



PRESIDENT & CHIEF EXECUTIVE OFFICER

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RE: BC Ferries (BCF) and Washington State Ferries (WSF)

As two of the largest ferry companies in the world, both operating on the west coast, it would seem logical that it would be straight forward to do an "apples to apples" comparison of the two systems. However, due to many reasons such is not the case.

First, for the most part WSF (22 vessels and 20 terminals) operates a commuter based service, with larger vessels sailing over much shorter distances. Whereas, BCF (35 vessels and 47 terminals) provides the greatest diversity of service of any ferry operator in the world with large vessels connecting Vancouver Island and the Sunshine Coast to the Lower Mainland, small to medium size ships providing service between the gulf islands and Vancouver Island and large cabin ferries sailing between northern Vancouver Island, Prince Rupert and Haida Gwaii.

Second, while WSF provides services over an area of 80 miles, BCF is contracted to provide service across an area stretching more than ten times that to 1,000 miles. In terms of total miles travelled per year, BCF sails about 1.6 million miles which is about 75% more than the 915 thousand miles that WSF does on an annual basis.

Third, with a little over 1,800 employees, WSF has approximately 40% of the employee base of BCF which has approximately 4,500 employees working during peak summer months. Operationally, due to vastly different federal crewing regulations in Canada compared to the United States, BCF must crew a similar size vessel in Canada with up to three times the crew as compared to WSF. For example, at WSF a vessel about the same size as a BCF's Spirit Class vessel has a mandated crewing level of 15 from the US Coast Guard, while a Spirit's crew is set at 48 by Transport Canada.

Fourth, administratively, BCF is a stand alone entity that provides all functions needed to operate a complex ferry system (human resources, information technology, accounting, treasury, etc.) within itself. At WSF, many of these functions are provided by government and the cost is not allocated to the ferry system.

Lastly, BC Ferries must fund its capital requirements for new vessels, major retrofits, terminal infrastructure improvements and information technology projects itself. WSF's capital funding is provided for by the State.

While, for the reasons mentioned above, it is difficult to do a true comparison between the two systems, we do know that on a cost per passenger mile basis the costs are comparable. It cost WSF \$1.32 (US \$) and BCF \$1.26 (CAN \$) to provide ferry service to each of its respective customers.

With all this being said, WSF and BCF constantly communicate with each other at various levels across the two organizations in order to share best practices related to safety, operational efficiencies, fuel management, fleet renewal as well as many other areas.

Sincerely,

Mike Corrigan
President & Chief Executive Officer BCF and
President Interferry (World-wide ferry organization)