



U.S. Department of
Transportation

BUDGET ESTIMATES FISCAL YEAR 2019

**SAINT LAWRENCE
SEAWAY DEVELOPMENT
CORPORATION**

SUBMITTED FOR THE USE OF
THE COMMITTEES ON APPROPRIATIONS

**U.S. DEPARTMENT OF TRANSPORTATION
SAINT LAWRENCE SEAWAY DEVELOPMENT CORPORATION
FY 2019 BUDGET REQUEST**

TABLE OF CONTENTS

	<u>Page</u>
TAB 1: Overview	
Budget Overview	1
Exhibit I-1a (Organization Chart with FY 2018 FTE/FTP Estimates)	3
Exhibit I-1b (Organization Chart with FY 2019 FTE/FTP Estimates)	4
TAB 2: Budget Summary Tables	
Exhibit II-1 (FY 2019 Comparative Statement of New Budget Authority)	5
Exhibit II-2 (FY 2019 Total Budgetary Resources by Appropriations Account)	6
Exhibit II-3 (FY 2019 Budget Request by DOT Strategic and Organizational Goals)	7
Exhibit II-4 (FY 2019 Budget Authority)	8
Exhibit II-5 (FY 2019 Outlays)	9
Exhibit II-6 (Summary of Requested Funding Changes from Base)	10
Exhibit II-7 (Working Capital Fund)	11
Exhibit II-8 (Personnel Resource – Summary)	12
Exhibit II-9 (Resource Summary – Staffing)	13
TAB 3: Budget Request by Account	
<u>Operations and Maintenance (69-8003)</u>	
Appropriations Language	17
Exhibit III-1 (Summary by Program Activity)	19
Detailed Justification for Agency Operations	21
Detailed Justification for Asset Renewal Program (ARP)	27
Program and Financing	37
10-Year History of Appropriations	38
<u>SLSDC Fund (69x4089)</u>	
Appropriations Language	41
Program and Financing	43
Object Classification	44
Personnel Summary	45
Balance Sheet	46
Summary of Expenses by Activity	47
Summary of Travel and Transportation of Persons	48
TAB 4: SLSDC Asset Renewal Program (ARP) Capital Investment Plan (CIP) (FYs 2019-2023)	

Saint Lawrence Seaway Development Corporation Budget Overview

The Saint Lawrence Seaway Development Corporation (SLSDC), a wholly owned Government Corporation within the U.S. Department of Transportation, was created by Congress in 1954 as the U.S. federal civilian agency responsible for the operations and maintenance of the U.S. portion of the St. Lawrence Seaway between Montreal and Lake Erie. This responsibility includes maintaining and operating the two U.S. Seaway locks located in Massena, N.Y., performing vessel traffic control operations in areas of the St. Lawrence River and Lake Ontario, and encouraging trade through the Great Lakes St. Lawrence Seaway System, which contributes to the comprehensive economic development of the entire Great Lakes region and the Nation.

By law and treaty, the SLSDC is responsible for coordinating its activities with its Canadian counterpart, the St. Lawrence Seaway Management Corporation (SLSMC), to ensure the safe, efficient, and reliable passage of commercial vessels through the St. Lawrence Seaway, and it has historically maintained a 99 percent system reliability rate. The SLSDC's operational staff and facilities are in Massena, N.Y., and its policy headquarters is located in Washington, D.C.

As part of the Administration's "Reforming Government" efforts, a study will be completed in FY 2018 to examine the feasibility of privatizing or commercializing U.S. Seaway operations currently managed by the SLSDC. The Canadian federal government commercialized Canadian Seaway operations in 1998, resulting in greater operational efficiencies and enhanced customer service focus.

The St. Lawrence Seaway directly serves an eight-state, two-province region that accounts for one-quarter of the U.S. gross domestic product (GDP), one-half of North America's manufacturing and services industries, and is home to nearly one-quarter of the continent's population.¹ Since the 15-lock binational waterway's opening in 1959, nearly 3 billion metric tons of cargo has moved on the St. Lawrence Seaway valued at more than \$450 billion.² Maritime commerce on the Great Lakes Seaway System is responsible for annually sustaining more than 125,000 U.S. jobs, \$18 billion in revenues for U.S. transportation-related businesses, and \$10 billion in American annual wages and salaries.³

For Fiscal Year (FY) 2019, the President's Budget request includes an appropriation from the user fee-based Harbor Maintenance Trust Fund (HMTF) of \$28.84 million to fund the operations and maintenance of the U.S. portion of the St. Lawrence Seaway as well as infrastructure-related projects included in the Seaway's Asset Renewal Program (ARP). SLSDC activities in this request support the Secretary's priorities of safety, infrastructure, innovation, and mission efficiency.

¹ U.S. Census Bureau.

² *Seaway Traffic Reports*, 1959-2016, St. Lawrence Seaway Management Corporation (Canada) and Saint Lawrence Seaway Development Corporation (U.S.).

³ *The Economic Impacts of the Great Lakes St. Lawrence Seaway System*, Martin Associates, October 2011.

At the FY 2019 request level, the SLSDC will continue to perform its core mission of serving the U.S. intermodal and international transportation system through the operation and maintenance of a safe, reliable, efficient, and competitive deep-draft waterway, in cooperation with the Canadian SLSMC.

The President's Budget request for the SLSDC's Agency Operations program of \$19.11 million will fund all non-ARP activities and expenses, including all Corporation personnel compensation and benefits for 144 FTEs. For the ARP program, the SLSDC is requesting \$9.73 million in FY 2019 for 19 projects, including \$5 million for the completion of the on-going tugboat replacement project, and \$2.5 million for the continuation of maintenance dredging in the U.S. sections of the St. Lawrence River.

Since its start in FY 2009, the SLSDC's ARP program, which directly advances the Department's infrastructure priorities, has significantly renewed the SLSDC's navigation infrastructure and facilities. In the first nine years of the ARP (FYs 2009-2017), the SLSDC obligated \$139 million on 48 separate projects. The projects and equipment included in the ARP address various needs for the two U.S. Seaway locks, the Seaway International Bridge, maintenance dredging, operational systems including hands-free mooring (HFM), and Corporation facilities and equipment. The start of the program marked the first time in the Seaway's history that a coordinated effort to repair and modernize the U.S. Seaway infrastructure had taken place. The ARP is the first major effort to rehabilitate and modernize the U.S. Seaway infrastructure in history and the program directly addresses the Secretary's infrastructure priorities with an outcome of stimulating economic growth and competitiveness.

As an example of the SLSDC's efforts to advance the Secretary's innovation activities, the Seaway's HFM project is the first use of this technology for an inland waterway to safely and more efficiently transit commercial vessels through a lock system, while also producing a number of benefits involving workplace safety, carrier operating costs, and system competitiveness. The HFM system is scheduled to become operational at the U.S. Eisenhower Lock in 2018 and at the U.S. Snell Lock in 2019.

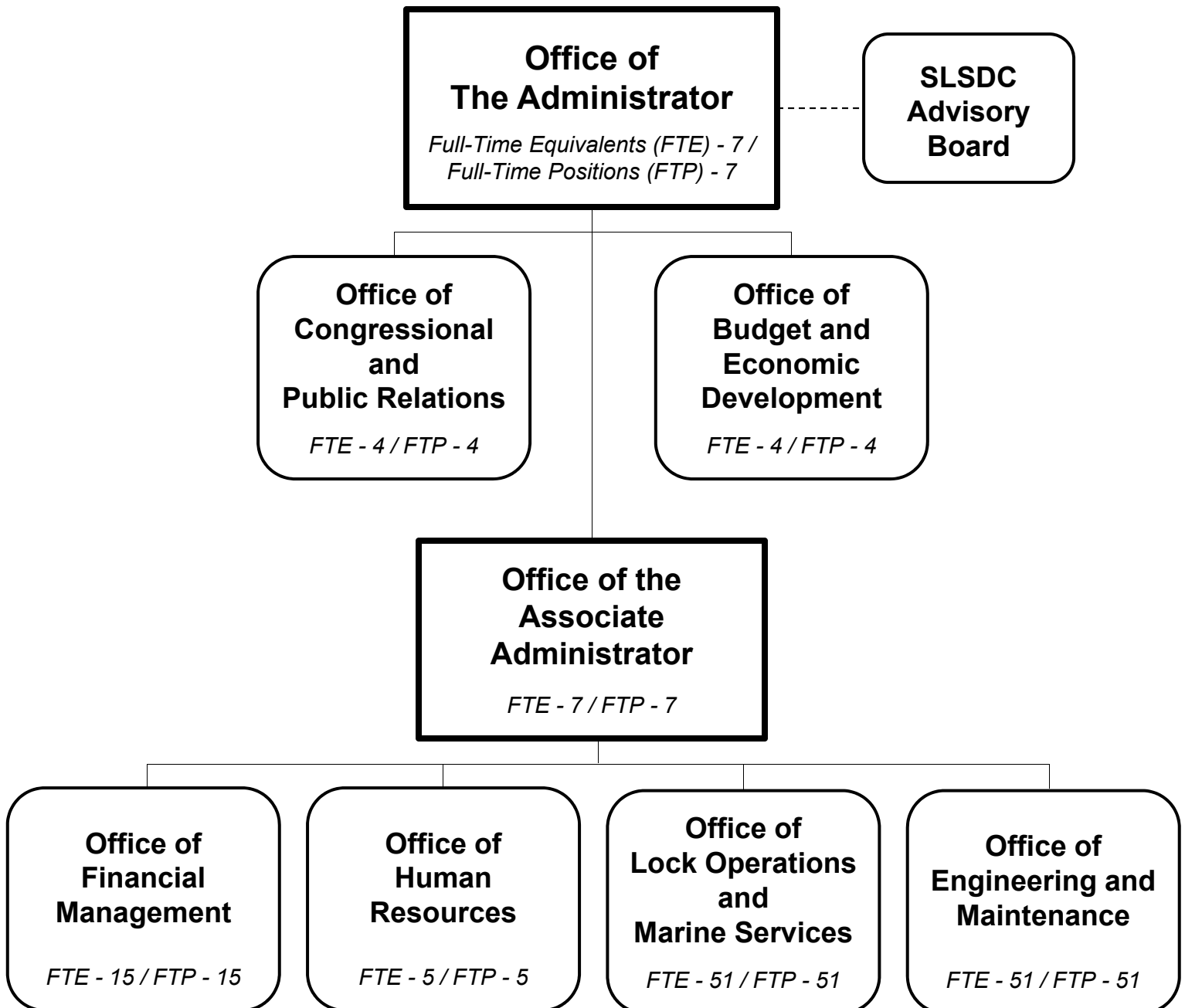
Safety is always the top priority for the Department and the SLSDC, and that focus has helped make the St. Lawrence Seaway one of the world's safest waterways. Over the last 20 years, the average number of vessel incidents in the Seaway has decreased significantly. From 1996-2008, the average number of incidents was 17 per year. From 2009-2016, the average number of ocean-vessel incidents dropped to only six per year, with the 2016 and 2017 seasons being the safest on record with only three incidents recorded each year. The SLSDC works hard to maintain and improve its safety record. Its track record is a reflection of that hard work and its partnership with U.S. and Canadian stakeholders.

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

Saint Lawrence Seaway Development Corporation

Organization Chart

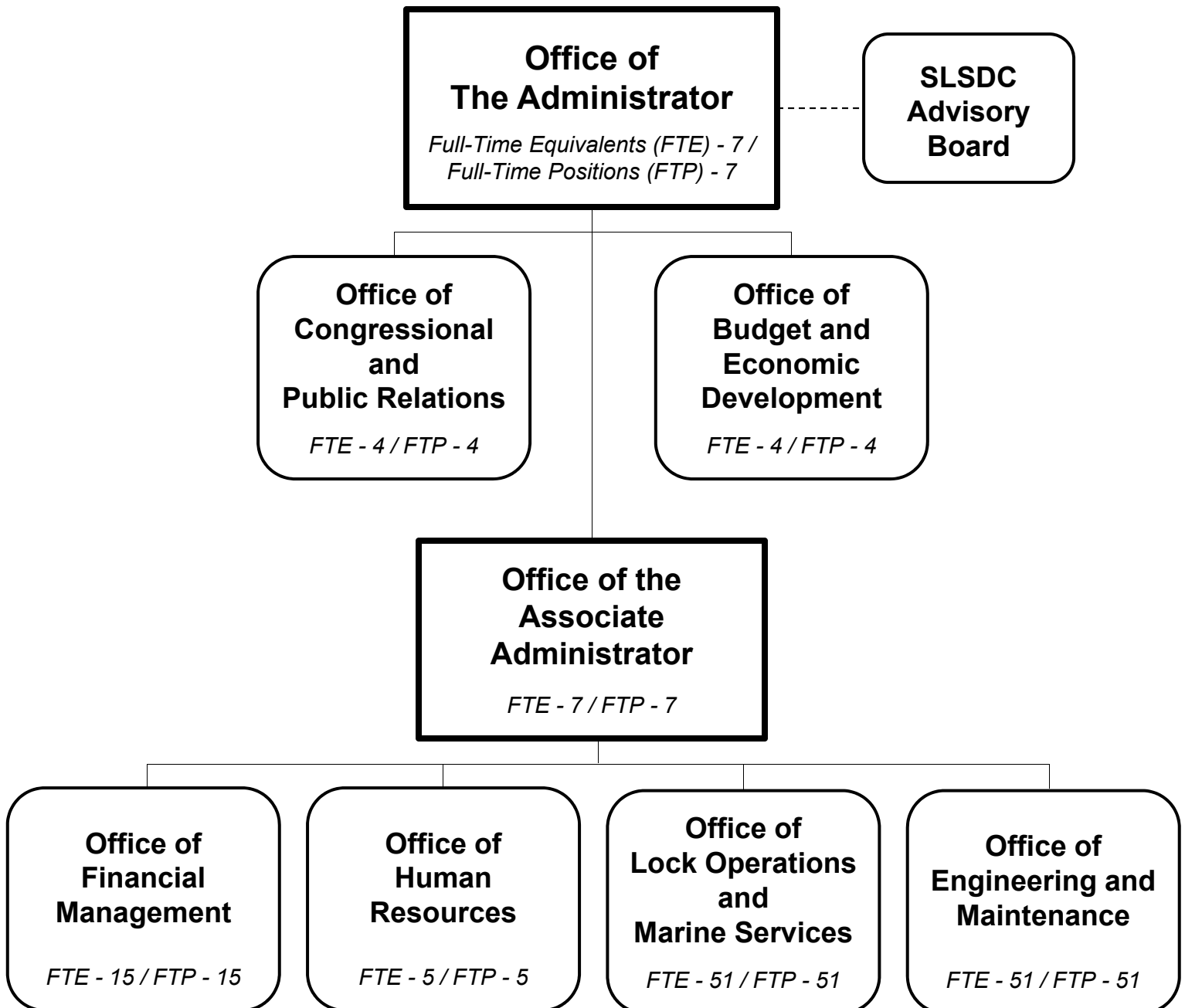
FY 2018 FTE/FTP Estimates



Saint Lawrence Seaway Development Corporation

Organization Chart

FY 2019 FTE/FTP Estimates



**Budget
Summary Tables**

EXHIBIT II-1
FY 2019 COMPARATIVE STATEMENT OF NEW BUDGET AUTHORITY
Saint Lawrence Seaway Development Corporation
Appropriations
(\$000)

ACCOUNT NAME	FY 2017 ACTUAL	FY 2018 ANNUALIZED CR	FY 2019 REQUEST
Operations and Maintenance - HMTF (69-8003)	\$36,028	\$35,783	\$28,837
TOTAL	\$36,028	\$35,783	\$28,837

EXHIBIT II-2
FY 2019 TOTAL BUDGETARY RESOURCES BY APPROPRIATIONS ACCOUNT
Saint Lawrence Seaway Development Corporation
Appropriations
(\$000)

ACCOUNT NAME	FY 2017 ACTUAL	FY 2018 ANNUALIZED CR	FY 2019 REQUEST
Operations and Maintenance - HMTF (69-8003)			
Agency Operations	\$18,678	\$18,933	\$19,112
Asset Renewal Program (ARP)	\$17,350	\$16,850	\$9,725
TOTAL	\$36,028	\$35,783	\$28,837

EXHIBIT II-3
FY2019 BUDGET REQUEST BY DOT STRATEGIC AND ORGANIZATIONAL GOALS
Saint Lawrence Seaway Development Corporation
Appropriations
(\$000)

	Safety	Infrastructure	Innovation	Accountability	TOTAL
Operations and Maintenance - HMTF (69-8003)					
Agency Operations	\$ -	\$ 19,112	\$ -	\$ -	\$ 19,112
Asset Renewal Program (ARP)	\$ -	\$ 9,725	\$ -	\$ -	\$ 9,725
TOTAL	\$ -	\$ 28,837	\$ -	\$ -	\$ 28,837

EXHIBIT II-4
FY 2019 BUDGET AUTHORITY
Saint Lawrence Seaway Development Corporation
Appropriations
(\$000)

ACCOUNT NAME	M/D	FY 2017 ACTUAL	FY 2018 ANNUALIZED CR	FY 2019 REQUEST
Operations and Maintenance - HMTF (69-8003)	D			
Agency Operations	D	\$18,678	\$18,933	\$19,112
Asset Renewal Program (ARP)	D	\$17,350	\$16,850	\$9,725
TOTAL	D	\$36,028	\$35,783	\$28,837

EXHIBIT II-5
FY 2019 OUTLAYS
Saint Lawrence Seaway Development Corporation
(\$000)

ACCOUNT NAME	FY 2017 ACTUAL	FY 2018 ANNUALIZED CR	FY 2019 REQUEST
SLSDC Fund (69x4089)	\$25,583	\$52,028	\$43,837
TOTAL	\$25,583	\$52,028	\$43,837
[Discretionary] (Operations and Maintenance-HMTF -- 69-8003)	\$36,028	\$36,028	\$28,837
[Mandatory] (SLSDC Fund -- 69x4089)	(\$10,445)	\$16,000	\$15,000

EXHIBIT II-6
SUMMARY OF REQUESTED FUNDING CHANGES FROM BASE
Saint Lawrence Seaway Development Corporation
Appropriations
(\$000)

Operations and Maintenance - HMTF (69-8003)	BASELINE CHANGES									
	FY 2017 Actual	FY 2018 Annualized CR	Annualization of 2018 GS Pay Raises	One Additional Compensable Day (261 days)	Washington Office Rent	Working Capital Fund	Non-Pay Inflation	FY 2019 Baseline Estimate	Program Increases/ Decreases	FY 2019 Request
PERSONNEL RESOURCES	132	144								
Direct FTEs	132	144	-	-	-	-	-	144	-	144
FINANCIAL RESOURCES										
ADMINISTRATIVE EXPENSES										
Salaries and Benefits	\$3,590	\$3,700	\$5	\$9	\$0	\$0	\$0	\$3,714	\$0	\$3,714
Travel	\$54	\$54	\$0	\$0	\$0	\$0	\$0	\$54	\$0	\$54
Transportation of Things	\$2	\$2	\$0	\$0	\$0	\$0	\$0	\$2	\$0	\$2
Washington Office Rent	\$393	\$437	\$0	\$0	\$49	\$0	\$0	\$486	\$0	\$486
DOI Financial System (FPPS)	\$565	\$625	\$0	\$0	\$0	\$0	\$0	\$625	\$39	\$664
Communications, Rent, and Utilities	\$41	\$41	\$0	\$0	\$0	\$0	\$0	\$41	\$0	\$41
Printing	\$10	\$10	\$0	\$0	\$0	\$0	\$0	\$10	\$0	\$10
Working Capital Fund (WCF)	\$796	\$833	\$0	\$0	\$0	(\$4)	\$0	\$829	\$0	\$829
Supplies	\$25	\$25	\$0	\$0	\$0	\$0	\$0	\$25	\$0	\$25
Equipment	\$6	\$6	\$0	\$0	\$0	\$0	\$0	\$6	\$0	\$6
Administrative Subtotal	\$5,482	\$5,733	\$5	\$9	\$49	(\$4)	\$0	\$5,792	\$39	\$5,831
PROGRAMS										
Agency Operations (non-admin.)	\$13,196	\$13,200	\$12	\$34	\$0	\$0	\$35	\$13,281	\$0	\$13,281
Asset Renewal Program (ARP)	\$17,350	\$16,850	\$0	\$0	\$0	\$0	\$95	\$16,945	(\$7,220)	\$9,725
Programs Subtotal	\$30,546	\$30,050	\$12	\$34	\$0	\$0	\$130	\$30,226	(\$7,220)	\$23,006
TOTAL	\$36,028	\$35,783	\$17	\$43	\$49	(\$4)	\$130	\$36,018	(\$7,181)	\$28,837

EXHIBIT II-7
WORKING CAPITAL FUND
Saint Lawrence Seaway Development Corporation
(\$000)

ACCOUNT NAME	FY 2017 ENACTED	FY 2018 ANNUALIZED CR	FY 2019 REQUEST
DIRECT:			
Operations and Maintenance - HMTF (69-8003)	\$795	\$832	\$828
TOTAL	\$795	\$832	\$828

EXHIBIT II-8
PERSONNEL RESOURCE -- SUMMARY
TOTAL FULL-TIME EQUIVALENTS
Saint Lawrence Seaway Development Corporation

	FY 2017 ACTUAL	FY 2018 ANNUALIZED CR	FY 2019 REQUEST
<u>DIRECT FUNDED BY APPROPRIATION</u>			
SLSDC Fund (69x4089)	132	144	144
TOTAL FTEs	132	144	144

EXHIBIT II-9
RESOURCE SUMMARY -- STAFFING
FULL-TIME PERMANENT POSITIONS
Saint Lawrence Seaway Development Corporation

	FY 2017 ACTUAL	FY 2018 ANNUALIZED CR	FY 2019 REQUEST
<u>DIRECT FUNDED BY APPROPRIATION</u>			
SLSDC Fund (69x4089)	128	144	144
TOTAL POSITIONS	128	144	144

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**Budget Request
by Appropriation**

Operations and Maintenance (69-8003)

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APPROPRIATIONS LANGUAGE

**DEPARTMENT OF TRANSPORTATION
SAINT LAWRENCE SEAWAY DEVELOPMENT CORPORATION**

TRUST FUNDS

OPERATIONS AND MAINTENANCE

(Harbor Maintenance Trust Fund)

For necessary expenses to conduct the operations, maintenance, and capital asset renewal activities of those portions of the St. Lawrence Seaway owned, operated, and maintained by the Saint Lawrence Seaway Development Corporation, \$28,837,000, to be derived from the Harbor Maintenance Trust Fund, pursuant to Public Law 99-662. Of that amount, \$9,725,000 to be used on asset renewal activities shall be made available through September 30, 2020.

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EXHIBIT III-1

OPERATIONS AND MAINTENANCE – HMTF (69-8003) SUMMARY BY PROGRAM ACTIVITY

Appropriations (\$000)

<u>Program Activity</u>	<u>FY 2017 ACTUAL</u>	<u>FY 2018 ANNUALIZED CONT. RES.</u>	<u>FY 2019 REQUEST</u>
Agency Operations	\$18,678	\$18,933	\$19,112
Asset Renewal Program	17,350	16,850	9,725
	-----	-----	-----
Total	\$36,028	\$35,783	\$28,837
FTEs	132	144	144

Program and Performance Statement

The FY 2019 President's Budget request for the SLSDC includes \$28.84 million from the Harbor Maintenance Trust Fund (HMTF) to fund general agency operations (\$19.11 million) and Asset Renewal Program (ARP) capital projects and equipment (\$9.73 million). SLSDC activities in this request support the Secretary's priorities of safety, infrastructure, innovation, and mission efficiency.

The SLSDC is directly responsible for ensuring the safe, efficient, and reliable passage of commercial vessels through the binational St. Lawrence Seaway and it has historically maintained a 99 percent reliability rate. The SLSDC remains dedicated to promoting the economic benefits of the marine mode, attracting new cargoes to the Seaway, and leveraging technology and innovation to enhance the system's performance and safety.

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Detailed Justification for Agency Operations

**FY 2019 Agency Operations Budget Request
Operations and Maintenance – HMTF (69-8003)
Appropriations
(\$000)**

Program Activity	FY 2017 Enacted	FY 2018 Annualized CR	FY 2019 Request
Agency Operations	\$18,678	\$18,933	\$19,112
Total	\$18,678	\$18,933	\$19,112
FTE	132	144	144

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

The SLSDC's Agency Operations program consists of all Corporation activities, except for the on-going Asset Renewal Program (ARP) for capital infrastructure replacements and improvements, and directly advances the Secretary's strategic priorities of safety and mission efficiency.

The Corporation's mission, which is directly linked to this program, is to serve the U.S. intermodal and international transportation system through the operation and maintenance of a safe, reliable, efficient, and competitive deep-draft waterway, in cooperation with its Canadian counterpart, the St. Lawrence Seaway Management Corporation (SLSMC). The SLSDC is responsible for operating and maintaining the U.S. portion of the St. Lawrence Seaway, including the two U.S. Seaway locks in Massena, N.Y. The SLSDC also encourages trade through the Great Lakes St. Lawrence Seaway System, which contributes to the comprehensive economic development of the entire Great Lakes region and the Nation.

A ship entering the St. Lawrence Seaway at Montreal, Canada, and transiting to Lake Erie crosses the international border 27 times while passing through the Seaway's 15 locks (2 U.S., 13 Canadian). As a consequence of this geographic fact, when constructing the waterway in the mid-1950s, the United States and Canada created a binational governance structure for the Seaway. By law and treaty, the SLSDC is required to operate and maintain its portion of the St. Lawrence Seaway with an identical legislative mandate in Canada for the SLSMC. In addition to these legislative authorities, both nations also executed an Exchange of Notes in 1952 and 1954 establishing the terms of constructing, managing, and operating the Seaway jointly. These diplomatic notes, which have the full force and effect of a treaty between the two countries, have remained in effect since their official exchange. The SLSDC remains committed to fulfilling this binding international obligation. There are no viable alternatives to this program.

The SLSDC is a wholly owned government corporation, one of only 17 in the U.S. Government and the only one at DOT. To carry out its mission, the SLSDC possesses legal authorities that distinguish it from the other operating modes at DOT and from most other Executive Branch agencies. The SLSDC was created as a corporation in 1954 to oversee this public asset and provide a direct service to customers – moving ships safely and efficiently through a binational waterway.

Together with its mission of providing 24/7 transportation services, these legal authorities help promote a culture within the SLSDC of accountability and customer service.

As part of the Administration's "Reforming Government" efforts, a study will be completed in FY 2018 to examine the feasibility of privatizing or commercializing U.S. Seaway operations currently managed by the SLSDC. The Canadian federal government commercialized Canadian Seaway operations in 1998, resulting in greater operational efficiencies and enhanced customer service focus.

The St. Lawrence Seaway directly serves an eight-state, two-province region that accounts for one-quarter of the U.S. gross domestic product (GDP), one-half of North America's manufacturing and services industries, and is home to nearly one-quarter of the continent's population.⁴ The Great Lakes region represents nearly \$6 trillion in annual economic activity, which would equate to the third largest economy in the world if it were a country, behind only the United States and China.⁵

Since the 15-lock binational waterway's opening in 1959, 35-45 million metric tons of cargo are transported on the St. Lawrence Seaway annually, on average, to and from nearly 70 countries.⁶ Almost 50 percent of Seaway traffic travels to and from overseas ports, especially in Europe, the Middle East, and Africa. Principal commodities include grain, iron ore, coal, finished iron and steel products, and heavy and over dimensional equipment (project cargoes). In addition, the Seaway System is home to a regularly scheduled liner service for container and roll-on, roll-off cargo between the Great Lakes and Northern Europe.

The Great Lakes Seaway System offers safe and reliable access and competitive costs to the Midwest portion of North America, so it is critical that the U.S. Seaway waters, locks, and infrastructure maintained by the SLSDC be open and navigable continuously each season.

The SLSDC's stakeholders include vessel owners and operators, Midwest states and Canadian provinces, Great Lakes port communities, shippers and receivers of domestic and international cargo, environmental organizations, Native American Tribal members, riparian interests, and Great Lakes Seaway System maritime and related industries.

Safety is always the top priority for the Department and the SLSDC and that focus has helped make the St. Lawrence Seaway one of the world's safest waterways. Over the last 20 years, the average number of vessel incidents in the Seaway has decreased significantly. From 1996-2008, the average number of incidents was 17 per year. From 2009-2016, the average number of ocean-vessel incidents dropped to only six per year, with the 2016 and 2017 seasons being the safest on record with only three incidents recorded each year. The SLSDC works hard to maintain and improve its safety record. Its track record is a reflection of that hard work and its partnership with U.S. and Canadian stakeholders.

⁴ U.S. Census Bureau.

⁵ *Driving North American Growth and Trade*, Bank of Montreal, Spring 2017.

⁶ *Seaway Traffic Reports*, 1959-2016, St. Lawrence Seaway Management Corporation (Canada) and Saint Lawrence Seaway Development Corporation (U.S.).

Since the Seaway's opening, the SLSDC 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 SLSDC's efficient management and operations of the locks and control of vessel traffic. Global customers from nearly 70 countries return each year to use the Seaway because of the waterway's strong safety record, efficient operations, and near-perfect reliability rate. In FY 2017, the U.S. Seaway System reliability rate was 98.7 percent. A subset of system reliability that the SLSDC has the most control over is the proper functioning of its lock equipment. In FY 2017, the U.S. Seaway lock availability rate was 99.93 percent totaling only 5 hours, 2 minutes of delays.

To maximize funding for operational programs and initiatives and address the Department's mission efficiency priority, the SLSDC constantly seeks to manage agency administrative expenses as a percentage of all operating costs at 23 percent or less. In FY 2017, the SLSDC administrative cost percentage was 20 percent. The SLSDC has implemented a number of activities to achieve the administrative cost ratio goal, including reducing costs associated with supplies and materials and administrative contractual services, and investigating new technologies to reduce administrative overhead costs.

Anticipated FY 2017/2018 Accomplishments

In FYs 2017 and 2018, the SLSDC workforce will continue to perform Agency Operations program activities intended to:

- Provide a safe, secure, 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. The two agencies continue to work cooperatively on the vessel inspection procedures of foreign-flagged vessels, invasive species activities affecting the Great Lakes Seaway System, and binational trade and economic development initiatives.
- Perform safety inspections and ballast water exams of all foreign-flag vessels entering the St. Lawrence Seaway in Montreal, Quebec, prior to entering U.S. waters. In 2017, SLSDC marine inspectors conducted 229 foreign-flag vessel inspections.
- 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.
- Use and enhance technologies to more efficiently manage vessel traffic control and lock transits, including the Global Positioning System/Automatic Identification System (GPS/AIS) vessel traffic system and hands-free mooring (HFM) technology for safer and more efficient lock transits. Canadian SLSMC locks are already equipped with HFM, and the SLSDC plans to make the system operational at Eisenhower Lock in 2018 and at Snell Lock in 2019.

FY 2019 President's Budget Request

For FY 2019, the President's Budget requests \$19.11 million from the user fee-based Harbor Maintenance Trust Fund (HMTF) and 144 full-time equivalents (FTEs) for the SLSDC's Agency Operations program.

The SLSDC's Agency Operations FY 2019 budget request will provide the Corporation with the financial and personnel resources necessary to perform the operational, maintenance, and administrative functions of the agency, including lock operations, marine services, vessel traffic control, asset maintenance, ballast water management, safety and environmental inspections, and trade promotion and economic development. The Corporation has made a concerted effort in recent years to reduce program expenses while ensuring that program activities are performed at or above performance targets and within budgetary limits.

Approximately 80 percent of the SLSDC's Agency Operations budget funds personnel compensation and benefits. 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 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 Corporation's infrastructure must be maintained in efficient operating condition. The Great Lakes Seaway System offers safe and reliable access and competitive costs to the Midwest states, so it is critical that the U.S. Seaway waters, locks, and infrastructure maintained by the SLSDC be open and navigable continuously each season. SLSDC facilities include: locks and guidewalls; roads; an international bridge; a highway tunnel; channels; public use facilities, such as the Eisenhower Lock Visitors' Center; navigation aids; buildings, grounds, and utilities; and permanent operating equipment. Major maintenance/asset rehabilitation on existing facilities will continue to be performed during the non-navigation winter months as part of the SLSDC's ARP.
- Administration – Executive management and administration of the Corporation includes legal, civil rights, financial management, procurement, information technology, human resources, budget, performance, public relations, and other administrative services.
- Trade and Economic Development – The Corporation 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.

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

Since the binational waterway's opening in 1959, the SLSDC has performed operational and maintenance activities, safety programs, and trade/economic development functions to ensure a safe, efficient, reliable, and cost-competitive commercial transportation route while also facilitating trade and economic growth in the eight-state Great Lakes region.

Over its history, nearly 3 billion metric tons of cargo valued at \$450 billion has moved through the St. Lawrence Seaway.⁷ SLSDC operations and maintenance activities have resulted in a near-perfect reliability rate for commercial users of 99 percent.

The SLSDC's long-standing and proven effective operations of the St. Lawrence Seaway has produced significant benefits for the Nation in terms of economic conditions, fuel efficiency and congestion mitigation, and commercial transportation safety.

- Economic Impacts – The SLSDC's operations impact 128,000 U.S. jobs with associated benefits of \$18 billion in revenues for U.S. transportation-related businesses, \$10 billion in annual American wages and salaries, and provide nearly \$4 billion in annual transportation cost savings compared to the next least expensive mode of transportation.⁸
- Fuel Efficiency and Congestion Mitigation – In terms of fuel efficiency and congestion mitigation, the Great Lakes Seaway System commercial fleet is nearly 7 times more fuel-efficient than trucks and 1.14 times more fuel-efficient than rail. Moreover, it would take 3 million railcars or 7.1 million trucks to carry the total cargo transported by the Great Lakes/Seaway fleet.⁹ Reductions in SLSDC funding or elimination of its core operational programs would negatively impact Seaway shipping levels and move more traffic to road and rail alternatives, thereby increasing fuel usage and regional congestion.
- Transportation Safety – Great Lakes Seaway System shipping has an outstanding safety record compared with its competing modes. Marine shipping is least disruptive to the general public, has fewer accidents, and fewer workplace injuries. The Seaway's outstanding safety record is the consequence of a pervasive safety culture, well-trained and licensed workforce, robust regulatory oversight, and the use of advanced navigation technology. As evidence, a 2014 study of 69,960 voyages between 2002-2011 showed that 98.9 percent were accident free. Of these, 100 percent were fatality free.¹⁰

This funding request for FY 2019 will continue existing Agency Operations activities and afford the Corporation the opportunity to find new ways to enhance its efforts in the areas of safety, operations, and trade/economic development, maintaining the waterway's high reliability rate.

⁷ *Seaway Traffic Reports*.

⁸ *The Economic Impacts of the Great Lakes St. Lawrence Seaway System and Great Lakes Navigation System: Economic Strength to the Nation*.

⁹ *The Environmental and Social Impacts of Marine Transport in the Great Lakes-St. Lawrence Seaway Region*.

¹⁰ *Safety Profile of the Great Lakes-St. Lawrence Seaway System*, Research and Traffic Group, March 2014.

In addition, Great Lakes Seaway System ships remain a fuel-efficient and cost effective mode for moving commercial goods to and from foreign markets and the Great Lakes region. The SLSDC remains dedicated to promoting the economic benefits of the marine mode, attracting new cargoes to the Seaway, and leveraging technology and innovation to enhance the system's performance and safety.

Detailed Justification for Asset Renewal Program (ARP)

FY 2019 Asset Renewal Program (ARP) Budget Request Operations and Maintenance – HMTF (69-8003) Appropriations (\$000)

Program Activity	FY 2017 Enacted	FY 2018 Annualized CR	FY 2019 Request
Asset Renewal Program (ARP)	\$17,350	\$16,850	\$9,725
Total	\$17,350	\$16,850	\$9,725
FTE	0	0	0

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

With the enactment of the FY 2009 Omnibus Appropriations Act, the SLSDC's capital infrastructure program called the Asset Renewal Program (ARP) was initiated. The program focuses on improving aging Seaway infrastructure, conducting maintenance dredging, investing in new technologies, purchasing new equipment, and refurbishing old facilities. The ARP is the first major effort to rehabilitate and modernize the U.S. Seaway infrastructure in its history and the program directly addresses the Department's infrastructure priorities with an outcome of stimulating economic growth and competitiveness.

The St. Lawrence Seaway is comprised of perpetual assets (locks, channels, an international bridge, highway tunnel, vessel traffic control system, and accompanying facilities and equipment), which require capital reinvestment in order to continue to operate safely, reliably, and efficiently. The goal of the Seaway's ARP is to ensure the structural integrity of the Seaway infrastructure that, in most cases, has reached the end of the original "design" life.

The U.S. portion of the Seaway was built in the late 1950s at an original cost of \$130 million. Prior to the start of the ARP in FY 2009, only \$47 million in capital expenditures had been cumulatively invested in the U.S. Seaway locks since they opened in 1959. Without sufficient investment in these perpetual assets, it will become increasingly difficult to maintain the future availability and reliability of the Seaway.

The SLSDC obligated \$139 million on 48 separate projects during the ARP's first nine years (FYs 2009-2017). These projects included maintenance dredging in the U.S. portion of the Seaway navigation channel, lock miter gate and culvert valve machinery upgrades, structural rehabilitation and corrosion prevention work on the Seaway International Bridge, hands-free mooring at the locks, gatelifter upgrades, miter gate rehabilitation, and the start of the tugboat replacement project, as well as various other structural and equipment repairs and/or replacement.

The SLSDC's ARP is resulting in not only modernized infrastructure and new equipment to ensure the long-term reliability of the St. Lawrence Seaway, but it is also having a positive and significant impact on the Upstate New York economy. In fact, approximately \$65 million of ARP funds obligated during the program's first eight years were awarded within the Upstate New York

region. In addition to these contracts, the ARP generates, on average, \$1-2 million in additional economic benefits to the region (local permanent and temporary hires, local spending on supplies and equipment, lodging, meals, etc.) each year.¹¹

The completion of ARP projects is extending the useful life of the U.S. Seaway infrastructure and reducing the risk of commercial navigation delays caused by lock equipment malfunction and degradation. In addition, several ARP projects involve the implementation of new technologies for the operation of the Seaway infrastructure, which will result in improved efficiencies.

There is a delicate balance between preserving the existing locks, channels, and associated infrastructure, and ensuring their safety and reliability at all times. There is a critical point where regular maintenance and repairs are no longer sufficient and decisions on major rehabilitation or replacement of structures is required. The longer decisions are extended, the higher the risk to the safety of the locks and to other Seaway infrastructure, greatly increasing associated costs. The ARP enables the SLSDC to achieve this balance and to address major rehabilitation and replacement needs in a timely fashion.

The SLSDC's ARP also closely coordinates with infrastructure renewal work completed or planned by the Canadian SLSMC and supports the engineering considerations highlighted in the November 2007 binational *Great Lakes St. Lawrence Seaway Study*.¹² The study evaluated the infrastructure needs of the U.S. and Canadian Great Lakes Seaway System and assessed the economic, environmental, and engineering implications of those needs pertaining to commercial navigation. As part of its ARP planning and implementation processes, the SLSDC works closely with the SLSMC and U.S. Army Corps of Engineers (USACE) to leverage their expertise.

The Canadian Seaway locks along the St. Lawrence River are identical in age and design to those owned by the SLSDC. In the past decade prior to the SLSDC's ARP, the Canadian Government began addressing its own Seaway asset capital reinvestment needs. Together, the SLSDC and SLSMC have spent \$500 million over the past five years (2013-2017) on asset renewal projects. Many of the lock-related ARP improvements at the U.S. locks parallel activities either completed, underway, or planned at the Canadian Seaway locks.

These significant investments clearly demonstrate the commitment of the United States and Canada to the long-term health and vitality of the Great Lakes Seaway System, complementing similar investments being made by many other Seaway System stakeholders, including ports, terminals, and carriers.

In January 2015, a report was released highlighting public and private investments in the Great Lakes St. Lawrence Seaway navigation system.¹³ The report, which was based on a survey of more than 450 U.S. and Canadian public organizations and private companies, found that \$6.9 billion is being spent on asset renewal and infrastructure improvements in the Great Lakes St. Lawrence Seaway navigation system by both the public and private sectors. Between

¹¹ SLSDC ARP contract reports.

¹² *Great Lakes St. Lawrence Seaway Study*, U.S. Army Corps of Engineers/U.S. Department of Transportation/Transport Canada, Fall 2007.

¹³ *Infrastructure Investment of the Great Lakes St. Lawrence Seaway System*, Martin Associates, January 2015.

2009-2013 more than \$4.7 billion had been invested in ships, ports and terminals, and waterway infrastructure, while an additional \$2.2 billion in capital spending has been committed for infrastructure investments in the system by companies and governments for 2014-2018.

Although the majority of ARP work is completed by contractors, the SLSDC federal workforce is directly responsible for completing several maintenance-related projects as well as much of the pre-contract work, including preparation of designs, specifications, drawings, and cost estimates. Since 2009 when the ARP was launched, the SLSDC has been able to effectively manage this program without any significant increase to staff levels.

Anticipated FY 2017/2018 Accomplishments

For FY 2017 and 2018 ARP projects, the SLSDC's Office of Engineering and Maintenance will complete engineering specifications and plans, permitting and environmental studies (*as applicable*), and contractual obligations for ARP projects. In addition, the SLSDC will manage and perform oversight of on-site ARP construction work. The SLSDC's Office of Financial Management and Office of Budget and Economic Development also support this initiative.

One notable ARP project funded in FY 2017 and FY 2018 is the hands-free mooring system (HFM). During these two fiscal years, the SLSDC expects to fund the construction, installation, testing, and commissioning work for the HFM system at the U.S. Snell Lock, scheduled for operation during the 2019 navigation season. The HFM system at the U.S. Eisenhower Lock is expected to be operational in 2018.

As an example of the SLSDC's efforts to advance the Department's innovation activities, the Seaway's HFM project is the first use of this technology for an inland waterway to safely and more efficiently transit commercial vessels through a lock system. The system will allow for safer and more efficient transit of commercial vessels through a lock system, while also producing benefits involving workplace safety, carrier operating costs, and system competitiveness.

This technology has been used previously to secure ships to dock walls, but this is the first time it is being applied to secure ships through a lock transit. The HFM system uses vacuum pads, each of which provides up to 20 tons of holding force, mounted on vertical rails inside the lock chamber wall to secure the ship during the lockage process as it is raised or lowered while keeping it at a fixed distance from the lock wall. The last step consists of releasing the vacuum and retracting the pads so that the vessel is able to sail safely out of the lock.

Once fully implemented at the U.S. and Canadian Seaway locks in 2019, the hands-free mooring system will produce numerous benefits, including: (1) reducing the need for traditional linehandling operations with wire ropes, which decreases the risk of incidents/injuries; (2) allowing commercial carriers to reduce crew sizes and shipboard equipment necessary to meet new transit requirements; (3) reducing the time to transit one of the Seaway locks by approximately seven minutes per lockage, which equates to 3-4 hours of potential time savings on a roundtrip transit; (4) allowing commercial carriers to save on fuel costs; and (5) increasing the number of commercial ships capable of transiting the Seaway.

FY 2019 President's Budget Request

ARP Project Number	Project Name	FY 2019 Request
1	Both Locks – Upgrade Fending on Approach Walls	\$ 50,000
8	Floating Navigation Aids – Replace	100,000
9	Corporation Equipment – Replace Heavy and Light Equipment, Maintenance Vehicles, and Shop Equipment	200,000
10	Both Locks – Upgrade Power Supply Infrastructure from Moses-Saunders Dam to Both Locks and Adjacent Facilities	50,000
12	Corporation Equipment – Floating Plant/Tugs – Replace	5,000,000
17	Navigation Channels – Dredge U.S. Sectors to Maintain Design Grade and Dispose of Sediments	2,500,000
19	Corporation Facilities – Upgrade Electrical Distribution Equipment	300,000
22	Both Locks – Install Vessel Self Spotting Equipment	200,000
27	Corporation Facilities – Replace Windows and Doors and Repair Building Facades	50,000
29	Eisenhower Lock – Walls, Sills, and Culverts – Rehabilitate Concrete	400,000
30	Eisenhower Lock – Ice Flushing System – Upgrade	100,000
39	Both Locks – Dewatering Pumps – Upgrade Outdated Equipment	50,000
43	Both Locks – Miter Gate Machinery – Upgrade/Replace	400,000
60	Both Locks – Improve Access to and Rehabilitate Machinery in Crossovers and Recesses	100,000
61	Both Locks – Replace Recess Covers on Lock Walls	25,000
68	Corporation Facilities – Repair/Replace Security Fencing	75,000
69	Both Locks – Repair/Replace Corroded Piping and Malfunctioning Valves	50,000
72	Corporation Facilities – Stormwater Upgrades	25,000
74	Corporation Facilities – Building Rehabilitation	50,000
	ARP Totals (19 projects):	\$9,725,000

The SLSDC's ARP includes capitalized projects and equipment as well as non-capitalized, maintenance-related projects. Capital projects and equipment are defined as those of a durable nature that may be expected to have a period of service of more than a year without material impairment of its physical conditioning and includes equipment, improvements and modifications to existing structures. Non-capital/maintenance projects include those that do not materially add to the value of the property nor appreciably prolong the life of the infrastructure but merely keeps it in an ordinarily efficient operating condition. Expenditures for these maintenance projects are recognized as operating costs.

Dollar amounts for ARP projects are "project feasibility" estimates that can vary by an industry-recognized 20-30 percent. Funding for each year of the ARP is constrained to annual funding targets as approved by the Secretary and subject to annual appropriations. Project estimates and schedules may fluctuate at various points in the lifespan of the ARP and will be revised as needed throughout the length of the ARP.

For the President's Budget FY 2019 ARP request of \$9.73 million, the SLSDC is proposing 19 separate projects, including \$5 million for the completion of the on-going tugboat replacement project, and \$2.5 million for the continuation of maintenance dredging in the U.S. sections of the St. Lawrence River.

- (1) **Project No. 1: Both Locks – Upgrade Fendering on Approach Walls (Capital Project) (\$50,000)** – This project is for replacing wood fendering on the approach walls at both locks with rubber fenders to protect both the transiting vessels and the approach walls. This is necessary due to the fact that 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. *(SLSDC obligated \$439,000 over four years in FYs 2009-2010 and 2014-2015)*
- (2) **Project No. 8: Floating Navigational Aids – Upgrade/Replace (Capital Project) (\$100,000)** – This project is for replacing floating navigational aids/buoys and winter markers that have been damaged over the years, on an “as required” basis. All-season buoys will be tested for use in the Seaway. The Corporation is responsible for approximately 100 buoys and 50 winter markers. *(SLSDC obligated \$343,000 over six years in FYs 2009-2010, 2013-2015, and 2017)*
- (3) **Project No. 9: Corporation Equipment – Replace Heavy and Light Equipment, Maintenance Vehicles, and Shop Equipment (Capital Project, Capital Equipment, and Non-Capital Maintenance Equipment) (\$200,000)** – This project is for replacing heavy and light equipment, vehicles and shop equipment as they become worn out and unserviceable. Heavy and light equipment include such items as a crane, dump truck, snowplow, backhoe, grader, front-end loader and assorted shop equipment. Equipment and vehicles are inspected regularly and their replacement is prioritized based on the results of those inspections. The FY 2019 request includes funding for work trucks, SLSDC ship inspector vehicles, and for tractors for both locks to be used for mowing, snow removal, and general grounds work. *(SLSDC obligated \$2.9 million over nine years from FY 2009-2017)*
- (4) **Project No. 10: Both Locks – Upgrade Power Supply Infrastructure from Moses-Saunders Dam to Both Locks and Adjacent Facilities (Non-Capital Maintenance Project) (\$50,000)** – This project is for upgrading the infrastructure that supplies power to Eisenhower and Snell Locks and to the Corporation's Maintenance Facility. The power is furnished directly from the Moses-Saunders Power Dam over infrastructure that is almost 60 years old. The loss of power from the Moses-Saunders Power Dam makes it necessary to use diesel generators, which are expensive to operate, to continue operation of Eisenhower and Snell Locks and the Maintenance Facility. Additionally, the diesel generators will not provide enough power to support all lock and maintenance operations. *(SLSDC obligated \$437,000 over eight years in FYs 2009-2014 and 2016-2017)*

- (5) **Project No. 12: Corporation Equipment – Upgrade/Replace Floating Plant (Capital Project, Capital Equipment, and Non-Capital Maintenance Project) (\$5 million)** – This project is for rehabilitating and/or replacing the Corporation's floating plant that is utilized for maintaining the locks and navigation channels. This multi-year project includes: replacing the SLSDC's tugboats *Robinson Bay* and *Performance*; upgrading the buoy tender barge; purchasing a boat to be used for hydrographic surveying with upgraded surveying equipment; purchasing a small boat for emergency response; purchasing a spud barge/scow for work on navigational aids and for emergency/spot dredging; and rehabilitating the SLSDC's crane barge/gatelifter *Grasse River*, which would have to be utilized if a miter gate were damaged and had to be replaced.

The most significant current ARP project is the continuation of the SLSDC's tugboat replacement program. The first tugboat being replaced is the *Robinson Bay* (103 feet long), which is almost 60 years old and expenses incurred in maintaining it have increased significantly in recent years. The new tugboat will achieve greater operational and cost-savings efficiencies, especially for navigation aid maintenance and retrieval/placement at the end and start of each navigation season. It will serve as the SLSDC's primary watercraft for emergency responses, ice breaking operations, navigation aids placement, and other operational activities.

In September 2017, the SLSDC awarded a small business set-aside contract to Gulf Island Shipyards, LLC, of Houma, La., for \$18 million for the production engineering, engines, drive units, and construction of the hull for the *Robinson Bay* tugboat replacement. In FY 2018, the SLSDC anticipates funding the purchase and installation of the majority of the equipment and systems on the new tugboat with delivery of the new tug in 2019 at a total estimated cost of \$23-24 million.

The SLSDC's smaller tugboat *Performance* (52 feet long) is used for buoy positioning at the beginning of each navigation season, assisting the *Robinson Bay* during buoy tending operations at the beginning and end of each navigation season, moving buoys back onto station during the navigation season and for assisting the *Robinson Bay* with moving the gatelifter crane barge. The *Performance* has experienced serious corrosion issues with the hull and some of the appurtenances and the SLSDC has even removed the vessel from the water for inspection, blast cleaning, repair, and repainting of the hull on a recurring basis at a significant cost to ensure that it continues to be serviceable. The SLSDC anticipates the completion/delivery of the *Performance* replacement tug in 2020/21 at a total estimated cost of \$6 million (design, construction, inspection, and delivery).

The FY 2019 request of \$5 million will fund the award of a contract to construct the *Performance* tug replacement. (*SLSDC obligated \$27.1 million over nine years in FYs 2009-2017*)

- (6) **Project No. 17: Navigation Channels – Dredge U.S. Sectors to Maintain Design Grade and Dispose of Sediments (Non-Capital Maintenance Project) (\$2,500,000)** – This project is for dredging of the U.S. Seaway navigation channel to remove sediment to maintain the design grade for the channel bottom. Maintenance dredging areas include the intermediate pool (between Eisenhower and Snell Locks), the international tangent section to the east of Snell Lock, and several other sections of U.S. waters west of Eisenhower Lock. FY 2019 requested funding will begin addressing high spots that still remain from previous maintenance dredging and begin work on other sections of the St. Lawrence River under SLSDC jurisdiction. *(SLSDC obligated \$8.1 million over six years in FYs 2009 and 2011-2015)*
- (7) **Project No. 19: Corporation Facilities – Upgrade Electrical Distribution Equipment (Capital Project) (\$300,000)** – This project is for upgrading electrical distribution equipment at both Eisenhower and Snell Locks and at the Maintenance Facility to insure continued reliability. The majority of this equipment is almost 60 years old. *(SLSDC obligated \$1.1 million over six years in FYs 2010-2015)*
- (8) **Project No. 22: Both Locks – Install Vessel Self Spotting Equipment (Capital Project) (\$200,000)** – This project is for installing equipment at the U.S. Seaway locks such that transiting vessels can spot/locate themselves in the lock. This new technology, once fully implemented, will eliminate the need for SLSDC personnel to spot vessels in a lock. The Canadian SLSMC is installing similar equipment at their Seaway locks. *(SLSDC obligated \$424,000 over three years in FYs 2014-2016)*
- (9) **Project No. 27: Corporation Facilities – Replace Windows and Doors and Repair Building Facades (Capital Project) (\$50,000)** – This project is for replacing corroded/worn windows and doors with more energy efficient units and for repairing the brick and stone facades which are in need of repair. *(SLSDC obligated \$49,000 over five years in FYs 2010-2013 and 2015)*
- (10) **Project No. 29: Eisenhower Lock – Walls, Sills, and Culverts – Rehabilitate Concrete (Capital Project) (\$400,000)** – This project is for replacing deteriorated/damaged concrete at Eisenhower 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, the 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. *(SLSDC obligated \$858,000 over two years in FYs 2010 and 2017)*
- (11) **Project No. 30: Eisenhower Lock – Ice Flushing System – Upgrade (Capital Project) (\$100,000)** – This project is for making improvements to the ice flushing system at Eisenhower Lock. This system was installed in the early 1980's and is utilized for flushing ice from the lock chamber to make room for a vessel and to prevent/minimize damage to the vessel and the lock structures. *(No prior ARP funds were obligated)*

- (12) **Project No. 39: Both Locks – Dewatering Pumps – Upgrade Outdated Equipment (Capital Project) (\$50,000)** – This project is for repairing/replacing several smaller pumps used for dewatering both Eisenhower and Snell Locks for maintenance of their underwater components. These pumps are almost 60 years old and parts for these units are no longer available. In recent years, the SLSDC began the replacement and/or repair of these pumps. *(SLSDC obligated \$257,000 over four years in FYs 2012-2015)*
- (13) **Project No. 43: Both Locks – Miter Gate Machinery – Upgrade/Replace (Capital Project) (\$400,000)** – This project is for rehabilitating the operating machinery for the miter gates at both locks. This machinery is almost 60 years old and needs to be upgraded to ensure its continued reliability. The upgrade will include rebuilding and upgrading the operating equipment. *(SLSDC obligated \$5.4 million over six years in FYs 2011-2016)*
- (14) **Project No. 60: Both Locks – Improve Access to and Rehabilitate Machinery in Crossovers and Recesses (Capital Project) (\$100,000)** – This project is for rehabilitating the operating machinery that is located within the crossover galleries and recesses at both locks. This equipment will be cleaned and coated to remove existing and prevent further corrosion. In addition, severely corroded components such as support structures and anchor bolts will be replaced with corrosion resistant materials. *(SLSDC obligated \$716,000 over two years in FYs 2015-2016)*
- (15) **Project No. 61: Both Locks – Replace Recess Covers on Lock Walls (Capital Project) (\$25,000)** – This project is for replacing 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 almost 60 years old when replaced. They have deteriorated due to the use of salt to keep the areas in which these covers are located clear of ice and they have been damaged by trucks and heavy equipment driving over them. The plan is to replace them with more durable materials designed for greater loads. *(SLSDC obligated \$33,000 over three years in FYs 2015-2017)*
- (16) **Project No. 68: Corporation Facilities – Repair/Replace Security Fencing (Capital Project) (\$75,000)** – This project is for repairing or replacing security fencing and entry gates at Corporation facilities. These improvements are needed to rehabilitate deteriorated/damaged fencing and gates and to eliminate barrier gaps that are critical to maintaining perimeter and entry security. *(No prior ARP funds were obligated)*
- (17) **Project No. 69: Both Locks – Repair/Replace Corroded Piping and Malfunctioning Valves (Capital Project) (\$50,000)** – This project is for repairing and/or replacing 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. *(No prior ARP funds were obligated)*

- (18) **Project No. 72: Corporation Facilities – Stormwater Upgrades (Capital Project) (\$25,000)** – This project is for evaluating existing stormwater systems at Corporation facilities and rehabilitating or installing upgrades to meet current standards. These improvements are also needed for expanding stormwater collection and flow control during increasingly severe weather events to help avoid potential scouring or flooding damage to critical infrastructure. *(No prior ARP funds were obligated)*
- (19) **Project No. 74: Corporation Facilities – Building Rehabilitation (Capital Project and Non-Capital Maintenance Project) (\$50,000)** – This project is for rehabilitating, repairing, or replacing building systems and office or workshop spaces utilized by Corporation employees. These improvements are needed to update building systems, finishes, and/or furnishings that are exceeding their intended service life or requiring excessive resources to maintain. *(No prior ARP funds were obligated)*

In addition to awarding contracts for these 19 projects, the SLSDC will be fully implementing the HFM system at both U.S. locks during FY 2019. The testing and commissioning work for the system at the U.S. Snell Lock is scheduled to take place during the 2019 navigation season. The HFM system at the U.S. Eisenhower Lock is expected to be operational in 2018.

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

The Great Lakes Seaway System is a binational waterway connecting world markets to the Great Lakes region. The goal of the SLSDC's ARP is to ensure the long-term structural integrity and reliability of the Seaway infrastructure, which is a critical component to the economic vitality of the eight-state region – the world's third largest economy with economic output of nearly \$6 trillion.¹⁴

The SLSDC's lock and waterway infrastructure is vital to serving the Great Lakes region that accounts for one-quarter of the U.S. gross domestic product (GDP), one-half of North America's manufacturing and services industries, and is home to nearly one-quarter of the continent's population.¹⁵

Each year, approximately 35-45 million metric tons of cargo is moved through the Seaway locks. After more than half a century of continuous operation in often harsh weather conditions, the Seaway infrastructure needs to be rehabilitated to continue its strong record of safety and reliability for the next half century.

Great Lakes Seaway System maritime commerce, which is dependent upon safe, reliable, and efficient infrastructure, sustains 128,000 U.S. jobs with associated benefits of \$18 billion in revenues for U.S. transportation-related businesses, \$10 billion in annual American wages and salaries, and provide nearly \$4 billion in annual transportation cost savings compared to the next least expensive mode of transportation.¹⁶

¹⁴ *Driving North American Growth and Trade.*

¹⁵ U.S. Census Bureau.

¹⁶ *The Economic Impacts of the Great Lakes St. Lawrence Seaway System and Great Lakes Navigation System: Economic Strength to the Nation.*

Unlike many of the other lock-based waterway systems in the world, which have twinned locks to ensure continued operations in the event of a lock failure, the St. Lawrence Seaway is a single-lock system. A delay or shutdown at any one of the 15 U.S. or Canadian Seaway locks would cause system-wide delays leading to significant losses to the U.S. and Canadian economies. In 1985, a lock wall failure at the Canadian Welland Canal caused 53 commercial vessels to be trapped in the Seaway System for 24 days at a cost to the shippers at that time of more than \$24 million, an approximate value of \$54 million in 2017 dollars.¹⁷

Without the SLSDC'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 would result in increased road/rail congestion, greenhouse gas emissions, and consumer costs for goods and products.

In addition to the aging infrastructure needs and economic benefits of this program, the international agreements entered into by the United States and Canada in the 1950s necessitate that the two countries jointly operate and maintain the St. Lawrence Seaway, including the physical assets. Over the past 15 years, the Canadian government has begun to address the asset renewal needs of its 13 Seaway locks, eight of which are 85 years old (located at the Welland Canal). The SLSDC's ARP functions as the Nation's commitment to the long-standing agreement to jointly operate and maintain the binational waterway for commerce.

¹⁷ St. Lawrence Seaway Management Corporation.

DEPARTMENT OF TRANSPORTATION
SAINT LAWRENCE SEAWAY DEVELOPMENT CORPORATION
Operations and Maintenance
Program and Financing
(In thousands of dollars)

Identification code 69-8003-0-7-403		FY 2017 ACTUAL	FY 2018 ANNUALIZED CR	FY 2019 REQUEST
	Obligations by Program Activity:			
0001	Direct program activity: Operations and maintenance	\$36,028	\$35,783	\$28,837
0900	Total new obligations (Object Class 25.3)	\$36,028	\$35,783	\$28,837
	Budgetary Resources:			
	Budget Authority:			
	Appropriations, discretionary:			
1101	Appropriation (special or trust fund)	\$36,028	\$35,783	\$28,837
1160	Appropriation, discretionary (total)	\$36,028	\$35,783	\$28,837
1930	Total budgetary resources available	\$36,028	\$35,783	\$28,837
	Change in Obligated Balance:			
	Obligated Balance, Start of Year (Net):			
3000	Unpaid obligations, brought forward, Oct 1 (gross)	\$0	\$0	\$0
	Change in Obligated Balance during the Year:			
3010	New obligations, unexpired accounts	\$36,028	\$35,783	\$28,837
3020	Outlays (gross) (-)	(\$36,028)	(\$35,783)	(\$28,837)
	Obligated Balance, End of Year (Net):			
3050	Unpaid obligations, end of year (gross)	\$0	\$0	\$0
3100	Obligated balance, start of year (net)	\$0	\$0	\$0
3200	Obligated balance, end of year (net)	\$0	\$0	\$0
	Budget Authority and Outlays, Net:			
	Discretionary:			
	Gross Budget Authority and Outlays:			
4000	Budget authority, gross	\$36,028	\$35,783	\$28,837
	Outlays, gross:			
4010	Outlays from new discretionary authority	\$36,028	\$35,783	\$28,837
	Additional Offsets against Gross Budget Authority only:			
4070	Budget authority, net (discretionary)	\$36,028	\$35,783	\$28,837
4080	Outlays, net (discretionary)	\$36,028	\$35,783	\$28,837
	Budget Authority and Outlays, Net (total):			
4180	Budget authority, net (total)	\$36,028	\$35,783	\$28,837
4190	Outlays, net (total)	\$36,028	\$35,783	\$28,837

**DEPARTMENT OF TRANSPORTATION
SAINT LAWRENCE SEAWAY DEVELOPMENT CORPORATION
10-Year History of Appropriations
Operations and Maintenance (69-8003)
(Harbor Maintenance Trust Fund)**

<u>YEAR</u>	<u>REQUEST</u>	<u>ENACTED</u>
2010	\$32,324,000	\$32,324,000
2011	\$32,324,000	\$32,259,000 /1
2012	\$33,996,000	\$32,259,000
2013	\$33,000,000	\$30,572,000 /2
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	
2019	\$28,837,000	

1/ Reflects rescission of \$65,000 (0.2%) pursuant to P.L. 112-10 (Division B, Title I, Section 1119).

2/ Reflects a 0.2% across-the-board rescission of \$64,518, pursuant to P.L. 113-6, Division G, Title VIII, Section 3004(c)(1) and a sequestration reduction in the amount of \$1,622,821.

SLSDC Fund

(69x4089)

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APPROPRIATIONS LANGUAGE
DEPARTMENT OF TRANSPORTATION
SAINT LAWRENCE SEAWAY DEVELOPMENT CORPORATION
FEDERAL FUNDS

Public enterprise funds:

Saint Lawrence Seaway Development Corporation

The Saint 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 104 of the Government Corporation Control Act, as amended, 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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**DEPARTMENT OF TRANSPORTATION
SAINT LAWRENCE SEAWAY DEVELOPMENT CORPORATION
SLSDC Fund
Program and Financing
(In thousands of dollars)**

Identification code 69-4089-0-3-403		FY 2017 ACTUAL	FY 2018 ANNUALIZED CR	FY 2019 REQUEST
OBLIGATIONS BY PROGRAM ACTIVITY				
Direct Programs:				
0001	Direct program activity: Operations and maintenance	\$18,399	\$18,933	\$19,112
0002	Direct program activity: Replacements and improvements	\$28,303	\$16,850	\$9,725
0799	Total direct obligations	\$46,702	\$35,783	\$28,837
Reimbursable Programs:				
0801	Reimbursable program activity: Operations and maintenance	\$376	\$650	\$650
0802	Reimbursable program activity: Replacements and improvements	\$0	\$0	\$0
0899	Total reimbursable obligations	\$376	\$650	\$650
0900	Total new obligations	\$47,078	\$36,433	\$29,487
BUDGETARY RESOURCES				
Unobligated Balance:				
Authority to borrow		\$3,200	\$3,200	\$3,200
Fund balance		\$11,946	\$10,853	\$10,853
1000	Unobligated balance brought forward, Oct 1	\$15,146	\$14,053	\$14,053
Adjustments				
1021	Unobligated Balance: Recoveries of prior year unpaid obligations	\$9,301	\$0	\$0
1050	Unobligated balance (total)	\$24,447	\$14,053	\$14,053
Budget Authority:				
Spending Authority from Offsetting Collections:				
1800	BA: Mandatory: Spending authority: Collected	\$36,685	\$36,433	\$29,487
1850	BA: Mandatory: Total	\$36,685	\$36,433	\$29,487
1900	Budget Authority Total (discretionary and mandatory)	\$36,685	\$36,433	\$29,487
1930	Budget Authority: Total Budgetary Resources Available (discretionary and mandatory)	\$61,132	\$50,486	\$43,540
MEMORANDUM (NON-ADD) ENTRIES				
Authority to borrow		\$3,200	\$3,200	\$3,200
Fund balance		\$10,853	\$10,853	\$10,853
1941	Unobligated Balance: Memo: Unexpired unobligated balance, end of year	\$14,053	\$14,053	\$14,053
CHANGE IN OBLIGATED BALANCE				
Unpaid Obligations:				
3000	Obligated Balance: SOY: Unpaid obligations, brought forward, Oct 1	\$19,820	\$31,358	\$15,358
3010	Obligated Balance: Obligations incurred, unexpired accounts	\$47,078	\$36,433	\$29,487
3020	Obligated Balance: Outlays (gross) (-)	(\$26,239)	(\$52,433)	(\$44,487)
3040	Obligated Balance: Recoveries of unpaid prior year obligations, unexpired accounts	(\$9,301)	\$0	\$0
3050	Obligated Balance: EOY: Unpaid obligations, end of year	\$31,358	\$15,358	\$358
MEMORANDUM (NON-ADD) ENTRIES				
3100	Obligated balance, start of year (+ or -)	\$19,820	\$31,358	\$15,358
3200	Obligated balance, end of year (+ or -)	\$31,358	\$15,358	\$358
BUDGETARY AUTHORITY AND OUTLAYS, NET:				
Mandatory:				
Gross Budget Authority and Outlays:				
4090	Mandatory: Budget authority, gross	\$36,685	\$36,433	\$29,487
Mandatory: Outlays, gross				
4100	Mandatory: Outlays from new authority	\$18,646	\$36,433	\$29,487
4101	Mandatory: Outlays from balances	\$7,593	\$16,000	\$15,000
4110	Mandatory: Outlays, gross (total)	\$26,239	\$52,433	\$44,487
Offsets against Gross Budget Authority and Outlays:				
Offsets collections (collected) from:				
4120	Mandatory: Offsets, BA and OL: Collections from Federal sources (-)	(\$36,077)	(\$35,783)	(\$28,837)
4123	Mandatory: Offsets, BA and OL: Collections from Non-Federal sources (-)	(\$607)	(\$650)	(\$650)
4130	Mandatory: Offsets against gross budget authority and outlays (total) (-)	(\$36,684)	(\$36,433)	(\$29,487)
Additional Offsets against Gross Budget Authority only:				
4170	Mandatory: Outlays, net	(\$10,445)	\$16,000	\$15,000
Budget Authority and Outlays, Net (total):				
4180	Budget authority, net (discretionary and mandatory)	\$0	\$0	\$0
4190	Outlays, net (discretionary and mandatory)	(\$10,445)	\$16,000	\$15,000

DEPARTMENT OF TRANSPORTATION
SAINT LAWRENCE SEAWAY DEVELOPMENT CORPORATION
Object Classification
(In thousands of dollars)

Identification code 69-4089-0-3-403		FY 2017 ACTUAL	FY 2018 ANNUALIZED CR	FY 2019 REQUEST
	Personnel compensation:			
11.1	Full-time permanent	\$9,526	\$9,702	\$9,922
11.3	Other than full-time permanent	\$387	\$389	\$309
11.5	Other personnel compensation	\$889	\$927	\$847
11.9	Total personnel compensation	\$10,802	\$11,018	\$11,078
12.1	Civilian personnel benefits	\$3,989	\$4,077	\$4,077
	Total personal compensation and benefits	\$14,791	\$15,095	\$15,155
21.0	Travel and transportation of persons	\$189	\$238	\$238
22.0	Transportation of things	\$2	\$2	\$2
23.2	Rental payments to others	\$11	\$11	\$11
23.3	Communications, utilities, and miscellaneous	\$173	\$173	\$174
23.0	Total rent, communications, and utilities	\$184	\$184	\$185
24.0	Printing and reproduction	\$11	\$11	\$11
25.1	Advisory and assistance services	\$449	\$201	\$203
25.2	Other services from non-Federal sources	\$1,024	\$637	\$641
25.3	Other goods and services from Federal Sources	\$1,888	\$2,029	\$2,092
25.4	Operation and maintenance of facilities (includes ARP)	\$19	\$14	\$14
25.6	Medical care	\$35	\$35	\$35
25.7	Operation and maintenance of equipment	\$120	\$109	\$110
25.0	Total other contractual services	\$3,535	\$3,025	\$3,095
26.0	Supplies and materials	\$1,133	\$1,028	\$1,076
31.0	Equipment (includes ARP)	\$19,003	\$6,000	\$725
32.0	Land and structures (includes ARP)	\$8,230	\$10,850	\$9,000
	Total other-than-personnel	\$32,287	\$21,338	\$14,332
99.9	Total obligations	\$47,078	\$36,433	\$29,487

**DEPARTMENT OF TRANSPORTATION
SAINT LAWRENCE SEAWAY DEVELOPMENT CORPORATION
Personnel Summary**

Identification code 69-4089-0-3-403	FY 2017 ACTUAL	FY 2018 ANNUALIZED CR	FY 2019 REQUEST
Total compensable work years:			
1001 Full-time equivalent employment	132	144	144
1005 Full-time equivalent of overtime and holiday hours	5	6	6

DEPARTMENT OF TRANSPORTATION
SAINT LAWRENCE SEAWAY DEVELOPMENT CORPORATION
Balance Sheet
(In thousands of dollars)

Identification code 69-4089-0-3-403	2016 ACTUAL	2017 ACTUAL
Assets:		
Federal assets:		
1101 Fund balance with Treasury	\$21,271	\$31,521
1106 Receivables, net	\$0	\$0
1107 Advances and prepayments	\$0	\$0
Non-Federal assets:		
1201 Investments in non-Federal securities	\$0	\$0
1206 Receivables, net	\$49	\$70
1207 Advances and prepayments	\$0	\$0
Other Federal assets:		
1801 Cash and other monetary assets	\$11,660	\$11,877
1803 Property, plant and equipment, net	\$141,416	\$144,403
1901 Other assets	\$2,901	\$3,187
1999 Total assets	\$177,297	\$191,058
Liabilities:		
Federal liabilities		
2101 Accounts payable	\$1,474	\$1,487
2105 Other	\$0	\$0
Non-Federal liabilities		
2201 Accounts payable	\$2,184	\$2,319
2206 Pension and other actuarial liabilities	\$3,891	\$4,330
2207 Other	\$0	\$0
2999 Total liabilities	\$7,549	\$8,136
Net Position:		
3200 Invested capital	\$156,606	\$159,603
3300 Cumulative results of operations - SLSDC	\$10,256	\$20,147
Cumulative results of operations - SIBC	\$2,886	\$3,172
3999 Total net position	\$169,748	\$182,922
4999 Total liabilities and net position	\$177,297	\$191,058

DEPARTMENT OF TRANSPORTATION
SAINT LAWRENCE SEAWAY DEVELOPMENT CORPORATION
Summary of Travel and Transportation of Persons
(In thousands of dollars)

Identification code 69-4089-0-3-403	FY 2017 ACTUAL	FY 2018 ANNUALIZED CR	FY 2019 REQUEST
Field Offices:			
Business travel	37	47	47
Travel associated with training, conferences, and workshops	19	24	24
Travel to and from Washington, D.C.	5	10	10
Travel to and from Massena, N.Y.	0	0	0
Foreign travel	0	0	0
Canadian travel	10	14	14
Subtotal	71	95	95
DC Office:			
Business travel	63	71	71
Travel associated with training, conferences, and workshops	8	6	6
Travel to and from Washington, D.C.	4	4	4
Travel to and from Massena, N.Y.	22	25	25
Foreign travel	3	10	10
Canadian travel	18	27	27
Subtotal	118	143	143
Asset Renewal Program	0	0	0
Grand Total	189	238	238

DEPARTMENT OF TRANSPORTATION
SAINT LAWRENCE SEAWAY DEVELOPMENT CORPORATION
Summary of Expenses by Activity
(In thousands of dollars)

Identification code 69-4089-0-3-403	FY 2017 ACTUAL	FY 2018 ANNUALIZED CR	FY 2019 REQUEST
Operations and Maintenance:			
1. Lock and Marine Operations	\$5,680	\$5,927	\$5,981
2. Maintenance and Engineering	\$6,188	\$6,449	\$6,508
3. General and Development	\$2,569	\$2,681	\$2,706
4. Administrative	\$4,338	\$4,526	\$4,567
Total Operations and Maintenance	\$18,775	\$19,583	\$19,762
Replacements and Improvements:			
1. Equipment	\$134	\$6,000	\$725
2. Capital Projects	\$28,169	\$10,850	\$9,000
Total Replacements and Improvements	\$28,303	\$16,850	\$9,725
Total Obligations	\$47,078	\$36,433	\$29,487
Authorized Positions by Activity:			
1. Lock and Marine Operations	51	51	51
2. Maintenance and Engineering	51	51	51
3. General and Development	15	15	15
4. Administrative	27	27	27
Total Authorized Positions	144	144	144

**Asset Renewal Program
Capital Investment Plan**

U.S. St. Lawrence Seaway Asset Renewal Program Capital Investment Plan *FYs 2019-2023*



**Saint Lawrence Seaway
Development Corporation**



The U.S. Saint Lawrence Seaway Development Corporation (SLSDC), a wholly owned government corporation and an Operating Administration of the U.S. Department of Transportation (DOT), is responsible for the operations and maintenance of the U.S. portion of the St. Lawrence Seaway between Montreal, Quebec, and Lake Erie. This responsibility includes maintaining navigation channels and aids, managing vessel traffic control in areas of the St. Lawrence River and Lake Ontario, and maintaining and operating the two U.S. Seaway locks, Eisenhower and Snell, located in Massena, N.Y.

The SLSDC coordinates its activities with its Canadian counterpart, the St. Lawrence Seaway Management Corporation (SLSMC), to ensure that the U.S. portion of the St. Lawrence Seaway is available for commercial transit throughout the navigation season (typically late March to late December). The SLSDC also promotes Great Lakes regional trade and economic development.

For more information on the SLSDC, please visit <http://www.greatlakes-seaway.com>.



TABLE OF CONTENTS

	<u>Page</u>
Background	1
Summary	2
Description of ARP Projects Planned for FYs 2019-2023	4
FYs 2009-2017 ARP Obligations	19
FYs 2019-2023 ARP Five-Year Plan	20

Saint Lawrence Seaway Development Corporation
U.S. Seaway Asset Renewal Program
Capital Investment Plan
FYs 2019-2023

Background

Operated and maintained by the U.S. Saint Lawrence Seaway Development Corporation (SLSDC) and the Canadian St. Lawrence Seaway Management Corporation (SLSMC), the St. Lawrence Seaway is a unique binational transportation route. It directly serves an eight-state, two-province region that accounts for one-quarter of the U.S. gross domestic product (GDP), one-half of North America's manufacturing and services industries, and is home to nearly one-quarter of the continent's population. The Great Lakes region represents nearly \$6 trillion in annual economic activity, which equates to the third largest economy in the world if it were a country, behind only the United States and China.

Since the 15-lock binational waterway's opening in 1959, nearly 3 billion metric tons of cargo has moved on the St. Lawrence Seaway valued at more than \$450 billion. Additionally, maritime commerce on the Great Lakes Seaway System provides shippers with nearly \$4 billion in annual transportation cost savings compared to the next least expensive mode of transportation.¹

In addition, Great Lakes Seaway System ships remain a fuel-efficient and cost effective mode for moving commercial goods to and from foreign markets and the Great Lakes region. The SLSDC remains dedicated to promoting the economic benefits of the marine mode, attracting new cargoes to the Seaway, and leveraging technology to enhance the system's performance and safety.

The waterway also produces significant economic benefits to the Great Lakes region. In fact, an economic impact study completed in 2011 concluded that maritime commerce on the Great Lakes Seaway System sustains 128,000 U.S. jobs, \$18 billion in revenues for U.S. transportation-related businesses, and \$10 billion in annual American wages and salaries.²

To continue providing these economic benefits, the binational St. Lawrence Seaway must remain available, efficient, and competitive for commercial transportation. To achieve these goals, the Seaway's infrastructure, which has reached the end of its original "design" life (50 years for the lock structures), must be renewed through reinvestment on both sides of the border.

In addition to the aging infrastructure needs and economic benefits of this program, the international agreements entered into by the United States and Canada in the 1950s necessitate that the two countries jointly operate and maintain the St. Lawrence Seaway, including the physical assets. Over the past 15 years, the Canadian government has begun to address the asset renewal needs of its 13 Seaway locks, eight of which are 85 years old (located at the Welland Canal). The SLSDC's ARP functions as the Nation's commitment to the long-standing agreement to jointly operate and maintain the binational waterway for commerce.

¹ *Great Lakes Navigation System: Economic Strength to the Nation*, U.S. Army Corps of Engineers, January 2009.

² *The Economic Impacts of the Great Lakes St. Lawrence Seaway System*, Martin Associates, October 2011.

Summary

Starting in 2009, the SLSDC began its Asset Renewal Program (ARP) for its navigation infrastructure, associated facilities, and equipment. The projects and equipment included in the ARP address various needs for the two U.S. Seaway locks, the Seaway International Bridge, maintenance dredging, operational systems, and Corporation facilities and equipment in Massena, N.Y. None of the ARP investments result in increases to the authorized depth or width of the navigation channel or to the size of the two locks.

The SLSDC obligated \$139 million on 48 separate projects during the ARP's first nine years (FYs 2009-2017). These projects included maintenance dredging in the U.S. portion of the Seaway navigation channel, lock miter gate and culvert valve machinery upgrades, structural rehabilitation and corrosion prevention work on the Seaway International Bridge, hands-free mooring at the locks, gatelifter upgrades, miter gate rehabilitation, and the start of the tugboat replacement project, as well as various other structural and equipment repairs and/or replacement.

For the FY 2019-2023 period, the Seaway ARP/Capital Investment Plan (CIP) includes 58 separate ARP projects and equipment estimated at \$83.7 million with total funding for each year of the plan constrained to funding targets for those years as approved by the Secretary and subject to annual appropriations. It is important to note that dollar amounts for ARP projects are "project feasibility" estimates that can vary by an industry-recognized standard of 20-30 percent. Project estimates and schedules may fluctuate at various points in the lifespan of the ARP and will be revised as needed and on a continuing basis throughout the length of the ARP.

The SLSDC's ARP is resulting in not only modernized infrastructure and new equipment to ensure the long-term reliability of the St. Lawrence Seaway, but it is also having a positive and significant impact on the Upstate New York economy. In fact, approximately \$65 million of ARP funds obligated during the program's first eight years were awarded within the Upstate New York region. In addition to these contracts, the ARP generates, on average, \$1-2 million in additional economic benefits to the region (local permanent and temporary hires, local spending on supplies and equipment, lodging, meals, etc.) each year.

ARP baseline project estimates were developed by the SLSDC using four criteria, as applicable: (1) historical costs for similar work completed previously by the SLSDC; (2) consultation with the U.S. Army Corps of Engineers (USACE) for similar work completed at other U.S. locks; (3) consultation with the SLSMC for similar work completed at the Canadian Seaway locks; and (4) utilization of data from RSMeans®, which serves as North America's leading supplier of construction cost information. In several cases, estimates for FYs 2019-2023 have been revised for the latest five-year plan based on either actual bids for similar ARP work and/or more complete designs.

Although the majority of ARP work is completed by contractors, the SLSDC federal workforce is directly responsible for completing several of the maintenance-related projects as well as pre-contract work, including preparation of designs, specifications, and drawings.

Unlike many of the other lock-based waterway systems in the world, which have twinned locks to ensure continued operations in the event of a lock failure, the St. Lawrence Seaway is a single-lock system. A delay or shutdown at any one of the 15 U.S. or Canadian Seaway locks would cause system-wide delays. In 1985, a lock wall failure at the Canadian Welland Canal caused 53 commercial vessels to be trapped in the Seaway System for 24 days at a cost to the shippers of more than \$24 million, an approximate value of \$54 million in 2017 dollars. The ARP program is vital to ensuring system availability and the flow of goods via the St. Lawrence Seaway.

The Canadian Seaway locks along the St. Lawrence River are identical in age and design to those owned by the SLSDC. In the past decade prior to the SLSDC's ARP, the Canadian Government began addressing its own Seaway asset capital reinvestment needs. Together, the SLSDC and SLSMC have spent \$500 million over the past five years (2013-2017) on asset renewal projects. Many of the lock-related ARP improvements at the U.S. locks parallel activities either completed, underway, or planned at the Canadian Seaway locks.

These significant investments clearly demonstrate the commitment of the United States and Canada to the long-term health and vitality of the Great Lakes Seaway System, complementing similar investments being made by many other Seaway System stakeholders, including ports, terminals, and carriers.

In January 2015, a report was released highlighting public and private investments in the Great Lakes St. Lawrence Seaway navigation system.³ The report, which was based on a survey of more than 450 U.S. and Canadian public organizations and private companies, found that nearly \$7 billion is being spent on asset renewal and infrastructure improvements in the Great Lakes St. Lawrence Seaway navigation system by both the public and private sectors. Between 2009-2013 more than \$4.7 billion has been invested in ships, ports and terminals, and waterway infrastructure, while an additional \$2.2 billion in capital spending has been committed for infrastructure investments in the system by companies and governments.

³ *Infrastructure Investment of the Great Lakes St. Lawrence Seaway System*, Martin Associates, January 2015.

**SUMMARY OF SLSDC ASSET RENEWAL PROGRAM (ARP)
CAPITAL AND MAINTENANCE PROJECTS
FYs 2019-2023
58 Projects / \$83,680,000 (*Estimate*)**

The SLSDC's Asset Renewal Program (ARP) includes capitalized projects and equipment as well as non-capitalized, maintenance-related projects.

Capital projects and equipment are defined as those of a durable nature that may be expected to have a period of service of more than a year without material impairment of its physical condition and includes equipment, improvements, and modifications to existing structures.

Non-capital/maintenance projects include those that do not materially add to the value of the property nor appreciably prolong the life of the infrastructure but merely keeps it in an ordinarily efficient operating condition. Expenditures for these maintenance projects are recognized as operating costs.

Dollar amounts for ARP projects are "project feasibility" estimates that can vary by an industry-recognized 20-30 percent. Funding for each year of the ARP is constrained to annual funding targets as approved by the Secretary and subject to annual appropriations. Project estimates and schedules may fluctuate at various points in the lifespan of the ARP and will be revised as needed throughout the length of the ARP. Many of the projects listed below have additional ARP-related project costs beyond this five-year plan.

- (1) **Project No. 1: Both Locks – Upgrade Fendering on Approach Walls (Capital Project) (Estimated at \$310,000 for FYs 2019-2023)** – 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. (*SLSDC obligated \$439,000 over four years in FYs 2009-2010 and 2014-2015*)

- (2) **Project No. 4: Both Locks – Culvert Valve Machinery – Upgrade to Hydraulic Operation (Capital Project) (Estimated at \$100,000 for FYs 2019-2023)** – This project is for replacing/upgrading the operating machinery for the Eisenhower and Snell Lock culvert valves which are utilized for filling and emptying the locks. When replaced in FYs 2012 and 2013 with hydraulic operating equipment, the equipment was more than 50 years old and the open gearing was exhibiting macropitting. This equipment had to be upgraded to insure its continued reliability as failure of this equipment would cause delays to shipping while repairs are made. In FY 2022 and 2023, it will be necessary to rehabilitate/upgrade the cylinders, valves, and sensors to ensure their continued reliability. (*SLSDC obligated \$9.2 million over five years in FYs 2009-2013*)

- (3) **Project No. 8: Floating Navigational Aids – Upgrade/Replace (Capital Project)** (Estimated at \$975,000 for FYs 2019-2023) – This is an ongoing program to replace floating navigational aids/buoys and winter markers that have been damaged over the years, on an as required basis. The Corporation is responsible for approximately 100 buoys and 50 winter markers. In addition, the Corporation has purchased and is testing all-season buoys to determine what types will work in the Seaway. (SLSDC obligated \$343,000 over six years in FYs 2009-2010, 2013-2015, and 2017)
- (4) **Project No. 9: Corporation Equipment – Replace Heavy and Light Equipment, Maintenance Vehicles and Shop Equipment (Capital Project, Capital Equipment, and Non-Capital Maintenance Equipment)** (Estimated at \$2.45 million for FYs 2019-2023) – This is an ongoing program to replace heavy and light equipment, 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.

Following the operational events surrounding the closing of the Seaway's 2017 navigation season, the SLSDC is including the purchase of boilers/steamers to be used to melt ice in and around the lock chambers during the opening and closing periods when winter weather and ice conditions are present. (SLSDC obligated \$2.9 million over nine years in FYs 2009-2017)

- (5) **Project No. 10: Both Locks – Upgrade Power Supply Infrastructure from Moses-Saunders Dam to Both Locks and Adjacent Facilities (Non-Capital Maintenance Project)** (Estimated at \$550,000 for FYs 2019-2023) – This project is for upgrading the infrastructure that supplies power to Eisenhower and Snell Locks and to the Corporation's Maintenance Facility. The power is furnished directly from the Moses-Saunders Power Dam over infrastructure that is almost 60 years old. The loss of power from the Moses-Saunders Power Dam makes it necessary to use diesel generators, which are expensive to operate, to continue operation of Eisenhower and Snell Locks and the Maintenance Facility. Additionally, the diesel generators will not provide enough power to support all lock and maintenance operations. (SLSDC obligated \$437,000 over seven years in FYs 2009-2014 and 2016-2017)
- (6) **Project No. 11: Fixed Navigational Aids – Rehabilitate (Capital Project and Non-Capital Maintenance Project)** (Estimated at \$350,000 for FYs 2019-2023) – This project is for rehabilitating fixed navigational aids in the Seaway. Many of the structures are almost 60 years old and are in need of more than routine repairs. Many of these structures have concrete bases that are partially underwater and have experienced varying degrees of damage from water, ice, and freeze-thaw cycles. Any repairs to the foundations will require divers as well as the use of a tug and barge with crane to complete. Failure of a fixed aid would likely make replacement necessary at a cost significantly higher than repairing the existing structure. (SLSDC obligated \$114,000 over six years in FYs 2010-2015)

- (7) **Project No. 12: Corporation Equipment – Upgrade/Replace Floating Plant (Capital Project, Capital Equipment, and Non-Capital Maintenance Project) (\$5 million)** – This project is for rehabilitating and/or replacing the Corporation's floating plant that is utilized for maintaining the locks and navigation channels. This multi-year project includes: replacing the SLSDC's tugboats *Robinson Bay* and *Performance*; upgrading the buoy tender barge; purchasing a boat to be used for hydrographic surveying with upgraded surveying equipment; purchasing a small boat for emergency response; purchasing a spud barge/scow for work on navigational aids and for emergency/spot dredging; and rehabilitating the SLSDC's crane barge/gatelifter *Grasse River*, which would have to be utilized if a miter gate were damaged and had to be replaced.

The most significant current ARP project is the continuation of the SLSDC's tugboat replacement program. The first tugboat being replaced is the *Robinson Bay* (103 feet long), which is almost 60 years old and expenses incurred in maintaining it have increased significantly in recent years. The new tugboat will achieve greater operational and cost-savings efficiencies, especially for navigation aid maintenance and retrieval/placement at the end and start of each navigation season. It will serve as the SLSDC's primary watercraft for emergency responses, ice breaking operations, navigation aids placement, and other operational activities.

In September 2017, the SLSDC awarded a small business set-aside contract to Gulf Island Shipyards, LLC, of Houma, La., for \$18 million for the production engineering, engines, drive units, and construction of the hull for the *Robinson Bay* tugboat replacement. In FY 2018, the SLSDC anticipates funding the purchase and installation of the majority of the equipment and systems on the new tugboat with delivery of the new tug in 2019 at a total estimated cost of \$23-24 million.

The SLSDC's smaller tugboat *Performance* (52 feet long) is used for buoy positioning at the beginning of each navigation season, assisting the *Robinson Bay* during buoy tending operations at the beginning and end of each navigation season, moving buoys back onto station during the navigation season, and for assisting the *Robinson Bay* with moving the gatelifter crane barge. The *Performance* has experienced serious corrosion issues with the hull and some of the appurtenances and the SLSDC has even removed the vessel from the water for inspection, blast cleaning, repair, and repainting of the hull on a recurring basis at a significant cost to ensure that it continues to be serviceable. The SLSDC anticipates the completion/delivery of the *Performance* replacement tug in 2020/21 at a total estimated cost of \$6 million (design, construction, inspection, and delivery).

The FY 2019 request of \$5 million will fund the award of a contract to construct the *Performance* tug replacement. (*SLSDC obligated \$27.1 million over nine years from FYs 2009-2017*)

- (8) **Project No. 14: Corporation Facilities – Replace Paving and Drainage Infrastructure (Capital Project) (Estimated at \$4 million for FYs 2019-2023)** – This 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. *(SLSDC obligated \$2.8 million over three years in FYs 2009-2011)*

- (9) **Project No. 15: Eisenhower Lock Highway Tunnel – Rehabilitate (Capital Project and Non-Capital Maintenance Project) (Estimated at \$1 million for FYs 2019-2023)** – This is an ongoing project to maintain the highway tunnel which goes through the upper sill area of Eisenhower Lock, providing the only access to the north sides of both Eisenhower and Snell Locks, to the New York Power Authority's Robert Moses Power Project, and to the New York State Park on Barnhart Island.

This project includes grouting to limit the water leaking into the tunnel, upgrading the tunnel lighting, 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 which are becoming plugged with concrete leachate products. Due to the fact that this tunnel is the only means of access to the facilities noted above, any problems that would make it necessary to close the tunnel for repair would have very significant impacts. *(SLSDC obligated \$1.6 million over seven years in FYs 2009-2012 and 2014-2016)*

- (10) **Project No. 16: Corporation Technologies - Upgrade GPS/AIS/TMS (Capital Project and Capital Equipment) (Estimated at \$400,000 for FYs 2019-2023)** – This project is to expand the use of the Seaway's Global Positioning System (GPS)/Automatic Identification System (AIS) navigation technologies, which are incorporated into the Seaway's binational Traffic Management System (TMS). Future upgrades will further improve the safety for vessels transiting the Seaway. Plans are to use these technologies to enable vessels to better identify hazards at times of limited visibility. *(SLSDC obligated \$190,000 over four years in FYs 2009-2010 and 2012-2013)*

- (11) **Project No. 17: Navigation Channels – Dredge U.S. Sectors to Maintain Design Grade and Dispose of Sediments (Non-Capital Maintenance Project) (Estimated at \$8.5 million for FYs 2019-2023)** – This project is for dredging of the U.S. Seaway navigation channel to remove sediment and to maintain the design grade for the channel bottom. Maintenance dredging areas include the intermediate pool (between Eisenhower and Snell Locks), the international tangent section to the east of Snell Lock, and several other sections of U.S. waters west of Eisenhower Lock. Funding will address high spots that still remain and silting that has occurred since the completion of earlier maintenance dredging projects and begin work on other sections of the St. Lawrence River under U.S. jurisdiction. *(SLSDC obligated \$8.1 million over six years in FYs 2009 and 2011-2015)*

- (12) **Project No. 19: Corporation Facilities – Upgrade Electrical Distribution Equipment (Capital Project) (Estimated at \$1.65 million for FYs 2019-2023)** – This project is for upgrading electrical distribution equipment at both Eisenhower and Snell Locks and at the Maintenance Facility to insure continued reliability. The majority of this equipment is almost 60 years old. *(SLSDC obligated \$1.1 million over six years in FYs 2010-2015)*

- (13) **Project No. 20: Both Locks – Upgrade Lock Status/Controls (Capital Project and Non-Capital Maintenance Project) (Estimated at \$200,000 for FYs 2019-2023)** – This project is for upgrading the lock/equipment status systems and the lock operating controls at both Eisenhower and Snell Locks. At present, all of the major components are monitored and controlled by the new 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. *(SLSDC obligated \$536,000 over nine years in FYs 2009-2017)*
- (14) **Project No. 21: Both Locks – Compressed Air Systems – Upgrade/Replace (Capital Project) (Estimated at \$800,000 for FYs 2019-2023)** – This project is for upgrading the compressed air systems and for replacing corroded piping at Eisenhower and Snell Locks which provide compressed air for various systems at the locks, for maintenance work and for air curtains and bubblers utilized to control ice in and around the locks during the opening and closing of the navigation seasons. The ability of the existing compressed air systems to provide the required volumes and/or pressures reliably is becoming a problem. *(SLSDC obligated \$816,000 over five years in FYs 2009-2012 and 2015)*
- (15) **Project No. 22: Both Locks – Install Vessel Self Spotting Equipment (Capital Project) (Estimated at \$200,000 for FYs 2019-2023)** – This project is for installing equipment at the U.S. Seaway locks such that transiting vessels can spot/locate themselves in the lock. This new technology, once fully implemented, will eliminate the need for Lock Operations' personnel to spot vessels in a lock. *(SLSDC obligated \$424,000 over three years in FYs 2014-2015 and 2017)*
- (16) **Project No. 24: Both Locks – Structural Repair – Grout Leaks in Galleries and Recesses (Non-Capital Maintenance Project) (Estimated at \$550,000 for FYs 2019-2023)** – This project is for grouting cracks/joints in the concrete in the galleries and recesses at both Eisenhower and Snell Locks to reduce the infiltration of water into these areas. Water leaking into these areas accelerates the corrosion of the components/ machinery and makes it difficult to maintain these items. *(SLSDC obligated \$38,000 in FY 2009)*
- (17) **Project No. 25: Corporation Facilities – Upgrade/Replace Fire Alarm/Protection Systems (Capital Project) (Estimated at \$500,000 for FYs 2019-2023)** – This project is for replacing antiquated fire alarm and fire protection systems (i.e., pumps, piping, and hydrants) at Corporation facilities in Massena, N.Y. *(SLSDC obligated \$8,000 over two years in FYs 2009 and 2011)*
- (18) **Project No. 26: Corporation Facilities – Upgrade Storage for Lock Spare Parts and Equipment (Capital Project) (Estimated at \$800,000 for FYs 2019-2023)** – This project is for constructing shelters/buildings for storage of lock spare parts and equipment to prevent them from corroding. Many of these items are currently not stored under cover and/or are stored in old storage sheds that are in need of repair or replacement. *(SLSDC obligated \$1.6 million over five years in FYs 2010-2011 and 2013-2015)*

- (19) **Project No. 27: Corporation Facilities – Replace Windows and Doors and Repair Building Facades (Capital Project) (Estimated at \$250,000 for FYs 2019-2023)** – This project is for replacing corroded/inefficient windows and doors with more energy efficient units and for repairing the brick and stone facades. *(SLSDC obligated \$49,000 over five years in FYs 2010-2013 and 2015)*
- (20) **Project No. 28: Snell Lock – Walls, Sills, and Culverts – Rehabilitate Concrete (Capital Project) (Estimated at \$5.5 million for FYs 2019-2023)** – This project is to replace deteriorated/damaged concrete at Snell Lock in all areas except the diffusers. This includes 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, the walls, floors and ceilings of the filling and emptying culverts and the gate sills. *(No prior ARP funds were obligated)*
- (21) **Project No. 29: Eisenhower Lock – Walls, Sills and Culverts – Rehabilitate Concrete (Capital Project) (Estimated at \$7.4 million for FYs 2019-2023)** – This project is to replace deteriorated/damaged concrete at Eisenhower 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, the 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. *(SLSDC obligated \$858,000 in FYs 2010 and 2017)*
- (22) **Project No. 30: Eisenhower Lock – Ice Flushing System – Upgrade (Capital Project) (Estimated at \$2.6 million for FYs 2019-2023)** – This project is for making improvements to the ice flushing system at Eisenhower Lock. This system was installed in the early 1980's and is utilized for flushing ice from the lock chamber to make room for a vessel and to prevent/minimize damage to the vessel and the lock structures and components. *(No prior ARP funds were obligated)*
- (23) **Project No. 33: Both Locks – Upgrade Drainage Infrastructure in Galleries and Recesses (Capital Project) (Estimated at \$400,000 for FYs 2019-2023)** – This project is to open existing drains, to drill new drains, or to install pumps and piping in the galleries and machinery recesses at both Eisenhower and Snell Locks. The drains are being filled up with concrete leachate products, which slow and/or stop the drains and cause flooding of the galleries and machinery recesses. *(SLSDC obligated \$309,000 over three years in FYs 2013-2015)*
- (24) **Project No. 34: Both Locks – Improve Ice Control (Capital Project) (Estimated at \$1.1 million for FYs 2019-2023)** – This project is to improve the methods/equipment used to control ice in and around both U.S. Seaway locks during the opening and closing of each navigation season. Air curtains and bubblers are currently used to minimize the ice entering a lock chamber and to move it away from the miter gates. Backhoes are used for removing ice from the lock walls, which reduces the width available for transiting vessels. Improving existing systems/equipment and utilizing new technologies would

make operations during icy conditions more efficient and would minimize damages to the lock components and transiting vessels. *(SLSDC obligated \$7,000 in FY 2010)*

- (25) **Project No. 35: Vessel Mooring Cells – Rehabilitate and Extend (Capital Project)** (Estimated at \$750,000 for FYs 2019-2023) – This project is for rehabilitating and extending the vessel mooring cells upstream of Eisenhower Lock and in the Intermediate Pool between the locks. These mooring cells are available for vessels with problems to tie to until the problems can be corrected and/or for vessels to tie to for inspections. The existing cells are almost 60 years old, are in a state of disrepair, and are too short for current Seaway length vessels. *(No prior ARP funds were obligated)*

- (26) **Project No. 36: Eisenhower Lock – Diffusers – Rehabilitate/Replace (Capital Project)** (Estimated at \$4 million for FYs 2019-2023) – This project is to replace deteriorated/damaged concrete in the diffusers at Eisenhower Lock. This includes poor quality concrete used during original construction of the locks as well as concrete that was damaged by freeze-thaw cycles. The diffusers are the outlet structures used to dampen the flow of water when the lock is emptied. *(No prior ARP funds were obligated)*

- (27) **Project No. 37: Eisenhower Lock – Construct Drydock for Vessel Maintenance (Capital Project)** (Estimated at \$1 million for FYs 2019-2023) – This project is for constructing a drydock in Eisenhower Lock so that repairs to the Corporation's floating plant can be made on site. Because a lock is dewatered in the winter, it could serve as a drydock by installing a floor and some pedestals/blocking in a section of the lock to accommodate the Corporation's vessels. This would save both the cost of transporting vessels to a drydock typically located in the Great Lakes and the daily rate costs associated with drydocking a vessel. *(No prior ARP funds were obligated)*

- (28) **Project No. 39: Both Locks – Dewatering Pumps – Upgrade Outdated Equipment (Capital Project)** (Estimated at \$50,000 for FYs 2019-2023) – This project is for repairing/replacing several smaller pumps used for dewatering both Eisenhower and Snell Locks for maintenance of their underwater components. These pumps are almost 60 years old and parts for these units are no longer available. In recent years, the SLSDC began the replacement and/or repair of these pumps. *(SLSDC obligated \$257,000 over four years in FYs 2012-2015)*

- (29) **Project No. 40: Both Locks – Extend Guidewalls in Pool (Capital Project)** (Estimated at \$4 million for FYs 2019-2023) – This project is for extending the downstream guidewall at Eisenhower Lock and the upstream guidewall at Snell Lock. These approach walls were part of the original construction and are too short for mooring maximum Seaway length vessels. *(No prior ARP funds were obligated)*

- (30) **Project No. 41: Snell Lock – Install Ice Flushing System Technologies (Capital Project)** (Estimated at \$2.5 million for FYs 2019-2023) – This project is for completing the installation of an ice flushing system at Snell Lock similar to the one at Eisenhower Lock. The system will remove floating ice from the lock chamber to make room for transiting vessels and to prevent/minimize damage to the vessels and/or lock structures.

Without this system, it is necessary to flush ice utilizing the filling valves which is less efficient and effective, significantly increases the stresses on these valves, and causes damage to them.

The initial equipment was installed in FY 2013. During the testing and commissioning of the new system, several complications were observed, including system vibrations and issues with the valves when being closed during the flushing procedure. The SLSDC concluded that it was not prudent to operate the new system until the issues were resolved. Since that time, the SLSDC has been working with the contractors and the design engineers to identify solutions and resolve these system issues.

Following the operational events surrounding the closing of the Seaway's 2017 navigation season, it has become imperative for the SLSDC to get this system operational as quickly as possible. The SLSDC estimates it will cost \$2.5 million over a two-year period to resolve the problems and make the system operational. *(SLSDC obligated \$13.5 million over seven years in FYs 2011-2017)*

- (31) **Project No. 43: Both Locks – Miter Gate Machinery – Upgrade/Replace (Capital Project) (Estimated at \$400,000 for FYs 2019-2023)** – This project is for rehabilitating the operating machinery for the miter gates at both locks. This machinery is almost 60 years old and needs to be upgraded to ensure its continued reliability. The upgrade will include rebuilding and upgrading the operating equipment. *(SLSDC obligated \$5.4 million over six years in FYs 2011-2016)*

- (32) **Project No. 44: Both Locks – Ship Arrestor Machinery – Upgrade/Replace (Capital Project) (Estimated at \$2 million for FYs 2019-2023)** – This project is for replacing/upgrading the operating machinery for the ship arrestors at both Eisenhower and Snell Locks. The ship arrestors protect the miter gates from damage that would be caused should a vessel malfunction, making it unable to stop. This operating machinery is almost 60 years old and needs to be upgraded to insure continued reliability. *(No prior ARP funds were obligated)*

- (33) **Project No. 45: Flow Control Dikes – Rehabilitate (Capital Project) (Estimated at \$250,000 for FYs 2019-2023)** – This project is for placing additional stone on the dikes downstream of Snell Lock to return them to their original cross-section. These dikes were constructed to deflect the outflow from the Moses-Saunders Power Dam, which enters the Seaway navigation channel downstream of Snell Lock, so that it does not cause problems for vessels transiting that area. Over time, stones from which these dikes were constructed are moved by the forces of the water and ice and work needs to be done to restore the dikes to their as-constructed condition. *(No prior ARP funds were obligated)*

- (34) **Project No. 46: Both Locks – Guidewall Extensions – Rehabilitate (Capital Project) (Estimated at \$800,000 for FYs 2019-2023)** – This project is to repair damage to the guidewall extensions located at the upstream end of Eisenhower Lock and at the downstream end of Snell Lock. These structures were erected after original construction of the locks to lengthen the approach walls, which are used to assist vessels entering the

locks. These structures are comprised of sheet pile cells with bridge spans and are not as stable as the original mass concrete guidewalls. They have been damaged by vessel impacts over the years and require rehabilitation to maintain their serviceability. *(No prior ARP funds were obligated)*

- (35) **Project No. 47: Eisenhower Lock – Vertical Lift Gate – Structural Rehabilitation (Capital Project) (Estimated at \$2 million for FYs 2019-2023)** – This project is for blast cleaning and painting the vertical lift gate at Eisenhower Lock to prevent further corrosion. The vertical lift gate is an emergency closure designed to be raised in the event of a miter gate failure to prevent loss of the power pool. This gate has not been cleaned and painted in over 30 years. *(No prior ARP funds were obligated)*
- (36) **Project No. 48: Both Locks – Stiffleg Derricks – Upgrade (Capital Project) (Estimated at \$1 million for FYs 2019-2023)** – This project is for upgrading the stiffleg derricks at both Eisenhower and Snell Locks. There is a stiffleg derrick located at each end of each lock. These are hoisting devices utilized to place the stoplogs, which are the temporary closure structures required for dewatering a lock for inspection and/or repair of the underwater components. These units are of riveted construction and are almost 60 years old. *(No prior ARP funds were obligated)*
- (37) **Project No. 50: Snell Lock – Diffusers – Rehabilitate/Replace (Capital Project) (Estimated at \$2.5 million for FYs 2019-2023)** – This project is to replace deteriorated/damaged concrete in the diffusers at Snell Lock. The concrete has been damaged over time by freeze-thaw cycles. The diffusers are the outlet structures used to dampen the flow of water when the lock is emptied. *(No prior ARP funds were obligated)*
- (38) **Project No. 52: Corporation Facilities – Eisenhower Lock Visitors’ Center – Replace/Upgrade (Capital Project) (Estimated at \$5 million for FYs 2019-2023)** – This project is to replace the Dwight D. Eisenhower Lock Visitors’ Center with a new facility. Each year, the almost 60-year-old Center is visited by more than 50,000 people and is an important attraction for Upstate New York tourism. The Center provides historical displays on the St. Lawrence Seaway and U.S. President Eisenhower and includes observation decks for tourists to watch vessels transiting the lock. Earlier requests for this project were denied and the SLSDC was directed to complete a more thorough analysis of the feasibility of and costs associated with the renovation vs. construction.

In the summer of 2011, the SLSDC contracted with the architect, engineering, and land surveying firm Aubertine and Currier Architects to perform a condition survey, conceptual design, and cost analysis for the Visitors’ Center for the two options – renovation and new construction. At that time, the cost estimate to construct a new center was \$3.9 million, while the renovation option was \$3.8 million. In 2014, the SLSDC awarded a contract to construct a new restroom and security guard facility, which became operational with the start of the 2015 summer season.

As part of this first phase of Center improvements, the SLSDC again contracted with Aubertine and Currier to perform preliminary design work as well as look at how the FY 2014 improvements could be integrated with either a renovated or a newly constructed main facility. As part of its work, Aubertine and Currier updated the renovation vs. new construction cost estimates to reflect the inclusion of the first phase of work to be funded in FY 2014. The updated preliminary construction cost estimates were \$3.1 million for a new facility as compared to \$2.9 million for refurbishing the current building. These estimates did not include furnishings, displays, or site improvements.

In its draft findings, Aubertine and Currier noted:

“Our professional opinion (based upon scope of work and cost to renovate the existing facility) would be to start by removing the existing Security Trailer and abating and demolishing the existing Restroom Facility as part of Phase I. We would then suggest building a new Security/Restroom Building as outlined in this study. As part of Phase II (being that there is very little to salvage) we would suggest abating and demolishing the 1950’s Visitors’ Center and building a new energy-efficient facility to meet the needs of the public, the SLSDC, the security setbacks, and other current codes and regulations.”

A new facility will address many of the shortcomings of the current one, including security, operational safety (current center location does not allow crane accessibility on the south side of the lock), and accessibility to the disabled. *(SLSDC obligated \$1.1 million over four years in FYs 2011 and 2013-2015)*

- (39) **Project No. 57: Corporation Technologies – Upgrade Network Security (Capital Project and Non-Capital Maintenance Project) (Estimated at \$200,000 for FYs 2019-2023)** – This project enhances and improves the SLSDC’s IT network infrastructure and security in Massena, N.Y. The growth of more technology-based ARP improvements is resulting in an increased need to expand and refine the SLSDC’s network environment. The SLSDC is working closely with DOT’s Office of the Chief Information Officer to coordinate and make these improvements. *(SLSDC obligated \$184,000 over three years in FYs 2011-2013)*
- (40) **Project No. 58: Corporation Facilities – Upgrades to Meet Sustainability and Energy Goals (Capital Project) (Estimated at \$200,000 for FYs 2019-2023)** – This project is to implement the recommendations of an energy/water conservation audit and a retro-commissioning study both of which were conducted by consultants. These upgrades will be made to meet federal requirements. *(SLSDC obligated \$147,000 over six years in FYs 2011-2016)*
- (41) **Project No. 59: Corporation Facilities – Communications Improvements (Capital Project) (Estimated at \$200,000 for FYs 2019-2023)** – This is a multi-year project to upgrade the communication equipment/systems utilized by SLSDC Operations and Maintenance personnel and by Vessel Traffic Controllers to communicate with commercial vessels. SLSDC personnel are currently unable to communicate when working in the machinery recesses at the locks. Installing new equipment to provide this

service will increase the safety for personnel working in these areas and improve their ability to troubleshoot and resolve machinery problems at these locations. Upgrading the communications equipment used by Lock Operations personnel and Vessel Traffic Controllers will improve the quality and reliability of these communications, which are critical to safe and efficient navigation in the Seaway. *(SLSDC obligated \$35,000 over three years in FYs 2015-2017)*

- (42) **Project No. 60: Both Locks – Improve Access to and Rehabilitate Machinery in Crossovers and Recesses (Capital Project) (Estimated at \$600,000 for FYs 2019-2023)** – This project is a multi-year project to rehabilitate the operating machinery that is located within the crossover galleries and recesses at both locks. This equipment will be cleaned and coated to remove existing and to prevent further corrosion. In addition, severely corroded components such as support structures and anchor bolts will be replaced with corrosion resistant materials. *(SLSDC obligated \$716,000 in FYs 2015 and 2016)*
- (43) **Project No. 61: Both Locks – Replace Recess Covers on Lock Walls (Capital Project) (Estimated at \$125,000 for FYs 2019-2023)** – 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 recess at both locks. Many of these recess covers are original and will be almost 60 years old when replaced. They have deteriorated due to the use of salt to keep the areas in which these covers are located clear of ice and they have been damaged by trucks and heavy equipment driving over them. The SLSDC will replace them with more durable/maintainable materials designed for greater loads. *(SLSDC obligated \$33,000 over three years in FYs 2015-2017)*
- (44) **Project No. 62: Both Locks – Install/Upgrade Air Curtains (Capital Project) (Estimated at \$4 million for FYs 2019-2023)** – Both Eisenhower and Snell Locks have air curtains across the upstream entrance to the lock. These are pipes mounted on the channel bottom that distribute air to stop floating ice from entering the lock during the Seaway opening and closing periods. This project is to improve the effectiveness of those two air curtains and to install air curtains at the downstream entrances to both locks. *(No prior ARP funds were obligated)*
- (45) **Project No. 63: Both Locks – Install Electronic Pleasure Craft Toll Collection Facilities (Capital Project) (Estimated at \$100,000 for FYs 2019-2023)** – This project is to install facilities at the upstream approach to Eisenhower Lock and at the downstream approach to Snell Lock so that operators of transiting pleasure boats can pay their tolls electronically. Currently, SLSDC linehandlers at the locks collect cash from those boat operators that have not paid on-line before entering the Seaway. *(No prior ARP funds were obligated)*
- (46) **Project No. 64: Corporation Facilities – Upgrade Lock Structures Maintenance Building (Capital Project) (Estimated at \$150,000 for FYs 2019-2023)** – This project is to make improvements to a building that was constructed and is set up for blast cleaning, repairing, and painting large steel structures, including but not limited to

stoplogs, ship arrestors, and roof cover bar joists. These improvements will make it much more efficient to change operations within the building by not having to relocate vacuum, grit recycling, and air handling equipment when setting up for different operations. *(No prior ARP funds were obligated)*

- (47) **Project No. 66: Corporation Facilities – Upgrade/Replace CCTV Systems (Capital Project) (Estimated at \$90,000 for FYs 2019-2023)** – This project is for upgrading the Corporation’s CCTV system and for providing additional cameras, monitors, and data recording capabilities for the hands-free mooring systems to be installed at Eisenhower and Snell Locks. The existing CCTV system has exceeded its expected service life and daily security and vessel traffic monitoring has become increasingly difficult due to frequent equipment failures and lack of redundancy. *(No prior ARP funds were obligated)*
- (48) **Project No. 67: Both Locks – Improve Lighting (Capital Project) (Estimated at \$50,000 for FYs 2019-2023)** – This is an ongoing rehabilitation program to upgrade or replace inefficient lighting equipment with high-efficiency lighting equipment at Eisenhower and Snell Locks and at the Maintenance Facility. These improvements are needed to replace deteriorated existing equipment, improve illumination for employee work areas, and meet federal sustainability and energy efficiency requirements. *(No prior ARP funds were obligated)*
- (49) **Project No. 68: Corporation Facilities – Repair/Replace Security Fencing (Capital Project) (Estimated at \$500,000 for FYs 2019-2023)** – This is an ongoing maintenance program to repair or replace security fencing and personnel and vehicle entry gates at Corporation facilities. These improvements are needed to rehabilitate deteriorated/damaged fencing and gates and to eliminate barrier gaps that are critical to maintaining perimeter and entry security. *(No prior ARP funds were obligated)*
- (50) **Project No. 69: Both Locks – Repair/Replace Corroded Piping and Malfunctioning Valves (Capital Project) (Estimated at \$150,000 for FYs 2019-2023)** – This is an ongoing maintenance program 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. *(No prior ARP funds were obligated)*
- (51) **Project No. 71: Corporation Facilities – Facility and Underground Utilities Improvements (Capital Project and Non-Capital Maintenance Project) (Estimated at \$200,000 for FYs 2019-2023)** – This project is to repair and/or replace corroded/malfunctioning underground utilities including water, wastewater, storm drain, and air piping as well as electrical conduits and conductors. It also includes surveying Corporation facilities and underground utilities to locate existing features and revise facility maps and master utility plans. Various improvements and additions over the years have necessitated the need to verify the type and location of all existing facilities

and utilities and update this information on record documents, maps, and plans. *(No prior ARP funds were obligated)*

- (52) **Project No. 72: Corporation Facilities – Stormwater Upgrades (Capital Project)** (Estimated at \$125,000 for FYs 2019-2023) – This project evaluates existing stormwater systems at Corporation facilities and rehabilitates or installs upgrades to meet federal and state requirements. These improvements are also needed for expanding stormwater collection and flow control during increasingly severe weather events to help avoid potential scouring or flooding damage to critical infrastructure. *(No prior ARP funds were obligated)*
- (53) **Project No. 74: Corporation Facilities – Building Rehabilitation (Capital Project and Non-Capital Maintenance Project)** (Estimated at \$1 million for FYs 2019-2023) – This is an ongoing program to rehabilitate, repair, or replace building systems and office or workshop spaces utilized by Corporation employees in its Massena, N.Y. facilities. These workplace improvements are needed to update building systems and/or furnishings that have exceeded their intended service life or requiring excessive resources to maintain. *(No prior ARP funds were obligated)*
- (54) **Project No. 75: Maintenance Facility – Install Vehicle Corrosion Prevention Facility (Capital Project)** (Estimated at \$250,000 for FYs 2019-2023) – This project is to design and construct a vehicle wash building including equipment and utilities for maintaining and extending the service life of Corporation vehicles. Winter conditions in Upstate New York require the use of road salt for typically 4-6 months per year. A vehicle wash building improves the Corporation's ability to clean vehicles more regularly and significantly reduce the corrosive effects of road salt on these vehicles. *(No prior ARP funds were obligated)*
- (55) **Project No. 76: Maintenance Facility – Upgrade Waste Storage and Lead Decontamination Rooms (Capital Project)** (Estimated at \$25,000 for FYs 2019-2023) – This project rehabilitates and upgrades the hazardous materials and waste and waste oil storage buildings and lead decontamination rooms to meet federal and state requirements. These improvements are needed to continuously maintain updated hazardous materials and waste storage and to provide upgraded decontamination facilities for Corporation employees. *(No prior ARP funds were obligated)*
- (56) **Project No. 77: Corporation Facilities – Upgrade Telephone System (Capital Project)** (Estimated at \$30,000 for FYs 2019-2023) – This project is to upgrade the Corporation's telephone system which serves all of the facilities in Massena, N.Y. These upgrades will include the head end equipment at the Administration Building, the media gateways at the locks and Maintenance Facility, and the individual handsets and conference phones. *(No prior ARP funds were obligated)*

- (57) **Project No. 78: Corporation Facilities – Upgrade Weather Stations (Capital Project)** **(Estimated at \$50,000 for FYs 2019-2023)** – This project is to upgrade the two weather stations that are located in the American Narrows in the upper part of the St. Lawrence River. The weather stations are equipped with visibility meters that provide critical information to the Vessel Traffic Controllers, enabling them to determine when it is necessary to suspend navigation in that section of the river when visibility issues make it unsafe for ships to transit. *(No prior ARP funds were obligated)*
- (58) **Project No. 80: Corporation Facilities – Renewable Energy Project (Capital Project)** **(Estimated at \$2 million for FYs 2019-2023)** – This project evaluates, designs, and constructs a renewable energy system to meet federal requirements for on-site renewable energy generation. The Corporation will work with a consultant to determine a feasible system that meets policy requirements and then to construct and commission an approved system in Massena, N.Y. *(No prior ARP funds were obligated)*

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SLSDC Asset Renewal Program (ARP) Obligations (FYs 2009-2017)

ARP #	ARP Project Description	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL
1	Both Locks - Replace Fendering on Approach Walls	\$241,600	\$8,091	\$0	\$0	\$0	\$188,725	\$140	\$0	\$0	\$438,556
2	Both Locks - Rehabilitate Downstream Miter Gates	\$0	\$0	\$3,539,935	\$8,384	\$3,009,854	\$203,666	\$0	\$0	\$0	\$6,761,839
3	Both Locks - Rehabilitate Mooring Buttons, Pins, and Concrete Along Guidewalls and Guardwalls	\$0	\$35,422	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,422
4	Both Locks - Culvert Valve Machinery - Upgrade to Hydraulic Operation	\$4,117,050	\$344,915	\$3,965,005	\$539,889	\$203,678	\$0	\$0	\$0	\$0	\$9,170,537
5	Both Locks - Rehabilitate Winter Maintenance Lock Covers	\$46,698	\$6,638	\$23,781	\$28,335	\$27,906	\$34,254	\$1,700	\$0	\$0	\$169,312
6	Seaway International Bridge - Perform Structural Rehabilitation and Corrosion Prevention	\$3,102,878	\$5,680,707	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,783,585
7	Both Locks - Culvert Valves - Replace With Single Skin Valves	\$0	\$326,898	\$65,591	\$302,468	\$162	\$1,370,028	\$102,091	\$22,641	\$0	\$2,189,879
8	Floating Navigational Aids - Replace	\$61,254	\$54,576	\$0	\$0	\$31,434	\$68,149	\$125,562	\$0	\$2,198	\$343,173
9	Corporation Equipment - Replace Heavy and Light Equipment, Maintenance Vehicles, and Shop Equipment	\$1,574,504	\$481,052	\$108,038	\$81,623	\$137,393	\$227,151	\$141,124	\$18,486	\$11,762	\$2,886,533
10	Both Locks - Upgrade Power Supply Infrastructure from Moses-Saunders Dam to Both Locks and Adjacent Facilities	\$19,594	\$231,269	\$92,613	\$28,003	\$17,099	\$38,320	\$0	\$1,442	\$7,572	\$436,912
11	Fixed Navigational Aids - Rehabilitate	\$0	\$10,998	\$16,217	\$21,048	\$29,210	\$121,099	\$22,456	\$0	\$0	\$114,128
12	Corporation Equipment - Upgrade/Replace Floating Plant	\$678,745	\$1,627,925	\$1,008,563	\$2,160,169	\$860,413	\$572,622	\$313,398	\$9,214,579	\$9,765,267	\$27,101,681
13	Corporation Facilities - Replace Roofs	\$143,949	\$0	\$3,348	\$89,024	\$17,820	\$0	\$283,426	\$27,340	\$0	\$564,907
14	Corporation Facilities - Replace Paving and Drainage Infrastructure	\$921,837	\$1,829,621	\$85,481	\$0	\$0	\$0	\$0	\$0	\$0	\$2,836,930
15	Eisenhower Lock - Highway Tunnel - Rehabilitate	\$26,636	\$271,804	\$99,459	\$1,523	\$0	\$143,224	\$33,583	\$10,747	\$0	\$1,586,976
16	Corporation Technologies - Upgrade GPS/AIS/TMS	\$100,997	\$76,451	(\$3,328)	\$10,000	\$6,350	\$0	\$0	\$0	\$0	\$190,470
17	Navigation Channels - Dredge U.S. Sectors to Maintain Design Grade and Dispose of Sediments	\$4,027,956	\$0	\$3,662,267	\$99,714	\$100	\$100	\$19,542	\$0	\$0	\$8,061,279
18	Eisenhower Lock - Vertical Lift Gate - Replace Wire Ropes	\$0	\$487,750	\$109,490	\$268,549	\$0	\$0	\$0	\$0	\$0	\$865,789
19	Corporation Facilities - Upgrade Electrical Distribution Equipment	\$0	\$753,400	\$306,847	\$41,304	\$1,465	\$420	\$7,384	\$0	\$0	\$1,110,820
20	Both Locks - Upgrade Lock Status Controls	\$8,558	\$139,805	\$89,507	\$37,549	\$76,722	\$32,570	\$37,698	\$64,749	\$48,750	\$535,908
21	Both Locks - Compressed Air Systems - Upgrade/Replace	\$19,878	\$787,549	\$5,381	\$986	\$0	\$4,154	\$0	(\$65,000)	\$2,587	\$815,948
22	Both Locks - Install Vessel Self Spotting Equipment	\$0	\$0	\$0	\$0	\$0	\$686,074	\$1,075,839	\$1,586,248	\$8,092,757	\$21,121,918
23	Both Locks - Install Hands-Free Mooring System	\$37,561	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$37,561
24	Both Locks - Structural Repair - Grout Leaks in Galleries and Recesses	\$4,148	\$0	\$4,007	\$0	\$0	\$0	\$0	\$0	\$0	\$8,155
25	Corporation Facilities - Upgrade/Replace Fire Alarm/Protection Systems	\$0	\$418,000	\$12,144	\$0	\$1,115,266	\$18,572	\$2,380	\$0	\$0	\$1,566,462
26	Corporation Facilities - Upgrade Storage for Lock Spare Parts	\$0	\$33,776	\$5,537	\$8,070	\$167	\$0	\$1,811	\$0	\$0	\$49,561
27	Corporation Facilities - Replace Windows and Doors and Repair Building Facades	\$0	\$209,395	\$0	\$0	\$0	\$0	\$0	\$0	\$648,151	\$857,546
29	Eisenhower Lock - Walls, Silks, and Culverts - Rehabilitate Concrete	\$2,201,585	\$2,478,896	\$347,662	\$14,961	(\$750)	\$0	\$0	\$0	\$0	\$5,042,554
31	Both Locks - Rehabilitate Upstream Miter Gates	\$0	\$12,734	\$346,600	\$0	\$2,099,934	\$42,445	\$0	\$0	\$0	\$2,501,713
32	Sing Harbor - Rehabilitate Spare Gate Storage and Assembly Area	\$0	\$0	\$0	\$0	\$6,938	\$301,737	\$152	\$0	\$0	\$308,827
33	Both Locks - Upgrade Drainage Infrastructure in Galleries and Recesses	\$0	\$7,462	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,462
34	Both Locks - Improve Ice Control	\$0	\$0	\$0	\$0	\$1,764,008	\$344,313	\$32,774	\$0	\$0	\$2,141,095
38	Both Locks - Desalting Pumps - Upgrade Outdated Equipment	\$0	\$0	\$0	\$189,763	\$25,721	\$23,468	\$17,936	\$0	\$0	\$256,988
41	Steel Lock - Install Ice Flushing System Technologies	\$0	\$0	\$272,000	\$11,477,293	\$1,577,272	\$900,045	\$128,144	\$498	\$299	\$13,545,551
42	Both Locks - Miter Gates - Structural Rehabilitation	\$0	\$0	\$0	\$210	\$2,898,819	\$3,740,613	\$0	\$0	\$0	\$6,639,642
43	Both Locks - Miter Gate Machinery - Upgrade/Replace	\$0	\$0	\$133,364	\$1,207	\$505	\$3,740,933	\$1,568,096	\$5,827	\$0	\$5,449,932
51	Corporation Facilities - Upgrade Physical Security to Meet HSPD-12 Requirements	\$0	\$24,183	\$21,097	\$352,347	\$20,143	\$5,983	\$977	\$0	\$0	\$424,732
52	Corporation Facilities - Eisenhower Lock Visitors' Center - Replace	\$0	\$0	\$13,042	\$0	\$298,391	\$794,473	\$5,631	\$0	\$0	\$1,111,537
54	Corporation Facilities - Administration Building - Replace Elevator	\$0	\$0	\$140,346	\$0	\$0	\$0	\$0	\$0	\$0	\$140,346
55	Corporation Facilities - Maintenance Building - Replace Fuel Tanks	\$0	\$0	\$189,350	\$2,350	\$0	\$0	\$0	\$0	\$0	\$191,700
56	Corporation Facilities - Duty Free Store Property - Upgrade Security	\$0	\$0	\$13,025	\$0	\$0	\$0	\$0	\$0	\$0	\$13,025
57	Corporation Technologies - Upgrade Network Security	\$0	\$0	\$158,536	\$16,998	\$8,687	\$0	\$0	\$0	\$0	\$184,221
58	Corporation Facilities - Upgrades to Meet Sustainability and Energy Goals	\$0	\$0	\$47,511	\$57,036	\$8,180	\$22,440	\$8,405	\$3,564	\$0	\$146,836
59	Corporation Facilities - Communications Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$29,000	\$3,996	\$2,287	\$35,283
60	Both Locks - Improve Access to and Rehabilitate Machinery in Crossovers and Recesses	\$0	\$0	\$0	\$0	\$0	\$0	\$716,052	\$396	\$0	\$716,448
61	Both Locks - Replace Recess Covers on Lock Walls	\$0	\$0	\$0	\$0	\$0	\$0	\$2,200	\$11,532	\$19,350	\$33,082
65	Both Locks - Install Lock Wall Guardrails	\$0	\$0	\$0	\$0	\$0	\$0	\$548,679	\$14,425	\$0	\$563,104
--	Miscellaneous Expenses	\$0	\$443	\$1,700	\$0	\$0	\$0	\$0	\$0	\$0	\$2,143
Asset Renewal Program Total		\$17,587,028	\$16,339,760	\$15,783,116	\$15,838,803	\$14,242,887	\$14,189,527	\$14,912,825	\$10,921,470	\$18,706,580	\$138,521,296

NOTES:

- (1) Rounding may affect the addition of rows and columns in the table.
- (2) In FY 2009, ARP Project Nos. 3 and 14 were contractually combined.
- (3) The SLSDC expended an additional \$474,000, \$535,000, \$783,000, \$672,000, \$674,000, \$970,000, and \$423,000 in personnel compensation for staff time associated with ARP work in FYs 2009-2017, respectively.
- (4) The miscellaneous expenses of \$443 in FY 2010 and \$1,700 in FY 2011 were for ARP-related travel costs by SLSDC personnel that could not be linked to a specific ARP project.

SLSDC Asset Renewal Program (ARP)
FY 2019 Request / FY 2020-2023 Estimates

PROJECT NO.	PROJECT TITLE	FY 2019 REQUEST	FY 2020 ESTIMATE	FY 2021 ESTIMATE	FY 2022 ESTIMATE	FY 2023 ESTIMATE	FIVE-YEAR TOTALS
1	Both Locks - Upgrade Fending on Approach Walls	\$50,000	\$60,000	\$60,000	\$70,000	\$70,000	\$310,000
4	Both Locks - Culvert Valve Machinery - Upgrade to Hydraulic Operation	---	---	---	\$50,000	\$50,000	\$100,000
8	Floating Navigational Aids - Replace	\$100,000	\$200,000	\$225,000	\$225,000	\$225,000	\$975,000
9	Corporation Equipment - Replace Heavy and Light Equipment, Maintenance Vehicles and Shop Equipment	\$200,000	\$750,000	\$750,000	\$250,000	\$500,000	\$2,450,000
10	Both Locks - Upgrade Power Supply Infrastructure from Moses-Saunders Dam to Both Locks and Adjacent Facilities	\$50,000	\$100,000	\$100,000	\$150,000	\$150,000	\$550,000
11	Fixed Navigational Aids - Rehabilitate	---	---	\$150,000	---	\$200,000	\$350,000
12	Corporation Equipment - Floating Plant/Tugs - Replace	\$5,000,000	\$150,000	---	---	\$150,000	\$5,300,000
14	Corporation Facilities - Replace Paving and Drainage Infrastructure	---	---	\$2,000,000	---	\$2,000,000	\$4,000,000
15	Eisenhower Lock - Highway Tunnel - Rehabilitate	---	\$500,000	---	---	\$500,000	\$1,000,000
16	Corporation Technologies - Upgrade GPS/AIS/TMS	---	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
17	Navigation Channels - Dredge U.S. Sectors to Maintain Design Grade and Dispose of Sediments	\$2,500,000	\$5,000,000	---	---	\$1,000,000	\$8,500,000
19	Corporation Facilities - Upgrade Electrical Distribution Equipment	\$300,000	\$200,000	\$250,000	\$900,000	---	\$1,650,000
20	Both Locks - Upgrade Lock Status/Controls	---	\$100,000	\$100,000	---	---	\$200,000
21	Both Locks - Compressed Air Systems - Upgrade/Replace	---	\$100,000	\$200,000	\$250,000	\$250,000	\$800,000
22	Both Locks - Install Vessel Self Spotting Equipment	\$200,000	---	---	---	---	\$200,000
24	Both Locks - Structural Repair - Grout Leaks in Galleries and Recesses	---	\$100,000	\$150,000	\$150,000	\$150,000	\$550,000
25	Corporation Facilities - Upgrade/Replace Fire Alarm/Protection Systems	---	\$100,000	\$100,000	\$150,000	\$150,000	\$500,000
26	Corporation Facilities - Upgrade Storage for Lock Spare Parts and Equipment	---	---	---	\$750,000	\$50,000	\$800,000
27	Corporation Facilities - Replace Windows and Doors and Repair Building Facades	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
28	Snell Lock - Walls, Sills and Culverts - Rehabilitate Concrete	---	\$500,000	\$500,000	\$2,000,000	\$2,500,000	\$5,500,000
29	Eisenhower Lock - Walls, Sills and Culverts - Rehabilitate Concrete	\$400,000	\$2,000,000	\$2,500,000	\$2,500,000	---	\$7,400,000
30	Eisenhower Lock - Ice Flushing System - Upgrade	\$100,000	---	---	---	\$2,500,000	\$2,600,000
33	Both Locks - Upgrade Drainage Infrastructure in Galleries and Recesses	---	\$50,000	---	\$100,000	\$250,000	\$400,000
34	Both Locks - Improve Ice Control	---	\$50,000	\$50,000	\$500,000	\$500,000	\$1,100,000
35	Vessel Mooring Cells - Rehabilitate and Extend	---	\$250,000	\$250,000	---	\$250,000	\$750,000
36	Eisenhower Lock - Diffusers - Replace	---	\$2,000,000	\$2,000,000	---	---	\$4,000,000
37	Eisenhower Lock - Construct Drydock for Vessel Maintenance	---	---	---	\$1,000,000	---	\$1,000,000
39	Both Locks - Dewatering Pumps - Upgrade Outdated Equipment	\$50,000	---	---	---	---	\$50,000
40	Both Locks - Extend Guidewalls in Pool	---	---	---	\$2,000,000	\$2,000,000	\$4,000,000
41	Snell Lock - Install Ice Flushing System Technologies	---	\$1,500,000	\$1,000,000	---	---	\$2,500,000
43	Both Locks - Miter Gate Machinery - Upgrade/Replace	\$400,000	---	---	---	---	\$400,000
44	Both Locks - Ship Arrestor Machinery - Upgrade/Replace	---	\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000
45	Flow Control Dikes - Rehabilitate	---	---	---	\$250,000	---	\$250,000
46	Both Locks - Guidewall Extensions - Rehabilitate	---	---	---	\$400,000	\$400,000	\$800,000
47	Eisenhower Lock - Vertical Lift Gate - Structural Rehabilitation	---	---	\$2,000,000	---	---	\$2,000,000
48	Both Locks - Stiffleg Derricks - Upgrade	---	---	\$500,000	\$500,000	---	\$1,000,000

SLSDC Asset Renewal Program (ARP)
FY 2019 Request / FY 2020-2023 Estimates

PROJECT NO.	PROJECT TITLE	FY 2019 REQUEST	FY 2020 ESTIMATE	FY 2021 ESTIMATE	FY 2022 ESTIMATE	FY 2023 ESTIMATE	FIVE-YEAR TOTALS
50	Snell Lock - Diffusers - Replace	---	---	---	\$2,000,000	\$2,000,000	\$4,000,000
52	Corporation Facilities - Eisenhower Lock Visitors' Center - Replace	---	---	\$5,000,000	---	---	\$5,000,000
57	Corporation Technologies - Upgrade Network Security	---	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
58	Corporation Facilities - Upgrades to Meet Sustainability and Energy Goals	---	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
59	Corporation Facilities - Communications Improvements	---	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
60	Both Locks - Improve Access to and Rehabilitate Machinery in Crossovers and Recesses	\$100,000	\$100,000	\$100,000	\$150,000	\$150,000	\$600,000
61	Both Locks - Replace Recess Covers on Lock Walls	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
62	Both Locks - Install/Upgrade Air Curtains	---	\$2,000,000	---	\$2,000,000	---	\$4,000,000
63	Both Locks - Install Electronic Pleasure Craft Toll Collection Facilities	---	\$100,000	---	---	---	\$100,000
64	Corporation Facilities - Upgrade Lock Structures Maintenance Building	---	\$150,000	---	---	---	\$150,000
66	Corporation Facilities - Upgrade/Replace CCTV Systems	---	\$25,000	\$25,000	---	\$40,000	\$90,000
67	Both Locks - Improve Lighting	---	\$25,000	\$25,000	---	---	\$50,000
68	Corporation Facilities - Repair/Replace Security Fencing	\$75,000	\$100,000	\$100,000	\$100,000	\$125,000	\$500,000
69	Both Locks - Repair/Replace Corroded Piping and Malfunctioning Valves	\$50,000	\$100,000	---	---	---	\$150,000
71	Corporation Facilities - Facility and Underground Utilities Improvements	---	\$200,000	---	---	---	\$200,000
72	Corporation Facilities - Stormwater Upgrades	\$25,000	\$25,000	\$25,000	---	\$50,000	\$125,000
74	Corporation Facilities - Building Rehabilitation	\$50,000	\$200,000	\$150,000	\$100,000	\$500,000	\$1,000,000
75	Maintenance Facility - Install Vehicle Corrosion Prevention Facility	---	---	\$250,000	---	---	\$250,000
76	Maintenance Facility - Upgrade Waste Storage and Lead Decontamination Rooms	---	---	\$25,000	---	---	\$25,000
77	Corporation Facilities - Upgrade Telephone System	---	---	---	\$30,000	---	\$30,000
78	Corporation Facilities - Upgrade Weather Stations	---	---	---	\$50,000	---	\$50,000
80	Corporation Facilities - Renewable Energy Project	---	---	---	\$2,000,000	---	\$2,000,000
TOTAL		\$9,775,000	\$17,560,000	\$19,410,000	\$19,450,000	\$17,535,000	\$83,680,000

Dollar amounts for ARP projects are "project feasibility" estimates that can vary by an industry-recognized 20-30 percent. Funding for each year of the ARP is constrained to annual funding targets as approved by the Secretary and subject to annual appropriations. Project estimates and schedules may fluctuate at various points in the lifespan of the ARP and will be revised as needed throughout the length of the ARP. Many of the projects listed below have additional ARP-related project costs beyond this five-year plan.

