



# BC Ferries

## Looking Ahead to 2050...Investing for Resilience

November 4, 2025



**Nicolas Jimenez**  
President & Chief Executive Officer,  
BC Ferries



# Who is BC Ferries?



37

vessels



47

terminals spread  
over 1,600 kilometres  
of coastline



25

ferry  
routes



5,500+

employees deliver  
196,465 sailings –  
about 538 each day



22.7

million  
travellers



9.7

million  
vehicles

transported in 2024/25



Ferry travel in BC  
is an essential  
public service.



BC communities  
rely on BCF for  
social and  
economic  
viability.



Looking  
Ahead  
to  
2050



# Charting the Course

A VISION FOR COASTAL FERRIES

AUGUST 2025



# What makes BC's context different?

**90%**  
of our  
assets



● Assets

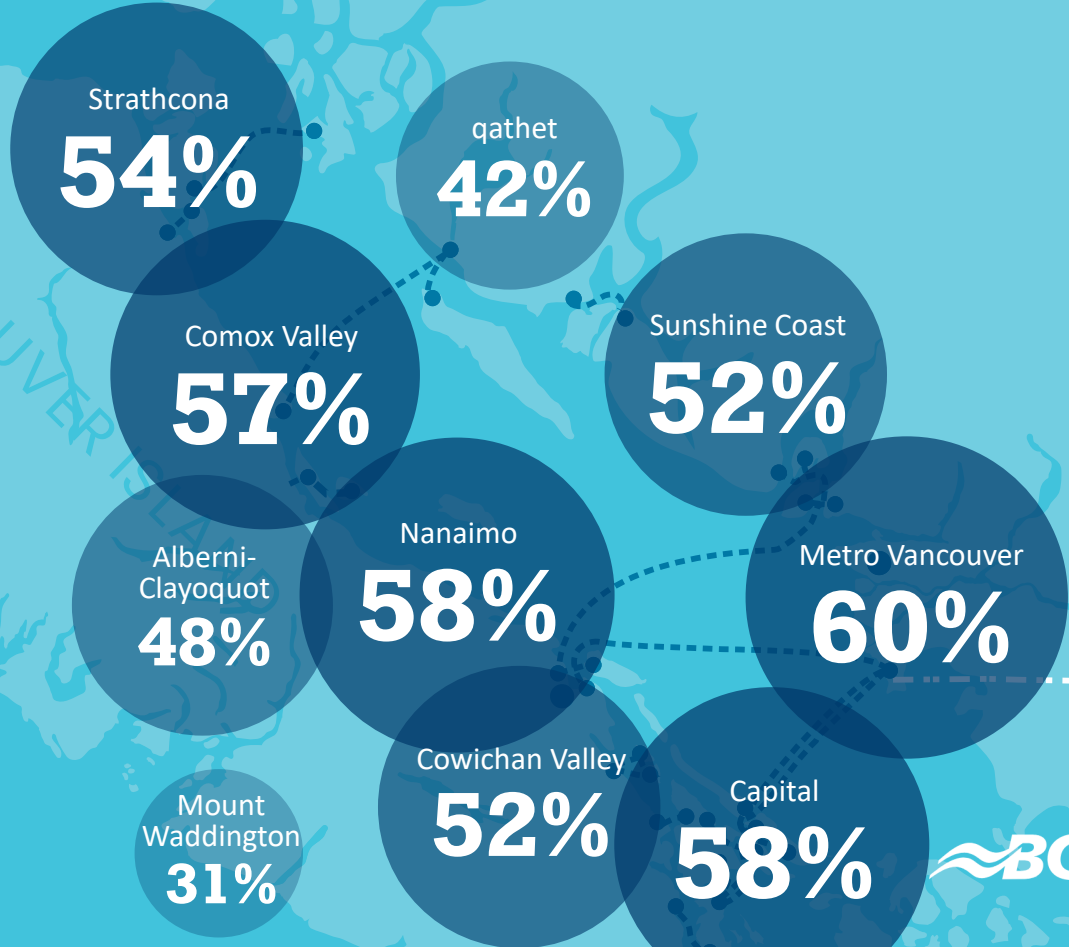
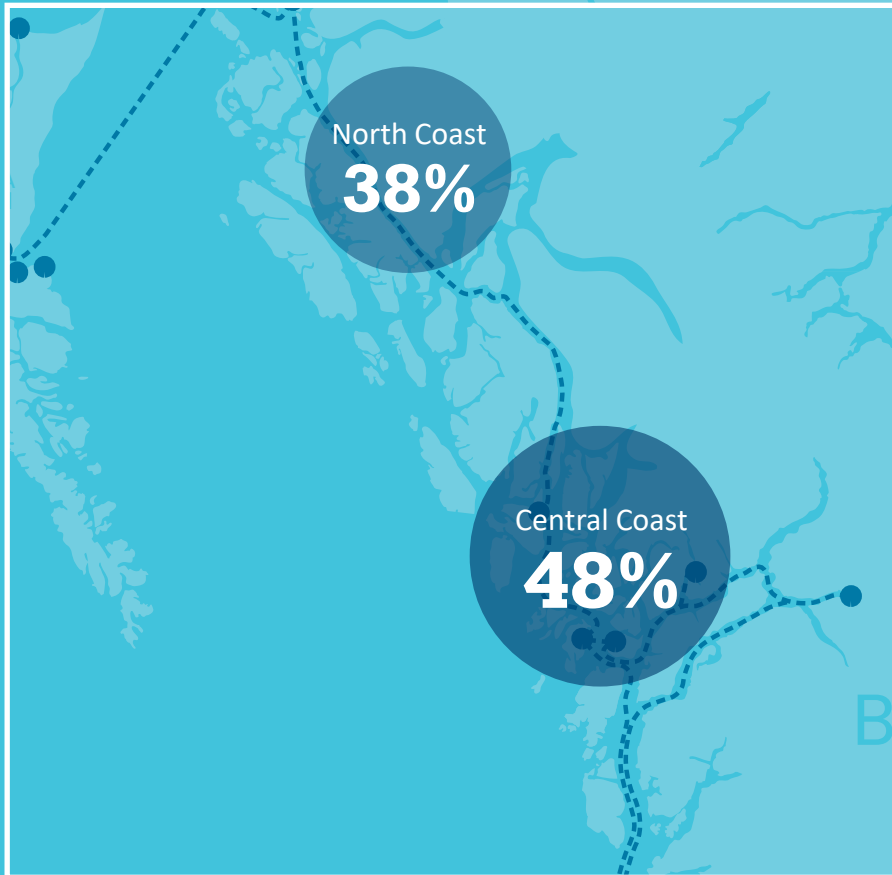
service  
**10%**  
of the  
population



● BC Population

● Population Served

# Coastal regions growing faster than the province...



# Record setting demand

Passengers

22.7 M

Vehicles

9.7 M

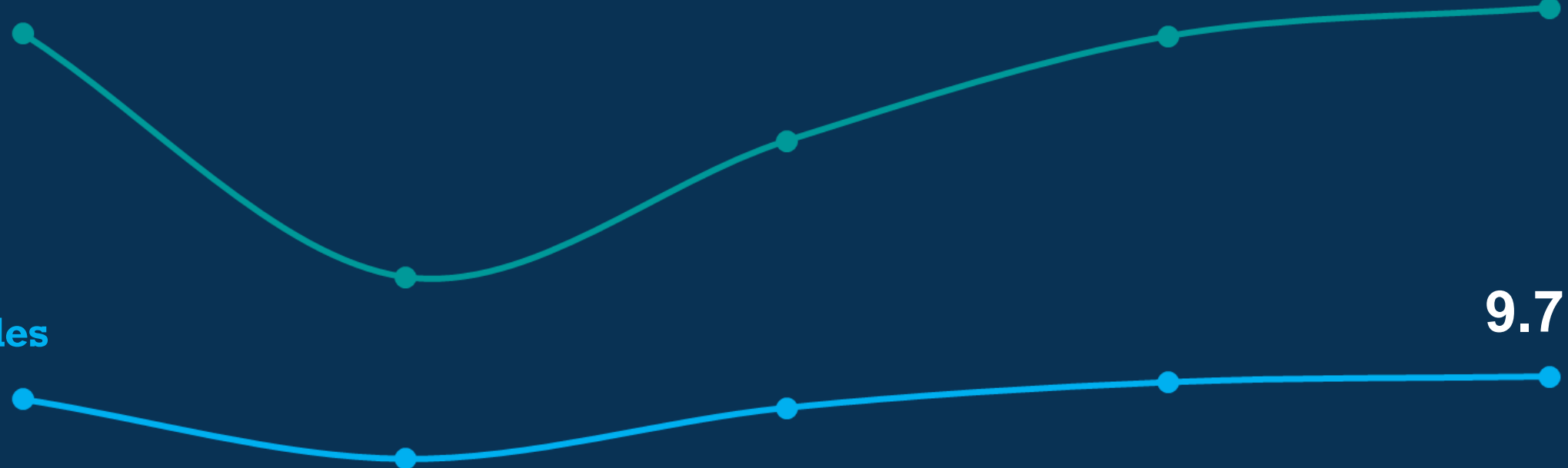
2019-2020

2020-2021

2021-2022

2022-2023

2023-2024



# Summer 2025

**9 million**

passengers

**3.7 million**

vehicles

**1,000**

extra round trips





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



# The cost to run the ferry system

Operations and  
Maintenance

\$608 M

\$847 M

Administration

2019

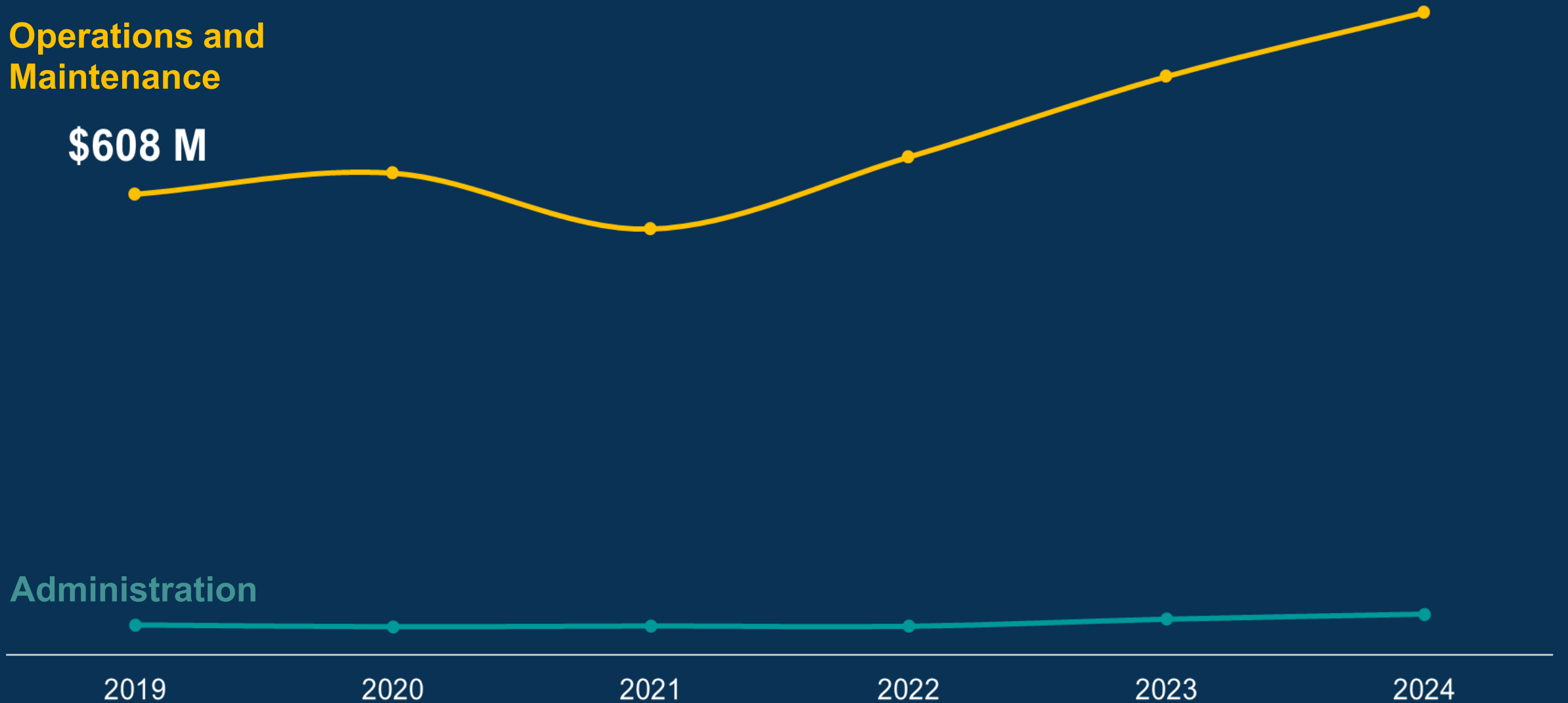
2020

2021

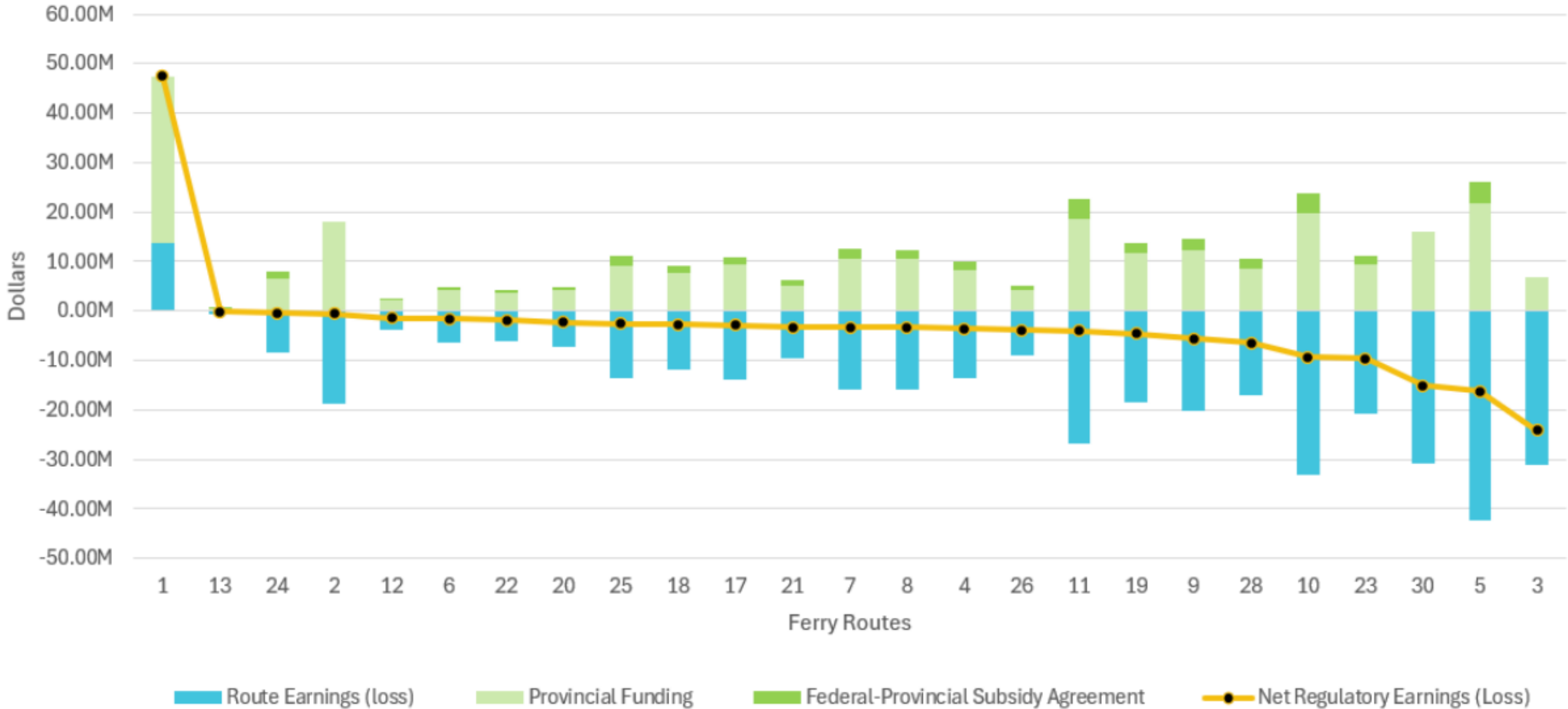
2022

2023

2024



# Most routes cannot sustain themselves



# Our Fleet by Build Year

1960 - 1970

1970 - 1980

1980 - 1990

1990 - 2000

2000 - 2010

2010 - 2020

2020 - 2025



*Queen of New West*



*Quadra Queen II*



*Tachek*



*Queen of Coquitlam*



*Queen of Cowichan*



*Queen of Alberni*



*Kwuna*



*Kahloke*



*Klitsa*



*Queen of Oak Bay*



*Queen of Surrey*



*Quinsam*



*Quinitsa*



*Pune'luxutth*



*Spirit of Vancouver Island*



*Spirit of British Columbia*



*Skeena Queen*



*Queen of Cumberland*



*Queen of Capilano*



*Coastal Celebration*



*Coastal Inspiration*



*Coastal Renaissance*



*Northern Expedition*



*Northern Adventure*



*Baynes Sound Connector*



*Malaspina Sky*



*Northern Sea Wolf*



*Salish Orca*



*Salish Eagle*



*Salish Raven*



*Island Discovery*



*Island Aurora*



*Island Kwigwis*



*Island K'ulut'a*



*Island Nagalis*



*Island Gwawis*



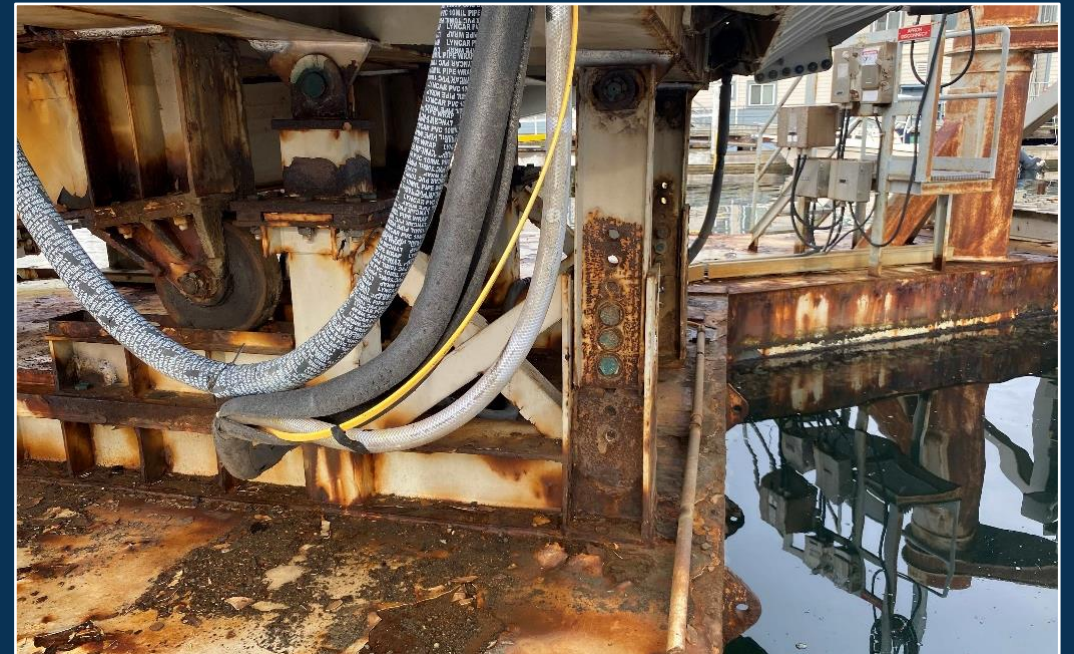
*Salish Heron*

**35%**

**Terminals** in a  
marginal or poor  
state of repair

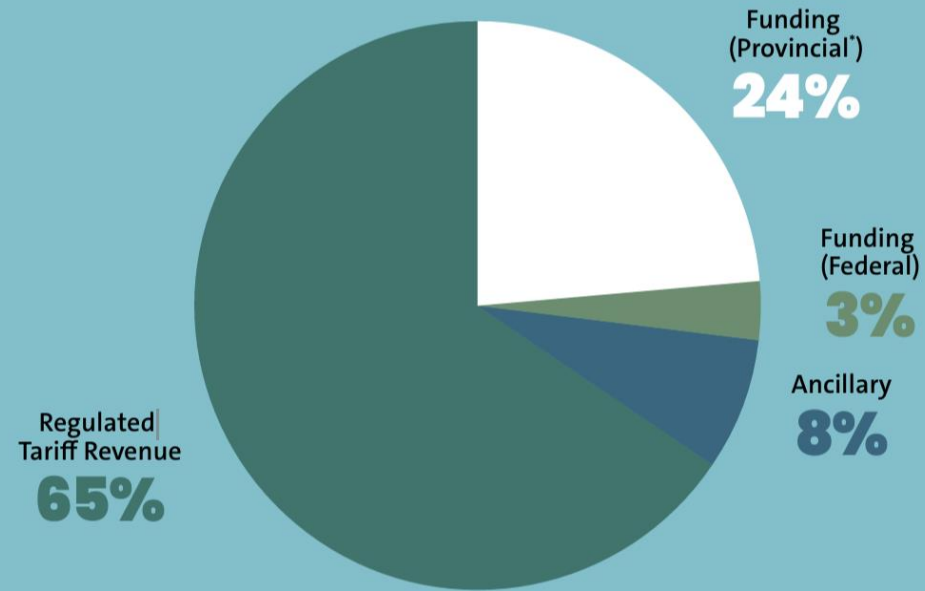
**50%+**

**Berths** require  
major work



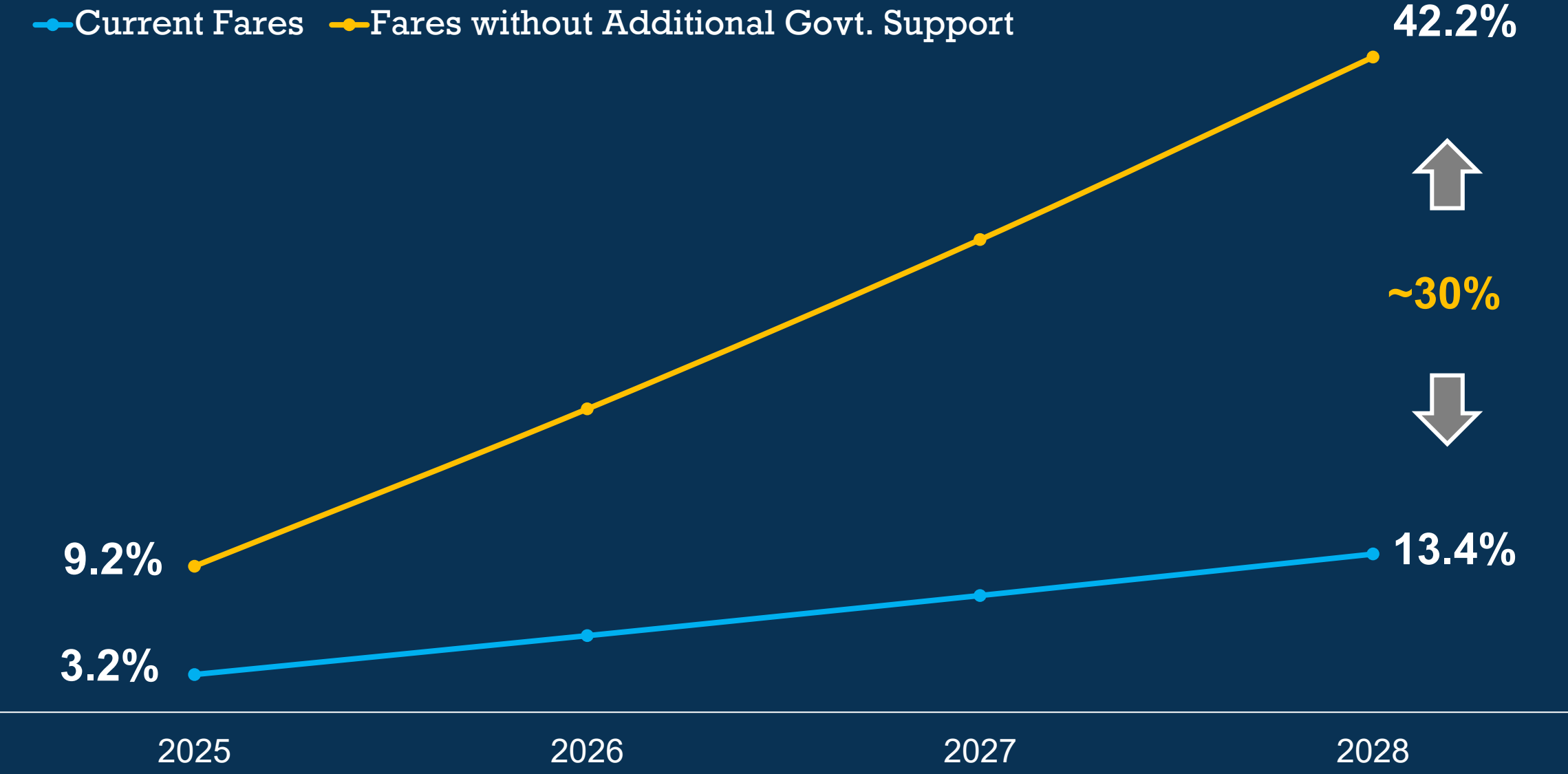
# Passenger fares largely fund our system

## F25 – Funding sources



# Funding and Fares

● Current Fares ● Fares without Additional Govt. Support



↑  
~30%  
↓

# A Coastal Vision for Ferries



Reliable and  
available



Convenient  
and integrated



Safe and  
comfortable



Environmentally  
sensitive and  
resilient



Affordable  
and efficient



# 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

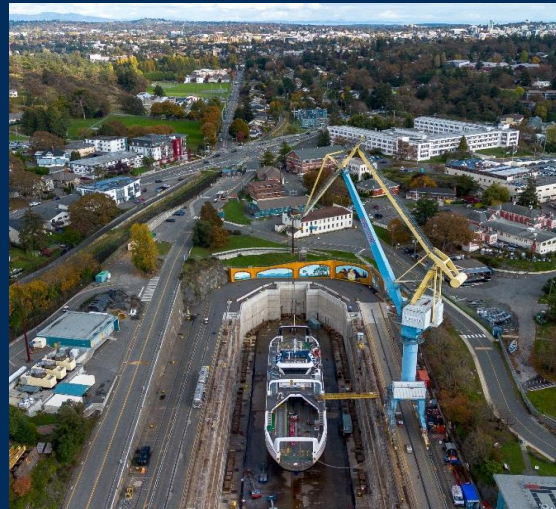
Not replacing reliable vessels or adding low-demand sailings

Crew-related cancellations down 71% with stronger recruitment

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



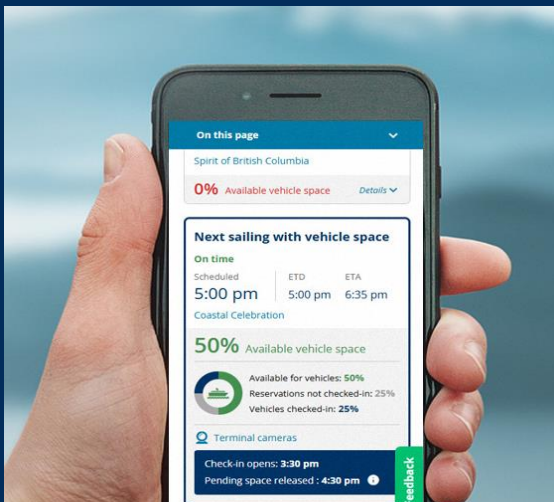
## Recruitment



## Maintenance



## Experience Enhancements



## Current Conditions



## More Saver fare options



## Peak Season Readiness

# First Nations relationships.

## 82

First Nations in our operating territory





# Let's Connect

Shaping Future Engagement

