

2025-2026

Annual Report

Transportation
and Infrastructure





MESSAGE FROM THE MINISTER

As Minister of Transportation and Infrastructure, I am pleased to present the department's Annual Report for the 2025-26 fiscal year. In accordance with the **Transparency and Accountability Act**, the Department of Transportation and Infrastructure is a Category 1 government entity, and I confirm that I, as Minister of the Department since October 29, 2025, am accountable for the results contained in this report. This report outlines the department's activities, achievements, and results.

In 2025-26, the department advanced its strategic priorities of road asset management, employee safety and wellness, and infrastructure renewal. Investments in road preservation and asset management modernization supported safer and more reliable transportation networks, while continued enhancements to the Occupational Health and Safety Management System strengthened workplace safety and employee well-being. The department also advanced major infrastructure projects, including new schools, recreational facilities, the adult corrections facility, and the Trans-Canada Highway twinning initiative, helping to support economic growth and improve services for Newfoundlanders and Labradorians.

I would also like to recognize the dedication of departmental staff and the contributions of our industry, federal, and municipal partners. Their commitment ensures the delivery of safe, reliable transportation and infrastructure services that support economic growth and enhance quality of life across Newfoundland and Labrador.

A handwritten signature in black ink, appearing to read 'Barry Petten'.

Hon. Barry Petten
Minister of Transportation and Infrastructure

"Safety is a continuing journey, not a final destination."

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Departmental Overview

Organizational Structure

Introduction to Transportation and Infrastructure

Transportation and Infrastructure (TI) is responsible for the construction and maintenance of the provincial highways; provision of the provincial ferry services; management of the Provincial Government fleet of light vehicles and heavy equipment; operation and maintenance of the Provincial Government air ambulances and water bombers; NLSchools student transportation and facilities, construction and management of Provincial Government buildings, and management of leased buildings.

Staff and Budget

TI employs a total of 2,555 staff members throughout the province. The department's operations span over seven regional offices and encompass 79 highway depots/units strategically located throughout the province. TI is divided into five branches, as outlined in the table below:

Staff and Budget

# of Employees		
Divisions		Budget 2025/26
Building Operations	1,088	\$258,231,700
Roads	988	\$462,178,100
Air and Marine Services	292	\$159,205,200
Infrastructure	85	\$566,534,500
Strategic and Corporate Services	102	\$11,718,200
	2,555	\$1,457,867,700
Notes: Executive and Support Services are included with the Strategic and Corporate Services Branch. NLSchools is included in Building Operations.		

Vision

The Department of Transportation and Infrastructure's vision 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.

Mandate

As derived from the **Executive Council Act**, TI's responsibilities include 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,

that belong to or are held or occupied by the Crown and grounds that belong to those buildings;

- Management of government investments in municipal infrastructure;
- The leasing of real property by the Crown and related activities;
- The disposition of surplus provincial assets and real property;
- Highway signage;
- Transportation of students to and from school; 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

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 provincial government departments;
 - Provision of space for Provincial Government departments in government-owned buildings and leased accommodations;
 - Provision of realty services for the department;
 - Provision of mobility, Centrex and Cable services to all Provincial 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 249 schools and about 40 housing units.

Roads

- The Roads branch is responsible for:
 - Summer and winter maintenance (snow clearing and ice control) on nearly 10,000 kilometres of primary and secondary highways, 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, 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;
 - Construction of new roads and management of road improvement projects on nearly 10,000 kilometres of primary and secondary highways, community access roads and 1,300 bridges;
 - Development and maintenance of 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 the 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 water bombers to combat 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; and
 - Provision of vessel modifications 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 Provincial Government departments and Provincial Government-funded public bodies;
 - Provision of environmental services for Provincial Government buildings and provincial road projects;
 - Oversight and preparation of the 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;
 - 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, various agencies, and municipalities;
 - Administration of the government's 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.

Highlights and Partnerships

Enhancing Safety and Operational Reliability

Public safety remained a core priority for TI. The department continued to enhance highway safety through expanded moose-vehicle collision mitigation measures, including investments in additional moose fencing and vegetation management to reduce wildlife-related collision risks and improve highway safety. TI also partnered with Government Services on the launch of a pilot program for school bus stop-arm cameras, providing recommendations and helping to ensure school bus availability to support implementation. To strengthen winter travel reliability, TI reinstated 24-hour snow-clearing on the 14 busiest routes in the province. Operational improvements included the initiation of Electronic Vehicle Inspection Reporting (EVIR) across the provincial school bus fleet. EVIR enables drivers to complete and submit vehicle inspection reports electronically, supporting proactive maintenance, improving regulatory compliance, and streamlining inspection processes.

Delivering Education Infrastructure

In collaboration with the Department of Education and Early Childhood Development (EECD), significant progress was made on education infrastructure. A major construction contract was awarded for a new school in Kenmount Terrace, while a consultant contract was secured for Paradise High School. Construction continued on the Portugal Cove - St. Philip's High School and Dorset Collegiate in Pilley's Island. These projects supported substantial local employment during construction and will serve thousands of users annually, improving access to education.

Investing in Roads, Bridges and Transportation Networks

The Multi-Year Roads Plan supports a strategic, province-wide approach to infrastructure investment, enabling the department to proactively rehabilitate and replace aging roads, bridges, and transportation assets based on condition, safety, and

community priorities. During the fiscal year, TI invested more than \$270 million in highway and bridge construction as part of a long-term \$1.4 billion commitment to provincial transportation infrastructure. Projects advanced in all regions of the province, including highway rehabilitation, bridge replacements and upgrades, and targeted safety improvements that strengthened the reliability of the transportation network. Notable work included the rehabilitation of the Cloverleaf Overpass on Pitts Memorial Drive, improving safety and traffic flow along a major commuter corridor serving more than 25,000 vehicles each day.

The department also awarded road and bridge construction contracts throughout the province, supporting economic activity while maintaining critical transportation connections. Progress continued on the final phase of the Team Gushue Highway a project jointly funded by the Government of Canada and the Government of Newfoundland and Labrador, which is expected to improve connectivity and reduce congestion across the Northeast Avalon upon completion in summer 2026. In December, TI announced a traditional procurement approach would be adopted for twinning two sections of the Trans-Canada Highway (TCH), cost-shared with the Government of Canada. The 2026 Roads Plan was announced in March, which included additional, strategic, larger projects to allow government and contractors to work more efficiently, cutting down on the moving of equipment in and out of multiple places, saving money by doing more work from one location, and helping contractors work more efficiently, especially when setting up in quarries and asphalt plants. In addition, annual maintenance activities, including pothole repairs, shoulder rehabilitation, ditching, and vegetation management, helped ensure safe and efficient travel across the provincial highway network.

Supporting Climate Resilience and Environmental Stewardship

TI strengthened provincial wildfire preparedness by completing repairs to the fifth CL-415 water bomber which returned to service after the end of the reporting period. This initiative was supported in part through the Government of Canada's Fire

Equipment Fund, under a cost-sharing agreement between Natural Resources Canada and the Department of Forestry, Agriculture and Lands, which administers the province's Fire Suppression Program. Collectively, these efforts advance a more resilient approach to wildfire management, helping to protect communities, critical infrastructure, and natural resources, while strengthening long-term emergency response capacity.

Advancing Water, Wastewater and Municipal Infrastructure

In partnership with federal and municipal governments, TI made significant investments in water and wastewater infrastructure. These investments support the delivery of safe and reliable drinking water and wastewater services while addressing long-term municipal infrastructure needs. This included a \$139 million multi-government investment confirmed in February 2026 for upgrades to the Riverhead Wastewater Treatment Facility, along with improvements in other communities. These collaborative investments support environmental protection, regulatory compliance, and long-term community sustainability, while increasing capacity to serve tens of thousands of residents and accommodate future growth.

Report on Performance

Issue One – Road Asset Management

Newfoundland and Labrador's provincial road network consists of nearly 10,000 kilometres of highway and requires periodic rehabilitation and improvement. The safety of provincial highways and roads is a top priority for the department. Each year, the province invests significant resources to improve this vast network. Various factors are considered when determining priorities for annual road rehabilitation, including safety, traffic volumes, climate change and resilience, and input from departmental engineers, stakeholder groups, and members of the public. Road assets, such as asphalt surfaces, bridges, and culverts, are all designed to have relatively long lifespans. An asphalt surface can last nearly 20 years if properly constructed and maintained. A key component in maximizing the useful life of these assets is ensuring periodic preservation activities are conducted to address minor issues as they occur. Preservation projects might include, for example, asphalt crack sealing or targeted grind-and-patch work.

In 2025–26, the department advanced a strategic, more integrated approach to road asset management, combining continued investment in preservation activities with progress toward modernized data collection. Work to enhance asset data focused on the adoption of mobile mapping technologies, with initial evaluation completed and early implementation underway, including pilot testing and staff training. At the same time, the department delivered its road asset preservation program, including asphalt patching, crack sealing, and the replacement of guide rails and signage, supporting improved network condition and safer travel for road users. Enhancements to project management and tendering processes increased efficiency, broadened supplier participation, and contributed to cost-effective program delivery, while resource reallocations improved service levels in previously underserved areas.

Despite implementation challenges and ongoing operational pressures, the department made steady progress in strengthening both asset preservation and the overall road asset management framework.

Goal

By March 31, 2026, the Department will have implemented a comprehensive asset management system to guide long-term planning, maintenance, and asset preservation of the provincial road network.

2025-26 Objective

By March 31, 2026, the Department will have begun implementation of the framework for strategic road asset management.

Indicators:

- Commence the data collection for the GIS data and build a dashboard to collate and integrate the data into the Road Asset Management System.
- Completed the planned 2025 strategic projects to preserve road assets, including asphalt patching and crack sealing, as well as guide rail and road sign replacement.

Indicator 1: Commence the data collection for the GIS data and build a dashboard to collate and integrate the data into the Road Asset Management System.

In 2025, the Roads Asset Management (RAM) Division undertook a comprehensive review of road asset data collection approaches to improve efficiency, accuracy, and safety. While earlier approaches considered using tablets for manual, field-based data entry, this review identified mobile mapping as a more effective solution. Mobile mapping uses specialized sensor-equipped components mounted on a vehicle to collect georeferenced data, such as road surface conditions, signage, guiderails, and other

roadside assets, while travelling at normal highway speeds. This approach reduces the need for staff to stop at individual assets and enables the rapid collection of volumes of high-quality data. Following this review, vendor engagement was completed, including technical demonstrations and assessments of system capabilities, and a pilot phase was initiated using rented equipment to test the full workflow from data collection through to data extraction and integration into the Road Network Management System (RNMS). This work represents the commencement of GIS-based data collection under the new, mobile mapping approach.

In parallel, early planning for a centralized dashboard within RNMS was undertaken. The dashboard is intended to consolidate and visualize asset condition and inventory data to support evidence-based decision-making, performance reporting, and long-term infrastructure planning. Implementation began in 2026 and remains ongoing. Progress has been slower than anticipated due to several factors, including equipment sensitivity to weather and temperature, procurement timelines for securing specialized processing hardware in collaboration with the Office of the Chief Information Officer, and the need to coordinate with service providers to obtain and validate data outputs. While these steps have extended timelines, they have supported a more rigorous and reliable approach.

As a result, full implementation, including comprehensive data collection and dashboard deployment within RNMS, will extend beyond 2026. Once complete, this approach is expected to significantly improve the timeliness, accuracy, and safety of road asset data collection, while enhancing the department's ability to manage infrastructure through integrated, data-driven tools.

Indicator 2: Completed the planned 2025 strategic projects to preserve road assets, including asphalt patching and crack sealing, as well as guide rail and road sign replacement.

During the 2025–26 reporting period, the department successfully advanced its road asset preservation program, including completion of asphalt patching, crack sealing, and the replacement of guide rails and road signage, consistent with the planned 2025 strategic projects. These activities support the long-term maintenance and safety of the provincial road network and align with broader departmental priorities outlined in the Department of Transportation and Infrastructure 2023–2026 Strategic Plan.

The department improved project planning and delivery by strengthening project management and tendering processes, enabling more efficient and coordinated implementation. The department also increased its capacity to undertake smaller-scale asset management projects (e.g. brush cutting, road repairs and signage), enabling greater participation by a broader range of suppliers and improving overall cost efficiency. In addition, resources were reallocated to previously underserved areas, improving network conditions, while proactive maintenance and timely rehabilitation activities supported enhanced road conditions.

Even as the department balanced competing priorities and navigated staffing constraints, steady progress was made on asset preservation activities across regions. These targeted investments are expected to extend the service life of road assets, enhance road user safety, and support more efficient and sustainable allocation of maintenance resources over time.

Overall Goal Achievement:

During the past three years, the department made significant progress toward implementing a comprehensive road asset management system to support the long-term planning, maintenance, and preservation of the provincial road network. A key milestone was the establishment of the Road Asset Management (RAM) Division in 2023–24, including the recruitment of regional technical staff and specialized GIS and community roads expertise to strengthen the department's asset management capacity.

Building on this foundation, the department advanced its road asset management framework through new technologies and improved data collection tools. This included enhancing reporting capabilities within the Road Asset Management System, preparing for province-wide GIS-based asset inventories, and evaluating and pilot testing mobile mapping technology. Staff training, vendor engagement, and the commencement of GIS-based data collection further supported the transition to a more modern, data-driven approach.

Throughout the three-year period, the department also continued to invest in preserving road assets through asphalt patching, crack sealing, guiderail replacement, signage upgrades, and other targeted maintenance activities. Together, these efforts established a strong foundation for evidence-based decision-making, improved asset preservation, and the sustainable management of the provincial road network.

Issue Two – Employee Safety and Wellness

The department is committed to ensuring the safety of employees, clients, contractors, and the travelling public in all aspects of its operations. As employees and contractors work in diverse environments, schedules, and weather conditions, maintaining safe and healthy workplaces is essential to effective service delivery. The department also places a strong emphasis on psychological health and safety, recognizing its important role in supporting employee well-being and fostering a safe, healthy, and productive workplace.

The 2025–26 fiscal year marked continued progress in advancing Employee Safety and Wellness across TI, with a strong focus on maturing the Safety Management System (SMS). Efforts centred on expanding system integration across divisions, strengthening core safety programs, and enhancing incident reporting, corrective action tracking, and risk management practices. Increased leadership engagement and employee participation contributed to a more proactive and accountable safety culture.

Achievements included modernization of the Corporate Safety Program, implementation of priority initiatives such as the Respiratory Protection and Hearing Conservation Programs, and enhanced processes for monitoring, reporting, and addressing workplace incidents and Occupational Health and Safety (OHS) orders. These improvements strengthened compliance oversight and due diligence, supporting a more proactive and integrated approach to safety management. Collaboration with NLSchools also advanced, with TI assuming an expanded leadership role in OHS matters related to school facilities. This enhanced coordination has improved the consistency of safety practices, strengthened issue resolution processes, and supported ongoing improvements in occupational health and safety performance. Further formalization of this integration is planned for 2026–27.

Progress continued as the department navigated competing operational priorities and resource considerations, while working across geographically dispersed operations. Efforts to strengthen oversight have highlighted opportunities to further align Safety Management System (SMS) practices across divisions and clarify roles and responsibilities, including with EECD. Ongoing focus on building a strong safety culture is supporting continued advancement and sustained improvement.

Overall, sustained leadership commitment, strengthened processes, and increased employee engagement have established a solid foundation for continuous improvement in safety performance and long-term success of the SMS.

Goal

By March 31, 2026, the Department will have fostered a strong safety culture through the implementation of a new, comprehensive, integrated, and sustainable OHS Management System.

2025-26 Objective

By March 31, 2026, the Department will have evaluated the OHS Management System to ensure effectiveness and ongoing improvement.

Indicators:

- Establish a unified communication strategy to ensure consistent understanding and application of safety practices across TI and NLSchools.
- Develop and deliver ongoing wellness programs tailored to all TI divisions, fostering improved physical and mental well-being among TI employees.
- Continued progression to a higher level of safety maturity by strengthening the commitment to a safer, healthier, and more engaged workforce. This will be verified through the annual audit of the TI Occupational Health and Safety Management System (OHSMS).

Indicator 1: Establish a unified communication strategy to ensure consistent understanding and application of safety practices across TI and NLSchools.

During 2025–26, TI successfully established a more unified approach to occupational health and safety (OHS) communication and program delivery in collaboration with NLSchools and the Occupational Health and Safety Division of the Department of Government Services. This was achieved through strengthened coordination among partners and the transition of TI into a lead role for OHS matters related to student transportation and school facilities.

Implementing this coordinated approach improved consistency in interpreting and applying safety requirements across organizations. Clearer alignment of roles and responsibilities enhanced communication, oversight, and issue resolution processes, helping to address historical challenges associated with overlapping responsibilities for

facilities and student transportation. As a result, there was a reduction in outstanding OHS orders and improved follow-up on identified issues.

Progress was monitored by tracking trends in outstanding OHS orders, using data maintained by the Occupational Health and Safety Division of Government Services. While direct access to reporting tools is limited, available data indicates positive trends. Findings are being used to inform ongoing improvements, including the continued development of a more unified, consistent approach to OHS communication and program delivery across TI and NLSchools.

Indicator 2: Develop and deliver ongoing wellness programs tailored to all TI divisions, fostering improved physical and mental well-being among TI employees.

TI continued to strengthen its workplace safety culture during 2025–26 by advancing employee wellness initiatives across the department.

The TI Well-Being Program delivered a range of awareness, education, and engagement initiatives focused on physical and psychological well-being. Musculoskeletal Injury (MSI) prevention workshops and wellness awareness sessions were offered across multiple regions, including St. John's, Clarendville, Gander, Deer Lake, and other departmental locations. Wellness messaging was integrated into health and safety communications, management meetings, and employee engagement activities to increase awareness of available supports and encourage proactive approaches to employee health and well-being.

These efforts strengthened alignment between employee well-being, psychological health and safety, injury prevention, and the department's broader safety objectives. The program contributed to a proactive safety culture by increasing awareness of wellness supports, reinforcing the importance of early intervention, and encouraging open discussion of health and well-being in the workplace.

Overall, the department made meaningful progress in shifting from awareness-based activities to a more structured, integrated approach to employee well-being. This work has helped strengthen the department's safety culture and advance a sustainable, department-wide occupational health and safety management framework.

Indicator 3: Continued progression to a higher level of safety maturity by strengthening the commitment to a safer, healthier, and more engaged workforce. This will be verified through the annual audit of the TI Occupational Health and Safety Management System (OHSMS).

During 2025–26, the department demonstrated continued progress toward a higher level of safety maturity through the ongoing implementation and refinement of its Occupational Health and Safety Management System. Advancements included the continued rollout and integration of the OHSMS framework across divisions, enhancements to core safety programs and standards, and strengthened processes for incident reporting, corrective action tracking, and risk management.

Compliance monitoring and internal reviews supported continuous improvement, while leadership engagement and increased employee participation reinforced a more proactive and systems-based approach to safety.

Progress toward higher safety maturity will continue to be verified through the annual OHSMS audit. Preliminary observations indicate increased awareness, stronger alignment of safety practices across operational areas, and positive engagement at both leadership and employee levels. While challenges such as competing operational priorities, resource availability, and varying levels of SMS maturity across divisions persist, the department is well-positioned to continue advancing a safer, healthier, and more engaged workforce through ongoing system optimization and continuous improvement.

Overall Goal Achievement:

Over the planning period of 2023-2026, the department made significant progress toward fostering a strong safety culture through the continued implementation and maturation of its OHSMS. Building on foundational work completed in previous years, including the development of the OHSMS framework, department-wide safety and wellness initiatives, and strengthened governance and oversight, the department continued to enhance safety management practices across its operations.

Advancements in safety governance, closer collaboration with NLSchools, expanded wellness programming, enhanced compliance monitoring, and improvements to incident reporting, corrective action tracking, and risk management processes contributed to increased safety maturity. These efforts reinforced a more proactive, integrated, and preventive approach to occupational health and safety while strengthening leadership accountability and employee engagement.

The department successfully completed all three objective indicators and further strengthened the foundation for continuous improvement. Over the past three years, efforts to address historical backlogs, improve regulatory compliance, and establish consistent processes and accountability mechanisms have supported a transition from reactive, compliance-based practices to a more mature, systems-based safety management model. As a result, the department is well positioned to continue advancing a safer, healthier, and more engaged workforce.

Issue Three – Infrastructure Renewal

Infrastructure renewal supports the delivery of essential public services, strengthens communities, and contributes to economic development across Newfoundland and Labrador. Through strategic planning and project delivery, TI helps ensure that healthcare, education, justice, transportation, and municipal infrastructure remain safe, reliable, and responsive to residents' needs.

Delivering transportation and infrastructure-based services to provincial residents poses challenges, including rising costs of goods and services, rising general labour rates, and volatile fuel prices. Infrastructure renewal must be carried out in a fiscally responsible way that ensures the best value for public funds. TI leads the government's infrastructure planning and project delivery to ensure healthcare, education, justice, and municipal infrastructure renewal support programs and service delivery upon which the population relies.

In 2025-26, the department advanced key infrastructure renewal initiatives. Significant progress was made on the new adult corrections facility. The final contract with New Avalon Corrections Partners was executed in July 2025, and construction commenced shortly thereafter. Work continued through the winter months, maintaining momentum toward a scheduled service commencement in September 2029. Upon completion, the facility is expected to improve living conditions and enhance access to programming and services.

Progress also continued on the TCH twinning initiative, with design work advancing for both the Central and Eastern sections. Preparations are underway to initiate construction on the Central section in 2026–27. During the year, the project transitioned from a Public-Private Partnership (P3) model to a Design-Bid-Build approach, requiring adjustments to procurement, planning, and design processes.

Goal

By March 31, 2026, the Department will have advanced a significant number of road and built infrastructure projects to support public services for Newfoundlanders and Labradorians.

2025-26 Objective

By March 31, 2026, the Department will have advanced and completed key infrastructure projects.

Indicators:

- Complete contract finalization and commence site preparation and initial construction for the Trans-Canada Highway (TCH) Twinning project.
- Finalize contract negotiations and initiate site preparation and early construction activities for the new penitentiary.

Indicator 1: Complete contract finalization and commence site preparation and initial construction for the Trans-Canada Highway (TCH) Twinning project.

During 2025–26, significant progress was made on the TCH Twinning project, with extensive planning, procurement, and design activities completed during the year. In December 2025, the Provincial Government announced a transition from the previously planned Public-Private Partnership (P3) delivery model to a traditional procurement approach. This required the realignment of some project planning, procurement, and design activities and, as such, a construction contract was not awarded by year-end. Substantial groundwork completed under the previous approach, however, provided a strong foundation for continued progress. Ongoing design development and the engagement of external technical resources helped maintain project momentum and advance readiness for future construction activities. With design activities continuing to

advance, the project is well positioned to move into construction on the Central section in 2026–27, while planning and design work progresses on the remaining section.

Indicator 2: Finalize contract negotiations and initiate site preparation and early construction activities for the new penitentiary.

The new adult corrections facility project remained on track in 2025-26. The final contract with New Avalon Corrections Partners was executed on July 15, 2025, and construction commenced shortly thereafter. Work continued through the winter months, maintaining steady progress and supporting advancement toward key project milestones. By year-end, design activities were nearing completion. The completed facility is expected to improve living conditions and enhance access to programming and services. In 2026-27, construction will continue in alignment with the project schedule, with service commencement anticipated in September 2029.

Overall Goal Achievement:

During the past three years, the department made significant progress toward implementing a comprehensive road asset management system to support the long-term planning, maintenance, and preservation of the provincial road network. A key milestone was the establishment of the RAM Division in 2023–24, including the recruitment of regional technical staff and specialized GIS and community roads expertise to strengthen the department's asset management capacity.

Building on this foundation, the department advanced its road asset management framework through new technologies and improved data collection tools. This included enhancing reporting capabilities within the Road Asset Management System, preparing for province-wide GIS-based asset inventories, and evaluating and pilot testing mobile mapping technology. Staff training, vendor engagement, and the commencement of GIS-based data collection further supported the transition to a more modern, data-driven approach.

Throughout the planning period, the department also continued to invest in preserving road assets through asphalt patching, crack sealing, guiderail replacement, signage upgrades, and other targeted maintenance activities. Together, these efforts established a strong foundation for evidence-based decision-making, improved asset preservation, and the sustainable management of the provincial road network.

Opportunities and Challenges

Newfoundland and Labrador's transportation network includes nearly 10,000 kilometres of provincial highways and roads, as well as 1,300 bridges. Maintaining this extensive and aging infrastructure requires sustained investment in rehabilitation, renewal, and preservation, supported by improved asset management practices and evidence-based decision-making. The Province's Multi-Year Roads Plan and broader infrastructure renewal initiatives continue to support a coordinated, long-term approach to replacing aging transportation and public infrastructure, improving service delivery, strengthening community resilience, and supporting economic growth throughout Newfoundland and Labrador.

The department is also advancing modernization initiatives that will strengthen service delivery and support more efficient management of public assets. Improvements to road asset management systems, enhanced data collection technologies, and continued refinement of procurement practices are expected to enhance planning, program delivery, and the value of public investments. At the same time, the department continues to face challenges related to rising construction and operating costs, ongoing supply chain pressures, and workforce capacity constraints in several specialized occupations. These factors can affect project delivery timelines, maintenance activities, and the implementation of major capital projects and modernization initiatives. At the same time, the Provincial Government will continue to work with the Federal Government to secure Newfoundland and Labrador's fair share of infrastructure spending and advocate for timely approvals on cost-shared projects.

Climate change and increasingly frequent extreme weather events continue to place additional pressure on transportation and public infrastructure. In response, the department remains focused on long-term planning, workforce development, system modernization, and collaboration with municipalities, industry, and other partners to enhance the resilience, safety, and sustainability of infrastructure throughout Newfoundland and Labrador.

Financial Information

Statement of Expenditures and Revenue				
Summary of Expenditures and Related Revenue (Unaudited)				
For the year ending March 31, 2026				
			Estimates	
			Actuals	Amended Original
Executive and Support Services				
	Ministers Office		400,081	416,000 416,000
	General Administration		12,013,664	12,808,200 11,150,200
	Less: Revenue		(3,575,053)	(750,000) (750,000)
			8,838,692	12,474,200 10,816,200
Operations				
	Road Maintenance		113,804,691	115,553,900 98,884,100
	Less: Revenue		(3,746,628)	(4,105,000) (4,105,000)
	Equipment Maintenance		86,844,030	96,995,100 85,046,600
	Less: Revenue		(64,717)	(162,000) (162,000)
	Building Maintenance, Operations and Accommodations		102,965,454	108,582,800 95,777,800
	Less: Revenue		(12,830,603)	(2,577,500) (2,577,500)
	Airstrips Operations and Maintenance		1,943,030	2,398,700 2,288,900
	Less: Revenue		(603,440)	(1,030,000) (1,030,000)
	School Operations		168,320,600	171,673,500 150,049,700
	Less: Revenue		(589,288)	(497,200) (497,200)
			456,043,129	486,832,300 423,675,400
Infrastructure				
	Road Construction		276,751,780	340,815,400 340,815,400
	Less: Revenue		(10,715,948)	(17,782,100) (17,782,100)
	Building Design and Construction		148,242,763	202,559,400 254,634,700
	Marine Infrastructure		2,341,248	8,545,100 8,545,100
	Municipal Infrastructure		122,329,551	149,190,000 188,712,600
	Less: Revenue		(33,287,150)	(62,954,500) (62,954,500)
			505,662,244	620,373,300 711,971,200
Air and Marine Services				
	Marine Operations		129,962,969	132,635,200 103,590,200
	Less: Revenue		(6,975,975)	(7,663,400) (7,663,400)
	Air Services		28,370,804	51,370,700 53,632,700
	Less: Revenue		(1,298,366)	(5,450,000) (5,450,000)
			150,059,432	170,892,500 144,109,500
	Total Net Expenditure		1,120,603,497	1,290,572,300 1,290,572,300
Summary:				
	Total Expenditure		1,194,290,665	1,393,544,000 1,393,544,000
	Total Related Revenue		(73,687,168)	(102,971,700) (102,971,700)
	Net Expenditure		1,120,603,497	1,290,572,300 1,290,572,300

