Overview

- **WSF Governance Study**
  - The Steamship Authority
  - Golden Gate Ferry
  - Bridgeport & Port Jefferson Steamboat Company
  - New York Waterway/Port Imperial Ferry
  - British Columbia Ferries
  - North Carolina Ferry System
The Steamship Authority

- Nine vessels serving five terminals on three routes
- Transport 2.7 million passengers and 590,000 vehicles annually
- Annual budget of $79 million
- Independent transportation authority representing five communities
- 100% fare box recovery for operations – *No subsidy*
- Combination of bonds and federal funds for capital projects
Golden Gate Ferries

- Seven vessels serving three terminals on three routes
- Transport 2.1 million passengers and no vehicles annually
- Annual budget of $96.8 million
- Division of the Golden Gate Bridge Transportation District
- 44% fare box recovery for operations - *Subsidy from bridge tolls*
- Combination of bonds, state, and federal funds for capital projects
Bridgeport & Port Jefferson Steamboat Company

- Three vessels serving two terminals on one route
- Transport 1.0 million passengers and 380,000 vehicles annually
- Annual budget of $30 million
- Privately owned by McAllister Towing
- 100% fare box recovery for operations - *No subsidy*
- Combination of debt, federal, and state funds for capital projects
New York Waterway

- Thirty-three vessels serving thirteen terminals on sixteen routes
- Transport 7.8 million passengers and no vehicles annually
- Annual budget of $33.1 million
- Privately owned using Publicly-Owned Terminals
- 100% fare box recovery for operations – No subsidy for operation or vessel capital costs
- Landing fee for use of publicly owned terminals but
- Combination of debt, federal, and state funds for capital projects
BC Ferries

- Thirty-six vessels serving forty-seven terminals on twenty-five routes
- Transport 21 million passengers and 8.3 million vehicles annually
- Annual budget of $732 million
- Publicly owned Corporation
- 51% fare box recovery for operations – *Operating subsidy from Province for certain routes*
- Combination of debt, national, and provincial funds for capital projects
NC Ferries

- Twenty-one vessels serving thirteen terminals on seven routes
- Transport 2.1 million passengers and 1.0 million vehicles annually
- Annual budget of $43.5 million
- Division of the North Carolina DOT
- 6% fare box recovery for operations – *Subsidy from State transportation funds*
- Combination of bonds, federal, and state funds for capital projects
Annual Budget v. Passengers Carried
Identified Best Practices

• A clear vision and mission for the system facilitates governance.

• Setting performance goals and giving authority over revenues and expenses to the management team facilitates operational efficiencies.

• If the system operates with a subsidy, there needs to be a predictable, long-term funding source identified for both operations and capital construction.

• Oversight of the ferry service functions best when there is a dedicated board free from day-to-day political influence.
Questions and Discussion