

Ministry of Highways and Infrastructure



Annual Report for 2017-18

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Letters of Transmittal



*The Honourable
David Marit,
Minister of Highways
and Infrastructure*

His Honour, the Honourable W. Thomas Malloy, 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, 2018.

The Ministry of Highways and Infrastructure is investing in the infrastructure required to meet the goals of the *Saskatchewan Plan for Growth*, while honouring government's accountability and expenditure management commitments. The ministry's investments in maintaining and building infrastructure, as well as its regulatory and policy modernization, contributed strongly to the government direction and budget for 2017-18 which was focused on *Meeting the Challenge*. This direction focused our government on balancing the deficit with ensuring that Saskatchewan people have the programs, services and infrastructure they need.

In 2017-18, the ministry celebrated 100 years of serving Saskatchewan. It also featured the ministry's second-largest budget, with a \$1.1 billion appropriation. This investment allowed for the completion of more than 1,200 km of upgrades and maintenance to the highway network. We also continued planning for construction projects that enhance capacity and improve safety on our provincial highways. In addition, the ministry invested about \$570 million in the significant progress made on the Regina Bypass project, which was more than 77 per cent complete by the end of the year.

A handwritten signature in dark ink, reading "David Marit".

Honourable David Marit
Minister of Highways and Infrastructure



*Fernando Antunes, P.Eng.,
Deputy Minister of
Highways and
Infrastructure*

The Honourable David Marit, Minister of Highways and Infrastructure

May it Please Your Honour:

I have the honour of submitting the Annual Report of the Ministry of Highways and Infrastructure for the fiscal year ending March 31, 2018.

I acknowledge responsibility for this report and am pleased to provide assurances on the accuracy, completeness and reliability of the information contained within, including the ministry's financial administration, controls and operational activities. The actions contained in this annual report highlight the ministry's initiatives that support the *Saskatchewan Plan for Growth* and ensure we are building and maintaining a safe, reliable and efficient transportation system to meet the needs of our province now and in the years to come.

A handwritten signature in dark ink, reading "Fernando Antunes".

Fernando (Fred) Antunes, P.Eng.
Deputy Minister of Highways and Infrastructure

Introduction

This annual report for the Ministry of Highways and Infrastructure presents the results for the fiscal year ending March 31, 2018. It provides results of publicly committed strategies, key actions and performance measures identified in the *Ministry of Highways and Infrastructure Plan for 2017-18*. It also reflects progress toward commitments from the Government's Direction for 2017-18: *Meeting the Challenge*, throne speeches and 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 2017-18 align with government's vision and four goals:

Saskatchewan's Vision

"... to be 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."

Sustaining growth
and opportunities for
Saskatchewan people

Meeting the challenges
of growth

Securing a better quality
of life for all
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 agenda 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.

About the Ministry of Highways and Infrastructure

Saskatchewan's road network is the largest in Canada on a per capita basis. The network consists of 26,182 km of highways, including 11,368 km of asphalt concrete pavement, 4,010 km of granular pavement, 4,785 km of thin membrane surface (TMS) highways, 5,740 km of gravel highways and 279 km of ice roads. The ministry also operates and maintains 725 bridges, more than 62,000 culverts, 12 ferries, one barge and 17 northern airports. The ministry budgeted 1,322.0 full time equivalents (FTEs) and utilized 1,317.0 including students.

The ministry's core lines of business focus on providing transportation services for a growing Saskatchewan by planning, designing, 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 partners, forecasting future infrastructure needs, and developing plans to meet these needs. It includes determining locations for new routes as well as twinning and passing lanes.

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

Maintaining involves the 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 the safe and efficient movement of people and goods and is managed in accordance with national and provincial standards.

Operating involves the delivery of a wide range of citizen 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 and providing better customer service.

Regulating involves the development and enforcement of transportation legislation and regulation with a specific focus on commercial vehicles and provincial shortline railways.

Developing policies includes working with other jurisdictions, industry stakeholders and shippers to gain local knowledge to create conditions for the safe and efficient movement of people and goods, supporting economic and provincial growth and meeting the challenges growth brings.

Responsibilities for carrying out the ministry's mandate are distributed among the ministry's four divisions and the Communications Branch.

Planning and Policy Division

The Planning and Policy Division is responsible for strategic planning and policy development, including articulating a long-term vision for new provincial transportation infrastructure. Policy development focuses on creating the right conditions for economic and population growth and identifying the criteria to assess the current challenges and future opportunities to meet differing citizen and stakeholder needs. 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

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

Operations Division

The 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, and snow and ice control, as well as ferry and airport operations. Related operational services such as traffic engineering, preservation and engineering services as well as developing, implementing and managing the ministry's occupational health and safety programs are also included.

Design and Innovation Division

The Design and Innovation Division manages all design and construction activities for preservation and capital projects. The division also facilitates the operation of the provincial highway network through a variety of 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

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

Progress in 2017-18

Government Goals



Strategic priority from the *Saskatchewan Plan for Growth*: Economic corridors and gateways facilitate growth in export and trade and the movement of goods and services locally, regionally, and internationally.

Ministry Goal

Efficient travel for trucks and commuters.

Strategy

Reduce congestion by investing in new infrastructure around major cities and on high-traffic corridors.

Key Actions and Results

Construct the Regina Bypass.

- ⇒ Complete Phase I of the Regina Bypass from Balgonie to Highway 33 for opening in late 2017.
 - ✦ Phase I substantial completion was achieved, as targeted, on October 31, 2017. Phase I of the bypass improves safety and reduces congestion on the corridor east of Regina. Commuters between Regina and its bedroom communities, intraprovincial, national and international traffic benefit by reducing the risk of potential fatal collisions and injuries associated with intersections on same level crossings.
 - ✦ Phase I of the project includes new overpasses at Balgonie, White City and Tower Road. It also includes new south and east service roads from Highway 33 to Pilot Butte, north service roads from Pilot Butte to Balgonie and south service roads from Pilot Butte to Balgonie.
 - ✦ The Pilot Butte interchange was opened to traffic on March 9, 2018. The opening was 20 months ahead of the original schedule. The Pilot Butte overpass is a diverging diamond design, the first to be built in Saskatchewan and only the second in Canada. The interchange uses traffic signals to shift vehicles to the opposite side of the road over the interchange before crossing back at the next traffic signal, helping to improve traffic flow and allowing for safer left turns at locations where this is a main traffic movement.
- ⇒ Build phase II of the Regina Bypass from Highway 33 to Highway 11 for opening in late 2019.
 - ✦ As of March 31, 2018, Phase II was on schedule for completion in October 2019. As of March 31 2018, the Regina Bypass Partners estimated that overall project progress (Phase I and II) was at 77 per cent.
 - ✦ When the Regina Bypass is complete, it will extend from Highway 11 northwest of Regina, to Highway 1 on the east side of the city, as well as twin Highway 6 from the Bypass to Regina. It will serve commuters and truck traffic on Highways 1, 6 and 11 – all National Highway System-designated routes that converge on the city. It will also connect to Highway 33, an important route into the Bakken oil fields in southeast Saskatchewan. The bypass will include Intelligent Transportation System technologies such as a road weather information system, weigh in motion scales and traffic cameras, all linked to a data management centre.

Continue construction of the Warman and Martensville interchanges.

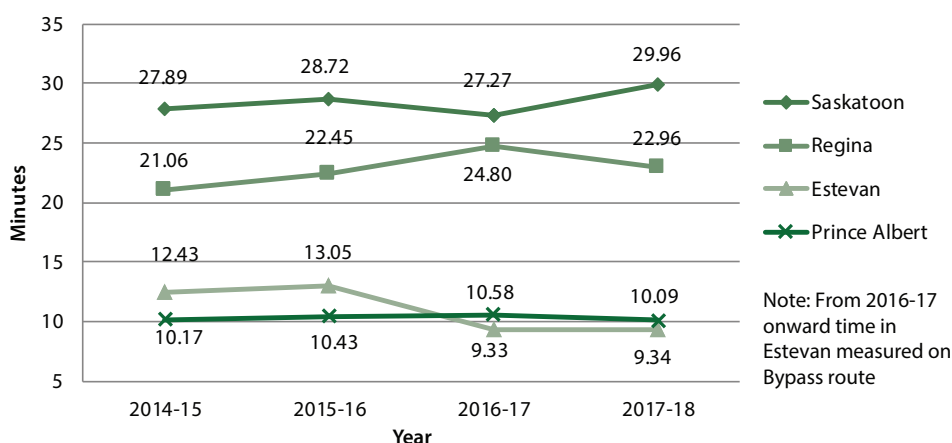
- ⇒ The Warman and Martensville interchanges including connecting roads were procured through a design/build process in 2016, with construction commencing in the spring of 2017. The design/build process was chosen as the best value for money, incorporating private sector innovation into the project design and delivery.
- ⇒ By March 31, 2018, the project was estimated to be 46 per cent complete. Progress included the pouring of the bridge deck concrete at Warman and the Martensville bridge being prepared for a deck concrete pour in the spring of 2018. Some of the road base materials were laid and some paving was completed on portions of the project, which will include eight kilometres of new twinned highway.
- ⇒ Both interchanges will include the installation of Intelligent Transportation System technologies including closed loop advanced railway warning signals and closed circuit television cameras. The project also has provisions for storm drainage from the interchanges to maintain drainage patterns.
- ⇒ In Warman, the Highway 11/305 overpass will offer a safe route in and out of the community. With more than 18,000 vehicles per day, it will also provide an opportunity for future road network expansion, while accommodating traffic during construction. With approximately 14,000 vehicles per day on Highway 12, the new interchange at Martensville will disperse traffic along Main Street and Centennial Drive, reducing congestion and providing safer access to current and future developments.

Work with provincial ministries, agencies, municipalities and the federal government to maximize investment in Saskatchewan's provincial and municipal infrastructure through trade and transportation funding identified by the federal government.

- ⇒ The ministry actively works with its partners throughout the fiscal year to maximize federal investment in Saskatchewan's transportation infrastructure. In 2017-18 this effort included:
 - ✦ Working with Infrastructure Canada on the submission of multiple business cases to access funding through the Provincial Territorial Infrastructure Component-National and Regional Projects (PTIC-NRP) program by the March 31, 2018 deadline. This included multiple resurfacing and passing lane projects to be completed prior to the end date of the PTIC-NRP program (March 31, 2024);
 - ✦ Submitting a business case to Transport Canada for corridor improvements on Highway 6/39 through the National Trade Corridors Fund; and,
 - ✦ Collaborating with SaskBuilds to access funding through the Investing in Canada Plan (ICIP) as part of the 2019-20 Call for Capital Plans.

Performance Measures

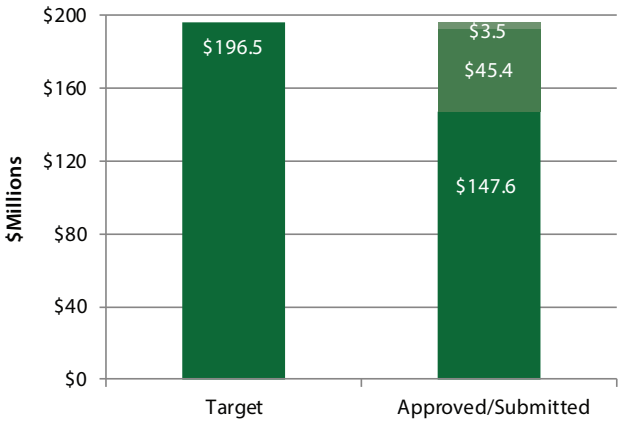
Travel time around major urban congested areas.



Source: Ministry of Highways and Infrastructure, Information Management Branch

Investments around urban centres are important for safe, free flow travel for commercial carriers and commuters. The data establishes a baseline and measures the ministry's efforts over the long-term in addressing safety and congestion issues due to growth of urban census metropolitan areas. The measure shows the average travel time on designated routes through four urban centres. To gather this data, the ministry uses specific locations to measure the time it takes to get through these urban centres, while moving with the speed of traffic. In Regina, the travel time increased for a year as a result of construction activity related to the Regina Bypass and speed limit changes on Highway 1 East. Once the bypass is complete, the new route travel time is compared to the previous route. The expected result is a reduction in travel time, which is the case for the Estevan Bypass. The travel time variances through Saskatoon are a result of fluctuating wait times at intersections.

Value of projects approved by the Government of Canada towards the \$196.5 million in federal funding allocated to the Ministry of Highways and Infrastructure – 2017-18 target is to have all \$196.5 million either fully approved or approved in principle by March 31, 2018.



Source: Ministry of Highways and Infrastructure, Network Planning and Programs Branch

*The ministry was originally approved for \$196.5 million, however in 2017-18, that amount was reduced by \$3.5 million to \$193 million as a separate agreement was made between Canada and the Rural Municipality of Dufferin for the K+S Legacy road.

In Saskatchewan, many improvements are required to the provincial highway infrastructure in order to improve the network for the citizens of the province. This measure ensures the accountability of the government in utilizing all of the federally designated funding to provide the best value. As of March 31, 2018, the federal government has committed \$147.6 million to provincial projects. The ministry has submitted business cases to the federal government for the remaining \$45.4 million. The following projects are included in the approved \$147.6 million in federal contribution:

- ⇒ Warman and Martensville Interchanges;
- ⇒ Highway 16 twinning east of Saskatoon – complete;
- ⇒ Highway 7 passing lanes from Delisle to Rosetown – complete;
- ⇒ Highway 7 twinning west of Saskatoon;
- ⇒ Highway 39 twinning east of Estevan to Bienfait project;
- ⇒ Highway 11 Repaving;
- ⇒ Highway 1 Repaving;
- ⇒ Highway 39 Repaving;
- ⇒ Highway 16 Repaving;
- ⇒ Highway 2 Repaving;
- ⇒ Highway 16, 11 and 1 Repaving; and,
- ⇒ Highway 3 and 4 Repaving and Safety Improvements.

Strategy

Improve the flow of goods in the supply chain by reducing impediments in the policy and regulatory environment.

Key Actions and Results

Work with national and regional task forces, along with provincial jurisdictions, to reduce barriers to trade and interprovincial truck movement, and harmonize policies, standards and regulations.

- ⇒ In 2017, the ministry’s analytics unit and its policy efforts shifted to provide support to U.S. engagement of Canadian and provincial market access priorities, which includes the value of goods traded, standards and border regulations. The ministry supported trade related activities (NAFTA, CETA and TP11) by actively engaging U.S. state counterparts in the Northern Great Plains Region to encourage coordination, collaboration and best practices.
- ⇒ On behalf of the provincial government, the ministry delivered a presentation in November to the Bilateral Transportation Border Working Group on the status of infrastructure investments leading up to the North Portal point of entry (POE). The ministry has been working with the federal government on improvements at North Portal as this is Saskatchewan’s most important trade POE. It represents approximately 83 per cent of imports and 51 per cent of exports (2016 trade data) from the province by road and rail. The POE represents approximately 96 per cent of all freight and commuter traffic with the United States.

- ⇒ The ministry, in partnership with the Saskatchewan Trucking Association, launched a wide base single tire (WBST) permit pilot project on July 1, 2017 to operate WBST at higher weights than allowed in regulation to allow industry to reduce fuel consumption and to reduce impediments to trade. WBST use about 8 to 10 per cent less fuel than dual tires.

Identify supply chain improvements within western trade and transportation corridors through organizations like the Pacific Gateway Alliance to improve access to the international markets.

- ⇒ This year, a major focus to improve trade and transportation was delivering the transportation and data information roll out of the Canadian Centre of Transportation Data to the Council of Deputies. This initiative brings together Statistics Canada's strengths and expertise in data management and Transport Canada's knowledge of the sector's information needs in order to provide detailed, high-quality information for decision-making. It will also build new partnerships with the transportation industry, transportation users, researchers and other levels of government. This initiative assists in providing capacity to utilize evidence based information to make policy choices that improve market performance and investment choices (public and private). Reliable, timely, and unbiased information is required for the Canadian economy to compete in international markets.

Update acts and regulations to continue to provide safe mobility on the highway network through ongoing legislative and regulatory review within the government's regulatory agenda and planning process.

- ⇒ The ministry progressed on regulatory reform and red tape reduction with the repeal of *The Short Line Financial Assistance Regulations*, which was completed in 2017. The ministry also put forward the repeal of *The Wollaston Lake Barge Operation Regulations* which is targeted for completion in 2018.
- ⇒ The ministry had initial discussions in summer 2017 to explore the melding/amending of *The Controlled Access Highway Regulations - The Highway & Transportation Regulations* and *The Provincial Highway Designation Regulations*. The intended outcome is to re-establish regulatory control of the provincial highway network.
- ⇒ The ministry also supported changes to *The Traffic Safety Act* regarding Snow Plows and amendments to *The Planning and Development Act*.

Collaborate with SaskPower, the Ministry of Economy and other jurisdictions to develop a network of high clearance corridors (HCC).

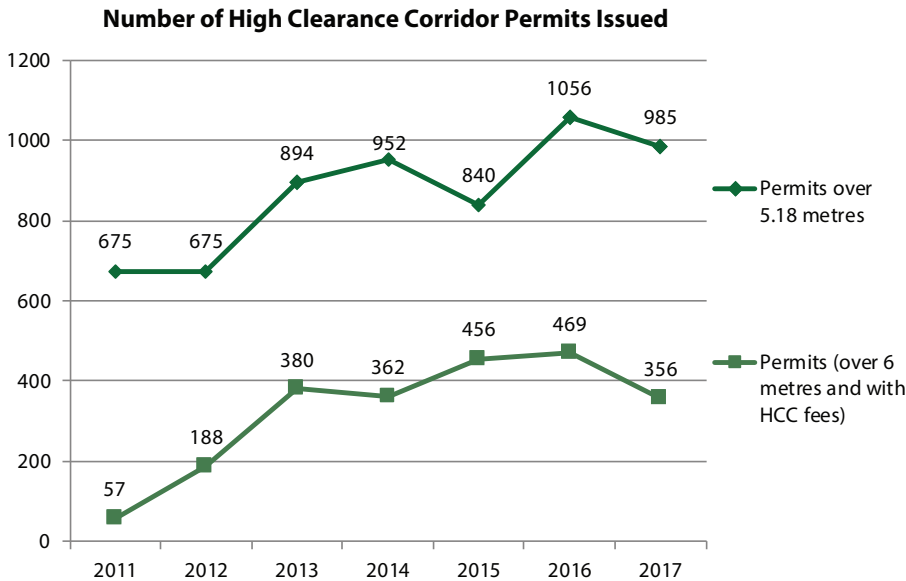
- ⇒ The ministry works as a facilitator of permit policy for HCCs, which provide time and financial savings to industry and SaskPower. The defined corridors are routes where overhead lines are removed so that SaskPower does not need to send crews to move and reinstall lines each time an oversized vehicle uses the highway.
- ⇒ Phase 2 of the high clearance corridor will be included in *The Vehicle Weight and Dimension Regulations, 2010* when it goes forward for a regulatory amendment in 2018-19.

Advance Saskatchewan's interests and needs on trade and transportation regulation and infrastructure through Federal, Provincial and Territorial Working Groups like the Council of Ministers for Transportation and Highway Safety.

- ⇒ In support of improved accessibility, transparency and evidence-based decisions on transportation, the ministry worked with Transport Canada and key western provinces to advance, inform and present evidence based information on good policy and regulatory choices in the federal domain.
- ⇒ The ministry provides Saskatchewan's positions and prepares Federal, Provincial and Territorial terms of reference on working groups supporting the Council of Ministers. This involves supporting the Multimodal Transportation Data, Performance and Forecasting Working Group and its sub groups.
- ⇒ The ministry also provides information for the advancement of Saskatchewan interests at the Western Transportation Advisory Council (WESTAC) meetings and the Council of Deputies meetings on supply chain issues and investments. Saskatchewan interests have been presented to the federal government, in senate committee hearings on transportation, and at meetings with the two major railways.

Performance Measures

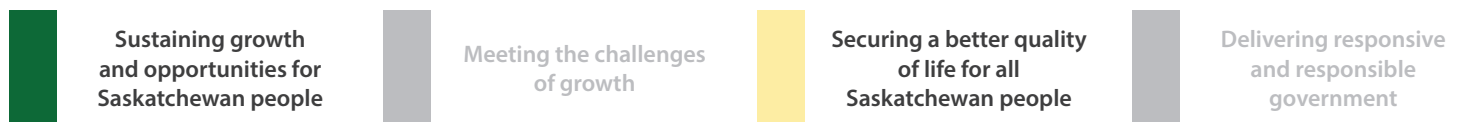
Utilization by industry of high clearance corridors.



Source: Saskatchewan
Government Insurance (SGI)

The HCC allows industry to move oversized loads on a predetermined corridor where obstructions have been removed. The HCC is a user-pay system, where oversized loads are charged a fee that is collected by SGI. The fee is reinvested with the goal of having a self-sustaining HCC program that covers SaskPower's cost of moving or maintaining power lines. Only loads over six metres pay permit fees, with some farm equipment being exempt. Fluctuations in permit requests are a result of changes in economic activity in the province, as well as increases to the corridor length. There is a coordinated effort to move high loads onto this corridor whenever possible; however, the ministry does not have a direct influence on the number of high loads being moved. This measure shows how the ministry and its Crown partners are working together to support trade and investment in the province.

Government Goals



Strategic priority in support of the *Saskatchewan Plan for Growth*: Enhancing quality of life – transportation infrastructure is the foundation for economic growth and improved quality of life.

Ministry Goal

Improved road conditions.

Strategy

Improve level of service through defined standards for provincial highways.

Key Actions and Results

Develop and implement level of service standards for summer and winter program delivery on highways.

- ⇒ In an effort to improve customer service, the ministry continued its work on improvements to its levels of service and response time protocols for its preservation and maintenance activities. The ministry maintained its examination of level of service standards at 18 sections across the province (the ministry's operations activities are divided into 82 sections). This examination will evaluate response times for different road surface types. Testing and tracking response times contributes to ensuring performance and leading to more consistent experiences for the road user.

- ⇒ The ministry prioritizes snow removal and ice treatment based on highway classification and traffic volumes (Annual Average Daily Traffic – AADT). The ministry has three levels of service:
 - ↳ The highest priority is given to major inter-provincial routes, international routes and commuter routes, such as Highways 1, 7, 10, 11, 16 and 39.
 - ↳ Highways with AADT between 300 and 1,500.
 - ↳ Highways with AADT less than 300.

Repave 300 km of highways in Saskatchewan.

- ⇒ As part of its asset management practices, the ministry endeavors to repave highways in a timely and effective manner, which ensures that existing highway infrastructure remains safe for years to come.
- ⇒ In 2017-18, 269 km of capital rehabilitation of paved highways was completed. Some of the completed repaving projects include:
 - ↳ 32.4 km on Highway 11 from the junction of Highway 20 to Highway 54; and,
 - ↳ 14.6 km on Highway 40 from west of Hafford to east of Hafford.

Provide appropriate pavement treatments to increase the longevity of the assets to meet life cycle requirements.

- ⇒ Deliver 400 km of medium pavement treatments, which enhance condition and longevity.
 - ↳ Medium treatments on pavements include work such as thin lift overlays, rut fills with seals over top, and micro-surfacing. These help restore skid resistance, eliminate minor surface bumps and level wheel ruts which prevents hydroplaning and further surface deterioration from weather and traffic.
 - ↳ In 2017-18, 570 km of medium treatments were completed.
- ⇒ Deliver a program of light pavement treatments, which seal the surface from moisture and increase longevity.
 - ↳ Light pavement treatments are delivered as seal coating. One type of seal coating is when hot liquid asphalt and crushed gravel are placed on the road surface. Seal coating provides a waterproof, non-skid surface that reduces deterioration and cracking, and prolongs pavement life by preventing water from entering the road bed.
 - ↳ The ministry completed 182 km of seal treatments in 2017-18.

Complete construction of 150 km of rural provincial highways.

- ⇒ The ministry completed 172.7 km of rural provincial highway upgrades in 2017-18, including:
 - ↳ 27.8 km on Highway 102 north of Highway 915;
 - ↳ 25.0 km on Highway 4 south of Cadillac;
 - ↳ 19.2 km on Highway 48, Glidden to Highway 21;
 - ↳ 18.0 km on Highway 51, near Kelfield;
 - ↳ 16.8 km on Highway 354 south of Dilke;
 - ↳ 15.0 km on Highway 15 west of Semans;
 - ↳ 11.6 km on Highway 312 east of Rosthern;
 - ↳ 7.3 km on Highway 27, Vonda to the junction of Highway 41;
 - ↳ 6.7 km on Highway 45, Dunblane Access Road;
 - ↳ 5.0 km on Highway 263 near Christopher Lake;
 - ↳ 4.8 km on Highway 322 north west of Silton; and,
 - ↳ 3.7 km on Highway 31 east of Dodsland.

Through the Urban Highway Connector Program (UHCP), invest in urban highway projects and key planning studies to improve efficiency on provincial highways through major urban centres.

- ⇒ In 2017-18, the ministry invested more than \$4 million through the UHCP on projects in the following communities: Swift Current, Moose Jaw, Assiniboia, Yorkton, and Melfort. The ministry also invested over \$3.3 million in operations and maintenance grants through the UHCP and the Town Urban Highway Program (TUHP). Major UHCP projects undertaken include:
 - ↳ resurfacing of Highway 4 within the city limits of Swift Current;
 - ↳ Work included resurfacing 4.1 km and the replacement of the concrete box culverts south of South Railway Street. This important connector provides access to Highway 1 and the Swift Current Airport.
 - ↳ rehabilitation of the North Service Road in Moose Jaw; and,
 - ↳ This 1.6 km rehabilitation project for the North Service Road from 9th Avenue NW to Main Street benefitted local and provincial road users, as the road provides access to a number of essential traveler services. This road connects Highway 1 and Highway 2, and forms part of the truck route around Moose Jaw.

- ⇒ rehabilitation of the junction of Highway 9 and Highway 10 in Yorkton.
- ⇒ Approximately 20 per cent of construction on this project was completed in 2017 due to delays in material delivery. The remaining 80 per cent is planned for completion in the 2018-19 fiscal year.

Improve highway corridors at risk of future flooding, including:

- ⇒ Highway 6 at Big Quill Lake – grade raise;
 - ⇒ The grade raise and additional side slope repairs on Highway 6 were completed in 2017-18. This three kilometre project is a result of rising water levels at the Quill Lakes and assists in maintaining highway connectivity in the region.
- ⇒ Highway 1 near Wolseley – culvert and berm installations; and,
 - ⇒ In 2016-17, a hydraulic study was completed which resulted in the ministry installing five culverts west of Wolseley.
 - ⇒ In 2017-18, the ministry completed a three kilometre grade raise on the eastbound lanes of Highway 1 near Wolseley. The ministry also begun the design for the replacement of two culverts which were not sufficient to address previous flooding events. These culvert replacements are planned for 2018.
 - ⇒ The improvements will assist in protecting connectivity and the highway infrastructure at this location as this highway flooded in 2011 and 2014.
- ⇒ Highway 1 near Indian Head – drainage review and culvert installations.
 - ⇒ A drainage review and project design was completed for this location in 2016-17. In 2017-18 the ministry completed a one kilometre grade raise and a culvert replacement on the west bound lanes in order to match the height of the eastbound lanes. It was necessary to address the impact of high rain events and the previous flooding of the westbound lanes.
 - ⇒ The improvements will assist in protecting connectivity and the highway infrastructure at this location as this highway flooded in 2011 and 2014.

Extend the service life and ensure the adequacy of drainage structures:

- ⇒ Replace or repair aging culvert and wood box drainage structures;
 - ⇒ The ministry completed the repair and replacement of 144 culverts in 2017-18 with a capital investment of \$15.2 million.
 - ⇒ Culverts are an important part of the transportation network, allowing water to flow from one side of the highway to the other without eroding the road surface or base, and can prevent damage to adjacent land owners property. Replacing underperforming or at-risk culverts keeps corridors open and prevents potential road closures, increasing the availability of the highway network.
- ⇒ Replace 25 bridges with bridges or culverts; and,
 - ⇒ In 2017-18, the ministry completed the replacement of 27 bridges, which involved 26 bridge replacements and one culvert replacing a bridge.
- ⇒ Make major repairs on five bridges.
 - ⇒ Three bridge rehabilitation projects were completed:
 - ⇒ On Highway 1 eastbound, east of Swift Current;
 - ⇒ On Highway 11, over the CP railway tracks, South of Saskatoon; and,
 - ⇒ On Highway 17, west of Marsden over Battle River.

Provide overnight winter road surveillance and minor winter maintenance on high volume highways.

- ⇒ This program ensures that winter maintenance on high volume highways throughout the province is meeting the ministry's winter maintenance level of service standard.
- ⇒ The winter maintenance season started October 29, 2017 and lasted until March 31, 2018. The total distance travelled by the night surveillance program was 269,744 km.

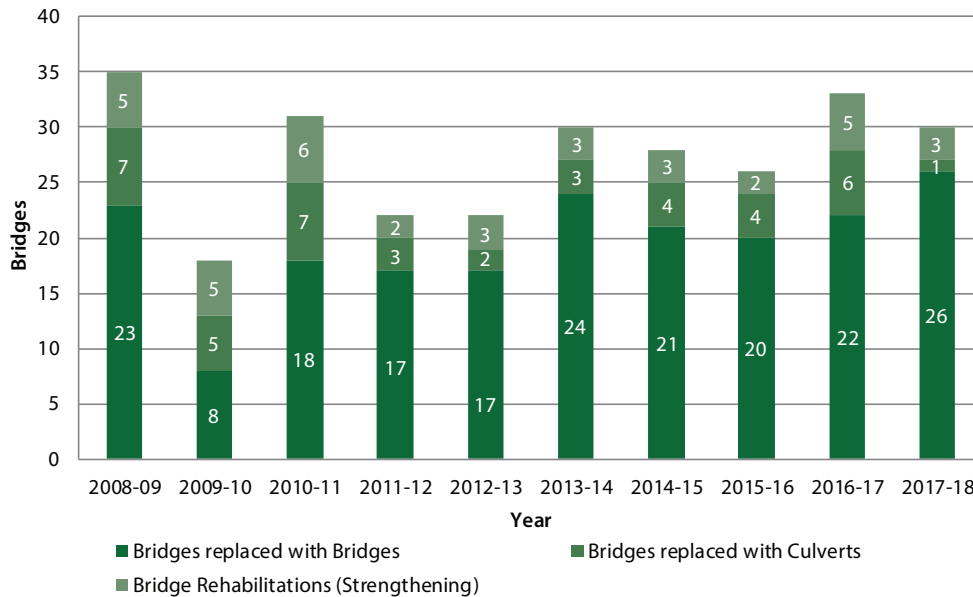
Invest \$53.2 million to improve and maintain infrastructure in northern Saskatchewan.

- ⇒ The ministry invested \$57.5 million in operations, maintenance and construction of northern roads and airports in 2017-18 including:
 - ⇒ Two bridge replacements on Highway 903 south of Buffalo Narrows;
 - ⇒ A bridge replacement on Highway 994 near Kinisnoo;
 - ⇒ Multiple culvert replacements on Highway 106 and Highway 155; and,
 - ⇒ Twenty-seven kilometres of resurfacing on Highway 55.
- ⇒ Northern investment by year (in \$millions):

2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
\$39.80	\$45.70	\$45.40	\$61.10	\$61.40	\$57.50

Performance Measures

Number of bridges upgraded – target 30 bridges for 2017-18.



Source: Ministry of Highways and Infrastructure, Corporate Support Branch

There are 725 bridges on the provincial transportation network. The ministry focuses on rehabilitating, repairing or replacing bridges to ensure the highway network is reliable and safe for all users. If a bridge failure occurs, trade may be impeded and citizens' quality of life may be impacted due to weight and/or traffic restrictions. In 2017-18, the ministry upgraded 27 bridges, which is comparable to the previous four years. This work is allowing the ministry to maintain the safety of its bridge assets. The ministry uses a Bridge Condition Index (BCI) to measure the overall state of its bridges. The BCI inputs are collected through bridge inspections. The detailed BCI assessments provide information about the remaining utility of these assets versus design life estimates. When a bridge's condition is poor, it is repaired, rehabilitated or upgraded. Where possible, the ministry replaces minor bridges with culverts.

Number of bridges inspected – target 100 per cent every two years.

As of March 31, 2018, the ministry completed 361 out of a planned 364 bridge inspections (99.2 per cent completed).

Source: Ministry of Highways and Infrastructure, Technical Standards Branch

Bridges are an important part of the network's usability. As the highway network ages, it is important to ensure that bridges are in good condition. There are 725 bridges in the network, and inspecting 361 bridges allows the ministry to meet its two year inspection target. If access issues prevent a full inspection, inspectors may defer the inspection to the following fiscal year.

In 2017-18, minor inspections were completed by in-house staff on 279 of 282 bridges. The three remaining bridges will be added to the 2018-19 inspection program. Major inspections were completed on all 82 planned bridges. All major inspections were completed by qualified engineering consultants.

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Strategic priority in support of the *Saskatchewan Plan for Growth*: Increasing transportation safety – continue to build safer communities.

Ministry Goal

Improved safety.

Strategy

Reduce collisions on the transportation system through targeted safety improvements at intersections and high-traffic corridors.

Key Actions and Results

Develop a comprehensive safety strategy.

- ⇒ Develop a multi-year safety strategy to reduce the number of collisions on provincial highways.
 - ↳ Working internally with multiple ministry units, SGI and the Ministry of Justice, the ministry utilized a data driven, evidenced based approach, to develop a safety strategy. The strategy includes a multi-year plan focusing on:
 - ↳ Wildlife collisions;
 - ↳ Night-time collisions;
 - ↳ Single vehicle collisions; and,
 - ↳ Collisions at intersections.
 - ↳ The implementation of this multi-year plan will start in the 2018-19 fiscal year.
- ⇒ Integrate safety management tools into day to day activities to achieve safety targets.
 - ↳ The ministry is proactively trying to reduce injuries and incidents to ensure everyone gets home safely at the end of the day. Planned Safety Management Integration and specific countermeasures to assist in achieving goals include:
 - ↳ Monthly internal reporting through a “Safety Scorecard” of key performance indicators to ensure efforts are focused on the highest risk items.
 - ↳ An increased focus on conditions and behaviours. To accomplish this the ministry focused on revising and ensuring accessibility of standard operating procedures, creating safety discussion topics “toolbox topics” for work meetings, and “Take 10” reinforcement. Take 10 is a process where an employee is required to step back and take a few moments to consider all the hazards that may be present and what they need to do to control the hazard. This can be done on the ministry’s online and mobile safety website for employees or using a hardcopy. The card has prompts for common road work hazards.
 - ↳ Improved incident reporting and investigation through the mobile safety website which allows incidents to be reported immediately. Investigation of incidents is centralized within the ministry’s safety branch to ensure consistency.
 - ↳ Increased internal communications including a Safety Handbook review, updating the ministry’s internal safety website and refreshing training modules that focus on the highest risk items.
 - ↳ Increased focus on “Stay at Work” claims management, injury accommodation and restrictions.

Deliver the twinning and passing lanes strategy.

- ⇒ Construct twinning and passing lanes to improve traffic flow and increase safety.
 - ↳ In addition to increasing safety on the highway network, twinning and passing lane projects increase efficient travel for moving freight and commuters, positively impact the citizen’s driving experience and contribute to lowering greenhouse gas emissions.
 - ↳ Complete the Bradwell access portion of the twinning on Highway 16 east of Saskatoon to Clavet.
 - ↳ This location, west of the Bradwell access, had a weigh-scale site ramp, a transition from four to two-lane highway, and a municipal road intersection all occurring in short proximity to one another at the end of the planned highway 16 twinning project. The 2017-18 work to complete the twinning project remedied those issues and provides alignment for future twinning possibilities.

- ⇒ Continue twinning on Highway 7 west of Saskatoon to Delisle for 26.5 km.
 - ⇒ This multi-year project was split into three phases:
 - ⇒ Phase one, a nine kilometre twinning project, was completed and opened to traffic in 2016-17.
 - ⇒ Phase two, a 15.5 km project with a bypass around Vanscoy with grading planned for 2018 and surfacing planned for 2019.
 - ⇒ Phase three, an 11 km section from west of Vanscoy to east of Delisle had grading completed in 2017 and was prepared for surfacing in 2018.
- ⇒ Continue twinning on Highway 39 east of Estevan to Bienfait for 11.6 km.
 - ⇒ This project reached substantial completion and was opened to traffic in 2017 with minor carryover.
 - ⇒ This is the first project under the Highway 6 and 39 twinning and passing lanes strategy linking the National Highway System to Saskatchewan's busiest border crossing at North Portal.
- ⇒ Construct passing lanes on Highway 5 near Humboldt.
 - ⇒ Two sets of passing lanes were built on Highway 5 between Humboldt and Highway 2 during the 2017 construction year.
 - ⇒ This project was the first milestone of a multi-phase plan to improve safety on Highway 5 between Humboldt and Saskatoon. The ministry will be continuing work on Highway 5 east of Saskatoon and has brought in an owner's engineer to continue the important safety improvements on the corridor.
- ⇒ Continue planning for Highways 6 and 39 twinning and passing lanes between Regina and Estevan.
 - ⇒ In 2017-18, the ministry continued its progress on the general location studies necessary for future improvements to the corridor, as well as the review of current and potential future needs including assessing sections where passing lanes may serve as an interim option. The ministry also continued its engagement with communities to present location work and discuss long term planning concerns and solutions.
 - ⇒ An owner's engineer was engaged and designs for a passing lane project between Regina and Corrinne were undertaken so that the ministry could deliver passing lanes during the 2018 construction season.
 - ⇒ The Highway 6 and 39 corridor between Regina and the United States border at North Portal forms an important international trade corridor that supports a high volume of truck traffic. The corridor is more than 200 kilometres long, and there are varying traffic conditions along the route.
- ⇒ Continue planning for passing lanes on Highway 4 north of North Battleford and Highway 7 from Rosetown to the Alberta border.
 - ⇒ Planning for future projects on Highway 4 and Highway 7 was undertaken in 2017-18, with construction scheduled for passing lanes on Highway 4 in 2018. Highway 7 passing lane plans advanced with the engagement of affected municipalities and the development of preliminary general locations and corridor safety improvement items.

Through the Safety Improvement Program (SIP), invest \$7 million on safety projects, including:

- ⇒ Pre-construction work for high speed ramps at Kalium Road on Highway 1;
 - ⇒ Pre-construction work continued in 2017-18 with the completion of geometric design documentation, however, a SaskPower transmission line must be moved for the project to progress.
- ⇒ Turning lane improvements on Highway 3 at Shellbrook; and,
 - ⇒ Channelization and turning lanes at Shellbrook were completed in 2017-18.
 - ⇒ These improvements were completed as part of a two-year project that combined safety improvements with repaving work on Highway 3.
- ⇒ Paving turning lanes and installing traffic signals at Armour Road, Industrial Drive and Highway 6 near Regina.
 - ⇒ This project was about 90 per cent complete in 2017-18 with the majority of paving completed and one traffic signal installed. Another set had previously been installed in 2016-17. A SaskEnergy line delayed the completion of the service road until 2018.
 - ⇒ The installation of traffic signals was chosen at this location due to increasing traffic levels from current and future industrial development in the area.
 - ⇒ The signals will benefit local road users and those accessing the highway by reducing the delay experienced for those crossing Highway 6.
- ⇒ In 2017-18, the ministry delivered \$8.6 million through the SIP and completed 40 projects.

Year	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
SIP projects completed	22	35	28	19	35	40
Investment (\$M)	\$5.00	\$8.20	\$6.80	\$5.40	\$8.00	\$8.60

Reinforce safe driving practices in ministry work zones and around snowplows through the annual Work Zone and Snow Zone campaigns.

- ⇒ The 2017 Work Zone campaign ran from May until the end of October. The campaign consisted of radio (15 and 30 second ads), highway billboards (seven around the province), social media posts and online ads. More than 12.2 million impressions were served over the course of the campaign, including over 2.8 million Facebook impressions - reaching more than 275,000 profiles in Saskatchewan. The ads were seen an average of 10.21 times per user. The highest reach was achieved through banner ads, which served as online billboards.
- ⇒ The ministry also has enforcement activities focused on influencing driver behavior in work zones with the ministry's Commercial Vehicle Enforcement participation in 'Slow to 60 - Joint Forces Operations' from October 16-21, 2017.
- ⇒ The 2017-18 Snow Zone campaign consisted of a multi-media campaign that included radio, print, digital and highway billboard advertisements and social media. The goal of the Snow Zone campaign is to increase awareness around the dangers of passing a snowplow. More than 5.1 million digital impressions were served over the course of the campaign. On Facebook, there were more than 1.9 million impressions, which reached over 169,000 profiles in Saskatchewan. Ninety-eight per cent of the reactions were positive. Display ads on The Weather Network website were also successful in reaching more than 258,000 profiles. The campaign ran from December 2017 to March 2018.
- ⇒ In 2017-18, there were three incidents where a snowplow or grader was struck by a vehicle. In both 2016-17 and 2015-16, there were five incidents, and in 2014-15 there were ten. The Snow Zone campaign is used with the intention of reducing that number.

Deliver the Pavement Marking Program to provide visible pavement lines for a safe, directional flow of traffic.

- ⇒ Pavement marking includes marking centre lines, edge lines, lane lines, intersection layouts and pavement signs. These markings provide road users with direction marking, safe passing zones and lanes to be used for making turns.
- ⇒ Weather can significantly impact the program, with late spring or early winter decreasing the time available to complete pavement markings. Poor weather also slows construction and maintenance activities resulting in delays for pavement marking crews to complete planned work.
- ⇒ In 2017-18, the ministry completed 19,731 km of centre line marking, 26,259 km of edge line marking and 27,875 pavement sign units.

Deliver the Signing Stewardship Program to rehabilitate, replace and install new signs in order to keep the overall condition of the approximately 119,000 regulatory, warning, guide and information signs on the provincial network in good repair.

- ⇒ Through its Signing Stewardship Program, the ministry repairs and realigns signs. Realigning signs is necessary to meet current standards and can include changing the spacing between signs, between the object identified in the sign and the sign itself, or the order of the signs. Realignment also includes new sign requests from municipalities.
- ⇒ In 2017-18, the signing stewardship team installed approximately 1500 new signs. Many of these signs were required for new passing/twinning lanes. The ministry also completed:
 - ⇒ 3,541 single post repairs and 2,290 single post realignments;
 - ⇒ 1,803 double post repairs and 640 double post realignments; and,
 - ⇒ 1,054 single sign face replacements.
- ⇒ The ministry repaired 12 I-Beam installations in the province. An I-Beam installation is a larger sign that is mounted on two metal I-Beam posts. Some of these installations were done with in-house screw anchors, which reduce the site visits required for installation. Four I Beam repairs were completed for Commercial Vehicle Enforcement weigh stations.

Deliver public crossing and provincial rail inspection programs for provincially regulated rail lines and shortline companies.

- ⇒ The ministry checks sightline, signage and the condition of the road at railway crossings to make sure provincial shortline railway crossings meet current standards.
- ⇒ In 2017-18, the ministry conducted 346 public grade crossing inspections and the results were shared with the railway. This number of inspections allows the ministry to complete its planned annual inspections of the approximately 1,200 public grade crossings on a four-year cycle.
- ⇒ Railways utilize this information in conjunction with their own inspections to prioritize and plan crossing maintenance and improvement activities.

Work with provincial shortlines to apply the new federal railway rules and rail safety regulations on provincially regulated railways.

- ⇒ Eleven of the province's 13 shortlines submitted a draft bridge safety management plan for review. The remaining two shortlines were under development and indicated they will be finalized by the June 1, 2018 deadline.
- ⇒ A locomotive inspection guideline was completed and finalized. The federal rules and requirements for locomotive inspections were developed and intended for use by national carriers. Because provincially regulated railway locomotives operate less frequently than national carrier locomotives the federal rules and periodic inspection frequencies can be excessive and unnecessary for small railway operations. To recognize this difference, the province worked with Alberta to develop less onerous and more appropriate locomotive inspection requirements for low-use locomotives. This new standard establishes inspections to be done after a specific number of hours of operation for the locomotive instead of a mandatory inspection period of 90 days. The guideline also provides additional guidance on the expected scope of periodic locomotive inspections.
- ⇒ The ministry also worked on industrial railway operating rules and had initial stakeholder consultations with a number of railway operating rule experts in Canada including companies that provide railway operating rule training services, companies that provide professional contract railway operations services for industrial railway owners throughout North America and the Western Canadian Shortline Railway Association.

Collect and audit safety management plans from industrial and common carrier shortline railways.

- ⇒ Safety management plans (SMP) are used by industry and the ministry to ensure that procedures are in place to prevent or address rail incidents. To obtain an operating licence from the Highway Traffic Board, it is a requirement of shortline and industrial rail lines to have a safety management plan.
- ⇒ Two SMPs for shortline railways were audited in 2017-18. As of March 31, 2018, all 13 shortline railways had an audited SMP completed and filed with the ministry.
- ⇒ The ministry also collected and completed audits on all 18 Industrial Railway SMPs scheduled for 2017-18.

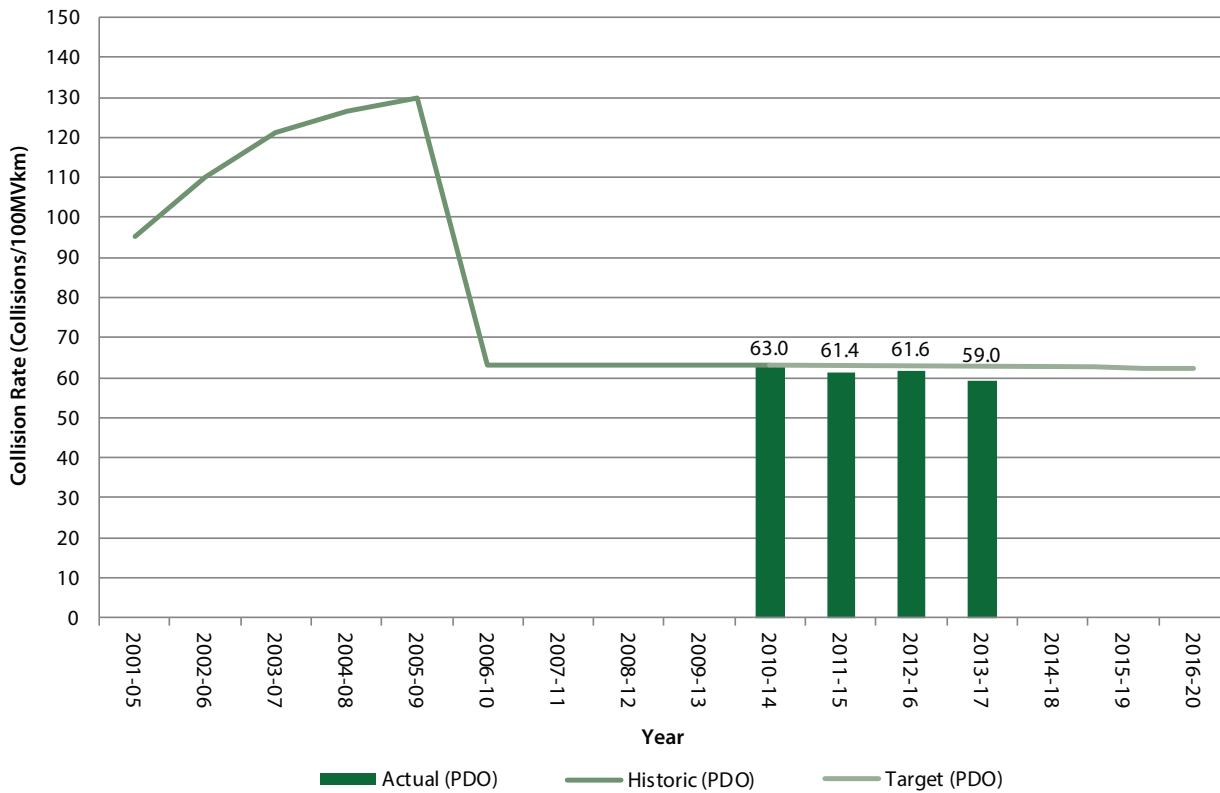
Continue to participate in "Road Check" and "Operation Air Brake" annual international safety inspection events, and plan strategic enforcement activities to reduce commercial vehicle safety violations.

- ⇒ The ministry's Commercial Vehicle Enforcement (CVE) branch contributes to keeping the highways safe and protects the infrastructure through multiple activities throughout the year. Two of these activities are:
 - ↳ Roadcheck - Each year, along with the other Canadian provinces and territories, Saskatchewan participates in Roadcheck, a 72-hour concentrated Commercial Vehicle Safety Alliance (CVSA) Level I inspection blitz held across Canada. Roadcheck delivers a sample of the commercial vehicle and driver safety on the highway. The goal is to reduce non-compliance of commercial trucks. CVSA offers a uniform methodology for inspecting large vehicles and criteria under which unsafe vehicles and drivers are removed from the road.
 - ↳ Road Check 2017 was held June 5-8 at the Langham weigh scales with 40 CVE personnel, supported by officers and inspectors from SGI Carrier Services, RCMP, Saskatoon Police Service and Finance Investigators. A total of 495 units were inspected, with 93 units taken out of service for critical defects and 11 drivers taken out of service for hours of service violations.
 - ↳ Operation Air Brake - The purpose of this program is to reduce the number of collisions caused by faulty braking systems on commercial vehicles by conducting roadside inspections and educating drivers, mechanics and others on the importance of proper brake inspection, maintenance and operation.
 - ↳ Two Operation Air Brake enforcement blitzes were conducted in 2017-18. The first blitz was held May 3, 2017 at the Moosomin, Melfort, Langham and Marshall scales. Twenty-one CVE officers and SGI members inspected 91 commercial units. The second blitz was held September 20, 2017, at Meadow Lake, Langham and Yorkton, with a total of 44 units inspected by 34 CVE officers and four SGI inspectors.
- ⇒ The ministry's CVE officers began training and recruitment for the new Protection and Response Team (PRT) announced by the government in 2017.

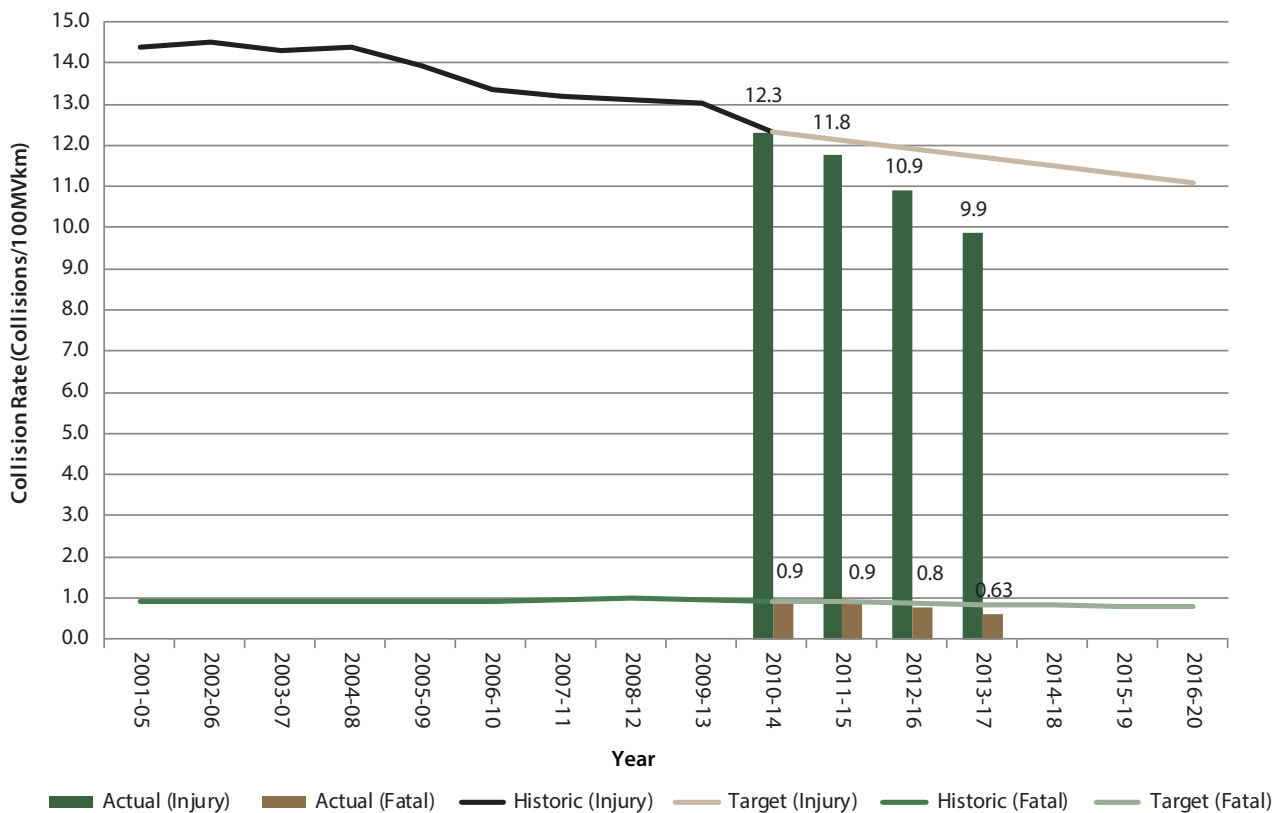
Performance Measures

Number of fatalities, injuries and property damage collisions.

5-Year Rolling Average Collision Rates – Property Damage Only



5-Year Rolling Average Collision Rates – Injuries and Fatalities



Source: Saskatchewan Government Insurance (SGI) and the Ministry of Highways and Infrastructure, Information Management Branch

As part of the multiyear safety strategy, the ministry will be developing specific targets for identified strategic safety areas. In the interim, the ministry has set targets related to general collision rates. These rates are reported as the number of collisions per the number of vehicles on the highway system and the distances they have travelled (collisions/100 million vehicle kilometres). With more than 26,000 km of highways and complex human driving factors involved, this metric will take time to show progress. The target will aim for a reduction in the five-year rolling average collision rate over the next five years. The data for this measure comes from SGI's Traffic Accident Information System (TAIS) database and travel data comes from the ministry's Traffic Services Unit. The following targets represent collision rate reductions by 2020. During this period, the ministry will continue identifying safety improvements system wide:

- ⇒ Injury collision rate reduction = 10 per cent;
- ⇒ Fatal collision rate reduction = 15 per cent; and,
- ⇒ Property Damage Only (PDO) collision rate reduction = 1 per cent.

* Effective Jan. 1, 2010, the damage threshold for recording PDO collisions from the claims system into SGI's database was increased from \$1,000 to \$5,000.

Government Goals



Strategic priority in support of the *Saskatchewan Plan for Growth*: Efficiently managing the transportation system – Integrated planning of initiatives at the provincial, regional, and municipal level that result in future population and private sector growth.

Ministry Goal

Integrated planning.

Strategy

Assess transportation demand through engagement with citizens and stakeholders.

Key Actions and Results

Integrate the rural highway policy into the ministry's planning and prioritization processes.

- ⇒ The ministry developed an integrated project prioritization system that respects the rural highway policy direction.
- ⇒ As defined in the rural highway policy, the ministry's prioritization model recognizes that there are three sub systems in the provincial network: CORE, REGIONAL and NORTH. Each system has its unique functions, purposes and characteristics. They are assessed differently under the prioritization model, while respecting the same government priorities during the process. Other planning emphasis used includes factors to better align with strategic priorities through community engagement, partnership opportunities, and Area Transportation Planning Committee (ATPC) issue identification.
- ⇒ The integrated prioritization model is being enhanced into a multi-phase framework. These phases include needs assessments, options analysis and project prioritization. This initiative is to better align the prioritization framework with the development of projects for capital upgrade. Further alignment considerations are being evaluated for their efficacy.
- ⇒ The integrated project prioritization system is a holistic approach to identify priorities and align the strategic plan and policy framework with recommended projects and treatment options. The process is flexible and capable of providing comprehensive prioritization, all measured against the government's strategic priorities. The outcomes are objective and evidence based.

Work with SGI to collaborate in the development of a single window permitting system across the western provinces by 2020.

- ⇒ In 2017-18 there was no movement on this file, but it will remain important for the ministry to discuss with SGI for future customer service improvements.
- ⇒ The outcome of single window permitting is to assist a growing trucking industry by providing efficient service, while creating the conditions to maintain transportation assets in good condition. A single window permitting system will contribute to the government's goal of reducing red tape and creating efficiencies for industry to move freight more quickly across western Canada.

Continue to provide quality road information for travellers through the Highway Hotline.

- ⇒ The Highway Hotline provides motorists with information on highway conditions, road closures, construction zones, ferries and border crossings. The Hotline is also used to publicize and distribute Winter Weight and Spring Road Ban Orders to the trucking industry, rural municipalities and enforcement. In 2017-18, the hotline:
 - ⇒ Provided provincial road condition reports to the media at least three times per day during seasonal weather and continuous updates when road conditions changed during inclement weather;
 - ⇒ Provided early morning commuter road condition reports to the media prior to 6:30 a.m. daily;
 - ⇒ Utilized its social media presence on Facebook and Twitter for safety awareness through the posting of information from the ministry as well as other transportation related items;
 - ⇒ Progressively producing a separate map view of rural municipalities showing road restrictions; and,
 - ⇒ Researched the opportunities for French language capabilities on the hotline.

Provide traffic volume maps and biennial travel books by collecting data from over one thousand locations annually.

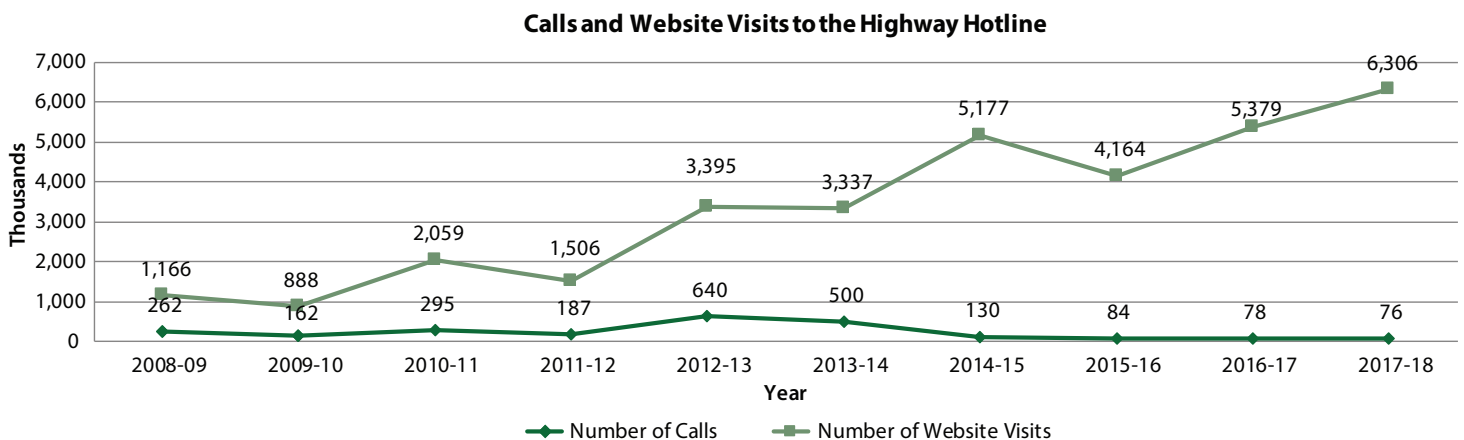
- ⇒ The ministry's Traffic Services unit collects traffic data from permanent collection sites as well as by travelling the network and laying out short-term collection devices. This data is then transferred for quality checks and estimation of average annual daily traffic volumes. The extrapolation and confirmation of data collected in any given year is then published in the next annual traffic volume maps. In 2017-18, the ministry published an electronic version of the 2016 travel book and traffic volume maps. This data is available to the public and is a key input for highway planning and business and residential developments.

Provide guidance to Area Transportation Planning Committees (ATPC) as they develop transportation plans to better support prioritization efforts.

- ⇒ In 2017-18, the ATPCs were refocused on the importance of completing Transportation Plan updates. The plans support the ministry and ATPC in having a common understanding of anticipated activity in an area. The plans could be utilized by the ministry in its planning and prioritization activities. The ministry has requested that ATPCs complete their plans by June 31, 2019. Updated data from the plans will allow ATPCs to contribute more substantially on the demands within their area, while at the same time improving the localized intelligence from stakeholders that the ministry requires.

Performance Measures

Number of Highway Hotline website visits and calls



Source: Ministry of Highways and Infrastructure, Communications Branch

Measuring website visits and calls illustrates the public's demand for information on weather related highway conditions, closures and construction zones.

Travel demand in million vehicle kilometres

The annual travel on the provincial highway system is an indicator of changes in demand.

- ⇒ 2016 Highway travel was 9773.3 million vehicle-km, down 0.6 per cent from 2015; 2016 Highway truck travel was 1859.6 million vehicle-km, down 0.4 per cent from 2015.

Source: Ministry of Highways and Infrastructure, Information Management Branch

Strategy

Define a sustainable transportation system by identifying multimodal solutions to address differing needs.

Key Actions and Results

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

- ⇒ For the ninth consecutive year, the provincial government provided funding through the 50/50 cost-shared program, which helps offset costs for airports that do not receive scheduled passenger service.
- ⇒ Fifteen community airports in Saskatchewan were chosen for repairs and upgrades through the CAP program in 2017-18. The province budgeted \$700,000 for the program with the goal of creating \$1.4 million in investment through matching funds from applicants. The program expenditures for 2017-18 were \$670,531 with a matching portion contributed by the communities. Project savings resulted in this falling below the budgeted amount.
- ⇒ In 2017-18 the ministry provided \$124,337 to Tisdale to assist the town with apron structural base enhancement, apron surfacing and apron and taxiway re-surfacing. This project ensures that spray planes, air ambulance, and other users of the aerodrome can continue to safely operate in the Tisdale area.
- ⇒ A \$275,000 CAP grant enabled the continued effort on a multi-year program for the rehabilitation of the runway in North Battleford. The funding represents the second year of the project and completes the rehabilitation of the centre runway. In upcoming years North Battleford will work on rehabilitating outer meters on each side of the runway thereby completing the full area of the strip. Once the full runway is rehabilitated it will be able to handle more types of aircraft which will enhance economic activity in the area.

Work with the private sector in Saskatchewan to improve aviation services through the Aviation Advisory Committee.

- ⇒ The installation of an Automated Weather Observation System (AWOS) at the Fond-du-Lac airport, through Western Economic Diversification Canada's (WEDC) Western Diversification Program, was operational in February 2018. Airport improvements like this significantly improve flight safety.
- ⇒ The ministry sits as a member of the Provincial Aviation Advisory Committee, which includes private and public sector members. The committee makes recommendations for improvements and, as such, the ministry continues to work with its partners and stakeholders to identify needs and plan for improvements. The ministry works to leverage federal funding for MHI airport improvements through partnerships with stakeholders and other levels of government.

Advance Saskatchewan's interests to address amendments to *The Canada Transportation Act (CTA)*.

- ⇒ The ministry acts as the provincial government's representative for the CTA review. The government focused its efforts on improving rail access for Saskatchewan shippers by collaborating and sharing research work on priorities identified in its submission with the Canada Transportation Agency and Transport Canada.
- ⇒ In 2017-18, the ministry followed the federal parliamentary committee debates on Bill C-49 and advanced Saskatchewan concerns with Transport Canada and other jurisdictions.
- ⇒ Saskatchewan's CTA submission priorities align with the federal government's policy position to advance competition and rely on the principle of market forces as the way to a competitive Saskatchewan economy. For most of Saskatchewan's cargo, rail is the land bridge to external trade. The province's position reflects the collaborative work of provincial ministries.

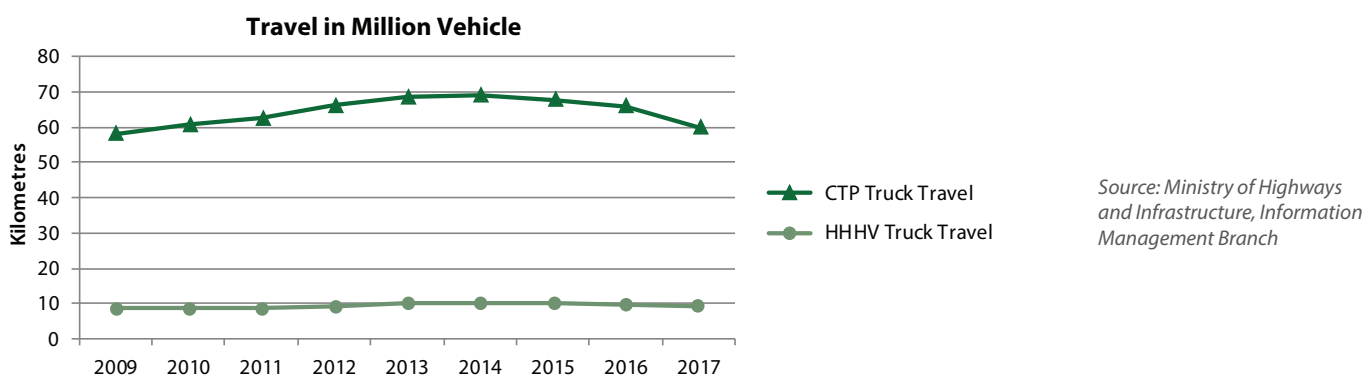
Support transportation system integration to improve mobility on the provincial and municipal road systems.

- ⇒ Invest \$14 million through the Municipal Roads for the Economy Program (MREP) – a partnership agreement with SARM – for municipal road and bridge enhancement and preservation.
 - ↳ For the 2017-18 construction season, the program delivered six road and six bridge and culvert construction projects with MREP funding participation as well as Clearing the Path grants.
 - ↳ The Clearing the Path (CTP) program funds road construction projects and the incremental maintenance of primary weight routes through rural Saskatchewan. This program assists the ministry by reducing truck traffic on Thin Membrane Surface (TMS) highways.
 - ↳ The CTP network is designed to complement the existing system of primary weight roads, as well as provide primary weight access to communities. More than 6,600 km of roads have been designated under CTP since 2007.
 - ↳ In 2017-18, MREP provided about \$7.25 million towards its annual incremental maintenance funding for CTP designated roads.

- ⇒ The Heavy Haul High Volume (HHHV) program assists rural municipalities with the costs of constructing or upgrading municipal roads, bridges and culverts that support economic activity and/or resource development.
- ⇒ Six HHHV projects were completed for a total of \$4.2 million.
- ⇒ Work with rural municipalities to provide alternate truck routes on municipal roads through Strategic Partnership Program (SPP) agreements to help preserve TMS highways.
- ⇒ In 2017-18, there were 29 truck management agreements for a total of 672.7 kms.
- ⇒ The ministry delivered funding for jurisdictional transfers on Highway 318 south of Alida, on Highway 35 (the McKague Access), and one for the Coleville Access. A jurisdictional transfer is where the ministry will transfer responsibility for the maintenance, construction, direction, management and control of a highway to a municipality.
- ⇒ The ministry also delivered funding agreements to the RM of Edenwold for a jurisdictional transfer and to support maintenance and improvements, as well as a jurisdictional transfer agreement with the Town of Balgonie.

Performance Measures

Usage of Clearing the Path and Heavy Haul Routes.



The data shows truck travel on CTP roads and the roads designated as HHHV. Designated truck routes preserve the condition of at-risk TMS highways by moving heavier traffic to municipal roads that can handle higher weights. Preserving these TMS highways provides a better driving experience for users. Traffic volumes are also an indicator of economic activity within the province. The CTP initiative was launched in 2007 as a joint effort between the ministry and SARM to establish a network of RM roads capable of carrying trucks that are loaded to limits equal to highway primary weights. In many areas, the routes were developed with the aim of reducing the damage on highways that cannot withstand primary weight loads. The HHHV routes are roads designated within the rural municipal system. These roads are designated for use as heavy haul routes to assist with local economic growth and preserve other nearby roads.

Strategy

Improve ministry processes through understanding and streamlining service delivery practices to build organizational capacity.

Key Actions and Results

Continue the implementation of the best value approach for the ministry's construction activities, including contractor performance rating process.

- ⇒ The ministry developed and implemented a best value procurement process involving the submission of information from each bidder on construction contract competitions and subsequent evaluation to determine the best value submission. This process involves the price and technical information from each bidder being weighted 80/20 per cent respectively. Priority Saskatchewan was involved with the development of the process and tri-party members, The Saskatchewan Heavy Construction Association (SHCA) and the Association of Consulting Engineering Companies (ACEC), were provided an opportunity to review and comment on the process. The ministry also invited bidders to participate in debriefings to understand what components of the submissions were done well and what could be improved.
- ⇒ The process involves a four person best value evaluation team which includes one procurement specialist, one standards expert, a project manager and a team member from Priority Saskatchewan.
- ⇒ The performance evaluation process was implemented after input was received from internal review, as well as Priority Saskatchewan and the SHCA.

Continue the review and implementation of best value practices for consultant contracting.

- ⇒ The review of the consultant contracting process is ongoing with several process improvements being implemented. It was aided by a tri-party working group including Priority Saskatchewan and the ACEC. The ministry concentrated on ways to expedite the process through a jurisdictional best practices review, process review and engaging both internal working groups and stakeholders.
- ⇒ The ministry also worked on updating template documents and changes to the evaluation criteria. As a result of engagement and process changes, for many projects, contractors gained the ability to provide input into the selection of consultants for their construction projects.

Improve land acquisition processes through the review and publication of land policy documentation.

- ⇒ In February 2017, the ministry posted information on its website providing an overview of land acquisition legislation, policies and processes.
- ⇒ The ministry's current Land Standards are comprised of hundreds of pages of policy and processes. The material was prepared for use by ministry staff, resulting in the use of industry terminology, acronyms and detailed work flow descriptions. The ministry is working to modernize Land Standards, separating information for public education and use versus information for internal use. The ministry will continue to work on preparing and publishing additional clear, concise and thorough information regarding compensation policies for landowners.

Improve internal systems and project management through implementing project management system software.

- ⇒ The ministry began implementing a new project management system in 2016-17. It will support the efficient and effective delivery of projects and provide standards for ministry processes, concepts, workflows and access to a centralized repository of reliable and timely information. The software will enhance project delivery capacity and increase consistency across the province. Consultants will be utilizing the software in the delivery of projects, making it easier to do business with the ministry as a result of consistent approaches, processes, and expectations.
- ⇒ In 2017-18, the ministry worked with the supplier to configure and test software, including initiating several pilot projects. Training of pilot project users was completed in April and general training for ministry staff and consultants was completed in June. The project went live in November 2017, with training sessions and support offered through the winter.
- ⇒ The ministry continues to update its manuals, including the Project Administration Manual, to align with the new processes and software, with updates being posted online to the ministry's Knowledge Warehouse.

Utilize the ministry's innovation framework to move innovations forward.

- ⇒ The ministry uses its Empower Innovation Committee to deliver its innovation framework to provide for the intake, cataloguing and testing of innovative ideas from across the ministry. The committee organized and delivered innovation training to its internal "Innovation Enablers". This resulted in the roll-out of one standardized process to generate and manage ideas.
- ⇒ Through the innovation committee the ministry: engaged an internal community of practice for the use of drones to more efficiently deliver ministry programs, including working on a new policy for compliant use; engaged Saskatchewan Polytechnic and the University of Saskatchewan to discuss involving ministry projects in student capstone design projects; continued planning with the Ministry of Justice to utilize the idea management platform, Spigit; and continued to conduct Idea Development Workshops in Regina and Saskatoon to build employee capacity for problem identification and opportunities.

Continue to develop an environmental protection plan (EPP) that will streamline environmental approvals while ensuring accountability with federal and provincial regulations.

- ⇒ The ministry engaged industry and created a working group to improve the EPP process and management tool. The revised management tool consolidates and describes the project specific environmental requirements of a contract. It will enhance the accountability documentation and process and increase all parties' project specific knowledge. This will allow for a more thorough understanding of how environmental work will be accomplished, and how project work may impact the environment.
- ⇒ In 2017-18, the ministry began trials and conducted revisions of its EPP builder tool/software. The ministry will be continuing tool development and alignment with necessary legislation in 2018-19.
- ⇒ When the process improvement is complete, stakeholders will have access to a project-specific document for easy reference onsite and as a compliance tool for site inspections of environmental requirements. This will assist in recordkeeping, contract oversight and allow for the inclusion and official approval of innovative processes.

Collaborate with consultant engineers and road building contractors to improve delivery and quality of construction projects.

- ⇒ Tri-party subcommittees were established with representation from the ministry, the Saskatchewan Heavy Construction Association (SHCA) and the Association of Consulting Engineering Companies (ACEC) to address paving, end product specification, contract, procurement and other issues. The intent of the work is to identify issues and collaboratively provide solutions for the ministry's consideration.

Performance Measures

Number of innovation ideas that have gone through the innovation process.

138 innovation ideas went through the innovation process in 2017-18.

The intent is to track the number of innovation ideas that have completed the process – either implemented by the ministry or filed for use at a later date. The ministry fosters a culture that promotes employee collaboration around innovation. Ideas are solicited through engagement with employees, work units and management groups. Developing a culture of innovation will assist the ministry in achieving its goals to provide quality citizen-centred service that is efficient and makes the best use of resources. This measure demonstrates the ministry's approach in encouraging innovation in the day-to-day practices of ministry employees. Examples of employee innovations include:

- ⇒ Sweeper shield: When a sweeper is being used, rocks and dirt are often thrown towards the back of the truck. This often causes damage and a lot of accumulated dust on the truck. Employees in the Wood Mountain section developed a sweeper shield consisting of canvas from a swather that drapes across the front of the sweeper. The sweeper shield protects the rear end of the truck from being damaged by rocks and reduces the amount of cleaning required once sweeping is complete. The sweeper shield also reduces the risk of an errant rock being thrown at passing vehicles.
- ⇒ Wireless sweeper control: The Grenfell maintenance section worked with a local electrician to install a wireless device on its sweepers. The wireless device allows the operator to control the movements of the sweeper from the tractor. When dealing with sweepers, there can be up to 25 feet of cords that connect the sweeper to a control box located in the tractor that pulls it. The reduction in dragging, snagging, and pinching of the sweeper's cords creates a safer work environment and creates the potential for less future equipment maintenance.

2017-18 Financial Overview

In 2017-18, the ministry received \$1,100.3 million in appropriated funding on budget day and invested \$1,149.6 million including special warrants. The ministry's expenditures were over its appropriation due to the delivery of capital projects, primarily the Regina Bypass, where expenditures vary significantly based on the work completed.

Program	(in thousands of dollars)				Variance Explanation
	2016-17 Actual	2017-18 Budget	2017-18 Actual	2017-18 Variance	
Vote 16:					
Central Management and Services	17,428	18,286	17,204	(1,082)	
Minister's Salary (Statutory)	51	49	48	(1)	
Executive Management	1,063	1,015	1,025	10	
Central Services	4,387	5,272	4,082	(1,190)	1
Accommodation Services	11,927	11,950	12,049	99	
Strategic Municipal Infrastructure	24,163	22,745	26,768	4,023	
Municipal Roads Strategy	16,000	14,000	14,000	0	
Strategic Partnership Program	1,367	1,390	4,718	3,328	2
Urban Connectors	6,209	6,655	7,379	724	3
Community Airport Partnership Program	587	700	671	(29)	
Operation of Transportation System	97,682	90,028	100,308	10,280	
Winter Maintenance	37,842	29,288	39,864	10,576	4
Road Safety and Traffic Guidance	21,830	23,267	23,586	319	5
Operational Services	21,461	20,885	19,827	(1,058)	6
Commercial Vehicle Enforcement	4,517	5,016	5,145	129	7
Ferry Services	3,988	3,644	3,505	(139)	8
Airports	1,999	1,946	1,963	17	
Information Technology Services	6,045	5,982	6,418	436	9
Preservation of Transportation System	144,124	122,228	113,938	(8,290)	
Surface Preservation	131,805	110,553	102,899	(7,654)	10
Regional Services	12,319	11,675	11,039	(636)	11
Transportation Planning and Policy	3,751	4,136	3,736	(400)	12
Infrastructure and Equipment Capital	861,462	842,882	887,702	44,820	
Infrastructure Rehabilitation	113,448	114,690	111,255	(3,435)	13
Infrastructure Enhancement	742,433	725,951	771,639	45,688	14
Accommodations Capital	414	500	77	(423)	15
Machinery and Equipment	4,304	1,500	3,867	2,367	16
Minor Capital	863	241	864	623	17
16 – Subtotal (Appropriation)	1,148,610	1,100,305	1,149,656	49,351	
Special Warrant*	0	75,500	0	(75,500)	
16 – Subtotal (Appropriation)	1,148,610	1,175,805	1,149,656	(26,149)	
Capital Asset Acquisitions	(861,462)	(912,882)	(887,701)	25,181	18
Capital Asset Amortization	161,473	173,263	168,306	(4,957)	19
16 – Total Ministry Expense	448,621	436,186	430,261	(5,925)	
Custom Work Net Recovery	(13)	0	(60)	(60)	
16 – Total Custom Work Net Recovery	(13)	0	(60)	(60)	
Total (Appropriation)	1,148,597	1,175,805	1,149,596	(26,209)	

*Vote 16 Special Warrant funding of \$75.5 M includes \$5.5 M provided for winter maintenance and \$70 M in capital provided for increase of work relating to the Regina Bypass.

Explanation of Major Variances:

1. Decrease due to FTE management and other administrative savings.
2. Increase in partnership expenditures and jurisdictional transfers.
3. Increase in partnership agreements undertaken.
4. Winter maintenance costs exceeded budgeted levels.
5. Increase in various road safety program costs including mowing, illumination, and pavement marking.
6. Decrease due to FTE management and other administrative savings.
7. Increase due to salary and training expenditures.
8. Variance is a result of operational savings.
9. Increase is due to inflation increases and licensing fees.
10. Decrease is due to the change in reporting for certain preservation treatments as well as Bridge and Pavement projects not completed at the end of 2017-18.
11. Decrease due to FTE management and other administrative savings.
12. Variance due to administrative and overhead savings resulting from the close out of the Saskatchewan Grain Car Corporation.
13. Variance due to deferral of planned work and additional work carried over to next fiscal year.
14. Increase is a result of work advanced on the Regina Bypass Project less infrastructure enhancement work deferred or carried over to next fiscal year.
15. Deferred capital replacements.
16. Purchase of additional machinery and equipment.
17. Increase is due to capitalized information technology items.
18. Variance is due to capital work deferred or carried over to next fiscal year.
19. Decrease is due to a reduction of capital work completed in 2016-17.

2017-18 Revenues

The ministry collects revenue relating to the sale of Crown lands or material on behalf of the government. The ministry also collects revenue from the federal government to reimburse the provincial government 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 2017-18 budgeted revenue compared to actual revenue.

Revenues	(in thousands of dollars)			
	2017-18 Budget	2017-18 Actual	Variance	Variance Explanation
Sales, Services and Service Fees	8,727	6,683	(2,044)	1
Transfers from Federal Government	103,114	98,374	(4,740)	
PPP Canada	67,000	67,314	314	2
Provincial Territorial Infrastructure Component	36,000	30,705	(5,295)	3
Other Federal Programs	114	355	241	4
Transfers from Government Entities	2,500	13,081	10,581	5
Total	114,341	118,138	3,797	

Explanation of Major Variances:

1. Lower than expected revenue from the sale of assets.
2. Increase in federal revenue recognized for Regina Bypass Project in 2017-18.
3. Lower than expected construction work was completed on the Provincial Territorial Infrastructure Component projects, which resulted in lower than expected revenues.
4. There were two new minor federal agreements signed in 2017-18, resulting in an increase in revenue.
5. Highway construction projects were completed by the Transportation Partnerships Fund (TPF) and transferred to the ministry. In addition, the net assets of the Saskatchewan Grain Car Corporation were transferred to the ministry.

2017-18 Full Time Equivalent Employees (FTE)

The ministry utilized 1,317.0 FTEs in 2017-18.

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 over-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 \$2.5 million in revenue and invested \$4.1 million on transportation system improvements in 2017-18. The TPF balance was \$9.6 million on March 31, 2018.

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

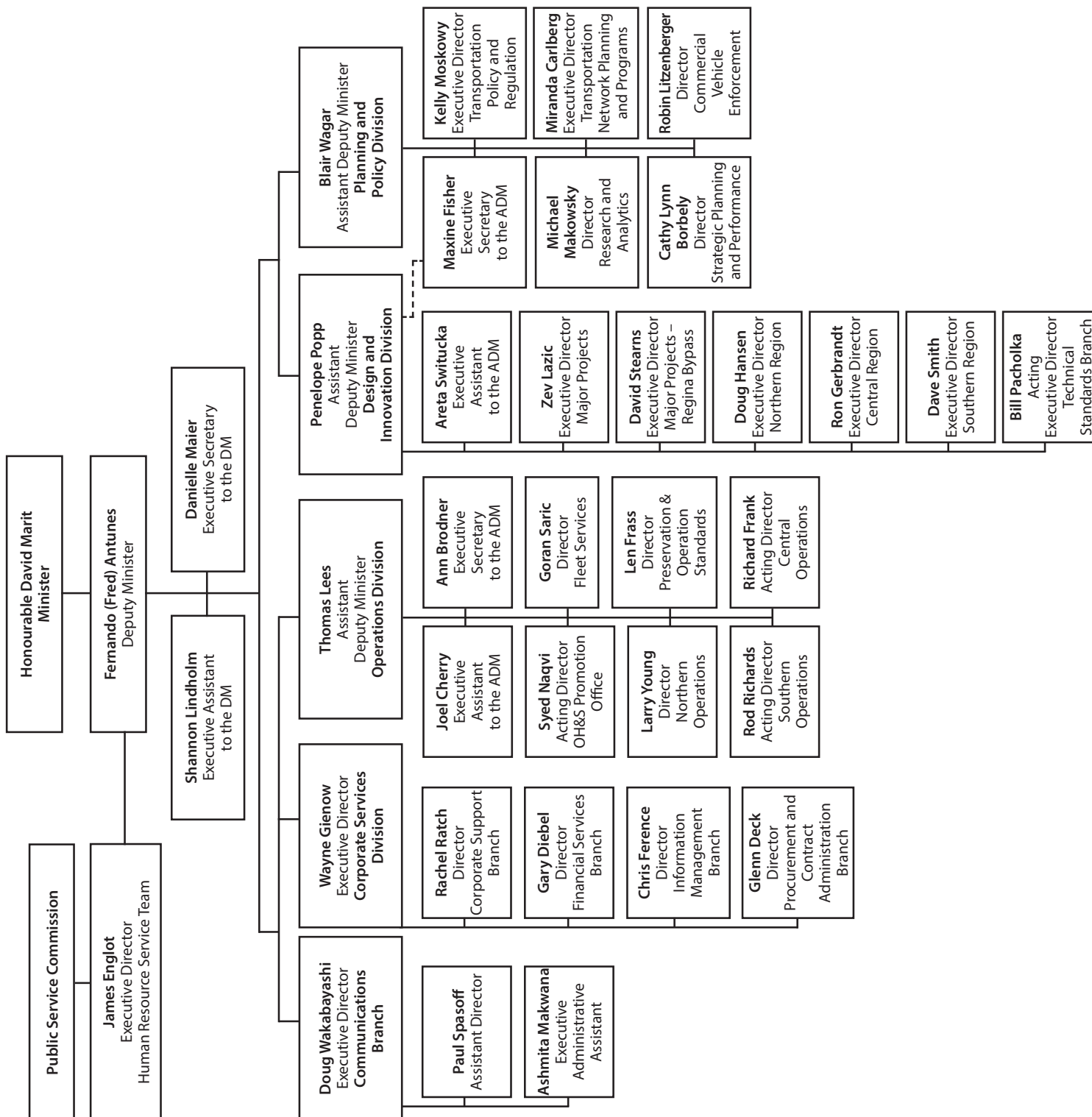
Or send us an email through the Saskatchewan Ministry of Highways and Infrastructure website:
<http://www.saskatchewan.ca/government/ministries/highways-and-infrastructure>.

Visit our website to find out about:

- ⇒ Road conditions and travellers information;
- ⇒ Construction projects;
- ⇒ Programs and services; and,
- ⇒ Updated tender schedule.

Appendices

Appendix A: Organizational Chart as of March 31, 2018



Appendix B: Loan Disclosure

The ministry administers the Shortline Railway Financial Assistance Program. Under this program, the province provided municipalities or local community groups that wanted to preserve rail service in their area with an interest free loan for the capital acquisition of rail infrastructure which was being abandoned. The loan is repayable over 15 years, with a discretionary three-year grace period.

Eight loans were advanced through this program:

- ⇒ In 1999-2000, investors received a \$177,000 provincial loan and a \$177,000 Canada Agriculture Infrastructure Program (CAIP) grant.
- ⇒ From 2004-2012 investors received six loans totaling \$6.6 million with funding split equally between the Transportation Partnership Fund (TPF) and the General Revenue Fund (GRF).
- ⇒ In 2015-2016 investors received a loan in the amount of \$551,000 with all funding coming from the TPF.

There are five loans outstanding for the fiscal year ending March 31, 2018.

This loan program supported 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)		
	TPF	GRF	Total
	2017-18 Actual	2017-18 Actual	
Beginning Balance	1,524	973	2,497
Additions	-	-	-
Reductions	185	185	370
Ending Balance	1,339	788	2,127

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 Railway Line (Short Line) Financial Assistance Regulations (Repealed in October 2017)

The Sand and Gravel Act

The Traffic Safety Act – but only with respect to:

1. *The Commercial Vehicle Hours of Service Regulations*

Public Works and Services Act – Jointly assigned to the Minister of Highways and Infrastructure and the Minister of Central Services except with respect to clauses 4(2)(a) to (g), (i) to (l), (n) and (o) and section 8, which are jointly assigned to the Minister of Central Services, the Minister of Education, the Minister of Health and the Minister of Highways and Infrastructure

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

1. *The Ministry of Highways and Infrastructure Regulations; and,*
2. *The Railway Line (Short line) Financial Assistance Regulations (Enacted in June 2004)*

