

Ministry of Highways and Infrastructure



Annual Report for 2014-15

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Letters of Transmittal



*The Honourable
Nancy Heppner
Minister of Highways
and Infrastructure*

Her Honour, the Honourable Vaughn Solomon Schofield,
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

I respectfully submit the Annual Report of the Ministry of Highways and Infrastructure for the fiscal year ending March 31, 2015.

The Ministry of Highways and Infrastructure is investing in the infrastructure required to meet the goals of the Saskatchewan Plan for Growth. This year's expenditures through the Ministry positioned the government to meet its four-year \$2.2 billion highways investment target, having invested over \$1.9 billion by the end of year three. The improvements to the system from this funding commitment keep Saskatchewan competitive by providing for increased development and exports.

A handwritten signature in cursive script, appearing to read 'Nancy H'.

Honourable Nancy Heppner
Minister of Highways and Infrastructure



*Nithi Govindasamy
Deputy Minister of
Highways and
Infrastructure*

Honourable Nancy Heppner
Minister of Highways and Infrastructure

Dear Madam:

I have the honour of submitting the Annual Report for the Ministry of Highways and Infrastructure for the fiscal year ending March 31, 2015.

I acknowledge responsibility for this report and am pleased to provide assurances on the accuracy and reliability of the information contained within. The actions contained in this annual report highlight the Ministry's initiatives that support the Saskatchewan Plan for Growth and ensure we are building an efficient transportation system to meet the needs of our province for years to come.

A handwritten signature in cursive script, appearing to read 'Nithi Govindasamy'.

Nithi Govindasamy
Deputy Minister of Highways and Infrastructure

Introduction

This annual report for the Ministry of Highways and Infrastructure presents the Ministry's results on activities and outcomes for the fiscal year ending March 31, 2015. It reports to the public and elected officials on public commitments made and other key accomplishments of the Ministry.

Results are provided on publicly committed strategies, actions and performance measures identified in the 2014-15 Plan. The report also demonstrates progress made on government commitments in the Government Direction for 2014-15: Steady Growth, the Saskatchewan Plan for Growth – Vision 2020 and Beyond, throne speeches and other commitments and activities of the Ministry.

The annual report demonstrates the Ministry's commitment to effective public performance reporting, transparency and accountability to the public.

Alignment with Government's Direction

The Ministry's activities in 2014-15 align with government's vision and four goals:

Our Government's Vision

A strong and growing Saskatchewan, the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life.

Government's Goals

- Sustaining growth and opportunities for Saskatchewan people.
- Meeting the challenges of growth.
- Securing a better quality of life for Saskatchewan people.
- Delivering responsive and responsible government.

Together, all ministries and agencies support the achievement of government's four goals and work towards a secure and prosperous Saskatchewan.

Ministry Overview

Vision

Transportation – Connecting Saskatchewan to the World

Mission Statement

To provide a safe, reliable transportation system that supports Saskatchewan's growth economy and quality of life. We strive to deliver innovative sustainable infrastructure to serve the needs of our customers.

Mandate Statement

The Ministry manages and provides for the future development of an integrated provincial transportation system which supports economic growth and prosperity for Saskatchewan. Our infrastructure investments will be guided by strategic transportation policy and incorporate operating and maintenance practices which promote the safe and efficient movement of people and goods.

Saskatchewan's road network is the largest in Canada on a per capita basis. The network consists of 26,175 km of highways, including 10,873 km of asphalt concrete pavements, 4,221 km of granular pavements, 5,081 km of thin membrane surface (TMS) highways, 5,721 km of gravel highways and 279 km of ice roads.

The Ministry's core lines of business focus on providing transportation services for a growing Saskatchewan by planning, building, maintaining, operating, regulating and developing policies for the transportation system. In everything the Ministry does, safety is the top priority.

Planning includes working with stakeholders and predicting future infrastructure needs and developing plans to meet them. It also includes determining general locations for the new routes as well as for twinning and passing lanes.

Building includes upgrading or building new provincial highways, bridges, culverts, airports, and ferries. It involves development of engineering standards, design and construction management, as well as providing engineering services for major construction projects and maintenance activities.

Maintaining involves management of the current transportation network, including provincial highways, bridges, culverts, northern airports, and ferries. Maintenance activities are focused on ensuring a sustainable and reliable transportation system is available for safe and efficient movement of people and goods and is up to national and provincial standards.

Operating involves the delivery of a wide range of services to ensure the safe and efficient movement of people and goods. This includes pavement marking, signing, lighting, winter snow and ice control, ferry and airport operations.

Regulating involves development and enforcement of transportation legislation with a specific focus on commercial vehicles and provincial short line railways.

Developing policies includes working with other jurisdictions, industry stakeholders and shippers to create the conditions for the safe and efficient movement of people and goods as well as to be able to support economic growth and meet the challenges they bring.

These core lines of business are supported by Corporate Services, and Communications. Responsibilities for carrying out the Ministry's mandate are distributed among the Ministry's four divisions and the Communications Branch.

Planning and Policy Division

Planning and Policy Division provides for planning and policy development. Planning includes the Ministry's strategic planning, as well as planning for new provincial transportation infrastructure. Policy development focuses on setting the criteria for infrastructure investments, creating the conditions for the safe and efficient movement of people and goods, and supporting the economic and population growth of Saskatchewan while addressing the challenges they bring. The division guides investments in the provincial multi-modal transportation system by setting investment criteria and prioritizing projects. It also develops and enforces transportation legislation with a specific focus on commercial vehicles and provincial shortline railways.

Corporate Services Division

Corporate Services Division provides budgeting, programming, forecasting, financial reporting, quality management systems and geographical information systems to the Ministry. This division is also responsible for the information management, performance management, enterprise risk management, land management and traffic counting.

Operations Division

Through its Operations Division, the Ministry is responsible for managing the province's 26,175 km of highways, 737 bridges, over 62,000 culverts, 12 ferries, one barge and 17 northern airports. This includes delivering preservation and operating programs for these assets.

Operations Division manages all the operational and maintenance programs. Preserving the transportation system involves preventative maintenance and management of provincial highways, bridges, airports and ferries. Operating the transportation system includes pavement marking, signing, lighting, mowing, snow and ice control, as well as ferry and airport operations. Related operational services such as traffic engineering and preservation engineering are also included.

Design and Innovation Division

Design and Innovation Division manages all design and construction activities for preservation and capital projects including enforcement of transportation legislation for provincially-owned infrastructure.

Design and Innovation Division also facilitates operating the province's highway network through support services including developing and administering engineering standards and policies for road design, construction management, roadside development, access management, traffic guidance, signing standards, and road safety (e.g. speed limits, access, etc.).

Communications Branch

Communications Branch is responsible for strategic communications, education and awareness programs aimed at promoting public and highway worker safety. The Communications Branch is also responsible for updating the information on the Highway Hotline.

Progress in 2014-15

Government Goal: Sustaining growth and opportunities for Saskatchewan people

Objective: Prepare for Future Growth

Strategy - Invest in transportation enhancements to improve efficiencies for future needs.

Key Actions & Results

Work with SaskBuilds to explore delivery options and timing for the construction of a Regina Bypass.

- The Regina Bypass will create jobs, reduce traffic congestion and significantly improve safety.
- The Regina Bypass route was finalized and land acquisition began. The bypass plan includes the location of the new roads, as well as service roads and the locations of intersections and overpasses.
- The proposed twinned highway begins on Highway 11 northwest of Regina and runs south to Highway 1. The bypass will then wrap around south of the city about 5 km south of Highway 1 and be routed 400 metres east of Tower Road to connect back with Highway 1 on the east side of Regina. The project will also have a number of overpasses including the three at Pilot Butte Access Road, Highway 48 at White City and Highway 46 at Balgonie.
- The provincial government continued its due diligence around the potential public private partnership (P3). Under the P3 model all components of the project are scheduled for completion by 2019.
- In 2014, the Ministry started the procurement process, reviewed initial technical proposals submitted by the P3

proponent teams and issued letters to the proponents to proceed with the preparation of the final technical proposal and financial proposal.

- When the bypass proceeds to construction, it will be the single largest transportation infrastructure project in Saskatchewan's history.

Continue the grading work for the Highway 39 Estevan Bypass.

- This project will improve safety and the flow of traffic around the City of Estevan while reducing traffic within the city, an area that has seen traffic volume growth from cross border traffic and the oil and gas industry.
- The Estevan Truck Route project remained on schedule for timely delivery and will fully access the agreed federal funding.
- The federal government is contributing up to \$17 million for this project.
- In 2014, heavy rainfall affected contractor efficiency. The grading work was approximately 90 per cent complete with completion expected in spring 2015.
- The surfacing contract was awarded in June 2014. Crushing work was completed during the winter months and surfacing will commence in 2015, as scheduled.

Develop a high clearance corridor to meet future demands by continuing multi-year improvements to Highway 15 between Kenaston and Simpson.

- This initiative will reduce the time and cost of moving over-height loads, making Saskatchewan manufacturers more competitive.
- Paving work on 13 km of Highway 15 was completed in 2014.
- Grading work on approximately 15 km of Highway 15 west of the Junction with Highway 2 began in August 2014 and is expected to be completed in the summer of 2015. The paving of this 15 km is scheduled to be tendered in 2015.

Continue discussions with the uranium industry for partnership on the construction of 52 km of Highway 914. This will create an alternative re-supply route to the current Highway 905 corridor and serve the uranium industry and other northern community interests in the Athabasca Basin.

- The Ministry was negotiating an agreement with the mining consortium for the partnership of the Highway 914 connector; however, on May 17, 2014, Cameco announced that the development of the Millennium Mine has been put on hold.

Work collaboratively with other ministries to develop solutions addressing grain transportation issues.

- In 2014-15 the Ministry teamed up with other ministries to develop the Saskatchewan Submission to the *Canada Transportation Act (CTA) Review Panel*.
- Saskatchewan's goals for enhancement to the CTA include:
 - Promote an integrated transportation system that lowers delivery costs for Saskatchewan businesses and improves the level of service with the goal of supporting Saskatchewan's Plan for Growth.
 - Establish a legislative and regulatory framework that promotes competition and customer oriented systems.
 - Promote competitive rates and services for shippers, while maintaining the commercial viability of carriers.
 - Provide an opportunity for small and medium sized shippers to participate in the Canadian and international economy and provide consumers with competitive prices and product choices.
- These goals directly or indirectly incorporate and address most of the recommendations in the Saskatchewan CTA submission and advance three key interests:
 - Increase the level of service and reduce costs for Saskatchewan businesses, regardless of their location;
 - Enhance the decision making ability of all supply chain players, including governments, through greater information collection and sharing; and

- Reduce the dispute resolution costs of governments and supply chain participants.

Through the New West Partnership (NWP), develop and implement a Western Region logistics and supply chain strategy/action plan, including consultation with the federal government, Alberta, British Columbia, industry and other stakeholders, to improve performance of the transportation network.

- In November 2014, the NWP premiers met with over 40 shippers, transportation service providers and associations to explore ways to improve the long-term efficiency, reliability, and competitiveness of western Canada's transportation system.
- A ten point action plan was developed to address needed capacity, performance requirements, labour, the environment, safety and harmonization for successful access to Asian markets.
- A restructured Pacific Gateway Alliance with ministerial representation was tasked with delivering on the action plan and reporting back to the premiers.
- Work has begun on the ten action items. A report to the NWP premiers on completed, ongoing and planned initiatives that address the action items will be finalized for June 1, 2015.

Work with Saskatchewan Government Insurance (SGI) to: Ensure the Ministry's Geographic Information Systems capabilities are compatible with SGI permitting activities to integrate mapping with Saskatchewan's on-line permitting system by 2015.

- Having on-line permitting will save permit data entry and approval time. This reduction would allow for increased permit volume and improved customer service.
- The on-line system will assist carriers in planning their permitted routes, increasing accuracy and consistency of distance calculations on the various highway system and result in more accurate permit costs.
- The project officially started in January 2015 and is to be completed by November 2015.

- The project includes the Ministry providing the road information data for the on-line permitting system. The final deliverable will provide a routing permit package for SGI permitting agents.
- Increased permitting will protect provincial infrastructure from unnecessary damage, ultimately increasing the safety of Saskatchewan roads for the motoring public.

Work with Saskatchewan Government Insurance (SGI) to: Collaborate in the development of single-window permitting across the western provinces by 2020.

- The Ministry worked within the NWP and Manitoba-Saskatchewan Memorandum of Understanding (MB-SK MOU) to update permit policies in Western Canada including: updating the 2002 MOU on moving bales, and updating and developing permit policy for service rigs, concrete pumper trucks, manufactured homes, building moves, mobile cranes, vehicles equipped with outriggers, and other initiatives.
- The goal of single window permitting is to assist the growing trucking industry to provide efficient service while creating the conditions for government to maintain its assets in good condition.
- Single window permitting will allow the trucking industry to access one permit site and plan a route across all western provinces instead of accessing multiple sites for multiple permits, further reducing red tape.

Government Goal: Meeting the challenges of growth

Objective: Address the Current Challenges of Population and Economic Growth

Strategy – Support an efficient transportation network that connects Saskatchewan people and goods to the provincial, national and global markets.

Key Actions & Results

Construct bypasses to improve traffic flow.

Continue to build the West Regina Bypass (WRB) between Highway 1 and Highway 11.

- The provincial government is investing \$116 million on the WRB from Highway 1 to Dewdney Avenue, including a \$27 million contribution from the federal government.
- The WRB Phase 2 surfacing project from Highway 1 to the CP overpass was completed.
- The CP overpass bridge is approximately 90 per cent complete, with surfacing delayed until spring 2015 due to weather.
- The section of the WRB between the CP Railway and Dewdney Avenue has been deferred and is included as part of the work under the Ministry's Regina Bypass P3 Project. This section of the WRB is scheduled to open in 2019.
- When fully complete this highway will be a part of the Regina Bypass, providing efficient access to the Global Transportation Hub and routing heavy traffic around Regina.

Upgrade highways to create primary weight corridors.

Complete construction on 150 km of rural provincial highways.

- In the 2014 construction season, 184 km were completed. Some major accomplishments were:
 - Highway 42 between Marquis and Keeler - 16 km;
 - Highway 48 near Kipling - 15 km;
 - Highway 55 at the Red Earth Access - 12 km;
 - Highway 55 near Peerless - 11 km; and
 - Highway 361 near Lampman - 29 km.

Continue construction of the St. Louis Bridge on Highway 2.

- The new bridge will better serve the regional economy and create a safer and more efficient transportation corridor for shippers.
- Construction on the new bridge and route to realign Highway 2 to the bridge began in 2011. Bridge construction is now complete and is the final link in a 683 km primary weight corridor on Highway 2 from Assiniboia in the south to La Ronge in the North. Construction on the new highway that connects to Highway 2 on the north side of the bridge is complete; construction on the south side continues.

The Ministry will begin construction of twinning on Highway 16 east of Saskatoon to Clavet for 19.5 km.

- The Highway 16 twinning project creates a 19.5 km section of twinned highway between Saskatoon and east of Clavet and includes a bypass north of the Village of Clavet and the construction of various auxiliary roads.
- The federal government will be providing half of the eligible project costs, up to a maximum of \$22.8 million through the New Building Canada Fund.
- This project will improve safety and efficiency for travellers. It will also support the economic growth of Saskatchewan, in particular the agricultural sector, by providing better access to one of the largest canola crush facilities in Canada.
- Grading commenced in September 2014 and completion is expected in 2015. The paving will be tendered in 2015, and planned to commence in 2016.

Pre-construction on:

Highway 39 east of Estevan to Bienfait for 8 km.

- This is the first project under the Highway 6 and 39 Twinning Strategy and an important project for a vibrant area of the province.
- This year's work included surveying, geotechnical investigation and environmental assessment. This will help ensure the safest and most efficient design for the project.
- As of March 31, 2015, the Ministry has applied for federal funding for this project and is awaiting approval.
- Project tendering and construction start up is planned for 2015, with project completion in 2017.

Highway 6 and 39 twinning from Regina to Estevan.

- The scope of this project has expanded to include Highway 6 and 39 twinning from Regina to North Portal. This large project will be a multi-year effort.
- The Ministry has begun planning works for Highway 6 and 39 twinning, with the twinning location study from Estevan to North Portal being completed as part of the design work from Estevan to Bienfait.
- The economic activities in southeast Saskatchewan are increasing rapidly and aggressively. They are driven mainly by the oil production boom in Estevan and the presence of the North Portal Border Crossing. While these activities benefit the regional economy, the results are an increase in traffic volumes on the Highway 6 and Highway 39 corridor.
- The Ministry invited more than 25 local municipalities to participate in the planning process. Public open houses were held in Milestone, Weyburn and Midale in December 2014, as well as individual stakeholder and landowner meetings. A final round of open houses was held the week of March 30, 2015 to present the recommended alignment options to the public.

Highway 7 west of Saskatoon to Delisle for 24 km.

- The twinning of Highway 7 from Saskatoon to Delisle is expected to be divided into six separate contracts (three grading and three surfacing).

- The federal government will fund half the eligible costs to twin Highway 7 from Saskatoon to Delisle, to a maximum of \$32 million.
- The tender for grading work for the first section will be awarded in the spring of 2015.

In addition to the pre-construction work for twinning plans announced in June of 2013, the province is also moving forward on pre-construction work for the future passing lanes on Highway 7 from Delisle to Rosetown.

- This project is an investment in infrastructure that addresses a growing province and expanding economy.
- Canada is contributing up to \$3.84 million in federal funding for this project.
- It will improve safety for vehicles travelling between Saskatchewan and Alberta on a roadway that is heavily used for the transportation of potash and over-dimensional loads.
- It will include the construction of eight passing lanes along Highway 7 between the towns of Rosetown and Delisle, consisting of 16 km of new highway.
- The passing lanes increase traffic capacity and improve safety by providing more opportunities to pass slower moving vehicles.
- The first two lanes were opened to traffic on October 2, 2014.
- Grading work on the remaining passing lanes from Delisle to Rosetown is complete and paving will be completed in the summer of 2015.

Invest in urban highway projects and key planning studies to improve efficiency on provincial highways through major urban centres.

Provide capital funding for:

Regina to invest in the rehabilitation of the Victoria Avenue bridge; and,

- The Ministry provided the City of Regina with \$2.7 million in 2013-14 for the project and committed \$800,000 in 2014-15.

Lloydminster to complete the rehabilitation of Highway 16.

- The Ministry's remaining commitment of \$362,643 towards the project was paid in 2013-14.
- In 2014-15 the Ministry invested \$7.5 million through the Urban Highway Connector Program. This investment included \$1.42 million to Yorkton towards the rehabilitation of Highway 10, and \$800,000 to Prince Albert towards the rehabilitation of barriers and railings on Diefenbaker Bridge.

Work within the New West Partnership and the Manitoba/Saskatchewan Memorandum of Understanding to harmonize trucking regulations and continue to remove red tape.

- The Government of Saskatchewan approved new trucking regulations that make shipping more efficient and cost effective. The new regulations continue the work of making interprovincial trucking easier by harmonizing rules between Saskatchewan, Alberta and BC through the New West Partnership (NWP).
- The changes give industry more options for transporting goods depending on the vehicle/trailer combinations and internal dimensions. For example: under the new regulations, tridem drive trucks (a truck with three rear-drive axles) can now tow pony trailers. This change gives carriers who need to tow office trailers, RV's and tool cribs the ability to minimize the number of trips, drivers and vehicles required.
- Various amendments benefit the agriculture and resource sector and respond to requests made by the Saskatchewan Association of Rural Municipalities, including an increase in weight for tridem drive B-train combinations on secondary weight highways to help get product coming out of rural areas to market more efficiently.
- The Ministry worked within the NWP and MB-SK MOU to update permit policy and provide a common approach to queries in Western Canada.
- These initiatives improve the efficiency of commercial trucking while protecting public safety. Cost-effective ground transportation is crucial to the export-based economies of all four western provinces.

Government Goal: Securing a better quality of life for Saskatchewan people

Objective: Address the Infrastructure Deficit

Strategy – Ensure consistent and reliable service through a safe and secure transportation network.

Key Actions & Results

Improve the road condition of the transportation network.

Repave 300 km on Saskatchewan's highways.

- Saskatchewan has made a substantial investment in its transportation system and invests in repaving as part of ensuring highways are maintained and rehabilitated in a timely and effective manner.
- A number of paving projects across the province were completed, including upgrades to high volume corridors such as Highway 1, Highway 11 and Highway 39.
- Approximately 280 km of newly paved roads will provide a smoother ride for motorists. The projects include 28 km of surfacing on Highway 39 northwest of Macoun, 26 km on the Louis Riel Trail in the Duck Lake and Hague areas and various paving projects on the Trans-Canada in southwest Saskatchewan.
- The Ministry did not achieve the 300 km target due to wet weather.

Replace 25 bridges on Saskatchewan's highways including nine bridges that will be replaced with culverts.

- A total of 25 bridge replacements were completed as of March 31, 2015, including:
 - Bridge Replacements – 18;
 - Culvert Replacing Bridges – 4; and,
 - Design/Build Bridges – 3.

Make major repairs on five bridges.

- Three bridge rehabilitations were complete in 2014-15.
- Two rehabilitations will be completed in 2015-16.

Commence upgrading roads to a supergrid structure on: Highway 361 junction of Highway 9 east to Alida for 31 km.

- Supergrids are an effective, sustainable and affordable alternative to Thin Membrane Surface highways.
- The Ministry completed construction of its first supergrid project on Highway 361 east of Alida, providing year round heavy load access at a reduced cost.

Highway 47, twenty km north of Stoughton for 5.5 km.

- Construction of a supergrid on Highway 47 north of Stoughton is approximately 80 per cent complete. Project completion is forecasted for July 2015.

Replace or repair aging culvert and wood box drainage structures.

- A total of \$29.6 million was invested in culvert replacements in 2014-15, replacing 246 culverts.
- Many of the culvert replacements in 2014-15 were due to the flooding events of the spring and summer. Culverts provide a critical function in moving water from one side of the road to another, preventing road washouts and protecting the surface infrastructure.

Invest \$25.5 million through Municipal Roads for the Economy Program (MREP) – a partnership agreement with the Saskatchewan Association of Rural Municipalities (SARM) – for municipal road and bridge upgrades.

- The rural municipal grid road system is an important part of the network that gets Saskatchewan exports to market. The investment in MREP supports individual municipalities and plays an important part in the Saskatchewan Plan for Growth.
- MREP is governed by a program management board and projects are chosen through applications from rural municipalities.
- For the 2014-15 construction season, 242 km of MREP roads construction was approved and 138 km was

completed (including both Heavy Haul – High Volume and Clearing the Path construction and maintenance).

- For the 2014-15 construction season, 40 bridge and culvert construction projects were approved and 25 were completed.

Support community airports through the Community Airport Partnership program, which results in a \$1.4 million investment for improvements to small airports.

- For the seventh consecutive year, the province provided funding to the 50 per cent cost-shared program, which is designed to help offset costs for airports that do not receive scheduled passenger service.
- Fifteen community airports in Saskatchewan were chosen for repairs and upgrades through this year’s Community Airport Partnership (CAP) program.
- The CAP program expenditures for 2014-15 were \$636,110.
- An example of how this program assists with community economic and social development is in the Town of Carlyle. They received \$95,000 in CAP funding to extend the runway and install runway edge lighting. The expansion of the runway fosters business and tourism growth. With community contributions of \$95,000 the project was approved and completed on time.
- The government is committed to aviation, which plays a critical role in Saskatchewan’s growing economy.
- Airports connect communities across our large province, benefit regional industry and provide landing space for air ambulances.

Invest \$37.1 million in the North to improve and maintain infrastructure.

- In 2014-15 the Ministry invested \$45.4 million in operations, maintenance, and construction of northern roads and airports.
- The investment was \$8.3 million more than planned due to increased culvert replacements in the North and increased expenditures on gravel highways.

Invest \$5.0 million through the Safety Improvement Program for safety warranted projects.

- The Ministry completed 28 projects through an investment of \$6.8 million on Safety Improvement Program (SIP) projects in 2014-15.
- Projects completed by year:

2011-12	2012-13	2013-14	2014-15
28	22	35	28

- The SIP is for localized improvements such as guard rail installations, crosswalks, delineation lights and turning lanes.
- Examples of SIP funded safety improvements in 2014-15 include an acceleration lane on Highway 12 north of Saskatoon, a turning lane west of Estevan on Highway 39, and constructing turning lanes at multiple intersections on Highway 46 between Regina and Pilot Butte.

Continue to participate in “Road Check” and “Operation Air Brake” annual international safety inspection events and plan strategic enforcement activities to reduce commercial vehicle safety violations.

- One day Operation Airbrake blitz inspections were held in May and September 2014. A total of 271 units were checked resulting in 32 units being taken out of service for defects.
- Roadcheck was held June 2 to June 5, 2014 in Swift Current. Staff inspected 537 units, 96 vehicles were placed out of service and 17 drivers placed out of service.
- A provincial wide Transportation of Dangerous Goods blitz was held September 23-24, 2014 at various locations. A total of 73 units were inspected, 27 were issued with violation tickets and ten units were taken out of service for safety or excessive violations.

Performance Measures & Results

Percentage of rutting on the National Highway System with less than 10 millimetres (mm) of rutting.

Year	Per cent less than 10 mm	Target
2012	92%	94%
2013	94%	94%
2014	95%	94%

Data source: Ministry of Highways and Infrastructure – Preservation Standards Branch

This measure demonstrates the Ministry's progress in providing consistent and reliable service through a safe and secure transportation network.

Pavement rutting is the surface distortions in the wheel paths caused by either wear or heavy loads, or a combination of the two.

Pavement surface ruts can pose a major safety concern.

Ruts affect the handling of a vehicle and can result in hydroplaning when filled with water.

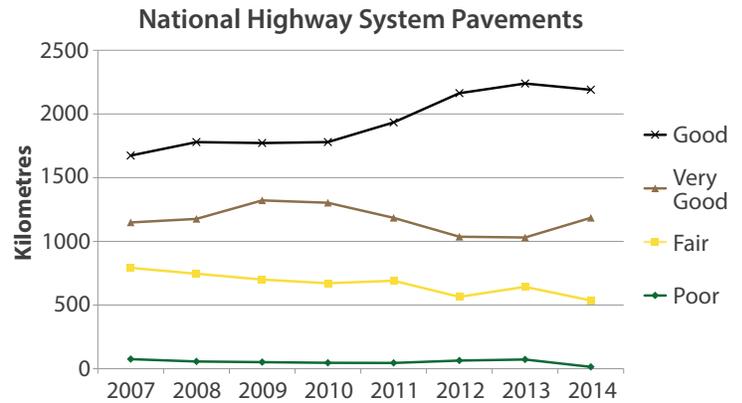
Rutting information is collected annually as part of the Ministry's surface distress surveys.

Depending on the underlying causes, moderate to severe rutting may trigger preservation or rehabilitation treatments.

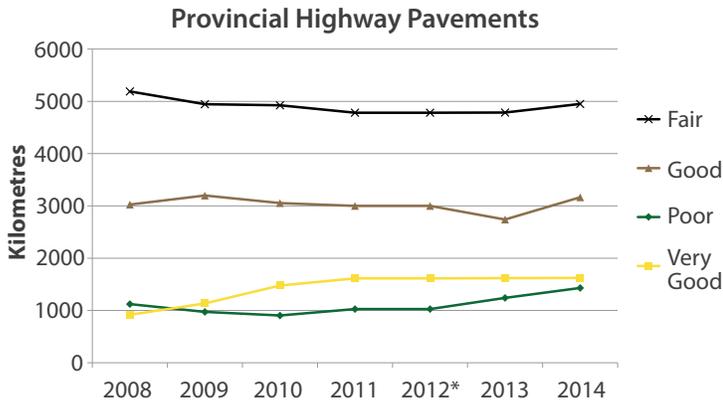
The Ministry will consider preservation or rehabilitation treatments when the measured wheel path ruts for a section of roadway become deeper than 10 mm.

Severe rutting in an isolated or localized location is typically repaired by Ministry maintenance crews.

Pavement Condition Report Card: rating of paved highway networks.



NHS Pavements Condition	2007	2008	2009	2010	2011	2012	2013	2014	Target
Very Good	31%	31%	34%	34%	31%	27%	26%	30%	
Good	45%	47%	46%	47%	50%	57%	56%	56%	
Subtotal	76%	78%	80%	81%	81%	84%	82%	86%	85%
Fair	21%	20%	18%	18%	18%	15%	16%	14%	
Poor	2%	2%	1%	1%	1%	2%	2%	0%	<2%



Provincial Pavements (no HNS)	2007	2008	2009	2010	2011	2012	2013	2014
Very Good	7%	9%	11%	14%	15%	15%	16%	15%
Good	29%	30%	31%	29%	29%	29%	26%	28%
Fair	52%	51%	48%	48%	46%	46%	46%	44%
Poor	12%	11%	9%	9%	10%	10%	12%	13%

*2012 information was not collected for all roads, thus 2011 information has been used for 2012.

Data source: Ministry of Highways and Infrastructure – Preservation Standards Branch

Pavement condition measures of both the National Highway System (NHS) and the remaining provincial highway pavements demonstrates the Ministry’s progress in providing consistent and reliable service through a safe and secure transportation network.

The Ministry’s target is to have the NHS rated at 85 per cent good or very good and have less than two per cent poor.

These measures are significant to the Ministry as they show the results of an effective maintenance and repaving program. Properly maintained highways enhance public

safety and ensure the transportation system supports a fully-functioning economy.

The Ministry is responsible for managing the highway network responsibly within available resources, with a focus on safety and efficiency. There are 15,094 km of paved highways in Saskatchewan, including the NHS highways.

The NHS is the backbone of Saskatchewan’s road network. This system is critical to the province’s economic prosperity. The NHS includes Highway 1, 11, 16, and sections of 2, 4, 6, 7, 9, 10, 14, and 39.

The Ministry uses measures that incorporate vibration, noise, bumps and dips in the road to measure its condition. This information determines when repaving or other pavement preservation treatments are needed.

To maximize the benefit of the investment in preserving highways, it is critical for the Ministry to focus on keeping good highways in good condition for as long as possible.

Balancing competing demands on the highway network for the allocation of limited resources is a major challenge facing the Ministry. The Ministry manages risks such as contractor progress, fluctuating input costs and the length of the construction season, which are outside the Ministry’s control, but influence the results of this measure.

Find a link to the NHS map and others at: <http://www.highways.gov.sk.ca/sask-maps/>.

Government Goal: Delivering responsive and responsible government

Objective: To Deliver Responsive and Responsible Government

Strategy – Provide value through continued investment in organizational best practices.

Key Actions & Results

Support winter maintenance services through the Winter Night Surveillance program by providing overnight winter road surveillance and minor winter maintenance on high volume highways around and to major urban centres.

- The total distance travelled throughout the province by the Winter Night Surveillance crew between October 19, 2014 and March 21, 2015 was 231,885 km.

Continue to preserve and improve the condition of the provincial highway system through investing \$133.5 million for preventative maintenance on provincial highways and bridges.

- The Ministry invested \$141.1 million on preventative maintenance for highways and bridges, including about \$14 million for flooding related expenses.
- The Ministry accomplished significant routine maintenance as well as 256 km of medium and light pavement preservation.

Deliver public crossing and locomotive inspection programs for provincially regulated rail lines and short line companies.

- The locomotive inspection program for 2014-15 included 16 locomotive safety audits completed on five railway companies. This represents about 50 per cent of the locomotives owned by provincial shortline companies.

- Three hundred and thirty-nine crossing inspections were completed on three railways. This represents about 29 per cent of the crossings.

Work with provincial ministries, agencies, municipalities and the federal government to maximize federal investment from the New Building Canada Plan in Saskatchewan's provincial and municipal infrastructure.

- The Ministry had the Major Infrastructure Component Agreement under the previous Building Canada Fund (2007) amended to include four new repaving projects and to free up savings for additional projects.
- For the New Building Canada Plan, the Ministry received approval in principle for Highway 7 Twinning: West of Saskatoon to Delisle project under the Provincial Territorial Infrastructure Component-National Regional Projects (PTIC-NRP). Canada will contribute up to \$32 million towards the project cost.
- The Ministry submitted a business case to Canada for Highway 39 Twinning: Estevan to Bienfait under PTIC-NRP, requesting a contribution of up to \$12.5 million toward project costs.
- The Ministry received approval for Highway 7 Passing lanes from Delisle to Rosetown and Highway 16 twinning from Saskatoon to Clavet for a federal contribution up to \$26.6 million under PTIC-NRP.
- The Ministry is also working with British Columbia and Alberta under the New West Partnership to submit a request to Canada to allocate an amount for Western Canada from the National Infrastructure Component.

Make improvements in the delivery of programs and services through the adoption of methodologies such as LEAN.

- Lean management visual walls were installed in multiple branches throughout the Ministry. These walls assist in planning for deliverables, ensuring accountability and identifying continuous improvement ideas.
- Keeping the Ministry's shops safe and in good condition results in having equipment repairs done efficiently. The less time equipment is in the shop, the more time it can spend maintaining roads. To keep maintenance shops organized and running efficiently, the Ministry holds 55 events.

- o Twelve 5S events at Operation's maintenance shops were completed. The Ministry completed two more events than targeted.
- A 5S of a maintenance shop includes:
 - o sorting through overstocked and outdated items;
 - o setting items in order on shelving;
 - o shining and cleaning the shop and tools;
 - o standardizing equipment and manuals; and
 - o sustaining by ensuring training is being done, safety concerns are handled and employee issues and ideas are addressed.
- The Ministry is making progress towards improving its processes, with more ongoing monitoring and reporting.
- Work on contractor dispute resolution is continuing. This work relates to final contract settlements and issues/solutions identification via stakeholder engagement (including the work of a tri-party committee with representatives from the Ministry, the road building industry, and the consulting industry including the Saskatchewan Heavy Construction Association and the Association of Consulting Engineering Companies).

Continue the multi-year program review process to ensure programs and services provided by the Ministry are delivered as efficiently and effectively as possible and are aligned to government priorities.

- The Ministry continues to meet its obligations within the *Financial Security Act* to ensure that government is delivering efficient services and programs that align with public needs.
- Four program reviews were scheduled to be delivered in 2014-15.
 - o No major program changes resulted from the Community Airport Partnership (CAP) program review.
 - o Roles and responsibilities of the Urban Highway Connector Program (UHCP) were reviewed and UHCP processes were mapped, with improvements and further actions identified.

- o Truck assembly review was completed with a status quo recommendation.
- o Completed a review of the Highway Hotline. The review substantiated the proper alignment of the Hotline within the Ministry's services and put forward a recommendation for some business improvements.

Develop and implement an Occupational Health and Safety (OH&S) strategic plan for the next one to five years to continue the Ministry's path towards Mission Zero.

- A strategic safety plan was developed in 2013 that covers calendar years 2014 through 2016. The primary focus of the plan is to meet mandated safety targets for injury rate, lost time reduction and to pass the Worker's Compensation Board assessment audit.
- The Ministry continues to invest in organizational best practices related to the safety of employees. This includes:
 - o critical task risk assessments;
 - o injury claims management;
 - o incident investigation;
 - o OH&S committee restructuring;
 - o communication and reporting; and
 - o safety coaching and accountability.
- By focusing on best practices in 2014, the time that Ministry employees lost due to injury decreased by almost forty per cent.
- The strategic plan positions the Ministry and its employees to meet or exceed the goals established for lost time during 2015-16.
- The Ministry and its employees are well positioned to see a reduction in both the frequency and severity of injuries during 2015-16 as best practices stabilize, mature and improve.

Continue to improve the accessibility and quality of information for travellers through the Highway Hotline.

- Six new roadside cameras were added to the Hotline in 2014.
 - o Highway 1 at Moose Jaw;
 - o Highway 2 near the new St. Louis Bridge;

- o Two locations on Highway 10 (at the Avonhurst Grid and near Balgonie);
- o Highway 11 near Macdowall; and
- o Highway 16 near the Borden Bridge.
- Significant Hotline improvements were announced in November, 2014. They included a new and improved mobile website, a travel planning locator tool for the desktop version of the map, a bulletin ribbon for emergency communications, an alert icon for incidents including floods and new information for shippers that identifies weight restrictions.
- In 2014-15, the Ministry focused on its online reach through Hotline, Facebook and Twitter accounts. They were some of the most active government social media channels.

Reinforce safe driving practices and “mini blizzard” awareness for both public and worker safety around snowplows through the delivery of the annual Snow Zone campaign.

- The Snow Zone campaign was launched in November through traditional and social media campaigns. The campaign activity continued with vast exposure through various channels including paid advertising and social media.
- More than 300 snow plows are stationed across the province available 24 hours a day, seven days a week.
- There were ten snow plow incidents in 2014-15, where a snow plow was struck by a private vehicle or semi-truck. The snow zone campaign aims to increase awareness with the intention of reducing this number.

Develop and implement a culture sustainment plan to ensure the Ministry’s culture is aligned with the Ministry’s and government’s core values.

- The Ministry uses a Culture Committee to deliver its culture sustainment plan. The committee has diverse representation with 15 individuals from across the province, divisions and positions.

- The Culture Committee links with, and receives regular updates from seven employee focused committees and programs to ensure consistency with all initiatives. The committee’s commitment to communication promotes a one-team approach.
- A revised sustainment plan for 2015-16 was developed and will be utilized to implement 15 actionable goals that align with Government’s Commitment to Excellence. These 15 goals will focus on strengthening and embedding the four core values into every action the Ministry and its employees take in their work.
- The four core values are:
 - o to show respect and integrity;
 - o to serve citizens;
 - o to practice excellence and innovation; and
 - o to act as one team.

Performance Measures & Results

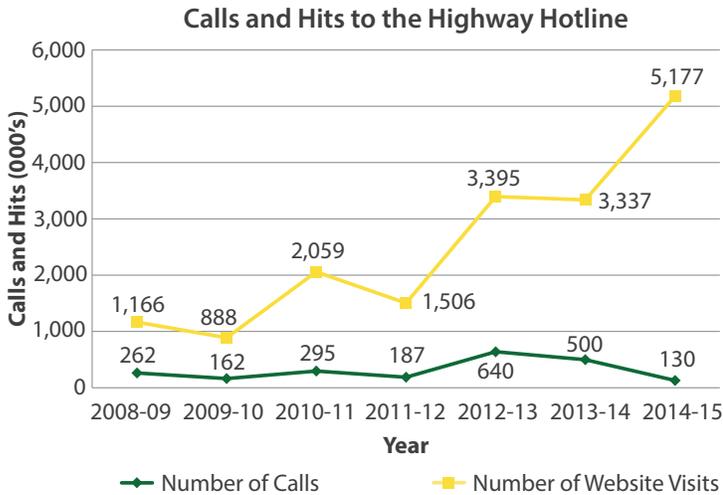
Continue to measure public opinion about the condition of the provincial highways.

The Ministry conducted a poll of 804 Saskatchewan residents in December 2013 to measure customer satisfaction with regards to the condition of the overall provincial highway system.

59 per cent of respondents think the overall provincial highway system is in good condition with some bad areas.

Data source: Ministry of Highways and Infrastructure – Communications Branch

In 2014-15 the Ministry reviewed its questions and prepared the necessary work to conduct another poll; however, the polling was deferred in 2014-15 due to fiscal restraint measures. The Ministry plans to continue to conduct this survey on an annual basis.



Source: Ministry of Highways and Infrastructure, Communications Branch

In connection with the objective to Deliver Responsive and Responsible Government, the Ministry continues to increase the services provided by the Highway Hotline.

The Highway Hotline assists motorists in making informed travel decisions which should result in safer travel with fewer accidents and lower injury rates.

The Highway Hotline provides road condition information that was originally provided through a telephone service, but has expanded to include services such as:

- online road condition maps;
- text reports;
- mobile website;
- Facebook page;
- Twitter feeds; and
- online links to other jurisdictions' maps and services.

The Highway Hotline gives information on both summer and winter highway driving conditions in addition to the status of ferry operations in the summer.

This measure is subject to the amount and severity of extreme weather events in the province, with more website hits and calls occurring during storms. Spring and summer flooding events in 2014-15 contributed to an increase in the number of website visits this past year.

To visit the Highway Hotline website, please go to: www.highways.gov.sk.ca/road-conditions/.

2014-15 Financial Overview

In 2014-15, the Ministry received \$664.5 million in appropriated funding on budget day. The Ministry's revised appropriation was \$717.5 million which includes supplementary estimate for winter maintenance and flooding response and repair as well as utilizing frozen carryover funding for capital projects. The Ministry invested \$710.1 million of its appropriated funding.

Program	(in thousands of dollars)				Variance Explanation
	2013-14 Actual	2014-15 Budget	2014-15 Actual	2014-15 Variance	
Vote 16:					
Central Management and Services	20,975	18,394	16,927	(1,467)	
Minister's Salary (Statutory)	47	48	48	0	
Executive Management	1,077	1,003	1,057	54	
Central Services	4,721	5,443	4,349	(1,094)	1
Accommodation Services	15,130	11,900	11,473	(427)	2
Strategic Municipal Infrastructure	37,583	36,478	36,881	403	
Municipal Roads Strategy	25,500	25,500	25,500	0	
Strategic Partnership Program	3,120	1,890	3,195	1,305	3
Urban Connectors	8,309	8,388	7,550	(838)	3
Community Airport Partnership Fund	654	700	636	(64)	
Operation of Transportation System	100,518	87,982	102,927	14,945	
Winter Maintenance	40,181	28,952	39,958	11,006	4
Road Safety and Traffic Guidance	23,666	23,834	27,566	3,732	5
Operational Services	21,466	21,154	19,874	(1,280)	6
Transport Compliance	4,146	4,010	3,963	(47)	
Ferry Services	3,596	2,774	3,734	960	7
Airports	2,014	1,930	2,037	107	8
Information Technology Services	5,449	5,328	5,795	467	9
Preservation of Transportation System	139,010	144,515	158,276	13,761	
Surface Preservation	127,458	133,489	144,136	10,647	10
Regional Services	11,552	11,026	14,140	3,114	11
Transportation Planning and Policy	3,509	3,262	3,353	91	
Machinery and Equipment (Capital)	5,761	0	0	0	
Infrastructure and Equipment Capital	0	373,832	373,786	(46)	
Infrastructure Rehabilitation	0	100,400	83,061	(17,339)	12
Infrastructure Enhancement	0	263,410	278,292	14,882	13
Accommodation Capital	0	4,031	3,865	(166)	14
Minor Capital	0	241	2,820	2,579	15
Machinery and Equipment	0	5,750	5,748	(2)	
16 – Subtotal (Appropriation)	307,356	664,463	692,150	27,687	
Special Warrant	0	0	0	0	
Supplementary Estimate*	0	28,250	0	(28,250)	
16 – Subtotal (Appropriation)	307,356	692,713	692,150	(563)	

Program	(in thousands of dollars)				Variance Explanation
	2013-14 Actual	2014-15 Budget	2014-15 Actual	2014-15 Variance	
Capital Asset Acquisitions	(9,811)	(373,832)	(391,686)	(17,854)	13
Capital Asset Amortization	133,188	143,623	143,299	(324)	16
16 – Total Ministry Expense	430,733	462,504	443,763	(18,741)	
Custom Work Net Recovery	(129)	0	(152)	(152)	17
16 – Total Custom Work Net Recovery	(129)	0	(152)	(152)	
Infrastructure Rehabilitation – includes 2012-13 carryover ***	90,451	0	0	0	
Infrastructure Enhancements - includes 2012-13 carryover ***	249,093	0	0	0	
Reinstatement of 2013-14 frozen carryover funding **	0	24,757	17,900	(6,857)	13
17 - Total Ministry Capital Appropriation **	339,544	24,757	17,900	(6,857)	
Total (Appropriation)	646,771	717,470	709,898	(7,572)	

*Vote 16 Supplementary Estimate funding of \$28.25 M was provided for higher than budget winter maintenance costs related to snow removal and ice control on provincial highways, as well as flooding related expenses.

**The Ministry accessed \$17.9 M of 2013-14 carryover Vote 17 funding to deliver capital projects.

***Includes 2012-13 Vote 17 work in progress funding of \$83.491 M.

Explanations of Major Variances:

1. Decrease due to FTE management and other administrative savings.
2. A decrease in accommodation operating costs from reduction of leased space.
3. Increase is due to additional work on partnership agreements undertaken in 2014-15.
4. Winter maintenance costs were near the five year average and exceeded budgeted levels.
5. Increase in various road safety program costs incurred in railroad crossings, illumination, sign and guardrail preservation, brush clearing and pavement marking programs.
6. Decrease due to FTE management and deferred transportation studies.
7. Increase is due to service level requirements and maintenance at various locations.
8. Increase in repairs on runway at Stony Rapids airport.
9. Increase is due to inflation increases and licensing fees.
10. Increase is due to flooding response and repair costs.
11. Increase is due to organizational changes and engineering work on municipal capital projects.
12. Variance due planned capital work carried over to 2015-16.
13. Variance due to flood reconstruction capital work.
14. Delay in completion of equipment maintenance buildings.
15. Increase due to installation of salt storage sheds, ferry hull replacements and weigh scale upgrades.
16. Variance is due to a year-end change in aggregate inventory valuation expense adjustment.
17. Increase due to net recovery on custom work completed in 2014-15.

2014-15 Revenues

The Ministry collects revenue relating to sale of crown lands or material on behalf of the government. The Ministry also collects revenue from the federal government to reimburse the province for infrastructure improvements completed under the federal-provincial cost shared infrastructure programs. All revenue collected is deposited in the General Revenue Fund. Below is a summary of the Ministry's 2014-15 budgeted revenue compared to actual revenue.

Revenues	(in thousands of dollars)			
	2014-15 Budget	2014-15 Actual	Variance	Variance Explanation
Sales, Services and Service Fees	1,629	5,407	3,778	1
Transfers from Federal Government	15,136	28,012	12,876	
Provincial-Territorial Base Fund (P/T Base)	-	-	-	
Building Canada Fund – Major Infrastructure	10,000	12,269	2,269	2
Gateways and Borders Crossing Fund	3,000	6,103	3,103	3
Provincial Territorial Infrastructure Component	-	9,525	9,525	4
Airport Capital Assistance Program	2,000	-	(2,000)	5
Other Federal Programs	136	115	(21)	
Transfers from Government Entities	50	1,327	1,277	6
Total	16,815	34,747	17,932	

Explanations of Major Variances:

1. Increase in land, equipment and material sales.
2. More than expected construction work was completed on Building Canada Fund - Major Infrastructure Component (MIC) which resulted in higher than expected revenues.
3. Higher than expected construction work was completed on the Gateways and Borders Crossing Fund (GBCF) which resulted in higher than expected revenues.
4. Provincial Territorial Infrastructure Component (PTIC) is new agreement that was signed in 2014-15. No revenue was budgeted for the program.
5. The Airport Capital Assistance Program agreement was signed in 2014-15; however, construction on the project was minimal.
6. Highway construction projects were completed by the Transportation Partnerships Fund (TPF) and transferred to the Ministry.

2014-15 Full Time Equivalent Employees (FTE)

FTEs	
Budget	1,320.0
Total Utilization Including Students	1,327.1
Variance	(7.1)

Explanation of FTE Variance:

As part of the Ministry's 2014-15 strategy to meet the government's commitment of public sector renewal, the Ministry used FTE management and other initiatives, including utilizing student employment (72.3) resulting in 7.1 FTEs over utilized.

Transportation Partnerships Fund

The Transportation Partnerships Fund (TPF) was established effective July 1, 1997 pursuant to Section 8 of *The Highways and Transportation Act, 1997*. The purpose of the Fund is to generate revenues to be used for highway improvement projects. The TPF generates revenues subject to the terms of trucking partnership agreements, in which the transportation companies pay the Fund a portion of cost savings achieved from being able to haul overweight and/or dimension loads. Additional revenues are raised through issuing permits and the marketing of transportation related technology and expertise.

The Ministry is responsible for managing the TPF. The Ministry's Transportation Partnership Program generated \$1.8 million in revenue for the TPF. The TPF invested \$1.4 million on transportation system improvements in 2014-15 and the TPF balance was \$12.0 million on March 31, 2015.

For More Information

If you have any questions or comments, we invite you to call (306) 787-4800 or contact:

Communications Branch

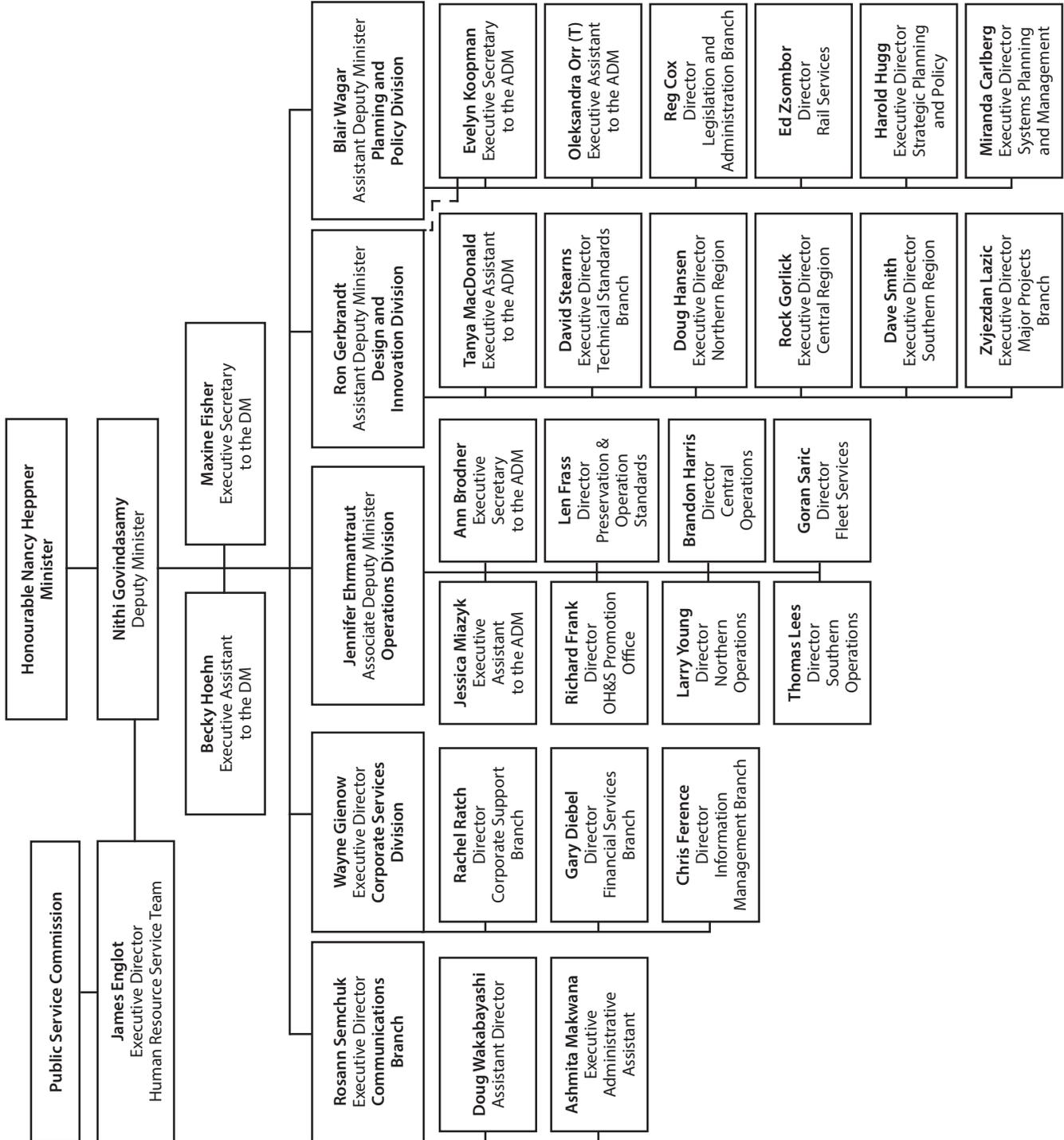
1200-1855 Victoria Avenue
Regina, Saskatchewan S4P 3T2

Or send us an e-mail through the Saskatchewan Ministry of Highways and Infrastructure website:
<http://www.saskatchewan.ca/government/ministries/highways-and-infrastructure>.

Visit our website to find out about:

- Road Conditions and Travellers Information
- Construction Projects
- Programs and Services
- Updated Tender Schedule

Appendix A: Organizational Chart as of March 31, 2015



Appendix B: Loan Disclosure

The Ministry administers the Short Line Railway Financial Assistance Program. Under this program, the province can provide municipalities or local community groups that want to preserve rail service in their area with an interest free loan for the capital acquisition of rail infrastructure which is being abandoned. The potential short line operator must have a business plan which demonstrates that the short line railway is feasible. The loan is repayable over 15 years, with a discretionary three-year grace period.

To date, seven loans have been made through this program. In 1999-2000, a short line railway company applied for a \$177,000 provincial loan and a \$177,000 Canada Agriculture Infrastructure Program (CAIP) grant. Both were approved and agreements finalized.

In 2004-05, a producer-owned company received a loan in the amount of \$1.76 million for the purchase of a rail network in the southwest area of the province. This loan was issued under the new regulations and funds were provided from the Transportation Partnerships Fund (TPF) and General Revenue Fund (GRF) on a 50/50 split.

In 2005-06, several local governments in southern Saskatchewan negotiated the purchase of a branch line. The local governments were granted a loan in the amount of \$240,000, with funding split between the TPF and the GRF.

In 2007-08, local governments in north-eastern Saskatchewan purchased a branch line and were granted a loan in the amount of \$256,000, with funding split equally between the TPF and GRF.

In 2008-09, local investors purchased a branch line in south-western Saskatchewan and were granted a loan in the amount of \$1,907,200, with funding split equally between the TPF and the GRF.

In 2009-10, local investors purchased a branch line in south-central Saskatchewan and were granted a loan in the amount of \$1,622,400, with funding split equally between the TPF and the GRF.

In 2011-12, local investors purchased a branch line in south-central Saskatchewan and were granted a loan in the amount of \$800,000, with funding split equally between the TPF and the GRF.

This loan program supports the Ministry's objective to invest in multi-modal infrastructure such as regional airports and short line rail. A short line railway reduces truck traffic since agricultural products are hauled long distances by rail, rather than by large trucks on the provincial highway system. Reducing the amount of heavy truck traffic helps the Ministry sustain the condition of rural TMS highways.

Short Line Railway Loans	(in thousands of dollars)		
	2014-15 Budget	2014-15 Actual	Variance
Beginning Balance	2,320	2,410	90
Additions	-	-	-
Reductions	292	382	90
Ending Balance	2,028	2,028	-

Explanation of Variances:

The variance in the reductions is due to two short line companies making two payments on their loans in 2014-15.

Appendix C: Legislation

The Minister of Highways and Infrastructure is responsible for the following Acts and Regulations:

The Highways and Transportation Act, 1997

The Wollaston Lake Barge Operation Regulations
The Controlled Access Highways Regulations
The Provincial Highway Sign Control Regulations
The Provincial Highways Designation Regulations, 1990
The Highways and Transportation Act Regulations (Autowreckers Licensing)
The Vehicle Weight and Dimension Regulations, 2010
The Security of Loads Regulations
The Trip Inspection Regulations

The Dangerous Goods Transportation Act

The Dangerous Goods Transportation Regulations

The Engineering and Geoscience Professions Act

The Railway Act

The Final Offer Arbitration (Railway) Regulations
The Short Line Railway Financial Assistance Regulations
The Railway Line (Short Line) Financial Assistance Regulations

The Sand and Gravel Act

The Saskatchewan Grain Car Corporation Act

The Traffic Safety Act – but only with respect to:

1. All of Part IV, other than Section 20; and
2. The Commercial vehicle Hours of Service Regulations

The Executive Government Administration Act – Ministry not responsible for Act, but the following regulations pursuant to the Act:

1. The Short Line Railway Financial Assistance Regulations
2. The Department of Highways and Transportation Regulations; and
3. The Railway Line (Short line) Financial Assistance Regulations (Enacted in June 2004)

