

No. 13 | MAY - SEPTEMBER 2011

PORTS AND TERMINALS

CARIBBEAN MARITIME

CFS

**CARIBBEAN
FEEDER SERVICES
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ST MAARTEN

**STRATEGY
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GUADELOUPE TO BUILD CONTAINER TERMINAL



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CARIBBEAN MARITIME

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caribbean shipping association

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"To promote and foster the highest quality service to the maritime industry through training development; working with all agencies, groups and other associations for the benefit and development of its members and the peoples of the Caribbean region."

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THERE IS OPTIMISM, TENACITY AND RESILIENCE IN THE CARIBBEAN

Data documenting the performance of ports and terminals across the Caribbean and Latin America over the first decade of the 21st century are instructive. Growth in the first five years was erased in the second. And, projections for the early years of the second decade are not generating much excitement.

Recent prognoses, already rendered dubious by generalisations and references to unquantifiable variables, not to mention previous experience, suggest that those who are paid to know don't know any more than you do.

"After a year of fragile and uneven recovery, global economic growth started to decelerate on a broad front in mid-2010 and this slower growth is expected to continue into 2011 and 2012. The United Nations baseline forecast for the growth of world gross product (WGP) is 3.1 per cent for 2011 and 3.5 per cent for 2012, which is below the 3.6 per cent estimated for 2010 and the pre-crisis pace of global growth.

"Weaknesses in major developed economies continue to drag the global recovery and pose risks for world economic stability in the coming years."

This is not what was expected. This comment from the 'World Economic Situation and Prospects (WESP)' – a joint product of the Department of Economic & Social Affairs, the United Nations Conference on Trade & Development and the five United Nations regional commissions – is not what we want to hear. Regardless. Listen we must.

According to the UN, slow growth must be anticipated for 2011 and weaknesses in developed economies continue to drag the global recovery, posing risks for world economic stability

The seaports, cargo and passenger terminals are a critical component in the national economies of states and territories. In the Caribbean region, where most of the sovereign territories are islands, this is clearly demonstrated. The volume of trade and the number of ships transiting these facilities allow for measurement and assessment. Ports and terminals therefore can provide a reading of the economic performance of national economies of which they are a part.

This 13th issue of *Caribbean Maritime* carries the theme 'Ports and terminals'. The coverage sweeps across the sphere of the Caribbean Shipping Association – from Louisiana and Florida in the north, to Suriname and Guyana in the south. The stories published here create, collectively, a snapshot in time; a note in history about the second half of the first decade of the 21st century. They contribute, individually and collectively, in concise form and cold numbers, data for future research about the global economic fallout of the early 21st century. They speak to ports and terminals helplessly watching cargo and vessel calls decline. They tell of commitment to national development, as Guyana continues its initiatives for an upgraded Georgetown port; and of celebrating triumph over great odds, as did Caribbean Feeder Services.

The statistics are not good. And, perhaps they could have been worse. There is, however, ample evidence of continuing development, in the reports from ports and terminals across the Region; evidence to inspire hope and even optimism, of a return to the highs of the first decade before the end of 2015.

There is optimism in the Caribbean. And there is tenacity and resilience. Planning for development and initiatives for expansion are being reported from New Orleans to Paramaribo and across the CSA's entire sphere of influence. Progress may have slowed but development not thwarted.

Caribbean Maritime celebrates the courage, determination and the resilience of the peoples of the Caribbean region and documents in this issue the concerns, successes and development plans of their ports and terminals in the second half of the first decade of the 21st century.



MIKE JARRETT, EDITOR

Make our ports and terminals 'disaster-resistant'

On March 11, by the time we saw the awesome and tragic images from Japan, the sea was already back to normal. The destruction was over in a very short time.

The video images were a cold reminder of our own fragile world, which could likewise crumble with little or no warning. And, the lessons to learn are ignored at our peril.

The tsunami and nuclear electric plant accidents and the response immediately afterwards suggest that the disaster management plans needed overhaul. The act of using sea water to cool the reactors did not seem to be a part of the plan.

Japan is 'earthquake country'. The low-lying area that suffered most on March 11, 2011 was also deluged by a tsunami in 1896. The Caribbean is 'hurricane region'. In two months or less we could be facing the fiercest hurricanes ever. And the two fault lines which separate the North American tectonic plate and the Caribbean plate converge on the

constantly review and practise disaster response plans for hurricane, earthquake and tsunami, so to ensure that they are already operational when the unexpected happens. We don't need to be repeating the errors of our history. We need plans that are active, ready and engaged – 24/7. Many disaster response plans are structured to become operational when there is a disaster. At that time, it may already be too late.

Strategy

The factors influencing any strategy planning for developing disaster-resistant ports are: (a) type and (b) size of ships which may be in port at the time of the disaster or will be employed in the recovery process. In this regard it is important that disaster plans are updated frequently. Ships are getting bigger. Cruise ships have twice the capacity of their forerunners of 10 years ago. And the new 'Triple E' class container ships, the first to be delivered by 2013, are 400 metres long, 59 metres wide and 73 metres high, with 18,000 teu capacity.



plan development and design disaster-resistant ports. Strategies for coping with disaster while a mega cruise ship is in port with thousands of passengers ashore cannot be left cold in a drawer somewhere. Disasters rarely come with sufficient warning.

While these mega-ships are being built, two events are happening simultaneously – the Panama Canal Expansion is proceeding apace and the global recession appears to be

replacing public demand but the IMF is concerned that rising food and commodity prices are creating pressure on poor households and adding to social and economic tensions in North Africa and the Middle East. And, that higher oil prices are likely to depress demand in oil-importing economies.

The rate of recovery and the possible suppression of demand by high oil prices may be in doubt at this early stage of 2011. What is in little doubt is that in 24 months, ships larger than the biggest now afloat will be introduced into service; and, in 36 months, the historic Panama Canal Expansion programme will be completed, on schedule.

Carlos Urriola
President, Caribbean Shipping Association

The Caribbean is 'hurricane region'

Haitian side of Hispaniola. We need to know all the real and potential dangers of hurricanes and earthquakes and develop 'disaster-resistant ports', able to reopen immediately to facilitate and sustain recovery efforts.

We need to develop and

The size, as well as the cargo volume that these ships, cargo and cruise, will generate; and, the ability of regional ports and terminals to manage and handle the resulting traffic from feeder vessel activity, must come into sharp focus as we

slowing. The International Monetary Fund (IMF) is projecting a decline in real GDP growth in 2011. Notwithstanding, according to the IMF, the global economy is 'gaining strength but unemployment remains high'. Private-driven demand is slowly



GUADELOUPE TO BUILD CONTAINER TERMINAL

Guadeloupe has been moving with a sense of purpose as it positions itself to become, by the year 2015, a transshipment hub for container traffic destined for the Lesser Antilles.

Last year, was a time for study and assessment of the project. This year Guadeloupe will be discussing the project with stakeholders and the public. The planned public consultation will be followed by the launch of the 'international call to projects'.

INVESTMENT

This will of course require significant capital investment in infrastructure, buildings and equipment and a well-equipped, effective and efficiently run container terminal. With this understanding, the Port Authority of Guadeloupe (PAG) has given the development of a container terminal top priority status.

With the current trends in world shipping favouring bigger ships with fewer ports of call; and, with the expansion of the Panama Canal about to be completed, it is felt in the Guadeloupe port community that the time is right for building its container terminal.

The plan is to reconfigure current installations, now close to saturation. The PAG plans to dredge 350 metres of quays to a draught of 15 metres; and, to

class D quays proposed will guarantee a continuity of performance in the event of a major earthquake. Studies carried out in 2009 revealed that this container terminal development project offers additional development potential.

OPPORTUNITY

A second phase of development presents an opportunity to construct 350 metres of new quays (for a total linear develop-

THE PORT AUTHORITY OF GUADELOUPE HAS GIVEN THE DEVELOPMENT OF A CONTAINER TERMINAL TOP PRIORITY STATUS

surface some 25 hectares of yard space.


The new terminal will have a capacity of 540,000 teu per year.

According to the PAG, the new

ment of 1,300 metres) and 15 hectares of additional yard space, for a total surface area of 52 hectares. The draught would also be deepened to 16 metres.

Ultimately, the capacity of Guadeloupe's new container terminal would be over one million teu per year.

STUDIES

The plans for development of the container terminal are protective of the environment and the initial studies show that the development plans will not have a negative impact on the ecology. Indeed, the findings characterise the area to be developed as "a site with a moderate to low environmental factor as regards the filling area" and as having "a nil environmental factor as regards the fairway". Notwithstanding, as part of this project, PAG is planning to put in place environmental impact mitigation measures. In this regard, the port authority will be working in close collaboration with environmental protection bodies and with private ecology interest groups. 



The Port of Kingston

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The Port of Kingston has, over the past 30 years, developed into an important player in the international shipping industry and is now the leading transshipment hub port in the region.



Operations at the Kingston Container Terminal highlight a well-trained and motivated workforce, in an environment of stable industrial relations and leading-edge technology.

The Port of Kingston is strategically located on both the north-south axis and east-west axis through the Caribbean and just 32 miles off the main trading route to and from the Panama Canal.



The Port Authority
of Jamaica


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Curaçao showed all-round decline in 2010

Ports and terminals throughout the Caribbean reported continuing decline in 2010 and Curaçao was no different.

Curaçao received 2,464 ships (piloted vessels inward) in 2010, a decline of 14% from 2,865 in 2009. The decline in vessel arrivals was reflected across all categories of ships, but tanker arrivals showed the largest slump of approximately 25%, from 1,016 in 2009 to 764 last year.

These declines were reflected in the total volume of cargo handled. Curaçao saw 5%


less volume (metric tonnes) last year as against 2009. Local cargo declined by 7%, from 856,236 tonnes in 2009 to 794,506 tonnes last year.


Containers

Similarly, the country experienced a decline in containers handled. Total box moves declined by 6% in 2010, from 61,146 moves in 2009 to 57,780 last year. Domestic cargo containers declined by 5% from 54,223 boxes in 2009 to 51,675 last year; while trans-

shipment boxes handled declined from 6,923 in 2009 to 6,105 last year.

Curaçao handled 93,603 teu in 2010, a decline of more than 4%, from 97,913 in the previous period.

Cruise ship arrivals showed a marginal decline, from 235 calls in 2009 to 222 last year. Total cruise passenger arrivals declined by more than 8%, from 417,324 in 2009 to 382,697 in 2010. Average monthly cruise passenger arrivals last year was 1,740 persons, down from a monthly average of 1,783 persons in 2009. 



Curaçao handled
93,603 teu in 2010



Mike Jarrett photo

PORT OF KINGSTON SET FOR GROWTH

The Port of Kingston, now rated 62 among the world's leading ports, has seen vessel calls increase for the second consecutive year and surpassing traffic recorded for 2007.

The port received 1,554 ships in 2010, about nine per cent more than the 1,429 received in the previous year and significantly more than the 1,272 received in 2008.

CONSIGNEES

Kingston Container Terminal (KCT) releases, on average, about 190 domestic containers each day to Jamaican consignees. Kingston Wharves releases about 60, making a total daily delivery to the Jamaican market of 250 containers. KCT handles an average of

million twenty-foot equivalent units (teu) of cargo, of which 8.3 million was transshipment and 1.4 million domestic.

Given this scope of operations and in order to meet the growing demands of competitiveness throughout the Americas the Port Authority of Jamaica embarked on a massive expansion programme of the Kingston Container Terminal. The total cost of undertaking these expansions was over US\$300 million.

ACCOMPLISHMENTS

The Kingston Container Terminal (KCT) has made significant strides since its operations commenced in June 1975. After four successive phases of expansion,

KCT now claims it is the leading state-of-the-art port facility in the Region.

Undoubtedly, the Kingston Container Terminal has many claims it can justifiably make. It is:

- A world-class facility operating in a highly competitive environment, 24 hours per day, 365 days per year
- Considered to have a stable workforce
- Ranked among the Top 100 Ports globally
- Operating a flexible work (port workers work any five of seven days)
- Exposing staff to world-class training programmes and information technology systems
- Financially stable (with a business value of over US\$400 million).

THE PORT RECEIVED 1,554 SHIPS IN 2010, ABOUT NINE PER CENT MORE THAN IN THE PREVIOUS YEAR

190,000 teu of domestic cargo annually, while Kingston Wharves handles an average of 89,000 teu. Over the past five years, the Port of Kingston has handled a total of 9.7

million twenty-foot equivalent units (teu) of cargo, of which 8.3 million was transshipment and 1.4 million domestic. After four successive phases of expansion, which resulted in the capacity of the terminal increasing by about 600%, from the original 400,000 teu in 1975, to 2.8 million teu at the end of 2008,

It also has a capacity of 2.8 million teu, far greater than many of its competitors and is currently utilising less than 70% of that. KCT is therefore able to accept additional business.

The terminal is equipped to accom-



THE PORT OF KINGSTON HAS MOVED TO CAPITALISE ON ITS STRATEGIC GEOGRAPHIC POSITION BY ENSURING THAT IT IS FULLY EQUIPPED TO HANDLE MEGA CONTAINERSHIPS


moderate most vessels afloat. In fact, it was the first terminal in the Region to handle a 10,000 teu vessel. The *Zim Antwerp*, made its maiden visit to the Port of Kingston in February of last year. The *Antwerp*, too large to transit the Panama Canal, had to sail around the Cape of Good Hope. Kingston was the only port in the Caribbean region that could handle this vessel. Since that time, the port has handled other 10,000 teu container ships.

STRATEGIC POSITIONING

The Port of Kingston has moved to capitalise on its strategic geographic position by ensuring that it is fully equipped to handle mega container ships. Plans include:

- Dredging of the channel and turning basin to approximately 16 metres by 2014

- Expanding the port into the historic landmark, Fort Augusta, so as to provide additional berthing of 1,500 metres
- Creating 70 hectares (173 acres) of yard space
- Developing value-added logistics capabilities.

In relation to the growth of container traffic, Drewry Shipping Consultants of the UK are forecasting that there will be an average growth of up to 8% per annum, globally. Based on these projections, it is estimated that by 2015, the Port of Kingston will grow from the present 1.7 million teu per annum to approximately 4 million teu per annum. 

KINGSTON	
YEAR	VESSEL CALLS
2006	1,746
2007	1,467
2008	1,272
2009	1,429
2010	1,554



KINGSTON WHARVES acquires new equipment to secure its competitive edge

Kingston Wharves Limited (KWL) recently acquired new state-of-the-art equipment for its terminal on the Port in Kingston, Jamaica, at a cost of US\$5 million. A Gottwald crane and two Taylor reach stackers are the newest additions to its comprehensive range of terminal equipment.

This investment demonstrates the robust confidence KWL (not to be confused with the Kingston Container Terminal) has in its future and will greatly contribute to the company maintaining its competitive edge in the Region.

DILIGENCE

Following extensive due diligence, the US-based manufacturer Taylor was selected for logistical support. Its proximity to Jamaica and ability to provide technical support and spare parts for the reach stackers drove the decision. Gottwald Port Technology, the German harbour crane and terminal automation technology manufacturer was selected as it was felt that its equipment was best suited for high-speed container handling. This crane operates in twin-lift mode and can facilitate continuous bulk handling, as well as multiple heavy load lifts, making it ideal for KWL's terminal operations.

This acquisition initiative contributes significantly to stabilising overall maintenance costs, particularly as KWL's maintenance team has extensive experience in maintaining and servicing Gottwald cranes.

The high-performance and output levels of the new equipment will help the company



further maintain its competitive position in the region. It is currently rated by the Caribbean Shipping Association (CSA) as the Best Multi-purpose Terminal in the Caribbean.

An added advantage to this acquisition is the environmental benefit. With world fuel prices on the rise, the diesel-electric drive of the Generation 5, Model 6 Gottwald crane is cost-effective and highly efficient. It is expected to reduce fuel consumption and use less hydraulic oil, thereby making the danger of leaks less likely.

The new Gottwald crane can accommodate vessels up to 17 container widths across and has a lifting capacity of 125 tons, compared to the existing three cranes which lift up to 100 tons. The Taylor

Reach Stacker is able to stack five-high, up to 99,000 lbs.

UPGRADE

Over the years, KWL has maintained an ongoing terminal infrastructure upgrade programme, with the extensive redevelopment in 2009 of Berths 8 and 9. This expansion increased storage capacity at the terminal and enhanced KWL's ability to accept larger vessels. However, KWL had to adapt to global challenges even as it keeps the future in focus. During the recent period of global recession KWL shifted emphasis from capital investment to driving business development and implementing cost containment initiatives so as to recoup some of the spend in its



redevelopment programme. This flexibility illustrates the company's ability to revise its strategies in the face of adversity. KWL's dedication to expanding and developing its capabilities at its terminal is primarily driven by the desire to provide optimum client service.

INVESTMENT


With this significant investment in equipment, KWL now possesses greater operational flexibility which allows it to provide critical support to transshipment hub operations for two major shipping lines, Seaboard and Seafreight, as well as one of the world's leading

THE CARIBBEAN SHIPPING ASSOCIATION HAS NAMED KWL THE 'BEST MULTI-PURPOSE TERMINAL OF THE YEAR' ON SEVERAL OCCASIONS

motor vehicle carriers, Hoegh Autoliners. KWL has generated steady growth of its transshipment portfolio over the last decade, thus creating a situation where revenue earnings from the transshipment portfolio can grow regardless of the state of the domestic economy.

It is expected that the Panama Canal expansion will increase transshipment traffic for the Region's sea ports. In anticipation of this and in a bid to capitalise on

the expected business, KWL has positioned itself to take advantage by upgrading its terminal facilities to the highest global standards.

The Caribbean Shipping Association has named KWL the 'Best Multi-purpose Terminal of the Year' on several occasions and specifically for operational performance in 2006, 2007 and 2009. The multipurpose terminal also took the CSA's 'Efficiency' award for performance in 2008. 




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PORT OF SANTA MARTA BEING TRANSFORMED...

EXPANDING COLOMBIA'S SEAPORT CAPABILITY

The container terminal at the Port of Santa Marta took possession of two gantry cranes and four RTG on March 15, 2011 in a move expected to transform the facility and increase productivity.

All the equipment was built by ZPMC. STS cranes are post-panamax and the RTG are fully electric and 6+1 high. The two ship-to-shore gantry cranes and the four RTG arrived on board *Zhen Hua 24*.

INVESTMENT AND BENEFITS

Santa Marta International Terminal Company (SMITCO), a joint venture between SSA International and Sociedad Portuaria de Santa Marta, established to manage, operate and market the container terminal at the Port of Santa

Marta (Colombia) invested US\$20 million in the new equipment. In addition, it is investing US\$25 million in civil works.

In addition to greatly expanding the marine port capability of Colombia, the improved facility and the newly acquired equipment ensure greater operational productivity and competitive benefits for the handling of containerised cargo. The current annual capacity is 100,000 teu. However, current plans will result in a dramatic increase in capacity of up to 300,000 teu by the


third quarter of 2011. The expectation for phase two of the current development plans is 420,000 teu.

EMPLOYMENT GENERATION

In less than 18 months, SMITCO has generated 108 (direct) jobs and over 200 indirect jobs.

The two gantry cranes and the four RTG that arrived in Santa Marta recently meet all the environment protection requirements of the Sociedad Portuaria de Santa Marta. They are electric, energy-efficient and emit less exhaust



pollutants than is the case at conventional port facilities which use diesel-powered equipment. The main benefits to the environment arise from reduced emission of greenhouse gases, fuel economy, and noise reduction. 

THE NEWLY ACQUIRED EQUIPMENT ENSURES GREATER OPERATIONAL PRODUCTIVITY AND COMPETITIVE BENEFITS FOR THE HANDLING OF CONTAINERISED CARGO



GUYANA: Growth in container traffic of 26% in five years...

Growth highlights urgent need for upgrading, maintenance

Guyana's main port handled more containers last year than in any of the past five years, thus faring better than many other ports in the Caribbean and Latin America.

Georgetown handled 59,850 twenty-foot equivalent units (teu) in 2010. This was a 13% increase over the previous year and a reversal of two consecutive years of decline. In 2006, the port handled 47,475 teu. The following year saw a significant increase of just under 20% to 56,860 teu. A marginal 2.4% decline in 2008 (55,530 teu) turned significant in 2009 when the port handled 52,000 teu.

The growth of more than 26% in container traffic at Georgetown over the past five years has created a sense of urgency at the Shipping Association of Guyana (SAG)

about the need for improvement at the country's main port. CSA President Carlos Urriola visited Guyana last year and added his support to the call for significant improvement in this port.

access channel. However, with the downsizing of bauxite operations and the clear inability of the Transport and Harbours Department to continue dredging, the draught of the channel basin was significantly

appropriate strategies to correct the situation.

They proposed substantially improving the operation of the Demerara River Harbour by executing capital dredging in the first instance, supported

The price tag for this significant upgrade to Guyana's main port facility was estimated at US\$21.75 million

The Association has also prepared a document for presentation to the Guyana government entitled: "*The Improvement of Operational Efficiency of the Demerara harbour via Public/Private Sector Partnership*".

Bauxite

The bauxite industry was largely responsible for the maintenance of Georgetown's

reduced and became costly to address, given the high level of silt build up at the Demerara Bar. This resulted in a reduction in the quantity of cargo being moved. Consequently, ship operators, exporters and importers have been severely affected.


In addition, there have been some incidents of piracy, theft and losses from international and local vessels, but this has not increased to alarming proportions. There is no fire fighting vessel available; pilotage services are poor and navigational aids are inadequate.

Against this background, the SAG and the Maritime Administration Dept. (MARAD) were jointly requested by the National Competitiveness Strategy Unit and the Minister of Transport and Hydraulics, to develop

by continuous maintenance dredging thereafter.

The proposals include, *inter alia*:

- Dredging of the channel to a minimum depth of 6.5 metres
- Acquisition of a dredger with 1,200 cubic metres capacity
- A multipurpose vessel for buoy tendering, hydrographic surveys and fire-fighting
- A pilot launch (to pilot ships at 16 to 20 knots)
- Navigational aids.

The price tag for this significant upgrade to Guyana's main port facility was estimated at US\$21.75 million. 



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READY FOR THE FUTURE

ENCOURAGING SIGNS BUT EFFECTS OF GLOBAL RECESSION LINGER

Port and terminal facilities in Barbados experienced a decline in ship traffic in 2010. Total vessel calls declined from 1,822 in 2009 to 1,664 last year, or just under 9%.

The Deep Water Harbour received 61 fewer cargo vessels

the global recession (between 2007 and 2010). Similarly, the shallow draught facility received fewer vessels in 2010 and, like the Deep Water Harbour, has seen four consecutive years of decline. The cement plant however received more ships last year than it has since 2007 and

There were 47 fewer cruise ship visits in 2010, down to 414. However, the port received more tankers last year than it has since 2007.

Following two years of decline Barbados experienced a modest increase in total general cargo handled at its main port facilities.

The increase of 1.7% in total tonnage handled reflected an increase in domestic imports of 4.3% and a 1.2% increase in export cargo.

IMPORTS


Domestic imports were nowhere near the 992,913 tons handled in 2006. In fact, the port experienced a steady

decline in domestic imports since then. In 2009, domestic cargo declined by just under 13%, from 934,107 tons to a five-year low of 813,921 tons. Last year's improvement, to 849,123 tons was therefore encouraging as it was the first increase in domestic imports in five years.

The marginal increase in export tonnages was also encouraging. Barbados had seen total export tonnages increase by more than 21% in 2006 and by more than 13% in 2007. There was even a modest increase in 2008, largely as a result of an increase in containerised cargo loaded. A 14% decline in 2009, from 164,099 tons in 2008 to 140,669, was therefore unsettling.

CONTAINERS HANDLED

Last year the country noted its third consecutive year of decline in containers handled. From 99,626 teu in 2007, Barbados has seen an annual decline – down 12% in 2008, 5% in 2009 and almost 3% last year – 80,424 in 2010.

Bulk cargo handled, registered a marginal increase of 1% and was cause for hope, after three consecutive years of decline. Increase in bulk tonnages were noted for molasses, grain/agribulk, fertiliser, cement and clinker. 

BARBADOS EXPERIENCED A MODEST INCREASE IN TOTAL CARGO HANDLED AT ITS MAIN PORT FACILITIES

in 2010 than during the previous year and has seen its traffic decline by about 20% during

this is reflected in significant increases in bulk movement of cement and clinker.



PUERTO RICO: *Experiencing effects of the global recession*



Puerto Rico has been reeling under the effects of the global recession. Cargo movement through San Juan Ports Authority facilities was down last financial year (2009-2010) by almost 4%, from 8.3 million short tons in 2008 – 2009 to just under 8 million.

Last year's decline, although not of the magnitude of the 12% drop from 9.4 million short tons in 2008, was the fifth consecutive year of reduction in tonnage handled at the country's sea ports. In 2004-2005, cargo handled increased by 2.4% across Puerto Rico's ports, to reach a total exceeding 10 million short tons and has declined by more than 20% since then, driven largely by the onset of a local recession in 2006

Largest

San Juan, by far the largest of Puerto Rico's eight ports, has been having similar experiences of decline as most other Caribbean ports. The port received 138 (or 7%) fewer ships last year than the 3,123 that called in 2008 – 2009. By comparison to San Juan's 2,985, Guayanilla received 277 vessels last year down from 482 in 2009; and, Guayama

received 311 ships last year, down from 346 in 2008. Yabucoa on the southeastern tip of Puerto Rico received 323 ships, 55.3% more than the 208 received in 2008 and received 45.6% more cargo, about 1 million more tons

... fifth consecutive year of reduction in tonnage handled at the country's sea ports

than in 2008.

Mayagüez, Puerto Rico's third busiest port, received 193 ships in 2009 – 2010, down from 210 in 2008; Ponce, the country's second largest, and considered the Caribbean's deepest port facility, received 110 ships in 2009 - 2010, fewer than the 150 in 2008 – 2009.

Ponce saw a decline in tonnage of 28% and Mayagüez had a 19% decline in tonnage while Arecibo had a near 60% increase in tonnage and Yabucoa had an increase in tonnage of more than 45%.

Decline


The Port of San Juan, which can accommodate eight cruise ships simultaneously, saw a decline in arrivals 2009 – 2010. The

port received 466 cruise ship calls last year, four fewer than in the previous year.

In 2004 – 2005, San Juan received 606 cruise ship calls and just fewer than 1.4 million passengers. A decline to 500 calls the following year was followed

by an increase to 563 calls in 2007 and up to 581 calls in the following year. Since then however, the port has seen a decline in cruise ship calls.

The port welcomed 1,185,780 cruise passengers last year, fewer than the 1,236,121 arrivals in 2008 – 2009. It was the third consecutive year of decline. In 2009, San Juan experienced a decline of 17.4% in cruise passenger arrivals, down from 1.5 million in 2008.

RCCL carried most of San Juan's cruise visitors in 2010 - 402,484 passengers. Carnival was second, with 346,978 passengers. Celebrity carried 147,545 for third place; Princess carried 136,843; Holland brought 61,191 and Costa was sixth with 51,834 passengers. 



PARAMARIBO PORT BEING TRANSFORMED

- TO BECOME TRANSSHIPMENT HUB

With the rehabilitation and expansion of Suriname's main port, Nieuwe Haven, reaching its final stages, the plan is to position it as a major transshipment hub for the region.

In April a third Gottwald mobile harbour crane was commissioned. And port officials feel that Paramaribo harbour is the most productive and efficient among the 33 ports in the region.

OPPORTUNITIES

"There are significant opportunities to transform the Nieuwe Haven into a transshipment terminal, taking into

account our infrastructure, adequately trained personnel and modern port equipment," said John Defares, managing director of Suriname's port authority, NV Havenbeheer.

"We see a bright future for the port industries. There are tremendous opportunities and NV Havenbeheer is ready to capitalise these opportunities. However we won't be able to do this by ourselves, we need the co-operation of all stakeholders and terminal operators," he added.

A main obstacle to achieve this goal, however, is the shallow depth of the

By Ivan Cairo

passage in the Suriname River. In order to facilitate large cargo vessels, the river needs to be dredged to a depth of at least 12 metres, he said. Meanwhile, several major international terminal operators have taken interest in offering services in Suriname.

INTERNATIONAL HARBOUR

"If everything goes according to plan, next year our port will be an international harbour. And if these companies establish services in Suriname and deter-



John Defares

mine that there is a market here, they would be eager to finance the dredging project," said Defares. Since negotiations are still taking place, he was reluctant to reveal details of the plans.

In 2010 Paramaribo worked a total of 994 vessels including 83 tankers. And, 59,583 teu were handled.

COOPERATION

The port authority is discussing closer co-operation with counterparts in neighbouring French Guiana to increase transshipment to the French territory. Plans are to establish the Marowijne Inland Terminal close to the border. Containers arriving at Nieuwe Haven in Paramaribo will be transferred by road to this terminal before transshipment to French Guiana. The Surinamese port authority is exploring whether, through a joint venture with the French, small production units could be established at the Marowijne Inland Terminal to manufacture products needed in French Guiana.

"We have proposed to French Guiana to identify a couple of products they import from France, which could be easily manufactured at the Marowijne Inland Terminal. These small production facilities could offer jobs to 60 to 70 people," said the managing director.

The Marowijne Inland Terminal could handle between 6,000 and 10,000 teu. Meanwhile, the port authority has

prepared a project document entitled 'Paramaribo Gateway to Guyane' which will be presented to Suriname's newly appointed ambassador in France. This is part of an attempt to solicit political support in Paris for this project. According to Defares, Nieuwe Haven port has the highest productivity in the region.

EFFICIENCY

"We are ahead of other Caribbean ports when it comes to efficiency. Nowhere else in the Caribbean are ships being loaded and unloaded so fast as here in Paramaribo. Therefore I applaud the decision of Integra Port Services to acquire a third Gottwald crane and shortly this terminal operator will acquire several more rubber tyred gantry cranes," he said.

"Suriname will become a very attractive transshipment port and that is our

in 2007, the plans were to pave only 22,000 square metres of the port yard and the reefer station. However, 65,000 square metres were finished. Also, 80 metres have been added to the pier, which added an additional 17,000 square metres to the port yard. In 2007 only 15 reefer plugs were available. There are now 96 plugs. At completion of this project 128 reefer plugs will be available.

According to Richard Steenland, CEO of VSH-United, one of three terminal operators at the Paramaribo port, since the management structure of the Nieuwe Haven was transformed in 2009 he has noticed an acceleration of activities in the port. Since 2009 the port authority has been operating as a landlord, leasing its facilities for the handling of vessels and cargo to Integra

WITH THE START OF THE REHABILITATION THE PORT MADE A GIANT LEAP FORWARD ... A VERY POSITIVE DEVELOPMENT

focus right now. This year we are laying the foundation to become more independent from our national economy. We want to offer more services to the region. Currently we are a captive port since around 95% of the cargo has Suriname as final destination," he added.

EXPANSION


Before year end 2011 the rehabilitation and expansion of the port, which began in 2007, should be completed. Currently works are in progress to erect a new perimeter fence more than 2 km long. Construction of a modern drainage installation is being completed. A state-of-the-art camera security system with a price tag of US\$250,000 is being installed in the harbour. Next year all the roads in the port and surrounding area will be asphalted.

When the rehabilitation started

Port Services, VSH-United and Continental Shipping.

"With the start of the rehabilitation the port made a giant leap forward, which is a very positive development," Steenland told **Caribbean Maritime**.

He said that the new situation allows the terminal operators to invest more in equipment and human resources to improve their services, which also adds to the competitiveness of the operators. It also provides opportunities to extend services to certain industries which were impossible before.

"Now we can also offer our services to companies which are searching for oil offshore. Earlier these companies could only access these services from Trinidad since our port was unsuitable for these projects," said the VSH-United manager. He further noted that these projects have a significant spin-off for the local economy. 

Privately owned port facility set to start operations in 2011

Almost three years after the takeover of a former bauxite export terminal in Moengo, eastern Suriname, Traymore Docks is positioning itself to become the country's second-largest port facility. Preparations to start a full-service port operation before the end of summer 2011 are well advanced.

The port is located at Suriname's deepest waterway, the Cottica River. The corporate objective is to create a major hub for freight destined for neighbouring French Guiana.

Part of the plans is also to offer facilities and space for small-scale entrepreneurs, especially in the agro-

processors," said Traymore's CEO, Eugene Profijt, a well-known member of the Caribbean Shipping Association.

Meanwhile, Traymore has leased one of its three fuel storage tanks (capacity of 30,000 barrels) to a diesel distributor to supply the eastern part of Suriname. The two other tanks are currently being prepared for storage of more fuel for the region. Currently Traymore owns the largest private sector fuel storage facility in Suriname.

DEVELOPMENT PROGRAMME

Discussing the port's development programme, the Traymore CEO said that a stacker

very positive and currently we are investing in new port equipment. Within the next three to four months we will be up and running", Eugene Profijt said.

Currently a lot of freight for French Guiana is being handled at the Nieuwe Haven port in Paramaribo. He therefore anticipates that some of this freight will ultimately be handled at Traymore Docks.

"Our port is only a half hour drive away from the border with French Guiana, so we expect that in the future shipping agencies will call on our facilities for transshipment."

Recently the company held a presentation for a visiting French delegation in a bid to attract clients from the neighbouring French territory.

Rather than focus mainly on his own specific business operations, Eugene Profijt is looking at the bigger picture. The port wants to play a key part in future development in the Marowijne District.

Some 15 locals are employed. This number could increase in the near future as the development unfolds.


It is understood that the



By Ivan Cairo

Suriname government is in negotiation with USA-based multinational, Newmont, to establish a gold mine in the area. And, a kaolin project is to begin operations in the area within the next six months.

"The capital is 90 km away. I don't think it would be wise of these companies to transport their equipment from the capital by road while there is a suitable port nearby", said the Traymore chief executive. Furthermore, Profijt is expecting the establishment of several other businesses in the area that would require port services once the gold mine and other industries are in operation. In his view, "if the government is smart", the administration should in the near future prohibit heavy transportation over the east-west road which currently is being rehabilitated and upgraded to meet highway standards.

"It would be a pity to invest 125 million euros to rehabilitate the road and then allow heavy transportation to ruin it in a few years," Profijt said. 

Preparations to start full-service port operation before the end of summer 2011 well advanced

processing sector, to establish production units.

"What we have here is a long-term investment, which ultimately will result in a tremendous spin-off for the local community and entrepre-

was soon to be commissioned to start container handling at the Traymore docks. So far, he said, about US\$3.5 million has been invested in the facilities.

"Since we took over this port the developments are



Falmouth Cruise Port open for business

The Caribbean's newest cruise terminal is open for business and has been receiving cruise vessels since the start of the year. Passenger arrivals between February 17 and March 31 were just short of 45,000.

Ceremonies to mark the official opening of the Falmouth Cruise Ship Port on Jamaica's north coast were held on March 22, 2011, when the world's largest

cruise ship, Royal Caribbean Cruises Limited's (RCCL) *Oasis of the Seas*, made its maiden voyage to the new facility.

Previously, RCCL's *Voyager of the Seas* made its maiden voyage to Falmouth on February 17, 2011,

Liners

Among the other RCCL mega cruise ships that docked in Falmouth during its first months in business were *Navigator of the Seas*,

Freedom of the Seas, and *Grandeur of the Seas*.

On March 30, Falmouth had its first 'double docking', with RCCL's *Allure of the Seas* and Pullmantur's *Horizon Valetta*. That day Falmouth received 9,000 cruise passengers.

The Falmouth port development is the result of a partnership agreement between the Port Authority of Jamaica (PAJ) and RCCL, which involved an investment

of approximately US\$269 million. The PAJ has been mandated to carry out the functions of port development and cruise marketing for the four cruise ship ports in Jamaica, Falmouth, Ocho Rios, Montego Bay and Port Antonio.

Guests

Among the special guests at the official opening ceremony were the Prime Minister of Jamaica, Bruce Golding; Jamaican Minister of Transport, L. Michael Henry; Minister of Tourism, Edmund Bartlett; and Chairman of Royal Caribbean Cruises Limited, Richard Fain.



TOTALLY ZEN & TRENDY *La Créole Beach Hôtel et Spa*

The Creole Beach Hotel & Spa has recently been totally interior designed and refurbished to a very high specification and offers modern and great amenities. Its trendy style, zen & minimalist spirit associated with woody, grey, white, orange & turquoise hues make it a new style hotel in Guadeloupe.

Nestled in a magnificent tropical garden by the sea, amidst palm trees, bougainvilleas, lilies and hibiscus, the Creole Beach Hotel & Spa is ideally located for discovering the islands of Guadeloupe: Marie-Galante, Les Saintes, La Désirade....

The hotel proposes 2 choices of restaurants, a snack bar on the beach, the "rhumerie bar" for tasting of different Caribbean rums, an infinity swimming pool overlooking the ocean, a kids club, a nautical club on the beach to enjoy Caribbean sunshine and waters...



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DECLINE IN VESSEL TRAFFIC AFFECTS ANTIGUA

Like most other Caribbean territories, Antigua saw declines in port and terminal activities last year. However, these declines were relatively marginal.

According to information gleaned from statistics compiled by the Antigua and Barbuda Port Authority, total ship calls declined by approximately 3.3% last year as compared with 2009. The year 2009 also registered a decline from the previous year of about 5%. And 2008 showed a decline of more than 4% over 2007.

Ships plying international routes made 252 calls in Antigua last year. In 2007 the country received 322 such ships but there has been a decline every year since, as the global recession took effect.

There was also a decline in calls from vessels serving inter-island routes. Inter-island traffic declined by over 28% last year, falling from 354 calls in 2009 to 254. In 2008 Antigua received over 430 inter-island vessels.

This steady decline in vessel calls was reflected in containers handled at the country's main terminal – both domestic cargo and transshipment. Antigua received 11,977 twenty foot equivalent units (teu) in 2010, down more than 16% from the 14,321 teu handled the previ-

ous year. That 2009 figure was a decline of near 10% from the 15,901 containers received in 2008. In fact, Antigua has seen a 32% decline in containers coming over the last four years.

Full containers exported in 2010 totalled 731 teu. There was a significant

cruise calls and passenger arrivals increased by almost 19% during the year.

Antigua received just under 673,000 cruise passengers in 2007 but the number declined to 597,000 in 2008. In 2009, however, the country received almost 710,000 cruise passengers.

TOTAL SHIP CALLS DECLINED BY APPROXIMATELY 3.3% LAST YEAR AS COMPARED WITH 2009

decline in 2009 to 488 teu. The country shipped 773 full containers in 2008 and 770 in 2007.


Transshipment moves also showed a decline, from 2,783 teu in 2008; and 2,182 teu in 2009; to 1,751 teu last year.

CRUISE BUSINESS

Antigua's cruise business, a mainstay of the country's economy, also reflected declines over the period, except for 2009 when there was a windfall. Cruise ship arrivals in 2007 were 382 but declined to 317 in 2008. This resulted in a decline in cruise passenger arrivals of over 11%. However, in 2009 Antigua received 367

Commenting on the peak in cruise business in 2009, Nathan Dundas, chair of the Caribbean Shipping Association's Cruise Committee, said it was due to an increase in cruise calls from Europe and largely because a number of cruise ships were diverted from the French territories of Guadeloupe and Martinique.

"The French islands were undergoing a major industrial action at the ports and as such cruise ships were diverted to Antigua, which benefited greatly from that unfortunate situation," he said.

Antigua received 557,000 cruise passengers last year as the decline, fuelled by the global recession, continued. 

GEORGE TOWN UNDERTAKING DEVELOPMENT PLANS

...two cruise ship piers to be built

Port development plans, long awaited by the cruise industry, are now being implemented at the Cayman Islands' main port at George Town and expectations are for ships to be using the new piers in the summer of 2013.

Plans for George Town include expansion and improvement works at the cargo pier and the construction of two cruise ship piers. The new piers will be able to berth up to four cruise ships. George Town will be able to handle the largest cruise ships currently in service. The modern cruise facility is expected to cost US\$200 million.

George Town has seen a significant increase in cruise ships. From handling one cruise ship call per week in the 1970s George Town is now averaging 680 cruise ship calls annually. The port can sometimes receive as many as six or seven ships in a day.

CARGO

Similarly, cargo business has grown significantly. Total cargo ship calls average 480 annually. From three regularly scheduled calls per week 'back in the day', George Town now receives six scheduled calls per week and one fortnightly. In addition there are irregular




calls from bulk carriers of aggregate and cement. Most vessels are lo-lo, which discharge using two of the terminal's three cranes. There is also a ro-ro berth.

GEORGE TOWN WILL BE ABLE TO HANDLE THE LARGEST CRUISE SHIPS CURRENTLY IN SERVICE



OFFSITE

Cargo discharged during the night is moved to an offsite facility, the Cargo Distribution Centre, for processing and storage. From there, containerised cargo can be delivered 24 hours a day and LCL (less than container load) cargo is delivered between 0830 hrs and 1700 hrs.

George Town's port operates 24 hours per day, seven days per week, in two modes – a daylight mode and a night mode. Cargo operations take place all night, from 1800 hrs to 0600hrs. Cruise operations take place from 0600hrs to 1800hrs from the same location. This arrangement has not only facilitated both cargo and cruise operations taking place in the same space but it has led to improved efficiencies. 

The Port of George Town, Cayman Islands, is a small but efficient port. It handles approximately 50,000 teu, 600,000 tons of cargo and more than 1.5 million cruise passengers annually.

Carlos Urriola named Vice President of Carrix

Carlos Urriola, General Manager of Manzanillo International Terminal (MIT) of Panama and current President of the Caribbean Shipping Association, has been promoted to Senior Vice President of Carrix, the world's largest privately held marine and rail terminal operator.

In this role, Mr. Urriola will be responsible for marketing and customer contracts for international operations. Specifically, his responsibilities will include supporting Carrix's new joint venture terminals in Vietnam – SSIT in Ho Chi Minh City and CCIT in Ha Long.

Carrix, Inc., which has headquarters in Seattle,

Washington, is the parent company of terminals operator SSA Marine, Tideworks Technology and Rail Management Services (RMS); with over 30 strategic alliances worldwide.

First

Carrix CEO Jon Hemingway, told Seatrade magazine that Urriola was “the first –

tor and Special Projects Director.

From 1993 to 1995, he worked as a private consultant in port projects and was involved in the Manzanillo International Terminal project from the early stages. Mr. Urriola was promoted in 1996 to Vice President of Marketing and carried responsibility for all

Mr. Urriola's appointment is recognition of his long years of service and many accomplishments at MIT in Panama and throughout Latin American and the Caribbean



and certainly not the last” employee from international operations to join the group's senior management team.

SSA International President David Michou told Seatrade he regarded Mr. Urriola's appointment as “recognition of his long years of service and many accomplishments at MIT in Panama and throughout Latin American and the Caribbean.”


Positions

Before joining MIT in 1995, Carlos Urriola served in a number of positions in the National Port Authority of Panama from 1979 to 1993, including Operations Director, Executive Planning Direc-

tor and Special Projects Director. From 1993 to 1995, he worked as a private consultant in port projects and was involved in the Manzanillo International Terminal project from the early stages. Mr. Urriola was promoted in 1996 to Vice President of Marketing and carried responsibility for all

Elected

He is a former President of the Maritime Chamber of Panama, and President of the American Chamber of Commerce of Panama.

In October 2009, Carlos Urriola was elected the 15th President of the Caribbean Shipping Association (CSA). At the time of the announcement of his appointment as Vice President of Carrix he was in his second term as CSA President, having been re-elected at the 40th Annual General Meeting in Montego Bay Jamaica. 

ST MAARTEN'S STRATEGY PAYING DIVIDENDS



St. Maarten's strategy of focusing on the demands of the shipping lines and working closely with them is paying dividends.

The very ambitious expansion programme started in 2007 and completed in November 2009, created a second cruise pier; an additional 17,750 square metres of land for a cruise village; doubled the cargo quay

and implemented.

The territory was not spared the ravages of the global recession. Indeed, in 2008-2009 it experienced a significant decline in cruise passengers and cargo volumes.

CRUISE BUSINESS

The building of the second pier and its redesign to facilitate the berthing of the new class of mega cruise ships

over peak figures in 2007 and, for the first time, surpassed 1.5 million.

Taking advantage of the new land area, created in the building of the second cruise pier, the port's management selected a local real estate developer to participate in the expansion of the cruise shopping village. Plans are for a 'Dutch village'. As designed, the facility will provide a 'new experience' for disembarking cruise

passengers. Construction is scheduled to start in the third quarter of this year (2011).

The new land area has also created new opportunities for profit from yacht business. The cruise terminal is now able to offer berthing space at the two Windjammer berths (65/100 metres) to yachts and particularly to mega and giga yachts that either cannot enter the Simpson Bay lagoon or which are brought to the Great Bay port area. Intro-

TAKING ADVANTAGE OF THE NEW LAND AREA, THE PORT'S MANAGEMENT SELECTED A LOCAL REAL ESTATE DEVELOPER TO PARTICIPATE IN THE EXPANSION OF THE CRUISE SHOPPING VILLAGE

length to 540 metres; added 17,100 square metres of cargo storage space; and facilitated the establishment of a shore crane company. Additionally, a completely new port software platform was developed

contributed to a significant increase (10.4%) in the number of cruise vessel port calls, from 498 in 2009 to 550 in 2010. Consequently, cruise passengers visiting increased in 2010 by 6.3%

PERIOD	PASSENGERS
JAN - DEC 2010	1,512,618
JAN - DEC 2009	1,215,416
JAN - DEC 2008	1,345,812
JAN - DEC 2007	1,421,906

PERIOD	CONTAINER THROUGHPUT
JAN - DEC 2010	70,862
JAN - DEC 2009	68,253
JAN - DEC 2008	77,550
JAN - DEC 2007	81,061

duction of special long-term yacht berthing rates and a range of services have for the first time allowed the port of St. Maarten to generate additional revenue from this sector.

St. Maarten's strategy of working closely with the cruise industry continues. Investment in a total of six cruise berths and additional yachting berths; and, the soon-to-be-expanded cruise village, demands that the port's management continues to follow the trends of the industry to allow further growth.

CARGO VOLUMES

A fall in container volumes of 15.8 % in the two-year period up to 2009 obviously did not augur well for the port's cargo expansion strategy. Like other island-ports, St. Maarten expected the peak volume of 2007 to flatten somewhat. However, the decline of almost 16% in container volume was unexpected.

The consequent decline in cargo revenue, at a time when the port was investing in pier expansion, shore cranes and port automation placed a heavy burden on financial resources. Again, the strategy of focusing on the priority needs of the cargo carriers proved to be correct.

TOTAL THROUGHPUT

The year 2010 saw an increase of 4% in total container throughput and the first two months of this year showed a 22.9% increase in container volumes as compared with the corresponding period in 2010. Doubling of the berth space

reduced vessel waiting time to a minimum and the newly designed terminal layout has allowed for more efficient cargo flow and storage.

The decision to discard the 'landlord only' role and to invest in shore cranes so as to offer crane services to stevedore companies contributed the most to St. Maarten's improved port efficiency. Crane moves data compiled by the crane company for the year 2010 document moves per hour varying from 13.1 up to 21.9, depending on the vessel and cargo type. Average for 2010 was 17.9 moves/hour. The target for 2011 is set at 20 moves/hour.

As a duty free port, carriers/agents often schedule trucking services along with the discharge/load operations, allowing for efficient discharge of vessels. This also allows for direct truck load/gate out moves. Taking this into consideration the 20 moves/hour target is feasible.

IMPROVED

The overall working relationship between all Port of St. Maarten stakeholders has improved with the combination of: (a) the port participating in the stevedoring operations as crane subcontractor and (b) the demands by the new port software for timely vessel schedule/cargo information. Port vessel/cargo handling efficiency has become a team effort. Indeed, this team effort of stakeholders has actually become the Port of St. Maarten's most effective marketing tool.

The offering of transshipment services is now at the core of the marketing effort. The Port of St. Maarten is in



a position to offer carriers a terminal facility that allows efficient cargo flows with reliable 24/7 berthing/cargo operations.

The dive into the costly port expansion projects in 2007 was met with an undercurrent in dropping passenger count and cargo volumes 2008-2009. Being able to keep some air in the

dive tanks during this period was the big challenge for port management. The year 2010 allowed some refill of air in the dive tanks – with impressive cruise vessel calls/passenger count increases and encouraging cargo volume increases. The port's management is 'cautiously optimistic' that this trend will continue in 2011. (DMS)

PORT RELATED PROJECTS 2011

Fuel Station at Great Bay – in partnership with a fuel supplier the Port of St. Maarten started construction in February 2011 of a fuelling station at the new Windjammer berth facility. The success of the berthing services for the mega yachts, which was started in 2010-2011 warrants this investment.

Inter-island Cargo Facility – the inter-island pier constructed in 2009/2010 is already in use and the inter-island cargo warehouse is now in its final construction phase. Port policy dictates that all customers be facilitated, including the inter-island boats. Constructing a separate interisland vessel pier/warehouse away from the container vessel allows for safe working conditions. This separate work area will encourage safe and efficient operations by the inter-island boats.

SLAC – as per 1 January 2010 the Simpson Bay Lagoon Authority (SLAC) has officially been added to the St. Maarten Harbour Holding Group of Companies (Port of St. Maarten). SLAC is responsible for monitoring all vessel movement in and around the Simpson Bay Lagoon, including the Simpson Bay Bridge. For 2011 Port Management has planned to include SLAC in the port software development programme. All vessel scheduling, bridge openings and accounting will be done under one Port of St. Maarten software platform.

Jaxport establishes record in 2010... Changes at the top in 2011

Jacksonville moved a record number of containers in fiscal year 2010 – the second consecutive year of container growth for the seaport – and, in the process completed a decade of consistent growth in earnings.

The Jacksonville Port Authority Board of Directors started 2011 with a bang. It secured an agreement with former Federal Maritime Commissioner A.

Paul Anderson to replace the popular former Chief Executive Officer, Rick Ferrin, at Jaxport.

Ferrin, an engineer, was gently pushed out of office by the board, led by chairman Dave Kulik. Kulik expressed dismay over Ferrin's seeming inability to secure state and federal funding for critically needed infrastructure improvements, especially complex repairs to a major shipping channel, then dredging the

entire port channel to the Super PostPanamax depth of 48 ft. However, Ferrin, who has moved on to a consultant position at TranSystems' Jacksonville office, posted strong numbers before his departure.

HIGHLIGHTS OF THE YEAR IN THE FLORIDA PORT:

- Jaxport facilities moved a record 826,580 containers or twenty-foot equivalent units (teu), a 10% increase over the previous year.

By Rick Eyerdam

- Container volume through the port has grown 19% during the last two years and Jaxport was one of a handful of US ports to see container increases in 2009.

- The number of vessels calling on Jaxport rose to a record 1,947.

- Jaxport handled nearly 519,000 vehicles, a 24% increase from last year.

- Total tonnage for the port was up 10% this year, with 8.1 million tons moved.

- Breakbulk cargoes (paper, steel) jumped 28% over 2009 to 990,000 tons.

CREDITED

Ferrin was also credited by most with building one of the best management teams in the US port system. The Jaxport board kept all of Ferrin's team and promoted Roy Schleicher to the position of Executive Vice President. Schleicher served for 10 years as Jaxport's Chief Commercial Officer and was the interim port director while the search for Ferrin's replacement was conducted.

JAXPORT HANDLED NEARLY 519,000 VEHICLES, A 24 PERCENT INCREASE FROM LAST YEAR





**Paul Anderson - JAXPORT
Chief Executive Officer**



**Roy Schleicher - JAXPORT
Executive Vice President**

"With the new role of the CEO so focused on guaranteeing this port reaches its full potential in the future, the board felt it was vital to have a strong second-in-command," said Kulik. "Roy has the support not only of the Jacksonville community and our customers, but also of the global maritime industry of which he's been an important part for more than 40 years."

ROBUST

Anderson brings to the job a robust cachet in the areas of politics and Washington tree-shaking. He served on the Federal Maritime Commission from 2003-2008 and has held a number of other high-profile leadership positions in the public and private sectors during his nearly 30-year career. Most recently, he was a Senior Fellow of the Transportation and Infrastructure Committee at the US House of Representatives and president of the International Oil Shipping Company based in Boca Raton, Florida.

He also brings a deep understanding of one of Jaxport's major clients. He spent 10 years with JM Family Enterprises, which is the largest Toyota importer in the Southeast and operates Southeast

Toyota at Jaxport's Talleyrand Marine Terminal. He has also served as a senior director of Seabulk Marine, Inc. of Fort Lauderdale, Florida. And he was on the political staff of Sen. Paula Hawkins of Florida.

HONOUR

Anderson is a 1982 graduate of the University of Florida and completed the Senior Managers in Government programme at Harvard University's John F. Kennedy School of Government.

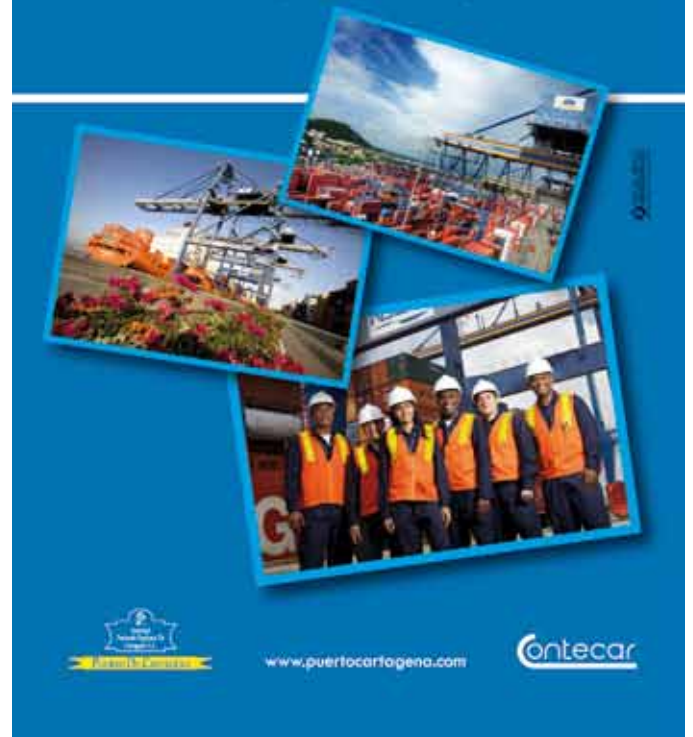
"It is an honour to join Jaxport and the Jacksonville community. ... We will work side-by-side with community and government leaders to vigorously pursue funding for future port development and improvement, to build strategic alliances and to advance Jaxport's mission," said Paul Anderson.

"I am pleased to welcome Paul Anderson to Jaxport at this critical juncture in the development of our position in global trade," said Chairman of the Board Dave Kulik. "His experience in both government and private business, combined with the strengths of Jaxport's current leadership, will play a significant role in moving our port forward." 



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Excitement in New Orleans as port expands

By Rick Eyerdam

Port of New Orleans Chief Executive, Gary LaGrange, calls the construction booked for the fiscal year that ends June 30, 2011 an exciting new era for the venerable gulf port.

New Orleans is a long-standing member of the Caribbean Shipping Association and has hosted three CSA annual general meetings, the first in 1982.

"It's an exciting time for the Port of New Orleans," LaGrange said. "Not since the initial construction of the Napoleon Avenue Container Terminal in 2003 has the Board undertaken such an expansive building programme."

According to port spokesman Matt Gresham, at least half of the excitement is in

anticipating the arrival of two new gantry cranes, the largest in the history of the port. The cranes have been constructed in South Korea by Doosan Heavy Industries & Construction Co. Ltd at a cost of US\$29.5 million. Delivery is expected in May. The installation is expected to be completed in September.

Deployed

Gresham said the new cranes have a 65-long-ton lift capacity, 110-ft lift height and a 167-ft outreach. Fully deployed the cranes can reach across 18 containers, about the size of the *Emma Maersk*. The maximum outreach for the four cranes currently installed at Napoleon is 15 containers wide.



LaGrange said the new cranes will give shipping lines the ability to turn ships around faster for two reasons: they are faster than the existing cranes and there will be more cranes that can be simultaneously deployed on a single ship. The crane project is a key first step for future plans to expand the berths at Napoleon Avenue, creating additional area to dock more vessels simultaneously.

The other container project will help increase the amount of container storage area available at the Napoleon terminal. The US\$7.1 million project to build the Napoleon Stage C Marshalling Yard is supported by US\$6 million from Louisiana's Port Priority Programme and is expected to be completed by September.

"This project will allow for improved efficiencies throughout the terminal and is part of our ongoing effort to expand and improve container capacity," LaGrange said.

The Napoleon Container Terminal currently has an annual capacity of 594,000 twenty-foot-equivalent units (teu). In 2010, the terminal moved a record 427,000 teu.

The two projects are part of a port master plan extending to 2020. Once completed they will build out Phase II of the Napoleon Avenue Container Terminal. With Phase II completed, the terminal will have an estimated capacity of 788,000 teu. The port can then expand the terminal in a third phase, to increase throughput



to more than 1.5 million teu.

The US\$38 million project to build a new dockside refrigerated terminal is under way. And a US\$8.5 million project to expand the Alabo Street Terminal is soon to be completed.

The Henry Clay Riverfront Cold Storage Terminal is the largest single project in the construction programme, estimated to cost about \$38 million.

Chris Bonura, the port's manager of media relations, explained that the warehouse for port tenant New Orleans Cold Storage is essential for the port to stay competitive in its international role of supplying frozen poultry.

Ship access to the facility was reduced by siltation then eliminated because of the closure of the Mississippi River-Gulf Outlet. New Orleans Cold Storage was therefore compelled to dray its frozen cargo to a wharf that could accommodate deep draught ships destined for Russia, Albania and other ports in the Eastern European trade lanes.

Relocation

The original plans for the relocation of New Orleans Cold Storage envisioned construction of a new quayside facility where the port's current overflow yard is located, at Governor Nicholls Street wharf. However, preservationists agitated against the selected site because of its proximity to the old and fragile buildings in the neighbourhood.

Bonura said the port agreed to a compromise whereby New Orleans Cold Storage would get a new facility on port leasehold property at Henry Clay Wharf with the



This new terminal will enhance the company's competitiveness and productivity, in addition to increasing port activity

port covering construction and leaseback of the required warehouse and refrigeration equipment.


The new facility includes a 147,000 square-foot warehouse capable of storing 35 million pounds of product between -15°F and -40°F; and, blast freeze 1.2 million pounds of product in 20 hours or less.

New Orleans Cold Storage Construction provided 230 jobs and will create 120 new permanent jobs when the project is completed in June 2012.

"This new terminal will enhance the company's competitiveness and productivity, in addition to increasing port activity and creating additional jobs for our people," Louisiana Governor Bobby Jindal told reporters at the groundbreaking.

"This new site will allow us to keep our business and jobs in Louisiana. Our capacity and efficiency will be substantially enhanced with this additional facility, which translates into increased jobs and export tonnage for the port," said Mark Blanchard, president and CEO of New Orleans Cold Storage.

Completion

Construction is near completion at the Alabo Street Terminal, an US\$8.5 million project that expanded the terminal's wharf and rehabilitated its warehouse, which is operated by Pacorini Global Services LLC. The terminal primarily handles steel and non-ferrous metals, such as copper, aluminium and zinc traded on the London Metals Exchange. 



CARIBBEAN FEEDER SERVICES CELEBRATES 12TH ANNIVERSARY

A story of resilience, triumph, success

Once the richest, wickedest city in the Western hemisphere and home port of the vilest pirates of the Caribbean, Port Royal provided a tranquil setting for the celebration of Caribbean Feeder Services' 12th anniversary.

On Saturday March 19th, 2011 a small group of specially invited guests gathered in the historical ruins of Fort Charles to celebrate the success of a shipping line that started a Caribbean service from Kingston Harbour to the Southern Caribbean in 1999.

The 17th century fort had been transformed to elegance for the occasion and the group of 80 and more persons from Jamaica, the Americas and Europe feasted under a full moon, entertained by singers, dancers

and a steel band from the University of the West Indies.

Caribbean Feeder Services Director Frank Wellnitz, delivering the main address, said: "Ladies and gentlemen, if someone had told me when this venture started in 1999 that in 12 years I would be standing here under a full moon in old Port Royal, celebrating this anniversary, with a fleet of 12 ships, serving more than 20 ports in the Caribbean and Latin America, I think I would have been in total disbelief."

SUCCESS

Caribbean Feeder Services is not only a reality; Mr. Wellnitz said, it has been a great success. It has been tested in every aspect of its operations; it has been tested by economic downturn, the worst since the



By Mike Jarrett

Great Depression of the early 1930s; it has been tested in competition. It has passed all these tests with flying colours.

THE STORY OF CFS

"So, tonight, 12 years later, I am very, very happy to welcome you all to what was once the busiest seaport in this hemisphere, not just to celebrate a triumph against all odds; but to recognise and acknowledge, with gratitude, those who have made this dream possible.

To a spellbound audience, Mr. Wellnitz told the story of Caribbean Feeder Services.

"The first steps of the infant that was to grow to become CFS, were taken in August of 1999. At that time *Pampero* of Harren & Partner Bremen was placed at the disposal of a group of carrier representatives. That group saw a need to provide a connection between Kingston and Port of Spain. Some of those carriers are represented here tonight.

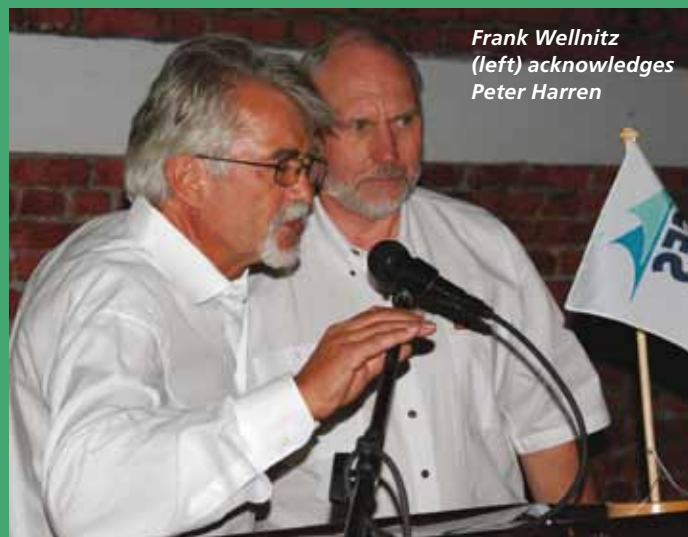
"The first voyage under this arrangement was made with about 25 containers on board. Before long, in fact by the 6th weekly voyage, it became clear that this one-vessel venture had a chance for a bright future.

"The concept at the outset was simple. Pay the vessel for the slots used; provide your own containers; and, arrange your own cargo handling. We called it the 'ship driver concept'.

SOLUTION

"What started out as a perceived need for intra-Caribbean connection soon became the solution for the global carriers. CFS could provide their transshipment needs, distributing containers that arrive in Kingston on their mainline vessels, moving them efficiently to other Caribbean and Latin American destinations.

"Of course, this was a



Frank Wellnitz (left) acknowledges Peter Harren

bold move. The history of the Caribbean notes previous attempts that have failed. One which comes readily to mind is WISCO, a line owned and supported by CARICOM governments.

“Caribbean Feeder Services delivered a reliable service from day one and soon expanded its fleet to three and then four vessels. The service was dependable and steady growth was recorded.

“I joined Caribbean Feeder Services, as one of the founding members in 2000.

RAPID GROWTH

“By 2002, Caribbean Feeder Services had carried a volume of 130,000 teu that year. In the following years we reached up to 300 000 teu per year.

“CFS Partner, Harren & Partner, mostly through new-buildings, was able to supply vessels as needed. The formula was simple: when volume grew, CFS added vessels.

“Volumes, mostly from the

“CARIBBEAN FEEDER SERVICES DELIVERED A RELIABLE SERVICE FROM DAY ONE AND SOON EXPANDED ITS FLEET TO THREE AND THEN FOUR VESSELS. THE SERVICE WAS DEPENDABLE AND STEADY GROWTH WAS RECORDED”

Far East in those days, were immense. Kingston as the major transshipment hub did have challenges handling the transshipment volume. My good friend for many years, Honourable Dr. Noel Hylton, will recall meetings in which I drew attention to the harsh cold facts: that where there are no feeders there can be no mainliner vessels; and, if trans-



shipment containers are not quickly and efficiently moved from the port and distributed there is not enough room for receiving new shipments ... a recipe for congestion.

“In 2004 we incorporated, in Bermuda, Caribbean Feeder Services, Hamilton (CFS). That company performed the role of Line manager of all vessels. And, Harren & Partner assumed a major role in CFS.

“Today the feeder vessel

activities of CFS are handled by Harren & Partner through its subsidiary CFS Caribbean Feeder Services GmbH & CO KG. And CFS Bermuda continues to be line manager.

“As I said earlier, the CFS fleet today has 12 vessels; five of which have cranes. In fact, as the need grew past our own in-house fleet we had to charter two additional ships

from third parties.

“Decisions as to where we transship; the hub we choose; and, the ports we serve are determined by our customers – the global carriers.

“Kingston is still our most important transshipment hub; but we also use Caucedo, Cartagena de Indias and Panama. And, as I mentioned before, CFS calls on more than 20 ports in the Caribbean and Caribbean-rim countries – as final port of destination or as ports of origin.

TRIUMPH OVER CHALLENGES

“Ladies and gentlemen, tonight’s celebrations were first planned as a 10-year celebration. That was the original plan. However, we experienced the same difficulties as all other shipping

companies. Last year and the year before were very tough and marginal years. Industry volumes declined by as much as 20%. Our customers, the global carriers, hard pressed to find economies and save money, were looking to their feeder lines to reduce costs even further.

“The result was that CFS carried smaller volumes at a lower unit price. We went into survival mode and adopted new strategies to deal with the global economic downturn. One such strategy was slow steaming. We also implemented more ‘geographically friendly’ port rotations. We placed less emphasis on improving transit times; and engaged in cost-cutting exercises where possible. It was a time of survival and CFS was determined to survive.



Survive we did!

“And now we are optimistically making plans for the future. There are still challenges to be met but as a regional corporate entity with a cadre of skilled and experienced people, we know we are equal to the task.

“So tonight we celebrate two significant accomplishments: 12 years of successfully linking ports across the length and breadth of the Caribbean Sea; and, secondly, having not just survived the last two years but, more importantly, emerging as a stronger and ‘wiser’ corporation.

SALUTE TO OUR PEOPLE

“In this regard I would like to pay special tribute to our agents, service providers and operatives across the entire Caribbean region. CFS recognises your professionalism and efforts, sometimes beyond the call of duty. Shipping lines, no matter how new and efficient their ships, must rely heavily on knowledgeable, loyal and efficient persons. I say tonight, with a great deal of pride and humility, that the CFS network is served and supported by a really great group of people ... some of the best in the business. This has been one of our strengths.



The CFS family enjoying a tour of the Port of Kingston, organised as part of the 12th anniversary celebrations.

‘WE LOOK FORWARD WITH GREAT OPTIMISM AND BOLD CONFIDENCE, SECURE IN THE KNOWLEDGE THAT BY OUR SERVICES AND WITH YOUR PARTNERSHIP, WE ARE HELPING THE GROWTH AND DEVELOPMENT OF THE COUNTRIES AND NATIONS OF THIS REGION’

“In this regard and as an example only, our Kingston operation centre provided by Perez Y Cia, Captain Ilgaz and Captain Ortega and their staff, under the leadership of Andreas Schorlemmer, must be mentioned.

“Last but not least, I here recognise our customers, the global carriers. Your support and understanding when CFS

had to radically economise on service, so as to survive the two marginal years, have made us strong. We do not see you as just our customers. More than this, you are our partners. We know you, likewise, consider CFS your partner.

MILESTONE

“Ladies and gentlemen, I thank you for joining with us tonight to mark this significant milestone. You are here because CFS values your kind cooperation and unswerving support over the years. Please accept my deepest gratitude and sincere appreciation for the various roles you have played in getting us from our stage of infancy into the turbulent years of adolescence.

“We look forward to

those coming years with great optimism and bold confidence, secure in the knowledge that by our services and with your partnership, we are helping the growth and development of the countries and nations of this region.”

Mr. Wellnitz then presented his partner, friend and visionary Peter Harren, owner of the Harren & Partner Group. “Without Peter Harren this venture would not have been possible,” Mr. Wellnitz declared.

The event ended with a presentation of a plaque of appreciation to Peter Harren by Jose Jimenez, (photo centre) president of Perez Y Cia, Americas.

- Mike Jarrett photos



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Ideas, choices, opportunity

When Editor Mike Jarrett invited me to write an opinion-column, ideas exploded.

Masters all, you are the survivors of the Y2K fright; the 2000 dot-com bubble; the 2001 terrorist attack on the twin towers of the World Trade Centre; and, a decade of record-high Category 5 hurricanes. A scary decade indeed, with recollections of painfully learned leadership skills, tests of courage in the face of uncertainty and dealt with calloused toughness. No doubt you have collected a few 'learning scars.' Your cohort has been there, done that, and remains at the helm.

What 'take-away-value' exploding ideas to present from 30 years of corporate and floor experience sitting in my back pocket with its archive of anecdotal material;

you have to be grounded and build a structure — cast-in-place concrete and concrete block foundation walls — and practise chiselled-in-stone fundamentals of management. The principles of forecasting, planning, organising, commanding, co-ordinating, monitoring and managing are embedded in your daily operations. Interestingly, they come straight from Henri Fayol in his 1916 general theory of management tome, *Administration Industrielle et Générale*. All these are solid practices, offering safe-passage through the waters, proven and tested with decades of practice.

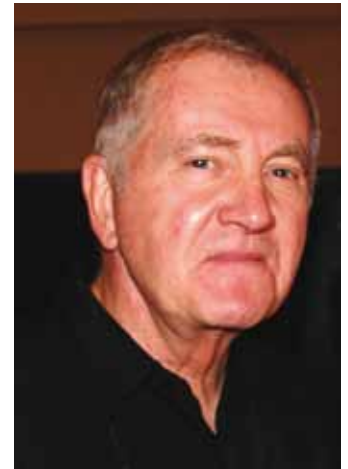
Coupled with Fayol, albeit with added refinements, is a tenured group that includes F.W. Taylor, F.B. Gailbrath, P.F. Drucker, and J.F. Walsh as well as several more honoured nota-

Command & Control Management? A disquieting thought from Gary Hamel's book *The Future of Management* comes to mind. He asks: "Who is Managing Your Business?" Hamel posits that these classic Command & Control Management gurus had better not be running your business — not if you want to stay and succeed in business today.

Theory

Hamel challenges classic management theory and its practices. He argues that it is innovation in management — rather than insistence on operations, products or traditional strategies — that is most likely to create long-term advantage, support sustainability and profitability. Is Hamel suggesting we throw the anointed baby out with the bath water?

But wait, *volte-face!* It



By Joseph Cervenak

and of course, Green. A vocabulary list from "365 Words-A-Year 2011 Page-A-Day Calendar"? No, it is, instead, a new vocabulary of operative terms, survival mandates and a lexicon for what ... survival all over again? Hopefully more than survival, yes — oft in spite of ourselves — and knowing (as I was once unceremoniously admonished) that hope is not a strategy — we will, in fact, survive.

Viewing this perspective to my 'Janus View: Changes and Transitions 2011' and Fritz Pinnock's, 'Business Transformation and the Need for Change' both articles in a previous issue of *Caribbean Maritime*, we see a seismic shift in management style.

From Management 101, to Management 2011. Yes! However, let's back up to

It's no secret that, to successfully survive in business, you have to be grounded and build a structure

from my office with its Mac, book shelves of texts, papers and magazines fighting for horizontal space; and yes, from Google?

It's no secret that, to successfully survive in business,

bles. Whatever be their somewhat homogenous flavour or spin, they are the revered deans at the College of Command & Control Management.

However, and there always seems to be a 'however',

is 2011 and our world is not what it was. Hamel just might be more relevant after we get through today.

Change, Creativity, Innovation, New Normal, Cloud Computing, Next New Thing

ensure we're again not thinking of throwing the baby out with the bath water. Let's take a short litmus 'are we' – 'yes-no' test for the key essentials of Management 2011: Strategy, Mindset, Process, Customer Practices.

Strong

Strategically are we, as with our vessels, 'in class'? Are we foundationally strong and true to our pillared tenets of **Vision**, **Mission** and **Purpose**? Are we on track for where we want to go? If we don't know where we're going, careful, we just might get there. Indeed, this is 2011 and our world is not what it was. No! It is not 'my father's Oldsmobile.'

Is our **Mindset** challenging our creative quotients and our innovation metrics? Are we shifting our thinking from the left to the right side of the brain? Are we making time to read or at least to scan David Pinks' **A Whole New Mind** or Edward de Bono's 1989 classic, **Six Thinking Hats**? No? No quarter exists for neglect of new thinking.

Are our **Processes** ingrained with the habits of knee-jerk responses and unnecessary, unwanted, unneeded or redundant processes and practices? Raise your hand if guilty.

Are we process mapping—the first step in attacking process inefficiencies? Are we using IT to anywhere near its potential? As my daughter-in-law, CIO for a multi-billion-dollar medical services enterprise, constantly reminds me: "if you

do the same thing three times in a row, ... automate it!"

Are we taking advantage of the new and ubiquitous Swiss Army knife of business ... our smart phones? Is there anyone without one? Are we, with deliberateness, finding ways to use it in business — a barcode scanner, shipping/receiving dock checker, a photo memory for telephone numbers, a GPS, a flashlight, a text messenger and, yes, even as a communication device ... as a phone.

Tools

A current Apple advertising tag touts that there is "almost no limit to what an iPhone can do," and there are over 350,000 apps available. It would be dreadful to put a limit on these tools.

Customers are the magnum opus of business. To satisfy an ever demanding and fickle public, Paola Antonelli of Design World notes quite tidily, "... give the world something it didn't know it was missing."

Are these rhetorical questions? I suggest not. In looking at my company I asked these same questions. At first, I was troubled and realised I already knew the answers. It's that I just refused to acknowledge it, and this hurts.

It matters not the appellation: Port Director, Dockmaster, Master Mariner, Captain, CEO, President, Chairman, Trader, Entrepreneur, or Dean. It is the need to go beyond intellectual acceptance that these are new times, and that 'new doings' are now needed.

We own the chisels to reshape that which is in stone and the knowledge that creativity and innovation will open new worlds and markets. We are most fortunate to have the natural blue seas and azure skies to gaze upon and try to imagine a Gary Hamlesque future.

We have ideas. We have choices. We have opportunity. ☑

YOU MAY WANT TO READ:

• *General and Industrial Management Revised*, (Admin-

stration Industrielle et Générale reprint), Henri Fayol, rev. by Irwin Gray, 1984, ISBN-10: 0879421789 - ISBN-13: 978=0879421786

• *The Future of Management*, Gary Hamel, 2007, ISBN-10: 1422102505

ISBN-13: 978-1422102503

• *A Whole New Mind*,

David Pink, 2006, ISBN-10:

9781594481710 ISBN-13: 978-1594481710 ASIN: 1594481717

• *Six Thinking Hats*, Edward

de Bono, 1989, ISBN 13:

9780316177917

ISBN: 0316177911

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ANOTHER RECORD FOR CONSTRUCTION

The Panama Canal Expansion Programme has set another record for construction. For the first time in Canal history, a total of one million cubic metres of material were excavated in one month in a single project.

The Panama Canal is known for remarkable numbers. During its construction a century ago, 200 million cubic metres of material were excavated. Another 150 million is to be removed during the current expansion. However, although the volume excavated 100 years ago was more, it was done over decades of work.

Within 30 days during the current project, the contractor for the fourth dry-

excavation phase for the Pacific Access Channel (PAC-4) removed enough material to fill 524 olympic-sized swimming pools.

WEATHER

“The weather has been on our side. And we have deployed a significant amount of heavy equipment,” says Luis Alvarez Lopez, excavation manager for the consortium ICA-FCC-MECO, the contractor in charge of the project. The consortium is made up of the Spanish Fomento de Construcciones y Contratas (FCC), Mexican contractor Ingenieros Civiles Asociados (ICA) and the Costa Rica-based Constructora Meco, S.A.

More than one million cubic metres of material were excavated in February-March, 2011, he said, commenting on the capability provided by 10 additional 50-ton capacity CAT-773 trucks and at least four additional hydraulic excavators that arrived at the project at the beginning of the year. This new capability, arriving as it did at the beginning of Panama’s dry season, facilitated the excavation of an additional 15,000 cubic metres of material each day.

Panama Canal Authority (ACP) Project Manager Jorge Fernandez, said the strict controls established since mid-2010 for the execution of the US\$272.8 million (PAC-4) project ensured that excavation volumes were ahead of schedule. He attributed the achievement to “team work combined with close monitoring of the excavation activities and the commitment of the contractor to finish the project.”

FOR THE FIRST TIME IN CANAL HISTORY, A TOTAL OF ONE MILLION CUBIC METRES OF MATERIAL WERE EXCAVATED IN ONE MONTH



Geology has also played an important role in making the achievement possible. ACP Geotechnical Engineer, Manuel Barrelier, explained that the excavation was above existing phreatic levels and involved weathered rock and residual material. The two, he said, contributed to ease of work and therefore increased the excavation rate – the first material type required less blasting for fragmentation and the second required none at all.

FINAL STAGE

Barrelier, who was also involved in the final stage of the second Culebra Cut widening project (1992-2001), admitted that although the magnitude of dry excavation is considerably larger than in the 1990s, PAC-4 is an exceptional case.

“Back then, an excavation project of one million cubic metres was extraordinary. We used to assume monthly produc-

tion of 150 thousand cubic metres for those projects. But PAC-4 came and went beyond all those numbers,” he says.

Nearly 26 million cubic metres of material will be excavated under PAC-4, a volume larger than the other three dry excavation contracts combined. And it must be completed by August 2013.

ACP’s Project Engineer Fernando Alvarado emphasised the importance of the million cubic metres excavated during two consecutive months. “It cuts back the execution time for the dry-excitation component as scheduled and keeps us within the project base line,” he said.

The contractor is now expecting the arrival of additional equipment before the end of Panama’s dry season to increase production even further and to complete Panama Canal Expansion Programme’s second largest and complex project within schedule. 



ABOVE: The contractor deployed a significant amount of heavy equipment, which allowed for the excavation of the additional 15,000 cubic metres of material per day.

OPPOSITE: In this project, a total of 26 million cubic metres of material has to be excavated by August 2013

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BALLAST WATER TREATMENT

– Safeguarding biological diversity

With environment protection and sustainability issues climbing social and government agendas all over the world, effective and safe treatment of ballast water has become increasingly important. Biodiversity is clearly at risk when it comes to organisms travelling from one side of the planet to the other, with potentially disastrous results for the receiving ecosystem.

Several regulating bodies, with the International Maritime Organization (IMO) and the United States Coast Guard at the forefront, are now preparing strict rules to deal with the issue.

Marine organisms have been hitchhiking for shorter or longer routes ever since the birth of shipping as a mode of transport, originally by attaching themselves to the hull of ocean-going vessels. The problem escalated when the use of water as ballast became the fashion. Now organisms could be moved in huge numbers, as a vessel took on several tonnes of water in one port

and discharged it in another a world away. These invasions of new organisms sometimes upset the balance in the receiving ecosystem, with disastrous results. One of the most famous of these stowaway organisms was the zebra mussel, originally found in south-east Russia. They, appeared in the Great Lakes of North America in 1988, and were deemed to have travelled there in the ballast water of ocean-going ships.

Several ballast water management guidelines were adopted to prevent this biological tourism, mandating that vessels should change their ballast water at intervals between ports in order to limit the distance between loading and discharge. Unfortunately, as it turned out, this was not enough. Ballast tanks are hard to empty completely. So many smaller organisms remained even through several exchanges. Harsher measures were needed.

First out – IMO or US Coast Guard?

To remedy the situation, the IMO introduced the Global Bal-



last Water Convention in 2004, mandating treatment of ballast water prior to discharge. But although the IMO convention was introduced seven years ago, it has still not come into force. For this to happen, 30 nation-states and 35 percent of the world (ships) tonnage must ratify the treaty. At the moment the count is 27 states and just above 25 percent of the tonnage. Final ratification is expected to happen late this year or early 2012. This means that the US Coast Guard (USCG) might be first out with a set of regulations for ballast water treatment.

The proposed USCG rules are being released in two stages, where the first stage is principally equivalent to the coming IMO regulations, but with a much stricter second stage coming a few years later. The USCG regulations will affect all vessels discharging ballast water in US waters and are coming into force in 2012.

A comparison between the proposed regulations of IMO and USCG is shown in

By Martin Thorsson*

Table 1 below. Regardless of the issuer, the intentions of the ballast water treatment regulations are the same: to eliminate transfer of organisms from one ecological zone to another, where they might cause severe damage to existing ecosystems.

Besides the obvious positive effects on preserving biodiversity, there are also huge potential cost savings to be made from a global perspective. A United Nations paper, dated 2007, (UN Convention on Biological Diversity, Montreal, October 2007.) cites studies where the total global costs connected to invasive species are calculated at a staggering US\$1400 billion annually.

How to comply with the coming regulations?

Compliance with the regulations requires an effective system, fully certified by an accepted body and which does not impede normal ballasting



As the amount of water being loaded and unloaded can be massive, achieving the latter is no easy task, given that the space available onboard for retrofitting an existing vessel is often very limited.

There are several systems on the market today, promoting a variety of treatment methods. Most of these combine a mechanical filtering stage with a disinfecting stage of some sort. Both sets of regulations are clear on one issue: all organisms must not in fact be removed from the water – it is enough to render them incapable of reproduction. This is complicated enough, since the organisms that pass through the filter are miniscule and just few of them can render the resulting water ‘out of specification’.

The treatment needs can be compared to that for potable water, one of the most strictly regulated water treatment processes in existence. Therefore it comes as no surprise that the world’s largest and most experienced provider of ultraviolet (UV) irradiation treatment of water, Trojan Technologies, joined forces with leading marine solutions provider Wärtsilä to develop

and market one of the most interesting ballast water treatment solutions of today.

A novel and innovative solution

As in most of the systems of the market today, the Wärtsilä solution’s treatment method consists of

two stages: a filter stage and a UV disinfection stage. Both stages are in operation during ballasting, that is, when water is pumped into the ballast tanks. First, all larger particles and organisms are filtered out. Then, any remaining organisms are either killed or rendered incapable of reproduction in the second stage. During de-ballasting, when the water is discharged, only the second, UV stage, is in operation. The actual UV treatment is state-of-the-art, based on one of the best drinking water treatment technologies in the world and optimised for low

energy consumption while retaining a secure and high treatment efficiency.

Where the novelty of this system is most visible is in the enclosure. Whereas most systems on the market are simply combinations of two or more separate treatment components interconnected

technical support into the foreseeable future, with all the possible changes and updates to the regulations that seem inevitable?

The selection of supplier and/or treatment process is only one of the thorny questions facing ship owners in the coming years. Another,

Invasions of new organisms sometimes upset the balance in the receiving ecosystem, with disastrous results

with pipes, the Wärtsilä system is fully integrated in a single unit. This allows for an extremely small footprint – only 1.40 square metres for a system capable of treating 500 cubic metres an hour – which is a vital parameter to consider when it comes to retrofitting. Several large shipowners, for example Wallenius and BW Group, have developed or acquired technology to design their own systems, and can then tailor the installation to their specific needs. But for the bulk of the market one key feature will be installation size.

The clock is ticking – but it is best to wait

For Caribbean ship owners, both USCG and IMO regulations will most probably apply, with the USCG regulations coming into force already in 2012 followed closely by the IMO. The time to select a suitable system is getting shorter, bearing in mind that the USCG regulations are to become even stricter in a few years.

So which supplier to select? The question rests on one simple reality. Which one will be able to sustain

(possibly even larger) issue will be the delivery and installation capacity available. A huge number of vessels will have to install ballast water treatment systems in the near future and there is a risk that there will be a shortage both of available systems and yard time.

So should we choose a system today and get it installed right away in order to be ready in good time?

Well, in reality, no. Especially not for vessels in or close to US waters, like most Caribbean ships as well as European and Asian vessels destined for the USA. In Puerto Rico and US Virgin Islands, the US Coast Guard will also be the lead enforcement agency, suggesting that USCG certification is extremely important. But as the US Coast Guard has not yet released final certification guidelines for their regulations, there are at this time no USCG-certified ballast water treatment systems on the market.

The clock is ticking. But it is still best to wait. 

**Martin Thorsson is associated with Wärtsilä Sweden AB*

	IMO	US COAST GUARD		
		PHASE 1	PHASE 2	
Organisms > 50 µm	< 10	< 10	< 0,01	/ m³
Organisms 10 - 50 µm	< 10	< 10	< 0,01	/ ml
Escherichia coli	< 250	< 250	< 126	cfu* / 100 ml
Intestinal enterococci	< 100	< 100	< 33	cfu* / 100 ml
Toxicogenic vibro cholera	< 1	< 1	< 1	cfu* / 100 ml
Implementation year	2012	2012	2016	*) cfu = colony-forming units

Table 1. Regulations in brief. It seems likely that the US Coast Guard regulations will come into force earlier than the IMO regulations, meaning vessels travelling in US waters need to comply earlier than vessels in other areas of the world.

MAKING AN IMPACT

This year and last year – 2010 “the year of the seafarer” – are important years for countries with a maritime interest. February 23 marked the fifth anniversary of the adoption of the Maritime Labour Convention, 2006 (MLC, 2006) by the 94th Session of the International Labour Conference (ILC) of the International Labour Organization (ILO).

The anniversary was marked by Switzerland’s deposit of its instrument of ratification, bringing ratifications to 12 with coverage of

fleet (30/33), 18 more ratifications are needed to bring the Convention into force 12 months later, ideally in 2012, in line with the ILO five-year Action Plan to achieve widespread ratification and effective implementation of the MLC, 2006.

The demanding requirements for entry into force came from the importance placed on making sure that the MLC, 2006 would not be a “paper tiger” but would result in real change: decent work for seafarers and a level playing field for shipowners.

Despite the turbulence of

moving forward in national efforts to ratify and implement the MLC, 2006. Many countries in the European Union are making progress to ratify in accordance with the EU decision taken in 2007 and a number of countries in all regions have indicated that they plan to ratify in 2011, in part to mark the 100th session of the ILC. Slowly but surely the 30/33 formula is being achieved.

EVEN MORE SIGNIFICANT

What is even more significant, for an ILO Convention is the extent to which the MLC, 2006 has already made an impact and affecting practice in the maritime sector, well ahead of the more formal legal machinery of ratification. It appears that industry, the shipowners, the seafarers, the maritime educators, the NGOs and others expert services such as recognised organisations are leading the way. Collective bargaining agreements are being negotiated by the maritime social partners and many industry events on the MLC, 2006 have taken place and are



By Dr. Cleopatra Doumbia Henry*

being launched to prepare for implementation. In addition, importantly, a number of the Convention’s requirements are now also reflected in the recently adopted “Manila amendments” to the IMO’s STCW Convention, which are expected to enter into force in January 2012.

Good evidence of this “on the ground” change also comes from the high participation in the “Training of Trainers and maritime inspectors on application of the MLC, 2006”, held since 2009 at the ILO International Training Centre (ITC) in Turin, Italy. These two-week courses have brought together a wide mix of mari-

IT IS IMPRESSIVE THAT SO MANY GOVERNMENTS IN ALL REGIONS HAVE STILL BEEN ABLE TO STEADILY MAKE PROGRESS

seafarers on nearly 48% of the world’s fleet, based on gross tonnage (GT). But in order to achieve the MLC, 2006 demanding entry into force formula of 30 ratifications and 33% of the world

the intervening years since 2006, particularly with economic stability matters at the forefront, it is impressive that so many governments in all regions have still been able to steadily make progress on

time industry actors including flag state inspectors, port state control officers, ITF inspectors, surveyors from ship classification societies or other organisations involved with ISM audits, maritime administrators, educators, medical practitioners and other maritime professionals.

Some significant examples of the progress made so far come also from the Latin and South American and Caribbean region, home to three of the world's largest flag states that have already ratified the MLC, 2006: Panama, The Bahamas and St. Vincent and the Grenadines. Other countries such as Argentina, Antigua and Barbuda, Belize and Chile are also important flag States that are engaged in national activities to move to ratify the MLC, 2006

ILO STRATEGIC SUPPORT

Since the adoption of its Action Plan in 2006 the ILO has invested in strategic support for ratification and implementation of the MLC, 2006 in the Caribbean and Latin and South American regions. Activities since 2006

include High-level Tripartite Missions, and national and regional seminars, combined with support for national legal gap analysis to assist with the national consultations. In September 2009

representatives from 35 countries participated in the ILO's tripartite Hemispheric Conference on the Rapid and Widespread Ratification and Effective Implementation of the MLC 2006, held in Barbados, where key activities to support implementation were identified. Two were emphasised: training for flag state inspectors and port state control officers and developing model legal provisions.

The ILO has responded to both recommendations. In November 2010 the ILO, in co-operation with the Maritime Authority of Jamaica and the Caribbean Memo-


randum of Understanding on Port State Control (CMOU) held the first (pilot) regional MLC, 2006 inspector training workshop. The workshop held in Kingston, Jamaica was attended by 35 inspec-

tors and maritime administrators in the region. The ILO is also now developing model legal provisions with a workshop planned at the ILO's International Training Centre in September 2011.

At the February 2011 Bahamas International Maritime Conference and Trade Show (BIMCATS), there was a focus on the world's seafarers with part of the Conference dedicated to the MLC, 2006 and building upon 2010 "the year of the seafarer". It seems clear that the single best step to follow-up on 2010 and to help develop the maritime sector in the Caribbean, Latin American

and South American regions, will be to ratify the MLC, 2006 in 2011.

The ILO remains ready to continue to assist countries in the region ready and willing to move forward towards

ratification and effective implementation of the fourth pillar in the international maritime regulatory regime, the MLC, 2006. 

**Dr. Cleopatra Dombia Henry is Director of the ILO International Labour Standards Department*

SOME SIGNIFICANT EXAMPLES OF THE PROGRESS MADE SO FAR COME ALSO FROM THE LATIN AND SOUTH AMERICAN AND CARIBBEAN REGION



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PIRATES WITHOUT HONOUR

The Indian managers of a Panama-flagged ship are criticising pirates for failing to release all of the Indian crew with the vessel, after an agreed upon ransom was paid. In the second week of April (2011) a Mumbai-based ship management company reportedly paid an undisclosed ransom to free the *Asphalt Venture* and crew members onboard. The management company told 'Maritime Executive' news that eight crew members were released with the vessel, but pirates were still holding seven. The ship's master was reportedly among the eight that were released. The company "...expressed deep disappointment over the pirates reneging on their word. This is despite meeting all demands of the negotiated settlement and paying the mutually agreed ransom. The vessel is in Somali waters. The owners appeal to the pirates to honour their word and immediately release the six officers and one crew member. All owners of other ships hijacked by pirates which are still captive in Somalia will lose faith in the negotiation process, unless those taken from the *Asphalt Venture* are returned immediately and allowed to sail with their fellow seafarers."

Pirates hijacked the bitumen-asphalt tanker on September 28, 2010 while the ship was sailing from South Africa to the Kenyan port of Mombasa.

PANAMA CANAL – THIRD SET OF LOCKS TO BE COMPLETED AHEAD OF SCHEDULE

The consortium led by Spanish Sacyr Vallehermoso expects to complete the design and construction of the third set of locks before the due date (October 2014) in order to receive the incentive grant from the Panama Canal Authority (ACP), if the work is completed before this deadline.

The design and construction of the third set of locks, the main contract extension project, has advanced approximately 12%.

"The important thing is to finish well the construction of new locks, a work that is very symbolic, but if you can win some prize money it would not hurt," said the president of Sacyr Vallehermoso, Luis Del Rivero, who visited Panama early this year to see construction in progress. For each day the work is completed in advance, the PCA established an incentive payment of \$215,000, up to US\$50 million, for finishing early, and a \$300,000 penalty to the consortium for each day of delay up to a maximum of US\$54.6 million.

SECOND PHASE COMPLETED AT CAUCEDO MULTIMODAL PORT

President of the Dominican Republic, Leonel Fernandez was main guest recently at ceremonies to mark the completion of Caucedo Multimodal Port's second phase of development. Built at a cost of more than US\$50 million, the terminal's second phase adds an additional 300 metres of pier. With a depth of 41 ft, two additional cranes, six yard cranes and other auxiliary equipment, this is expected to increase the terminal's capacity to handle containers by 25 percent.

The facility's operator, Dubai World Ports, manages 49 terminals around the world and increased its operations by 23% in 2009, compared to 2008. In 2009, Caucedo increased its volume by 23%, and according to the United Nations Economic Commission for Latin America, it was the fastest growing port in the region. In 2010, the terminal handled more than 1,300 cargo ships and exceeded one million teu.

SAJ GETS ACCREDITATION

On Tuesday, March 11, the Shipping Association of Jamaica (SAJ) was officially certified as an Accredited Training Organisation (ATO) by the National Council on Technical and Vocational Education and Training (NCTVET). In a ceremony on March 29, the certificate was received by Diana Reynolds, senior human resource development manager, and Luckresha Ramsamugh Baker, SAJ's training and development manager. According to Reynolds, an ATO is an organisation that has implemented a competency-based training programme and adheres to standards and administrative systems approved by NCTVET. Such organisations must consistently meet the standards required by NCTVET. The association's decision to pursue such accreditation came out of a wider vision of the leadership of the SAJ to increase the training and professionalism of its workforce with a view to improving their flexibility and their attractiveness to operators on the Port of Kingston.

Competency-based certification was intended to be one of the gateways to professionalism, raising the bar in terms of the service the SAJ's workers provide to the port of Kingston.

The SAJ began collaborating with Jamaica's vocational certifying body, NCTVET, to develop the competency-based standards for stevedoring as well as to produce the curriculum. The association administered a pilot programme in 2009 in which 17 workers completed the first Level 1 stevedoring certification programme. The success of the pilot programme gave the SAJ the impetus to pursue the ATO status.

MORE HURRICANES FORECAST FOR THIS YEAR

Colorado State University's leading forecaster, Professor William Gray, expects an above-average probability of Caribbean major hurricane landfall in the 2011 Atlantic Hurricane Season. He estimated that this hurricane season would have about nine hurricanes, 17 named storms and, five major hurricanes developing to at least Category 3 strength, or higher. El Niño – a periodic change in the currents of the Pacific Ocean that occurs every five to eight years and brings unusually warm water to the coast of northern South America – is being blamed for the activity.

"We expect current moderate El Niño conditions to transition to neutral conditions by this year's hurricane season. The predicted weakening of El Niño conditions combined with a very strong anomalous warming of the tropical Atlantic are the primary reasons why we are increasing our forecast. We believe that these two features will lead to favourable dynamic and thermodynamic conditions for hurricane formation and intensification," said Professor Gray, who is beginning his 28th year forecasting hurricanes at Colorado State University.

"This active cycle is expected to continue for another decade or two."

The North Atlantic Hurricane Season runs from June 1 through November 30.

****GRAPEVINE documents reports appearing publicly, in the news and circulated on the internet, so as to provide a historical context for the articles appearing elsewhere in this publication. The source of this information is quoted. The Caribbean Shipping Association, CARIBBEAN MARITIME and Land & Marine do not endorse these reports, neither do we take responsibility for their accuracy.***

RCCL, WÄRTSILÄ SIGN MAINTENANCE AGREEMENT

Wärtsilä has reportedly signed a five-year maintenance support agreement with Royal Caribbean Cruises Ltd. It is a joint co-operation between Wärtsilä and Royal Caribbean Cruises Ltd and its operating companies Royal Caribbean International, Celebrity Cruises, and Azamara Club Cruises. The maintenance support agreement contains a wide range of services, including maintenance planning, spare parts logistics optimisation, the development and testing of engine components, fuel consumption optimisation, as well as an advisory service for overhauls and workshop services. In addition, the agreement incorporates the development and implementation of future remote engine monitoring systems and associated software. The maintenance support agreement covers 29 vessels with an option to add more vessels in the future. A total of 118 Wärtsilä engines make this the single largest maintenance agreement to be signed between Wärtsilä and a marine customer.



ROYAL NAVY TO REMAIN IN THE CARIBBEAN

The Royal Navy is to continue a permanent presence in the Caribbean, focused mainly on the United Kingdom's Overseas Territories. A published statement from the Governor's Office in Anguilla, one of those territories, said the Royal Navy would remain in order to "respond to the full range of foreseeable contingencies".

"The primary purpose of the Royal Navy in the Caribbean is to deliver security and reassurance to the UK Overseas Territories, specifically in disaster relief operations," it said.

"In the event of a humanitarian disaster, it will deliver initial military assistance. During 2011 this will be provided by a Royal Fleet Auxiliary ship, enhanced with a naval party and

helicopter during the hurricane season. This will provide a broadly comparable capability to previous years."

In February, the UK government said it was abandoning its warship patrols of the Caribbean, for the first time since the Second World War, because of the Royal Navy's funding crisis. It said a Royal Fleet Auxiliary ship, enhanced with a naval party and helicopter, would be used during the core hurricane season.

The Royal Navy said when its vessels are not engaged in disaster support activity, spare capacity is used to disrupt and interdict consignments of illicit narcotics trafficked through the region en route from Latin America to the UK, Europe and the US and that work has been highly successful.

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A NEW PCS BUSINESS MODEL IS BORN: THE CONCESSION

A new model to help ports and terminals move forward has arisen

Effective transit or trans-shipment of goods through a port require all logistics chain stakeholders to: (1) comply with several regulations stipulated by governments, international customs authorities, local ports authorities; and (2) exchange of a large volume of documents and data in order to satisfy the entire chain business processes.

Given international competition, the main strategic objective of a port and its stakeholders is to be more

and more efficient, secure, safe and green. The best way to achieve these objectives is to benefit from reliable innovative tools such as a PCS (Port Community System). A PCS is an electronic single window that optimises, automates, and manages business processes of port community stakeholders.

PIONEER

In the Caribbean, Guadeloupe became a pioneer in the way to computerise port business processes. It

adopted in 2000 SOGET CCS (Cargo Community System), named ADEMAR. Since then, many ports have followed these first steps.


Such a system is a huge investment for the port authorities, government and stakeholders. It is not only about cost but also implementation, change management, training and operations. That is why French Bureau Veritas Group and SOGET created and offered a new business model for ports authorities

planning to implement a Port Community System.

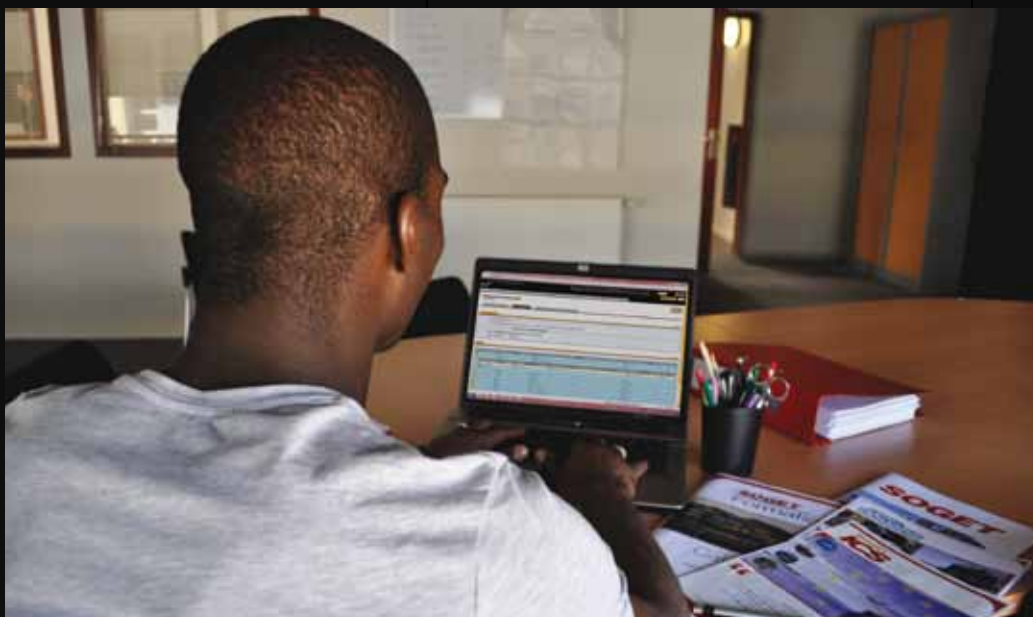
Called the concession model, the government outsources the implementation and operation of the PCS to a private operator, through a concession. The Bureau Veritas – SOGET joint venture offered the chance to combine the skills of a port and logistics software leader (in accordance with the SAFE standards from the World Customs Organization) and those of a world leader in trade facilitation services and inspection programmes on behalf of Governments, Bureau Veritas. The combination of Bureau Veritas operational know-how and SOGET technological and trade expertise complied with the strategic objectives of port authorities.

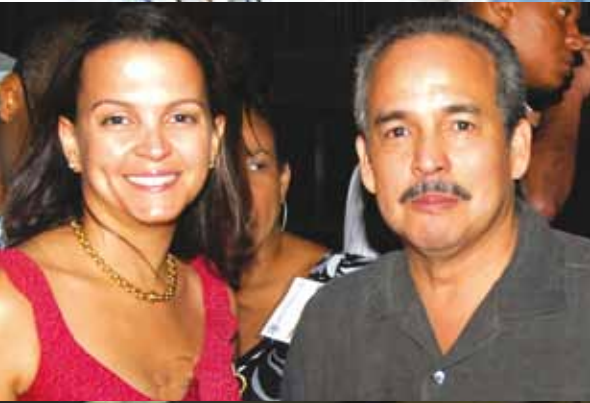
CONCESSION

World Premiere, Port of Cotonou in Benin chose this business model and, in November 2010, granted SOGET-Bureau Veritas joint venture a 10-year concession to implement and operate the PCS.

SOGET and Bureau Veritas intend to present this new business model to participants at the Caribbean Shipping Association Conference from May 15 to 18 2011 in Guadeloupe. 

SUCH A SYSTEM IS A HUGE INVESTMENT FOR THE PORT AUTHORITIES, GOVERNMENT AND STAKEHOLDERS





Spirit of the CSA

The Caribbean Shipping Association has been a binding force for over 40 years. It brings together, in a vast network, the leaders and decision-makers in the shipping industry of the Caribbean and Latin America as well as North America. The Association's sphere of influence includes countries and territories from four language groups – English, Spanish, French and Dutch – from the northern coast of South America, across the Caribbean and Central America, to North American ports on the Gulf of Mexico and the Florida peninsula (the Region).

CSA conferences are a source of knowledge and information about the latest developments and trends in the world's maritime trade. Attracting participation from both the public and private sectors, these conferences facilitate the bonding and personal interaction of those whose job it is to ensure the efficient operations of the Region's seaports and the ships which serve them.

The CSA has two major conferences every year. Each is held in a different territory in the Region and both attract attendance from all over the world. The conference in May is the 'Caribbean Shipping Executives Conference'. Topics selected for presentation and discussion at this event collectively equip participants to grapple with current issues and to plan strategies for the future. The conference in October is the more complex of the two. It is the CSA's main calendar event and includes the Annual General Meeting where, each year, the Association elects its leadership. The October meeting also features 'Shipping Insight', the CSA's annual business exposition. In addition to the serious business associated with the Annual General Meeting, the Conference and 'Shipping Insight', there is a fun side. The annual CSA Golf Challenge is held on the weekend preceding the October meeting. The three-day October event ends with the CSA Annual Gala Banquet at which the winners of the CSA Caribbean Port Awards are announced. The photographs presented here reveal and document the mood and spirit of what is arguably the most vibrant business network in the Western Hemisphere.



BARBADOS GETS READY TO RECEIVE THE CSA

The Shipping Association of Barbados (SAB), in collaboration with Barbados Port Inc., moved into the final stages of preparation for the Caribbean Shipping Association's 41st Annual General Meeting, Conference and Exhibition, to be held October 10, 11 and 12 in Bridgetown.

As hosts of the final event of the 40th anniversary year of the CSA, both organisations are working together to make this 41st AGM one of the best ever. Barbados, a founding member of the CSA, hosted the Association's second Annual General


Meeting in 1972. The CSA has since met for Annual General Meeting in Barbados in 1976, 1995 and in 2005.

PLANNING

In February, SAB President Marc Sampson and Vice President Wayne Bowen met with all parties involved in the planning, including representatives of Barbados Port Inc., CSA General Manager, Clive Forbes, CSA Director of Information and PR, Mike Jarrett and the event planners. A full 'round-table' meeting was held at the SAB's offices on February 24. Site visits to the Barbados

Golf Club, site of the annual CSA Golf Challenge; and, to Harrison's Cave, were made on February 23 and 25 respectively.

"We are planning something very special this time around," the SAB President said, adding that, "at every moment during this conference you will know that something special is happening."

It was in Barbados that the CSA Silver Club was launched and where, 10 years later, the inaugural Silver Club Roast was held. Marc Sampson's team remembers those milestones and plans to make this October in Barbados, similarly, unforgettable. 

- Mike Jarrett photos

