



# The Way Forward

## A Multi-Year Plan for Infrastructure Investments





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# Introduction

Building Forward is a strategic framework that will guide priority infrastructure investments throughout Newfoundland and Labrador over the next five years. Investments in infrastructure support core public services for all Newfoundlanders and Labradorians while forward thinking and long-term planning will ensure investments in priority areas, promote economic growth, and support communities. Building Forward delivers on the Provincial Government's commitment to releasing a multi-year infrastructure plan that balances fiscal responsibility with the need to address key infrastructure priorities as outlined in *The Way Forward: A Vision for Sustainability and Growth in Newfoundland and Labrador*.

Over the next five years, Building Forward allocates nearly \$3 billion for new and existing schools, health care facilities, roads and bridges, municipal infrastructure, and much more. This sizable investment will help stimulate the economy, create jobs for Newfoundlanders and Labradorians, foster business development throughout the province, and ensure access to modern facilities where public services can be delivered. New facilities also help make communities more attractive places to live, which supports efforts to increase the province's population.

Over the past year, the Provincial Government has been successful in leveraging federal cost-shared funding through strong working relationships with the Federal Government. As part of the multi-year planning process, Building Forward allows the Provincial Government to seek every opportunity to leverage federal infrastructure funding to support provincial priorities and maximize investments while balancing fiscal responsibility.

The province's current fiscal climate highlights the importance of strategic long-term infrastructure planning for all infrastructure development. Multi-year planning ensures:

- Road tenders are awarded early, which helps secure more competitive bids and maximizes the province's short construction season;
- Greater accountability and transparency to the public about how public funds are being invested;
- Greater predictability for the construction industry to better inform planning, which in turn helps the Provincial Government build infrastructure in a timely, cost effective manner; and,
- A better understanding for workers in the construction industry of anticipated infrastructure work in the province and potential employment opportunities.

In short, multi-year planning provides better value for money, a critical consideration in the current fiscal climate.

Building Forward outlines detailed investments for 2017-18 and provides an overview of investments for the next five years. The plan will be updated annually to reflect emerging priorities and released in advance of the budget.

# Taking Stock - Newfoundland and Labrador's Infrastructure Portfolio

Newfoundland and Labrador has unique infrastructure needs due to its large land mass and dispersed population. Addressing aging infrastructure and investing in new facilities is paramount to the delivery of public services and stimulating the provincial economy.

Infrastructure investments in transportation bring Newfoundlanders and Labradorians together, supports economic development through trade and tourism, and grows communities and businesses. To this end, the province maintains almost 10,000 kilometres of primary and secondary highways and operates 13 ferry services via 42 ports throughout Newfoundland and Labrador.

Investments in municipal infrastructure help to build, grow, and sustain communities. Investing in water, wastewater treatment, local roads, fire services, and municipal and recreational facilities helps to deliver improved municipal services to the province's 271 municipalities, five Inuit Community Governments, and 177 local service districts.

Educating children and creating positive learning environments is the cornerstone to growing Newfoundland and Labrador businesses, communities, and the provincial economy. The education system consists of 258 schools with more than 66,000 students.

Health care services are provided from a large network of facilities throughout the province, including 15 hospitals, 23 health centres, 21 long-term care facilities, five treatment centres, and 66 primary health care and 59 community-based service locations. Investments in health care facilities to support service delivery are a critical part of the multi-year infrastructure plan.

## Newfoundland and Labrador's Infrastructure Portfolio

**9,763**  
KM of Road

**1,317**  
Bridges and  
Culverts

**258**  
K-12  
Schools

**19**  
Post-  
Secondary  
Campuses

**189**  
Health Care  
Facilities

**13**  
Ferry  
Services



# Economic Benefits

Infrastructure investments are essential to growing the economy and supporting job creation. Local businesses benefit from increased sales associated with higher levels of economic activity enabled by additional infrastructure in the province. For example, investments in roads will allow more efficient transportation of goods and people and investments in cultural and recreational facilities will support growth in the tourism industry.

Over the next five years, through Building Forward nearly \$3 billion will be invested in new and existing schools, hospitals, long-term care facilities, highways and major roads, and municipal infrastructure. The economic impact of total gross infrastructure spending, which includes federal, municipal, and private sector contributions, is expected to generate an average of \$560 million in annual GDP and 4,900 person years of employment per year over the next five years.

**4,900**   
**person years of employment**  
**per year over the next five years**

## Continued Partnership with the Federal Government

Over the past two years, the Government of Newfoundland and Labrador has successfully leveraged federal funding to support the construction of the core science facility at Memorial University, the Trans Labrador Highway, road improvements on the Trans-Canada Highway, the MV Sound of Islay rehabilitation, and a number of municipal infrastructure projects, including water and wastewater projects, improvements to local roads, and recreation facilities.

In 2016, the Federal Government announced an additional \$11.9 billion under Canada's New Infrastructure Plan. Through partnership with the Federal Government, Newfoundland and Labrador received \$70.6 million for drinking water and wastewater projects under the Clean Water and Wastewater Fund, \$4.9 million for public transit, and \$49.6 million for investment in affordable housing, renovations and retrofits, seniors' housing, construction and renovation of shelters and transition houses for victims of family violence, and funding for housing in Labrador Inuit communities. The Post-Secondary Institutions Strategic Investment Fund provided an additional \$14.8 million to College of the North Atlantic and \$18.5 million to Memorial University for post-secondary infrastructure.

In its fall economic statement, the Federal Government announced an additional \$81 billion over 11 years to support Phase II of Canada's New Infrastructure Plan. Phase II infrastructure priorities include public transit, green and social infrastructure, transportation and trade infrastructure, and rural and northern communities. It is anticipated that the details of this funding will be announced with the 2017 federal budget and that funding will flow in 2018-19. In keeping with The Way Forward: A Vision for Sustainability and Growth in Newfoundland and Labrador, the Provincial Government will continue to build on its partnership with the Federal Government to take advantage of funding opportunities to support critical infrastructure priorities throughout Newfoundland and Labrador. The 2018-19 Edition of Building Forward will reflect new cost-shared projects to be announced with the Federal Government under Phase II of Canada's New Infrastructure Plan.

## Five-Year Infrastructure Plan: Overview

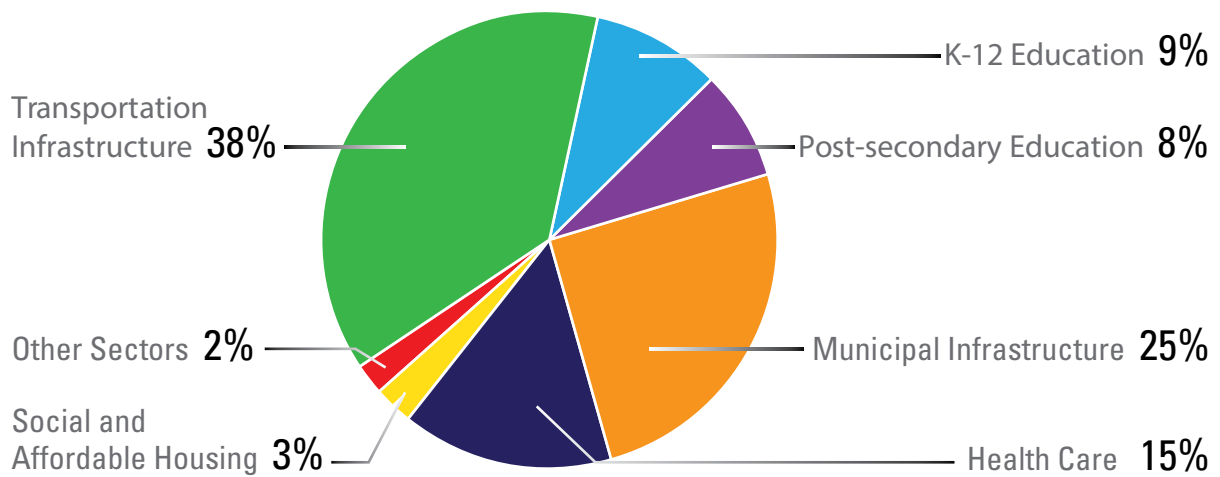
Over the next five years, the Government of Newfoundland and Labrador will invest in the following sectors as outlined below:

### Total Projected Infrastructure Spending by Sector (\$millions)

Sector	2017-18	Five-Year Total
Health Care	88.2	553.9
K-12 Education	53.8	210
Post-Secondary Education	44.7	85.9
Municipal Infrastructure	142.4	461.1
Transportation Infrastructure	217	688.2
Social and Affordable Housing	16.6	86.5
Other Sectors	10.4	55
Funding to Support Phase II of Canada's New Infrastructure Plan	-	778.2*
<b>Total</b>	<b>573.1</b>	<b>2,918.8</b>
Less: Associated Revenue and Federal Funding	117.9	635.3
<b>Total</b>	<b>455.2</b>	<b>2,283.5</b>

\* Funding levels to be confirmed by the Federal Government following Federal Budget 2017.

## 2017-18 Infrastructure Spending by Sector – Percentage of Investment



# Five-Year Infrastructure Plan by Sector

## Health Care

Improving health care infrastructure plays a key role in strengthening the efficient delivery of quality care within the health care system. For example, as the province's population continues to age, demands on the health care sector are expected to increase. As outlined in *The Way Forward: A Vision for Sustainability and Growth in Newfoundland and Labrador*, the Provincial Government is proceeding to procure the Corner Brook long-term care facility and acute care hospital that will service western Newfoundland and Labrador, examples of several priority health infrastructure projects in the five-year plan.

Over the next five years, the province will invest \$330.9 million on major health care projects. Over the same period, an additional \$223 million of sustained funding will be provided to support repairs and maintenance of existing health care facilities and replace aging health care equipment.

## Budget 2017

In 2017-18, the Government of Newfoundland and Labrador will invest \$88.2 million in new and existing health care infrastructure.



## Highlights for 2017-18 investments include:

- ▶ \$23 million for repair/renovation projects at health facilities across the province
- ▶ \$20 million for replacement and upgrading of medical equipment at health facilities province-wide
- ▶ \$13.2 million to advance the replacement of Western Memorial Regional Hospital
- ▶ \$10 million to construct a new electrical substation to service the Health Sciences Centre and Memorial University
- ▶ \$7.5 million to advance the replacement of the Waterford Hospital
- ▶ \$4.6 million to develop a new cystoscopy/endoscopy suite at the Central Newfoundland Regional Health Centre in Grand Falls-Windsor
- ▶ \$3.4 million to increase the number of long-term care beds in central Newfoundland
- ▶ \$3.1 million to continue upgrades to the medical device reprocessing area at the Health Sciences Centre
- ▶ \$1.3 million to complete the Carbonear long-term care facility
- ▶ \$1.2 million to support the construction of the new long-term care facility in Corner Brook
- ▶ \$700,000 for integrated operating rooms in St. John's

## Project Profiles

### **New Corner Brook Long-Term Care Facility**

Newfoundland and Labrador has an aging population, which places increased demand on the need for long-term care. Increasing capacity in long-term care will help ease pressure on the health care system, and help ensure appropriate utilization of acute care beds.

As announced on January 20, 2017, the Government of Newfoundland and Labrador is engaging the private sector through a design-build-finance-maintain arrangement for the development of a new 120 bed long-term care facility in Corner Brook. The scope of the project also includes 15 palliative care beds and 10 rehabilitative care beds. Construction is scheduled to begin in fall 2017.

### **Medical Device Reprocessing Redevelopment – Health Sciences Centre**

The Medical Device Reprocessing (MDR) department is responsible for the cleaning and sterilization of medical equipment (e.g., surgical instruments). While much of the reprocessing equipment has been replaced over the years, building systems such as heating, ventilation, and air conditioning and mechanical and electrical systems are in need of upgrading to meet present day codes and standards.

### **Replace Western Memorial Regional Hospital**

In February 2017, the Provincial Government announced its intention to engage with the private sector through a design-build-finance-maintain arrangement for the development of a new acute care regional hospital in Corner Brook. The new hospital will include 164 acute care beds and will provide the same services currently offered at the existing hospital as well as an expanded cancer care program, which will include radiation services. Construction of the facility is anticipated to begin in 2019.

# K-12 Education

The K-12 public school system currently consists of 10.3 million square feet of floor space in 258 schools, which accommodate over 66,000 students. Provincial public schools are operated by two school districts - Newfoundland and Labrador English School District and Conseil scolaire francophone provincial de Terre-Neuve-et-Labrador – that make recommendations to the Provincial Government on infrastructure needs each year.

Aging infrastructure and changing demographics are the primary factors that guide investments in school buildings.

Over \$128.5 million is allocated over the next five years to undertake major capital projects, including the construction of new schools, as well as extensions and renovations to existing school facilities. In addition, \$81.5 million is allocated for priority repairs and maintenance of K-12 school facilities. This will enable completion of a range of work including electrical, plumbing, energy management and accessibility upgrades, as well as replacement of windows, siding and roofing among other priority work. Continual maintenance is key to ensure that schools remain safe and comfortable learning environments.

## Budget 2017

In 2017-18, the Government of Newfoundland and Labrador will invest \$53.8 million for new schools, school extensions, and school repairs and maintenance.

### Highlights for 2017-18 investments include:

#### New Schools

- ▶ \$6.3 million to complete the new K-7 school in Conception Bay South
- ▶ \$5.8 million to complete the new 4-6 school in Gander
- ▶ \$2.4 million to complete the new school to replace Virginia Park Elementary in St. John's
- ▶ \$2 million to complete the new 5-9 school in Portugal Cove – St. Phillips
- ▶ \$2 million to commence planning and design of a new 5-8 school in Paradise
- ▶ \$1.2 million to complete the new 5-7 school in Torbay
- ▶ \$750,000 to continue with the advancement of a new primary school in Coley's Point

#### Major Renovations and Extensions

- ▶ \$16.5 million for repairs and maintenance projects at existing schools
- ▶ \$5.3 million to begin construction on an extension to Mobile High School
- ▶ \$4.8 million to begin construction on an extension to St. Peter's Primary in Mount Pearl
- ▶ \$2.5 million to complete an extension to St. Peter's Junior High in Mount Pearl
- ▶ \$800,000 to continue planning and design for reconstruction of Gander Academy

## Project Profiles

### **Grades 4-6 School, Gander**

This new school will include 25 classrooms, a gymnasium, a stage, a library resource centre, two music rooms, a lunch/multi-purpose room, and a commercial kitchen. Construction is underway and the school is scheduled to be completed by September 2017. The school will accommodate approximately 450 students upon opening and will help address student population growth in the Gander area.

### **Extension and Renovations, St. Peter's Junior High, Mount Pearl**

The extension includes a new gymnasium, renovating the existing gymnasium into a cafeteria, kitchen and classroom space, renovating the existing cafeteria into classroom space, extending and modifying the parking lot, as well as replacing windows. This project will help address capacity issues at the school as a result of student enrolment growth in this region. Construction is underway and scheduled to be completed in 2017.

## Post-secondary Education

The Government of Newfoundland and Labrador recognizes the critical role post-secondary institutions play in preparing tomorrow's leaders for the labour market. Our goal is to provide Newfoundlanders and Labradorians with post-secondary education that is accessible and affordable, enabling them to acquire the skills necessary to secure employment here in the province. There are two public post-secondary institutions, Memorial University and College of the North Atlantic.

Memorial University and College of the North Atlantic's current and future infrastructure priorities relate to deferred maintenance and shop modernization to address health and safety issues, aging infrastructure and equipment replacement and upgrading. Priorities also include state-of-the-art learning and working environments for students, faculty and staff to support current and future labour market demands.

Over the next five years, \$85.9 million will be invested in post-secondary education facilities. This includes \$17.3 million in sustained funding to support infrastructure goals and maintain existing assets. This funding will be used to upgrade facilities, complete deferred maintenance projects, and conduct classroom repairs and repurposing in response to student needs, program changes and space reallocations.

## Budget 2017

In 2017-18, the Government of Newfoundland and Labrador will invest \$44.7 million in post-secondary institutions. A portion of this funding is cost-shared with the Federal Government under the Post-Secondary Institutions Strategic Investment Fund.

## Highlights for 2017-18 investments include:

### Memorial University

- ▶ \$12 million towards construction of the Animal Resource Centre
- ▶ \$2.4 million for Memorial University infrastructure needs
- ▶ \$1.2 million for Memorial University's Battery Facility

### College of the North Atlantic

- ▶ \$17.1 million towards construction of the Centre of Excellence for Heavy Equipment Industrial Trades
- ▶ \$6.2 million towards renewal and modernization projects
- ▶ \$3.9 million towards construction of the Centre for Energy and Thermal Systems
- ▶ \$1.6 million for College of the North Atlantic infrastructure needs
- ▶ \$450,000 to continue planning for new College of the North Atlantic infrastructure priority projects

## Project Profiles

### Memorial University's Core Science Facility

In 2016, the Provincial Government was successful in securing \$99.8 million in federal funding through the New Building Canada Fund. The Provincial Government is contributing \$25.2 million in direct construction cost for the new facility. Memorial University's core science facility will include new research and laboratory teaching spaces, shell space for university and industry collaborations, and open public spaces for public science engagement. The core science facility is intended to promote science collaboration, in particular, between the Faculty of Science and the Faculty of Engineering. The total project budget for the new facility is \$325 million.

### Post-Secondary Institutions Strategic Investment Fund

The Post-Secondary Institutions Strategic Investment Fund was announced as part of the federal Budget 2016. The fund totals \$2 billion to support infrastructure projects at post-secondary institutions across Canada to enhance and modernize research and commercialization facilities, as well as industry-relevant training facilities at colleges and polytechnic institutions. The total contribution from federal sources covers up to 50 per cent of the project's eligible costs, leveraging the remaining amount from non-federal partners. The Federal Government has awarded Newfoundland and Labrador \$33.7 million to support five projects at Memorial University and College of the North Atlantic. The five projects supported through this fund are:

- ▶ \$14.4 million for Memorial University's new Animal Resource Centre – total project cost \$30 million.
- ▶ \$9.3 million for College of the North Atlantic's Centre of Excellence for Motive Power – total project costs of \$18.5 million.
- ▶ \$4.1 million to support Memorial University's Battery Facility Redevelopment – total project cost \$25.6 million
- ▶ \$3.4 million for various College of the North Atlantic renewal and modernization projects – total project costs of \$6.8 million
- ▶ \$2.2 million for College of the North Atlantic's Centre for Energy and Thermal Systems and campus upgrades – total project costs of \$4.3 million

# Municipal Infrastructure

Municipal infrastructure programs provide funding to cities, towns, local service districts and Inuit Community Governments for the construction and rehabilitation of municipal infrastructure. This funding allows communities to build and sustain municipal infrastructure and deliver improved municipal services within the province contributing to the long-term economic growth and sustainability of communities.

Infrastructure projects are cost-shared between the Provincial and Federal Government, as well as local governments, based on established cost-share ratios. Projects include local roads, water and wastewater treatment and distribution, solid waste, municipal buildings, recreation facilities, fire halls, breakwaters, firefighting equipment and disaster mitigation.

There are over 460 active municipal infrastructure projects at various stages of completion. These projects are funded under programs including:

- ▶ Municipal Capital Works and Multi-year Capital Works, both cost shared between the Provincial Government and municipalities.
- ▶ Federal programs such as New Building Canada Fund, specifically the Small Communities Fund and National Regional Projects Fund, and Clean Water and Wastewater Fund of Phase I of Canada's New Infrastructure Plan, are cost shared between the Provincial, Federal and local governments.

Over the next five years, the Provincial Government in partnership with the Federal Government will invest \$461.1 million in municipal infrastructure. This does not include the anticipated funding under Phase II of Canada's New Infrastructure Plan. The Provincial Government has announced a new three-year municipal infrastructure program which commits \$70 million to communities under the Multi-Year Capital Works Program and \$10 million annually to smaller communities under the Municipal Capital Works program.

## Budget 2017

The total provincial and federal investment in municipal infrastructure in 2017-18 is \$142.4 million. This funding will allow for the completion of projects currently committed as well as new projects. With federal and municipal contributions, the total value of infrastructure spending in 2017-18 is \$213.9 million.

### Highlights for 2017-18 investments include:

- ▶ \$70 million for municipal water/wastewater projects funded under the Clean Water Wastewater Fund
- ▶ \$38.1 million to support municipal projects funded under Municipal Capital Works and Multi-year Capital Works programs
- ▶ \$15 million for municipal projects funded under the National Regional Project Component of the New Building Canada Fund

- ▶ \$11.5 million for municipal projects under the Small Communities Fund of the New Building Canada Fund
- ▶ \$3.2 million for repairs to municipal infrastructure damaged during the 2016 Thanksgiving Rainstorm event

## Project Profiles

One of the projects to start this year is construction of a new wastewater treatment plant in the Town of Gander. This \$38.7 million project is being funded by the Provincial and Federal Government and the Town of Gander under the New Building Canada Fund. Funding for projects such as this helps ensure that water and wastewater systems are modern and efficient, which will support the well-being of residents, waterways, and the environment.

The project to expand the wastewater treatment facility in Grand Falls-Windsor is also due to start this year at a total project cost of \$10.8 million, funded by the Provincial and Federal Governments and the Town of Grand Falls-Windsor. Improvements to the Grand Falls-Windsor Wastewater Treatment Facility will allow for the addition of a secondary level of wastewater treatment. It will mean cleaner water flows into one of Newfoundland and Labrador's most cherished bodies of water, the Exploits River, and provide the necessary capacity to address residential and commercial growth across the region.

A number of similar projects will start this year through funding under the federal Clean Water and Wastewater Fund. There are 142 projects to start or continue in 2017-18 under this program including:

- ▶ \$10.1 million for sewer work for Corner Brook
- ▶ \$2.5 million for sanitary and storm sewer upgrades in Mount Pearl
- ▶ \$1.4 million for water system improvements in Triton
- ▶ \$861,900 for water and sewer system upgrades in Sandringham

## Transportation Infrastructure

The provincial roads network and ferry operations play a significant role in the daily lives of Newfoundlanders and Labradorians.

The Department of Transportation and Works maintains 9,762 kilometres of primary and secondary highways and community access roads and 1,317 bridges and culverts. Such a large road transportation network requires continuous summer and winter maintenance. For example, the department purchases 187,500 cubic metres of sand and 231,000 tonnes of salt annually, uses approximately 673,000 litres of traffic paint per year, and operates 1,300 vehicles as part of its heavy equipment and light vehicle fleet to support summer and winter maintenance.

The ferry system provides for the movement of essential goods to communities across the province and serves as a strategic link between Labrador and the island. Provincial ferries provide transportation for approximately 900,000 passengers, 400,000 vehicles and 12,000 tonnes of freight annually.



The Department of Transportation and Works is also responsible for Provincial Government-owned buildings, which supports access to core government programs and services.

Over the next five years, the Provincial Government, in partnership with the Federal Government, will invest \$688.2 million in transportation infrastructure, which includes roads, bridges, and marine infrastructure. The Provincial Government will continue with the enhanced evidence-based approach to select road projects as outlined in the Five-Year Provincial Roads Plan with sustained funding of \$327.2 million over the life of the plan.

The Provincial Government will invest \$28 million over five years to support the new Five-Year Marine Infrastructure Plan. Over the same period, an additional \$48 million will be allocated for ongoing repairs and maintenance for the provincial ferry fleet. Vessel refits are largely planned around inspection and maintenance requirements established under federal regulations.

## **Budget 2017**

In 2017-18, the Government of Newfoundland and Labrador will invest \$217 million on roads, bridges and marine infrastructure. The total infrastructure investment on transportation comes from a provincial investment of \$187.1 million and \$29.9 million in associated revenues and Federal funding.

### **Highlights for 2017-18 investments include:**

#### **Road Infrastructure**

- ▶ \$77.2 million for the Provincial Roads Program
- ▶ \$55.7 million to advance hard surfacing of the Trans Labrador Highway
- ▶ \$21.2 million to advance construction of the Team Gushue Highway Extension
- ▶ \$13.5 million for permanent road repairs associated with the 2016 Thanksgiving Rainstorm event
- ▶ \$7.8 million to complete the Sir Robert Bond Bridge
- ▶ \$5 million for heavy equipment replacement to support summer and winter road maintenance
- ▶ \$3.5 million to remove the former Placentia Lift Bridge
- ▶ \$3.3 million for forestry and resource access roads
- ▶ \$2.4 million for new transportation depots and salt storage sheds
- ▶ \$2 million for land acquisition related to major road construction projects

#### **Marine Infrastructure**

- ▶ \$13.5 million for vessel refits and maintenance for provincial ferries
- ▶ \$7.5 million for ferry terminals and wharves
- ▶ \$3.8 million to rehabilitate the MV Sound of Islay
- ▶ \$500,000 for passenger waiting facilities

## Project Profiles

### **Five-Year Provincial Roads Plan**

On January 31 2017, the Provincial Government released the Five-Year Provincial Roads Plan (2017 edition) and the full list of road tenders for 2017-18. The plan uses an evidence-based approach to build, renew and maintain transportation infrastructure and takes full advantage of Newfoundland and Labrador's short construction season while allowing for more competitive bidding. In the past, tenders for road work were not released until late spring and early summer, after the budget process. As well, tenders were released one at a time without contractors having the benefit of knowing the list of all road and bridge work to be tendered. Releasing tenders early allows for a more competitive bidding process and the ability to capitalize on the short construction season.

### **Five-Year Marine Infrastructure Plan**

By March 31, 2017, the Provincial Government will release a five-year plan for marine-related infrastructure, including ferry vessels, terminal facilities, access roads, wharves, terminal buildings, and washrooms. The goal of this integrated marine infrastructure plan is to improve services at ferry terminals for the traveling public, including both residents and tourists. These improvements will include additional signage and upgrades to terminal facilities and wharves.

### **Trans Labrador Highway**

Phase II and III of the Trans Labrador Highway includes over 600 kilometres of road and connects Happy Valley-Goose Bay to southern Labrador and the intra-provincial ferry service between Blanc Sablon, Quebec, and St. Barbe, on the island. In 2016, the Provincial Government was successful in securing \$31.7 million in Federal funding under the New Building Canada Fund to continue with widening and hard surfacing from the Charlottetown intersection to Red Bay. The Department of Transportation and Works will continue to work with its federal counterparts to secure additional funding to complete phase II and III of the Trans Labrador Highway.

## Justice and Public Safety

The Department of Justice and Public Safety continues to focus on providing safe, efficient and effective policing, corrections, court facilities and legal services throughout Newfoundland and Labrador. These services are provided through a number of facilities located in Clarenville, Corner Brook, Gander, Grand Bank, Grand Falls – Windsor, Happy Valley – Goose Bay, Harbour Grace, St. John's, Stephenville and Wabush.

Over the next five years, renovations to the Family Division on Kings' Bridge Road and Supreme Court Trial Division on Duckworth Street will continue to restore public areas and maximize space utilization. Planning will proceed on the construction of a new Court Complex in St. John's and a value for money analysis to replace Her Majesty's Penitentiary.

## Budget 2017

The total provincial investment in justice facilities in 2017-18 is \$1.2 million. This funding will allow for the advancement of existing renovation projects and planning for the construction of new facilities.

### Highlights for 2017-18 investments include:

- ▶ \$500,000 to begin planning for the construction of a new court complex in St. John's
- ▶ \$450,000 for renovations to Family Division in St. John's
- ▶ \$195,000 for renovations to Supreme Court Trial Division in St. John's
- ▶ \$100,000 to continue planning and a value for money analysis to replace Her Majesty's Penitentiary

## Project Profiles

### New Court Complex

As a means of modernizing existing court infrastructure, improving operational efficiencies, reducing overall service delivery costs, and enhancing security functions, the Department of Justice and Public Safety is proposing a "campus model" for the delivery of justice services in St. John's. Under this proposal, the Department will construct a consolidated facility to house all four courts, as well as ancillary offices.

### Her Majesty's Penitentiary

Building off work that has been completed to date, a new Penitentiary will be designed to foster security, health and safety and operational efficiency. This modern facility will allow Adult Corrections to develop and implement policies, programs and a service system that allows inmates an opportunity to become productive members of society and break the cycle of reoffending. It will also allow for a direct supervision model which focuses on interaction between inmates and staff.

## Other Sectors

The Government of Newfoundland and Labrador also supports infrastructure investments in other sectors such as housing, tourism, and cultural facilities.

Over the next five years, the Provincial Government will contribute \$86.5 million in funding to the Newfoundland and Labrador Housing Corporation for the repair, maintenance and modernization of affordable housing units throughout Newfoundland and Labrador.

## Budget 2017

### Highlights for 2017-18 investments include:

- ▶ \$10.2 million for maintenance, repair and upkeep of public housing properties to ensure safe and high quality homes are available for tenants
- ▶ \$4.8 million for alterations and improvements to existing public buildings
- ▶ \$3.6 million to modernize and renovate public rental housing to sustain the housing inventory over the long term
- ▶ \$2.7 million to leverage federal funding under the Investment in Affordable Housing
- ▶ \$1.6 million for accessibility improvements at the St. John's Arts and Culture Centre
- ▶ \$750,000 for environmental remediation in older public buildings
- ▶ \$690,000 for dam repairs and orphaned and abandoned mines
- ▶ \$400,000 to support the Marble Mountain Development Corporation multi-year infrastructure plan

## Project Profiles

### Social and Affordable Housing

In 2016, the Provincial and Federal Governments announced \$48.9 million for improved social and affordable housing in Newfoundland and Labrador. The investment of \$34.6 million from the Federal Government and \$14.3 million from the Provincial Government will help people of Newfoundland and Labrador access affordable housing. Funding over two years includes:

- ▶ \$28.7 million as part of the commitment to double funding levels under the Investment in Affordable Housing
- ▶ \$11.2 million to help address the increasing demand for repairs as social housing units age, and to improve energy and efficiency
- ▶ \$5.7 million to support the construction, repair and adaption of affordable housing for seniors
- ▶ \$3.3 million to support the construction and renovation of shelters and transition houses for victims of family violence

# Alternate Procurement Methods

Ensuring value for taxpayers' dollars is a critical consideration as government works to reduce the province's deficit while building much needed public infrastructure. Finding alternate methods for designing, building, financing and maintaining priority infrastructure projects is a responsible approach. Partnerships with the private sector are necessary to ensure people access appropriate services in the current fiscal climate.

Such partnerships allow the province to tap into the innovation of the private sector to use more effective ways to complete projects. It helps ensure facilities will perform to high standards on day one and throughout the life of the facility.

Partnering with the private sector also spurs innovation. With the same proponent managing a project from start to finish and maintaining the facility for the life of the project, costs are considered over the long term. For example, the developer considers the costs of maintenance during the design and construction phases and finds ways to keep future operating costs down.

Newfoundland and Labrador is no longer in a position where it can continue to operate the same way. The Provincial Government has a responsibility to find more cost effective ways to do business and provide services across all sectors to meet the needs of residents.

## Looking Forward

Building Forward is a balanced approach to infrastructure investments. Over the next five years, the Provincial Government will invest in key priority areas while adhering to the principles of sound fiscal management. The multi-year planning process allows government to tender and award road improvement projects early in the year to avail of competitive bids and take advantage of the short construction season. The Provincial Government will also seek every opportunity to leverage federal infrastructure funding to support provincial priorities to maximize investments during a challenging fiscal climate.

Over the next five years, the Government of Newfoundland and Labrador will invest nearly \$3 billion in new and existing schools, post-secondary institutions, justice facilities, health care facilities, roads and bridges, and municipal infrastructure. These priority infrastructure investments will support sustained economic growth, create new jobs, and grow communities and local businesses.

Building Forward is the first edition of the multi-year infrastructure plan and outlines detailed levels of investments for 2017-18. The plan will be updated to reflect emerging priorities and released annually in advance of the budget, and will balance fiscal responsibility with the need to address key infrastructure priorities.

# Overview of Major Projects and Investment Activity

## 2017 - 2022

### Health Care

Project	2017-18	2018-19	2019-20	2020-21	2021-22
Health Sciences Centre Medical Device Reprocessing Redevelopment	•				
Health Sciences Centre and St. Clare's Mercy Hospital Integrated Operating Rooms	•	•	•	•	
Health Sciences Centre Electrical Substation	•	•			
Central Newfoundland Regional Health Centre Endoscopy/Cystoscopy Redevelopment	•	•			
Central Newfoundland Regional Health Centre Laboratory Redevelopment		•	•		
New Green Bay Health Centre		•	•	•	
New Corner Brook Long-term Care Facility	•	•	•		
Central Long-term Care	•	•	•		
Western Memorial Regional Hospital Replacement	•	•	•	•	•
Waterford Hospital Replacement	•	•	•	•	•
New Health Care Equipment	•	•	•	•	•
Repairs and Maintenance of Existing Health Care Facilities	•	•	•	•	•



## K-12 Education

Project	2017-18	2018-19	2019-20	2020-21	2021-22
New K-7 CBS School	•				
New 4-6 Gander School	•				
New 5-9 Portugal Cove-St. Phillips School	•				
New 5-7 Torbay School	•				
New Virginia Park Elementary School	•	•			
St. Peter's Junior High Extension	•				
St. Peter's Primary Extension	•	•			
Mobile High Extension	•	•			
New Coley's Point Primary	•	•	•	•	
Gander K-3 Reconstruction	•	•	•	•	
New 5-8 Paradise School	•	•	•	•	
Repairs and Maintenance of Existing Schools	•	•	•	•	•

## Post-Secondary Education

Project	2017-18	2018-19	2019-20	2020-21	2021-22
Centre for Energy and Thermal Systems	•				
CNA Renewal and Modernization	•				
Heavy Equipment Centre of Excellence	•	•			
Animal Resources Centre	•	•			
The Battery Facility	•				
Core Science Facility	•	•	•	•	•
Repairs and Maintenance of Existing Post-secondary Facilities	•	•	•	•	•

## Municipal Infrastructure

Project	2017-18	2018-19	2019-20	2020-21	2021-22
Multi-year/Municipal Capital Works	•	•	•	•	•
Public Transit Infrastructure Fund	•	•			
Clean Water and Wastewater Fund	•	•			
Waste Management		•	•	•	
New Building Canada Fund	•	•	•	•	•

## Transportation Infrastructure

Project	2017-18	2018-19	2019-20	2020-21	2021-22
Team Gushue Highway Extension	•				
Placentia Lift Bridge (removal)	•				
Sir Robert Bond Bridge	•				
Trans Labrador highway	•	•	•		
MV Sound of Islay Rehabilitation	•				
Five-year Provincial Roads Plan	•	•	•	•	•
Heavy Equipment Replacement	•	•	•	•	•
Five-year Marine Infrastructure Plan	•	•	•	•	•
Vessel Refits	•	•	•	•	•
Repairs and Maintenance of Existing Buildings	•	•	•	•	•

## Justice and Public Safety

Project	2017-18	2018-19	2019-20	2020-21	2021-22
Family Division Renovations	•	•			
Supreme Court Trial Division	•	•	•	•	
New Court Complex Planning	•				
New Penitentiary Planning	•	•			

## Other Sectors

Project	2017-18	2018-19	2019-20	2020-21	2021-22
Social and Affordable Housing	•	•	•	•	•
Arts and Culture Centres	•	•			
Dam Repairs and Orphaned and Abandoned Mines	•	•	•		
Marble Mountain Development Corporation	•	•	•		











Department of Transportation and Works  
Government of Newfoundland and Labrador

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