

# Maritime Magazine

THE SEAWAY JOURNAL BY RICHARD CORFE

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## Our vision

In this last issue of 2003, I would like to give you a preview of The St. Lawrence Seaway Management Corporation's Vision for this decade and the strategies, that we will begin to implement in 2004, to achieve it.

Our vision can be described in three statements:

- Based on its ship transit services, the Corporation will grow its business by diversifying into related marine services and by making the most of its other assets;
- We will continue to provide outstanding customer service through an integrated mix of skilled people and state-of-the-art technology;
- Within an efficient, responsive organization, our versatile and motivated employees will be empowered to succeed in an environment of continuous improvement and development.

The first statement, which deals with our business focus and our finances, will push us to build partnerships that help to provide door-to-door and year-round services in a seamless system, both for current and future users. It also embraces ongoing efforts to raise

the profile of the overall Great Lakes and Seaway System and to market marine transportation to both the public and government as an essential solution to landside congestion and the associated environmental challenges.

Our view of operations and infrastructure is embodied in the second statement. Technology will provide increased levels of service, and additional new services, to shippers, receivers and carriers. Truly seamless, one-stop shopping *can* be achieved. Innovation and technology will push us to explore new methods for increasing traffic. At the same time, our future infrastructure requirements will be determined (by the ongoing GLSS Study) and planning will be underway to achieve them.

The success of the corporation starts with its employees, and our third statement addresses the 'fit'

between employees and work environment, ensuring that we can collectively achieve our objectives. Applying technology to the workplace will create interesting, challenging jobs in a flexible environment; and skilled leadership, together with our exemplary health and safety record, will provide a positive work climate.



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Our vision is the result of extensive consultation. It continues and expands our corporate focus of the past five years, and gives it new strength and direction. It will guide us as we work for a successful future, not just for the Corporation, but for the entire Great Lakes and Seaway System. However, this vision needs to be supported by strategies to focus our efforts.

Growing our business is pivotal. To do this, we will develop new markets, both to increase use of the entire system by today's customers and to attract those who should be using it but are not. We will be positioning the system as part of the solution to the growth in containerized cargo, working in partnership with ports and other modes to provide the most cost-effective transportation.

We have to innovate to get the maximum out of the current system. AIS and 'on-the-fly' squat measurements have now moved us into the final phase – live testing – of

our program to optimize Seaway draft. We also have to get to the crux of extending the navigation season – would there be real benefits to the country, industry and system users, and how do we quantify them to justify the necessary investment?

New technology and new approaches require new skills, and we will be meeting this challenge, as well as the challenge of an aging workforce, by developing present employees for the jobs of the future, while ensuring that the Corporation is an employer of choice in the competitive skills market.

2004 holds promise, not only to be busy, but very productive, in our collective endeavour to raise the profile of marine transportation. We will be in the thick of things, playing our part, looking for new ways to use the system, new cargoes and new partnerships, while reinforcing the ones we have. I wish you all the best for the New Year.