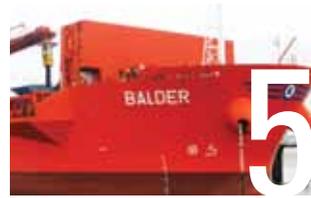




**CSL's Next Century**  
*Paul Martin's Message*



**The Blessing of the  
MV Rt. Hon. Paul E. Martin**



**Balder Leads the Way in  
Peru and Chile**



**A Brief History of CSL**

## CELEBRATE THE VOYAGE 1913-2013 CSL'S JOURNEY CONTINUES



This year, CSL proudly celebrates its 100<sup>th</sup> anniversary, marking a century of delivering shipping ingenuity in Canada and, now, around the world.

CSL's humble beginnings can be traced back to 1845 and a paddle steamer on the Richelieu River. But it was the 1913 merger of 11 inland shipping companies that formed the beginnings of CSL as we know it today. It can be said that this century-old merger changed the Canadian shipping landscape forever.

In the 1920s and '30s, before the days of passenger air travel, CSL helped make Canada's scenery and waterways popular tourist destinations. During that era, the company's passenger business reached a peak, and CSL's cruise ships and grand, turn-of-the-century hotels were the height of elegance.

A key CSL milestone occurred in 1924 when the company began operating self-unloading vessels – technology that CSL continues to perfect to this day. CSL remains at the forefront of self-unloader technology development, as evidenced in its new state-of-the-art Trillium Class vessels.

Beginning in the 1980s, CSL's vision took a global turn as the company expanded its self-unloading and transshipment operations beyond the Great Lakes to the coasts of the Americas, Australia, Asia, Europe and most recently, Africa.

Today, CSL manages the world's largest fleet of self-unloading vessels and owns and operates a highly diversified fleet of bulk carriers and off-shore transhippers.

For more information on CSL's last 100 years, turn to page 8. ↗



*Onlookers greet the Quebec, a 1950s passenger ship in the Great White Fleet, that transported tourists to CSL hotels downriver from Montreal.*

## CSL TRANSHIPMENT BREAKS NEW GROUND IN AFRICA



*The CSL Atlas begins transhipment operations in Buchanan, Liberia.*

There's no doubt about it: 2012 was a busy year for CSL Transhipment.

Among many significant developments, the **CSL Spirit** began operating in Sept Iles. The **CSL Sams** was converted into a transhipper, renamed **CSL Whyalla**, and started operations in Spencer Gulf, Australia. Perhaps most historic, however, was the arrival of the **CSL Atlas** in Buchanan, Liberia on December 17<sup>th</sup>. The vessel embarked on a three-year contract to tranship iron ore for ArcelorMittal Liberia.

The Buchanan project is CSL's first foray into West Africa, making the company truly global, with operations on every continent except Antarctica.

Launching the Liberia operation presented distinctly different challenges from CSL's traditional trading geographies. It required an impressive team effort from people across the organization, with support from V.Ships and the **CSL Atlas** crew.

Learn more about CSL's team in Buchanan on page 12. ↗

### Jakob Hansen

Vice President and Managing Director, CSL Asia

# A SALUTE TO THREE REMARKABLE CSLers

It's always hard to say goodbye, but this month is particularly difficult as we say farewell and good luck to three valuable members of the CSL family: **Pierre Préfontaine**, Senior Vice President, Legal of CSL Group, **John Sheather**, Vice President, Marketing of CSL Americas (formerly known as CSL International) and **Chris Sorensen**, Managing Director of CSL Australia. These senior executives have collectively amassed nearly 75 years of experience at CSL.

## Pierre Préfontaine



Pierre joined CSL as a young lawyer in 1975. Over the past 37 years, he has grown with the company and has seen it all. Pierre participated in the leveraged buyout when **Paul Martin** and **Laurence Pathy** bought the business in 1981. He supported the company's move into international shipping, helped sell off the non-shipping parts of the business and guided the company through countless more steps toward growth.

Pierre has advised five CEOs over the course of his career with us: **Paul Martin**, **Jim Elder**, **Tony Chesterman**, **Sam Hayes** and, finally, me. His office sits next to mine and in the five years I have been here, not one day has gone by when I didn't welcome his support and advice.

In addition to his legal expertise and business acumen, Pierre is a gentleman and has an unwavering loyalty and love for CSL. For those of us who have had the privilege of working with him, his independent spirit, unique perspective and subtle sense of humour will be sorely missed.

Pierre's last major responsibility for CSL has been the hiring and training of his replacement, **John Sypnowich**. The new Vice President, Legal has worked closely with Pierre for almost four years now and is well prepared to take on this demanding role. Pierre will remain active with CSL for some time after his retirement, staying on as President of the CSL Pension Fund Society. However, he and his wife Lise are looking forward to slowing down and perhaps getting a bit more time to explore Pierre's favorite pastime: wine tasting.

## John Sheather



John Sheather joined Montreal's Canada Steamship Lines in 1989, where he initially worked in customer service. Though he quickly demonstrated a firm grasp of the Lakes' shipping business, it was John's uncanny ability to form close relationships with customers that really set him apart. When CSL moved its international operations

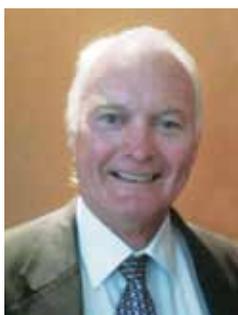
to Boston in 1992, both the Lakes and new international businesses fought over John. Luckily for us, he decided to move his wife and family to Boston where he became one of the architects of the CSL International Pool. John quickly built strong and long lasting relationships with all of the key self-unloader customers on the east, gulf, and west coasts of the US, as well as in the Caribbean.

In 1997, John was promoted to Vice President of Marketing where, over the next 10 years, he contributed to most of CSL Americas' rapid growth. During that time, the Pool expanded from two to four partners and John was responsible, not only for managing the commercial business of the Pool, but also for reporting on its activities.

John has a fierce and determined loyalty to CSL, its partners and customers. He has taught us all the importance of always going the extra mile for a customer and working very hard to accommodate their needs. This commitment to always putting the customer first is now core to CSL's business model. In recent years, **Henrik Friis** has taken over many of the marketing and Pool management roles while John has become an ambassador, both for CSL Americas and for the newly established CSL Europe.

Though John has agreed to offer CSL his expertise on a consultant basis, he is also looking forward to taking it easy and helping his wife, Dale, decorate their new home in Savannah, Georgia. John invites all CSLers, and all past and present customers, to drop by any time.

## Chris Sorensen



Though Chris Sorensen was hired as Managing Director of CSL Australia in 2002, our relationship with him started in 1999 when we were preparing our bid to buy the Australia National Lines self-unloader fleet.

When Chris finally joined CSL Australia, the division only had one ship, one regular customer and one other employee. Chris, along with

**Michael Beck** and our partners at Inco, immediately started the long process of building the business, winning new contracts, and improving the ships' condition and performance. Eventually, the fleet grew to its current size of 12 vessels. Chris was also instrumental in getting CSL Australia into the now very successful transshipment business. So, from one ship, one customer and two employees in 2002, Chris led the way to its current 12 vessel, 10 customer and 20 employee profile. Such a substantial increase in a 10-year period is a feat not many shipping professionals can accomplish.

Like Pierre and John, Chris's energy over the past two years has turned towards identifying and developing his own successor. **Greg Metcalfe** was hired as incoming Managing Director a few years ago and the two have now successfully completed the handover. Chris will remain involved with CSL Australia, as Chairman of the CSL Australia Advisory Board, but he plans to start spending some more time with his wife, Jenny, and get back to his favorite hobby: restoring and rallying classic cars.

Over the last two years, CSL has witnessed the sad but inevitable departure of nearly 175 years of experience. All of our former colleagues will be missed but, thankfully, the company has seen this particular transition coming for some time and has worked hard to fill these executives' shoes. While the new team is undoubtedly inspired by the exploits of their predecessors, they will now have the distinct privilege of writing their own chapters in CSL's history books. I am sure that Pierre, John and Chris will wish them all the best as they sip their wine, relax in Georgia and toodle around in a 1903 Cadillac. ↴

## Rod Jones

President and CEO, The CSL Group

CSL World is a CSL Group newsletter. Please direct all enquiries, suggestions or requests to the Editor at Head Office in Montreal.

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## CSL'S NEXT CENTURY

As CSL celebrates its 100<sup>th</sup> anniversary, it is humbling to think about the generations of CSLers that have contributed to the success of the company over the course of its first century. The ideas they imagined and the risks they undertook gave rise to the innovative spirit that today defines CSL.

We take great pride in the people of CSL – both onboard and on shore – who every day are dedicated to shipping excellence and to continually improving every facet of our operations.

Over the past 100 years, CSL employees have helped transform bulk cargo shipping and self-unloader technology, first in the Great Lakes and now globally. Today, CSL's next generation vessels, the Trillium Class self-unloaders, are among the most operationally advanced and environmentally-friendly ships in the world.

Underpinning our determination to continually refine our operations and services is our commitment to our customers, some of whom have been partners since our early beginnings. We are thankful for their business and for the valuable trust, loyalty and support they have awarded us over the years.

We are also very grateful to the communities in which we operate, who have welcomed us and shown us tremendous hospitality. We recognize the important responsibility we have towards these communities, which is why we continue to make every effort to operate in a manner that is respectful of people and the environment, and to invest in technologies to help us do so.



There have been many defining moments in CSL's last 100 years, but none as exciting as the prospect of embarking on our next century. Let us celebrate our rich heritage as we move full steam ahead toward the future. ↕

**Paul Martin**  
Chairman of the Board

## НОВОЕ СТОЛЕТИЕ CSL

Наблюдая за празднованием компанией CSL (Canadian Shipping Lines – пароходные линии Канады) своего 100-го юбилея, невольно проникаешься глубоким уважением к тем поколениям работников CSL, которые внесли свой вклад, обеспечив успех компании в течение первого столетия ее существования. Воплощенные ими идеи и их готовность идти на риск положили начало тому духу инновации, который сегодня определяет CSL.

Мы гордимся работниками CSL – как на суше, так и на море, – которые изо дня в день добиваются превосходного качества перевозок, совершенствуя каждый аспект нашей многогранной деятельности.

За последние 100 лет, сотрудники CSL помогли трансформировать перевозки массовых грузов и саморазгрузочные технологии, сначала в районе Великих озер, а в настоящее время и по всему миру. Сегодня, суда CSL нового поколения – класс «Триллиум» самостоятельной разгрузки, – являются одними из самых эксплуатационно передовых и экологически чистых судов в мире.

В основе нашей решимости постоянно совершенствовать нашу деятельность и услуги лежит наша ответственность перед клиентами, многие из которых являются нашими партнерами с первых дней нашего существования. Мы благодарны им за сотрудничество и за те неоценимые доверие, лояльность и поддержку, которыми они удостоивают нашу компанию все эти годы.

Мы также очень благодарны общинам, в которых мы работаем, которые приняли нас и оказали нам необычайное гостеприимство. Мы осознаем всю значимость нашей ответственности перед этими общинами и именно поэтому мы продолжаем прилагать все усилия, чтобы в своей деятельности проявлять должное уважение к людям и окружающей среде, а также инвестировать в технологии, которые нам в этом помогают.

Много было определяющих моментов в компании CSL за последние 100 лет, но ни один из них не вызвал такого волнения, как перспектива отправиться в новое путешествие в наш следующий век. Давайте же праздновать наше богатое наследие по мере того, как мы движемся полным ходом вперед к будущему! ↕

**Пол Мартин**  
Председатель Совета директоров

## SUSUNOD NA SIGLO NG CSL

Habang pinagdiriwang ng CSL ang ika-100 anibersaryo nito, napapamapakumbabang isipin ang tungkol sa mga henerasyon ng taga-CSL na nagbigay patungo sa tagumpay ng kompanya sa paglipas ng kurso ng unang siglo nito. Ang mga ideyang naisip nila at ang mga pagsasapalarang ginawa nila ay nagdulot ng makabagong diwa na ngayon ay nagtatalaga sa CSL.

Pinagmamalaki namin ang mga tao ng CSL – nasa loob man ng barko o nasa lupa – na araw-araw ay naglalaan sa ektselensiya sa paglalayag at sa patuloy na pagpapabuti sa bawat bahagi ng ating mga operasyon.

Sa paglipas ng nakaraang 100 taon, ang mga empleyado ng CSL ay tumulong sa pagbabago ng bultuhang shipping ng kargamento at teknolohiya ng self-unloader, una sa Great Lakes at ngayon sa buong mundo. Ngayon, ang mga susunod na henerasyong vessel ng CSL, ang mga Trillium Class na self-unloader, ay kasama sa pinaka-advanced pagdating sa operasyon at mabuti sa kapaligirang mga barko sa mundo.

Ang pagpapalakas ng aming determinasyon na patuloy na pinuhin ang aming mga operasyon at serbisyo ay ang pangako namin sa aming mga kostumer, ang ilan ay mga kasosyo namin mula sa aming maagang pagsisimula. Nagpapasalamat kami para sa negosyo nila at sa mahalagang tiwala, katapatan at suportang ginawad nila sa amin sa paglipas ng mga taon.

Nagpapasalamat din kami sa mga komunidad kung saan kami may operasyon, na tinanggap kami at nagpakita sa amin ng pambihirang kagandahang-loob. Kinikilala namin ang mahalagang responsibilidad na mayroon kami patungo sa mga komunidad na ito, kaya patuloy kaming gumagawa ng lahat ng pagsusumikap upang gumana sa paraan na may respeto sa mga tao at sa kapaligiran, at mamuhunan sa mga teknolohiyang makakatulong sa aming maisagawa ito.

Napakaraming mga pantukoy na sandali ang CSL sa nakaraang 100 taon, ngunit wala ang kasing nakakapukaw ng damdamin kaysa sa pag-asam sa pagpasok ng aming susunod na siglo. Ipagdiwang natin ang mayaman nating minana habang buong sigla nating tatahakin ang hinaharap. ↕

**Paul Martin**  
Tagapangulo ng Lupon

## FIRST NATIONS' BLESSING CEREMONY OF THE MV *RT. HON. PAUL E. MARTIN*

On the occasion of her first loading at Orca Sand and Gravel in Port McNeill, B.C., the MV *Rt. Hon. Paul E. Martin* was blessed by the Kwakiutl and Namgis First Nations in a traditional ceremony that took place on the fore-deck of the vessel.

The Orca Quarry is a shining example of a Canadian business, Polaris Minerals Corporation, working hand in hand with local First Nations for the benefit of all. CSL Americas' (formerly known as CSL International) vessels connect this quarry with customers in California and Hawaii, and are considered a key ingredient in the company's success.

The Blessing Ceremony, which expressed First Nations' traditions and cultures, was performed by Kwakiutl First Nation Hereditary Chief, Peter Knox, with the participation of six Hereditary Chiefs of the Kwakiutl and Namgis First Nations. The ceremony was attended by a small group of community members and representatives from Polaris and CSL. ↴



From left: Marco Romero (Polaris Minerals Corporation), Chief Alfred Hunt (Nanaimo), Chief Bill Cranmer (Nanaimo), Chief George Hunt Sr. (Kwakiutl), Captain Vladyslav Tarasov (MV *Rt. Hon. Paul E. Martin*) and Chief Peter Knox (Kwakiutl).

## CSL'S TRILLIUM CLASS *BAIE ST. PAUL* WINS LOCAL AND INTERNATIONAL AWARDS

The *Baie St. Paul*, Canada Steamship Lines' first of four new Trillium Class self-unloading Lakers, was honoured last November with the prestigious 2012 Bulk Ship of the Year Award at the International Bulk Journal (IBJ) Gala dinner held in Hamburg, Germany.

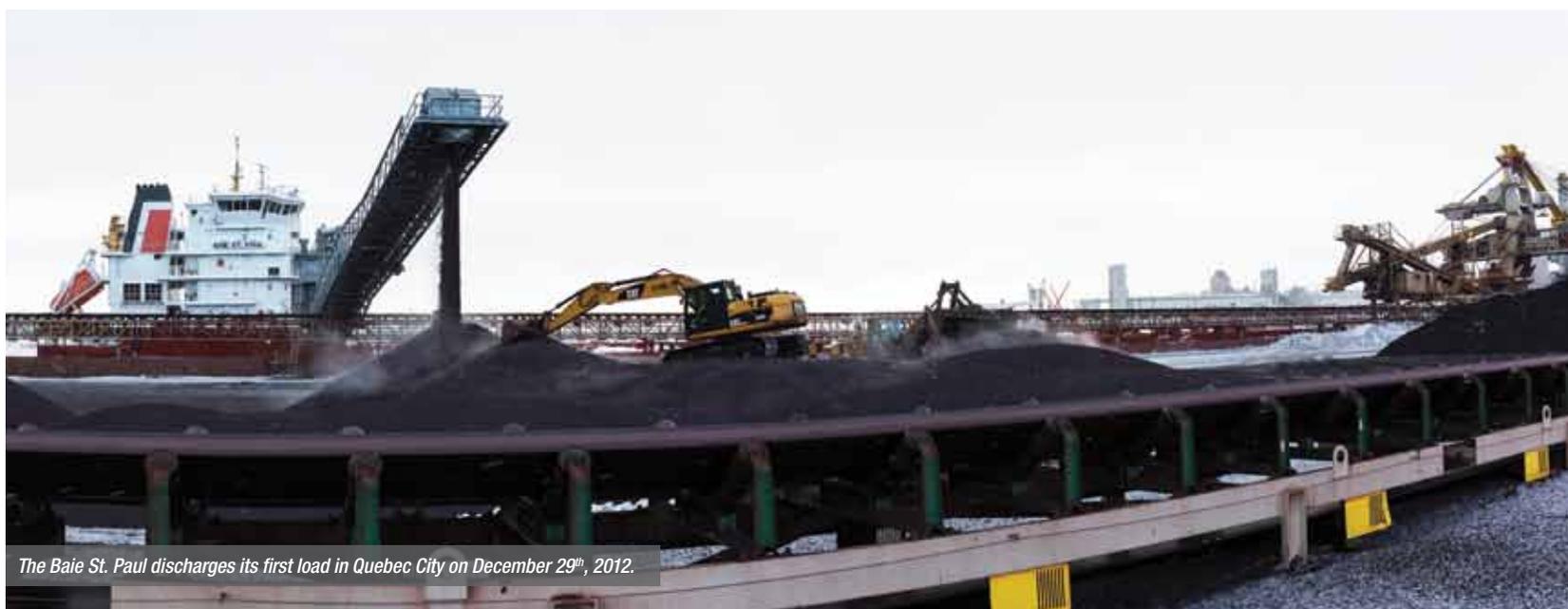
Presented to the year's most outstanding individual bulk ship or newly built vessel, the award recognizes the operational efficiency, design innovation, and superior safety and environmental features that set the *Baie St. Paul* apart from other vessels.

Earlier in October 2012, the St. Lawrence Economic Development Council (SODES) awarded Canada Steamship Lines, and its Trillium Class ships, with the prestigious

2012 St. Lawrence Award. The award is presented annually for outstanding achievement in a project that has helped promote the St. Lawrence and further its economic development, while maintaining principles of sustainable development.

Moreover, the *Baie St. Paul* was selected by The Royal Institution of Naval Architects (RINA) as one of the Significant Ships of 2012. Technical information on the *Baie St. Paul* and other vessels can be found in the 23<sup>rd</sup> edition of RINA's Outstanding Ships. ↴

More information on RINA and the Significant Ships of 2012 is available at [www.rina.org.uk](http://www.rina.org.uk)



The *Baie St. Paul* discharges its first load in Quebec City on December 29<sup>th</sup>, 2012.

## BALDER LEADS THE WAY IN PERU AND CHILE

Anyone involved in the use of self-unloaders knows that high swells and big waves present huge challenges. That is one reason the **Balder** made history in October 2012, when it became the first self-unloader to offload a shipment in Ilo, Peru – notorious for its choppy water conditions.

The **Balder** took on a shipment of coal for Enersur SA on October 17<sup>th</sup>, 2012 in Puerto Bolivar, Colombia. It arrived at Ilo at the end of the month. Weather conditions were ideal and the offloading went smoothly. There was no spillage and the coal dust was controlled with water and surfactant. **Balder** then continued on to Patache, Chile to take on a load of salt destined for New York.

The idea of using a self-unloader at Ilo came about after much discussion with Enersur, which had lost its two dock cranes during a major earthquake in 2001. CSL Americas first contacted Enersur in early 2002 to offer self-unloaders, but the company was skeptical and, at first, opted for geared vessels. The fact that these types of vessels have to remain close to the dock in order for the ship's cranes to reach the hopper, led to many difficulties. Self-unloaders, on the other hand, can keep a greater distance, but must be mindful of the movement of the boom under certain sea conditions.

This first self-unloading success at Ilo was well received by the customer and CSL is looking at ways to replicate it during winter months.

### Next stop: Patache, Chile

The **Balder's** salt loading at Patache was also successful and the average loading rate was significant, despite a delay due to a shore conveyor breakdown.

Patache is Compañía Minera Cordillera's (CMC) salt exporting port, located 207 nautical miles south of Ilo. CMC exports about 600,000 tonnes of road salt a year from Patache during "normal" winters in the northern hemisphere, most of it to the East Coast of the United States. Each year, the port also receives 400,000 tonnes of coal for Chile's largest electric company, Endesa.

Patache, like Ilo and most ports on the southern Pacific coast, experiences major swells, especially during winter months. Its particular orientation also accentuates the effect of the waves on loading or discharging ships.

The Ilo and Patache experiences were important ventures into a new market for CSL Americas' self-unloaders. The lessons learned, and discussions with Enersur and CMC, will no doubt serve as a useful blueprint for future discussions with potential clients in this part of the world. ↴



The Balder offloads a shipment of coal in Ilo, Peru.

## CSL WHYALLA RAISES AUSTRALIAN FLAG

On November 6<sup>th</sup>, 2012, the transhipper **CSL Whyalla** dropped its Barbados flag and raised the Australian one, reports CSL Australia's Fleet Operation Manager **Sergiy Yatsenko**. The vessel, which is managed by Inco Ships, is the latest addition to CSL Australia's transshipment fleet at Arrium's Whyalla location in South Australia.

As noted in summer 2012's CSL World, the self-unloader **CSL Whyalla** (formerly the **CSL Sams**) was converted into a transhipper to meet the needs of CSL Australia customer Arrium Mining. That conversion is now complete and the vessel's many changes include the addition of a transshipment boom for direct loading into Capesize vessels, dust suppression equipment, decant tanks to comply with Environmental Protection Agency requirements and self-warping, automated winches for more efficient mooring during loading operations.

The conversion has also involved upgrades to the vessel's unloading system, such as mass flow cargo gates, allowing her to handle a range of iron ore grades and achieve transshipment rates of up to 3,000 tonnes per hour. ↴



CSL Whyalla Master, Denys Kazakov (pictured left), and Director of Technical and Fleet Operations, Nigel Smith, take part in the changing of the flags at the dockyard in Brisbane.

## YESTERDAY'S FLEET BY SKIP GILLHAM

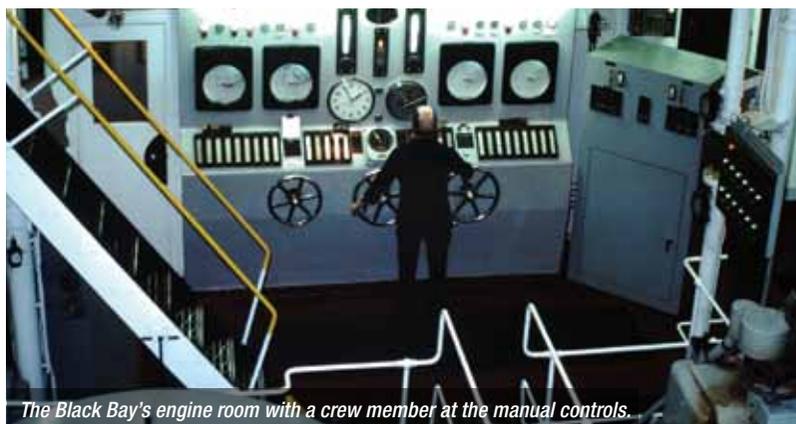
As CSL celebrates its milestone anniversary and continues to take delivery of a new generation of vessels, we're reminded that 50 years ago was also a time for celebration. Two new full-sized Lakers, including one named **Baie St. Paul**, joined the company in 1963, becoming the new standard for that era.

In 1959, the dimensions of the recently opened St. Lawrence Seaway meant that CSL was looking to larger ships. At 222.50 metres in length and 22.86 metres in width, and capable of carrying 25,000-plus tonnes, the **Baie St. Paul** and **Black Bay** were outstanding additions to the fleet early in the 1963 navigation season.

The original **Baie St. Paul** was built in Lauzon, QC and featured a 10,000 shp John Inglis steam turbine engine. Such power plants were very popular, generating good speed at a time when the cost of fuel and fuel efficiency were not major concerns. Speed, bigger payloads, more trips in a season and improved conditions for the crew were very important in the design of these vessels.

Today, the new **Baie St. Paul**, like her namesake, is establishing a new standard of her own in the areas of design, innovation, safety and environmental features. In fact, the Trillium Class self-unloader has already been named the 2012 "Bulk Ship of the Year" by the International Bulk Journal.

The following photos show a "then and now" perspective of the latest-generation vessel and those that came 50 years before her. ↕



The Black Bay's engine room with a crew member at the manual controls.



The engine control room on board the new Trillium Class vessels is enclosed, and the systems are automated.



A stern view of the original Baie St. Paul, heading toward Lock 3 on the Welland Canal in 1988, five years before her CSL retirement. The new Baie St. Paul is ten feet longer and three feet wider than the old Lakers and carries approximately 5,000 more tonnes of cargo per trip through the Seaway.



The bridge layout, with the traditional wheel, compass and radar, was typical on steamships like the Black Bay. The bridge on the new Baie St. Paul is spacious, high tech and the vessel can be maneuvered by joystick control.

## CSL AMERICAS SENDS LOCAL BOSTON FAMILY ON RED SOX ESCAPADE

CSL Americas (formerly known as CSL International) staff in Beverly, Massachusetts, recently had the pleasure of providing a bit of an adventure for a local family. CSL Beverly's Donations Committee gave six Boston Red Sox tickets to a family that might otherwise never have had the chance to enjoy a ball game at Boston's historic Fenway Park.

To find the right family, the committee turned to HAWC (Healing Abuse, Working for Change), a local organization that delivers free services to victims of domestic violence. HAWC took it from there and found a family they thought would really enjoy the outing.

The committee also provided spending money and arranged rides to and from Fenway Park with Boston Chauffeur, which generously supplied a six-passenger limousine.

The family reportedly had a great time – particularly their 12-year-old son, who is both an athlete and a baseball fan.

As HAWC advocate Peg Tiburio put it, the outing "provided a rare treat and an occasion they will remember." ↕



1913



1920s-1930s



1943



1968



**Pre-1913** In 1845, Jacques Sincennes creates La Compagnie du Richelieu, consisting of one paddle steamer and a towed barge, to help farmers get their goods up the Richelieu River and along the St. Lawrence River to market in Montreal. The company evolves into the Richelieu & Ontario Navigation Company, the foundation for what would become Canada Steamship Lines.

**1913** The unprecedented population growth in Canada during the early 1900s, and the country's expansion westward, leads to a need for a more coordinated, national approach to moving people and goods. Canadian Grant Morden, and his more experienced partner, James Playfair, become the driving forces behind the merger of 11 shipping companies to create Canada Steamship Lines on June 17<sup>th</sup>, 1913, of which, one is Richelieu & Ontario. This historic consolidation changes the Canadian shipping landscape forever.

**1914-1918** A number of CSL's 81 ships leave Canadian waters to head overseas – for the first time – during World War I. The vessels are used to transport grain, soldiers, munitions and other cargo. Twelve CSL ships are lost, along with many lives, in service.



WILLIAM COVERDALE

**1918-1922** Growing debt, unpaid dividends, plunging grain prices and overvalued ships threaten to put CSL out of business. Renowned corporate troubleshooter, Canadian William Coverdale, is appointed to temporarily take over CSL. A principal of a New York firm of consulting engineers, and a specialist in saving foundering railway and shipping companies, Coverdale becomes President in 1922 and stays on for 27 years.

**1920s** In the mid 1920s, CSL builds five "City" boats to carry package freight more efficiently.

In 1924, as part of the Century Coal Company owned by CSL, the **Collier** joins CSL to efficiently move bulk cargos without depending on dock cranes. Later that decade, two new types of ships appear: self-unloaders like the **Coalhaven**, and a motor ship – the **Grainmotor**. While the **Coalhaven** is not CSL's first self-unloader, it is the first recognizable prototype of self-unloaders that would eventually be developed.

**1927** Through changes at the management level, the judicious disposal of certain assets and the acquisition of others, Coverdale turns things around, putting CSL back in the black. He tells employees, "Today, Canada Steamship Lines and its employees make no apologies, old methods have given place to new; we can look the whole world in the face gratified with what we have done to date, hopeful and confident of what we shall do in the future."

**1928** The historic 1865 **Quebec** paddlewheeler is retired, ending the days of CSL paddlewheelers on the Montreal-Quebec City-Saguenay route.

**1929** The Great Depression hits and CSL is not exempt. In 1932, CSL still has the largest fleet on the Great Lakes, but many of the ships are laid up.

**1920s-1930s** CSL's passenger business reaches a peak, with travelers from around the world flocking to Canada to enjoy its scenery, elegant cruise ships and grand, turn-of-the-century hotels, such as the Manoir Richelieu and the Hotel Tadoussac.

**1943** During the Quebec Conference, a highly secret military meeting is held in Quebec City between the British, Canadian and United States governments. CSL's **SS Tadoussac** transports attending senior officers, including Britain's Lord Louis Mountbatten and U.S. Gen. George Marshall.

**1945** World War II ends with CSL back in the black. The company has lost five Lakes ships to enemy action: the **Magog**, the **Waterloo**, the **Lennox**, the **Donal Stewart** and the **Norfolk**. The end of the war also ushers in a quicker pace of life, all but ending the era of leisurely river cruises. With better highways and more affordable cars, people can travel from place to place faster than ever before.

After the war, Sir James Dunn, owner of Algoma Steel, responds to massive industrialization, growth in the steel industry and the need for iron ore transportation by purchasing controlling shares of CSL.

**1947** CSL adds four Ontario shipyards to the shipyard interests it has maintained since the 1920s. The Davie Shipyard, in Quebec City, is already among CSL's assets.

**1949** The tragic loss of the celebrated passenger ship **Noronic** leads CSL to place an emphasis on bulk trades.

**1951-1966** The new head of CSL, Roger McLagan, revamps the company by introducing centralized management and hiring naval architect Richard Lowery, who becomes famous for his innovations in naval efficiency. Lowery is also key in negotiating with the government for tax incentives in shipbuilding. This tax incentive endures until the late 1960s.

**Late 1950s** This era sees great advances in ship design and building. In addition, a joint Canadian-U.S. effort results in the opening of the St. Lawrence Seaway, the world's largest seaway since the Panama Canal. This new network of locks and canals sets the stage for CSL's re-entry into ocean shipping, allowing ocean-going ships to sail unhindered from Thunder Bay to the Atlantic and beyond. CSL's **SS Simcoe** is the first ship to pass through the canals of the Seaway.

**1965** CSL winds up its celebrated passenger service to focus on the more lucrative cargo transport business. The company is among the last owners of passenger steamers in North America's inland waters.

**1975** Power Corp. becomes full owner of CSL, the first time CSL is privately owned since 1875 when its precursor company was merged.



PAUL MARTIN

**1981** CSL President and future Prime Minister of Canada Paul Martin, along with partner Laurence Pathy, owner of offshore shipping company Fednav, become joint owners of CSL.

**1980-1984** Martin has a global vision for CSL, which involves expanding the company beyond the Great Lakes into ocean shipping. A leader in self-unloader technology, CSL understands the capability of these vessels to eliminate the need for conventional dock infrastructure, a clear economic advantage, especially in developing countries.

CSL starts building ocean-going Handysize ships and goes international. Its first customers are National Gypsum and Portline of Lisbon.

**1986-1990** CSL disposes of its interests in its trucking business and merges its shipyard interests. The company also sells its inter-city bus operation in the province of Quebec.

**1988** Paul Martin becomes the sole owner of CSL. The company's legacy bus, shipyard and real estate interests are transferred to a new corporate entity equally-owned by the Martin and Pathy families.

## 1980s



## 1990s



## 2000s



## 2013



**1989** The **CSL Innovator** is CSL's first converted self-unloading ocean-going vessel. It is followed by a new-build Panamax, the **CSL Atlas**.



TONY CHESTERMAN

**1991-1994** The shipping industry feels the effects of the recession. Paul Martin, now an Opposition Member of Parliament, asks Tony Chesterman to become Chairman of the CSL Board and develop a plan to stabilize the company.

Tony Chesterman cuts costs, arranges mergers and pools, sells assets – including the bulker business – and revamps the corporate culture from a top-down management style to a team approach. This is done in less than two years. CSL eventually returns to the bulker business in 2002.

**1992** CSL establishes its non-Canadian flag business in Boston, Massachusetts. Rod Jones becomes the first President of CSL Americas (formerly known as CSL International). Initially servicing the East Coast of the United States and Canada, the division would eventually expand to operate throughout the Americas.

**1993** CSL launches a shipping pool with German operator Egon Oldendorff to maximize customer service. CSL sells the **CSL Innovator** to Oldendorff who operates the vessel as part of the CSL-managed pool.

**1994** CSL opens an office in Singapore to promote self-unloader and transhipment trades in Southeast Asia. This office is known as CSL Asia.



SAM HAYES

**1995** Tony Chesterman retires as CEO. He is succeeded by Sam Hayes, another key player in the company's recovery. Mr. Hayes is President of CSL until his retirement in 2008 when he is replaced by Rod Jones.



ROD JONES

**1996** CSL and Egon Oldendorff order four newbuild self-unloading Panamax vessels from Jiangnan Shipyard in China. These new vessels significantly solidify the ability of the CSL International Pool to serve its customer base.

**1996-1997** CSL forms a joint venture with two Indonesian partners to service Java Power, a coal-fired power station in Indonesia. Three geared bulk ships are built in Japan to serve this operation. This business venture is sold in 2008.

**1999** CSL purchases two vessels from the Australian National Lines' (ANL) bulk division – the **CSL Pacific** and the **Stadacona**. CSL Australia is created to service bulk cabotage trades within Australia. Today, CSL Australia operates 12 vessels and is the largest bulk operator in Australian trades.

CSL purchases 50 percent of Marbulk and grows the CSL International Pool. Marbulk joins the Pool and becomes partners with CSL and Oldendorff.

CSL invests heavily in a renewal program for its aging Lakes fleet. Three new forebodies are constructed and joined to aft-ends of existing ships – a CSL innovation. Today, Canada Steamship Lines proudly operates the **CSL Niagara**, the **CSL Assiniboine**, the **CSL Laurentien** and the **Rt. Hon. Paul J. Martin** – all Laker forebodies.

CSL orders the **SST Berau** for its Indonesian operations, the company's first purpose-built transhipper. The **SST Berau** is followed by the introduction of the **FOTP Derawan** in 2008. Today, CSL remains at the forefront of belt transhipment technology.

**2003** Norwegian shipping operator Klaveness enters its self-unloaders into the CSL International Pool.

Paul Martin transfers his interests in CSL to his three sons – Paul Jr., David and James.

**2004** Having successfully developed the forebodies for its Laker fleet, CSL builds three new ocean-going forebodies in China and audaciously joins them to aft-ends of tanker vessels. The **CSL Acadian** becomes the first Panamax forebody of the CSL Americas fleet.

**2008** CSL Australia signs a long-term agreement with Arrium (formerly One Steel) for the transhipment of iron ore in Whyalla, Australia. To service this important customer, CSL orders two gravity transhipment shuttle vessels and a transhipment platform.

**2010** CSL makes a major investment in its fleet renewal program with the order of seven newbuild self-unloaders – four Lakers and three Panamax vessels. The decision is a reflection of CSL's corporate commitments to environmental sustainability and continual improvement of its services for customers.

CSL hires Naval Architect Gary Cooke and Deltamarin to design leading-edge vessels that will set new standards in operational and environmental

performance, energy efficiency and reliability. Chengxi Shipyard of Jiangyin, China, is selected to build the, as yet unnamed, Trillium Class of vessels.

**2011** CSL acquires Norwegian shipper Jepsens' belted self-unloader business to service existing European customers and expand its world-wide network. CSL creates CSL Europe, a new subsidiary, which will manage the business. Offices are established in the UK and Norway.

**2012** CSL welcomes the arrival of two new Trillium Class vessels – the **Baie St. Paul**, a self-unloading Laker operating in the Great Lakes-St-Lawrence Seaway and the **Rt. Hon. Paul E. Martin**, a self-unloading Panamax vessel. The **Baie St. Paul**, the first new self-unloading Laker to be introduced into the Lakes since 1985, receives the International Bulk Journal's 2012 Bulk Ship of the Year Award and is selected by the Royal Institution of Naval Architects as a Significant Ship of 2012. Moreover, Canada Steamship Lines and its Trillium Class ships are honoured by the St. Lawrence Economic Development Council with the prestigious 2012 St. Lawrence Award.

CSL converts the **CSL Sams**, a self-unloader, into a gravity transhipment shuttle vessel to serve Arrium's iron ore operation in Whyalla, Australia. The vessel is renamed the **CSL Whyalla**.

CSL orders two new gearless bulk vessels to serve the Great Lakes market. The two vessels are under construction at the Yangfan Shipyard in Zhejiang Province, China, and will enter service in the spring of 2014.

**2013** CSL penetrates the African market. The **CSL Atlas** begins operations in Buchanan, Liberia, transporting and transhipping iron ore for ArcelorMittal.

## NORTH AMERICAN ECA PENALIZES SHORT SEA SHIPPING: INDUSTRY ALLIANCE WORKING TO AMEND

The U.S. Environmental Protection Agency and the Government of Canada have recently established a North American Emission Control Area (ECA) of 200 nautical miles around the contiguous U.S. and Canadian coasts, including the inland waters of the Great Lakes and the St. Lawrence Seaway. Among the requirements, the ECA mandates reductions in sulfur emissions for all vessels operating within the ECA-zone by limiting the sulfur content of fuel to one percent by August 1<sup>st</sup>, 2012 and 0.1 percent by January 2015.

While CSL and the broader cargo-shipping community fully support the ECA's objective to reduce emissions from ships that may be harmful to human health and coastal environments, there is concern that the ECA will in fact be detrimental to both the economy and the environment by hurting short sea shipping.

Unlike the large, transoceanic vessels that operate in the ECA only five to 15 percent of the time, short sea shipping vessels operate almost entirely within the 200-mile ECA zone where they compete with less environmentally-friendly modes of transport, such as trucking and rail. Cost increases, resulting from the ECA on short sea shipping, are expected to be so severe that significant amounts of freight will end up being transported by less efficient and higher emitting modes of shore-based transport.

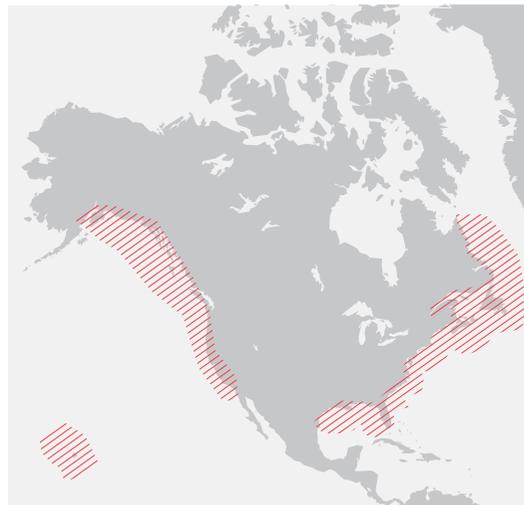


Representing a broad coalition of North American shipping companies and cargo shippers from the mining, steel-making, construction, power generation and agriculture sectors, the Maritime Industrial Transportation Alliance (MITA) is addressing industry concerns regarding the ECA with governments and regulators.

MITA's mission is to represent industry stakeholders by advocating for maritime transportation as the most efficient, safe and environmentally sound method of carrying bulk freight. Heavy emphasis is placed on the fact that increased use of maritime transportation alleviates highway congestion, reduces greenhouse gas emissions and is a vital catalyst to overall economic prosperity.

Organizations that belong to MITA have a mutual interest in maritime transportation- especially short sea shipping – as a vital element of North American prosperity. This type of transportation enables efficient trade within the continent and around the world. ↴

For more information, visit the MITA website at [www.mitaweb.com](http://www.mitaweb.com).



The shaded areas represent the zones along the U.S. and Canadian coasts where ships must reduce sulfur emissions.

## CSL CONTRIBUTES TO OCEAN LITERACY INITIATIVE

On February 1<sup>st</sup>, 2013, CSL Americas (formerly known as CSL International) invited Susan Yochelson and Barbara Warren, of Salem Sound Coastwatch, to create a closer bond between the two organizations. SSCW is a non-profit coastal watershed protection organization and has been working for 22 years to improve the environmental quality of the coastal Salem Sound and its surrounding region. CSL's Beverly office, located only a few miles from Salem Sound, has for many years partnered with SSCW for an annual beach clean-up.

During the meeting, the CSL Americas Donations Committee was honoured to present the SSCW with a financial contribution, which combined with government grants, will enable Coastwatch to hire a marine environmental educator to develop and lead the Ocean Literacy Program.

Developing stewardship and ocean literacy is a priority for CSL Americas and SSCW. The Ocean Literacy initiative will increase environmental responsibility, as well as coastal and ocean-science awareness, by engaging youth, including underprivileged and underrepresented teens. SSCW will work with schools and youth groups in the area to educate and engage our youngest citizens in managing invasive plants, sampling and comparing water quality over time, identifying coastal animals and their migratory patterns and recognizing marine species and their habitat.

Since today's youth are the environmental stewards of tomorrow, CSL believes this is a valuable investment and is a proud sponsor of this initiative. ↴

### Mubarak Hasan

Donations Committee, CSL Americas



From left to right are: Sean Heusser, Carol Guy, Susan Yochelson, Barbara Weeks, Mubarak Hasan and Andrew Lennox.

## GREAT LAKES SHIPS ARE MOST CARBON-FRIENDLY AND EFFICIENT TRANSPORT MODE: NEW STUDY

A recently released study shows that Great Lakes ships are more fuel-efficient and emit fewer greenhouse gases per cargo tonne-kilometer than land-based alternatives.

The study, entitled *The Environmental and Social Impacts of Marine Transport in the Great Lakes–St. Lawrence Seaway Region*, also provides an assessment of the potential environmental and social impacts that could occur if cargo carried by marine vessels on the Great Lakes–Seaway navigation system shifted to road and/or rail modes of transport.

The bi-national study was commissioned by the Chamber of Marine Commerce in collaboration with the Canadian Shipowners Association, the St. Lawrence Seaway Management Corporation and the Saint Lawrence Seaway Development Corporation. The project's steering committee included representatives from Transport Canada and WWF Canada.

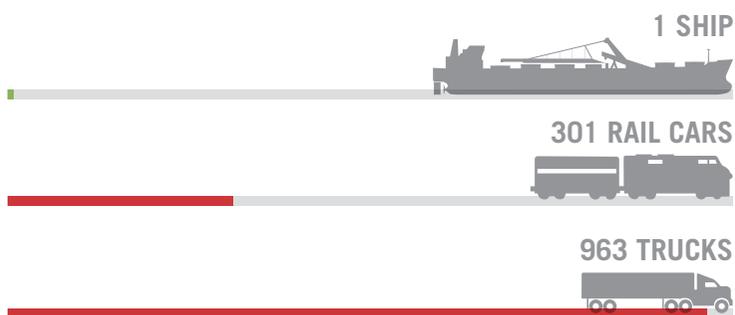
This is the first time a study has examined the external impacts of Canadian, U.S. and international vessels operating on the navigation system, using actual data from all three categories of ship owners.

The key findings of the study include:

- The Great Lakes–Seaway fleet is nearly seven times more fuel-efficient than trucks and 1.14 times more fuel-efficient than rail.
- Rail and trucks would emit 19 percent and 533 percent more greenhouse gas emissions, respectively, if these modes carried the same cargo the same distance as the Great Lakes–Seaway fleet.
- Great Lakes fleet performance will significantly improve in the coming years due to new regulatory standards and investments in new vessels:
  - › GHG emission reductions of 32 percent
  - › NO<sub>x</sub> emission reductions of 86 percent
  - › SO<sub>x</sub> emission reductions of 99.9 percent
  - › Particulate matter emission reductions of 85 percent
- A shift of Great Lakes cargo to rail or truck modes would result in:
  - › Higher levels of GHG, NO<sub>x</sub> and SO<sub>x</sub> emissions
  - › Significant increase in congestion
  - › Additional highway infrastructure costs
  - › Increased noise levels

The full report, as well as an executive summary report, are available on the Marine Delivers website at [www.MarineDelivers.com](http://www.MarineDelivers.com). ↕

### Moving 30,000 tonnes of cargo requires:



## CSL AMERICAS JOINS GREEN MARINE



ALLIANCE VERTE / GREEN MARINE

On November 21<sup>st</sup>, 2012, CSL Americas signed on as the newest member of Green Marine, the largest voluntary environmental program for the maritime industry in North America.

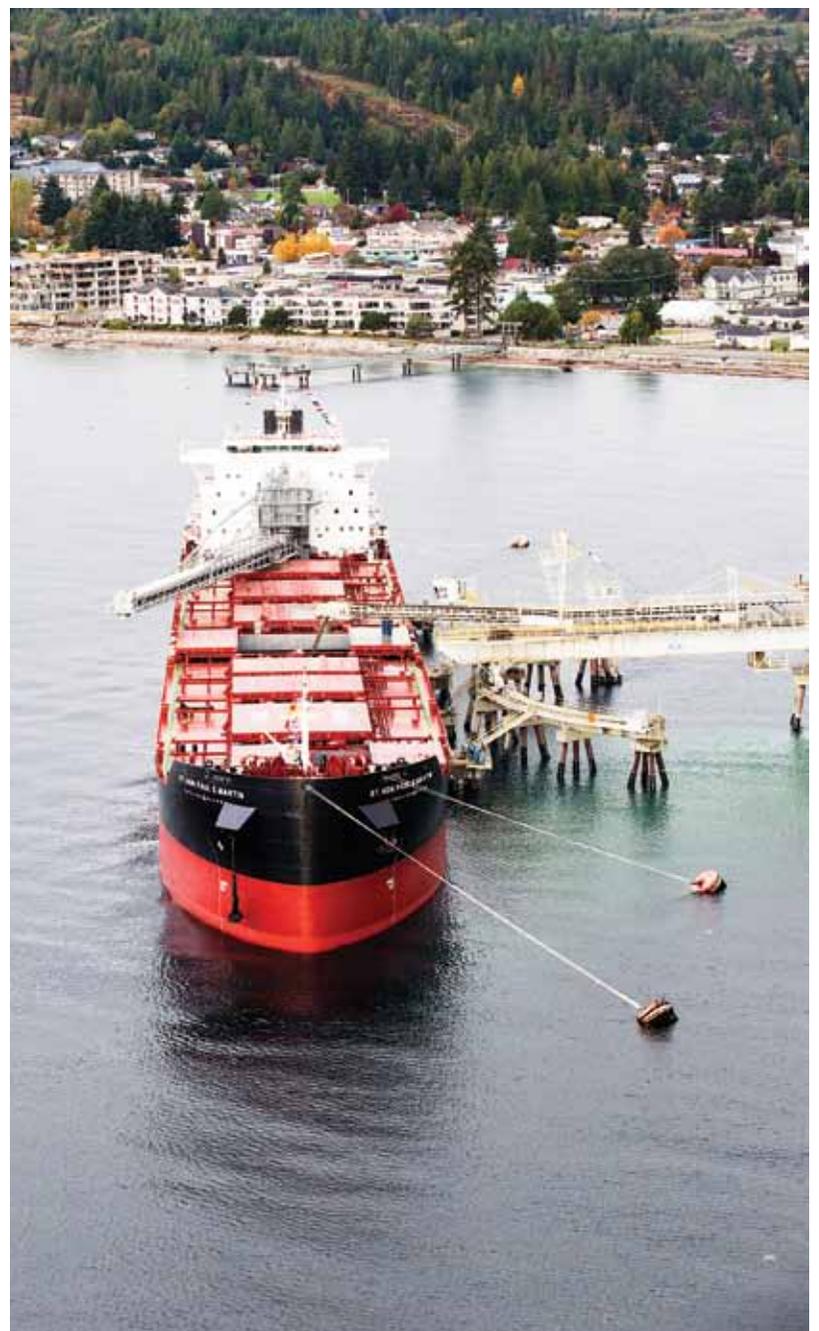
The program encourages participants, shipowners, ports, terminals and shipyards to undertake concrete actions that go beyond regulatory requirements aimed at improving environmental performance and sustainability. Green Marine's success is based on a five-year track record of participating companies demonstrating improved environmental performance.

Green Marine's objectives align with CSL Americas' sustainability philosophy, as shown in its efforts to reduce its environmental footprint; notably with investments in new Trillium Class vessels.

"At CSL, we are committed to conducting our operations in a manner that is respectful of the environment and adopting practices and technologies that will enhance our environmental performance," says **Nathalie Sykora**, Director of Technical Operations at CSL Americas. "Joining Green Marine will provide us with a new window of opportunity to measure, improve and showcase our environmental performance."

"CSL Americas is the fourth major international shipowner to join Green Marine," says **David Bolduc**, Green Marine's Executive Director. "This clearly reflects a strong commitment towards the greening of their operations. It also demonstrates that the Green Marine environmental program is suitable not only for domestic fleets, but also for all international fleets with operations in North America."

Canada Steamship Lines, CSL's Canadian division, has been a Green Marine participant since its inception in 2007. ↕



## UP FOR THE CHALLENGE: CSL'S TEAM IN BUCHANAN

*"Through a solid team effort, we now have a dedicated transshipment team in Buchanan and we are fortunate to be partnered up with our customer, ArcelorMittal. In a short period of time, we have formed a great working relationship and it's a pleasure working with professionals that share a common goal."*

**Scott Clegg**, Director, Marketing, CSL Asia

The smooth launch of CSL's Liberia transshipment project has made one thing very clear: success is all about the talented and creative people who are committed to delivering and exceeding customer expectations.

To develop a solid action plan, CSL's Singapore-based transshipment team worked closely with **Nathalie Sykora**'s technical group at CSL Americas (formerly known as CSL International) and the V.Ships office in Beverly, Massachusetts. Additionally, CSL transshipment professionals including **Lee Winterborn**, Manager of Transshipment-Whyalla and **Jérôme Foisy**, Manager of Transshipment-Sept-Iles, contributed their first-hand expertise and know-how.

On site in Buchanan, Captain Scott Clegg, Director of Marketing at CSL Asia, was instrumental in helping to set up the operation. After hanging up his safety boots in 2011 to move from the Operations team in Beverly to the CSL Asia office in Singapore, Scott took on a familiar role in West Africa.

To address some of the more unconventional challenges that the Liberia project has presented, creative initiatives were devised by the team including:

- Running safety seminars for local fishermen to educate them on safety and precautionary measures associated with the transshipment operation.
- Supporting ArcelorMittal with troubleshooting efforts in its mine-to-port supply chain.
- Rigging up fenders.
- Gaining an understanding and appreciation of the local culture, language and way of life.

As Scott Clegg prepares to return to Singapore, **Lennart Broberg**, CSL's new Manager of Transshipment-Liberia, has been transitioning into the role of overseeing the Buchanan operation.

Lennart will be working with the crew of the **CSL Atlas** who continues to play a critical role in this important project. Captain **Denys Symonov**, Chief Engineer **Oleksiy Volvyenkov** and the entire crew have eagerly taken on this project. ↴

### **Jakob Hansen**

Vice President and Managing Director, CSL Asia



From left: Oleksiy Volvyenkov, Chief Engineer, CSL Atlas; Denys Symonov, Master, CSL Atlas; Lennart Broberg, Manager, Transshipment, CSL Buchanan and Captain Scott Clegg, Director, Marketing, CSL Asia.



Locals fish off the coast of Buchanan, Liberia.



Scott Clegg teaches a safety seminar to local fishermen.



Local fishermen participate in a safety seminar surrounding transshipment operations.

## IS IT (Y)OUR RESPONSIBILITY? YOU MAKE THE CALL

Real world scenario: A CSL crew member observes an unsafe act at a facility or vessel to which the CSL vessel is moored. Does the crew member have an obligation to tell someone? To take action to correct it? To suspend cargo operations? Do we have the authority to raise concerns of events that are not aboard our vessel?

What if the circumstances are slightly different: What if our cargo gear is unloading cargo in an area or hold where workers are present? Does that change our decision to tell someone or to suspend cargo operations? It's a question we all need to ask ourselves.

As safety leaders, we have a responsibility to do the right thing at the right time — always. Speaking up to avoid an unsafe act or to perhaps avoid an accident, regardless of where it occurs, is a CSL value that we should exercise whether we are walking across the terminal parking lot or working in the wheelhouse or engine room.

If we saw a pedestrian about to be hit by a car, wouldn't we be compelled to make some effort to raise awareness about the hazard, or otherwise contribute to avoiding the accident... even if it wasn't our direct responsibility? ↕

### Brian Downey

Safety Director, The CSL Group

## EMERGENCY RESPONSE: CSL AMERICAS PUT TO THE TEST

CSL and its ship managers have extensive policies and procedures designed to help seafarers and support staff prevent accidents. Sometimes, however, even the strongest of preventative planning isn't enough to overcome an unforeseen risk or a natural event that results in injuries, significant damage, or environmental harm. So what happens when all else fails? Answer: Respond as aggressively and professionally as possible to mitigate damage and resume operations using organized plans and systems.

In an effort to maximize CSL's ability to effectively respond, we have enhanced the CSL Americas Emergency Response Plan. The plan follows two key themes — communication and organization.

Both elements are critical to a successful emergency response, whether we are managing a piracy incident, an oil spill or a collision. Communication and organization are the most difficult components for companies and agencies to manage under the stress of a crisis and are often cited as areas to improve during post incident analyses.

While our ship managers always take the lead role during an incident, as a proactive ship owner, CSL chooses to actively support emergency response. The plan is not meant to supersede any procedures or shipboard emergency plans employed by our ship managers, but rather is a supplementary tool to help support them.

Additionally, the plan applies a command and control system used in the United States called the Incident Command System (ICS). Canadian federal response agencies also recently adopted this system. The adopted ICS system prescribes a very defined organization and is designed to break up complex projects, such as an oil spill, into palatable pieces run by pre-designated staff.

On October 2<sup>nd</sup> and 3<sup>rd</sup>, the CSL Americas and V.Ships staff had a chance to test the new plan during a challenging exercise involving a simulated ship collision, which resulted in a fire, an oil spill and injuries. Using V.Ships' shipboard response protocol, management and owner communication was enhanced leading to more organized and streamlined decisions regarding immediate response, commercial impacts and media relations. The plan is now being adapted again for broader company-wide application. Borrowing from proven ship tradition, we plan to regularly test our staff and the plan in realistic and challenging exercises to assure that we are ready to help our managers and seafarers when they need our assistance the most. ↕



CSL Americas and V.Ships staff meets to improve emergency response.



## CSL LAUNCHES GLOBAL TECHNICAL SERVICES DEPARTMENT

On November 5<sup>th</sup>, 2012 the CSL Group established a new Global Technical Services (GTS) department to help optimise several key functions. The department provides support to operating divisions through its four main responsibilities:

1. Continuous development of our safety culture and implementation of a global safety approach.
2. Design and engineering for vessels, conversions and major projects.
3. Management and delivery of major capital projects such as newbuilds and conversions.
4. Management of the corporate relationship with V.Ships and optimisation of their global services.

Leading this new department is Vice President of Global Technical Services, **Mark Collins**. Mark joined CSL Group's Montreal office in early November 2012 and reports to **Rod Jones**. Since that time, he has travelled to CSL operations in Europe, Australia, China, Southeast Asia, Canada and the U.S. to meet with both CSL employees and partners. Mark has taken an immediate interest in safety by joining the SafePartners Steering Committee and becoming Chair of the CSL Group Safety Council.

The structure of GTS is beginning to take shape. The Project Management Office, led by Director **Kevin Begley** who reports to Mark, is already doing a great job carrying out both the newbuilds project in China and the aft-body conversion project, which will soon go to tender. Design and engineering responsibilities will be handled by the Design and Technical Office; recruitment is currently underway for naval architects and a marine designer to join **Jim Phillips**, Technical Director, and **Gary Cooke**, Consulting Naval Architect. On the safety side, **Brian Downey**, formerly Safety Director at CSL Americas, now reports to Mark as Safety Director at The CSL Group. The corporate relationship with V.Ships is managed directly by Mark, who works closely with **Mike Robinson**, his V.Ships counterpart.

As with any new department, it is expected that the roles and responsibilities of the Global Technical Services department will evolve over time. More information will be disclosed as the GTS develops. ↕



Mark Collins, Vice President of Global Technical Services

## LETTERS FROM CSL WORLD READERS



Olin Stewart stands before the MV Rt. Hon. Paul E. Martin.

November 20<sup>th</sup>, 2012

Hello from Sechart! This afternoon as we looked out our kitchen overlooking Sechart, we noticed the CSL boat coming to the loading dock in Sechart. Our two youngest grandchildren enjoyed the action. Shortly after, I went to pick up our Grade 3 grandson from school in Davis Bay. On our return to Sechart, we stopped at the boat launch area and watched the tugs help get this vessel tied up. Olin was quite impressed to see this and gave an exciting report as to his exciting detour on the way home. Thanks for stopping in at Sechart! Looks like a beautiful boat, would love to go on a cruise on a boat like this.

Best wishes to you all!  
Harry Meier



The Atlantic Huron laid up for the winter at the Port of Quebec; December 29<sup>th</sup>, 2012.

Photo contributed to CSL by Pierre Paul Plante

**J. D. Vout**

Dec 26<sup>th</sup> 2012

CSL Group  
759 Square Victoria, 6<sup>th</sup> Floor  
Montreal Quebec H2Y 2K3

Good Morning,

Our home is on the St. Lawrence River just west of Maitland Ontario.

What a fantastic sight, Dec 18<sup>th</sup> at 7:40 p.m. to see your CSL Laurentien heading to Montreal and beautifully decorated with Christmas lights.

The Port of Prescott kindly advised me which ship was passing.

Your "decoration team" is to be commended, this lovely sight this lifted my spirits.

My sincere thanks to CSL and the employee who thought of this amazing idea.

Good Luck and best wishes for 2013.

Sincerely,

Julie D. Vout

## CSL EUROPE HIGHLIGHTS CREW DEVELOPMENT AT 3<sup>RD</sup> CREW CONFERENCE

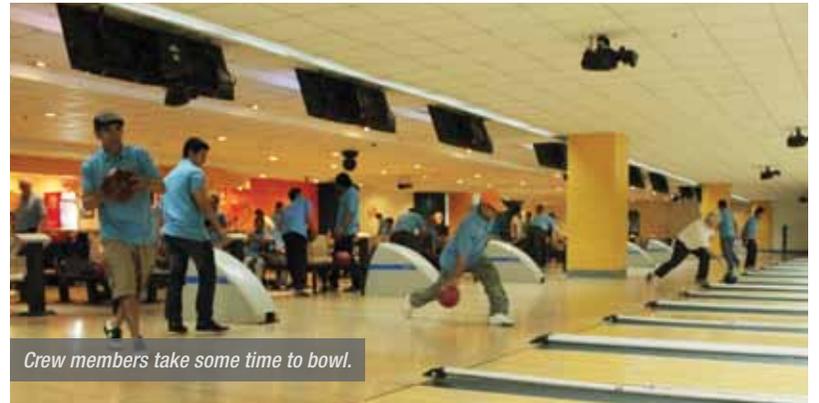
CSL Europe conducted its 3<sup>rd</sup> Crew Conference from December 12<sup>th</sup> to 14<sup>th</sup>, 2012 at the Pan Pacific Hotel in Manila. This initiative came at an opportune time as CSL Europe continues to establish its presence in the country.

The company is represented in the Philippines by Aboitiz Jebson Crew Management (Abojeb), which handles the crewing requirements for the majority of its vessels. Approximately 60 officers and ratings participated in the conference, which was also attended by executives from CSL Europe, V.Ships UK and Abojeb. The executives likewise served as resource persons and speakers during the three-day conference.

Seminars throughout the convention focused on crew safety, crew development matters and technical issues. **Jeff Barnes**, Vice President and Managing Director of CSL Europe, expressed the company's commitment to taking care of its people and the environment, while serving its customers. This commitment is being realized by equipping seafarers with the knowledge and skills needed to perform at a high standard that not only meets, but exceeds required regulations within the maritime industry. ⚓



Participants in CSL Europe's Crew Conference.



Crew members take some time to bowl.



Left to Right: John Brechin, V.Ships; Jim Hardie, CSL Europe; David Gajlewicz, CSL Europe; Jeff Barnes, CSL Europe; Edgardo Baldeviso Mainar, Chief Engineer - 20 years service award; Sally Garcia, Aboitiz Jebson; Jonathan Garillos Gajo, 2<sup>nd</sup> Officer - 20 years service award; Ole Stene, Aboitiz Jebson; DPO Lemuel John Asunto of Nordnes - 10 years service award; Armando Aguazon, Aboitiz Jebson.

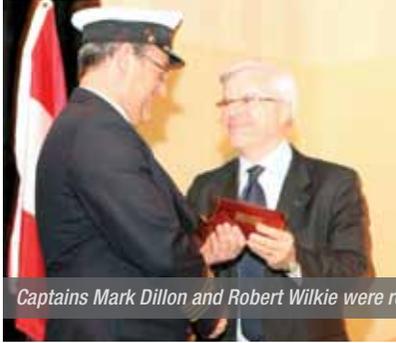
# CANADIAN FLEET LEADERSHIP AWARDS

While safety was the main theme at Canada Steamship Lines' annual Fleet Management Conference – particularly the work sessions surrounding the new SafePartners program – the highlight of the event's awards dinner was service and performance.

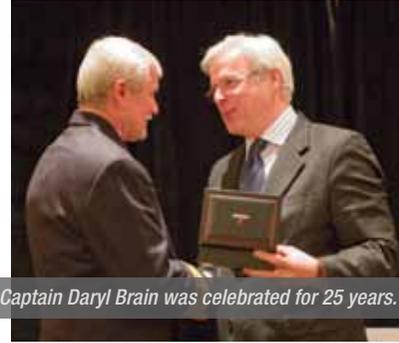
Three current CSLers were recognized for their dedication to the company, another was celebrated for his career and vessel crews were honoured for their accomplishments during the 2012 shipping season. ⚓



CSL Captains, 2013



Captains Mark Dillon and Robert Wilkie were recognized for 10 and 15 years of service, respectively. Captain Daryl Brain was celebrated for 25 years.



Retired Chief Engineer Raymond Laquerre was honoured for his long and successful career, especially for his work on board the Ferbec.



"I have said this before and I will emphasize it again. If you work on CSL affairs all or most of the time, you are a CSLer."  
Rod Jones, President of The CSL Group



CSL Chief Engineers, 2013



The crews of the Birchglen (bulker) (left) and Frontenac (self-unloader) (right) were awarded the V.Ships Performance Award. The Birchglen's crew also received the CSL/V.Ships Safety Award.



The CSL Laurentien garnered the CSL Sustainability Award.



Commodores Captain James Leaney (second from left) and Chief Engineer Mark Nakhooda (right) were re-confirmed for the 2013 season.

PHOTOS: JEAN BROUSSEAU