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MINISTÈRE DES TRANSPORTS
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**Jean Marc Bard
Sous Ministre**

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NOTES FOR A SPEECH BY
JEAN-MARC BARD
DEPUTY MINISTER OF TRANSPORT
AT THE 42ND ANNUAL NAHPO CONFERENCE 89

QUÉBEC CITY

NOTES FOR A SPEECH BY JEAN-MARC BARD
AT THE 42ND ANNUAL NAHPO CONFERENCE 89

MESDAMES ET MESSIEURS,

C'EST UN GRAND PRIVILÈGE POUR MOI QUE DE RENCONTRER LES MEMBRES DE LA "NORTH ATLANTIC HIGHWAY PLANNING OFFICIALS", ET D'ADRESSER LA PAROLE À UN TEL AUDITOIRE, CAR VOUS ÊTES SANS DOUTE L'ÉLITE DE LA COMPÉTENCE NORD-AMÉRICAINNE DANS LA GESTION ET LA PLANIFICATION DES TRANSPORTS.

LE RÔLE QUE JOUE CHACUN DE VOUS, DANS LES ORGANISMES QUE VOUS REPRÉSENTEZ EN EST UN DE PREMIER PLAN DANS LES ACTIVITÉS DE TRANSPORT. VOTRE PRÉSENCE À CETTE CONFÉRENCE NOUS HONORE.

LADIES AND GENTLEMEN,

IT IS A GREAT PRIVILEGE FOR ME TO ADDRESS MYSELF TO THE MEMBERS OF THE NORTH ATLANTIC HIGHWAY PLANNING OFFICIALS. TO MY MIND YOU REPRESENT THE ELITE OF NORTH AMERICAN TRANSPORTATION MANAGEMENT AND PLANNING AUTHORITIES.

THE ROLE THAT EACH OF YOU PLAY IN THE ORGANIZATION YOU REPRESENT IS AT THE FOREFRONT OF TRANSPORTATION ACTIVITIES. WE ARE HONOURED BY YOUR PRESENCE AT THIS CONFERENCE.

THE PROVINCE OF QUÉBEC

ALLOW ME TO SAY A FEW WORDS ABOUT THE PROVINCE OF QUÉBEC.

WITH A TERRITORY OF OVER 1,535,000 SQUARE KM, OUR PROVINCE IS THE LARGEST TERRITORY OF THE TEN CANADIAN PROVINCES. IT IS BORDERED BY ONTARIO, NEW BRUNSWICK AND LABRADOR ON THE CANADIAN SIDE; AND NEW YORK, VERMONT, NEW HAMPSHIRE AND MAINE TO THE SOUTH ON THE AMERICAN SIDE.

THE ST. LAWRENCE RIVER, THE LARGEST TRIBUTARY OF THE ATLANTIC OCEAN, EXTENDS 1200 KM ACROSS QUÉBEC, FROM LAKE ONTARIO TO THE GASPÉ PENINSULA, AND IS OPEN TO NAVIGATION ALONG ITS ENTIRE LENGTH.

ACCORDING TO THE LATEST CENSUS, TAKEN IN 1986, QUÉBEC'S POPULATION IS APPROXIMALLY 6,500,000 PEOPLE; OUT OF THIS POPULATION 5,300,000, OR 81.4%, IS FRENCH-SPEAKING. QUÉBEC IS THUS THE TERRITORY WITH THE HIGHEST PERCENTAGE OF INHABITANTS OF FRENCH ORIGIN IN NORTH AMERICA. OUR POPULATION IS HIGHLY CONCENTRATED: 56% OF OUR RESIDENTS LIVE IN THE MONTRÉAL AREA, 16% IN THE QUÉBEC CITY AREA, 7% IN THE TROIS-RIVIÈRES AREA, 4% IN THE SHERBROOKE AREA AND 4% IN THE HULL-OTTAWA AREA. THIS MEANS THAT 87% OF QUÉBEC'S POPULATION LIVES BETWEEN HULL-OTTAWA AND QUÉBEC CITY.

QUÉBEC IS A MAJOR ECONOMIC FORCE WITH ITS NATURAL RESOURCES WHICH INCLUDE FORESTS, MINES, AGRICULTURE, HYDROELECTRICITY PRODUCTION. ACCORDING TO MINISTÈRE DE L'INDUSTRIE ET DU COMMERCE, QUÉBEC'S 1988 GROSS DOMESTIC PRODUCT (GDP) WAS \$144 BILLION, OR 24% OF THE \$601 BILLION RECORDED FOR CANADA AS A WHOLE.

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THE MINISTÈRE DES TRANSPORTS DU QUÉBEC PLAYS AN IMPORTANT ROLE IN THESE ACTIVITIES. BORN OF A MERGER BETWEEN THE FORMER MINISTÈRE DES TRANSPORTS (DEPARTMENT OF TRANSPORT), WHOSE DUTIES WERE MOSTLY LIMITED TO MONITORING TRAFFIC, DRIVER'S LICENCES AND SAFETY, AND THE MINISTÈRE DE LA VOIRIE (ROAD WORKS), WHICH WAS RESPONSIBLE FOR THE CONSTRUCTION AND MAINTENANCE OF ROADS AND STRUCTURES, THE NEW DEPARTMENT WAS FOUNDED IN ITS PRESENT FORM IN 1972.

ITS ADMINISTRATIVE ORGANIZATION INCLUDES THE MINISTER'S OFFICE, CURRENTLY OCCUPIED BY MARC-YVAN CÔTÉ, THE DEPUTY MINISTER'S OFFICE, AND FOUR MAIN BRANCHES, EACH HEADED BY AN ASSISTANT DEPUTY MINISTER. THESE BRANCHES ARE: FIRST OF ALL (PERSONS AND GOODS TRANSPORTATION BRANCH), SECONDLY (ENGINEERING BRANCH), THIRDLY (OPERATIONS BRANCH) AND FINALLY (ADMINISTRATION AND FINANCIAL MANAGEMENT BRANCH).

UNDER THE FORE MENTIONNED STRUCTURE THE DEPARTMENT ALSO HAS 22 MANAGEMENT DIRECTIONS, 15 REGIONAL OFFICES, 49 SUB REGIONAL OFFICES AND SOME 60 SERVICES. IT EMPLOYS PERMANENTLY 7500 PEOPLE, AND AN ADDITIONAL 3000 PEOPLE ON AN OCCASIONAL BASES.

THE ROAD SYSTEM

THE DEPARTMENT MAINTAINS SOME 60 000 KM OF EXPRESSWAYS, MAIN HIGHWAYS AND REGIONAL HIGHWAYS, AND MOST OF THE LOCAL ROAD SYSTEM.

THE ROAD SYSTEM CAN BE BROKEN DOWN AS FOLLOWS:

- 4500 KM OF EXPRESSWAYS;
- 10 500 KM OF MAIN HIGHWAYS;
- 9000 KM OF REGIONAL HIGHWAYS;
- 36 000 KM OF LOCAL ROADS.

IN ADDITION, OUR DEPARTMENT MAINTAINS APPROXIMATELY 7000 STRUCTURES, (STRUCTURE IN THE SENSE OF BRIDGES AND OVERPASS), ON THE ROAD SYSTEM, AND INSPECTS SOME 1650 STRUCTURES UNDER MUNICIPAL AUTHORITY.

THE MINISTÈRE DES TRANSPORTS DU QUÉBEC IS THEREFORE RESPONSIBLE FOR ONE OF THE MOST EXTENSIVE ROAD SYSTEMS IN NORTH AMERICA. BECAUSE OF ITS LENGTH, THE NUMBER OF PEOPLE, AND THE QUANTITY OF GOODS TRAVELLING ON IT, AND TAKING INTO CONSIDERATION OUR SEVERE CLIMATE, MUCH MONEY IS REQUIRED TO KEEP IT IN GOOD CONDITION FOR USERS WHO ARE THE TAX PAYERS.

BUDGET

IN 1988-1989, THE TOTAL BUDGET ALLOCATED TO OUR DEPARTMENT ROSE OVER 1 BILLION 800 MILLION DOLLARS (5.7% OF THE GOVERNMENT'S ENTIRE BUDGET). NEXT YEAR, OUR BUDGET WILL BE JUST OVER 1 BILLION 900 MILLION.

THE DEPARTMENT ANNUALLY SPENDS ALMOST \$900 MILION ON THE ROAD SYSTEM, OF WHICH APPROXIMATELY \$400 MILLION IS SPENT ON EXPANDING, REBUILDING AND REPAIRING THE SYSTEM, AND \$500 MILLION ON VARIOUS MAINTENANCE ACTIVITIES.

IN ADDITION, WE SPEND \$420 MILLION ON PASSENGER TRANSPORTATION AND \$335 MILLION ON SCHOOL BUS SERVICES. THE REMAINDER (150 MILLION) IS SPENT ON OTHER MODES OF TRANSPORTATION AND OTHER DEPARTMENTAL ACTIVITIES AND PRIORITIES.

THE TOTAL AMOUNT SPENT ON THE ROAD SYSTEM HAS REMAINED RELATIVELY STABLE FOR MANY YEARS, ALTHOUGH THE AMOUNT EARMARKED FOR SYSTEM CONSTRUCTION IS GRADUALLY DECREASING IN RELATION TO THE AMOUNT SPENT ON MAINTENANCE, PRIMARILY BECAUSE OF EVER-INCREASING MAINTENANCE NEEDS.

I WOULD NOW LIKE TO SPEAK TO YOU ABOUT SOME OF OUR DEPARTMENT'S MAJOR PRIORITIES.

MONTREAL ACTION PLAN

FIRST, I WOULD LIKE TO TALK TO YOU ABOUT A MAJOR SPECIFIC PREOCCUPATION WHICH WILL HAVE A MAJOR IMPACT ON THE DEPARTMENT'S ACTIVITIES OVER THE NEXT FEW YEARS. I AM, REFERRING TO THE "MONTREAL AREA ROAD SYSTEM ACTION PLAN",

CONCERNED ABOUT THE TRANSPORTATION SITUATION IN THE MONTREAL AREA, MAINLY BECAUSE OF THE CHRONIC BURDEN ON BRIDGES AND SEVERAL SECTIONS OF THE EXPRESSWAYS, ALSO CAUSED BY THE DETERIORATION OF THE EXPRESSWAY SYSTEM AND THE AGING OF SOME

PUBLIC TRANSIT EQUIPMENT, THE MINISTÈRE DES TRANSPORTS HAS IN THE PAST FEW YEARS INITIATED SEVERAL STUDIES AND MUCH CONSULTATION. IN ADDITION, A PARLIAMENTARY COMMISSION ON PUBLIC TRANSIT, WHICH MET IN AUGUST 1987, GAVE ORGANIZATIONS AND GROUPS INTERESTED IN THIS MODE OF TRANSPORTATION THE OPPORTUNITY OF EXPRESSING THEIR OPINIONS AND PROPOSING SOLUTIONS TO THE PROVINCIAL GOVERNMENT.

LAST YEAR, BASED ON A MORE GLOBAL VIEW OF THE SITUATION, OUR DEPARTMENT THEREFORE PROPOSED A TEN-YEAR ACTION PLAN IDENTIFYING THE MEASURES WHICH MUST BE TAKEN REGARDING TRANSPORTATION SYSTEMS IN THE MONTRÉAL AREA. THE DEPARTMENT'S GENERAL GOAL IS TO IMPROVE CITIZENS' MOBILITY TAKING INTO ACCOUNT PROJECT FEASIBILITY, THE QUALITY OF LIFE, THE PREFERRED DEVELOPMENT OPTION AND SEVERAL OF THE AREA'S DEVELOPMENT PLANS.

BASED ON OBJECTIVES SET BY THE DEPARTMENT ITSELF, "THE ACTION PLAN" CONSISTS OF THREE PRINCIPAL COURSE OF ACTION:

- PRESERVATION AND IMPROVEMENT OF EXISTING INFRASTRUCTURES AND EQUIPMENT BY MAINTAINING THE SERVICE OFFERED AND INCREASE USER SAFETY;
- IMPROVEMENT OF SYSTEMS TO REDUCE OPERATING AND MAINTENANCE COSTS AND PROVIDE BETTER SERVICE;
- DEVELOPMENT OF NEW INFRASTRUCTURES TO IMPROVE THE BALANCE BETWEEN SYSTEMS AND MAKE THE PRIVATE AND PUBLIC MODES OF TRANSPORTATION COMPLEMENTARY.

THE COST OF THIS ACTION PLAN IS ESTIMATED AT APPROXIMATELY \$1,625 MILLION, OF WHICH SOME \$850 MILLION WILL BE SPENT ON THE ROAD SYSTEM AND \$775 MILLION ON PUBLIC TRANSIT.

THESE PROJECTS WILL BENEFIT A LARGE CLIENTELE, AS MONTRÉAL IS CONSIDERED THE HUB OF THE TRUCKING INDUSTRY AND RAILROAD TRANSPORTATION TO AND FROM QUÉBEC.

THE FREE TRADE AGREEMENT AND MOTOR VEHICLE TRANSPORT OF GOODS

THE SIGNING OF THE CANADA-U.S. FREE TRADE AGREEMENT WAS A HISTORIC EVENT THAT WILL HAVE INCALCULABLE EFFECTS ON QUÉBEC'S ECONOMIC AND INDUSTRIAL LIFE OVER THE COMING YEARS.

THIS AGREEMENT WILL DECREASE TRADE RESTRICTIONS, RESULTING IN GREATER ECONOMIC ACTIVITY, SUCH AS:

- GREATER DEMAND FOR TRANSPORT SERVICES, COUPLED WITH INCREASED TRADE AND A DECREASE IN BUDGETED COSTS AND;
- HEAVIER NORTH-SOUTH TRAFFIC COMPARED TO EAST-WEST TRAFFIC DUE TO INCREASED CANADA-U.S. TRADE.

GIVEN THESE FACTS, IT IS BECOMING INCREASINGLY IMPORTANT THAT WE AIM FOR UNIFORM, "TRANSBORDER STANDARDS" GOVERNING HEAVY VEHICLE SAFETY, WEIGHTS AND DIMENSIONS.

DRIVER'S LICENCE EXCHANGES

QUÉBEC SIGNED AN AGREEMENT WITH NEW YORK STATE AND ONTARIO RESPECTING DRIVER'S LICENCE EXCHANGES AND RECOGNITION OF CERTAIN TRAFFIC VIOLATIONS COMMITTED ON THE OTHER GOVERNMENTS' TERRITORIES. THIS AGREEMENT IS NOW ALSO BEING NEGOTIATED WITH OTHER GOVERNMENTS, INCLUDING MAINE AND NEW BRUNSWICK. IT PROVIDES FOR DRIVER'S LICENCE SUSPENSIONS ON THE TERRITORY ON WHICH THE OFFENCE WAS COMMITTED IF THE FINE HAS NOT BEEN PAID OR UNTIL IT HAS BEEN PAID.

QUALITY CONTROL

OVER THE PAST FEW YEARS, OUR DEPARTMENT ADOPTED A PROMISING NEW MANAGEMENT APPROACH: TOTAL QUALITY CONTROL.

REVIEWING OUR ACTIVITIES ENABLED US TO REALIZE HOW SITUATIONS EVOLVED AND ALLOWS US TO DETERMINE KEY FACTORS MORE EFFECTIVELY.

PUBLIC FINANCES FORCES ADMINISTRATORS TO DO MORE WITH LESS. GREATER CONSUMER DEMANDS, HIGHER COSTS, SCARCITY OF RESOURCES, ENVIRONMENTAL PROTECTION, PUBLIC HEALTH AND SAFETY AND RAPIDLY DEVELOPING NEW TECHNOLOGY ARE ONLY SOME OF THE FACTORS TO BE DEALT WITH.

THESE OBSERVATIONS GIVE AN INDICATION OF THE CHALLENGES MANAGEMENT MUST MEET. THE DEPARTMENT'S MAJOR CONCERN IS ENSURING THAT ALL EMPLOYEES ADOPT THE TOTAL QUALITY CONTROL PHILOSOPHY. NO LONGER MAY ADMINISTRATORS WORK ONLY FOR THE WELL-BEING OF THEIR ADMINISTRATIVE UNIT: THEIR FIRST CONCERN MUST BE MEETING CLIENTS' OR TAX PAYERS DEMANDS. OUR CAPACITY TO SATISFY OUR CLIENTS' NEEDS AT THE LOWEST COST DEPENDS ESSENTIALLY ON OUR EMPLOYEES' WILL AND ABILITY TO DO QUALITY WORK.

THEREFORE, THE DEPARTMENT'S QUALITY STRATEGY IS TO MAKE MAXIMUM USE OF OUR EMPLOYEES' INTELLIGENCE, MOBILIZING THEM AND MAKING THEM MORE RESPONSIBLE FOR THEIR WORK STATIONS. TOGETHER, WE ARE AIMING FOR IMPROVED UNIFORMITY, PREVENTION, MODERATION AND STANDARDS OF EXCELLENCE.

CONCLUSION

EN GUISE DE CONCLUSION, APRÈS CETTE ÉNUMÉRATION SOMMAIRE D'ACTIVITÉS RELATIVES AUX TRANSPORTS, QU'IL ME SOIT PERMIS DE VOUS RAPPELER QUE LA VILLE DE QUÉBEC A ÉTÉ OFFICIELLEMENT CHOISIE POUR LA TENUE DU 20^E CONGRÈS MONDIAL DE LA ROUTE EN 1995.

TO CONCLUDE THIS LIST OF TRANSPORT-RELATED ACTIVITIES, I WOULD LIKE TO REMIND YOU THAT QUÉBEC CITY HAS BEEN CHOSEN TO BE THE OFFICIAL HOST OF THE 20TH WORLD ROAD CONGRES IN 1995. AS YOU KNOW, SUCH A CONVENTION IS HELD EVERY FOUR YEARS. IN 1987, IN BRUSSELS, BELGIUM, SOME 2000 DELEGATES FROM 79 COUNTRIES REGISTERED. IN ADDITION TO HAVING A SIGNIFICANT ECONOMIC IMPACT, THIS PRESTIGIOUS CONGRESS WILL ACT AS A FORUM FACILITATING ACCESS TO INFORMATION EXCHANGES BETWEEN EXPERTS FROM VARIOUS COUNTRIES. THIS WILL BE AN OPPORTUNITY FOR THEM TO FAMILIARIZE THEMSELVES WITH THE DIFFERENT TECHNIQUES USED IN THE ROAD SECTOR IN THE OTHER COUNTRIES, THEREBY GAINING GREATER INSIGHT INTO FUTURE FORECASTS AND PROGRESS.

IF YOU ARE INTERESTED IN PARTICIPATING IN THIS INTERNATIONAL MEETING, I INVITE YOU TO MARK IT ON YOUR CALENDARS NOW. THE PROVINCE AND CITY OF QUÉBEC WILL TAKE PLEASURE IN WELCOMING YOU FOR THIS EVENT.

LADIES AND GENTLEMEN HAVE A GOOD WORKING SESSION AND A NICE STAY IN OUR PROVINCE AND IN QUÉBEC CITY.

THANK YOU AND GOOD DAY.