

Ministry of Highways and Infrastructure



Annual Report for 2018-19

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Letters of Transmittal



*The Honourable Lori Carr
Minister of Highways and
Infrastructure*

Office of the Lieutenant Governor of Saskatchewan

I am pleased to present the Ministry of Highways and Infrastructure Annual Report for the period ending in March 31, 2019.

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 2018-19 which was focused on keeping Saskatchewan *On Track*. This direction focused our government on controlling spending, investing in services, programs and infrastructure that Saskatchewan people value, and returning to balance by 2019-20.

With the 2018-19 budget, the ministry made investments to keep Saskatchewan competitive by delivering projects that improve safety, reliability, and efficiency on our provincial highways. This includes opening the Warman/Martensville interchanges to traffic one year ahead of schedule. The ministry also rebranded the commercial vehicle enforcement unit to the Saskatchewan Highway Patrol, which will help contribute to crime reduction in rural Saskatchewan and improve traffic safety as members of the provincial Protection and Response Team. In addition, the ministry invested about \$300 million in the significant progress made on the Regina Bypass project, which was more than 95 per cent complete by the end of the year.



Honourable Lori Carr, CD
Minister of Highways and Infrastructure



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

The Honourable Lori Carr, CD, 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, 2019.

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.



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, 2019. It provides results of publicly committed strategies, key actions and performance measures identified in the *Ministry of Highways and Infrastructure Plan for 2018-19*. It also reflects progress toward commitments from the government's direction for 2018-19: *On Track*, 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 2018-19 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 the people of Saskatchewan.

Mandate Statement

The ministry manages and provides for the development of an integrated sustainable 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 goods and people.

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 26,211 km of highways, including 11,593 km of asphalt concrete pavement, 3,909 km of granular pavement, 4,700 km of thin membrane surface (TMS) highways, 5,730 km of gravel highways and 279 km of ice roads. The ministry also operates and maintains 720 bridges, more than 62,000 culverts, 12 ferries, one barge and 17 northern airports.

The ministry's core lines of business focus on providing transportation infrastructure and services for a growing Saskatchewan by planning, designing and 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 and prioritizing investments to meet these needs.

Designing and building includes upgrading or new construction of provincial highways, bridges, culverts, airports and ferries. It involves the development of engineering standards, general location and functional planning for new infrastructure, detailed project location determination, 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 the 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 citizen services to ensure the safe and efficient movement of people and goods. This includes pavement marking, signing, lighting, mowing, 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, provincial shortline railways, and roadside development.

Developing policies includes working with other jurisdictions, industry stakeholders and shippers to gain local knowledge to create conditions for the safe, reliable, 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 and Customer Service and Safety branches.

Policy, Planning and Regulation Division

The Policy, Planning and Regulation Division (PPR) is responsible for strategic transportation investment, policy development and regulatory enforcement. PPR ensures a modern and competitive multi-modal transportation system by understanding future demands, focusing on creating the right conditions for economic and population growth, establishing network performance standards, identifying gaps, prioritizing investments and developing and enforcing regulations with a focus on commercial vehicles and provincial shortline railways. PPR is focused on continuously improving the safety, competitiveness and resiliency of the provincial multi-modal transportation system. It also includes the Saskatchewan Highway Patrol, which has a focus on enforcing commercial vehicle regulations and improving public safety with an expanded Protection and Response Team mandate.

Corporate Services Division

The Corporate Services Division provides budgeting, strategic planning, forecasting, financial reporting, legislation and records management, quality management systems, and geographical information systems to the ministry. This division is also responsible for procurement, information technology management, innovation coordination, performance reporting, learning and workforce development.

Operation and Maintenance Division

The Operation and Maintenance Division manages all the operational and maintenance programs. Preserving the transportation system involves preventative maintenance and management of provincial highways, 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. The division also manages related operational services such as traffic engineering, traffic counting, preservation and engineering services, roadside development, traffic guidance, and signing standards and road safety (e.g. speed limits, access, etc.).

Design and Construction Division

The Design and Construction Division manages all design (including general location and functional planning studies) and construction activities for preservation, bridges and capital projects. The division also manages land related activities, infrastructure design and construction standards development as well as project management and forecasting of the ministry's capital programming.

Communications and Customer Service Branch

The Communications and Customer Service 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.

Safety Branch

The Safety Branch is responsible for developing, implementing and managing the ministry's occupational health and safety programs, safety training and operator training.

Progress in 2018-19

Government Goals



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 on high-traffic corridors.

Key Actions and Results

Deliver the twinning and passing lane strategy

- ⇒ 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.
- ⇒ Plan for capacity enhancements on high traffic highways, including:
 - ↪ Highway 5 corridor improvements between Highways 2 and Saskatoon.
 - ↪ The corridor improvements on Highway 5 east of Saskatoon are planned to start in 2019 and include 10 km of twinning west of Highway 316 as well as widening and passing lanes.
 - ↪ Passing lanes on Highway 9 and 10 between Melville and Canora.
 - ↪ The ministry initiated a design build procurement process to construct six sets of passing lanes between Melville and Canora. Project delivery is scheduled to begin in 2019.
 - ↪ Passing lanes on Highway 7 from Rosetown to the Alberta border.
This multi-year project was split into three phases:
 - ↪ Rosetown to Fiske - two sets of passing lanes began in the winter of 2018-19 to be completed by fall of 2019;
 - ↪ Fiske to Kindersley - four sets are planned for construction in 2020-21; and,
 - ↪ Kindersley to Alberta Border - eight sets of passing lanes are being planned with construction scheduled for 2020-21.
 - ↪ Highways 6 and 39 corridor improvements between Corrine and Estevan.
 - ↪ In 2018-19, the ministry initiated a design-build procurement for five sets of passing lanes on Highway 39 between Weyburn and Estevan as well as resurfacing and safety improvements.
- ⇒ Construct twinning and passing lanes to improve traffic flow and increase safety, including:
 - ↪ Continued twinning on Highway 7 from east of Vanscoy to Delisle for 17.5 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 was graded in 2018-19 and remaining surfacing is planned for 2019.
- ↪ Phase three, an 11 km section from west of Vanscoy to east of Delisle was substantially completed in 2018-19 with minor clean-up remaining for 2019.
- ↪ Two sets of passing lanes on Highway 4 between North Battleford and Cochin; and,
 - ↪ The project delivery began in 2018 with the passing lanes and additional intersection improvements opened to traffic in the fall of 2018. The final lift of asphalt is planned for completion in 2019.
- ↪ Two sets of passing lanes on Highway 6 between the Regina Bypass and Corrine.
 - ↪ Construction was completed in October 2018.

Deliver the Pavement Marking Program to provide visible pavement lines for the 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.
- ↪ In 2018-19, the ministry completed 19,934 km of centre line marking, 26,387 km of edge line marking and 29,552 pavement sign units.

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

- ↪ Through the 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. Realignments also include new sign requests from municipalities.
- ↪ In 2018-19, the signing stewardship team installed approximately 600 new signs. Many of these signs were required for new passing/twinning lanes. The ministry also completed:
 - ↪ 2,866 single post repairs and 2,742 single post realignments;
 - ↪ 1,341 double post repairs and 852 double post realignments;
 - ↪ 3,570 single sign face replacements; and,
 - ↪ 14 I-beam repairs.

Reduce fatalities and injuries from collisions through implementing a road safety strategy. The strategy will have a focus on intersections, dark driving conditions, and single-vehicles running off the road. Examples of methods to address the focus areas of the strategy are the reflectivity of pavement marking and signing, lighting improvements, and turning lane improvements.

- ↪ The ministry developed an Integrated Road Safety Strategy for methods to improve traffic safety. This strategy contributed to the development of the five-year Enhanced Intersection Safety Program which was announced to begin in 2019-20.
- ↪ The ministry reviewed more than 1300 intersections for potential sight line issues and invested more than \$1,000,000 in clearing identified issues. Additional sight line clearing is planned as part of the Enhanced Intersection Safety Program.

In partnership with the Highway 16 Saskatoon to Wynyard Safe Corridor Alliance, work to identify and deliver future safety improvements between Saskatoon and Wynyard.

- ↪ The Alliance membership consists of: BHP Billiton, Mosaic, Nutrien, Government of Saskatchewan (MHI), University of Saskatchewan, SGI, and the RCMP.
- ↪ The Alliance engaged a consultant to develop a needs assessment, functional requirements report and preliminary design for the implementation of Intelligent Transportation Systems (ITS) technology along the corridor.
- ↪ A culvert replacing bridge, grade raise, paving and installation of a guardrail on Highway 6 north of the north junction of Highway 16 were completed in 2018-19, which collectively address flooding risks at Quill Lake and traffic safety in the area.
- ↪ Turning lanes on Highway 16 at the junction with Highway 2 began in 2018 and are planned for completion in 2019. The installation of a camera integrated with the Highway Hotline is also planned for this location.

Invest \$7 million through the Safety Improvement Program (SIP) to reduce the frequency and severity of collisions.

- ⇒ In 2018-19, the ministry delivered \$6.4 million through SIP and completed 24 projects, including:
 - ↪ access improvements on Highway 5 at Muenster;
 - ↪ The completed improvements consisted of a right turn lane and bypass for Muenster west access, and a right turn lane for College Avenue.

- ⇒ access improvements on Highway 3 at Star City; and,
 - ⇒ This project was deferred to 2019, as it was bundled with a repaving project to be delivered in the same area.
- ⇒ constructing and raising cable barriers at various locations along Highway 56 at Echo Lake.
 - ⇒ The cable barriers were completed with other clean-up and tensioning in 2019.
- ⇒ Other projects delivered through SIP in 2018-19 include guardrails on Highway 4, 38 and 44, a flare and delineation lighting on Highway 316 near Clavet, a right turn lane at Highway 18 and 9 west access, and channelization and right turn lane at Range Road 3070 on Highway 14.

SIP projects completed and investment since 2012-13

Year	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total
SIP Projects Completed	22	35	28	19	35	40	24	203
Investment (\$M)	\$5.0	\$8.2	\$6.8	\$5.4	\$8.0	\$8.6	\$6.4	\$48.4

Deliver public crossing and provincial rail inspection programs on provincially regulated rail lines and shortline companies to promote safety and recommend repairs.

- ⇒ The ministry checks sightline, signage and the condition of provincial road and shortline railway crossings to ensure they meet current standards.
- ⇒ In 2018-19, the ministry inspected 334 public grade crossings and inspected 850 km of short line track.

Train and equip commercial vehicle enforcement officers to participate as members of the Protection and Response Team (PRT) to aid in the reduction of crime in rural Saskatchewan.

- ⇒ Commercial Vehicle Enforcement (CVE) was re-branded as the Saskatchewan Highway Patrol (SHP) on July 1, 2018 with an expanded mandate to participate in the PRT. The SHP officers received fire arms and defense tactics training along with de-escalation, diversity awareness and mental health and domestic violence training. Officers also receive training on statute law, legal and court processes, driving skills, transport regulations, licensing, weights and dimensions, dangerous goods, and commercial vehicle safety alliance (CVSA) training.
- ⇒ Five recruits successfully completed the application and training process and graduated November 29, 2019.

Deliver commercial vehicle safety, weight and dimension regulations education programming for the trucking industry to assist in increasing regulatory compliance.

- ⇒ Operation Safe Driver was conducted involving 14 Officers at various locations around the province. A total of 219 Commercial and 62 private vehicles were checked;
- ⇒ SHP conducted two industry education events.

Participate in "Road Check" and "Operation Air Brake" annual international safety inspection events, deliver Commercial Vehicle Safety Alliance (CVSA) inspections, and plan strategic enforcement activities to reduce commercial vehicle safety violations.

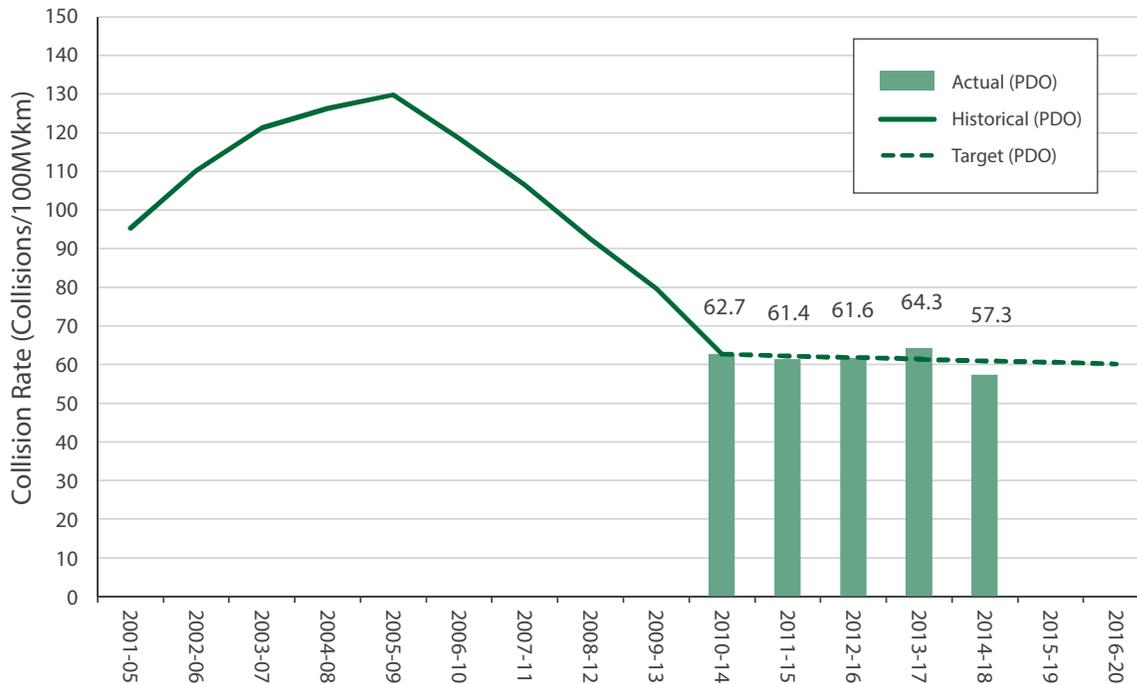
- ⇒ Road check - Each year, along with all Canadian provinces, territories, United States and Mexico. Saskatchewan participates in Road check, a 72-hour concentrated Commercial Vehicle Safety Alliance (CVSA) Level I inspection blitz held across North America. Road check delivers a sample of the commercial 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 2018 was held June 5-8 at the Langham weigh scales. A total of 248 units were inspected, with 87 commercial units taken out of service for critical defects and 7 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.
 - ⇒ Operation Air Brake enforcement blitzes were conducted on April 25, 2018 at three different locations. Ministry officers, municipal police, SGI inspectors and RCMP inspected 49 commercial units with 15 units placed Out of Service for mechanical issues and 21 units required repairs.
- ⇒ SHP officers also participated in a combined forces Slow to 60 blitzes on October 22, 2018, in the communities of Hudson Bay, Lloydminster, Estevan, Benson and Stoughton and on October 24 and 25, 2018 in the Saskatoon area.

Performance Measures

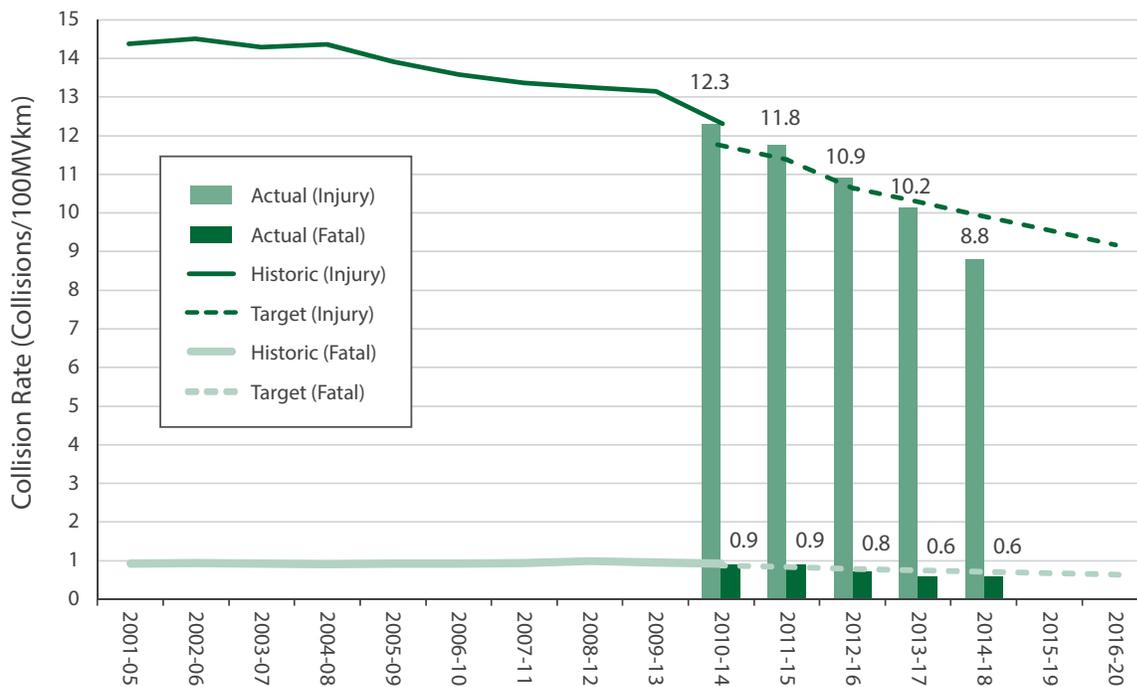
Reduction in fatality and injury collisions.

Target = five-year rolling average of 10.6 collisions per 100 million vehicle kilometres traveled.

5-Year Rolling Average Collision Rates - Property Damage Only (PDO)



5-Year Rolling Average Collision Rates - Injuries and Fatalities



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

*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.

This measure uses a five-year rolling average collision rate for fatality and injury collisions to track highway safety over time. The ministry aims to reduce the rate through operations and maintenance practices and infrastructure safety improvements delivered through the road safety strategy. Focus areas of the safety strategy are incidents relating to dark driving conditions, intersections, single-vehicles running off the road and wildlife.

As part of the multiyear safety strategy, the ministry is 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.

Per cent of shortline rail tracks inspected over a three-year cycle.

Target = 100 per cent by March 31, 2021.

There are 2,131 km of shortline track in the province. The ministry inspects rail lines on a three-year cycle to ensure the safe movement of rail cars, and recommends repairs to the shortline companies.

⇒ In 2018-19, 40 per cent (850 km) of track inspection was complete. The ministry is on track to meet its three-year target.

Source: Ministry of Highways and Infrastructure, Transportation Policy and Regulation Branch

Per cent of shortline public grade crossings inspected on a four-year cycle.

Target = 100 per cent by March 31, 2022.

There are 1,215 shortline public grade crossings. A crossing is where the rail line intersects with a road. The ministry inspects the crossings on a four-year cycle to ensure the safe movement of rail cars, and recommends repairs to the shortline companies.

⇒ In 2018-19, 27 per cent (334 crossings) of the four-year target was completed. The ministry is on track to meet its four-year target.

Source: Ministry of Highways and Infrastructure, Transportation Policy and Regulation Branch

Out of Service Rate from CVSA Level 1 inspections through the Roadcheck blitz.

The ministry delivers commercial vehicle enforcement activities all year to influence regulation compliance. The goal is to reduce the noncompliance 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.

Each year, along with the other Canadian provinces and territories, Saskatchewan participates in Roadcheck, a 72-hour concentrated safety inspection blitz held across Canada. Roadcheck delivers a sample of the commercial vehicle and driver safety on the highway.

⇒ Out of service rate was 34.9 per cent for 2018-19 from CVSA Level 1 inspections through the "Roadcheck" blitz.

Source: Ministry of Highways and Infrastructure, Saskatchewan Highway Patrol

Strategy

Reduce safety related injuries by promoting a safety culture in the workplace.

Key Actions

Communicate to the public, through the annual Work Zone and Snow Zone campaigns, safe driving practices to reinforce slowing to 60km/h in work zones and when approaching snow plows.

- ⇒ Enforcement activities focused on influencing driver behavior in work zones through Saskatchewan Highway Patrol participation in 'Slow to 60 -Joint Forces Operations' on October 24 and 25, 2018.
- ⇒ Snow Zone advertising campaign social media posts featuring MHI staff videos on Facebook were viewed 140,000 times.
- ⇒ In 2018-19, there were four incidents where a snowplow or grader was struck by a vehicle. In 2017-18 there were three. 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 the number of incidents.

Identify and reinforce safe practices and incident prevention through proactive occupational health and safety management.

- ⇒ 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 through the use of "toolbox topic" workplace safety discussions and

“Take 10s”. 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. In 2018-19, there were 5,295 “Take 10s” completed;

- ↪ Standard Operating Procedure (SOP) reviews became normalized in local OHS committees, with 107 SOP reviews completed;
- ↪ The ministry’s Joint Division (leadership) committee accomplished 126 Safety Walks, where a member visits a work location, discusses safety issues and does a review of priority safety items and documentation; and,
- ↪ The ministry rolled out a pilot “Not Myself Today” mental health awareness program in the Regina, Saskatoon and Prince Albert offices.

Reduce the risk of railway safety related incidents by collecting and auditing safety management plans which verify shortline and industrial railway companies are meeting provincial and federal safety regulations.

- ⇒ 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 license from the Highway Traffic Board, it is a requirement of shortline and industrial rail lines to have a SMPs. There are 13 provincial shortline railways and 63 industrial railway operations. Safety Management Plans have been developed for all shortlines and one third of industrial railways. The ministry prioritized and worked on industrial railways deemed to have a higher risk, and is on target to have all plans on file by March 31, 2022.

Work with the Aviation Advisory Committee and the private sector in Saskatchewan to deliver safety related improvements for aviation services.

- ⇒ 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. In 2018-19, the ministry worked with NavCanada and local stakeholders for Automated Weather Observing System (AWOS) installations at Buffalo Narrows and Wollaston Lake airports. AWOS installation and testing is planned for 2019.
- ⇒ The provincial airports map was also updated giving helipads a unique marker, and STARS locations being identified.

Performance Measures

Number of safety incidents in work zones and snow zones.

Target = 10 per cent reduction.

This is a measure of the incidents occurring in ministry work zones and snow zones on an annual basis, with the goal of incident elimination. Incidents are an event where there was an actual or potential fatality, injury or damage to property. A work zone is a controlled and marked area where active work is ongoing, typically noted with work zone signage. Snow zone incidents are between the public and a snow plow.

- ⇒ In 2018-19 there were nine work zone incidents, an increase from 2017-18 where there were seven.
- ⇒ In 2018-19 there were four snow zone incidents, an increase from 2017-18 where there were three.

Source: Ministry of Highways and Infrastructure, Safety Branch

Per cent of workplace occupational health and safety (OHS) inspections that meet OHS requirements.

Target = 100 per cent.

This is a measure of the ministry’s commitment to providing safe workplaces. The ministry has over 100 workplaces throughout the province including equipment buildings, offices, airports and ferries.

- ⇒ In 2018-19, 95 per cent of OHS inspections met requirements. This measure is monitored quarterly to ensure results are messaged to the ministry’s leadership and opportunities for improvement are addressed.

Source: Ministry of Highways and Infrastructure, Safety Branch

Per cent of shortline and industrial rail lines with safety management plans.

Target = 100 per cent of plans on file with the ministry by March 31, 2022.

- ⇒ There are a combined 76 shortline and industrial rail lines that require SMPs. By March 31, 2019, 43 per cent have developed SMPs.
 - ↪ 100 per cent of the thirteen shortlines have developed SMPs, and 32 per cent (20) of the 63 industrial railways have approved plans in place. The ministry is on target to have all plans on file by March 31, 2022.

Source: Ministry of Highways and Infrastructure, Transportation Policy and Regulation Branch

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*: Supporting trade and investment -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

Build phase II of the Regina Bypass from Highway 33 to Highway 11 for opening in late 2019.

- ⇒ As of March 31, 2019, Phase II was on schedule for completion in October 2019 with overall project progress (Phase I and II) estimated at 95 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.

Improve safety and efficiency through the construction of interchanges at Warman and Martensville, opening in Fall 2019.

- ⇒ This project was opened to traffic one year ahead of schedule in fall 2018, with minor cleanup remaining for 2019.
- ⇒ In Warman, the Highway 11/305 overpass offers a safe route in and out of the community. With more than 18,000 vehicles per day, it provides an opportunity for future road network expansion. With approximately 14,000 vehicles per day on Highway 12, the new interchange at Martensville disperses traffic along Main Street and Centennial Drive, reducing congestion and providing safer access to current and future developments.

Continue functional planning for the future traffic demand around Saskatoon to reduce the amount of land currently restricted for development.

- ⇒ The ministry's multiyear functional planning is divided into three phases: North, East and West. This planning process will allow for increased stakeholder engagement and for the ministry to reduce development restrictions for the majority of the freeway corridor when complete.
- ⇒ In 2018-19 the ministry began working on the first phase of functional planning for the north section between the South Saskatchewan River and Highway 16 west of Saskatoon.

Deliver a Highway 7 Kindersley corridor study to identify future operational and safety improvements.

- ⇒ Recommendations of the study were presented to the Town of Kindersley. The study included an online survey and an open house and was undertaken to address proposed corridor alternatives. The ministry has received full endorsement from the town, and ministry staff are continuing to develop a strategy for future implementation of the safety and operational improvements.

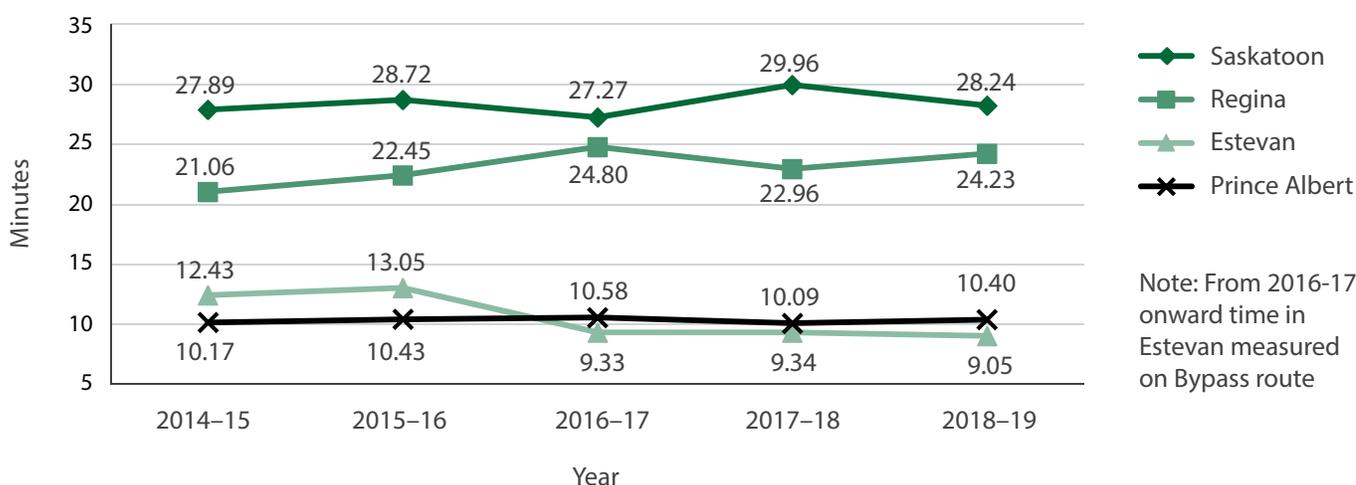
Identify projects that provide capacity, safety and efficiency improvements and make recommendations for applications to the federal government for project funding. The ministry actively works with its partners throughout the fiscal year to maximize federal investment in Saskatchewan's transportation infrastructure.

- ⇒ At the end of 2018-19, the ministry had 43 projects co-funded by the federal government through multi-year program and project delivery bringing in federal revenue to the province of almost \$250 million.
- ⇒ In 2018-19:
 - ↳ Through the New Building Canada Fund, the province and federal government announced approximately 259 km of improvements to be made across fifteen different stretches of highways 1,3,4,6,7,10,11,14,16, 33 and 39.

- ↪ Four repaving projects were submitted to Infrastructure Canada to utilize savings from already approved projects in the New Building Canada Fund.
- ↪ Two applications for the Disaster Mitigation and Adaptation Fund (DMAF) were submitted. The two DMAF projects were Highway 55 improvements and a northern bridge and culvert bundle.
- ↪ The ministry successfully received approval for over \$12.0 million through Transport Canada's Airport Capital Assistance Program for Fond-du-Lac airport improvements.
- ↪ Through the National Trade Corridor Fund:
 - ↪ The ministry applied for and received funding for improvements to Highway 6 and 39. This includes twinning of short segments of the corridor south of Regina, north of Milestone and south of Weyburn as well as the rehabilitation of approximately 51 km of pavement and improving intersections and highway entrances and exits along the corridor.
 - ↪ The ministry submitted expressions of interest for improvements to Highway 5, Highway 16, and intersection improvements on Highway 1, 11, and 16.

Performance Measures

Travel time around major urban congested areas.



Source: Ministry of Highways and Infrastructure, Operations Standards 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.

Complete projects approved in the New Building Canada Fund – Provincial-Territory Infrastructure Component by 2024.

In Saskatchewan, many improvements are required to the provincial highway infrastructure in order to improve the road 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. The ministry was approved for \$193.0 million in federal funding with projects to be completed by 2024. As of March 31 2019, the ministry has claimed \$125.7 million through completed projects, with the remainder to be claimed by 2024.



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

Per cent availability of the highway network.

This measure is used to determine highway network reliability. It is a measure of kilometers closed for various reasons, including extreme weather and collisions.

- ⇒ The highway network was available 99.9 per cent of the time, with a minor closure of 51 km due to Winter Conditions.

Source: Ministry of Highways and Infrastructure, Communications and Customer Service Branch

Strategy

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

Key Actions

Identify trade and transportation regulation and infrastructure enhancements by working with national and regional task forces, along with provincial jurisdictions, to improve commodity trade efficiency and inter-jurisdictional truck movement.

- ⇒ The ministry provided input into the Canada Transportation Data Hub. This input helped establish Saskatchewan's position on the Canadian Centre for Transportation Data (CCTD) which included the framework for the provincial government's requirements. The CCTD will help to inform the public with usable and required data and evidence for better decision making along supply chains to enhance trade, gain insights into operations, identify supply chain efficiencies, promote asset utilization and infrastructure requirements.

Support regulatory improvements to provide safe mobility and strengthen economic outcomes for Saskatchewan citizens and businesses.

- ⇒ The Wollaston Lake Barge Operation Regulations were repealed. The regulatory provisions were incorporated into the existing Memorandum of Agreement with the Hatchett Lake Denesuline Nation. With the repeal of the regulations, all financial arrangements with the Hatchett Lake Band respecting the Wollaston Lake transportation network are in the Agreement; a more flexible arrangement for both parties.
- ⇒ The ministry polled government agencies and the Saskatchewan Aviation Council to determine a submission to Transport Canada (TC) regarding Saskatchewan aviation priorities. The submission is planned for further discussions in 2019 with timelines for submission to TC to be determined.

Work with the trucking industry to incorporate new and existing technologies and configurations that provide efficiencies and reduce greenhouse gas emissions.

- ⇒ The ministry made Vehicle Weight and Dimension regulation amendments incorporating Wide Base Single Tires (WBST) with increased weight allowance. The amendments were made to come in to effect on April 1, 2019. This amendment harmonizes the WBST usage with Ontario and eliminates the permit requirement of its pilot program stage. These tires increase efficiency and reduce fuel consumption, making shipments easier for trucking companies travelling between the two provinces.

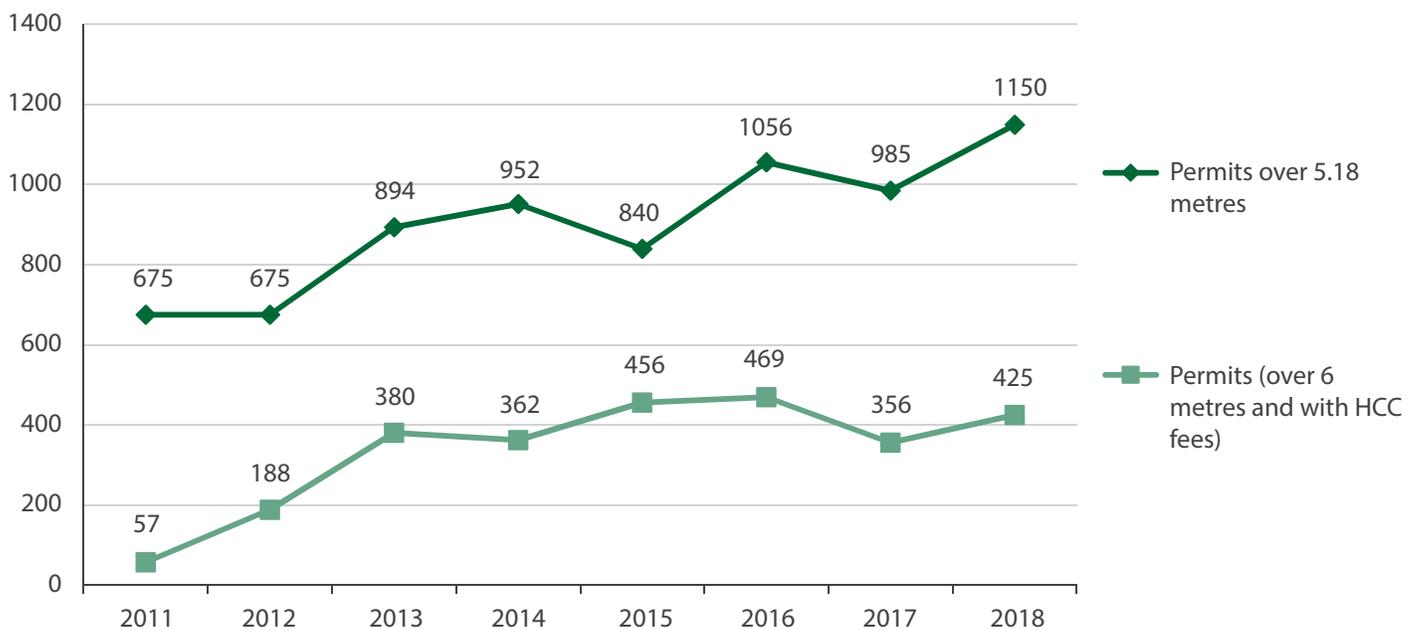
Collaborate with SaskPower, the Ministry of Trade and Export Development and other jurisdictions to provide a network of high-clearance corridors (HCC) which facilitate the movement of large loads.

- ⇒ 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.
- ⇒ In 2018-19, the ministry updated its Geographic Information Systems (GIS) database to identify the roads in the HCC phase 2 project as being part of the HCC corridor.

Performance Measure

Utilization by industry of high clearance corridors.

The high clearance corridors provide efficient routes to haul oversized items through the province. This measure is collected from SGI permitting data and provides a high-level indicator of activity on 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.

Per cent of bridges without a legal load restriction.

The ministry is responsible for 720 bridges on the highway network. Having a legal load restriction means that a bridge is limiting the vehicle load configuration on this segment of the road and potentially inhibiting the flow of goods. This is a measure of the number of bridges on the highway network that are posted to less than legal loading for the road segment.

⇒ The per cent of bridges without a legal load restriction was 99.3 per cent.

Source: Ministry of Highways and Infrastructure, Bridge Branch

Per cent of single trip permits issued within 24 hours.

Single trip permits are required for vehicle configurations that exceed vehicle weight and dimension regulations for a particular route. Permitting is offered to ensure efficient travel for commercial vehicles while protecting road infrastructure assets. This is a measure of the efficiency of the permitting system to ensure that industry and commerce is receiving quality service.

⇒ The per cent of single trip permits issued within 24 hours was 98.9 per cent.

Source: Saskatchewan Government Insurance (SGI)

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

Implement level of service (LOS) standards for summer and winter maintenance program delivery which incorporates the ministry's responsiveness to surface failures and operational requirements.

- ⇒ In an effort to improve customer service, the ministry continued its work on LOS and response time protocols for its preservation and maintenance activities. The ministry maintained its examination of LOS standards at multiple sections across the province (the ministry's operations activities are divided into 82 sections). This examination evaluates response times for different surface types. Testing and tracking response times contributes to ensuring performance and leading to more consistent experiences for the road user.
- ⇒ In 2018-19, the ministry operations continued to refine and roll out the response times initiative to track responses to road surface defects and debris on the highway. Through the continuing LOS improvement project:
 - ↪ 78 per cent of road inspections were completed as per LOS standards; and,
 - ↪ 86 per cent of road defects were repaired on time as per LOS standards.
- ⇒ The ministry prioritizes snow removal and ice treatment based on highway classification and traffic volumes (Annual Average Daily Traffic – AADT). The ministry has three winter maintenance levels of service:
 - ↪ Winter Level of Service (WLOS) 1 -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.
 - ↪ WLOS 2 -Highways with AADT between 300 and 1,500.
 - ↪ WLOS 3 -Highways with AADT less than 300.

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

- ⇒ 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 on November 1, 2018 and lasted until March 31, 2019. The total distance travelled by the night surveillance program was 242,520 km.

Protect road infrastructure through delivery of weight enforcement activities on commercial vehicles.

- ⇒ The SHP conducts weight and dimension enforcement on commercial vehicles throughout the year at the ministry's weigh scale locations as well as roadside checks with portable weigh scales.
- ⇒ The SHP, SGI and the RCMP coordinated multiple Patrol, CVSA, and Weight and Dimension inspections throughout Saskatchewan at various locations during 2018-19.

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

- ⇒ Deliver 280 km of repaving of highways, which renews the assets life cycle.
 - ↪ 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 2018-19, 279 km of capital rehabilitation of paved highways was completed. Some of the completed repaving projects include:
 - ↪ 32.5 km on Highway 11, south of Saskatoon;
 - ↪ 24.2 km on Highway 35, north of Goodwater; and,
 - ↪ 23.0 km on Highway 47, north of Melville.
- ⇒ Deliver 140 km of medium pavement treatments, which enhance condition and longevity.
 - ↪ Medium treatments on pavements include work such as thin lift overlays, rut fills with seal coat 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 2018-19, 243 km of medium treatments were completed.
- ⇒ Deliver 280 km of light pavement treatments, which seal the surface from moisture and increase longevity.
 - ↪ Light pavement treatments are delivered as seal coats. A seal coat involves placing hot liquid asphalt and crushed gravel. Seal coats provide 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 181 km of seal coat treatments in 2018-19.

Deliver innovative surface treatment projects on low volume highways as part of completing 100 km of upgrades to rural provincial highways.

- ⇒ The ministry completed 184 km in 2018-19, including:
 - ↪ 30.0 km on Highway 4, from Val Marie to Cadillac; and,
 - ↪ 10.1 km on Highway 51, near Springwater.

Improve highway segments with flooding related risks, including:

- ⇒ Highway 1 near Wolseley – culvert installations.
 - ↪ One culvert was installed, replacing a previous culvert which was not sufficient to address previous flooding events.
- ⇒ Highway 9 erosion and landslide repair north of Whitewood.
 - ↪ Geotechnical testing and drilling was completed with permanent repairs planned for 2019.
- ⇒ Highway 11 erosion repair near Lumsden.
 - ↪ The ministry began field testing and design for this multi-site project in 2018-19.
- ⇒ Highway 913 Whelan Bay access relocation.
 - ↪ This project included relocating the road due to flooding and was completed in 2018-19.

Through the Urban Highway Connector Program, invest in urban highway projects to improve efficiency on provincial highways through major urban centres including:

- ⇒ The landslide repair and resurfacing of Highway 363 within the city limits of Moose Jaw;
 - ↪ The ministry monitored the landslide and worked with city to review potential causes that may have contributed to the landslide.
- ⇒ The rehabilitation of the Highway 6 service road in Melfort; and,
 - ↪ This project resulted in the rehabilitation of three service roads for a total of 3.2 km.
- ⇒ The rehabilitation of 2nd Avenue West in Prince Albert.
 - ↪ This project was completed and involved the reconstruction and resurfacing of two blocks of 2nd Avenue (Highway 2) from 15th Street West to 17th Street West. To accommodate heavy truck traffic, the southwest quarter of the 15th Street intersection was completed with concrete.

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

- ⇒ Replace or repair aging culvert and wood box drainage structures;
 - ↵ 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 owner's property. Replacing underperforming or at-risk culverts keeps corridors open and prevents potential road closures, increasing the availability of the highway network.
 - ↵ The ministry completed the repair and replacement of 150 culverts in 2018-19 with a capital investment of \$16.6 million.
- ⇒ Replace 24 bridges with bridges or culverts; and,
 - ↵ In 2018-19, the ministry completed the replacement of 18 bridges, which involved 13 bridge replacements and five culverts replacing a bridge.
- ⇒ Make major repairs on six bridges.
 - ↵ Three major repairs progressed in 2018-19. These included, one bridge rehabilitation project being completed on Highway 3, near Muskoday, construction starting on Highway 4 over the South Saskatchewan River at Saskatchewan Landing and another on Highway 55 over the Saskatchewan River at Nipawin. These projects will be completed in 2019.
 - ↵ One planned bridge rehabilitation was deferred to 2019-20 as a result of slow progress on other bridges due to extreme cold and the remaining planned projects were deferred to 2019-20 for efficiency in multi project tendering.

Invest \$60.7 million to improve and maintain infrastructure in northern Saskatchewan.

- ⇒ The ministry invested \$56.9M in operations, maintenance and construction of northern roads and airports in 2018-19 including:
 - ↵ A bridge replacement near Montreal Lake;
 - ↵ Grading southwest of Cumberland House;
 - ↵ Base stabilization and clay capping on Highway 165;
 - ↵ Multiple preservation and culverts projects.

Performance Measures

Per cent of pavements in fair to very good condition on provincial highways.

Target = 90 per cent.

The ministry maintains over 15,000 kilometers of paved highway. 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.

- ⇒ Network condition is measured every two years. Condition results from 2017 indicated an overall condition of 89.7 per cent in fair to very good condition.

Source: Ministry of Highways and Infrastructure, Operations Standards Branch

Number of innovative surface treatments on low volume roads.

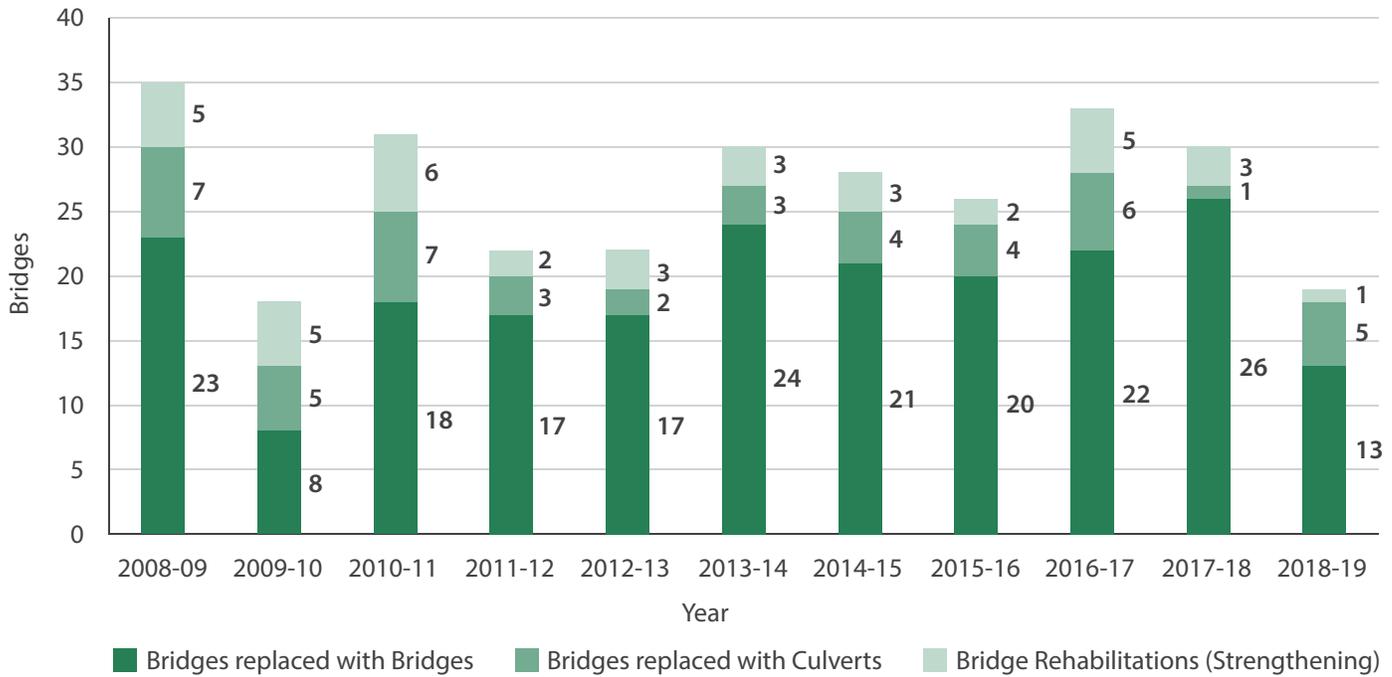
Target = two projects

The ministry is piloting alternative surface treatment options in order to provide value and deliver a highway surface that meets local demand and provides reliable access. Delivering surface treatments that are not an upgrade to a primary weight pavement allows the ministry to address more kilometers of highways with an appropriate surface for the traffic demand.

- ⇒ In 2018-19, the ministry completed six projects:
 - ↵ Highway 4 granular strengthening, south of Cadillac;
 - ↵ Highway 4 granular strengthening, north of Val Marie;
 - ↵ Highway 5 paving, west of Carmel Access;
 - ↵ Highway 32 paving, northwest of Cabri;
 - ↵ Highway 36 paving, south of Willow Bunch; and,
 - ↵ Highway 322 paving, north of Silton.

Source: Ministry of Highways and Infrastructure, Project Support Office

Number of bridges upgraded.
Target = 30 bridges for 2018-19.



Source: Ministry of Highways and Infrastructure, Bridge Branch

There are 720 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 2018-19, the ministry upgraded 13 bridges. 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, 2019, the ministry completed 365 out of a planned 367 bridge inspections (99.5 per cent completed).

Source: Ministry of Highways and Infrastructure, Bridge 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 720 bridges in the network, and inspecting 365 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 2018-19, inspections were completed by in-house staff on 310 of a planned 312 minor bridges. The two remaining bridges will be added to the 2019-20 inspection program. Fifty-five inspections were completed on major bridges. All major bridge 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*: 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

Define a sustainable transportation system by identifying solutions through different modes of transport (air, rail, road and water) to address needs.

Key Actions

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 tenth 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.
- ⇒ All \$700,000 of grant funds were allocated to twelve community airports, actual grant spending was \$568,672 due to construction savings.
- ⇒ CAP projects completed in 2018-19 included:
 - ✦ North Battleford – year 3 of runway rehabilitation;
 - ✦ Yorkton – apron expansion;
 - ✦ RM of Elden (Maidstone) – runway, taxiway and apron sealing; and,
 - ✦ Lucky Lake – runway preservation.

Continue to support industry in expanding its use of rail systems.

- ⇒ The ministry continuously works with the shortline association and has dialogue with SaskBuilds to identify new opportunities and provide assistance on efforts to improve and expand federal funding options to improve rail system access and utilization.

Utilize rail shipping data to understand how commodity movement is adapting to changes in the Canada Transportation Act (CTA) in order to influence market competitiveness.

- ⇒ The ministry worked with stakeholders on the implementation of the new CTA and participated in Transport Canada's Commodity Supply Chain Table working group and Collaborative Forward Planning initiative. This allows the ministry to get regular updates on rail industry demand and monitor the level of service provided by CN and CP.

Support municipal and provincial transportation system integration to better utilize the existing network to achieve economic growth and quality of life outcomes.

- ⇒ Invest \$14.0 million through the Municipal Roads for the Economy Program (MREP) – a partnership agreement with the Saskatchewan Association of Rural Municipalities (SARM) – for municipal road and bridge enhancement and preservation, including the Clearing the Path program and the Heavy Haul-High Volume program.
 - ✦ In 2018-19, the ministry invested \$14.5 million in grants to SARM for the MREP program.
 - ✦ For the 2018-19 construction season, the program delivered nine road and six bridge and culvert construction projects.
 - ✦ 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 2018-19, MREP provided about \$6.6 million towards its annual incremental maintenance funding for CTP designated roads and delivered two of the nine MREP road construction projects.

- ↪ 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.
 - ↪ Seven of the nine MREP road construction projects were HHHV projects.
- ⇒ Work with rural municipalities (RMs) to provide alternate truck routes on municipal roads through Strategic Partnership Program agreements to help preserve TMS highways.
 - ↪ In 2018-19, there were 28 truck management agreements for a total of 668 kms.
 - ↪ The ministry delivered funding towards a jurisdictional transfer on Highway 318/361 with RM of Reciprocity.
- ⇒ Develop new partnership agreements with municipalities for traffic management and road construction to optimize the utilization of existing infrastructure.
 - ↪ The ministry continuously reviews opportunities for agreements and works with RM's to establish effective partnerships to manage existing network.
 - ↪ The ministry continued its work on a construction partnership with the RM of St. Louis for the construction of a good gravel road on Highway 225.

Incorporate airport classification into an updated Provincial Airport Maintenance Manual (PAMM) in order to provide defined levels of service to the aviation industry.

- ⇒ PAMM manual updates began in 2018 and remain on the ministry's work plan for 2019-20. These updates will allow for better prioritization of each airport's development needs and will assist in airport operating comparison with the principle air service classifications under the Canadian Aviation Regulations.

Provide ferry connections at key municipal road crossings for local travelers and commuters.

- ⇒ The ministry operates twelve cable ferries and one barge in the province. Each operates for a different time period depending on the water freeze up, thaws and associated water levels.
- ⇒ Repair and upgrade the landings at the Riverhurst ferry.
 - ↪ The repair and upgrade of the ferry landing was necessary to pull the ferry out of the water for its 2019 dry dock inspection. The project involved the widening and rehabilitation of the ramps.

Performance Measures

Per cent availability of provincially operated ferries.

This measure shows the reliability of provincially operated ferries. It is a measure of scheduled availability against time lost.

- ⇒ Provincial ferries were open and available for use 96.5 per cent of the time. Closures were due to low water levels at various crossings.

Source: Ministry of Highways and Infrastructure, Northern Operations

Per cent availability of airport services at the 17 provincial airports.

This measure shows the reliability of the 17 provincially operated airports. It is a measure of scheduled availability against time lost.

- ⇒ Provincial airports were open and available for use 99.4 per cent of the time. The only closure was Pelican Narrows for one day due to heavy snow conditions.

Source: Ministry of Highways and Infrastructure, Northern Operations

Per cent of Thin Membrane Surface highways managed using partnerships.

This measure reflects the strategic partnerships that are assisting the ministry in maintaining reliable access. These partnerships with municipalities are to utilize municipal roads to route large vehicles that would otherwise damage the provincial highway.

- ⇒ 14.2 per cent of TMS is managed using partnerships. This includes 668 km of the 4,700 km of TMS.

Source: Ministry of Highways and Infrastructure, Operation and Maintenance Division

Strategy

Assess transportation demand through engagement with citizens and stakeholders.

Key Actions

Work with industry and other stakeholders to identify network gaps and solution options that result in a long-term transportation outlook.

- ⇒ The ministry delivered planning and studies including:
 - ↪ Completing a Yorkton Regional Transportation study;
 - ↪ Continuing progress on the multiyear Saskatoon Freeway functional planning;
 - ↪ Continuing progress on a Weyburn Regional Planning Study;
 - ↪ Beginning a regional review in Wadena to examine the need for a truck route around the town; and,
 - ↪ Working with Gateway Keewatin Corridor Incorporated to submit a Disaster Mitigation and Adaptation Fund (DMAF) application for improvements to the Highway 55 corridor.

Contribute to the direction of *Prairie Resilience: A Made-in-Saskatchewan Climate Change Strategy*, with focus on transportation and related infrastructure.

- ⇒ Specifically, through *Prairie Resilience*, the ministry has six items to deliver on to support the Saskatchewan Climate Change Strategy. In response to these actions, the ministry reported on the number of culverts on the National Highway System that meet provincial flood standards (200), worked on freight strategy, worked on incorporating idle time limiters on its fleet, worked with SaskBuilds and industry to discuss shortline improvements, reviewed the Trucking Partnership Program, expanded the Wide Base Single Tires pilot and then made regulation amendments incorporating their use on major highways, and continued the collection of traffic data.
- ⇒ Internally, the ministry ran an innovation exercise through the *Spigit* crowd sourcing platform to gather ideas on how the ministry can assist in becoming more environmentally friendly in its business and reduce its carbon footprint. Fifty-one ideas were submitted ranging from construction and operational activities to personal changes.

Develop an Intelligent Transportation System (ITS) plan to advance the use of field devices and new technologies in project and service delivery. This will be a long term strategy for the use of ITS devices such as cameras, variable message signs, road weather information systems, traffic counters, as well as emerging technologies.

- ⇒ The ministry worked on developing a traffic operations hub that incorporates current ITS and new items delivered in the Regina Bypass.
- ⇒ As part of a new ITS plan the ministry prioritized the types of devices for future use and began reviewing location criteria.

Continue to provide accurate, timely and reliable road information for travelers through the Highway Hotline.

- ⇒ The Highway Hotline provided up to date road information for travelers and stakeholders with zero external application down time in 2018-19. Application upgrades included provincial highway segment updates as well as winter weight and spring road restriction information and updates.

Publish traffic volume maps and biennial travel books with data collected from over one thousand locations annually for public and ministry planning.

- ⇒ 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 2018-19, the ministry published the 2017 traffic volume maps.
- ⇒ The biennial Travel on Saskatchewan Highways book which lists all gathered traffic volume data is published every other year. The last published book holds 2016 data. This data is available online to the public and is a key input for highway planning and business and residential developments.

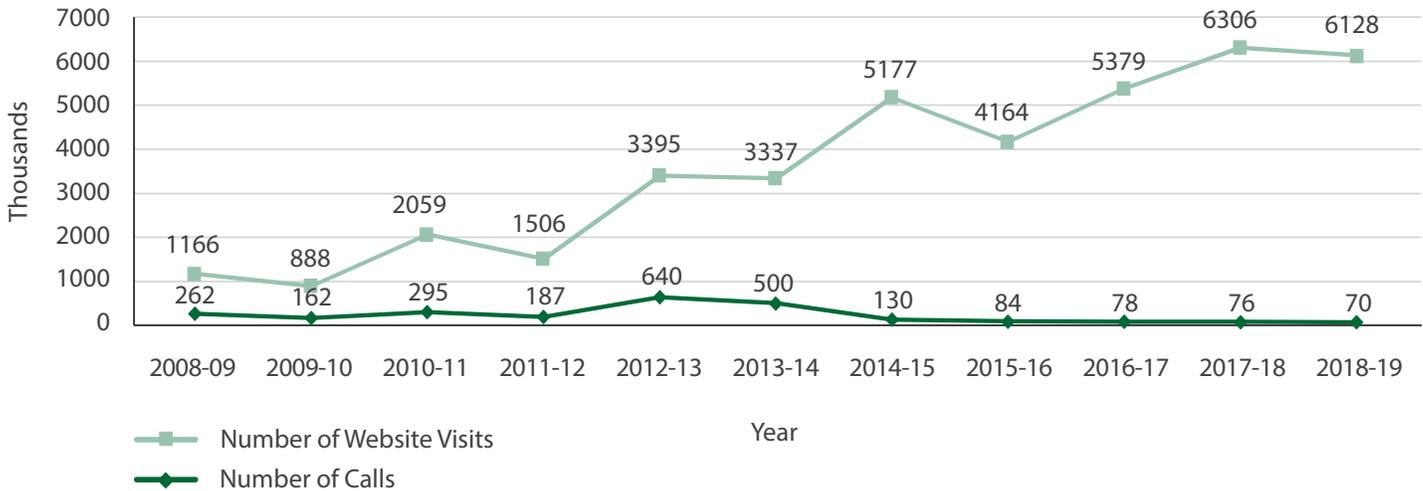
Provide guidance to Area Transportation Planning Committees (ATPC's) as they develop transportation plans to better support a provincial transportation network outlook.

- ⇒ The ATPCs have been 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.
- ⇒ The transportation plan update process continued to proceed across the province with guidance from the ministry.

Performance Measures

Number of Highway Hotline website visits and calls.

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



Source: Ministry of Highways and Infrastructure, Communications and Customer Service Branch

Travel in million vehicle kilometres.

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

- ⇒ 2017 Highway travel was 9.8 billion vehicle-km, up 0.6% from 2016; 2017 Highway truck travel was 1.9 billion vehicle-km, up 0.4% from 2016.

Source: Ministry of Highways and Infrastructure, Operations Standards Branch

Strategy

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

KeyActions

Continuously improve project delivery by:

- ⇒ Engaging with industry stakeholders and continuing to work together to promote innovation, collaboration and solutions in the effective 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 collaboratively provide solutions for the ministry's consideration that address paving, end product specification, technical, contract, procurement and work zone safety issues.
- ⇒ Expanding the use of alternative procurement models, specifically the Design-Build procurement model;
 - ↳ In 2018-19 the ministry tendered three projects utilizing a Design-Build procurement model.
- ⇒ Continuing the implementation of project management system software to provide systems enhancement;
 - ↳ The ministry completed the implementation of its project management system in 2018-19, with all construction projects flowing through the system. The ministry continued to update its project management processes, to align with organizational structure and the implemented project management software, including:
 - ↳ Electronic signature integration with the project management system;
 - ↳ Integrating new Financial Signing Authority related requirements;
 - ↳ Enhanced communication with users via a monthly newsletter and regular training videos; and,
 - ↳ Implementation of electronic bidding for procurement of some contracts.

- ⇒ Further developing the best value approach for the evaluation and award process of consulting services; and,
 - ↳ The review of the consultant contracting process was ongoing with several processes being improved. This 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 updated template documents and made changes to the evaluation criteria. All competitions are advertised on SaskTenders with the evaluation criteria being part of each competition document. The price of the awarded proponent is now released to heighten transparency and provide insight to competitors as price is only fifty per cent of the evaluation criterion for consulting procurement.
- ⇒ Utilizing the best value approach for the ministry's construction award activities including a contractor performance (project quality and timeliness) rating process.
 - ↳ The ministry developed and implemented a new best value model for construction tenders in 2018-19 which is based on the evaluation of objective measures associated with four key criteria:
 - ↳ Contractor performance evaluation scores from past projects;
 - ↳ Safety data from Work Zone Traffic Accommodation audit scores;
 - ↳ Relevant experience based on key measurable components from three completed similar projects; and,
 - ↳ Local knowledge of criteria deemed most relevant to the work being tendered.
 - ↳ This new model puts a higher emphasis on safety and past performance and less emphasis on cost with scores moving from the previous 80 per cent price and 20 per cent technical, to 75 per cent price and 25 per cent technical.

Publish additional information for the public that outlines the land acquisition process and compensation guidelines that improve the landowner's experience when engaging with ministry staff.

- ⇒ In 2018-19 the ministry developed a frequently asked questions document. The newly created document will replace the existing information on the Government of Saskatchewan's website and the existing landowner brochure and provides easy to find and understand answers to common questions about land acquisition.

Develop a customer service centre that will be the ministry's first point of contact for public inquiries.

- ⇒ In 2018-19 the ministry reviewed requirements and progressed on creating processes while reviewing software for and staffing of the center so it can begin operations in 2019.

Foster a culture of innovation that empowers employees to collaborate through the use of idea and knowledge management processes.

- ⇒ The ministry reinvigorated its innovation program focusing on value creation whether that be small or large. All innovation work is stored in an online database leveraging the *Spigit* platform. This involves ideas moving through a defined process, within a database using workflows. The ministry calls this its "Innovation Pipeline".
- ⇒ The ministry had three Innovation Pipeline challenges with participation rates above 60 per cent (industry average is 20 per cent).
- ⇒ All ideas submitted by employees for innovation purposes are now collected and stored in the *Spigit* platform, which allows for crowdsourcing and collaborative knowledge management.

Review the ministry's fleet for opportunities to reduce fuel usage and carbon emissions, including the potential for incorporating technologies that allow for ongoing idle monitoring and reporting.

- ⇒ The ministry developed an anti-idling standard for implementation in 2019-20. With approximately 325 snow plow trucks and other equipment used year-round, this will assist in reducing GHG emissions and provide fuel savings.

Implement environmental protection planning that will streamline environmental approvals while ensuring compliance with federal and provincial regulations.

- ⇒ The ministry continued developing its environmental protection planning processes including reviewing the use of environmental performance metrics in tender awards as a method of emphasizing environmental sustainability in the delivery of projects.

Performance Measures

Number of innovation ideas submitted by ministry employees.

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 is a display of the ministry's approach to encouraging innovation in the everyday practices of ministry employees.

⇒ In 2018-19, a total 564 ideas were submitted by ministry employees.

Source: Ministry of Highways and Infrastructure, Corporate Planning and Improvement Branch

Customer Satisfaction in their interaction with the ministry.

Citizen-centred service is the primary goal of the ministry's strategic direction. Delivering quality service to the people of Saskatchewan and assisting them to find the answers they are looking for is important. This is a measure of the ministry's interaction with people in the delivery of services.

⇒ The ministry is planning to integrate customer satisfaction measurement into its customer service centre. The customer service centre is scheduled to begin operations in 2019, with processes for capturing satisfaction to be addressed in its development.

Source: Ministry of Highways and Infrastructure, Communications and Customer Service Branch

2018-19 Financial Overview

In 2018-19, the ministry received \$924.5 million in appropriated funding on budget day and invested \$894.9 million. The ministry's expenditures were under 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
	2017-18 Actual	2018-19 Budget	2018-19 Actual	2018-19 Variance	
Vote 16:					
Central Management and Services	17,204	17,914	17,129	(785)	
Minister's Salary (Statutory)	48	49	47	(2)	
Executive Management	1,025	1,015	1,098	83	
Central Services	4,082	4,900	3,882	(1,018)	1
Accommodation Services	12,049	11,950	12,102	152	2
Strategic Municipal Infrastructure	26,768	22,745	23,976	1,231	
Municipal Roads Strategy	14,000	14,000	14,500	500	3
Strategic Partnership Program	4,718	1,390	2,632	1,242	4
Urban Connectors	7,379	6,655	6,275	(380)	5
Community Airport Partnership Program	671	700	569	(131)	5
Operation of Transportation System	100,308	90,828	103,593	12,765	
Winter Maintenance	39,864	29,288	42,657	13,369	6
Road Safety and Traffic Guidance	23,586	23,217	22,500	(717)	7
Operational Services	19,827	21,699	20,979	(720)	1
Commercial Vehicle Enforcement	5,145	5,000	5,739	739	8
Ferry Services	3,505	3,644	3,199	(445)	9
Airports	1,963	1,946	1,801	(145)	10
Information Technology Services	6,418	6,034	6,718	684	11
Preservation of Transportation System	113,938	116,759	116,908	149	
Surface Preservation	102,899	105,184	105,234	50	
Regional Services	11,039	11,575	11,674	99	
Transportation Planning and Policy	3,736	3,361	3,286	(75)	
Infrastructure and Equipment Capital	887,702	672,882	630,120	(42,762)	
Infrastructure Rehabilitation	111,255	126,041	123,817	(2,224)	12
Infrastructure Enhancement	771,639	544,600	502,731	(41,869)	13
Accommodations Capital	77	500	229	(271)	14
Machinery and Equipment	3,867	1,500	2,389	889	15
Minor Capital	864	241	954	713	16
16 – Subtotal (Appropriation)	1,149,656	924,489	895,012	(29,477)	
Capital Asset Acquisitions	(887,701)	(672,882)	(630,120)	42,762	17
Capital Asset Amortization	168,306	189,707	196,461	6,754	18
16 – Total Ministry Expense	430,261	441,314	461,353	20,039	
Custom Work Net Recovery	(60)	0	(107)	(107)	19
16 – Total Custom Work Net Recovery	(60)	0	(107)	(107)	
Total (Appropriation)	1,149,596	924,489	894,905	(29,584)	

Explanation of Major Variances:

1. Decrease due to FTE management and other administrative savings.
2. Increase in leased space during office relocations.
3. Increase for municipal road funding.
4. Increase for jurisdictional transfer agreement.
5. Variance in planned to completion of partnership agreements.
6. Winter maintenance costs exceeded budgeted levels.
7. Decrease in various program costs including right of way and drainage maintenance, sign and guardrail preservation, and sign rehabilitation.
8. Increase due to salary and training expenditures as a result of expanded PRT mandate.
9. Variance from operational savings as a result of closures due to low water.
10. Variance is a result of operational savings.
11. Increase is due to inflation increases and licensing fees.
12. Variance due to additional work carried over to next fiscal year.
13. Decrease is a result of work completed on the Regina Bypass Project and other projects carried over to next fiscal year.
14. Variance is the result of progress on accommodation replacements.
15. Purchase of additional machinery and equipment.
16. Increase is due to minor land costs, ferry repairs, and salt silos.
17. Variance is due to capital work carried over to next fiscal year.
18. Variance is due to a year-end change in aggregate inventory valuation expense adjustment and infrastructure amortization expense adjustments.
19. Increase due to net recovery of custom work completed in 2018-19.

2018-19 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 2018-19 budgeted revenue compared to actual revenue.

Revenues	2018-19 Budget	2018-19 Actual	Variance	Variance Explanation
Sales, Services and Service Fees	1,528	1,809	281	1
Transfers from Federal Government	39,586	53,084	13,498	
National Trade Corridors Fund		3,176	3,176	2
Provincial Territorial Infrastructure Component	39,472	49,807	10,335	3
Other Federal Programs	114	101	(13)	
Transfers from Government Entities	2,500	1,418	(1,082)	4
Total	43,614	56,311	12,697	

Explanations of Major Variances:

1. Higher than expected revenue from the sale of assets.
2. New federal agreement signed in 2018-19, resulting in an increase in revenue.
3. Additional component projects were approved in 2018-19, resulting in an increase in revenue.
4. Highway construction projects were completed by the Transportation Partnerships Fund (TPF) and transferred to the ministry. There was a decrease in the planned highway improvement projects completed.

2018-19 Full Time Equivalent Employees (FTE)

The ministry utilized 1,294 FTEs, including students.

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 \$1.9 million in revenue and invested \$1.4 million on transportation system improvements in 2018-19. The TPF balance was \$10.4 million on March 31, 2019.

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:

<https://www.saskatchewan.ca/government/government-structure/ministries/highways-and-infrastructure>

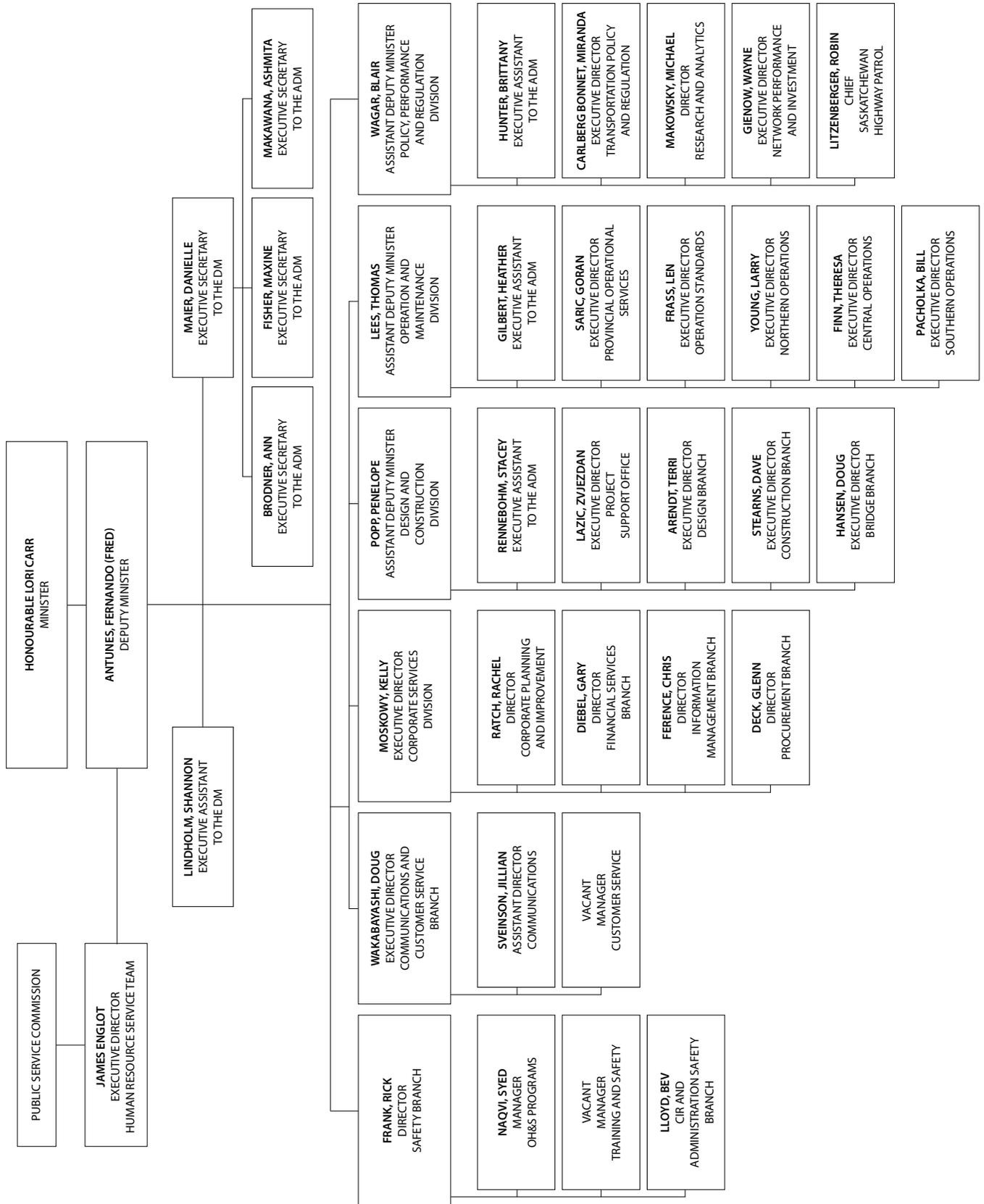
Visit our website to find out about:

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

Appendices

Appendix A: Organizational Chart as of March 31, 2019

Organizational Chart



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 four loans outstanding for the fiscal year ending March 31, 2019.

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	TPF	GRF	Total
	2018-19 Actual	2018-19 Actual	
Beginning Balance	1,339	788	2,127
Additions	-	-	-
Reductions	231	174	405
Ending Balance	1,108	614	1,722

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 Sand and Gravel Act

The Traffic Safety Act – but only with respect to:

1. *The Commercial Vehicle Drivers 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)

