



2013-14 Annual Report

Department of Transportation and Works



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Message from the Minister

As Minister of Transportation and Works, it is my pleasure to present the department's annual report for the fiscal year 2013-14. This report was prepared in accordance with the *Transparency and Accountability Act* and provides an overview of performance for this past fiscal year; it also represents the last year of reporting from our 2011-14 Strategic Plan. I am accountable for the contents and the achievement of identified results.

Significant enhancements in infrastructure were made throughout the province during 2013-14. The Provincial Government invested close to \$900 million in key areas such as roads, bridges, marine services, health, education, municipal works, buildings and aquaculture. The Department of Transportation and Works is pleased to direct these major investments in infrastructure as overall project manager for most large capital works projects. These infrastructure improvements are central to the daily lives of Newfoundlanders and Labradorians, with each project providing short-term and long-term benefits for residents, businesses, and communities.

The Department of Transportation and Works delivered on a long list of priority infrastructure projects during 2013-14, with a total investment of more than \$241 million. Highlights include the replacement of the Sir Robert Bond Bridge in Central Newfoundland, work towards the replacement of the Placentia Lift Bridge and continued progress on the Trans Labrador Highway, one of the largest infrastructure projects in our province's history. Construction was also completed on the Conception Bay South Bypass, the twinning of the Trans Canada Highway on the west coast and the completion of the E.S. Spencer Bridge. The department also announced an early road tender process which will maximize the construction season and provide improved transportation for all Newfoundlanders and Labradorians.

I extend a sincere thank you to all employees within the Department of Transportation and Works for the hard work they do in order to ensure a safe and reliable service to the people of Newfoundland and Labrador.

Sincerely,



NICK MCGRATH, MHA
Minister of Transportation and Works



Departmental Overview

Vision

The Vision of the Department of Transportation and Works is of a safe, reliable and sustainable transportation and public works infrastructure that supports the social and economic needs of the province.

Mission

During the development of the department's 2014-17 Strategic Plan, a revised mission was adopted for the remainder of the reporting period. This updated mission and indicators for reporting can be found in that document. For this annual report, the department is required to report on progress to the prior mission as stated below.

The Department of Transportation and Works will have improved transportation and public works infrastructure and services to meet the economic and social requirements of Newfoundland and Labrador by 2017.

The mission statement identifies the priority focus area of the Minister. It represents the key long-term result that the Minister and the department will be working towards as they move forward on the strategic directions of government. The statement also identifies the measure and indicators that will assist both the entity and the public in monitoring and evaluating progress.

Measure:

- Improved transportation and public works infrastructure and services

Indicators:

- Average age of ferry vessels decreased
- Kilometres of roads resurfaced
- Number of bridges replaced and rehabilitated
- Number of new buildings eligible for LEED Silver Standard

Planned Results	Actual Results
Average age of ferry vessels decreased	The average age of the ferry vessel fleet (17 vessels in total) was 38 years in 2011, and by March 31, 2014 this was reduced to 32 years.
Kilometres of roads resurfaced	Since 2011, there have been 560 kilometres of road resurfaced.
Number of bridges replaced and rehabilitated	Since 2011, 43 bridges have been replaced, 46 bridges have been rehabilitated, and 9 new bridges have been constructed.
Number of new buildings eligible for LEED Silver Standard	Since 2011, there have been 20 new buildings which were eligible for LEED Silver Standard.

Work over the past three years has seen significant advances in achieving the department's mission. Work outlined in the department's 2014-17 Strategic Plan will continue to deliver the mission as outlined.

Mandate

The mandate of the Department of Transportation and Works is derived from Departmental Notice under the *Executive Council Act* and includes responsibility for the administration, supervision, control, regulation, management and direction of all matters relating to transportation and public works, including:

- Design, construction, improvement, repair and maintenance of highways, local roads, airstrips, ferry landings and related facilities;
- Acquisition, use, maintenance and operation of ferries under ownership, charter or administration;
- Acquisition, use, maintenance and operation of provincial air ambulance, water bomber and other aircraft and services under ownership, charter or administration;
- Property that belongs to or is held or occupied by the Crown, and the works and properties acquired, constructed, extended, enlarged, repaired or improved at the expense of the province, or for the acquisition, construction, extension, enlargement, repair or improvement of which public funds are voted and appropriated by the Legislature, other than property and works assigned to another Minister or Department of the Government of the province;
- Property management including the design, construction, repair, maintenance, heating, lighting, cleaning and security of buildings that belong to or are held or occupied by the Crown and grounds that belong to those buildings;
- The leasing of real property by the Crown and related activities;
- The disposition of surplus real property; and,
- The administration of Acts under the responsibility of the department and of all orders and regulations passed or made under those Acts, including those powers, functions or duties necessary or desirable for carrying out the purpose of those Acts.

Lines of Business

In delivering its mandate, the Department of Transportation and Works provides the following lines of business to its primary clients:

Transportation

Construction, acquisition and/or management of transportation infrastructure and related service delivery for the province including:

- Provincial roads;
- Provincial marine passenger, vehicle and freight services; and,
- Provincial airstrips, air ambulance, forest fire suppression services and other related air services.

Public Works

Construction, acquisition and/or management of building infrastructure, leased space and related services for the Provincial Government and various agencies.

Organization and Staffing

The Department of Transportation and Works is divided into four branches: Transportation, Marine Services, Works, and Strategic and Corporate Services.

Marine Transportation Services

Provision, maintenance, and management of provincial ferry vessels servicing over 40 ports throughout the province. Marine operations include:

- Seven Provincial Government-owned and operated vessels, two Provincial Government-owned and privately operated (through a contract with the Government of Newfoundland and Labrador) vessels, and eight privately-owned contracted vessels;
- Operations accounting for \$50.2 million for 2013-14 (transporting approximately 850,000 passengers, 400,000 vehicles, and 15,000 tonnes of freight annually);
- Provision of fleet modernization through the Provincial Government's vessel replacement program;
- Provision of vessel modification and refits of Provincial Government-owned vessels; and,
- Operation of Provincial Government-owned vessels with a complement of approximately 265 marine staff.



MV Hazel Mclsaac

Note: The Department of Transportation and Works is not responsible for the Gulf of St. Lawrence Ferry Service. Responsibility for this service resides with the Government of Canada through Marine Atlantic Inc. (www.marine-atlantic.ca).

Transportation

Provision and maintenance of a provincial road transportation network that includes:

- Summer and winter maintenance (snow clearing and ice control) on approximately 9,800 kilometres of primary and secondary highways and community access roads;
- Construction of new roads and management of road improvement projects with expenditures of \$205.6 million for 2013-14;
- Snow clearing for external jurisdictions including Gros Morne National Park, through a contract with Parks Canada, and 73 communities throughout the province;
- Purchasing salt and sand for 159 town councils and a number of health authorities, school boards, and other external entities;
- Management of the Provincial Government's fleet of over 2,900 vehicles including light vehicles, heavy equipment and utility vehicles (such as snowmobiles, all-terrain vehicles, etc.);
- Provision of up to date images of driving conditions from 28 camera locations throughout the province (www.roads.gov.nl.ca/cameras);
- Provision of environmental services for provincial roads projects, and,
- Operation and maintenance of Provincial Government's fleet of 10 aircraft for air ambulance and forest fire suppression services.



Water Bomber – CL415

Works

- Management and maintenance of approximately 640,000 square metres of floor space, consisting of approximately 872 buildings, on 366 sites across the province;
- Construction of new buildings and management of other capital projects for Provincial Government departments and Provincial Government-funded bodies with expenditures of \$123 million during 2013-14 and a total of close to \$2 billion in currently approved projects;
- Provision of space for Provincial Government departments in Provincial Government-owned buildings and leased accommodations;
- Provision of environmental services for Provincial Government buildings;
- Provision of centralized mail and messenger services for the Provincial Government, which includes the processing and delivery of over 8.5 million pieces of correspondence annually; and,
- Provision of phone services to all Provincial Government departments.

Strategic and Corporate Services

- Provision of financial services for the department;
- Provision of information management services for the department; and,
- Provision of policy, planning and evaluation services for the department.



Our Valued Employees

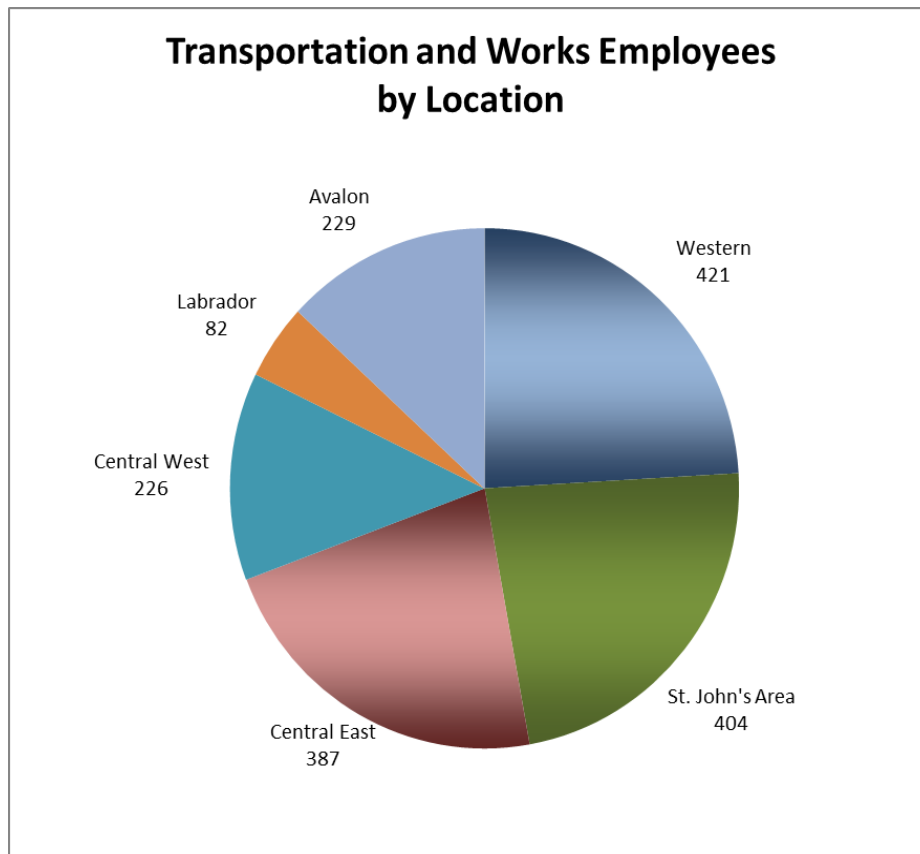
The provincial headquarters, which is located at the Confederation Building West Block, is responsible for policy, planning and evaluation, project management and design, strategic operational management, and corporate administrative services. The regional offices throughout the province provide construction, maintenance, operational services, as well as some project management and design services, while the depots provide direct services such as snow clearing and road maintenance. Further details on the organizational structure of the department can be found in Appendix A.

The Department of Transportation and Works has the largest number of employees within any Provincial Government department - with 1,749 staff located throughout the province. The department operates seven regional offices with 67 depots/units throughout the province.

Employees as of March 31, 2014

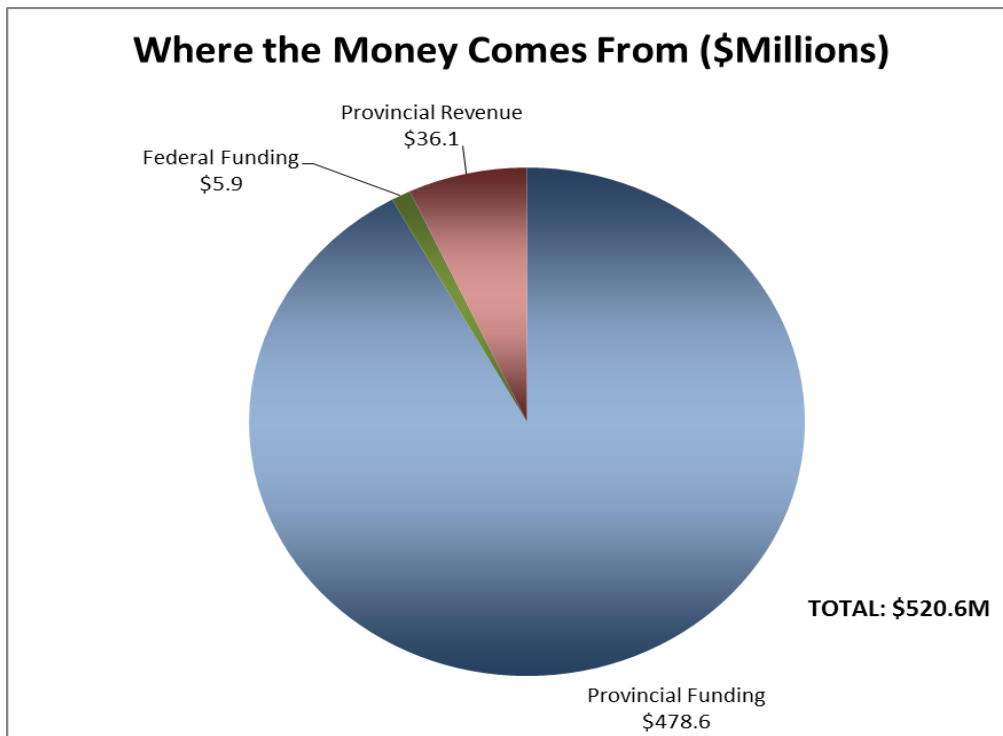
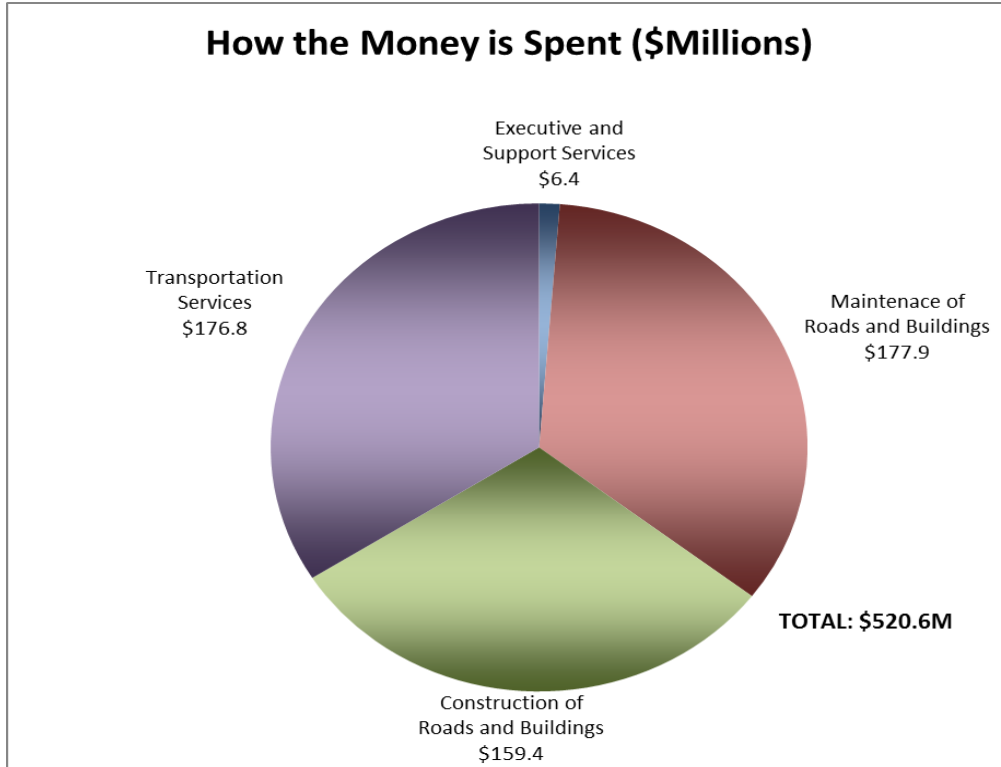
1,749 in total (1,542 male; 207 female)

- 892 permanent
- 480 temporary
- 377 seasonal



Revenues and Expenditures for 2013-14

A more detailed statement of expenditures can be found in Appendix B.



Shared Commitments

Infrastructure Renewal

As government's lead department on infrastructure, the Department of Transportation and Works facilitated the advancement of numerous major capital projects throughout the province. This past year, the department actively managed nine health care related projects ranging from acute care, long-term care, and centres for youth with complex mental needs, valued at over \$400 million. The department has also facilitated the design and construction and/or major renovation of 17 schools throughout the province valued at over \$220 million. Other major capital projects include courthouses, law enforcement facilities, and general public buildings valued at over \$100 million.

Projects nearing completion include the new St. John's Long-term Care Facility, upgrades to Confederation Building, and several new K-12 schools.

New Schools

The Department of Transportation and Works plays a central role working with the Department of Education on the design and construction of new schools throughout the province. Three school projects that were significantly advanced in 2013-14 include the construction of the replacement for St. Teresa's School, the extension and redevelopment of Roncalli Elementary, and the West End High School in St. John's. In September 2013, the new Davis Elementary School in Carbonear was also opened and can accommodate approximately 460 students.

Youth Treatment Centres



Rendition of the New Youth Treatment Centres in Paradise and Grand Falls-Windsor

The Department of Transportation and Works is also working with the Department of Health and Community Services on the design and construction of two new youth treatment centres to advance mental health and addictions services for youth in Newfoundland and Labrador. During the last year, construction was significantly advanced for facilities in Grand Falls-Windsor and Paradise.

Both facilities will be 2,065 square metre, 12-bed facilities, which will service the needs of youth within the local areas. The design and layout of the treatment centres includes three separate living quarters containing four bedrooms with private bathrooms, a kitchen and lounge area, school area, multipurpose room, physical fitness room and a dedicated space for overnight stays for visiting family. It is anticipated that both facilities will be ready for occupancy in 2014. Over the past year, the department also completed design work for the new adult addictions centre in Harbour Grace.

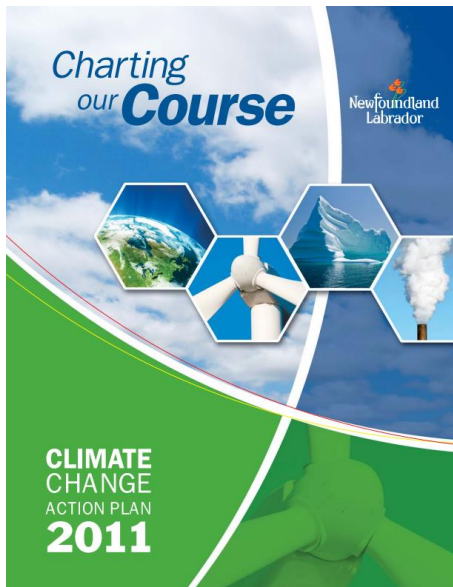
Investments in Labrador

In 2013-14, the Provincial Government budgeted more than \$158 million in infrastructure and program and service delivery to build upon the success of the *Northern Strategic Plan* for Labrador. This plan is a cross-departmental strategy aimed at strengthening the social and economic future for all Labradorians. As part of the Plan, the Department of Transportation and Works is responsible for core commitments related to road construction, ferry services, and the design and construction of new facilities.

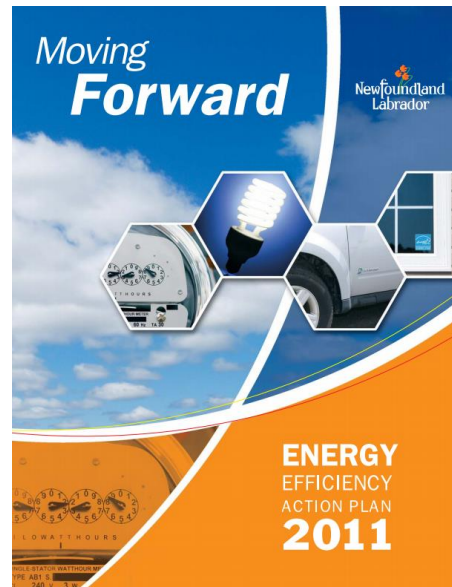
Climate Change and Energy Efficiency

The Department of Transportation and Works plays an important role in the climate change agenda, particularly in providing sustainable transportation and public infrastructure for the needs of the province. The 2011 Climate Change and Energy Efficiency Action Plans are horizontal strategies with commitments owned by 13 different government entities. The Department of Transportation and Works is an important partner in this regard and has lead responsibility on six commitments:

- Continue to include consideration of climate change implications (e.g. potential for flooding) in the site selection and design of Provincial Government buildings and infrastructure, and extend these considerations to those receiving public funding;
- Conduct energy audits on Provincial Government buildings over 1,000 square metres that have not previously been audited;
- Develop retrofit plans for cost-effective energy efficiency upgrades identified in energy audits;
- Roll out certification of BOMA BEST building management certification process to other existing government office buildings, following the successful application of the process on the Natural Resources Building;
- Explore the potential for green leasing requirements for space that the Provincial Government leases from other building owners; and,
- Establish a target that 35 per cent of all new car and SUV purchases be energy-efficient or hybrid vehicles for departments, agencies, boards and commissions. This builds on the 25 per cent target from the Energy Plan.



2011 Climate Change Action Plan



2011 Energy Efficiency Action Plan

Highlights and Accomplishments

Continuation of the Trans Labrador Highway

In 2013-14, there was continued progress made on the Trans Labrador Highway, the largest infrastructure project in the province's history with tender contracts established for Phase II and Phase III valued at \$38.2 million. More than \$250 million has been spent on Phase I of the Trans Labrador Highway to date and in total more than \$560 million has been spent on the project. While Phase I widening and paving was significantly completed in the 2013 construction season, Phase II is at 20 per cent completion and Phase III is at 90 per cent completion. This project will continue in the 2014 construction season.

Bridge Improvements

Bridge replacements and repairs are a significant component of the overall infrastructure improvement strategy. Each project undertaken helps to deliver long-term benefits for local residents and also provides economic benefits for local companies and communities.

In 2013-14, the Department of Transportation and Works invested more than \$2 million in rehabilitation projects for Sandy River Bridge, Horwood River Bridge, Parsons Pond Bridge, North Harbour Bridge, Little Salmonier Bridge and the Curtis Causeway Bridge. Other investments in bridge replacement projects, valued at over \$3.7 million, included Main Point Bridge, Full Island Bridge, English Harbour East Bridge and Traverse Brook Bridge.

Placentia Lift Bridge

On March 5, 2013, the department awarded a \$40.6 million contract for the replacement of the Placentia Lift Bridge. The contract includes the construction of a new vertical lift bridge and road approaches from Placentia and Jerseyside. The new bridge will be constructed next to the existing bridge on Route 100 to allow it to remain open while construction is ongoing. The contract also includes the removal of the existing Sir Ambrose Shea Lift Bridge once the new one is completed.

In 2013-14, \$15.6 million was invested in the Placentia Lift Bridge. The Government of Canada is contributing \$8 million to the project, which is expected to be completed by January 2016.



New Placentia Lift Bridge (set to open in 2016)

Infrastructure Renewal

Early Roads Tenders

In March 2014, the Department of Transportation and Works announced early road tenders to help maximize the Newfoundland and Labrador construction season. The commitment demonstrated the importance of advancing improvements in transportation infrastructure such as roads, highways and bridges throughout the province. Projects will focus on upgrades and enhancements to the provincial highway network including major trunk roads, community access roads, as well as routine maintenance on the Trans Canada Highway. Funding will also be allocated for the rehabilitation and replacement of bridges.

Confederation Building Upgrades

Over the past year, the Department of Transportation and Works completed significant mechanical and electrical system upgrades to the Confederation Building East Block. The upgrades are part of a multi-year plan to protect the integrity of the building and to ensure that the structure is maintained for many years to come. The building is more than 50 years old with significant upgrades required to the major mechanical and electrical systems throughout all floors.

Report on Performance

The Department of Transportation and Works' *2011-2014 Strategic Plan* identified three strategic issues for the Department to focus its efforts on through to March 31, 2014. Each strategic issue was developed in consideration of the strategic directions of government and the mandate and financial resources of the Department of Transportation and Works. The strategic issues for 2011-2014 are as follows:

- Improved road transportation infrastructure;
- Improved provincial ferry services; and,
- Environmental stewardship.

Each strategic issue has an associated three-year goal and a series of incremental annual objectives. The goals identified for each issue reflect the results expected in the three-year timeframe, while the objectives provide an annual focus. Measures and indicators are provided for both the goal and the objective to assist both the department and the public in monitoring and evaluating success.

Improved Road Transportation Infrastructure

The Department of Transportation and Works is committed to improving road transportation infrastructure. Through sound investments in road and bridge infrastructure and road condition monitoring, the department has improved the condition of the province's highway system. Investments in these areas have led to the construction and rehabilitation of bridges in all regions of the province and hundreds of kilometres of roads. Furthermore, the installation of roadside monitoring equipment has improved the management and maintenance of provincial highways. The following goal supports the strategic directions of government by contributing to the improvement of transportation infrastructure and services in the province.

Goal:

By March 31, 2014, Transportation and Works will have improved road and bridge infrastructure.

Measure:

- Improved road and bridge infrastructure

Planned Results	Actual Results
Number of bridges replaced and rehabilitated	Since 2011, 43 bridges have been replaced, 46 bridges have been rehabilitated, and 9 new bridges have been constructed.
Number of lane kilometers resurfaced	Since 2011, there have been 806.8 lane kilometres resurfaced across the province.
Number of road maintenance and construction projects tendered	Since 2011, there have been 319 road maintenance and construction projects tendered.
Amount of pavement on the Trans Canada Highway where roughness is classified as poor or fair	The following is the three-year breakdown for road classifications: <ul style="list-style-type: none"> • 2011 21.4% Fair 1.3% Poor • 2012 21.7% Fair 1.4% Poor • 2013 25.8% Fair 2.2% Poor

Discussion of Results

Number of bridges replace and rehabilitated

The Department of Transportation and Works is responsible for the construction and maintenance of provincial bridges. The current inventory is approximately 1,134 structures, which includes bridges and culverts larger than three metres wide. Since 2011, 43 bridges have been replaced, 46 bridges have been rehabilitated, and nine new bridges have been constructed. This vital work has helped to significantly improve the bridge infrastructure in the province.

On September 3, 2013, the department announced that comprehensive bridge inspection reports would be posted online. Bridge inspection reports are presented individually by bridge name and listed alphabetically by region. Levels of assessment for bridge structures include: Good, Fair, Poor, or Unsafe. Bridge rehabilitation and replacement projects are prioritized based on these inspections. Reports from comprehensive bridge inspections conducted between June 2012 and July 2013 can be viewed at: www.tw.gov.nl.ca/BridgeInspections.

Number of lane kilometers resurfaced

Since 2011, there have been 806.8 lane kilometres resurfaced throughout the province. This work improves rideability of roads and reduces the risk of hydroplaning by users. Resurfacing efforts are an important part of the roads program and the work helps to ensure the long-term sustainability of provincial roads. The resurfacing of lane kilometres has significantly improved the road infrastructure across the province.

Number of road maintenance and construction projects tendered

Since 2011, there have been 319 road maintenance and construction projects tendered. Road maintenance and construction projects help to restore a road profile and extend the service life. Generally, work undertaken helps to improve traffic flow and maintain safety for all users. These projects address strategic priorities identified by the department, and as a result of this work, road infrastructure has been significantly improved.

Amount of pavement on the Trans Canada Highway where roughness is classified as poor or fair.

To improve road infrastructure, a priority for the department is to lower the percentage of roads where roughness is classified as poor or fair. Although the percentages are within an acceptable level, it is hoped that the numbers will improve in future years. The department has prioritized road work in areas that were deemed to be in the worst condition. This strategic work has resulted in an overall improvement to the Trans Canada Highway in the province. Over the past three years, federal approvals for additional work on the Trans Canada Highway have been delayed. As a result the provincial contribution has had to significantly increase. The Department of Transportation and Works will continue to work with partners towards attaining an increase in financial support from the federal government.

2013-14 Objective:

By March 31, 2014, Transportation and Works will have further addressed provincial road maintenance and completed construction on new major road and bridge improvement projects.

Measure:

- Further addressed road maintenance
- Construction completed on road and bridge projects

Planned Results	Actual Results
Kilometres of road resurfaced	Over the past year there have been 213.31 kilometres of road resurfaced.
Construction completed on the Conception Bay South Bypass	On January 15, 2014, the Conception Bay South Bypass extension was officially opened.
Construction completed on twinning the Trans Canada Highway on the West Coast	Summer 2013 saw the completion of the twinning of the Trans Canada Highway on the West Coast between Pasadena and Corner Brook.
Construction completed on E.S. Spencer Bridge	The E.S. Spencer Bridge was opened on October 30, 2013.
Surfacing completed on Phase I of the Trans Labrador Highway	The surfacing of Phase I of the Trans Labrador Highway was not completed in 2013; completion is now expected by September 30, 2014.
Number of kilometres widened on Phase II and Phase III of the Trans Labrador Highway	During 2013-14, there were 3km widened on Phase II and 80km widened on Phase III of the Trans Labrador Highway.

Discussion of Results

Kilometres of road resurfaced

In 2013-14, the Department of Transportation and Works resurfaced 213.31 kilometres of road throughout the province. Resurfacing work helps to improve rideability of roads and reduces the risk of hydroplaning by users. Resurfacing efforts are an important part of the roads program and the work helps to ensure the long-term sustainability of provincial roads.

Construction Completed on the Conception Bay South Bypass

On January 15, 2014, construction was completed on the Conception Bay South (CBS) Bypass extension. The \$28.9 million project spans from Legion Road to Seal Cove representing a total distance of 5.6 kilometres. The Provincial Government contributed \$22.4 million and the Government of Canada contributed \$6.5 million through the Canada Strategic Infrastructure Fund. The new stretch of highway will reduce road congestion and will improve road safety.

Construction Completed on Twinning the Trans Canada Highway on the West Coast

On October 30, 2013, construction was completed on a four-lane divided highway from the Massey Drive Interchange to the Corner Brook Industrial Access Road. This project completed the department's vision of twinning of the TCH between Pasadena and Corner Brook to help enhance the flow of people and goods through the region.

Construction Completed on E.S. Spencer Bridge

The E.S. Spencer Bridge is over the Terra Nova River and was originally constructed in 1960. The new replacement bridge was opened on October 30, 2013, and will benefit the travelling public by maintaining year round safe and reliable highway infrastructure. It will also eliminate the need for a long detour through residential areas. It is also expected that surrounding communities could notionally benefit from up to 75 direct and 55 indirect jobs being created.

Surfacing Completed on Phase I of the Trans Labrador Highway

The surfacing of Phase I of the Trans Labrador Highway was scheduled to be completed in 2013. Unfortunately, the forest fires in Labrador West during the Summer of 2013 prevented work from being completed. There was a state of emergency and residents in some areas were evacuated from their homes. There are 60 kilometres of road still to be resurfaced; this work is now scheduled to be completed by the end of the 2014 construction season.

Number of kilometres widened on Phase II and Phase III of the Trans Labrador Highway

During 2013-14, there were 3 kilometres widened on Phase II and 80 kilometres widened on Phase III. This work was a significant advancement and was undertaken in advance of paving. The completion of the Trans Labrador Highway is a strategic priority for the department and will aid with both social and economic development in the region.

Improved Provincial Ferry Services

The Department of Transportation and Works continues to focus on improving provincial ferry services through investments in vessel replacement, refits, and maintenance, as well as upgrades to wharves and ferry terminals. Design work has been completed for a larger vessel to replace the *MV Captain Earl W. Winsor* on the Fogo Island - Change Islands - Farewell service. On December 16, 2013, the department announced that negotiations had been successfully completed with Damen Shipyards to deliver the first of two new vessels. The department also invested approximately \$18.6 million for ferry vessel refits and approximately \$2.1 million for maintenance and upgrades to ferry terminals. The following goal supports the strategic directions of government by contributing to the improvement of transportation infrastructure and services in the province.

Goal:

By March 31, 2014, Transportation and Works will have improved provincial ferry services.

Measure:

- Improved provincial ferry services

Planned Results	Actual Results
Number of new vessels constructed	Over the past three years there have been two new vessels constructed, the <i>MV Grace Sparkes</i> and the <i>MV Hazel Mclsaac</i> .
Number of terminals and wharves rehabilitated	Since 2011, there have been 30 terminals and wharves rehabilitated.
New safety management plan implemented	A new safety management plan was implemented in 2011.
Amount invested in vessel replacement program	Over the past three years there has been \$40,383,000 invested in the vessel replacement program.
Average age of ferry vessels decreased	The average age of the ferry vessel fleet (17 vessels in total) was 38 years in 2011, and by March 31, 2014 this was reduced to 32 years.

Discussion of Results

Number of new vessels constructed

On May 5, 2011, the *MV Grace Sparkes* sailed into the port of St. Brendan's, officially entering service in the provincial ferry fleet. The vessel has helped to improve the transportation system in rural Newfoundland and Labrador. The *MV Hazel Mclsaac* entered service in Green Bay on June 2, 2011. Bringing the new ferry into service allowed for the flexibility to retire one of the oldest vessels in the fleet, while maintaining a high level of service for people of Little Bay Islands and Long Island.

Both the *MV Grace Sparkes* and the *MV Hazel Mclsaac* are 42-metre, 80 passenger vessels with capacity for 16 passenger vehicles or one transport truck and 11 passenger vehicles. The cost to construct the vessels was approximately \$27.5 million each.

Number of terminals and wharves rehabilitated

There have been 30 terminals and wharves rehabilitated since 2011. Rehabilitation work is general performed based on the age and condition of the terminal or wharf. This work helps to improve the function and efficiency of the provincial ferry service. Some rehabilitation work was completed to facilitate the arrival of the *MV Grace Sparkes* and the *MV Hazel Mclsaac*.

New safety management plan implemented

In 2011-12, the Marine Services Branch implemented a Safety Management Plan for the Provincial Ferry Service. The department implemented an International Safety Management System that is audited by Lloyd's Register North America Inc. and complies with the requirements of the International Management Code for the safe operation of ships and for pollution prevention for passenger ships.

Amount invested in vessel replacement program

Over the past three years there has been \$40,383,000 invested in the vessel replacement program (2011-12: \$5,720,000, 2012-13: \$3,617,000 and 2013-14: \$31,045,000). The goal of the vessel replacement program is to reduce the average age of our provincial ferry fleet in order to ensure the provision of reliable marine services to the residents of the province.

Average age of ferry vessels decreased

The average age of the ferry vessel fleet (17 vessels in total) was 38 years in 2011, and by March 31, 2014 this was reduced to 32 years. By decreasing the average age of the provincial vessel fleet, it is ensuring the reliability and long-term sustainability of the service.

2013-14 Objective:

By March 31, 2014, Transportation and Works will have advanced its vessel replacement program with the continuation of construction of new ferry vessels.

Measure:

- Vessel replacement program advancement

Indicators:

- Construction commenced on new ferry vessels
- Request for Proposals issued

2013-14 Results	
Planned Results	Actual Results
Construction commenced on new ferry vessels	During 2013-14, construction commenced on two new vessels to service Fogo Island/Change Islands and Bell Island.
Request for Proposals issued	During 2013-14, requests for proposals were issued for the provision of Labrador Ferry Services and the provision of the Strait of Belle Isle Services.

Discussion of Results**Construction Commenced on New Ferry Vessels**

On November 13, 2013, the Department of Transportation and Works announced the award of a contract to build a new 80-metre vessel to service Fogo Island-Change Islands. On December 16, 2013, the department announced the award of a second contract to deliver a new 80-metre vessel to service Bell Island, representing a total investment of \$100.5 million for both vessels. In order to accommodate the new larger vessel on the Bell Island service, wharf upgrades are required at both Bell Island and Portugal Cove. A commitment of \$10 million was made in 2013 to fund these infrastructure upgrades with work to be completed by February 2016. In July 2013, contracts were awarded for wharf improvements on Fogo Island-Change Islands service to support the new vessel. September 2015 is the delivery date for the new vessel for Fogo Island-Change Islands and February 2016 is the delivery date for the new Bell Island vessel.

Request for Proposals Issued

In 2013-14, a Request for Proposals (RFP) was issued to secure a single contractor to provide comprehensive marine transportation services to Labrador over a 15-year term. A minimum of two vessels will provide passenger, vehicle and freight service to the north coast of Labrador and passenger and vehicle service across the Strait of Belle Isle. Vessels must be ice-class, have roll-on, roll-off capability and must be new or built in 2010 or later. A second RFP was issued to provide year round service across the Labrador Straits until the results of the 15-year term RFP were determined.

Environmental Stewardship

The Department of Transportation and Works continues to strive to be a champion of environmental stewardship in Newfoundland and Labrador. This past year, the department worked with the Office of Climate Change and Energy Efficiency (CCEE) on the development of a *Guide to Purchasing Environmentally Preferable Products* and on efforts to contribute to the greening of government operations. The department continues to incorporate Leadership in Energy and Environmental Design (LEED) in the design and construction of new public buildings, implement energy improvements in existing buildings and ensure that 35 per cent of government light vehicles purchased are fuel efficient. The following goal supports the strategic directions of government by contributing to environmental stewardship and environmentally friendly government-owned buildings.

2011-2014 Goal:

By March 31, 2014, Transportation and Works will have enhanced energy efficiency in public buildings to support government's initiatives in environmental stewardship.

Measure:

- Energy efficiency standards implemented

Planned Results	Actual Results
Number of buildings designed, built and operated to LEED Silver Standard	From April 1, 2011 to March 31, 2014, there were 20 building projects in varying stages of LEED design, construction and operation.
Number of energy audits conducted	From April 1, 2011 to March 31, 2014, there were 26 energy audits conducted.
Number of policies adopted which support higher energy efficiency standards	The <i>Build Better Building Policy</i> has been adopted to guide the Provincial Government's overall policy on energy efficiency standards in public buildings.
Number of new energy efficiency initiatives implemented	From April 1, 2011 to March 31, 2014, there were in excess of 15 energy efficiency initiatives implemented. The department now applies an energy efficiency lens when considering upgrades to any public buildings.

Discussion of Results

Number of buildings designed, built and operated to LEED Silver Standard

The Government of Newfoundland and Labrador's *Build Better Buildings Policy* requires that all new buildings strive to achieve, where practical, a minimum of LEED Silver certification. LEED or Leadership in Energy and Environmental Design, is a program that places emphasis on sustainable building and development practices.

Over the past three years there have been 20 building projects in varying stages of LEED design, construction and operation. Some key LEED Silver projects include:

- The replacement for the Captain William Jackman Memorial Hospital (estimated at \$90 million), which commenced construction in 2007 and was completed in summer of 2014, will be operational in the months that follow.
- The Grand Falls-Windsor Youth Addictions Centre (estimated at \$13 million), which construction was substantially completed on March 31, 2014.

- Davis Elementary in Carbonear, a new school (estimated at \$20 million), was opened for operation in September 2013.
- The St. John's West End High school project (estimated at \$39 million), with an anticipated opening date of September 2015.

Number of energy audits conducted

Over the past three years, the Department of Transportation and Works has conducted 26 energy audits. Energy audits have been conducted on buildings where energy use was considered high or where it was believed that there were operational efficiencies to be found.

Number of policies adopted which support higher energy efficiency standards

The Provincial Government recognizes the importance of energy efficiency and conservation, improving the indoor work environment for the benefit of all occupants, and reducing harmful emissions associated with buildings. The Department of Transportation and Works has been a key partner in the *Build Better Buildings Policy* which is the overarching policy for energy efficiency standards. All buildings that fall under this policy are built to energy and environmentally efficient standards that will:

- Improve the indoor environment for the benefit of occupants;
- Reduce harmful emissions;
- Conserve valuable energy resources by consuming less energy;
- Reduce operation and maintenance costs over the life-cycle of the building; and,
- Emphasize environmentally-friendly building practices.

The *Build Better Buildings Policy* continues to be implemented. To date, eight municipal buildings and 27 Provincial Government buildings (including healthcare and post-secondary facilities) have been LEED registered.

BOMA BEST

In 2011, the Department of Transportation and Works achieved a Level 3 BOMA BEST certification on the Natural Resources Building in St. John's - the only building in the province to have ever attained such a level.

The Building Owners and Managers Association (BOMA) Building Environmental Standards (BEST) is BOMA Canada's national environmental certification program for existing commercial and light institutional buildings. The certification is available for office buildings, shopping centers, open air retail and light industrial properties, government buildings, and awards four levels of certification: Level 1, 2, 3 and 4, where 4 represents the highest achievable certification.

BOMA Newfoundland and Labrador also awarded the Provincial Government with the "Earth Award" in 2011, which is given to the building that achieves the highest level of certification for the year.



Number of new energy efficiency initiatives implemented

The Department of Transportation and Works applies an energy efficiency lens when completing work on all public buildings. Over the past three years, the department has completed a number of energy efficiency initiatives including:

- Retrofitting the lighting systems in Confederation Building;
- Retrofitting the parking lot lighting at the Marine Institute/CNA Engineering Technology Campus;
- Installing a new energy-efficient air conditioning system in the Sir Richard Squires Building in Corner Brook;
- Window upgrades at the Arts and Culture Centre in St. John's;
- Window upgrades at the Confederation Building in St. John's;
- Mechanical and electrical upgrades at the Confederation Building in St. John's;
- Upgrades to LED exit signage at various government buildings;
- Boiler burner replacement at Building 904 in Pleasantville, St. John's;
- Upgrades to lighting and controls at the Whitbourne Correctional Facility;
- Upgrades to lighting at the Motor Vehicle Registration Building in Mount Pearl;
- Control upgrades to various building across the province;
- Improved insulation on several project throughout the province;
- Solar lighting upgrade at the wharf at Little Bay Islands;
- Upgrades to the doors at the College of the North Atlantic, Corner Brook; and,
- Boiler replacement at the Bay St. George Clinic.

2013-14 Objective:

By March 31, 2014, Transportation and Works will have continued to implement new energy improvement measures in new and existing public buildings to improve their energy efficiency.

Measure:

- Energy improvement initiatives

Indicators:

- Energy improvement initiatives implemented in existing public buildings
- Number of new public buildings designed and built to LEED Silver Standard

Planned Results	Actual Results
Energy improvement initiatives implemented in existing public buildings	Two energy improvement initiatives implemented.
Number of new public buildings designed and built to LEED Silver Standard	Eight buildings designed and 10 buildings built to LEED Silver Standard.

Discussion of Results

Energy improvement initiatives implemented in existing public buildings

Since April 1, 2013, the Department of Transportation and Works implemented two energy improvement initiatives. These initiatives include:

- Upgrading to the chiller at the Sir Richard Squires Building in Corner Brook;
- Retrofitting lighting in the Labrador Correctional Facility with energy efficient systems.

Number of new public buildings designed and built to LEED Silver Standard

The Government of Newfoundland and Labrador’s *Building Better Buildings Policy* requires that all new buildings strive to achieve, where practical, a minimum of LEED Silver certification. LEED, or Leadership in Energy and Environmental Design, is a program that places emphasis on sustainable building and development practices.

In 2013-14, the Department of Transportation and Works advanced the design and construction of 18 projects that were designed and/or built to LEED Silver Standard. Projects where design work was significantly advanced or completed this past year include:

- New School Portugal Cove - St. Philips
- Virginia Park School
- Torbay Flatrock Pouch Cove School
- Paradise III Octagon Pond School
- CBS School
- Elizabeth Park Elementary School Extension
- Water Bomber Hangar - Gander
- Gander 4-6 School

Projects where construction was significantly advanced or substantially completed include:

- Mundy Pond School (St. Teresa's / École Ste-Thérès)
- Roncalli Elementary School Extension and Redevelopment
- St. John's Long-Term Care Facility
- Lewisporte Health Care Centre (North Haven Manor)
- Labrador West Health Care Centre
- Paradise Youth Treatment Centre
- Grand Falls-Windsor Youth Treatment Centre
- Carbonear Long Term Care Facility
- Salmonier Nature Park Visitor's Pavilion
- West End High School, St. John's

Opportunities and Challenges Ahead

Infrastructure Renewal

The Department of Transportation and Works continues to play a key role in government's commitment to infrastructure renewal. In 2013-14, the Provincial Government invested nearly \$1 billion towards a variety of infrastructure renewal projects in Newfoundland and Labrador.

The department's involvement in infrastructure renewal extends beyond the construction and rehabilitation of roads, bridges and ferries and the acquisition of aircraft. The department also manages and oversees major building projects for all Provincial Government departments and many agencies. This includes not only office buildings but also new schools, hospitals, long-term care facilities, and provincial courts. Through strategic partnerships with other government departments and agencies, the Department of Transportation and Works manages the design and construction process of major projects throughout the province.

In Budget 2013, the Provincial Government announced \$227 million over three years to advance construction of a new acute care health facility in Corner Brook to provide health services to the residents of the western region of the province. The new acute care facility is the province's largest capital works project in the province's history. The next phase of this project will finalize the design for the new hospital complex, which includes an acute care centre, a separate long-term care facility, in-patient mental health services, and a hostel. The project is focused on meeting the health care needs in the region while balancing the need to construct in a sustainable, cost-effective manner. On March 7, 2013, the master program report was received. This report will support the finalization of the design for the new facility and will offer important information as the project moves into future phases of development and construction. Construction will commence on the site in 2015.

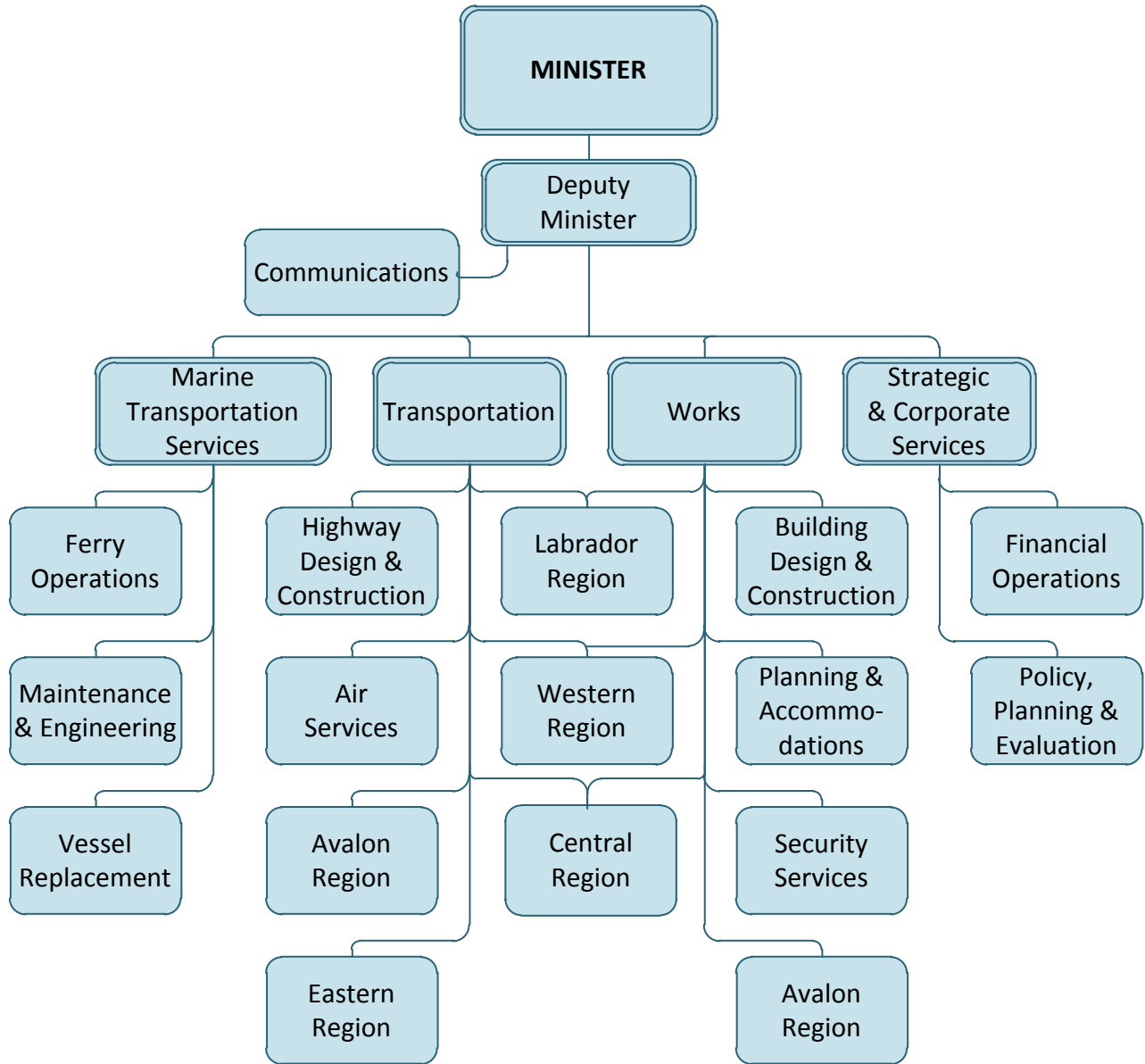
As lead department on infrastructure, the Department of Transportation and Works will continue to support its client departments with the advancement of major capital projects to foster both infrastructure renewal and economic stimulus throughout Newfoundland and Labrador.

Work with the Federal Government

The Department of Transportation and Works continues to work with the Federal Government to press for long-term commitments to support the maintenance and upgrading of all portions of the National Highway System. The department will also be working with the Federal Government on the Building Canada Plan which will aid in infrastructure development in the province.

The Departments of Transportation and Works and Tourism, Culture and Recreation continue to advocate on behalf of the residents of the province and the many tourists who visit our province with respect to the Marine Atlantic ferry service.

Appendix A: Organizational Chart



Appendix B: Statement of Expenditures

Statement of Expenditures and Revenues					
Summary of Expenditure and Related Revenue (unaudited)					
For the year ended 31 March 2014					
			Estimates		
			Actual	Amended	Original
Executive and Support Services					
	Minister's Office		380,216	394,200	378,600
	General Administration		6,063,208	6,329,900	6,487,300
	Less: Revenue		(639,669)	(500,000)	(500,000)
			5,803,755	6,224,100	6,365,900
Maintenance of Roads and Buildings					
	Road Maintenance		88,427,940	89,534,400	81,700,200
	Less: Revenue		(3,087,815)	(4,120,000)	(4,120,000)
	Building Maintenance, Operations and Accommodations		53,984,153	56,266,900	55,367,800
	Less: Revenue		(1,293,949)	(1,460,000)	(1,460,000)
	Equipment Maintenance		35,496,772	36,759,800	33,599,700
	Less: Revenue		(105,910)	(475,000)	(260,000)
			173,421,191	176,506,100	164,827,700
Construction of Roads and Buildings					
	Administration and Support		1,834,992	1,914,200	1,929,800
	Road Construction		127,592,464	192,364,100	221,236,000
	Less: Revenue		(3,286,617)	(74,133,200)	(74,133,200)
	Building Construction		30,011,012	35,895,000	42,389,100
	Less: Revenue		(2,022,032)	(75,000)	(75,000)
			154,129,819	155,965,100	191,346,700
Transportation Services					
	Air Support		3,815,715	11,676,700	11,231,900
	Less: Revenue		(2,491,110)	(1,230,000)	(1,230,000)
	Marine Operations		118,954,362	125,414,000	137,830,500
	Less: Revenue		(6,421,613)	(6,157,100)	(6,157,100)
	Air Services		54,015,596	54,401,000	14,959,400
	Less: Revenue		(22,665,862)	(2,030,000)	(2,030,000)
			145,207,088	182,074,600	154,604,700
Total Expenditure			520,576,430	610,950,200	607,110,300
Total Related Revenue			(42,014,577)	(90,180,300)	(89,965,300)
Note: Expenditures and revenue figures included in this document are un-audited and based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the year ended 31 March 2014. Audited financial statements are a requirement at the government level and are made public through the Public Accounts process, however the Department of Transportation and Works is not required to provide a separate audited financial statement.					

Appendix C: Contact Information

Corporate Headquarters

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St. John's, NL A1B 4J6

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E-Mail: tw@gov.nl.ca
twhighways@gov.nl.ca

Marine Services

Department of Transportation and Works
PO Box 97, 440 Main Street
Lewisporte, NL A0G 3A0

Phone: 709-535-6201
Fax: 709-535-6245
E-Mail: twmarine@gov.nl.ca

Avalon Region (Transportation)

White Hills
PO Box 21301, Harding Road
St. John's, NL A1A 5G6

Phone: 709-729-2382
Fax: 709-729-0219

Avalon Region (Works)

West Block, Confederation Complex
PO Box 8700
St. John's, NL A1B 4J6

Phone: 709-729-3362
Fax: 709-729-0036

Eastern Region (Transportation)

3 Duffitt Place
Clarenville, NL A5A 1E9

Phone: 709-466-4120
Fax: 709-466-3927

Central Region (Transportation & Works)

Fraser Mall
PO Box 2222, Airport Blvd
Gander, NL A1V 2N9

Phone: 709-256-1000
Fax: 709-256-1013

Western Region (Transportation & Works)

Sir Richard Squires Building
PO Box 2006, Mt. Bernard Ave
Corner Brook, NL A4H 6J8

Phone: 709-637-2532
Fax: 709-637-2549

Labrador Region (Transportation & Works)

PO Box 3014, Stn "B"
Happy Valley-Goose Bay, NL A0P 1E0

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Appendix D: Transportation Infrastructure



