

TALKING POINTS FOR  
SECRETARY OF TRANSPORTATION ELIZABETH HANFORD DOLE  
AT THE PUBLIC MEETING OF THE ADVISORY GROUP ON  
STRATEGIC PLANNING FOR THE ST. LAWRENCE SEAWAY  
SEPTEMBER 17, 1986  
WASHINGTON, D.C.

\* THANK YOU JIM (EMERY) FOR THAT WARM WELCOME. JIM, SINCE YOUR APPOINTMENT BY THE PRESIDENT IN 1983, YOU HAVE DIRECTED A VERY AGGRESSIVE MARKETING PROGRAM AT THE SEAWAY AIMED AT INCREASING TRADE AND TRAFFIC. THE SEAWAY HAS BENEFITTED TREMENDOUSLY FROM YOUR OUTSTANDING EFFORTS.

\* I'M DELIGHTED YOU HAVE ACCEPTED MY INVITATION TO JOIN US HERE TODAY TO BEGIN THE IMPORTANT WORK OF THIS SEAWAY STRATEGIC PLANNING GROUP.

\* I WANT TO THANK YOU FOR VOLUNTEERING YOUR TIME AND EXPERTISE TO THIS EFFORT WHICH IS ESSENTIAL TO THE CONTINUED SUCCESS OF THE SEAWAY AS AN INTEGRAL COMPONENT OF AMERICA'S OVERALL TRADE AND TRANSPORTATION NETWORK.

\* OVER THE PAST 27 YEARS, THE SEAWAY HAS MOVED OVER ONE BILLION TONS OF CARGO WITH AN ESTIMATED VALUE OF MORE THAN \$200 BILLION. IT

2

ALSO GENERATES AN ESTIMATED \$3 BILLION IN ECONOMIC ACTIVITY AT GREAT LAKES PORTS IN THE UNITED STATES AND CANADA EACH YEAR. AND WE ARE PLEASED THAT WE HAVE BEEN ABLE TO FREEZE TOLLS FOR THREE YEARS IN A ROW NOW.

\* SAFETY IS MY TOP PRIORITY AS SECRETARY AND IN THIS AREA THE SEAWAY HAS HAD NOTED SUCCESS. A SIGNIFICANT NAVIGATION SAFETY MEASURE TAKEN BY THE SEAWAY IN THE MIDDLE OF THE SHIPPING SEASON LAST YEAR WAS THE STRENGTHENING OF ITS SPEED LIMIT ENFORCEMENT PROCEDURES FOR COMMERCIAL VESSELS TRANSITING U.S. WATERS ON THE ST. LAWRENCE RIVER BETWEEN MASSENA, NEW YORK, AND LAKE ONTARIO. A SECOND IMPORTANT SAFETY MEASURE WAS THE CONVERSION--IN 1985--OF A FORMER COAST GUARD STATION AT CAPE VINCENT, NEW YORK, TO AN UPRIVER OPERATIONS BASE--CREATING A BASE FROM WHICH TO WORK IN THE THOUSAND

3

ISLANDS AREA FOR RAPIDLY RESPONDING TO SHIP PROBLEMS, MONITORING SHIP SPEEDS AND LODGING NAVIGATION AID PERSONNEL.

\* A THIRD SAFETY MEASURE HAS BEEN THE SEAWAY'S MASSIVE CONCRETE REPAIR PROGRAM AT THE U.S. EISENHOWER LOCK. LAST WINTER THE SEAWAY SPENT \$2.2 MILLION ON THIS PROGRAM OF PREVENTIVE MAINTENANCE TO INSURE THAT THERE WILL BE NO SHUTDOWN OF OUR LOCKS THIS SEASON DUE TO MAINTENANCE FAILURE. THE SEAWAY CORPORATION ALSO IS IN THE PROCESS OF DEVELOPING CONTINGENCY PLANS IN THE EVENT OF A MAINTENANCE PROBLEM. WHILE THE SEAWAY HAS COMPILED AN ENVIABLE RECORD OF SUCCESS, PROFOUND CHANGES HAVE OCCURRED IN ITS COMPETITIVE ENVIRONMENT SINCE 1959.

\* WORLD TRADING PATTERNS HAVE UNDERGONE SWEEPING CHANGES. STRUCTURAL SHIFTS HAVE OCCURRED IN THE ECONOMY. ADVANCES IN

TRANSPORTATION SERVICES AND TECHNOLOGIES HAVE PERMANENTLY ALTERED THE LANDSCAPE.

\* IN VIEW OF THESE CHANGES, IT IS FITTING THAT AS THE SEAWAY NOW ENTERS THE HOME STRETCH OF THE 28TH SEASON, THAT WE TAKE A HARD LOOK AT THE SEAWAY'S FUTURE FROM A STRATEGIC VANTAGE POINT.

\* YOUR PURPOSE TODAY, AND OVER THE COURSE OF THE NEXT SIX WEEKS, IS TO MAKE SPECIFIC RECOMMENDATIONS ON DEVELOPMENT OF A SEAWAY STRATEGIC PLAN TO GUIDE THE WATERWAY'S FUTURE. WE ARE PARTICULARLY INTERESTED IN YOUR IDEAS ON MARKETING, INCENTIVE TOLLS, LONG-RANGE INFRASTRUCTURE AND FINANCIAL PLANNING. I BELIEVE THESE FOUR ISSUES ARE INTERRELATED AND LOOK FORWARD TO YOUR THOUGHTS IN THESE AREAS.

\* THE PLANNING GROUP IS FORTUNATE TO BE CHAIRED BY THREE DISTINGUISHED MEMBERS OF CONGRESS, ALL OF WHOM BRING A UNIQUE

PERSPECTIVE TO THE TASK AT HAND. SENATOR MARK ANDREWS REPRESENTS THE MAJOR GRAIN PRODUCING STATE OF NORTH DAKOTA. REP. CARL PURSELL'S LONG INTEREST IN SEAWAY IMPROVEMENTS HAS EARNED HIM THE REPUTATION AS THE "SEAWAY CONGRESSMAN," AND REP. HENRY NOWAK (PRONOUNCED NO-WACK) HAS WORKED HARD FOR REDEVELOPMENT OF THE BUFFALO WATERFRONT AND THE NEW GATEWAY-METROPORT FACILITY.

\* GOVERNOR JIM THOMPSON OF ILLINOIS, CHAIRMAN OF THE COUNCIL OF GREAT LAKES GOVERNORS, WILL BRING THE REGION'S PERSPECTIVE TO THE WORK OF THIS GROUP. I UNDERSTAND THE GOVERNOR IS BEING REPRESENTED TODAY BY JEFF MILLER OF HIS OFFICE OF PLANNING.

\* TO WORK WITH THESE OFFICIALS, I BELIEVE THIS GROUP GATHERED HERE TODAY CONSTITUTES A CROSS-SECTION OF PUBLIC AND PRIVATE SECTOR LEADERS REPRESENTING SOME OF THE BEST MINDS IN THE GREAT LAKES REGION. THIS IS TRULY A DISTINGUISHED GROUP.

\* I'M DELIGHTED TO SEE JACQUES LESTRANG (PRONOUNCED JOCK LESS-TRANG), CHAIRMAN AND PUBLISHER OF THE HIGHLY RESPECTED SEAWAY REVIEW QUARTERLY HERE WITH US TODAY. JACQUES, YOU HAVE MADE AN IMPRESSIVE RECOVERY FROM YOUR RECENT SERIOUS OPERATION AND WE ARE GLAD YOU COULD JOIN US.

\* WE ASK THOSE GATHERED HERE TODAY FOR AN OPEN, CANDID AND SPONTANEOUS EXCHANGE OF YOUR IDEAS, SUGGESTIONS AND VIEWS ON THE STEPS THE SEAWAY SHOULD TAKE TO REMAIN A COMPETITIVE PART OF AMERICA'S OVERALL TRANSPORTATION NETWORK.

\* OUR ONLY GUIDELINE IS THAT YOUR RECOMMENDATIONS FALL WITHIN THE SEAWAY'S PROUD AND HISTORIC CONTEXT AS A SELF-FINANCING AGENCY--A TRADITION THAT IS ONE OF THE SEAWAY'S GREATEST STRENGTHS.

WE WOULD LIKE TO RECEIVE YOUR RECOMMENDATIONS BY NOVEMBER AND WE REALIZE THAT THIS TIMETABLE WILL REQUIRE YOUR FOCUSED ATTENTION. BUT IT WILL ENABLE US TO MATCH YOUR RECOMMENDATIONS WITH THOSE OF THE CANADIAN PARLIAMENT STUDY GROUP WHICH IS CONDUCTING A SIMILAR EXERCISE. WE HOPE THIS WILL LEAD TO A BI-NATIONAL STRATEGY FOR THE SEAWAY.

\* THE QUESTION BEFORE YOU IS THIS: WHAT SHALL BE THE FUTURE OF THE SEAWAY? AS THE CLEVELAND PLAIN DEALER SAID IN A RECENT EDITORIAL, "THE ANSWER WILL BE FELT THROUGHOUT THE GREAT LAKES FOR YEARS TO COME."

\* THANK YOU VERY MUCH.

####