

# Feedback and Engagement Report

**Q4 Fiscal 2024**

Quarter ended March 31, 2024



### Q4 Fiscal 2024 Summary

In Q4 Fiscal 2024, there were significant improvements in service delivery compared to Q3 Fiscal 2024. Passenger numbers continued to rise (3% year over year), and we delivered 900+ more sailings with fewer cancellations (Q4 Fiscal 2024: 45,130 scheduled sailings, 44,649 sailed and 481 were cancelled, Q4 Fiscal 2023: 44,405 scheduled sailings, 43,672 sailed and 733 were cancelled).

Weather accounted for almost half (44%) of cancellations in Q4 Fiscal 2024. Notably, cancellations due to crewing issues decreased significantly from 331 in Q4 Fiscal 2023 to 94 in Q4 Fiscal 2024 (72% decrease). This is a result of several factors, including a robust hiring program, enhanced internal training, improvements in pay, as well as improvements in benefits and guaranteed hours. Cancellations due to mechanical issues decreased from 178 in Q4 Fiscal 2023 to 133 in Q4 Fiscal 2024 (25% decrease).

On-time performance (OTP) remained above target (88%+), although it decreased from 90.3% in Q4 Fiscal 2023 to 88.8% in Q4 Fiscal 2024. Increases in traffic and an altered route for the *Coastal Inspiration* from February 1 - March 3 when operating between Tsawwassen and Swartz Bay contributed to this decrease. The *Coastal Inspiration's* altered route was a proactive measure to keep the vessel in service while preventing wear on the drive motor until repairs were completed. Maintenance and repairs were completed on all three Coastal Class vessels to ensure all are set to sail successfully for the peak summer season.

Despite the higher volume of passengers travelling, our customer experience score increased by 7 points in Q4 Fiscal 2024 (From 92 to 99 year over year). The decrease in cancellations for crewing and mechanical reasons and improvements to our Customer Care response times contributed to this increase.

To meet future ferry travel demand and address our aging fleet, we announced on January 16 that Damen Shipyards Group will build four new hybrid-electric Island Class vessels, which are expected to enter service by 2027 and operate exclusively in battery-electric mode. On February 26, we released conceptual renders of our new major vessels, providing a first glimpse of the ferries that will replace up to six existing vessels starting in 2029. We also issued a Request for Supplier Qualification for our New Major Vessels program on the same day.

On March 14, we announced several fare changes effective April 1. These include more than doubling the number of *Saver* fares, reducing cancellation and no-show fees for prepaid and *Saver* fares, increasing reservation-only fees to \$20, and raising at-terminal fares for travel between Metro Vancouver and Vancouver Island. Together, these changes are intended to help encourage more customers to choose off peak sailing times, allow more customers to choose our cheapest fares, reduce processing times through the terminals and ultimately better spread pressure across the system, resulting in fewer waits during peak sailings. Average fares across the system have changed by 3.2%, as set by the BC Ferries Commissioner.

On March 28, following arbitration, we announced a 7.75% general wage increase for unionized employees, with many positions receiving additional 'special increases' up to an additional 10.0%. These increases are retroactive to October 1, 2023.

CUSTOMER EXPERIENCE	CUSTOMER COMPLAINTS	CUSTOMER SERVICE CENTRE	STALE RESPONSE RESOLUTION
<p><b>99</b></p> <p>The Customer Experience score for Q4 Fiscal 2024 is 99</p> <p>(UP from 92, Q4 F2023)</p>	<p><b>5.5</b></p> <p>5.5 complaints were received for every 10,000 customers travelling in Q4 F2024</p> <p>(UP from 5.2, Q4 F2023)</p>	<p><b>92%</b></p> <p>Customers satisfied with their Customer Service Centre (CSC) experience</p> <p>(DOWN from 93%, Q4 F2023)</p>	<p><b>&lt;1%</b></p> <p>Customers who did not receive a response within Q4 target of 7 days</p> <p>(DOWN from 26%, Q4 F2023)</p>

CUSTOMERS SERVED			
Customer Type	Q4 Fiscal 2023	Q4 Fiscal 2024	YOY Change
Foot passengers	644,648	776,245	+19%
Vehicle passengers	3,477,660	3,479,341	0%
<b>Total vehicles</b>	<b>1,891,716</b>	<b>1,913,972</b>	<b>+1%</b>
<p><b>4,255,586</b> customers travelled with BC Ferries in Q4 Fiscal 2024, compared to <b>4,122,308</b> in Q4 Fiscal 2023 (3% increase in passenger volume).</p>			

COMMENTS, INQUIRIES AND PHONE CALLS			
Channels	Q4 Fiscal 2023	Q4 Fiscal 2024	YOY Change
Comments	6,497	3,972	-39%
Phone Calls	75,043	82,273	+10%
Social Media (inbound*)	7,228	7,118	-2%
X / Twitter	4,210	3,195	-24%
Facebook	1,456	2,180	+50%
Instagram	1,514	1,668	+10%
LinkedIn	48	75	+56%

OVERALL CUSTOMER EXPERIENCE
The customer experience score is below average compared to previous four years.
<p><b>On Time Performance</b> Down 3% compared to four-year historical average for Q4</p> <p><b>First call resolution</b> Down 2% compared to four-year historical average for Q4</p> <p><b>Percentage of positive comments</b> Down 24% compared to four-year historical average for Q4</p> <p>See the Customer Experience Dashboard on page 2 for a breakdown of metrics contributing to the overall customer experience score.</p>

TOP THREE COMPLAINT AREAS	
<b>Major routes</b>	% of all complaints
Routes 1, 2, 3, 30	
Fares/fare errors	27%
Advanced bookings	27%
Customer Service	9%
<b>Minor routes</b>	% of all complaints
All other routes	
Fares/fare errors	26%
Sailings/schedule	19%
Customer Service	12%
Advanced bookings	12%

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

# Customer Experience Dashboard

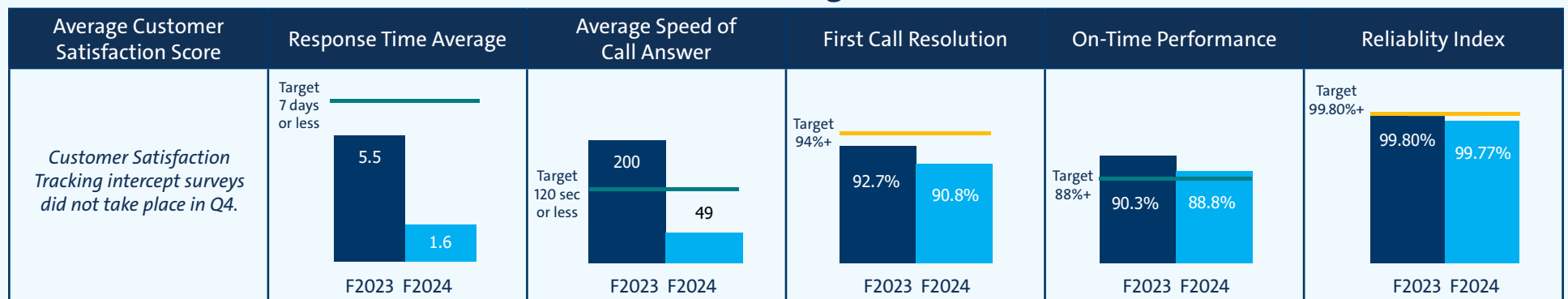
## Quarterly Results

Q4 Fiscal 2024  
(JAN, FEB, MAR)

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 2020– Fiscal 2023). 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 2023 and Targets



\*Note: 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 2024 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.

# Customer Satisfaction Trends

## Central and North Coast (Routes 10 and 11)

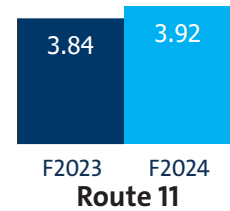
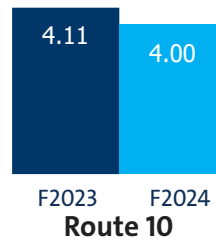
Q4 Fiscal 2024  
(JAN, FEB, MAR)

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.

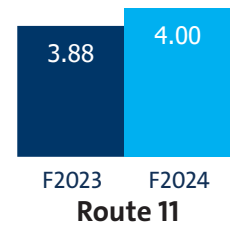
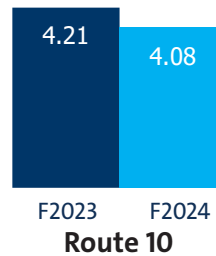
### Overall Satisfaction

Year-over-year comparisons of overall satisfaction scores for Q4 suggest that satisfaction has decreased for passengers on Route 10 (-0.11) and increased for passengers on Route 11 (+0.08).



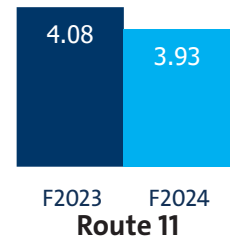
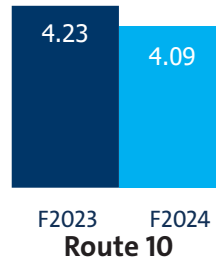
### Terminal Satisfaction

Year-over-year comparisons of terminal satisfaction scores for Q4 suggest that terminal satisfaction ratings have decreased for passengers on Route 10 (-0.13) and increased for passengers on Route 11 (+0.12).



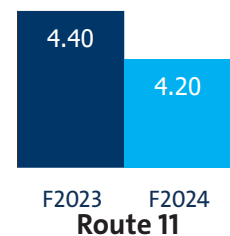
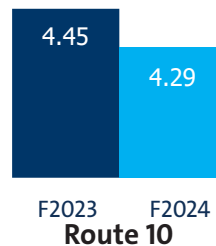
### Onboard Satisfaction

Year-over-year comparisons of onboard satisfaction scores for Q4 suggest that onboard satisfaction has decreased for passengers on both Route 10 (-0.14) and Route 11 (-0.15).



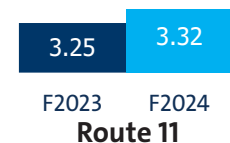
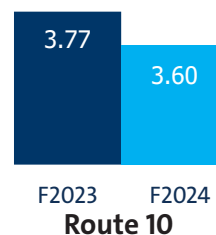
### Safety of Ferry Operations

Year-over-year comparisons of satisfaction levels with safety of ferry operations for Q4 suggest that passengers' rating of safety has decreased on both Route 10 (-0.16) and Route 11 (-0.20).



### 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 on Route 10 (-0.17) and increased on Route 11 (+0.07).



# Customer Relations (ResponseTek)

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

Q4 Fiscal 2024  
(JAN, FEB, MAR)

Complaints per  
10,000 Passengers\*



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2023: 6.0)

In Q4 Fiscal 2024, we received 1,362 total complaints regarding these routes.

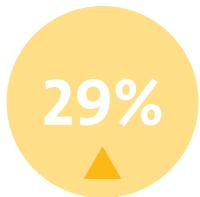
Following extensive repairs, the *Coastal Renaissance* returned to service on the Tsawwassen–Swartz Bay route on March 4. The vessel was removed from service in August 2023.

On February 22, the *Queen of New Westminster*, operating on the Tsawwassen–Swartz Bay route, experienced a mechanical issue with the propulsion system and was removed from service through February 29. The *Queen of Oak Bay* completed additional sailings on the Horseshoe Bay–Departure Bay route whenever possible.

On March 9, adverse weather conditions led to the sailing cancellations on the Tsawwassen–Swartz Bay and Horseshoe Bay–Departure Bay routes, and on March 11, adverse weather caused cancellations on all three major routes.

We altered the course for the *Coastal Inspiration* when operating on the Swartz Bay–Tsawwassen route between February 1 and March 3 in an effort to save wear on the drive motor until repairs are completed. We've isolated the issue to the variable speed motor controls, which will be repaired as part of the vessel's current refit.

All three Coastal Class vessels are scheduled to be repaired prior to the summer season.



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2023: 20%)

Complaint	Number of complaints (n)
<b>Advanced bookings</b>	
Double-charged/overcharged	147
Change/Cancellation policies are unfair/poorly communicated	36
Increase flexibility of check-in time	34

- Investigated reports of double charges. Customers either made two identical bookings in error or two charges were processed at the terminal. We refunded all incorrect charges and explained why charges occurred.
- Customers whose *Saver* bookings are moved are advised that their fare is retained as booked; customers whose reservations are cancelled are advised that they will receive a full refund. Customers can choose to travel standby and pay the At-terminal fare or make a new booking on an alternate sailing.
- Customers who experience a controllable cancellation are provided with a refund and a voucher for future travel, as an in-kind gesture.
- Check-in times must be consistent to support on-time departures, helping us to stay on schedule and maintain safe operations.



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2023: 30%)

Complaint	Number of complaints (n)
<b>Fares/fare errors</b>	
Fare refund not yet received	74
No-show fee charged in error	67
Double-charged/overcharged	51

- Some customers make multiple bookings and request refunds for unused reservations. Depending on the booking, they may be entitled to a partial refund. Customers are provided information to assist with future bookings.
- No-show fees are applied automatically to bookings not redeemed on the day of travel. We investigated reports of bookings not redeemed and refunded no show fees where appropriate.
- In early April, no-show and cancellation fees for *Saver* fares were reduced. The goal is to improve customer satisfaction and reduce the number of refund requests related to travel not taken.
- Investigated the cause of point-of-sale systems occasionally double charging and found that when the PIN pad transaction was identified as incomplete, payment was still taken in error. When this occurred, customers were refunded.



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2023: 12%)

Complaint	Number of complaints (n)
<b>Customer service</b>	
Poor customer service (Check-in)	40
Poor customer service (Terminal staff)	32
Poor customer service (On the phone - Booking errors/misinformation provided)	18

- Shared employee conduct concerns with management as appropriate for internal review and follow-up.

\*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)

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

Q4 Fiscal 2024  
(JAN, FEB, MAR)

Complaints per  
10,000 Passengers



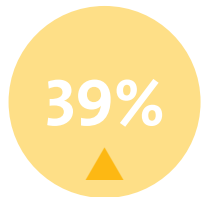
YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2023: 3.3)

In Q4 Fiscal 2024, we received **417** total complaints regarding these routes.

The only elevator on *Malaspina Sky* went out of service in October, 2023 and was returned to service on March 25, 2024. The contracted service provider for the elevators experienced ongoing difficulty identifying the issue and completing permanent repairs. Portable washrooms were provided on the vehicle deck while the elevator was non-operational.

Due to ongoing crew training, reports of incorrectly applied Travel Assistance Program (TAP) no-show fees have decreased, especially on sailings departing Langdale. We continue to follow up as necessary to ensure staff are redeeming TAP bookings.

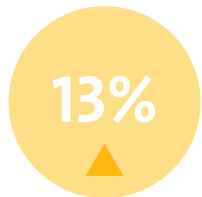
Marine infrastructure upgrades at Bowen Island's Snug Cove terminal began January 8 and concluded April 7, with follow-up work completed April 12–14. We provided service on a modified schedule, with water taxi service when the berth was not available, for select late-night sailings and a handful of all-day closures on some weekends (January 20, February 3–4, March 9 and April 6). Discounted and complimentary parking was available during terminal construction.



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2023: 30%)

Complaint	Number of complaints (n)
<b>Fares/fare errors</b>	
No-show fee charged in error	83
Incorrect fare charged (Commercial rate, Seniors' rate, etc.)	22
Travel Assistance Program (TAP) form issue	17

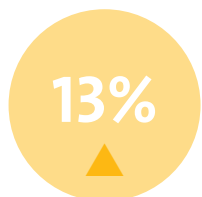
- Investigated reports of bookings not redeemed, and refunded no-show fees as appropriate.
- Denied refund requests for BC Senior fares when ID was not presented at the time of travel.
- Assisted customers with information on commercial fares and provided refunds if vehicles were assessed incorrectly.
- Customers travelling on TAP must present a complete and valid form to travel at no cost. Customers with incomplete forms are not eligible for complimentary travel, per Medical Services Plan guidelines. Customers are provided information to support future success with TAP travel. Terms and conditions are provided during the booking process, and are included in email confirmations.



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2023: 11%)

Complaint	Number of complaints (n)
<b>Advanced bookings</b>	
Double-charged/overcharged	21
Change/cancellation policies (Unfair, poorly communicated)	10
Reservation not honoured at check-in	6

- Investigated reports of double charges. In some cases, customers made two bookings in error; in other cases, two charges were processed at the time of booking. Some customers misread their credit card statements and mistakenly believed they had been incorrectly charged.
- Customers must agree to the terms and conditions of their booking, including cancellation and no-show policies, prior to completion. No-show fees encourage customers to use or change their bookings, and discourage customers from making multiple bookings, which frees up bookable space for customers who intend to travel.
- Reservations are not honoured when customers arrive late, when their bookings do not accurately reflect their vehicle size/height, or when they forget to inform our ticket agents of their booking.



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2023: 12%)

Complaint	Number of complaints (n)
<b>Sailings/schedules</b>	
Add more sailings	18
Sailing waits/delays (Frequency of delays and waits between sailings)	16
Customers unable to make connections	7

- Beginning in March, a number of Texada Island customers began expressing frustration with sailing waits, particularly the 3:45 pm departure from Powell River. This sailing is preceded by a three-and-a-half-hour gap in service. While traffic data reflects minimal sailing waits overall, peak season service, including an additional midday sailing, is set to begin June 26.
- Connections between routes are not guaranteed; however, we have improved communication with customers travelling on the Horseshoe Bay–Langdale and Earls Cove–Saltery Bay routes to ensure they know which sailing they are likely to catch. In certain instances, we are able to hold the vessel departing Earls Cove to await transfer traffic coming from Langdale.

# Customer Relations (ResponseTek)

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

Q4 Fiscal 2024  
(JAN, FEB, MAR)

Complaints per  
10,000 Passengers



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2023: 4.0)

In Q4 Fiscal 2024, we received **228** total complaints regarding these routes.

Overall cancellations were down significantly when compared with the same quarter in the previous year: there were 64 cancellations related to crew availability in Q4 Fiscal 2024, compared to 256 in the same quarter last year. Crew-related cancellations were also down slightly compared to Q3 Fiscal 2024.

Adverse weather led to the cancellation of several sailings on the Tsawwassen–Southern Gulf Islands and Swartz Bay–Southern Gulf Islands routes on January 12 and 18.

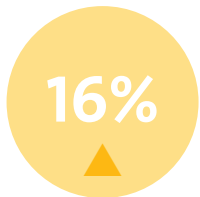
Also on January 12, all sailings were cancelled on the Brentwood Bay–Mill Bay route, and on March 9, 16 sailings were cancelled on the Nanaimo Harbour–Gabriola Island route due to crew availability.



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2023: 23%)

Complaint	Number of complaints (n)
<b>Fares/fare errors</b>	
Incorrect fare charged (Seniors' rate, etc.)	13
Fare refund not yet received	8
Double-charged/overcharged	6
No-show fee charged in error	6

- Denied refund requests for BC Senior fares when ID was not presented at the time of travel.
- Reviewed all reports of duplicate charges or overcharges, and assisted customers with refunds on an individual basis.
- Investigated reports of bookings not redeemed, and refunded no-show fees as appropriate.



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2023: 8%)

Complaint	Number of complaints (n)
<b>Customer service</b>	
Poor customer service (Terminal staff)	9
Poor customer service (Onboard)	7
Poor customer service (Check-in)	7

- Shared employee conduct concerns with management as appropriate for internal review and follow-up.



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2023: 30%)

Complaint	Number of complaints (n)
<b>Sailings/schedules</b>	
Customers unable to make connections	10
Sailing waits/delays (Frequency of delays and waits between sailings)	10
Add more sailings	4

- The sailing schedules for the Southern Gulf Islands were developed in consultation with Ferry Advisory Committees to best meet the needs of Island communities, commuters and those travelling for pleasure.
- Service levels are determined by the Coastal Ferry Services Contract. We meet and frequently exceed the requirements of the contract.

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)

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

Q4 Fiscal 2024  
(JAN, FEB, MAR)

Complaints per  
10,000 Passengers



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2023: 2.2)

In Q4 Fiscal 2024, we received **57** total complaints regarding these routes.

On January 2, a mechanical issue with the ramp pin at the Denman West terminal led to the cancellation of four round trips on the Buckley Bay–Denman Island route. The vessel resumed service in shuttle mode in the early afternoon, once the ramp was fixed.

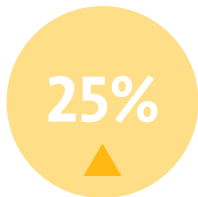
On January 8, due to a combination of poor weather and issues with one of the four main engines overheating, the *Quinita* was removed from service for the last four sailings of the day on the Denman East–Hornby Island route.



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2023: 40%)

Complaint	Number of complaints (n)
<b>Sailings/schedules</b>	
Cancelled sailings (Frustration expressed due to cancelled sailings)	5
Sailing waits/delays (Frequency of delays and waits between sailings)	5

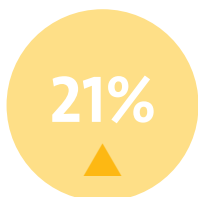
- We resume service as soon as possible when sailings are disrupted because of mechanical difficulties, poor weather or crewing issues.
- Overall cancellations in this region are down significantly, with 169 in Q4 Fiscal 2024, compared to 322 in Q4 Fiscal 2023.
- Amendments to the Coastal Ferry Services Contract that came into effect April 1, 2024 provide more year-round capacity on both the Buckley Bay–Denman Island and Denman Island–Hornby Island routes.



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2023: 9%)

Complaint	Number of complaints (n)
<b>Fares/fare errors</b>	
Incorrect fare charged (Seniors' rate, etc.)	7
Double-charged/overcharged	4

- Denied refund requests for BC Senior fares when ID was not presented at the time of travel.
- Reviewed all reports of duplicate charges or overcharges, and assisted customers with refunds on an individual basis.



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2023: 13%)

Complaint	Number of complaints (n)
<b>Loading/unloading</b>	
Improve loading/unloading procedure	4
Increase traffic management at/outside of terminal	3

- Following the introduction of two-ship Island Class service between Campbell River and Quadra Island, courtesy lanes for customers travelling on to Cortes Island were removed based on the higher frequency of sailings. We continue to monitor the new service and look for opportunities to best meet customer needs, including schedule adjustments. There are no plans to reintroduce the courtesy lanes.
- We provide traffic control on terminal property where possible and practical. Our staff and contractors are not permitted to provide traffic control off company property, except on select road shoulders when lineups are unusually long.



# Customer Relations (ResponseTek)

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

Q4 Fiscal 2024  
(JAN, FEB, MAR)

Complaints per  
10,000 Passengers



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2023: 18.0)

In Q4 Fiscal 2024, we received 57 total complaints regarding these routes.

Feedback during Q4 Fiscal 2024 was relatively low, with a significant reduction in the number of cancellations compared with the previous quarter. The majority of cancellations in both Q3 and Q4 Fiscal 2024 were due to adverse weather, and sailings were rescheduled whenever possible.

A total of four sailings were cancelled due to crew availability, an improvement compared to the same quarter last year, when nine sailings were cancelled for this reason.



YOY Change:  
**Complaints are UP**  
(Q4 Fiscal 2023: 17%)

Complaint	Number of complaints (n)
<b>Fares/fare errors</b>	
Travel Assistance Program (TAP) form issue	4
No-show fee charged in error	3
Fare refund not yet received	3

- A handful of customers were incorrectly charged for Travel Assistance Program (TAP) travel due to errors at check-in. We provided refunds and shared feedback with management for follow-up.
- Investigated reports of bookings not redeemed, and refunded no-show fees as appropriate.
- Processed refunds, as appropriate, for travel not taken.



YOY Change:  
**NO CHANGE**  
(Q4 Fiscal 2023: 30%)

Complaint	Number of complaints (n)
<b>Advanced bookings</b>	
Improve email communications	5
Double-charged/overcharged	3
Change/Cancellation policies are unfair/poorly communicated	3

- Re-sent booking information, where possible, to European customers with a ".de" email extension; these customers are not able to receive email from a BC Ferries 'no reply' email address.
- Investigated reports of double charges and refunded as appropriate.
- Customers must agree to the terms and conditions of their booking, including cancellation and no-show policies, prior to completion. No-show fees encourage customers to use or change their bookings, and discourage customers from making multiple bookings, which frees up bookable space for customers who intend to travel.



YOY Change:  
**Complaints are DOWN**  
(Q4 Fiscal 2023: 16%)

Complaint	Number of complaints (n)
<b>BC Ferries website</b>	
Improve booking flow for northern routes	5

- The Customer Service Centre assisted customers making bookings online for North Coast routes. The booking flow differs slightly from the other bookable routes, due to limited date availability and the option to add cabins and amenities, or to join the waitlist.

# Customer Engagement Activities

## Ferry Advisory Committees (FAC)

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
- Gambier/ Keats
- North and Central Coast
- Northern Sunshine Coast
- Salt Spring Island
- Southern Gulf Islands
- Southern Sunshine Coast
- Tri-Islands (Port McNeil/ Sointula/ Alert Bay)

## FAC Activities

In Q4 Fiscal 2024, Ferry Advisory Committees were engaged in the following activities

FAC meetings with:

- Salt Spring Island (virtual, rescheduled from October 2023)

In-person events continued to be on hold while a fulsome safety and security plan for community engagement activities is implemented. BC Ferries is fully committed to community engagement, and is working to continue in-person meetings with FACs and communities in a safe manner. In-person events return spring 2024.

## Themes

In Q4 Fiscal 2024, discussions with Ferry Advisory Committee members included the following key themes

- Discussions around terminal projects and upgrades
- Updates to communications for major routes and service notices

# Customer Engagement Activities

## Customer Engagement Activities

### Gabriola Community Shuttle

Members of the BC Ferries Community Relations and Operations teams met with representatives from People for a Healthy Community (PHC) to discuss priority loading for the PHC Gabriola Community Shuttle. This service is being provided to residents of Gabriola Island to assist community members travelling to Vancouver Island for medical appointments. A process was established and finalized, with a three-month pilot program that began March 5, 2024.

### Improvements to traffic for Gabriola Island – March 7, 2024

In response to a request from the Gabriola Island Ferry Advisory Committee, the BC Ferries Community Relations team arranged a meeting between the Ministry of Transportation and Infrastructure’s local operations and area managers and representatives of the FAC to discuss safety enhancements at the terminal. This included enhancements to crosswalks and signage, and considerations for improved pedestrian connections from the terminal up North Road. The meeting resulted in knowledge-sharing of current practices and next steps offered by the Ministry, as well as a recommendation for the placement of an additional sign at the terminal by BC Ferries. This recommendation was received and is currently in development.

### Update on Capital Planning

BC Ferries’ Community Relations team provided an update to all Ferry Advisory Committees, key stakeholders and rights holders on changes to terminal development project plans resulting from the annual capital planning process. Details included the focus of capital investment plans on maintaining safe and reliable infrastructure, and replacing BC Ferries’ aging fleet. Recipients were also provided with specific updates on projects for their region. Information was shared via emails and phone calls, and through the community and project pages.

## Project-based Engagement Activities

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.

# Customer Engagement Activities

Q4 Fiscal 2024  
(JAN, FEB, MAR)

Title of project	Snug Cove Marine Life Extension	Shearwater	Nanaimo Harbour Terminal and Descanso Bay Berth Work
<b>Purpose of Engagement</b>	Inform interest holders of project progress throughout active project work.	Inform community of scope of project work and timelines.	Inform community of further exploratory work taking place at terminals, the impact on schedules, and potential noise around terminals.
<b>Engagement Activities</b>	Direct communication with neighbours and local businesses (including Island-wide mail drop), Service Notices, print ads and advertorial project updates in the Bowen Island Undercurrent, communications on project page and social media to advise of alternate service plans and timely updates throughout the project through Bowen Island Municipality.	Information shared via projects page, community page and with the Ferry Advisory Committee and the Central Coast Regional District (CCRD).	Direct communication to local residents, Gabriola FAC, communications on project page and via Service Notices.
<b>Key Themes</b>	<p>Effective channels for communicating with residents and businesses.</p> <p>Mitigation plans during project, including shuttle bus transportation on Bowen Island for those using the water taxi.</p> <p>Updated timelines of project work and additional berth closure.</p>	<p>Expected timelines of project.</p> <p>Project scope.</p>	<p>Revised schedule and alternate service plans.</p> <p>Possible noise disruptions during work.</p>
<b>Next Steps</b>	<p>Provide updates on project.</p> <p>Continue communication around modified schedule and berth closure dates.</p>	<p>Provide regular updates to the community once work begins.</p> <p>Inform community of any changes in project timeline as work is planned.</p>	<p>Communications on status and completion of work.</p>

## Indigenous Relations and Engagement

### Relationship building

- Growing and fostering relationships with 18 First Nations
- We have relationship Protocols with three Nations, operational agreements with two Nations and a relationship letter with Klahoose First Nation, signalling a direct and renewed relationship with the Nation

### Supporting Indigenous cultures and communities

- Continued engagements with coastal First Nations to explore opportunities for cultural recognition at BC Ferries terminals and on vessels

### Internal capacity building

- Planning for honouring Red Dress Day and Moose Hide Campaign Day 2024

### Supporting project engagement and consultation

- Supporting terminal construction teams with First Nations engagement on terminal developments and life extensions, and on smaller projects
- Active participation in the Charting the Course to 2050 engagement with First Nations

### Economic participation of First Nations in BC Ferries operations

- Two presentations on BC Ferries Indigenous procurement opportunities to First Nations, supported by our Supply Chain & Procurement team

## Outreach and Relationship-Building

<b>Halalt First Nation</b>	Continued discussion of Halalt First Nation’s interests with respect to the Crofton and Vesuvius terminal developments.
<b>Heiltsuk Tribal Council</b>	BC Ferries is pleased to have Heiltsuk’s support for the Shearwater terminal redevelopment. The parties formed a Shearwater joint working group for information-sharing and for resolving issues.
<b>K’ómoks First Nation</b>	K’ómoks First Nation and BC Ferries met monthly to explore cultural recognition and preservation on Denman and Hornby Islands and to define their relationship.
<b>Klahoose First Nation</b>	BC Ferries is pleased to have signed a relationship letter with Klahoose First Nation that defines the new relationship, cultural recognition at the Whaletown terminal and an increase in assured loading for community members
<b>Malahat Nation</b>	Malahat Nation and BC Ferries continue to engage on priority topics and local issues.
<b>Musqueam Nation</b>	BC Ferries had an initial meeting with the Musqueam Capital Corporation.
<b>Penelakut Tribe</b>	BC Ferries continues to engage with Penelakut to meet the Nation’s needs.
<b>Qualicum First Nation</b>	BC Ferries continues to explore cultural recognition and preservation on Denman and Hornby Islands.
<b>Qw’utsun Nation</b>	Qw’utsun Nation is a collective of Cowichan Tribes, Halalt First Nation, Lyackson First Nation, Penelakut Tribe and Stz’uminus First Nation. BC Ferries continues to engage the Nation, both in the context of proposed projects and relationship-building.
<b>shíshálh Nation</b>	shíshálh Nation and BC Ferries met monthly to seek solutions to capacity and assured loading issues on the Horseshoe Bay–Langdale route.
<b>Snuneymuxw First Nation</b>	Monthly working group meetings to implement the Relationship Protocol, including an exploration of Snuneymuxw First Nation’s priority interests.
<b>Squamish Nation</b>	BC Ferries looks forward to continuing to grow the relationship with Squamish Nation.
<b>Tsartlip First Nation</b>	Monthly working group meetings to implement the Relationship Protocol, including scoping the work ahead and resources required to achieve mutual goals.
<b>Tsawwassen First Nation</b>	BC Ferries and Tsawwassen First Nation met to continue the conversation on relationship building and local issues.
<b>Tsleil-Waututh Nation</b>	BC Ferries looks forward to continuing to grow the relationship with Tsleil-Waututh Nation.
<b>We Wai Kai First Nation</b>	BC Ferries looks forward to continuing to grow the relationship with We Wai Kai First Nation.
<b>Wei Wai Kum First Nation</b>	BC Ferries looks forward to continuing to grow the relationship with Wei Wai Kum First Nation.

## Customer Experience Dashboard Methodology

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

# Appendix B

## Definition of Terms

Q4 Fiscal 2024  
(JAN, FEB, MAR)

<b>Controllable Cancellations</b>	Sailings cancelled due to controllable events such as loading procedure or fueling.
<b>First Call Resolution (FCR)</b>	The rate at which customers call back within the same day.
<b>Fleet Reliability Index</b>	Percentage of scheduled sailings that are not cancelled due to controllable events.
<b>n</b>	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.
<b>Net Promoter Score (NPS)</b>	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.
<b>On-Time Performance</b>	Percentage of scheduled sailings that depart or arrive within 10 minutes of the scheduled time, as applicable.
<b>Stale Response Resolution</b>	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.
<b>Uncontrollable Cancellations</b>	Scheduled sailings cancelled due to uncontrollable events such as inclement weather or medical emergencies.



# Appendix C

## Routes and Terminals by Region

Q4 Fiscal 2024  
(JAN, FEB, MAR)

### Vancouver Island - Mainland

Route	Terminals
Route 1	Swartz Bay - Tsawwassen
Route 2	Departure Bay - Horseshoe Bay
Route 30	Duke Point - Tsawwassen

### Northern Gulf Islands

Route	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 McNeil - Alert Bay - Sointula

### Southern Gulf Islands

Route	Terminals
Route 4	Horseshoe Bay - Langdale
Route 5	Earls Cove - Saltery Bay
Route 6	Bowen Island - Horseshoe Bay
Route 9	Gambier Island - Keats Landing - Langdale
Route 12	Comox - Powell River
Route 19	Powell River - Texada Island
Route 20	Chemainus - Penelakut Island - Thetis

### Central and North Coast

Route	Terminals
Route 10	Port Hardy - North Coast (McLoughlin Bay, Oceans 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, Oceans Falls, Bella Coola, Shearwater, Klemtu)

### Sunshine Coast

Route	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
Route 17	Comox - Powell River
Route 18	Powell River - Texada Island