



SAINT LAWRENCE SEAWAY DEVELOPMENT CORPORATION

FISCAL YEAR 2007 ANNUAL REPORT



Authority

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, is 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., and vessel traffic control in areas of the St. Lawrence River and Lake Ontario. In addition, the SLSDC performs trade development functions designed to enhance Great Lakes St. Lawrence Seaway System utilization. The Great Lakes Seaway System annually sustains more than 150,000 U.S. jobs, \$4.3 billion in personal income, \$3.4 billion in transportation-related business revenue, and \$1.3 billion in federal, state, and local taxes.

The St. Lawrence Seaway is an international waterway, and the SLSDC interacts directly with numerous Canadian government and private entities as it carries out its mission. The SLSDC coordinates its activities with its Canadian counterpart, The St. Lawrence Seaway Management Corporation (SLSMC), particularly with respect to rules and regulations, overall day-to-day operations, traffic management, navigation aids, safety, environmental programs, operating dates, and trade development programs. The unique binational nature of the Seaway System requires 24-hour, year-round coordination between the two Seaway Corporations.

The SLSDC's policy headquarters is located in Washington, D.C. The operational staff and facilities are located in Massena, N.Y., including the two U.S. Seaway locks (Eisenhower and Snell).

THE GREAT LAKES ST. LAWRENCE SEAWAY SYSTEM

Thanks to Steve Hung, long-time, former Saint Lawrence Seaway Development Corporation employee and Steve Litty, current U.S. Department of Transportation, Office of Budget Examiner, for some of the photographs in this Annual Report.

Mission Statement

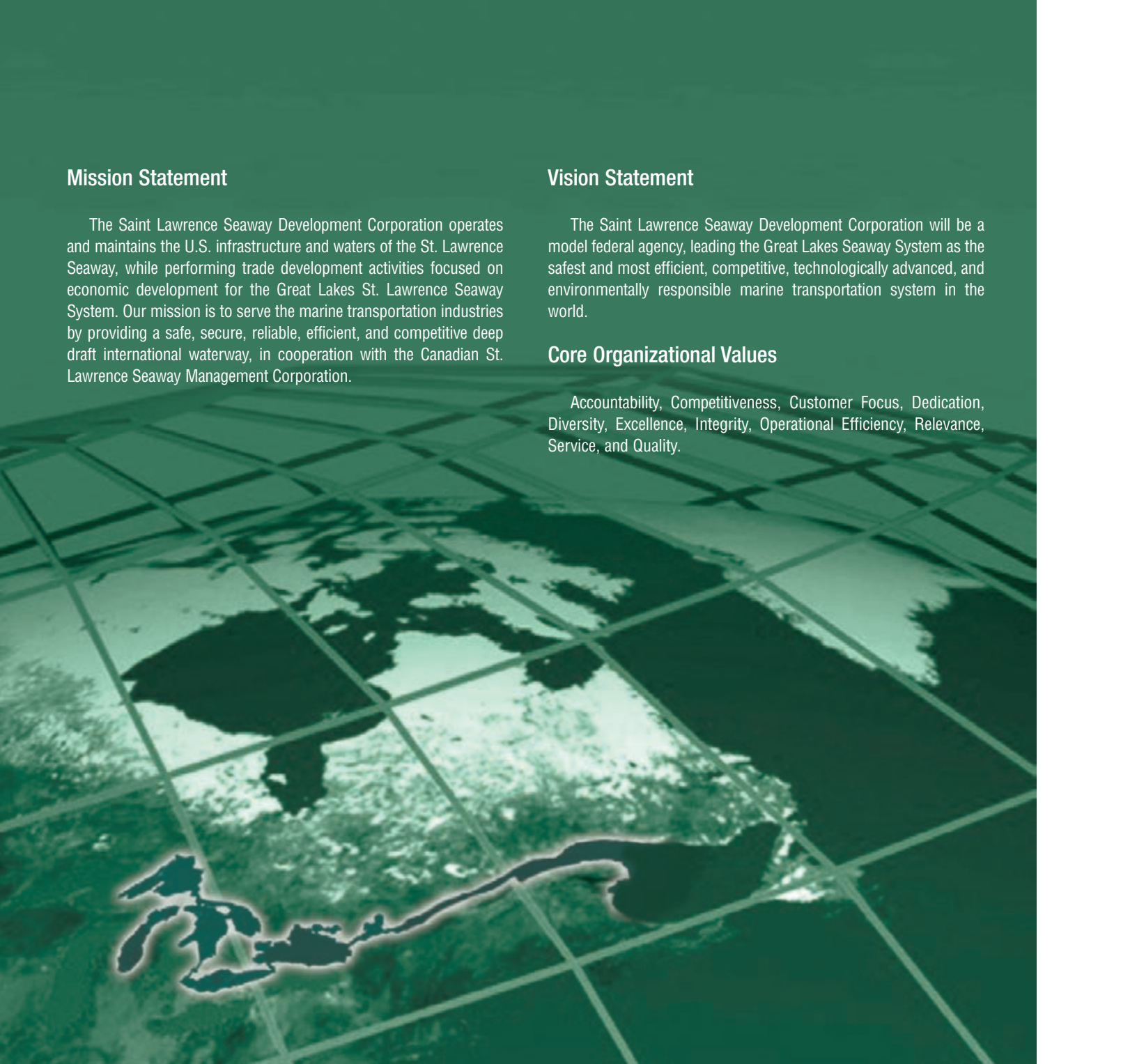
The Saint Lawrence Seaway Development Corporation operates and maintains the U.S. infrastructure and waters of the St. Lawrence Seaway, while performing trade development activities focused on economic development for the Great Lakes St. Lawrence Seaway System. Our mission is to serve the marine transportation industries by providing a safe, secure, reliable, efficient, and competitive deep draft international waterway, in cooperation with the Canadian St. Lawrence Seaway Management Corporation.

Vision Statement

The Saint Lawrence Seaway Development Corporation will be a model federal agency, leading the Great Lakes Seaway System as the safest and most efficient, competitive, technologically advanced, and environmentally responsible marine transportation system in the world.

Core Organizational Values

Accountability, Competitiveness, Customer Focus, Dedication, Diversity, Excellence, Integrity, Operational Efficiency, Relevance, Service, and Quality.



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Dear Seaway Stakeholder,



I am pleased to provide you with a copy of the Saint Lawrence Seaway Development Corporation's (SLSDC) *Fiscal Year 2007 Annual Report* highlighting a few of the many accomplishments we achieved this past year.

The Great Lakes St. Lawrence Seaway System has a rich history of providing a safe, efficient and reliable commercial waterborne connection between the Great Lakes region of North America and foreign markets worldwide. Since it opened to commercial trade in 1959, more than 2.5 billion metric tons of cargo has been transported on the waterway with an estimated value of more than \$400 billion. Seaway maritime commerce sustains an estimated 150,000 jobs, \$4.3 billion in personal income, and \$3.4 billion in business revenues each year for the U.S. Seaway System's regional economy.

The programs and activities highlighted in this report are designed to promote a safe, reliable and environmentally sensitive waterway for all of its users.

For more information on the SLSDC, please visit our web site at www.greatlakes-seaway.com or contact us at 1-800-785-2779.

Sincerely,

A handwritten signature in black ink, reading "Collister Johnson, Jr." in a cursive style.

Collister Johnson, Jr.

FROM THE ADMINISTRATOR

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SELECTED FINANCIAL INDICATORS
(in thousands of dollars)

For the years ended September 30	2007	2006	Change	
			\$	%
Operating revenues	\$ 16,130	\$ 15,098	\$ 1,031	7
Appropriations expended	15,231	14,424	807	6
Other	899	674	224	33
Operating expenses	16,086	15,945	141	1
Personal services and benefits	12,246	11,894	351	3
Other	3,840	4,051	(210)	(5)
Imputed financing/expenses	962	932	30	3
Total assets	95,439	96,375	(935)	(1)
Time deposits in minority banks	10,962	10,764	198	2
Short-term	9,982	10,372	(390)	(4)
Long-term	980	392	588	150
Interest income (minority banks)	533	434	99	23

Note: Rounding may affect the addition of rows and columns in the table.



The financial statements have been prepared to report the financial position and results of operations of the Corporation, pursuant to the requirements of the Chief Financial Officers Act of 1990.

Corporation Financing

Until 1987, the Corporation was a self-sustaining entity and financed its operations and investment in plant and equipment by charging tolls to users of the two U.S. Seaway locks. Toll rates were established jointly with and collected by The St. Lawrence Seaway Authority (now known as the SLSMC), with the U.S. share remitted to the Corporation. The Water Resources Development Act of 1986, P.L. 99-662, which created the Harbor Maintenance Trust Fund, made a significant change to Corporation financing. The Act required the U.S. Treasury to rebate the portion of Seaway tolls paid by users for transiting the U.S. locks. Subsequent legislation, effective October 1, 1994, waived the billing and collection process of the U.S. tolls. However, the SLSDC still recognizes the requirement under the 1959 Tariff of Tolls agreement between Canada and the U.S. to negotiate Seaway toll levels with the SLSMC.

Operating Revenues

Operating revenues, excluding imputed financing, totaled \$16,130K in FY 2007, a 7 percent increase. Appropriations expended, representing the amount of the Harbor Maintenance Trust Fund expended for operating purposes, increased \$807K and other revenues increased \$224K.

Operating Expenses

Overall operating expenses of \$16,086K, excluding depreciation and imputed expenses, increased 1 percent. Personnel services and benefits increased 3 percent, and other costs decreased by 5 percent. Personnel services and benefits represented 76 percent of the Corporation's operating expenses in FY 2007. The Corporation employed 143 people on September 30, 2007, including three temporary employees. Other costs of \$3,840K included \$2,207K for other contractual services; \$720K for supplies and materials; \$597K for rent, communications, and utilities; \$150K for travel and transportation of

persons and things; \$125K for equipment; and \$41K for printing and reproduction. Specific operating expenditures included \$1,121K for concrete rehabilitation, \$783K for building maintenance, \$746K for special operating projects, \$656K for lock inspection and maintenance, \$378K for navigational aids maintenance, \$376K for equipment, vehicle, and vessel maintenance, \$365K for general operating expenses, \$197K for closing and opening the lock for winter repairs, and \$189K for groundskeeping.

Imputed Financing/Expenses

Effective in 1997, the Corporation was required to recognize and record the cost of pension and post-retirement benefits during employees' active years of service, based on cost factors provided by the Office of Personnel Management (OPM). These costs are recorded as an expense paid by another entity, OPM, offset by an imputed financing source to the receiving entity, the Corporation.

Total Assets

The Corporation's financial position continues to remain sound with total assets of \$95 million. Plant, property, and equipment are valued at \$75 million.

Time Deposits in Minority Banks and Interest Income

A key asset of the Corporation is time deposits in minority banks, totaling \$10,962K at year-end. A decrease in short-term deposits of \$390K offset by an increase in long-term deposits of \$588K result in a net increase of \$198K. Interest on deposits in minority banks increased by 23 percent due to higher interest rates. The interest income is an important financing source for the Corporation.

The Great Lakes St. Lawrence Seaway System is a vital maritime gateway that moves cargo between North America and international markets.

Unobligated Balance

The Corporation had an unobligated balance on September 30, 2007 of \$14.2 million, comprised of \$3.2 million of unused borrowing authority and the \$11 million financial reserve. The reserve is maintained to finance emergency or extraordinary expenditures to ensure safe and uninterrupted use of the Seaway, a policy affirmed by the Congress in the Appropriations Committee reports. The funds on deposit in minority banks were principally built up from toll income in excess of cash outlays prior to April 1, 1987, when the Corporation was a self-sustaining entity, and are invested in insured deposits consistent with Executive Order 11625 (October 13, 1971).

Construction Program

Acquisition of plant, property and equipment totaled \$992K in FY 2007 and \$1,697K in FY 2006.

The primary expenditures in FY 2007 were \$177K for the telecommunications upgrade, \$125K for security-related electrical and electronic upgrades, and \$97K for fendering improvements at the downstream miter gate at Snell Lock.

Telecommunications Upgrade - Working with a contractor, the Office of Engineering and Maintenance personnel completed upgrading the Corporation's telephone systems such that they now operate over the fiber optic network. These upgrades resulted in savings to the Corporation while increasing the capabilities and features of the telephone systems.

Security-related Electrical and Electronic Upgrades - The Office of Engineering and Maintenance personnel completed construction of concrete bases for camera towers and control enclosures, installed electrical wiring and fiber optic cable, and commenced with installation of CCTV cameras and vehicle gate control equipment.

Fendering Improvements at the Downstream Miter Gate at Snell Lock - New fenders and mounting hardware were purchased for installation by the Maintenance Division personnel during the winter season of 2007-08.

The primary expenditures in FY 2006 were \$640K for the vertical lift gate operating machinery and control upgrades, \$162K for lock recess access structure improvements, and \$150K for security-related electrical and electronic upgrades.

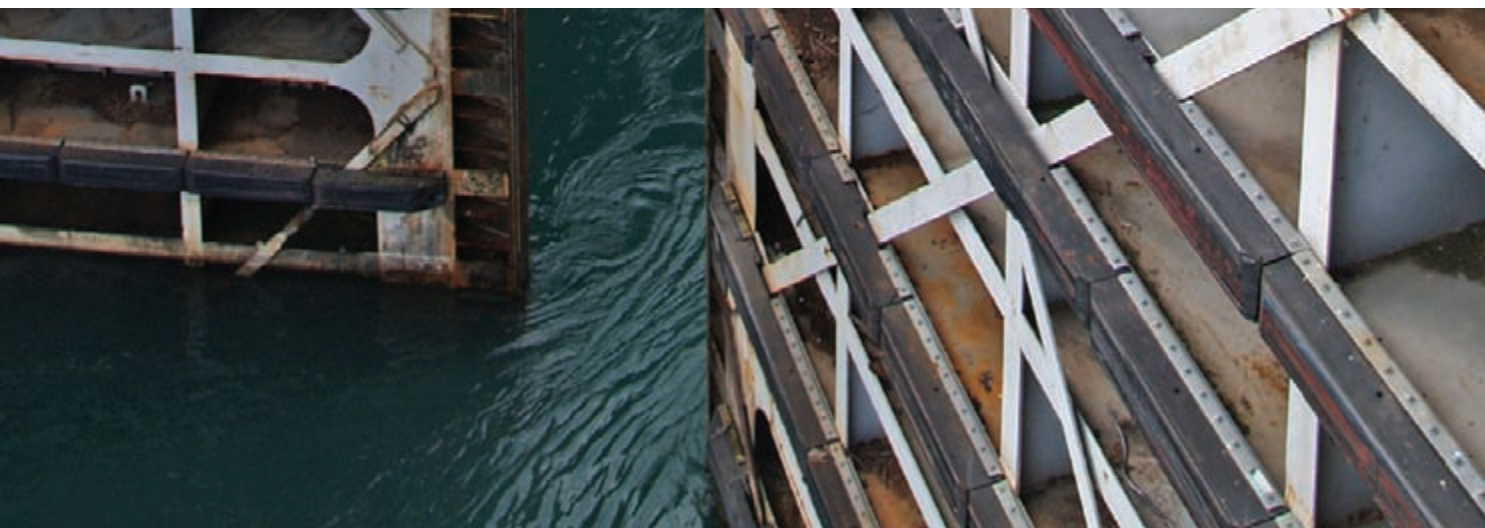
Vertical Lift Gate Operating Machinery and Control Upgrades - The Corporation contracted with Fluid Power Service Corporation to upgrade the original operating equipment and control for the emergency vertical lift gate at Eisenhower Lock. This work included installing new hydraulic power units to provide pumps such that if one pump didn't start, a second pump would automatically start to raise the gate. Also, the control was improved such that the skew of the gate is constantly corrected and not allowed to get out by 1-1/2 inches prior to being corrected as it was with the original controls.

Lock Recess Access Structure Improvements - B-S Industrial Contractors removed the existing corroded steel stairways utilized to access the downstream crossunder gallery at Snell Lock with corrosion-resistant fiber reinforced polymer stairways. This project also incorporated provisions for retrieving injured personnel from the crossunder gallery and included blast cleaning and painting the structures and equipment in the north side No. 2 Wire Rope Fender braking cylinder recess at Snell.

Security-related Electrical and Electronic Upgrades - Materials were procured and Office of Engineering and Maintenance personnel began installation of the infrastructure for making the new vehicle gates at Corporation facilities operational and for future installation of CCTV and electronic access control equipment.

■ **Lock Leader observes closure of giant miter gates closing to hold back water to allow levels within the lock chamber to be raised or lowered.**

The Great Lakes St. Lawrence Seaway System has a rich history of providing a safe, efficient and reliable commercial waterborne connection between the Great Lakes region of North America and foreign markets worldwide.



SLSDC Continues to Meet Performance Levels for Foreign Vessel Inspections and Ballast Water Exams

The SLSDC continues to perform its Enhanced Seaway Inspection (ESI) program, inspecting all ocean vessels on their initial transit into the Seaway System for safety and environmental protection issues in Montreal, Quebec, before they enter U.S. waters. The SLSDC and the U.S. Coast Guard (USCG), in conjunction with Transport Canada and the Canadian St. Lawrence Seaway Management Corporation (SLSMC), signed a Memorandum of Understanding in March 1997 to develop the program of coordinated vessel inspection and enforcement activities to expedite the safe transit of shipping through the Great Lakes St. Lawrence Seaway System.

ESI inspections are jointly performed by SLSDC and SLSMC marine inspectors and cover both Seaway-specific fittings as well as port state control items identified by the USCG as critical for the vessel to transit to a U.S. Great Lakes port of call. In the event major deficiencies are identified, Transport Canada is notified and the vessel is detained in Montreal until the deficiencies are cleared.

The proactive approach of the inspection program has been exceptionally successful in reducing the number and frequency of incidents both on the River and in and around the lock facilities. In addition, the inspection program has eliminated the practice of duplicative inspections, which allows for a more seamless and efficient transit of the Seaway and provides an excellent location for repair resources, if required.

The SLSDC's goal for performing inspections of all foreign-flag vessels on their initial Seaway transit each year was achieved during the 2006 navigation season, with 252 inspections conducted by SLSDC personnel. In 2007, through September 30, 188 vessel inspections had been completed.

The ballast water exchange program continues to be an important function of the ship inspection program. These inspections are carried out by a joint USCG and Transport Canada (TC) team in Montreal. The inspectors verify a vessel's successful ballast water exchange through a boarding program, which includes measuring the salinity of on-board ballast. Ballast with a salinity of 30 parts per thousand or more is considered evidence that the tanks have been adequately exchanged and provide a reasonably harsh environment for any remaining organisms.

If the USCG/TC inspection team is unavailable, the SLSDC/SLSMC inspection team will check ballast water as part of the ESI program. In addition, the USCG/TC team conducts ballast tank exams, which include sampling un-pumpable ballast water from tanks for analysis. SLSDC and USCG inspectors continue to perform ballast water exams on vessels making more than one Seaway transit during a navigation season when they reach U.S. waters at Snell Lock in Massena, N.Y. These ballast water inspections and exams support the Oil Pollution Act of 1990 and the Non-Indigenous Aquatic Nuisance Prevention and Control Act of 1990.

During the 2006 navigation season, Seaway marine inspectors conducted 82 ballast water inspections in conjunction with the ESI program, and performed an additional 57 ballast water exams for subsequent voyages at the U.S. Seaway locks in Massena, N.Y. In 2007, through September 30, Seaway inspectors conducted 22 ballast water inspections and 30 ballast exams.



SLSDC Officials Participate in Emergency Response Exercises

SLSDC marine officials participated in a two-day “Oil in Ice Training Symposium” in Alexandria Bay, N.Y., June 13-14, 2007. The training was hosted by the U.S. Coast Guard’s Buffalo, N.Y. office and Jefferson County (N.Y.) Office of Emergency Management. Presentations were made at the symposium on cold weather and cold water injuries, ice rescue, ice characteristics, winter response spill site safety, tracking of oil in ice conditions, and containment and recovery processes.

On September 12-13, 2007, the SLSDC hosted a combined tabletop and oil boom deployment emergency response exercise at its offices in Massena, N.Y. The exercise was attended by various U.S. and Canadian federal, state, and tribal maritime and emergency response officials. The tabletop exercise simulated two oil spill scenarios in the St. Lawrence River — one west of the U.S. Eisenhower Lock and the other east of the U.S. Snell Lock. The SLSDC discussed the differences between the two locations and what response activities would take place. Participating agencies also provided input on their respective roles and capabilities. Participants also took part in an oil boom deployment exercise using three SLSDC small boats to deploy boom just outside the Corporation’s lock facilities.

Seaway Agencies Participate in Joint Observational Study to Observe Environmental Impacts of Seaway Opening

After 19 months of negotiations, a settlement agreement was reached between the SLSDC and the St. Regis Mohawk Tribe of Akwesasne in June 2006 concerning the Corporation’s authority to determine when to open the Seaway and when to break ice in the Seaway navigation channel. This agreement dismissed a lawsuit filed against the SLSDC and the U.S. Department of Transportation in 2004. As part of the settlement agreement, the parties agreed to a three-year

Joint Observational Study (JOS) of fixed scope and cost to observe scientifically the environmental effects, if any, arising from opening the navigation season when ice is still present on the river.

The JOS team is comprised of representatives from the SLSDC, SLSMC, St. Regis Mohawk Tribe, Mohawk Council of Akwesasne, and Transport Canada. The team is led by a project coordinator hired by the parties to be responsible for the day-to-day management and implementation of the JOS.

In FY 2007, the JOS team developed a work plan that included identifying potential study sites, acquiring background technical information, organizing a limited 2007 spring observational program, and establishing a monitoring program for 2008 and 2009. In March 2007, a limited observation program took place and included tracking icebreaking conditions both aboard an icebreaker and along the shore, marking the ice with readily visible dyes to track movement following icebreaking, and conducting aerial observations to document the ice cover before, during, and after icebreaking.

Based on the FY 2007 activities, findings, and conclusions, the project coordinator made a series of recommendations. The JOS team will take these recommendations into consideration as it develops its observation program for the spring 2008 icebreaking operations.

OPERATIONAL AND ENVIRONMENTAL INITIATIVES



SLSDC Accepts Role of Co-Chair for “Green Marine” Program

In FY 2007, the SLSDC expanded its involvement in the U.S./Canadian “Green Marine” initiative, a marine industry partnership program aimed at demonstrating and communicating the maritime industry’s commitment to addressing a number of key environmental issues, by accepting the role of Co-Chair.

The objective of the “Green Marine” program, which was formally announced in October 2007, is to build and maintain strong relations with key stakeholders and develop a greater awareness of the maritime industry’s activities, benefits and challenges. To accomplish this, activities will be directed towards strengthening the industry’s environmental standards and performance through a process of continuous improvement, helping the maritime industry to speak with one voice, strengthening industry involvement in regulatory processes, and improving regulatory outcomes.

“Great Ships Initiative” Launches Testing Facility in Superior, Wisconsin

On June 28, 2007, the SLSDC participated in a formal ceremony launching a new shore-based high-flow Research Development Testing and Evaluation (RDTE) facility for the “Great Ships Initiative” (GSI) in Superior, Wis. This new facility will provide an intensive testing environment for vendors of ballast treatment prospects suitable to Seaway-sized vessels. On September 24, 2007, GSI officials officially announced that Seakleen™, a ballast water treatment system marketed by Hyde Marine, Inc., of Cleveland, Ohio, will be the first such system to be tested.

Announced on July 12, 2006, the GSI program is an industry-led cooperative effort initiated by the Northeast-Midwest Institute, in collaboration with the American Great Lakes Ports Association, aimed at ending the problem of ship-mediated invasive species in the Great Lakes St. Lawrence Seaway System through independent research and demonstration of environmental technology, financial incentives and consistent basin-wide harbor monitoring. The SLSDC serves on the GSI Executive Steering Committee as an “ex officio” member. The GSI program operates on two fronts: 1) activating a set of “technology incubators” to accelerate the identification and verification of treatment alternatives to stop organism introductions by ocean-going ships; and 2) monitoring Great Lakes ports and harbors for new introductions of invasive species by ships.

Both the University of Wisconsin-Superior and the University of Minnesota-Duluth participate in the testing at the GSI facility. Financial support for GSI has come from the Department of Transportation, the SLSDC and SLSMC, the National Oceanic and Atmospheric Administration, and U.S. and Canadian ports. The two Seaway entities committed \$50,000 each in FY 2006 for the purchase of a mobile laboratory that is used as GSI’s primary laboratory at the RDTE facility in Superior. The mobile lab includes space and equipment for microscopic analysis, suction filtration of phytoplankton and zooplankton samples, small incubators, desk space, and a meeting/eating space. This traveling mobile laboratory allows for ballast water testing between test sites in the Great Lakes as well as for transporting equipment between the sites.

■ Bottom left (left to right) – Allegra Cangelosi, Project Manager, Great Ships Initiative; Terry Johnson, Administrator, SLSDC; Mary E. Peters, DOT Secretary; Donald Ried, Field Biologist, Consultant; and Travis Mangan, University of Wisconsin-Superior stand in front of the Great Ships Initiative Mobile Field Laboratory.



Corporation Plays Active Role in Great Lakes Regional Waterways Management Forum

In FY 2007, the SLSDC continued to play a key role in the Great Lakes Regional Waterways Management Forum, a group of U.S. and Canadian federal representatives who work cooperatively to identify and resolve waterways management issues that involve the Great Lakes region. The Forum specifically reviews issues that cross multiple jurisdictional zones and/or involve international issues and is tasked with developing operational solutions that improve the use and effectiveness of the Great Lakes. The SLSDC continues to play an active role on the Forum's ballast water working group. The ballast water working group was developed to harmonize efforts between the SLSDC, USCG, SLSMC, and Transport Canada as well as coordinate and exchange compliance and research efforts for reducing aquatic nuisance species invasions via ballast water in the Great Lakes. Activities last year included development and implementation of a shared database that tracks all ballast water boarding results from all agencies. This database allows agencies to access data and create reports to track the effectiveness of current ballast regulations and aid in the development of new initiatives.

The Forum members also determined to reinstitute the Automatic Identification System (AIS) Technical Subcommittee originally created prior to implementation of the Seaway's AIS network. This subcommittee will track the progress of implementation by the U.S. and Canadian Coast Guards of the Great Lakes AIS networks to ensure interoperability between the various networks.

New Ballast Water Page Added to Binational Seaway Web Site

In order to provide Great Lakes St. Lawrence Seaway System stakeholders with a comprehensive portal of ballast water-related industry and government activities, the SLSDC developed a new ballast water page in FY 2007 for its binational Seaway Internet website — www.greatlakes-seaway.com. Both Seaway Corporations regularly update the site to keep policymakers, stakeholders, and citizens informed about government, industry and academic organizations pursuing ballast water research designed to control the spread of exotics in the Great Lakes St. Lawrence Seaway System.

The website's section begins with an introduction to the complex nature of the problem and recounts the actions that the Seaway Corporations have taken to reduce the level of introductions via ocean-going vessels trading in the System. The page includes links to U.S. and Canadian regulations, testimony, legislation, new technologies, and presentations.

The Great Lakes St. Lawrence Seaway System enhances shipping and cargo handling through state-of-the-art maritime technologies.

OPERATIONAL AND ENVIRONMENTAL INITIATIVES



U.S. Transportation Deputy Secretary Attends SLSDC's Annual Stakeholder Appreciation Reception

In recognition of its Great Lakes St. Lawrence Seaway System stakeholders, the SLSDC hosted its annual Stakeholder Appreciation Reception on December 1, 2006, during the maritime industry's annual Grunt Club events in Montreal, Canada. More than 150 stakeholders representing a cross-section of the maritime community attended the event. The then-U.S. Department of Transportation Deputy Secretary Maria Cino joined SLSDC Administrator Collister Johnson, Jr. at the Montreal reception to meet with stakeholders. In addition, she visited the SLSDC's locks and operational facilities in Massena, N.Y., and presented the SLSDC Robert J. Lewis Pacesetter Award to the Port of Buffalo, Gateway Metro Terminal, in Buffalo, N.Y.

SLSDC Participates at Annual Seatrade Cruise Convention in Miami, Florida

The SLSDC led a delegation of U.S. and Canadian stakeholders who participated in the annual Seatrade Cruise Shipping Convention and Exhibition held in Miami, Fl., March 12, 2007. This marked the seventh consecutive year the SLSDC, the SLSMC, and the Great Lakes Cruising Coalition co-hosted an informational booth to promote the Great Lakes Seaway System as an attractive cruise ship destination.

The convention is one of the cruise ship industry's largest trade shows, allowing the Seaway delegation to meet with over 1,000 industry executives. More than 100 countries and regions were represented. The Great Lakes Seaway System delegation exhibited at the Convention to promote increased ship voyages in the waterway.

FY 2007 Highway H₂O Marketing Program Accomplishments

Highway H₂O Workshop - Calgary, Alberta - October 19, 2006:

This workshop was the fifth in a series of outreach sessions hosted by the two Seaway entities to discuss the Seaway's many transportation and logistics opportunities. This workshop was designed to enable decision-makers to participate in an open, constructive discussion on how the marine movement of oil and gas equipment destined for Western Canada's petroleum sector can be better served by the Seaway. The agenda for the session allowed participants to learn about the growing capabilities of the Seaway's marine transportation industry to accommodate the unique and specialized petroleum cargo moving into Western Canada while also examining equipment logistics needs of the industry.

Reverse Trade Mission and Workshop - Seaports of Niedersachsen (SoN) - October 26, 2006: The SLSDC and the SLSMC hosted a "reverse" Seaway Trade Mission and workshop for port representatives from SoN. The meeting took place in St. Catharines, Ontario. The German delegation received a tour of the Canadian Welland Canal followed by the afternoon workshop with Highway H₂O port partners. The workshop provided the participants an opportunity to promote trade between the two regions, discuss the advantages of promoting a group or system of ports, as opposed to an individual port and to exchange views and ideas on matters such as trade strategies and future projects.

■ *The Stakeholder Appreciation Reception, Montreal (left to right): Sal Pisani, Associate Administrator, SLSDC, John Baker, President, International Longshoremen's Association, Maria Cino, Former Deputy Secretary, Department of Transportation, and John Baker, Jr., International Longshoremen's Association.*



Seaway Corporation Initiates Outreach to Maritime and Trade Associations

In an effort to “raise the profile” of the Great Lakes St. Lawrence Seaway System, SLSDC Administrator Collister Johnson, Jr., met with officials from a variety of commodity and transportation associations in FY 2007. The associations visited during the year included: Exports Competitive Maritime Council; American Association of State Highway Transportation Officials; American Waterway Operators; National Grain and Feed Association; National Corn Growers Association; American Wind Energy Association; U.S. Grains Council; and American Association of Port Authorities.

SLSDC Leads Several Great Lakes Short Sea Shipping Initiatives

In FY 2007, the SLSDC was involved in several initiatives that seek to move cargo, particularly cargo that does not currently move via the marine mode, between Canada and the United States via cross-lake waterborne transportation. The SLSDC is working to advance these new services as part of a U.S. Department of Transportation-wide effort to mitigate transportation congestion, particularly on the northern border. Congressional legislation was introduced in FY 2007 which would complement that effort by removing existing impediments to Short Sea Shipping operations. The legislation would exempt non-bulk commodities being shipped across the Great Lakes from having to pay the U.S. Harbor Maintenance Tax. SLSDC Administrator Collister Johnson, Jr., testified before the House Committee on Transportation and Infrastructure’s Subcommittee on Coast Guard and Maritime Transportation on February 15, 2007 to describe the proposed operations in the Great Lakes and to support the legislation.

H.R. 981, the “Great Lakes Short Sea Shipping Enhancement Act of 2007,” was introduced in February by Rep. Stephanie Tubbs Jones (D-OH) and Rep. Phil English (R-PA), and was referred to the House Committee on Ways and Means.

In May, the Joint Committee on Taxation produced a ‘scoring letter’ which indicated that the Congressional Budget Office had determined the bill to be revenue neutral; thus its passage would result in no cost to the U.S. Treasury, an important point in advancing any tax legislation. An identical Senate companion bill, S. 1683, was introduced by Sen. Debbie Stabenow (D-MI). The Administration’s Committee on Marine Transportation System (CMTS) Coordinating Board endorsed the legislation on June 12, 2007 and letters from U.S. Transportation Secretary Mary E. Peters supporting both H.R. 981 and S. 1683 were transmitted to Congress on July 31, 2007. On September 21, 2007 the Senate Finance Committee approved S. 1683 as part of a larger transportation tax package, which is currently awaiting action by the full Senate.

SLSDC Hosts Chinese Maritime and Governmental Officials to Discuss Waterway Management and Technologies

On September 6, 2007, the SLSDC hosted a visit from a Chinese delegation representing maritime governmental officials from several different regions of China. The Delegation requested and received a briefing from the SLSDC Deputy Administrator Craig H. Middlebrook on its operations and use of technologies. Currently China is experiencing traffic congestion problems as its international trade continues to dramatically increase. China has more than 75,000 miles of navigable inland waterways which is the most extensive system of any country in the world. However, most of its inland waterways are not developed enough to handle modern maritime freight operations. While China’s water transport potential is great, it is still far from being fully developed. As a result the Chinese government has been seeking to learn from other countries about how they develop and run their inland waterways. Such interest from China was the impetus for requesting informational meetings with the SLSDC. A second Chinese delegation is scheduled to meet with SLSDC officials in Washington, D.C. in October 2007.



Collister Johnson, Jr. Sworn In as Ninth SLSDC Administrator; Sets Agency Policy Priorities

Collister ("Terry") Johnson, Jr. was sworn in by U.S. Secretary of Transportation Mary E. Peters on October 7, 2006 as the ninth SLSDC Administrator. He was nominated by President George W. Bush on August 29, 2006, and confirmed by the U.S. Senate on September 29, 2006. Mr. Johnson brings to the position three decades of leadership experience in the transportation industry working diverse marine, rail, and air jobs that focused on capital investment, research and development, and strategic planning.

Most recently a senior consultant at Mercer Management Consulting, Inc. in Washington, D.C., Mr. Johnson helped craft innovative solutions to financial, planning and corporate structure challenges for railroad, port, airline and shipping projects throughout the last decade. During that period, President Bush appointed him to serve on the Board of Directors of the Overseas Private Investment Corporation (OPIC) where his economic development background proved useful in mobilizing private capital for investment in developing countries. Mr. Johnson also previously served as chief executive officer of FastShip Atlantic, Inc., and chairman of the Virginia Port Authority. He earned a B.A. in American Studies from Yale University, and a J.D. from the University of Virginia.

In his first action as Administrator, Mr. Johnson submitted his policy priorities to Transportation Secretary Peters for the SLSDC through January 2009. He identified several initiatives that would serve as the focus of the agency under his leadership, including integrating the Seaway's AIS vessel tracking system with U.S. and Canadian Coast Guard systems in the Great Lakes, ensuring adequate capital funding for Seaway infrastructure needs, promoting Short Sea Shipping to mitigate rail and truck congestion in the Great Lakes region, and taking pro-active steps to resolve the problems posed by aquatic invasive nuisance species.

Corporation Continues to Work on the Binational Great Lakes St. Lawrence Seaway Study

In FY 2007, the SLSDC continued to work with other U.S. and Canadian federal partners on the binational Great Lakes St. Lawrence Seaway Study, which will assess the future infrastructure needs of the binational waterway, specifically the engineering, economic, and environmental implications of those needs as they relate to the marine transportation infrastructure on which commercial navigation depends. The goal of the study is to produce a "blueprint" for what is needed to maintain the commercial navigation infrastructure at its current level of reliability over the next 50 years. The study is scheduled to be completed and released to the public in late 2007.

On May 1, 2003, the U.S. Department of Transportation and Transport Canada entered into a Memorandum of Cooperation to establish a framework and goals for carrying out the study. The Memorandum resulted after months of discussions by marine transportation officials from both nations. The U.S. Army Corps of Engineers (USACE) was an active participant in the negotiations and is the primary source of U.S. funding and project coordinator for the study.

A Steering Committee comprised of the U.S. Department of Transportation (co-chair), SLSDC, Transport Canada (co-chair), the USACE, and the SLSMC oversees the completion of the study. The Steering Committee also includes Environment Canada and the U.S. Fish and Wildlife Service. The SLSDC and the U.S. Maritime Administration (MARAD) have provided funding and in-kind expertise to supplement the Corps' funding of the study.

■ **Left:** Collister (Terry) Johnson, being sworn in as the 9th SLSDC Administrator by Secretary Mary E. Peters, Secretary of the Department of Transportation. Terry's wife Liz stands proudly by his side. ■ **Right:** Mary E. Peters, Secretary of the Department of the Transportation (left), presents the Meritorious Achievement Award to Anita Blackman, Chief of Staff, SLSDC, and Terry Johnson, Administrator, proudly stands by.



SLSDC's FY 2007 Departmental Awards Recipients

On November 29, 2006, three SLSDC employees were honored by U.S. Transportation Secretary Mary E. Peters and SLSDC Administrator Collister Johnson, Jr., at the 39th Annual DOT Awards Ceremony held in Washington, D.C. The employees honored were:

- Anita Blackman, Chief of Staff, Washington, D.C., received the Meritorious Achievement (Silver Medal) Award recognizing her extraordinary effort in the advancement of the Department's diversity and human resources initiatives which are part of the President's Management Agenda.

- Christopher Ehrman, Marine Transportation Specialist, Massena, N.Y., received the Excellence Award for his superior performance which contributed to the Corporation's success in meeting its performance goals in the areas of safety and reliability.

- Jill Hamilton, Human Resources Specialist, Massena, N.Y., received the Volunteer Award for her dedication and commitment to serving both her community and workplace.

SLSDC Offers Education and Mentoring Programs

The SLSDC continued its "Adopt-a-School" program with the Jefferson Elementary School in Massena, N.Y., and its partnering efforts with the Tech Prep/School-to-Work-Initiative with Massena Central High School and St. Lawrence University, to prepare high school juniors and seniors for post school employment. In FY 2007, two students participated in the job shadowing program.

In recognition of Disability Employment Awareness Day, SLSDC hosted four special needs students from the local high school who mentored with several Seaway employees.

In addition, SLSDC employees visited Jefferson Elementary School to participate in a "Who Does This Job" match game with the sixth grade students. Five employees explained their jobs and the subjects that prepared them for their careers.

The fifth grade class participated in the National Transportation Poster Contest. The theme of the contest was "St. Lawrence Seaway Helps the Nation Move." Winners were selected and awarded U.S. savings bonds by the SLSDC. As part of the Jefferson Elementary School's annual Outdoor Activities Week, 75 sixth graders were given a tour of the SLSDC Grasse River gatelifter, a tug ride onboard the SLSDC's *Robinson Bay*, and a safe boating demonstration by a New York State certified instructor.

■ *Left: Mary E. Peters, Secretary of the Department of the Transportation (left), presents Jill Hamilton, Human Resources Specialist, SLSDC, with the Volunteer Award. ■ Right: During National Transportation Week, the Massena, New York Jefferson Elementary 5th graders had the opportunity to participate in a poster contest themed, "St. Lawrence Seaway Helps the Nation Move." The winner, Addy Rufa (right), was awarded a \$100 U.S. savings bond. Her teacher (left), Ms. Cara Coffin, was very proud of Addy.*

"On behalf of President Bush and the American people, thank you for your commitment to excellence and your contributions to making sure America has the finest transportation system in the world." Secretary Mary E. Peters

MANAGEMENT INITIATIVES



Thirteen U.S. Great Lakes Seaway Ports and Terminals Receive SLSDC's Robert J. Lewis Pacesetter Awards

The SLSDC's Robert J. Lewis Pacesetter Award is presented annually to those U.S. Great Lakes ports and terminals that have registered increases in international cargo tonnage shipped through the Seaway. The 2006 presentations marked the 15th anniversary of the award.

The following eight U.S. Great Lakes ports and five terminal operators earned the award based upon improved international tonnage results posted in 2006 over the previous year:

Illinois International Port District of Chicago, Chicago, Ill.
Port of Oswego Authority, Oswego, N.Y.
Toledo-Lucas County Port Authority, Toledo, Ohio
Port of Milwaukee, Milwaukee, Wis.
Cleveland-Cuyahoga County Port Authority, Cleveland, Ohio
Detroit/Wayne County Port Authority, Detroit, Mich.
Port of Indiana - Burns Harbor, Portage, Ind.
Port of Buffalo Gateway Metro Terminal, Buffalo, N.Y.
Federal Marine Terminals - Burns Harbor, Portage, Ind.
Federal Marine Terminals - Cleveland, Cleveland, Ohio
Hallett Dock Company, Duluth, Minn.
Nicholson Terminal and Dock Company, Detroit, Mich.
Midwest Terminals of Toledo International, Toledo, Ohio

Seaway Agencies Issue Positive Customer Satisfaction Survey Report

In FY 2007, the SLSDC and SLSMC released the results of its 2006 customer satisfaction survey of ship masters. The survey was performed to gauge customer satisfaction with various aspects of the Seaway navigation experience and to capture other navigation and operation-related comments. Every two years, the U.S. and Canadian Seaway entities survey a targeted customer group to measure the effectiveness of Seaway operations and business practices and to solicit customer comments.

The 2006 survey captured responses for 10 core areas based on customer service and performance expectations: Seaway inspections for fittings; Seaway accident and investigations; vessel traffic control; lock wall procedures; transit times; aids to navigation; tie-up service; lock structures; partner agencies; and information. Performance was measured on a "1-to-5" scale (*poor-to-excellent*), or "0" for *no experience*. The Seaway agencies' target goal is an overall rating of four or greater, which indicates positive stakeholder satisfaction.

Of the 10 core areas surveyed in 2006, eight received equal or higher ratings than the comparable 2002 survey. One area, "Seaway inspections and fittings" specific to the Montreal-Lake Ontario section, dropped three-tenths of one percent, but maintained the target rating of 4.0. The overall rating of the 2006 survey was 4.1 (*good*), compared to 4.3 (*good*) in 2002.

SLSDC Receives Recertification of International Standards Organization (ISO) Status

In 1998, the SLSDC began the process of certifying its operational business practices through the internationally recognized International Standards Organization (ISO). The ISO recognition is only conferred on those service firms and organizations that meet the highest quality customer service and management standards set by the Geneva, Switzerland-based ISO.

On February 6, 2007, the SLSDC successfully completed its fifth ISO 9001:2000 external audit and was recertified by the London, U.K.-based, independent accrediting agency Lloyds Register of Quality Assurance. The ISO 9001:2000 standard focuses on self assessment, ongoing improvements, and performance metrics. Incorporation of these quality concepts, at all levels within the Corporation, has improved customer awareness, significantly enhanced communication with Seaway customers, and improved services.

■ *Below (left to right): Terry Johnson, Administrator, SLSDC (left), presents the Robert J. Lewis Pacesetter Award to Mike McCoshen, General Manager, Hallett Dock Company. ■ The Port of Milwaukee is recognized for 99 percent increase in international tonnage with (left to right) Eric Reinelt, Port Director, Port of Milwaukee, Dan Steininger, President of the Port of Milwaukee Board of Harbor Commissioners, and Terry Johnson, Administrator, SLSDC.*



The SLSDC's certification is internationally recognized and complements the agency's marketing and trade development efforts overseas. Customer complaints have been greatly reduced, while positive customer comments have increased. Maintaining the ISO certification has kept agency officials focused on finding better ways of operating the waterway, and recognizing how agency initiatives and decisions affect its customers, both internally and externally. Other benefits of the SLSDC's ISO certification include improved communications within the organization, redefined business processes that are clearly understood by employees, and integrated performance measurements and objectives with the agency's mission.

Seaway Corporation Serves on U.S. Committee on Marine Transportation System (CMTS)

In FY 2007, the SLSDC played an active role on the Committee on Marine Transportation System (CMTS), a U.S. Cabinet-level, interagency organization consisting of 18 federal departments and agencies, which was established by Presidential directive for the purpose of coordinating the maritime transportation policy of the Executive Branch. The CMTS plays a critical role in preserving and improving safety, security, air and water quality, and the efficient movement of freight and people at U.S. coasts, waterways, and port facilities. One of the most important CMTS accomplishments during FY 2007 was its support for H.R. 981, the "Short Sea Shipping Enhancement Act of 2007."

Corporation Appoints Two Senior Officials to Lead Legal and Legislative Activities

In September 2007, SLSDC Administrator Collister Johnson, Jr., announced two appointments to senior-level positions in the SLSDC's Washington, D.C. office. Carrie Bedwell Mann was named the Corporation's Chief Counsel and Nancy Alcalde was selected as the agency's Director of Congressional Affairs.

Charles "Trip" Dorkey III Appointed to SLSDC Advisory Board

Charles E. "Trip" Dorkey III of New York, N.Y., a partner in the international law firm of McKenna Long & Aldridge LLP and President Bush's nominee for a position on the five-member SLSDC Advisory Board, received Senate confirmation on December 9, 2006. The SLSDC Advisory Board is charged with advising the Corporation's Administrator on agency policies affecting the overall effective operation and management of the St. Lawrence Seaway.

Mr. Dorkey joins the other four members of the SLSDC Advisory Board — Chairman Scott K. Walker of Milwaukee, Wis., Jack E. McGregor of Bridgeport, Conn., George D. Milidrag of Clarkson, Mich., and William L. Wilson of Minneapolis, Minn.

SLSDC and U.S. Department of Transportation Move Washington Headquarters Offices to S.E. Federal Center

In May 2007, the SLSDC moved its policy headquarters in Washington, D.C. to the new U.S. Department of Transportation Headquarters, part of the redevelopment of the Southeast Federal Center located on a 55-acre site along the Anacostia River, adjacent to the Washington Navy Yard. The SLSDC's move was part of the larger DOT relocation in which 7,000 federal employees and contractors moved from the original DOT Headquarters at the Nassif Building in Southwest Washington over a 10-week schedule.

The SLSDC's new mailing address for its policy headquarters is: 1200 New Jersey Avenue, S.E., Suite W32-300, Washington, D.C. 20590. All employee telephone and fax numbers, as well as e-mail addresses, remained the same.

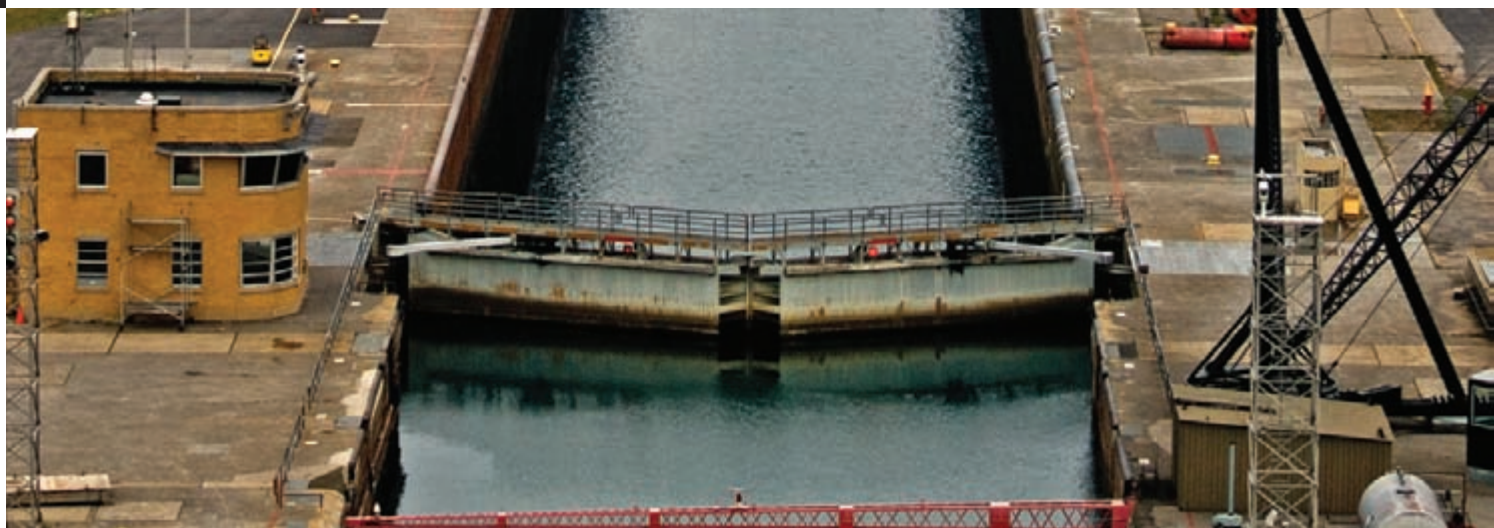
■ *Terry Johnson, Administrator, SLSDC, presents the Robert J. Lewis Pacesetter Award to Rich Cooper, Executive Director, Ports of Indiana (below left) ■ and Ian Hirt, General Manager, Federal Marine Terminals.*



MANAGEMENT INITIATIVES



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Safety

Enhanced Seaway Inspections - “Inspect 100 percent of ocean vessels during their first Seaway inbound transit at Montreal, Quebec, outside of U.S. waters, each navigation season.” The goal was achieved during the 2006 season, with 252 vessel inspections conducted by SLSDC personnel. In 2007, through September 30, 188 vessel inspections had been completed.

Reliability

System Availability - “Ensure the reliability and availability of the U.S. portion of the Seaway, including the U.S. locks and related navigational facilities, during each navigation season.” The goal each year is 99 percent availability. The goal was achieved during the 2006 season with an availability rate of 99.5 percent. System availability during the 2007 navigation season, through September 30, was 99.7 percent.

Lock Equipment Maintenance - “Minimize vessel delays due to lock equipment failure or malfunction.” The goal each year is zero hours of delay. In 2006, the goal was not met when the SLSDC recorded 2 hours, 28 minutes of lock-related delays. Lock-related delays in 2007, through September 30, were 0.0 hours.

Management Accountability

Administrative Expenses - “Reduce the administrative overhead expense ratio of total operating expenses, excluding depreciation and imputed expenses, to 25 percent or lower.” The administrative expense ratio goal was met in FY 2007 at 25 percent.

Financial Reserve - “Maintain/increase the financial reserve account to ensure contingency funding for catastrophic emergencies and funding for critical capital and extraordinary maintenance projects.” The goal each year is to maintain a minimum year-end balance of \$10 million. The financial reserve goal was met in FY 2007 with a year-end balance of \$11.0 million.

Audit Opinion - “Achieve an unqualified opinion (clean audit) in the independent examination of financial statements as well as no instances of non-compliance with laws and regulations or material weaknesses in internal control as they relate to financial reporting.” The goal was achieved in FY 2007 as the Corporation received its 43rd consecutive unqualified opinion with no management letter in the independent examination of its financial statements for FY 2006, which was completed and issued on November 15, 2006.

Our mission is to serve the marine transportation industries by providing a safe, secure, reliable, efficient, and competitive deep draft international waterway.

After recording its highest cargo tonnage level since 1999 in 2006, the St. Lawrence Seaway cargo movements in 2007 fell by approximately 10 percent to an estimated 42.7 million metric tons. The reduction was principally due to several market and economic conditions, including higher-than-expected ocean freight rates due to the growth in China's economy resulting in a reduction of available ocean vessels in the System and the declining value of the U.S. dollar, which contributed to a weakened North American steel import market. The reduction in steel imports into the Seaway System also negatively impacted the Seaway's grain export trade.

Although overall tonnage was down in 2007, the St. Lawrence Seaway did experience significant gains in several new commodities, specifically project and specialty cargoes. For example, shipments of wind turbine components in 2007 were ahead of 2006 levels by more than 30 percent.

With the waterway's opening on March 21 and the passage of the *Birchglen* on December 28, the Montreal-Lake Ontario section of the Seaway recorded its second consecutive 283-day season. The SLSDC also reported system and lock availability for the U.S. portion of the St. Lawrence Seaway at 98.9 percent, narrowly missing its annual target level of 99.0 percent.

2007 St. Lawrence Seaway Commodity and Transit Results

(Figures are estimates as of 1/24/07. Volume in Thousands of Metric Tons)

Commodities	2007	2006	Change	
			Tons Transit	Percent
Grain	10,305	11,538	(1,234)	(11%)
Government Aid	0	11	(11)	(100%)
Iron Ore	11,829	11,010	819	7%
Coal	3,146	3,714	(569)	(15%)
Other Bulk	14,980	16,327	(1,347)	(8%)
General Cargo	2,408	4,544	(2,136)	(47%)
Containers	22	19	3	15%
Cargo Total	42,690	47,164	(4,474)	(9%)
Vessel Transit Total	4,462	4,613	(151)	(3%)

Shorter shipping distances, more rapid transit times, and proximity to major markets and world-class industries make the Seaway a competitive transit decision.

Pursuant to Section 306 of the Chief Financial Officers Act of 1990, the Corporation is required to provide a statement on internal accounting and administrative control systems consistent with the requirements of the Federal Managers' Financial Integrity Act (FMFIA) of 1982. An evaluation of the system of internal accounting and administrative control of the Corporation in effect during the year ended September 30, 2007 was performed in accordance with "Guidelines for Evaluation and Improvement of and Reporting on Internal Control Systems in the Federal Government", issued by the Director of the Office of Management and Budget, in consultation with the Comptroller General, as required by the FMFIA, and accordingly included an evaluation of whether the system of internal accounting and administrative control of the Corporation was in compliance with the standards prescribed by the Comptroller General.

The objectives of the system of internal accounting and administrative control of the Corporation are to provide reasonable assurance that:

- Obligations and costs are in compliance with applicable law;
- Funds, property, and other assets are safeguarded against waste, loss, unauthorized use, or misappropriation; and
- Revenues and expenditures applicable to agency operations are properly recorded and accounted for to permit the preparation of accounts and reliable financial and statistical reports and to maintain accountability over the assets.

The concept of reasonable assurance recognizes that the cost of internal control should not exceed the benefits expected to be derived therefrom, and that the benefits consist of reductions in the risks of failing to achieve the stated objectives. Estimates and judgments are required to assess the expected benefits and related costs of control procedures. Furthermore, errors or irregularities may occur and not be detected because of inherent limitations in any system of internal accounting and administrative control, including those limitations resulting from resource constraints, Congressional restrictions, and other factors. Finally, projection of any evaluation of the system to future periods is subject to the risk that procedures may be inadequate because of changes in conditions or that the degree of compliance with the procedures may deteriorate.

A material weakness or non-conformance is a specific instance of non-compliance with the Integrity Act. Such weakness would significantly impair the fulfillment of an agency component's mission; deprive the public of needed services; violate statutory or regulatory requirements; significantly weaken safeguards against waste, loss, unauthorized use or misappropriation of funds, property, or other assets; or result in a conflict of interest. Each material non-conformance in a financial system merits the attention of the agency head/senior management, the Executive Office of the President, or the relevant Congressional oversight committee; prevents the primary agency's financial system from achieving central control over agency financial transactions and resource balances; and/or prevents conformance of financial systems with financial information standards and/or financial system functional standards.

The results of the evaluations described in the second paragraph, assurances given by appropriate Corporation officials, and other information provided indicate that the system of internal accounting and administrative control of the Corporation in effect during the year ended September 30, 2007, taken as a whole, complies with the requirement to provide reasonable assurance that the above-mentioned objectives were achieved within the limits described in the preceding paragraph. The evaluation did not disclose any material weaknesses or non-conformances in the internal accounting and administrative control system in FY 2007 and prior years.



Dembo, Jones, Healy, Pennington & Marshall, P.C.
Certified Public Accountants and Consultants

Report of Independent Auditors on the Financial Statements

To the Administrator of the Saint Lawrence Seaway Development Corporation

We have audited the accompanying statements of financial position of the **Saint Lawrence Seaway Development Corporation (the Corporation)**, a wholly owned U.S. Government corporation, as of **September 30, 2007 and 2006**, and the related statements of operations and changes in cumulative results of operations, cash flows, budgetary resources and actual expenses and changes in equity of the U.S. Government for the years then ended. These financial statements are the responsibility of the Corporation's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with U.S. generally accepted auditing standards; the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States; and Office of Management and Budget (OMB) Bulletin No. 07-04, "Audit Requirements for Federal Financial Statements". Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the **Saint Lawrence Seaway Development Corporation** as of **September 30, 2007 and 2006**, and the results of its operations and its cash flows for the years then ended in conformity with U.S. generally accepted accounting principles.

In accordance with *Government Auditing Standards*, we have also issued our report dated October 26, 2007, on our consideration of **Saint Lawrence Seaway Development Corporation's** internal control over financial reporting and on our tests of its compliance with certain provisions of laws and regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with this report in considering the results of our audits.

Our audits were conducted for the purpose of forming an opinion on the principal financial statements described above. We have reviewed the financial information presented in management's overview of the Corporation and the supplemental financial and management information for consistency with the financial statements and notes. The information presented in the overview and supplemental financial and management information is provided for the purposes of additional analysis. Such information has not been audited by us and, accordingly, we do not express an opinion on this information.

Dembo, Jones, Healy, Pennington & Marshall, P.C.

Dembo, Jones, Healy, Pennington & Marshall, P.C.
Rockville, Maryland
October 26, 2007



Dembo, Jones, Healy, Pennington & Marshall, P.C.
Certified Public Accountants and Consultants

Report on Compliance with Laws and Regulations and on Internal Control Over Financial Reporting Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*

To the Administrator of the Saint Lawrence Seaway Development Corporation

We have audited the financial statements of **Saint Lawrence Seaway Development Corporation (the Corporation)** as of and for the years ended **September 30, 2007 and 2006**, and have issued our report thereon dated October 26, 2007. We conducted our audits in accordance with U.S. generally accepted auditing standards; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and Office of Management and Budget (OMB) Bulletin No. 07-04, "Audit Requirements for Federal Financial Statements".

Compliance

As part of obtaining reasonable assurance about whether Saint Lawrence Seaway Development Corporation's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws and regulations, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audits, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance that are required to be reported under *Government Auditing Standards*.

Internal Control over Financial Reporting

In planning and performing our audits, we considered **Saint Lawrence Seaway Development Corporation's** internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements. We obtained an understanding of the design effectiveness of internal controls, determined whether they have been placed in operation, assessed control risk, and performed tests of the Corporation's internal controls. We limited our internal control testing to those controls necessary to achieve the objectives described in OMB Bulletin No. 07-04. We did not test all internal controls relevant to operating objectives as broadly defined by the Federal Managers' Financial Integrity Act of 1982, such as those controls relevant to ensuring efficient operations. Our audits were not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control. Accordingly, we do not express an opinion on the effectiveness of the Corporation's internal control.

A control deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A significant deficiency is a control deficiency, or a combination of control deficiencies, that adversely affects the entity's ability to initiate, authorize, record, process, or report financial data reliably in accordance with generally accepted accounting principles such that there is more than a remote likelihood that a misstatement of the entity's financial statements that is more than inconsequential will not be prevented or detected by the entity's internal control. A material weakness is a significant deficiency, or combination of significant deficiencies, that results in more than a remote likelihood that a material misstatement of the financial statements will not be prevented or detected by the entity's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraphs and would not necessarily identify all deficiencies in internal control that might be significant deficiencies or material weaknesses. However, we noted no matters involving the internal control and its operation that we considered to be significant deficiencies or material weaknesses.

This report is intended for the information of the management of **Saint Lawrence Seaway Development Corporation**. However, this report is a matter of public record and its distribution is not limited.

Dembo, Jones, Healy, Pennington & Marshall, P.C.

Dembo, Jones, Healy, Pennington & Marshall, P.C.
Rockville, Maryland
October 26, 2007

STATEMENTS OF FINANCIAL POSITION

Saint Lawrence Seaway Development Corporation as of September 30, 2007 and 2006

	2007	2006
Assets		
Current Assets		
Cash		
Held by U.S. Treasury	\$ 5,255,198	\$ 5,472,650
Held in banks and on hand	192,585	121,721
Short-term time deposits in minority banks (Note 3)	9,982,000	10,372,000
Accounts receivable (Note 4)	115,467	82,451
Inventories (Note 2)	252,544	256,044
Other current assets (Note 4)	5,546	2,181
Total current assets	15,803,340	16,307,047
Long-Term Investments		
Long-term time deposits in minority banks (Note 3)	980,000	392,000
Plant, Property and Equipment		
Plant in service (Note 5)	161,445,778	160,866,144
Less: Accumulated depreciation	(87,756,608)	(85,532,428)
Net plant in service	73,689,170	75,333,716
Work in progress	889,332	739,675
	74,578,502	76,073,391
Other Assets		
Lock spare parts (Note 2)	824,039	740,247
Less: Accumulated depreciation	(231,972)	(231,415)
Net lock spare parts	592,067	508,832
Investment in Seaway International Bridge Corporation, Ltd. (Note 6)	7,440	7,440
	599,507	516,272
Deferred Charges		
Worker's compensation benefits (Note 2)	3,478,093	3,085,984
Total assets	\$ 95,439,442	\$ 96,374,694

STATEMENTS OF FINANCIAL POSITION

Saint Lawrence Seaway Development Corporation as of September 30, 2007 and 2006

	2007	2006
Liabilities and Equity of the U.S. Government		
Current Liabilities		
Accounts payable	\$ 1,298,268	\$ 1,778,967
Accrued annual leave (Note 2)	831,487	785,174
Accrued payroll costs	456,332	445,881
Disbursements in transit	-	23,962
Total current liabilities	2,577,087	3,033,984
Actuarial Liabilities		
Worker's compensation benefits (Note 2)	3,478,093	3,085,984
Total liabilities	6,055,180	6,119,968
Equity of the U.S. Government		
Invested capital (Note 2)	89,616,989	91,064,503
Cumulative results of operations (deficit)	(232,727)	(809,777)
	89,384,262	90,254,726
Total liabilities and equity of the U.S. Government	\$ 95,439,442	\$ 96,374,694

STATEMENTS OF OPERATIONS AND CHANGES IN CUMULATIVE RESULTS OF OPERATIONS

Saint Lawrence Seaway Development Corporation as of September 30, 2007 and 2006

	2007	2006
Operating Revenues		
Appropriations expended	\$ 15,230,844	\$ 14,423,809
Imputed financing (Note 9)	962,471	932,469
Other (Note 7)	898,688	674,427
Total operating revenues	17,092,003	16,030,705
Operating Expenses (Note 8)		
Locks and marine operations	3,379,982	3,442,167
Maintenance and engineering	4,535,924	4,420,950
General and development	4,100,821	4,180,942
Administrative expenses	4,069,145	3,900,804
Depreciation	2,439,830	2,451,128
Imputed expenses (Note 9)	962,471	932,469
Total operating expenses	19,488,173	19,328,460
Operating loss	(2,396,170)	(3,297,755)
Other Financing Sources		
Interest on deposits in minority banks	533,390	434,085
Transfer from invested capital for depreciation	2,439,830	2,451,128
Total other financing sources	2,973,220	2,885,213
Operating revenues and other financing sources over (under) operating expenses	577,050	(412,542)
Beginning cumulative results of operations (deficit)	(809,777)	(397,235)
Ending cumulative results of operations (deficit)	\$ (232,727)	\$ (809,777)

STATEMENTS OF CASH FLOWS

Saint Lawrence Seaway Development Corporation as of September 30, 2007 and 2006

	2007	2006
Cash flows from operating activities:		
Operating revenues and other financing sources over (under) operating expenses	\$ 577,050	\$ (412,542)
Adjustments to reconcile operating revenues and other financing sources over (under) operating expenses to net cash used in operating activities:		
Depreciation	2,439,830	2,451,128
Transfer from invested capital for depreciation	(2,439,830)	(2,451,128)
Net gain on property disposals	(285,168)	(74,775)
Change in assets and liabilities:		
(Increase) in accounts receivable	(33,016)	(3,573)
Decrease (Increase) in inventories	3,500	(6,536)
(Increase) in other current assets	(3,365)	(2,181)
(Increase) decrease in other assets	(83,792)	85,097
(Decrease) Increase in accounts payable	(489,699)	190,155
Increase in accrued liabilities	32,802	31,787
(Decrease) in deferred revenue	-	(8,000)
Net cash used in operating activities	(281,688)	(200,568)
Cash flows from investing activities:		
Proceeds from property disposals	333,100	82,758
Acquisition of plant, property and equipment	(992,316)	(1,697,351)
Net (increase) decrease in time deposits	(198,000)	338,000
Net cash used in investing activities	(857,216)	(1,276,593)
Cash flows from financing activities:		
Appropriations for plant, property and equipment	992,316	1,697,351
Net (decrease) increase in cash	(146,588)	220,190
Cash at beginning of period	5,594,371	5,374,181
Cash at end of period	\$ 5,447,783	\$ 5,594,371

STATEMENT OF BUDGETARY RESOURCES AND ACTUAL EXPENSES (NOTE 12)

Saint Lawrence Seaway Development Corporation as of September 30, 2007

		Budget	
	Resources	Obligations	Expenses
Saint Lawrence Seaway Development Corporation Fund	\$ 32,120,484	\$ 17,911,110	\$ 19,488,173
Budget Reconciliation:			
Total expenses			19,488,173
Adjustments			
Add:			
Capital acquisitions			992,316
Deduct:			
Depreciation			(2,439,830)
Imputed expenses			(962,471)
Decrease in net plant in service, property disposals			(47,931)
Decrease in inventories			(3,500)
Increase in other assets			83,792
Less reimbursements:			
Trust funds			(16,223,160)
Revenues from non-federal sources			(1,432,078)
Accrued expenditures			\$ (544,689)

STATEMENTS OF CHANGES IN EQUITY OF THE U.S. GOVERNMENT

Saint Lawrence Seaway Development Corporation as of September 30, 2007 and 2006

	Invested Capital	Unexpended Appropriations	Cumulative Results of Operations
Balance, September 30, 2005	\$ 91,818,280	\$ -	\$ (397,235)
Appropriations expended		(14,423,809)	14,423,809
Fiscal Year 2006 appropriations		16,121,160	-
Other financing sources			2,040,981
Operating expenses, excluding depreciation and imputed expenses			(15,944,863)
Depreciation expense			(2,451,128)
Imputed expenses			(932,469)
Transfer from invested capital for depreciation	(2,451,128)	-	2,451,128
Capital expenditures	1,697,351	(1,697,351)	-
Balance, September 30, 2006	91,064,503	-	(809,777)
Appropriations expended	-	(15,230,844)	15,230,844
Fiscal Year 2007 appropriations	-	16,223,160	-
Other financing sources			2,394,549
Operating expenses, excluding depreciation and imputed expenses	-	-	(16,085,872)
Depreciation expense			(2,439,830)
Imputed expenses			(962,471)
Transfer from invested capital for depreciation	-	-	2,439,830
Capital expenditures	992,316	(992,316)	-
Balance, September 30, 2007	\$89,616,989	\$ -	\$ (232,727)

NOTES TO FINANCIAL STATEMENTS

Saint Lawrence Seaway Development Corporation as of September 30, 2007 and 2006

NOTE 1. The Corporation

The Saint Lawrence Seaway Development Corporation (the "Corporation"), a wholly owned government corporation within the Department of Transportation, was created by the Wiley-Dondero Act of May 13, 1954 (68 Stat. 92, 33 U.S.C. 981), as amended. The Corporation is responsible for the development, seasonal operation and maintenance of the portion of the St. Lawrence Seaway (the "Seaway") between Montreal and Lake Erie, and within the territorial limits of the United States.

NOTE 2. Summary of Significant Accounting Policies

These financial statements have been prepared to report the financial position, results of operations, and cash flows of the Corporation as required by the Chief Financial Officers Act of 1990. They have been prepared from the books and records of the Corporation in accordance with generally accepted accounting principles as set forth for Federal Government Corporations, and the Corporation's accounting policies and procedures, which are summarized below. The accounting policies and procedures are consistent with Title 2 of the U.S. General Accounting Office's Policy and Guidance of Federal Agencies.

Inventories consist primarily of supplies which are consumed in operations and are valued at the lower of cost or market with cost being determined using the weighted-average method. The recorded values are adjusted for the results of physical inventories taken periodically.

Plant, property and equipment are stated at cost of acquisition or construction. Indirect costs incurred prior to the opening of the Seaway on April 25, 1959, have been allocated to the permanent features of the Seaway. Assets costing \$5,000 or more are capitalized when they have an expected useful life of five years or more.

Improvements and betterments are capitalized. Repairs and maintenance costs are expensed. The straight-line method of depreciation is used and is computed on balances in plant in service. The cost of plant retired and the accumulated depreciation are removed from the accounts on disposal. Gains or losses on disposals are credited or charged to operations.

Included in lock spare parts are certain items having an expected service life between 5 and 50 years. The cost of these items totals \$247,809 at September 30, 2007. These lock spare parts are an integral part of the lock machinery that allow for replacement of parts, periodically removed from service for maintenance, without causing a shutdown of the Seaway. Effective for the fiscal year ended September 30, 1993, lock spare parts having expected service lives are depreciated over their service life. The remaining balance of lock spare parts, totaling \$576,230 at September 30, 2007, consists of expendable inventory items valued at the lower of cost or market with cost being determined using the weighted-average method.

Accrued annual leave represents the value of the unused annual leave accrued to employees of the Corporation. The leave is funded and reported as an obligation.

The Corporation funds a program administered by the U.S. Department of Labor to compensate certain employees for death and disability resulting from performance of duty injuries or illnesses as set forth in the Federal Employees Compensation Act (FECA). As provided by FECA, employees and certain dependents are beneficiaries for various periods that can extend to life. The Corporation recognizes current costs of the program on an accrual basis and expenses those costs in the year the benefits are due. Effective with fiscal year (FY) 1994, the actuarial liability of these benefits are recognized and recorded in these statements. The liability and deferred charge recorded reflects the actuarial liability as determined by the Department of Labor.

NOTES TO FINANCIAL STATEMENTS

Saint Lawrence Seaway Development Corporation as of September 30, 2007 and 2006

NOTE 2. (Continued)

Seaway Tolls

The Water Resource Development Act of 1986 (Public Law 99-662) required the Corporation to turn over U.S. Seaway tolls charged on commercial vessels to the Harbor Maintenance Trust Fund (the "Fund"). Annual appropriations from the Fund are used to meet operation and maintenance expenses. The Act further required the U.S. Treasury to rebate the tolls to the shippers from the Fund. Public Law 103-331, dated September 30, 1994, eliminated the requirement to collect and rebate these tolls effective October 1, 1994.

Invested Capital

The Corporation was initially funded by revenue bonds issued by the U.S. Treasury. On December 18, 1982, Congress cancelled the outstanding revenue bonds of \$109,976,000 (P.L. 97-369, 96 Stat. 1782). With cancellation of the debt, the amount was converted to invested capital. Since FY 1987, when the Corporation began receiving annual appropriations from the Harbor Maintenance Trust Fund, capital expenditures and annual depreciation have been recognized in invested capital.

Budget Authority

The Corporation was apportioned authority by the Office of Management and Budget (OMB) to obligate a maximum amount of \$17,923,160 for FY 2007, \$16,223,160 from the Fund (Public Laws 109-289, 109-369, 109-383, and 110-5), \$800,000 from the Corporation's unobligated balance and \$900,000 from non-federal revenues. Actual obligations, in contrast to the accrued costs stated in the Statement of Operations, totaled \$17,911,110 for FY 2007. The Corporation's unobligated balance at September 30, 2007 totaled \$14.2 million including \$3.2 million unused borrowing authority. For FY 2008, the Corporation is operating on a Continuing Resolution based on the FY 2007 level of \$16,223,160. In addition, authority to obligate \$900,000 of non-federal revenues has been apportioned by OMB for FY 2008.

Statements of Cash Flows

For purposes of financial reporting, the Corporation considers cash to be cash held in the U.S. Treasury, cash in banks and cash on hand.

NOTE 3. Time Deposits in Minority Banks

The Corporation maintains insured deposits in a number of minority banks throughout the United States to help expand opportunities for minority business enterprises. These deposits consist mainly of the Corporation's unobligated balance, which is retained for emergency situations.

NOTE 4. Accounts Receivable and Other Current Assets

The Corporation has not provided for an allowance on uncollectible receivables because prior losses have been insignificant. Receivables and other current assets as of September 30, 2007 and 2006 are as follows:

	2007	2006
Other	\$ 48,945	\$ 20,451
Due from concession contracts	39,107	36,984
Interest on deposits in minority banks	32,961	27,197
Total	\$ 121,013	\$ 84,632

NOTES TO FINANCIAL STATEMENTS

Saint Lawrence Seaway Development Corporation as of September 30, 2007 and 2006

NOTE 5. Plant in Service

Plant in service as of September 30, 2007 and 2006 as follows:

Plant in Service	Estimated Life (Years)	2007		2006	
		Cost	Accumulated Depreciation	Cost	Accumulated Depreciation
Locks and guidewalls	40 - 100	\$ 77,507,366	\$ 41,591,060	\$ 77,323,851	\$ 40,587,384
Channels and canals	95	36,870,221	16,778,898	36,870,221	16,391,760
Buildings, grounds and utilities	50	14,936,558	6,229,911	14,735,539	5,932,797
Permanent operating equipment	5 - 40	12,359,436	8,893,701	12,172,944	8,670,423
Roads and bridges	50	9,417,700	8,498,683	9,399,099	8,310,608
Land rights & relocations	95	5,639,064	2,590,328	5,639,064	2,531,118
Navigation aids	10 - 40	2,929,698	2,509,562	2,939,691	2,462,241
Public use facilities	50	918,409	664,465	918,409	646,097
Lands in fee	N/A	867,326	-	867,326	-
Total plant in service		\$161,445,778	\$ 87,756,608	\$ 160,866,144	\$ 85,532,428

Plant in service includes costs of certain features of the Seaway International Bridge Corporation, Ltd. (SIBC), which is discussed in Note 6. These features include land rights and relocation costs incurred in removing the old bridges, which were a hindrance to navigation, and in building the superstructure of the South Channel Bridge. The gross amounts of \$3,897,379 in land rights and relocations, and \$4,853,320 in roads and bridges have been depreciated accordingly.

NOTE 6. Investment in the Seaway International Bridge Corporation, Ltd. (SIBC)

The Corporation owns, on behalf of the U.S. Government, 50 percent of SIBC, a subsidiary of The Federal Bridge Corporation Ltd., a federal Crown Corporation of Canada. Ownership consists of debenture bonds payable to the Corporation with face values totaling \$8,000. The net annual income from the SIBC, after all operating expenses, is divided equally between both parties. The Corporation's portion, if any, is retained in escrow by SIBC to fund structural repair costs to the South

Channel Bridge as provided in the Corporation's enabling act. Any revenue received by the Corporation will be returned to the U.S. Treasury as miscellaneous receipts. No revenue from the SIBC has been received since 1961.

NOTES TO FINANCIAL STATEMENTS

Saint Lawrence Seaway Development Corporation as of September 30, 2007 and 2006

NOTE 7. Other Revenues

Other revenues for the years ended September 30, 2007 and 2006 consist of the following:

	2007	2006
Concession operations	\$ 369,442	\$ 313,009
Miscellaneous (net)	352,681	170,405
Pleasure craft/non-commercial tolls	112,572	109,476
Rental of administration building	63,506	66,562
Shippers' payments for damages to locks	487	3,275
Vessel towing services	-	11,700
Total	\$ 898,688	\$ 674,427

Shippers' payments for damages are reported net of direct materials and direct labor costs. Reimbursements for direct materials and direct labor are recorded as reductions of the related expense accounts.

NOTE 8. Operating Expenses by Object Class

Operating expenses by object class for the years ended September 30, 2007 and 2006 are as follows:

	2007	2006
Personnel services and benefits	\$ 12,245,565	\$ 11,894,198
Contractual services	2,206,875	2,434,178
Supplies and materials	719,729	731,642
Rental, communications and utilities	597,159	584,499
Travel and transportation	150,296	165,697
Equipment not capitalized	124,789	108,005
Printing and reproduction	41,459	26,644
Subtotal	16,085,872	15,944,863
Depreciation expense	2,439,830	2,451,128
Imputed expenses	962,471	932,469
Total operating expenses	\$ 19,488,173	\$ 19,328,460

NOTES TO FINANCIAL STATEMENTS

Saint Lawrence Seaway Development Corporation as of September 30, 2007 and 2006

NOTE 9. Retirement Plans

Retirement Plans consist of the Civil Service Retirement System (CSRS) and the Federal Employees Retirement System (FERS). FERS went into effect, pursuant to Public Law 99-335, on January 1, 1987. Employees hired after December 31, 1983 are automatically covered by FERS and Social Security while employees hired prior to January 1, 1984 elected to either join FERS and Social Security or remain in CSRS. A primary feature of FERS is that it offers a savings plan to which the Corporation automatically contributes 1 percent of pay and matches any employee contributions up to an additional 4 percent of pay. For employees hired since December 31, 1983, the Corporation also contributes the employer's matching share for Social Security. Effective with FY 1997, the Corporation recognizes and records the cost of pensions and other post-retirement benefits during employees' active years of service, based on cost factors provided by the Office of Personnel Management (OPM). These costs are recorded as both an expense paid by another entity and an imputed financing source to the receiving entity, therefore offset each other with no impact upon the Corporation's net position.

Contributions to the retirement plans and Social Security for the years ended September 30, 2007 and 2006 are as follows:

	2007	2006
Federal Employees Retirement System:		
Automatic contributions	\$ 781,150	\$ 722,615
Matching contributions	211,870	195,373
Social Security	422,628	410,383
Civil Service Retirement System	172,080	188,628
Total	\$ 1,587,728	\$ 1,516,999

NOTE 10. Related Party Transactions

The Corporation receives rental payments for office space provided to the U.S. Citizenship and Immigration Services (formerly the U.S. Immigration and Naturalization Service), the U.S. Coast Guard and the Internal Revenue Service at its administration building in Massena, New York. For the years ended September 30, 2007 and 2006, revenue totaled \$60,040 and \$63,181, respectively.

The Corporation made rental payments to the General Services Administration for our Washington, D.C. office totaling \$259,348 and \$234,098 for fiscal years 2007 and 2006, respectively.

NOTES TO FINANCIAL STATEMENTS

Saint Lawrence Seaway Development Corporation as of September 30, 2007 and 2006

NOTE 10. (Continued)

The Corporation has entered into reimbursable agreements with certain federal agencies to provide services and equipment to the Corporation. Amounts due under reimbursable agreements with federal agencies for FY 2007 and FY 2006 were as follows:

	2007	2006
Office of the Secretary of Transportation	\$ 67,698	\$ 52,780
Department of Energy	30,019	-
Volpe National Transportation System Center	25,000	55,000
Federal Highway Administration	21,138	22,968
General Services Administration	5,799	4,866
Federal Aviation Administration	4,000	4,000
U.S. Census Bureau	1,459	1,317
Federal Occupational Health	364	1,074
Department of Interior	278	-
Pipeline and Hazardous Materials Safety Administration	100	100
Environmental Protection Agency	86	-
National Science Foundation	12	-
Department of Commerce	-	35,000
U.S. Maritime Administration	-	15,000
Department of Defense	-	9,232
Office of Personnel Management	-	1,000
Federal Motor Carrier Safety Administration	-	684
Total	\$155,953	\$ 203,021

Accounts payable at September 30, 2007 and 2006 include \$1,105,520 and \$1,218,980 respectively, of amounts payable to the U.S. Government.

In fiscal years 2007 and 2006, the Corporation accrued costs of \$95,560 and \$89,071, respectively, to the Canadian St. Lawrence Seaway Management Corporation for administrative services related to tolls and statistics.

NOTE 11. Contingencies and Commitments

As of September 30, 2007, no material claims are pending against the Corporation. In addition to the current liabilities at September 30, 2007 and 2006 there were undelivered orders and contracts amounting to \$2,944,334 and \$2,329,452, respectively.

The Corporation leases office space in Washington, D.C. from the General Services Administration. The current lease term is for less than one year. The Corporation also provides office space to several agencies under various lease agreements. The leases agreements are cancelable.

NOTE 12. Statement of Budgetary Resources and Actual Expenses

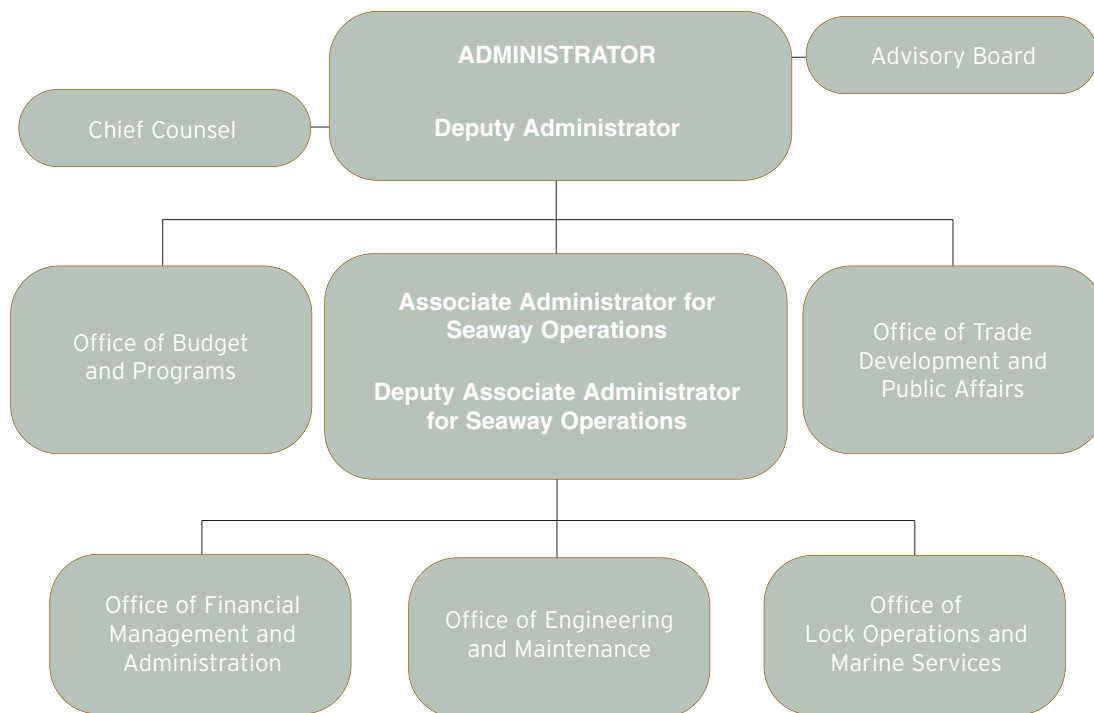
The Statement of Budgetary Resources and Actual Expenses presents budget information as reported on the Corporation's "Report on Budget Execution" SF-133 and reconciles accrued expenditures from that report to expenses as reported in the accompanying financial statements.

Budget resources of \$32,120,484 consist of the Corporation's unobligated balance of \$14,279,568 brought forward from October 1, 2006, and reimbursements earned of \$17,655,238 and recoveries of prior year's obligations of \$185,679 during FY 2007.

SLSDC has a statutorily mandated five-member Advisory Board which reviews the general policies of the SLSDC and advises the Administrator with respect to these policies. The members of the Advisory Board are appointed by the President with the advice and consent of the U.S. Senate.

Scott K. Walker, Chairman, Milwaukee, Wis.
Jack E. McGregor, Bridgeport, Conn.
George Milidrag, Troy, Mich.
Charles "Trip" Dorkey III, New York, N.Y.
William Wilson, Saint Paul, Minn.

Saint Lawrence Seaway Development Corporation ORGANIZATIONAL CHART



Washington, D.C. Office

Administrator	(202)	366-0091
Deputy Administrator	(202)	366-0105
Chief of Staff	(202)	366-0107
Chief Counsel	(202)	366-0091
Trade Development and Public Affairs	(202)	366-5418
Budget and Programs	(202)	366-8982
Congressional Affairs	(202)	366-6114

Massena, N.Y. Office

Associate Administrator	(315)	764-3209
Deputy Associate Administrator	(315)	764-3211
Chief Financial Officer	(315)	764-3275
Financial Management and Administration	(315)	764-3230
Engineering and Maintenance	(315)	764-3251
Lock Operations and Marine Services	(315)	764-3294
Lock Operations (after hours)	(315)	764-3292

Facsimile Numbers

Washington, D.C. Office	(202)	366-7147
Administration Building (Massena, N.Y.)	(315)	764-3235
Maintenance Building (Massena, N.Y.)	(315)	764-3258
Eisenhower Lock (Massena, N.Y.)	(315)	764-3250
Operations and Maintenance (Massena, N.Y.)	(315)	764-3242

www.greatlakes-seaway.com

CONTACTS





SAINT LAWRENCE SEAWAY DEVELOPMENT CORPORATION

