

# 2022-2023 Annual Report

## Transportation and Infrastructure







## MESSAGE FROM THE MINISTER

As Minister of Transportation and Infrastructure, I am pleased to present the department's annual report, which has been prepared in accordance with the **Transparency and Accountability Act**, under which the department has been classified as a category one entity. The report provides an overview of performance for the past fiscal year and also represents the final year of reporting from the 2020-23 Strategic Plan. As a result, it also includes progress made towards achievement of three-year goals.

Significant advances have been made in addressing the department's strategic issues of Enhanced Safety, Operational Efficiency and Infrastructure Renewal, all while facing challenges of the COVID-19 pandemic and associated economic challenges.

I wish to acknowledge the commitment and contribution of the dedicated staff of the Department of Transportation and Infrastructure in providing safe and reliable services for the benefit of Newfoundlanders and Labradorians. I am accountable for the contents and achieved results outlined in this report.

Sincerely,

A handwritten signature in black ink that reads "John G. Abbott". The signature is written in a cursive, flowing style.

Hon. John G. Abbott  
Minister of Transportation and Infrastructure



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## Departmental Overview

### Organizational Structure

#### Introduction to Transportation and Infrastructure

Transportation and Infrastructure (TI) is responsible for construction and maintenance of the provincial highways; provision of the provincial ferry services; management of the Provincial Government fleet of light vehicles and heavy equipment; operation and maintenance of the Provincial Government air ambulances and water bombers and construction and management of Provincial Government buildings.

#### Organizational Structure

TI has the largest number of employees within any Provincial Government department – with 1,654 staff located throughout the province. The department operates seven regional offices with 67 depots/units throughout the province. On July 29, 2022, TI underwent a departmental re-structuring that resulted in a realignment from four to five branches as outlined below.

- Building Operations
- Air and Marine Services
- Infrastructure
- Roads
- Strategic and Corporate Services

## Staff and Budget

Division	# of Employees	Total Expenditures
Building Operations	424	\$ 257,303,328
Roads	792	\$159,427,626
Air and Marine Services	249	\$111,026,481
Infrastructure	95	\$168,256,023
Strategic and Corporate Services	94	\$11,526,356
<b>Total</b>	<b>1654</b>	<b>\$707,539,814</b>
Note:		
<ul style="list-style-type: none"> <li>• Executive and Support Services are included with the Strategic and Corporate Services Branch.</li> <li>• Employee counts are as of March 31, 2023.</li> </ul>		

## Vision

The vision of TI is of safe, reliable and sustainable transportation and public works infrastructure and services, demonstrating the department's commitment to service excellence in supporting the social and economic needs of Newfoundland and Labrador.

## Mandate

The mandate of TI is derived from 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 terminals 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 Newfoundland and Labrador;
- 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

### Building Operations

The Building Operations branch is responsible for:

- Provision and maintenance of provincial buildings including management and maintenance of approximately 640,000 square metres of floor space, consisting of approximately 865 buildings, on 366 sites across the province;
- Provision of security services in government-owned buildings or those held or occupied by Provincial Government departments;
- Provision of space for Provincial Government departments in government-owned buildings and leased accommodations;

- Provision of realty services for the department; and
- Provision of phone services to all Provincial Government departments.

## Roads

The Roads branch is responsible for:

- Summer and winter maintenance (snow clearing and ice control) on 9,763 kilometres of primary and secondary highways and community access roads and 1,317 bridges;
- Snow clearing for external jurisdictions including Gros Morne National Park, through a contract with Parks Canada;
- Purchasing salt and sand for 160 town councils, health entities, school boards, and other external entities;
- Operation and management of eight provincial airstrips on the island portion of the province and 12 provincial airstrips in Labrador;
- Management of the Provincial Government's fleet of over 1,700 vehicles including light vehicles, and heavy equipment;
- Provision of up to date road condition information utilizing one wind warning system, 28 Road Weather Information Systems (RWIS) stations, and 31 highway camera locations throughout the province (<https://www.gov.nl.ca/ti/roads/cameras/>);
- Construction of new roads and management of road improvement projects on 9,763 kilometres of primary and secondary highways and community access roads and 1,317 bridges;
- Development and maintenance of road asset inventory;
- Assessment and evaluation for long term planning; and
- Procurement of asset preservation services including, but not limited to, activities such as targeted asphalt milling and patching, crack sealing, small culvert replacement, shoulder and ditch reconstruction, guiderail replacement, etc.

## **Air and Marine Services**

The Air and Marine Services branch is responsible for:

Provision, maintenance, and management of provincial air services including:

- Operation and maintenance of the Provincial Government's fleet of two air ambulances completing approximately 1,400 medical missions annually; and
- Operation and maintenance of the Provincial Government's fleet of five water bombers to combat approximately 50 forest fires annually.

Provision, maintenance, and management of provincial marine services including:

- Eight provincially-owned and operated vessels and seven privately-owned contracted vessels;
- Marine operations transporting approximately 730,000 passengers, 390,000 vehicles, and 13,000 tonnes of freight annually; and
- Provision of vessel modification and refits of provincially-owned vessels.

## **Infrastructure**

The Infrastructure branch is responsible for:

- Construction of new buildings and management of other capital projects for Provincial Government departments and Provincial Government-funded bodies;
- Oversight and preparation of government's overall infrastructure plan and annual infrastructure budget;
- Analysis and assessment of major infrastructure projects for consideration of alternative project delivery methodologies and leadership, direction and oversight in the implementation and execution of projects using such methodologies;
- Administration of federal/provincial funding programs related to municipal infrastructure;
- Development and maintenance of policies related to the funding and provision of municipal infrastructure projects; and
- Development and maintenance of standardized specifications for municipal water/sewer and road projects.

## **Strategic and Corporate Services**

The Strategic and Corporate Services branch is responsible for:

- Provision of financial services for the department;
- Provision of information management services for the department, including Access to Information and Protection of Privacy;
- Provision of policy, planning and evaluation services for the department;
- Provision of centralized mail and messenger services for the Provincial Government;
- Provision of tendering services on behalf of government departments and various agencies and municipalities;
- Administration of government's insurance policies and management of claims;
- Provision of support and guidance on occupational health and safety to all branches and divisions within the department; and
- Development, implementation and evaluation of the department's process improvement/continuous improvement program.

More information about the department can be found by visiting

<https://www.gov.nl.ca/ti/department/> .

## Highlights and Partnerships

### Highlights

#### **Opening of the Colonial Building Provincial Historic Site**

The Colonial Building Provincial Historic Site was the permanent seat of the provincial legislature from 1850 to 1959. It was designated a Provincial Historic Site in 1974.

The restoration of the building started in 2009 and the total cost of the restoration project was \$23.4 million. The overall project included restoration of the exterior envelope; mechanical, electrical, washroom and accessibility improvements; restoration of the entrance and grounds; and interior restoration. Interior restoration work included architectural woodwork finishes on all levels, interior surfaces repairs for floors, walls, and ceilings on all levels, restoration of the House of Assembly/Legislative Council chambers and lobby.

The building reopened in September 2022 with a sitting of the House of Assembly, and was a significant milestone for our province as we showcased the work that has gone into restoring one of our province's most historic buildings.

### Partnerships

#### **Grand Falls-Windsor**

In 2022-23, the Department of Transportation and Infrastructure transferred the historic Grand Falls House and land surrounding the property to the Town of Grand Falls-Windsor. Grand Falls House was built in 1909 by Alfred and Harold Harmsworth and formed part of the properties established to service the paper mill. It is one of the oldest buildings in the community and region. The property is a large Tudor Revival style residence along with a small maintenance garage within a site of mature parkland overlooking the Exploits River. The town plans to develop the property into a community attraction that both residents and visitors can fully enjoy.

Collaboration between the department, the town and local stakeholders will continue in 2023-24 and further opportunities for partnership will be pursued.

### **Post-pandemic Response**

In the fall of 2022, the department's Mail and Messenger Services staff were responsible for distributing over 400,000 Cost of Living Allowance cheques by the end of the calendar year. In addition, they were asked to support Public Health with ongoing pandemic response initiatives, including the processing of over 300,000 COVID-19 test kits to households within Newfoundland and Labrador.

Throughout these significant projects, the team worked together seamlessly with the Department of Health and Community Services and Canada Post while dealing with challenges including tight timelines, concurrency of projects, large volumes, material availability, and holiday season rush, while completing routine tasks and meeting deadlines.

### **Hurricane Fiona Relief Efforts**

In September 2022, the southeast coast of the province was struck by a devastating storm surge, the result of Hurricane Fiona. As the waters receded, the area was left with downed power lines, scattered debris, and over 100 homes lost. While there was only moderate damage to provincial highways, damage to municipal infrastructure was significant. TI staff, assisted by private contractors, began the work of helping repair municipal infrastructure, along with repairs directly affecting our road infrastructure at Cape Ray and along Route 470. The repairs included the replacement of roadwork and infrastructure including culverts, guiderails, armor stone, waterlines and reinstatement of washed out roadways including new asphalt. These repairs commenced the day after the storm and, at peak construction, there were approximately 10 TI staff directly on the ground supervising and coordinating the construction work at multiple sites.

In conjunction with these efforts, a Housing Committee made up of representatives from TI, the Department of Children, Seniors and Social Development and the Newfoundland

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and Labrador Housing Corporation worked to match impacted residents to available temporary housing. With Fire and Emergency Services coordinating the effort, TI also worked with multiple departments, agencies and outside partners to restore essential services to those residents affected by the hurricane.

## Report on Performance

### Issue 1: Enhanced Safety

Safety is a key consideration of the Department of Transportation and Infrastructure in the design and delivery of its programs and services. This includes the health and safety of employees, contractors and the general public who travel on the province's highways, ferries and air ambulances and use government facilities as a part of their daily lives.

During the past three years, the department has taken steps to enhance public health and safety, as well as the health and safety of government employees and the contractors who help deliver these services. Through the use of technology and better communication such as advancements to the NL 511 system, improved signage, additional digital radar speed signs, and updates to occupational health and safety (OHS) requirements for highway design and construction projects, TI has increased efforts towards safety for those who use the department's services, as well as those who work to maintain them.

In order to ensure TI's programs continued during the phases of the COVID-19 pandemic, TI staff worked with contractors, employees and clients to ensure Public Health guidelines were applied across the department's areas of operation. This involved continuous monitoring and adjustments to departmental policies and procedures. TI's efforts to enhance safety were in support of government's strategic direction toward Healthier People.

### Goal

By March 31, 2023, the Department of Transportation and Infrastructure will have enhanced public health and safety, as well as the health and safety of employees and contractors.



## 2022-2023 Objective

By March 31, 2023, the Department of Transportation and Infrastructure will have implemented measures designed to improve and/or protect the health and safety of employees, contractors and the travelling public.

## 2022-2023 Indicators

1. Began preparation of new materials for inclusion in the department's Traffic Control Manual to provide guidance on traffic control in urban areas.

### Results

In 2021-22, TI staff reviewed the new Manual of Uniform Traffic Control Devices for Canada specifically in relation to TI's traffic control manual (TCM) and it was determined that while the TCM was still relevant and appropriate, improvements could be made in providing information on traffic control in urban areas. In the past, TI has not included these types of layouts as most of Newfoundland and Labrador's roadways do not generally fit an "urban" setting. Through internal discussions, TI decided to provide this information so that smaller communities, who use the TCM as they do not have one of their own, are given more options. In 2022-23, TI staff conducted a scan of similar publications used in other Canadian jurisdictions and began the process of developing the technical documentation required to update the manual. Schematic diagrams are being developed to provide clarity, and an addendum on TI's website providing information on traffic control in urban areas is expected in 2023-24.

2. Reviewed and adjusted COVID-19 policies and procedures to correspond with the province's approach to pandemic management.

### **Results**

Throughout the pandemic the department, guided by the direction provided by the Department of Health and Community Services, reviewed and adjusted policies and procedures in response to the level of risk associated with COVID-19. In 2022-23, TI reviewed it's suite of policies and removed any directly related to COVID-19.

3. Increased the number of road signs installed and/or replaced during the summer maintenance season, including regulatory signs such as stop and speed signs.

### **Results**

TI achieved a significant increase in the number of road signs installed and/or replaced during the summer maintenance season from 438 signs in 2021 to 744 signs in 2022.

### **Goal Indicators**

Enhanced the use of technology and other measures in support of highway safety.

### **Results**

TI updated OHS requirements found in the Specifications Book used by staff and contractors to help ensure road projects in the province consistently meet appropriate standards in terms of the materials and techniques used, including those dedicated to the safety of people working on these projects, as well as the travelling public. The updates provide greater clarity in terms of contractors' roles and responsibilities regarding OHS on provincial road projects, improved guidance on requirements for contractors' project/site safety plans and outline OHS competency requirements for contractors' project supervisors.

The department also contributed to enhanced road safety by installing two digital speed signs – to be maintained by the Town of Deer Lake – in a reduced speed zone in the Deer Lake area, 171 digital radar speed signs in school zones, two

speed signs on the Trans-Canada Highway in a reduced speed area near Bishops Falls and a new highway camera on Route 100 at Dunville.

In 2021 the department awarded a new, 10-year contract for the province's road weather information system network which provides important road condition information for the travelling public.

In April 2022, TI enhanced its NL 511 website, app and phone services to include more information regarding marine services. This was followed in November with enhancements including improved map features, new customized notifications and hands-free audio alerts. With these enhancements NL 511 provides near real-time highway, ferry and traffic information to drivers to help them safely plan their route. This includes information on ferry delays, winter road conditions, construction activities, Wreckhouse wind warnings, incidents and road closures.

- Responded to the COVID-19 pandemic by adjusting services and work practices to enable the continuation of departmental programming.

## **Results**

At the outset and throughout the pandemic, TI modified its public facing services, to correspond with public health guidelines. Some examples of this response included:

- For provincial ferries, TI adjusted the maximum number of passengers permitted to travel on vessels; implemented enhanced cleaning protocols and required the use of masks for crew and passengers; made hand sanitizer available; installed directional signage where possible and practical; and, worked with user communities to prioritize essential travel, as necessary.
- For provincial air ambulance, TI enhanced personal protective equipment requirements for air ambulance pilots with the addition of masks, gloves, face shields and Tyvek suits; assigned pilots to segregated cohort groups;

implemented enhanced aircraft cleaning protocols; modified aircraft ventilation systems to prevent the mixing of air between the passenger cabin and cockpit; and, developed a quarantine procedure to be followed by staff should aircraft be expected to travel out of province.

- For TI's public facing services based in government buildings, including the mail room and security services, TI developed and implemented safe work procedures.
- For departmental staff required to be present at work sites, TI developed safe work procedures to provide guidance. These included: When Social Distancing is not Possible, Vehicle Refueling, and Lab Procedures and Guidelines, among others.

TI also introduced a requirement during procurement of construction and related services for the inclusion by contractors of COVID-19 safety measures in their project-specific safety plans.

As the phases of the pandemic progressed, TI was responsible for:

- Preparation of work spaces for Government employees returning to the office from work-at-home assignments during periods of high public health alert levels. Workplace adjustments including considerations to ensure social distancing, enhanced cleaning and other safety precautions could be maintained.
- Assisting in set-up and operation of vaccine booster clinics at Confederation Building for employees and family members of the Provincial Government in December 2021 and January 2022.

### **Summary of results**

As goal reporting shows, TI was successful in achieving the goal of enhanced public health and safety, as well as the health and safety of employees and contractors during the period covered by the strategic plan. This was achieved through measures to enhance safety on road construction projects, such as

updating OHS requirements for contractors involved in those projects and developing updates to provide clear direction for traffic control in urban areas. TI also enhanced highway and marine travel safety through use of technology such as installation of digital radar speed signs, and significant upgrades to the NL 511 service. Finally, TI staff remained responsive to changes during the COVID-19 pandemic, making adjustments to the delivery of TI's programming to enable the continuation of departmental programming while protecting the health and safety of employees, contractors and the general public.

## Report on Performance

### Issue 2: Operational Efficiency

Delivering programs and services that the residents of the province require, while ensuring best value for public funds has never been more important in Newfoundland and Labrador. Pressure to maintain and increase service levels, while ensuring best value for public funds is a reality for governments worldwide. TI is committed to finding cost-effective ways to maintain and improve services on its network of over 9,700 kilometres of primary and secondary highways and community access roads.

In 2022-23, TI continued to pursue new measures to increase efficiency, control costs and enhance value for money by exploring new processes, clarifying roles and expectations of TI staff and improving communication with residents who use the road network daily. TI's efforts on this issue were supportive of Government's strategic direction toward A More Efficient Public Sector.

### Goal

By March 31, 2023, the Department of Transportation and Infrastructure will have increased operational efficiency, reduced/controlled costs and/or maximized value for money.

### 2022-2023 Objective

By March 31, 2023, the Department of Transportation and Infrastructure will have continued to pursue measures to enhance efficiency, reduce/control costs and/or enhance value for money.

## 2022-2023 Indicators

1. Began the process of installing Load Sense Hydraulics equipment on approximately 80 snowplows.

### Results

Load Sense Hydraulics technology provides the capability for snowplow equipment to work only as hard as it needs to in various conditions (e.g., using more power to push snow uphill vs. downhill), as opposed to the department's existing snowplow systems which work at maximum power continually. The ability to adjust power use will result in a reduction in fuel usage and associated expenses, as well as greenhouse gas (GHG) emissions.

Installation was completed on one machine by TI technicians to develop a standardized procedure for installation on all units. Parts have been shipped to each region as the trucks are located in all four island regions. (Avalon, Eastern, Central, Western). There was an issue with a delay in the arrival of parts that would have necessitated removal of the equipment from service during the winter maintenance season. As this was not an option, installation of the systems was delayed.

TI anticipates installation will be completed by outside vendors by the start of the 2023-24 winter season.

2. Continued review of department's road inventory.

### Results

In 2021-22, analysis was conducted on the length and location of provincial roads of various classifications, including the TCH, trunk roads, community access roads, local roads, etc. Research was also conducted to learn more about road network models in place across the country. The intention was to continue this review exercise in the interest of identifying possible opportunities

for efficiency.

This necessitated a change in direction and, as outlined in the department's 2023-26 Strategic Plan, TI will move forward with a comprehensive asset management system to guide long-term planning, maintenance and asset preservation of the provincial road network.

3. Made improvements to training for winter snow crews, including instruction on the efficient application of ice control materials (e.g. salt, sand, etc.).

### **Results**

Highway Operations staff delivered two winter maintenance operations training programs in 2022-23. The Snow School Training Program, delivered by TI staff in conjunction with the Centre for Learning and Development, was developed for staff involved in the delivery of winter maintenance. The objective of the session is to clearly identify the levels of service for all roadways and determine the most efficient maintenance response (use of ice control materials) to achieve the service level. The ultimate goal is to enable snow and ice control personnel to function as an effective team in providing safe, cost-effective snow and ice control services to the public. This is an integral training program for staff involved in highway winter maintenance that will continue to be delivered in the future. The number of employees that received training in 2022-23 was 201.

The Spreader Control Calibration and Diagnostics training program was developed for heavy equipment technicians to develop proficiency in equipment connected to the application of ice control materials. This will help ensure efficient application of ice control materials. This is also an integral training program for mechanical staff that will continue to be delivered in the future. The number of employees that received training in 2022-23 was 43.



4. Participated in an exercise to review and recommend an optimal allocation of light vehicles by department and region.

**Results**

Staff of the Equipment Maintenance Division of TI's Roads Branch began work to develop a review process in 2022-23 with the end result being optimal allocation of light vehicles by department and region. Work is ongoing and will continue in 2023-24.

5. Conducted the department's first minor road rehabilitation project.

**Results**

TI did not proceed with the initial road rehabilitation project in 2022-23. In a change in direction, TI decided to move forward with a new structured approach to the preservation of provincial road assets with the establishment of a new Road Asset Management Division, as outlined in TI's 2023-26 strategic plan.

6. Developed processes and tools to advance the complaint management system for summer road maintenance.

**Results**

Building on work carried out in previous fiscal years, TI staff have developed a centralized summer maintenance complaint system where all complaints would be received, recorded, dispatched for action and tracked for completion. Final software modifications/changes identified through demonstration sessions with stakeholders continue at the end of 2022-23. The final product is anticipated to be completed in 2023-24.

## Goal Indicators

- Implemented efficiency measures for the department's road operations

## Results

The department made improvements to processes used to monitor and manage salt and sand inventories at highway depots. A new reporting tool was introduced for use by front-line depot staff to record product usage. This helped to streamline inventory management processes throughout the season and assisted in assessing product need for next season orders.

The department also advanced an initiative to update and enhance its fleet of winter vehicles with the addition of 60 new snow plows in 2020-21, the biggest investment in over a decade. Some of the oldest and/or least reliable vehicles were retired from the fleet but many were retained and, for the first time, each region had several spare plows. This contributed to an overall improvement in fleet efficiency due to greatly reduced equipment maintenance demands and machine down time.

A contribution agreement was reached for funding under the Low Carbon Economy Leadership Fund program, enabling the department to order the equipment needed to retrofit approximately 80 snowplows with Load Sense Hydraulics. Once the new equipment installation is completed, TI snow plows will be more fuel efficient resulting in both financial and environmental benefits for the province.

A centralized summer maintenance complaint system which is being finalized will reduce duplication and assist the department in responding to issues reported by the general public.

Highway Operations staff delivered two winter maintenance operations training programs in 2022-23. This standardized training of TI staff is intended to clarify

roles and expectations and result in increased efficiency of winter maintenance operations.

In addition, research on Automatic Vehicle Locator (AVL) technology identified useful features that can be considered for inclusion in the department's next contract with an AVL service provider.

### **Summary of results**

As goal reporting shows, TI was successful in achieving the goal of increased operational efficiency, reduced/controlled costs and/or maximized value for money. While the department was not successful in achieving all individual indicators, the overall goal has been achieved and work continues on achieving operational efficiencies. TI will continue work on standardized training, long-term planning, maintenance and asset preservation of the provincial road network and optimization of the light vehicle fleet in 2023-24.

## Report on Performance

### Issue 3: Infrastructure Renewal

The Department of Transportation and Infrastructure is responsible for approximately 850 buildings, 9,763 kilometres of roads and numerous air and marine facilities located throughout Newfoundland and Labrador. In addition to performing regular maintenance on this infrastructure, TI is responsible for upgrades and/or replacement, as well as the development of new infrastructure, as required.

In 2022-23 TI continued to balance infrastructure renewal priorities while ensuring best value for public funds by availing of cost-shared funding with the Federal Government when possible and responsible project oversight.

### Goal

By March 31, 2023, the Department of Transportation and Infrastructure will have advanced infrastructure renewal in a planned, fiscally responsible manner.

### 2022-2023 Objective

By March 31, 2023, the Department of Transportation and Infrastructure will have advanced planned 2022 infrastructure projects and programs.

### 2022-2023 Indicators

1. Number of road tenders awarded.

### Results

A total of 72 road tenders were awarded in 2022-23.

2. Number of construction projects completed.

**Results**

In total, TI oversaw the completion of 98 construction projects on provincial roads, buildings and marine infrastructure.

3. Number of new municipal infrastructure projects approved for federal and/or provincial funding.

**Results**

In 2022-23, 178 new municipal infrastructure projects were approved for federal and/or provincial cost-shared funding for a total of \$276.3 million. Examples of the types of projects funded were road upgrades, culvert replacements, storm sewer upgrades, lighting retrofits, recreation facility upgrades and waterline upgrades.

4. Number of facilities with major upgrades/renovations completed.

**Results**

During 2022-23, TI completed major upgrades or renovations on 20 provincial government facilities including 12 government-owned buildings and eight K-12 school facilities.

5. Number of new, jointly-funded provincial infrastructure projects approved.

**Results**

In 2022-23, eighteen new federal-provincial, cost-shared projects were approved for provincial infrastructure under the Investing in Canada Infrastructure Program (ICIP) for a total of over \$40 million in federal contribution.

6. Further advanced the following major projects:

Adult Mental Health and Addictions Facility

Progress continued in 2022-23 on the new Adult Mental Health and Addictions Facility in St. John's with mock-up rooms assembled to allow clinical staff to provide feedback on the functionality of the rooms while construction is ongoing. This included a completed patient room on site mockup and one nurse station mockup. All major concrete work, roofing and window installation was completed. Major mechanical and electrical equipment including air handling units and generators was delivered. The project is on track to achieve targeted service commencement in late 2024.

Replacement of Her Majesty's Penitentiary

A Request for Proposals (RFP) for implementing this project was issued to three qualified proponents in November 2021, with submissions due by fall 2022. Since issuing the RFP, two proponents have withdrawn from the procurement process and a RFP submission received from the single proponent was received in December 2022. Review of the technical and financial submissions was completed in winter 2023 and the department is reviewing next steps.

Corner Brook Hospital

Construction is ongoing at the hospital with a concentration on finishing trades including plaster, paint, flooring, ceilings, mechanical and electrical devices, fixtures, and initiation of exterior landscaping. The project is on track to achieve targeted service commencement in late 2023.

Trans-Labrador Highway

Paving of the Trans-Labrador Highway was completed in July 2022. Paving on the final section, between Cartwright Junction and Happy Valley-Goose Bay, began in June 2022. Work continued in the area through July, as the contractor completed shouldering work on the highway.

The completion allowed residents, tourists, and commercial traffic to travel on more than 1,100 kilometres of paved highway between the Labrador Straits and Labrador West. The upgrading of the original highway began in 1997 in three phases, and included upgrades between Happy Valley-Goose Bay and Labrador West, construction of a two-lane all-season gravel road between Red Bay and Cartwright Junction, and a new two-lane, all-season gravel road between Happy Valley-Goose Bay and Cartwright Junction.

### **Goal Indicators**

- Continued multi-year planning methodology for investments in roads, marine and building infrastructure.

### **Results**

The department, in consultation with other government departments and entities, continued to perform multi-year planning for provincial highways, marine infrastructure, buildings and other provincial facilities. These plans informed annual budget planning and project work in each year of the planning period. Multi-year planning will continue to be a key tool for the department moving forward.

- Continued implementation of the Multi-Year Capital Works Program for municipal infrastructure.

### **Results**

The Government of Newfoundland and Labrador has continued support of the Multi-Year Capital Works Program during the reporting period. The program was fully allocated, with a \$70 million investment in 21 selected communities over three years.

- Leveraged joint funding opportunities with the Federal Government and/or municipal government(s) for eligible infrastructure projects.

## Results

- For 2020-23, 595 new municipal infrastructure projects were approved. This resulted in a Provincial Government contribution of \$446 million being leveraged for a total value of over \$774 million in total project spending.
- Over the same period, approximately 30 new federal-provincial cost-shared projects were approved for provincial infrastructure.
- Performed administration, coordination and oversight to advance key infrastructure projects including the Adult Mental Health and Addictions Facility, replacement of Her Majesty's Penitentiary, Corner Brook Hospital, Central Long Term Care and the Trans-Labrador Highway.

## Results

In 2020-23, TI performed administration, coordination and oversight to advance key infrastructure projects with the following results:

- The Adult Mental Health and Addictions Facility is on track to achieve targeted service commencement in late 2024.
- The Corner Brook Hospital is on track to achieve targeted service commencement in late 2023.
- The Central Long Term Care Facilities in Gander and Grand Falls - Windsor were completed in 2021-22.
- The Trans-Labrador Highway was completed in July 2022.
- Replacement of Her Majesty's Penitentiary – Site remediation of the 12-hectare site, located near the intersection of Harding Road and East White Hills Road in St. John's has begun. The RFP evaluation was completed in January 2023, and the department is reviewing next steps.



**Summary of results**

The department was successful in the goal of advancing infrastructure renewal in a planned, fiscally responsible manner. In the period 2020-2023, a total of 208 road tenders were issued; 324 construction projects were completed on provincial roads, buildings and marine infrastructure; and major upgrades or renovations were completed on 62 Provincial Government facilities. The Central Long Term Care Facilities in Gander and Grand-Falls - Windsor and the Trans-Labrador Highway were also completed. The department was able to approve 595 new municipal infrastructure projects which resulted in a Provincial Government contribution of \$446 million being leveraged for a total value of over \$774 million in total project spending.

## Opportunities and Challenges

### Provincial Road Asset Management

Newfoundland and Labrador has a provincial road network that consists of approximately 9,763 kilometers of primary and secondary highways, which requires periodic rehabilitation and improvement. The safety of provincial highways and roads is a top priority for the department, and each year the Province invests significant resources to make improvements to this vast network.

Budget 2023 included a new annual commitment of \$15 million under the provincial roads program to establish a new Asset Management Division that will deliver a structured approach to the preservation of provincial road assets. Since March of 2023 numerous tenders have been issued through this new division for asphalt patching and crack sealing as well as guiderail and sign replacement.

The addition of close to \$1.4 billion in new spending announced in Budget 2023 will be used to transform our network of provincial roads and highways. This strengthened transportation network will improve the mobility of the travelling public and businesses, and create new jobs in Newfoundland and Labrador.

## Financial Information

<b>Statement of Expenditures and Revenue</b>					
Summary of Expenditures and Related Revenue (Unaudited)					
For the year ending March 31, 2023					
			<b>Estimates</b>		
			<b>Actuals</b>	<b>Amended</b>	<b>Original</b>
<b>Executive and Support Services</b>					
	Ministers Office		280,760	301,900	301,900
	General Administration		13,565,323	14,380,600	13,266,600
	Less: Revenue		(969,462)	(600,000)	(600,000)
			<b>12,876,621</b>	<b>14,082,500</b>	<b>12,968,500</b>
<b>Operations</b>					
	Road Maintenance		107,201,156	108,142,800	93,573,800
	Less: Revenue		(4,167,045)	(4,105,000)	(4,105,000)
	Equipment Maintenance		55,142,981	56,999,900	43,170,000
	Less: Revenue		(823,745)	(162,000)	(162,000)
	Building Maintenance, Operations and Accommodations		89,495,132	99,609,600	94,149,600
	Less: Revenue		(8,331,991)	(25,410,800)	(25,410,800)
	Airstrips Operations and Maintenance		3,127,265	3,165,900	2,935,900
	Less: Revenue		(2,992,367)	(1,740,000)	(1,740,000)
			<b>238,651,386</b>	<b>236,500,400</b>	<b>202,411,500</b>
<b>Infrastructure</b>					
	Highway Design and Construction		1,062,583	1,260,500	1,051,500
	Road Construction		158,365,043	165,963,900	154,938,000
	Less: Revenue		(17,899,537)	(40,981,100)	(40,981,100)
	Building Design and Construction		66,405,144	77,966,500	118,686,300
	Marine Infrastructure		6,348,968	7,127,400	7,105,400
	Municipal Infrastructure		95,519,020	104,248,600	118,538,600
	Less: Revenue		(35,621,363)	(46,485,800)	(46,485,800)
			<b>274,179,858</b>	<b>269,100,000</b>	<b>312,852,900</b>
<b>Air and Marine Services</b>					
	Marine Operations		95,423,690	101,606,100	80,824,100
	Less: Revenue		(6,619,620)	(7,663,400)	(7,663,400)
	Air Services		15,602,791	16,359,400	17,559,400
	Less: Revenue		(480,424)	(23,000,000)	(23,000,000)
			<b>103,926,437</b>	<b>87,302,100</b>	<b>67,720,100</b>
	<b>Total Net Expenditure</b>		<b>629,634,302</b>	<b>606,985,000</b>	<b>595,953,000</b>
<b>Summary:</b>					
	Total Expenditure		707,539,856	757,133,100	746,101,100
	Total Related Revenue		(77,905,554)	(150,148,100)	(150,148,100)
	<b>Net Expenditure</b>		<b>629,634,302</b>	<b>606,985,000</b>	<b>595,953,000</b>

