



WHAT WE HEARD



Report to the Minister of Transportation and Works
from the Minister's Advisory Committee
on Labrador Transportation



Marine Services
September 2015

GRAHAM



CONSULTING SERVICES

***What We Heard* Report**

This report is a summary of what we heard from those who participated in the community consultation process. Efforts have been made to collect a variety of opinions from all regions of Labrador and from a variety of constituents.

Acknowledgments

The author would like to thank members of the Minister's Advisory Committee on Labrador Transportation for their efforts in consulting community members on the future of marine services in Labrador. The author would also like to thank Minister David Brazil and his staff at the Department of Transportation and Works, in particular Max Harvey, ADM Marine Services, and Kellee Martin, Marine Policy.

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Executive Summary

Minister David Brazil asked the four Labrador Members of the House of Assembly of Newfoundland and Labrador to appoint one member from their districts to sit on the Minister's Advisory Committee (MAC) for Labrador Transportation. The Minister also asked the Innu Nation, the NunatuKavut Community Council, the Nunatsiavut Government, the Labrador North Chamber of Commerce, the Labrador West Chamber of Commerce, and the Combined Councils of Labrador to each appoint one person to the committee and the Minister appointed the vice-chair, Trent O'Brien. The MAC met on July 27, 2015 to:

1. Review the role of the committee.
2. Review current marine services in Labrador.
3. Determine what additional information committee members required to undertake community consultations, and
4. Solicit the views of MAC members on the future of marine services in Labrador.

Between August 1 and August 28, 2015, MAC members consulted with key stakeholders: the general public, business operators, town councils and local chambers of commerce. MAC members then forwarded summaries of their discussions on to the author to be consolidated into a single report. There were five written reports submitted by MAC members, plus one report from the L'Anse au Loup town council, and one report from the Torngat Fish Producers Co-operative Society.

On September 10, 2015, MAC members met with Minister David Brazil and Minister Keith Russell to discuss their findings. This report is a summary of the information MAC members collected during their community consultations and information provided at both the July and September meetings.

Strait of Belle Isle

MAC members are interested in one new or newer vessel (no more than 5 years old) to service the Strait of Belle Isle with an improved operating envelope: hull design and horsepower to move through ice, capacity for 300 passengers, and increased capacity to accommodate private and commercial vehicles. MAC members want this service to remain as a year-round service. They prefer St. Barbe to Corner Brook as the port of call on the island. In the winter, it is a challenge to enter the port in St. Barbe because of ice and the Canadian Coast Guard (CCG) has difficulty meeting all the demands put on their limited fleet of ice-breaking vessels. A replacement vessel with greater ice-breaking capacity would improve the winter service between St. Barbe and Blanc Sablon and reduce reliance on the CCG.

North Coast

MAC members would like to see two roll-on/roll-off vessels servicing the North Coast of Labrador, one vessel providing passenger and freight service, and a second vessel providing freight service only.

The passenger/freight vessel should be a new or newer (no more than 5 years old) roll-on/roll-off service that can accommodate between 130 and 150 passengers. If the number of trips to the North Coast can be increased, a vessel that can accommodate 130 should be able to handle all passengers during peak periods. If the schedule cannot be increased, then a vessel that can accommodate 150 passengers is required. This vessel will require berths for all passengers and crew. There should be a variety of berths available to passengers at varying costs: dormitory bunks, single berths, double berths, quadruple berths and reclining chairs.

The freight vessel should be a roll-on/roll-off service. This vessel could be an older vessel with an improved operating envelope and more reliable than the current vessel. The vessel should be capable of handling 120 TEUs and 53' refrigerated containers. The 53' containers would allow fish products from Nain and Makkovik to be shipped more conveniently and more economically.

MAC members considered Happy Valley-Goose Bay (HV-GB) as the main port for shipping goods to the North Coast and eliminating Lewisporte from the freight service. The percentage of goods going to the North Coast from HV-GB has been increasing. In 2014-15, 42.4% of goods came from Lewisporte and 32.6% from HV-GB. MAC members felt that HV-GB is not yet positioned to take over from Lewisporte. There was general agreement that if freight services were provided exclusively out of HV-GB, turnaround times would be reduced allowing for additional trips to the North Coast. Committee members are concerned that wholesalers in HV-GB are not positioned to provide the goods required in a timely manner and at a competitive price. The Labrador North Chamber of Commerce is interested in examining the supply routes, pricing, and infrastructure needs.

Introduction

Current Service

The Department of Transportation and Works (the Department) currently provides a number of passenger, vehicle, and freight services in Labrador. The Department is using contracted services and a variety of vessels, some owned by the Department and others owned by private operators. There are three (3) distinct routes: one servicing the Strait of Belle Isle, a second servicing Labrador's northern communities (Black Tickle to Nain), and a third route servicing the communities of Norman's Bay and William's Harbour. In addition, shore-based administration services are provided via a separate contract. These services are summarized in the table below.

Labrador Ferry Service

1. Passenger and Vehicle service across the Strait of Belle Isle.
2. Passenger, Vehicle, and Freight service along the North Coast of Labrador (Black Tickle to Nain).
3. Passenger service to Norman's Bay and William's Harbour.
4. Shore-based freight and passenger services: wharfing, stevedoring, ticketing and management.

The Labrador routes are currently serviced by the MV Apollo, the MV Astron, the MV Northern Ranger and the MV Marine Eagle. The MV Sir Robert Bond was taken out of service this year and is awaiting disposal.

Table 1 Vessel Lifespan

Vessel	Constructed	Life Expectancy*
MV Apollo	1970	2019
MV Sir Robert Bond	1975	awaiting disposal
MV Astron	1971	2017
MV Northern Ranger	1986	2025
MV Marine Eagle	1986	2020

*The life expectancy of any vessel depends on wear, tear, and care. It is not uncommon for a vessel to be in service for 50 years.

In 2013, the Department issued an RFP for the provision of marine services for the North Coast of Labrador and the Strait of Belle Isle under a single contract for a 15 to 25 year period. As part of the 2015 provincial budget, Government made the decision not to pursue this contract. The Department's intention was to have new vessels and new contracts in place by September 2016, before the current contracts expired. The current contracts are with Labrador Marine Incorporated (LMI), Nunatsiavut Marine Incorporated (NMI), and Puddister Trading Company Ltd. (PTCL). The Government of

Newfoundland and Labrador (GNL) owns the MV Sir Robert Bond and the Northern Ranger.

Table 2 Vessel Owners, Operators and Current Contract Expiry Dates

Vessel	Owner / Operator	Current Contract
MV Sir Robert Bond	GNL	Out of service & awaiting disposal
MV Northern Ranger	GNL / NMI	March 31, 2016*
MV Astron	LMI / LMI	June 15, 2016
MV Apollo	LMI / LMI	Sept. 14, 2016**
MV Marine Eagle	PTCL / PTCL	March 31, 2017***

*This contract has provisions for further extensions until March 31, 2021, or any part thereof.

**This contract has provisions for further extensions until September 14, 2017, or any part thereof.

***This contract has provisions for further extensions up to March 31, 2019, or any part thereof

Community Consultations

In 2006 the Government established the MAC, which is chaired by the Minister of Transportation and Works. The MAC is a volunteer committee of key stakeholders. Minister Brazil recently appointed new members to the committee to provide the Minister with advice on the significant transportation issues in Labrador. The mandate of the MAC is:

1. To provide a two-way forum to share and provide advice on policy, programs and services, both existing and proposed, for transportation matters in Labrador.
2. To develop a common understanding of the transportation needs of people and businesses throughout Labrador.

On July 27, 2015 Minister Brazil met with MAC committee members. At this meeting Minister Brazil asked committee members to consult key stakeholders on marine services in Labrador. Between August 1 and August 28, committee members met with key stakeholders. On September 10, 2015 MAC members met with Minister David Brazil and Minister Keith Russell to report on their findings. The information collected by MAC members will help Government make decisions about future marine transportation requirements in Labrador. There is some urgency as some of the current service contracts end in 2016 and some of the current vessels will soon need to be replaced or sent for refit at significant cost. The Department is looking for service models that are affordable, sustainable and meet the users' needs.

Strait of Belle Isle Ferry Service

The Strait of Belle Isle ferry service was a seasonal service prior to 2009. In 2009 Government implemented a pilot project to test the feasibility of a year-round service, which has continued. Up to the winter of 2014, the MV Sir Robert Bond replaced the MV Apollo while it was being refitted. The MV Sir Robert Bond traveled between Blanc Sablon and Corner Brook.

This year the MV Apollo maintained the service between Blanc Sablon and St. Barbe. By most accounts, members reported that this year's service was more convenient. A normal run between Blanc Sablon and St. Barbe is 1.5 hours whereas a trip between Blanc Sablon and Corner Brook is 12 hours. There were two scheduled round trips to Corner Brook per week, while there was daily service to St. Barbe. Members noted that there were issues with Coast Guard ice breaking services, which resulted in delayed and cancelled crossings. In the summer the MV Apollo has between five and seven scheduled crossings per day. In the winter there are two scheduled crossing per day, but the actual number of trips completed varies depending on ice conditions and demand; typically there is one round trip per day during the winter.

Fast Facts

The following table provides some fast facts about the Apollo and the 2013 request for proposals (RFP). These facts will help readers understand the current service and what was being proposed in 2013.

MV Apollo

- Constructed in 1970
- Currently one vessel provides year-round roll-on / roll-off service with contracted relief for refits.
- Service cost approximately \$12M in 2014-15 and was 89% subsidized.
- Passenger capacity of 240.
- Vehicle capacity of 85 TEU's
- Tractor trailer capacity of 6.
- Speed of 16 knots.
- In 2014-15 the MV Apollo made approximately 1,200 trips.
- In 2014-15 the MV Apollo accommodated approximately 83,000 passengers and 39,000 vehicles.
- In 2014-15 there was an average of 59 passengers and 41 vehicles per trip or 35% of the vessel's potential passenger capacity and 46% of potential vehicle capacity.
- Between February 5 & March 31, 2015 the MV Apollo made 52 one-way crossings.
- Between February 5 & March 31, 2014 the MV Sir Robert made 22 one-way crossings.

2013 RFP

- Constructed in 2010 or later.
- Year-round roll-on / roll-off service with relief ferry for refits.
- Passenger capacity of 300.
- Vehicle capacity of 100 TEUs.
- Capacity to carry 10 tractor-trailers.
- Minimum speed of 14 knots.
- Berths for 96 passengers
- Ice classification to operate between ports.

What We Heard Regarding the Current Strait of Belle Isle Ferry Service

MAC members are interested in one new or newer vessel (no more than 5 years old) to service the Strait of Belle Isle with an improved operating envelope: hull design and horsepower to move through ice, capacity for 300 passengers, and increased capacity to accommodate private and commercial vehicles. MAC members want this to remain as a year-round service. They prefer St. Barbe to Corner Brook as the port of call on the island. In the winter, it is a challenge to enter the port in St. Barbe because of ice and the Canadian Coast Guard (CCG) has difficulty meeting all demands put on their limited fleet of ice-breaking vessels. A replacement vessel with greater ice-breaking capacity would improve the winter service between St. Barbe and Blanc Sablon and reduce reliance on the CCG.

While conducting community consultations MAC members used a Discussion Guide, prepared by the author, the Department and the Office of Public Engagement. This Discussion Guide had several questions and some specific areas that key stakeholders were asked to consider. The following are some of the areas reported and the responses that MAC members received.

A. What is working well?

- The current schedule is working well.
- The marshalling area for vehicles in St. Barbe and Blanc Sablon is sufficient.
- It is helpful having an ATM onboard the vessel.
- The ramp restoration in St. Barbe is working well.
- The contractor has been good at providing extra trips to accommodate traffic.
- The ferry rates are reasonable.

B. What aspects of the service could be improved?

1. Service Model

- The roads in Labrador need improvements.
- Rates should not increase when the ferry is required to use an alternative port because of ice.
- Service should be classified as vital.
- There needs to be year-round ferry service between Blanc Sablon and St. Barbe.

2. Terminal Ports Considerations

- St. Barbe is preferred over Corner Brook. The Blanc Sablon to St. Barbe run is 1.5 hours compared to the Blanc Sablon to Corner Brook run, which takes 12 hours.

3. Vessel Improvements

- The MV Apollo needs cosmetic updates.
- The interior needs a refit.
- There needs to be cell service at the dock and onboard the ship.
- There needs to be Wi-Fi service at the dock and onboard the ship.
- There needs to be an onboard GPS tracker, so the general public can track the ship's position.
- The vessel is too high and catches the wind when docking.

4. Administrative Improvements

- The online reservation system needs to be upgraded for ease of use.
- The reservation system needs to ensure that the vessel is not over-booked.
- The operator needs to have a better system for informing the general public of delays (mechanical, weather, etc.).
- Commercial traffic should not be 100% guaranteed. The reservation system for commercial vehicles should only allow 60% pre booking and 40% should be available for last minute booking.
- Increase crossings during peak season.
- Increase crossings during the fall.
- Better commitment from CCG to provide ice breaking services
- Improve general cleaning and maintenance of ship.

5. Onshore / Dock Improvements

- Washrooms should be available to passengers who arrive prior to ticket office opening.
- Hydraulic ramp is required in Blanc Sablon to improve efficiency of loading and offloading vessel.
- Ticket office in Blanc Sablon needs additional parking near ticket office.
- Ticket office in Blanc Sablon needs a coffee shop.

Suggested Requirements for the Future Strait of Belle Isle Ferry Service

1. Service Model Requirements

- There should be two separate RFP's: one for the North Coast and a second for the Strait of Belle Isle.
- The contractor providing vessel services should also provide onshore services and reservation services.

2. Suggested Terminal Ports

- The Port of St. Barbe is preferred over Corner Brook. Should entry to the port of St. Barbe be restricted due to ice conditions, the port of Corner Brook would be the alternate port, unless the Department designates an alternate port.

3. Vessel Requirements

- One new or newer vessel (less than 5 years) is required to provide year-round transportation of passengers, vehicles and commercial traffic.
- Relief vessel that can replace the vessel during refit.
- The vessel needs Ice Class ICE-1A Super or Arctic ICE 1.
- Sufficient horsepower to move through ice.
- Hull design that provides some ice breaking capacity.
- Capable of crossing the Strait of Belle Isle in 1.5 hours.
- Passenger capacity of 300.
- Increased meter lane capacity: increased space for both private and commercial vehicles.
- Dangerous goods crossing should not replace a passenger crossing.
- Single berth crew accommodations.
- Designated kennel area separated from the passenger area and accessible during crossing.
- Accessibility for passengers with disabilities.
- Propulsion system with redundancy.
- Passenger access to Wi-Fi and cellular phone services.
- Capacity to efficiently and effectively process increased traffic resulting from paved roads.

4. Suggested Administrative Requirements

- User-friendly reservation system.
- Real time GPS tracking system.
- Better communications between the vessel operator and the general public. Changes to the sailing schedule need to be posted to the website.
- Reservation system that allows the operator to book 60% of commercial reservations and keep 40% of the commercial space available for last minute reservation.
- Passenger vehicle reservation should remain at 75% pre booked and 25% for last minute.
- Continue to hold reservation up to 1 hour prior to sailing.

- Walk-on passengers need assistance with baggage. Walk-on passengers should be able drop their bags off and have staff load them aboard the vessel. There should be carts available to help passengers get baggage from their vehicle to the baggage drop off point.

5. Suggested Onshore / Dock Requirements

- The Strait of Belle Isle Ferry Service requires a ticketing/waiting area, including washrooms at all terminals. Passenger waiting rooms and washrooms must be available to the travelling public 24 hours per day. Some passengers without reservation will arrive several hours prior to the scheduled departure.
- The current marshalling area in Blanc Sablon and St. Barbe is adequate.
- The parking area at the Blanc Sablon ticket office needs to be expanded, or the office relocated to an area that is safer for passengers. There could be ticket booths in St. Barbe and Blanc Sablon at the entrance to the marshalling area. Vehicles with reservations could be sent to certain lines and vehicles without reservations to another line.

North Coast of Labrador Marine Services

There are currently two vessels serving communities between Black Tickle and Nain: the MV Northern Ranger and the MV Astron. The service generally runs from June to December depending on ice conditions. The Northern Ranger is both a passenger and freight vessel with a capacity to carry 131 passengers and 100 to 150 pallets of freight. There is a weekly service that runs from HV-GB to Rigolet, Makkovik, Postville, Hopedale, Natuashish and Nain return. A weekend service operates from HV-GB to Rigolet, Cartwright and Black Tickle return.

The MV Astron is a freight vessel and does not accept passengers. It has roll-on / roll-off capabilities and can carry vehicles. The MV Astron has the capacity to handle 110 20' marine containers (110 TEUs). The ship originates in Lewisporte and delivers cargo and goods to Black Tickle, Rigolet, Makkovik, Postville, Hopedale, Natuashish and Nain, and stops in coastal communities as required on its way to HV-GB. The vessel reloads in HV-GB and departs for all ports north as required, it then leaves for Black Tickle and on to Lewisporte to re-load. During the 2014-15 season 42.4% of the freight was shipped from Lewisporte and 32.6% from HV-GB. When Phase III of the Trans Labrador Highway connected HV-GB to Cartwright and to Southern Labrador the vessels stopped accepting freight from Lewisporte destined for HV-GB and Cartwright as freight can be shipped between these ports by road.

The following table provides some fast facts about the Northern Ranger, the Astron and the 2013 request for proposals (RFP). There are presently two vessels servicing the North Coast and the RFP was for one vessel to replace both of the current vessels. These facts will help readers understand the current service and what was being proposed in 2013.

Fast Facts

MV Astron and MV Northern Ranger

- Currently two vessels provide seasonal service to the North Coast.
- The service cost approximately \$13M in 2014-15 and was 74% subsidized.

MV Astron

- Built in 1971.
- Seasonal freight service with a capacity of 110 TEUs.
- In 2014-15 approximately 23.5 M lbs of freight was transported.
- Speed of 15 knots.
- Average freight season is 25.1 weeks.
- 42.4% and 32.6% in 2014-15 of freight was shipped from Lewisporte and Goose Bay, respectively.

MV Northern Ranger

- Built in 1986.
- Seasonal freight and passenger service.
- In 2014-15 there were approximately 5,000 passengers on 335 trips, or 11% of passenger capacity.

2013 RFP

- Constructed in 2010 or later.
- One vessel providing seasonal roll-on / roll off service .
- Passenger capacity of 150.
- Berth space for 120 passengers.
- Day seating for all passengers.
- 125 TEU cargo including space for 20 passenger vehicles.
- 850 tonnes cargo capacity.
- Twist locks and cargo lashing to accommodate containers.
- Minimum speed of 14 knots.
- Ice class to operate between ports.

What We Heard Regarding the Current North Coast Marine Service

MAC members would like to see two vessels servicing the North Coast:

- 1) A new or newer (no more than 5 years old) passenger/freight vessel with an improved operating envelope.

- 2) A second vessel providing freight service only. This vessel could be an older vessel, but it needs to have an improved operating envelope and it must be reliable.

The passenger/freight vessel should be a roll-on/roll-off service that can accommodate between 130 and 150 passengers. If the number of trips to the North Coast can be increased, a vessel that can accommodate 130 should be able to handle all passengers during peak periods. If the schedule cannot be increased, then a vessel that can accommodate 150 passengers is required. This vessel will require berths for all passengers and crew. There should be a variety of berths available to passengers at varying costs: dormitory bunks, single berths, double berths, quadruple berths and reclining chairs.

The freight vessel should be a roll-on/roll-off service capable of handling 120 TEUs. The vessel should be able to handle 53' refrigerated containers. This would allow fish products from Nain and Makkovik to be shipped more conveniently and more economically.

MAC members considered HV-GB as the main port for shipping goods to the North Coast and eliminating Lewisporte from the freight service. The percentage of goods going to the North Coast from HV-GB has been increasing. In 2014-15, 42.4% of goods came from Lewisporte and 32.6% from HV-GB. MAC members felt that HV-GB is not yet positioned to take over from Lewisporte. There was general agreement that if freight services were provided exclusively out of HV-GB, turnaround times would be reduced allowing for additional trips to the North Coast. Committee members are concerned that wholesalers in HV-GB are not positioned to provide the goods required in a timely manner and at a competitive price. The Labrador North Chamber of Commerce is interested in examining the supply routes, pricing, and infrastructure needs.

While conducting community consultations MAC members used a Discussion Guide, which was prepared by the author, by staff with the Department and the Office of Public Engagement. This Guide had several questions and some specific areas that key stakeholders were asked to consider. The following are some of the areas considered and the responses that MAC members received.

A. What is working well?

- a. Passenger and Freight Vessel
 - The current ferry schedule is working well for most ports.
 - The current vessel operator is employing people from the North Coast on the vessel.
- b. Freight Vessel
 - Freight is arriving on schedule, with a turn around time under 2 weeks.
 - The relationship with wholesalers in Lewisporte and North Coast residents and retailers is working well.

B. What aspects of the service could be improved?

1. Service Model Improvements

a. General

- Community members would like to see roads replace marine service.
- A complete and comprehensive analysis of the immediate, short term and long-term transportation (marine, air, and road) needs should be undertaken.
- Community members would like to see groomed winter trails.
- The cost of air transport is prohibitive (\$974 Nain-HV-GB return) for some community members and it was suggested that air transport should be subsidized.

b. Passenger and Freight Vessel

- The ferry should dock and unload in Black Tickle during daylight hours. It is dangerous for passengers and crew to be unloading speed boats at night.
- Year-round marine service to ports that do not freeze.
- Discourage littering from the vessel with fines and increased security.

c. Freight Vessel

- 20' refrigerated containers are too small.
- Freight needs to be prioritized; food should have first priority, sand and rock should have last priority.

2. Terminal Ports Considerations

- Rigolet should be able to receive freight on both the north and south runs.
- Some community members would like to see HV-GB, Cartwright and Lewisporte as terminal ports for freight, while others felt the North Coast could be better serviced by HV-GB alone. The Labrador North Chamber of Commerce would like the opportunity to demonstrate how HV-GB could provide goods and service to the North Coast in a timely and cost effective manner.
- Some people felt Cartwright might be used at the beginning of the shipping season and again at the end of the season when vessels are unable to travel through Lake Melville because of ice, and while the North Coast ports are still ice free.
- The Rigolet retailer, Northern Stores, uses wholesalers in Lewisporte to supply goods and there is currently no one in HV-

GB that could provide all of these goods. If commercial wholesalers in Lewisporte began to ship through HV-GB, there would be additional handling fees and the cost of goods would go up.

- Torngat Fish Producers Co-operative is unable to ship produce across dirt roads and therefore it prefers Lewisporte to HV-GB.
- Black Tickle and the North Coast might be better serviced if separate vessels serviced them.
- The passenger vessel should make trips to the Torngat Mountains for tourism purposes.

3. Vessel Improvements

a. Passenger/Freight Vessel

- Pet area needs to be better maintained.
- Improved capacity to dock in high winds.

b. Freight Vessel

- A zoom boom for loading and unloading cargo.

4. Administrative Improvements

a. Passenger/Freight Vessel

- Reservation system needs to allow passengers to make reservation 24/7, even after the vessel has left HV-GB.
- Allow four-hour stopover in port to support the emerging tourism sector.
- Better food and better food service.
- Serve traditional foods like char to promote culture, support local fishers and encourage tourism.
- Tourist information centre onboard vessel.
- Integrate ferry service into regional tourism strategy.
- Promote North Coast ferry service as a northern experience and not just a mode of transportation.

b. Freight Vessel

- The freight boat needs to have a more predicible schedule.
- Increase number of freight runs.

5. Onshore/Dock improvements

- Secure port sites with fencing and gates that can be locked. The wharf is an industrial worksite with heavy equipment being operated. Access to the wharf should be restricted for public and workers' safety.
- Equipment to load and unload vessels.

- Equipment to move freight around dock.

Suggested Requirements for the Future North Coast Marine Service

1. Service Model Requirements

- Any future RFP for Provincial Government services in Labrador Inuit Communities or Labrador Inuit Lands must honour the Labrador Inuit Land Claims Agreement (LILCA) and must respect the terms and conditions of that agreement.
- There should be two separate RFP's: one for the North Coast service and a second for the Strait of Belle Isle service.
- The vessel operator should also provide shore-based services and reservation services.
- The Province should consider servicing Black Tickle differently. Black Tickle might be better serviced out of Cartwright or Charlottetown (via a separate service). This would allow for additional trips to the North Coast and improved service to Black Tickle.
- The ferry to Black Tickle should dock and unload during daylight hours.
- The Department should undertake a cost benefit analysis of road development verses marine services.

2. Suggested Terminal Ports

- Keep Lewisporte until roads are paved and HV-GB wholesalers can supply the North Coast in a timely manner and at competitive prices.
- As the road network in Labrador improves, Cartwright and Lewisporte might be removed from the freight run.
- The Labrador North Chamber of Commerce should undertake a study to develop HV-GB and the primary port to supply goods to the North Coast: examine existing supply routes, pricing and infrastructure needs.

3. Suggested Vessel Requirements

- a. Passenger/Freight Vessel
 - New or newer (no more than 5 years old) roll-on/roll-off vessel.
 - Improved ice breaking capabilities.
 - Hydraulic ramp to allow loading and unloading no matter the tide level.
 - Provide a secure area for passenger carry-on luggage.
 - Mail storage separate from passenger seating area.
 - Designated medevac room.

- Single berth crew accommodations.
 - Berths for all passengers. The berths should be a combination of: dormitory bunks, single berths, double berths, quadruple berths and reclining chairs.
 - Designated kennel area separated from the passenger area.
 - Accessibility for passengers with disabilities.
 - Passenger capacity of 130 if more runs can be added to the season by eliminating some of the ports of call. A passenger capacity of 150 if the passenger vessel maintains the current schedule and ports of call.
 - Improved speeds.
 - Propulsion system with redundancy.
 - Backup vessel in the event the primary vessel is not available.
- b. Freight Vessel
- This could be an older vessel with an improved operating envelope and improved reliability.
 - Hydraulic ramp to allow loading and unloading no matter the tide level.
 - Single berth crew accommodations.
 - Improved speeds.
 - Propulsion system with redundancy.
 - Backup vessel in the event the primary vessel is not available.
 - Ability to load and off load 53' reefers.
 - Gensets for reefers.
 - 120 TEU capacity.

4. Suggested Administrative requirements

- a. Passenger/Freight Vessel
- Internet access at the dock and onboard the vessel, allowing the purser access to electronic reservation system. The internet also allows the purser to accept debit and credit cards. This is particularly important on the North Coast where there are no banking service and very limited cash.
 - Ability to make online reservation 24 hours a day, 7 days a week, and by telephone during regular business hours. Currently the operator stops taking reservations for that sailing once the vessel leaves HV-GB. This means passengers without reservations need to meet the vessel to determine if there is space available. As a

result, communities first served by the vessel get first chance to book passage. This could be improved by having a reservation system that can be accessed and viewed by the purser while in all ports of call.

- An improved on-line reservation system.
- Tickets should be issued prior to passengers boarding the vessel. This may require the vessel operator to have a representative in each community.
- The cafeteria on the vessel should be open for more hours.
- The quality of meals onboard the vessel needs to be improved.
- Traditional meals should be available on a regular basis to support local fishers and encourage tourism.
- Install vending machines onboard passenger vessel.

b. Freight Vessel

- Increase the number of freight runs.
- Provide a more predictable freight schedule.

5. Suggested Onshore/Dock Requirements

- Storage sheds need to be built in each community. These sheds should be large enough to store all freight that could be damaged or stolen if left outside.
- There needs to be cold storage available in each port.
- There needs to be fencing around the dock.
- There needs to be 53' refrigerated containers with permanent chassis available for shipping fish products.
- The Department needs to undertake a study to document the existing infrastructure and determine what improvements are required in each port on the North Coast. A port infrastructure report would need to: examine storage capacity, identify marshalling area for roll-on/roll-off service, docking requirement, and identify ways of securing the dock area. The wharves are industrial work areas while the ships are in port. These sites need to be secured while ships are being loaded and unloaded to protect the general public, workers and to secure goods left at the dock.

Appendices

Current Fleet of Labrador Service Vessels

MV Apollo

- Owned and operated by LMI
- Services the Labrador Straits year-round with relief during refit
- Passenger/Vehicle vessel
- Constructed in 1970
- Vehicle capacity: 85 Twenty Foot Equivalent Units (TEUs)
- Passenger capacity: 240
- In 2014-15, there were approximately 92,000 passengers and 43,000 vehicles transported



MV Astron

- Owned and operated by LMI
- Services the North Coast of Labrador from June through December
- Freight vessel
- Constructed in 1971
- Capacity: 110 TEUs
- In 2014-15, there were approximately 23.5M lbs of freight transported



MV Northern Ranger

- Owned by the NL Government and operated by NMI
- Services the North Coast of Labrador from June through December
- Passenger/Freight (limited) vessel
- Constructed in 1986
- Passenger capacity: 131
- Freight capacity: 100-150 pallets
- In 2014-15, there were approximately 5,000 passengers and 3.0M lbs of freight transported



MV Marine Eagle

- Owned and operated by Puddister Trading Company Ltd.
- Services the South Coast of Labrador (Charlottetown/Norman's Bay/William's Harbour/Port Hope Simpson)
- Passenger vessel
- Constructed in 1986
- Passenger capacity: 12
- In 2014-15, there were approximately 1,100 passengers transported



MAC Members' Biographical Information

Trent O'Brien, Vice-Chair

Trent O'Brien currently serves as the deputy mayor of L'Anse au Loup, a position he has held since 2013 and is the Assistant General Manager of Coastal Motors Ltd. He has taken an active role in advocating on issues important to Labradorians, particularly marine services. Mr. O'Brien holds a Bachelor of Business Administration and has completed many business and finance related courses. He has also served as the 2nd Chair of the Labrador South Development Corporation in Forteau.

Junior Humphries

Junior Humphries is currently the Deputy Mayor of Labrador City. He worked with the Iron Ore Company of Canada for 30 years, retiring in 2003. Mr. Humphries has been an active volunteer in Labrador West for 40 years and is presently the President of the Labrador West Minor Hockey Association. He is also been a member of the Labrador City Lions Club and is serving as a canvasser and zone captain with the NL Heart and Stroke Foundation.

Kate Mitchell

Kate Mitchell was elected as the Ordinary Member for Makkovik in the Nunatsiavut Assembly in Spring 2014. She was subsequently elected by the Assembly as First Minister. Ms. Mitchell was born and raised in Makkovik, received a Certificate in First Nations Business and a Bachelor of Business Administration degree from the University of New Brunswick. She has worked as the Executive Secretary to the Nunatsiavut Executive Council and Deputy Minister of the Nunatsiavut Secretariat. She is an active member of the community and has served on a number of boards including Torngat Fish Producers Co-operative Society.

Gaius Trimm

Gaius Trimm is a member of the Labrador Straits Business Development Corporation and is the owner/operator of C&T Enterprises Ltd in Forteau. Mr. Trimm has a long history of community service including helping to establish the Labrador Straits Chamber of Commerce, serving on the Town Council of Forteau, and serving as President of the Labrador Straits Ferry Committee from 1996 to 2009. He is currently Vice-chair of the Board of Directors of the CBDC.

Jim Tuttauk

Jim Tuttauk is AngajukKak with the Hopedale Inuit Community Government and has also worked in communities throughout Labrador including Hopedale, Postville, Labrador City and Charlottetown. Mr. Tuttauk is a member of the Nunatsiavut Government and is Executive Vice President for Nunatsiavut on the Combined Councils of Labrador. He has served as a volunteer firefighter in Hopedale.

Melva Williams

Melva Williams is currently employed with the Rigolet Inuit Community Government as Chief Administrative Officer. In this role and as a member of the community, she has

been active in bringing forward information and ideas regarding the Labrador ferry and freight services and transportation in general. Ms. Williams has also served as a board member of the Labrador Inuit Association and previously was the Community Development Officer with the Rigolet Inuit Community Government.

Didier Naulleau

Didier Naulleau was elected President of the Combined Councils of Labrador in 2014. Mr. Naulleau immigrated to Canada in 1974 and joined the Canadian Forces in 1978. He was promoted to Master Warrant-Officer in 2008, and also served as G4 Maintenance in Ottawa and as Senior Technical Instructor for the Regimental Company in Borden. Mr. Naulleau moved to Pinware, Labrador, in August 2013 and became mayor of the town in 2014.

Sterling Peyton

Sterling Peyton is currently President and Chair of the Labrador North Chamber of Commerce. Over the course of his career, Mr. Peyton worked with the Atlantic Canada Opportunities Agency and as Deputy Minister of the Department of Labrador and Aboriginal Affairs. He has been with the Labrador Canoe Regatta Association, the Labrador Winter Games, the Goose Bay Airport Corporation, the Lake Melville Tourism Association and Ronald McDonald House NL.

Irene Simpson-Bench (has stepped down)

Irene Simpson-Bench is currently President of the Labrador West Chamber of Commerce and has been employed with the Scotiabank since 1984. She is also President of the Labrador Health Centre Auxiliary and is an active Rotarian. Ms. Simpson-Bench was awarded the first Female of the Year for the Kiwanis Club in 2004.

Mark Nui

Mark Nui is currently responsible for negotiating Impacts and Development Agreements and reconciling overall issues for the Innu Nation. Mr. Nui was born in Utshimassits (Davis Inlet), he has served in elected positions as Grand Chief of the Innu Nation and Chief of the Mushuau Innu First Nation. In his role as Innu Rights/Land Claims Negotiator, Mr. Nui worked on the negotiations and framework for the Trans-Labrador Highway, Mealy Mountain National Park, Voisey's Bay and other significant resource and Innu rights issues such as the New Dawn Agreement and the Lower Churchill Impact Benefits Agreement.

James Holwell

James Holwell is a member of the NunatuKavut Community Council. Mr. Holwell was born in Porcupine Bay, Labrador, and has lived in Spotted Island and Happy Valley-Goose Bay. He began his career with the Department of Fisheries and Oceans as a Fishery Officer in 1981 in Black Tickle and Happy Valley-Goose Bay. Throughout the years, he took on positions of greater responsibility, and acting as liaison with Aboriginal groups in Labrador, until he retired in 2010.

List of People Who Participated in Consultation

Trent O'Brien – MAC Member

Participants	Representing
Hedley Ryland	L'Anse au Loup, Mayor
Deb Barney	L'Anse au Loup, Councilor
Vanessa Normore-James	L'Anse au Loup, Councilor
Bernadette Normore	L'Anse au Loup, Councilor
Janice Normore	L'Anse au Loup, Town Manager/Clerk
Darrell O'Brien	Community member (Previous mayor)
Cecil Davis	Christopher's Trucking
Peter Woodward	LMI
Matthew Hynes	Oceanex
Peter Adams	NMI
Kenneth Fowler	Labrador Fishermen's Union Shrimp Co.

Jim Tuttauik - MAC Member

Participants	Representing
Greg Flowers	Nunatsiavut Government
Judy Dicker	Community member
Ian Winters	Conservation officer
Kim Dicker	Public health
Sarah Jensen	Hopedale Inuit Community Government Councilor
Martha Winters-Abel	Hopedale Inuit Community Government Councilor
Philip Abel	Hopedale Inuit Community Government Councilor

Melva Williams – MAC Member

Participants	Representing
Jared Beverly	Northern Store Manager
Carlene Palliser	NG Food Security Network
Jack Shiwak	AngajukKak, Rigolet Inuit Community Government
Lorraine Allen	NG Department of Health and Social Development
Sandi Michelin	Business Operator
Joan Andersen	Tourism
Herb Jacque	Makkovik Inuit Community Government
Doreen Winters	Makkovik Inuit Community Government
Bernie Andersen	Makkovik Inuit Community Government
Marilyn Faulkner	Makkovik Inuit Community Government
Terry Rice	Makkovik Inuit Community Government
Peter Adams	NMI

Sterling Peyton – MAC Member

Participants	Representing
Board Members	Labrador North Chamber of Commerce

Kate Mitchell – MAC Member

Participants	Representing
Executive Council	Nunatsiavut Government

Junior Humphries – MAC Member

Participants	Representing
Council members	Labrador City Town Council
Council members	Wabush Town Council

Didier Naulleau – MAC Member

Participants	Representing
Council members	Pinware Town Council
Council members	Combined Councils of Labrador

There were also written submissions from the Torngat Fish Producers Co-operative Society Ltd and the L'Anse au Loup Town Council.