

Fiscal Year 2023 – 2024

Performance and Sustainability Report



BC Ferries acknowledges and respects the traditional territories of Indigenous peoples on whose beautiful lands and waters our ships, offices, terminals, and work sites operate along the Pacific West Coast.



Forward Looking Statements

This Performance and Sustainability Report contains certain “forward looking statements”. These statements relate to future events or future performance and reflect management’s expectations regarding our growth, financial and business risks, results of operations, performance, business prospects and opportunities, and industry performance and trends. They reflect management’s current internal projections, expectations and beliefs, and are based on information currently available to management. Some of the market conditions and factors that have been considered in formulating the assumptions upon which forward looking statements are based include traffic trends, the value of the Canadian Dollar, CPI, fuel costs, construction costs, the state of the economy, fluctuating financial markets, demographics, tax changes and the requirements of the *Coastal Ferry Act* and the Coastal Ferry Services Contract.

Examples of forward looking statements included in this document include, but are not limited to, statements with respect to: fare and reservation models, future traffic volumes, economic conditions and their impact on our financial performance and future investments, anticipated customer demand, anticipated outcomes of the *Charting the Course* engagement, investments in employees and related technologies to improve employee experience and service reliability, staffing requirements and the impact of retention strategies, fuel prices, fuel sources, vessel electrification and impacts on operating costs, the transition to alternative energy sources, GHG emission reduction strategies, vessel replacement, repair and planning strategies, vessel standardization efforts and anticipated impacts on capacity, capital plans and major capital initiatives including the Island Class and New Major Vessel programs, the impact of inflation on capital investment costs, capital projects and the potential for delays, and future investment strategies, among other statements.

In some cases, forward looking statements can be identified by terminology such as “may”, “will”, “should”, “expect”, “plan”, “anticipate”, “believe”, “estimate”, “predict”, “potential”, “continue” or the negative of these terms or other comparable terminology. A number of factors could cause actual events or results to differ materially from the results discussed in the forward looking statements. In evaluating these statements, prospective investors should specifically consider various factors including, but not limited to, the risks and uncertainties associated with: vendor non-performance, capital market access, interest rates, foreign currency, fuel prices, traffic fluctuations, the implementation of major capital projects, security, safety, and environmental incidents, confidential or sensitive information breaches, changes in laws, vessel repair facility limitations, economic regulatory environment changes, tax changes, and Indigenous rights.

Actual results may differ materially from any forward looking statement. Although management believes that the forward looking statements contained in this Performance and Sustainability Report are based upon reasonable assumptions, investors cannot be assured that actual results will be consistent with these forward looking statements. These forward looking statements are made as of the date of this Performance and Sustainability Report, and British Columbia Ferry Services Inc. assumes no obligation to update or revise them to reflect new events or circumstances except as may be required by applicable law.

Non-IFRS Measures

In addition to providing measures prepared in accordance with IFRS, we present certain financial measures that do not have any standardized meanings prescribed by IFRS and therefore are unlikely to be comparable to similar measures presented by other companies. These include, but are not limited to, net earnings adjusted for the effect of rate regulation and average tariff revenue per vehicle and per passenger. These supplemental financial measures are provided to assist readers in determining our ability to generate cash from operations and improve the comparability of our results from one period to another. We believe these measures are useful in assessing operating performance of our ongoing business on an overall basis.



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Message from the Chair and CEO



BC Ferries provides a very important public service – we’re part of our customers’ daily commute, holiday plans and other important travel needs up and down BC’s coast.

People who travel with us value reliability in their ferry service. Every day, we hear about what’s important to you, and this informs the service we provide and the decisions we make.

Today, with a growing population and a growing coastal economy, we’re transporting more passengers, vehicles and cargo than ever, and traffic continues to grow annually. Although our company’s revenues have risen, so have our costs. Economic pressures including the cost of maintenance, operations (such as fuel and personnel), and capital projects like construction and vessel purchases have continued to grow. This challenge isn’t unique to our business; it’s common across all transportation companies and most capital-intensive companies like ours.

Fiscal 2024 was a year where we showed that despite economic pressures, we’re delivering better service to customers. Our on-time performance remained steady and we decreased the number of sailing cancellations across the board, most notably those related to crewing. At the same time, we offered more fare choices, giving customers more value for money choices.

Looking ahead, we’re focused on improving the reliability and capacity of our service while keeping costs as affordable as possible. It’s a complex task, but our aim is clear: meet growing demand, provide reliable service, and ensure financial stability through careful planning. Here’s how we’re accomplishing this:

- Putting more money into building capacity, including our planned New Major Vessel procurement. Our New Major Vessels will be the largest capital investment in the history of BC Ferries. At the same time, we need to focus on keeping our other vessels in good working order and investing in maintaining our fleet as many ships are reaching a critical stage in their lifecycles.
- Offering more space to customers wishing to book in advance, and more discounts to customers who choose to travel at less popular times.
- Investing in our terminals and marine infrastructure, now and in the future, in order to continue to keep our people and customers safe.
- Continuing to look at all projects through the lens of climate action plans and reducing greenhouse gas emissions.

We must take on the challenge of meeting the transportation needs of our growing population while at the same time replacing our aging infrastructure, including vessels, terminals and information technology. These are significant investments that we will need to consider carefully.

As we set our sights on creating a sustainable ferry service for years to come, we are at the same time tackling more immediate priorities. Our people are our most critical asset, and for too long they hadn’t seen their pay and other opportunities keep up with the market. We are back on the path to being an employer of choice with significant wage increases for our people, along with creating career paths, additional training and more options when it comes to schedules.

We also must evolve how we work with the communities we serve. That means doing more to hear directly from people who live in coastal communities and continuing to build strong partnerships with the First Nations communities on whose traditional territories we operate every day.

Last year, we made strides in mapping out a long-term vision for BC’s ferry system, through our *Charting the Course* public engagement. The message we heard was clear: customers care about reliability, affordability and integration with the wider transportation system in our province. This work continues and we expect to have our vision ready for release early in 2025.

Through our *Charting the Course* engagement, you have set a strong mandate for us to keep pushing ahead on these priorities, while also keeping ferry travel as affordable as possible.

In our 2023/24 Performance and Sustainability Report, we showcase how we’ve taken action and set all this work in motion, and the steps we’ve taken to progress towards our long-term vision for the company.

We have more to do together with our people – our employees, our customers and the communities we serve – to make the right investments and deliver quality, reliable service, in an environment of rising costs. We are up to that task.



Joy MacPhail
Board Chair
CM, O.B.C.



Nicolas Jimenez
President & CEO





About BC Ferries

For more than six decades, BC Ferries has been serving customers, connecting communities, moving essential goods, supporting tourism and strengthening the economy.

From our early beginnings with just two vessels operating on a single route, today we have grown to be one of the largest and most complex ferry systems in the world, with 37 vessels supporting 25 routes along 1,600 kilometres of coastline.

During fiscal 2024, we transported more people, vehicles and goods than ever before – and those numbers continue to grow. As we look to the future, we are focused on creating a resilient, reliable and affordable ferry service.

BC Ferries is responsible for the long-term environmental, social and financial sustainability of British Columbia’s coastal ferry service. The ferry system comprises of:



“What I like most is the different environment every day, different people you meet, the different positions you get to work. Not monotonous.

-Ranjeet Singh



37

Vessels



25

Ferry routes



47

Terminals spread over 1,600 kilometers of coastline

Transporting



“The most rewarding part of my job is the service to the community – transporting people between the mainland and the island. The funnest part of the job is driving the ship. The least fun part of the job is the paperwork!”

-Shivjeet Gill



22.6

Million
travellers



9.6

Million
vehicles

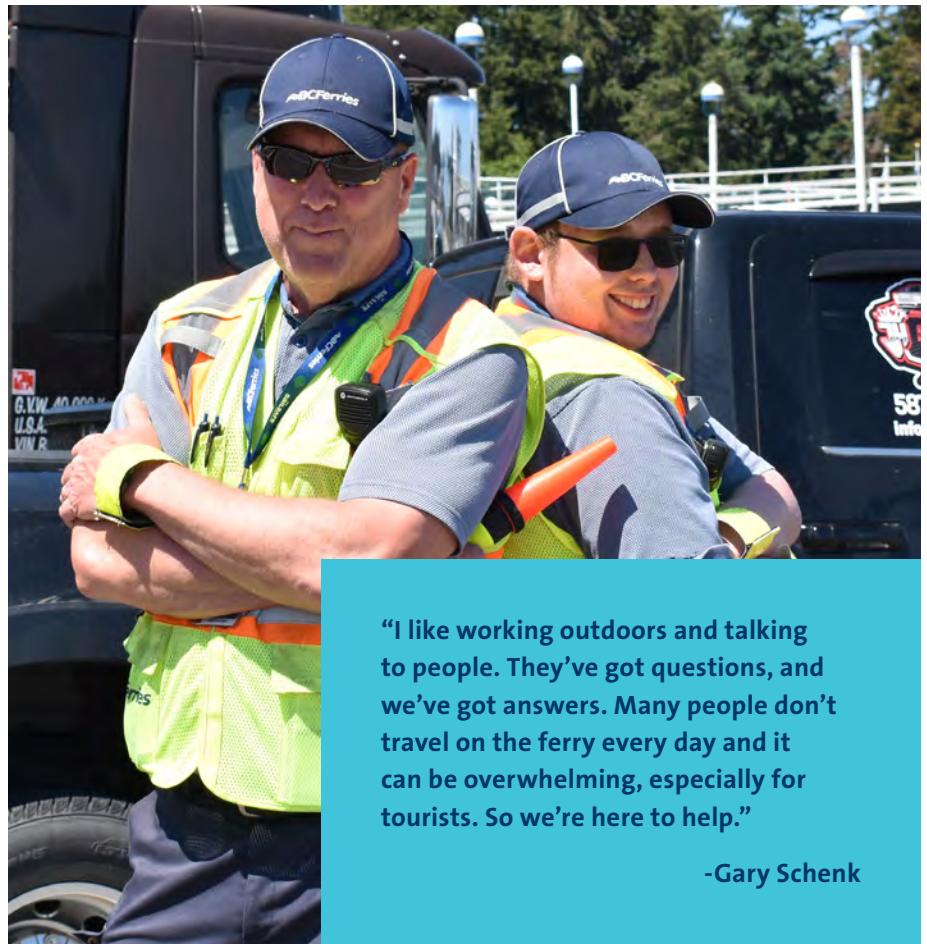


5,400

Employees deliver

185,187

sailings – about
507 each day



“I like working outdoors and talking to people. They’ve got questions, and we’ve got answers. Many people don’t travel on the ferry every day and it can be overwhelming, especially for tourists. So we’re here to help.”

-Gary Schenk

Our Vision, Mission, Values, Goals

We are more than a marine transportation company. It is our vision to be trusted and valued, as we deliver our mission of connecting communities and customers to the people and places important in their lives.

We do this by focusing our core operations on delivering safe, reliable, efficient, and affordable service.

Our Vision

Trusted, Valued

Our Mission

We connect communities and customers to people and places important in their lives.

Brand Promise

Connecting the Coast

Our Values

Safe

Safety is our highest value.

Caring

We operate from a position of kindness and empathy for those who travel and work with us.

Honest

We conduct business with integrity, honesty and accountability.

Collaborative

We collaborate with others to enhance the customer experience.

Respectful

Respect is paramount in our interactions with others.

Sustainable

Our environmental, social and economic impacts are central to business decisions.



Our Goals

The following strategic goals set the direction for all activities at BC Ferries.



1

Operating Safely, Reliably and Efficiently

Safety is our highest priority. Our safety-focused practices ensure we continue to deliver safe and reliable service to coastal communities.



5

Investing Sustainably

We are an asset-intensive business, and we recognize the importance of providing our service in a financially and socially sustainable manner. Our investment decisions focus on delivering a safe, reliable, and efficient service that supports fare affordability, now and into the future.



4

Reducing our Impact on the Environment

At BC Ferries, we are focused on reducing our environmental impact, while operating one of the largest ferry systems in the world. This includes developing our new Island Class hybrid electric vessels.



2 Supporting our People

Our people make everything we do possible. That's why we're committed to creating a safe and healthy work environment that values whole-person health.



3 Engaging Customers & Communities

We are investing in technology, processes and employee training that ensures a seamless customer experience. We are also staying connected with coastal communities.



Introduction

This Performance and Sustainability Report summarizes our achievements from April 1, 2023 to March 31, 2024 (fiscal 2024). The report also highlights progress we've made when it comes to the service we provide customers, the workplace we create for our employees and our social and environmental impacts. In this document, we report on our work to provide a safe, reliable and sustainable ferry service, and the steps we have taken to improve our operational workforce management, foster meaningful engagement with communities and customers, reduce our impact to the environment and invest in our assets.

As we work to continually improve our operations and service we provide customers, we are also focused on maintaining affordability for those who travel with us. Our goal with this report is to transparently report on how we are performing, and how we can improve.

Each year, more people choose to travel with us, and like many companies in the transportation industry, global inflation has increased the costs of operating and maintaining our ferry service. Rising costs have been seen across maintenance, fuel and personnel. These factors have also affected mid- and long-term planning and investment related to construction and vessel purchases.

Rising costs are not expected to subside any time soon, and as such, despite high demand, we are experiencing growing financial impacts. We are continuing to look at how to mitigate some of these financial pressures while balancing the investments we need to make to deliver service levels and affordable fares customers expect.

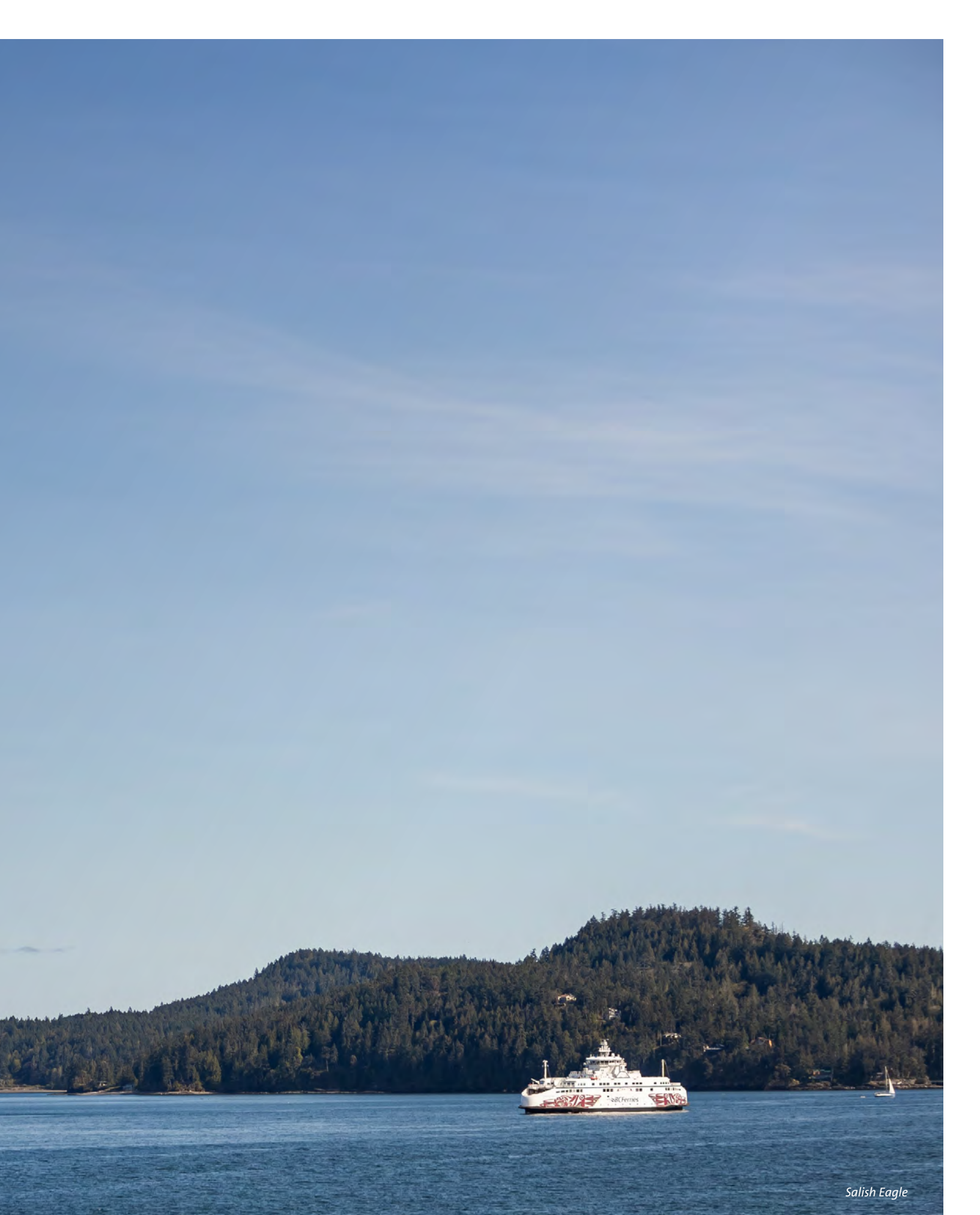
In spite of these challenges, we have made strides in delivering more sailings on time and decreasing cancellations. We have also taken steps to build a more resilient workforce, better utilize our existing capacity in some areas, increase our capacity in other areas, and once again make BC Ferries an employer of choice.

As we set our sights on the future and build together a ferry system that everyone trusts, our *Charting the Course* engagement has helped guide our planning. Customers have told us that they want a reliable ferry service that is affordable and integrated with other transit infrastructure in the province.

As we work to provide this important service now and into the future, we need to meet the growing demand, while carefully planning for financial stability and customer satisfaction.

Today, we are continuing to invest in capacity and infrastructure, on land and at sea. We are continuing to focus on our role in caring for the environment and reducing our carbon footprint. We are working to listen to communities we serve and work alongside, including First Nations communities. As we face rising costs and rising demands on our infrastructure, we are also continuing to support our customers in making informed and cost-effective travel choices.

Together, we are building a ferry service we can all be proud of.



Salish Eagle

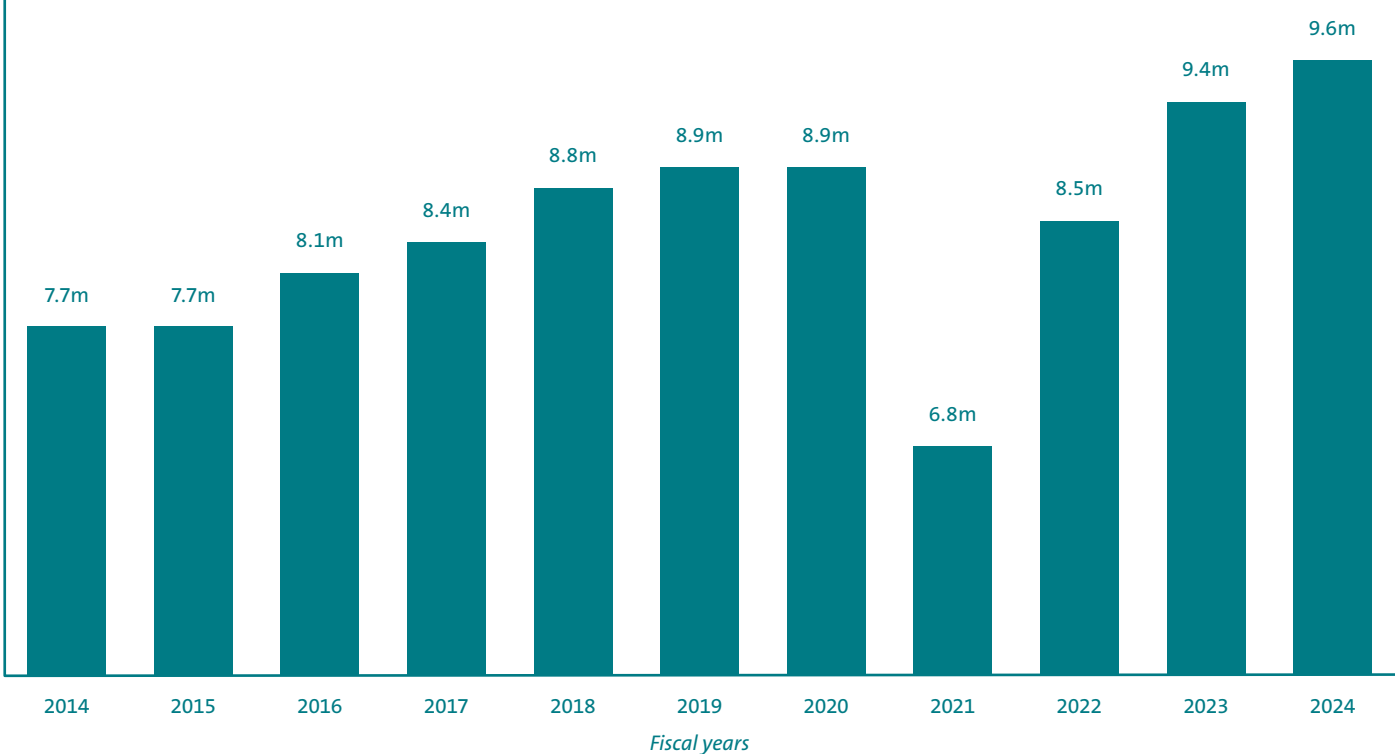
Traffic at a Glance

In fiscal 2024, we travelled with record numbers of passengers of vehicles, particularly on routes between the lower mainland and Vancouver Island. Traffic and the demands on BC's ferry system continues to grow. Last year, we offered 185,187 sailings, carrying 22.6 million passengers and 9.6 million vehicles. This represents an increase from the 21.6 million passengers and 9.4 million vehicles we carried in fiscal 2023.

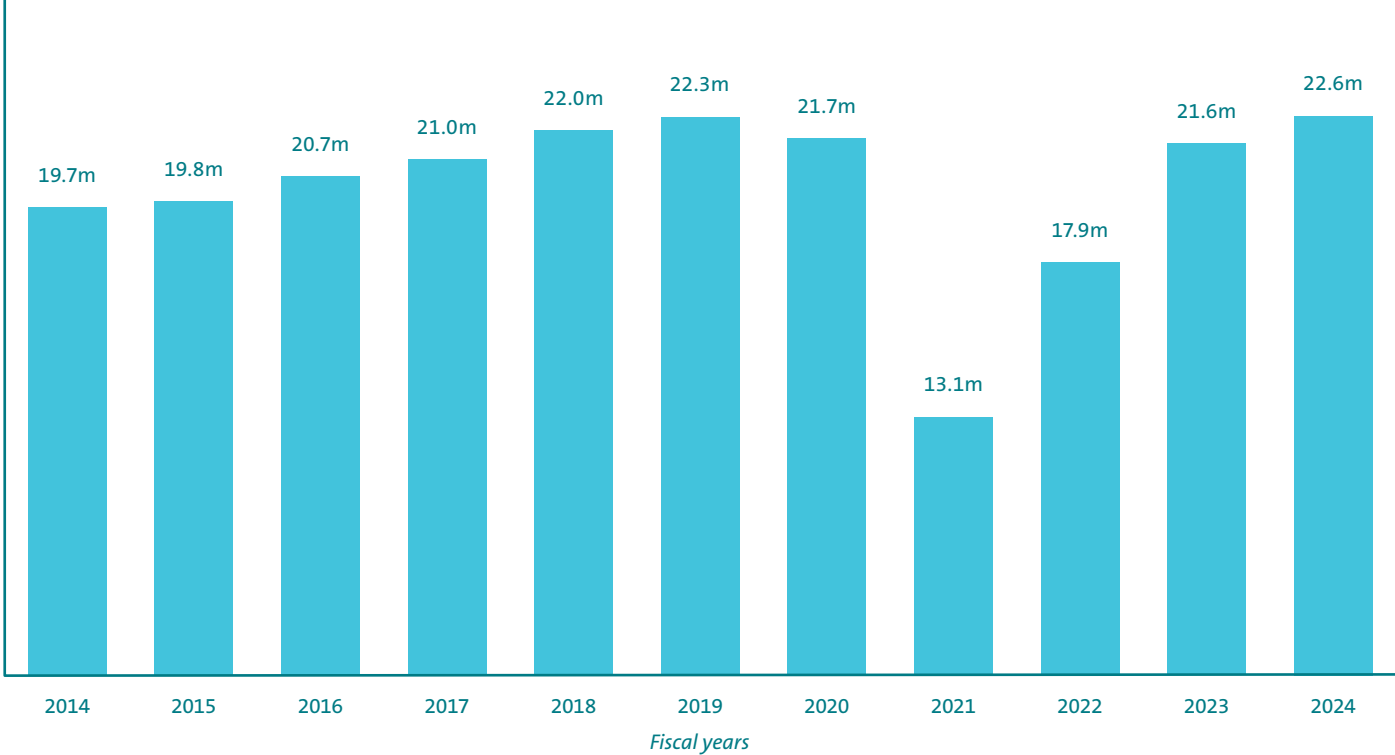


System Traffic for Fiscals 2014 to 2024

Vehicles



Passengers



Year in Review Summary

22.6

Million passengers

up from 22.4 Million
the year prior



9.6

Million vehicles carried

up from 8.5 Million
the year prior



185,187

Number of sailings

up from 177,550
the year prior



65.9%

**Capacity utilization
system wide**

down from 66.3%
the year prior



83.3%

On-time performance

Percentage of sailings departing within 10 mins of scheduled departure time, down from 85% the year prior



\$8

Billion cargo carried (estimated)



\$70.1

Million in food and retail revenue (after costs)

Up from \$63.7 million the year prior



98.7%

Round trips delivered, per the Coastal Ferry Services Contract

up from 98.4% the year prior*



** In Fiscal 2024, we provided 90,819.5 round trips, which is 11,058.5 more than the annual number contractually required.*



Our Goals

Strategic Goal 1: Operating Safely, Reliably & Efficiently

Performance Against Strategic Targets Fiscal 2023

		Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024 Results	Fiscal 2024 Targets	Fiscal 2025 Targets
Operational Targets								
Employee Safety Index (frequency x severity) / 1,000	TARGET	0.41	0.62	0.60	0.7			
	RESULT	0.74	0.52	0.95	1.15	0.94	0.90	0.88
Passenger Safety Index # passenger injury incidents / 1,000,000 passengers	TARGET	9.59	6.95	6.90	3.5			
	RESULT	4.30	3.07	1.79	1.58	0.84	2.50	1.3
Reliability Index scheduled # of round trips less controllable cancellations / scheduled # of round trips	TARGET	99.55-99.74%	99.5-99.74%	99.55-99.74%	99.5-99.74%			
	RESULT	99.84%	99.69%	99.68%	99.60%	99.72%	99.55-99.74%	99.7%
On-time Performance departures within 10 minutes of scheduled departure time	TARGET	91.0%	88%	88%	88%			
	RESULT	88.8%	89.1%	85.6%	85%	83.3%	86%	85%
Customer Satisfaction	TARGET	4.22	4.12	4.1	4.12			
	RESULT	4.09	3.97	4.07	4	4.03	4.05	4.05
Financial Targets net of regulatory adjustments								
EBITDA including subsidiaries (\$ millions)	TARGET	276.8	269.9	257.1	256.2			
	RESULT	264.1	267.5	283.9	231.8	174.8	181.5	152.8
Net Earnings (\$ millions)	TARGET	34.9	26.1	24.4	7.7			
	RESULT	22.2	21.6	47.2	-2.7	-66.3	-56.8	-88.6



Island Gwawis

In fiscal 2024, we remained focused on delivering safe, reliable and efficient service. Here's how:

- **Fare flexibility** – Since offering customers more opportunity and choice in booking discounted fares, we carried record vehicle traffic. For example, on routes between the Lower Mainland and Vancouver Island, we carried 5% more passengers, when compared to our best-ever year prior to the launch of Fare Flexibility. At the same time, we increased capacity utilization on our ships and also reduced the number of customers experiencing sailing waits.
- **More reliable service** – In fiscal 2024, 83.3% of sailings departed within 10 minutes of their scheduled departure. Through collaboration between our IT and Engineering teams, we began implementing systems to continuously monitor the condition of certain critical operational assets, such as gear boxes on Spirit Class vessels, to provide detailed operational insights to better inform maintenance planning. This will help us to predict and plan maintenance interventions to minimize impacts to customers. Additionally, we replaced the drive motor rotors on our three Coastal Class vessels, helping ensure they operate well during the remaining lifespan of these vessels.
- **Fewer cancellations** – In fiscal 2024, we saw fewer sailings cancelled, with 1.3% of round trips required by the Coastal Ferry Services Contract cancelled, compared to 1.6% the year before. This was thanks in large part to a 44% drop in crew-related sailing cancellations compared to the year prior. We reduced the number of crew-related cancellations through:
 - Offering guaranteed monthly shifts for casual employees during peak and off-peak seasons.
 - Increasing the number of regular positions across the fleet.

- Implementing day-for-day hours of work in the Northern Gulf Island region.
- Introducing a casual flex availability program for peak and non-peak periods, giving casual employees the opportunity to have scheduled and pre-planned days off/not on call.
- Improving BC Ferries' crew scheduling application, which allows planner and crew schedulers to better ensure vessels are staffed for each sailing.
- **More service, when you need it** – We increased service during peak seasons and travel times, including:
 - Offering better shift work options for crew on major routes.
 - Adding a second vessel between Denman Island and Buckley Bay, with far greater capacity and frequency of service.
 - Assigning a larger vessel between Hornby Island and Denman Island, providing far greater capacity and significantly reducing wait times.
 - Increasing sailings between Salt Spring Island and Greater Victoria by 20%, increasing daily capacity and frequency and reducing wait times.

Commercial Services

Over the past year, we continued to support the movement of goods through coastal communities. In fiscal 2024, we worked with key commercial customers to ensure unused reservation capacity could be made available for the public. Additionally, we successfully implemented a green initiative of barcode asset tracking, in lieu of plastic tags, stopping tens of thousands of plastic tags from ending up in the landfill or ocean.



Safe Sailing

Safety is our highest value. Our safety-focused practices ensure we continue to deliver safe and reliable service to coastal communities.

Fiscal 2024 SailSafe Report

Over the past 17 years, our SailSafe program has continued to monitor and enhance our safety and work culture at BC Ferries. In fiscal 2024, we took a deep dive into how we can improve safety and wellness for our people.

Through a series of engagement sessions, pop-ups and town halls with our people, we gathered 1,500 pieces of feedback from 1,000+ employees across 27 worksites, focused on possible safety improvements across the organization.

What did we hear? 'Safety' means more than just reducing physical risk, but should encompass whole-person wellness, like workload, leadership, training growth and development, and psychological safety. This translates into a happier workplace and makes people more productive and creative.

Town halls and engaged leadership were also called out as key drivers that help improve collaboration and create a positive work culture within the company.

We're taking action on what we heard and have begun taking steps to improve onboarding, training, supervision and employee engagement.

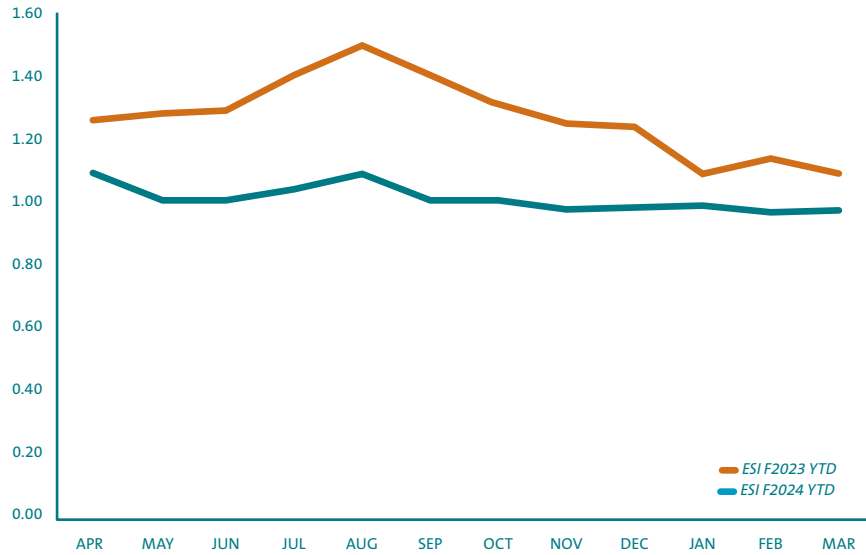
What's Next

We are committed to making the investments and changes necessary to maintain a reliable and safe ferry system, with robust asset maintenance practices. Over the coming year, as we carry even more passengers and vehicles and connect coastal communities, our focus will remain building a ferry system that keeps our people safe in a holistic way – focused on not just injury prevention, but emotional and psychological safety as well. We will continue to explore opportunities to enhance processes, technology and education programs that support the findings of the SailSafe report.

As staffing initiatives remain in place to support peak season travel, we will continue to review opportunities to engage and retain our people through fiscal 2025. In the coming fiscal year, we will also continue to roll-out improvements to the BC Ferries crew scheduling application to improve reliability and functionality, supporting staffing on each sailing.

Employee Safety Index

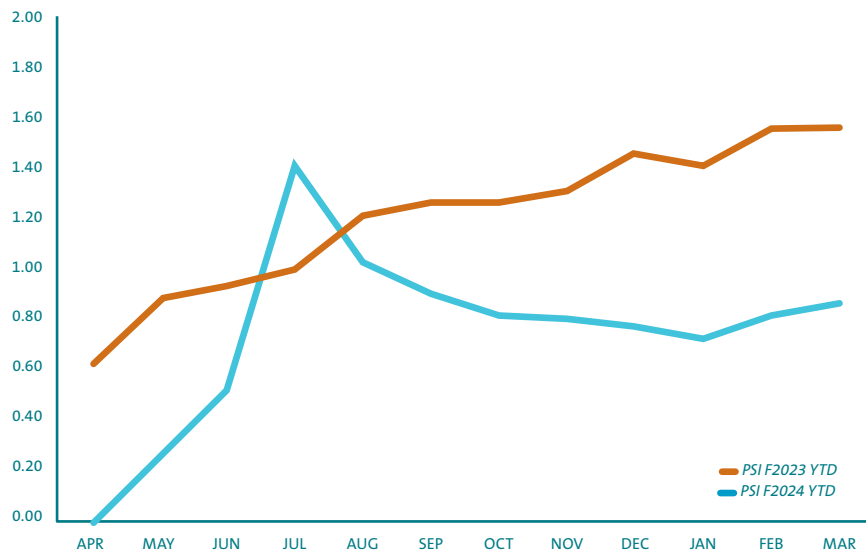
Employee injury frequency rate times severity rate divided by 1,000 full-time equivalents



Employee time loss due to injuries decreased 10%, when compared to fiscal 2023. A total of 176 employees were impacted compared to 181 employees the previous year. Between fiscal 2023 and fiscal 2024, the cumulative days lost due to employee injury claims has decreased from 10,473 to 10,239 days away from work (a 2% decrease). As a result, our performance on the Employee Safety Index improved in the past year.

Passenger Safety Index

Number of injuries per one million passengers



Passenger injuries in fiscal 2024 were nearly half as frequent as the year prior, decreasing by 46%. A total of 19 passengers were impacted compared to 34 the previous year. Per every one million passengers the above figures combine to make up our Passenger Safety Index (PSI), which has significantly improved this year to 0.84 from 1.58 the previous fiscal. We safely transported higher volumes of passengers with no increase in injuries, resulting in a favorable PSI.

Emergency response at sea



1,059

customer injuries or illnesses responded to



We responded to

12

marine emergencies, in partnership with the Canadian Coast Guard



92

Sailings to accommodate BC Ambulance Service or other emergency services



Diversity, Equity and Inclusion

Over 1,700 women work at BC Ferries, contributing daily to connect coastal communities. On International Women's Day, March 8, 2024, the Island Discovery's crew for the Powell River to Texada Island route was entirely female. This event highlighted the company's commitment to "Inspire Inclusion," the theme for the year's International Women's Day, emphasizing the importance of equity and diversity in the workplace.

Recruitment & Retention

BC Ferries achieved a 44% reduction in crew-related sailing cancellations, compared to fiscal 2023, by ensuring guaranteed shifts for casual workers, increasing regular positions, implementing day-for-day work hours in the northern gulf island region, and providing greater supports to staff working in remote locations.

These initiatives have significantly improved crew availability and will support further workforce retention strategies. We recruited nearly 650 new crew members to support customers during the peak summer season, and remained focused on enhancing the travel experience and employee benefits, including better pay for technical skills and night shifts, increased training opportunities, and improved work-life balance through more regular schedules and guaranteed hours. These efforts underline our commitment to maintaining a strong, supported, and satisfied workforce.

Strategic Goal 2: Supporting our People

At BC Ferries, enhancing our workplace culture is a priority to make us a top choice for long-term careers, learning and growth, while also fostering a culture of respect. Our focus is on fair and competitive compensation, supportive health benefits, career development, meaningful recognition and a supportive workplace environment. We are also addressing improvements in areas staff have highlighted, such as training, workforce planning and mentoring programs.

Respectful Workplace

We are dedicated to fostering a respectful, inclusive and diverse workplace, free from bullying, harassment and discrimination. To support this, we've introduced a mandatory Respectful Workplace course for staff. In fiscal 2024, 3,183 staff completed the course, which emphasizes inclusivity, sets clear behavioral expectations, promotes safety, provides dispute resolution training and encourages continuous improvement and open communication.

972 new hires
Including nearly 650 new staff
for the peak summer season

+32k of personal
training days

.35% of scheduled sailings
cancelled due to crew
availability

What's Ahead

BC Ferries is enhancing its recruitment and retention strategies by significantly upgrading its HR systems. This modernization will improve employee interactions from onboarding to retirement, enabling more adaptive support and ensuring our responsiveness to changing market conditions. This initiative is central to our commitment to a dynamic workplace.

Strategic Goal 3: Engaging with Customers and Communities

We are building a customer-focused culture across all levels of the company and earning the trust of our customers and communities is a key priority.

We are committed to making investments in our local communities, technology and internal processes to ensure a consistent, seamless and personalized customer experience. We are focused on improving our outreach and engagement with coastal and Indigenous communities.

Community Engagement by the Numbers

- 12 community drop-in sessions completed
- 18 First Nations supported
- 1 new protocol agreement established with First Nations
- 2 new operational agreements with First Nations
- 29 Ferry Advisory Committee meetings held
- 34 stakeholder meetings held
- 9,397 participants in the *Charting the Course* survey
- 18,246 visitors to online community pages

Key Social Metrics



11% follower growth across all channels



19% follower growth on LinkedIn



8% follower growth on both X and Instagram



875,254 total video views across all channels



80% of online sentiment was positive/neutral

In fiscal 2024...

Our Customer Service Centre responded to

459,685

calls

81%

customer satisfaction, down slightly from 82% the year prior

5.2

customer complaints per 10,000 customers, down from 6.0 the year prior

91%

of customers satisfied with their Customer Service Center experience, down slightly from 92% the year prior

Community Investment in Action

From April 1, 2023 to January 1, 2024, over 398 requests were received under community giving – a 140% increase over the previous year. 55% of those requests were approved based on the available budget for in-kind travel. The Community Investment Program provided nearly \$74,000 of in-kind travel support to 213 community events, fundraisers and environmental initiatives that were received through our online application process.

Some events of note under the Community Investment Program for fiscal 2024 included support for:

- Trucks with donations traveling to Vancouver Island for Habitat for Humanity.
- Transporting a mobile school to Pender Island.
- Supporting the Rotary Club bringing people to the Mainland to donate blood.
- Several music festivals.
- Sponsorship of a number of annual events and organizations, including viaSport, Nicholas Sonntag Marine Education Centre, Powell River Kings, BC Bike Race, PRISMA and Cops for Cancer.

- Partnering with 18 First Nations communities to support the 2023 War Canoe season and provide ferry travel to competitors. Several other Indigenous events were supported, including Elder and language teacher travel, native plant walks and others.
- Supporting the renaming to the MV Pune'luxutth with approximately \$6,093 worth of free travel on Route 20 between Chemainus, Thetis Island and Penelakut Island.
- Cash donations to the United Way to support the Period Promise and the BC Wildfire Service.

Additional Community Investments

The BC Ferries Sport Experience Program, in partnership with viaSport British Columbia, helps reduce travel barriers for amateur sports by providing ferry vouchers to not-for-profit sport organizations. Eligible groups can receive up to two one-way passenger vouchers per traveler to support athletes, coaches and team managers with ferry travel costs. Between April 2023 and March 2024, BC Ferries allocated \$125,000 in vouchers to support both the Sport Experience and Disability Sport Experience Programs, benefiting 6,767 participants.



Renaming in the Spirit of Reconciliation

On December 1, 2023, BC Ferries renamed its vessel serving the Penelakut - Thetis Island - Chemainus route to the Pune'luxutth during a ceremony at Victoria's Point Hope Maritime. Pune'luxutth, a Hul'qumi'num' word for Penelakut selected by the Penelakut Tribe, replaces the previous name associated with the region's former residential school and its painful legacy. This change underscores BC Ferries' commitment to reconciliation and supporting Indigenous communities.

Indigenous Relations

Building strong relationships

The Indigenous Relations team is working hard to engage with those First Nations on whose lands and waters we operate, gradually expanding its reach. BC Ferries has negotiated three Relationship Protocols with First Nations to date, including with Snuneymuxw First Nation and WJOLÉLP (Tsartlip First Nation) to guide our work together and establish a framework for collaborating on areas of mutual interest with each Nation.

Supporting Indigenous Communities and Culture

The Coast Salish War Canoe Races are dugout canoe races held from May to September every summer, with each Nation hosting a race. To help alleviate travel costs and support athletes of all ages, BC Ferries was honoured to respond to requests for travel support, distributing 430 passenger vouchers for 18 teams to travel to participate in races on the other side of the Salish Sea.

Supporting the Third Annual March for the Children

In 2021, the discovery of 215 unmarked graves at the Kamloops Residential School site stunned Canada. Following this, the Penelakut Tribe's Sulxwe'en (Elders Group) disclosed 160 unmarked graves at the former Kuper Island Industrial School site. In response, the tribe held its Third Annual March for the Children in 2023 to honor the victims, with BC Ferries supporting the event by offering free travel to Thetis and Penelakut Islands on August 7th, aiding participant attendance.



Rainbow Canoe Club from the Stz'uminus First Nation

Strategic Goal 4: Reducing our Impact on the Environment

Delivering one of the largest ferry services in the world, we are focused on operating responsibly and reducing the impact of our operations on the environment. Our commitment to the environment is centered on three areas:

- **Climate Change** – Reducing our carbon footprint is a critical responsibility across the transportation industry. We are committed to meeting the CleanBC 2030 target for the transportation sector, by reducing greenhouse gas emissions by at least 27% by 2030, from 2008 levels. One strategy is to transition from fossil to non-fossil fuels, produced through renewable or zero-carbon energy sources. We are using available biofuels, including renewable diesel and biodiesel, which result in vessels producing very low or no greenhouse gas (GHG) emissions. Work is already underway on

electrification of two routes by 2027, which will reduce emissions by 8,000 to 9,000 tonnes of CO₂ equivalent – that’s about 3% of our total emissions, and will help get us closer to meeting our 2030 greenhouse gas reduction targets. As we proceed on the journey of electrification of our fleet and developing the necessary charging infrastructure, we are working with our partners in pursuit of our goal of net-zero emissions by 2050.

- **Green Marine** is the leading environmental certification program in North America’s maritime industry. Our continued participation with this program is helping create a culture of continual improvement that exceed environmental regulatory compliance standards.
- **Underwater Radiated Noise** – We are committed to reducing underwater radiated noise, while maintaining safe, reliable and sustainable operations. As work progresses towards the development of our New Major Vessels, through forward-thinking designs we are building a fleet that will help reduce underwater noise, through quieter propellers and improved hull designs that reduce waves.



Fiscal 2024 Achievements

By adopting industry best-practice and investing in initiatives to reduce our environmental footprint, we are placing sustainability at the centre of everything we do.

We are proud to receive the following recognition for improving the environmental performance of our operations at sea:

- **2023 Blue Circle Award for the EcoAction Program** – for the 7th consecutive year, the Vancouver Fraser Port Authority recognized BC Ferries as an operator that has invested in technologies and practices that support a healthy environment across our fleet, including reducing emissions and carbon footprint. We also qualified for the program’s new platinum award level – the highest level awarded.
- **2023 Prince Rupert Port Authority Green Wave program** – we were one of just three companies recognized our continued investment in sustainable transportation and proactively reducing our environmental footprint.

In fiscal 2024, nearly half (47%) of BC Ferries terminals were audited to ensure compliance with environmental regulations and best management practices. We also completed our first waste audits at four sites, which identified key areas where BC Ferries can improve waste management procedures to expand the materials we are diverting from the landfill.

We also continued the development of a company-wide storm water management program including engagement with Terminal Operations and Terminal Maintenance teams.

Additionally, we continued our partnership with Ocean Wise to support the Whale Trail, a network of viewing locations contributing to building awareness and promoting environmental stewardship. Last year, we installed four new Whale Trail signs at our terminals.

Although the number of leaks and spills due to operations decreased from 26 to 9 in fiscal 2024, spill volumes did increase. As a result, we have elevated our spill response program and established spill response deployment standard operating procedures and standardization of spill drills across our fleet.

Diverted over

968,000 kg

of organics, cardboard, wood and mixed recyclable material from the landfill, the equivalent of 31.4% of all waste generated ¹

13.8

Gigawatt hour of shore power used, displacing 3.5 million litres of diesel and avoiding 9,415 tonnes of CO₂e, equivalent to taking 2,884 cars off the road in a year

Nearly

3,000 kg

of cooking oil from our catering services were recycled into animal feed, biofuel and other everyday products.

4

new whale trail signs installed

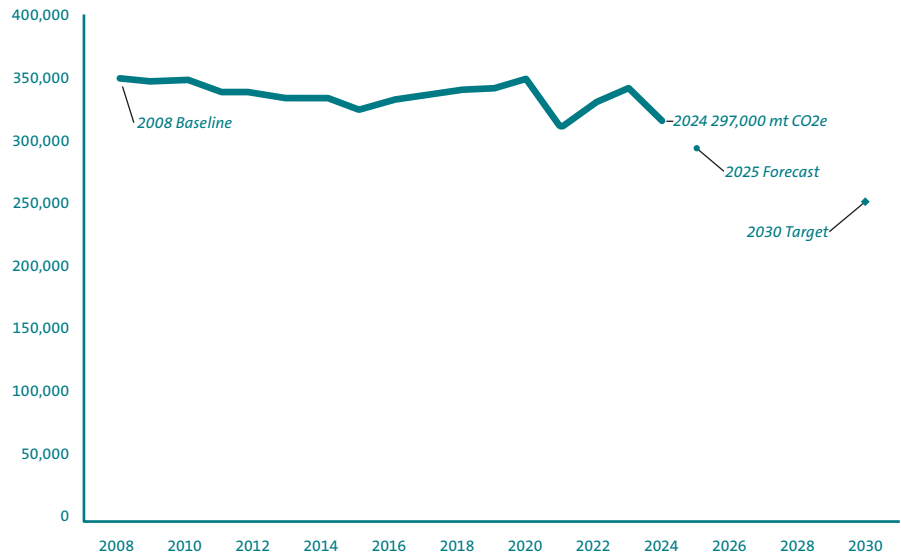
¹ For vessels and terminals that serve Metro Vancouver, Capital Regional District and Nanaimo Regional District.

How we measured in Fiscal 2024

Greenhouse gas emissions were approximately 297,000 tonnes CO₂e for Fiscal 2024, a decrease of over 30,000 tonnes of CO₂e from the previous year:

- Scope 1 (direct GHG emissions from operations, such as emissions associated with fuel combustion in vessels and vehicles) = approximately 293,000 metric tonnes of CO₂e
- Scope 2 (indirect GHG emissions associated with the purchase of electricity, steam, heat or cooling, such as shore power for vessels and office electric heating) = approximately 500 metric tonnes of CO₂e
- Total Energy Consumed = 4.5 million Gigajoules (GJ)
- Percentage Renewable Energy = 20% or 900,000 Gigajoules (GJ)

Total GHG Emissions



Electrification and Hybridization

In fiscal 2024, BC Ferries awarded the contract for the building of four new hybrid electric Island Class Vessels that will increase capacity for passengers travelling on several of our minor routes.

Additionally, the BC Ferries Island Class Phase 3 and Terminal Electrification projects received approval from the British Columbia Ferries Commissioner. By 2027, the four new vessels will begin servicing routes connecting Nanaimo and Gabriola Island, as well as Campbell River and Quadra Island, with electrical upgrades for shore-based charging at the four terminals for these routes.

Once the transition to all-electric is made, we anticipate the annual operating costs of the vessels will be lower than the costs of operating vessels on ultra-low sulphur diesel fuel. By adding to our Island Class fleet, we expect there will be a number of benefits for our people and the passengers we all serve. You'll see improvements related to maintenance, refit, training and other operational activities.

Expanding our Fleet for a Greener Future

Meeting the growing needs of customers for ferry service now and into the future means ensuring our fleet is able to deliver safe and reliable services.

In fiscal 2024, we announced plans to build a number of New Major Vessels to replace ships that were set to be retired, and provide an enhanced customer experience, improved reliability and reduced environmental impact. The design process is now underway and we expect to award the shipbuilding contract in Spring 2025. The first of these new ferries is expected to be in operation in 2029.

These will be state-of-the-art hybrid vessels that provide service on our busiest routes and will be among the biggest ferries in our fleet, replacing existing ships that are nearing their end of life as well as our older, less efficient vessels.

These vessel designs consider the need to reduce emissions through simplified automation, more efficient operations and different fuel sources, along with being rechargeable.

The New Major Vessels will service our busiest routes between Metro Vancouver, Vancouver Island and the Sunshine Coast. To help us meet the growing demand for travel on the coast, each vessel will carry up to 2,100 passengers, compared to a capacity of 1,200 - 1,500 on the retiring vessels.

Our New Major Vessels are designed to enable us to reduce our impact on the environment. Alternative fuel sources, hydroelectricity and rechargeable batteries will deliver significantly lower emissions and more energy efficient operation. Each vessel will be built ready for conversion to fully electric plug-in operation once the necessary shore side infrastructure and technology is available. Work is beginning to eventually achieve this goal through a separate terminal electrification project.

Increasing use of Biofuels

We continue to investigate the use of available biofuels to reduce our GHG emissions, because of their ability to potentially be used as a “drop-in” fuel, meaning that these biofuels are similar to conventional fossil fuels and can be used to power engines on our existing vessels and vehicles. We currently use ultra-low sulphur diesel as our main fuel source and are carefully evaluating biofuels on a case-by-case basis to make sure that the fuel is compatible with our existing operations machinery.

In fiscal 2024, we worked with our marine fuel supplier to displace 22 million litres of fossil fuel with lower carbon biofuels including renewable diesel and a 20 percent biodiesel blended with ultra low sulphur diesel. This decarbonisation initiative avoided approximately 41,000 tonnes of CO₂e, which is equivalent to taking 12,500 passenger vehicles off the road for a year.

Electrifying our Vehicle Fleet

On land, we are in the process of replacing fleets of traditional gasoline-powered or diesel-powered vehicles with electric vehicles as we modernize our service vehicles. We currently have 20 electric trucks and vans in service.

What's Ahead

In fiscal 2025, we remain focused on reducing GHG emissions resulting from our operations, through transitioning our Commercial Services fleet to renewable diesel, as well as trialing the use of electric tractors and portable charging stations. We plan to add another 25 electric vehicles to our modern fleet, which could include three electric forklifts.

We will continue to work with our marine fuel supplier to trial available biofuels and have plans to implement up to 30 million litres of renewable diesel and 8 million litres of biodiesel at a blend greater than 20 percent. Our ability to displace conventional fuels with biofuels will depend on our success on a case-by-case basis to make sure that the fuel is compatible with the existing machinery.

Work is getting underway on a waste reduction plan to increase our waste diversion and set achievable targets.

Our environmental team is beginning to develop invasive species management assessments for terminals, which will inform the invasive species management strategy across the company.

In fiscal 2025, we will further develop our storm water management program, including developing best management practices for the protection of storm water quality and implementation of a storm water quality monitoring program.



Strategic Goal 5: Investing to Sustain the Ferry System

BC Ferries is an asset-intensive business, and we recognize the importance of providing our service in an environmentally, financially and socially sustainable manner.

We invest in improvements to our fleet through repairs, maintenance of existing vessels, as well as purchasing and constructing new vessels. We also invest in our facilities and infrastructure in order to keep them in good working order.

What drives our investment decisions? Keeping customers and crew safe and moving, as well as creating a ferry system that is affordable and sustainable in the long term.

To support our fleet and terminal infrastructure, in fiscal 2024, our teams invested approximately:

- \$130 million in BC on vessel repairs, maintenance and upgrades
- \$93 million in vessel upgrades and new vessel construction
- \$69 million in terminal and fleet maintenance facility-related improvements
- \$30 million in information technology and systems related improvements

In order to continue to grow and maintain our fleet and infrastructure, as well as meet rising costs and the demands of inflation, these expenditures are expected to continue to grow in fiscal 2025.

Maintaining our fleet

Regular repairs and maintenance is a key part of ensuring our fleet's longevity and reliability. Passenger ferries need to be inspected and refitted regularly to ensure they are safe to transport passengers and cargo, as well as ensure vessels pose no issue to other marine traffic.

In fiscal 2024, our teams completed 20 refits of our vessels, including two life extensions for the Queen of New Westminster and Queen of Cowichan. Refits are carefully scheduled to minimize impact on service for customers. Through coordinating hundreds of staff, our teams worked creatively to minimize impacts to customer schedules, particularly during busy seasons. Together, we're taking a more holistic approach to fleet maintenance and are using data to prioritize work and do the right work, at the right time.

On average, our fleet is available 99.7% of the time. We had six vessels that were 100% available in the last year, including two Salish Class ships.

We made a number of other investments to ensure the safety and reliability of our fleet, including:

- Standardizing rescue boats and life raft davits
- Completing main drive motor rotor renewals on all Coastal Class vessels
- Spirit Class upgrades to reduce greenhouse gas emissions

Supply Chain Management

Our Supply Chain Management teams focus on delivering quality that is integral for the day-to-day provision of parts, and materials and supplies, while improving efficiency. In fiscal 2024, our teams successfully moved into our new warehouse in Delta. We also implemented the use of a new procurement advertising platform that has reduced administrative steps in sharing public tendering information by more than 50%.

Supporting technology

With one of the largest and most complex ferry systems in the world, technology plays a key role in ensuring things run smoothly. Last year, IT improvements continued to focus on improving customer experience through enhancements to the bcferrys.com website and mobile app. This includes:

- Laying the groundwork to launch new webcams and current conditions for minor routes
- A virtual waiting room and web scheduled call back feature

Charting the Course

In fiscal 2024, in response to evolving needs of many communities we serve, along with the BC Ferry Authority, we embarked on a journey to prepare for the future of coastal ferry services. *Charting the Course* aims to identify what's needed to keep our people, goods and services in coastal communities connected today and into the future.

Thanks to the almost 10,000 people we heard from, including nearly 600 employees who participated in our online survey and the 250 who participated in meetings related to this work, we gathered vital input that is helping shape the future of a sustainable and realistic model. It also helps lay the foundation for long-term improvements.

This work is just beginning and we have established a Joint Planning Committee with the B.C. Ferry Authority to collaborate on and oversee the *Charting the Course* initiative to develop a strategic planning framework along with a work plan for a new long-term vision and medium-term plan.

Based on the feedback we received, BC Ferries is focused on five key areas to inform our final vision:

- Service levels
- Integration of ferry services with the wider transportation network
- The role of coastal ferries in movement of goods
- Pricing and demand management
- Reducing greenhouse gas emissions

Further engagement will continue with other interest holders to support development of policy options, and the final vision is expected in early 2025.

What's Ahead

- Run a procurement process to select a shipbuilding partner for New Major Vessels.
- Commence building the new Island Class vessels, through a service provider.
- In fiscal 2025, investment in terminal infrastructure will continue to grow, to \$231 million across 41 sites.
- IT improvements will include upgrades to the bcferries.com website, including continued improvements to current conditions data, such as vessel tracking maps, data available at terminal displays and minor route current conditions data.
- Plans to install charging infrastructure for Island Class vessels at some terminals in fiscal 2025 and fiscal 2026.
- Develop a comprehensive framework aimed at enhancing economic participation of First Nations
- Consolidate procurement and service agreement processes to decrease the cost of acquiring and managing processes with vendors.

Planning for the future

Looking forward, our five-year term priorities for the company include:

- Creating a long term planning framework and confirming a medium term corporate plan
- Improving our people practices
- Stabilizing our technology platforms
- Improving how we care for our ships and terminals
- Strengthening communications and engagement

Our Capital Plan

BC Ferries' capital plan ensures that our customers' needs are met today and tomorrow. Our 12-year capital plan identifies the spending required to modernize and replace our ferries, terminals and Information Technology systems, reflective of passenger and vehicle growth and customer needs.

Our 12-year capital plan, totalling \$5.2 billion, aims to help us meet growth in traffic and changes to the way people travel. Over the next two years our planned capital expenditures total approximately \$1 billion, in comparison to the last two fiscal years with combined capital expenditures of just over \$300 million. It will mean investment in four more Island Class vessels and a number of New Major Vessels. It will also support upgrades and modifications for existing vessels, improvements at our fleet maintenance unit, upgrades at our terminals, and renewal of our information technology systems.

Current plans include enabling the full electrification of Island Class vessels operating on the routes between Gabriola Island and Nanaimo and Quadra Island and Campbell River along with necessary shore charging infrastructure.



Our Governance Structure

BC Ferries is an independent, regulated ferry service contractor that serves the public interest according to the Coastal Ferry Services Contract, the *Coastal Ferry Act*, and the oversight of the British Columbia Ferries Commissioner.

We operate within a complex legislative and economic regulatory framework that was established in 2003 when the provincial government enacted the *Coastal Ferry Act* to create a new, more sustainable model for the delivery of coastal ferry services.

Coastal Ferry Act

Among other things, the *Coastal Ferry Act* converted BC Ferries from its status as a Crown corporation to a private company, and created our parent company and sole voting shareholder, the B.C. Ferry Authority. It also established the office of the BC Ferry Commission overseen by the Commissioner and authorized the provincial government to enter contracts for the operation of ferries on specified ferry routes.

B.C. Ferry Authority

The B.C. Ferry Authority is a corporation without share capital, and is BC Ferries' sole voting shareholder.

It has four core responsibilities:

- 1) To appoint the board of directors of BC Ferries
- 2) To establish a compensation plan for the directors of BC Ferries
- 3) To approve an executive compensation plan for the executives of BC Ferries
- 4) To oversee the strategic direction of BC Ferries in support of the public interest

The Board of Directors

The board of directors of BC Ferries is appointed by the company's sole voting shareholder, B.C. Ferry Authority. The board has four committees, each appointed by the board as a whole and responsible for the oversight of a particular area. Each committee operates according to a specific mandate established by the board. The committees and their mandates are as follows:

- The Audit & Finance Committee: Assists the board in matters related to finance, audit and enterprise risk
- The Safety, Health, Environment & Security Committee: Assists the board in matters related to safety, health, environment and security
- The Governance & Human Resources Committee: Assists the board in ensuring that the corporate governance system of the company is effective and reviews the approach taken to manage human resources, including the recruitment, retention, motivation, and engagement of employees
- The Capital Projects Committee: Assists the board on specific capital projects of BC Ferries as designated by the board from time to time

During fiscal 2024, a "Joint Planning Committee" was established for BC Ferries and B.C. Ferry Authority to collaborate on and oversee the *Charting the Course* initiative, in order to:



Northern Sea Wolf

- Develop a new strategic planning framework
- Develop a work plan for a new long-term vision and a medium-term plan
- Steer the development of the new long-term vision

The board also continued its commitment to stakeholder, community and employee engagement by annually holding one cycle of board meetings in a community served by BC Ferries.

Relationship to the Provincial Government

BC Ferries has a contract, the Coastal Ferry Services Contract, with the Province to provide passenger and vehicle ferry services on the west coast of BC. The provincial government holds preferred non-voting shares of BC Ferries and is entitled to receive an annual dividend of \$6.0 million, as and when declared by the BC Ferries' board of directors.

Coastal Ferry Services Contract

Our 60-year service contract with the provincial government, which commenced in 2003, stipulates, among other things, the minimum number of round trips we must provide for each regulated ferry service route and the fees the Province is to pay in exchange for those services. This contract is reviewed and updated at four-year intervals, called performance terms. The most recent renewal of the contract

was completed for performance term six (April 1, 2024 – March 31, 2028). Under the Coastal Ferry Services Contract, BC Ferries also administers contracts on behalf of the Province for the provision of services by independent ferry operators on several additional coastal routes.

British Columbia Ferries Commissioner

The Commissioner, independent of both the Province and BC Ferries, is responsible for monitoring service levels and other matters, and regulating average fare increases. The Commissioner uses a price cap mechanism to establish the fares BC Ferries can charge customers. The Commissioner undertakes this regulation in the public interest in accordance with the following principles:

- To balance the interests of ferry users, taxpayers and the financial sustainability of ferry operators
- To encourage BC Ferries to meet provincial greenhouse gas emissions targets in its operations and when developing capital plans, and
- To encourage innovation and minimize expenses without adversely affecting safe compliance with core ferry services.

Our Leadership Team

Our Executive Team provides leadership over the operation of the ferry service. Collectively, they ensure ferry services continue to provide an essential transportation link for people along with the movement of lifeline supplies and services of coastal communities in British Columbia.



Executive Team



Nicolas Jimenez
President & Chief Executive Officer



Melanie Lucia
Vice President, Customer Experience



Cameron Brine
Chief People Officer



Brian Anderson
Vice President, Strategy & Planning



James Tan
Vice President &
Chief Information Officer



Joanne Carpendale
Vice President, Finance &
Chief Financial Officer



Darren Johnston
Vice President, Marine Operations



Lindsay Matthews
Vice President, Public Affairs
& Marketing



Stephen Jones
Vice President, Engineering

Our Board of Directors

The directors are stewards of BC Ferries and set the strategic direction of the company. The board of directors exercises its fiduciary responsibilities by overseeing the conduct of the business, supervising management, which is responsible for the day-to-day conduct of the business, and endeavouring to ensure that all major issues affecting the business and affairs of the company are given proper consideration.

**Joy MacPhail,
CM, O.B.C.**
(Board Chair)

J. Dennis Blatchford
(Chair – Safety, Health, Environment
& Security Committee)

**Harold Calla
Eric A. Denhoff**
(Vice-Chair)

Charlene Hiller

Cathy McLay

Shona A. Moore, K.C.
(Chair – Governance & Human
Resources Committee)

**Sarah A. Morgan-
Silvester, O.B.C.**
(Chair – Audit & Finance Committee)

Tamim Raad
(Chair – Capital Projects Committee)

Our Routes

Legend




















- 1 Tsawwassen – Swartz Bay
- 2 Horseshoe Bay – Departure Bay
- 3 Horseshoe Bay – Langdale
- 4 Fulford Harbour – Swartz Bay
- 5 Swartz Bay – Southern Gulf Islands
- 6 Vesuvius Bay – Crofton
- 7 Earls Cove – Saltery Bay
- 8 Horseshoe Bay – Bowen Island
- 9 Tsawwassen – Southern Gulf Islands
- 10 Port Hardy – Prince Rupert
- 11 Prince Rupert – Haida Gwaii
- 12 Brentwood Bay – Mill Bay
- 13 Langdale – Gambier Island – Keats Island
- 17 Comox – Powell River
- 18 Powell River – Texada Island
- 19 Nanaimo Harbour – Gabriola Island
- 20 Chemainus – Thetis Island – Penelakut Island
- 21 Buckley Bay – Denman Island
- 22 Denman Island – Hornby Island
- 23 Campbell River – Quadra Island
- 24 Quadra Island – Cortes Island
- 25 Port McNeill – Sointula – Alert Bay
- 26 Skidegate – Alliford Bay
- 28 Port Hardy – Bella Coola
- 28a Bella Bella – Ocean Falls – Shearwater – Bella Coola
- 30 Tsawwassen – Duke Point





















Southern Gulf Island Routes



ROUTE 9 = TSAWwassen SERVICE FOR PENDER, SATURNA, MAYNE, GALIANO, SALT SPRING
 ROUTE 5 = SWARTZ BAY SERVICE FOR PENDER, SATURNA, MAYNE, GALIANO

Our Fleet

Vessel	Year Built	MAXIMUM CAPACITY	
		Passengers & Crew [^]	AEQ [*]
 Spirit of British Columbia	1993	2,100	358
 Spirit of Vancouver Island	1994	2,100	358
 Coastal Celebration	2008	1,604	310
 Coastal Inspiration	2008	1,604	310
 Coastal Renaissance	2007	1,604	310
 Queen of Coquitlam	1976	1,494	316
 Queen of Cowichan	1976	1,494	312
 Queen of Oak Bay	1981	1,494	307
 Queen of Surrey	1981	1,494	307
 Queen of New Westminster	1964	1,332	254
 Queen of Alberni	1976	1,200	280
 Northern Adventure	2004	500	87
 Northern Expedition	2009	638	115
 Northern Sea Wolf	2001	200	35
 Salish Orca	2016	600	138
 Salish Eagle	2017	600	138
 Salish Raven	2017	600	138
 Salish Heron	2021	600	138
 Malaspina Sky	2008	462	112

Vessel	Year Built	MAXIMUM CAPACITY	
		Passengers & Crew [^]	AEQ [*]
 Queen of Cumberland	1992	462	112
 Queen of Capilano	1991	457	87
 Skeena Queen	1997	450	91
 Mayne Queen	1965	400	58
 Powell River Queen [~]	1965	400	59
 Island Aurora	2019	399	47
 Island Discovery	2019	399	47
 Island Gwawis	2021	399	47
 Island K'ulut'a	2021	399	47
 Island Kwigwis	2021	399	47
 Island Nagalis	2021	399	47
 Quinsam	1982	400	63
 Baynes Sound Connector	2015	150	45
 Quinitza	1977	300	44
 Pune'luxutth	2006	269	26
 Quadra Queen II	1969	200	26
 Tachek	1969	150	26
 Kahloke	1973	200	21
 Klitsa	1972	150	19
 Kwuna	1975	150	16

[^] There are multiple passenger licences for our fleet, the passenger and crew licence listed are the maximum

^{*} Automobile Equivalent (AEQ) is used to determine vessel capacity based on a standard vehicle measure of 6.1 x 2.6 metres, roughly equal to a full-size family vehicle

[~] Retired from the fleet January 17, 2023

Vessels are not to scale

