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U.S. Department of Transportation • Great Lakes St. Lawrence Seaway Development Corporation

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How Did They Load That?

An LHM 550 Mobile Harbor Crane being unloaded in Toledo.

Moving Big Things Through the Great Lakes St. Lawrence Seaway System

The St. Lawrence Seaway moves a laundry list of products each season, and the analytics involved in understanding what cargo moves where, when, and why can be an overwhelming task. One look at the tonnage breakdown transiting through the locks includes multiple categories from iron ore and grain to liquid bulk and steel. After each one of those traditional Seaway cargo staples, there are the "Other" categories.

The cargo in the "Other" General Cargo category consists of breakbulk or heavy equipment that does not have to worry about going unnoticed. Many of these must be stowed on heavy lift vessel decks and literally cannot pass through our binational maritime supply chain without a social media frenzy by the "boat watchers."

For the sake of simplicity, we will call this category "Big Things That Move Through the Seaway." These are the manufactured products that are oversize overweight

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DEPUTY ADMINISTRATOR'S COLUMN

Infrastructure is Destiny

Craig H. Middlebrook
Deputy Administrator

Over the course of my 30+-year career in transportation, the word "infrastructure" has traveled from the fringes of most people's vocabularies into the realm of everyday usage. More people now understand the importance of infrastructure, particularly transportation infrastructure, than ever before. While I wish there were still a better and more widespread understanding of how transportation

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GUEST COLUMN

Dave Gutheil

Chief Commercial Officer, Port of Cleveland; Chair, U.S. Great Lakes Cruise Coalition

New Cruising Partnership Creates Opportunities

The Great Lakes Cruise Coalition (GLCC) was established more than 20 years ago as a United States and Canadian binational membership organization that focused on attracting cruise vessel operators to the Great Lakes St. Lawrence Seaway

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(OSOW), and for which land borne transit will require "High and Wide and Heavy" street/highway route designations with special escorts to be moved to their final destination from any port where they discharge. These are the cargos for which the Seaway is efficient, cost effective, and in some cases the ***only*** supply chain that can transport them from manufacturer to customer. The term "Last Mile" is inevitably associated with these cargos because even that short movement can be a monumental challenge ***on land***.

This navigation season is reminding us of just how important the Seaway is for moving "big things." There have already been over one dozen wind energy cargo moves into the system to five different Great Lakes ports (2020 saw almost 100 vessel transits of wind energy cargo through the Seaway). Wind blades have continued to grow in size, and today are typically over 200 feet long and impossible to miss on the decks of each heavy lift vessel on which they are stacked. With the "clean power" sector being an area of growth in the coming years, the Seaway's role as a renewable energy maritime supply chain will be relied upon more than ever.

The Seaway's transits for the energy sector are not just limited to "big things" like wind tower equipment. We also see transformers, generator stators, heat recovery steam generators, and other components for power plant upgrade projects moving through the Great Lakes St. Lawrence Seaway System. The manufacturing sector has its share of "big stuff" as well, with prefabricated bridges, brewery tanks, machinery presses, and foundry/forge equipment being non-traditional cargo at weights up to several hundred tons. These "big things" require either big cranes to lift them on/off the vessels and/or a lot of wheels to roll them on/off the docks.

In some cases, the "big things" being lifted or rolled on/off vessels are cranes themselves. In May, an LHM 550 Mobile Harbor Crane arrived in Toledo via the Seaway. It was purchased through the Ohio Department of Transportation's Maritime Assistance Program. Once installation is complete this summer, the Port of Toledo's crane capacity will increase from 84 to 154 metric tons. The new crane is fitted to handle bulk products in addition to heavy lift components, making those cargos more cost effective to discharge.

"Big things" do not just transit into the System. The Seaway provides supply chain connectivity to manufacturers in the Great Lakes region to build "big things" here in the U.S. and ship them around the world by water: safely, sustainably, and reliably.

The Tug and Tow, *Sarah Dann* and barge *JMC253*, with the U.S. Navy's gantry crane entering Eisenhower Lock.

The most visible example of this category transited the Seaway System during the second week of June. It is a 140-ton (capacity at 65 feet) gantry crane built in Wisconsin by KONE Nuclear Cranes Division that weighs 2.7 million pounds and extends 221 feet in height when the boom is fully extended. The crane departed on May 30 from a new dock in Manitowoc, Wis. which was built with funding from the Wisconsin Department of Transportation's Harbor Assistance Program. This fully assembled crane is heading to the U.S. Navy base in Portsmouth, Me. where it will be used to rebuild submarines. This cost-saving movement highlights the value that the maritime supply chain of the St. Lawrence Seaway offers to manufacturers of "big things." It is the first of what KONE expects will be a series of "customer deliveries" made via the Seaway.

The Western half of the Commissioner Street Bridge transited through Snell Lock via the *Glovertown Spirit* barge.

Big things are transiting the Seaway this navigation season to both the U.S. and Canada. For example, large bridge sections are being installed on Toronto's waterfront, and in early May, the Western half of the Commissioner Street Bridge transited through the Seaway locks from Dartmouth, Nova Scotia to Toronto's waterfront. The Eastern half will follow it through later this year, and when both are installed, the bridge will be 152 meters in length. The bridge is one of four involved in a $1 billion sustainability project that is designed to protect Toronto's port lands from excessive flooding.

Bridges are synonymous with the St. Lawrence Seaway, and the GLS even owns one. The connectivity they provide along the Seaway highlights the binational nature of the Great Lakes St. Lawrence Seaway System. This year not only are there bridges over the Seaway, there are bridges transiting through the waterway. That's another reason the maritime supply chain of the Seaway is such a "big" deal.

DEPUTY ADMINISTRATOR'S COLUMN
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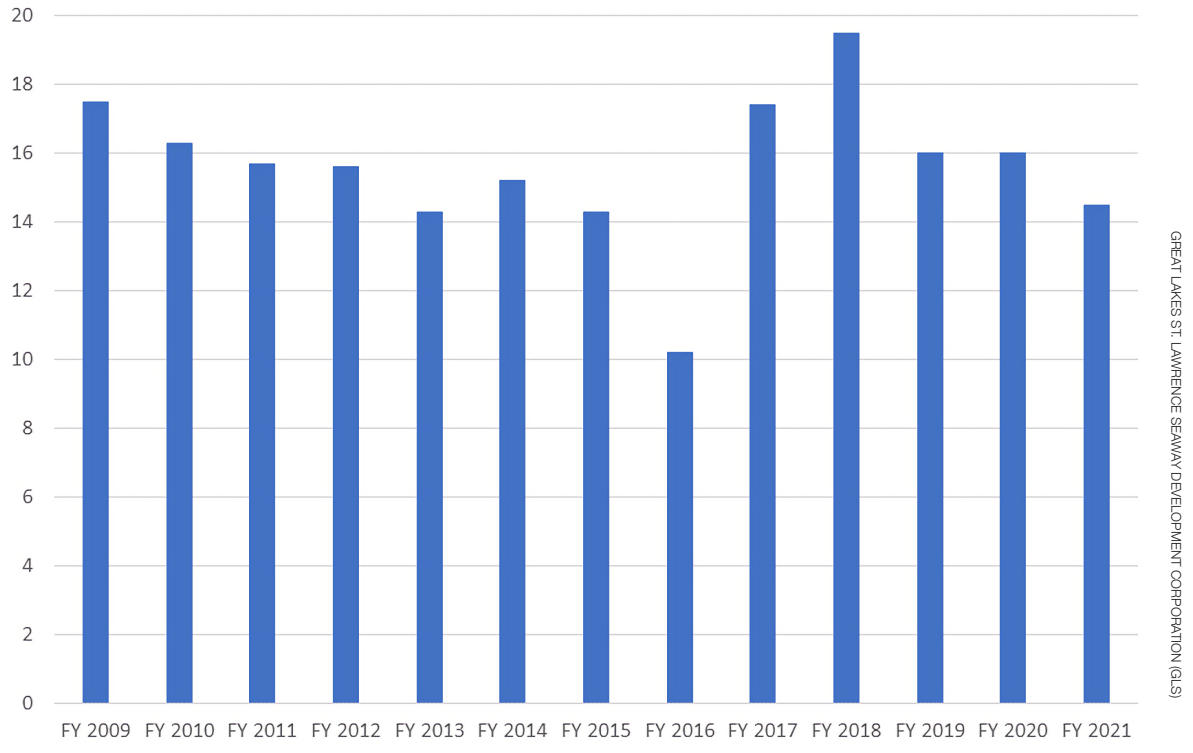
infrastructure directly supports everyone's economic, social, and environmental quality of life, I am grateful that the topic of infrastructure now gets serious public attention and discussion.

At the Great Lakes St. Lawrence Seaway Development Corporation (GLS), infrastructure is destiny. Thanks to the strong support from successive administrations and Congressional support, for the last 12 years the GLS has been able to make the significant infrastructure investments necessary to lay the foundation for the Seaway's future success. What started as the Asset Renewal Program (ARP) in 2008 is today known as the Seaway Infrastructure Program (SIP). This model program all started after a ground-breaking binational study that was published in 2007, entitled: "The Great Lakes St. Lawrence Seaway Study." For the first time, seven U.S. and Canadian federal agencies came together to evaluate the maritime navigation infrastructure in the Great Lakes St. Lawrence Seaway System and make recommendations for its rehabilitation and modernization. Those recommendations became the foundation for the ARP and now the SIP. The blueprint used by that quantitative study—a comprehensive and data-rich evaluation of the Seaway's binational infrastructure—is still relevant today and applicable to other modes.

Over the course of the past 12 years, the GLS has fundamentally rehabilitated and modernized every aspect of its lock and channel infrastructure. From FY 2009–2020, the GLS spent $179 million on 59 infrastructure-related projects. These projects included maintenance dredging in the U.S. portion of the Seaway navigation channel, lock miter gate and culvert valve machinery upgrades, culvert valve replacements, hands-free mooring installation at the locks, gatelifter upgrades, miter gate rehabilitation, and tugboat replacements, as well as various other structural and equipment repairs and/or replacements. The continued exceptional reliability of the Seaway's 62-year old infrastructure, as measured by the GLS's Lock Availability performance metric, speaks for itself when it comes to the importance of this type of capital infrastructure investment. During the 2020 navigation season, the GLS locks were available to its customers 99.96 percent of time, with only 2 hours and 30 minutes of downtime. The GLS's exceptional team of engineers and maintenance personnel strive for perfection, and they just about reach it!

Thanks to the ongoing investments in the Seaway's infrastructure being made by the U.S. and Canadian governments, the Seaway's customers can look to the future with confidence. They know that the infrastructure investments they are making in new vessels, terminals, docks, and related infrastructure are being met by the Seaway. This mutual commitment to infrastructure investment becomes a virtuous circle to the benefit of the millions of people who rely on Great Lakes Seaway maritime transportation. Let's all give thanks that "infrastructure" has become a household word!

GLS Infrastructure Annual Funding (in millions of dollars)



GUEST COLUMNIST DAVE GUTHEIL
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System (GLSLS). The membership over the years has consisted mainly of representatives from ports, vessel agents, and tourism entities, which have all worked together to achieve that goal. Through the hard work of this organization, this goal was achieved in 2015 when various U.S. and Canadian ports began receiving regular vessel calls from international cruise operators, such as Victory Cruise Lines, Pearl Seas Cruises, Plantours, and Blount, among others.

During this same period, the U.S. and Canadian management organizations of the St. Lawrence Seaway System established the Hwy H_20 brand to specifically enhance marketing efforts with the goal of attracting commercial cargoes to the GLSLS. Hwy H_20 has become a globally recognized brand and has established a regular presence at trade shows that focus on the movement of cargo around the world. U.S. and Canadian members, who are sometimes competitors for the same cargoes, have, and continue to share a common vision and interest in expanding the GLSLS brand through the building of commercial cargo activity.

The GLCC membership has regularly discussed ways in which to enhance and improve our marketing efforts and communication processes to current and potential cruise owners/operators. The reason to move the GLCC membership under the Hwy H_20 umbrella was twofold. First, because of the success of Hwy H_20, and due to the partnership between the U.S. and Canadian seaway organizations, significant commercial operational and trade related expertise exists that is utilized by vessels that transit the system. This expertise provides a more streamlined communication flow for questions that arise both when new lines contemplate entering the system for cruising, and when current system users have questions pertaining to trade or operational related matters. Previously, vessel lines may have directed these questions to a contact within the GLCC, who then contacted the proper seaway personnel. Our new structure removes one interim step from the previous process and improves communication to our customers.

Second, our members will enjoy larger marketing opportunities within the Hwy H_20 network. There are already plans underway to include a cruise panel at the annual Hwy H_2O Conference in November 2021 in Toronto. The Hwy H_20 website also receives significant viewership daily, and now includes a section specific for cruising. The U.S. Great Lakes St. Lawrence Seaway Development Corporation has also committed significant marketing resources on expanding our presence at the Seatrade Conference in Miami, September 2021 (and beyond!) that will assist in attracting more visitors. To date, the GLCC has gained center spread coverage in the winter edition of Maritime Executive, and the spring and summer edition of Cruise Industry News. This past April, the GLCC was also a sponsor in the Seatrade Virtual Conference that focused on Exhibition Cruising, where a virtual booth was established, two editorials about Great Lakes Cruising and the GLCC members ports and daily tweets that went to conference attendees.

Our membership is appreciative of the hard work performed by those in the past who assisted U.S. GLCC members in achieving our goal of increasing the number of cruise ships into the GLSLS. We are very excited about the steps we have taken to expand our reach and the future work to increase the awareness of the Great Lakes as a destination for the luxury and exhibition cruise ship market. ■■■

Seaway Connectivity in 2020: Embracing Opportunity

"All Hands-On Zoom"

2020 was a challenging year for all of us at the Seaway in so many different ways as a result of COVID-19's impacts. The home front literally became a hybrid family-office environment for many. That change alone presented unique workplace productivity challenges that in some instances were in direct proportion to the number of school-aged kids and/or pets with whom you lived.

Within this context, the success achieved by the Great Lakes St. Lawrence Seaway Development Corporation (GLS) throughout the tumultuous 2020 Great Lakes St. Lawrence Seaway navigation season in maintaining over 99 percent reliability through the locks is nothing short of amazing. It is a testament to the dedication and perseverance of the entire U.S. lock operations workforce who handled the duties required to transit vessels 24/7 through the U.S. Seaway locks from April 1 through December 31.

Maintaining that same uninterrupted and efficient work schedule for those Seaway employees not required to man the locks was an entirely different challenge. ***Telework*** became permanently etched in each and every job description. In some cases, it was seamless and allowed each employee simply to work from a familiar, if unaccustomed, environment without a hitch.

In the case of The Office of Trade & Economic Development, whose mission is to market the system internationally, amplify its visibility as a vital maritime supply chain, and grow trade, the immediate need was to maintain as much direct communication and obtain as much real-time operational information as possible on a global scale. Not an easy task with no trade shows, no conferences, no travel, and no face-to-face networking opportunities. Implementing an effective approach to maintain those critical relationships with both our domestic and international trading partners was essential. This required the GLS to embrace technology more than ever.

Thankfully, and to its benefit in the face of this "new normal," the GLS has made it a habit of leading the way in the advancement of new technology in its day-to-day operations. In 2020, the GLS's foresight to embrace technology paid some huge dividends. In a perfectly timed, and completely coincidental way, 2020 was the first full navigation season with Hands Free Mooring (HFM) in place at both U.S. Seaway locks. If there was ever a time for Seaway employees to NOT have to handle international vessel lines, it was 2020. The timing may appear to be lucky, but in reality, it was the Seaway's foresight to implement new technology *before* a crisis necessitated it.

In the face of the pandemic, the GLS embraced communication technology from Skype to Zoom to Teams to Pheedloop (or simply "Insert media platform here"). First and foremost, the highest priority of employee health and safety during COVID-19 had to be dealt with on the GLS "home front" with daily calls addressing an alphabet soup of circumstances and scenarios that required constant and diligent attention to detail. Within that daily backdrop, the Seaway's lock operations staff carried out its mission of keeping the "trade lane open" and the GLS's office staff worked to keep the "trade lines of communication" open globally throughout 2020's navigation season.

The Office of Trade & Economic Development forged ahead. Long planned initiatives used the tools available to keep forward momentum. Teams calls became the means of securing stakeholder input to use as the foundation of a Strategic Marketing Plan to promote and highlight our Great Lakes ports virtually.

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Hands Free Mooring unit fully operational at Eisenhower and Snell Locks.

SEAWAY CONNECTIVITY IN 2020:
EMBRACING OPPORTUNITY
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Given the expansive geography of the Great Lakes St. Lawrence Seaway System, the GLS's and SLSMC's Trade Development staffs scheduled and held virtual meetings on a regular basis with each of the system's binational stakeholders (numbering in the dozens). These calls were focused on staying informed as to the various work environment conditions and logistics challenges being faced by our maritime partners. Each community within the system had to implement unprecedented operational procedures due to the impacts of the pandemic and each had unique obstacles to overcome. Communicating virtually during the 2020 navigation season was both a sobering and an uplifting roller coaster ride that allowed the GLS and SLSMC to "travel" around the system. Each call was a real time peek "under the hood" of how the Great Lakes St. Lawrence Seaway System was managing to operate effectively.

It was made possible by embracing technology more than ever before.

Even the Hwy H_20 Conference, the annual gathering place of our stakeholder community, was converted through an extensive and never-ending Pheedloop learning curve to a virtual event in November. With a virtual experience the only available avenue for engaging the entire community at once, the GLS and SLSMC engaged in some "outside the box" thinking to plan a streamlined and focused conference highlighting the system on a virtual platform. If there was a "silver lining" to not being able to see our stakeholders in person, it was that the virtual conference provided an opportunity for attendees to participate on a global scale.

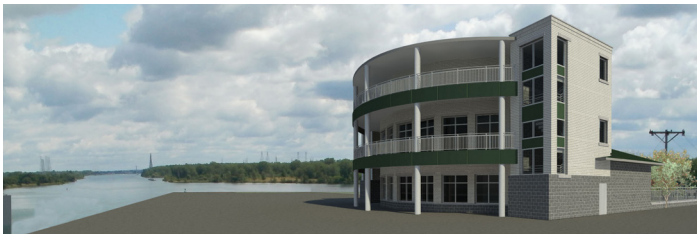
Overcoming the lack of face-to-face interaction with each co-worker, agency partner, port, terminal, shipper, carrier, and logistics provider that make the maritime supply chain of the world's third largest economy function was a daunting challenge. Using technology, the GLS has focused on keeping those dialogues active throughout the past 15 months through a Teams approach.

AIS is a GPS-based computer technology that permits ship-to-shore and ship-to-ship communications.

Now, as we prepare to return to another "new normal" post pandemic, the GLS will continue to hone its skills with the tools of virtual communication it has been using out of pure necessity since March of 2020. Virtual communication has now become an essential part of our GLS technology toolbox, like the Automatic Identification System (AIS), HFM, and perhaps one day a Vessel Traffic Flow Management System (VTFMS). As it has before, embracing technology will continue to allow the GLS to perform its primary mission of maintaining a safe, efficient, reliable maritime supply chain through whatever "rough seas" we may encounter next. ■■■

New Seaway Visitors' Center Progresses

Rendering: approaching side of the new Visitors' Center.



Rendering: water side of the new Visitors' Center.

In September 2019, former U.S. Secretary of Transportation Elaine L. Chao and U.S. Representative Elise Stefanik, R-NY, announced $6 million in funding for the GLS to construct a new Visitors' Center at the Eisenhower Lock.

Construction plans are progressing, and the Corporation has engaged with an architectural firm to finalize the design of the new structure and has received preliminary design plans to review. This new center will welcome the tens of thousands of people from around the world who come to watch ships transit the lock each year and serve as a cornerstone for tourism in the North Country region of New York. ■■■

New Corporate Seal

In conjunction with the recent change to our corporate name, a new corporate seal has been approved by DOT Secretary Pete Buttigieg. An internal working group of GLS employees at all levels offered ideas and provided input to the design of the new seal. This fresh visual representation pays homage to the former SLSDC seal while depicting the Great Lakes and St. Lawrence River. Great Lakes Seaway System stakeholders will appreciate the new design as it becomes prevalent on the Seaway's web sites, publications, signage, and even the new GLS tugboats. ■■■

New Supply Chain Video Series

THE GREAT LAKES SEAWAY PARTNERSHIP

The Great Lakes Seaway Partnership has launched two installments of *American Anchor*, a series of short films highlighting key transportation supply chains and illustrating the global and regional impacts of Great Lakes Seaway shipping. The first *American Anchor* video was released on March 24 and illustrates the steel making supply chain. The second *American Anchor* short film, released on May 5, highlights and explains the agricultural export supply chain, beginning at farms across the Midwest and ending with consumer products such as pasta and bread.

The *American Anchor* series artfully captures the impact of Great Lakes shipping, the St. Lawrence Seaway, Great Lakes ports, foreign and domestic vessels, farmers, manufacturers, labor, and the relationship of each to their local and global communities. *American Anchor* is now available to watch online. The Great Lakes Seaway Partnership is a coalition of leading U.S. and Canadian maritime organizations working to enhance public understanding of the benefits of commercial shipping in the Great Lakes Seaway region of North America. Join the conversation through The Great Lakes Seaway Partnership's social channels on Twitter, Instagram, Facebook, and LinkedIn. ■■■

2020 Pacesetter Awards Announced for U.S. Ports

Eight U.S. ports in the Great Lakes St. Lawrence Seaway System earned the GLS's Robert J. Lewis Pacesetter Award for registering increases in international tonnage shipped through their ports during the 2020 navigation season. The GLS annually recognizes U.S. Great Lakes ports that increase international tonnage shipped through the St. Lawrence Seaway compared to the previous year. Since the award was first issued 29 years ago, the GLS has distributed over 150 Pacesetter Awards to different U.S. ports in the Great Lakes Seaway System. The eight recipients of the Pacesetter Award for 2020 are the Port of Buffalo (N.Y.), the Port of Indiana-Burns Harbor (Ind.), the Conneaut Port Authority (Ohio), the Lorain Port and Finance Authority (Ohio), Port Milwaukee (Wis.), the Port of Monroe (Mich.), the Ogdensburg Bridge and Port Authority (N.Y.), and the Toledo-Lucas County Port Authority (Ohio).

The GLS's Pacesetter Award serves to raise awareness among the wider community about how important ports are as assets to the local, regional, and national economy. Great Lakes ports are working harder than ever to handle more commerce safely and efficiently. ■■■

New Tug Construction Update

April 16 marked the official keel-laying for the *HT-60* tug, which will be replacing the tug *Performance*. Unfortunately, due to COVID-19 restrictions, Seaway representatives were unable to attend the traditional maritime ceremony associated with the official start of construction of the vessel. The vessel was designed by Glosten Associates in Seattle, Wash. and is being built by Washburn & Doughty in East Boothbay, Me.

The *HT-60*, measuring 60 feet in length overall compared to the *Guardian's* 118 feet, will be the little sister to the *Seaway Guardian* and will have many of the same design characteristics. Like the *Guardian*, it will have twin azimuth stern drives (ASD) propelled by twin Caterpillar diesel engines. The vessel was designed

Keel-laying of the *HT-60* vessel

in accordance with the Balic Ice Class IC and will be equipped with an ice scraping arm to help clear the lock walls of ice.

Although smaller than the *Robinson Bay*, it will be more powerful and more efficient than the *Robbie Bay* and the *Performance*.

Construction of the vessel is scheduled to be completed in late September with a launch date of October 8.

Dock and sea trials will be conducted during October and November with an expected delivery date to Massena in December 2021.

There were numerous challenges encountered by the designer, shipyard, and suppliers over the past several months as a result of COVID-19, but all parties have remained resilient and flexible so that the Seaway can take delivery before the close of the 2021 navigation season. Last month, a naming contest was held and the winning name has been forwarded to Secretary Buttigieg for his approval. ■■■

Spring Buoy Run

The annual Spring Buoy Run to commission the floating aids to navigation within the U.S. sectors of the St. Lawrence River began on March 31. The Great Lakes St. Lawrence Seaway Development Corporation's (GLS) Marine Division completed the Spring Buoy Run on April 10 when the final buoy was commissioned for the navigation season below Snell Lock Cornwall district.

Due to low water levels along the river, this year's buoy run had its challenges, including having the GLS's Captains on their tows when deploying aids on the outer channel limits.

The *Robinson Bay*, while pushing the GLS's buoy barge, proceeded upriver to Ogdensburg Harbor at a fast pace and began setting lighted buoys along the way. Next, the *Robinson Bay* moved onward to Clayton Harbor with the same efficiency, and again set lighted buoys along the way. At times, well over 20 buoys per day were commissioned.

The hardworking crew did an outstanding job and managed to complete this year's buoy run under less than ideal circumstances.

The *Robinson Bay* is still the queen of the GLS fleet and will continue to be the Corporation's workhorse tug until the *Seaway Guardian* and *HT-60* are ready to relieve the *Robbie Bay* of her duties.

Watch the 2021 GLS Spring Buoy Run here: bit.ly/3g0ZOP9. ■■■

DeLuca honored by University of Minnesota Center for Transportation Studies

DULUTH SEAWAY PORT AUTHORITY

Deb DeLuca, Port Director, Duluth Seaway Port Authority, accepts the 2021 Distinguished Service Award at the University of Minnesota's Center for Transportation Studies in May 2021.

In May 2021, the University of Minnesota's Center for Transportation Studies (CTS) presented Duluth Seaway Port Authority Executive Director Deb DeLuca with its 2021 Distinguished Service Award at a virtual ceremony led by CTS Interim Director Dawn Hood.

The William K. Smith Distinguished Service Award is presented annually to a private sector professional in the freight transportation and supply chain industry for leadership in the field and contributions to mentorship and education of future leaders.

Since becoming the Port Authority's executive director in 2018, DeLuca has marshalled resources to initiate more than $26 million in port-related capital projects, greatly increasing freight transport capacity and efficiency in the Port of Duluth-Superior. She also helped facilitate a college internship program at the Port Authority in 2020.

DeLuca is the third recipient of the award with connections to the Port of Duluth-Superior. Previous port honorees included former Duluth Seaway Port Authority Executive Director Vanta Coda II (2017) and current Lake Superior Warehousing Marketing Director Ronald Dvorak (2015). The CTS began presenting its William K. Smith Distinguished Service Award in 2002.

"I'm grateful for the recognition, but it's truly an award that belongs to our entire team," said DeLuca. "Together, we've improved the freight transportation landscape not only in this port, but for the region as a whole, and we've done it thanks to strategic planning, hard work, and collaboration. It's a great team effort of longtime industry experts and a new generation of contributors who will be the industry's future."

Approximately 800 vessels and 35 million short tons of cargo move through the Port of Duluth-Superior each year, making it the Great Lakes' largest tonnage port and one of the nation's top 20. The Port supports nearly 8,000 jobs and contributes $1.4 billion in business revenue to the regional economy. Learn more at DuluthPort.com. ■■■

Personnel News

In April 2021, Ports of Indiana announced the hiring of **Ryan McCoy** as the new Ports of Indiana-Burns Harbor port director and **Tom Fifer** as the director of planning and project delivery, a newly created position.

McCoy, a lifelong northwest Indiana resident, will lead port operations and business development for the northwest Indiana port, starting on April 26. McCoy's industry experience includes nearly 20 years as a mid- to senior-level manager in the agriculture, steel, maritime transportation, and logistics sectors. He most recently served as a multi-facility manager at Cargill, Inc., a global grain elevator company and a tenant at the Ports of Indiana-Burns Harbor.

McCoy specializes in supply chain management, community and business development, multimodal transportation, logistics, and capital deployment. During his time with Cargill, Inc., McCoy led Cargill's efforts to become the first organic certified grain facility in the United States, and, nearly six years ago, brought the first imported organic corn shipments into the Midwest market.

Fifer brings 30 years of experience in construction management and engineering with global healthcare and large industrial companies, overlapping with 28 years of experience as a hospital clinical engineer with the Air Force Reserves. In his role as the director of planning and project delivery, which began in February, Fifer is responsible for leading the project planning and delivery process from start to finish at all three port locations, along with the Port's engineering team. Most recently, Fifer served as the global director of engineering and maintenance for Envigo, a life sciences research and development company. Fifer was responsible for facility operations and preventative maintenance for clean room facilities in the U.S., UK, Europe, and Asia.

The new position of director of planning and project delivery was created to emphasize the importance of improving the entire project delivery process. This includes emphasizing and valuing early strategic planning and development by project teams, upfront project due diligence, and construction management through project closeout; all of which will allow for the port's continued success and growth in capital expenditures projects.

On May 7, 2021, **Rear Admiral Michael Johnston** assumed command of the U.S. Coast Guard's Ninth District from retiring Rear Admiral Donna L. Cottrell at a ceremony in Cleveland. RADM Johnston is the senior Coast Guard Commander for the Great Lakes and St. Lawrence Seaway, an area that encompasses eight states, a 1,500-mile international border, and a workforce of over 6,000 Coast Guard active duty, reserve, civilian, and auxiliary men and women. In addition to the Admiral, Captain Eric Doucette, the new Chief of Staff, will be arriving in July from Sector Boston.

Save the Date

September

September 27–30
Seatrade Cruise Global
Miami, Fla.
https://www.seatradecruiseglobal.com/en/home.html
Note: This conference generally occurs in the spring and has been rescheduled to the fall.

SeatradeCruiseGlobal
27-30 September 2021 | Expo 28-30 September 2021
Miami Beach Convention Center | Miami Beach, FL, USA

November

November 16–18
Hwy H_20 Conference
Virtual Meeting
https://hwyh2o.com/home/

HWY H_2O

December

December 7–8
American Clean Power Association—CLEANPOWER Conference
Tradeshow and Business Development
Indianapolis, Ind.
https://cleanpower.org/expo

AMERICAN CLEAN POWER