GREAT LAKES DREDGING TEAM

LeighAnn Ryckeghem
Operations Manager, Sault Ste. Marie Project Office

Rachel Miller
Supervisory Civil Engineer, Integrated Project Office

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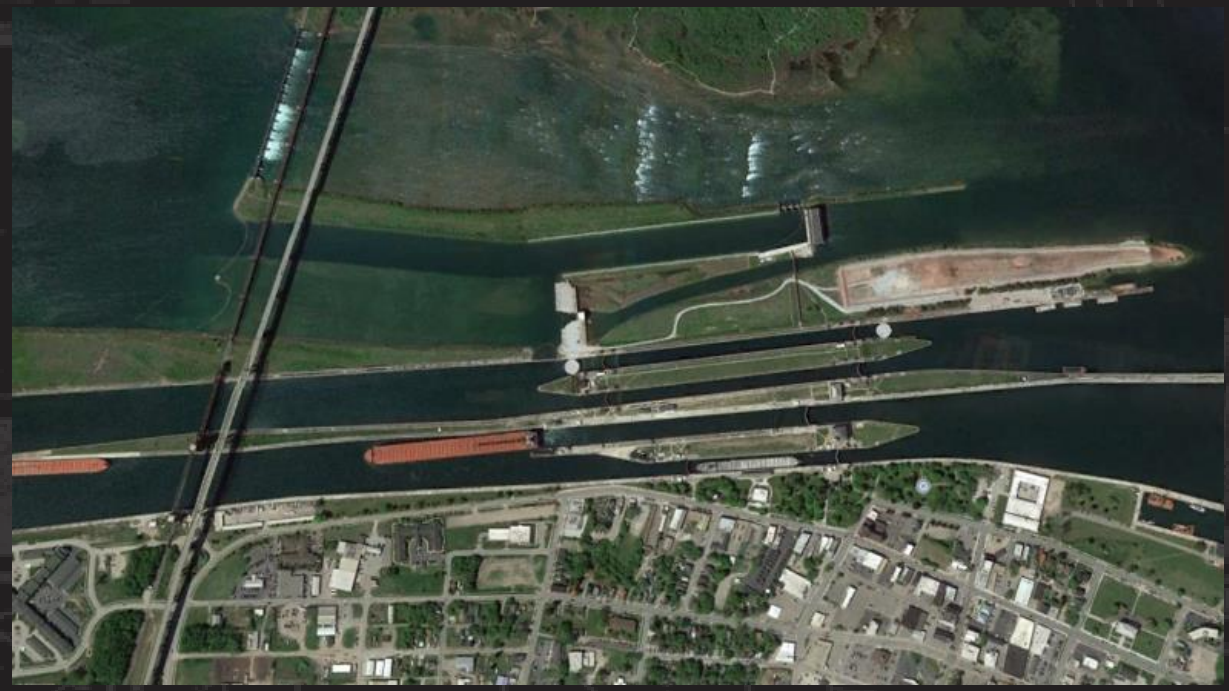

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SOO LOCKS IMPORTANCE

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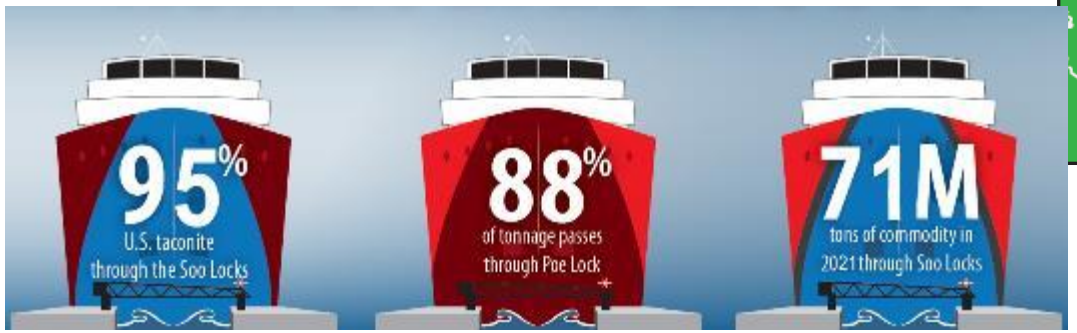
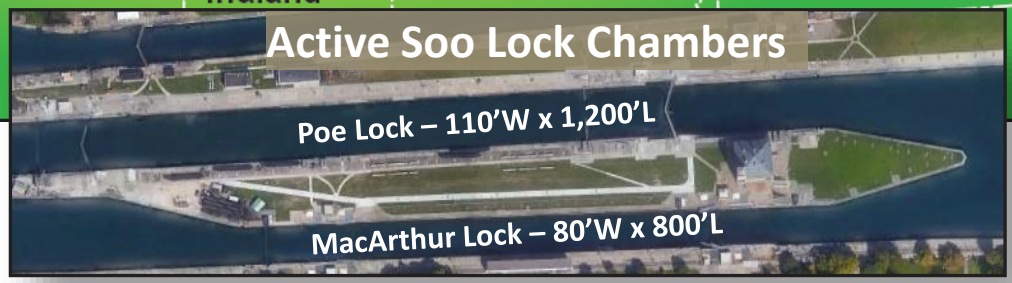
- 10% of our nation's waterborne domestic traffic transported on the Great Lakes Navigation System
- Nearly all domestically produced high strength steel is made with iron ore that transits the Poe Lock
- Within 2-6 weeks of an unscheduled Poe Lock outage, 75% of our nation's high strength steel production would cease
- Six-month unscheduled outage would result in 11 million jobs lost and $1.1 trillion economic impact





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A Quick History of the Soo Locks

1798
First Lock on St. Marys River

To support the growing fur trade, the Northwest Fur Company built a canoe lock on the north shore of the river. This lock was approximately 40 feet-long and 9 feet-wide.

1814
Lock Destroyed

During the War of 1812 American forces destroyed the British lock. Goods had to be unloaded and stored in warehouses at either end of the falls and transported on a railway running down Portage Avenue.

1855
"State Lock" opens

Built in only two years this tandem lock used two chambers each measuring 350'X 70' and each with a lift of 10 feet to bypass the rapids.

This lock was operated and maintained by the State of Michigan.

1883
Wietzel Lock opens

This lock was the first one to fill and empty the chamber through openings in the floor, reducing turbulence in the lock.

During its construction in 1881 the entire facility was transferred from the state to the U.S. Army Corps of Engineers.

1896
Poe Lock opens

Built on the site of the former State Lock, the Poe lock was 800 feet long and 100 feet wide.

1914
Davis Lock opens

At 1,350 feet-long the Davis lock held the honor of being the longest lock in the world when it opened.

1919
Sabin Lock opens

An exact twin of the Davis Lock, it was begun even before the Davis was finished. It is also the only lock on the site named for a civilian, Louis Sabin, the only civilian to ever serve as the Detroit District Engineer.

1943
MacArthur Lock opens

Opening of a new, deeper lock became a matter of national security during World War II and the MacArthur Lock was built in 15 months. During the war thousands of soldiers were stationed at the Soo to protect the locks and the flow of iron ore.

1968
Second Poe Lock opens

As the design for a new lock neared completion it became clear that an even larger lock would be needed as boats measuring 1,000 feet-long were being planned. Originally set to be 1,000 feet-long and 100 feet-wide it was redesigned to its current size of 1,200 feet-long and 110 feet-wide.

2009
Preparatory work for new lock completed

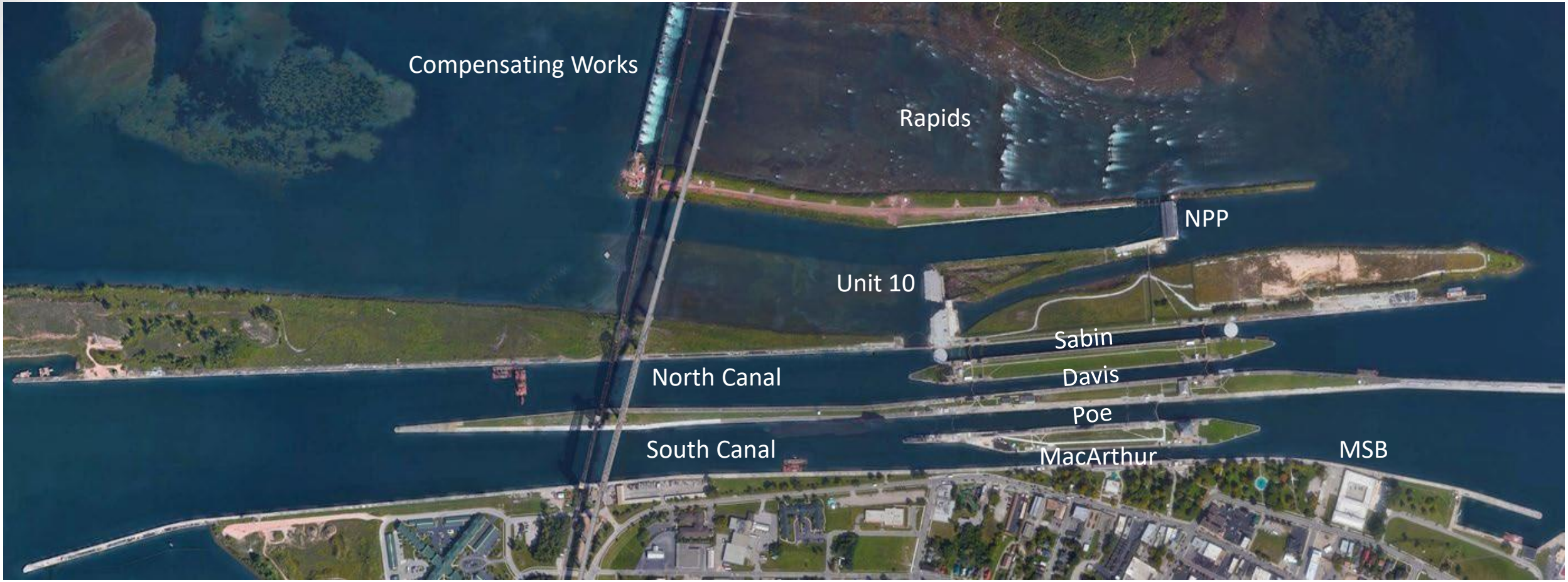
Funds were provided to build coffer dams at each end of the Sabin Lock and to dredge the approach channels to 28.5 feet.

1986
New Lock Authorized

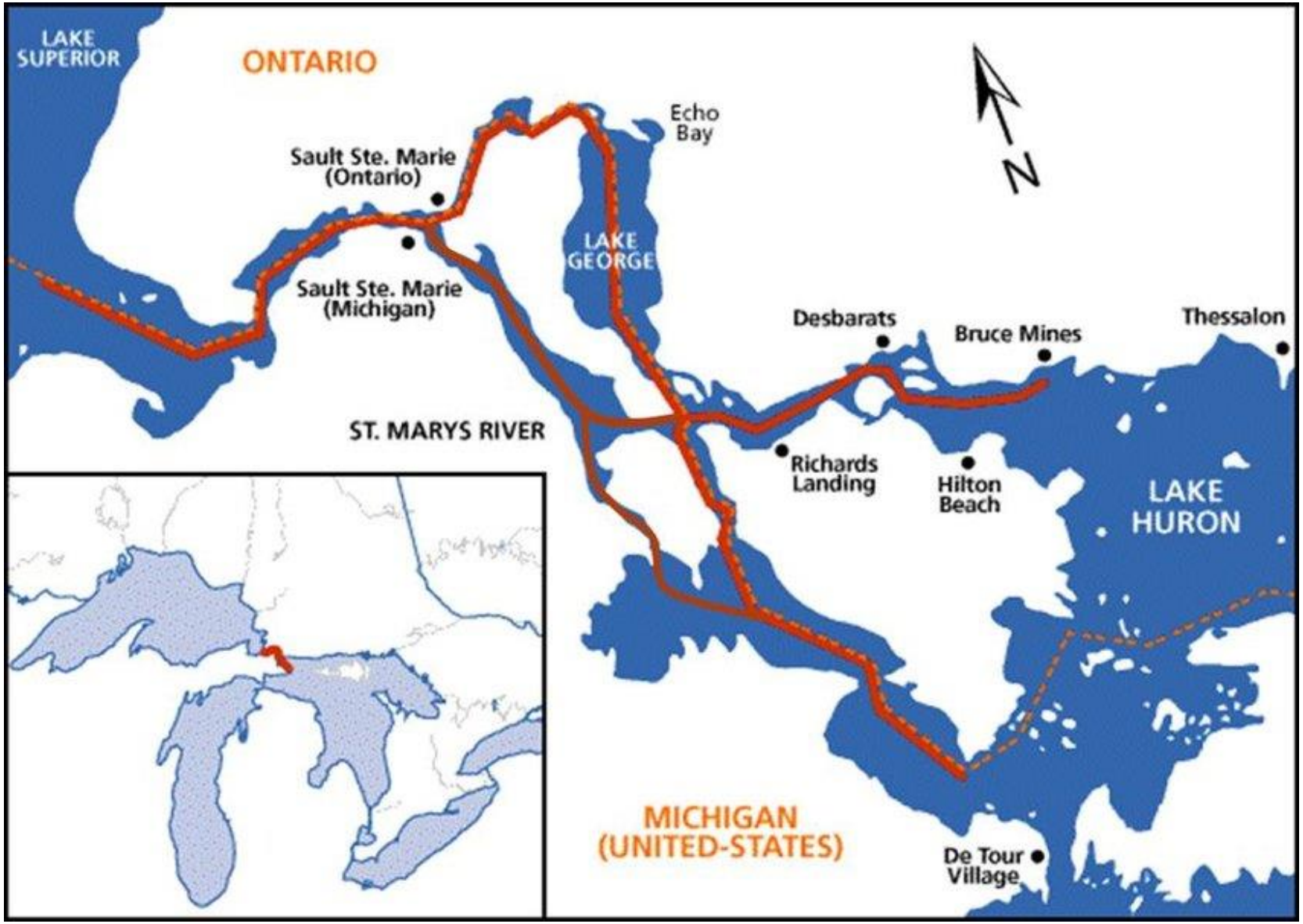
As part of the Water Resources Development Act, Congress authorized the construction of a new lock to be built on the site of the Sabin and Davis Locks. This new lock will be the same size as the Poe Lock.

1750 1800 1850 1900 1950 2000 2050 Today

SOO LOCKS FACILITY



ST. MARYS RIVER



SOO PROJECT OFFICE OVERVIEW

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LOCK OPERATIONS

- Ensuring reliable navigation for 10,000 vessels per year
- 24/7 Lock Operations
  - Mar 25th to Jan 15th
- Poe Lock 1968 (Active)
- MacArthur Lock 1943 (Active)
- Davis & Sabin, 1914/1919 (Inactive)
- Lake Superior to lower Great Lakes
  - 21-foot elevation differential
- Over 80M Tons Annually
- Line handling for all vessels, including US, Canadian, and foreign flag

MAINTENANCE REPAIR STATION

- Highly Skilled Trades & Technicians
- Operations Industrial Controls
- Carpenter Shop
- Machine Shop
- Paint Shop
- Compensating Works Operators
- Support for Others
- Emergency Management Support
  - e.g. Containerized Medical Solutions (CMUs)

SECURITY

- National Security Critical Infrastructure
- Armed Guards & Physical Security
- Critical Infrastructure Cybersecurity
- Emergency Response Support
- Incident Response Command

ST. MARYS RIVER

- Deep Draft Commercial Channel
- #1 Great Lakes Connecting Channel by tonnage
- 95% of US Taconite traverses through the Soo Locks
- 75 Miles Binational Channel
- Rapid Response/Strike Removal
- Hydrographic Survey & Inspection
- EPA Area Of Concerns
  - 1987 Great Lakes Water Quality Agreement
- Top Fishing Destination in Michigan

NATIONAL HISTORIC LANDMARK

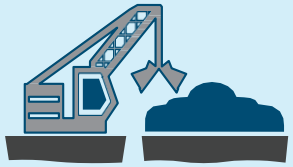
- National Register
- Historic Preservation
- Cultural Preservation
- Archeology
- Tribal Relations
- Sault Ste. Marie Oldest City in Michigan

BUILDING STRONG

- Operations and Maintenance Program: 55 total projects ~ 100.8M (projects under execution and funded from FY21 - FY23)
- Operations staff provide critical construction contract support to minimize construction and operational risks.
- New Lock at the Soo Megaproject
  - Just over $ 1.6 B allocated to date

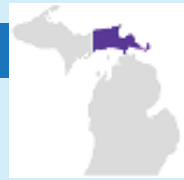
13 GREAT LAKES HARBORS & CHANNELS

- Menominee
- Cedar River
- Little Bay De Noc
- Manisti ue
- Grays Reef
- Straits of Mackinac
- Mackinac Island
- Les Cheneaux Islands
- Little Lake
- St. Marys River
- White«sh Point
- Grand Marais
- Detour



HYDROPOWER

- Unit 10 Oldest in USACE Inventory
- 5 Hydropower Units
- 21.5 MW Total Capacity
- Approx. 4% used at the Lock Facility
- Supplies 20% to Eastern Upper Peninsula
- Power Sales Contract
- High Annual Generation Time - 98+%



Cloverland ELECTRIC COOPERATIVE

RECREATION PROGRAM

- Class A Soo Locks Visitor Center
  - 500,000 Visitors Annually
- Canal, Brady & Rotary Parks
- Observation Platform
- Engineers Day 5,000 - 10,000 Visitors
- Anchor Tourist Attraction in Eastern Upper Peninsula

WORK FORCE – 130+ YEAR-ROUND EMPLOYEES

- Line Handlers
- Lock Masters
- Lock Operators
- Hydropower Operators
- Civil Engineers
- Mechanical Engineers
- Electrical Engineers
- Geographers
- Engineering Technicians
- Archivist
- Program Analyst
- Management Analyst
- Purchasing Agent
- Administrative Officer
- Security Specialist
- Safety& Occupational Health Specialist
- Electronic Technician
- IT Specialist (INFOSEC)
- Student Trainees
- Divers

- Park Ranger
- Custodial Worker
- Facility Operations Specialist
- Facility & Equipment Management Specialist
- Facility Services Assistant
- Dive Program Coordinator
- Hydrographic Surveyor
- Small Craft Operator
- Tug Master
- Crane-Barge Master
- Derrick-Barge Master
- Deckhands
- Maintenance Workers
- L&D Equipment Mechanics
- Electricians
- Machinist
- Structural Iron Workers
- Welders

NEW LOCK AT THE SOO

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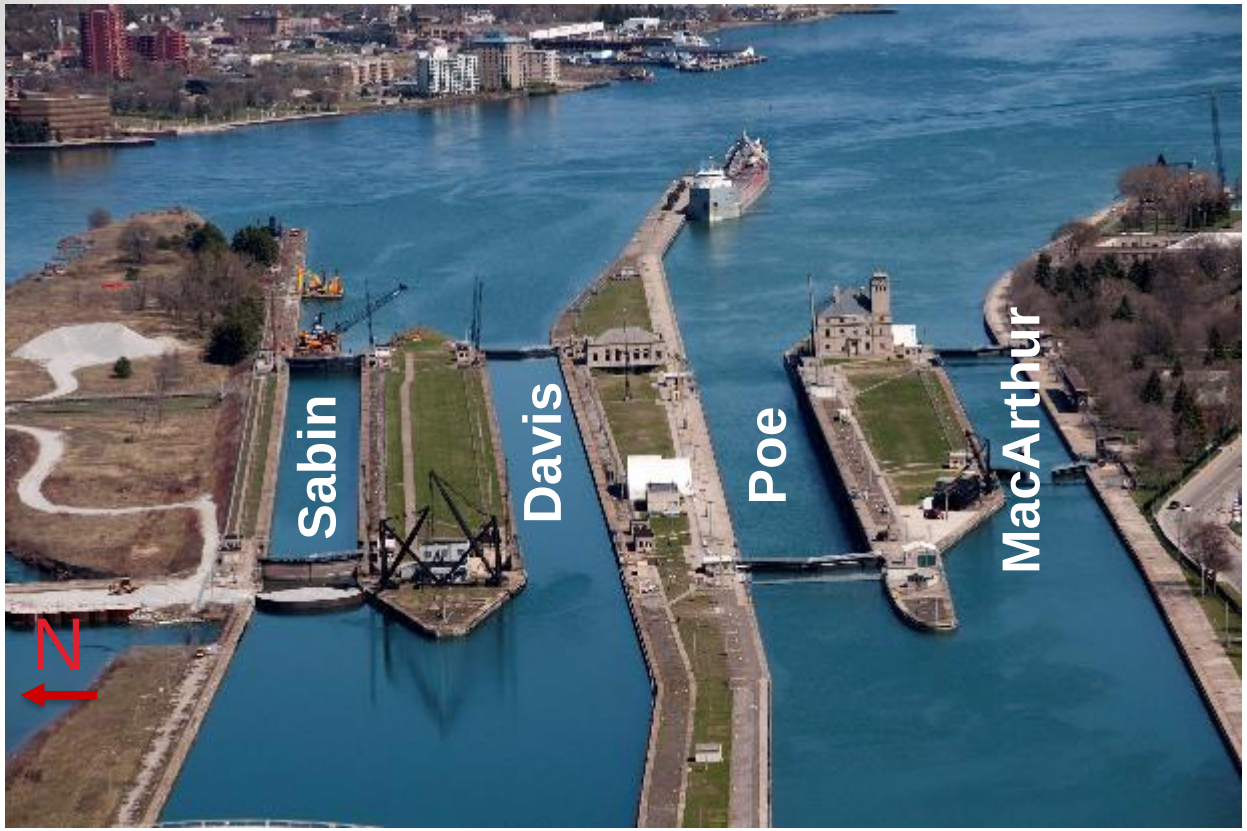
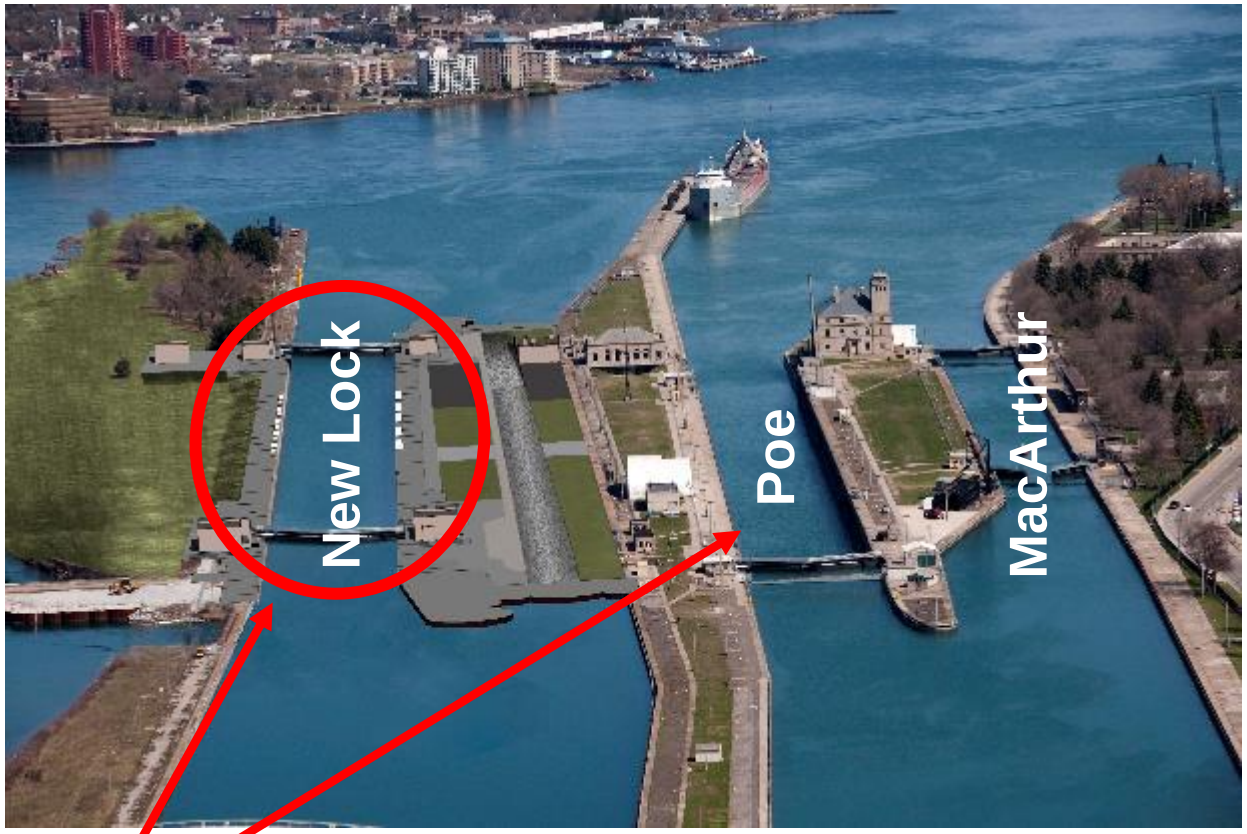


Current Facility



Future Facility

New lock will have **same dimensions** as existing Poe Lock
(1200 ft length by 110 ft width and a depth of 32 ft)

NEW LOCK AT THE SOO CONSTRUCTION STATUS

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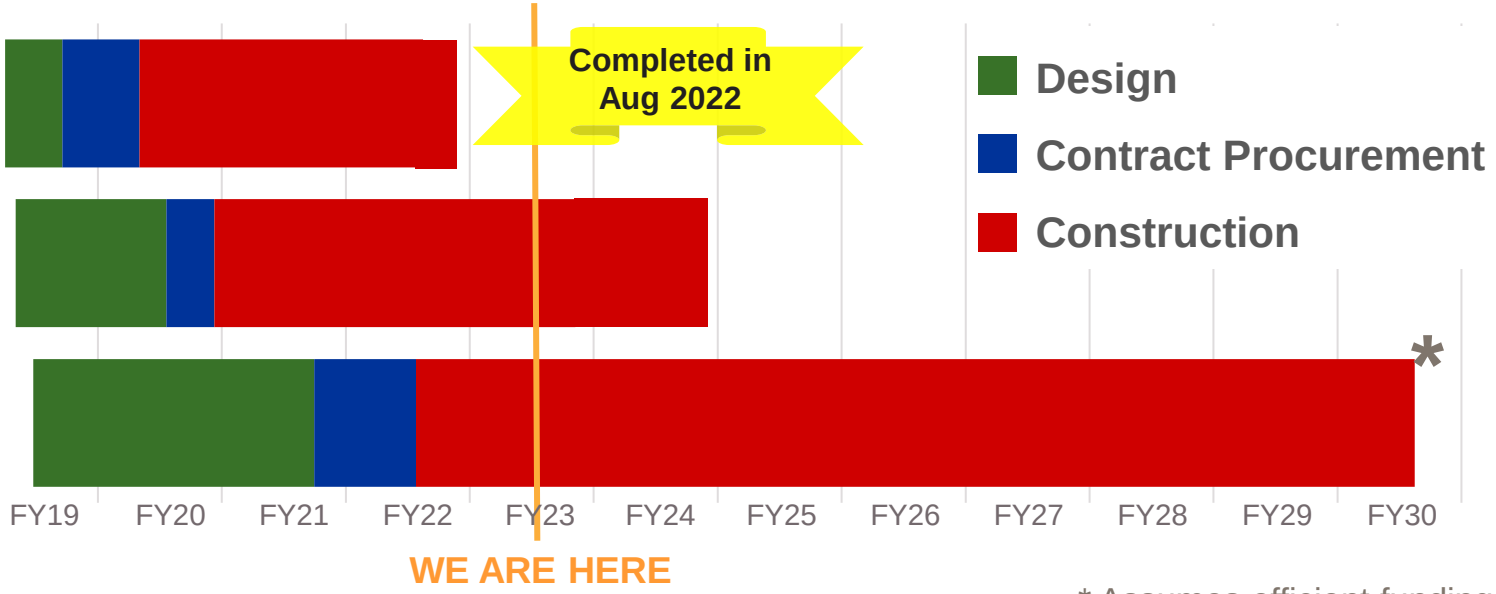
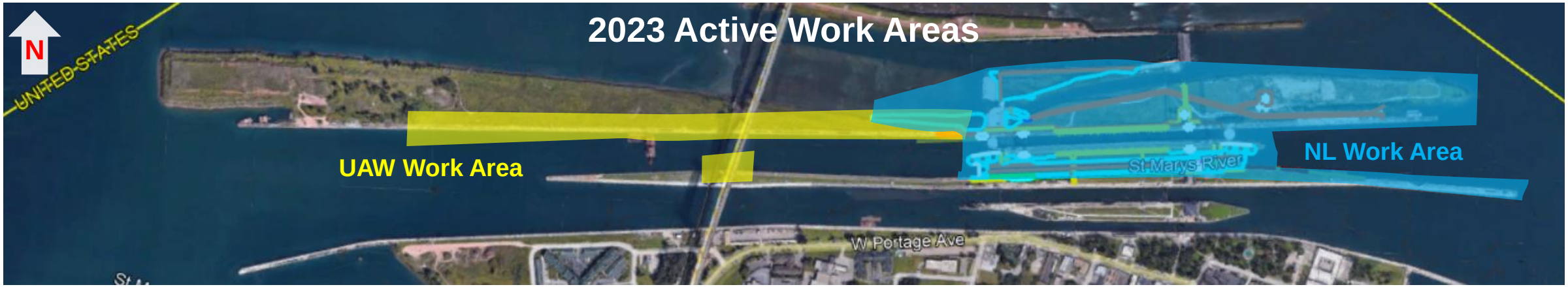
Phase 1: Upstream Channel Deepening (UCD)

Phase 2: Upstream Approach Walls (UAW)

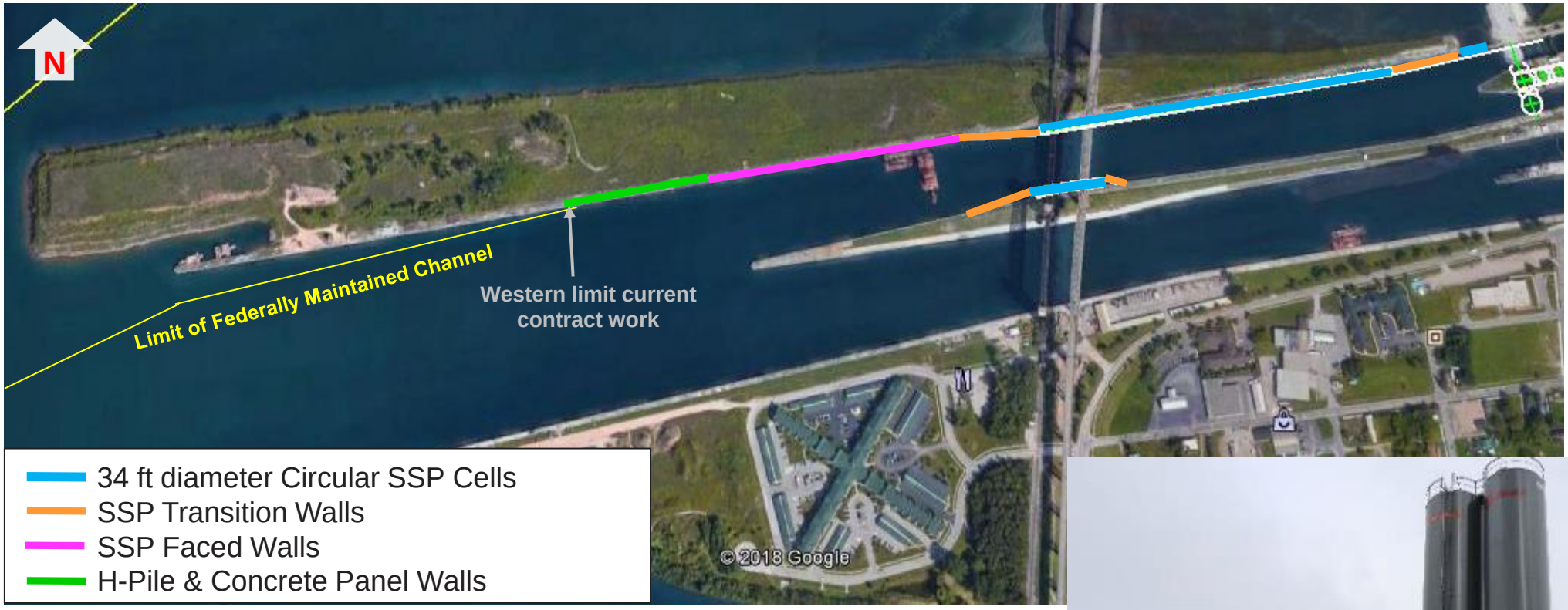
Phase 3: New Lock (NL)



* Assumes efficient funding



PHASE 2: UPSTREAM APPROACH WALLS UPDATE



Scope: Rehabilitate approach walls upstream of new lock including reconstruction/refacing existing 100-year-old walls, installation of new lighting, bollards, and concrete cap repairs.

Construction Status:

- $117M Contract awarded in September 2020 to Kokosing-Alberici
- Contractor is generally working from East to West and has completed 83% of the required contract work.

Estimated Completion: Summer 2024

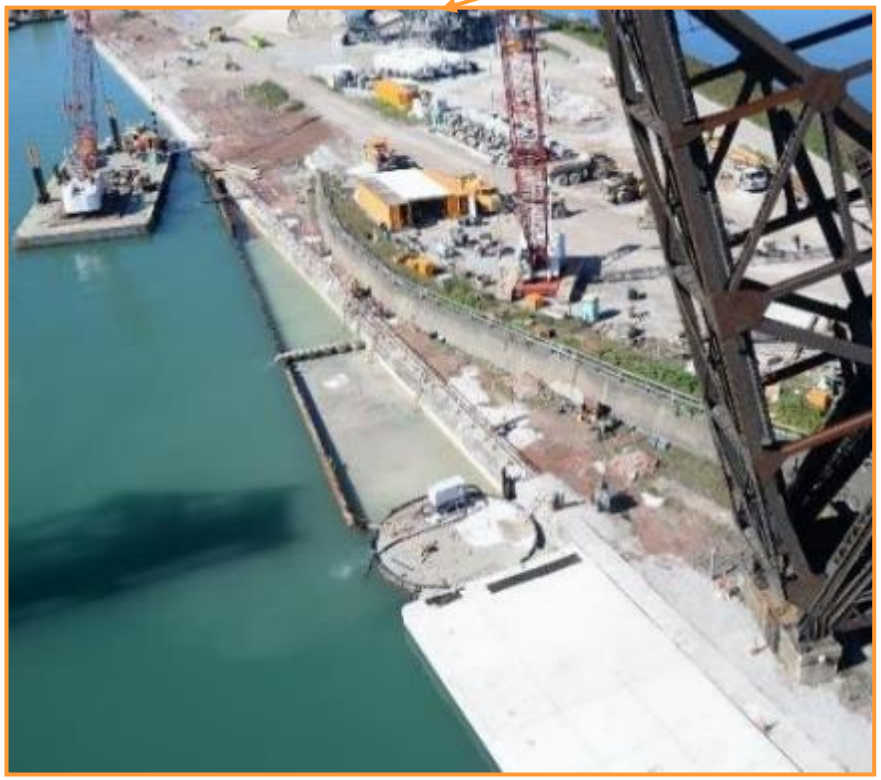
PHASE 2: UPSTREAM APPROACH WALLS

Template used to construct circular steel sheet pile cells

Sheet piles are 30’ strips of steel placed within coffer cell template

Concrete placement in cell

PHASE 2: UPSTREAM APPROACH WALLS UPDATE



Northwest SSP transition wall and adjacent circular SSP cell prior to concrete cap placement

Southwest SSP transition wall with concrete cap

PHASE 2: UPSTREAM APPROACH WALLS

Concrete panels for H-pile and concrete panel wall

Drilled shaft installation of concrete panel deadmen

PHASE 3: NEW LOCK UPDATE

Scope: Construct new 1,200’ long by 110’ wide by 32’ deep chamber, New Pump Well, and New Power Plant Bridge, and rehabilitate downstream approach walls.

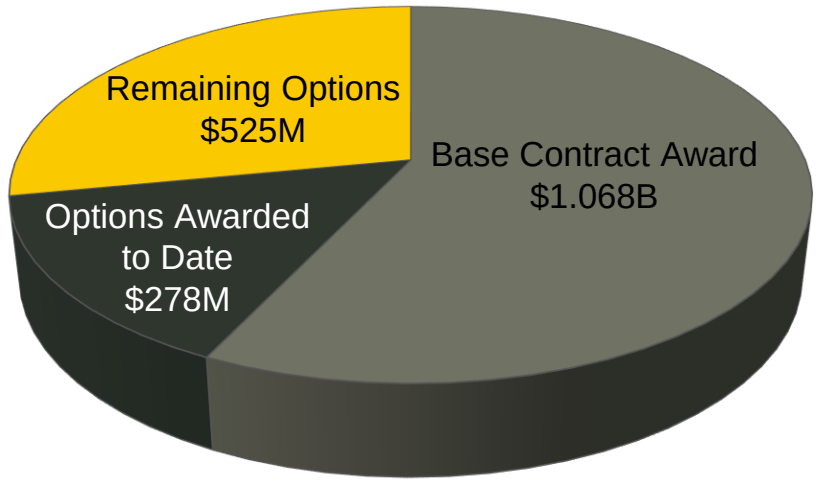
Construction Status:

- Contract awarded in July 2022 to Kokosing Alberici Traylor, LLC
- Current contract award valued at $1.347B (72% of total contract cost)
- In 2023, the contractor plans to focus on demolition of aging structures, extensive electrical work, bridge construction, and coffer dam construction to allow for dewatering.

Estimated Completion: Summer 2030

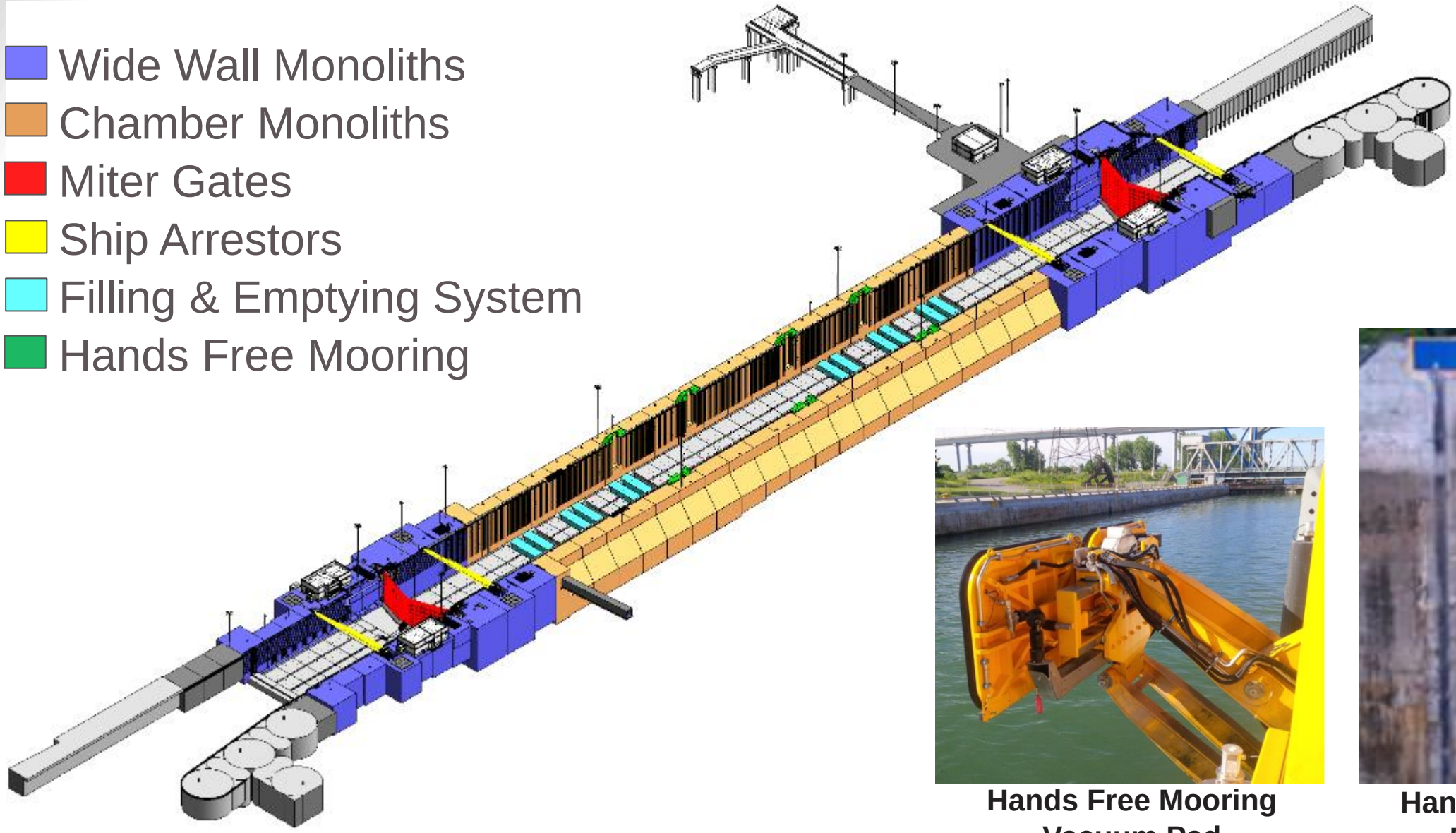
NL Construction Contract Cost

Total contract valued at $1.872B



PHASE 3: NEW LOCK KEY FEATURES

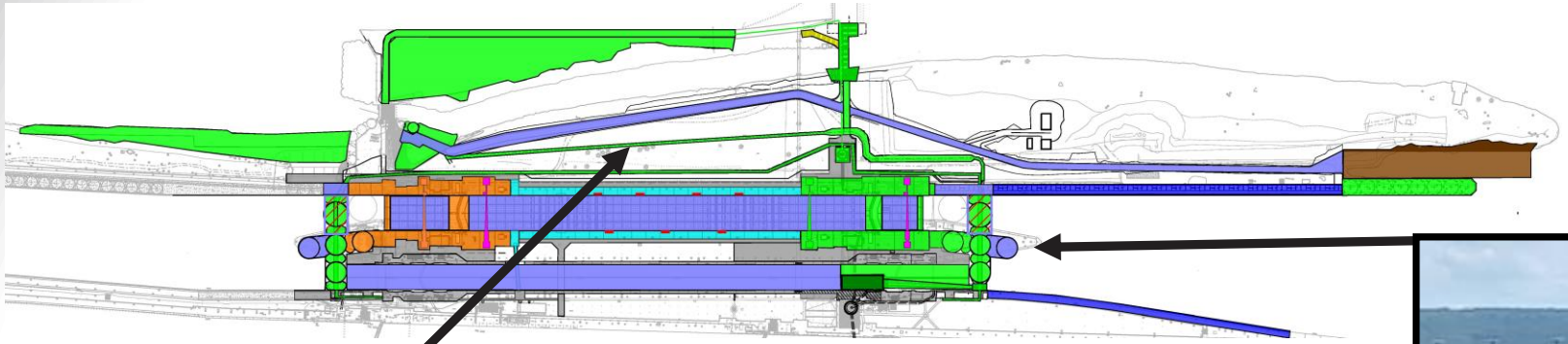
- Wide Wall Monoliths
- Chamber Monoliths
- Miter Gates
- Ship Arrestors
- Filling & Emptying System
- Hands Free Mooring



Hands Free Mooring Vacuum Pad

Hands Free Mooring Dynamic Unit

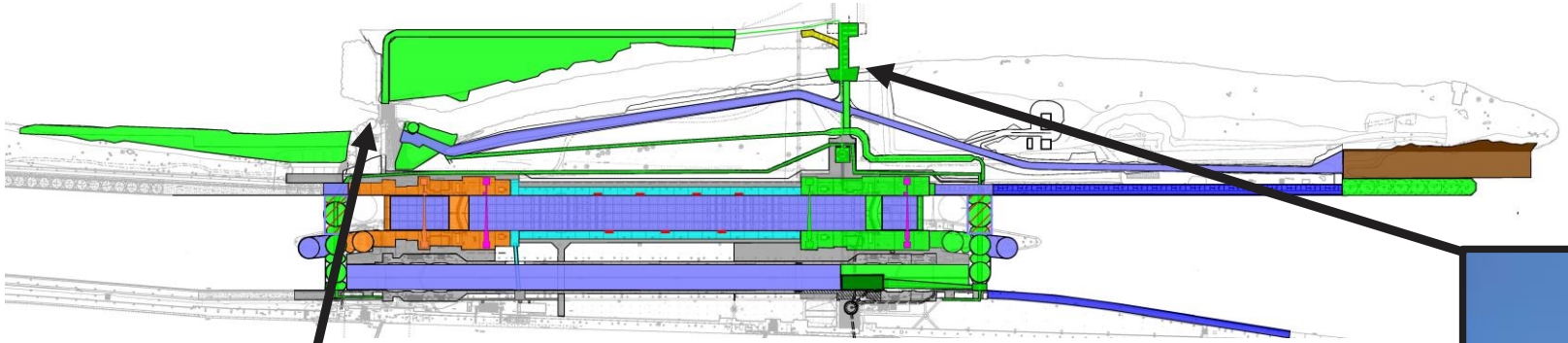
PHASE 3: NEW LOCK PROGRESS



Placement of the Soil Cement – Cement Bentonite (SCCB) wall north of the Sabin Lock to prevent seepage through soil into the dewatered excavation area

Demo of Downstream Nose Pier in preparation for downstream cofferdam construction

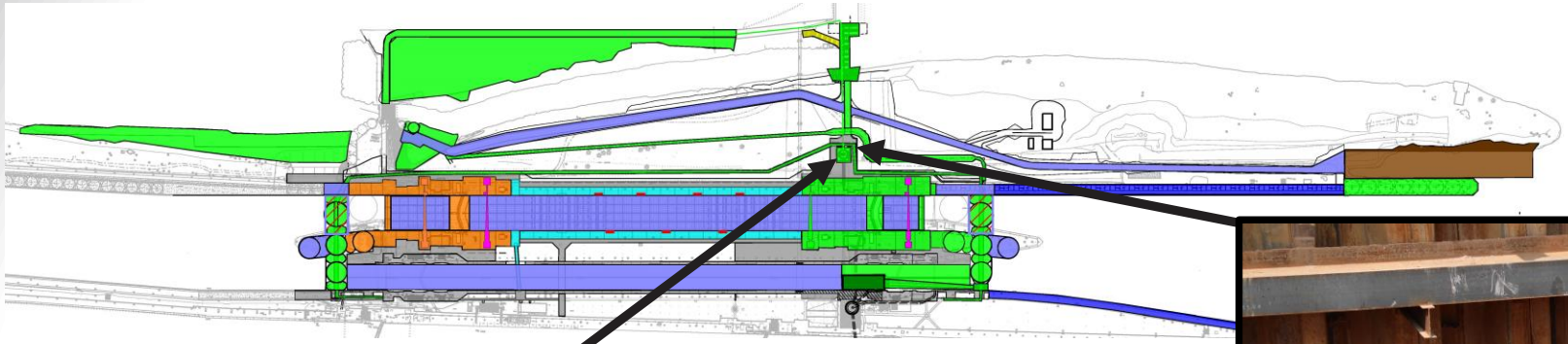
PHASE 3: NEW LOCK PROGRESS

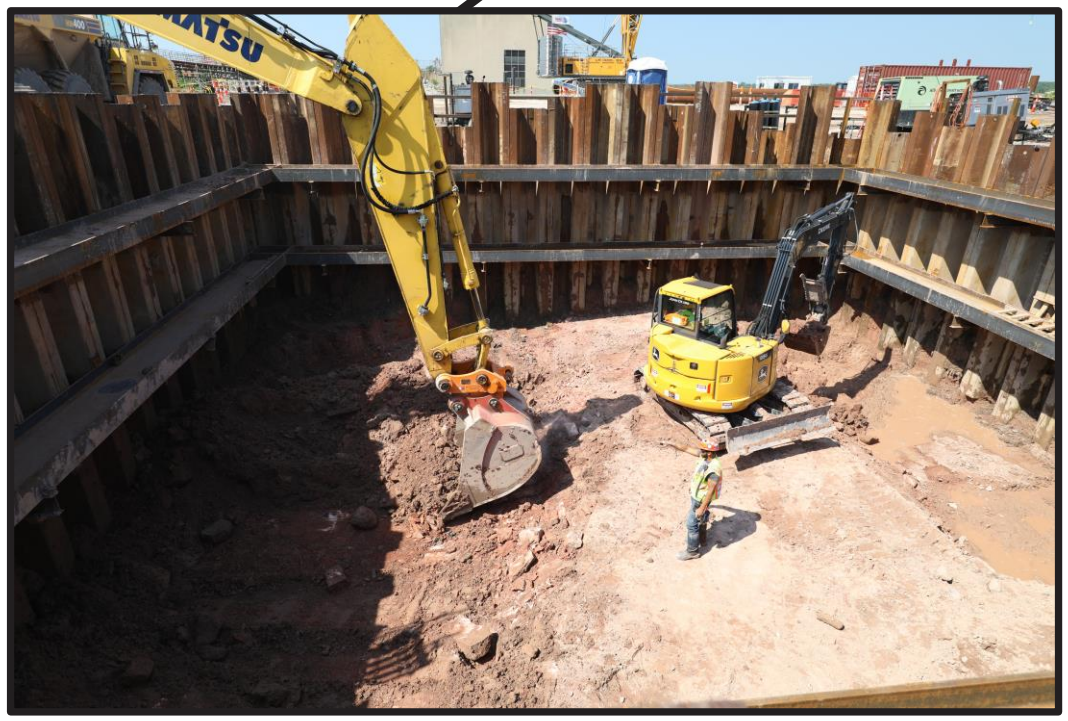


Prefabricated steel bridge installed west of Unit 10, providing haul route access to the Center Dike fill area

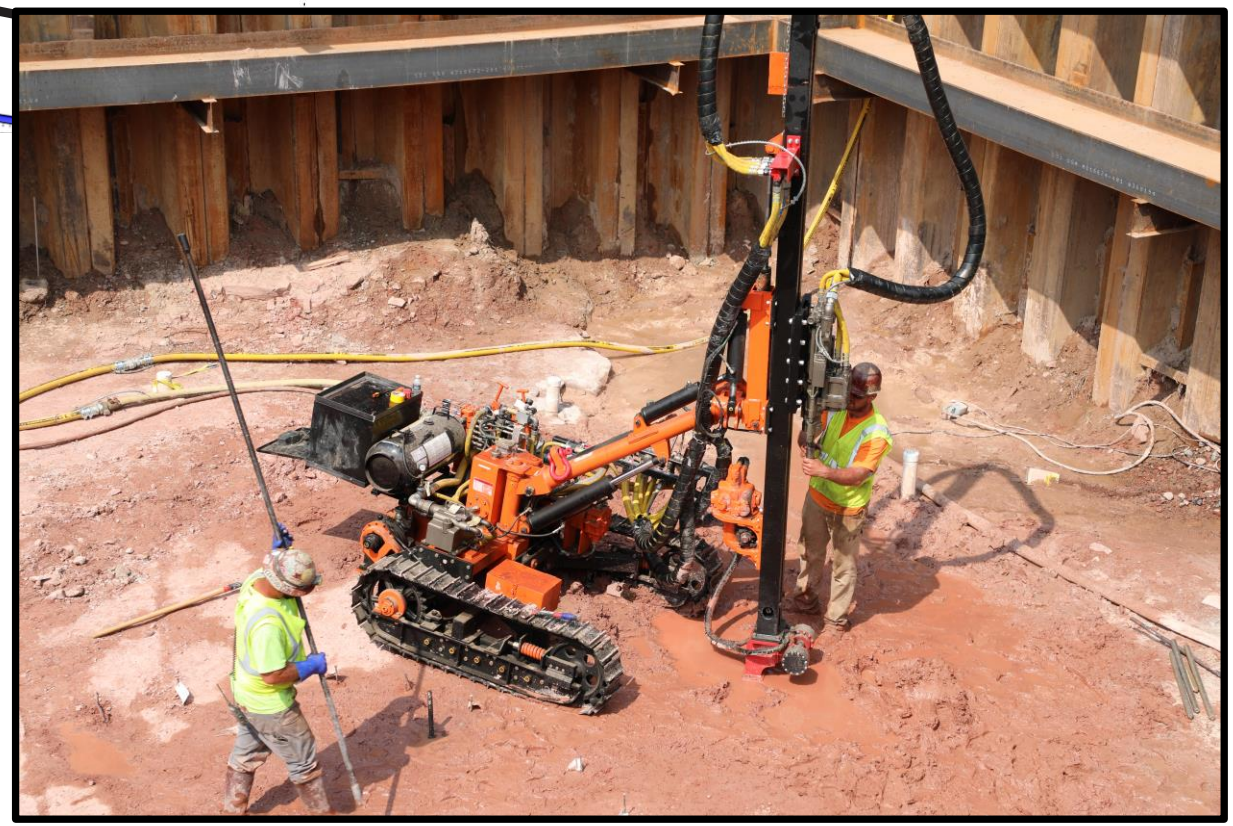
Drilled shafts for NPP Bridge south pier abutments

PHASE 3: NEW LOCK PROGRESS





Shaft 6 Excavation



Shaft 6 Pre-blast drilling

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QUESTIONS