



Manifest

ASSOCIATION OF CANADIAN PORT AUTHORITIES
"Charting a Course for Tomorrow - Today."

CHAIR'S LETTER



As this year's host port for the annual AGM and Conference, all at the Vancouver Port Authority look forward to welcoming you to beautiful Vancouver. We have a great business and social program ready for you. The Annual Conference affords all in the port community an opportunity to come together to discuss issues of mutual interest for a better port system for Canada.

The Board continues to work on implementing various elements of the Association's strategic plan. We are pleased that a special meeting of the voting members created a new class of membership and increased the level of dues paid by the Corporate Class. This shows the high level of commitment of the members and the support for the ongoing activities of the Association. Rest assured the Board strives to ensure that the products and services provided by the Association are both professional and timely. We continue to look for ways to better serve all members.

One of the ways we communicate with members is via this newsletter. However, it is not the only vehicle for communication. It is meant as a tool to ensure that members are kept informed with respect to: what is going on in

the port system over the preceding three months; some of the issues that are worthy of note for ongoing port operations; various activities of the board and committees; and upcoming events. Members also get a 'Members Update' that deals with issues of importance for members in a more timely manner throughout the month. Members also have access to a new website that provides detailed background information on many issues as well as a 'Members Only' section that shows the development and work in progress on some of the more pressing matters.

The proposed amendments to the Canada Marine Act have now been revealed and the CMA Review Committee of the Board has a plan to ensure that all members impacted by the amendments are consulted. We look forward to working on a common position for the Association with all those who have an interest in the Act. The way in which the Act is amended will have a direct impact on the competitiveness of the National Ports System for years to come.

Should you have any questions on anything in this newsletter, or elsewhere, do not hesitate to let us know. I look forward to seeing you in Vancouver!

Captain Gordon Houston
Chair

The Association of Canadian Port Authorities was founded in 1958 and groups together ports and harbours and related marine interests into one national association. Canada Port Authorities handle more than \$100 billion worth of cargo annually. The ACPA is the pre-eminent Association for the advocacy and advancement of the Canadian Port Industry. ACPA members contribute greatly to the local, regional and national economy of Canada.



BOARD-WALK

The board considers issues of substance and form with respect to Association activities at its four meetings per annum. Below is a partial list of some of the items addressed at the last meeting of the board in May.

Strategic Planning:

The Board continues with the implementation of various aspects of the strategic plan approved by the membership at the last AGM. A special meeting of the voting members confirmed the new classes of membership as well as the change in dues for the 'Corporate' Member class. There is now a new 'voting' class of membership called 'Associate', which will henceforth have members on the Board of the Association. The old Associate class is now called 'Affiliate' and the other class is for 'Individual' members. The board has worked on strengthening the governance of the Association with a new travel policy and a more streamlined budgeting process with the involvement of the Audit Committee of the Board.

Infrastructure:

The Association's proposal for a comprehensive study of port infrastructure was considered and since that time it has been learned that the proposal was not to be funded in the first round under the Knowledge, Outreach and Awareness (KOA) program of Infrastructure Canada. The work on infrastructure and competitiveness continues via the working group created for that purpose under the National Marine and Industrial Council and the Executive Director is a member of that Working Group.

Seminars:

There will be two Association seminars in the fall of 2005. The first being the Operations Seminar planned for October 27 and 28 in Montreal. The Governance Seminar is scheduled for Toronto on November 28 and 29. The Operations Seminar will address the important operations issues now faced by all in the port community across Canada and how the Association plans to ensure that the

views of Canada's ports are well understood. With the many new members joining CPA boards this year, the Board stressed the need to have another Governance Seminar and depart from the normal bi-annual sessions on governance. The Board expressed a strong desire to ensure that all the governance issues of importance to CPAs be specifically addressed in the sessions.

CEOs Meeting:

There has been a desire on the part of CPA CEOs to have regular CEO meetings twice a year to address the many issues before port management. To this end the Chair committed to establishing dates on which the meetings will take place in Ottawa and they will proceed with a majority of the CEOs confirming attendance.

National Marine Day:

The Board endorsed the need for Canada to have a national marine day as exists in other countries. All marine associations are now advocating to have June 1 proclaimed by Parliament as a National Marine Day. It was noted that the cost of a marine day event would likely be cost shared with Transport Canada. The Board felt that the ACPA would continue with its annual Port/Government Interface and participate in National Marine Day as well.

Simultaneous Translation:

The board agreed that this year's AGM would have simultaneous translation for all the business sessions. Given that there was no subsidy provided by government, an effort would be made to ensure that as much local sourcing as possible was done to keep costs under control. After this year's AGM there would be a survey done to determine if it will be essential to retain this facility in future. This will be done in concert with involvement of the St. Lawrence Caucus.

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Medal of Merit Award:

The Board unanimously agreed with the nominees put forward for the highest honour of the Association. This year's Medal of Merit goes to two deserving individuals Dan Doyle and Andrew Wilkinson, both will receive the Medal of Merit for stellar work done on the BC Ports Strategy, in their capacity as Deputy Ministers of economic portfolios of the B.C. Government.

TAKING CARE OF BUSINESS

Halifax:

A group of major Canadian retailers has selected the Port of Halifax to route growing volumes of import products from Southeast Asia and the Indian Sub-continent. Halifax will be the east coast hub for sorting and distribution activities of retail giants such as Sears Canada Inc., Sony of Canada Ltd., Reitmans (Canada) Limited and other member companies of the Canadian Retail Shippers' Association (CRSA). Beginning July 1, a range of import goods including apparel, electronics and furniture was shipped from Southeast Asia and the Indian Sub-continent via all-water services over the Suez Canal, to the Port of Halifax.

One of the world's largest auto-carriers, the MV Torrens, made its maiden voyage to Canada through the Port of Halifax on March 28th; the first and only Canadian port of call on its round-the-world rotation. Transporting vehicles from Southampton, England, the newly built Wallenius Wilhelmsen vessel is capable of carrying the equivalent of 6,500 cars. Of the approximately 3,000 units it is transporting to North America, 1,020 were discharged at Autoport Limited in Dartmouth. At 32 metres wide and 200 metres long, the vessel weighs more than 61,000 tonnes when fully loaded.

Halifax has been selected as the site of the annual conference of the Association of American Port Authorities for 2010. This site will attract many delegates from around the world. It will showcase Halifax and its many attractions as an impressive tourist destination.

Vancouver:

In an effort to increase business and maintain a leadership position in the Alaska cruise market, the Vancouver Port Authority, in partnership with the Vancouver International Airport Authority (YVR), has launched a new "U.S. Direct" strategic initiative for the start of the 2005 cruise season. The initiative streamlines passenger processing and improves transit times through Vancouver.

The Port of Vancouver moved \$43 billion in goods in 2004; up 48 per cent from the port's last economic impact study in 2000. Other key numbers have also increased, with port activities generating 30,100 direct jobs across Canada, \$4 billion in Gross Domestic Product (GDP) and \$8.9 billion in total economic output, according to a new study conducted by leading international research company InterVISTAS Consulting Inc. and released by the Vancouver Port Authority (VPA).

The Vancouver Port Authority (VPA) and Canadian Pacific Railway (CPR) signed a cooperation agreement to work together on joint capacity development. The agreement is a significant step forward to more fully capture expanding Asia-Pacific trade opportunities for the benefit of all Canadians and British Columbia's economic growth. Initiatives will include marketing and domestic public policy advocacy programs to enhance competitiveness, operational efficiencies and customer service at the Port of Vancouver. CPR and the VPA have also committed to ensuring that the Port of Vancouver is the most secure port system on the West Coast of the Americas.

CPR's \$160-million expansion program will increase the company's capacity in western Canada by 12 per cent, or more than 400 freight cars per day. The expansion work involves 25 projects, including; 10 projects between Moose Jaw, Sask., and Calgary to extend sidings and lay sections of double track; three projects between Edmonton and Calgary to extend sidings and build a new siding; 12 projects between Calgary and the Port of Vancouver to extend sidings and lay sections of double track.

TSI Terminals:

Three of the world's largest Super Post-Panamax Cranes now at the Port of Vancouver left China by ship in the Spring for the long journey. The delivery marks the fulfillment of an Agreement of Intent between TSI Terminal Systems Inc. (TSI)

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and crane suppliers Zhenhua Port Machinery Co. Ltd. (ZPMC) of Shanghai, signed in the presence of Premier Campbell and Canada's Ambassador to China at the World Economic Summit in Beijing in November 2003. The cranes are part of TSI's Balanced Growth Program and commitment to invest \$60 million in equipment over the next three years to grow its capacity by 10 per cent per year. The improvements at Vanterm and Deltaport are a key part of the Ports strategy to capture increased trade with Asia and provide greater opportunities for Canadian exporters to further penetrate the Asian market.

Prince Rupert:

The federal and provincial governments announced that they will proceed with funding for a container port facility in Prince Rupert to open the trade route between China and North America. The project has the potential to vastly alter the economy of western Canada and will trigger more than \$155 million in improvements to the northern railway system by CN Rail. New Jersey based Maher

Terminals Inc., which was selected last year to operate the new container port, is also expected to invest \$60 million in new equipment, computer systems and infrastructure in the first phase and more later.

Toronto:

A settlement agreement was reached with the Toronto Port Authority to resolve outstanding legal issues that arose following the decision to prohibit construction of a fixed link to the Toronto City Centre Airport. Specifically, the settlement reached between the Government of Canada and the Toronto Port Authority provides for compensation to address the financial implications of not proceeding with the construction of the fixed link to the Toronto City Centre Airport. The settlement includes payment of \$35 million by the Government of Canada to the Toronto Port Authority and stipulates that the authority will grant a full and final release to the Government of Canada and obtain similar releases from the affected third parties for the Government of Canada.

OTHER MODES IN BRIEF

Trucking Gets a Boost

The governments of Canada and Ontario and the City of Sault Ste. Marie marked the start of construction of a new \$12.6-million truck route in Sault Ste. Marie to ease local congestion and improve access to the International Bridge connecting Ontario and Michigan. The border crossing at Sault Ste. Marie is an important gateway for goods moving between northeast Ontario and the U.S. Midwest. This project, which will enhance safety and improve the flow of traffic, will be beneficial for area residents, as well as for visitors and for trade. More than 120,000 commercial trucks carry about \$3.5 billion of goods across the International Bridge every year.

Railway Safety a Priority

The title chosen for Transport Canada's railway safety plan, 'All Aboard', reflects a firm belief that improvements to railway safety can only be achieved by working closely with stakeholders and partners. Transport Canada Rail Safety has been focused on a multi-faceted accident and incident reduction program over the past 10 years, which has contributed to significant reductions in the number of grade crossing accidents and trespassing incidents.

The Rail Safety Program has adopted the following four strategic directions for the period 2005-2010 with the intent of changing the way they do business. These include public safety leadership, mutually beneficially relationships, operational excellence and excellence through people. Rail Safety will be incorporating a systems-based approach to safety oversight, which is aimed at improving safety at all levels within the rail industry and with other stakeholders. An effort will be made to continue and accelerate efforts in a number of key areas including safety management systems, quality management, and risk and performance management. These and other initiatives require a high degree of program integration.



CEO PROFILE

Ross Gaudreault

Well known in the business world, Mr. Gaudreault has extensive experience in the industry and transport sector. Born in Quebec City, he completed his studies in administration at the Université de Sherbrooke. At an early age, he joined the Irving Group, where he worked for 26 years. Appointed President and CEO of the Port of Québec in 1987, Mr. Gaudreault revitalized the port authority with a dynamic corporate culture focused on the needs of the clients achieving enviable results particularly in the mining bulk, chemical products and cruise areas. This new corporate culture has enabled the Port of Québec to establish a strategic position in the North American trade.

With investments of over \$125 M over the past ten years, diversification became a priority for Mr. Gaudreault. Investments made in the corporation with world leaders such as Falconbridge and Alcan and the positioning of the Port of Québec as the hub of the St. Lawrence/Great Lakes system in terms of minerals and concentrates moving through the Port are testament of this business diversification. Marketing efforts involving major cruise lines combined with the development of the cruise terminal at Pointe-à-Carcy are a good example of Mr. Gaudreault's vision and perseverance.

With more than 18 million tonnes of goods from and to over 40 countries handled annually, economic spin-offs of \$300 M and 6,000 jobs, the entity headed by Ross Gaudreault is one of the

major ports in Canada and one of the best tools available to the region to face market globalization. As the first Canadian to be elected President of the American Association of Port Authorities by acclamation, he organized the 90th Annual Meeting of this association in Quebec City in October 2001, which was attended by close to 800 participants from 34 countries in the Americas.

Mr. Gaudreault is Honorary colonel of the 439 Combat Support Squadron in Bagotville, Companion of the Military and Hospitaller Order of Saint Lazarus of Jerusalem (C.I.J.), serving member of the Order of St. John and Chairman of the Fondation de l'Hôpital de l'Enfant-Jésus. He has distinguished himself as a volunteer in the Québec City area in the past 20 years and is a member of numerous boards of directors.

RO/RO: APPOINTMENTS

Halifax:

Mr. William H. Richardson of Bedford, Nova Scotia, was appointed to the board of directors of the Halifax Port Authority. William Richardson has an executive and management career in both the public and private sectors spanning more than 35 years. During his 11 years working for Mr. R.B. Cameron, a Nova Scotian industrialist, Mr. Richardson was the director of 19 companies. He was also president and CEO of Lawton Drugstores Ltd. and Empire Theatres Ltd. Mr. Richardson currently owns William H. Richardson Consultants Limited.

Alan Abraham, Jr. stepped down as Chair of the Port Authority after serving as a director for two terms. He is replaced by Ian Oulton who is President of RKO Steel and has served on the board for one term.

Hamilton:

Mr. John Holditch of Burlington, Ontario, joined the board of directors of the Hamilton Port Authority. Mr. Holditch is a graduate of Ryerson Polytechnical Institute and holds a bachelor of arts in commerce from the University of Toronto. He is currently an advisory board member for Brickworks Communications Inc., Fellfab Limited and Joe Ng Group of Companies. He is also vice-president and

director of FNP Company and managing director of Holditch Group Inc. He has worked for Dofasco Inc. as director of quality and manufacturing technology development and as general manager of primary manufacturing. He has also been president and general manager of Gallatin Steel Company. Mr. Holditch has served on the Hamilton and District Chamber of Commerce and on the Conference Board of Canada Forum for Business Excellence. He is also the past president of the Iron and Steel Society.

Also appointed to the board were: Mr. David F. Mothersill of Burlington, Ontario, Mr. Vito Anthony Sgro of Hamilton, Ontario, and Ms. Mary Wiebe of Stoney Creek, Ontario. Mr. Mothersill received a bachelor of applied science and engineering from the University of Toronto, a master of business administration from McMaster University and an executive financial management MBA from the University of Western Ontario. He worked at Dofasco Inc. as a researcher, manager of accounting, manager of purchasing and manager of corporate projects. Mr. Mothersill is past director of the Chamber of Maritime Commerce, the Iron Ore Company of Canada, the Quebec Cartier Mining Co. and a former member of the National Marine Advisory Board.

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Mr. Sgro attended the University of Western Ontario where he received a Bachelor of Science degree in biology and a Bachelor of Arts degree in finance and economics before earning his chartered accountant's designation. He began his career with Pannell Kerr MacGillivray as auditing senior and spent three years working for Revenue Canada before becoming tax manager for Wade & Partners. Mr. Sgro is currently a partner with CBM Chartered Accountants LLP in Hamilton, Ontario.

Ms. Wiebe has worked as service representative manager with Bell Canada and has served as a provincial returning officer for Elections Ontario. She is a founding member of the Centennial Parkway Ratepayers, the Citizens' Expressway Committee, the Community Stakeholders' Committee and the Get Hamilton Moving Task Force.

Great Lakes Pilotage Authority:

Mr. Brian Charles Ducharme was reappointed as chair of the Great Lakes Pilotage Authority. The proposed appointment will be referred to the Standing Committee on Transport for review. Brian Charles Ducharme received his bachelor of arts from the University of Windsor in 1972 and then his bachelor of laws in 1977. He was called to the Ontario Bar in 1978 and is currently in private practice. Mr. Ducharme was the vice-president of the Windsor Club; member and president of the board of directors of Hiatus House, a home for battered women and children in the Windsor region; the founding president of the Windsor Essex Bilingual Legal Clinic; and the past commodore of the Windsor Yacht Club.

Laurentian Pilotage Authority:

Mr. Gilles Champagne was appointed as chair of the Laurentian Pilotage Authority for a period of one year. The proposed appointment will be referred to the Standing Committee on Transport for review. Gilles Champagne studied business administration at École des hautes études commerciales in Montreal and began his career with the Clarke Group of Companies, where he held various positions in marine transportation, marine terminal operations and road transportation. Following two years as executive vice-president for Atlantic Freight Lines Limited, Mr. Champagne became president of Atlantic Container Express Incorporated and remained with the company for eight years. In 1990, he became president and chief executive officer of Oceanex Limited Partnership, before becoming chairman of the board of Oceanex Limited Partnership for one year beginning in 1998.

Mr. Robert Rocheleau, also joined the board of the Pilotage Authority and is a chartered accountant of

Sainte-Adèle, Quebec. Mr. Rocheleau received his bachelor of arts in 1960, his commerce degree from the Hautes études commerciales in 1963 and in 1964 became a certified accountant. He has held many executive positions including president of Simard-Beaudry Inc., president of the board of directors and president of Bois Daigle Ltée. He is currently a member of Groupe TNT Gelco Inc.'s advisory committee and advisor to the president.

Belledune:

The Belledune Port Authority is pleased to announce the full-time appointment of Rayburn Doucett to the position of President/CEO. The appointment took effect April 1, 2005, and is for a term of three years. Mr. Doucett is a life-long resident of the Jacquet River/Belledune area and a well-known member of the business community. He was the area's MLA for twenty-five years (1970-1995) and served in various Cabinet portfolios including a number of years as Chairman of NB Power. Prior to that he was elected to the first council of the Village of Jacquet River and served as a councillor from 1967-1970. Mr. Doucett was a director of Export Development Canada for the past 9 years and chaired the Business Development Committee. Following his appointment to the initial Board of Directors of the Belledune Port Authority in 2000, Mr. Doucett served as Board Chairman until expiration of his term in 2004. His activities as Chairman greatly contributed to local and national recognition of the Port of Belledune's potential to be a key player in the economy of this region.

Sept-Îles:

Mr. André Rioux of Sept-Îles, Quebec, was appointed to the board of directors of the Sept-Îles Port Authority. Mr. Rioux received his bachelor of business administration degree and his licence in accounting from Université Laval. He was a professor of accounting and taxation and department head of administrative sciences at Université du Québec à Rimouski. Mr. Rioux was named Fellow by the Ordre des comptables agréés du Québec and is an associate for Mallette, an accounting firm. He is also on the board of directors of the Corporation de développement économique de Sept-Îles.

Quebec:

Mr. Paul-E. Barbeau of Saint-Nicolas, Quebec, Mr. Jean Chiasson of Charlesbourg, Quebec, and Mr. Louis Rochette of Sillery, Quebec were all appointed to the board of directors of the Quebec Port Authority.

Mr. Barbeau is currently the president and founder of both NWC-EducExpert Inc. and Aquaroute Inc. He studied naval architecture at the Institut maritime du Québec before

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receiving his Bachelor of Science degree in mechanical engineering and naval architecture at the University of Strathclyde in Glasgow, Scotland. He was a professor at the Institut de technologie maritime du Québec, an engineer for the National Harbours Board (today known as Canada Ports Corporation) at the Port of Quebec and director of Enerchem Inc. Mr. Barbeau has also been president of various boards of directors and vice-president of the Fondation les enfants d'amour.

Mr. Chiasson, a chartered accountant, is an associate with Raymond Chabot Grant Thornton & Co. He received his bachelor of business administration degree from the University of Moncton and specialized in accounting at Université Laval. He began his career as an auditor with Ernst & Young before joining Corbeil Boudreau as an auditor and financial consultant. He is a member of the Turnaround Management Association, l'Ordre des comptables agréés du Québec and the Canadian Association of Insolvency and Restructuring Professionals.

Mr. Rochette graduated from Université Laval with a bachelor of laws degree. He is a member of the Bar Association of Quebec, the Bar Association of Canada, the International Union of Lawyers, the Licensing Executives Society, and the Regional Chamber of Commerce of Entrepreneurs of Quebec. Mr. Rochette is currently chief executive officer at the Quebec office of the law firm Lavery, de Billy.

Jean Paul Morency stepped down as Chair of the Quebec Port Authority and Yvon Bureau was elected as Chair of the Board. Mr. Bureau is no stranger to the ports system having worked in the port system for many years and also serving a term as Chair of the ACPA.

Montreal:

Mr. P. Jeremy Bolger of Montreal, Quebec, Mr. Marc Y. Bruneau of Outremont, Quebec, and Ms. Marianna Simeone of Montreal, Quebec, recently joined the board of directors of the Montreal Port Authority. Mr. Marc Y. Bruneau was subsequently elected as Chair of the Board. Jeremy Bolger received his bachelor of arts degree in economics and political science from Collège Loyola in 1974, before graduating from law at the University of Ottawa in 1978. He is a partner at the law office of Borden Ladner Gervais LLP and is the regional leader of their insurance and tort liability group and the national leader of the marine group. He specializes in general transportation and maritime law. Mr. Bolger is Quebec vice-president and a member of the executive committee of the Canadian Maritime Law Association.

Marc Bruneau is currently an expert consultant for Raymond Chabot Grant Thornton where he also worked as an associate from 1983 to 1998. He is president of the board of the Group financier AGA Inc. Mr. Bruneau graduated with a bachelor of commerce degree from École des hautes études commerciales in Montreal in 1957. He also received his Licentiate in Commercial Science from Université de Montréal that same year. He became a member of the Ordre des comptables agréés du Québec in 1958. The order gave him the title of Fellow (FCA) in 1990.

Marianna Simeone is a recognized editorialist. She is also a well known radio and television host and commentator. She now hosts her own news program called 7 Giorni that airs on CH Montreal. Ms. Simeone is often invited to comment about current affairs on many other programs. She is a member of the board of trustees of the Canadian Museum of Civilization in Gatineau and is a member of the construction committee of the new Canadian War Museum.

Marine-Claude Leroux joined the port authority as manager, material resources. She has worked in transport and purchasing for a number of years. A notary, she earned her degree from the University of Montreal and practiced for seven years before beginning her career in purchasing at Bombardier.

Port Alberni:

Denis White has retired as the President and CEO of the Port Alberni Port Authority. Denis is being replaced by Mr. Darryl Anderson who commenced employment at the Port Alberni Port Authority on June 1, 2005, and will become President and CEO on August 1, 2005.

Mr. Anderson was most recently a manager in the energy and transportation departments of the Alberta Government. Previously, he guided the commercialization of small craft harbours while employed with Fisheries and Oceans Canada. Mr. Anderson's professional experience includes business development, harbour operations, and mix-use waterfront development. Mr. Anderson received his Master of Business Administration from the Australian Maritime College, and his Bachelor of Arts from Trinity Western University. He was awarded a Diploma in Urban Land Economics from the University of British Columbia, and a Certificate in Shipping and Marine Operations from the British Columbia Institute of Technology. He has been published in the Journal of Maritime Studies, the proceedings of the Canadian Transportation Research Forum, and the 8th International Symposium on Heavy Vehicle Weights and Dimensions.

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Pacific Pilotage Authority:

Mr. David K. Gardiner of Chilliwack, B.C., was appointed as chair of the board of directors of the Pacific Pilotage Authority. David Gardiner holds a bachelor of arts, with a major in economics, from Concordia University. He currently serves as principal, COMFAC Services Ltd. From 1994 until 2002, Mr. Gardiner served as the president of the Western Transportation Advisory Council (WESTAC). He was previously employed as president and chief executive officer of Great Lakes Bulk Carriers Inc., and as vice-president of Terminal Development at Federal Industries. Mr. Gardiner has served as a member of the *Canada Marine Act* Review Panel and the Canadian Flag Shipping Review Task Force. He has also served as chairman of the Canadian Shipowners Association and the Canadian Lake Carriers Association.

Fraser River:

Mr. Mel Nunweiler of Richmond, B.C., recently joined the board of directors of the Fraser River Port Authority. Mr. Nunweiler began his career with Canadian National Railway in British Columbia. He then worked as a transportation analyst and transportation manager for Prince George Pulp and Paper Limited prior to serving as general distribution manager for Canadian Forest Products Limited in Vancouver. He later served as a transportation consultant whose clients included, among others, Weldwood of Canada Ltd. Mr. Nunwiler served on many association committees including the Council of Forest Industries of British Columbia, Western Canada Shippers' Coalition and the Canadian Pulp and Paper Association (now Forest Products Association of Canada) where he also served as Chair of the transportation section. Mr. Nunweiler served as director and vice-chair of the Fraser River Port Authority from 2000 to 2003.

North Fraser:

Mr. Andrew Johnston has joined the board of the North Fraser Port Authority. Mr. Johnston is a retired member of the RCMP and the Canadian Security Intelligence Service. He was the Security Manager for the Council of Forest Industries and the Coast Forest and Lumber Association for 10 years before retiring in 2000. During his tenure in the forest industry, he sat as their representative on FREMP, the Port's Land Use Planning Committee and the Debris Management Partners Group.

Saguenay:

Mr. Martial Bouchard of Chicoutimi, Quebec, was appointed to the board of directors of the Saguenay Port Authority. After receiving his degree in management, Mr. Bouchard joined Produits BCM Ltée as a technical repre-

sentative. He worked as a management consultant for the company, before becoming a shareholder and then president and chief executive officer. In 1988, he founded BBG Réfrigération Inc. Mr. Bouchard is also a member of the Kiwanis Club of Chicoutimi.

Vancouver:

The Vancouver Port Authority's (VPA) Board of Directors announced that they have elected George A. Adams as the VPA's new Chairman. Mr. Adams replaces David Stowe who stepped down after serving two three-year terms. Mr. Adams joined the VPA's Board in 1999, served two terms to 2003 and was re-appointed to the Board in 2004. He served most recently in the positions of chair of the Governance Committee and member of the Audit Committee.

Mr. Adams has extensive experience within the marine and transportation industries in British Columbia. He was Vice-President, Transportation at MacMillan Bloedel, retiring in 1997 and was also the President and CEO of Canadian Transport Company. Mr. Adams has served as Director for many organizations including Empire International Stevedoring Services Ltd., Vancouver Maritime Museum and the Pacific Pilotage Authority of Canada. Mr. Adams is a Master Mariner, a Fellow of the Chartered Institute of Logistics and Transport and a Freeman of the City of London.

Elected by the Board as Vice Chairman is John T. Willcox. Mr. Willcox joined the VPA's board in 2003 after retiring as the President and CEO of Neptune Terminals in 2001. He has most recently served as chair of the Audit Committee and as member of the Governance Committee.

Also joining the Board is Ms. Kazuko Komatsu of Vancouver, British Columbia. Ms. Komatsu was born and educated in Japan. She came to Canada in 1977 and settled in British Columbia where she became an active member of the business community. She began exporting beer to Japan in 1986 and took over the Pacific Western Brewing Company in 1990. Soon after, she formed Kowa Canada Ltd., Nika Marketing Corp. (now Royal Canadian Homes) and Natureland Bio Products Ltd. Ms. Komatsu was also recently selected as chairperson of the Japan-Canada Chamber of Commerce.

Saint John:

Keri Walker stepped down as board member and Chair of the Saint John Port Authority after serving the board well for many years. Newly elected to the board is Peter Zed who has been on the board for two years and practices law in Saint John.

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Toronto:

Two-term member of the TPA Board, Henry Pankratz, has stepped down as Chair of the Board. Ms. Michele D. McCarthy was elected Chair and as reported in the last edition of Manifest she practices law in Toronto.

Trois-Rivieres:

Mr. François Massicotte of Trois-Rivières, Quebec, recently joined the board of directors of the Trois-Rivières Port Authority. Mr. Massicotte graduated with a law degree from Université Laval in 1992. He is currently president of Groupe SFP ressources humaines inc. Trois-Rivières. He is also the president of Regroupement des jeunes gens d'affaires du Québec, a member of the board of directors of the Federation of Chambers of Commerce of Quebec and a past member of the board of directors of the Chambre de commerce et d'industries de Trois-Rivières.

Luc Forcier, past finance director at the Belledune Port Authority for eight years has now joined the Trois-Rivieres Port Authority in that capacity. Luc has been on the ACPA board as a representative from the Atlantic and is Chair of the Association's Finance and Administration Committee.

Prince Rupert:

Michael Graham has joined the port. He has over 20 years of experience in large-scale design and construction. He has successfully designed and managed the construction, expansion and rehabilitation of many port projects in both Vancouver and in Durban, South Africa, including the construction of a multi-million dollar container terminal.

Transport Canada:

Randy Morriss has retired from the federal government after more than 35 years as the Queen's loyal servant as a uniformed officer with National Defence prior to joining Transport Canada. Most recently we all know Randy as the Director General of the Port Divestiture Program at Transport Canada. His branch has been a long-time Associate Member of the ACPA and he has always been an avid supporter of a strong National Ports System. We all wish Randy and his wife Agnes well as they settle down in Nanaimo for the next leg of the journey.

PORT PROFILE

The **Port of Nanaimo** is the largest port on Vancouver Island and administers approximately 50 km of waterfront within harbour boundaries. In the cargo area, Port facilities include the 40.5 hectare Assembly Wharf of storage areas, warehouses, a mill, a dry dock and four berths. The 26 hectare Duke Point site has a deep-sea berth, a large all-purpose loading ramp, a container crane and licenced one-acre sites. BC Ferries carries almost 5.8 million passengers and over 2.2 million vehicles in and out of the harbour annually. Two seaplane companies carry approximately 80,000 passengers annually using the floats at the Port's Seaplane Terminal.

INTERNATIONAL

AAPA Not Happy With Funding

The American Association of Port Authorities (AAPA), the organization representing public ports throughout the Western Hemisphere, recently welcomed news that the Department of Homeland Security (DHS) has opened up nearly \$141 million in funds to help America's seaports pay for hardening

security at their terminals and making other needed infrastructure upgrades in an effort to prevent terrorist acts. However, considering Coast Guard estimates in 2002 that ports would need to spend \$5.4 billion over 10 years to comply with new mandated Maritime Transportation Security Act (MTSA) enhancements, AAPA continues to seek a much higher level of security grants for U.S. seaports.

Another change DHS has made in this grant round is to require private businesses seeking grant monies to provide a 50 percent match. This is in response to recent criticism from the Inspector General that privately owned companies, such as petroleum and chemical terminals, are vying with public entities, such as port authorities, for money from the federal program.

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US Ponders Nationwide Port Study

Port capacity and use across the US would be subject to a sweeping nationwide study under a bill just introduced in the US Senate. The Water Resources Development Act of 2005 includes directions for the secretary of transportation to evaluate deep-water ports with an eye toward alternate destinations, the impact promised by larger vessels, management alternatives to deal with congestion as well as a look at potential benefits of proposed facilities and new ports. If approved by the Senate and House and then signed by the president, the study would have to be completed in 180 days. In addition to the study, the bill provides for hundreds of other water-related projects (Fairplay).

Mexican Port to Serve California

Four major shipping companies have banded together to build a \$1Billion port complex on Mexico's Baja peninsula. In an effort to relieve the grow-

ing congestion at Southern California's ports, Evergreen, Yang Ming, Hanjin and China Shipping hope to have the 1M TEU a year facility ready to operate by 2012. Plans announced to the media by Oakland-based Marine Terminals Corp call for the facility to be built on undeveloped farmland at Punta Colonet harbour, which is located 150 miles south of the US border. Mexican media reports surfaced in December that Hutchinson Port Holdings was exploring the development of a port in the Baja and was in talks with Mexican officials to develop an exclusive deal. Those reports have not been confirmed. Marine Terminals' announcement says the company and its four joint venture partners are in talks with the Mexican government on the project that would require extending rail lines to connect with Union Pacific in California as well as improving highway links to a yet-to-be-built city by the sea. In addition to escaping the mounting delays at California's ports, observers report that the new port would also allow the stevedore firm to escape US labour unions (Fairplay).

Four Look at Panama Port

Singapore, which signed a free trade pact with Panama, is home to one of four companies vying to build a \$600M port in the Central American country, according to Asian press reports. Julio Fabrega, Panamanian director of the Ministry of Commerce, said the port contract will be awarded by the end of the year. Competitors for the deal are AP Møller, P&O Ports, China Ocean Shipping and Singapore-based PSA International. The port is said to be needed to handle the canal's rapidly rising throughput as well as the larger vessels expected to transit the facility when the third lock system is installed. While not specifically naming a favourite, Panama's trade minister Alejandro Ferrer praised PSA for its efficiency and was quoted as saying: "We would very much like to see PSA operating in Panama." The trade agreement, which is also expected by the end of the year, comes as annual trade between the two countries reached \$1.3B in 2004, up 9.4% from the previous year.

PORTS ON THE MOVE

THE CHARLOTTETOWN HARBOUR AUTHORITY INC. ⇨

Transport Canada has transferred the ownership of the port of Charlottetown to the Charlottetown Harbour Authority Inc. (CHAI). The transferred property includes a wharf; two transit sheds, the approach road and harbour bed totalling 1,190 hectares. The transfer agreement includes a financial contribution of \$19 million from the Government of Canada, to be used exclusively for operational costs and maintenance of existing infrastructure over the next 15 years.

The Port of Charlottetown is the largest common-user marine terminal facility in Prince Edward Island. The primary user of the port is the cruise vessel industry. Potatoes for export markets, aggregate – in support of provincial highway and construction needs – petroleum products and agricultural fertilizer are other major commodities shipped through the harbour and port. Cruise ship visitation has become popular in recent years and is expected to increase, providing significant economic activity for the provincial tourism industry.

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COAL HARBOUR PUBLIC PORT FACILITY

Transport Canada transferred the Coal Harbour public port facility, on northern Vancouver Island, to the Quatsino Community Society, effective March 25, 2005. The society is a not-for-profit society operated by the Quatsino First Nation.

The Coal Harbour public port facility is located on Holberg Inlet on Vancouver Island and includes a wharf, an approach and two floats. The transfer agreement includes a contribution of \$1.2 million from Transport Canada's Port Divestiture Fund to offset initial operating costs, such as repairs and ongoing maintenance, for the port facility. Since 1997, the federal government has transferred over 65 regional port facilities into local hands in British Columbia, under the National Marine Policy.

PROTECTIVE WALL AT PORT OF DALHOUSIE

Transport Canada has agreed on work to repair and stabilize about 535 metres of shoreline embankment in the East Bay section of the Port of Dalhousie, in New Brunswick has been completed. L.C.L. Excavation Inc. of Charlo, NB carried out the work. The project, worth \$961,390 consisted of putting in place a protective wall, including the placement of armour stone along about 535 meters of shoreline in the East Bay section of the port to prevent erosion and loss of infill material into the Bay of Chaleur. Erosion of this section of the shoreline embankment was mainly due to high tides and storms in the summer of 2003.

Transport Canada owns and operates the Port of Dalhousie. Until the port is transferred to local interests, under the Ports Divestiture Program announced as part of the National Marine Policy in 1995, Transport Canada will continue to undertake safety related maintenance work at the port.

CANADA'S SMALL COMMERCIAL PORTS VULNERABLE

Canada's smaller commercial ports are vulnerable to terrorist and criminal acts and the federal government needs to do more to help secure them. These conclusions emerge from the findings of a new Ipsos Reid report that surveys the opinions of leaders who run, fund and police Canada's secondary ports. The Canadian Maritime Workers Council commissioned Ipsos Reid to conduct the study. The report finds that a majority of those interviewed doubt that their communities could prevent terrorism, drug smuggling and other criminal acts at their ports. When asked to choose among priorities to improve port security in Canada, respondents most often say the Minister of Transport should establish an effective and efficient container screening program (42%), while an additional 33% say the improving waterside security in Canada's ports is the most important priority. Only one-in-ten think Ottawa should expand criminal background checks on port workers.

EYE ON OTTAWA

This section of the newsletter looks at some of the activity – with a potential impact on ports - at the federal level over the past three months. Rest assured that the various policy and technical committees of the Association are monitoring the ongoing development on issues of direct importance to the port community.

Politics and Ports

As many have seen from newspaper and TV reports this session of Parliament was indeed an acrimonious one. A minority government presents many challenges and some argue that better government is the result. This may be the reason for the flurry of activity this past Spring. As you can see from some of the initiatives below, the federal government has been busy on a number of fronts. However, there is a downside to minority government and that is the wheels of government grind even a bit more slowly than usual as more consultation rules the day.

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Now that the Minister of Transport has tabled the long awaited amendments to the Canada Marine Act (CMA) it is not yet clear when these amendments will start its journey through the legislative maze. The first step will be Second Reading in the House of Commons and then on to the Transport Standing Committee for clause-by-clause consideration. This may occur toward the end of the year, but it may have to wait until the new year as the Committee may have other important legislation to ponder. It is at this stage we will have detailed deliberation of the suitability of the proposed CMA amendments. This will indeed be an interesting stage as the Committee has a majority of opposition members who will be assessing 'government' proposed amendments. The Association's CMA Review Committee has a plan of action to ensure that the interests of those most affected by the proposed amendments have direct input.

Of course, security continued to dominate the agenda of the federal government as they tabled the government's official national security policy. Clearly, all actions related to the implementation of strict security standards are driven, to a large extent, by US imperatives. As our largest trading partner Canada is wise to follow suit and in many respects have lived up to international expectations on the security file. Some have argued that Canada has surpassed many countries in its ongoing security-related initiatives. Certainly marine security got off to a slow start, but now ranks among the top in the world as a result of the extensive work done by departments like Transport Canada, the Border Services Agency and Public Safety and Emergency Preparedness, and of course, marine stakeholders.

Right behind security is the environmental file. Now that Canada is pressed to live up to stringent Kyoto commitments there is an aggressive plan with respect to implementation of Kyoto-related programs. While the marine sector has always been considered to be among the most environmentally-friendly modes of transportation, the issue of emissions and other marine pollutants are climbing their way to the top of the political agenda. There are a number of efforts underway to ensure that the maritime sector does not lose sight of environmental prerogatives related to sustainable transportation.

Government of Canada Announces New Marine Security Initiatives

The Government of Canada announced details of a \$300-million, five-year package of initiatives designed to further enhance the security of Canada's marine transportation system and maritime borders. This funding for marine security allows us to address a key element of the National Security Policy and helps fulfill Canada's ongoing commitment to work with the United States on collective security issues at our borders.

Proposed Marine Transportation Security Clearance Program

Extensive consultations have been ongoing with respect to the marine restricted access area program and the requirement for background checks for port workers. The program will include ports other than Halifax, Montreal and Vancouver and will enter into discussions with several other CPAs on becoming a part of this

program. The purpose of the MTSCP is to reduce the risk of security threats by preventing unlawful interference with the marine transportation system by conducting background checks on marine workers who perform certain duties or who have access to certain restricted areas.

Transportation Security Strategy

Transport Canada is also working on an overall security strategy for transportation, which will include two important areas for ports, marine and intermodal. This effort will look at the major changes with respect to security threats over the past 25 years with a look at the linkages between security and prosperity. The strategy will look at how the transportation industry is expected to evolve and the potential areas of vulnerability. The draft paper on the strategy will be completed in December of 2005 and more work will proceed in the New Year. This strategy will have to also look at the need for a policy on waterside security as that issue has not yet been tackled and it has extensive implications for the port community.

Marine Security Projects Announced

New projects to enhance security at Canadian ports and marine facilities under the first round of funding from the Marine Security Contribution Program were announced this Spring. The three-year, \$115-million program, which was announced in May 2004, will help Canada's ports and marine facilities to modernize and strengthen their security systems and programs. This contribution program is part of the \$308-million National Security Policy announced on April 27, 2004, which sets out a six-point plan to

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strengthen marine security across Canada. The funding for this contribution program is, however, in addition to the funding announced in April.

This first round of funding will provide \$23.6 million to 69 ports and marine facilities across the country. Canada Port Authorities received \$21 million in the first round of funding. The submission of applications for funding closed in June and funding related to specific security plans will flow to marine facilities across the country. The funds will be used for security enhancements such as surveillance equipment, dock-side and perimeter security, command, control and communications equipment, and training.

CTA Amendments

The proposed amendments to the CTA focus on achieving a balance between the interests of consumers, shippers and communities, and those of air carriers and rail carriers, while also addressing the governance regimes for international bridges and tunnels, the Canadian Transportation Agency and VIA Rail. These amendments address key long-term transportation issues in Canada and it is hoped they will improve the efficiency of the rail and air sectors, enhance competition, help protect the environment and provide a stable framework for investment."

Amendments to the Canada Marine Act

The proposed amendments to the *Canada Marine Act* in June were welcomed after two years since the CMA Review Panel submitted its report with positive recommendations for changes to the Act. Transport Canada's press release states that, "These amendments would provide Canada Port Authorities (CPA) with access to federal contribution programs for key infrastructure improvements. They would also enhance the safety and efficiency of Canadian waterways by reforming the enforcement regime." It is not yet clear what these proposed amendments will do to enhance the competitiveness of Canada's port system, nor is it known what the timing will be for actual legislative amendment. The ACPA Board's CMA Review Committee is working on all aspects of the proposed amendments to the CMA and it will be working closely with the affected members in the weeks ahead.

Ballast Water Regulations

Invasive species have been on the radar screen for many years and Transport Canada has now proposed regulations to further reduce the risk of harmful aquatic species being introduced into Canadian waters

through ships' ballast water. The water carried by ships as ballast is an important safety feature. It enhances ship stability, prevents stresses to the vessels and protects the safety of their crews. Ballast water, however, can sometimes contain species that can harm other life forms within our waters. These proposed regulations will help to protect our waters from this potential risk.

Transport Canada's proposed regulations prescribe how ships bound for Canadian ports must manage their ballast water. Ships will be required to exchange their ballast water at least 200 miles from shore and in waters having a depth of 2,000 metres or more before entering Canadian waters.

When ships do not travel beyond 200 miles from shore, or when ships cannot exchange their ballast water in mid-ocean because of weather and related safety issues, they will be required to follow other best management practices.

The proposed regulations will also require all ship operators to develop a ballast water management plan for each ship. This plan must outline the measures and procedures established by the operator to ensure that ballast water is being managed safely and effectively

UNCITRAL

Transport Canada is participating in the development of a new international treaty for the carriage of goods by sea under the auspices of the United Nations Commission on International Trade Law (UNCITRAL). The aim is to create a treaty that would contribute to the uniformity and harmonization of international law in this particular area. The draft treaty contains several concepts that do not exist in the prevailing international law - the Hague/Visby Rules, which is incorporated in Part 5 of the Marine Liability Act, such as door-to-door application of the liability regime, penalties for delay and electronic commerce. Other topics of discussion include higher limits of liability, burden of proof and freedom of contract. The definition of 'maritime governing party' is still under review and may have a specific impact on many in the port community.

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Phase Two of Border Infrastructure Fund Improvements Begin at the Peace Bridge

The Government of Canada and the Buffalo and Fort Erie Public Bridge Authority agreed to the start of construction for phase two of the Border Infrastructure Fund improvements at the Peace Bridge. This project marks the second, and final, phase of construction to improve the Canadian Border Plaza at the Peace Bridge. The improvements are part of a three-year effort by the Government of Canada and the Buffalo and Fort Erie Public Bridge Authority to reduce border congestion and expand infrastructure capacity at the bridge. This involves a total commitment of \$42 million shared equally by the federal government and the bridge authority.

The Border Infrastructure Fund is a Government of Canada program created to support initiatives in the Smart Border Action Plan by funding projects that reduce border congestion, improve the flow of goods and services, and expand infrastructure over the medium term.

Canada's Oceans Action Plan

Transport Canada is participating in a government-wide initiative, together with its partners at the Department of Fisheries and Oceans, Environment Canada and Natural Resources Canada on the Ocean's Action Plan. Transport Canada's commitment to phase one of the plan means targeted measures will be taken to help reduce ship pollution incidents and prevent the introduction of invasive species from ships' ballast tanks into Canadian waters. Transport Canada will receive approximately \$4.5 million of the \$28 million to pursue various initiatives in support of phase one of the plan.

Freight Sustainability Projects

Seven projects designed to reduce greenhouse gas emissions in the freight transportation industry have been selected to receive funding of \$1 million under Transport Canada's Freight Sustainability Demonstration Program. This funding will support a variety of initiatives ranging from evaluating the impact of alternative fuels on engine performance to assessing the first commercially available hybrid electric-diesel delivery trucks. The following organizations will receive funding under the program: Air Canada, Canadian Pacific Railway, FedEx, FIBA Canning, Hudson's Bay Company, Innovation Maritime, and Saskatoon Diesel Services.

The Freight Sustainability Demonstration Program supports the demonstration and evaluation of innovative tools, technologies and practices that have the potential to reduce the growth of greenhouse gas emissions from the freight transportation sector in Canada. The Government of Canada will contribute up to 50 per cent of eligible project expenses, to a maximum of \$250,000, with applicants and their partners contributing the remainder.

Montreal Supply Chain Study Announced

Transport Canada provides funding of \$75,000 in funding for the Comité interrégional pour le transport des marchandises, of Montreal, to advance a study on adoption and utilization of supply chains in the Montreal area. The \$150,000 study features a three-phase approach and is expected to produce useable results within six months. The first phase will present various supply chain management practices and how they affect demand for transportation. The second phase will be a data gathering exercise to determine supply chain management needs of companies in the Montreal area. The third phase will examine how the transportation industry can best respond to these needs and will identify measures to promote transportation efficiency and increase competitiveness in the transportation sector.

Shortsea Shipping Study

Transport Canada will provide close to \$26,000 in funding for a study on shortsea shipping on the east coast of North America to be conducted by the Faculty of Management of Dalhousie University. Shortsea shipping refers to the movement of cargo and passengers by water along coastlines, to and from nearby islands, or within lakes and river systems, but without crossing an ocean. Increased use of shortsea shipping could also help ease freight transportation congestion and improve air quality. This project will highlight how effective current government policies are at resolving the shortsea shipping industry's challenges and help determine if they could be improved. The purpose of the study is to examine the potential for shortsea shipping activities on the east coast of Canada and the United States by developing insights into current and future freight flows along the Atlantic Coast.

National Skills Development Forum

Transport Canada hosted an industry forum on skills development in the transportation sector, in Toronto, from June 13 to 15, 2005. Representatives from numerous trans-

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portation sector councils and industry associations across the country participated in discussions to address the challenges and opportunities related to skills development in the transportation sector. The forum brought stakeholders together to develop a national action plan outlining a collaborative and cooperative approach to skills development across the transportation sector. The forum emphasizes joint interest, involvement and cooperation in addressing common challenges in promotion, recruitment, retention, training and education.

Approximately 160 stakeholders are attending the forum, including representatives from transportation sector councils, industry associations, professional bodies, educational institutions, unions and employee groups, federal, provincial, territorial and municipal governments and private industry.

Transport Canada and Caribbean States Sign a Licence Agreement on Port State Control

Transport Canada signed an agreement with members of the Caribbean Memorandum of Understanding on Port State Control. The agreement will provide marine inspectors in the Caribbean with a licence to use Transport Canada's port state control software to develop their own port state control inspection database. The 12 members of the organization known as the Caribbean Memorandum of Understanding on port state control will use Transport Canada's software as a basis to store and track information related to their inspections of ships entering Caribbean waters. This will allow them to provide more detailed information on their inspections for inclusion in international databases.

Study of Risks of Accidental Oil Spills in Canadian Waters Announced

A call has gone out for a request for proposal to study the risks of an accidental oil spill in Canadian waters along the south coast of Newfoundland and Labrador, including Placentia Bay, because of increasing marine traffic in the area.

There has been an increase in commercial vessel traffic in some areas, particularly along the south coast of Newfoundland and Labrador. There are a number of regulations and programs in place to help prevent potential oil spills, but Transport Canada and the Department of Fisheries

and Oceans' Canadian Coast Guard want to ensure that we continue to be adequately prepared to respond to an accidental oil spill should one occur.

Canadian Green Ship Award

Transport Canada has incorporated reducing ship impacts on the environment into its sustainable development strategies and is now looking at some kind of green ship award program. Other countries have adopted such a program and Transport will consult widely with the port community to determine if such a program is feasible in Canada. There is generally strong support for such an award to address specific problems such as ballast water, sewage air pollution, promotion of use of better fuels, etc. There has been no commitment with respect to financial incentives, but all agree any such incentives cannot be borne solely by Canadian ports.

Security and Prosperity Initiative

Early in the New Year the head of Canada, the United States and Mexico met in Crawford Texas and agreed to a new initiative on security and prosperity. They agreed that both were intrinsically linked and set out to have high level discussions on the various subjects related to prosperity and security. They imposed tight deadlines for the officials of all three countries to report by June 27, 2005. The report outlined specific initiatives in all sectors as identified by the working groups created to deal with implementation.

There are some elements of the *Security and Prosperity Initiative* that could advance transportation in general, and marine transportation in particular. There must be some recognition of transportation as an 'economic enabler' in all three countries. The key issues on which we must focus in this regard involve legislation and regulation related to competitiveness, security and infrastructure capacity. Industry associations have been encouraged by the Privy Council Office officials to take an active approach with industry associations in both countries.

The SPI set out specific objectives to 'develop new avenues of cooperation that will make our open societies safer and more secure, businesses more competitive, and economies more resilient'. While not all of the objectives identified are of direct concern to the port community, there are others of critical importance to us. The Association strongly recommended that Transport Canada take this opportunity to advance key trade-related initiatives in the marine mode generally, and the port community in particular.



UPCOMING EVENTS

For full details on upcoming ACPA Events and other marine industry events please see the Events Calendar on the ACPA web site.

ACPA Operations Seminar

October 27 & 28, 2005 Montreal, Quebec

ACPA Governance Seminar

November 28 & 29, 2005 Toronto, Ontario

FUTURE ACPA BOARD MEETINGS

August 3, 2005 Vancouver, BC

August 6, 2005 Vancouver, BC

November 27, 2005 Toronto, Ontario

February 23, 2006 Ottawa, Ontario

FUTURE ANNUAL MEETINGS/CONFERENCES

August 2-6, 2005

The Waterfront Fairmont, Vancouver, B.C.

August 13-16, 2006

The Oshawa Harbour Commission will host the 48th Annual Meeting/Conference of the Association.

August 25-30, 2007

The Montreal Port Authority will host the 49th Annual Meeting/Conference of the Association at the Queen Elizabeth Hotel,

Future AAPA Conventions

2005 - Tampa, Florida

2006 - New Orleans, Louisiana

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Associate Representative

Anthony McGuinness

Atlantic Pilotage Authority

Association of Canadian Port Authorities

Phone: 613-232-2036

Facsimile: 613-232-9554

Email:

leroux@acpa-ports.net

Web Site:

www.acpa-ports.net

Published by:

Association of Canadian
Port Authorities

Written and Edited by:

J. Gary LeRoux,
Executive Director

Translation by:

Anne Laliberté, Services de
Traduction Myriade inc.

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Elm Printing Inc.

For more information or
comments on any item in this
newsletter please contact the
ACPA National Office:
Association of Canadian Port
Authorities
1502 - 85 Albert Street
Ottawa, Ontario
CANADA K1P 6A4



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