

Ferry System Governance

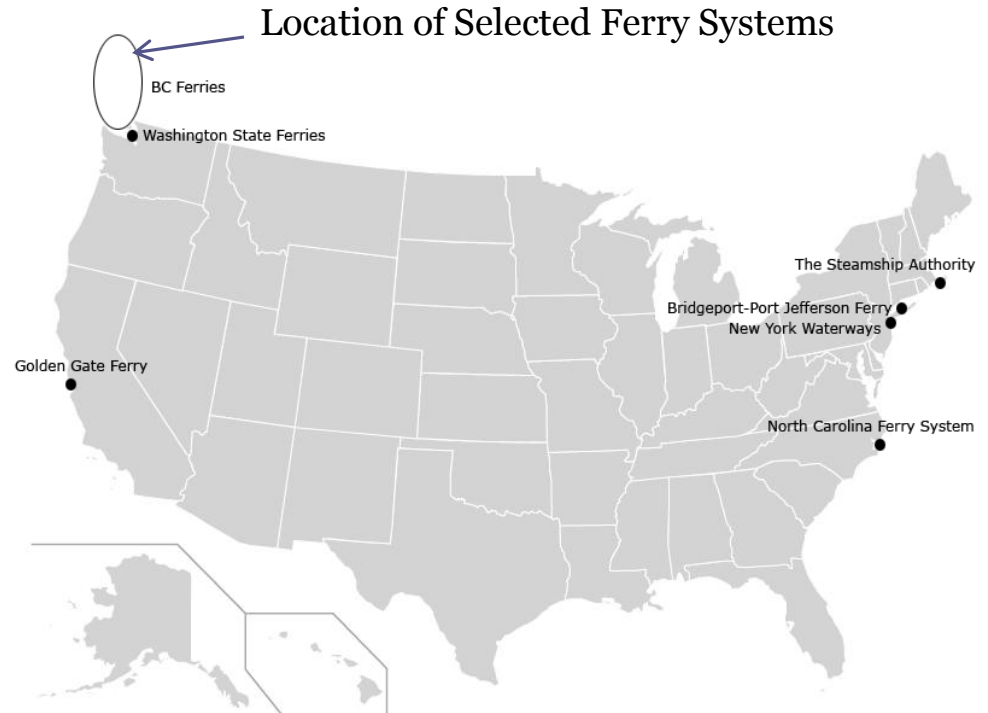
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Overview

- **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

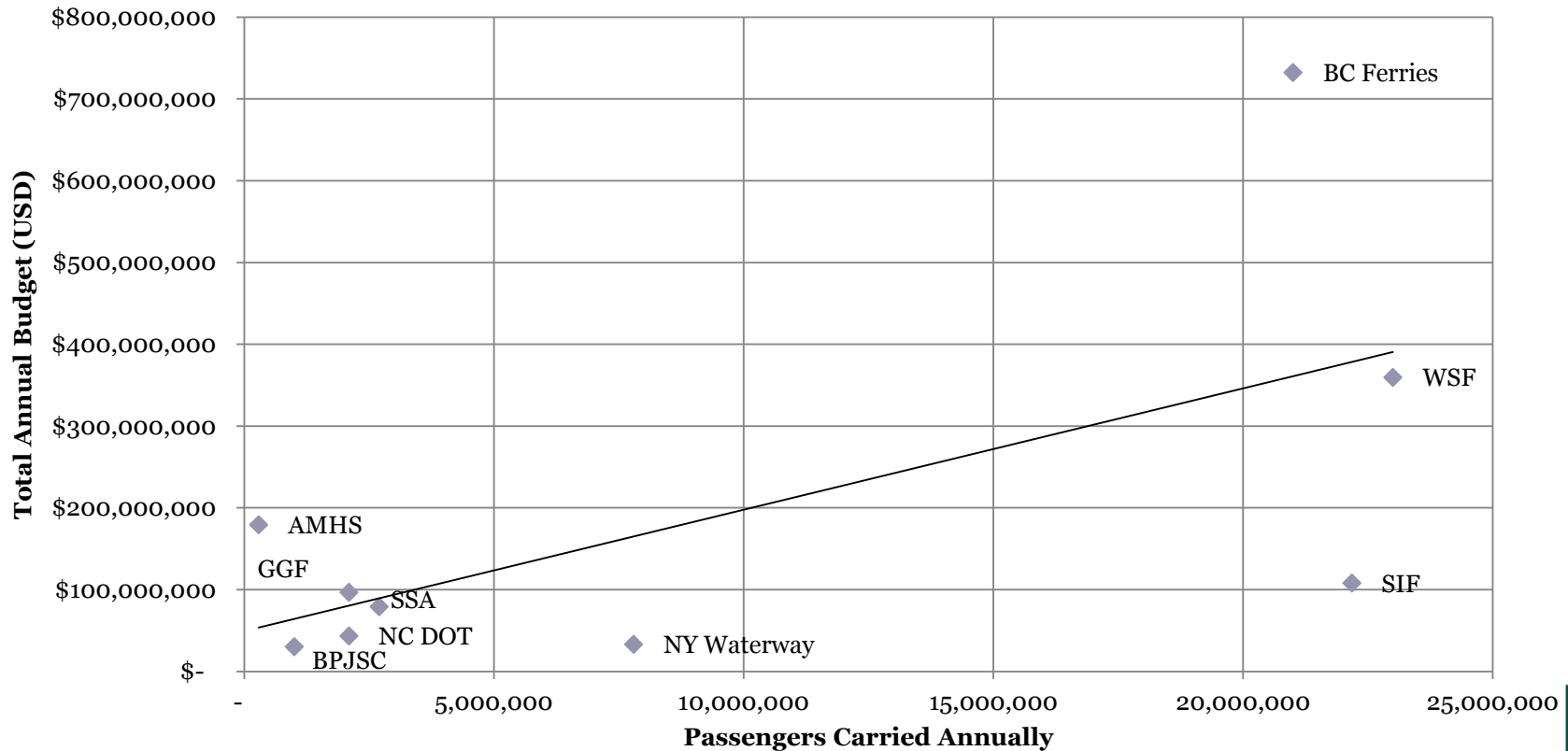


NC Ferries

- 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



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