
Transportation and Infrastructure

**ANNUAL REPORT
2020-2021**



**Transportation and Infrastructure
Annual Report 2020-2021**

Province of New Brunswick
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TRANSMITTAL LETTERS

**From the Minister to the Lieutenant-Governor
Her Honour The Honourable Brenda Murphy
Lieutenant-Governor of New Brunswick**

May it please your Honour:

It is my privilege to submit the annual report of the Department of Transportation and Infrastructure, Province of New Brunswick, for the fiscal year April 1, 2020, to March 31, 2021.

Respectfully submitted,



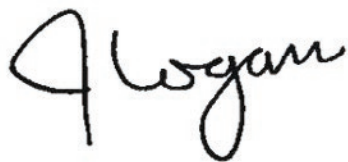
Honourable Jill Green
Minister

**From the Acting Deputy Minister to the Minister
Honourable Jill Green
Minister of Transportation and Infrastructure**

Madam:

I am pleased to be able to present the annual report describing operations of the Department of Transportation and Infrastructure for the fiscal year April 1, 2020, to March 31, 2021.

Respectfully submitted,



John Logan
Acting Deputy Minister

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Minister's message

The Department of Transportation and Infrastructure remains committed to maintaining and improving New Brunswick's provincial infrastructure while being fiscally responsible. The department manages the planning, design, construction, and maintenance of government buildings and the provincial highway system. The department is also responsible for managing the province's fleet vehicles and overseeing the province's mobile radio communication system.

In the 2020-2021 fiscal year, the department continued to adapt and respond to COVID-19, climate, demographic, and economic changes. The department adeptly responded to the December 2020 heavy rain event challenge quickly and efficiently by communicating road closures, providing radio communications for response teams, and ensuring highways and government buildings were open and safe during these events.

The department continues its strong safety-first culture internally and externally. Our annual safety campaign partnership with the New Brunswick Road Builders and Heavy Construction Association, the New Brunswick Construction Safety Association, and WorkSafeNB reminds residents to respect construction zones and construction workers for the safety of all New Brunswickers.

Additionally, we are continually reviewing our existing service delivery model to maximize everyone's efforts. Over the last few years, the department has undergone significant changes to how it plans, monitors, reports and delivers its transportation capital program. The department has most notably introduced a formal management system that includes portfolio management, project management, stage gating, and emergency management. The goal of these changes is to ensure project clarity and transparency. For example, the new Project Management Office, created under the Transportation Division, will track, monitor, and troubleshoot issues for a project's entire life cycle. We created a Portfolio Management Office to keep track of what is currently going on and what is expected in the mid and long term. This new office provides a means to identify and prioritize work and rank various risks, among other things.

In my time as Minister, I have seen the incredible passion our departmental staff have for their work. I have also been impressed by the quality of stakeholder engagement and the scope of work under the department's extensive mandate. I am proud to say that the department directly contributes to our government's key priorities of creating vibrant and sustainable communities, and energizing the private sector. This annual report reflects our goals and accomplishments of maintaining government infrastructure while also being financially responsible and accountable to the people of New Brunswick.



Honourable Jill Green
Minister of Transportation and Infrastructure

Acting Deputy Minister's message

I am proud to present the Department of Transportation and Infrastructure's 2020-2021 fiscal year's annual report. This past year has shown how much stronger we are when we work together through teamwork and a unified mission. Although we faced many challenges, the staff continuously demonstrated extraordinary commitment and ongoing dedication to getting our work done with quality and integrity.

Responding to the COVID-19 pandemic was a top priority for GNB in 2020-2021, and the department was quick to develop a DTI COVID operational plan, establish monthly COVID workplace inspections to ensure preventative measures were in place, work with the Department of Health and WorkSafe NB to create new work practices to keep our staff safe, and assemble a COVID recovery team. We were also tasked with instituting enhanced cleaning in government-owned and leased buildings in the province. We also supported the installation of plexiglass and other safety and security plans and measures in many of these locations. As well, staff worked with the Department of Justice and Public Safety to establish traffic control points along the provincial border to ensure travellers were following Public Health guidelines.

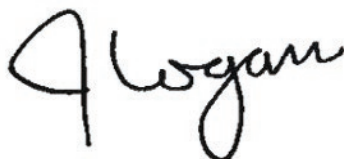
During the pandemic, many of our processes were made fully electronic, making them more accessible and efficient. We also adapted work procedures to account for COVID restrictions, ensuring continuity of our day-to-day operations. Many of these new techniques have become standard practices and have improved our ability to provide high-quality service.

In addition to achievements related to the pandemic, the department has seen many other successes in 2020-2021. We awarded over 650 contracts, totaling approximately \$400 million, and approximately 90 per cent of those contracts were awarded to New Brunswick companies. The department also secured more than \$26 million in federal funding for 50 capital projects. As well, we've continued work on major transportation projects, including twinning part of Route 11 and completing the Fundy Trail Connector.

The department identified the need to enhance communications, transparency and trust. We began website updates to provide timely details on our projects and created various project excellence initiatives. These included the creation of a Portfolio Planning and Management Branch to develop and oversee the Long-Term Asset Management Plan, and the creation of a Project Management Office to centralize project and program responsibility, and provide focus and consistency.

The department has made great progress as well in the area of health and safety, reducing our recordable incident rate from 8.13 per cent in 2019 to 6.90 per cent in 2020. Our goal is to reduce this rate by a further 10 per cent by the end of 2021. There has also been an increased focus on employee wellness, with the creation of a wellness committee and ongoing wellness initiatives.

I am proud to work with the Department of Transportation and Infrastructure team and look forward to all we will achieve in the coming year as we focus on priority areas, fulfill our mandate, and continue to provide high-quality service to the public and private sectors.



John Logan
Acting Deputy Minister

Government Priorities

DELIVERING FOR NEW BRUNSWICKERS - ONE TEAM ONE GNB

One Team One GNB is a new, collaborative approach to how we operate. It represents a civil service that works together as a single unit for New Brunswickers. We have discovered new and innovative ways of doing business, ways that have allowed us to achieve the outcomes needed for New Brunswickers, and we are working more efficiently and effectively than ever before. Our new path forward includes a mindset of focus, urgency and results.

We are working every day to improve the way government departments:

- communicate with one another
- work side-by-side on important projects
- and drive focus and accountability

STRATEGY AND OPERATIONS MANAGEMENT

The Government of New Brunswick (GNB) uses a Formal Management system built on leading business practices to develop, communicate and review strategy. This process provides the Public Service with a proven methodology to execute strategy, increase accountability and continuously drive improvement.

The development of the strategy, using the Formal Management system, starts with our government's roadmap for the future of New Brunswick that focuses on key priorities and the importance of public accountability.

GOVERNMENT PRIORITIES

Our vision for 2020-2021 is a vibrant and sustainable New Brunswick. To make progress towards this vision, we must focus on our government's priorities.

- Energize private sector
- Vibrant and sustainable communities
- Affordable, responsive and high-performing government
- Dependable public health care
- World-class education, and
- Environment

COVID RESPONSE

Responding to the COVID-19 pandemic was at the forefront of GNB priorities this past year. The Department of Transportation and Infrastructure's role involved undertaking a variety of measures, including the development of a corporate COVID-19 operational plan, which allowed for local, specific site measures to be incorporated.

The department worked with Finance and Treasury Board from the very beginning, helping to develop safe work procedures for our employees using information from the Department of Health and WorkSafeNB.

We also quickly assembled a departmental COVID-19 recovery committee, which met on a regular basis to review updated information from Department of Health and WorkSafeNB. This committee also reviewed and provided guidance on issues brought forward from our many work units.

Some areas of concern with respect to field staff included:

- getting our employees out to the job sites
- providing access to washroom facilities
- providing spaces where employees could take breaks, especially in inclement weather
- updating practices with respect to the sharing of tools and equipment

The Department of Transportation and Infrastructure was charged with instituting enhanced cleaning in government-owned and leased buildings province wide, as well as working with the Department of Health to establish a cleaning protocol in the event of a positive case of COVID-19.

The Department of Transportation and Infrastructure also supported the installation of plexiglass and other safety and security plans and measures for the department and numerous other client departments.

We implemented both active and passive screening and maintained records of screening. Our staff also changed the screening questions and signs on entrances as needed with changes from the Department of Health.

We reviewed all buildings occupied by the department and developed limits on the number of personnel allowed in certain areas to maintain a two meter safe distance from each other. This meant having to allow staggered lunch and rest breaks, and in some cases, staggered work hours.

In some of the work bays where our mechanics perform maintenance on GNB vehicles, buses, and heavy equipment, inflammable curtains were installed to help staff maintain safe distances.

The department also made face masks available to staff, along with information on the safe donning and doffing plus regular changing and washing of those masks.

The department's Wellness, Health and Safety Unit worked closely with all of our field and office groups to make sure they understood the various measures put in place. The unit also addressed specific issues that came up regarding wellness, health and safety during the pandemic.

In addition, the Department of Transportation and Infrastructure worked with the Department of Justice and Public Safety to establish traffic control points at various locations along the New Brunswick border. This allowed vehicles entering NB to be screened, ensuring that passengers were complying with public health guidelines.

Notices were also posted using NB511 and highway signs advising the travelling public of the health zones in the province that were in lockdown.

The department's quick and efficient response during the pandemic led to very little disruption of any service due to COVID-19.

Overview of departmental operations

The Department of Transportation and Infrastructure’s mission is to contribute to New Brunswick’s economy and quality of life by providing transportation infrastructure that allows for the safe and efficient movement of people and goods, as well as building infrastructure to accommodate government services.

Employees with a variety of expertise and skills work together to achieve this mission. The department plans, designs, operates, and maintains an extensive network of 17,900 km of highway, connected by 2718 bridges and 10 ferry crossings. The department manages 322 GNB-owned buildings and is responsible for 149 leases. The department is also responsible for the management of the province’s fleet vehicles, providing oversight of the province’s mobile radio communication system and shortline railway operations, as well as the management and disposal of surplus government properties.



17,900 km of highways¹



322 government-owned buildings
149 leases



2,718 designated bridges²



10,230 radio units
56 tower sites

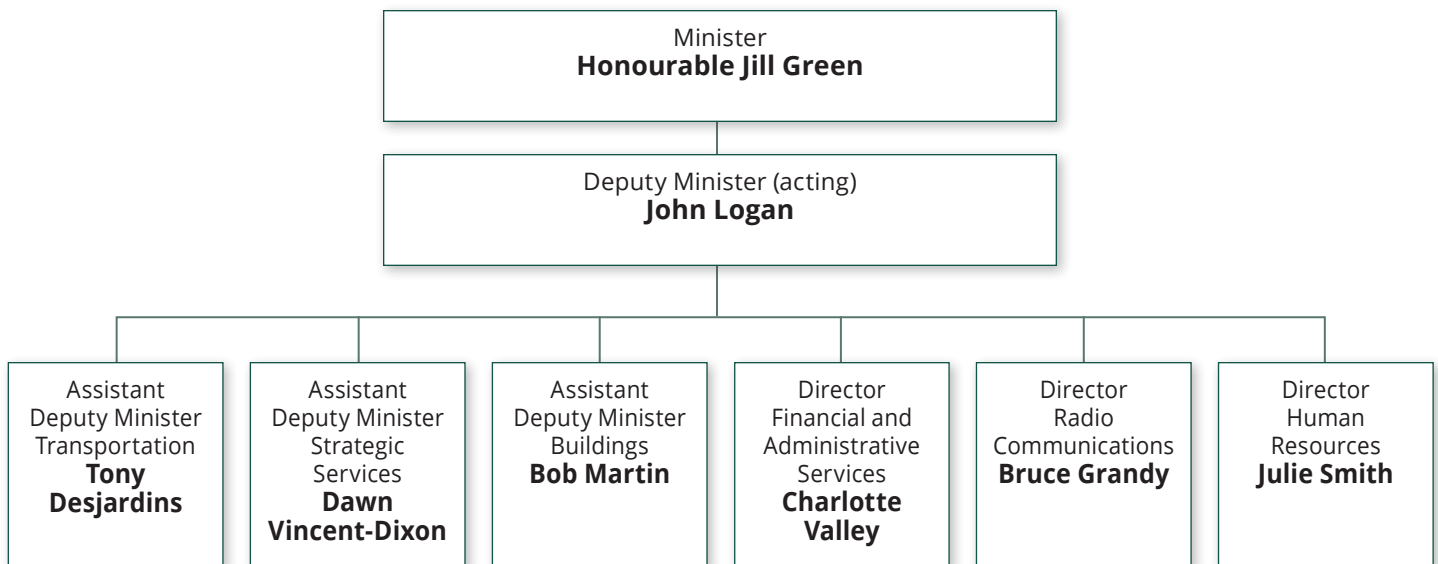


8 river ferries serving 7 river crossings
5 coastal ferries serving 3 coastal crossings³



4,200 fleet vehicles
(cars, trucks, buses, and other equipment)

HIGH-LEVEL ORGANIZATIONAL CHART



1 Excludes Public-Private-Partnership

2 Includes culverts with a diameter of 3 meters or greater. Excludes Public-Private-Partnership

3 Coastal ferries are managed through a Public-Private-Partnership agreement

Division overviews, highlights and performance measures

TRANSPORTATION DIVISION

OVERVIEW

The **Transportation Division** provides professional services for all aspects of ferry, bridge and highway planning, design, construction and maintenance. Services include management and delivery of the summer and winter highway maintenance programs; traffic engineering; traffic operations; commercial signing; highway systems management; asset management; and permits for the movement of goods. The division oversees three public-private partnership (P3) highway contracts and the Fundy Islands Ferry Service.

The division consists of the **Construction Branch**, the **Design Branch**, the **Asset Management Branch**, the **Operations Branch**, the **Portfolio Management and Planning Branch**, the **Project Management Office** and the **Emergency Management Branch** and the **six transportation Districts**.

The **Construction Branch** provides oversight for contracts related to the construction and reconstruction of provincial highways and bridges. It monitors compliance with contract plans and specifications to ensure they align with engineering best practices.

The **Design Branch** is responsible for design and tender of grading, paving, municipal, hydraulics and structure projects for the department's construction program. The branch provides technical expertise and makes recommendations to the department relating to engineering surveys as well as geotechnical, geological and hydrotechnical engineering for the design, construction and maintenance of highways and structures. The branch provides engineering applications and technical support to various branches and staff, carries out quality control/assurance testing of engineering materials (concrete, aggregates, soils and asphalt), identifies property requirements, provides document support for the property acquisition process, and provides technical support and research on material and procedures related to the transportation industry.

The branch also provides contract management and engineering, financial, managerial and administrative support services for the provincial highway and struc-

tures capital program. It also manages the delivery of the provincial chip seal program through a combination of contracts and in-house crews.

The **Asset Management Branch** plans and implements highway initiatives to support public safety and the economic well-being of the province. The branch uses data collection systems and asset modelling when providing technical advice on the capital rehabilitation of the department's assets. The branch develops trucking policy, creates partnerships with industry, and issues special permits for the movement of indivisible oversize and overweight loads and unique vehicle configurations travelling on New Brunswick highways.

The **Operations Branch** provides technical and engineering expertise in traffic engineering and operations including signing, lighting and pavement marking and in the administration of the provincial highway summer and winter maintenance programs including coordination of the department's equipment and vehicle fleet. The branch provides administrative and project management services for existing public-private-partnership agreements (Fredericton-Moncton Highway, TransCanada Highway, Route 1 Gateway, and Fundy Islands Ferry Services), as well as project management and technical/engineering expertise relating to large non-traditional construction and design-build transportation projects.

The **Portfolio Management and Planning Branch** is responsible for the development and management of the various Transportation (Capital) portfolios, specifically the Capital Asset Management Plan, and the planning required for projects and initiatives to support the integrity of the New Brunswick highway network.

Portfolio management builds, manages and advises executive management on portfolio strategy, portfolio optimization (allocation of funding, prioritizations, variance management) and overall program and portfolio performance. Planning provides network options in advance of design, and functional plans containing details relating to the environmental, social, technical, and economic factors of highway development.

The **Project Management Office** executes capital projects for the department in a consistent, transparent and focused manner, coordinating all capital projects from beginning to the end. Transparency is achieved through communication, the establishment of the baseline prepared (i.e., the scope, schedule, cost, risk, execution and plan) identifying, recording and dispositioning changes to the baseline.

The **Emergency Management Branch** provides professional and technical services to prepare, respond, recover and prevent/mitigate against emergency situations to minimize the impact of disaster events and incidents on transportation infrastructure. This involves working with a team of public and private resources to quickly resolve urgent issues that may arise in regard to the planning, design, tendering and construction of transportation infrastructure during times of emergency.

The six transportation **district offices** deliver programs for the maintenance and construction of bridges, highways, and ferries, and are responsible for the operation of the river ferry system.

Highlights

During the 2020-2021 fiscal year, the Transportation Division focused on these various initiatives:

- ♦ Provided oversight on the final phase of the Fundy Trail Connector project, from the east kiosk of the Fundy Trail Parkway towards Sussex as well as the Fundy National Park. This includes 17 kilometers of Shepody Road, from Little Salmon River Road to Route 114 with an opening to traffic by the fall of 2021.
- ♦ Completed the RFP process and chose a vendor to implement new Asset Management systems for bridges and highways.
- ♦ The new Project Management Office is currently managing over 60 projects, with the target of managing all transportation capital project by year-end. The office is working with human resources to increase capacity to be able to take on the increased workload.
- ♦ The department entered into a long-term agreement with Nutrien for the supply of road salt from the existing mine near Sussex, NB, ensuring a quality product as well as related employment for the local economy.
- ♦ Continued work on the Route 11 project in support of the province's long-term goal of a four-lane facility from Shediac to Ward Road (south of Bouctouche), with anticipated opening of 7.2 kms to a full four-lane facility in the fall of 2022.
- ♦ A major new international bridge crossing at Edmundston, NB to Madawaska, Maine reached a significant milestone with the awarding of an \$86.9 million USD contract to Reed and Reed, a US bridge contractor. The project involves construction of a 557 m long steel girder bridge and removal of the existing 280 m long steel truss bridge. The project development process involved execution of multiple provincial, state and federal agreements and was complicated by the International border, rail crossings on each side of the river, industry in the area and COVID-19 restrictions, so breaking ground in the spring of 2021 was a satisfying accomplishment.
- ♦ Divided the Project Development and Asset Management Branch into two separate branches – the Portfolio Management and Planning Branch and the Asset Management Branch. The Portfolio Management and Planning Branch was created to provide value-added management and oversight to the capital planning process.
- ♦ Reorganized the Emergency Management Branch to place more emphasis on preparedness and mitigation when dealing with emergencies. This branch managed the response and recovery of the December 2020 heavy rain event which caused approximately \$9 million in damage.
- ♦ Enhanced NB511 through updating the background to an ESRI map, which provided greater detail and clarity, and implementing the My511 Desktop (a follow-up to the My511 Mobile App), allowing users to set personal routes on which to receive updated road conditions and activities.
- ♦ Added more than 600 km of highway striping to the provincial striping program by alternating striping of shoulder edge lines on many local and named highways.
- ♦ Implemented a public tracking system to streamline the processing of requests from the public.

KEY TRANSPORTATION PERFORMANCE MEASURES

PERFORMANCE MEASURE: PERCENTAGE OF PROVINCIAL ROADS IN GOOD OR FAIR CONDITION

OBJECTIVE OF THE MEASURE

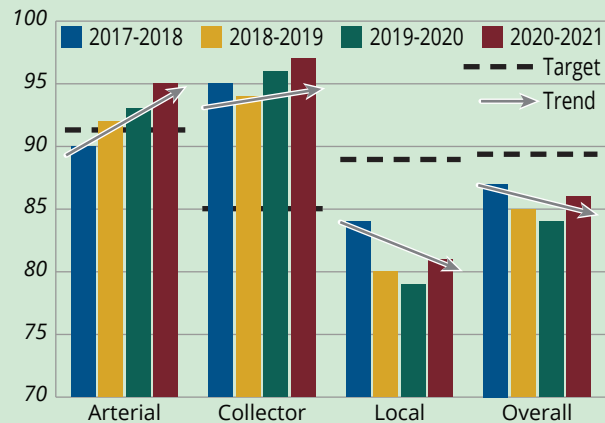
Optimize value for customers

MEASURE

Percentage of provincial roads in good or fair condition.

DESCRIPTION OF MEASURE

The department uses the International Roughness Index (IRI) to measure the roughness of the road and categorize the overall condition of the road as good, fair, or poor. A road in good condition is close to new condition, a road in fair condition may have some cracks and ruts, and a road in poor condition needs major repair.



OVERALL PERFORMANCE

Overall, the percentage of provincial roads in good or fair condition did not meet the target. While the department exceeded the road condition targets for arterial road (Route 1 to 99) and collector road (Route 100 to 199), local road conditions were below the target⁴. The condition of local roads is trending down as a high percentage of these roads are chipseal and the budget over the past years was not sufficient to significantly increase the percentage of local road in good or fair condition. The Department will undertake an assessment of the current distribution of the Arterial, Collector and Local funding levels with the goal of having an improvement in the condition of Local roads.

Overall	Arterial	Collector	Local
2018-2019: 84.5%	2018-2019: 91.6%	2018-2019: 94.4%	2018-2019: 80.3%
2019-2020: 83.9%	2019-2020: 93.3%	2019-2020: 95.7%	2019-2020: 78.8%
Target: 89.3%	Target: 91%	Target: 85%	Target: 89%
2020-2021: 86.12%	2020-2021: 94.52%	2020-2021: 96.64%	2020-2021: 81.5

WHY DO WE MEASURE THIS?

This measure shows how well the department is maintaining the province's highway network.

WHAT TOOK PLACE DURING THE 2020-2021 FISCAL YEAR TO ACHIEVE THE OUTCOME?

During this period, the department rehabilitated several arterial, collector and local roads with a focus on local roads. With this focus, the percentage of local roads in good or fair condition increased.

In the 2020-2021 capital budget, \$67.5 million was allocated to rehabilitate asphalt and chip seal surfaces with an additional \$25 million added to the program during the construction season. More funding is needed to improve these roads. Another option is for the province to look at different road surface options where it is appropriate, as it is often less expensive to rehabilitate a gravel or chip seal road than asphalt.

⁴ In this case, an actual result greater than (or equal to) the full year target is desired.

PERFORMANCE MEASURE: PERCENTAGE OF BRIDGES IN GOOD OR FAIR CONDITION

OBJECTIVE OF THE MEASURE

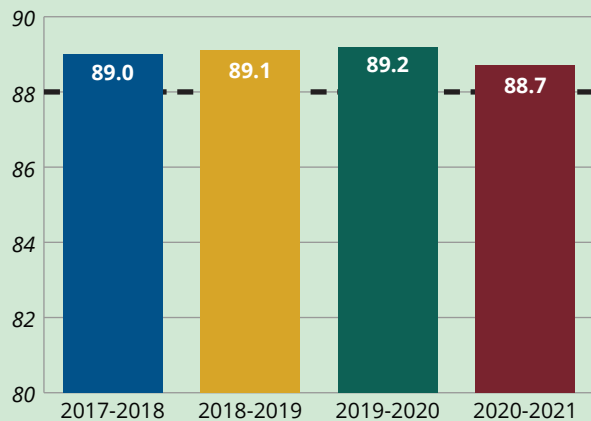
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MEASURE

Percentage of bridges⁵ with a good or fair condition rating (BCI \geq 60)

DESCRIPTION OF MEASURE

The BCI does not measure the safety of a bridge; rather, it expresses the bridge condition based on the condition of all the components of the bridge. Bridges with a BCI above 70 are in “good” condition and those with a BCI from 60 to 70 are in “fair” condition; these bridges may only need a little repair. Bridges with a BCI under 60 are considered in “poor” condition and may need major rehabilitation or complete replacement.



OVERALL PERFORMANCE

The department slightly exceeded the target, with 2396 of the 2702 bridges having a BCI of 60 or greater.⁶

2018-2019: 89.1%

2019-2020: 89.2%

Target: 88%

2020-2021: 88.7%

WHY DO WE MEASURE THIS?

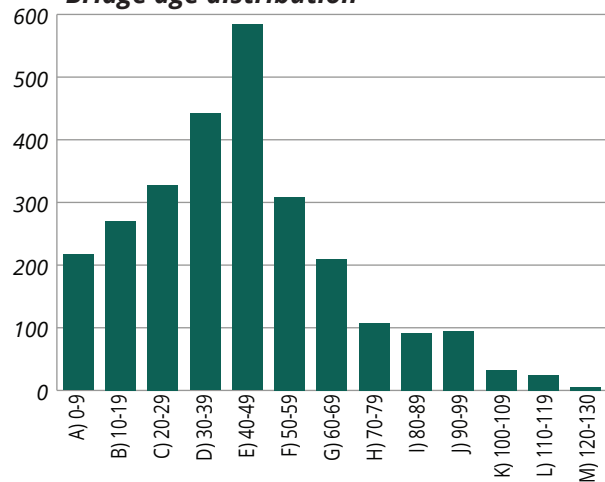
This measure shows how effective the department’s bridge replacement and rehabilitation programs are.

WHAT TOOK PLACE DURING THE 2020-2021 FISCAL YEAR TO ACHIEVE THE OUTCOME?

The department continued to plan and work on major bridge projects such as the Centennial Bridge, Anderson Bridge, Coles Island Bridges, Harbour Bridge, Edmundston-Madawaska International Bridge, and Petitcodiac River #1.5.

Although the department has been reaching its target every year, the number of bridges hovering near the “poor” condition rating has been increasing as bridges move from “good” to “fair” condition. Work on bridges is scheduled every year; however, the network continues to age, and inspection results for some bridges move them into the poor rating. This is due to the lack of funding and capacity for the department to adequately maintain the many bridges in its inventory. It must be noted that capital budget allocated to new bridge construction reduces the funding available for rehabilitation.

Bridge age distribution



5 The definition of a bridge includes culverts that are 3.0 meters in diameter or larger. This measure includes the province’s designated bridges but does not include the bridges that are maintained through Public-Private-Partnership agreements.

6 In this case, an actual result great than (or equal to) the full year target is desired.

BUILDINGS DIVISION

OVERVIEW

The **Buildings Division** manages building construction projects for all GNB departments and is responsible for the operation and maintenance of buildings occupied by GNB employees (including office buildings, courthouses, highway garages, etc.). This division also manages government leases for office space, as well as the acquisition of GNB property for new buildings.

The division consists of the **Design and Construction Branch** and the **Facilities Management Branch**.

The **Design and Construction Branch** provides planning, design and contract administration services for all GNB departments, supporting school, hospital, office, courthouse, jail and miscellaneous building projects. The services are administered by a multi-disciplinary professional and technical staff, supported by private architectural and engineering firms. The branch manages various other government projects, such as jointly funded federal-provincial projects.

The **Facilities Management Branch** is responsible for the operation and maintenance of government buildings as well as negotiating and administering government leases for office space. The branch manages approximately 7.5 million square feet of space across the province that includes 322 government-owned buildings, three industrial parks, and 149 leases. In managing its portfolio, it is responsible to provide an array of building operations related services to government, including project management, space management, interior design, engineering and technical services, security services, technical investigations, and capital project planning.

Highlights

During the 2020-2021 fiscal year, the Buildings Division focused on these various initiatives:

- ◆ In spite of the challenges that COVID-19 presented, the Buildings Division successfully tendered more than 500 capital construction projects, which greatly reduced the impact of the pandemic on private consultants and contractors.
- ◆ Buildings Division quickly adapted processes to fully electronic in order to function efficiently while respecting COVID-19 restrictions on face-to-face interactions and the handling of documents. This included the restructuring of the group's tendering process.
- ◆ Buildings Division negotiated lease space and administered design and renovation process for new nurse practitioner clinics in Moncton, Fredericton and Saint John to support the Department of Health initiative.
- ◆ Buildings Division also renovated Lincoln Centre to accommodate Service New Brunswick, resulting in significant and ongoing annual operating savings for government.
- ◆ Maintained continuity in the design and construction of several major hospital expansions by adapting to COVID-19 restrictions.
- ◆ Played an integral role in establishing guidelines for the safe return of staff and students to schools.
- ◆ Received LEED Silver 2009 certification on two new schools: Le Galion des Appalaches in Campbellton and École le Marais/École Antonine Maillet in Dieppe.
- ◆ Started construction on two new schools: the new Hanwell Elementary and the new École de Moncton.
- ◆ Completed \$2 million in school energy retrofits with federal funding secured under the Canada-New Brunswick Climate Action Incentive Fund.
- ◆ Started working with Finance and Treasury Board, Department of Health, WorksafeNB and other stakeholders in the development of safe work procedures in order for government employees to be able to continue to work or get back to work while facing COVID-19 challenges.
- ◆ Undertook the renovation of Gibson Place as a re-life to house Public Safety and reduce annual operating costs.

PERFORMANCE MEASURE: APPROVED MAINTENANCE FUNDING FOR DEPARTMENT-OWNED BUILDINGS COMPARED TO ESTABLISHED TARGET

OBJECTIVE OF THE MEASURE

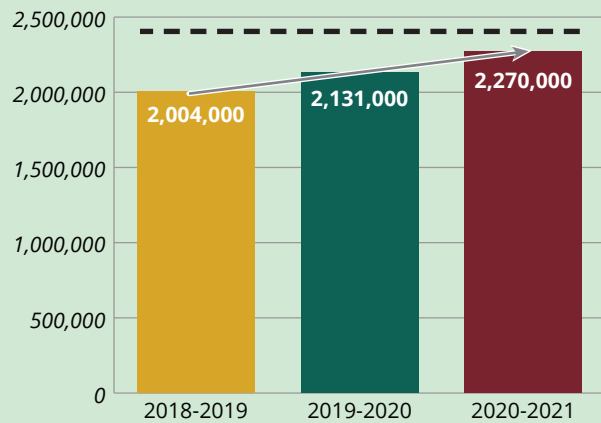
Optimize value for facility users

MEASURE

Approved maintenance funding for department-owned buildings⁷ compared to established target

DESCRIPTION OF MEASURE

This measure reflects the funding provided to the department in order to conduct general operations and maintenance on department-owned buildings. The funding is compared to the targeted amount, which is the total amount required for these buildings to be maintained to an optimal service level.



OVERALL PERFORMANCE

In 2020-2021, \$2,270,000 was allocated for the maintenance of department-owned buildings. This falls short of the target of \$2,400,000, which represents \$1 per square foot of inventory. Failing to meet the target means that not all buildings are receiving the required maintenance, and can result in, among other things, the premature failure of building components and equipment not getting repaired.

2018-2019:	\$2,004,000
2019-2020:	\$2,131,000
----- Target:	\$2,400,000
2020-2021:	\$2,270,000

WHY DO WE MEASURE THIS?

This measure demonstrates how effective and diligent the department is in reducing operating costs in order to have adequate funds left over for maintenance, despite the rising cost of services and commodities. Meeting the funding target allows buildings to be maintained to a safe, healthy, reliable standard, thereby limiting the risk of system failures in buildings, risks to the safety of the users of the facilities, and spikes in capital funding requirements and costly emergency repairs.

WHAT TOOK PLACE DURING THE 2020-2021 FISCAL YEAR TO ACHIEVE THE OUTCOME?

Maintenance planning and improvement is a process that continues to evolve alongside other measures including capital planning, space rationalization, building condition assessments and asset monetization.

The department works proactively to get building equipment, to ensure the efficient use of the equipment and minimize the risk of equipment failure. The department also works hard to reduce operating costs in order to have adequate funds for maintenance projects. The department invests in energy efficiency projects to reduce energy consumption. However, operating costs continue to rise and have increased \$0.10 per square foot over the previous year. Increasing operating, utility, and service contract costs reduce the funding available for the facilities maintenance program.

⁷ Department-owned buildings include office space, courthouses, correctional centres, weigh scales, and industrial parks. It does not include schools, hospitals, district garages, or maintenance depots.

KEY BUILDINGS DIVISION PERFORMANCE MEASURES

PERFORMANCE MEASURE: NUMBER OF CAPITAL IMPROVEMENT TENDERS CLOSED ON TIME FOR EECD PROJECTS

OBJECTIVE OF THE MEASURE

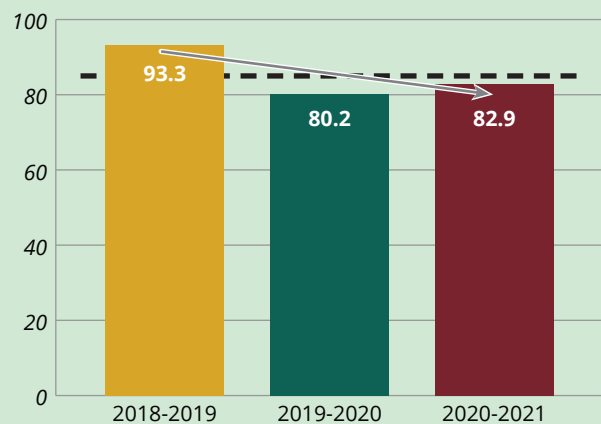
Optimize value for client departments

MEASURE

Percentage of capital improvement tenders closed on time for Department of Early Education and Childhood Development (EECD) projects

DESCRIPTION OF MEASURE

This measure tracks the percentage of tenders closed by the end of June for EECD projects, as it is important that construction work in schools be completed during the summer months. The measure is the dollar value of tenders closed by June 30th as a percentage of the total capital budget allocated to capital projects for that department that year.



OVERALL PERFORMANCE

By June 30, 2020, 82.9 per cent of tenders were closed, which is slightly below the target of 85 per cent.⁸

2018-2019:	93.3%
2019-2020:	80.2%
Target:	85.0%
2020-2021:	82.9%

WHY DO WE MEASURE THIS?

This measure is an indicator of the department's ability to close tenders on time so that construction work in schools can take place during July and August when they are vacant. Closing the tenders in advance of the construction season also allows the department to receive better pricing and allows for material and equipment to be delivered on time.

WHAT TOOK PLACE DURING THE 2020-2021 FISCAL YEAR TO ACHIEVE THE OUTCOME?

The department was unable to close any tenders from mid-March to May 1, 2020 due to Covid-19. This significantly impacted our ability to hit the target of 85 per cent. The division was able to rebound very quickly and issue record volumes of tenders in the month of June, just missing the typical overall target of 85 per cent. The department was significantly ahead of every other jurisdiction in Canada in engaging private sector to deliver Capital Programs.

As strategies for improvement, the Department of Transportation and Infrastructure will encourage EECD to complete their list early, and the department will coordinate closely with private consultants, and perform timely reviews of tender packages.

⁸ In this case, an actual result greater than (or equal to) the target is desired.

PERFORMANCE MEASURE: PERCENTAGE OF CHANGE ORDERS ON BUILDING CONSTRUCTION PROJECTS

OBJECTIVE OF THE MEASURE

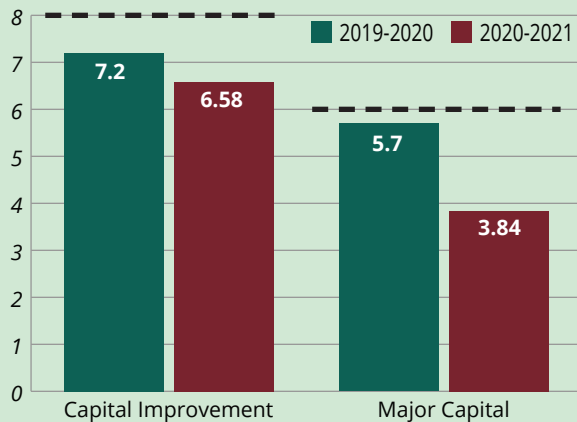
Optimize value for client departments

MEASURE

Percentage of change orders on building construction projects

DESCRIPTION OF MEASURE

The department tracks the cost of building projects including change orders as a percentage of the original awarded construction tender amounts. The Capital Improvement and Major Capital projects are assessed separately.



OVERALL PERFORMANCE

The Buildings Division achieved its target in both categories, as in this case an actual result equal to or lower than the target is desired.

Capital Improvement

2019-2020: 7.2%

Target: 8.0%

2020-2021: 6.58%

Major Capital

2019-2020: 5.7%

Target: 6.0%

2020-2021: 3.84%

WHY DO WE MEASURE THIS?

This measure is an indicator of the quality of the tender documents and the team's (private consultants and the departmental staff) performance related to cost control and avoiding changes in project scope.

WHAT TOOK PLACE DURING THE 2020-2021 FISCAL YEAR TO ACHIEVE THE OUTCOME?

The department continued to work closely with client departments to clearly define the scope for projects. Despite Covid-19, the province worked closely with the industry to ensure good quality tender documents.

STRATEGIC SERVICES DIVISION

OVERVIEW

The **Strategic Services Division** provides leadership and support to the department in procurement and contract administration, various property related services, strategic planning, policy development, legislative affairs, information technology, environmental services, and performance management and process improvement. In addition, it provides fleet management services for GNB.

The division consists of the **Information Management and Technology Branch**, the **Performance Excellence Branch**, the **Policy and Legislative Affairs Branch**, the **Property Services Branch**, the **Supply Chain Management Branch**, the **Environmental Services Branch**, the **Strategic Partnerships and Trade Corridor Branch**, and the **Vehicle Management Agency (VMA)**.

The **Information Management and Technology Branch** supports the department in achieving its business objectives through effective use of information technology (IT) solutions and related services. The branch is responsible for: IT strategy, planning and service coordination with Service New Brunswick; geographic information system (GIS) applications and services; records and information management; and information security and privacy. The branch also provides additional services to the department's head office, including building access, parking, office accommodations and other general office services.

The **Performance Excellence Branch** promotes a culture of continuous improvement throughout the department. The branch provides training and leadership to support staff in productivity and process improvements.

The **Policy and Legislative Affairs Branch** provides advice and expertise related to research, policy development, legislative affairs, correspondence, and supports the department's compliance with statutory and operational requirements. The branch is responsible for a number of corporate services, including: advancing Memoranda to Executive Council for direction and decisions related to agreements, policies, and financial transactions; processing requests under the *Right to Information and Protection of Privacy Act*; coordinating responses to letters and emails received by the Deputy Minister, Minister, and Premier; advancing Legislative Officer investigations and audit files; leading the development of internal policies; managing safety matters related to the department's role as regulator of the *Shortline Railways Act*, and developing the

department newsletter. The branch also participates in interdepartmental work including climate change reporting, as well as intergovernmental work, which includes participation in a number of federal-provincial-territorial committees to support alignment of policy and research efforts across Canada.

The **Property Services Branch** is responsible for providing property services to the department, other government entities and the public. These services include title abstracts; property surveys; valuation; negotiations and acquisition of properties for highway and infrastructure projects; management and disposal of surplus properties; and marketing, tendering and document preparation. In addition, the branch processes claims against the department related to alleged motor vehicle highway accidents, highway defects, environmental contamination, real property damage and the expropriation of land for highway construction. The branch is also responsible for the discontinuance of highways, expropriation, public works designation and corridor management. This includes the issuance of highway usage permits and rural subdivision review in accordance with legislative requirements.

The **Supply Chain Management Branch** administers capital project tendering in accordance with the *Crown Construction Contracts Act* and related regulations, prepares and administers the execution of contracts, provides guidance to the department on purchasing issues under the *Procurement Act* and assists with the preparation of requests for proposals.

The **Environmental Services Branch** provides environmental services for the delivery of various departmental programs. Environmental services include technical advice and support, conducting environmental and archaeological assessments, obtaining various permits and approvals, contaminated sites management, water systems management, petroleum storage systems management, environmental training, follow-up and compliance monitoring, wildlife management, fish and wetland habitat offsetting, review of outside EIAs, regulatory agency liaison and First Nations consultation and engagement.

The **Strategic Partnerships and Trade Corridor Branch** is responsible for the provision of strategic leadership, guidance, oversight and direction to the department and province.

The unit identifies, develops, negotiates and secures strategic partnership opportunities and agreements interprovincially, federally and internationally. This

includes maximizing the securing of federal funding opportunities for both transportation and buildings capital infrastructure projects. This will allow the department and the province to do more with less, especially in addressing our existing aging infrastructure deficit. The unit also serves as the subject matter experts for air, rail and marine, and is responsible for the provision of leadership and guidance towards advocating and supporting initiatives aimed at enhancing New Brunswick's multi-modal transportation system and economic trade corridor including our international borders.

The **Vehicle Management Agency (VMA)** is a special operating agency, which manages the provincial vehicle fleet. As a centralized agency, VMA provides a full range of vehicle services (acquisition, repair and maintenance, insurance, fueling, and disposal). In addition, VMA fabricates new plow trucks and fabricates a wide range of replacement parts for all in service plow trucks at their fabrication facility in Fredericton. VMA also operates a call center in Miramichi that coordinates the repair and maintenance on the Extra Mural fleet of vehicles.

VMA currently manages approximately 4,200 assets including executive vehicles, cars, vans, light trucks, heavy equipment (graders, loaders), heavy trucks, fire tankers, school buses and miscellaneous pieces of equipment. The agency has 250 employees, 28 repair facilities, one fabrication facility, 71 fuel sites and one call center across the province.

Highlights

During the 2020-2021 fiscal year, the Strategic Services Division focused on these various initiatives:

- ♦ The Strategic Service further improved Lean Six Sigma (LSS) training programs for 5S, Waste Walk, White Belt and Yellow Belt. Due to the LSS Waste Walks alone, the department saved approximately \$292,000. There was also an increased focus on internal reporting of project successes and outcomes through expanded use of project showcase documents.
- ♦ The Strategic Partnerships and Trade Corridor Development Unit of the Strategic Services Division secured and leveraged over \$26 million in federal funding for 50 capital projects with a total cost of approximately \$33 million. Most of these federally funded projects were public buildings upgrade/refit projects under Infrastructure Canada's COVID-19 Resiliency Infrastructure stream.
- ♦ The Strategic Partnerships and Trade Corridor Development Unit of the Strategic Services Division secured an \$84.9 million USD co-operative funding partnership agreement for the Madawaska-Edmundston International Bridge replacement project. Approval was received to construct and operate the new international bridge and remove/demolish the old bridge on March 18, 2021.
- ♦ The Supply Chain Management Branch awarded over 650 contracts in 2020-21, totaling approximately \$400 million, with 90 per cent of those being awarded to New Brunswick companies. An important example is the successful negotiation of a 12-year contract extension with Nutrien for the supply of road salt from the mine in Sussex.
- ♦ Shared innovative work carried out in the department through a five-part Innovation Showcase Series that included presenters from across the department and was open to all employees. Topics ranged from using ArcGIS online tools and multibeam sonar surveys in bridge inspections to details on the department's internal planning and response to the COVID-19 pandemic and the implementation of Geotechnical Asset Management (GAM) ideas within the department.
- ♦ The Supply Chain Management Branch moved from a paper-based to electronic tendering process due to the COVID-19 pandemic. This was an important early step in the province's economic recovery. The branch also worked with Service New Brunswick and Opportunities New Brunswick to launch the NB First Procurement Strategy and Action Plan.
- ♦ Generated more than \$2 million in revenue from disposal of government surplus properties, and \$1.35 million in revenue from highway usage permits, leases, and licences.
- ♦ Continued to work with the All-Terrain Vehicle Federation Inc. (QuadNB) and the New Brunswick Federation of Snowmobile Clubs Inc. to allow additional highway usage to gain access to municipalities and services thereby promoting tourism and revenue generation in the province.
- ♦ Actively worked to acquire lands or buildings from 145 property owners for approximately 70 highway projects.
- ♦ Investigated and concluded 158 claims made by the public against the Department of Transportation and Infrastructure. Also supported the Office of the Attorney General in resolving and concluding 21 litigation claims made against the department.

- ◆ Used the Mechanic Apprentice program to fill 10 vacant mechanic positions throughout the province.
- ◆ Used the Rural Economic Development exemption to keep work in New Brunswick for all season boxes, plow blades and wings, and float trailers.
- ◆ Installed COVID-19 curtains in all school buses to protect the school buses drivers as students enter or exit the buses.
- ◆ Created an Environmental Services Branch and developed and delivered a Watercourse and Wetland Alteration Permitting training program to more than 140 staff. The branch completed Environmental Impact Assessments for two major bridge replacements - Northwest Miramichi River (Anderson) Bridge No. 1 (N665) and the Edmundston Madawaska International Bridge (E320).
- ◆ Included Indigenous inclusion clauses in NBDTI contract specifications for the Northwest Miramichi River (Anderson) Bridge No. 1 (N665) bridge replacement project.
- ◆ Upgraded the Canterbury Water Distribution System built in 1985 to meet current industry standards and ensure safe, potable water for system users.

BRANCHES REPORTING TO THE DEPUTY MINISTER

HUMAN RESOURCES BRANCH

The **Human Resources Branch** is responsible for providing leadership and support to the department in the areas of human resource planning, wellness, health and safety, recruitment, classification, labour relations, employee relations, training, performance management, change management, organizational development, human resource policies and program implementation.

Highlights

During the 2020-2021 fiscal year, Human Resources Branch focused on these various initiatives:

- ◆ Reduced accident rates and saw a drop in the overall injury frequency rate, from 8.13 per cent to 6.90 per cent in 2020, thanks to the hard work of employees, supervisors and the Wellness, Health and Safety team.
- ◆ Continued to provide HR services and support throughout the COVID-19 pandemic.
- ◆ The Chapman group, working with Human Resources and executive management committee to develop a strategic plan for the department. Thus far, they have completed an organization assessment to determine opportunities for improvement, determine potential enhancements to the recruitment process, and conducted a competency scan with the aim of developing a workforce plan and talent strategy.

**PERFORMANCE MEASURE: FREQUENCY RATE
(NUMBER OF INJURIES PER 200,000 HOURS WORKED)**

OBJECTIVE OF THE MEASURE

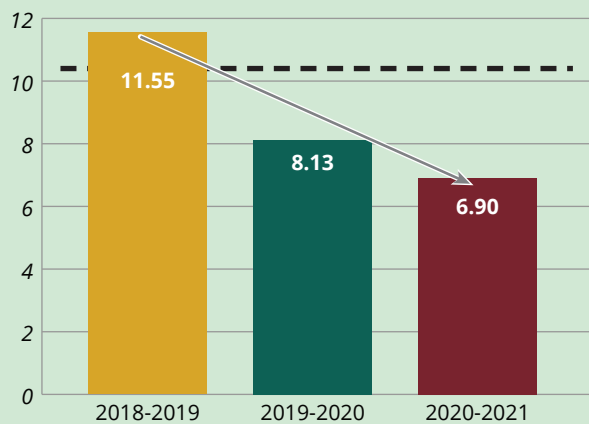
Health and safety culture

MEASURE

Frequency Rate-Number of injuries per 200,000 hours worked

DESCRIPTION OF THE MEASURE

The Frequency Rate is the number of WorkSafe claims per 200,000 hours worked. Specifically, it is the number of claims for the 2020-2021 fiscal year, divided by exposure hours (work hours) and multiplied by 200,000.⁹



OVERALL PERFORMANCE

The department had 115 WorkSafe claims during the 2020-2021 year for a Frequency Rate of 6.90. This represents a 30 per cent reduction in the Frequency Rate compared to the previous year. The department improved upon its target of 10.4 (which represents a 10 per cent reduction).¹⁰

- Target: 10.4
- Actual: 2018-2019: 11.55
- Actual: 2019-2020: 8.13
- Actual: 2020-2021: 6.90

WHY DO WE MEASURE THIS?

The department supports a culture where safety in the workplace matters to everyone every day. Measuring the Frequency Rate helps the department understand how its practices are reducing the number of injuries at the workplace, ensuring that everyone goes home safely every day.

This measure only tells part of the story. The department also wants to reduce the number of near misses, which are incidents that could have, but did not, result in an injury. The department has recently begun tracking this, and from January 1, 2020 to December 31, 2020, 14 near misses were reported.

WHAT TOOK PLACE DURING THE 2020-2021 FISCAL YEAR TO ACHIEVE THE OUTCOME?

The department improved its Health and Safety program and the culture of safety and wellness. The department reduced the Frequency Rate by providing a Hazard Assessment Program, developing and reviewing Job Hazard Assessments for field operations, delivering the Health and Safety Orientation Program and continuing to report and communicate incidents.

Our Wellness Health and Safety consultants are conducting field inspections and coaching sessions with supervisors and employees to make sure they understand their roles, responsibilities and the various tools available to identify and control workplace hazards.

DTI began rolling out a Field Level Hazard Assessment tool, this puts more control for hazard identification and control in the hands of our employees. The department will keep promoting its Health and Safety program to continue fostering safety and wellness.

⁹ As the number of claims per hour worked is quite small, it is standard practice to multiply that number by 200,000, which is roughly equivalent to 100 employees working a full year (2,000 hours each).

¹⁰ In this case, an actual result less than or equal to the target is desired.

FINANCIAL AND ADMINISTRATIVE SERVICES BRANCH

The **Financial and Administrative Services Branch** provides the overall financial administration, business and operational support for the department. This includes: financial accounting and administrative systems; business and financial monitoring; forecasting and reporting; ordinary and capital budgets; consulting and advisory services; the review, evaluation and implementation of departmental internal controls; management of all departmental revenues such as federal contribution agreements and property damage claims; and departmental services such as Head Office reception, office supplies and management of the departmental mail services.

Highlights

During the 2020-2021 fiscal year, the Financial and Administrative Services Branch focused on these various initiatives:

- ◆ Played a key role in the development of the new Enterprise Resource System by developing a completely new chart of accounts and by being subject matter experts for the General Ledger; Projects and Fixed Asset modules. The branch was also involved in System Integration Testing and User Acceptance Testing as well as developing training material.
- ◆ Helped develop and support the new Portfolio Management process within the department and supported many other process and branch changes being led by other departmental divisions.

PERFORMANCE MEASURE: ORDINARY REVENUES RATIO

OBJECTIVE OF THE MEASURE

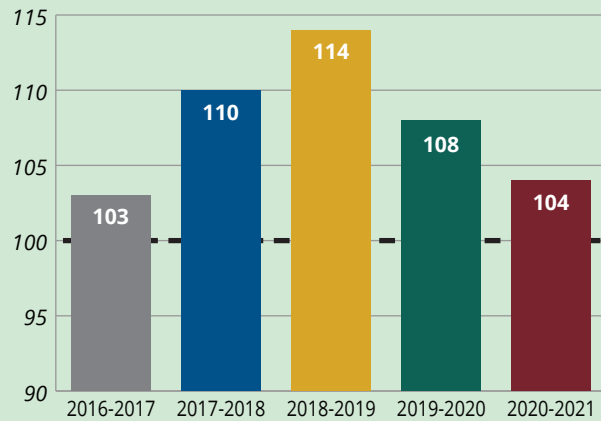
Eliminate deficits and reduce debt

MEASURE

Ratio of actual ordinary¹¹ revenues to budgeted ordinary revenues

DESCRIPTION OF MEASURE

The measure compares actual revenue to the budgeted revenue to help the department focus on maximizing revenue.



OVERALL PERFORMANCE

The ratio of actual to budgeted revenues for the department was 103.6 per cent.¹²

----- 2019-2020: 107.7%
----- Target: 100.0%
----- 2020-2021: 103.6%

WHY DO WE MEASURE THIS?

This measure helps the department maintain awareness of revenue-generating opportunities. Revenue is very important to GNB's fiscal picture. Major sources of revenue for the department are obtained from land rentals and the sale of special permits for the movement of oversize and/or overweight loads on provincial highways. Increased revenue helps to offset GNB's deficit.

WHAT TOOK PLACE DURING THE 2020-2021 FISCAL YEAR TO ACHIEVE THE OUTCOME?

Actual revenues exceeded the department's target budget due to small increases across several revenue streams, including but not limited to: special permits, municipal maintenance recoveries, and land rentals.

11 The department's expenditures are divided into two categories: ordinary and capital. The measure featured in this report focuses on strategic improvement efforts to ordinary budgeted expenditures, which represent expenditures for day-to-day operating costs of government programs.

12 In this case, an actual result of more than (or equal to) the full year target is desired.

PERFORMANCE MEASURE: RATIO OF ORDINARY BUDGETED EXPENDITURES

OBJECTIVE OF THE MEASURE

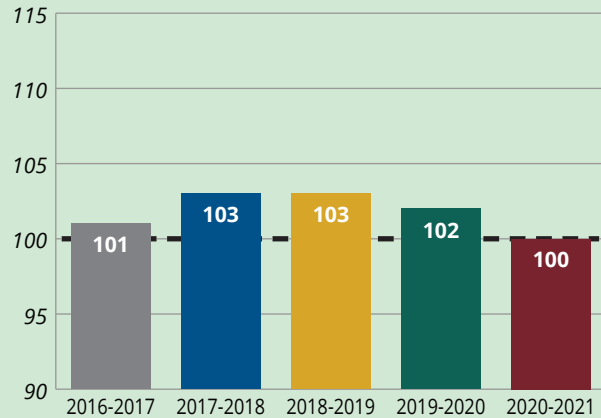
Eliminate deficits and reduce debt.

MEASURE

Ratio of actual to ordinary¹³ budgeted expenditures.

DESCRIPTION OF MEASURE

This measure focuses on controlling and managing expenditures to meet the department's fiscal year budget.



OVERALL PERFORMANCE

The ratio of actual to budgeted expenditures for the department was 100 per cent.¹⁴

- - - - - **2019-2020: 102.4%**
 - - - - - **Target: 100%**
 - - - - - **2020-2021: 100%**

WHY DO WE MEASURE THIS?

This indicator measures the ability of the department to manage its overall expenses to meet its budget. The department must ensure that expenses are managed in accordance with the budget and be prepared to take corrective action if expenses are projected to be over-budget during the year.

What took place during the 2020-2021 fiscal year to achieve the outcome?

Primarily due to a lighter winter and lower than anticipated fuel prices. Winter expenditures are dependent on storm frequency and intensity along with the length and severity of the winter. Lower fuel prices impact costs of operating equipment, ferries, and heating buildings.

¹³ The department's expenditures are divided into two categories: ordinary and capital. The measure featured in this report focuses on strategic improvement efforts to ordinary budgeted expenditures, which represent expenditures for day-to-day operating costs of government programs.

¹⁴ In this case, an actual result of less than (or equal to) the full year target is desired.

RADIO COMMUNICATIONS BRANCH

The **Radio Communications Branch** provides communications systems through a number of networks including the New Brunswick Trunked Mobile Radio (NBTMR) system and dispatch services through the Provincial Mobile Communications Centre (PMCC) to all GNB and agencies, as well as municipal, federal and volunteer users and the RCMP. Services provided by the PMCC include NB511 road notifications, motor vehicle registration checks, and Public Safety Grade Computer Aided Dispatch (CAD). The branch administers the contract for the New Brunswick trunked Mobile Radio (NBTMR) System. The NBTMR is the province's mission critical radio public safety communications system which forms a large public safety radio network that serves the maritime provinces.

Highlights

During the 2020-2021 fiscal year, the Radio Communications Branch focused on these various initiatives:

- ♦ Saw the cities of Bathurst and Edmundston Dispatch Centers, Police and Fire join the NBTMR system.
- ♦ Expanded the NBTMR network with a new tower completion at Mt. Carleton Park that covers not only the park but the more southernly portion of Route 180. Additional tower construction started late in 2020-2021 at McGraw Brook with a completion in late 2021. This tower is the first phase of a three-phase project to provide NBTMR coverage on the last major NB highway without coverage, Route 108.
- ♦ Focused emergency deployments around COVID-19 requirements at border locations, special care homes and testing facilities, as well as a number of search and rescue centres.
- ♦ Completed a coverage review of all Department of Education and Early Childhood Development schools in early 2020 to identify NBTMR coverage gaps and develop a plan to address them so that first responders can be confident in knowing they will be able to communicate when responding to any type of emergency in those facilities.
- ♦ Continued with the Regional Fire Dispatch project in the Saint John region, with deployments of radio to most of the Local Service District departments who have agreed to have the City of Saint John Public Safety Answering Point (PSAP) provide formal dispatch services.

Financial information

STATEMENT OF REVENUE & RECOVERIES (IN THOUSANDS OF DOLLARS)

Ordinary Revenue	2020-2021 Main Estimates	2020-2021 Actual	Variance over/(under)
Return on Investment	5.0	6.8	1.8
Licenses and Permits	1,625.0	1,688.4	63.4
Sales of Goods & Services	5,695.0	5,684.1	(10.9)
Fines & Penalties	35.0	10.4	(24.6)
Miscellaneous	151.0	389.7	238.7
Total – Ordinary Revenue	7,511.0	7,779.3	268.3

Capital Recoveries	2020-2021 Main Estimates	2020-2021 Actual	Variance over/(under)
Other	4,875.0	8,349.8	3,474.8
Capital Recoveries - Canada	33,848.0	23,972.4	(9,875.6)
Total – Capital Recoveries	38,723.0	32,322.2	(6,400.8)

Revenue under largely due to schedule changes on Federally Funded projects due to covid. These were partially offset by increased land sales.

Land Management Fund	2020-2021 Main Estimates	2020-2021 Actual	Variance over/(under)
Own Source Revenue	65.0	237.1	172.1
Capital Recoveries – Own Source	620.0	1,368.9	748.9
Total – Land Management Fund	685.0	1,606.0	921.0

EXPENDITURE BY PROGRAM (IN THOUSANDS OF DOLLARS)

Ordinary Program	2020-2021 Main Estimates	Appropriation Transfers	2020-2021 Budget	2021-2021 Actual	Variance over/(under)
Administration	14,702.0	104.7	14,806.7	12,953.5	(1,853.2)
Policy & Legislative Affairs	1,190.0	5.0	1,195.0	1,122.8	(72.2)
Maintenance	74,687.0	2,524.6	77,211.6	74,006.8	(3,204.8)
Winter Maintenance	68,894.0	4,428.2	73,322.2	80,560.9	7,238.7
Bridge & Highway Construction	3,025.0	124.8	3,149.8	3,168.5	18.7
Buildings Group	136,096.0	2,596.9	138,692.9	136,001.5	(2,691.5)
New Brunswick Highway Corporation	22,752.0	7,350.1	30,102.1	30,518.0	415.9
Total – Gross Ordinary	321,346.0	17,134.4	338,480.4	338,332.0	(148.4)

Capital Program	2020-2021 Main Estimates	2020-2021 Actual	Variance over/(under)
Permanent Bridges	44,380.0	23,412.2	(20,967.8)
Permanent Highways	137,590.0	206,960.2	69,370.2
Municipal Designated Highway Program	10,000	13,570.0	3,570.0
Federal-Provincial Cost-Shared Program	87,315.0	55,474.5	(31,840.5)
Public Works & Infrastructure	209,549.0	143,161.6	(66,387.4)
Vehicle Management Agency	15,000	16,245.7	1,245.7
Total	503,834.0	458,824.1	(45,009.9)

Expenditures were under budget largely due to schedule changes as a result of covid.

Special Purpose Account	2020-2021 Main Estimates	2020-2021 Actual	Variance over/(under)
Government House	100.0	52.5	(47.5)
Land Management Fund	1,800.0	1,550.7	(249.3)
Total - Special Purpose Account	1,900.0	1,603.2	(296.8)

Vehicle Management Agency	2020-2021 Main Estimates	2020-2021 Actual	Variance over/(under)
Revenue			
Chargebacks	89,800.0	79,131.7	(10,668.3)
Revenue from Sales of Vehicles and Equipment	500.0	1,227.8	727.8
Total Revenue	90,300.0	80,359.5	(9,940.5)
Expenditure			
Total Expenditures	89,800.0	74,776.8	(15,023.2)
Capital Account Expenditures	15,000	16,245.7	1,245.7
Total Expenditures	104,800.0	91,022.5	(13,777.5)

Summary of staffing activity

Pursuant to section 4 of the *Civil Service Act*, the Secretary to Treasury Board delegates staffing to each Deputy Head for his or her respective department(s). Please find below a summary of the staffing activity for 2020-2021 for the Department of Transportation and Infrastructure.

Number of permanent and temporary employees as of Dec. 31 of each year		
Employee type	2020	2019
Permanent	1,621	1,604
Temporary	57	67
TOTAL	1,678	1,671

The department advertised 151 competitions, including 100 open (public) competitions and 43 closed (internal) competitions, and also included six (intra-departmental letter of interest/expression of interest).

Pursuant to sections 15 and 16 of the *Civil Service Act*, the department made the following appointments using processes to establish merit other than the competitive process:

Appointment type	Appointment description	Section of the <i>Civil Service Act</i>	Number
Specialized Professional, Scientific or Technical	An appointment may be made without competition when a position requires: <ul style="list-style-type: none"> - a high degree of expertise and training - a high degree of technical skill - recognized experts in their field 	15(1)	0
Equal Employment Opportunity Program	Provides Aboriginals, persons with disabilities and members of a visible minority group with equal access to employment, training and advancement opportunities.	16(1)(a)	3
Department Talent Management Program	Permanent employees identified in corporate and departmental talent pools, who meet the four-point criteria for assessing talent, namely performance, readiness, willingness and criticalness.	16(1)(b)	1
Lateral transfer	The GNB transfer process facilitates the transfer of employees from within Part 1, 2 (school districts) and 3 (hospital authorities) of the Public Service.	16(1) or 16(1)(c)	2 within GNB 4 within DTI Total 6
Regular appointment of casual/temporary	An individual hired on a casual or temporary basis under section 17 may be appointed without competition to a regular properly classified position within the Civil Service.	16(1)(d)(i)	13
Regular appointment of students/ apprentices	Summer students, university or community college co-op students or apprentices may be appointed without competition to an entry level position within the Civil Service.	16(1)(d)(ii)	0

Pursuant to section 33 of the *Civil Service Act*, 0 complaints alleging favouritism were made to the Deputy Head of Transportation and Infrastructure and 0 complaints were submitted to the Ombud.

Summary of legislation and legislative activity

The department did not bring forward any legislation throughout the 2020-2021 fiscal year.

The department brought forward one amendment to regulation during the 2020-2021 fiscal year.

Name of regulation	Effective date	Summary of changes
Vehicle Dimensions and Mass Regulation - <i>Motor Vehicle Act</i>	November 17, 2020	Amendments to the Vehicle Dimensions and Mass Regulation (2001-67) under sections 231, 251.1, 258 and 344(2) of the <i>Motor Vehicle Act</i> to harmonize with national and regional Memoranda of Understanding respecting vehicle weights and dimensions.

The acts for which the department was responsible in 2020-2021 may be found at: <http://laws.gnb.ca/en/deplinks?subjectnumber=17>.

Summary of Official Languages activities

INTRODUCTION

The department developed its Official Languages action plan in 2015 and will continue to revise as required. The action plan includes strategic activities in each of the four main sectors of activity found in GNB's *Plan on Official Languages- Official Bilingualism: A Fundamental Value*. The department's associated activities can be found in the four focus areas listed below.

FOCUS 1

Ensure access to service of equal quality in English and French throughout the province:

- Linguistic profiles were updated throughout the year.
- Information about the Language of Service Policy was communicated to staff and a complete page on the department's Intranet page is dedicated to Official Languages (OL).
- The department continued to support second language training for employees to ensure there was access to quality service in English and French throughout the province.

FOCUS 2

An environment and climate that encourages, for all employees, the use of the Official Language of their choice in their workplace:

- The department's performance review form and process highlighted an employee's right to have his or her performance review conducted in the Official Language of his or her choice.
- Small and large meetings were held in a manner that encouraged the use of both Official Languages. Employees had access to the working tool, *Effective Behaviours for Chairing Bilingual Meetings*, available on the department's Intranet.
- The department ensured employees could draft documents in the Official Language of their choice.
- The department's Intranet was up to date with resources and contact information to support the use of both Official Languages.

FOCUS 3

Strategic means used to ensure that new and revised government programs and policies took into account the realities of the province's Official Languages opportunities:

- The department ensured that programs and policies developed and implemented considered the province's official linguistic communities.
- The department ensured that any information received by Executive Council Office was communicated to employees in both Official Languages.

FOCUS 4

Ensure Public Service employees have a thorough knowledge and understanding of the *Official Languages Act*, relevant policies, regulations, and the province's obligations with respect to Official Languages:

- Official Languages policies were key components of employee orientation. The department made available all information and resources for employees and managers.
- Employees were expected to read the Language of Service and Language of work policies as part of their annual performance reviews.

CONCLUSION

During the fiscal year 2020-2021, the Department of Transportation and Infrastructure took the opportunity to send a memo to remind staff of their duties under both parts of GNB's Official Languages Policy, the Language of Work and the Language of Service. Further, a presentation was made to senior leaders in the Department and an article in DTI's Newsletter was also published.

Further, the Department worked with its partners to develop GNB's Signage and Official Languages Policy, which was finalized in this fiscal year. The policy describes how content in the two official languages is placed on government signage.

It is also noteworthy that 27 employees of the Department participated in second language training during 2020-2021.

Summary of recommendations from the Office of the Auditor General

Name and year of audit area with link to online document	Recommendations
	Total
Outsourcing of Highway Maintenance and Construction Work (2019) https://www.agnb-vgnb.ca/content/dam/agnb-vgnb/pdf/Reports-Rapports/2019V1/Chap3e.pdf	7

Implemented Recommendations	Actions Taken
3.34 Develop an evidence based outsourcing policy and a decision-making framework to guide which programs and activities to outsource.	The Department adopted a policy and a decision-making framework to be relied upon in determining which transportation programs to outsource, and in demonstrating how decisions respecting program delivery model are reached.
3.39 Assess the risk of over dependence on a single supplier when making outsourcing decisions.	The decision-making framework includes a process for managing risk of over dependence.
3.55 Evaluate how road work such as chipsealing is sourced and delivered in all districts following an objective and evidence-based cost benefit analysis.	The decision-making framework, which considers jurisdictional factors and allows for program delivery unique to each of the Department's 6 districts, was used to evaluate six Transportation Division programs.
3.62 Include capital investment in critical equipment when planning the most cost-effective manner to deliver road repairs.	Use of the decision-making framework resulted in the decisions to purchase brush cutting and striping equipment.
3.68 Source capital equipment through the most cost-effective means as demonstrated by a business case analysis.	In realizing cost-savings, all sourced plow trucks were fabricated at the Department's central repair shop.
3.78 Source bridge and culvert replacement work in an evidenced-based, cost-effective and timely manner.	The policy and decision-making framework apply to delivery of the bridge and culvert capital programs.

Report on the *Public Interest Disclosure Act*

As provided under section 18(1) of the *Public Interest Disclosure Act*, the chief executive shall prepare a report of any disclosures of wrongdoing that have been made to a supervisor or designated officer of the portion of the public service for which the chief executive officer is responsible. The Department of Transportation and Infrastructure received no disclosure of wrongdoing in the 2020-2021 fiscal year.

Appendix A

Road conditions are very important to motorists in New Brunswick. The department has established targets for the percentage of roads in good and fair condition for each highway type. In order to maintain roads at an acceptable condition, the department uses asset management principles to determine which roads should be treated, and when, in order to reduce the roads' total cost over its lifecycle.

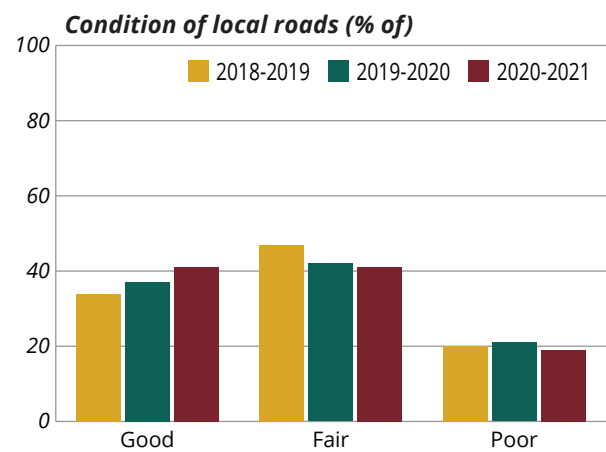
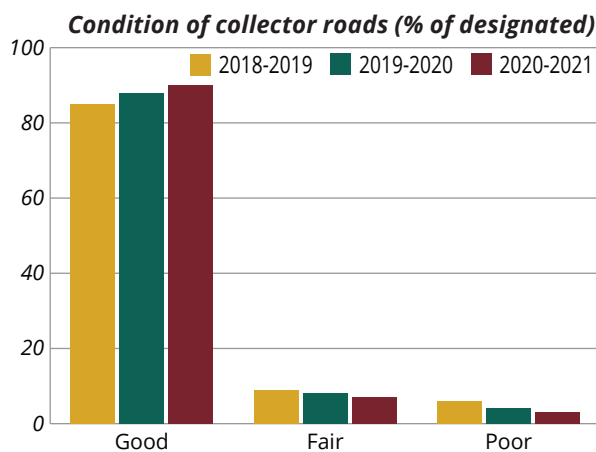
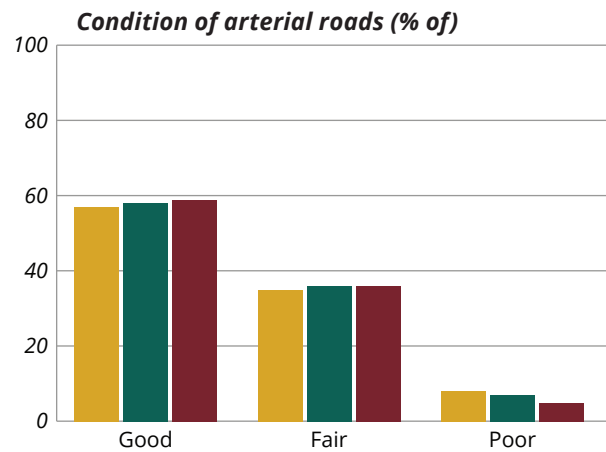
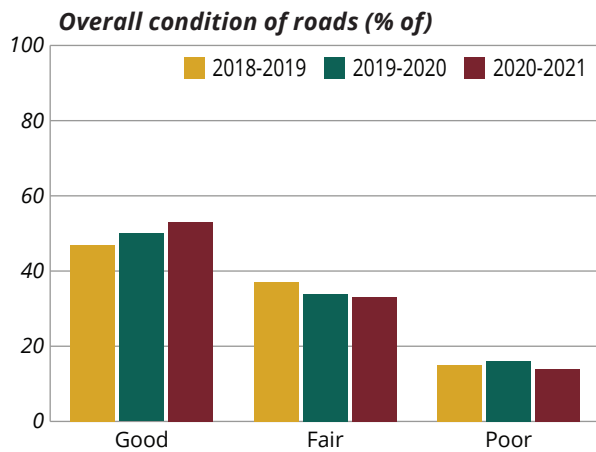
AUTOMATIC ROAD ANALYZER

The department uses a vehicle called the Automatic Road Analyzer (ARAN) to collect data to determine the road conditions. It provides high definition video logging, rut and roughness data, and potholes and 3D crack detection. This information is used by the Asset Management group to determine the appropriate road treatment.

Road conditions for all arterial highways are collected on a two-year cycle. All other road conditions are collected on a three-year cycle. The data is displayed annually below to show changes in the roads assessed each year.

HIGHWAY CONDITIONS IN 2020-2021

The conditions of provincial highways (good, fair, and poor) are presented below for the 2019-2020 and 2020-2021 fiscal year. Overall, there was an increase in the percentage of roads with a good condition rating, and decrease in those rated fair and poor.



Appendix B

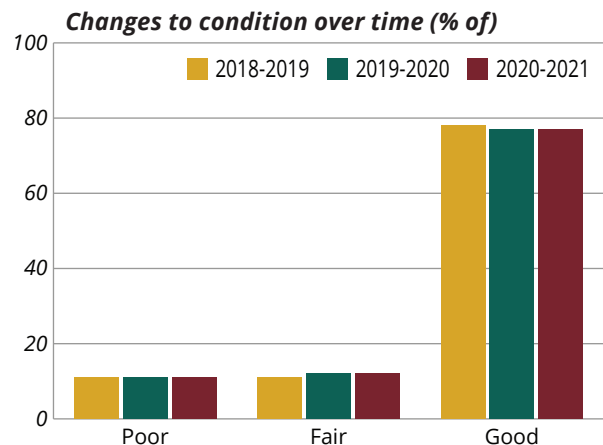
The department measures the condition of bridges using the Bridge Condition Index (BCI). The BCI is a tabulation of the condition of a bridge based on the percentage of the quantity of all the components of the structure that fall in condition states. Bridges with a BCI under 60 are given a “poor” condition rating, while those with a BCI of 60 to 70 are given a “fair” condition rating, and bridges with a BCI above 70 are considered in “good” condition.

BCI is not used to measure the safety of a bridge. Bridges that are inspected and deemed unsafe at their current weight capacity are repaired to address deficiencies, have that weight capacity reduced to a limit that is deemed safe, or are closed to all traffic.

Bridge conditions are impacted by factors such as: exposure to the natural environment, including extreme events such as storms and flooding, exposure to de-icing chemicals, defects from original construction or materials, exposure to high volumes of commercial truck traffic, vandalism, etc.

The department ensures its bridges are inspected at least every two years. As a bridge deteriorates it may be inspected more frequently. Special inspections such as underwater inspections and inspections with a snooper truck are done every five years on some high-level bridges.

Over the past three years, the percentage of designated bridges with a poor condition rating has remained at 11 per cent. However, there has been a one per cent decrease in bridges with a good condition rating, and a corresponding increase in bridges with a fair condition rating.



Forty-six per cent of the bridge inventory have BCI values between 61 and 80. Preventative maintenance and rehabilitation is required to keep these bridges in the fair and good condition.

