

Transportation and Infrastructure

Annual Report
2019–2020



**Transportation and Infrastructure
Annual Report 2019-2020**

Province of New Brunswick
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Transmittal Letters

From the Minister to the Lieutenant-Governor

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, 2019, to March 31, 2020.

Respectfully submitted,



Honourable Jill Green
Minister

From the Acting Deputy Minister to the Minister

Honourable Jill Green
Minister of Transportation and Infrastructure

Minister:

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, 2019, to March 31, 2020.

Respectfully submitted,



John P. 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. The department manages the planning, designing, construction, and maintenance of government buildings and the provincial highway system. The department is also responsible for the management of the province's fleet vehicles and providing oversight of the province's mobile radio communication system.

In the 2019-2020 fiscal year, the province was faced with challenges brought on by spring flood events, Hurricane Dorian, winter storms, and COVID-19. The department responded to these challenges quickly, by communicating road closures, providing radio communications for response teams, and ensuring highways and government buildings were open and safe during these events. We also quickly transitioned to working from home during the COVID-19 lockdown to continue to provide services to our province.

The department is proud of its safety-first culture and it continued to strengthen it this past year. The department partnered with the New Brunswick Road Builders and Heavy Construction Association, the New Brunswick Construction Safety Association, and WorkSafeNB on an annual safety campaign. This campaign reminded residents to respect construction zones and construction workers. I believe these partnerships are important to support the safety of all New Brunswickers.

Although I have not been in the department for long, I am already impressed by the dedication of this high-performing team. Our employees work hard and will go above and beyond when needed. It has been a wonderful team to join. I look forward to working with them during the coming year to serve our internal and external clients.



Honourable Jill Green

Minister of Department of Transportation and Infrastructure

Acting Deputy Minister's message

This report highlights some of the many successes achieved by the Department of Transportation and Infrastructure during the 2019-2020 fiscal year. With exceptional skill and determination, employees fulfilled the department's mandate and provided high-quality service to the province.

The department continues to improve its health and safety program. This commitment has led to safer work practices and procedures, better communication, and the development of an incident alert process. The department's safety performance measures show that safety has continued to improve over the past few years, including significant improvements in 2019. The department will continue to find ways to improve health and safety during the coming year.

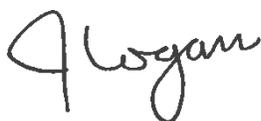
The government has looked for ways to remove administrative burden for New Brunswick's businesses. The department improved the process for contractors to submit their safety programs and also changed the process for issuing permits for transporting quarry products to job sites for provincial contracts. Furthermore, the department signed a cooperative agreement on wide base single tires, to allow trucks using wide base single tires to operate at the same weight allowance as standard dual tires.

In the fall of 2019, the department developed a framework to assess which transportation programs should be insourced, outsourced, or a combination of the two. This framework will be applied to select programs in the coming year to ensure programs are delivered cost-effectively. The department is also expanding its asset management modelling to support the maintenance and rehabilitation of its assets at the least cost during the assets' lifecycle.

The flooding of the St. John River in the spring and Hurricane Dorian in September were placed on Environment Canada's 2019 list of top 10 weather stories in the country. Response and recovery were carried out with a safety-first approach and the department was able to complete the majority of disaster repairs within record time. The department has implemented new standard operating procedures to better respond to and recover from major disaster events. This has also allowed the department to receive even more financial assistance from the federal government to help recoup costs from these events.

These are just a few examples of the many ways the department is improving health and safety, focusing on performance excellence and affordability, and is responsive to the private sector. In the coming year, we will again focus on these priority areas to continue providing excellent service to the public.

I am proud to work with the team at the Department of Transportation and Infrastructure. I look forward to all that will be achieved by this devoted and engaged team in the coming year.



John Logan
Acting Deputy Deputy Minister

Top Government Priorities

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.

Our Top Priorities:

Affordable and Responsive Government

Getting our financial house in order will make it possible for government to be responsive and provide sustainable high-quality public services for all New Brunswickers.

Dependable Public Health Care

New Brunswickers deserve a sustainable, high-quality health-care system where they are able to access the services they need when they need them.

World-class Education

New Brunswick's young people need access to a world-class education, so they can make the most of their lives and compete in future job markets.

Energized Private Sector

All New Brunswickers benefit from a thriving private sector. Increasing private sector investment, growing our labour force and being home to successful businesses of all sizes is good for our province.

Vibrant and Sustainable Communities

Vibrant communities are places people want to call home. More vibrant and sustainable communities make for a more resilient province.

High-performing Organization

All New Brunswickers benefit when engaged and empowered civil servants use their talents and skills to make our province a better place.

Highlights

During the 2019-2020 fiscal year, the Department of Transportation and Infrastructure focused on these strategic priorities through:

- Developing Job Hazard Assessments for the many tasks in our highway, bridge and ferry manuals to identify hazards associated with each task and control measures to be implemented. This was done with supervisors and superintendents, resulting in several hundred Job Hazard Assessments completed and in use by our supervisors and employees. The department, relying on guidance from the Department of Health, also developed Safe Work Practices to support the safety of employees during the COVID-19 pandemic, which will help to keep employees working during a second wave.
- Strengthening its performance excellence and continuous improvement capacity by certifying six Lean Six Sigma (LSS) Green Belts, six LSS Waste Walkers, and 18 LSS White Belts. In addition, one employee completed GNB's Project Management Qualification Program. As a result of the training and associated improvement activities, the department saved approximately \$529,000.
- Collaborating with CN and New Brunswick Southern Railway during the annual Rail Safety Week in September to bring more attention to the importance of rail safety and the dangers of unlawful trespassing on rail property and to highlight important work being done by the department, local governments and railways to improve safety at crossings.
- Supporting New Brunswick business by sourcing its 180,000 tonnes of road salt from the Nutrien mine in Sussex, instead of from outside the province. The agreement allows other salt users, including municipalities, schools, and hospitals, to purchase salt through this contract to realize cost savings.
- Preparing and issuing a tender for a new and robust asset management program. Asset management modeling is important to maintaining infrastructure assets at least cost over their lifecycle. The department's existing program has been instrumental in scheduling maintenance and rehabilitation for highway road surfaces. The new program will strengthen the department's asset management approach for highway road surfaces and support the department in using an asset management approach for bridges and culverts.
- Sharing innovative work carried out in the department through a five-part Innovation Lunch and Learn series that included presenters from within and external to the department and was open to all department employees. Topics included alternative fuel sources for GNB's school buses such as propane, electricity, and gasolines to supplement the traditional fleet of diesel-fueled school buses; environmental sustainability features of King Street Elementary School; and viable and resilient solutions for protecting the Chignecto Isthmus transportation corridor.
- Releasing the My511 mobile application, which allows users to easily access information on road conditions, incidents and ferry disruptions. It provides information that can be used to help travellers consider alternative options to avoid travel delays. This tool is especially valuable to road users during severe storms and during the spring freshet.
- Expanding the New Brunswick Trunked Mobile Radio Communications System to address coverage challenges at Sunny Corner/Red Bank Summit, Rapids Depot in the northwest part of the province along the Quebec border and at the Houlton Border crossing with the United States. The system now comprises 104 sites.

Performance measures

The Department of Transportation and Infrastructure has developed a set of objectives and performance measures that align with GNB priorities. The department continues

to measure progress in meeting these objectives. Nine specific measures have been highlighted in this report (refer to table below).

High performing organization	Measure
Health and safety culture	Frequency Rate (number of injuries per 200,000 hours worked)
Affordable and sustainable government	Measure
Optimize value for customers	Percentage of roads in good or fair condition
	Percentage of bridges with good or fair condition rating (Bridge Condition Index [BCI] \geq 60)
	Percentage of the asphalt and chip seal programs that adhere to asset management
Optimize value for facility users	Approved maintenance funding for department-owned buildings compared to established target
Optimize value for client departments	Percentage of capital improvement tenders closed on time for Department of Early Education and Childhood Development projects
	Percentage of change orders on building construction projects
Eliminate deficits and reduce debt	Ratio of actual ordinary revenues to budgeted ordinary revenues
	Ratio of actual ordinary expenditures to budgeted ordinary expenditures

High performing organization

Objective of the measure

Health and safety culture

Measure

Frequency Rate (number of injuries per 200,000 hours worked)

Description of measure

The Frequency Rate is the number of WorkSafe claims per 200,000 hours worked. Specifically, it is the number of claims for the 2019-2020 fiscal year, divided by exposure hours (work hours) and multiplied by 200,000.¹



Overall performance

The department had 138 WorkSafe claims during the 2019-2020 fiscal year for a Frequency Rate of 8.13. 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).²



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 March 31, 2020, 14 near misses were reported.

What took place during the 2019-2020 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. The department suffered one workplace fatality, and has implemented several positive actions to minimize the risk of future incidents. The department will keep promoting its Health and Safety program to continue fostering safety and wellness.

¹ 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).

² In this case, an actual result less than or equal to the target is desired.

Affordable and sustainable government

Objective of the measure

Optimize value for customers

Measure

Percentage of provincial roads in good or fair condition

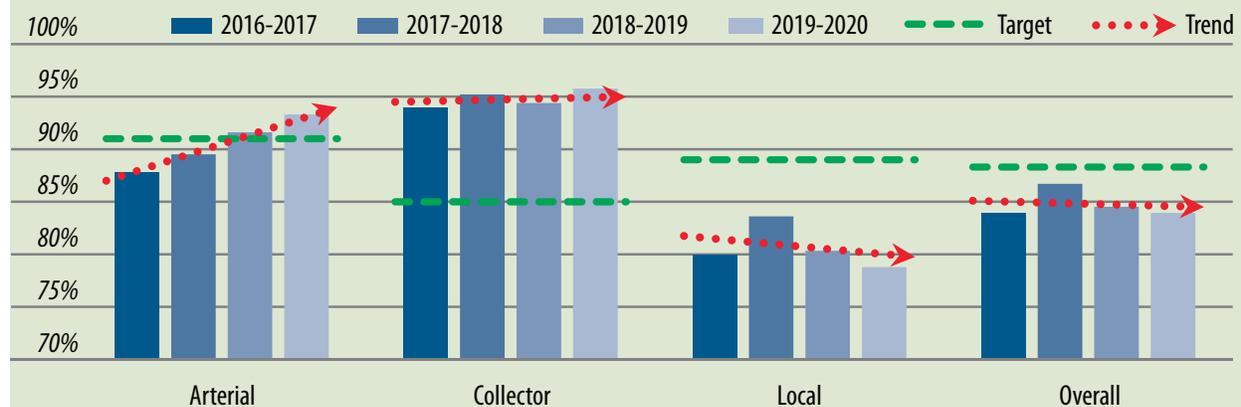
Description of measure

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 target.³



Overall

2018-2019: 84.5%
Target: 89.3%
2019-2020: 83.9%

Arterial

2018-2019: 91.6%
Target: 91%
2019-2020: 93.3%

Collector

2018-2019: 94.4%
Target: 85%
2019-2020: 95.7%

Local

2018-2019: 80.3%
Target: 89%
2019-2020: 78.8%

Why do we measure this?

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

What took place during the 2019-2020 fiscal year to achieve the outcome?

During this period, the department rehabilitated several arterial, collector and local roads with a focus on local roads. Despite this focus, the percentage of local roads in good or fair condition decreased. This is because local roads represent a large portion of the highway inventory, and although many local roads were rehabilitated, some others that were not able to be rehabilitated moved from fair to poor condition.

In the 2019-2020 capital budget, \$67.5M was allocated to rehabilitate asphalt and chip seal surfaces. 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 cheaper to rehabilitate a gravel or chip seal road than asphalt.

³ In this case, an actual result greater than (or equal to) the full year target is desired.

Affordable and sustainable government

Objective of the measure

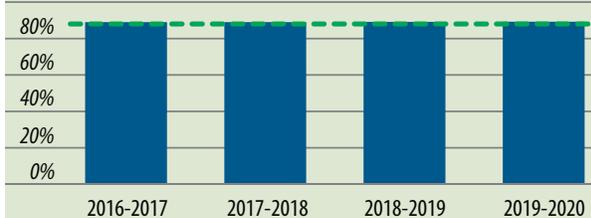
Optimize value for customers

Measure

Percentage of bridges⁴ 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 2405 of its 2697 bridges having a BCI of 60 or greater.⁵

2018-2019: 89.1%

— — — Target: 88%

2019-2020: 89.2%

Why do we measure this?

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

What took place during the 2019-2020 fiscal year to achieve the outcome?

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

⁴ 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.

⁵ In this case, an actual result greater than (or equal to) the full year target is desired.

Affordable and sustainable government

Objective of the measure

Optimize value for customers

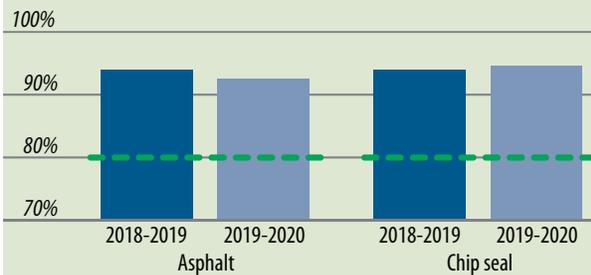
Measure

Percentage of the asphalt and chip seal programs that adhere to asset management

Description of measure

The department uses asset management principles to determine which roads should be rehabilitated each year. Roadway data is collected and used in the department's asset management model to create a candidate list of projects. Each project is assessed from a technical point of view and then scheduled for repairs in a specified year.

To calculate the percentage of kilometres on the asphalt and chip seal programs that adhere to asset management, the department compares the initial programs that were based on asset management principles to the final programs that may have experienced changes.



Overall performance

The department exceeded its target for both the asphalt and chip seal programs. Of the combined \$67.5M capital budget for these programs (\$42.5M for asphalt, \$25M for chip seal), 92.6 per cent of the asphalt program and 94.7 per cent of the chip seal program adhered to asset management.⁶

Asphalt

2018-2019: 94%

■ ■ ■ Target: 80%

2019-2020: 92.6%

Chip seal

2018-2019: 94%

■ ■ ■ Target: 80%

2019-2020: 94.7%

Why do we measure this?

Measuring adherence to asset management tells the department how closely it is following asset management practices when delivering the asphalt and chip seal rehabilitation programs. The asset management plan identifies the best ways to maintain a road so that it costs less over its service life. It is cheaper to fix a road that is in fair condition and only requires some repair, than it is to fix a road that is in poor condition and that may need complete replacement. If roads are treated at the right time, costs are reduced, and more roads can be treated.

What took place during the 2019-2020 fiscal year to achieve the outcome?

In accordance with the asset management plan, the work included maintenance and rehabilitation to various sections of highways across the province. Although the department has done well to adhere to asset management at the project level, the department has not been receiving the funding levels prescribed by asset management to maintain its highways to the optimal standard. In 2019-2020, this recommended amount was \$130M. If the minimum funding requirements are not met, the conditions of the roads will decline, and it will cost more and take the department longer to get all provincial roads up to an acceptable level of service.

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

Affordable and sustainable government

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 2019-2020, \$2,131,000 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

Target: \$2,400,000

2019-2020: \$2,131,000

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 2019-2020 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.

Affordable and sustainable government

Objective of the measure

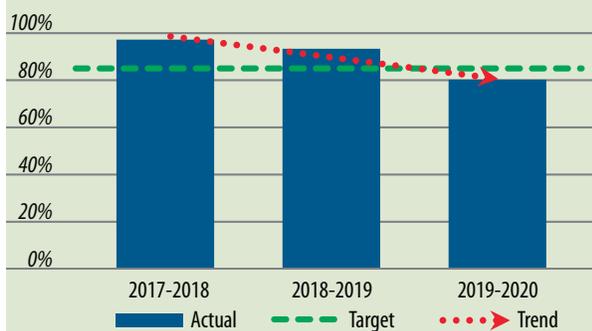
Optimize value for client departments

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, 2019, 80.2 per cent of tenders were closed, which is slightly below the target of 85 per cent.⁸

2018-2019: 93.3%

Target: 85.0%

2019-2020: 80.2%

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 2019-2020 fiscal year to achieve the outcome?

The Department of Transportation and Infrastructure works closely with the client department to receive their project lists as early as possible, although the exact timing varies from year to year. During the 2018-2019 fiscal year, projects were initiated in late November, whereas in 2019-2020 projects were not initiated until January. This was due to the timing of the Capital Budget Process and the EECD's identification of projects.

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.

Affordable and sustainable government

Objective of the measure

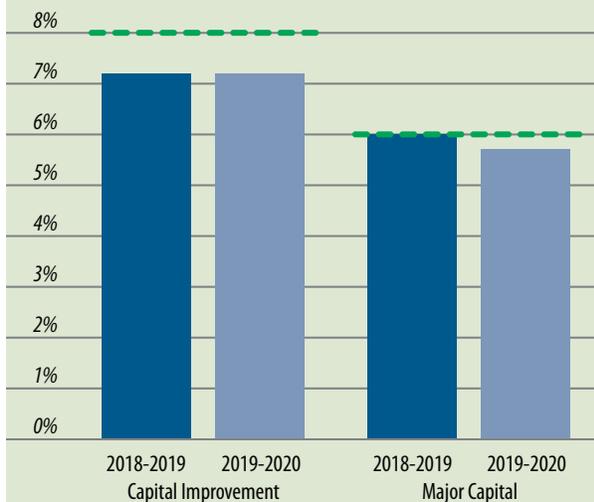
Optimize value for client departments

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

2018-2019: 7.2%

■ ■ ■ Target: 8.0%

2019-2020: 7.2%

Major Capital

2018-2019: 6.0%

■ ■ ■ Target: 6.0%

2019-2020: 5.7%

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 2019-2020 fiscal year to achieve the outcome?

The department worked with client departments to clearly define the scope for projects. It worked with the industry associations to communicate the need for good quality tender documents.

Affordable and sustainable government

Objective of the measure

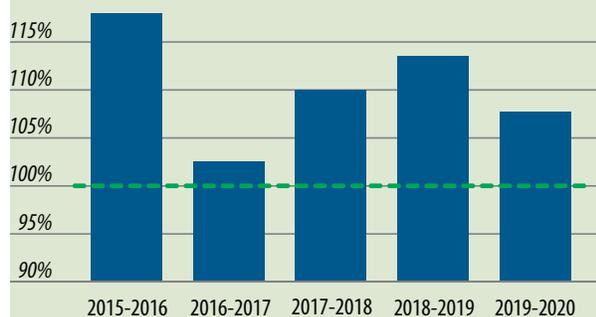
Eliminate deficits and reduce debt

Measure

Ratio of actual ordinary⁹ 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 107.7 per cent.¹⁰

2018-2019: 113.5%

— — — Target: 100.0%

2019-2020: 107.7%

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 2019-2020 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.

⁹ 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.

¹⁰ In this case, an actual result of more than (or equal to) the full year target is desired.

Affordable and sustainable government

Objective of the measure

Eliminate deficits and reduce debt.

Measure

Ratio of actual to (ordinary¹¹) 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 102.4 per cent.¹²

2018-2019: 103.4%

— — — Target: 100%

Actual: 102.4%

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 2019-2020 fiscal year to achieve the outcome?

The increase in expenditures correlates with the annual increases in the cost of winter maintenance activities. Winter expenditures are dependent on the length and severity of the winter, which is influenced by the location, intensity, timing, and frequency of storms, as well as the weather and temperature fluctuations. Response to these events impact overtime, equipment rentals, mobile blades, fuel and usage of salt and sand.

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 less than (or equal to) the full year target is desired.

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 18,000 km of highway, connected by 2,697 bridges and nine ferry crossings. The department manages 416 GNB-owned buildings and is responsible for 145 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 with an inventory of approximately 1,400 properties.



18,000 km of highways¹³



2,697 designated bridges¹⁴



8 river ferries serving 6 river crossings
5 costal ferries serving 3 costal crossings¹⁵



416 government-owned buildings
145 leases



8,000 radio units
54 tower sites



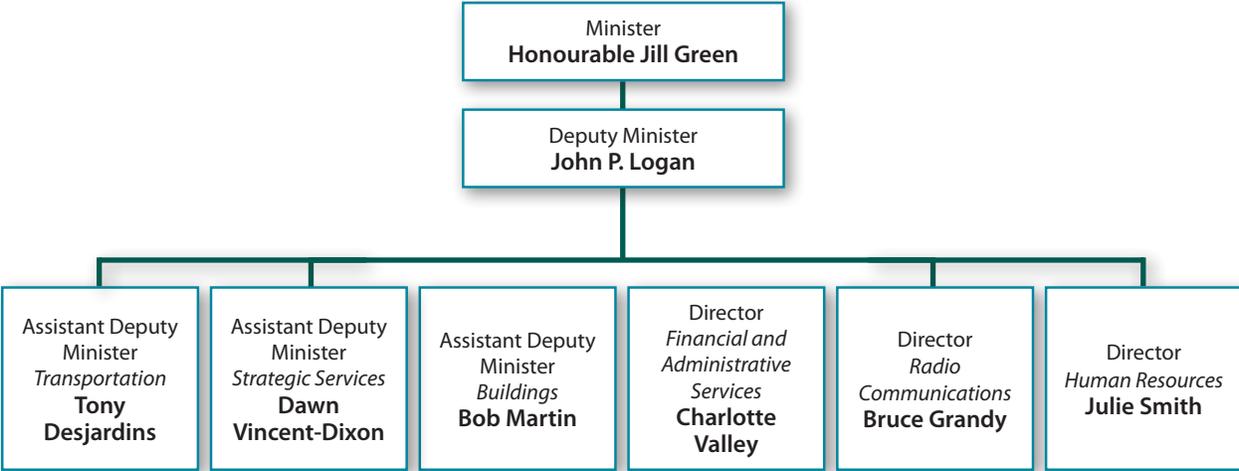
4,200 fleet vehicles (cars, trucks, buses, and other equipment)

¹³ Excludes Public-Private-Partnership

¹⁴ Includes culverts with a diameter of 3 meters or greater. Excludes Public-Private-Partnership

¹⁵ Costal ferries are managed through a Public-Private-Partnership agreement

High level organizational chart



Division overview and highlights

Buildings Division

The **Buildings Division** manages building construction projects for all GNB departments and is responsible for the operation and maintenance of GNB buildings occupied by Part 1 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 7.5M square feet of space across the province that includes 416 government-owned buildings, three industrial parks, and 145 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, risk management, physical security, technical investigations, and capital project planning.

Highlights

- ◆ Led the process for divestiture of the Centennial Building in the City of Fredericton. The property will be redeveloped into a hotel, restaurant and apartment complex, revitalizing downtown Fredericton.

- ◆ Installed carbon monoxide detectors in approximately 160 schools that have fuel-fired appliances to support the safety of students and staff.
- ◆ Worked with Strategic Services Division to negotiate and secure \$2,017,000 in federal funding for New Brunswick school energy retrofit projects under Environment and Climate Change Canada's 2019-2020/2020-2021 Canada-New Brunswick Climate Action Incentive Fund (CAIF) for municipalities, universities/colleges, schools and hospitals retrofit funding stream.
- ◆ Retrofitted Marysville Place in order to accommodate additional staff, which resulted in \$700,000 in annual operating savings.
- ◆ Received Leadership in Energy and Environmental Design (LEED) v4 certification for King Street Elementary School in Miramichi. The school was the first building in New Brunswick to receive this designation. It was designed and built with a number of features to reduce energy consumption and support the health and well-being of the students and staff. Features included prioritization of natural daylight and improved acoustic performance in learning and teaching areas.
- ◆ Chaired the Canada Green Building Council (CaGBC) LEED Daylight Taskforce. Considering the important effect good quality daylight exposure has on building occupants' alertness and healthy sleep patterns, this taskforce investigated various criteria with the different versions of LEED for achieving daylight credit in northern latitudes such as Canada.

Strategic Services Division

The **Strategic Services Division** provides leadership and support to the department in procurement, various property-related services, strategic planning, policy development, legislative affairs, information technology, 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**, 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 supports the department in the adoption of the GNB Formal Management system. The branch also 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, and writing, 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, rural subdivision review and recommendations and determination of road status, all 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 **Vehicle Management Agency**, a Special Operating Agency, provides a full range of vehicle services (acquisition, repair and maintenance, fuelling, disposal, etc.) to client departments within Parts 1 and 2 of the Public Service.¹⁶ In addition, partial service arrangements are provided to agencies and Crown corporations such as NB Power.

¹⁶ Part 1 of the public service includes line departments, and Part 2 includes the public school system.

Highlights

- ◆ Participated in GNB's red tape reduction strategy in an effort to reduce regulatory burden on businesses. The Business Impact Assessment Tool is used to measure the cost or savings that a proposed regulatory instrument (such as legislation, regulation, agreement, policy, procedure, etc.) has on businesses in New Brunswick.
- ◆ Designed and developed the Summer Maintenance Survey field collection mobile application. This allows district field staff to collect location and other work details to define the summer highway maintenance program. This application also provides status tracking as the work progresses.
- ◆ Designed and developed the Public Requests mobile application. This application records and tracks inquiries from the public and has workflows for district staff to conduct assessments, record recommendations and identify additional work tasks for the maintenance programs, all from a cloud-based mobile environment.
- ◆ Purchased 16 propane-powered school buses; these buses service the Moncton area and offer a significant reduction in damaging emissions and fuel costs without any compromise to the safety of the school buses nor the range the vehicles can travel on a full tank.
- ◆ Rolled out the mechanic apprentice program to allow the department to offer full time positions to apprentices. This was the result of a partnership between the Department of Post-Secondary Education, Training and Labour and the Vehicle Management Agency.
- ◆ Used the Rural Economic Development exemption to keep work in New Brunswick for all season boxes, plow blades and wings, and float trailers.
- ◆ Co-chaired a federal-provincial-territorial committee with British Columbia that produced a report evaluating public transportation needs, including recommendations to help sustain intercity bus service in Canada, resulting in partial restoration of the intercity bus network in Western Canada that was interrupted when Greyhound announced it was eliminating most of its Canadian routes in 2018.
- ◆ Generated \$1,237,200 in revenue for disposal of government surplus properties, and \$1.3M in revenue for highway usage permits.
- ◆ Continued to work with the All-Terrain Vehicle Federation Inc. 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 on approximately 60 highway projects to acquire lands or buildings from 165 property owners.

Transportation Division

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 **Operations Branch**, the **Project Development and Asset 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 branch also provides contract management and engineering, financial, managerial and administrative support services for the provincial highway and structures capital program. It also manages the delivery of the provincial chip seal program through a combination of contracts and in-house crews.

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 environmental, 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 materials and procedures related to the transportation industry.

The branch is also responsible for the coordination of funding and activities related to the provincial arterial highway program, federal-provincial contribution agreements and other major project areas and working with others in the department, and with outside agencies, toward the fulfillment of the department's long-term plans for infrastructure improvements and the terms of the federal-provincial agreements.

The **Operations Branch** provides technical and engineering expertise in traffic engineering, project management and operations, in environmental matters and in the administration of the provincial highway maintenance programs. 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 **Project Development and Asset Management Branch** plans and implements highway initiatives to support public safety and the economic well-being of

the province. This includes providing network options advance of design, and developing functional plans that contain details relating to the environmental, social, technical, and economic factors of highway development. 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 **six transportation district offices** deliver programs for the maintenance and construction of bridges, highways, and ferries, and is responsible for the operation of the river ferry system.

Highlights

- ◆ Replaced a major culvert in Sussex through a design-build contract. Design-build is a procurement approach where the department hires designers and contractors to work collaboratively to deliver on infrastructure projects. This promotes innovation in design and material selection, speeds up the design process, and increases cost certainty.
- ◆ Investigated the use of Performance Based Practical Design (PBPD). PBPD is a decision-making approach to achieve value for money without compromising safety when rehabilitating existing highway infrastructure.
- ◆ Reduced administrative redundancies for submission of contractor safety programs to the Construction Branch.
- ◆ Introduced a Temporary Increased Weight program which allows sub-contractors to obtain a fleet permit for all vehicles they would use to transport quarry products to a job site for a construction contract awarded by the department. This eliminates the need to have an individual permit for each truck.

- ◆ Developed a framework to determine, for various transportation activities (highway striping, brush cutting, etc.), which service delivery model (outsourcing, insourcing, or a combination) would provide the best value for money.
- ◆ Raised the Darlings Island road by two metres, in response to years of flooding. The work was prioritized and completed in December 2019, lessening the hardships and worries residents may have.
- ◆ Completed new bridges at Little Bouctouche River (Rte 134), Little Tracadie River (Rte 365), Pointe Wolfe (Shepody Rd), as well as completing significant bridge rehabilitation projects such as Tobique River Bridge (Plaster Rock), Tobique River Bridge (Riley Brook), Florenceville River Bridge, and Reversing Falls Bridge.
- ◆ Implemented enhanced safety requirements for transportation contracts related to reporting and incidents investigations, orientation of workers, and job hazard assessments.

Financial and Administrative Services

The **Financial and Administrative Services Branch** reports directly to the deputy minister. It 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; development of ordinary and capital budgets; consulting and advisory services; the review, evaluation and implementation of departmental internal controls; management of all departmental revenues including federal contribution agreements, federal disaster recoveries and property damage claims; and departmental services such as Head Office reception, office supplies and management of the departmental mail services.

Human Resources

The **Human Resources Branch** reports directly to the deputy minister. The branch offers a number of services to the department, including hiring; payroll; performance management support; and managing the department's Health and Safety program. The branch is responsible for promoting employee health and wellness across the department. The branch also promotes the use of both official languages and leads the implementation of the department's Official Languages action plan.

- The branch decentralized and officially returned to the department in February 2020.

Radio Communications

The **Radio Communications Branch** reports directly to the deputy minister. The branch provides communications systems and dispatch services through the Provincial Mobile Communications Centre (PMCC) to all GNB departments 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

- ◆ The Operations Section and the PMCC were a critical part of the response to the flooding as a result of the spring freshet. Over 160 radios were deployed to various departments, agencies and volunteers throughout the St. John River Valley. The PMCC was responsible for the development and implementation of the overall communications plans for all departments, agencies and volunteer organizations during the event.
- ◆ The Regional Fire Dispatch project for the Fredericton E911 Region was completed. This included sending over 560 NBTMR radios to 36 full time and volunteer fire departments.

Financial overview

Statement of revenue and recoveries

(In thousands of dollars)

Ordinary Revenue	2019-2020 Main Estimates	2019-2020 Actual	Variance over/(under)
Return on Investment	5.0	3.1	(1.9)
Licences and Permits	1,620.0	1,771.3	151.3
Sale of Goods and Services	5,770.0	5,805.4	35.4
Fines and Penalties	35.0	29.2	(5.8)
Miscellaneous	81.0	481.3	400.3
Total - Ordinary Revenue	7,511.0	8,090.3	579.3

Capital recoveries	2019-2020 Main Estimates	2019-2020 Actual	Variance over/(under)
Other	4,000.0	2,404.5	(1,595.5)
Capital Recoveries - Canada	18,455.0	20,859.7	2,404.7
Total - Capital Recoveries	22,455.0	23,264.2	809.2

Increased revenue largely due to changes to Federal Projects.

Land Management Fund	2019-2020 Main Estimates	2019-2020 Actual	Variance over/(under)
Own Source Revenue	45.0	254.1	209.1
Capital Recoveries - Own Source	620.0	573.3	(46.7)
Total - Land Management Fund	665.0	827.4	162.4

Expenditure by program

(In thousands of dollars)

Ordinary Program	2019-2020 Main Estimates	Appropriation Transfers	2019-2020 Budget	2019-2020 Actual	Variance Over/(under)
Administration	12,860.0	99.7	12,959.7	12,216.2	(743.5)
Policy and Legislative Affairs	1,190.0	6.3	1,196.3	1,093.5	(102.8)
Maintenance	70,877.0	1,001.6	71,878.6	72,642.1	763.5
Winter Maintenance	68,725.0	10,953.1	79,678.1	89,887.3	10,209.2
Bridge and Highway Construction	3,002.0	85.5	3,087.5	3,036.7	(50.8)
Buildings Group	132,364.0	94.0	132,458.0	130,153.6	(2,304.4)
New Brunswick Highway Corporation	22,482.0	0.0	22,482.0	22,321.5	(160.5)
Total - Gross Ordinary	311,500.0	12,240.2	323,740.2	331,350.9	7,610.7

Expenditures were higher than budget primarily due to the severity of winter.

Capital Program	2019-2020 Main Estimates	2019-2020 Actual	Variance over/(under)
Permanent Bridges	43,960.0	40,940.8	(3,019.2)
Permanent Highways	168,550.0	174,886.0	6,336.0
Municipal Designated Highway Program	10,000.0	10,248.5	248.5
Federal-Provincial Cost-Shared Program	52,575.0	40,471.2	(12,103.8)
Public Works and Infrastructure	204,292.0	169,581.3	(34,710.7)
Vehicle Management Agency	14,000.0	14,577.9	577.9
Total	493,377.0	450,705.8	(42,671.2)

Expenditures were under budget largely due to schedule changes.

Special purpose account	2019-2020 Main Estimates	2019-2020 Actual	Variance over/(under)
Government House	-	-	-
Land Management Fund	1,800.0	1,831.0	31.0
Total	1,800.0	1,831.0	31.0

Vehicle Management Agency	2019-2020 Main Estimates	2019-2020 Actual	Variance over/(under)
Revenue			
Chargebacks	85,300.0	89,049.6	3,749.6
Revenue from Sales of Vehicles and Equipment	600.0	356.6	(243.4)
Total Revenue	85,900.0	89,406.2	3,506.2
Expenditure			
Total Expenditures	83,300.0	88,075.5	4,775.5
Capital Account Expenditures	14,000.0	14,577.9	577.9
Total Expenditures	97,300.0	102,653.4	5,353.4

Summary of staffing activity

Pursuant to section 4 of the *Civil Service Act*, the Deputy Minister responsible for human resources delegates staffing to each Deputy Head for his or her respective department(s). Please find below a summary of the staffing activity for 2019-2020 for Department of Transportation and Infrastructure.

Number of permanent and temporary employees as of Dec. 31 of each year		
Employee type	2019	2018
Permanent	1,604	1,589
Temporary	67	63
TOTAL	1,671	1,652

The department advertised 115 competitions, including 75 open (public) competitions and 40 closed (internal) competitions.

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)	3
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)	1
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)	0
Lateral transfer	The GNB transfer process facilitates the transfer of employees from within Part 1, 2 (school boards) and 3 (hospital corporations) of the Public Service.	16(1) or 16(1)(c)	10
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)	9
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*, no complaints alleging favouritism were made to the Deputy Head of Department of Transportation and Infrastructure and no complaints were submitted to the Ombud.

Summary of legislation and legislative activity

The department did not bring forward any legislation or any substantive regulatory amendments or new regulation throughout the 2019-2020 fiscal year.

The acts for which the department was responsible in 2019-2020 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 regularly communicated to staff and is accessible as needed. The departmental Intranet site was kept up-to-date with resources and contact information for additional support.
- 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

- 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

The department successfully completed the fifth year of its Official Languages action plan. Twenty-one employees participated in second-language training offered through GNB.

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 has developed a service delivery policy and a decision-making framework to guide decisions respecting program delivery.
3.39 Assess the risk of over dependence on a single supplier when making outsourcing decisions.	The department's decision-making framework includes a process for managing risk of over dependence on a single supplier.
3.62 Include capital investment in critical equipment when planning the most cost-effective manner to deliver road repairs.	Vehicle Management Agency supports the department's operational and planning needs through fleet management practices. The department's decision-making framework considers direct and indirect program delivery asset costs.

Name and year of audit area	Recommendations	
	Total	Implemented
Centennial Building (2015) http://www.agnb-vgnb.ca/content/dam/agnb-vgnb/pdf/Reports-Rapports/2015V4/Chap3e.pdf (p.53)	5	5 ¹⁷
Capital asset management of the Centennial Building		

¹⁷ The sale of the Centennial Building in 2019 rendered 3 recommendations no longer relevant.

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 did not receive any disclosures of wrongdoing in the 2019-2020 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.

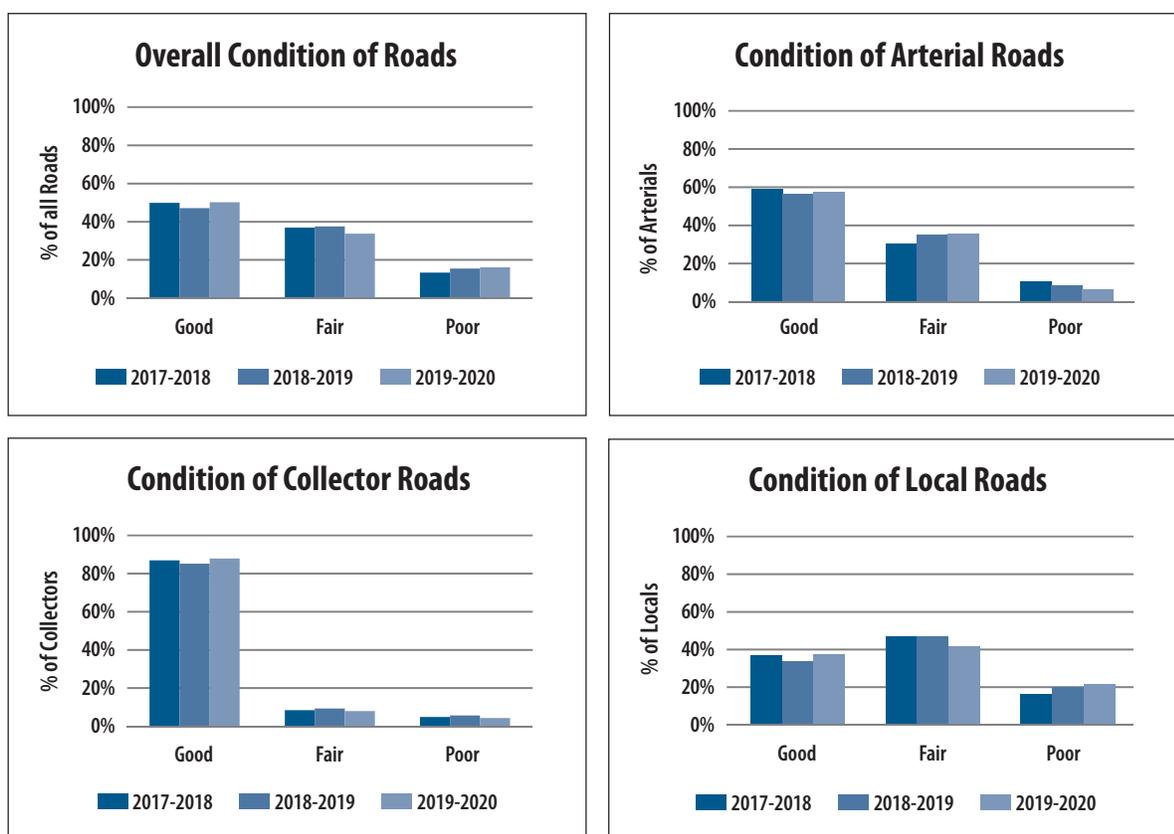
Automatic Road Analyzer

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 in the asset management models to determine appropriate road treatments.

Road conditions for all arterial highways are collected annually. 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 2019-2020

The conditions of provincial highways (good, fair, and poor) are presented below for the 2018-2019 and 2019-2020 fiscal years. Overall, there was a modest increase in the percentage of roads with a good condition rating, decrease in those rated fair, and a one per cent increase in roads rated poor.



All highway types saw an increase in roads with a good condition rating in 2019-2020, with collector and local roads experiencing the greatest increase. This is because the province focused on rehabilitating rural roads. However, local roads also saw the greatest increase in roads that moved into the poor condition rating. This is because there are so many local highways that have a condition rating of fair, and many of these roads that were not fixed over the past few years have moved from fair to poor.

Appendix B

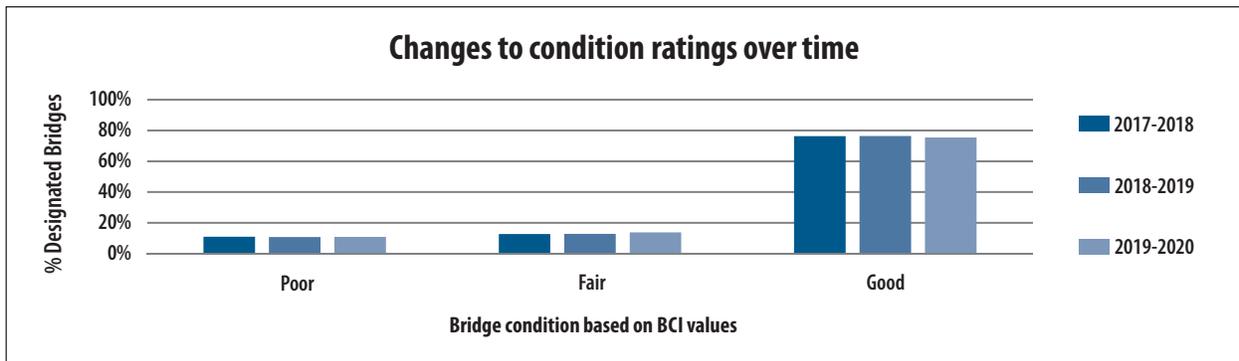
The department measures the condition of bridges using the Bridge Condition Index (BCI). The BCI is a tabulation of the condition of a bridge based on the percentage of the quantity of all the components of the structure that fall in various condition states. Bridges with a BCI under 60 are given a “poor” 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-four 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 rating categories.

