



2006-08 Strategic Plan

**Department of
Transportation and Works**



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MESSAGE FROM THE MINISTER

It is with pleasure I submit the Strategic Plan for the Department of Transportation and Works. This Plan was prepared under my direction in accordance with the *Transparency and Accountability Act*. I am accountable for the preparation of this Plan and for achieving its specific goals and objectives. As outlined in Appendix A, the strategic objectives of Government were measured judiciously in the creation of the Plan.

The aggressive mandate outlined in this document represents the aspirations of this Department for the next two years. It will enable Transportation and Works to reach its mission: to improve the transportation and public works infrastructure and services to meet the economic and social needs of Newfoundland and Labrador.



Transportation and Works is focusing on five key strategic issues including the development of long-term transportation strategies for Labrador and the island portions of the province. We will also address improvements to the province's roads and bridges, vessel and heavy equipment fleet and Government office space utilization.

By moving forward with these initiatives the Department will continue its recent trend of achievement and efficiency in delivering our mandate to our stakeholders and serving the needs of the people of Newfoundland and Labrador.

The next two years will be exciting ones for Government, including the Department of Transportation and Works, with projects such as construction of the Trans Labrador Highway, the Provincial Roads Improvement Program, rehabilitation of the Trans Canada Highway, and the Vessel Replacement Strategy improving the transportation system throughout the province.

John Hickey, MHA
Minister of Transportation and Works

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INTRODUCTION

This Strategic Plan is the first to be tabled by the Department of Transportation and Works in preparation for the province's new *Transparency and Accountability Act*. A department's Strategic Plan sets out the goals and objectives to be met during the period covered by the Plan, taking into account:

1. the strategic directions of Government as communicated to the department by the responsible minister;
2. the department's mandate as set out in the Act or other instrument creating it; and,
3. the financial resources of the Department.

The Plan also identifies objective performance measures specific to the goals and objectives set out in the Plan. The Department of Transportation and Works is a Category 1 entity under the *Transparency and Accountability Act*, and, as such, is required to report at an outcomes level.

The Mission of the Department of Transportation and Works contained in this Strategic Plan is long-term, stating where we want to be by 2011, and covers two planning cycles (2006-2008 and 2008-2011). The first planning cycle covered by this Plan will bring us up to 2008 when the Act requires the Department to put its first three-year Strategic Plan in place covering 2008 to 2011. The strategic issues, goals and objectives addressed herein are, thus, for the next two years. Measures and indicators are also provided for the objectives to be achieved by 2007, while measures and indicators for the objectives to be achieved by 2008 will be developed prior to the beginning of that year. The Annual Report will assess and report on our progress on the goals and objectives over the previous year and clearly articulate the desired outcome for the following year.



PLAN AT A GLANCE

VISION

The vision of the Department of Transportation and Works is of a sustainable public works and transportation infrastructure that meets the economic and social needs of the province.

MISSION

Transportation and Works will have improved the transportation and public works infrastructure and services to meet the economic and social requirements of Newfoundland and Labrador by 2011.

Goal 1.1: *By 2008, the Department of Transportation and Works will have reduced the amount of vacant government buildings.*

Objectives:

- 1.1.1.** By March 31, 2007 the Department of Transportation and Works will have initiated action to demolish, dispose, or reuse select vacant government buildings.
- 1.1.2.** By March 31, 2008 the Department of Transportation and Works will have reduced the amount of vacant government buildings.

Goal 1.2: *By 2008, the Department of Transportation and Works will have reduced the overall square meters per employee of leased office accommodations.*

Objectives:

- 1.2.1** By 2007, the Department of Transportation and Works will have developed a policy for office accommodations and initiated action to have space in government buildings reconfigured for reuse.
- 1.2.2.** By 2008, the Department of Transportation and Works will have reduced Government's reliance on leased accommodations.

Goal 2.1: *By 2008, the Department of Transportation and Works will have improved road and bridge infrastructure.*

Objectives:

- 2.1.1.** By 2007, the Department of Transportation and Works will have initiated the improvement of road and bridge infrastructure.
- 2.1.2.** By 2008, the Department of Transportation and Works will have improved road and bridge infrastructure.

PLAN AT A GLANCE

Goal 3.1: *By 2008, the Department of Transportation and Works will have reduced the number of pieces of equipment that are older than 10 years.*

Objectives:

- 3.1.1.** By 2007, the Department of Transportation and Works will have replaced 10 percent of its heavy equipment.
- 3.1.2.** By 2008, the Department of Transportation and Works will have replaced 20 percent of its heavy equipment.

Goal 4.1: *By 2008, the Department of Transportation and Works will have initiated the construction of 2 ferry vessels.*

Objectives:

- 4.1.1.** By 2007, the Department of Transportation and Works will have an approved strategy and initiated implementation.
- 4.1.2.** By 2008, the Department of Transportation and Works will have initiated the construction of 2 ferry vessels.

Goal 5.1: *By 2008, the Department of Transportation and Works will have developed a long-term transportation strategy for Labrador.*

Objectives:

- 5.1.1.** By 2007, the Department of Transportation and Works will have drafted a long-term transportation plan for Labrador and identified short-term priorities.
- 5.1.2.** By 2008, the Department of Transportation and Works will have developed a long-term transportation strategy for Labrador.

Goal 5.2: *By 2008, the Department of Transportation and Works will have developed a long-term transportation strategy for the island portion of the province.*

Objectives:

- 5.2.1.** By 2007, the Department of Transportation and Works will have identified short-term priorities for the island portion of the province.
- 5.2.2.** By 2008, the Department of Transportation and Works will have drafted a long-term transportation strategy for the island portion of the province.

OVERVIEW

DEPARTMENTAL STRUCTURE AND KEY RESPONSIBILITIES

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

Road Transportation

Provision and maintenance of a road transportation system that includes:

- Summer and winter maintenance (snowclearing and ice control) on over 9,400 kilometres of primary and secondary highways and community access roads;
- Construction of new roads and management of road improvement projects with expenditures of \$130 million for 2006-07;
- Management of a fleet of 2,636 vehicles comprised of 942 light vehicles, 630 heavy equipment vehicles, and 1,064 other utility vehicles (snowmobile, all terrain vehicles, etc.);
- Provision of up to date image of driving conditions from ten camera locations throughout the province (www.roads.gov.nl.ca/cameras/default.stm); and,
- Development and maintenance of an inter-modal transportation policy involving the federal government and neighbouring provinces.
- The Branch is also responsible for the operation and maintenance of government's fleet of eight aircraft for air ambulance and water bomber services.

Marine Transportation

Provision, maintenance and management of 16 ferry services for marine operations throughout the province, including:

- 11 government-owned and eight contracted vessels serving approximately 30,000 residents;
- Operations accounting for \$56 million for 2006-07 (Accounting for approximately 750,000 passengers, 350,000 vehicles, and 30,000 tons of freight moved in 2005-06);
- Provision for fleet modernization through a Comprehensive 10-year Vessel Replacement Strategy that will commence in 2006;
- Provision for vessel modification and refits of government-owned vessels through a comprehensive Vessel Modification Program; and,
- Operation of government-owned vessels with a compliment of approximately 250 marine staff.

OVERVIEW

Works

- Management and maintenance of approximately 634,400 square metres of floor space in approximately 850 government owned buildings and properties;
- Construction of new buildings and management of other capital projects for government departments and government funded bodies with expenditures of \$26.8 million during 2005-06;
- Provision of space for government departments in government owned buildings and leased accommodations;
- Acquisition of land on behalf of government departments and agencies for various projects and public works;
- Disposition of surplus provincial assets and real property;
- Provision of centralized mail and messenger services for Government;
- Provision of telecommunications services to all government departments; and,

Strategic and Corporate Services

- Provision of financial services for the Department;
- Provision of human resources services for the Department;
- Provision of environmental services for all government buildings and transportation infrastructure; and,
- Provision of policy and planning services for the Department.



OVERVIEW

OUR VALUED EMPLOYEES

The Department of Transportation and Works has the largest number of employees within any government department. During the winter season, the staff compliment for 2005 was close to 1,700, while for the summer season there were nearly 1,600 employees. Employees of the Department of Transportation and Works are located throughout the entire province.

Employees as of March 31, 2005

1,671 in total (1,487 male; 184 female)

- 970 permanent (821; 149)
- 359 temporary (331; 28)
- 342 seasonal (335; 7)

Location:

- 384 Provincial headquarters (307 male; 77 female)

Regional Offices:

- 132 Avalon (125; 7)
- 243 White Hills, St. John's (226; 17)
- 201 Clarenville (184; 17)
- 99 Gander (90; 9)
- 209 Grand Falls-Windsor (189; 20)
- 287 Deer Lake (271; 16)
- 48 Corner Brook (42; 6)
- 68 Happy Valley-Goose Bay (53; 15)

Employees as of August 31, 2005

1,589 in total (1,405 male; 184 female)

- 976 permanent (843; 149)
- 331 temporary (266; 19)
- 282 seasonal (296; 16)

Location:

- 416 Provincial headquarters (339 male; 77 female)

Regional Offices:

- 150 Avalon (143; 7)
- 229 White Hills, St. John's (213; 16)
- 172 Clarenville (155; 17)
- 99 Gander (90; 9)
- 188 Grand Falls-Windsor (166; 22)
- 193 Deer Lake (178; 15)
- 48 Corner Brook (42; 6)
- 94 Happy Valley-Goose Bay (79; 15)

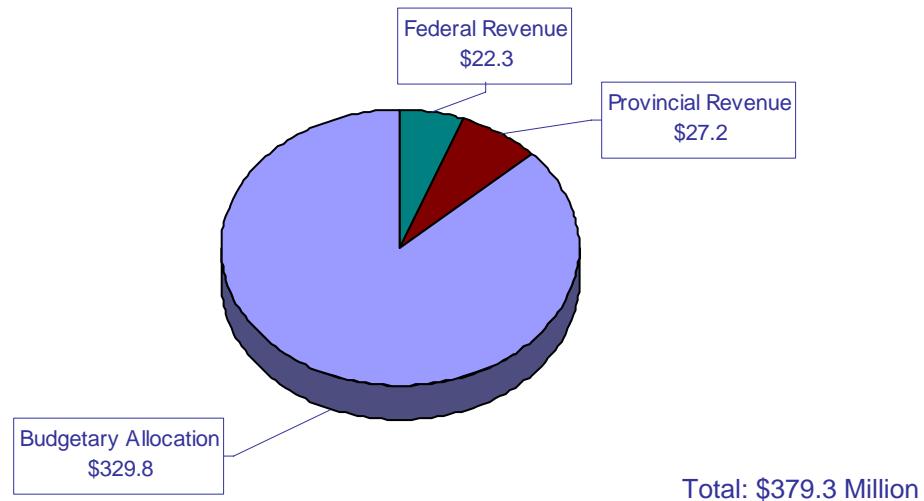
The Regional Offices operate 32 depots year-round and an additional 23 in the winter in 55 communities throughout the province.

The provincial headquarters at the Confederation Complex is responsible for policy and planning, project management and design, strategic operational management, and corporate administrative services. The eight regional offices throughout the province provide construction, maintenance and operational services while the depots provide direct services such as snow clearing and road maintenance.

OVERVIEW

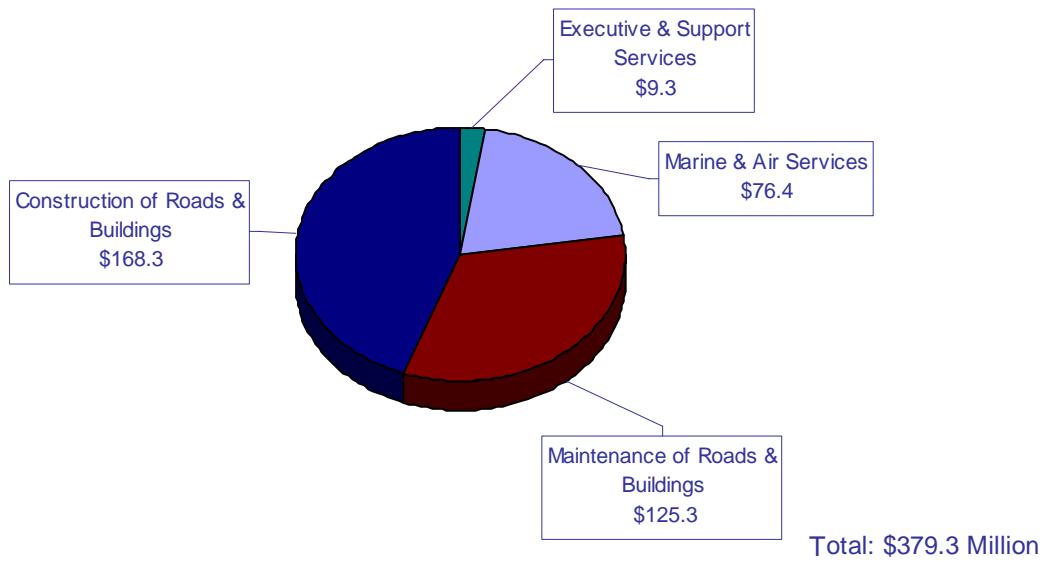
Where the Money Comes From (\$ Million)

Budget 2006-07



How the Money is Spent (\$ Million)

Budget 2006-07



MANDATE

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

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



LINES OF BUSINESS

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

Transportation

Provision and/or management of transportation infrastructure and services for the province, including:

- Provincial Roads,
- Provincial Marine Passenger and Freight Services,
- Provincial Airstrips, and
- Air Ambulance and Waterbomber Services.

Public Works

Provision and/or management of:

- Facility/building infrastructure for Government and select agencies,
- Building security, and
- Government phone and mail services.



PRIMARY CLIENTS

The primary clients of the Department of Transportation and Works include all provincial government departments and their related boards and agencies; municipal governments; the construction industry; service contractors and suppliers; ferry owners/operators; road users; provincial ferry users; shippers; carriers and transport workers; and consultants.

VALUES

The Department of Transportation and Works is committed to providing a quality service to the people of Newfoundland and Labrador and shall be innovative in meeting the challenges and demands placed upon it. During the 2006-2008 planning cycle, the Department will strive for an environment where all of our employees are guided by the following set of values:

Accountability

Each person accepts responsibility for their own actions and for those of the team and follows through on requests and commitments.

Communication

Each person takes initiative to share information with co-workers in support of the Department's mandate in a timely manner, ensures the appropriate information is recorded using the Department's information management tools, and supports the sharing of timely and relevant information with public audiences.

Dedication

Each person completes all tasks efficiently and effectively, willingly supports others to fulfil their role, honours their hours of work, and avails of learning opportunities.

Leadership

Each person is a positive influence for others and motivates others to perform to their maximum potential.

Teamwork

Each person interacts with their peers to problem solve, shares information freely with co-workers and works with others to fulfil the responsibilities of the organization.



VISION

The vision of the Department of Transportation and Works is of a sustainable public works and transportation infrastructure that meets the economic and social needs of the province.

MISSION

Transportation and Works will have improved the transportation and public works infrastructure and services to meet the economic and social requirements of Newfoundland and Labrador by 2011.

The mission statement identifies the priority focus area of the Minister over the next two planning cycles. It represents the key longer-term result that the Minister and the Department will be working towards as they move forward on the strategic directions of Government. The statement also identifies the measure(s) and indicator(s) that will assist both the entity and the public in monitoring and evaluating success.

Over the past several years Government has invested significantly in transportation and public works infrastructure. While this investment is having a considerable impact, there continues to be a large amount of infrastructure that is old and in varying states of disrepair. This mission has been chosen for 2006 to 2011 to represent Government's continued commitment to renewing our public infrastructure, thereby ensuring the province is well positioned to attract and support future development.

Measure: Improved transportation and public works infrastructure

Indicators:

- Amount of vacant buildings is decreased
- Overall square meters of office space per employee has decreased
- Trans Labrador Highway is completed
- Number of bridges aged 40 years or greater is decreased
- Kilometers of paved roads age 20 years or greater is decreased
- Average age of the snow clearing fleet has decreased
- Number of service days lost due to mechanical problems is decreased
- Average age of the ferry vessel fleet is decreased
- Strategies/policies are developed/implemented:
 - Review of rates on provincial ferries is completed
 - Vessel Replacement Strategy being implemented
 - Long-Term Transportation Strategy for Labrador developed
 - Long-Term Transportation Strategy for the island portion of the province is developed

STRATEGIC ISSUES

In keeping with Government's strategic directions and the mandate and financial resources of the Department of Transportation and Works, this plan will address five key strategic issues over the next two years:

- Improved space utilization
- Transportation infrastructure
- Modernization of the heavy equipment fleet
- Vessel replacement
- Long-term provincial transportation strategies

The goals identified for each issue reflect the results expected in the two-year timeframe, while the objectives provide an annual focus. Measures and indicators are provided for both the goal and the first year's objective to assist both the Department and the public in monitoring and evaluating success.

1. IMPROVED SPACE UTILIZATION

On behalf of Government, the Department of Transportation and Works manages and maintains approximately 634,400 square metres of floor space in approximately 850 government-owned buildings and properties. The Department is also responsible for the provision of space for government departments in leased accommodations. In order to ensure that space is not being underutilized and tax dollars are being put to their best use, Government has committed to reviewing all government owned and leased space with an objective of rationalizing space requirements. Similarly, all vacant government owned assets will be reviewed to determine if they should be reused or sold.

Goal 1.1: *By 2008, the Department of Transportation and Works will have reduced the amount of vacant government buildings.*

Measure: Reduced vacant government buildings

Indicator:

- Amount of select vacant government properties are reused, disposed or demolished (*measured in square meters*)

STRATEGIC ISSUES

Objectives:

1.1.3. By March 31, 2007 the Department of Transportation and Works will have initiated action to demolish, dispose, or reuse select vacant government buildings.

Measure: Initiated action

Indicator:

- Amount of vacant government buildings reused, disposed or demolished (*as measured in square meters*)

1.1.4. By March 31, 2008 the Department of Transportation and Works will have reduced the amount of vacant government buildings.

Goal 1.2: ***By 2008, the Department of Transportation and Works will have reduced the overall square meters per employee of leased office accommodations.***

Measure: Reduced leased office space per employee

Indicator:

- Amount of office properties leased per employee is decreased (*measured in square meters per employee*)

Objectives:

1.2.2 By 2007, the Department of Transportation and Works will have developed a policy for office accommodations and initiated action to have space in government buildings reconfigured for reuse.

Measure 1: Developed policy

Indicator:

- Policy document

Measure 2: Initiated action

Indicator:

- Square meters redeveloped

1.2.3. By 2008, the Department of Transportation and Works will have reduced Government's reliance on leased accommodations.

STRATEGIC ISSUES

2. IMPROVED TRANSPORTATION INFRASTRUCTURE

Investment in infrastructure is one of the most effective ways governments can stimulate job creation in the short-term and support a more productive and competitive economy over the long-term. Infrastructure improvements assist businesses to be more productive, boost trade and tourism, and contribute to a higher quality of life. The Department recognizes the vital importance of highways and secondary roads to the economic and social development of the province and is committed to making improvements to meet the needs of the residents of Newfoundland and Labrador.

Goal 2.1: *By 2008, the Department of Transportation and Works will have improved road and bridge infrastructure.*

Measure: Improved road and bridge infrastructure

Indicators:

- Number of kilometers of gravel roads is decreased
- Number of bridges rehabilitated
- Number of bridges age 40 years or greater is decreased
- Kilometers of paved roads age 20 years or greater is decreased
- Amount of pothole patching required is decreased

Objectives:

2.1.1. By 2007, the Department of Transportation and Works will have initiated the improvement of road and bridge infrastructure.

Measure: Improvement Initiated

Indicators:

- Roads and bridges in need of rehabilitation are identified
- Number of kilometers of gravel roads paved
- Number of bridges rehabilitated
- Kilometres of paved roads age 20 years or greater resurfaced

2.1.2. By 2008, the Department of Transportation and Works will have improved road and bridge infrastructure.

STRATEGIC ISSUES

3. MODERNIZATION OF HEAVY EQUIPMENT FLEET

The residents of Newfoundland and Labrador rely on Government's fleet of over 700 heavy equipment vehicles to maintain the provincial road system. A modern and reliable fleet is vital for the summer and winter maintenance (snowclearing and ice control) of the over 9,400 kilometres of primary and secondary highways and community access roads across the province.

Goal 3.1: *By 2008, the Department of Transportation and Works will have reduced the number of pieces of equipment that are older than 10 years.*

Measure: Reduced number of equipment age 10 years or greater

Indicators:

- Percentage of snow clearing equipment available for use has increased
- Percentage of equipment age 10 years or greater has decreased

Objectives:

3.1.1. By 2007, the Department of Transportation and Works will have replaced 10 percent of its heavy equipment.

Measure 1: 10 percent of equipment replaced

Indicators:

- Number of trucks replaced
- Number of other heavy equipment replaced

Measure 1: Reduction in down-time

Indicators:

- Percentage of equipment available for use has increased
- Replacement cost for parts has decreased

3.1.2. By 2008, the Department of Transportation and Works will have replaced 20 percent of its heavy equipment.

STRATEGIC ISSUES

4. VESSEL REPLACEMENT

Due to Newfoundland and Labrador's vast and sparsely populated geography and a history of coastal settlement, many residents of the province rely on the provincial ferry system to move both people and goods to and from these coastal communities. The Department of Transportation and Works is responsible for the management of 16 ferry services for marine operations throughout the province, involving 19 owned or contracted vessels. Government is committed to reviewing the current complement of vessels and moving towards more modern ships to meet the current and future needs of the province.

Goal 4.1: *By 2008, the Department of Transportation and Works will have initiated the construction of two ferry vessels.*

Measure: Initiated construction

Indicator:

- Construction is initiated

Objectives:

4.1.1. By 2007, the Department of Transportation and Works will have an approved strategy and initiated implementation.

Measure 1: Approved strategy

Indicator:

- Strategy document approved

Measure 2: Implementation initiated

Indicators:

- Design completed on two ferry vessels
- Tenders invited for construction

4.1.2. By 2008, the Department of Transportation and Works will have initiated the construction of two ferry vessels.

STRATEGIC ISSUES

5. LONG-TERM MULTI-MODAL TRANSPORTATION PLANS FOR THE PROVINCE

In keeping with the Department's Vision of a *sustainable public works and transportation infrastructure that meets the economic and social needs of the province*, it is vital that all of our infrastructure investments are smart investments. We must develop long-term plans based on careful consideration of important issues like: changing demographics; patterns of economic growth and opportunity; and, innovative approaches to financing, building and operations. Once such long-term plans are developed, the province will be better positioned to advocate to the federal government for long-term financial commitments. It will also allow for long-term prioritization and allocation of our limited provincial fiscal resources.

Goal 5.1: *By 2008, the Department of Transportation and Works will have developed a long-term transportation plan for Labrador.*

Measure 1: Developed long-term transportation plan for Labrador

Indicator:

- Plan that includes priorities for marine, road and air transportation

Objectives:

5.1.1. By 2007, the Department of Transportation and Works will have drafted a long-term transportation plan for Labrador and identified short-term priorities.

Measure 1: Drafted long-term transportation plan for Labrador

Indicators:

- Minister's Advisory Committee
- Discussion document(s) released
- Stakeholder consultations initiated
- Draft plan prepared

Measure 2: Short-term priorities identified

Indicators:

- Contract decisions on existing ferry services
- Provincial decisions made on regional airport for South Coast
- Decisions made on the type of surface for the Trans Labrador Highway
- Ferry rates reviewed

STRATEGIC ISSUES

5.1.2. By 2008, the Department of Transportation and Works will have developed a long-term transportation plan for Labrador.

Goal 5.2: *By 2008, the Department of Transportation and Works will have developed a long-term transportation plan for the island portion of the province.*

Measure 1: Developed long-term transportation plan for the island portion of the province

Indicators:

- Plan that includes priorities for road, air, marine transportation and recommendations on:
 - Alternative service delivery options
 - Multi-year investments
 - Short and long-term priorities
 - Improvements to the Marine Atlantic services
 - Access to national and international destinations

Objectives:

5.2.1. By 2007, the Department of Transportation and Works will have identified short-term priorities for the island portion of the province.

Measure 1: Identified short-term priorities

Indicators:

- Ferry rates reviewed
- Road classification review completed
- Priority projects identified

5.2.2. By 2008, the Department of Transportation and Works will have drafted a long-term transportation plan for the island portion of the province.

APPENDIX A - STRATEGIC DIRECTIONS OF GOVERNMENT

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are communicated by Government in many ways, such as in platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The *Transparency and Accountability Act* requires that government departments and entities take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments.

This section outlines the strategic directions of Government that apply to the Department of Transportation and Works, and indicates where in the planning process the Department will be addressing each of these issues. Each strategic direction is comprised of a number of components, or focus areas. As indicated, some have been addressed in this strategic plan, while others will be addressed in the operational and/or work planning processes.

1. GOVERNMENT OWNED/LEASE SPACE REQUIREMENTS

Outcome: Rationalized space requirements and reduced surplus buildings in order to reduce the cost to taxpayers

This outcome supports a policy direction of Government and requires systematic intervention in the following area:

Components of Strategic Direction	This Direction is addressed:		
	in the entity's strategic plan	in the entity's operational plan	in the branch/divisional work plans of the entity
1. Rationalized space requirements, minimized costs, and reduced surplus	Y		

APPENDIX A - STRATEGIC DIRECTIONS OF GOVERNMENT

2. TRANSPORTATION AND WORKS INFRASTRUCTURE STRATEGY

Outcome: Smart investment of public funds through the implementation of a transportation and works infrastructure strategy

This outcome supports a policy direction of Government and requires systematic intervention in the following areas:

Components of Strategic Direction	This Direction is addressed:		
	in the entity's strategic plan	in the entity's operational plan	in the branch/divisional work plans of the entity
1. A comprehensive infrastructure strategy to guide investments	Y		
2. Multi-year plan for maintenance and upgrading of highways and secondary roads	Y	Y	

3. MARINE SERVICES FOR THE CITIZENS OF NEWFOUNDLAND AND LABRADOR

Outcome: Improved marine services for the citizens of Newfoundland and Labrador

This outcome supports a policy direction of Government and requires systematic intervention in the following areas:

Components of Strategic Direction	This Direction is addressed:		
	in the entity's strategic plan	in the entity's operational plan	in the branch/divisional work plans of the entity
1. Provincial Vessel Replacement Policy	Y		
2. Consistent ferry rates across the province based on distance traveled and in-line with the cost of highway travel	Y		
3. Continuity of service by Marine Atlantic at a reasonable cost		Y	

APPENDIX A - STRATEGIC DIRECTIONS OF GOVERNMENT

4. LONG-TERM MULTI-MODAL TRANSPORTATION PLANS

Outcome: Implementation of comprehensive long-term multi-modal transportation plans to improve transportation services to the citizens of Newfoundland and Labrador

This outcome supports a policy direction of and requires systematic intervention in the following areas:

Components of Strategic Direction	This Direction is addressed:		
	in the entity's strategic plan	in the entity's operational plan	in the branch/ divisional work plans of the entity
1. Long-Term Labrador Transportation Plan	Y		
2. Long-Term Island Transportation Plan	Y		

5. TRANS LABRADOR HIGHWAY

Outcome: Completion of Phase III of the Trans Labrador Highway to improve the transportation network in Labrador

This outcome supports a policy direction of Government and requires systematic intervention in the following area:

Components of Strategic Direction	This Direction is addressed:		
	in the entity's strategic plan	in the entity's operational plan	in the branch/ divisional work plans of the entity
1. Completion of Phase III of the Trans Labrador Highway		Y	

APPENDIX A - STRATEGIC DIRECTIONS OF GOVERNMENT

6. VEHICLE/EQUIPMENT FLEET

Outcome: For Government to have the type and size of light vehicle and heavy equipment fleet to efficiently deliver its programs and services to the citizens of Newfoundland and Labrador.

This outcome supports a policy direction of Government and requires systematic intervention in the following area:

Components of Strategic Direction	This Direction is addressed:		
	in the entity's strategic plan	in the entity's operational plan	in the branch/divisional work plans of the entity
1. The type and size of light vehicle fleet required for Government to efficiently deliver its programs and services		Y	
2. Modernization of heavy equipment fleet	Y		

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