

Modernizing BC Ferries: Investing for Resilience

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Investing for Resilience



 **BC Ferries**

Welcome



 **BC Ferries**

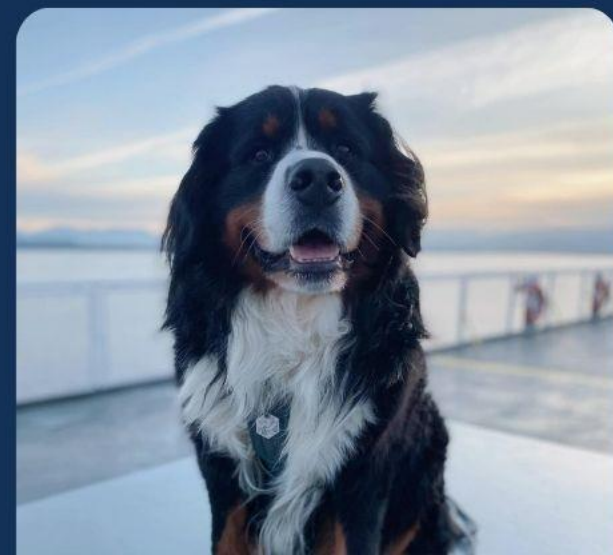
64
YEARS

37
VESSELS

47
TERMINALS

25
ROUTES





CONCERN WE HEAR

“Why are you not meeting the
increasing demand?”

A complex balancing act

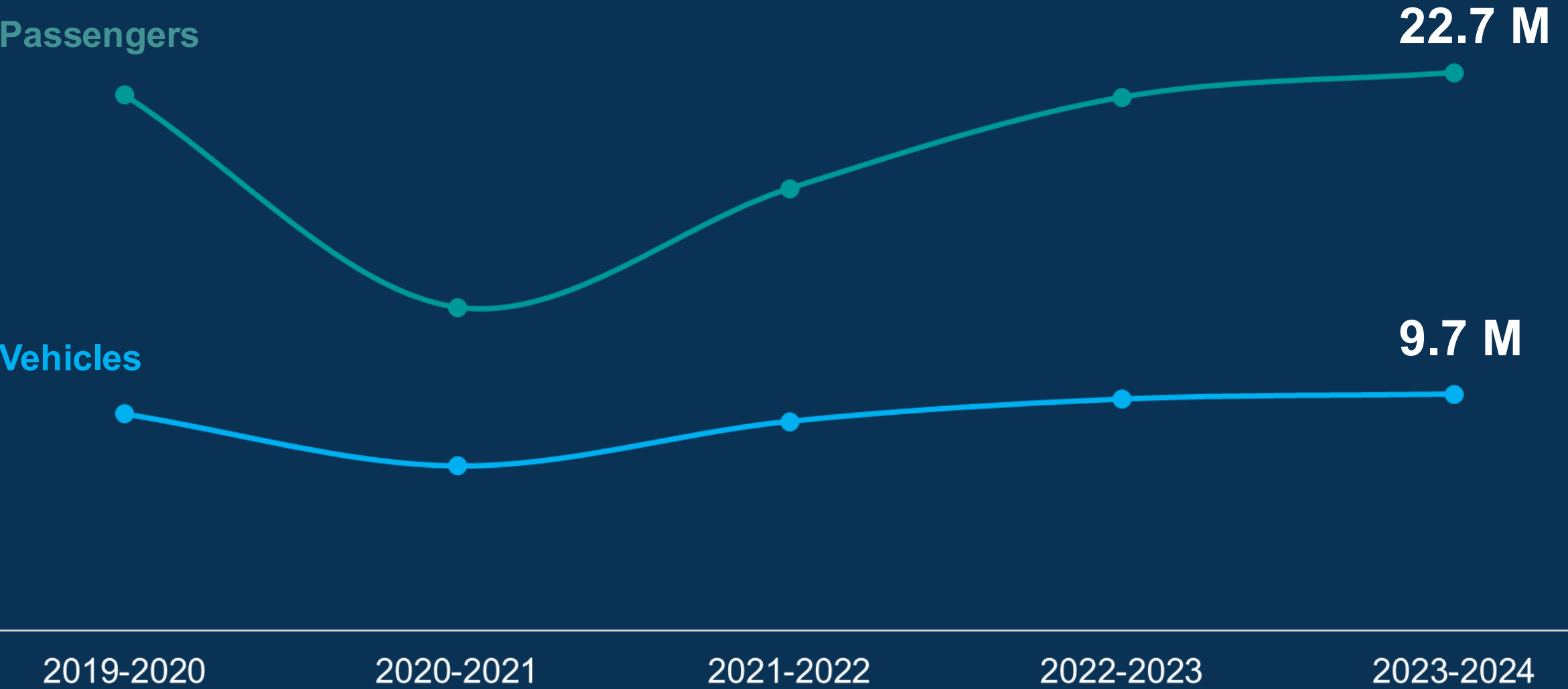
Exceeding contractual service levels across
a range of variables

37 vessels,
25 routes,
47 terminals

90,000+ round
trips delivered
last year

~2,000 more
round trips than
required

Record setting demand



Summer 2025

9 million

passengers

3.7 million

vehicles

1,000

extra round trips



CONCERN WE HEAR

“Why can’t we have the summer
schedule year-round?”

Seasonal scheduling

Balancing peak demand with system limits

600+ seasonal
employees



Workers unavailable during
fall and winter months

Mandated off-season
drydock, repairs, refits



Fewer sailings, no backups
while vessels out of serve



Summer passenger traffic is **90–100%** higher than winter and **we make ~34% of our revenue** over that short period.

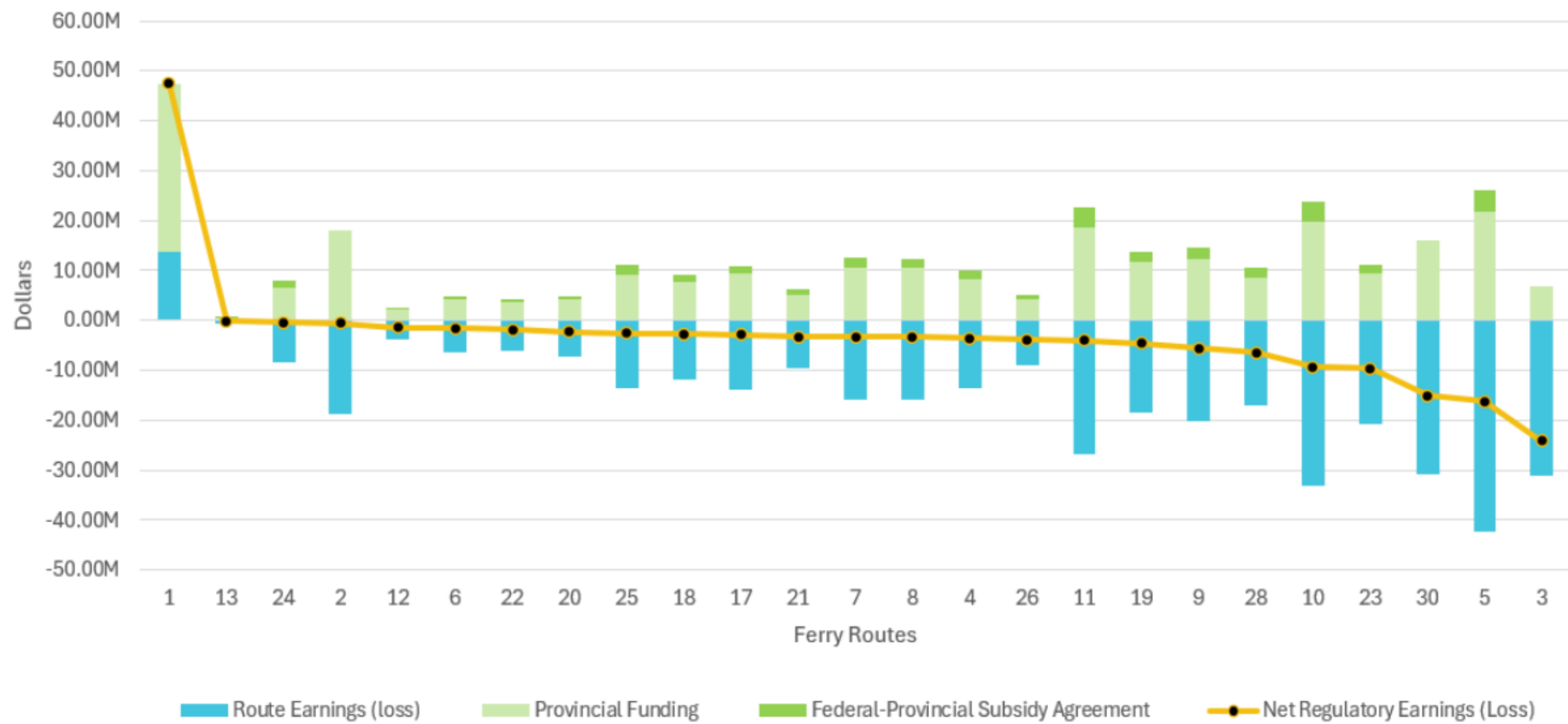


CONCERN WE HEAR

“With ferries this busy, you must be turning a profit – so why aren’t we seeing more and better service?”

Rising Costs and Financial Pressures

F2025 Route Statement Summary



Financial reality

High demand does not mean high profits

1 of 25 routes covers its costs
(Tsawwassen – Swartz Bay)

All others operate at a loss,
subsidized by fees and support

Major route customers
disproportionately subsidize
minor routes

Operating revenues increased by
\$42M while operating costs
increased by \$105M

Biggest cost drivers: labour, fuel,
vessel maintenance

Service quality improved despite
losses (84% on-time, -71% crew
cancellations)

Age of our Major Vessels

15-25 Years

25-40 Years

40-50 Years

50+ Years

Deep sea vessels

Most ferries

Exceeds lifespan

Risk of severe failure



Coastal Inspiration



Coastal Celebration



Coastal Renaissance



Spirit of Vancouver Island



Spirit of British Columbia



Queen of Oak Bay



Queen of Surrey



Queen of Alberni



Queen of Coquitlam



Queen of Cowichan



Queen of New West

CONCERN WE HEAR

“You’re spending on the
wrong things — our community
isn’t a priority.”

Spending priorities

Focused on essentials, with very limited flexibility

Pressures of inflation, fuel, labour, and aging vessels

21 vessel refits, 600 seasonal staff, added peak capacity

90,000+ round trips, 2,000 above contract

Not replacing reliable vessels or adding low-demand sailings

Crew-related cancellations down 71% with stronger recruitment

Real fix is systemic renewal—PT-7 will set the path

The cost to run the ferry system

Operations and
Maintenance

\$608 M

\$847 M

Administration

2019

2020

2021

2022

2023

2024

CONCERN WE HEAR

“Why can’t you just load vehicles faster and keep to schedule?”

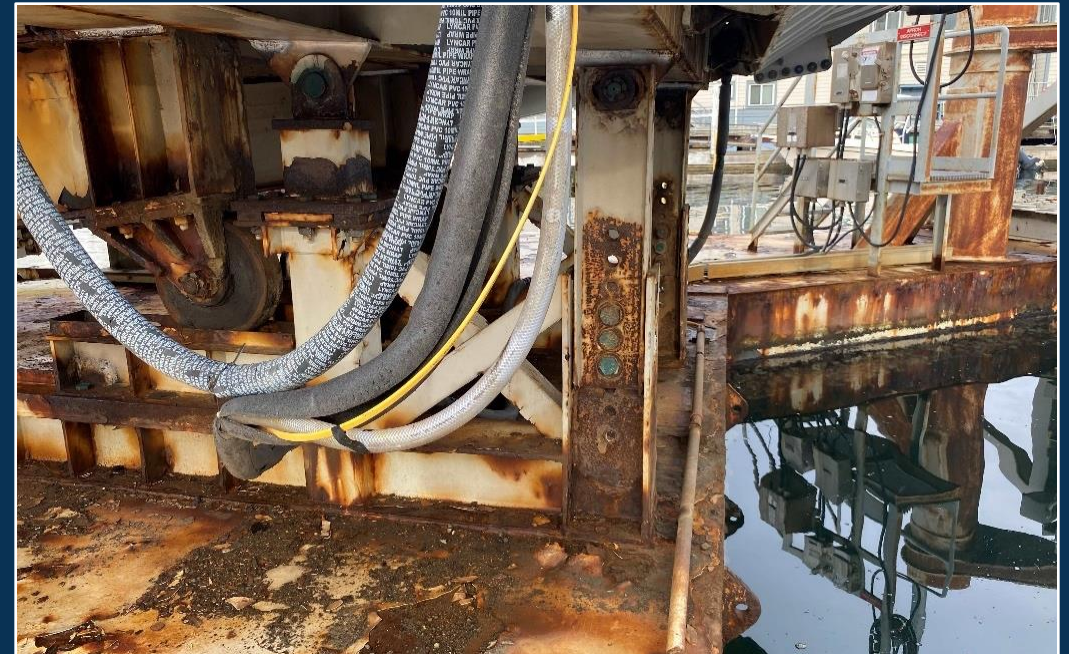
35%

Terminals in a
marginal or poor
state of repair



50%+

Berths require
major work



CONCERN WE HEAR

“We give feedback but nothing changes — you don’t listen.”



Let's Connect

Shaping Future Engagement

Since May

More than

1,800+

people have participated.

We've hosted

15 in-person

events and dozens online.



**Investment isn't just
about ferries** — it's about
keeping people, communities,
and economies connected.



 **BC Ferries**

Q&A



Staying Connected

How to work with BC Ferries





Our Engagement Framework



 **BC Ferries**

Community feedback pathways

Guided by Let's Connect, our External Engagement team continues to engage with and respond to feedback from:

- First Nations
- Local/regional governments
- MLAs
- Chambers of commerce
- Schools
- Tourism boards
- Resident associations
- BCF project feedback groups

Our Customer Service Centre

About **428,000 calls** are handled by the Customer Service Centre each year

Calls are answered on average within **108 seconds**

Customers rate their interactions with the Customer Service Centre as **93% positive**

75-110 agents work in the Customer Service Centre, each **receiving 6 weeks of training** before managing calls

Agents are trained to answer questions about any of the routes, terminals, services, and products BC Ferries offers

Support team has nearly **100 years** of combined service experience at BC Ferries

Addressing community feedback via Service Design

1

Gather input

2

Understand
priorities

3

Investigating
solutions

4

Define
resources

5

Establish a
blueprint for
action

Your direct line to BC Ferries

New Government Relations role

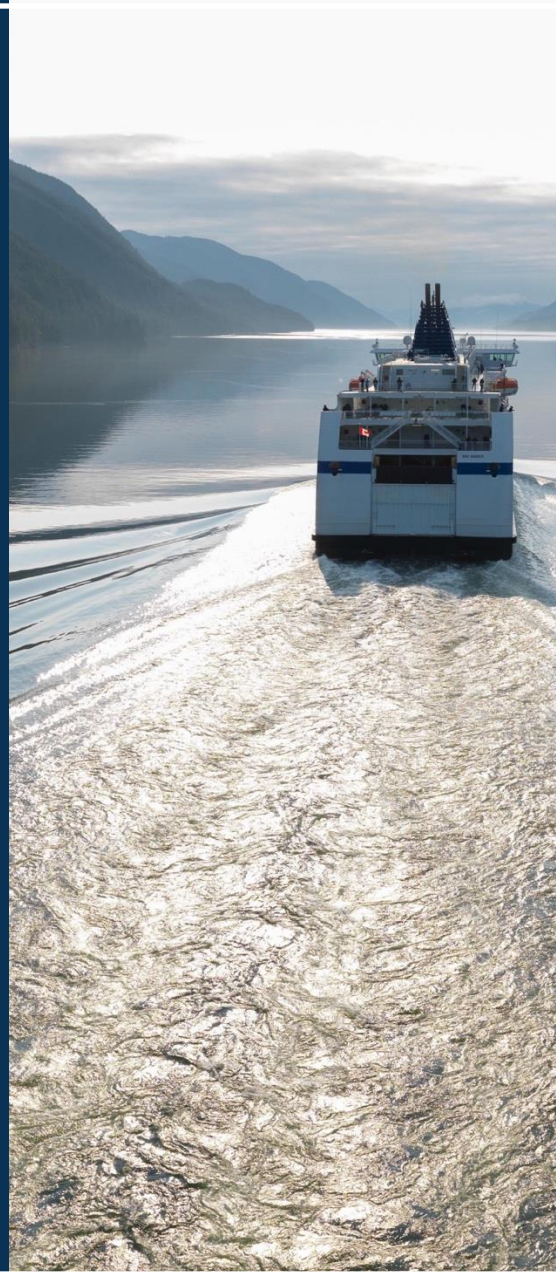
- Dedicated point of contact for elected officials and senior staff

Customer Care – responding to daily concerns

- Service disruptions, delays, cancellations, emergency travel, and schedules
- Fares, bookings, accessibility issues, onboard services, travel tips, and general questions
- Terminal and vessel loading, and traffic management

Engagement & Government Relations

- Infrastructure projects & terminal upgrades
- Community feedback sessions and local priorities



Advocating beyond BC Ferries

When your voice matters elsewhere

Some decisions sit outside BC Ferries' control. Effective advocacy means going to the right place:

Canadian Federal Government

- Infrastructure policy

BC Ferries Commissioner

- Fares & fees
- Regulatory approvals
- Purchasing new vessels

Province / Ministry of Transportation & Transit

- Governance
- Long-term funding
- Required service levels during Performance Term 7
- Funding for fare discount programs

Thank You



 **BC Ferries**