditions.

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Regional Comments General (No Route Specified):

10% of Total System Wide Comments Received

Complaint	Q3 F2020		Q3 F2019	
	Complaints (n=89)*	% of Comments (n=207)	Complaints (n=149)*	% of Comments (n=258)
1 Value for Fare/Cards	26	12.6%	24	9.3%
2 General: Suggestions	19	9.2%	0	0.0%
3 On the Ship	11	5.3%	11	4.3%

'General' Complaints as a % of All 'General' Comments



Sample Customer Comments

Complaints (89)

- Caller was dissatisfied that past and present military members would not have their vehicle travel covered on November 11, only their passenger fare.
- Customer wrote to inquire about the refund for their reservation fee due to weather cancellations in October. They wanted to know when the refund would be processed as they had not yet received it.
- Customer wrote regarding the renaming of the *Island Sky* to the *Malaspina Sky*. The customer believes that BC Ferries did not give the new name enough thought and said BC Ferries should have changed the name to something reflective of the local Indigenous Peoples.
- Customer wrote: "Please make sailings more pet friendly and improve pet areas. More people are utilizing them with the closure of the lower decks. Many are uncomfortable, cramped, and not large enough to accommodate the demand. Also, better access to washroom services would be nice since we can't always leave our pets in the cages."

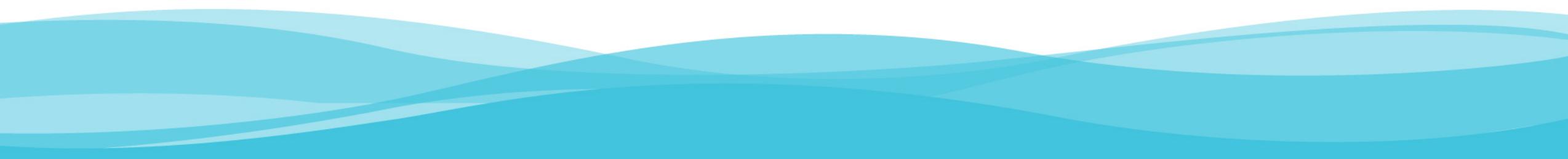
Compliments (39)

- Customer wrote: "I just wanted to let you know that one of your associates went above and beyond for me yesterday when dealing with the big wind storm. She called me in the morning to tell me about the cancellations at Horseshoe Bay. She then made a reservation for me on the 6 pm sailing from Tsawwassen-Swartz Bay as well as a reservation at the last minute to get on the ferry to Long Harbour. I would not have gotten home last night if it weren't for her. I've been telling people about my 'travel angel.' Please let your employee know how much I appreciated it yesterday."

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Customer Satisfaction Tracking (CST)

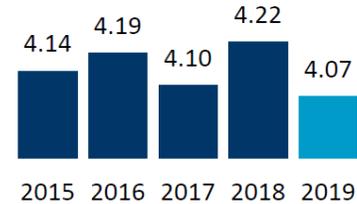
Wave 3 Results - Fiscal 2020



Customer Satisfaction Tracking – Wave 3, November 2019



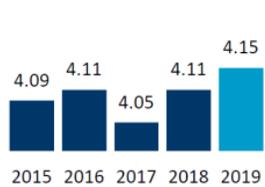
-2% Year over Year (YoY)



4.07



-0.15
FROM
2018



4.15



+0.04
FROM
2018

Onboard satisfaction

88.6% of customers reported to be satisfied



4.03



-0.01
FROM
2018

Terminal satisfaction

82.9% of customers reported to be satisfied



4.11



+0.16
FROM
2018

Ferry running on time

85.7% of customers reported to be satisfied



3.30



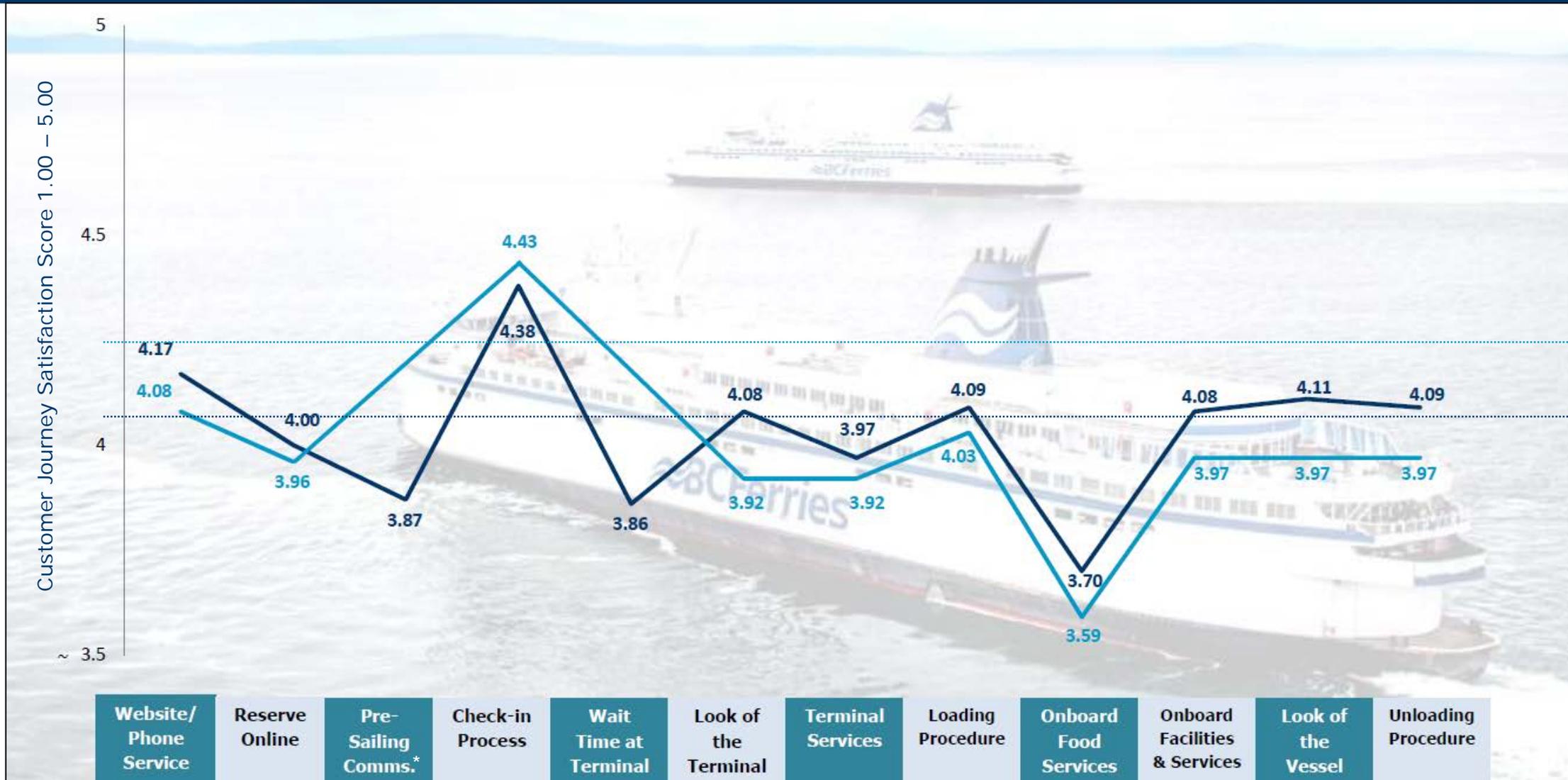
+0.10
FROM
2018

Value for money of fares

49.8% of customers reported to be satisfied

Customer Journey Satisfaction

– Wave 3, November 2019



Overall Customer Satisfaction
Actual
Q3 F19:
4.22

Overall Customer Satisfaction
Actual
Q3 F20:
4.07

■ F19 Q3 Customer Journey Satisfaction ■ F20 Q3 Customer Journey Satisfaction *Comms = Communication

Note: Pre-sailing comms & Wait Time at the Terminal are net new to the survey. The journey map themes were developed using the F20 redesigned CST survey instrument. Therefore, not all the themes are supported when using F19 data. In Q1 F21 we will be comparing like for like data for all points in the customer journey.

Overall Customer Satisfaction:

- Passengers travelling Routes 2, 5/9 and 30 were most satisfied with their *overall* experience
- Route 3 passengers were the least satisfied: 3.96 (-0.26)
- *Ferry running on time* (4.11) and *ability to get onto desired sailing* (4.04) were primary drivers of satisfaction

Decreases

Quality and variety of merchandise at the terminal: 3.62 (-0.24)

- Tsawwassen and Duke Point drove the decrease in overall satisfaction for this measure

Increases

Value for money of fares: 3.30 (+0.10)

- Largest increases in this measure were on Routes 2 (3.24, +0.27 YoY) and 5/9 (3.58, +0.15 YoY)

Overall appearance inside the terminal you left from: 4.09 (+0.25)

Announcements when you needed to be informed: 4.04 (+0.23)

- These measures represented the largest year over year increases in terminal satisfaction

Ease of finding facilities and services on board: 4.18 (+0.30)

- Passenger deck layouts and wayfinding on new and upgraded ferries may be contributing to this increase

Pet area (on-board): 3.07 (+0.52)

- Improvements to pet areas continue to positively impact scores

Comment Summary and Actions Taken



Feedback

Communication issues, ticketing errors, misunderstandings, inappropriate behaviour by employees, call wait times, long wait times at the terminal and the inability to secure reservations all lead to customer dissatisfaction.

Customer service improvements are identified through shared employee experiences and ongoing customer feedback (complaints, compliments and suggestions) received through all comment channels: letters, emails, phone calls, tweets, Facebook posts, Instagram, Customer Satisfaction Tracking (CST) and the online feedback form.

Actions taken:

- Customer feedback continues to be shared with the appropriate onsite management team so they can provide coaching opportunities when needed, and recognize those employees who receive positive customer comments.
- Front line staff provide customers with information to assist with familiarization of the process and procedures to avoid future misunderstandings.

As a result of the above efforts and a continued focus on service, complaints about staff helpfulness decreased by four per cent compared to the same quarter in the previous year:

- Q3 Fiscal 2020 = 179
- Q3 Fiscal 2019 = 186

It is understood that customers are more likely to share their negative experiences with BC Ferries than their positive experiences. Due to continued improvements in customer service, the number of staff compliments received for “On the Ship: Staff Helpfulness” exceeded complaints during Q3 Fiscal 2020 where 63 compliments were reported versus 33 complaints.

Value for Money of Fares

Overall fare/card feedback for Q3 Fiscal 2020 is up 53 per cent compared to the same time last year. Key areas of concern were related to perception of value for fares paid, weather related refund requests, ticketing errors, and questions regarding the BC Ferries Experience™ Card and Assured Loading Card use and policies.

Feedback in relation to discount fares/promotions tends to arise from customers requesting reduced fares after travel, including those offered to BC Seniors, customers travelling on the Travel Assistance Program (TAP) and holders of Disabled Status Identification (DSI) cards, due to documentation not being presented upon arrival at the ticket booth.

October 25, 2019 weather-related cancellations on the Tsawwassen-Swartz Bay, Tsawwassen-Duke Point and Horseshoe Bay-Departure Bay routes, as well as a modified schedule on the Horseshoe Bay-Langdale route, led to a significant increase in refund requests as customers who did not receive their refunds at the terminal contacted Customer Relations at a later date.

Ticketing errors customers experienced were primarily related to the wrong number of passengers charged, incorrect passenger type (adult, senior or child) and vehicle type (commercial or standard) chosen, as well as inaccurate vehicle length and double charges.

The average response time for Q3 Fiscal 2020 was 12 days compared to 15 days for Q3 Fiscal 2019. Response time remained higher than the seven day target due to the time involved in researching and processing fare error related files.

Actions taken:

- Customers who report ticketing errors (passenger number and type, vehicle length and type) are asked to submit their receipts for investigation with adjustments made on a case-by-case basis. Customers are encouraged to check their receipts prior to travel so that details can be verified and errors can be corrected immediately.
- Suspected ticket agent errors and information technology issues involving payment systems are reported to appropriate departments for immediate resolution.
- Weather related refund requests submitted after planned travel date are processed on a case-by-case basis once the receipt has been provided by the customer.

Loading/ Unloading Order

Some customers travelling with reservations expect to be loaded and offloaded first, while those travelling without reservations expect to be loaded and offloaded in the order of arrival at the terminal. It is not logistically possible to load and offload customers, reserved or not, in the order of arrival as accessibility requests, vessel balance, vehicle deck layout and vehicle types must be taken into account. Customers with reservations can be left feeling that their reservation was of no benefit when they are not loaded as they expect, while customers without reservations express frustration that they are often loaded after customers with reservations, despite arriving before them.

Actions taken:

- Terminal, vessel and Customer Care staff explain to customers the service afforded by reservations, which includes a guarantee of loading on the reserved sailing provided check-in times are met. In the interest of making future travel more enjoyable, staff ensure that customers understand that reservations do not guarantee a particular loading or offloading order.
- Employees also speak with non-reserved customers to ensure they understand loading and offloading procedures in order to manage their expectations and ensure future travels go smoothly.

Accessibility Requests

Customers who request and require elevator access on the vehicle deck express frustration when their needs are not met.

Actions taken:

- When possible, onboard staff assist customers who require assistance to exit their vehicles and make their way to the passenger decks. This may involve moving other vehicles in order to clear a path to the elevator.
- Customers must be able to exit their vehicles and access the passenger decks. Customer concerns are investigated and shared with the appropriate terminal and vessel management, and learnings are applied where appropriate in order to improve procedures or provide individual staff coaching.
- Customers who are unfamiliar with BC Ferries' procedures are provided with information on how to request elevator access and to ensure they are parked appropriately on the vehicle deck.

Closed Vehicle Deck

Transport Canada's regulation requiring customers to exit their vehicles on closed vehicle decks during the voyage continues to result in customers having expectations related to how they are loaded, where they are placed on the vehicle deck, and how they are discharged. When customers are not loaded as expected, it is perceived as a customer service failure. Requests from those travelling with medical issues that prohibit them from leaving their vehicle and customers who prefer to remain with a pet in their vehicle can present accommodation challenges for staff at the terminal and on board due to the volume of requests received for any given sailing and the volume of existing traffic at the terminal.

Actions taken:

- Consistent messaging, better customer understanding of the regulation and stabilization of the loading process have all successfully contributed to a 15 per cent decrease in feedback received during Q3 Fiscal 2020 compared to Q3 Fiscal 2019.
- Customers may request upper deck access upon arrival at the terminal. Those who cannot be accommodated are given the opportunity to wait for the next available sailing.
- Crew continue to speak with customers who remain in their vehicle on the lower closed vehicle deck.

Food Selection & Quality

Customers have expectations about the food they purchase on board the vessels and when they are dissatisfied they expect to be reimbursed. Customers continue to request menu items that meet specific dietary requirements, particularly vegetarian and vegan entrées. Complaints about food tend to fall into one of two categories: food menu and selection, and food preparation.

Actions taken:

- Customers who are dissatisfied with their purchase are invited to speak with staff on board for immediate resolution. Those who do are offered either a refund or a replacement item prepared to their liking.
- Customers who contact Customer Relations after travel are provided with information on addressing such concerns at the time of travel so that any future complaints can be resolved immediately. When warranted, customers are provided refunds or food service vouchers for future use.
- Vegan and vegetarian options are available and, upon request, some menu items can be modified to accommodate a vegetarian diet. The Company is continuously exploring new options to meet special dietary requirements, however, with limited galley space must also be mindful of offering items that appeal to a wide variety of tastes.
- On October 16, 2019 BC Ferries introduced the Beyond Meat Burger on the routes operating between Metro Vancouver and Vancouver Island as well as the Horseshoe Bay-Langdale route. Following a trial period it was determined that customers prefer the classic veggie burger, resulting in the Beyond Meat Burger being removed from the menu on January 15, 2020. The Beyond Meat Burger may return as a feature burger at a later date.
- Beer and wine were added to the Pacific Buffet menu October 24, 2019 on select sailings between Tsawwassen and Swartz Bay. Customers 19 years of age and older dining in the Pacific Buffet on the *Spirit of Vancouver Island*, the *Spirit of British Columbia* or the *Coastal Celebration* now have the opportunity to purchase one alcoholic beverage to enjoy with their meal. This is the first time beer and wine is being offered on sailings serving Metro Vancouver and Vancouver Island. The trial will continue for one year to allow time to evaluate the pilot and determine its success.
- Feedback relating to menu suggestions is shared with the food and retail management team to assist with menu planning, and feedback regarding food preparation is shared with the Catering Superintendents and onboard managers to ensure best practices are followed.

Ambiance & Experience

Customers experiencing the Pacific Buffet, Coastal Café, Seawest Lounge, Arbutus Coffee Bar and Sitka Coffee Place expect good customer service in a pleasant and relaxing environment. Complaints regarding ambiance generally involve the behaviour of other customers while customer service complaints generally stem from interactions with employees.

Actions taken:

- Customers service related complaints are shared with appropriate managers for internal review and follow up.
- Complaints regarding other customers often involve popular sailing times when many customers are travelling. While limited action can be taken to minimize the frustration associated with busy travel times, customers are provided with information on ways to make their sailings more enjoyable in the future. These may involve travelling on less popular sailings and speaking with staff on board to address situations in the moment.
- Some Seawest Lounge customers raise concerns when the space is not quiet as expected. Customers entering the lounge are informed of the quiet nature of the space and are asked to leave in order to make telephone calls or conduct any other noise-producing activities. Relevant feedback is shared with onboard management to ensure concerns are addressed in the moment and a voucher for complimentary entry upon their next visit to the Seawest Lounge may be provided when appropriate.

Service Interruptions

While overall feedback related to Cancellations/Delays increased by 29 per cent in Q3 Fiscal 2020 in comparison to Q3 Fiscal 2019, the number of complaints decreased by 54 per cent:

- Q3 Fiscal 2019 = 211 complaints out of 237 comments
- Q3 Fiscal 2020 = 98 complaints out of 305 comments

The comment increase can be credited to a number of weather-related cancellations that occurred in Q3 Fiscal 2020, most notably a series of Major Routes cancellations on October 25, 2019 which caused a spike in refund requests from customers who were unable to travel. The majority of these requests were neutral in nature, driving up overall comments received but not affecting the number of complaints.

High winds on October 25, 2019 caused the cancellation of several sailings on the routes serving Tsawwassen-Swartz Bay, Tsawwassen-Duke Point, Horseshoe Bay-Departure Bay, Horseshoe Bay-Langdale and Swartz Bay-Fulford Harbour. The majority of the cancellations occurred on the Tsawwassen-Swartz Bay route, where seven round trips out of the planned 12 were cancelled. Three quarters of all feedback received regarding cancellations for Q3 Fiscal 2020 was in relation to these cancellations.

Actions taken:

- Due to the changeable nature of weather, cancellations were announced throughout the day as each sailing was assessed individually. Employees kept customers at each terminal updated as the information was received.
- Digital signage at all terminals was updated as cancellations occurred and information was sent out via Service Notices, Travel Advisories and Twitter.
- Some customers chose to depart the terminals when the cancellations began while others chose to remain. Customers leaving the terminals were given the opportunity to receive an immediate refund while others chose to depart without a refund and submitted their request with receipt to Customer Relations at a later date.
- Customers who were reserved on cancelled sailings were contacted before their sailing, time permitting, to inform them of the cancellation.
- Reservation fees for all cancelled sailings were refunded.
- On October 26 the *Coastal Celebration* completed an extra round trip between Tsawwassen and Swartz Bay in order to assist with higher traffic volumes.

November 16, 2019 all sailings between Campbell River-Quathiaski Cove (Quadra Island) were cancelled due to high winds, beginning with the 7:00 pm sailing departing Quathiaski Cove and continuing for the remainder of the night. In total, five round trips were cancelled. On the route serving Quadra-Cortes Islands, all but the 9:05 am and 3:05 pm sailings from Heriot Bay (Quadra Island) to Whaletown (Cortes Island) were cancelled.

Actions taken:

- Employees kept customers at Campbell River terminal updated.
- Digital signage at all terminals was updated as cancellations occurred.
- Information was sent out via Service Notices, Travel Advisories and Twitter.
- Service resumed the following day with the 6:15 am sailing to Campbell River and the 7:50 am sailing to Heriot Bay (Quadra Island).

Service Interruptions

The *Northern Sea Wolf* struck a log November 22, 2019 on the way to Ocean Falls. Due to the time needed to complete repairs, the availability of drydock facilities and the planned upcoming Spring 2020 refit period for the vessel, it was decided to incorporate the repairs and the refit, moving the refit ahead.

Actions taken:

- Immediately following the log strike, the scheduled sailing from Shearwater-Bella Coola was cancelled as were the sailings the following week (November 30-December 1, 2019) from Bella Coola-Shearwater. Affected customers were provided with alternate complimentary travel.
- All customers reserved for November 30-December 1, 2019 sailings were contacted and offered water taxi service on their original travel date or reservations on the next scheduled sailing the following week.
- The *Nimkish* was put in place for service on the Central Coast Connector effective December 6, 2019 and continues to provide service on the route on a modified schedule until the *Northern Sea Wolf* returns in May 2020.
- All customers booked to travel on the *Northern Sea Wolf* have been accommodated on the *Nimkish*.

On November 26, 2019 a hydraulic hose that operates the apron at Denman East terminal ruptured, rendering the apron inoperable. The vessel was at Denman East terminal at the time and due to tides and traffic levels completed one trip to Shingle Spit (Hornby Island) where it tied up for the evening. The last two round trips of the evening were cancelled.

Actions taken:

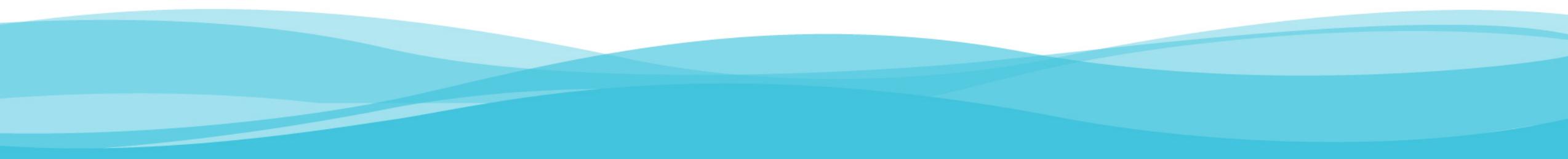
- A terminal maintenance team attended Shingle Spit and repairs were completed at approximately 7:30 pm
- Customers arriving at Buckley Bay terminal were informed of the cancellations so they were aware before travelling to Denman Island where they would be unable to reach their final destination.
- Digital signage at affected terminals was updated.
- Information was sent out via Service Notice and Twitter.
- Customers unable to return home due to the cancellations were asked to contact Customer Relations for reimbursement on a case-by-case basis.
- Service resumed the following day with the 7:30 am sailing departing Shingle Spit.

Customers submitted 119 General comments, consisting of company information (57), community issues (38) and environment (24).

Actions taken during Q3 Fiscal 2020 in reference to other areas of the business:

- The *Skeena Queen* entered refit on October 28, 2019 with an expected return to service mid-March 2020. During its absence the *Queen of Cumberland* provided service from October 28 through December 19, 2019 while the *Bowen Queen* operated on the route between December 20, 2019 through January 1, 2020. During this time the *Queen of Cumberland* provided service between Swartz Bay-Southern Gulf Islands, where the greater capacity was required for holiday travel. The *Queen of Cumberland* returned to service on the Swartz Bay-Fulford Harbour route on January 2, 2020. During this refit period the *Salish Raven* replaced the *Queen of Cumberland* on the Swartz Bay-Southern Gulf Islands route.
- The renaming of the *Island Sky* to the *Malaspina Sky* was announced October 24, 2019 in preparation for the arrival of the first two Island Class vessels in January 2020.
- On November 6, 2019, BC Ferries announced it had awarded Damen Shipyards Group the contract to construct four more hybrid electric Island Class vessels. The vessels are scheduled to enter service in 2022 on the Campbell River-Quadra Island and Nanaimo Harbour-Gabriola Island routes.
- The first two Island Class vessels departed Constanta, Romania on November 20, 2019 for British Columbia on a semi-submersible vessel.
- The fuel surcharge of 1.5 per cent was removed on December 17, 2019.
- The comment/passenger ratio is five in every 10,000 customers who travelled on board, submitted feedback.

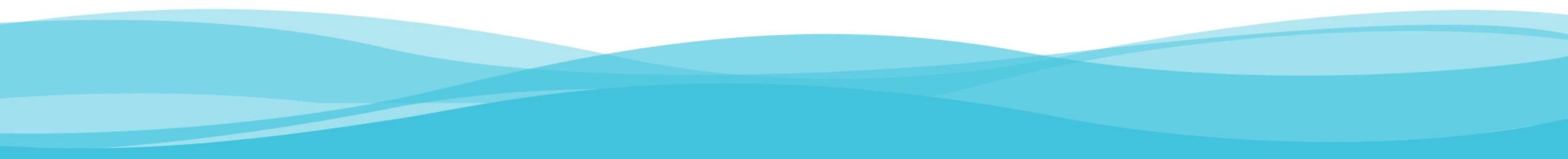
Part B: Engagement Activities



Engagement Activities

- BC Ferries actively engages stakeholders to improve service and ensure the ferry system remains responsive to the evolving needs and expectations of the communities it serves.
- As detailed in the following pages, engagement activities are commonly conducted through the following channels:
 - Meetings and liaison activities with 13 Ferry Advisory Committees (FACs)
 - Engagement to support projects and initiatives
 - First Nations engagement, including engagement to support projects and initiatives

Ferry Advisory Committees



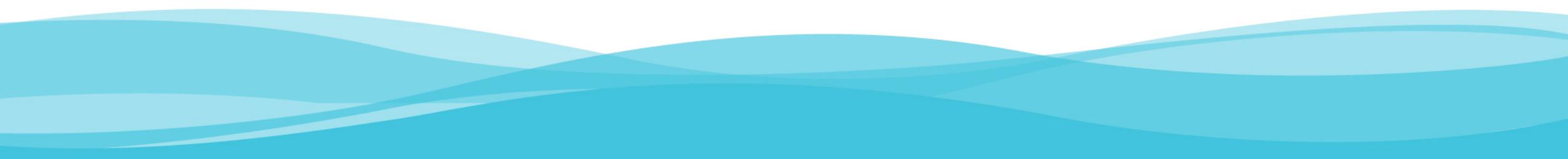
Fiscal 2020 Ferry Advisory Committee (FAC) Meetings

- BC Ferries has meetings twice yearly with FACs to discuss local terminal and service issues. The next regularly scheduled meetings with the FACs will be in May 2020. The 13 committees are:
 - Southern Gulf Islands
 - Chemainus / Thetis Island / Penelakut Island
 - Salt Spring Island
 - North & Central Coast
 - Northern Sunshine Coast
 - Southern Sunshine Coast
 - Brentwood Bay / Mill Bay
 - Gambier / Langdale / Keats
 - Bowen Island Municipality
 - Gabriola
 - Campbell River / Quadra Island / Cortes Island
 - Tri-Island (Port McNeill / Sointula / Alert Bay)
 - Denman / Hornby
- Marine and Terminal Superintendents meet with FACs in between the semi-annual FAC meetings to address topics such as staging, loading/unloading, and general frontline customer service.
- Applicable BC Ferries representatives may meet with FACs for specific topics such as temporary vessel changes, specific projects and other timely issues on an as-needed basis.

Common FAC Themes/Improvements

- BC Ferries is continually seeking ways to improve customer communications and the sharing of information.
- Common Themes:
 - Growing interest and support in implementing a reservation process for inter-island routes
 - Exploring opportunities to address traffic queuing on local road networks near terminals
 - Discussing options for growing demand of 'unique customer' needs (e.g., medical travel, commuters, health providers coming to islands, etc.)
 - Exploring pilot projects to address unique demand/needs of communities
- During Q3 Fiscal 2020, efforts included:
 - 12 face-to-face meetings with FACs
 - Working with Denman/Hornby FAC to develop a plan to replace plasticized cables and to communicate specific aspects of this plan to the community
 - Working with Gabriola FAC to reduce the noise impact of vessel announcements on terminal neighbours

Engagement to Support Projects and Initiatives



Community Engagement Activities

- BC Ferries acknowledges that people affected by a major decision should, whenever possible, be invited into the decision-making process in some capacity.
- BC Ferries considers their input and, where possible, incorporates it into future planning.
- The following pages detail BC Ferries' community engagement activities during Q3 Fiscal 2020 for the following projects:
 - Horseshoe Bay Terminal Development Planning
 - Minor Terminal Development Planning

Horseshoe Bay Terminal Development Planning

- **Purpose of engagement:** to gather employee and public input that informs the creation of the Terminal Development Plan for Horseshoe Bay.
- **Engagement** on a phased draft terminal design concept continued in Q3 Fiscal 2020.
- **Engagement activities** in Q3 Fiscal 2020 included online engagement, engagement onboard vessels on Routes 3 and 8, stakeholders workshops (Horseshoe Bay, Bowen Island communities, Ministry of Transportation and Infrastructure and FACs), a community open house in Horseshoe Bay village, and presentations to District of West Vancouver Council, Bowen Island Municipal Council, the Sunshine Coast Regional District Board Transportation Committee, and the Sunshine Coast and Bowen Island FACs.
- **Next steps:** Engagement feedback is being compiled into an engagement results report and supporting infographic that will be released to the public in the coming months.

Terminal infrastructure is
aging



The terminal's infrastructure will soon be in need of replacement, making this a good time to explore how the terminal can be improved.



The terminal is at
capacity

The current terminal is at capacity, making it difficult and sometimes uncomfortable for our customers to travel and for our Horseshoe Bay neighbours to fully enjoy their community.



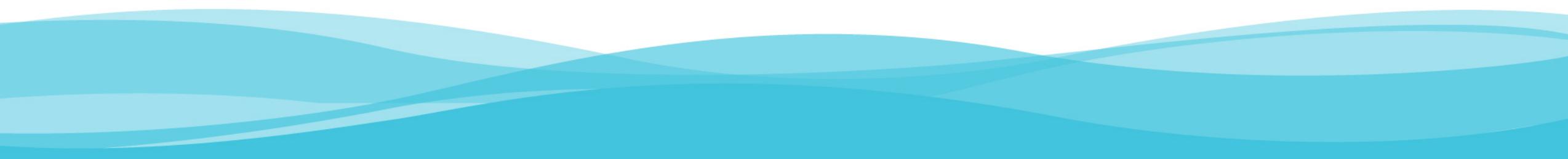
Technology & travel patterns are
changing

Transportation in the region is changing quickly, we need to keep pace by planning for new technology and how new generations are shifting their modes of travel.

Minor Terminal Development Planning

Terminal Development Plan (TDP)	Engagement Activities	Phase of Engagement	Major Themes from Engagement	Next Steps
<p>Crofton</p>	<ul style="list-style-type: none"> Stakeholder meeting and public information session October 29, 2019; presented refined draft concepts for feedback 	<p>Options Development (Q3 Fiscal 2020)</p>	<p>Traffic safety and parking concerns, impact on terminal neighbours, terminal connectivity with the town and sea walk</p>	<p>Draft TDP (Occurring Q4 Fiscal 2020)</p>
<p>Vesuvius</p>	<ul style="list-style-type: none"> Stakeholder meeting and FAC meeting November 7, 2019; presented refined draft concepts for feedback 	<p>Options Development (Q3 Fiscal 2020)</p>	<p>Customer amenities (washrooms, accessibility etc.), drop-off/pick-up for foot passengers, transit and school bus riders, parking, vehicle holding capacity</p>	<p>Draft TDP (Occurring Q4 Fiscal 2020)</p>

First Nations Engagement



- As part of engagement on all major projects, BC Ferries invites early participation from First Nations with interests in the lands and waters potentially impacted by projects.
- In Q3 Fiscal 2020 the new Manager, Indigenous Relations led and supported several key Indigenous engagement and consultation activities, including:
 - **Development of an Indigenous Engagement Framework:** An Indigenous engagement strategy was developed to ensure that key Indigenous groups were involved in our decision making, project development and celebrations.
 - **Relationship Building:** Strategically developing, strengthening and managing relationships with Indigenous groups at terminal locations by investing in strategies that support broader engagement initiatives and corporate social responsibility, while managing legal and reputational risk.
 - **Memorandum of Understanding (MOU):** Collaboration on the development of an MOU with the provincial Ministry of Transportation and Infrastructure to streamline Indigenous consultation activities and outline Indigenous consultation best practices.
 - **Terminal Development:** To support terminal development planning for Routes 19 and 23, Indigenous consultation plans and letters were developed introducing the project scopes, regulatory requirements and inviting meetings with project team members and/or participation by Indigenous peoples in community engagement activities (e.g., open houses, workshops, online engagement etc.).
 - **Training:** Facilitation of Indigenous consultation and engagement best practices training for BC Ferries staff.

Routes and Terminals by Region

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

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 ISLAND

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-MALCOLM ISLAND-ALERT BAY

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 ISLAND WEST
ROUTE 17	COMOX-POWELL RIVER
ROUTE 18	POWELL RIVER-TEXADA ISLAND

MID & 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)