

Strategic Plan

2026-2029

Transportation and
Infrastructure



Message from the Minister

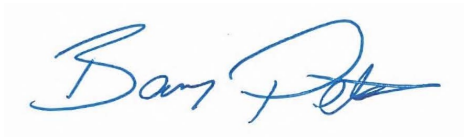
As Minister of the Department of Transportation and Infrastructure, I am pleased to present the department's 2026-29 Strategic Plan. In the development of this three-year plan, consideration was given to the strategic direction and priorities of the Provincial Government, in accordance with the requirements for a category one government entity under the **Transparency and Accountability Act**.

The department's strategic plan outlines priorities for the period April 1, 2026 – March 31, 2029, focused on strengthening long-term, fiscally responsible infrastructure planning that delivers measurable benefits for the residents of our province. Central to this work is the development of an **Infrastructure Act** to establish a transparent, long-term capital planning framework that supports fiscal sustainability and economic prosperity.

Transportation and Infrastructure will continue to support rural and urban communities by maintaining and strengthening the province's transportation network, while strategic investments in healthcare and school infrastructure will promote prudent capital decisions, improved service integration, and better long-term outcomes.

I am accountable for the preparation of the strategic plan and achievement of the goals and objectives contained within. I also acknowledge the contribution of all departmental employees to achieving the goals and objectives outlined within the plan.

Sincerely,



Hon. Barry Petten
Minister of Transportation and Infrastructure

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Departmental Overview

Mandate

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

- Design, construction, improvement, repair and maintenance of highways, local roads, airstrips, ferry terminals and related facilities;
- Acquisition, use, maintenance and operation of ferries under ownership, charter or administration;
- Acquisition, use, maintenance and operation of provincial air ambulance, waterbomber and other aircraft and services under ownership, charter or administration;
- Property that belongs to or is held or occupied by the Crown, and the works and properties acquired, constructed, extended, enlarged, repaired or improved at the expense of the province, or for the acquisition, construction, extension, enlargement, repair or improvement of which public funds are voted and appropriated by the Legislature, other than property and works assigned to another minister or department of the Government of Newfoundland and Labrador;
- Property management including the design, construction, repair, maintenance, heating, lighting, cleaning and security of buildings, including school facilities, which belong to or are held or occupied by the Crown and grounds that belong to those buildings;
- Management of government investments in municipal infrastructure;
- Highway signage;
- Transportation of students to and from school;
- 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.

More information about the department can be found by visiting

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

Organizational Structure

TI has one of the largest number of employees within any government department – with 2,555 staff located throughout the province. The department operates seven regional offices with 79 depots/units throughout the province. The department is divided into five branches:

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

Lines of Business

Building Operations

The Building Operations branch is responsible for:

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

- Provision of phone services to all government departments;
- Provision of student transportation using approximately 371 government-owned buses, in addition to maintaining 10 depots and utilizing 757 contracted buses; providing service to approximately 63,000 students; and,
- Provision of maintenance and custodial services for approximately 95,000 square metres of floor space across 250 schools and about 40 housing units.

Roads

The Roads branch is responsible for:

- Summer and winter maintenance (snow clearing and ice control) on 9,763 kilometres of primary and secondary highways and community access roads and 1,300 bridges;
- Snow clearing for external jurisdictions including Gros Morne National Park, through a contract with Parks Canada;
- Purchasing salt and sand for 160 town councils, health entities, school boards, and other external entities;
- Operation and management of eight provincial airstrips on the island portion of the province and 12 provincial airstrips in Labrador;
- Management of the Provincial Government's fleet of approximately 1,700 vehicles including light vehicles, and heavy equipment;
- Provision of up-to-date road condition information utilizing one wind warning system, 28 Road Weather Information Systems (RWIS) stations, and 31 highway camera locations throughout the province (www.roads.gov.nl.ca/cameras);
- Construction of new roads and management of road improvement projects on 9,763 kilometres of primary and secondary highways and community access roads and 1,300 bridges;
- Development and maintenance of the province's road asset inventory;
- Assessment and evaluation for long term planning; and,
- Procurement of asset preservation services including, but not limited to, activities such as targeted asphalt milling and patching, crack sealing, small culvert replacement, shoulder and ditch reconstruction and guiderail replacement.

Air and Marine Services

The Air and Marine Services branch is responsible for:

- Provision, maintenance, and management of provincial air services including:
 - Operation and maintenance of the Provincial Government's fleet of two air ambulances completing approximately 1,400 medical missions annually; and
 - Operation and maintenance of the Provincial Government's fleet of five waterbombers to suppress approximately 50 forest fires annually.
- In addition, the provision, maintenance, and management of provincial marine services, including:
 - Eight provincially owned and operated vessels and eight privately-owned contracted vessels;
 - Marine operations transporting approximately 730,000 passengers, 390,000 vehicles, and 14,600 tonnes of freight annually;
 - Provision of vessel modification and refits of provincially owned vessels; and
 - Operation of provincially owned vessels.

Infrastructure

The Infrastructure branch is responsible for:

- Construction of new buildings and management of other capital projects for government departments and government-funded bodies;
- Provision of environmental services for Provincial Government buildings and provincial road projects;
- Oversight and preparation of government's overall infrastructure plan and annual infrastructure budget;
- Analysis and assessment of major infrastructure projects to identify opportunities for alternative project delivery methodologies. Providing leadership, direction, and oversight in both the consideration of these alternatives and their subsequent implementation and execution;

- Administration of federal/provincial funding programs related to municipal infrastructure;
- Development and maintenance of policies related to the funding and provision of municipal infrastructure projects; and
- Development and maintenance of standardized specifications for municipal water/sewer and road projects.

Strategic and Corporate Services

The Strategic and Corporate Services branch is responsible for:

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

Staff and Budget

Branch	# of Employees	Budget 2026/27
Building Operations	1,088	\$258,231,700
Roads	988	\$462,178,100
Air and Marine	292	\$159,205,200
Infrastructure	85	\$566,534,500
Strategic and Corporate Services	102	\$11,718,200
Total	2,555	\$1,457,867,700
Note: Executive and Support Services are included with the Strategic and Corporate Services Branch		

Primary Clients

The primary clients of the Department of Transportation and Infrastructure include:

- Citizens of Newfoundland and Labrador, communities, businesses, the travelling public, and other orders of government.
- Provincial government departments and various agencies.

Vision

The vision of the Department of Transportation and Infrastructure is to provide safe, reliable, and sustainable transportation and public works infrastructure and services. This demonstrates the department's commitment to delivering excellent service that meets Newfoundland and Labrador's social and economic needs.

Issue One

Long-term Planning Approach to Infrastructure Modernization

Government is advancing a long-term infrastructure planning framework to ensure ongoing modernization efforts are fiscally responsible and provide maximum benefit for residents of the province.

The delivery of transportation and infrastructure programs continues to face pressures related to escalating construction input costs, transportation and shipping expenses, and rising labour rates. Government remains committed to managing these pressures through disciplined capital planning, risk management and value-for-money decision-making to ensure the optimal use of public funds.

The development and implementation of an **Infrastructure Act** for the province will establish a transparent, long-term capital planning framework that ensures needs are identified and met and that supports fiscal sustainability and long-term prosperity. The introduction of community benefits agreements on identified infrastructure projects will support workforce development, maximize local participation and prioritize job retention within the province. Collectively, these and other measures will provide a stable, multi-year roadmap for infrastructure investment aligned with provincial priorities.

Goal: By March 31, 2029, the Department of Transportation and Infrastructure will have implemented a long-term planning approach to modernize public infrastructure in a fiscally responsible manner.

Year One Objective: By March 31, 2027, the Department of Transportation and Infrastructure will have completed foundational work toward development of a long-term planning framework for provincial infrastructure.

Indicators

- Implemented changes to municipal infrastructure programs to enhance program sustainability and support municipal asset management responsibilities.

- Conducted a needs assessment of K–12 school facilities based on clearly defined criteria including student enrolment, structural condition, maintenance requirements, age, and projected community growth.
- Begun development of a new **Infrastructure Act** to assist in long-term infrastructure planning.

Year Two Objective: By March 31, 2028, the Department of Transportation and Infrastructure will have developed a framework to support transparent, long-term infrastructure planning.

Year Three Objective: By March 31, 2029, the Department of Transportation and Infrastructure will have implemented a framework to support transparent, long-term infrastructure planning.

Issue Two

Advancing Infrastructure

The Department of Transportation and Infrastructure will advance key capital projects that strengthen communities, improve service delivery, and support economic growth throughout Newfoundland and Labrador. Planning will proceed to redevelop St. Clare's Hospital to better meet current and future service needs, with an emphasis on affordability and extending the useful life of existing infrastructure. The proposed Downtown Health Centre will be realigned to deliver services not available at St. Clare's, improving system capacity and access while avoiding duplication. In addition, TI will advance planning for a new urgent care centre in Conception Bay South. Collectively, these initiatives support prudent capital investment, improved service integration, and optimized outcomes for residents during construction and over the long term.

As part of a broader effort to rejuvenate municipalities, TI will undertake a comprehensive evaluation of aging provincial infrastructure to determine the most effective approaches to improving service delivery while revitalizing capital assets. This will include assessments of existing buildings and infrastructure to determine optimal use, redevelopment potential, and long-term value. TI will proceed with design and construction of new schools and will conduct capital improvement projects at various provincial facilities throughout Newfoundland and Labrador.

TI will continue to support both rural and urban communities by strengthening the province's transportation network. This includes identifying and prioritizing strategic capital investments across all regions, as well as advancing a new provincial ferry construction strategy that explores opportunities to build vessels in Newfoundland and Labrador.

Goal: By March 31, 2029, the Department of Transportation and Infrastructure will have advanced key infrastructure projects to help strengthen communities, improve service delivery and support economic growth.

Year One Objective: By March 31, 2027, the Department of Transportation and Infrastructure will have made measurable progress on infrastructure renewal projects.

Indicators

- Evaluated the status of St. Clare's Hospital.
- Advanced capital road upgrade and rehabilitation projects, including completion of the Team Gushue Highway, as identified in the Provincial Multi-Year Roads Plan.
- Advanced the Bay St. George Long Term Care project.
- Continued construction of the new Adult Corrections Facility.
- Managed construction on capital projects for NLSchools.

Year Two Objective: By March 31, 2028, the Department of Transportation and Infrastructure will have planned, progressed and completed priority infrastructure projects.

Year Three Objective: By March 31, 2029, the Department of Transportation and Infrastructure will have successfully completed and progressed priority infrastructure investments.

Annex A

Strategic Direction 2026-29

Department of Transportation and Infrastructure

Strategic Direction 1 - Infrastructure Renewal

Outcome: Government infrastructure that strengthens communities, improves service delivery and supports economic growth throughout Newfoundland and Labrador.

Annex B

The Minister's Advisory Committee on Labrador Transportation (MACLT)

Established in February 2006, the Minister's Advisory Committee on Labrador Transportation provided a two-way forum to share views and provide advice on matters concerning transportation in Labrador. The nine-member committee was established to make recommendations on how best to address future Labrador transportation needs especially completion of the Trans Labrador Highway.

It is anticipated that the MACLT will be inactive (have no appointed members) during April 1, 2026, to March 31, 2029, period. In the event that it becomes active, it will prepare and table in the House of Assembly an Activity Plan for the remainder of the planning period.