

Toni Delorenzo

From: BSheehy [REDACTED]
Sent: Friday, September 26, 2014 2:31 PM
To: [REDACTED] abarbusci [REDACTED]
Cc: Cecil P. Clarke; [REDACTED]
Subject: Egypt has raised \$8.5 billion for expansion of Suez canal

HOME>INTERNATIONAL

Egypt Raises \$8.5B for Suez Canal Expansion

CAIRO — Sep 15, 2014, 3:06 PM ET



The head of Egypt's Central Bank said on Monday that it has raised \$8.5 billion for the construction of an expansion of the Suez Canal by selling investment certificates.

Hisham Ramez told Al-Hayat TV that the bank secured the funds in just eight days by selling non-tradable certificates with a maturity of five years at 12 percent interest to Egyptian nationals.

He said that by Monday the bank had collected 61 billion Egyptian pounds (\$8.5 billion).

Egypt is the gatekeeper of the canal, one of the world's busiest water corridors and the strategic link between the Red Sea and the Mediterranean. It is one of Egypt's main sources of income, generating annual revenues of \$5 billion.

On Aug. 5, President Abdel-Fattah el-Sissi inaugurated the digging of the new section of the canal in a military-led project aimed at expanding the key world trade corridor. He said it would be finished next year.

The government says the new canal section will shorten the waiting period from 11 to three hours and increase the number of ships that can navigate the canal simultaneously from an average of 23 to 97.

Toni Delorenzo

From: BSheehy [REDACTED]
Sent: Tuesday, January 13, 2015 8:28 PM
To: [REDACTED] Cecil P. Clarke; abarbusci [REDACTED]
Subject: Recent article by Sheehy Brothers "Who is flying the plane?"

Hi, Article this week by me and my brother [REDACTED]. The title is "*Who is Flying the plane?*" And the question is this? Are flight management technologies progressing so rapidly they are cutting pilots out of the loop? But when things go wrong, it is the human beings in the cockpit (i.e. pilots) who are the final arbiters of safety. It is also time to teach pilots and in particular Captains, that it is OK to say "no to power" when circumstances and safety dictate. B

<http://blogs.windsorstar.com/opinion/guest-column-whos-flying-the-plane>



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January 13, 2015

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Guest column: Who's flying the plane?



Relatives of missing Air Asia QZ8501 passengers gather at the crisis centre of Juanda International Airport Surabaya on December 28, 2014 in Surabaya, Indonesia. The plane with 162 people on board, lost contact with air traffic control at 07:24 a.m. local time Sunday morning. (Photo by Robertus Pudyanto/Getty Images)

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SoapBox

Jan 13, 2015 - 7:00 AM EST

Last Updated: Jan 13, 2015 - 7:00 AM EST

Capt. Matt Sheehy

Capt. Barry Sheehy

Pilots used to be in command of their airliners, but automation is taking over and we are seeing the results. Mankind has an extraordinary capacity for problem-solving once the problem is recognized, yet we particularly dislike acknowledging problems without an easy or quick solution. That is where the global aviation industry finds itself today.

Recent tragic air accidents in Asia, Ukraine, off the coast of Brazil, at San Francisco and other locations show a system under stress and in need of reform. Why was a commercial airliner allowed to fly over a war zone where surface-to-air missiles were known to be used? With much of the Middle East in a state of conflict the geographic zones we need to worry about are increasing. The responsibilities of aircrew, and especially captains, are becoming ever more onerous and complicated.

The tragic crash in 2009 of Air France flight 447 from Rio de Janeiro to Paris is another example of circumstances overwhelming the pilots. Both the Air France and the recent Air Asia crashes involved Airbus aircraft that are highly automated and can supposedly fly without a pilot. When ice interfered with the sophisticated autopilot system on the Air France flight the pilots became confused and disorientated and lost control of the aircraft. Pilot error was determined to be the cause of the crash. It remains to be seen what will be the determination in the Air Asia investigation.

We have made such strides in aircraft management technology we have almost cut the pilot out of the loop. Yet when that technology fails or is negated, the pilot must be able to take over and fly the aircraft — and airmanship is a quickly disappearing art.

Airlines and the airline industry seem convinced that technology alone holds the key to safety and efficiency. They may be right about efficiency but on the issue of safety the pilot is still the essential ingredient.

The hard truth is we are not spending enough time or money on pilot training, especially the basics of airmanship. Instead we are teaching pilots how to be flight managers who interact with the aircraft through computerized flight management systems. They are learning to fly computers, not airplanes, and when the computer malfunctions the results can be catastrophic. We need to return to real airmanship in pilot training.

Another part of the problem is insufficient leadership training. A pilot is like a ship's captain — the final arbiter of all matters related to the flight, including crew and passenger safety. Part of that responsibility sometimes involves saying "no." This is not always popular with everybody, but it is the right and responsible call.

Unfortunately, pilots today are increasingly being taught to fit like cogs in a corporate structure. What if the captain of the Air Asia flight had said no to flying into a powerful tropical storm with thunderheads reaching as high as 53,000 feet, well above the maximum altitude of his aircraft? Instead the plane left two hours early, which is more than a little unusual. The upcoming inquiry will certainly address this question but the answer may prove less than reassuring.

The International Civil Aviation Organization and FAA regulations clearly direct the captain to take whatever decision or action may be required to protect the aircraft, its crew and passengers without any conditions. Pilots should never forget this enormous trust and responsibility and take full command of the situation when it is needed, without hesitation.

These tragedies confront us with a hard, uncomfortable truth: No amount of technology can substitute for an experienced aircrew in a crisis. The increasing sophistication of aircraft requires more, not less, airmanship skill.

With the airline industry growing by leaps and bounds, especially in the newly developed world, the need for more and better pilot training is urgently required. Canada is well-positioned to provide some of this needed training.

The airline industry needs to make this a priority. Flying remains incredibly safe considering the number of passengers and aircraft travelling around the world daily. The airline industry will continue to grow only so long as it is considered reliable and safe. If the public ever loses confidence in air travel, even if only on the margin, the consequences, not just for the aviation industry but the whole global economy, would be serious. This is time critical.

Capt. Matt Sheehy is a retired airline pilot. He has extensive experience and expertise in aviation and transportation security. Capt. Barry Sheehy is a graduate of Loyola and McGill universities as well as the Canadian Forces School of Electronics Engineering.

Tags: Air Asia, Air Disasters, Air France, Barry Sheehy, International Civil Aviation Organization, Matt Sheehy, pilots

Toni Delorenzo

From: BSheehy [REDACTED]
Sent: Tuesday, January 20, 2015 12:31 PM
To: Cecil P. Clarke
Cc: [REDACTED] abarbusci [REDACTED]
Subject: Congratulations on Wet Jet

Cecil, Congratulations on the new Wet Jet routes. This is a breakthrough for all of Cape Breton and I know it didn't happen by accident. My hat's off to the whole team who worked to bring this home. I would love to see the faces of the chronic "naysayers" at Tim Horton's today.

PS Good Luck this week

Toni Delorenzo

From: BSheehy [REDACTED]
Sent: Tuesday, March 10, 2015 11:46 PM
To: [REDACTED]
Cc: abarbusci [REDACTED] Cecil P. Clarke
Subject: [REDACTED] your CBC interview was terrific. Thanks. B

Toni Delorenzo

From: Cecil P. Clarke
Sent: Wednesday, March 11, 2015 11:50 AM
To: BSheehy [REDACTED]
Cc: abarbusci [REDACTED]
Subject: Re: [REDACTED] your CBC interview was terrific. Thanks. B

Huge thanks and kudos to both you gentlemen. I heard both interviews and they were bang on! All the best,
Cecil

please copy [REDACTED] for me Barry.

Sent from my BlackBerry 10 smartphone on the Bell network.

From: BSheehy [REDACTED]
Sent: Tuesday, March 10, 2015 11:46 PM
To: [REDACTED]
Cc: abarbusci [REDACTED]; Cecil P. Clarke
Subject: [REDACTED] your CBC interview was terrific. Thanks. B

Christina Lamey

From: BSheehy [REDACTED]
Sent: June-04-15 1:03 PM
To: abarbusci [REDACTED] [REDACTED] Christina Lamey
Subject: My CBC Morning interview

<http://www.cbc.ca/informationmorningcb/2015/06/04/port-partners/>

Christina Lamey

From: BSheehy [REDACTED]
Sent: August-03-14 11:58 AM
To: Mayor's Office; abarbusci [REDACTED]
Cc: Cecil P. Clarke; [REDACTED]
Subject: Suez Canal widening begins this week

Suez Canal widening to begin this week

Corianne Egan, Associate Editor | Jul 28, 2014 2:00PM EDT

print

1 4 1 23

The Suez Canal's major deepening project is just over the horizon as crews will start widening and dredging a 34-kilometer strip in order to improve wait times for vessels using the canal.

AsiaCruiseNews.com reported today that the long-awaited widening project could take years to complete, but dredging crews will begin within the next week. The canal's website says the dredging will take the canal from 48 feet to 52 feet.

"This project will allow giant container ships heading south to pass through these channels and reduce ... total transit time," the website says.

Currently, on a typical day three convoys transit the canal, usually consisting of two southbound and one northbound trip. It takes between 11 and 16 hours to complete the passage at a speed of eight knots.

The Suez Canal has seen record traffic this year, partially because of delays and construction at the Panama Canal. For the first time, on all-water services from Asia to the East Coast, a greater percentage of the shipments will move through the Suez Canal than via the Panama Canal, according to Alphaliner.

In May, the Suez Canal Authority reported 526 ships passed through the canal, up 6.9 percent from April's totals. The number of container ships passing through the Suez in May was the highest since May 2013, when 533 container vessels transited the canal.

The ships are also larger than the vessels that make their way through the Panama Canal. Parts of the Suez are 66 feet deep and can accommodate vessels as large as Maersk's 18,270-TEU Triple E ships. In 2013, Drewry reported the average size of ships passing through the Suez Canal was 7,756 TEUs; the current maximum for ships using the Panama Canal is about 5,000 TEUs.

Contact Corianne Egan at cegan@joc.com and follow her on Twitter: [@CEgan_JOC](https://twitter.com/CEgan_JOC).

[Maritime News](#) | [International Freight Shipping](#)

Christina Lamey

From: BSheehy [REDACTED]
Sent: June-12-14 5:54 PM
To: [REDACTED]
Cc: abarbusci [REDACTED]; [REDACTED] Mayor's Office
Subject: Obama investing in port expansion for larger ships

Obama boosts US port development

11 Jun 2014 - Port Planning, Dredging

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President Obama has paved the way for extensive deepening projects at US ports. Image: Reuters



Obama signing the Water Resources Reform and Development Act 2014. Image: clarionledger.com

A new plan signed into law by President Obama on 10 June will see billions pumped into US water projects, including the deepening of ports.

The Water Resources Reform and Development Act 2014 has authorised US\$12.3 billion to go into various water infrastructure projects.

As the first water infrastructure bill since 2007, the bill authorises 34 projects that include dredging, flood control, hurricane recovery and environmental restoration.

The move was quickly hailed by the American Association of Port Authorities (AAPA), which commended the President for signing the Act into law.

Under the bill, ports will be able to pay upfront the costs of deepening and subsequently seek full or partial reimbursement from federal funds.

This is hoped will shave years off the construction time for projects such as Fort Lauderdale in Florida.

The dredging of ports will better allow them to accommodate the bigger ships being built to pass through the expanded Panama Canal.

Boston Harbour, for example, has approval for a US\$310 million plan that will deepen its navigation channels, increasing the size and number of ships that can be handled and allowing it compete with New York.

Prior to signing the law, President Obama said: "This bill gives a green light to 34 water infrastructure projects across the country, including projects to deepen Boston Harbour and the Port of Savannah and to restore the Everglades. And with Congress's authorisation, these projects can now move forward."

For more information on this story, [click here](#)

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Christina Lamey

From: BSheehy [REDACTED]
Sent: June-15-15 9:56 AM
To: [REDACTED]
Cc: [REDACTED] Christina Lamey; abarbusci [REDACTED]
Subject: This would also be a useful handout today regarding industry trends
Attachments: LATEST EDITION 2015.docx

[REDACTED]
East/West: Asia-North Europe
North/South: NE Asia-Australia
[REDACTED]

15

Changing face of the carrier Top 20

Why being a “top 20 carrier” no longer means being a leading global container line.

In a recent interview with the *Wall Street Journal* Nils Smedegaard Andersen, Maersk Group CEO, gave a thinly veiled warning to smaller rivals to think about exiting the container shipping market: “I can’t speak for other companies, but small and mid-size carriers controlling a 3% to 5% market share – with very few exceptions – have been unprofitable for the last seven years,” Andersen said. “After such a long period of not being profitable, it defies logic to continue to invest in the business.”

Maersk wants others to do as they say rather than they do. The company, which has long been the market leader and now controls approximately 15.5% of the containership fleet, has just placed a \$1.8 billion order for 11 (plus options for six more) second generation “Triple-E” container vessels of 19,630 teu capacity with Daewoo Shipbuilding & Marine Engineering. These ships will be delivered between April 2017 and May 2018 and have already been earmarked for the Asia-Europe trade. The new order has swelled Maersk’s orderbook to some 400,000 teu, or approximately 13% of its current fleet.

Søren Toft, Chief Operating Officer at Maersk Line, confirmed the company is planning to order more ships as part of a \$15 billion investment program that includes newbuilds, retrofitting of existing ships, containers and other equipment.

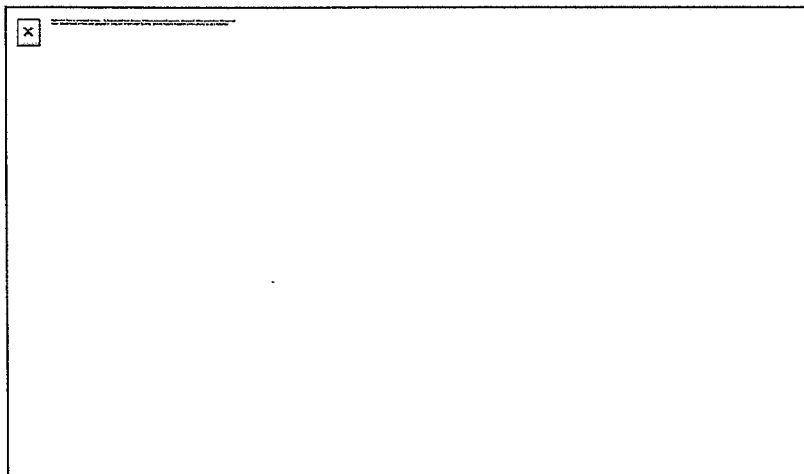
Maersk’s elevated status and market leading profitability is no fluke. The company has set the template that the rest of the industry has tried to follow; aiming for higher operating efficiencies by targeting economies of scale, lower unit costs and network optimisation. Its first-mover advantage and bigger ships have enabled it to lower its break-even line further than anyone else and thus cushion the blow from falling rates. With every box making a positive contribution that advantage is then multiplied by a significant factor because they move so many more boxes.

But with rates now at historical lows and bunker costs steadily creeping up, even a company of Maersk’s stature will feel the pinch. The comments from Andersen perhaps betray a company that knows it is in for a bumpy ride in the short-term at least. The removal of a few pesky competitors would certainly help to lift freight rates off the floor.

When talking about carriers with 3%-5% capacity that more or less covers any top 20 carrier other than the big three of Maersk, MSC and CMA CGM.

With an aggregate fleet consisting of just less than 17 million teu, the top 20 carriers now control 87% of the world's available container capacity, see Figure 1. Since the summer of 2005 – when the collective share was 79% – the top 20 carriers have added a staggering 10.2 million teu of ship capacity. This sharp increase has been largely driven by organic growth from new ship deliveries although there has been some M&A activity in the last ten years, including three larger inter-top 20 cases: in late 2005 when Maersk bought P&O Nedlloyd and Hapag-Lloyd purchased CP Ships, and this year's merger of CSAV within Hapag-Lloyd.

Figure 1
Top 20 carriers' share of the containership fleet

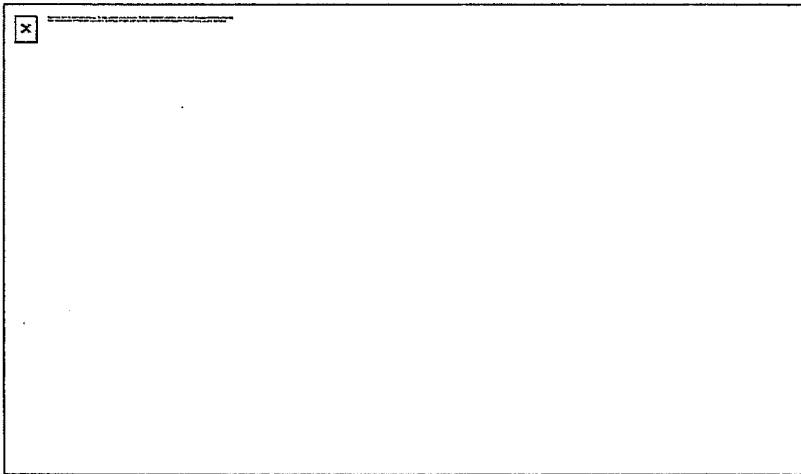


Note: Shares based on fleet data captured in June/July of each year
Sources: Drewry Maritime Research (www.drewry.co.uk), Alphaliner

The concentration of power among the leading carriers is a seemingly unstoppable trend. The only real deviation in the previous 10 years was when the financial crisis forced major carriers to off-hire and lay-up (mainly chartered) ships in 2009.

However, closer inspection of the carriers' rankings shows that there is a league-within-a-league with the biggest carriers providing most of the overall growth. Between 2005 and 2015 the compound annual growth rate (CAGR) of the top 3 carriers was 12.5%, significantly faster than the CAGR for the top 20 lines and the total fleet at 9.6% and 8.7% respectively.

Figure 2
Leading carriers' containership fleet growth, CAGR 2005-15

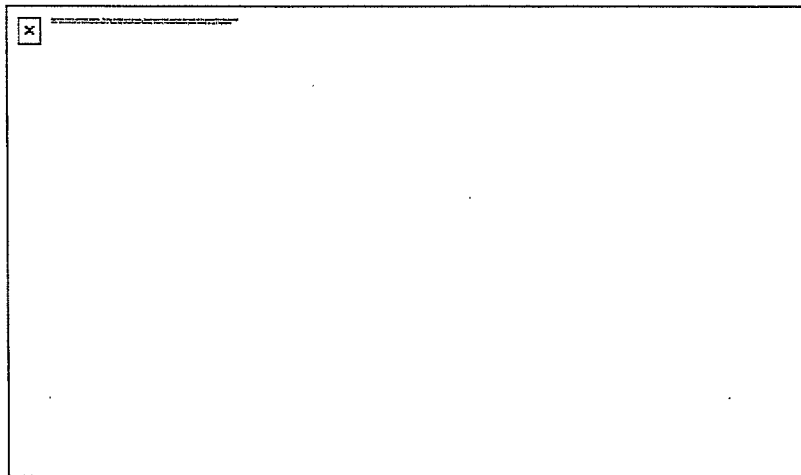


Note: Shares based on fleet data captured in June/July of each year
 Sources: Drewry Maritime Research (www.drewry.co.uk), Alphaliner

The end result is that the top 3 carriers now have about 38% share (up from 26% in 2005), which extends to 48% when including the other top 5 carriers Hapag-Lloyd and Evergreen (37% in 2005). The concentration of power at the top isn't at a critical point just yet, but shippers would have some justification for describing the market as an oligopoly if the top five carriers reached the point where they controlled say 90% of the global capacity.

Figure 3

Rise of the Top 3: Containership capacity of Maersk, MSC and CMA CGM, 2005-15 ('000 teu)



Note: Shares based on fleet data captured in June/July of each year
 Sources: Drewry Maritime Research (www.drewry.co.uk), Alphaliner

Just after the brace of big takeovers in 2005 it was expected that more deals of a similar nature would follow as smaller carriers bowed to the pressure of being "sub-scale" as Ray Miles, chairman of the now extinct CP Ships then described them. However, such deals failed to materialise until the merger this year between Hapag-Lloyd and CSAV. It seemed that the medium sized carriers were able to grow sufficiently to safeguard their existence and not be eaten up by the big carriers.

The same questions will be asked now as then. The difference now being that the gap to the biggest carriers has got much wider, and will only continue to do so because of the size of the top 3 lines' orderbooks.

Yet, once again a number of the medium carriers are displaying their survival instincts by following the lead of the big carriers and ordering their own Ultra Large Container Vessels (ULCVs). In doing so they make themselves a tougher catch for the big lines as the new assets will inflate their purchase prices and at the same time make it harder to keep any merged entity beneath acceptable competition thresholds.

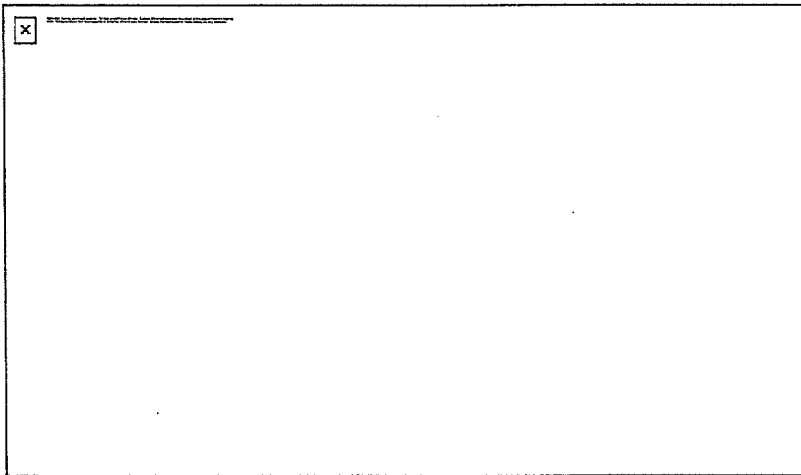
The purchase of ULCVs by mid-size carriers is therefore in some ways a defensive move to fight off attack, but the sting in the tail is that it guarantees years of overcapacity that will depress freight rates and profitability for all. No wonder Maersk is annoyed.

The make-up of the top 20 carriers has barely changed in the last 10 years. The exits of P&O Nedlloyd and CP Ships at the end of 2005 gave entry to the club to PIL and Wan Hai – carriers with limited geographical scope. Wan Hai was dislodged by the expansionist Middle East-based carrier UASC in 2009 only to return this year after the exit of CSAV.

The re-entry of Wan Hai demonstrates the lowering entrance fee required to become a member of the top 20. The Taiwanese carrier has a fleet of 230,000 teu and a market share of 1.2%. In 2012 it would have needed a fleet of 270,000 teu and a 1.6% share to be ranked twentieth.

Figure 4

Lower entry fee: Containership fleet of No. 20 carrier, 2005-15



Note: Shares based on fleet data captured in June/July of each year
Sources: Drewry Maritime Research (www.drewry.co.uk), Alphaliner

Were there to be any more inter-top 20 consolidation, such as that rumoured for APL and OOCL, even smaller carriers would join the club by default. The next lines on the rank just outside the top 20 are intra-Asia carriers X-Press Feeders and KMTC Lines who only have shares of 0.6% and 0.5% respectively

Toni Delorenzo

From: Cecil P. Clarke
Sent: Sunday, September 14, 2014 3:34 PM
To: BSheehy [REDACTED]
Cc: [REDACTED]
Subject: Re: Presentation St Mary's Church evening of 7 Nov

Hi Barry: let me check my schedule, but would definitely like to attend if possible. Too early to confirm my sched yet. Thanks for thinking of me. Talk soon, C

Sent from my BlackBerry 10 smartphone on the Bell network.

From: BSheehy [REDACTED]
Sent: Saturday, September 13, 2014 4:46 PM
To: Cecil P. Clarke
Cc: [REDACTED]
Subject: Presentation St Mary's Church evening of 7 Nov

Mr. Mayor,

I am gifting a rare Avro Arrow CF 105 framed photograph signed by test pilot and Polish Fighter Ace Jan Zurakowski to St Mary's Church and Community Center on the evening of 7 November. This will be leading up to Remembrance Day. Zurakowski was a WW 11 fighter pilot who served in both the Polish Air force and the RAF and took part in the Battle of France and the Battle of Britain. He moved to Canada after the war and became chief test pilot for AVRO Canada and was the first to fly both the CF 100 and the CF 105. The plane in the photograph is the very one flown by Zurakowski number 201.

I will also be giving a presentation that evening on Poland's contribution and sacrifice during in WW 11. It is an epic story involving almost every theatre of the war. For an occupied nation with limited resources and a government operating in exile, Poland's contribution to the war effort was ENORMOUS. It is a story too few Canadians know about. The presentation is entitled "*No Greater Ally.*" Would you be interested in opening these events with a few words, assuming your schedule will allow?

B

Toni Delorenzo

From: BSheehy [REDACTED]
Sent: Friday, November 07, 2014 2:24 PM
To: Christina Lamey; [REDACTED]
Cc: Cecil P. Clarke
Subject: Fwd: The articles we discussed

From: BSheehy [REDACTED]
To: [REDACTED]
Sent: 11/7/2014 2:18:57 P.M. Atlantic Standard Time
Subj: The articles we discussed

[REDACTED] Thanks for taking my call. I will have both pieces to you by Monday. The first provides a sound argument for why the Port of Sydney has all the potential in the world to be a successfully harbor. It is not just in the area of container traffic that this potential is great but in marine services, off shore oil and gas, dry docking, break bulk etc. Our port certainly has all the attributes of Prince Rupert and more. The second piece "No Greater Ally" discusses a presentation to be made to St Mary's Polish church of an Avro Arrow print signed by Polish Canadian test pilot Jan Zurakowski. I use this introduction to expand on the remarkable contribution Poland made to allied efforts in WW 11. I also discuss the close affiliation Polish troops and airmen with Canada during the war where we fought side by side in places like Normandy, Monte Casino etc. The article comes with several eye catching historical photos. I will attach a bio and photo. Carl, thank you for considering my articles. If you have any questions when the two pieces arrive call me at [REDACTED] or [REDACTED].
Barry

Toni Delorenzo

From: BSheehy [REDACTED]
Sent: Wednesday, November 26, 2014 12:28 PM
To: Cecil P. Clarke
Subject: Fwd: Note to Friends of St. Mary's Polish Parish

From: [REDACTED]
To: [REDACTED]
Sent: 11/26/2014 10:25:57 A.M. Atlantic Standard Time
Subj: Note to Friends of St. Mary's Polish Parish

Dear Friends:

Everyone is welcome to our informal "Polski Piątek" social **this Friday at 6 p.m. at the Polish Village Hall – downstairs.**

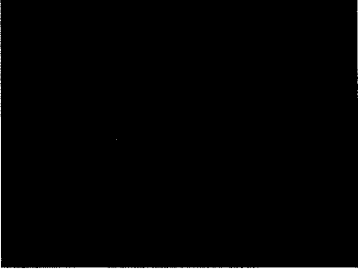
There is no charge. There will be Polish food and songs, and a chance to learn a few Polish phrases related to Christmas.

Some traditions related to "Andrzejki" will be shown and briefly explained. Many Polish communities hold a fun get-together on or close to the feast of St. Andrew, just before the start of Advent.

During the gathering, historian and author Barry Sheehy will present a special gift – a rare image of the Avro Arrow signed by the late Jan Zurakowski, the distinguished Polish Canadian aviator and veteran who was the chief development test pilot for the Arrow. Mr. Zurakowski would have turned 100 this year.

And we will have a cake for the 105th birthday of the St. Michael's Polish Benefit Society and read a congratulatory resolution that MLA Gordie Gosse recently introduced in the Nova Scotia House of Assembly.

Welcome! *Zapraszamy!*



Toni Delorenzo

From: BSheehy [REDACTED]
Sent: Saturday, November 29, 2014 5:59 PM
To: [REDACTED]
Cc: Cecil P. Clarke; [REDACTED]
Subject: St Mary's, I am heart broken as you must be

[REDACTED] Count on [REDACTED] and I to help with rebuilding efforts in any way we can. I know St Mary's parishioners and Sydney's Polish community will come together to rebuild and move forward. Overcoming adversity is what the Poles do better than anyone else. Count on us to help wherever we can. You are not alone. You have friends across Cape Breton and indeed across Canada.

Barry

Toni Delorenzo

From: BSheehy [REDACTED]
Sent: Thursday, June 04, 2015 1:04 PM
To: Cecil P. Clarke
Subject: Fwd: My CBC Morning interview

From: BSheehy [REDACTED]
To: abarbusci [REDACTED] clamey@cbrm.ns.ca
BCC: [REDACTED]
Sent: 6/4/2015 1:03:12 P.M. Atlantic Daylight Time
Subj: My CBC Morning interview

<http://www.cbc.ca/informationmorningcb/2015/06/04/port-partners/>

Toni Delorenzo

From: BSheehy [REDACTED]
Sent: Thursday, August 28, 2014 9:36 PM
To: [REDACTED]
Cc: Cecil P. Clarke
Subject: A World without America op ed final--radio interview tomorrow
Attachments: A world Without America 2.2.2.docx

[REDACTED] Consider this light reading to take your mind off ports for a minute. I will be interviewed on C-Fax 1070 radio about this tomorrow (West Coast). Will put in a plug for Cape Breton. B

A World without America

In 2011, author Mark Steyn wrote his controversial but compelling book, *After America*. He pointed to a future in which America's political paralysis and economic decline would force the United States to surrender its role as a super power and leader of the free world. Steyn argued that even if America's residual military power remained formidable, the will and judgment necessary to employ it globally was no longer there. For those of us who grew up under the *Pax Americana* and especially those of us who served in NATO, Steyn's thesis, although powerfully argued, was beyond the pale and something we never expected to see in our lifetime.

Today, as we witness the precipitous decline of American power and influence, it certainly appears Steyn was more or less right. It is painful to watch as the United States stumbles on the world stage from one crisis to the next, even as its power and influence shrinks. For fifty years during the Cold War the advent of crisis brought on the immediate question "what will the Americans do?" The second question was usually "what do they want us to do?" NATO nations may have resented the lopsided balance of power inside the alliance but there is no arguing the formula generally worked. Vietnam aside, the American's usually made prudent calls and their allies usually fell in line. This combination ultimately won the Cold War in pretty much the manner predicted by the Truman doctrine as authored by the likes of George Kennan and Dean Acheson in 1949/50.

America's allies may have grumbled from time to time and some like France sought to assert their independence in military and foreign policy but when any serious threat emerged, the instinctive response was to look to the United States for leadership. Winston Churchill's final piece of advice to his cabinet upon resigning as PM was "never be separated from the Americans." Old habits die hard. It is astonishing to see how dysfunctional the western world has become in the absence of American leadership. The response to the crises in Syria, Iraq, Crimea and Ukraine has been confused and disorderly. A complex system based on the assumption of American leadership is utterly adrift without it. Worst of all, not only is America unwilling to lead but increasingly, its old allies don't trust America to lead.

How the West was Lost

President Barak Obama and his Secretary of State John Kerry have managed to fumble one crisis after another over the past year or more and it all played out very publically on the world stage, much like a sad slap stick comedy. With each misstep American prestige shrunk both among its friends and its enemies. Many western leaders are now questioning the soundness of American judgment on issues of foreign policy. Into this vacuum we see Vladimir Putin using force to restore parts of the former Soviet Union. China is asserting territorial claims on the lands of its neighbors and their jets buzz American aircraft in international airspace. Worse still, the entire Middle East is in a melt-down. America's traditional allies in the region are so wary of America's weakness they are desperately forming regional alliances that would have been impossible five years ago. Meanwhile ISIS, the most savage and brutal foe the west has faced since the Second World War, is on the verge of forming a Caliphate encompassing most of Iraq and Syria. Jordan and Lebanon are the next targets. If it was a mistake to invade Iraq in the first place, then it was also a mistake to pull out prematurely and invite the disintegration of the country. Half a century after WW11, America still has troops stationed in Germany,

South Korea, Japan, Guam, Okinawa, etc. Keeping a small residual force in Iraq to maintain stability was a no brainer. It is nonsense to claim that PM Maliki wanted the Americans out. What Maliki wanted didn't matter, it was the White House that wanted out. The result is that Fallujah, which the Marines so heroically and bloodily captured, is now once again flying Al Qaeda's black flag and Iraq is on the verge of becoming a more dangerous terrorist center than Afghanistan ever was.

Even in the face of the most serious threats to the civilized world in half a century the west seems nearly paralyzed. ISIS had to come to the outskirts of Ibril, capital of Kurdistan, and home of one of America's few reliable allies in the region, before America and the west saw the need to act. But even then the flow of assistance has been anemic relative to the threat.

Part of the problem is the growing mistrust of American leadership among its oldest allies. Canada is hopping mad over the stalled XL Pipeline--America seems to prefer Saudi and Venezuelan oil to that of its neighbor, ally and largest trading partner. This in turn is pushing Canada closer to China and this is hardly in America's foreign policy interests. The United States couldn't even organize itself to build a second bridge from Windsor to Detroit, one that both countries desperately need, because it got entangled in local Detroit politics. Exasperated, the Canadian government finally decided to pay for and build the bridge themselves. Meanwhile, Germany is angry over revelations of NSA spying on their government including Chancellor Andrea Merkle's cell phone. The absence of an apology or even a promise to stop doing it has the Germans seething. This important relationship is now pretty much trashed and will take years to rebuild. The European Union is tightening its internet regulations and protocols to reduce American influence in telecommunications. In typical style the British didn't say much about the intentional snub of Prime Minister Cameron at the G 20 summit presumably to punish Britain's parliament for refusing to authorize air strikes on Syria. Although Britain's response was muted the wound, gratuitously inflicted, was deeply felt.

Nothing has been more aggravating to American allies than American attempts to impose extraterritoriality on the global financial system. In search of more taxes, America wants access to private bank accounts in Canada and Europe and this has both allied governments and central banks angry. Recently, the US forced BNP Paribas, France's largest bank (partly owned by the French government), to pay a nearly 9 billion dollars for doing business with companies on America's sanction list. BNP broke no laws in Europe where it is based but the United States imposed American law on France under threat of locking BNP out of the American banking system. It was pure extortion. Now France's Finance Minister is calling for a "rebalancing" of the currencies used in global trade. He is, in essence, calling for dumping the U.S. dollar as the world's reserve currency and in this goal he is firmly aligned with China and Russia. Another triumph for American foreign policy.

Meanwhile, back in the United States, the ship of state moves on oblivious to the damage being done to the western alliance that saved the world from Communism. The United States has always been self-absorbed but never more than now. Neither its population nor its press cares a whit about what Germany, Britain, Canada or France think but usually the White House and the State Department do care. But not anymore. The present occupant of the White House is every bit as self-absorbed as his constituents. Where are Harry Truman, George Kennan and Dean Acheson when we need them?

Barry Sheehy

Author, Historian, Businessman



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Originally from Montreal, Canada, Barry Sheehy holds degrees from Loyola and McGill Universities and the Canadian Armed Forces Decoration. After leaving the military, Mr. Sheehy entered the entrepreneurial world of business consulting, advising multinational corporate executives in more than a dozen countries throughout Europe, Japan, North America, the Middle East and the Pacific Rim in the areas of supply chain management, investment optimization and quality improvement. Clients included the CEO's of such companies as American Express, Charles Schwab, United Parcel Services, Canadian Airlines, Hilton Hotels International and others. He has served as Board Chairman, Chief Executive Officer, and Chief Strategy Officer for both private and public companies.

An accomplished speaker and author, Mr. Sheehy 's articles have appeared with those of Presidents Clinton and Bush, Alan Greenspan, Robert Rubin and business leaders such as Lou Gerstner, Jack Welch, and Michael Dell, Edwards Deming, Stephen R. Covey, Rosabeth Moss Kanter, Gary Hamel, Peter Senge and Tom Peters. His speaking tours have taken him to Europe, Latin America, the Middle East, India, Singapore, Hong Kong, Mexico, Canada, and the United States. His latest book, Smart Business, addresses quality issues surrounding technology investments (Executive Excellence 2002). Winning The Race For Value deals with strategies to create competitive advantages in the emerging "Age of Abundance" (AMACOM, 1996). His work can also be found in In Search of Quality (Executive Excellence, 1995) and Game Plans for Success (Little Brown, 1995). He was a contributing author to the best-seller Firing On All Cylinders (Irwin, 1992).

Mr. Sheehy 's articles and papers have appeared in numerous magazines and publications including *The National Productivity Review*, *Asian Productivity Digest*, *Executive Excellence*, *The Governance Institute*, *Healthcare Innovations*, *Industrial Management*, *The Singapore*

Business Times, and Hong Kong Industrialist. In addition, Barry is published in the original Who's Who in America.

Aided by photographer/co-author Cindy Walker and contributing author Vaughnette Goode-Walker, Mr. Sheehy recently produced the most extensive historical study of Savannah during the American Civil War. Entitled *Civil War Savannah*, the series encompasses four volumes, the first two of which were published in 2011 and 2012 respectively: Immortal City and the award winning Brokers, Bankers, and Bay Lane: Inside the Slave Trade. He is currently finalizing a related work entitled City of Secrets which reveals the clandestine operations of the Montreal-based Confederate Secret Service during the Civil War.

Mr. Sheehy resides with his wife, Christine, alternately in Gabarus, Nova Scotia, and Savannah, Georgia.

Christina Lamey

From: Christina Lamey
Sent: October-22-14 2:22 PM
To: 'bsheehy' [REDACTED]
Subject: test

Christina Lamey
Office of the Mayor
Cape Breton Regional Municipality
[REDACTED]
clamey@cbrm.ns.ca

Christina Lamey

From: BSheehy [REDACTED]
Sent: November-09-14 8:36 PM
To: Christina Lamey
Subject: Fwd: As promised here is my article "No Greater Ally"... 950 words, four photos
Attachments: NoGreaterAllyv3.ZIP

From: BSheehy [REDACTED]
To: [REDACTED]
BCC: [REDACTED] clamey@cbrm.ns.ca,
[REDACTED]
Sent: 11/9/2014 7:40:33 P.M. Atlantic Standard Time
Subj: As promised here is my article "No Greater Ally"... 950 words, four photos

[REDACTED]

Have a look and call me if you have any questions. I know Cape Breton's Polish community will embrace this article. I would hope all of Cape Breton would find this a fascinating, gripping story. Few know about the close ties between Poland and Canada during WW 11 or about Poland's incredible contribution to the war effort.

The Avro Arrow ceremony at St Mary's, I believe, is scheduled for 28 Nov in the early evening. The short bio attached does not include that I am an Armed Forces veteran and holder of the Canadian Armed Forces Decoration. This may be relevant in the context of Remembrance Day. Thanks for considering my contribution.

Barry

Christina Lamey

From: BSheehy [REDACTED]
Sent: November-09-14 8:38 PM
To: [REDACTED] Christina Lamey
Cc: Cecil P. Clarke
Subject: Fwd: As promised, here is my Op Ed piece on the port as promised
Attachments: ProspectsPortOpEdv2.1.docx

From: BSheehy [REDACTED]
To: [REDACTED]
Sent: 11/9/2014 8:28:33 P.M. Atlantic Standard Time
Subj: As promised, here is my Op Ed piece on the port as promised

[REDACTED]

I believe Cape Breton as a whole is too pessimistic about the prospects for its deep water harbor. Recently, some of this pessimism even made the front page of the *Herald*. I am a new Cape Breton resident, who has worked around the world, thus I have a different perspective on this question. Against all odds, I am optimistic. This is a message that deserves to be heard. Thanks for considering my contribution. B