

# Ferry System Governance

Presented By: EBDG  
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# AMHS Mission Statement

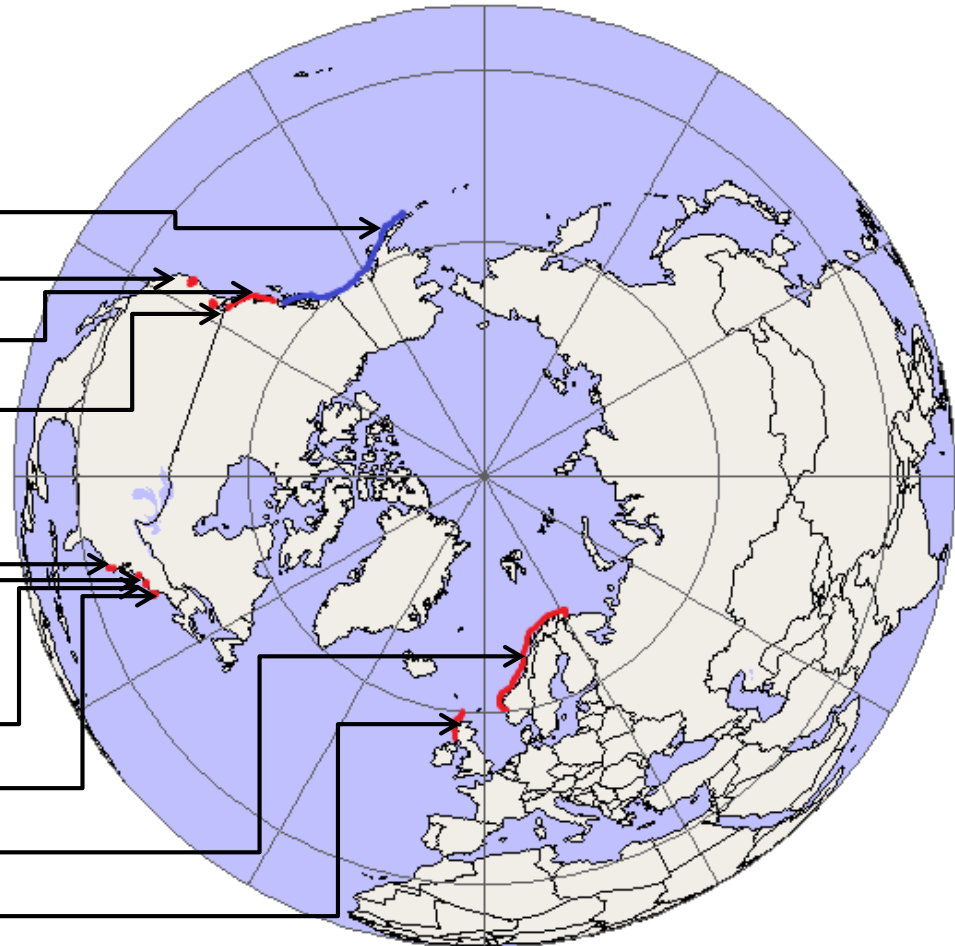
- The mission of the Alaska Marine Highway System is to provide safe, reliable, and efficient transportation of people, goods, and vehicles among Alaska communities, Canada, and the “Lower 48,” while providing opportunities to develop and maintain a reasonable standard of living and high quality of life, including social, education, and health needs.



# Overview

- WSF Governance Study

- Alaska Marine Highway System
- Golden Gate Ferry
- British Columbia Ferries
- Washington State Ferries
- North Carolina Ferry System
- New York Waterway/Port Imperial Ferry
- Bridgeport & Port Jefferson Steamboat Company
- The Steamship Authority
- Hurtigruten Group
- Caledonian MacBrayne



# 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



# 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



# 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



# 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





# 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



# Hurtigruten Group

- Eleven vessels serving thirty-four ports on 1,500 n.m. route from Bergen to Kirkenes
- Annual revenue of \$402 million (NOK 3,300 million)
- Two shipping companies merged in 2006 to form public company which was taken private in 2014 at a price of \$884 million
- Subsidies were phased out in the 1980's
- Company provides services in bus transport, ferries, cruise ships, and tourism



# Caledonian MacBrayne

- Thirty-three vessels serving fifty-one terminals on 28 routes
- Transport 4.9 million passengers and 1.1 million vehicles annually
- Annual budget of over \$224 million (£172 million)
- Parent company, David MacBrayne Limited, is wholly owned by the Scottish Ministers
- 38% fare box recovery for operations – *Subsidy from Scottish Government*
- Vessels, terminals, and offices are leased



# Governance Summary

	Line Agency	Public/Private	Public Authority	Public Corporation	Private Sector	Transport District
AMHS	X					
GGF						X
BCF				X		
WSF	X					
NCF	X					
NYW		X				
BPJ					X	
SSA			X			
HG					X	
CM				X		

# 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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