



Stakeholder Comments

Honorable Albert S. Jacquez serves as the 8th Administrator of the Saint Lawrence Seaway Development Corporation (SLSDC). He was nominated by President Clinton in October 1998, was sworn in on January 2, 1999 for a one-year recess appointment; then was subsequently confirmed by the entire U.S. Senate on July 1, 1999 for a 7-year term. His term will end on July 1, 2006.

Complementing the Administrator's column are remarks by key stakeholders who have interacted daily with him on numerous policy and operational issues of significant importance to the entire Great Lakes Seaway System.

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ADMINISTRATOR'S COLUMN

Through the Years



Albert S. Jacquez
SLSDC
Administrator

This column marks my last as Administrator and is a fitting moment to reflect briefly on achievements, acknowledge ongoing challenges, and share thoughts on the future of the Great Lakes St. Lawrence Seaway System. I have championed this great waterway to the best of my ability, and with help from many

stakeholders and my capable staff; I can say that together we have made significant improvements.

Nothing important could have been achieved without the close support of our Canadian sister agency, the St. Lawrence Seaway Management Corporation (SLSMC). The leadership provided by Guy Véronneau (former President & CEO) and currently Richard Corfe have been outstanding. The result has been close cooperation and respect between our staffs in daily coordination across the spectrum of operations and marketing.

This partnership has greatly improved stakeholder service. In February 2001, a new binational website (www.greatlakes-seaway.com) was launched. This unique website provides users with easy-to find information related to U.S. and Canadian Seaway regulations, water levels, tonnage levels, weather conditions, Corporation activities, and marketing and promotional information. The website has grown from 532,000 visits a year in 2002 to over 2,000,000 in 2005.

In 2002 we implemented a highly sophisticated marine navigation tool to waterway users, making the St. Lawrence Seaway the first North American waterway to use this next-generation marine navigation system. The Automatic Identification System has proven its worth daily since 2002 with increased safety, security and landside operational efficiency.

On May 24, 2003, U.S. Transportation Secretary Norman Y. Mineta and then Transport Canada Minister David Collenette and I signed a Memorandum of Cooperation (MOC) to ensure the ongoing success of various Great Lakes St. Lawrence Seaway activities. This agreement serves as a keystone document for future binational cooperation, including the Great Lakes St. Lawrence Seaway Study. The study will soon be completed. When its findings are analyzed and released, the study will provide our political leaders with the information they need to plan the future of the waterway.

Stakeholders want and expect improved competitiveness as it means more profits and growing markets. On May 24, 2004, the maximum Seaway allowable draft in the Montreal-Lake Ontario section was increased to 26 feet, 6 inches. Each additional inch of sailing draft allows Seaway-sized vessels to carry, on average, an additional 100 metric tons of cargo. Early on, we singled out aggressive marketing as essential for augmenting system traffic. Our staffs developed a Highway H₂O branding message that the waterway, from the lakehead to the Gulf of St. Lawrence, offers customers vital strategic advantages. The Highway H₂O marketing initiative has

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Seaway Compass



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become a dynamic campaign that is gaining widespread attention as a proactive means of promoting the System's strategic benefits to world markets. Under my leadership the SLSDC has been working closely with the SLSMC on Hwy H₂O projects and workshops since the program's inception last summer.

Maritime security has taken on increased prominence and the Saint Lawrence Seaway Development Corporation has been an integral partner with U.S. Coast Guard and Canadian partners. Our collective progress has been substantial, but an inevitable result of 9/11 has been increased truck border congestion at international bridges. The commercial marine community offers a simple, affordable solution with its MarineLink proposal to run a freight-only, roll-on/roll-off ferry service across Lakes Erie and Ontario.

The maritime future for America's Fourth Coast is bright. Fast ferry service has begun. Ship and barge construction are growing. Traffic is returning. Our system is an economic engine for tens of thousands, generating billions of dollars annually.

Waterborne commerce offers important environmental advantages over rail and truck movement of freight, a message that needs to be forcefully and continually presented to the public. Trade is growing dramatically. Finite governmental resources should go where they can deliver the best return on investment. Substantial fuel savings, lower accident rates (ideal for hazmat movement), reduced harmful air emissions, and improved quality of life from reduced congestion—all favor marine transport.

To be sure, there are challenges awaiting solution. None looms larger than finding a cost-effective answer to further entry of aquatic invasive species into the Lakes via ballast water from salties. The Green Marine and Great Ships Initiatives offer strong hope that the corner is being turned on this crucial issue.

In August of 2003, and again in July of 2005, I was fortunate enough to combine my passion of cycling and Seaway business to bike the 500-mile long Seaway Trail that borders the North Country and Lake Ontario. I met with several key U.S. and Canadian local governmental and environmental officials along the way.

I end my journey here with deep satisfaction, recalling the Robert Louis Stevenson line that "to travel hopefully is a better thing than to arrive." I have hoped throughout my tenure to make a difference, and with the help given me by so many of you, I feel confident that it has been realized.

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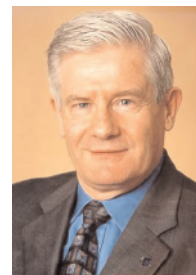
Captain Helland, *Chief of Marine Safety, 9th District, U.S. Coast Guard*

I have had the privilege of working with Mr. Jacquez for his entire seven year term as Administrator. An ardent advocate of the Seaway, he worked tirelessly promoting the Seaway and implementing a "state of the art" Automatic Identification System (AIS). Dealing with the post 2001 security requirements, he personally engaged with the Coast Guard and other Canadian government agencies to develop requirements that ensured the security of the St. Lawrence Seaway. I am personally grateful for his partnership in addressing the numerous safety, security and environmental challenges of the Great Lakes System. I wish him well in his future endeavors.



Adolph Ojard, *Executive Director, Duluth Seaway Port Authority*

The Port of Duluth-Superior, the largest tonnage port on the Great Lakes, has appreciated Administrator Albert Jacquez's leadership throughout his tenure. Mr. Jacquez has endorsed the introduction of technology which increased draft by six inches and reduced vessel transit time.



Guy Véronneau, *President, SODES*

Albert joined the U.S. Seaway a few months after I was named head of the Canadian version. At that time, relations were not on a high note at the corporate level although always very good at the operational levels. Under his leadership, the U.S. Seaway team in Washington was strengthened and became a strong partner in all initiatives taken by the Canadian Corporation. Albert believed the AIS project and international marketing were extremely important initiatives, in which he invested himself with vigor.

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Ray Johnston, President,
Chamber of Maritime Commerce

During his term as Administrator, Albert Jacquez has served as a director of the Chamber of Maritime Commerce providing tremendous support and has been an active and outspoken advocate in promoting the interests of shippers and all

marine industry stakeholders.

One of Albert's most significant accomplishments has been to build a strong working relationship with his Canadian counterparts at the St. Lawrence Seaway Management Corporation (SLSMC). Working with the SLSMC, Albert has guided his organization in its efforts to find more cost-effective ways of delivering marine navigation services and accelerated the introduction of modern technologies such as Automatic Identification System (AIS) to achieve cost savings that have benefited the entire marine industry in Canada and the U.S.

Albert has been a champion of the new Green Marine initiative. His leadership and commitment to the marine industry and proactively addressing its environmental challenges is greatly appreciated.



Ladi Pathy, President and CEO,
Fednav International Limited

It has been a pleasure, for me and for my colleagues at Fednav, to work with Albert Jacquez over the last seven years. Albert has provided dynamic leadership in promoting the Seaway and its potential through the development of new business;

and he has worked quietly but effectively in ensuring that the partnership between the SLSDC, the SLSMC and the shippers and shipowners who use the system has worked effectively and efficiently.

We will miss Albert Jacquez's strong support and guidance. We wish him all the best in his future endeavors.



Don Morrison, President,
Canadian Shipowners Association

I've worked with Albert on several issues that dealt with system reliability, competitiveness and marine environmental sustainability, and I commend him strongly for always understanding and protecting the interests of the entire System while ensuring the

Seaway Corporations' positions were understood by all. His collegial manner helped strengthen ties with the Canadian Shipowners Association, and his willingness to meet and address the International Joint Conference yearly was deeply appreciated, as were his counsel.



John Baker, President, Great Lakes District Council, ILA

Albert has worked closely with the ILA since his arrival in 1999, listening and acting fairly to labor's needs. I strongly commend him for the positive impact he has had on this waterway. His forward-leaning leadership in trade development meetings, on

Seaway Trade Missions, and in the Highway H₂O Workshops have resulted in more steel shipments to U.S. Great Lakes ports, benefiting local communities with salaries and taxes that support families and many communities on the Great Lakes.

Dave Wright, United States Army Corps of Engineers,
Co-Manager for the Great Lakes St. Lawrence Seaway System Study

Mr. Jacquez was instrumental in bringing the various study partners together and getting the binational Great Lakes St. Lawrence Seaway Study underway. His commitment to taking a broader view of the importance of the seaway to the economy of the Great Lakes region has been demonstrated though his continued support for the binational study team as a member of the study steering committee, and through numerous other initiatives he has implemented as the Administrator of the SLSDC.

GUEST COLUMNIST



Richard Corfe,
President and CEO,
The St. Lawrence
Seaway Management
Corporation

An Excellent Steward

When I think about the various aspects of our role as leaders, the concept of stewardship often comes to mind. Recently, in seeking to characterize this responsibility, I came across a definition used by Maryland's Department of Natural Resources which talks of stewardship as "our responsibility to wisely manage that resource, and our responsibility to future generations for the condition of that resource when we leave it."

During Administrator Jacquez's term in office, working first with Guy Véronneau and more recently myself, there have been many initiatives that we can look back upon as

clear examples of outstanding stewardship. The implementation of the Automatic Identification System (AIS) broke new ground, and will help ensure that navigation on the Seaway is conducted in a safe, efficient and environmentally sound manner for years to come. Our binational website has raised the profile of the Seaway worldwide and streamlined communications with our stakeholders. Our Hwy H₂O campaign and trade missions have set the stage for new growth in Seaway traffic volume.

As leaders, Administrator Jacquez and I are called on to make decisions in a world that is fraught with uncertainty, and often we cannot fully appreciate the impact of these decisions on the future. In this context his concern for the environment and the sustainability of our system will leave a lasting legacy. From his direct engagement with stakeholders along the shores of the St. Lawrence, to his spearheading the Green Marine Initiative, he has proven to be an able partner.

Administrator Jacquez, as you conclude your seven year term, I wish to commend you on your stewardship of the mighty resource that we share as nations, the St. Lawrence Seaway. Your view of the future, your willingness to open new paths, and your diligence in pursuing objectives testify to this excellent stewardship.

St. Lawrence Seaway Development Corporation and U.S. Coast Guard sign a Memorandum of Agreement

In an effort to enhance safety, security and efficiency for vessel operating on the Great Lakes St. Lawrence Seaway System, the Saint Lawrence Seaway Development Corporation (SLSDC) and U.S. Coast Guard (USCG) have agreed to share vessel transit data. The agreement was observed by signing a Memorandum of Agreement on April 7, 2006, allowing both agencies to share information that is collected by the Automatic Identification System (AIS).

AIS was first implemented by the two Seaway Corporations in March 2003, and covers the St. Lawrence River from Montreal to mid-lake section of Lake Erie. The U.S. and Canadian Coast Guards have also been working on implementing AIS for the remainder of the Great Lakes and lower St. Lawrence River.

Recognizing the mutual interest, discussion between the two agencies to share this information has been ongoing for more than a year. The Canadian Seaway Corporation is also negotiating a similar agreement with the Canadian Coast Guard.

China Trade Mission

On April 21 - 28, the SLSDC and our Canadian counterpart, the St. Lawrence Seaway Management Corporation (SLSMC), led a delegation of 20 senior executives from the Great Lakes St. Lawrence Seaway System to Beijing, Shanghai and Hong Kong, China. This visit to China marked the Seaway's 29th trade mission since the program commenced in 1985. Participants met with high level government officials and key industry contacts in each city. The delegation members capitalized on the opportunity for collective as well as individual business agreements to be developed with the Chinese on this trade mission.

During the week-long mission, the Seaway delegation consisting of port and terminal operators, domestic ship owners and operators and government officials, presented a short sea shipping operational plan to Chinese maritime leaders. This proposed operation will provide a bulk cargo and container service from the Port of Halifax to destinations within the Great Lakes. Richard Corfe, President and CEO of the SLSMC and Administrator Jacquez made presentations to two of China's major liners services, China Ocean Shipping Company (COSCO) and China Shipping Container Lines (CSCL). CSCL is currently conducting a liner service between the Port of Hong Kong and Halifax. More than half a million containers will move between the ports over the next three years. Both companies are interested in establishing a short sea shipping service to the interior of North America by way of the St. Lawrence Seaway.



Signing ceremony with the Chinese Ministry of Communications' Water Transport Department. (Sitting at the table, left to right, - Mr. Richard Corfe, President & CEO, Saint Lawrence Seaway Management Corporation, Mr. Song, Director General, and Mr. Albert S. Jacquez, Administrator, Saint Lawrence Seaway Development Corporation.)



The delegation takes time out of their busy schedule to stop for a photo in Beijing, the capital of the People's Republic of China.

The delegation also had meetings with potential Seaway users and port officials and conducted two informational seminars for senior executives and officials representing a cross section of the Chinese maritime community in Shanghai and Hong Kong. Meetings were also held with representatives from the Port Authorities of Shanghai, Hong Kong and Shenzhen as well as the Water Transport Department of the Chinese Ministry of Communications.

A highlight of the week was the signing of a cooperative marine transportation agreement in Beijing with the Chinese Ministry of Communications' Water Transport Department. The 'Implementation Plan for Cooperation' calls for a more structured exchange of information and expertise between the nations in the field of waterborne transportation, specifically in the areas of technology, marketing, and water management.

Another significant event was the signing in Shanghai of a Memorandum of Understanding (MOU) between the Seaway Corporations' port stakeholders and the Port Management Bureau of Shanghai. The MOU affirms a cooperative partnership between the ports to promote trade and maritime business on the inland waterway systems and to further enhance port management and economic development.

In Hong Kong, the delegation met with representatives of Invest Hong Kong, Hutchinson Port Holdings, and the Hong Kong Shipowners Association. Discussions focused on bulk and container cargo shipments to North America and the potential for increased shipments through the Seaway for smaller vessels. The delegation also toured the Port of Hong Kong.

Highway H₂O-One-Stop Shop Workshop



As an important component to the St. Lawrence Seaway's Highway H₂O marketing program, a workshop focusing on how the Seaway System could be more "user-friendly" for carriers was held in Montreal on March 30, 2006. The workshop also focused on opportunities for consolidating cargo

in order to accommodate a future liner service into the Great Lakes.

This meeting was the fifth in a series of joint sessions between transportation and logistics professionals from various shipping sectors and the region's marine service suppliers. The goal of these sessions, jointly organized by the two Seaway Corporations, is to discuss the range of options and opportunities available to North America's manufacturing and shipping industry to move their products through the waterway.

In attendance were more than twenty officials from the region's carrier, port and shipping community; representatives from cargo handling, terminal and stevedoring operations; and officials from the Seaway Corporations, pilotage authority, and Canadian and U.S. Federal government. The main objectives of the workshop were:

- To provide an update of the Highway H₂O program;
- To discuss opportunities for Seaway efficiency and to consider the development of scheduled liner services into the System;
- To provide a forum to discuss current efforts by the Seaway authorities, Pilotage Authorities, and the two federal governments to make the Seaway a more efficient transportation system and
- To allow participants to discuss the options and opportunities for introducing measures, such as cargo consolidation, that could lead to scheduled liner service(s) into the Lakes.

Pacesetter Award Presentations

The Brown County Port and Solid Waste Department and its K&K Warehouse Terminal in Green Bay, Wisconsin were presented with the Saint Lawrence Seaway Development Corporation's (SLSDC) Robert J. Pacesetter tonnage award.

The SLSDC Deputy Administrator Craig Middlebrook presented both awards at the Green Bay port meeting in April. The Port of Green Bay and its K&K Terminal are proving daily their importance to the economy of the city and region, he said. Winning three consecutive Pacesetters shows strategic vision is at work, customer needs are being met and growth is the inevitable result.



Left to right - Neil McKloskey, President of the Brown County Harbor Commission; Carol Kelso, Brown County Executive; Tom Kuber, President of K&K Warehousing; and Craig Middlebrook, Deputy Administrator, SLSDC.

Personnel Changes

John Jamian, former Acting Maritime Administrator has been appointed to lead and develop the newly created Seaway Great Lakes Trade Association (SGLTA).

As president of the Michigan-based not-for-profit organization, with additional offices in Washington, D.C., Mr. Jamian's role will be to promote shipping and maritime related interests in the U.S. Great Lakes and St. Lawrence Seaway System. Working in partnership with public and private organizations and stakeholders, Mr. Jamian will address the critical issues and challenges facing the System, while promoting cooperation and dialogue on the responsible uses and benefits of this unique environmental and commercial resource.

Rear Admiral John E. Crowley, Jr. assumed the position as the Commander, Ninth Coast District on April 18, 2006. Under his direction, Coast Guard personnel provide maritime security over 6,500 miles of shoreline and 1,500 miles of international border and provide the world's premiere search and rescue, marine safety and environmental protection, maritime law enforcement, aids to navigation and icebreaking services to the region's citizens.

Rear Admiral Crowley received a Bachelor of Science from the U.S. Coast Guard Academy and was a Fellow in MIT's Seminar XXI program in International policy and strategy. He is a graduate of the American University's Washington College of Law and admitted to the bar of the State of Minnesota.

Vice Admiral Robert J. Papp, Jr. assumed the duties as Chief of Staff, U.S. Coast Guard and Commanding Officer, Coast Guard Headquarters, Washington, D.C. in April 2006, replacing Vice Admiral Thad Allend. Vice Admiral Papp oversees general management functions of the Coast Guard. Vice Admiral Papp's previous assignment was Commander, Ninth Coast Guard District with responsibility for all Coast Guard missions on the Great Lakes.

Save The River's Board of Directors announced the appointment of **Jennifer Caddick** as Executive Director. Ms. Caddick began working with Save The River! in mid-April. Prior to joining Save The River!, Ms. Caddick worked with a variety of environmental organizations in Upstate New York and along the Chesapeake Bay in Maryland. In Upstate New York, Ms. Caddick worked with the New York State Tug Hill Commission, Tug Hill Tomorrow Land Trust and the New York State Forest Products Association. For the past five years, Ms. Caddick has resided in Annapolis, MD and has worked with several Chesapeake Bay focused organizations including the Interstate Commission on the Potomac River Basin, Chesapeake Bay Program and, most recently, the Chesapeake Bay Trust.

Upcoming Events

July

July 11-12 2006

Lake Erie Areas of Concern Summit
Erie, PA

Info: Matt Doss; mdoss@glc.org

July 12-13 2006

Great Lakes Ports Summer Meeting
Duluth, MN

Info: Steve Fisher, (202) 625-2102, safsaf@aol.com

September

September 10-15 2006

AAPA Annual Convention
Port of New Orleans
New Orleans, LA

Info: (703) 684-5700, info@aapa-ports.org