

# BEAR FACTS

Algoma Central Corporation Newsletter  
Winter 2019





# PRESIDENT'S MESSAGE



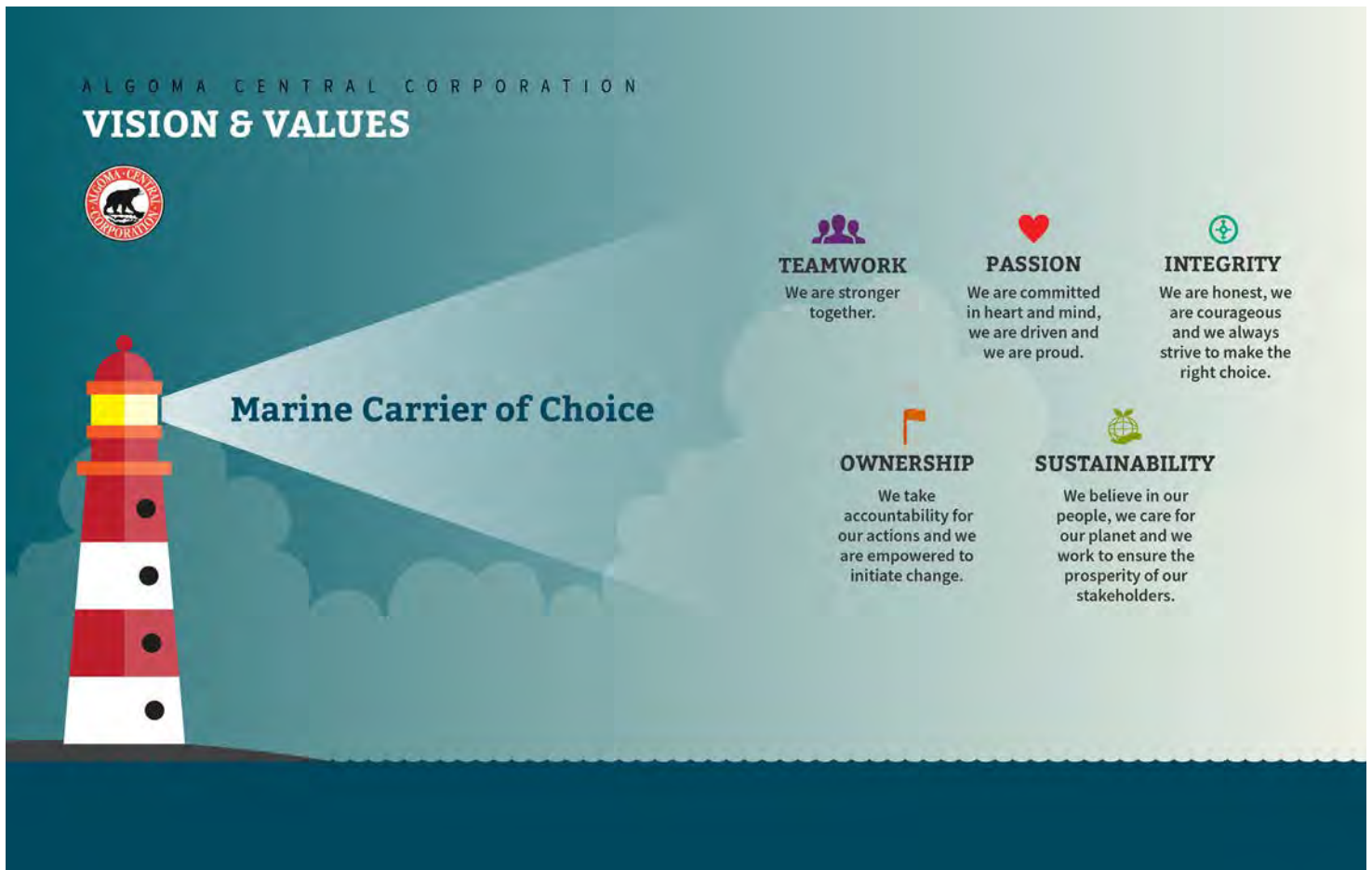
First off, I would like to take this time to wish everyone a very Merry Christmas, Joyeux Noël and all the best in the New Year. The Algoma family wouldn't be what we are without our incredible team of hard working and passionate individuals, both shipboard and shoreside. Thank you for another great year! I would also like to send my sincere thanks to all of our crews working this Christmas. Your dedication is always appreciated, but it's especially valued during the holiday season.

## Strategic Review

Over the last few months, the senior management team has been reflecting on our vision and values and the need for an update as our company grows and evolves. We got together recently and talked about the company, the whole company, and reflected on where we have been, where we see ourselves going and, most importantly, who we are together.

## Vision

We decided on the phrase ***Marine Carrier of Choice*** as our guiding light that reflects who we are and where we want to be as an organization. ***Marine Carrier of Choice*** applies to employees (choosing to work for Algoma), customers (choosing to ship on Algoma vessels), suppliers (choosing to do business with Algoma), investors (choosing to buy Algoma shares), partners (choosing to make joint ventures with us) and society (choosing the marine mode of transportation as the most sustainable way to ship goods). We want our vision to resonate with all our stakeholders and to inspire everyone who works at Algoma. As employees you play a huge role in helping make this vision a reality.



## Core Values

Next we needed to establish a new set of core values. What are core values and why are they important? They are our guiding principles; they help us work toward a common goal. Articulating our core values is important because we can refer back to them to guide our decision making. Please help each other live these values and let's hold each other accountable when we do not.

## 2020 Focus Areas

Once we finalized our vision and values we identified four areas to focus on in 2020. What are our goals for the next 12 months? ***Strategic growth, people, fleet optimization, and process improvement.*** Each of these goals have metrics - barometers - to measure our success.

## How Do We Get There?

Our vision, values and focus areas will guide our actions and set our priorities for 2020 and beyond. Each barometer will be driven by projects and tasks lead by members of the Algoma team. Successfully completing these projects will yield results that, when taken together, will accomplish our goals.

I look forward to working with all of you to bring our goals to life. We are a team! Everyone plays a role! Let's work together with passion and integrity and demonstrate to our many stakeholders that Algoma truly is their ***Marine Carrier of Choice.***

From my family to yours, wishing you all a safe and happy holiday season.

- *Gregg*



Gregg & Dianne's four children - Abby, David, Jacob and Katie.



Gregg & Dianne at a hockey game.

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## FOLLOW US

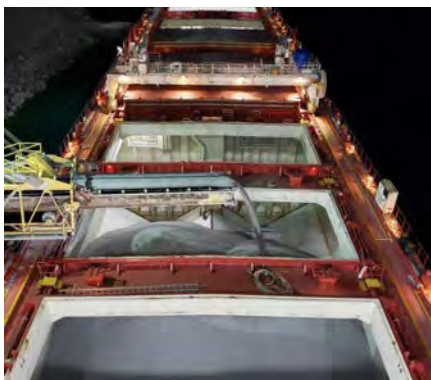


@ALGOMACENTRAL

#EXCITINGTIMESATALGOMA

#SAILWITHTHEBEAR

#THISSHIPSAILSSAFE



# THIS SHIP SAILS SAFE

Congratulations to the following vessels for their Operational Excellence in 2019!

1. AlgoCanada
2. Algoscotia
3. Algonova
4. Algoma Hansa
5. Algoma Dartmouth
6. Algoma Discovery
7. Algoma Spirit
8. Algoma Buffalo
9. Algoma Innovator
10. Algoma Compass
11. NACC Quebec
12. NACC Argonaut
13. Algoma Vision



## 30%

of our entire fleet has achieved operation excellence. This is not from luck but from hard work and a commitment to safety and each other. Which ships will join the elite group in 2020?



NACC Quebec crew recognized for their advanced safety culture. After two years in service they achieved this very high standard of operation.



NACC Argonaut crew recognized for their advanced safety culture. In their first year in service they have achieved this very high standard of operation.

### Operations Excellence is:

1. **Don't Hurt Anyone** – No treatment above first aid.
2. **Don't Spill Anything** - No oil spill to water, land or deck.
3. **Don't Damage Anything** - No ship, dock, cargo or bottom contact (causing damage greater than \$10K).

# EQUINOX UPDATE - Croatia Edition

Earlier this year Algoma and 3 Maj shipyard entered into a contract for the completion of the partially built self-unloader (Hull 733) that started at the shipyard in 2016. Hull 733 is identical to the Algoma Innovator (with some crew suggested improvements) and will be a boom forward 650' vessel. The shipyard, with the backing of the Croatian Government, is now back in business and working on our vessel to complete the outstanding work.

Present Status:

The hull is structurally complete and the vessel is afloat at the shipyard outfit wall. The main engine, generators, bow and stern thruster, economisers and scrubber are installed and recently the purifiers were positioned in their compartment. The self-unloading system is installed in the tunnel and the loop casing (from a mechanical point of view). The accommodation block is installed on the vessel and the self-contained "wet units" are positioned throughout the deck levels, insulation is installed, but not complete.



## NOVAALGOMA UPDATE



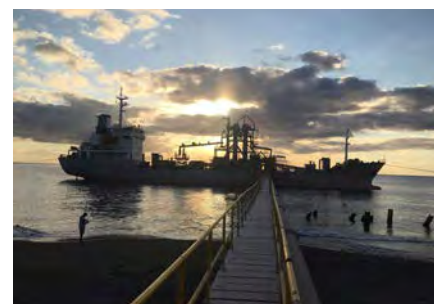
NovaAlgoma's owned fleet currently comprises 18 cement carriers, 15 mini-bulkers, 4 deep-sea carriers and a 25% interest in a fleet of 8 smaller specialized pneumatic cement carriers, for a total of 45 vessels.

Algoma and JT Cement added an eighth vessel to the specialized fleet of smaller cement carriers in June.

There are currently 6 NASC vessels under construction that are expected to be added to the fleet starting in 2020. The Sider Buffalo, as seen below, will be the first vessel completed with an expected delivery date of January 2020.



Sider Buffalo, Ningbo Xinle Shipyard



### Check Us Out!

[www.novaalgoma.com](http://www.novaalgoma.com)

You can find fleet information, press releases, career listings and contact information all in one place!

Don't forget NovaAlgoma is on social media!

@NOVAALGOMA

#NovaAlgoma

#brightfutureahead



# FLEET UPDATE - WINTER WORKS

We start planning for each winter well in advance and this year is no exception. On the Domestic Dry-Bulk side most vessels tie up for winter repairs, but not all. There is the winter salt in the lakes and winter programs in the lower river. Repairs and maintenance must be scheduled around this winter trade. Tankers can run all winter depending on customer demand with their maintenance scheduled around regulatory and customer requirements.

This winter we have two dry-dockings, the Algoterra and the Radcliffe R. Latimer. Both vessels will be on the dock at the same time in Verreault. The specifications were sent out for quotation and the docking slots secured well in advance. Pre-planning for winter works has become more important in recent years to ensure our contractors and suppliers can be better prepared for what is to come.

A number of the larger projects this winter are intended to improve our environmental performance including the installation of a scrubber on the Algoma Mariner. The specification for this work went out to an extensive list of contractors including some we haven't worked with previously. This project has been awarded to E.S. Fox, and there has been months of discussion and planning to help ensure this complicated project goes ahead as planned.

Work will be performed on the Algoma Sault's unloading system similar to that performed on the Algoma Niagara last year. Currently the Algoma Sault is scheduled to be in the winter salt trade.

There is still some outstanding work on the Algoma Compass and the Algoma Buffalo as part of their Canadianization which once completed will wrap up that process.

As is the case every winter, the work performed is

intended to ensure the fleet is reliable for the season ahead. Preventative maintenance usually consists of engine work, machinery upgrades, auxiliary machinery and piping systems, electrical systems, and self-unloading equipment. The work is performed by a combination of vessel staff and shore side contractors. Priorities are determined by our P.M. system and knowledge and experience of both shipboard and shore based crew. Having vessel staff involved in the maintenance as much as possible has always been a priority and will continue to be.

Shore side contractors are essential for some of the work, and our relationships with them are important to the success of the winter periods. Despite the bulk of the fleet tied up for the winter this is an especially challenging time of the year for vessel Superintendents and everyone involved in the preparations for the coming season.

- Vice President - Engineering, Steve Wright.

*From all of us in the operations department,*

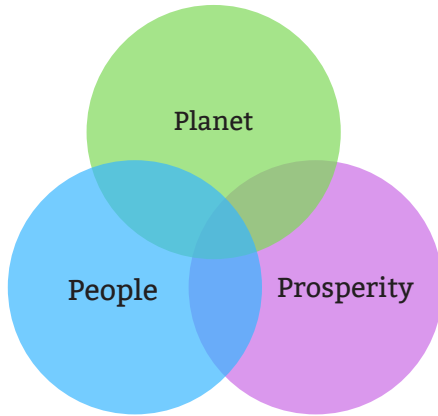
*Merry Christmas!*



Algoma Mariner - photo submitted by Wheelsman, Brittany Schooley.

# ALGOMA SUSTAINABILITY SURVEY RESULTS

Algoma sent a survey to shoreside employees in 2018 and domestic shipboard employees in 2019, and received a good response - 94 office employees and 402 shipboard employees participated



## What is Sustainability?

- Being socially and environmentally responsible
- Caring for the health, safety and well-being of our employees
- Being good stewards of the environment
- Working to ensure prosperity for our employees, shareholders, customers and other stakeholders

## RESULTS

95%



76%

Agree that sustainability is important to Algoma's overall business success

Believe that Algoma is committed to sustainability



Message received - we can do more and we will do a better job at communicating our current efforts

## Top areas identified as needing improvement:



Training & Education



Health & Wellness



Environmental Protection

## Other areas for improvement:

- More focus on long-term maintenance of our ships
- Employee recruitment and retention
- Improved workplace safety

Shoreside employees identified a need for greater community involvement - based on this, the Algoma Community Involvement Committee was formed

## Future work planned:

- Communicate sustainability policies, programmes and successes
- Incorporate identified improvement needs in our overall strategy
- Expand the Sustainability Survey to the ocean fleet
- Employee Engagement Survey to come



# RECYCLING PROGRAM



## Algoma has qualified for Gold Standard in the Niagara Region's Rethink Your Waste Program!

[Click here to learn more about the program](#)

In the fall of 2018, the Management Trainees were tasked with reviewing current waste management practices at Algoma's head office in Niagara in order to implement improved strategies to reduce our environmental footprint. The team collaborated with Algoma's Environmental Director, Properties Manager, the Niagara Region and independent waste and recycling service providers to roll out the following changes:

- Organics were introduced to the office with the help of Davidson Environmental
- Three stream waste management systems were placed throughout the office consisting of landfill, mixed recycling, and organics
- Individual garbage bins were removed from employees' desks to break the habit of disposing of waste directly into the trash, and to encourage thought about whether items could be diverted from landfill by being placed in recycling or organics
- Employees were provided informational tools to decide what items could be recycled, and employees were challenged to reduce the rate of contamination by half.

After a month of waste audits and training, Algoma's head office successfully reduced our contamination rate by half, and small improvements have continued to be implemented! Our environmental efforts, both shipboard and shoreside, were evaluated by the Niagara Region, and Algoma was awarded the Gold Certification level in the Region's Rethink Your Waste at Your Workplace program! Thank you to all for your continued efforts to reduce our environmental footprint!



The green team from left to right:  
Management Trainee, Brandon Andres,  
Management Trainee, Rebecca Gauvin,  
President & CEO Gregg Ruhl, Contract  
Administrator, Ryan Muil, Junior Analyst, David  
Maritan, Management Trainee Andre Chabot,  
Junior Superintendent Engineering, Kenedy  
Assman.





# ALGOMA CREW IN THE SPOTLIGHT



Captain Munden on the Tim S. Dool

[Click here for episode \(Captain Munden is on at 27:30\)](#)

[Click here for article](#)

## Plotting Her Own Course

Our very own Captain Charlene Munden was featured on an episode of Here & Now on CBC News St. Johns on November 18, 2019!

From the small town of Jean de Baie, Newfoundland, Captain Munden has made quite the waves in the media these last few weeks. This inspiring documentary is a must see for any seafarer wanting to climb the ranks in the industry.

With determination, focus and for Captain Munden, an amazing

support group back home, she was able to work her way to the helm.

Congratulations Captain on all of your successes and sending an even bigger congratulations on the birth of your son James.

Special thanks as well to the incredibly supportive crew of the Tim S. Dool.

## Continuing Education:

In October, Specialist, Training & Development, Jamie Regular received her Bachelor Degree in Maritime Studies and was featured in The Memorial University Gazette!

After a career with the Coast Guard, a move to Ontario to join Algoma, four marathons and two children later Jamie has completed her Maritime Studies degree!

Jamie oversees the training, certification and development of the company's shipboard employees - ensuring they are fully certified and scheduled for training.

Congratulations Jamie on all of your accomplishments! We are proud to have you aboard!

[Click here to read the article](#)



Specialist, Training & Development, Jamie Regular.



## A Glimpse in the Galley

The Duluth *North Star Port* magazine came aboard the Algoma Guardian and interviewed Chief Cook, Raymond Eaton on the Algoma Guardian for their "A Glimpse in the Galley" article on food on the great lakes. Looks good Raymond!

To read the article [click here](#).

# WOMEN ON THE WATER 2019

Yee-haw! This November was the 11<sup>th</sup> annual Women on the Water Conference in Texas and we were proud to be a sponsor again this year! So proud that we sent 5 Algoma employees and 8 cadets from various marine schools! This event showcases the success of women in the maritime industry and provides workshops and mentoring sessions to attendees to inspire achievement in their careers.

Thank you to all who attended and to those who helped getting all of the Algoma crew to Texas!



**“The conference was a great chance to strengthen relationships with some of the incredible women that sail for the Bear and allowed us to spend time with some of our cadets that will hopefully become future Officers with Algoma.”**

**- Manager, Environmental Operations,  
Dalia Dief**

**“The conference was an important and inspiring opportunity to network with female leaders in the industry. And also do a little two-stepping!”**

**- 2<sup>nd</sup> Mate Tina Gentile**





# AOTOS: ADMIRAL OF THE OCEAN SEA AWARDS DINNER



Algoma Central Corporation  
would like to give our warmest congratulations to the President of the  
Seafarers' International Union of Canada,

**Jim  
Given**

on receiving the Admiral of the Ocean Sea Award. Thank you for your  
commitment to the Brotherhood & Sisterhood of the Sea and to your  
dedication to always moving forward.



On November 1<sup>st</sup> in New York City, Jim Given, President of the Seafarer's International Union of Canada was presented with the Admiral of the Ocean Sea Award (AOTOS) by the United Seaman's Service at the 50th annual AOTOS Awards Gala.

The AOTOS award is recognized as the most prestigious award in the maritime industry and is presented annually by the United Seamen's Service. The AOTOS award is given in recognition of individuals and organizations who have shown outstanding support for American seafarers and the maritime industry of the United States.

This year Jim Given was one of those recipients. Mr. Given has been President of the SIU since 2013. He was born in a family of sailors and became a member of the SIU himself in 1979. The SIU represents the majority of unlicensed seafarers working aboard Great Lakes vessels.

**“American &  
Canadian Seafarers  
are the backbone of  
the two economies.”  
-Jim Given**

“Cathy and I were honoured to attend the AOTOS awards dinner this year and watch Mr. Given receive his award,” said Gregg Ruhl. “Thank you for your tireless efforts in helping ensure the marine trade and its seafarers have a strong future. Algoma is proud to work alongside someone who has such passion for our industry and the individuals who work within it.”

During his tenure, Mr. Given has successfully advocated for better government laws, increased employment numbers to all-time highs and launched a national seafarers' recruitment campaign with industry partners, Algoma being one of those proud partners.



Gregg Ruhl (L), Jim Given (M) and Cathy Smith (R) at the 2019 AOTOS Award night in New York City November 1.



# HAPPY 120<sup>TH</sup> BIRTHDAY ALGOMA!



On August 11<sup>th</sup> Algoma turned 120! We sail-a-brated the bear this year across the company! Our shoreside crew had a birthday bash at a local park and participated in a scavenger hunt, an obstacle course and even had an ice cream truck stop by!

For our shipboard employees we sent some birthday treats with each vessel's food order all the way out to our ocean fleets!

Here's to the next 120 years!







Algoma Vision



Algoma Integrity





# HALLOWEEN FUN!



**HUMAN RESOURCES**



**CORPORATE FINANCE**



**PURCHASING**



**EXECUTIVE**



**COMMERCIAL**



**FLEET PERSONNEL**





**Operations & Finance**



**Information Services**

# **PUMPKIN CARVING CONTEST!**



**ALgoScotia**



**ALgoMa CONveyor**



**ALgoterra**



**ALgoMa TRANsPort**



**G3 Marquis**



**ALgoMa HANsa**



**ALgoMa DISCOvery**



**ALgoMa COMPASS**



**ALgoMa STRONGField**



ALGOMA Guardian



ALGOMA INNOVATOR



G3 Marquis



ALGoScotia



G3 Marquis



ALGoSea

## WINNERS!

### PUMPKIN CARVING



ALGoScotia

*\$100 will be donated to  
United Way Montreal!*

### BEST COSTUMES



INformation Services

**THANK YOU TO EVERYONE WHO PARTICIPATED! YOU ALL DID A SPOOKTACULAR JOB!**



# COMMUNITY MATTERS

Thank you to all our employees who take the time to participate in community events throughout the year!

On June 5, Toronto Raptors gear took over head office with a great turn out for spirit day! \$610 was raised with all proceeds going to the Kristen French Advocacy program. This centre provides a safe place to help, heal and end child abuse for Niagara's children and youth.

On June 26, there was a bbq and raffle in the parking lot at head office! Committee members cooked burgers and hot dogs and raised \$1,215 for Autism Ontario!

On August 29, Algoma participated once again in United Way's Backpack for Kids! Algoma packed over 1200 backpacks!

After the success of Pitch-In-Day for earth week staff took part in Pitch In Day again this fall and collected 60 bags of garbage between locks 2 and 3!

Great job everyone!

#thebearcares #communitymatters



Algoma shoreside crew on Toronto Raptors Spirit Day!



Algoma Community Involvement Committee member Brandon Andres (left) and Jesse Vidal (right) presents the Kristen French Advocacy program with a cheque for \$610.



Algoma Community Involvement Committee members cooking up a storm at the summer BBQ and raffle in support of Autism Ontario! \$1,210 was raised!



Algoma shoreside crew packing backpacks for the 2019 United Way Backpacks for Kids.



Algoma volunteers at the fall Pitch-In-day!





# 2019 UNITED CAMPAIGN

Thank you to everyone who donated! We couldn't have done this without the help and generosity from all of you!

This year's campaign, along with the Company match raised  
**\$120,146!!!**

Thank you to our crew both ship and shore for helping to make a difference in your communities all across Canada!



➞ Algoma annual tailgate party in support of United Way!



➞ Algoma Community Involvement Committee members Julie Nieuwesteeg (left) and Susie Chang (right) at the 2019 United Way Kick-Off Breakfast on September 10.

## Leadership Team Pancake Breakfast!

As a big "thank you" to everyone who donated to United Way the leadership team cooked pancakes for our shoreside crew! To thank everyone who donated, their names both ship and shore were entered into a raffle for Algoma swag!

During the breakfast warm items including hats, gloves, wool socks and blankets were collected for Community Care. Thank you to everyone who donated!







# GIVING BACK ON THE ALGOMA DISCOVERY



Last year Captain Tom Higham and A/B Elvin Mallett on the Algoma Discovery noticed the Metro on Barton Street in Hamilton, ON (which is popular with the crew) had a donation bin for a local food bank and decided to help raise money to purchase 100 bags of groceries.

Phyllis did and how proud I am of this crew and all the others who donated. The picture with Phyllis shows what we bought and everyone can see where their money has gone” said Captain Higham.

Thank you to everyone on the Algoma Discovery who donated and thank you to Phyllis who went above and beyond to help those in need!

This year the crew asked what specifically the food bank needed. The food bank advised they were short on diapers, baby formula, peanut butter, jam and beans. Chief Cook Phyllis Derrough took charge and organized raffles on board and helped raise \$1,700!

“I can’t stress enough the great job



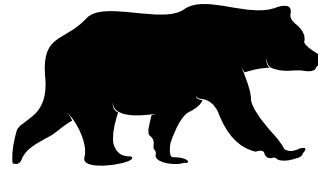
# TAKE YOUR KIDS TO WORK DAY

Algoma participated again this year in Take Our Kids to Work Day on November 6. Students toured operations at the St. Lawrence Seaway and the St. Catharines Museum and even got to climb aboard the Algoma Equinox!

Thank you to everyone who helped organize this event and thank you to the Seaway, St. Catharines Museum and the crew of the Algoma Equinox for welcoming and educating our students!



# NEW BEAR STORE



We recently launched the new Bear store with all new products. Going forward, the focus will be on providing the opportunity to redeem bear bucks for Algoma branded merchandise to show off our Algoma pride, with most merchandise being from name brands that are well recognized. Each Fall and Spring we will introduce all new items to keep the store fresh and interesting. With this change, there will be fewer items available at any one time but those items will change out more frequently.

We encourage people to visit the site and check out the items that are available. The site is open to the public and can easily be found through the company website or Google search.

Some items that were launched this Fall include a Thule backpack, Under Armour long sleeve ¼ zip, Champion hoodie and track pants, Burnside flannel jacket, North Face shell jacket, Oakley beanie toque, Timex watches as well as headphones, wireless speaker, travel pillow and camo hat. The Bear store can be accessed through the Algoma website or by Googling Algoma Bear Store.



**Check it out! <http://www.algomabearstore.ca/>**



# CHRISTMAS ON THE SHIPS

Our crews are getting into the Christmas spirit!



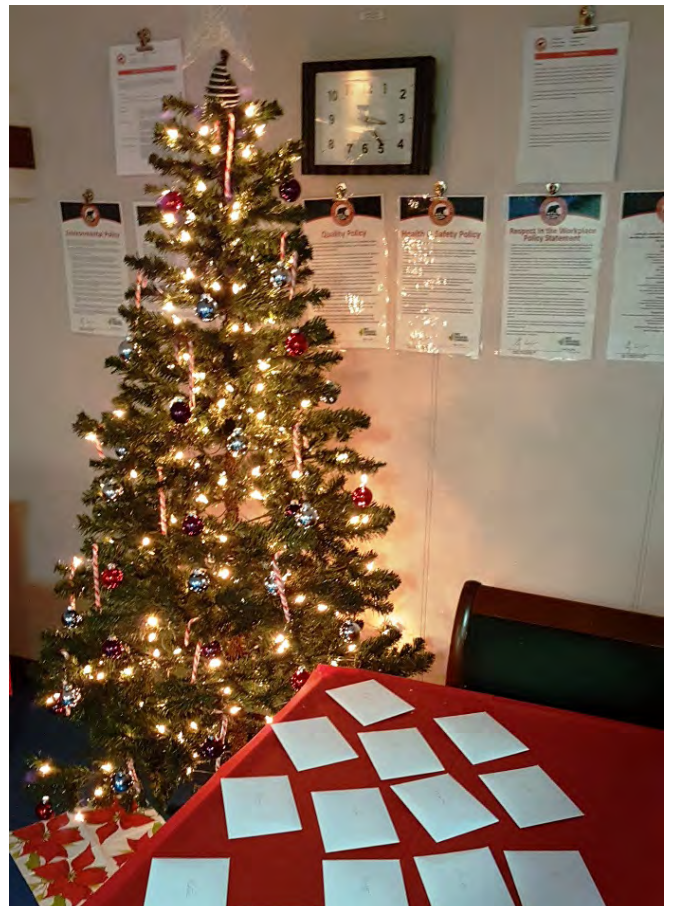
"My little Christmas corner in my room on the Algoma Sault" - 2<sup>nd</sup> Mate Alex Caron.



Chief Cook Jacqueline Lelay-Legault on the Algoma Enterprise all decorated for Christmas.



MUCs Rafael Macalde and Khatibu Fahatibu getting geared up for Christmas on the Algosea.



Christmas ready on the Algoma Strongfield. Picture submitted by 2<sup>nd</sup> Engineer Guarav Devgan.

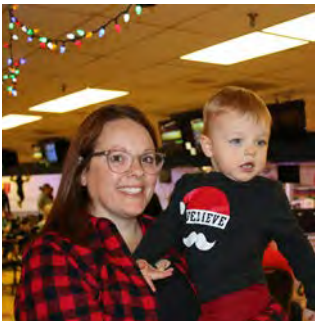




# CHILDREN'S CHRISTMAS PARTY

Santa dropped by early again this year to visit some of our bear cubs and give them early Christmas presents!

The kids had a great time bowling and opening their presents! Thank you to all of the volunteers who make this event possible and thanks for visiting Santa (a.k.a. Dan Fournier).





# CHRISTMAS CARD CONTEST



Thank you to all  
our Bear Cubs who  
submitted a  
Christmas drawing!  
Great job everyone!



## Top Row (from left to right):

- Thomas, age 8, nephew of Captain Kirk Lake
- TJ, age 11, son of Crane Operator, John Panes
- Sarah, age 8, daughter of Captain Upadhye
- Nico, age 5, daughter of Corporate Counsel, Mike Vanoostveen

## Middle Row (from left to right)

- Asher, age 8, son of Corporate Counsel, Mike Vanoostveen
- Zidan, age 8, son of 1<sup>st</sup> Mate, Tahir Khan
- Sophia, age 12, daughter of 1<sup>st</sup> mate, Tahir Khan

## Bottom Row (from left to right)

- Arthur, age 5, son of Manager, Environmental Operations, Dalia Dief
- Solomon, age 4, son of Manager, Environmental Operations, Dalia Dief
- Jacey, age 5, daughter of O/S, Calvin Chaulk



## OUR WINNER!

Gabriella, age 7,  
daughter of 2<sup>nd</sup> Officer  
Antony Nishanth

Your drawing will  
be used as Algoma's  
annual Christmas card!



# CERTIFICATE UPGRADES

Congratulations to the following employees for upgrading their certificates!



Francois Demontigny

Martin Raynsford

Apoorva Srivastava

Francois St. Pierre

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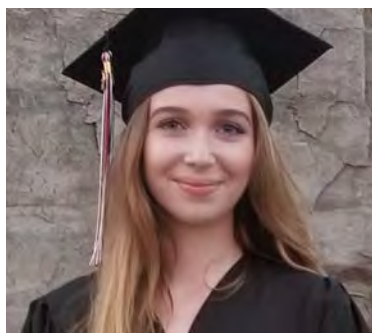
## SAFETY TRAINING - CADETS

Our Manager, Safety, Dan Fournier and Engineering Superintendent Farooq Niazi travelled to BCIT to teach future seafarers about the importance of safety and the tools Algoma uses to sail safe! #thisshipsailssafe #sailwiththebear





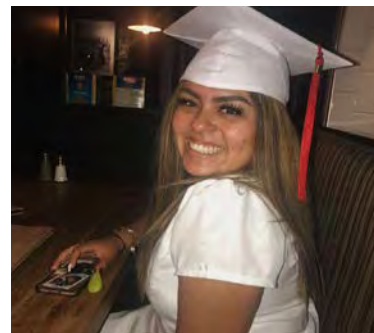
# ALGOMA SCHOLARSHIP RECIPIENTS



Megan Bradley (L) - daughter of Tax  
Manager, Paul Bradley  
Attending: Wilfred Laurier University

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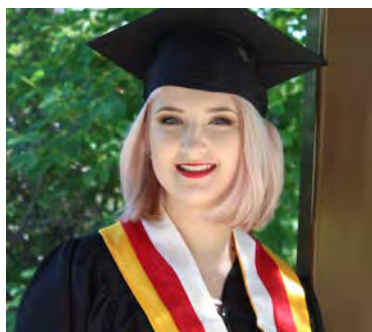
Isabella Chavez (R) - Mechanical  
Assistant, Jorge Chavez  
Attending: Brock University



Christina Eustace (L) - daughter of  
Coordinator, Billing, Shelly Eustace  
Attending: Niagara College

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Amanda Jeffreys (R) - daughter of  
Maintenance/Custodial Super, Idris  
Meurwyn Jeffreys  
Attending: Algoma University



Kayla Jobst (L) - stepdaughter of Senior  
Engineering Superintendent, Dave  
Pauze  
Attending: Brock University

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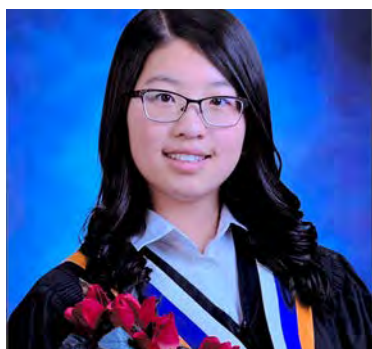
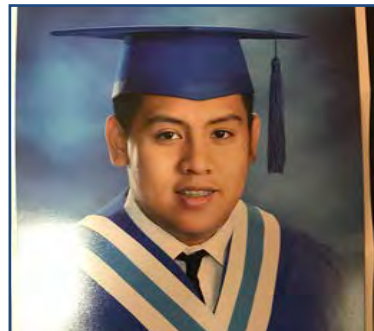
Mitchell Karnay (R) - son of Manager,  
Infrastructure, Steve Karnay Attending:  
Carelton University



Brandon Vautier (L) - son of Captain  
Clarence Vautier  
Attending: College of the North Atlantic

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Carlos Virtusio (R) - son of GPW,  
Genaro Virtusio  
Attending: Western University



Cynthia Wan (R) - daughter of Clerk,  
Accounting, Grace Chen  
Attending: Western University

The Algoma Central Corporation  
Scholarship program was  
launched in 1993 and has  
since provided \$546,000 to 299  
deserving students.

**CONGRATULATIONS TO ALL OF OUR  
SCHOLARSHIP RECIPIENTS! WE  
WISH YOU ALL THE BEST IN YOUR  
FUTURE ENDEAVOURS!**

# MARINE SCHOOL - ALGOMA SCHOLARSHIP RECIPIENTS



Deck Superintendent, Martin Nieuwenhagen presents Engineering grad Josh Bains with his scholarship.



Deck Superintendent, Martin Nieuwenhagen presents Deck grad Chris Yates with his scholarship.



Bernie Brockerville (MI) presents Engineering student Noah Andrews with his scholarship.



Bernie Brockerville (MI) presents Nautical Science student Daniel Mayhew with his scholarship.

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## BIRTHS *Congratulations!*



Director, Fleet Reliability, Kevin Minkoff is proud to announce the birth of his granddaughter Edith, born on May 14.

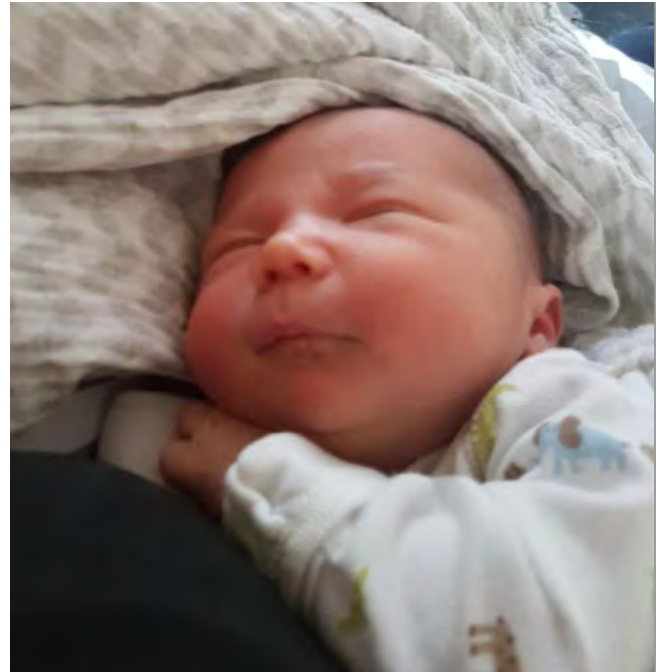


Captain Edmund Dewling is proud to announce the birth of his grandson Oliver born on May 28.





Captain Bruce Chisling is proud to announce the birth of his grandson Weston, born on September 24.



Coordinator, Fleet Personnel, Christina Granton is proud to announce the birth of her son Kai, born on July 28.



Buyer, Rubin Varghese is proud to announce the birth of his daughter Aria, born on November 20.

*Dream*  
**BIG**  
*Little Bears*

## FINAL SAILINGS

It is with our deepest sympathy that we announce the passing of the following employees and retirees. Retired 3<sup>rd</sup> Mate, Gordon Connelly passed away on May 30; retired 1<sup>st</sup> Mate, John Hewetson passed away on June 26; retired Captain George (Walter) Wheeler passed away on July 28; 4<sup>th</sup> Engineer, Michael Terry Andraza passed away on September 14; 2<sup>nd</sup> Cook, Wayne Kaiser passed away on September 15; Ordinary Seaman, Christopher Redmond passed away on September 15; retired Manager, Vessel Traffic & Customer Service, Ed Rahn passed away on October 15; retired Captain Doug Taylor passed away on October 22 and retired 2<sup>nd</sup> Mate, Gregory MacRae passed away on October 27.

Our sincerest condolences go out to all of their family, friends and colleagues.



# NEW HIRES



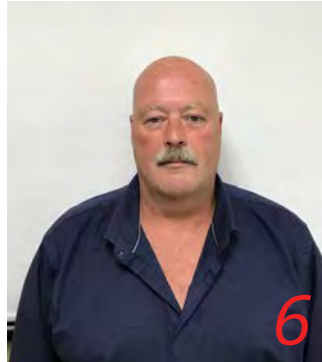
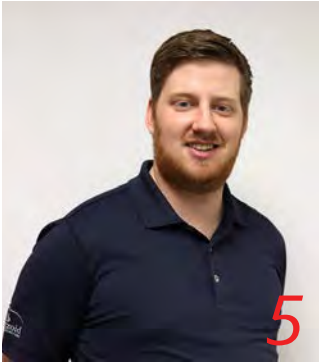
1. Steve Foster was hired on June 3 as Electrical Superintendent.
2. Andrew Sitko was hired on June 7 as Coordinator, Fleet Personnel.
3. Captain Geoffrey Oland was hired on June 17.
4. Ahmed Khairy was hired on July 8 as Manager, Financial Planning & Analysis.
5. Training Captain Nathan Mayo was hired on July 8.
6. Christina Mazzoccoli was hired on July 22 as Corporate Accountant.
7. Captain Bernard Moore was hired on July 22.
8. Training Captain Vadim Khodos was hired on August 9.
9. Amanda Dyson was re-hired full-time on August 19 as Coordinator, Fleet Personnel.
10. Gaven Anderson was hired on August 19 as Captain.
11. Nancy Gill was hired on August 27 as Fleet Personnel Consultan at AMS.
12. Peter Barnard was hired on September 1 as Manager, Technical Services.
13. Charlie Bungard was re-hired full time on September 30 as Director, Tankers and Cement.
14. Steven Sliwka was hired on November 18 as Junior Engineering Superintendent at AMS.
15. Captain Organ Monford was re-hired full time on November 18.
16. Karl Radam was hired on December 2 as Junior Engineering Superintendent.



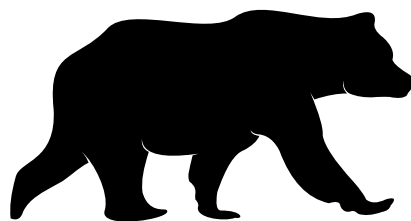
**Welcome  
Aboard!**



# PROMOTIONS



1. Martin C. Bateman was promoted to training Captain on May 13.
2. Ryan Muil was promoted to Contract Administrator on June 8.
3. Peter Mogl-Maclean was promoted to Training Captain on June 21.
4. Dereck Tait was promoted to Training Captain on July 10.
5. Kenedy Assman was promoted to Junior Engineering Superintendent on August 9.
6. Donald Kemp was promoted to Captain on September 30.
7. Darren Pearson was promoted to Assistant Vice-President, Operations on October 1.
8. Robin Waldie was promoted to Director, Engineering on October 1.
9. Adam Regular was promoted to Director Operations on October 1.
10. Dalia Dief was promoted to Manager, Environmental Operations on October 1.
11. Peter Hayward was promoted to Sr. Superintendent, Operations on October 1.
12. Rodion Demyanenko was promoted to Training Chief Engineer on October 18.
13. Darnell Normore was promoted to Captain on December 12.



**Congratulations!**