

March 31, 2005

To: The Honourable Jean-C. Lapierre
Minister of Transport

Dear Minister:

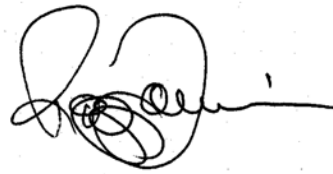
The Advisory Committee on Marine Atlantic Inc. is pleased to submit its final report titled "A Strategy for the Future of Marine Atlantic Inc". When the Committee set out in November 2004 to examine the many issues facing the corporation, it had a primary objective of improving this important ferry service for its many users. The Committee believes it has struck the right balance between addressing the needs of the various stakeholders with whom the Committee consulted.

The recommendations contained within this report are based on the Government of Canada's commitment to fulfilling its obligation to Newfoundland and Labrador in providing this essential transportation link. The recommendations seek efficiencies where feasible and promote measures to improve the timeliness and quality of the service, stabilize the rates charged to users as well as the subsidy provided by the Government of Canada while establishing partnerships with stakeholders. The Committee is confident that these measures are achievable and when fully implemented would create a ferry service that is responsive to the realities of the 21st century.

Sincerely,



Captain Sidney J. Hynes
Committee Chair



Roger Jamieson
Committee Member



Emile Di Sanza
Committee Member