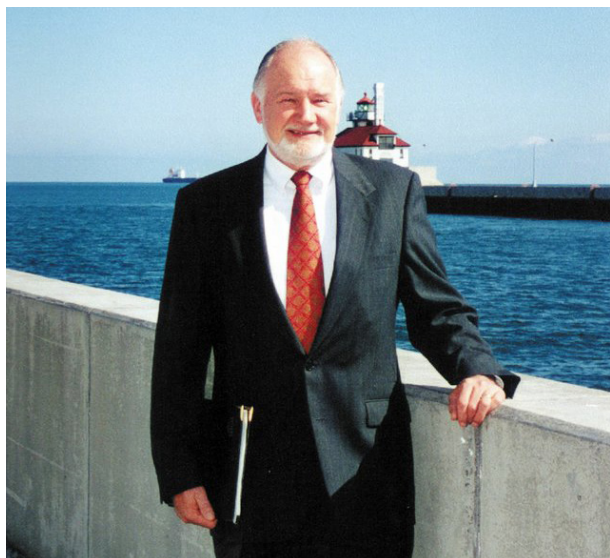


Remembering Davis Helberg

A Tribute by William D. Friedman, Chairman, American Association of Port Authorities (AAPA)



Davis W. Helberg

I've been fortunate to work in and around the public port industry almost my entire career. Like many of you reading this, I love ports, waterways and all things maritime. In fact, I can't get enough of them, sometimes to the chagrin of my family. This year "can't get enough" will be tested because I am serving as chair of three organizations that play an important role in our industry — the American Association of Port Authorities, the American Great Lakes Ports Association and Green Marine — in addition to my day job. I mention this not to solicit sympathy for overloading myself. The relevant point is the opportunity this affords me to advocate for the Great Lakes/St. Lawrence Seaway System and our economic region.

But allow me to segue to our late colleague Davis Helberg, who we are remembering in this issue of the *Seaway Compass*. Nobody exemplified service to our navigation system and region more than Davis. He was a tireless champion and advocate for the system from the forests of his home state of Minnesota, which he loved dearly, to the halls of our Capitol (which I suspect he liked a bit less).

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DEPUTY ADMINISTRATOR'S COLUMN

Leader, Advocate, Friend: A Celebration of Davis Helberg's Legacy



Craig Middlebrook
Deputy Administrator

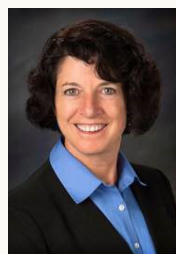
On October 10, 2018, Davis Helberg — one of the Great Lakes St. Lawrence Seaway System's most beloved and effective leaders — passed away in his hometown of Esko, Minnesota. It is only fitting that the

CONTINUED ON PAGE 2

GUEST COLUMNIST

Deb DeLuca Executive Director, Duluth Seaway Port Authority

Guided by Our Mission:
My Vision for the Duluth Seaway Port Authority



We all mark milestones in our personal lives and at various points along our careers. Graduation. Marriage. Births. Deaths. New jobs. Promotions. Retirement.

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- SLSDC Participates in Breakbulk Americas
- "Seaway 60 Spotlight" Interviews
- 14th Annual HwyH₂O Conference
- U.S. Transportation Secretary Elaine L. Chao Honors Seaway Employee
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- Tug Construction Update
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Seaway Compass recognize the passing of this exceptionally fine man, for Davis was not only one of the most prominent and capable port directors in the history of the Great Lakes Seaway System, he was also one of the Seaway's staunchest allies and supporters. One of the marks of a great leader is not only how effectively they perform their own job, but also — and perhaps more importantly — how they inspire and influence others around them. In the case of Davis' long career on or near the waterfront, including his 24-year stint as the longest-serving Executive Director of the Duluth Seaway Port Authority, he wrote the book in that arena.

We are most fortunate to have two of the most prominent leaders at work today in the Great Lakes Seaway System contributing to this issue. Deb DeLuca is the new Executive Director of the Duluth Seaway Port Authority and oversees the largest port on the Great Lakes, a position that Davis held for over two decades. Will Friedman, the President and CEO of the Port of Cleveland, is the current Chair of the American Association of Port Authorities, a position that Davis once held (and the last Great Lakes Port Director to do so before Will).

They both write of the leadership and legacy of Davis Helberg. For a beautifully written in-depth portrait of Davis and his many achievements, I commend you to read David Knight's tribute in the April–June 2018 edition of the *Great Lakes Seaway Review*. In the limited column space that I have here, I offer just a few personal thoughts and remembrances about Davis, whom I was fortunate to know as a friend and mentor.

Davis was a master communicator who loved words, understood their power,

and deployed them with all manner of wit, subtlety, and ruthless efficiency. He was very proud of his Finnish heritage and loved to play up the stereotype of the taciturn Finn. Yet, he was anything but, for few individuals I've ever met could better connect with an audience to convey his thoughts, knowledge, or point of view — either through the spoken or written word — than Davis. He epitomized the axiom that to be an effective leader, you must be an effective communicator.

Davis' willingness to lead beyond the Twin Ports was an expression of his commitment to the greater good of our System. At the time of his retirement from the Port of Duluth, he was not only the recognized leader of the Great Lakes Seaway System, he was a recognized national transportation leader as well. Davis was always true to his heritage as a "local boy" and was an energetic booster of the Duluth-Superior ports. But he also understood that the Lakehead ports were part of a larger system of commercial ports, and that he had a responsibility to help lead and contribute to that larger system, not only for the good of his own port, but also for the good of all. Ports are always competing at some level, but Davis knew that in the Great Lakes cooperation among ports was also essential. Utilizing his ample intelligence, self-deprecating manner, and marvelous humor, Davis made leading this group look easy.

Among my prized possessions at the office is an inscribed copy of the book "Pride of the Inland Seas", which Davis was instrumental in getting published and for which he wrote the foreword. The book is an illustrated history of the Twin Ports, and in 2006 Davis gave me a signed copy with the inscription: "Craig Middlebrook — You've been a beacon of light and support for Great Lakes ports for more than a decade. And we're grateful." That generosity of

spirit was another hallmark of Davis' leadership gifts. Despite being the most respected port director of his generation and his long list of accomplishments and successes, Davis always made time for you, no matter how junior you were, to ask about things in your world and to share generously from his vast reservoir of knowledge and wisdom. In my initial months at the Seaway, I first met Davis by picking him up at an airport and then sharing a 3-hour car ride with him. The delightful conversation we started that day carried on for the next 20 years. I last saw him over two years ago at dinner, *al fresco*, overlooking Lake Superior. The conversation that evening with him and his wife, Stacey, ranged widely from favorite authors and bookstores to ballast water regulations to the competitiveness of the Seaway. All of us at work in the Great Lakes Seaway System today, whether we knew Davis directly or not, are the beneficiaries of his decades of leadership and his many contributions to our System. I am forever grateful that he allowed me to call him a friend. *Requiescat in pace*, Davis William Helberg. ■ ■ ■

WPBS Documentary Features Seaway

WPBS-TV has produced a feature documentary, "More to the Story: Life on a Freighter" that features the Seaway and includes on-board interviews with the captain and crew of the *CSL Welland*. The accompanying written story appeared in the Watertown Daily Times on September 23: <http://www.watertowndailytimes.com/news03/life-on-a-laker-a-seaway-trip-on-the-csl-welland-20180923>

The program focuses on the captain and crew of the *CSL Welland* as it makes its way through the Welland Canal, Lake Ontario, and the Seaway, highlighting what it is like to live and work on a cargo vessel. A team of reporters worked in cooperation with the SLSDC, the SLSMC, and Canada Steamship Lines, to arrange the trip which took place in July.

They boarded the vessel at Lock 7 in the Welland Canal and disembarked at Eisenhower Lock, in Massena, NY,



spending about 30 hours aboard. The program can be viewed online at: <https://watch.wpbstv.org/show/more-to->

[the-story/](#) It is an interesting program, with some stunning video images, and well worth watching. ■■■

Deputy Administrator Middlebrook Keynotes Great Lakes Commission Annual Meeting

In early October, SLSDC Deputy Administrator Craig Middlebrook was a keynote speaker at the annual meeting of the Great Lakes Commission in Indianapolis. He made a presentation on the 2018 study, *Economic Impacts of Maritime Shipping in the Great Lakes St. Lawrence Region*. He also participated in a panel discussion regarding several topics including trends in commercial navigation trade on the Great Lakes, improving infrastructure and promoting commerce through the St. Lawrence Seaway, challenges and opportunities facing Great Lakes ports, and industry priorities for the Great Lakes-St. Lawrence Maritime Transportation System. While at the conference, he conducted an interview with a reporter from Detroit Public Television. Click on this link for the article and to see a brief video at the end summarizing his comments: <https://www.greatlakesnow.org/2018/10/great-lakes-execs-tout-economic-success-at-annual-meeting/> ■■■

REMEMBERING DAVIS HELBERG
CONTINUED FROM PAGE 1

Davis left his stamp on the AAPA as chair in 1994–1995 and on many other organizations he led, including the American Great Lakes Ports Association for a number of years. Davis was only the second Great Lakes Port Director to serve as chair in the modern era of AAPA. During his chairmanship, he led the search to find a new CEO of AAPA. As fate would have it, I'm now leading the search to replace the CEO Davis hired 23 years ago, Mr. Kurt Nagle.

As the saying goes, we all stand on the shoulders of the leaders who came before us. Davis, like his Minnesota legend Paul Bunyan, had big shoulders. ■■■



William Friedman Chairman,
American Association of Port
Authorities

Hands-Free Mooring (HFM) September 2018 Commissioning and First Vessel Locked Without Wires, *M/V Baie Comeau*

In collaboration with the Canadian St. Lawrence Seaway Management Corporation (SLSMC), the SLSDC continues to move closer to achieving its mutual strategic goal of providing Hands-Free Mooring (HFM) equipped locks throughout the Seaway system. For many months, SLSDC employees have been working diligently to install the HFM operating equipment and controls. As a result, HFM technology was commissioned at Eisenhower Lock on September 19 and on October 2, the 740 ft. Laker — Canada Steamship Lines *M/V Baie Comeau* became the first vessel locked through Eisenhower without wires. The installation of HFM at Snell is also progressing on schedule. The demolition work at Snell Lock was completed during this past winter's shutdown period, and the contractor is scheduled to finish installing the HFM slots and railings during the upcoming 2019 winter shutdown period. The final installation and commissioning of the HFM operating equipment and controls at Snell Lock is anticipated during the first half of the 2019 navigation season.

The SLSDC's transition to HFM has involved a tremendous amount of planning and resources to develop the infrastructure and the engineering maintenance and operational procedures needed for the successful implementation of this groundbreaking technology. Since the opening of the Seaway almost 60 years ago, no other project will have made such a significant impact on the way commercial ships transit the locks — enabling faster and more efficient transits while also enhancing workplace and operational safety for both employees and customers. ■■■



Organizations mark milestones, too, providing an opportunity both to look back and to look ahead. Being appointed executive director of this Port Authority marks a milestone not only in *my* professional life but also in the lifespan of this organization.

I am humbled and honored to serve as only the eighth director in the Port Authority's 60-plus years and to be the first woman at its helm. Yet, I keep circling back to the legacy left by my predecessors and am grateful for my team and the solid foundation upon which to further our mission.

Davis Helberg's passing was a milestone event in the course of Great Lakes maritime history. Davis was a man of vigor and vision who led the Port Authority for close to a quarter-century. He was a champion for the Port of Duluth-Superior and for the Great Lakes-St. Lawrence Seaway System on a global scale. He staked our claim as the largest port by tonnage on the Great Lakes, at the headwaters of this entire inland waterway. Throughout his career, he increased our visibility nationwide and set this port on a course to succeed.

In the decade Adolph Ojard served as executive director, he notched his own set of milestones. He recognized the city's need to maximize developable industrial land and started a process to expedite cleanup of nearly 130 acres of the U.S. Steel Superfund site. He replaced a dirt path with a beautiful paved public road — Helberg Drive — providing improved access for docks between the Clure Terminal and Garfield Avenue. He also formulated a plan to reclaim former Garfield Dock C&D. Knowing we could not refurbish the dock without grant funds, he applied for a U.S. DOT TIGER grant — five times! We finally were awarded that \$10M grant just as Adolph retired.



Vanta Coda served as executive director for “just” five years, yet under his watch, we marked multiple milestones. We refurbished Dock C&D, the \$18M project known now as the Clure Terminal Expansion. We framed a new, improved contract with our agent, Lake Superior Warehousing, through which we launched our Duluth Cargo Connect brand to grow global logistics opportunities. We fostered a partnership with rail that created our CN Duluth Intermodal Terminal, which provides unparalleled service and significant freight savings to our customers and represents a huge economic development advantage to our region.

Now it is my turn. I could be intimidated by the big shoes left by those before me, but I choose, instead, to be inspired by their example. My team and I will build upon the foundation created by my predecessors and be guided by our mission: *“Bring business to the port and economic development to the region, plus advocate for maritime, transportation and industrial interests.”* We are hiring staff to fill holes created by retirements and promotions. We are building and renewing partnerships, recognizing the broad stakeholder interest in the port community. We are working with CBP to figure out a cruise terminal solution. We are resurrecting and executing capital projects started by my predecessors, and we are launching our own initiatives and capital projects. We are rolling out the results of a study on the role of the industrial sector in Duluth's economy (spoiler alert: industry is an engine for Duluth's economy), that should help set a course for our region and our economic development partners.

My vision for my time at the port authority helm includes six key elements to enhance the Port's and region's success and our role as a multimodal logistics hub:

1. With the Great Lakes-St. Lawrence Seaway port network, work to increase utilization of the system, including addressing barriers that make us less cost-competitive.
2. Continue our path of exceptional implementation of our intermodal terminal, with a goal of steadily increasing annual lift counts and value-added service volume, while continuing to provide supply-chain cost-savings to regional businesses, making them more competitive in the global marketplace.
3. Aggressively seek to increase the volume of project cargo through our terminal.
4. We are strapped for space, so we are looking for opportunities to expand both land and warehouse space. To do this in a meaningful way, we need to form a strategic vision for Rice's Point, the peninsula where our terminal is located.
5. Continue to advocate for the role of industry in this region such that it is a key component in regional economic development strategies and plans.
6. Complete the cleanup of the target property on the US Steel Superfund site, and locate a major industrial employer at that location. ■■■■

SLSDC Participates in Breakbulk Americas



The Great Lakes St. Lawrence Seaway System (GLSLSS) was once again well represented at the annual Breakbulk Americas Exhibition and Conference in Houston, Texas Oct 2–4, 2018. Our port partners from Highway H₂O truly understand the value that this venue provides for raising the profile of their respective interest. Conference organizers announced that 4,700 attendees from around the world gathered in Houston for this three-day event and represented ocean carriers; freight forwarders; ports/terminals; logistics providers; road, rail, barge and air transportation entities; export packers; and equipment companies.

Throughout the trade show, the Hwy H₂O information booth was abuzz with visitors who were eager to learn about our U.S. and Canadian ports and

how to get their cargoes to destinations throughout the heartland of North America. Our booth offered industry representation from all five Great Lakes and the St. Lawrence River. Those who visited our booth walked away with educational brochures, navigational maps and most importantly, key contacts to follow-up with after the show. By the end of the event, our participants agreed that Breakbulk Americas continues to be one of our “bread and butter” events. It is a great opportunity to meet with various industry leaders who are most relevant to our business.

Representing the Great Lakes Seaway System (GLSLSS) was Tim Heney, Port of Thunder Bay; David Gutheil, Port of Cleveland; Paulo Pessoa, McKeil Marine; Ken Carey, Gina Delle Rose-Ash and Peter Burgess, SLSMC; Rebecca Yackley, SLSDC; Jonathan Lamb and Pete Kramer, Duluth Cargo Connect; Christopher Blessing, Midwest Terminal of Toledo, Jean-Philippe Paquin and Isabelle Viau, Port of Valleyfield; Adam Schlicht and Peter Hirthe, Port Milwaukee; Joe Cappel, Toledo-Lucas County Port Authority; and Frank Dunn and Peter Grayton, Valport Maritime Services.

Next year, Breakbulk Americas will celebrate its 30th anniversary, and there is no doubt that it will be another great opportunity to market the Great Lakes St. Lawrence Seaway System. Mark your calendars for October 8–10, 2019 in Houston, TX. ■■■



“Seaway 60 Spotlight” Interviews

Next year marks the 60th Anniversary of the St. Lawrence Seaway, which opened in 1959. As part of the activities to mark the anniversary, SLSDC Deputy Administrator Craig Middlebrook will be interviewing various Seaway stakeholders throughout the year and posting excerpts from the interviews online. If you are a Seaway stakeholder and are going to be in Washington at some point in 2019 and have an interest in sitting down for a “Seaway 60 Spotlight” interview with Craig, please let us know. ■■■

14th Annual HwyH₂O Conference



Terence F. Bowles, CEO, SLSMC



Craig H. Middlebrook, Deputy Administrator, SLSDC

The U.S. Saint Lawrence Seaway Development Corporation (SLSDC) and Canadian St. Lawrence Seaway Management Corporation (SLSMC) hosted the 14th Annual Conference from November 13–15, 2018 in Toronto. The theme of this year's event was "*Advancement through Technology & Innovation*". Highlights are available online at <http://hwyh2o-conferences.com/>.

The conference included presentations from SLSDC Deputy Administrator Craig Middlebrook, and the CEO of The St. Lawrence Seaway Management Corporation, Terence Bowles. The conference remains an important event for Great Lakes St. Lawrence Seaway (GLSLS) stakeholders that utilize HwyH₂O for international trade development. Attendees provided positive feedback that the conference remains an excellent

opportunity for networking and for understanding current trade dynamics across the GLSLS.

The 15th Annual HwyH₂O Conference will be held November 12–14, 2019 in Toronto. Individuals interested in joining the 2019 Conference Planning Committee are welcome to email hwyh2o@seaway.ca for more information.



U.S. Transportation Secretary Elaine L. Chao Honors Seaway Employee

On November 14, 2018, U.S. Secretary of Transportation Elaine L. Chao honored an employee from the Saint Lawrence Seaway Development Corporation's (SLSDC) Massena office at the 51st Annual Department of Transportation (DOT) Secretary's Awards Ceremony in Washington, D.C.

Secretary Chao honored SLSDC's Chief of Maintenance Division Jonathan Chapman with a Meritorious Achievement Award for the dedication and leadership he displayed to ensure the safety and reliability of the SLSDC's lock infrastructure and facilities.

Under Chapman's leadership, the SLSDC sustained a 99.9 percent U.S. lock availability metric for the 2017 Seaway navigation season.



SLSDC Deputy Administrator Craig H. Middlebrook said, "All of us at the SLSDC are proud of Jon's accomplishments and pleased that the Department of Transportation is recognizing his superior performance. He demonstrated exceptional leadership in both routine and emergency situations. The Secretary's award for his achievements is well-deserved." ■■■

Geografix Map of Great Lakes – St. Lawrence Seaway (GLSLS) System Updated

After much anticipation, the newest edition of the popular *Hwy H₂O/Great Lakes & St. Lawrence Seaway System Geopictorial™* map is complete. This new map is a fun and informative display of the Great Lake region and St. Lawrence Seaway System, including the transportation industry's key players, and seeks to promote the advantages of marine transportation and its opportunities.

This unique mapping project has become one of the most well-established and successful tools for the promotion of Hwy H₂O and all organizations associated with the marine industry in the Great Lakes/St. Lawrence Seaway on a regional, national and international level. An interactive, electronic version of the map is available online at <https://www.geografix.ca/map/gl3>. Be sure to click around and explore our favorite waterway! ■■■

Tug Construction Update

Construction on the new tug continues to progress well. The bow, stern and mid-body modules are being welded together to form the completed main body of the vessel. The hull was rolled out of the shed and flipped right side up during the week of November 26. Once flipped, the hull was rolled back into the shed for outfitting with major equipment. Major engineering equipment continues to arrive daily and is being stored within the shipyard warehouses until installation.

The installation of major engineering equipment, including the Z-Drives and main engines, will take place in December 2018. The superstructure, which includes the deckhouse and the wheelhouse is scheduled to be completed by the end of 2018 and ready for installation onto the main hull in early January 2019.

Once the vessel is delivered to Massena and placed in service, she will replace the *Robinson Bay* and take over the primary duties of pushing the Corporation's barges, navigation aid servicing, ice breaking, pollution response, and vessel assistance.

Upcoming milestone dates for the vessel are as follows:

November 2018 — Hull assembly will be completed and rolled out of shed. The hull will be flipped right side up and rolled back into shed for installation of major equipment.

January 2019 — Deckhouse and Wheelhouse will be erected onto the main hull.

May 2019 — Vessel Launch

May – July 2019 — Dock trials

July 2019 — Sea trials will be completed.

August 2019 — Vessel to depart shipyard for delivery trip to Massena.

September 2019 — Vessel to arrive in Massena.

For more information about the new vessel, please contact SLSDC's Executive Officer Michael Howard at Michael.Howard@dot.gov. ■ ■ ■



View of Port side vessel, looking forward to aft.



Wheelhouse



Stern view with Z-Drive cans being prepared for installation.

Personnel News



Mr. Friedman receiving his ceremonial chairman's gavel from immediate past chairman, Steve Cernak, at AAPA's annual convention in Valparaiso, Chile, in October 2018.

On March 20, the American Association of Port Authorities (AAPA) elected **William D. Friedman**, president and chief executive officer for Northeast Ohio's Cleveland-Cuyahoga County Port Authority, to serve as the association's chairman of the board for the 2018-19 activity year that began in October. Mr. Friedman is only the third Great Lakes port director to serve in this prestigious national role, after Davis Helberg (Duluth, 1995) and Gary Failor (Toledo, 1980). Mr. Friedman was installed as chairman for a one-year term on the final day of AAPA's 2018 Annual Convention, October 10, 2018.

In addition to his role leading the Port of Cleveland, Mr. Friedman is president of the American Great Lakes Ports Association and serves on numerous

industry and civic boards, including AAPA's Executive Committee, Green Marine, Northeast Ohio Development Fund, the Northeast Ohio Areawide Coordinating Agency, and the Cuyahoga County Economic Development Commission.

Mr. Friedman holds two degrees from Indiana University — a bachelor's in history and a master's in public administration, with a concentration in urban and regional planning. ■■■

Upcoming Events

January

January 19–20

80th Annual Dinner of The Marine Club

Toronto, ON

Info: <https://www.themarineclub.org/>

February

February 5–6

Great Lakes Waterways Conference

Cleveland, OH

Info: <http://www.maritimemeetings.com/great-lakes-waterways-conference.php>