



U.S. Department
of Transportation

BUDGET ESTIMATES

FISCAL YEAR 2025

**GREAT LAKES
ST. LAWRENCE SEAWAY
DEVELOPMENT CORPORATION**

**SUBMITTED FOR THE USE OF
THE COMMITTEES ON APPROPRIATIONS**

**U.S. DEPARTMENT OF TRANSPORTATION
GREAT LAKES ST. LAWRENCE SEAWAY DEVELOPMENT CORPORATION
FY 2025 PRESIDENT’S BUDGET**

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Note: The “Research, Development, and Technology” section is not applicable to the GLS.

Great Lakes St. Lawrence Seaway Development Corporation FY 2025 President's Budget Overview

The Great Lakes St. Lawrence Seaway Development Corporation (GLS or Corporation), a wholly owned government corporation, is responsible for the operations, maintenance, and infrastructure renewal of the U.S. portion of the St. Lawrence Seaway between Montreal and Lake Erie. This principally includes operating and maintaining the two U.S. Seaway locks (Eisenhower and Snell) located in Massena, N.Y., and performing vessel traffic control operations in areas of the St. Lawrence River and Lake Ontario.

GLS operations and maintenance activities have resulted in a near-perfect reliability rate of 99 percent for commercial users for nearly 65 years. Moving 37.6 million metric tons of cargo in 2023 valued at \$14 billion, the St. Lawrence Seaway is recognized globally as a vital commercial transportation route supporting North America's supply chain.

For Fiscal Year (FY) 2025, the President's Budget includes \$40.61 million from the user fee-based Harbor Maintenance Trust Fund (HMTF) to fund two programs – Seaway Operations and Maintenance (\$24.21 million) and Seaway Infrastructure Program (SIP) (\$16.40 million). The request represents an increase of \$2.1 million above the FY 2023 enacted level.

GLS activities directly impact the safe and efficient waterborne movement of commercial goods that result in significant economic benefits to eight U.S. states in the Great Lakes/Seaway region and support the Department's Safety, Economic Strength and Global Competitiveness, Equity, and Climate and Sustainability strategic goals as well as the focus area related to Organization Health and Organizational Performance.

Great Lakes Seaway System commercial maritime trade supports 147,350 U.S. jobs and generates associated annual U.S. economic benefits of \$26 billion in economic activity, \$14 billion in personal income and local consumption expenditures, and \$4 billion in federal, state, and local tax revenue.¹ In terms of value created for the American taxpayer and the stakeholders engaged in the movement of commercial trade through the St. Lawrence Seaway, every \$1 appropriated to the GLS produces \$127 in U.S. economic benefits.²

Seaway Operations and Maintenance – For FY 2025, the President's Budget includes \$24.21 million from the HMTF for the Seaway Operations and Maintenance program and 143 full-time equivalents (FTEs). The request for this program is \$505,000 above the FY 2023 enacted level. This program supports the Department's Safety, Economic Strength and Global Competitiveness, Equity, and Climate and Sustainability strategic goals and the Organization Health and Organizational Performance focus area.

Overall, the request for the Seaway Operations and Maintenance program will provide the GLS with the financial and personnel resources necessary to perform operational, maintenance, and administrative activities, which afford the GLS opportunities to enhance its efforts in the areas of

¹ [*Economic Impacts of Maritime Shipping in the Great Lakes-St. Lawrence Region*](#), Martin Associates, July 2023.

² Ibid.

safety, operations, organizational improvements and efficiencies, environmental protection and sustainability, equity, and trade/economic development, while maintaining the waterway's historically high reliability rate.

Seaway Infrastructure Program (SIP) – The SIP serves as the GLS capital plan and addresses the needs of the organization's capital infrastructure assets in Massena, N.Y., which include vessel locks, buildings and grounds, a vehicular bridge and tunnel, roadways, utilities, vehicles, tugboats, and equipment. Global commercial trade moving on the Seaway is dependent on the GLS's safe, efficient, and operational infrastructure.

The President's Budget includes \$16.40 million for this program in FY 2025 for 19 capital projects, an increase of \$1.6 million above the FY 2023 enacted level. This program request supports the Department's strategic goal of Economic Strength and Global Competitiveness under the High-Performing Core Assets objective. The SIP also supports the Department's key priority area of Organization Health and Organizational Performance with the proposed construction of new workplace facilities for GLS staff in Massena, replacing the aged and inefficient buildings and work areas that need replacement.

SIP project funding requests for FY 2025 include \$3.6 million for the construction of a new inventory warehouse and \$2.4 million for a new marine services building as part of a multi-year Facility Master Plan to renew and/or rehabilitate the GLS's aged workplace and storage facilities in Massena, N.Y., \$2.3 million for concrete rehabilitation at both U.S. Seaway locks, and \$1.5 million for upgrades to the Corporation's electrical distribution system.

During the 2023 navigation season, the GLS recorded 5 hours, 16 minutes, of lock-related disruptions to navigation, resulting in a lock availability rate of 99.97 percent for the 289-day 2023 season. The successful planning and execution of the SIP, which began in FY 2009, is a key reason for the achievement of the near-perfect reliability rate.

The GLS investments position the U.S. locks well within the broader picture of maritime infrastructure investments throughout the Seaway system. In December 2023, the GLS released the results of an industry survey detailing U.S. and Canadian public and private sector investments in capital infrastructure related to Great Lakes Seaway System maritime activity, including the SIP. The survey conservatively estimates \$8.4 billion in Great Lakes/Seaway maritime infrastructure investments between 2018-2027.³

The survey quantifies recent and ongoing investments in the binational navigation system that help support long-term planning and the achievement of economic development goals, while also building confidence in the Great Lakes Seaway System's future viability.

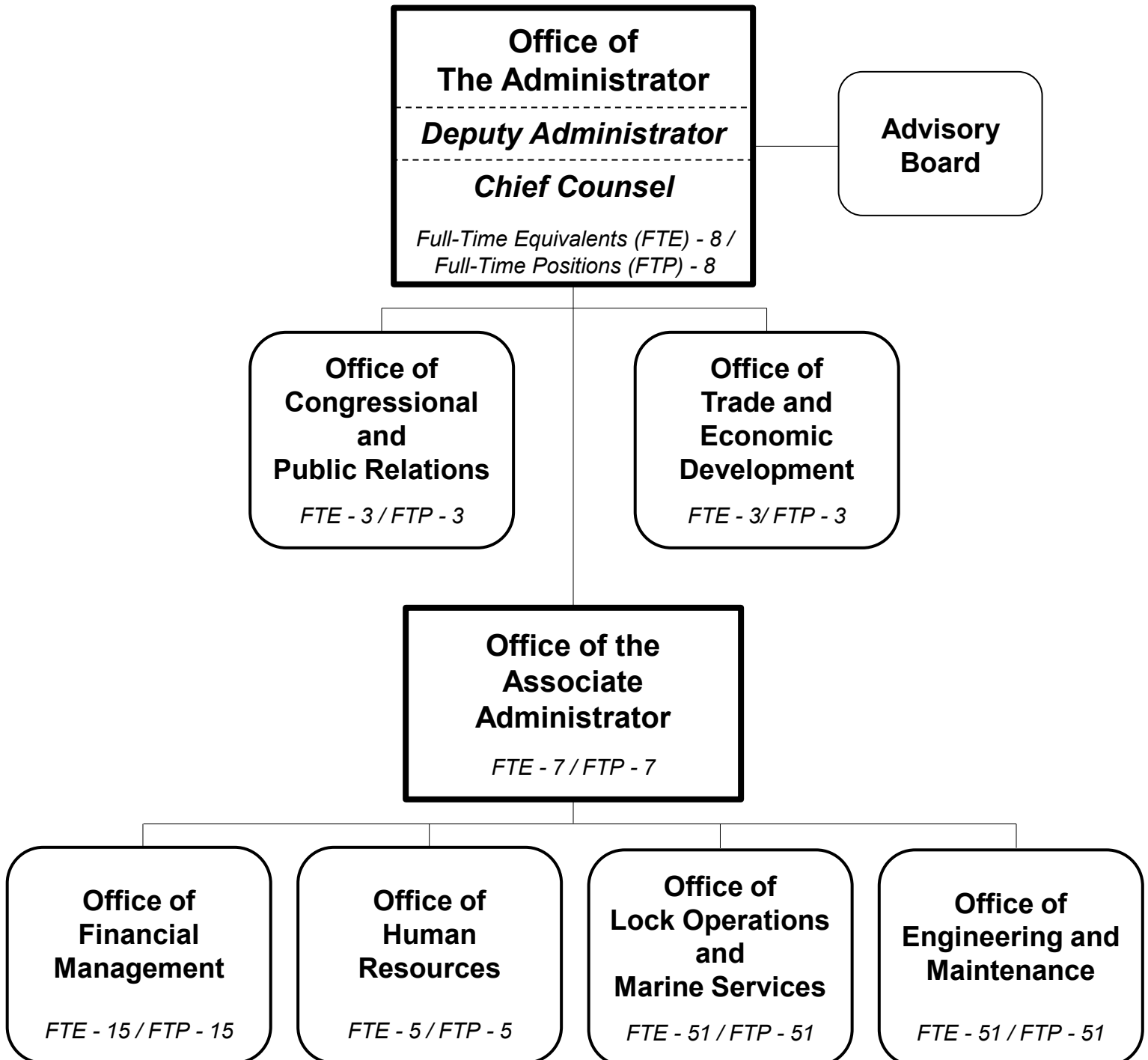
Since the Seaway's opening in 1959, the GLS has performed operational and maintenance activities, safety and environmental programs, infrastructure renewal, and trade and economic development functions to ensure a safe, efficient, reliable, and environmentally friendly commercial transportation route while also promoting trade and economic growth.

³ [*Infrastructure Investment Survey of the Great Lakes and St. Lawrence Seaway System*](#), Martin Associates, December 2023.

Great Lakes St. Lawrence Seaway Development Corporation

Organization Chart

FY 2024 FTE/FTP Estimates



Great Lakes St. Lawrence Seaway Development Corporation

Organization Chart

FY 2025 FTE/FTP Estimates

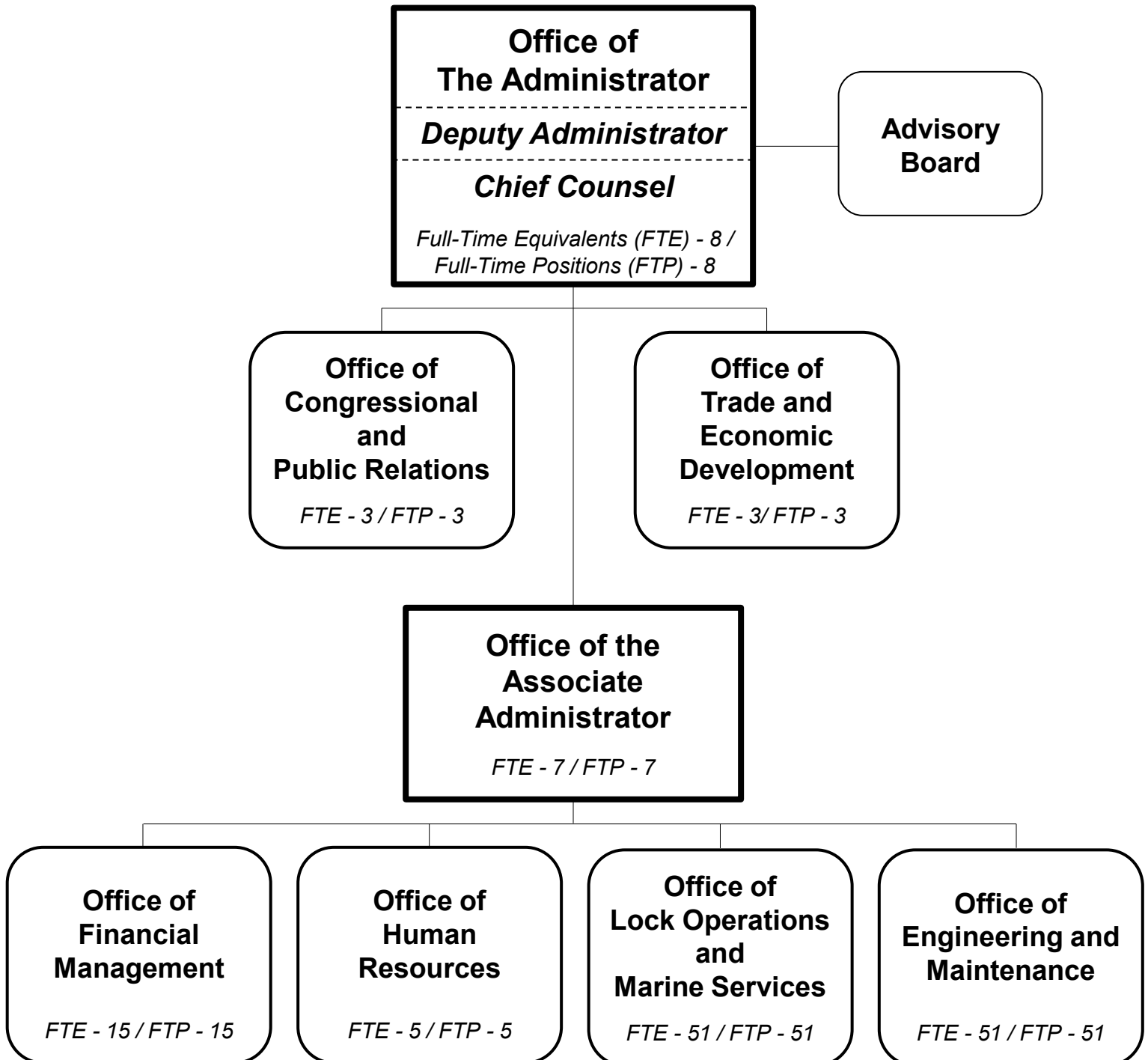


EXHIBIT II-1
FY 2025 BUDGET AUTHORITY
GREAT LAKES ST. LAWRENCE SEAWAY DEVELOPMENT CORPORATION
(\$000)

ACCOUNT NAME	M/D	(A) FY 2023 ACTUAL	(B) FY 2024 FULL-YEAR CONT. RES.	(C) FY 2025 PRESIDENT'S BUDGET
Operations and Maintenance - HMTF (69X8003)	D	\$38,500	\$38,500	\$40,605
TOTALS				
Gross New Budget Authority		\$38,500	\$38,500	\$40,605
Rescissions		\$0	\$0	\$0
Transfers		\$0	\$0	\$0
Offsets		\$0	\$0	\$0
NET NEW BUDGET AUTHORITY:	D	\$38,500	\$38,500	\$40,605

EXHIBIT II-2
FY 2025 TOTAL BUDGETARY RESOURCES BY APPROPRIATIONS ACCOUNT
GREAT LAKES ST. LAWRENCE SEAWAY DEVELOPMENT CORPORATION
(\$000)

<u>ACCOUNT NAME</u>	<u>M/D</u>	(A) <u>FY 2023 ACTUAL</u>	(B) <u>FY 2024 FULL-YEAR CONT. RES.</u>	(C) <u>FY 2025 PRESIDENT'S BUDGET</u>
Operations and Maintenance - HMTF (69X8003)	D	\$38,500	\$38,500	\$40,605
TOTALS				
Gross New Budget Authority		\$38,500	\$38,500	\$40,605
Rescissions		\$0	\$0	\$0
Transfers		\$0	\$0	\$0
Offsets		\$0	\$0	\$0
NET NEW BUDGET AUTHORITY:	D	\$38,500	\$38,500	\$40,605

EXHIBIT II-3
FY 2025 BUDGET REQUEST BY DOT STRATEGIC AND ORGANIZATIONAL GOALS
Appropriations
GREAT LAKES ST. LAWRENCE SEAWAY DEVELOPMENT CORPORATION
(\$000)

	SAFETY	ECONOMIC STRENGTH AND GLOBAL COMPETITIVENESS	EQUITY	CLIMATE AND SUSTAINABILITY	TRANSFORMATION	ORGANIZATIONAL EXCELLENCE	TOTAL
Operations and Maintenance - HMTF (69X8003)	\$ 15,530	\$ 23,750	\$ 325	\$ 1,000	\$ -	\$ -	\$ 40,605
Seaway Operations and Maintenance	\$ 15,530	\$ 7,350	\$ 325	\$ 1,000	\$ -	\$ -	\$ 24,205
Seaway Infrastructure	\$ -	\$ 16,400	\$ -	\$ -	\$ -	\$ -	\$ 16,400
TOTAL	\$ 15,530	\$ 23,750	\$ 325	\$ 1,000	\$ -	\$ -	\$ 40,605

Safety:
Make our transportation system safer for all people. Work toward a future where transportation-related serious injuries and fatalities are eliminated.

Economic Strength and Global Competitiveness:
Grow an inclusive and sustainable economy. Invest in our transportation system to provide American workers and businesses reliable and efficient access to good-paying jobs, resources, and markets.

Equity:
Reduce inequities. Support and engage people and communities to promote safe, affordable, accessible, and multimodal access to opportunities and services while reducing transportation-related disparities, adverse community impacts, and health effects.

Climate and Sustainability:
Tackle the climate crisis by ensuring that transportation plays a central role in the solution. Substantially reduce greenhouse gas emissions and transportation-related pollution and build more resilient and sustainable transportation systems to benefit and protect communities.

Transformation:
Design for the future. Invest in purpose-driven research and innovation to meet the challenge of the present and modernize a transportation system of the future that serves everyone today and in the decades to come.

Organizational Excellence:
Strengthen our world class organization. Advance the Department's mission by establishing policies, processes, and an inclusive and innovative culture to effectively serve communities and responsibly steward the public's resources.

EXHIBIT II-4
FY 2025 OUTLAYS
GREAT LAKES ST. LAWRENCE SEAWAY DEVELOPMENT CORPORATION
(\$000)

ACCOUNT NAME	M/D	(A) FY 2023 ACTUAL	(B) FY 2024 FULL-YEAR CONT. RES.	(C) FY 2025 PRESIDENT'S BUDGET
GLS Fund (69X4089)	M	\$41,600	\$40,300	\$42,405
TOTAL:	M	\$41,600	\$40,300	\$42,405

EXHIBIT II-5
SUMMARY OF REQUESTED FUNDING CHANGES FROM BASE
GREAT LAKES ST. LAWRENCE SEAWAY DEVELOPMENT CORPORATION
Appropriations
(\$000)

	FY 2023 Actual	FY 2024 Full-Year Cont. Res.	BASELINE CHANGES					FY 2025 Baseline Estimate	Program Increases/ Decreases (Net)	FY 2025 President's Budget
			Annualization of Prior Pay Raises	Annualization of New FY 2024 FTEs	FY 2025 Pay Raises	Working Capital Fund	Inflation and Other Base Adjustments			
PERSONNEL RESOURCES										
Direct FTEs	129	143	-	-	-	-	-	143	-	143
OBJECT CLASS BREAKDOWN										
Salaries and Benefits	\$17,525	\$18,228	\$180	\$0	\$273	\$0	\$0	\$18,681	\$0	\$18,681
Travel	\$375	\$375	\$0	\$0	\$0	\$0	\$0	\$375	\$0	\$375
Transportation of Things	\$5	\$5	\$0	\$0	\$0	\$0	\$0	\$5	\$0	\$5
Communications, Rent, and Utilities	\$885	\$250	\$0	\$0	\$0	\$0	\$0	\$250	\$0	\$250
Printing	\$100	\$100	\$0	\$0	\$0	\$0	\$0	\$100	\$0	\$100
Working Capital Fund (WCF)	\$1,563	\$2,553	\$0	\$0	\$0	(\$441)	\$0	\$2,112	\$0	\$2,112
Other Contractual Services	\$3,697	\$2,839	\$0	\$0	\$0	\$0	\$198	\$3,037	\$200	\$3,237
Supplies and Materials	\$550	\$350	\$0	\$0	\$0	\$0	\$0	\$350	\$95	\$445
Equipment	\$300	\$300	\$0	\$0	\$0	\$0	\$0	\$300	\$0	\$300
Lands and Structures	\$14,500	\$14,500	\$0	\$0	\$0	\$0	\$0	\$14,500	\$1,600	\$16,100
Subtotal	\$39,500	\$39,500	\$180	\$0	\$273	(\$441)	\$198	\$39,710	\$1,895	\$41,605
PROGRAM TOTALS										
Seaway Operations and Maintenance	\$24,700	\$24,700	\$180	\$0	\$273	(\$441)	\$198	\$24,910	\$295	\$25,205
Seaway Infrastructure	\$14,800	\$14,800	\$0	\$0	\$0	\$0	\$0	\$14,800	\$1,600	\$16,400
TOTAL	\$39,500	\$39,500	\$180	\$0	\$273	(\$441)	\$198	\$39,710	\$1,895	\$41,605

NOTE(S):
Totals included two funding sources: (a) requested HMTF appropriations of \$40,605 million (69X8003) and (b) estimated offsetting collections of \$1 million (69X4089).

EXHIBIT II-6
WORKING CAPITAL FUND
GREAT LAKES ST. LAWRENCE SEAWAY DEVELOPMENT CORPORATION
(\$000)

ACCOUNT NAME	FY 2023 ACTUAL	FY 2024 FULL-YEAR CONT. RES.	FY 2025 PRESIDENT'S BUDGET
DIRECT:			
Operations and Maintenance - HMTF (69X8003)	\$1,563	\$2,553	\$2,112
TOTAL	\$1,563	\$2,553	\$2,112

EXHIBIT II-7
GREAT LAKES ST. LAWRENCE SEAWAY DEVELOPMENT CORPORATION
PERSONNEL RESOURCE -- SUMMARY
TOTAL FULL-TIME EQUIVALENTS

	FY 2023 ACTUAL	FY 2024 FULL-YEAR CONT. RES.	FY 2025 PRESIDENT'S BUDGET
<u>DIRECT FUNDED BY APPROPRIATION</u>			
GLS Fund (69X4089)	129	143	143
TOTAL FTEs	129	143	143

NOTE:

The GLS also hires several temporary and seasonal employees throughout each year, which are not reflected in FTE/FTP counts.

EXHIBIT II-8
GREAT LAKES ST. LAWRENCE SEAWAY DEVELOPMENT CORPORATION
RESOURCE SUMMARY -- STAFFING
FULL-TIME PERMANENT POSITIONS

	FY 2023 ACTUAL	FY 2024 FULL-YEAR CONT. RES.	FY 2025 PRESIDENT'S BUDGET
<u>DIRECT FUNDED BY APPROPRIATION</u>			
GLS Fund (69X4089)	128	143	143
TOTAL POSITIONS	128	143	143

NOTE:

The GLS also hires several temporary and seasonal employees throughout each year, which are not reflected in FTE/FTP counts.

EXHIBIT II-9
GREAT LAKES ST. LAWRENCE SEAWAY DEVELOPMENT CORPORATION
10-YEAR HISTORY OF APPROPRIATIONS
OPERATIONS AND MAINTENANCE (69X8003)
(HARBOR MAINTENANCE TRUST FUND)

FISCAL YEAR	PRESIDENT'S BUDGET	ENACTED APPROPRIATIONS
2014	\$32,855,000	\$31,000,000
2015	\$31,500,000	\$32,042,000
2016	\$36,400,000	\$28,400,000
2017	\$36,028,000	\$36,028,000
2018	\$28,346,000	\$40,000,000
2019	\$28,837,000	\$36,000,000
2020	\$28,000,000	\$38,000,000
2021	\$30,700,000	\$38,000,000
2022	\$37,700,000	\$38,000,000
2023	\$38,500,000	\$38,500,000
2024	\$40,288,000	---
2025	\$40,605,000	---

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GLS Fund

(69X4089)

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APPROPRIATIONS LANGUAGE

**DEPARTMENT OF TRANSPORTATION
GREAT LAKES ST. LAWRENCE SEAWAY DEVELOPMENT CORPORATION**

FEDERAL FUNDS

Public enterprise funds:

Great Lakes St. Lawrence Seaway Development Corporation

The Great Lakes St. Lawrence Seaway Development Corporation is hereby authorized to make such expenditures, within the limits of funds and borrowing authority available to the Corporation, and in accord with law, and to make such contracts and commitments without regard to fiscal year limitations as provided by section 9104 of title 31, United States Code, as may be necessary in carrying out the programs set forth in the Corporation's budget for the current fiscal year.

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Operations and Maintenance (69X8003)

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APPROPRIATIONS LANGUAGE
DEPARTMENT OF TRANSPORTATION
GREAT LAKES ST. LAWRENCE SEAWAY DEVELOPMENT CORPORATION
TRUST FUNDS
OPERATIONS AND MAINTENANCE
(Harbor Maintenance Trust Fund)

For necessary expenses to conduct the operations, maintenance, and capital infrastructure activities on portions of the St. Lawrence Seaway owned, operated, and maintained by the Great Lakes St. Lawrence Seaway Development Corporation, \$40,605,000 to be derived from the Harbor Maintenance Trust Fund, pursuant to section 210 of the Water Resources Development Act of 1986 (33 U.S.C. 2238): Provided, That of the amounts made available under this heading, not less than \$16,400,000 shall be for the Seaway infrastructure program.

Note.—A full-year 2024 appropriation for this account was not enacted at the time the Budget was prepared; therefore, the Budget assumes this account is operating under the Continuing Appropriations Act, 2024 and Other Extensions Act (Division A of Public Law 118-15, as amended). The amounts included for 2024 reflect the annualized level provided by the continuing resolution.

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EXHIBIT III-1

OPERATIONS AND MAINTENANCE – HMTF (69X8003) SUMMARY BY PROGRAM ACTIVITY

Appropriations (\$000)

<u>Program Activity</u>	<u>FY 2023 ACTUAL</u>	<u>FY 2024 FULL-YEAR CONT. RES.</u>	<u>FY 2025 PRES. BUDGET</u>
Seaway Operations and Maintenance	\$23,700	\$23,700	\$24,205
Seaway Infrastructure	14,800	14,800	16,400
	-----	-----	-----
Total	\$38,500	\$38,500	\$40,605
FTEs (Directly Funded)	129	143	143

Program and Performance Statement

The FY 2025 President's Budget includes \$40.61 million from the user fee-based Harbor Maintenance Trust Fund (HMTF) to fund two GLS programs – Seaway Operations and Maintenance (\$24.21 million) and Seaway Infrastructure (\$16.40 million).

GLS activities directly impact the safe and efficient waterborne movement of commercial goods that result in significant economic benefits to eight U.S. states in the Great Lakes region and support the Department's Safety, Economic Strength and Global Competitiveness, Equity, and Climate and Sustainability strategic goals as well as the focus area related to Organization Health and Organizational Performance. In terms of value created for the American taxpayer and the stakeholders engaged in the movement of commercial trade through the St. Lawrence Seaway, every \$1 appropriated to the GLS produces \$127 in U.S. economic benefits.⁴

GLS operations and maintenance activities have resulted in a near-perfect reliability rate of 99 percent for commercial users for more than 60 years. Moving 37.6 million metric tons of cargo in 2023 valued at \$14 billion, the St. Lawrence Seaway is recognized globally as a vital commercial transportation route supporting North America's supply chain.

The GLS remains dedicated to safely and efficiently operating the U.S. portion of the St. Lawrence Seaway, while also promoting the economic and environmental benefits of the marine mode, attracting new cargoes to the Seaway to spur economic growth and job creation, and leveraging technology and innovation to enhance the system's performance and safety.

⁴ [*Economic Impacts of Maritime Shipping in the Great Lakes-St. Lawrence Region.*](#)

EXHIBIT III-1a

**OPERATIONS AND MAINTENANCE – HMTF (69X8003)
SUMMARY ANALYSIS OF CHANGE FROM FY 2024 TO FY 2025**

**Appropriations
(\$000)**

	Change from FY 2024 Full-Year CR to FY 2025 President's Budget (\$000)	Change from FY 2024 Full-Year CR to FY 2025 President's Budget (FTE)
FY 2024 FULL-YEAR CONTINUING RESOLUTION	\$38,500	143
ADJUSTMENTS TO BASE:		
Proposed Pay Raise (2.0%)	\$ 273	
Annualization of FY 2024 Pay Raise	180	
Non-Pay Inflation (2.0%)	165	
U.S. DOI Financial Management System	33	
DOT Working Capital Fund	(441)	
SUBTOTAL, ADJUSTMENTS TO BASE	\$ 210	0
PROGRAM INCREASES:		
Seaway Infrastructure Program (SIP)	\$ 1,600	
Seaway Operations and Maintenance	295	
SUBTOTAL, PROGRAM INCREASES	\$ 1,895	0
FY 2025 PRESIDENT'S BUDGET	\$40,605	143

Detailed Program Justification for Seaway Operations and Maintenance

FY 2025 PROGRAM BUDGET REQUEST
Seaway Operations and Maintenance
Operations and Maintenance – HMTF (69X8003)
(\$000)

Program Activity	FY 2023 Actual	FY 2024 Full-Year Cont. Res.	FY 2025 President's Budget
Seaway Operations and Maintenance	\$23,700	\$23,700	\$24,205
Total	\$23,700	\$23,700	\$24,205
FTE	129	143	143

What Is the Program and What Does This Funding Level Support?

The GLS's Seaway Operations and Maintenance program consists of all Corporation activities, except for Seaway Infrastructure Program projects and activities. GLS operational activities directly impact the safe and efficient waterborne movement of commercial goods that result in significant economic benefits to eight U.S. states in the Great Lakes/Seaway region and support the Department's Safety, Economic Strength and Global Competitiveness, Equity, and Climate and Sustainability strategic goals as well as the focus area related to Organization Health and Organizational Performance.

Great Lakes Seaway System commercial maritime trade supports 147,350 U.S. jobs and generates associated annual U.S. economic benefits of \$26 billion in economic activity, \$14 billion in personal income and local consumption expenditures, and \$4 billion in federal, state, and local tax revenue.⁵ In terms of value created for the American taxpayer and the stakeholders engaged in the movement of commercial trade through the St. Lawrence Seaway, every \$1 appropriated to the GLS produces \$127 in U.S. economic benefits.⁶

The GLS operates and maintains the U.S. infrastructure and waters of the St. Lawrence Seaway, while performing trade development focused on driving economic activity for the Great Lakes Seaway System. Its mission is to serve the marine transportation industries by providing a safe, reliable, efficient, and environmentally friendly deep draft international waterway, in cooperation with the Canadian St. Lawrence Seaway Management Corporation (SLSMC).

The Great Lakes Seaway System offers safe and reliable access at competitive costs to and from the Midwest portion of the United States and North America, so it is critical that the U.S. Seaway waters, locks, and infrastructure maintained by the GLS be continuously open and navigable during each navigation season (historically late March to late December/early January).

⁵ [*Economic Impacts of Maritime Shipping in the Great Lakes-St. Lawrence Region.*](#)

⁶ Ibid.

GLS operations and maintenance activities have resulted in a near-perfect reliability and efficiency rate of 99 percent for commercial users for more than 60 years, which is highlighted in the Department's Annual Performance Plan and Report under the Economic Strength and Global Competitiveness goal. Having moved 37.6 million metric tons of cargo in 2023 valued at \$14 billion, the St. Lawrence Seaway is recognized globally as a vital commercial transportation route supporting North America's supply chain.

Primary operational and programmatic activities as part of this program include:

- Lock Operations, Vessel Traffic Control, and Marine Services – Lock operations and vessel traffic control on the St. Lawrence Seaway are conducted on a 24-hour day, 7-day week basis throughout the shipping season (typically late March to late December/early January each year). Marine operations consist of commissioning and decommissioning aids to navigation, channel dredging and maintenance, tugboat, and other floating equipment services, as well as vessel safety inspections and ballast water examinations.
- Engineering and Maintenance – The GLS's infrastructure must be maintained in efficient operating condition. Facilities include: locks and guide walls; roads; office buildings; an international bridge; a highway tunnel; channels; public use facilities, such as the Seaway Visitor Center at Eisenhower Lock; navigation aids; buildings, grounds, and utilities; and permanent operating equipment, including trucks, cranes, and tugboats.
- Trade and Economic Development – The GLS engages in activities designed to increase public and commercial awareness of the Great Lakes Seaway System and encourage trade and economic development throughout the Great Lakes region.
- Administration – Executive management and administration of the GLS includes legal, EEO, civil rights, financial management, procurement, information technology, human resources, labor relations, budget, performance, and external relations.

The following Seaway Operations and Maintenance program activities are highlighted to both reflect their alignment with DOT/GLS goals and focus areas and show the measurable and meaningful results achieved with previous funding.

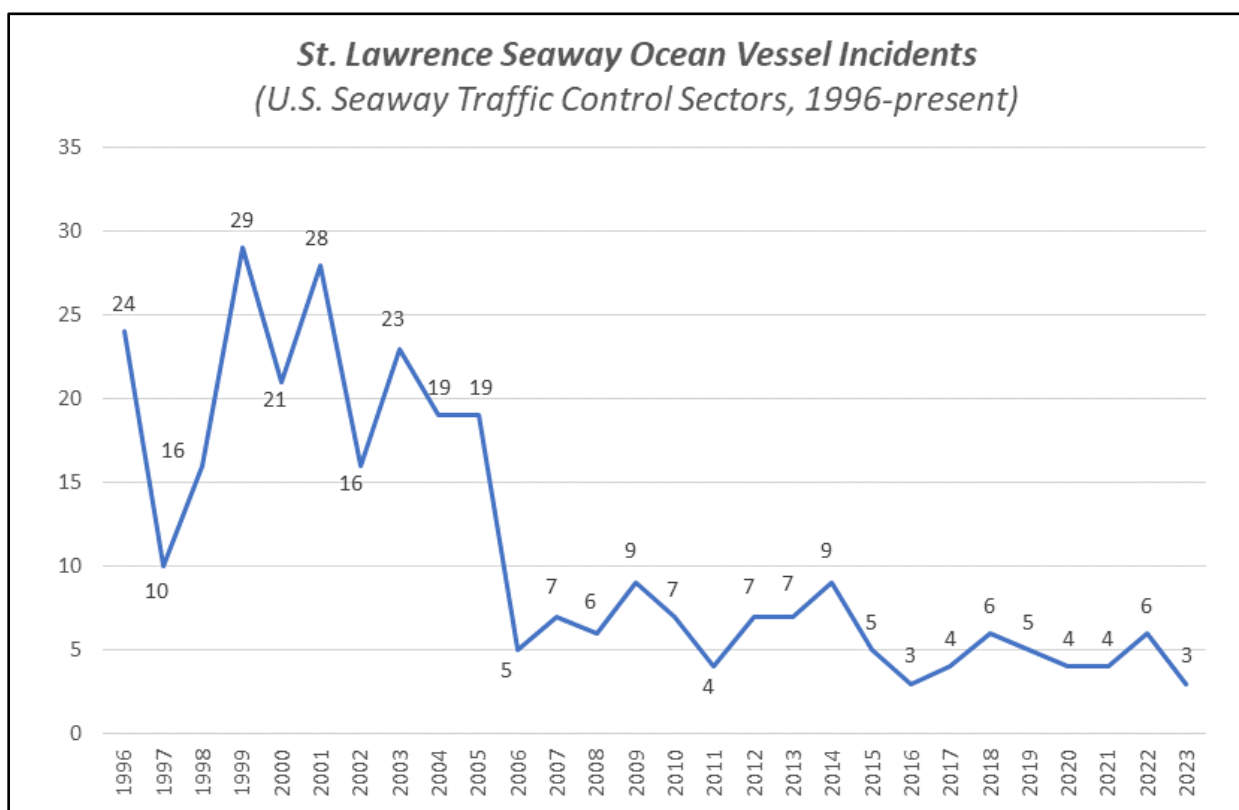
Operational Safety (Safety and Economic Strength and Global Competitiveness goals)

The St. Lawrence Seaway is one of the world's safest waterway systems and that safety record continues to improve. The FY 2025 President's Budget provides funding for the continuation of GLS safety programs that support the Department's Safety strategic goal.

Since the St. Lawrence Seaway's opening in 1959, the GLS has consistently maintained a 99 percent reliability rate for its locks and the U.S. sector of the waterway. This high mark of success is due primarily to the GLS's safe and efficient management, operations, and maintenance of the locks and control of vessel traffic. Global customers from more than 50 countries return each year to use the Seaway because of the waterway's strong safety record, efficient operations, and near-perfect reliability rate.

Over the past 28 navigation seasons, the average number of vessel incidents in the Seaway requiring GLS inspectors has decreased significantly. From 1996-2009, the average number of incidents was 16.6 per year. However, from 2010-2023, the average number of incidents declined to only 5.3 per year. During the 2023 Seaway navigation season, there were only three ocean vessel incidents, tying a record low set in 2016.

This positive development can be attributed to several factors, including the GLS's Enhanced Ship Inspection program to ensure all foreign-flag commercial vessels meet the Seaway's strict safety requirements, the use of the Seaway's Automatic Identification System (AIS) vessel traffic management technology beginning in 2002, the use of the Seaway's hands-free mooring system beginning in 2018, and the well-trained and skilled GLS lock operations and maintenance staff. The FY 2025 President's Budget will fund operational safety activities that will continue to advance the positive safety trends experienced over the past two decades.



Workplace Safety (Safety and Organizational Performance goals)

Additionally, the GLS continues to excel in executing its Occupational Safety and Health (OSH) program for its workers, in accordance with Occupational Safety and Health Administration (OSHA)-related laws, regulations, and Executive Orders (EOs). As an operational entity, the majority of GLS employees perform a variety of potentially hazardous work activities, including working on or near water, repairing and installing electrical and mechanical equipment, and operating cranes, tugboats, barges, and other heavy equipment.

The GLS's OSH program consists of policies, procedures, and practices that serve to protect the safety and health of all employees. The goal of the program is to provide a safe and healthy workplace that mitigates hazards, avoids accidents and injuries, and educates employees about safe work practices. All employees including management are responsible for knowing and complying with the OSH program in support of the GLS's mission.

In June 2020, the GLS launched its "Take-Two" safety program that encourages its union, blue-collar workforce to take two minutes to think about their work tasks and the potential hazards and how to eliminate or avoid them. The goal of the program is to reduce workplace accidents and injuries. In the first three years since the program's launch, GLS recordable injuries were reduced by 70 percent compared to the same period before the program.

GLS also conducts weekly toolbox talks during which safety and health issues are reviewed with staff. Employees are also involved in job hazard analyses for daily work activities when needed. These discussions are interactive, and employees are encouraged to ask questions, provide recommendations, and discuss pertinent safety and health issues. The GLS Safety Committee meets monthly to review and discuss ongoing safety and health issues presented by both management and union representatives. In addition to the "Take-Two" initiative, the GLS workforce has a variety of opportunities to impact the Corporation's safety and health program including weekly toolbox talks, job hazard analyses, Safety Committee meetings, morning workshop musters, training sessions, question-and-answer sessions, safety concern reports, and discussions with their supervisor or the GLS Safety Manager.

The FY 2025 President's Budget will allow the GLS to continue proactively managing and executing its successful workplace OSH program with a goal of eliminating work-related accidents and incidents and increasing workplace satisfaction and operational efficiencies.

Trade and Economic Development (Economic Strength and Global Competitiveness goal)

Since the St. Lawrence Seaway opened to global commercial waterborne trade in 1959, the GLS has actively promoted the entire Great Lakes St. Lawrence Seaway System (five Great Lakes and St. Lawrence River) to increase trade, which ultimately results in job creation and economic activity.

This has been accomplished over the years through researching trade flows, organizing international and domestic trade missions, exhibiting at major trade and transportation conferences, educating current and potential users of the waterway's competitive advantages, conducting trade and traffic analyses, working with the Canadian SLSMC and public and private stakeholders, and creating educational materials that promote the entire binational waterway. The GLS is widely recognized by the Great Lakes Seaway System stakeholder community as a trusted and effective federal resource in supporting Great Lakes regional trade and economic development.

Since FY 2020, Congress has provided additional funding to the GLS for expanding its trade and economic development activities and directed a strategic plan for the Corporation's trade and economic development initiatives that focus on raising system awareness, promoting Great Lakes/Seaway cruising, and improving business intelligence.

The GLS's trade and economic development efforts have supported commercial trade growth in numerous commodity sectors as well as cargo diversification for almost 30 years. In recent years, the GLS's efforts have included organizing international and domestic trade missions, exhibiting at major trade and transportation conferences, analyzing trade and traffic patterns, identifying new trade opportunities with current and new shippers, partnering with public and private industry stakeholders on economic development initiatives, and creating marketing materials that promote the system.

The Corporation also engages in binational activities with the Canadian SLSMC and stakeholders from around the system designed to increase public awareness of the Seaway. This includes costs associated with strategies aimed at identifying new markets for, and increasing the use of, the Great Lakes Seaway System.

Trade and economic development activities include: working with and supporting Great Lakes/Seaway ports, terminals, shippers, carriers, and labor to increase maritime trade; representing the GLS at Great Lakes/Seaway port, trade, and transportation regional events; meeting with Federal, state, and local elected officials to offer assistance and respond to inquiries; coordinating with other regional Federal entities, Great Lakes state transportation departments, and regional economic development agencies to ensure Great Lakes Seaway System maritime transportation is understood and prioritized in regional planning; promoting Federal maritime transportation and funding assistance programs; and providing trade and traffic data analysis to stakeholders upon request.

In addition to promoting commercial trade, the GLS also works closely with global cruise operators, Great Lakes/Seaway ports, and regional tourism organizations to promote the Seaway System for cruising operations. The GLS's work led to the January 2020 announcement by Viking, one of the world's largest cruise operators, of the new construction of two Seaway-sized cruise vessels and new cruise expedition itineraries in the Great Lakes that successfully began in 2022.

Green Shipping Corridor Network (Climate and Sustainability goals)

At the COP 27 World Summit in November 2022, the U.S. and Canada jointly announced the intention to facilitate the development of a Green Shipping Corridor Network (GSCN). Since that time, U.S. and Canadian federal agencies have coordinated with state, provincial, local, private-sector, non-governmental, and First Nations organizations to begin that process. This effort builds on the work established by the "Joint Statement by the U.S. Department of Transportation and Transport Canada on the Nexus between Transportation and Climate Change" released in February 2021.⁷

Beginning in FY 2023, the GLS has represented the Department as the lead federal convener of the GSCN in partnership with the Office of the Assistant Secretary for Aviation and International Affairs (OST-X).

⁷ <https://www.transportation.gov/briefing-room/joint-statement-us-department-transportation-and-transport-canada-nexus-between>

On April 4, 2023, the GLS and Canadian SLSMC co-sponsored the first-ever Collaborative Forum regarding establishing a GSCN on the Great Lakes Seaway System in Chicago, Ill.⁸

The April 4 Forum had four primary goals:

- Create a common body of knowledge to identify opportunities for voluntary collaboration efforts and implementation strategies, based on the best available science and technology;
- Introduce to stakeholders the key personnel with direct oversight on the Great Lakes Seaway System and shipping policy;
- Explore the physical and operational issues affecting GSCN development; and
- Establish working groups for stakeholders to participate and collaborate to explore future solutions and near-term goals.

In addition to the Forum, the GLS co-hosted two follow-up working group events in 2023 – a meeting of the performance working group in Washington, D.C., on August 29, 2023, and a meeting of the alternative fuels working group in Montréal, Québec, on September 7, 2023. Both working group events attracted strong turnouts of U.S. and Canadian stakeholders, making a significant step towards achieving sustainable decarbonization goals.

Feedback from attendees from the Forum and working group meetings suggests that the GSCN events were exceptionally well received as informative and constructive steps in establishing the GSCN on the Great Lakes Seaway System. Importantly, there was substantial support for the governments of the U.S. and Canada continuing to play a convening role and establishing a green shipping binational framework that will include incentives. The GLS and SLSMC will continue to support the U.S. and Canadian governments as they facilitate the establishment of a voluntary GSCN.

The FY 2025 President's Budget will allow the GLS to fund efforts started in FY 2023 and continued in FY 2024 related to facilitating the GSCN on the Great Lakes Seaway System.

Ballast Water Management/Inspection Program (Climate and Sustainability)

Related to environmental protection/sustainability, the GLS also continues to advocate for strict ballast water management efforts to prevent any new introductions of aquatic invasive species (AIS) via commercial vessels entering Seaway waters. In 2008, the GLS implemented regulations requiring all ships with no ballast in their tanks to conduct saltwater flushing of their empty ballast water tanks before arriving in the Seaway.

The GLS, along with other U.S. and Canadian partners, have enforced ballast water inspections of all vessels to ensure these regulations are carried out. During the 2022 navigation season, 100 percent of international cargo vessels bound for Great Lakes Seaway System ports received a ballast water or ballast tank exam.

⁸ [GSCN Collaborative Forum Summary Report](#), GLS, April 2023.

Ships that fail to properly manage their ballast tanks are required to either retain the ballast water and residuals on board, treat the ballast water in an environmentally sound and approved manner, or return to sea to conduct a ballast water exchange.

In 2022, every ballast tank of every ocean vessel entering the St. Lawrence Seaway was assessed by U.S. and/or Canadian inspectors, including the GLS – 10,239 ballast tanks onboard 521 vessel transits with a compliance rate for low salinity tanks of 98.2 percent.⁹ In those rare instances where salinity levels do not meet the standard, the ballast tanks are sealed and then re-inspected on the vessel's outbound journey to ensure that the tank was not used on its voyage in the Great Lakes. Since 2009, 100 percent of international vessels entering the Seaway have received a ballast water management exam.

The Great Lakes Aquatic Nonindigenous Species Information System, maintained by the National Oceanic and Atmospheric Administration (NOAA), documents that Seaway regulations have dramatically decreased the risk of AIS introductions by international vessels transiting the Seaway (only 2 possible introductions since 2006 compared to 15 for 1991-2006).

In 2022, two leading Canadian aquatic invasion scientists published a paper in an online journal examining the efficacy of GLS and SLSMC regulations on the introduction of AIS into the Great Lakes through ballast tanks on commercial vessels transiting the St. Lawrence Seaway.¹⁰ They compared and evaluated invasion- and shipping-related data for the Great Lakes for three relevant periods: (1) pre-regulation (1981-1993, prior to 1993 mandatory ballast water exchange), (2) partial regulation (1994-2006, ballast water exchange enforcement, but without “No Ballast on Board” (NOBOB) inclusion), and (3) total regulation (2007-2019, ballast water exchange for all ships, including NOBOBs).

They conclude that the binational ballast water management regulations implemented in 2006 and 2008 by the SLSMC and GLS, respectively, were the primary reason for a dramatic reduction in the apparent invasion rate for the Great Lakes-St. Lawrence River basin:

“To our knowledge, the 2006/2008 regulation is the only case of a policy intervention that is linked to a massive reduction of the invasion rate of a large aquatic ecosystem. Since the current regulations were implemented, the overall rate of discovery of new non-native species declined by 84.6% compared to the partial regulation period. No other equivalent period of time in the documented history of the Great Lakes basin since 1835 has had fewer invaders discovered than the period of 2007-2019, and not since the Second World War has there been as few ballast water invasions recorded over a 13-year period. . . . This case is an encouraging example of binational response to a transboundary problem, whose apparent success was achieved through rigorous application of an evidence-based, operationally feasible management solution involving participation by governments, the shipping industry, and academia from both countries.”

⁹ [2022 Summary of Great Lakes Seaway Ballast Water Working Group](#), February 2023.

¹⁰ Ricciardi, A., & MacIsaac, H.J. (2022). [Vector Control Reduces the Rate of Species Invasion in the World's Largest Freshwater Ecosystem](#). Conservation Letters, e12866.

The FY 2025 President’s Budget provides funding to continue performing these vitally important ballast water management activities.

Green Marine Certification (Climate and Sustainability goals)

Since 2007, the GLS has been an active member of the Green Marine initiative – an internationally-recognized marine industry partnership program aimed at demonstrating and communicating the maritime industry’s commitment to improving its environmental performance.

In its 2022 performance report,¹¹ Green Marine validated and published the efforts made by the shipping community, including ship owners, ports, shipyards, and terminals, in addressing key environmental issues. The GLS and SLSMC were measured on their efforts to address six environmental/sustainability performance areas (*each on a five-point scale*): Greenhouse Gases and Air Pollutants (4.1); Spill Prevention and Stormwater Management (5.0); Community Impacts (5.0); Environmental Leadership (4.9); Community Relations (4.9); and Waste Management (4.1).

The FY 2025 President’s Budget will provide the GLS with funding to continue excelling in these environmental performance areas and find new ways to improve its operations and facilitation with the Great Lakes Seaway System stakeholder community to ensure the binational waterway serves as global leader on environmental and sustainability issues.

Specialized Training for Workforce Interacting with Public (Equity goal)

The FY 2025 President’s Budget includes enhancing and increasing training on diversity and inclusion topics for GLS employees and teams that directly interact with stakeholders and the public, including staff operating the Seaway Visitor Center at Eisenhower Lock, commercial ship inspectors, and trade and economic development staff who routinely attend conferences to promote commercial trade on the Great Lakes Seaway System.

The GLS continues to find ways to grow its equity footprint – from workforce to procurement – to expand access, focus on removing barriers of entry, and develop channels for advocacy for all individuals, companies, and communities.

Anticipated FY 2024 Accomplishments

In FY 2024, the GLS workforce will continue to perform program activities intended to:

- Provide a safe and efficient commercial trade route with a reliability rate of 99 percent or greater through vessel traffic control operations and infrastructure maintenance.
- Continue close coordination and involvement with the Canadian SLSMC in all aspects of Seaway operations and trade and economic development to ensure consistent practices and greater economies of scale.

¹¹ [*Green Marine Performance Report, 2022.*](#)

- Perform safety inspections and ballast water examinations of all foreign-flag vessels entering the St. Lawrence Seaway in Montréal, Québec, prior to entering U.S. waters.
- Facilitate the ongoing development of a GSCN on the Great Lakes Seaway System.
- Promote regional trade and economic development through traditional marketing efforts, new initiatives, and activities aimed at increasing economic growth and job creation in the Great Lakes region.
- Improve the GLS's equity footprint, with a specific focus on renewed leadership commitment, civil rights, workforce recruitment, small and disadvantaged business utilization, and workforce education.
- Utilize technologies to manage vessel traffic control and lock transits more efficiently.

FY 2025 Budget Request

The FY 2025 President's Budget includes a request of \$24.21 million for the GLS's Seaway Operations and Maintenance program from the HMTF and 143 full-time equivalents (FTEs). This program request is \$505,000 above the FY 2023 enacted level (all baseline changes; no program changes) with no changes to the FTE ceiling level.

This program request includes \$15.53 million to support the Department's Safety strategic goal, representing the GLS's lock operations, marine services, engineering, and maintenance activities. Most of the remaining FY 2025 request (\$7.35 million) focuses on GLS programs and activities that lead to economic growth through its efforts to grow commercial trade, promote the Seaway System to commercial customers, and, by extension, create jobs and economic impacts in the Great Lakes/Seaway region.

Additionally, this request includes \$325,000 for GLS activities and associated FTEs responsible for advancing the Department's Equity strategic goal. These activities include civil rights/equity training for GLS staff, acquisitions staff training on small and disadvantaged business contracts, as well as personnel costs for leadership and staff associated with the GLS's civil rights/equity program. In FY 2025, the GLS is committed to enhancing and increasing diversity-based training for those members of the GLS's workforce that directly interact with stakeholders and the public.

Finally, \$1 million is included in the FY 2025 President's Budget related to GLS activities and FTEs responsible for advancing the Department's Climate and Sustainability strategic goal. GLS climate-related activities include the GLS's existing educational and promotional activities highlighting the use of maritime transportation on the Great Lakes Seaway System as an environmentally advantageous mode of commercial transportation, when compared to other transportation modes, efforts to conduct ballast water examinations to ensure regulatory compliance, its involvement with the Green Marine initiative, and its continued leadership role in developing a GSCN on the Great Lakes Seaway System.

FY 2025 baseline changes for the GLS's Seaway Operations and Maintenance program, which total \$210,000 (net), include estimated increases for the FY 2025 pay raise, annualization of the FY 2024 pay raise, inflation for non-pay object class expenditures, and financial management system expenses. The net amount also includes an estimated decrease in FY 2025 DOT Working Capital Fund (WCF) expenses.

Overall, the FY 2025 President's Budget for the Seaway Operations and Maintenance program will provide the GLS with the financial and personnel resources necessary to perform operational, maintenance, and administrative activities including lock operations, marine services, vessel traffic control, asset maintenance, ballast water management, safety and environmental inspections, and trade promotion and economic development. These activities afford the GLS opportunities to enhance its efforts in the areas of safety, operations, organizational improvements and efficiencies, environmental protection and sustainability, equity, and trade/economic development, while maintaining the waterway's historically high reliability rate.

What Benefits Will Be Provided to the American Public Through This Request and Why Is This Program Necessary?

Since the binational Seaway's opening in 1959, the GLS has performed operational and maintenance activities, safety programs, and trade and economic development functions to ensure a safe, efficient, reliable, environmentally friendly, and cost-competitive commercial waterborne transportation route while also facilitating commercial trade and economic growth.

The Seaway's importance for national security and the Nation's transportation supply chain lies in its (a) strategic location connecting the Great Lakes region of North America to the Atlantic Ocean, (b) economic significance supporting economic growth, job creation, and trade, while enabling efficient transportation of goods and reducing shipping costs and congestion on alternative routes, (c) role in defense and security in the transportation of goods, equipment, and supplies necessary for military operations, including the movement of naval vessels, and (d) supply chain resilience as an alternative transportation route in the event of disruptions or congestion at other ports or transportation corridors.

Over that time, more than 3 billion metric tons of cargo valued at over \$500 billion have moved through the St. Lawrence Seaway.¹² GLS operations and maintenance activities have resulted in a near-perfect reliability rate of 99 percent for commercial users.

The GLS's long-standing and proven-effective operation of the St. Lawrence Seaway has produced significant benefits for the Nation in terms of economic growth, fuel efficiency, and congestion mitigation.

The GLS remains dedicated to safely and efficiently operating the U.S. portion of the St. Lawrence Seaway, while also promoting the economic and environmental benefits of the marine mode, attracting new cargoes to the Seaway to spur economic growth and job creation, and leveraging technology and innovation to enhance the system's performance and safety.

¹² [Seaway Traffic Reports](#).

Detailed Program Justification for Seaway Infrastructure Program (SIP)

FY 2025 PROGRAM BUDGET REQUEST
Seaway Infrastructure
Operations and Maintenance – HMTF (69X8003)
(\$000)

Program Activity	FY 2023 Actual	FY 2024 Full-Year Cont. Res.	FY 2025 President's Budget
Seaway Infrastructure	\$14,800	\$14,800	\$16,400
Total	\$14,800	\$14,800	\$16,400

What Is the Program and What Does This Funding Level Support?

The Seaway Infrastructure Program (SIP) addresses the needs of the GLS's infrastructure assets in Massena, N.Y., which include vessel locks, buildings and grounds, a vehicular bridge and tunnel, roadways, utilities, tugboats, and equipment. This program supports the Department's strategic goal of Economic Strength and Global Competitiveness under the High-Performing Core Assets objective. The SIP also supports the Department's key priority area of Organization Health and Organizational Performance with the proposed construction of new workplace facilities for GLS staff in Massena, replacing the 65-year-old buildings and work areas that need replacement.

The GLS's role as a waterway and lock operator requires continual, proactive capital investments in the Seaway's assets to ensure the waterway's safe, reliable, and efficient commercial operations. Since 1959, over 3 billion metric tons of cargo valued at more than \$500 billion have moved through the Seaway.¹³ Global commercial trade moving on the St. Lawrence Seaway to and from American and Canadian markets in the Great Lakes region is dependent on the GLS's safe, efficient, and operational infrastructure.

This commercial trade produces significant economic benefits to the Great Lakes region and the Nation. In fact, an economic impact study completed in 2023 concluded that maritime commerce on the Great Lakes Seaway System supports 147,350 U.S. jobs and generates associated annual U.S. economic benefits of \$26 billion in economic activity, \$14 billion in personal income and local consumption expenditures, and \$4 billion in federal, state, and local tax revenue.¹⁴

From FYs 2009-2023, the GLS obligated \$225 million on 65 separate infrastructure-related projects. The GLS's infrastructure investments demonstrate the Nation's commitment to the long-standing agreement with Canada to jointly operate and maintain the binational St. Lawrence Seaway for commerce.

¹³ [Seaway Traffic Reports.](#)

¹⁴ [Economic Impacts of Maritime Shipping in the Great Lakes-St. Lawrence Region.](#)

The GLS investments position the U.S. locks well within the broader picture of maritime infrastructure investments throughout the Seaway system. In December 2023, the GLS released the results of an industry survey detailing U.S. and Canadian public and private sector investments in capital infrastructure related to Great Lakes Seaway System maritime activity, including the SIP. The survey conservatively estimates \$8.4 billion in Great Lakes/Seaway maritime infrastructure investments from all stakeholders between 2018-2027.¹⁵ The survey quantifies recent and ongoing investments in the binational navigation system that help support long-term planning and the achievement of economic development goals, while also building confidence in the Great Lakes Seaway System’s future viability.

During the 2023 navigation season, the GLS recorded 5 hours, 16 minutes of lock-related disruptions to navigation, resulting in a lock availability rate of 99.97 percent for the 289-day 2023 season. The successful planning and execution of the SIP, which began in FY 2009, is a key reason for the achievement of the near-perfect reliability rate.

The GLS’s SIP is developed annually by Corporation engineering, maintenance, lock operations, and policy officials following annual winter preventative maintenance work and inspections. This capital planning process, resulting in a recurring five-year capital plan, ensures that aging machinery, equipment, and parts are rehabilitated/replaced; that buildings for employees and the public, grounds, and utilities are sufficiently maintained/refurbished; and that commercial trade continues to move on the Seaway safely and without interruption or delays. In preparing its budget requests, the GLS categorizes its infrastructure investments under eight infrastructure categories:

Seaway Infrastructure Program (SIP) Categories / Descriptions	
Locks and Associated Structures	<i>Includes the structures at Eisenhower and Snell Locks and those structures that are required for the operation and/or maintenance of the locks</i>
Lock Equipment	<i>Includes the equipment at Eisenhower and Snell Locks that is used to transit vessels through the locks and the controls for that equipment</i>
Utilities	<i>Includes utilities infrastructure for electricity, fuel, potable water, wastewater, raw water, and compressed air</i>
O&M Equipment and Work Vehicles	<i>Includes heavy and light mobile equipment, shop equipment, and Massena-based work vehicles</i>
Buildings and Grounds	<i>Includes construction of and improvements to GLS-owned buildings, roadways, work areas, parking areas, and grounds</i>
Dredging, Navigation Aids, and Floating Plant	<i>Includes projects that improve the safety and efficiency of navigation and improvements to and replacement of the GLS’s floating plant</i>

¹⁵ [*Infrastructure Investment Survey of the Great Lakes and St. Lawrence Seaway System.*](#)

Seaway International Bridge	<i>Includes capital improvements to the South Channel Span of the Seaway International Bridge (GLS owns 68 percent of the South Channel Span)</i>
IT and Communications	<i>Includes improvements to the GLS mission-related IT network and systems as well as CCTV, cameras, and communication improvements</i>

Anticipated FY 2024 Accomplishments

In FY 2024, the GLS plans to obligate funding for 12 SIP projects totaling \$14.80 million, including: (1) replacement and relocation of the GLS’s Administration Building; (2) concrete rehabilitation at Eisenhower and Snell locks; (3) upgrades to the electrical distribution equipment; (4) paving and draining improvements on GLS roadways; (5) replacement of heavy and light equipment; and (6) upgrades of floating navigation aids to all-season buoys.

Additionally, the GLS’s Office of Engineering and Maintenance will complete engineering specifications and plans, permitting and environmental studies (as applicable), and contractual obligations for FY 2024 infrastructure projects. In addition, the GLS will manage and perform oversight of on-site infrastructure construction/installation work, acquisitions, and reporting.

FY 2025 Budget Request

The President’s Budget includes a request of \$16.40 million for 19 GLS SIP projects, \$1.6 million above the FY 2023 enacted level. This program supports the Department’s strategic goal of Economic Strength under the High-Performing Core Assets strategy.

This request also supports the Department’s key priority of Organization Health and Organizational Performance through the \$6 million requested for the rehabilitation/replacement of Massena, N.Y., workplace facilities, specifically a new centralized warehouse facility and a new building for the GLS’s Marine Services division. GLS has begun working to improve many of its outdated workplace facilities that were built at the time of Seaway construction in the 1950s. In FY 2022, the GLS contracted with an architectural/engineering firm to develop a Facility Master Plan (FMP), which reviewed the entire GLS’s Massena building/workplace inventory to assess current conditions, identified needed maintenance and/or rehabilitation to meet current workplace and energy standards, and provided cost estimates for new, more energy- and space-efficient workspace. The FMP identified 20 capital improvement projects at the GLS’s five current campus sites in Massena (Administration Building, Eisenhower Lock, Snell Lock, Marine/Maintenance Base, and Snug Harbor) with a total projected cost of approximately \$38 million.

Dollar amounts for SIP projects are “project feasibility” estimates that can vary from the final construction estimates and bids. While many Seaway infrastructure projects have received funding over several years, the GLS uses a multi-phased approach to developing each project to ensure annual funding produces usable, distinct, and tangible segments and avoids incremental funding, in accordance with Office of Management and Budget (OMB) Circular A-11.

SEAWAY INFRASTRUCTURE PROGRAM (SIP)		
Seaway Infrastructure Category	Seaway Infrastructure Project	FY 2025 President's Budget
Locks and Associated Structures	Rehabilitation of Concrete at Eisenhower Lock	\$ 1,250,000
	Rehabilitation of Concrete at Snell Lock	1,000,000
	Rehabilitation of Stop Logs at Both Locks	1,000,000
	Upgrade of Fendering on Approach Walls and Miter Gates at Both Locks	200,000
	Replacement of Recess Covers at Both Locks	50,000
Lock Equipment	Rehabilitation of Hands-Free Mooring Equipment at Both Locks	\$ 150,000
	Rehabilitation of Access to and Machinery in Crossovers and Recesses at Both Locks	100,000
	Repair/Replacement of Piping and Valves at Both Locks	50,000
Utilities	Upgrade of Electrical Distribution Equipment	\$ 1,500,000
	Upgrade of Power Supply Infrastructure from Moses-Saunders Dam to Both Locks and Adjacent Facilities	150,000
O&M Equipment and Work Vehicles	Replacement of Heavy and Light Equipment and Vehicles	\$ 1,500,000
Buildings and Grounds	Rehabilitation/Replacement of Massena, N.Y. Facilities – Supply Warehouse	\$ 3,600,000
	Rehabilitation/Replacement of Massena, N.Y. Facilities – Marine Services Bldg.	2,400,000
	Replacement of Paving and Drainage Infrastructure	1,500,000
	Rehabilitation of Eisenhower Lock Highway Tunnel	200,000
	Repair/Replacement of Security Fencing	150,000
Seaway Int'l Bridge	Capital Improvements at the South Channel Span	\$ 900,000
IT and Communications	Upgrade of Seaway Vessel Traffic Control System	\$ 400,000
	Upgrade of Lock Controls	300,000
TOTAL (19 projects)		\$16,400,000

SIP Project Descriptions:

Locks and Associated Structures – Rehabilitation of Concrete at Eisenhower and Snell Locks (\$2.25 million) – This ongoing project is to replace deteriorated/damaged concrete at Eisenhower and Snell Lock. This includes concrete that was of poor quality when placed during original construction and concrete that has been damaged by freeze-thaw cycles and by vessel impacts. This deteriorated/damaged concrete includes the mass concrete that forms the locks walls, floors, and ceilings of the filling and emptying culverts and the gate sills. This project includes replacing concrete to depths ranging between approximately 8 inches and 24 inches. The GLS has used shotcrete to replace concrete in the culverts and plans to replace deteriorated/damaged concrete on the lock walls in future years.

Locks and Associated Structures – Replacement of Stop Logs at Both Locks (\$1 million) – This multi-year project is for rehabilitating the GLS's 34 stop logs, which are truss-framed steel structures that span the 80-foot-wide locks and have steel plates installed on one vertical side. The stop logs are stacked at each end of both locks to create temporary dams allowing the locks to be dewatered for inspection and/or repair of the underwater surfaces and components during the winter maintenance season. These structures are more than 60 years old and need to be rehabilitated on a regular basis to ensure continued reliability.

Locks and Associated Structures – Upgrade of Fendering on Approach Walls and Miter Gates at Both Locks (\$200,000) – This project is to replace wood fendering on the approach walls at both locks with rubber fenders to protect both the transiting vessels and the approach walls. The cost of the wood fenders is increasing such that the rubber fenders have become cost competitive. The rubber fenders that have been installed to date have performed well.

Locks and Associated Structures – Replacement of Recess Covers at Both Locks (\$50,000) – This is a multi-year project to replace steel and steel/concrete composite covers that are used to access the lock operating machinery located in the galleries and recesses at both locks. Many of these recess covers are original and will be over 60 years old when replaced. They have deteriorated due to the use of salt to keep the areas where these covers are located clear of ice and by trucks and heavy equipment driving over them. The GLS will replace them with more durable/maintainable materials designed for greater traffic loads.

Lock Equipment – Rehabilitation of Hands-Free Mooring Equipment at Both Locks (\$150,000) – In June 2019, Hands Free Mooring (HFM) technology became fully operational at GLS's St. Lawrence Seaway locks in Massena, N.Y., with the commissioning of HFM technology at Snell Lock. The Seaway's HFM project was the first use of this technology for an inland waterway to move commercial vessels through a lock system. The new technology allows commercial ships to transit more safely and more efficiently without the use of mooring lines while also enhancing workplace safety and improving operational efficiency. For FY 2025, the GLS requests \$150,000 to rehabilitate and improve one of its seven HFM units (three at each of the two locks, plus one spare unit). This schedule meets both the manufacturer's maintenance schedule as well as similar HFM rehabilitative work being conducted by the Canadian SLSMC at their locks. The GLS will use the spare unit in place of the unit under rehabilitation each year. A similar request will be made each year over the next six years for the remaining six units.

Lock Equipment – Rehabilitation of Access to and Machinery in Crossovers and Recesses at Both Locks (\$100,000) – This multi-year project to rehabilitate access to machinery recesses at both locks is critical to ensure the continued safe workplace for GLS’s maintenance crews. The FY 2025 request includes funding to repair/replace access ladders and fix access doors and hatches. Additionally, machinery in the crossovers and deep recesses will be inspected, repaired, cleaned, and painted.

Lock Equipment – Repair/Replacement of Piping and Valves at Both Locks (\$50,000) – This is a multi-year maintenance project to repair and/or replace air and water piping, fittings, valves, and monitoring equipment at Eisenhower and Snell Locks. The lock facilities have extensive air and water distribution systems that are continuously subject to corrosion damage. Repairs are needed to clean and paint or replace deteriorated piping and appurtenances to maintain these critical utilities.

Utilities – Upgrade Electrical Distribution Equipment (\$1.5 million) – This multi-year project is for upgrading electrical distribution equipment, some of which is over 60 years old, at both Eisenhower and Snell Locks and at the Maintenance Facility to ensure continued reliability. The GLS anticipates completing arc flash analyses, replacing electrical panels and wiring at both locks, and replacing power feeds and transformers at its Maintenance Facility. The FY 2025 request will address installation of emergency backup generator at the Maintenance Facility.

Utilities – Upgrade of Power Supply Infrastructure from Moses-Saunders Dam to Both Locks and Adjacent Facilities (\$150,000) – This annual project is for upgrading the infrastructure that supplies power to Eisenhower and Snell Locks and to the Corporation’s Maintenance Facility. This work is performed by the New York Power Authority (NYPA) under a reimbursable agreement with the GLS. The power is furnished directly from the Moses-Saunders Power Dam over infrastructure that is over 60 years old. The occasional loss of power from the dam makes it necessary to utilize diesel generators, which are expensive to operate, for continuous operation of Eisenhower and Snell Locks and the Maintenance Facility.

O&M Equipment and Work Vehicles – Replacement of Heavy and Light Equipment and Vehicles (\$1.5 million) – This annual project is to replace heavy and light equipment, work vehicles, and shop equipment as they become worn out and unserviceable. Heavy and light equipment include such items as cranes, dump trucks, snowplows, backhoes, graders, front-end loaders, and assorted shop equipment. Equipment and vehicles are inspected regularly, and their replacement is prioritized based on the results of those inspections. In FY 2025, the GLS anticipates replacing fleet work trucks/vehicles and a 170-ton all-terrain crane used for lifting and moving large operational equipment and components including lock culvert valves.

Buildings and Grounds – Rehabilitation/Replacement of Massena, N.Y. Facilities – Supply Warehouse (\$3.6 million) and Marine Services Building (\$2.4 million) – Beginning in FY 2024, the GLS will launch a multi-year effort to rehabilitate and/or replace its various buildings and facilities in Massena, N.Y., that are used for both employee workspace and storage and were built during the construction of the U.S. assets of the St. Lawrence Seaway in the 1950s. All these facilities/buildings are owned and operated by the GLS. Most of these buildings/facilities have reached the end of their useful life and do not meet Americans with Disabilities Act or energy standards.

In FY 2022, the GLS contracted with an architectural/engineering firm for a Facility Master Plan to include a review of the entire GLS's Massena building/workplace inventory to assess current conditions, address needed maintenance and/or rehabilitation to meet current workplace and energy standards, and provide cost estimates for new, more energy and space efficient workspace. The FMP identified 20 capital improvement projects with a total projected cost of approximately \$38 million. These projects address workplace conditions and concerns raised by GLS staff and support the Department's key priority of Organization Health and Organizational Performance. The FY 2024 President's Budget request included the GLS's first FMP project – \$7 million to construct and relocate the GLS's Administration Building to Eisenhower Lock.

For FY 2025, the GLS requests funding for two FMP projects – (1) supply warehouse and (2) Marine Services building.

Supply Warehouse (\$3.6 million) – This project is for the construction of a new centralized warehouse facility that will consolidate supply and spare parts in one facility and eliminate the current situation of O&M and capital inventory being spread over six separate buildings. This new building will improve the security, efficiency, and reliability of stored spares parts and supplies essential to the maintenance and operations of both locks and provide supply staff with improved work conditions. Additionally, the new supply warehouse will allow for improved tracking of supply distribution and allow for increased operational efficiency for staff to retrieve the needed supplies for maintenance needs. Finally, this newly constructed supply facility will be in proximity to those exterior areas where GLS supply staff manage large-scale inventory. The current GLS storage building was built in 1973, is unheated, and inefficient for the increased GLS supply space needs to address a full range of lock and property maintenance.

Marine Services Building (\$2.4 million) – This project is for the replacement of the Marine Services building used by GLS work crews that are responsible for tug operations, emergency response, and navigation aid repairs, by providing a new facility with adequate office, storage, and workbench areas for 10 GLS Marine Services employees. Constructed in the early 1960s, the building does not meet current energy code regarding roof insulation, exterior walls, unheated slabs, and below grade foundation walls. The new building will be positioned closer to the water where maintenance is performed to help improve efficiency. The relocation of the building will free up valuable real estate near the GLS Maintenance Building to maintenance-related program functions and future FMP projects related to the facility.

Each project estimate will fund construction design and drawings, construction of the facility, and building furnishings, which will be built on GLS-owned property at the Maintenance/Marine Base site. GLS employees will be actively involved in the design and development of these new work facilities to ensure that ideas, feedback, and concerns are addressed.

Buildings and Grounds – Replace Paving and Drainage Infrastructure (\$1.5 million) – This ongoing project is for improving the pavement and drainage along lock approach walls as well as the roadways, public parking, and work areas at all Corporation facilities. In Upstate New York the damage to pavements caused by winter conditions is significant. If repairs are not made before the damage is too severe, complete replacement of the pavement down to and often including the base materials is required at a much higher cost. In FY 2025, the GLS plans to address paving and drainage needs at the Marine/Maintenance Base, Snug Harbor, Snell Lock, and various access roads between facilities.

Buildings and Grounds – Rehabilitation of Eisenhower Lock Highway Tunnel (\$200,000) –

This ongoing project addresses the GLS’s highway tunnel which goes through the upper sill area of Eisenhower Lock, providing the only access to the north sides of both GLS locks, to the NYPA’s power dam and to the New York State Park on Barnhart Island. The FY 2025 request provides funding for grouting to limit the water leaking into the tunnel, replacing damaged/missing tiles from the walls and ceiling, replacing deteriorated/damaged gratings and railings, stabilizing/repairing wingwalls at the tunnel approaches, and clearing tunnel drains.

Buildings and Grounds – Repair/Replacement of Security Fencing (\$150,000) – Shortly after the September 11, 2001, terrorist attacks on America, the GLS installed miles of security fencing along its property lines and around its locks and operational facilities in Massena, N.Y. The FY 2025 request will fund the rehabilitation and/or replacement of damaged and deteriorated fencing posts and chain-link fabric as well as upgrades to gate and operator equipment.

Seaway International Bridge – Capital Improvements at South Channel Span (\$900,000) –

The South Channel Span of the Seaway International Bridge, co-owned by the GLS and the Canadian federal government, opened to vehicular traffic between the United States and Canada. The cost split for capital infrastructure work on the South Channel Span is currently 68 percent U.S./32 percent Canada. The Seaway International Bridge Corporation (SIBC), which operates and manages the bridge on behalf of the U.S. and Canadian owners, is planning for three capital projects on the South Channel Span in FY 2025 that require GLS funding: (1) paving of the south approach roadway; (2) replacement of suspender cables; and (3) completion of a curb replacement study. The \$900,000 request addresses the U.S. portion of the project costs.

IT and Communications – Upgrade of Seaway Vessel Traffic Control System (\$400,000) –

This project for the continued development and implementation of an expansion/upgrade to the binational Seaway vessel traffic control system. Over the past several years, the GLS and Canadian SLSMC, in collaboration with the Department’s Volpe National Transportation Systems Center (Volpe Center), have begun work on a new system called the Voyage Information System (VIS) that will greatly enhance the safety and efficiency of maritime navigation in the Great Lakes St. Lawrence Seaway System.

The VIS is a collaborative data sharing and decision-making environment that brings together the planning of resources required for a vessel’s transit from origin to destination. The goal of VIS is to improve efficiency and increase value for all stakeholders through the sharing of information in a way that allows all interested parties to better plan and manage these resources. Knowing the vessels’ voyage intentions will allow for the more efficient planning of locks, pilots, ports, docks, terminals, and more. VIS could help vessel operators build more efficient schedules and transit plans to optimize their vessel's performance when transiting the system.

A demonstration working prototype of the VIS was developed by the Volpe Center in late 2019 for the Montreal-Lake Ontario section of the Seaway. This prototype has provided an initial “proof of concept” of the technology. The VIS has been identified as a priority infrastructure project by the USDOT. Currently, the GLS, SLSMC, and Volpe Center are proceeding on the next phase of this technology development. To date, the GLS has provided \$800,000 for development of the prototype. The FY 2025 request of \$400,000 will serve as GLS’s funding for continued system design and development.

IT and Communications – Upgrade of Lock Controls (\$300,000) – This project is for upgrading the lock/equipment status systems and the lock operating controls at both Eisenhower and Snell Locks. At present, all the major components are monitored and controlled by a computerized system. Adding control of some of the less critical components and more in-depth monitoring of the status of all components will improve the effectiveness of preventive maintenance activities and result in increased reliability. Over the next several years, the GLS anticipates upgrading the systems to ethernet, replacing the coax cable with fiber and upgrading outdated programmable logic control (PLC) technology and operating systems.

What Benefits Will Be Provided to the American Public Through This Request and Why Is This Program Necessary?

The Great Lakes St. Lawrence Seaway System is a binational waterway connecting world markets to the Great Lakes region. The goal of the GLS's SIP is to ensure the long-term structural integrity and reliability of the Seaway infrastructure, which is a critical component of the economic strength of the eight-state region and the Nation. Without safe, modern, reliable, and efficient locks and waterways, the St. Lawrence Seaway will lose its competitive advantage for the movement of raw, bulk, and project cargoes to and from the Heartland of North America.

Without the GLS's continued efforts to modernize the U.S. Seaway infrastructure, commercial users would consider alternative, more dependable modes and routes to move goods to and from the region, which could result in fewer economic benefits to the Nation, as well as increased road/rail congestion, greenhouse gas emissions, and consumer costs for goods and products.

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FY 2025 IT BUDGET REQUEST
INFORMATION TECHNOLOGY
U.S. DEPARTMENT OF TRANSPORTATION
GREAT LAKES ST. LAWRENCE SEAWAY DEVELOPMENT CORPORATION
BUDGET AUTHORITY
(\$000)

Budget Account	FY 2023 Actual	FY 2024 Full-Year Cont. Res.	FY 2025 President's Budget
Operations and Maintenance (69X8003)	\$2,528	\$3,680	\$3,388
<i>Commodity IT SS WCF</i>	<i>\$1,068</i>	<i>\$1,823</i>	<i>\$1,335</i>
<i>Modal IT</i>	<i>\$1,460</i>	<i>\$1,857</i>	<i>\$2,053</i>
Total	\$2,528	\$3,680	\$3,388

The Great Lakes St. Lawrence Seaway Development Corporation (GLS) is requesting **\$3.39 million** from the Operations and Maintenance account (69X8003) for information technologies (IT) that support the full spectrum of GLS programs as well as the Department's initiative to transform and consolidate the management of certain IT solutions centrally by the Office of the Chief Information Officer (OCIO).

Commodity IT Shared Services (SS) through the Working Capital Fund (WCF)

OCIO will continue to provide all modes Commodity IT Shared Services in FY 2025 to achieve economies of scale and increase consistency of cybersecurity protections across the Department. Commodity IT Shared Services include IT functions and activities dedicated to basic support services, including network operations, end-user computing, telecommunications services, and server operations.

- The GLS request includes **\$1.34 million** from the Operations and Maintenance account (69X8003) for Commodity IT Shared Services. The GLS share was based on actual commodity IT consumption in prior years as well as planned future consumption. OCIO, in collaboration with the GLS, assumed a one-to-one cost estimate to transition all commodity IT to OCIO. The GLS will only be charged for services rendered.

Modal IT

The following major mission-critical IT systems will be maintained by the GLS in FY 2025. This list represents those IT systems that support the GLS and are reported in OMB's Corporate Investment Management System (CIMS).

- **Financial/Accounting System** – The GLS requests **\$974,000** from the Operations and Maintenance account (69X8003) for the operations and maintenance (O&M) expenses related to its access and usage of the Oracle-based financial management system at the U.S. Department of the Interior, which is a Federal Shared Service Provider. The GLS utilizes this system for all its financial and accounting transactional and reporting requirements.
- **Development and Support for Seaway Vessel Traffic Management System** – The GLS requests **\$500,000** from the Operations and Maintenance account (69X8003) for annual O&M costs (\$100,000) to the AIS-based vessel traffic management system as well as ongoing development costs (\$400,000) for the Voyage Information System (VIS) component of the vessel traffic management system. The VIS will allow the GLS to improve the way it manages, schedules, and predicts vessel traffic in the Great Lakes Seaway System. It will provide for safer and more efficient transits, first through the Seaway, and then, ultimately, the entire Great Lakes.
- **PC&B for IT Operations Staff** – The GLS requests **\$315,000** from the Operations and Maintenance account (69X8003) for the personnel compensation and benefits (PC&B) costs for its 2.5 FTEs responsible for IT operations for mission systems.
- **PC&B for Cybersecurity Staff** – The GLS requests **\$246,000** from the Operations and Maintenance account (69X8003) for the PC&B costs of its 1.5 FTE responsible for cybersecurity for mission systems.
- **CASTLE Time and Attendance System** – The GLS requests **\$18,000** from the Operations and Maintenance account (69X8003) for its annual expenses for FAA's CASTLE time and attendance application.