



**GOVERNMENT OF
NEWFOUNDLAND AND LABRADOR**

DEPARTMENT OF TRANSPORTATION AND WORKS

ANNUAL REPORT

2003 - 2004

TABLE OF CONTENTS

Message from the Minister

Departmental Overview

Key Achievements and Priorities

Highlighting Our Valued Employees

Financial Statements

1

6

15

16

Message from the Minister



Hon. Thomas G. Rideout,
MHA - Lewisporte District

In accordance with government's commitment to accountability, I hereby submit the 2003-04 annual performance report for the Department of Transportation and Works. This report was prepared under my direction, and addresses the department's activities and outcomes from April 1, 2003 to March 31, 2004.

Thomas G. Rideout
Minister

DEPARTMENTAL OVERVIEW

Our Vision

We shall excel at fulfilling the economic and social requirements of the people of Newfoundland and Labrador and our clients for public works and transportation infrastructure.

Our Mission

The mission of the Department of Transportation and Works, working in consultation with the people of Newfoundland and Labrador, is to ensure a safe, efficient and sustainable transportation system, and to meet the needs of the public sector for accommodations and public building facilities.

Our Values

- ✓ We are committed to working together to create a work environment that fosters communication, team building, leadership and respect for both our staff and clients.
- ✓ We are committed to providing a quality service to the people of Newfoundland and Labrador.
- ✓ We shall be innovative to meet the challenges and demands placed upon the department.

DEPARTMENTAL OVERVIEW

Mandate

Transportation and Works has the mandate to provide a safe and efficient transportation system, landlord services for all government departments and support services such as leasing and mail services.

In carrying out its mandate, the department divides its operations into four main program areas:

- maintenance of roads and buildings;
- construction of roads and buildings;
- marine transportation services; and
- support services to government and its agencies

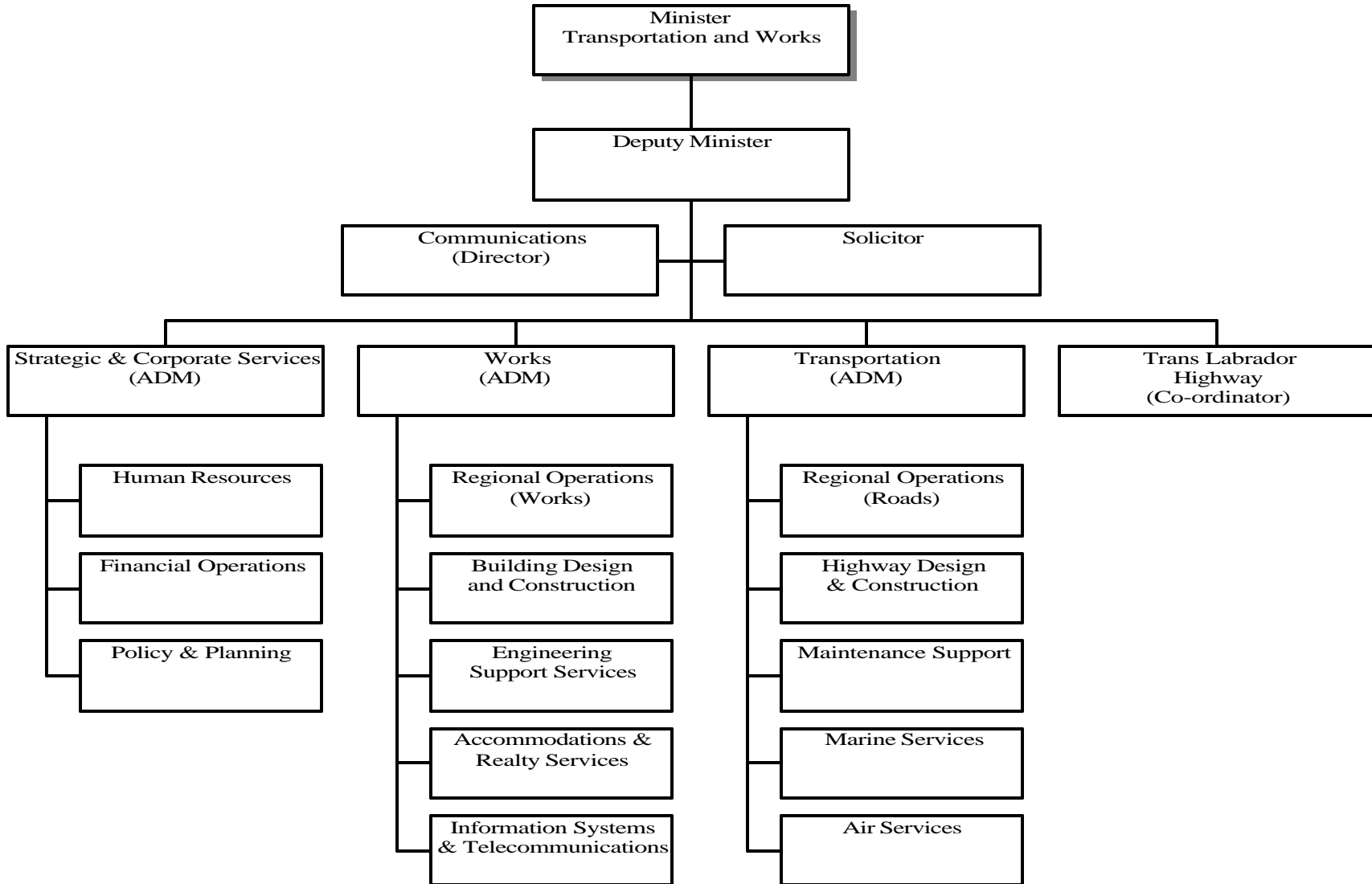
Departmental Structure

The department has three (3) branches: Works, Transportation, and Strategic & Corporate Services. The Trans Labrador Highway is a transportation project directly accountable to the Deputy Minister. Being a large, multi-faceted department, the life of every person in the province is impacted in some manner each and every day through the mandate of Transportation and Works. Eight regional offices throughout Newfoundland and Labrador provide construction, maintenance and operational services. Corporate head office, at Confederation Building, is responsible for policy and planning, project management and design, strategic operational management and corporate administrative services.

Transportation and Works has the largest number of employees within any government department. On March 31, 2004, there were 1,702 employees (939 permanent, 240 temporary, and 473 seasonal employees) located throughout the province.

DEPARTMENTAL OVERVIEW

Organizational Structure



DEPARTMENTAL OVERVIEW

Key Responsibilities

The Department is responsible for:

- ▶ providing and maintaining a transportation system that includes: (i) summer and winter maintenance (snowclearing and ice control) on over 9,000 kilometres of primary and secondary highways and community access roads; (ii) operating and maintaining eight aircraft for air ambulance and water bomber services; and; (iii) managing 20 ferries (16 routes) for marine operations;
- ▶ managing and maintaining approximately 656,000 square metres of floor space in 900 government-owned buildings and properties;
- ▶ constructing new roads and managing other road improvement projects with expenditures of \$52.5M during the reporting period;
- ▶ constructing new buildings (focus on education and healthcare facilities) and managing other capital projects for government departments and government-funded bodies with expenditures of \$55.5M during the reporting

period;



MV Flanders

DEPARTMENTAL OVERVIEW

Key Responsibilities (cont.)

- ▶ maintaining a fleet of 2,659 vehicles comprised of 871 light vehicles, 713 heavy equipment vehicles and 1075 other utility vehicles (snowmobile, all terrain vehicles, etc.);
- ▶ providing space for government departments in government-owned buildings and leased accommodations;
- ▶ providing an up-to-date image of driving conditions at nine camera locations throughout the province;
- ▶ developing and maintaining a proactive intermodal transportation policy involving the federal government and neighbouring provinces;
- ▶ organizing and delivering staff development and training opportunities for all Transportation and Works employees; and
- ▶ providing centralized mail and messenger services for government.



Government House

KEY ACHIEVEMENTS AND PRIORITIES

Transportation and Works focused on three main strategic priorities during 2003-04. These priorities were viewed as paramount to achieving the department's vision and delivering its mandate. These priorities, encompassing the operations and activities of the entire department, were as follows:

- ▶ **Service Delivery** - *While needed improvements to infrastructure and services continue to be pursued, the most appropriate level of service delivery must be determined within the context of the operating environment, particularly fiscal and demographic changes.*
- ▶ **Stewardship of Public Infrastructure** - *The department is responsible for a large and varied public infrastructure - roads, buildings, ferries, airplanes, light vehicles and highway equipment. Proper stewardship of these assets including appropriate use and maintenance is essential to ensure the greatest public value possible is derived from this substantial economic investment.*
- ▶ **Safety, Security and Environmental Concerns** - *Life safety, security and environmental sensitivities are priorities in the management of public buildings and transportation infrastructure, including vessels and ports. It remains imperative to more frequently factor these considerations into Transportation and Works approach to policy making, operations and development activities.*

Achievements in Building Infrastructure - During the 2003-04 reporting period, Transportation and Works managed a number of ongoing construction and renovations projects totaling \$55.5M. This included: \$16.0M in health care facilities; \$23.6M in school construction and repairs and, \$16.1M in construction and repairs of other public buildings.

KEY ACHIEVEMENTS AND PRIORITIES

Healthcare and Education Infrastructure



Connaigre Peninsula Community Health Care Facility

Healthcare - Transportation and Works provides design and construction management on healthcare facilities for the province. During the reporting period, the department managed total expenditures of approximately \$16.0 M.

Education - Transportation and Works managed extension / renovation projects totaling \$23.6 M in approximately 40 schools across the province, on behalf of the Department of Education,

during the reporting period.

K - 12 Educational Facilities

Other Facilities

| Project | 2003-04 Expenditures |
|---|----------------------|
| Extension and renovation projects | 3,920,157 |
| New school construction | 12,715,309 |
| Reorganization (Avalon East School Board) | 6,956,739 |
| Roofing projects | 54,766 |
| Total expenditures | 23,646,962 |

| Project | 2003-04 Expenditures |
|---|----------------------|
| The Rooms project | 10,431,436 |
| Renovations to various government buildings including building envelope, life safety and accessibility projects | 5,627,753 |
| Total expenditures | 16,059,189 |

KEY ACHIEVEMENTS AND PRIORITIES

Achievements in Road Infrastructure

Most Newfoundlanders and Labradorians know first hand some of the challenges that are facing our transportation sector - aging infrastructure, changing demographics, reliance on certain modes of transportation, increased tourist traffic and challenging weather conditions, just to name a few.

During the 2003-04 reporting period, to address such needs, the following expenditures were incurred:

| Project | 2003 -04 Expenditures |
|---|-----------------------|
| Trans Labrador Highway - Work included the building of 25.3 new kilometres of highway and access roads and construction of 1 bridge. | 11,700,000 |
| Trans Canada Highway - Construction/repair work on 14.8 kilometres of road and 2 bridges. | 6,500,000 |

| | |
|---|--------------|
| Provincial Roads Program - Work on 118.9 kilometres of road, work involved the upgrading/paving of roads as well as work on 14 bridge/culvert rehabilitations. | 25,900,000 |
| Regional Trunk Roads - Work on 18.7 new kilometres of the Conception Bay North bypass and construction/repair of 1 bridge. | 3,600,000 |
| Strategic Highway Improvement Program (SHIP) - Work started on projects under this program and included 3.4 kilometres of road and construction/repair of 2 bridges. | 4,800,000 |
| Total Expenditures | \$52,500,000 |

KEY ACHIEVEMENTS AND PRIORITIES

Achievements in Other Essential Public Services

Air Ambulance and Water Bomber Services

The Air Services Division is responsible for the operation and maintenance of government owned aircraft as well as the acquisition and monitoring of aircraft for dedicated government use. During the reporting period, Transportation and Works' air ambulance services, along with the Grenfell Regional Health Services airlifted 839 patients.

Transportation and Works' water bombers are utilized for forestry protection and management programs. In the 2003-04 fire season, water bombers fought 79 fires. The six Air Tankers flew 198.9 hours and dropped 6,690,144 liters of water/foam. One water bomber spent six days out of province assisting the Province of Nova Scotia with its forest fire activities.



Bombardier CL215 Water Bomber

Marine Services

The Marine Branch during 2003-04 ensured the 20 vessels operating on the 16 ferry routes provided safe and reliable service. The operations include vessels:

- 10 vessels owned and crewed by the department;
- 2 vessels owned by the department and operated by the private sector; and
- 8 vessels owned and operated by the private sector under contract to the department.

The vessels under the care of our department provided a wide variety of service levels based on public interest and the requirements of users. This was accomplished through regular preventive maintenance and use of swing vessels to ensure continuity of service throughout the operating season while vessels were out of service for scheduled refit inspections and repairs.

In November 2003, government announced that the Public Policy Research Centre at Memorial University would conduct

an independent study to allow government to make a decision regarding the configuration of the Labrador Marine service for 2004. Study is ongoing and expected to be completed by June 2004.

KEY ACHIEVEMENTS AND PRIORITIES

Achievements in Interdepartmental Services

Transportation and Works assists other departments in fulfilling their mandates by maintaining space for government departments, leased accommodations, telecommunications services, and mail services.

During the 2003-04 reporting period, approximately 120 significant building sites in the province were maintained by the Department of Transportation and Works. When additional sub-buildings are taken into account, this adds up to approximately 900 building structures. The replacement cost of buildings is approximately \$1.1B. Insurance coverage is valued at \$2.6B. The annual cost to maintain these buildings was \$32.8M. This included the cost of building utilities such as electricity and fuel, as well as operational costs for cleaning, garbage collection, snow removal and fire protection. Also included were costs for general maintenance and repairs.

The Department of Transportation and Works managed over 200 leases for space in buildings owned by the private sector. Leased space covered 63,000 square meters at an annual cost of \$10M. These leases constitute approximately 10% of total space provided by the Department.

The IT and Telecommunications Division of the Department manages government wide telephone services. In 2003/04 these services included some 8,000 plus telephone lines and associated equipment, managed approximately 1200 calling cards and processed 2,500 work orders to service providers.

Government Mail Services processes mail and messenger services to all departments of government throughout Newfoundland and Labrador. This service processed approximately 10 million pieces of mail, half of which was external, during the reporting period.

KEY ACHIEVEMENTS AND PRIORITIES

Achievements in Safety and Environmental Issues

In the interest of safety for the traveling public, Transportation and Works has demonstrated its continued commitment of informing Newfoundlanders and Labradorians about road conditions through radio, television, print media and the Internet. The department has implemented a strategy to advocate safe winter driving. Through the use of digital camera technology and the Internet, Transportation and Works is able to provide an up-to-date image of driving conditions at nine (9) camera locations throughout the province: Foxtrap, Goobies, Grand Falls-Windsor, Pynn's Brook, Port-aux-Basques, Goose Bay, Flower's Cove, Salt Pond Burin and L'Anse au Loup, Labrador. The site receives in excess of 500,000 hits per year.

Fire and Life safety - During the 2003-04 reporting period, Transportation and Works conducted 199 fire and life safety inspections in government-owned buildings and 79 inspections in government-leased facilities. Extra efforts were put into life safety inspections and concerns at Her Majesty's Penitentiary and the Salmonier Correctional Centre.

Road Salt Management - As a result of Environment Canada's study on road salt, the department has continued to improve on its salt management strategy that focuses on the more efficient use of salt to minimize environmental impacts along roadsides and storage facilities. This strategy included:

- Additional 31 spreader controls to the winter truck fleet - 16 on the new trucks purchased this year and 15 units to be added to the existing fleet. This now brings the number of trucks with spreader controls to 160 units;
- One new salt storage dome was constructed at Foxtrap;
- Increased usage of new technologies such as weather forecasting, pre-wet ice control material and GIS truck location monitoring and operator training.

Improvements to Energy Efficiency - Energy Performance Contracting is a means of improving energy efficiency in public buildings by having private sector companies implement and finance the improvements. The contractor is paid from the resulting energy and operational cost savings. The company guarantees that the savings achieved will pay off the project over a fixed time period, otherwise the company pays the balance owing.

KEY ACHIEVEMENTS AND PRIORITIES

In 2003-2004 there were three Energy Performance Contracts in place - one in the Western Region involving 19 sites and two in the Central Region involving 21 sites. In general, the work has involved improvements to building lighting, heating and ventilation systems. The estimated cost reduction to be achieved in these three projects, once completed, is \$1,026,000 per year.

Prioritization of Capital Projects - The Department of Transportation and Works retained Morrison Hershfield Limited (MH) to develop a methodology for the objective prioritization of capital projects across the province's inventory of buildings, and to test the prioritization model on 13 buildings for which Facility Condition Assessments (FCA) have been completed.

The FCA's recommended a large number of capital projects to maintain the buildings over the next 20 years. Transportation and Works plans to complete FCA's for all the buildings within their portfolio. Transportation and Works has a limited capital budget and requires an improved method of prioritizing the recommended capital repairs.

Environmental Remediation - Remediation projects carried out in 2003/04 by Transportation and Works include: (i) site remediation of Deer Lake Highways Depot, (ii) properties adjacent to the Deer Lake Highway Depot, and (iii) decommissioning/removals/demolition of the former St. Anthony Highways Depot.

Environmental assessments carried out in 2003/04 by Transportation and Works include: (i) Norris Point Cottage Hospital, (ii) Harbour Breton Cottage Hospital, (iii) Building 567, Pleasantville, (iv) College of the North Atlantic Topsail Road Campus, (v) Long Island Causeway - Environmental Feasibility and Waterway User Study, (vi) Grand Falls Regional Highways Depot, and, (vii) the Rooms Site,

Fuel tank removal and replacement program involved the removal of 11 underground fuel tanks, 7 gasoline and diesel fuel tanks and 4 heating oil tanks. New tank installations included the purchase of 7 above ground dyked tanks for used oil.

Other environmental remediation related initiatives include: (i) Fleetsmart and Fuel Management 101 - The planning and coordination of a Provincial Program under Natural Resources Canada for delivery of driver training courses to all Transportation and Works heavy equipment operators and supervisors, (ii) Paperwise - an initiative developed in Transportation and Works and coordinated with Department of Environment and Conservation to encourage reduced

paper consumption, (iii) Climate Change Initiatives - Preparation of proposed Transportation and Works programs for

KEY ACHIEVEMENTS AND PRIORITIES

Federal funding considerations under Provincial Climate Change Strategy, (iv) Environmental Coordination/Monitoring New Queen Elizabeth Bridge, TCH at Gander River, and, (v) Memorandum of Understanding - Transportation and Works and Department of Environment signed an MOU of procedure/protocol for efficient administration of terms of the new Environmental Protection Act.

Environmental Assessment of the proposed Trans Labrador Highway Project from Cartwright Junction to Happy Valley-Goose Bay has been completed. Transportation and Works proposes to construct a 250 km road from Cartwright Junction (87 km south of Cartwright) to Happy Valley-Goose Bay. Early in 2003, an Environmental Impact Statement and Comprehensive Study Report (EIS/CSR) along with nine (9) Component Studies were submitted to the Provincial Department of Environment in accordance with both the Newfoundland and Labrador Environmental Protection Act and the Canadian Environmental Assessment Act. The component studies included: (i) Caribou, (ii) Fish and Fish Habitat, (iii) Waterfowl, (iv) Raptors, (v) Innu Land and Resource Use, (vi) Land and Resource Use, (vii) Historic Resources, (viii) Tourism and Recreation, and (ix) Community Life, Employment and Business.

In April of 2003, the Department of Transportation and Works was informed by the Department of Environment that the component studies for Innu Land and Resource Use, Historic Resources, Community Life, Employment and Business and Raptors (preferred route) were approved.

Due to environmental concerns, a decision was made by the department in the spring of 2003 to abandon the preferred route in favor of an alternate route south of the preferred route and approximately 30 km longer. An addendum to the EIS/CSR was prepared as well as an addendum to each of five (5) component studies. Following additional field work during the summer of 2003, an EIS/CSR addendum and component study addendum for Caribou, Fish and Fish Habitat, Raptors, Waterfowl and Tourism and Recreation were submitted to Department of Environment in November 2003.

Following further environmental review through the provincial and federal environmental assessment and review processes, the department prepared a supplementary addendum to the EIS/CSR and to the component studies for Fish and Fish Habitat and Tourism and Recreation. These were submitted for review to the Department of Environment in March of 2004.

KEY ACHIEVEMENTS AND PRIORITIES

Achievements in Training, Professional Development and TeamWORKS

Expenditures on training in 2003/04 topped \$148,000. Transportation and Works has provided Management Development courses in Frontline Leadership Training, Public Sector Leadership and Management Development Program, and Learning Plan Development. Staff Development and Training has provided tuition reimbursement for 26 employees and 18 employees participated in a Financial Operations Development Day. Technical workshops were attended by employees in the areas of moisture control, preventative maintenance, environmental issues, flight training maintenance, pilot decision making, Canadian Aviation Regulations, King Air recurrent certification and Snowfighters Policy and Guidelines. Occupational Health and Safety was provided to all regions of the province in Fall Protection Training/Scaffolding/Ladder Training, Compliance Safety Training, and First Aid Training.

The Transportation Association of Canada's Annual Conference was hosted by the Minister of Transportation and Works in September 2003. The conference is a national/international event that was attended by 650 delegates and 150 companions. The effort made by the employees of Transportation and Works was excellent. Approximately 75 employees assisted in the organization of the conference. The conference theme for 2003 was *"The Transportation Factor"* as transportation impacts all facets of our daily life. Over the four days, the conference included a number of workshops, panel presentations, guest speakers and technical and social tours. It was deemed a huge success by all that attended.

TeamWORKS is an initiative of the regional works office in Corner Brook. A newsletter titled TeamWORKS is published by the Regional Director, Mr. Gerry Antle, every 2 months, highlighting the staff accomplishments, photographs, and an article related to core operations. The newsletter is well received by regional staff and is expected to continue.

HIGHLIGHTING OUR VALUED EMPLOYEES

The Department of Transportation and Works recognizes that the people of the organization are its most valuable asset.

On the morning of January 16, 2004, a winter storm whipped through The Beaches area. High winds and waves deposited large amounts of debris on the roadways. Eventually, the roadways could not contend with the battering, and began washing away. Terry Parsons, Maintenance Supervisor and Harvey Regular Heavy Equipment Operator in Sops Arm Maintenance Depot, recognized the seriousness of the situation and worked tirelessly to help evacuate the community.

Wayne Ricks, Regional Director of Transportation and Works in Grand Falls-Windsor, was one leader of a response team of more than 90 skilled professionals who worked tirelessly when the Town of Badger experienced severe flooding in February 2003.

Gerald Thomas, a Heavy Equipment Technician at the Department's Lethbridge Unit facility has in excess of 30 years of service and in addition to his demanding work schedule is heavily involved in voluntary and community service work in and around Musgravetown/Bloomfield/Lethbridge area.

One of Gerald's greatest accomplishments is his volunteer work as First Aid and CPR Instructor for numerous groups over the last 12 years. In 2002 he received the Instructor of the Year award from St. John's Ambulance. In 1985 he was named Citizen of the Year, in 2001 he received the Newfoundland and Labrador Volunteer Medal for the Terra Nova District and in 2002 he received the Medal of Merit from the Government of Canada.

Transportation & Works established a Financial Support Fund in 2000 to assist families of employees within the department who had very sick children with special health care requirements. Although most employees within the Department have supported fund raising projects, it has been the efforts of five key people who are largely responsible for the success of the fund: Chris Appleby, Sherry Appleby, Elaine Clarke, Debbie Dooley, and John Fennessey. This core group have raised over \$27,000 which has been used to assist five members of our staff with sick children requiring very expensive medical treatments.

FINANCIAL STATEMENTS

Summary of Net Expenditure For the year ended 31 March, 2004 (unaudited)

| | <u>Estimates</u> | | |
|--|---------------------------|------------------------------|------------------------------|
| | <u>Actual</u> | <u>Amended</u> | <u>Original</u> |
| Executive and Support Services | | | |
| Minister's Office | 283,808 | 293,000 | 283,000 |
| General Administration | 7,511,979 | 7,565,800 | 6,995,800 |
| Maintenance of Roads and Buildings | | | |
| Road Maintenance | 47,109,742 | 48,129,000 | 47,128,700 |
| Building Maintenance Operations & Accommodations | 30,762,178 | 32,071,800 | 32,570,700 |
| Equipment Maintenance | 23,703,129 | 23,799,000 | 21,254,900 |
| Construction of Roads and Buildings | | | |
| Administration & Support | 2,715,109 | 2,745,500 | 3,082,800 |
| Road Construction | 33,646,432 | 25,688,600 | 34,244,500 |
| Building Construction | 5,646,941 | 6,469,800 | 6,865,000 |
| Transportation Services | | | |
| Air Support | 1,568,312 | 1,321,900 | 1,118,500 |
| Marine Operations | 23,714,389 | 27,405,000 | 22,633,100 |
| Air Services | 11,508,630 | 11,469,400 | 10,231,700 |
| Government Services | <u>2,212,665</u> | <u>1,794,700</u> | <u>1,944,800</u> |
| TOTAL | <u>190,383,314</u> | <u>\$ 188,753,500</u> | <u>\$ 188,353,500</u> |