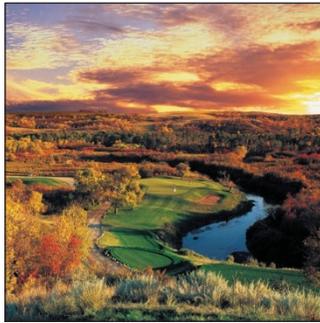


Ministry of Highways and Infrastructure



Plan for 2020-21

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Statement from the Minister



*The Honourable
Greg Ottenbreit
Minister of Highways
and Infrastructure*

I am pleased to present the Ministry of Highways and Infrastructure Plan for 2020-21.

Government Direction and Budget 2020-21 is focused on growth for a better quality of life – fostering a strong economy, creating strong communities and strong families – and Building a Strong Saskatchewan.

Represented in the ministry's vision: Transportation-Connecting Saskatchewan to the World, the ministry will make investments and deliver programs and services that support the strategic goals of improved safety and environmental sustainability; improved road conditions; an integrated sustainable transportation network and efficient travel for people and goods. We will also make priority investments in strategic transportation corridors that ensure we can get our goods to market safely and efficiently. We will invest in our corridors so people and goods can travel seamlessly east and west across the country, south to the United States and around the world.

The Ministry of Highways and Infrastructure is proud to support Saskatchewan's Growth Plan: The Next Decade of Growth 2020-2030. The ministry's efforts in delivering new infrastructure while maintaining and operating current assets will ensure Saskatchewan stays competitive. The purpose of growth is to build a better quality of life for Saskatchewan families and communities. Transportation plays an important role. As mentioned in the Growth Plan, the ministry is focusing on safer highways through passing lanes and intersection improvements and establishing agreements with our municipal partners to improve the network. The ministry is also working with other levels of government to continue to build an integrated transportation network to make trade more efficient.

Strengthening the transportation system through improvements to infrastructure and regulation is important. This ministry is working to ensure that corridors are efficient and transportation regulations work for the economy and the people of Saskatchewan. In 2020-21 the ministry is planning on improving over 1,000 km of highway as it works towards the Growth Plan goal of 10,000 km over the decade. This plan will support building a stronger Saskatchewan.

Progress on this plan will be reported in the 2020-21 annual report.

Response to Government Direction

The Government of Saskatchewan is committed to *Building a Strong Saskatchewan*. Investing in strong communities and strong families creates opportunities for a better quality of life for the people of our province. Maintaining a strong economy will enable us to build upon the past decade of growth and continue to provide the services, jobs and infrastructure that meets Saskatchewan's needs.

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."

A Strong Economy

Strong Communities

Strong Families

Saskatchewan's vision and three goals provide the strategic direction for organizations to align their programs and services to build a strong Saskatchewan.

All organizations will report on progress in their 2020-21 annual reports.

Operational Plan

Mandate Statement

The ministry manages and provides for the future 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 people and goods.

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.

Government Goals



A Strong Economy



Strong Communities



Strong Families

Ministry Goal

Improved Safety and Environmental Sustainability

Strategies

- Target safety improvements and operational services on the transportation system to reduce fatalities and injuries.
- Create a safety culture by implementing an injury prevention strategy in the workplace to achieve Mission Zero.
- Utilize a comprehensive “Three E’s” approach (Engineering, Education, and Enforcement) for truck, traffic, work zone and snow zone safety.
- Invest in infrastructure that improves its resiliency in the event of extreme weather.
- Provide environmental stewardship on all Ministry of Highways and Infrastructure activities and improve operations and services to meet Saskatchewan’s climate change goals.

Key Actions

- Deliver the road safety strategy to reduce fatalities and injuries from collisions. The strategy has 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.
 - Invest \$20.0 million in road safety improvements:
 - Enhance intersection safety with a \$13.0 million investment, including:
 - Intersection improvements at the junction of Highway 55 and Highway 123;
 - Intersection improvements at the junction of Highway 11 south and Davidson South Commercial Access;
 - Intersection improvements (transverse rumble strips) on Highway 342 south of Plato; and,
 - Intersection sight triangle improvements across the province.
 - Invest \$7.0 million through the Safety Improvement Program, to reduce the frequency and severity of collisions, including:
 - Railway crossing warning system upgrade on Highway 14 east of Biggar;
 - Intersection improvements on Highway 20 at Lumsden; and,
 - Pedestrian crosswalk improvements on Highway 155 in Buffalo Narrows.



- Deliver an enhanced Pavement Marking Program to provide visible pavement lines for the safe directional flow of traffic, which will result in ten per cent more planned km of pavement line marking than last year.
- 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.
- In partnership with the Highway 16 Safe Corridor Alliance, work to identify and deliver future safety improvements between Saskatoon and Wynyard.
- Deliver major capacity and safety improvement projects, like twinning and passing lanes.
 - Construct passing lanes and twinning projects to improve traffic flow and increase safety, including:
 - Three sets of passing lanes on Highway 9 – Yorkton to Canora;
 - Three sets of passing lanes on Highway 10 – Melville to Yorkton;
 - Five sets of passing lanes and corridor improvements on Highway 39 - Weyburn to Estevan; and,
 - Four sets of passing lanes east of Kindersley on Highway 7.
 - Commence safety and capacity enhancements on high traffic highways including:
 - Four sets of passing lanes and corridor improvements on Highway 39 – Corinne to Weyburn;
 - Three sets of passing lanes on Highway 7 – Kindersley to the Alberta border; and,
 - Two sets of passing lanes, widening and twinning on Highway 5 – Saskatoon to Highway 2.
- 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 driving safely when approaching snow plows.
- Reinforce safe practices and behaviors by conducting work zone audits on construction projects and maintenance activity to improve work zone safety.
- Contribute to the reduction of crime and traffic violations in Saskatchewan by participating in the Protection and Response Team through the Saskatchewan Highway Patrol.
- 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.
- Contribute to the delivery of Prairie Resilience: A Made-in-Saskatchewan Climate Change Strategy, with focus on infrastructure resiliency and reducing carbon emissions through rail and truck transportation efficiencies.

Performance Measures

Reduction in fatality and injury collisions.

Target = five-year rolling average of 9.8 collisions per 100 million vehicle kilometres traveled.

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.

Number of safety incidents in work zones and snow zones.

Target = 10 per cent reduction.

This is a measure of safety incidents occurring in ministry work zones and snow zones. An incident is an unplanned event that results in or has the potential to result in injury or property damage. 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.



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.

Safety management plans 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.

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

Target = 100 per cent by March 31, 2022.

There are 1,219 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.

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.

Number of CVSA inspections on commercial vehicles.

Target = 7000 inspections.

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

Government Goals



A Strong Economy



Strong Communities



Strong Families

Ministry Goal

Improved road conditions

Strategies

- Communicate and report level of service standards so the public knows what to expect for highway services.
- Implement innovative repair and upgrade options that result in a well-maintained transportation system.
- Maintain and rehabilitate provincially owned transportation infrastructure to optimize the asset's life cycle.
- Enforce vehicle weight and dimension regulations to reduce damage on the highway network.

Key Actions

- Continue to provide accurate, timely and reliable road information for travelers through the Highway Hotline.
- Advance the use of field devices and new technologies in project and service delivery through the ministry's Intelligent Transportation System (ITS) plan. The plan is a long term strategy to continually incorporate the use of ITS devices such as cameras, variable message signs, road weather information systems, traffic counters, weigh-in-motion as well as emerging technologies.
- Deliver on level of service (LOS) standards for summer and winter maintenance program delivery which incorporates the ministry's responsiveness to surface failures and operational requirements.



- Provide pavement treatments to renew or increase the longevity of highway assets to meet life cycle requirements.
 - Deliver 280 km of repaving of highways, which renews the pavements life cycle by restoring it to new condition.
 - Deliver 100 km of medium pavement treatments like thin lift over lays or micro-surfacing, which primarily mitigate rutting and improve longevity.
 - Deliver 460 km of light pavement treatments like sealcoats, which seal the surface from moisture and increase longevity.
- Deliver 100 km of upgrades to rural provincial highways including innovative surface treatment projects on low volume highways:
 - Highway 155, north of Green Lake;
 - Highway 219 from Highway 15 to Danielson Provincial Park;
 - Highway 255, south of Tobin Lake; and,
 - Highway 355, west of Spruce Home.
- Deliver 35 km of gravel surface rehabilitation projects, including:
 - Highway 135, south of Pelican Narrows; and,
 - Highway 165, south of Pinehouse.
- Extend the service life and ensure the adequacy of bridge and drainage structures:
 - Replace 23 short span bridges at end of their service life with new bridges or culverts;
 - Complete major repairs on 5 bridges to extend the service life of large span bridges; and,
 - Replace 130 culverts.
- Protect road infrastructure through weight enforcement activities on commercial vehicles.

Performance Measures

Number of Highway Hotline website visits and calls.

Target = 7 million website visits and 70 thousand phone calls.

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

Per cent of pavements in fair to very good condition on the National Highway System (NHS).

Target = 90 per cent.

The ministry maintains over 15,000 kilometers of paved highway, including 3,993 km on the NHS. The ministry uses a measure of roughness to represent the roads condition. This information, when combined with other data determines when repaving or other pavement preservation treatments are needed.

Number of bridges and drainage structures replaced or rehabilitated.

Target = 28 bridges.

The ministry uses a condition index to rate the state of its bridges. The number of bridges upgraded effects the network average bridge condition index by improving a bridge's condition or replacing a bridge with a new bridge or culvert.

Number of bridges and large diameter drainage structures inspected.

Target = 100 per cent every two years.

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.

Number of portable weight checks.

Target = 1,000 portable weight checks.

Axle weight checks delivered by highway patrol officers on commercial vehicles aid in protecting highway infrastructure from damage. Portable weight checks are a method of monitoring and enforcing compliance with Saskatchewan's vehicle weight and dimension regulations away from the permanent scale locations.



Government Goals

A Strong Economy

Strong Communities

Strong Families

Ministry Goal

Integrated transportation network

Strategy

- Engage citizens, partners and stakeholders to assess transportation demand and understand the needs for future investments.
- Work with municipal and indigenous community partners to manage traffic demand and improve road conditions on a one network approach.
- Work with the federal government, other provinces and territories to develop a National Transportation Strategy that improves Canadian competitiveness.
- Work with partners to develop competitive transportation solutions for Saskatchewan businesses.

Key Actions

- Support municipal and provincial transportation system integration to better utilize the existing network to achieve economic growth and quality of life outcomes.
 - Invest \$15.0 million through the Rural Integrated Roads for Growth program – a partnership agreement with the Saskatchewan Association of Rural Municipalities – for municipal road and bridge enhancement and preservation; including the Clearing the Path program and the Heavy Haul-High Volume program; with an incremental \$1.0 million targeted to bridge replacements.
 - Work with rural municipalities and stakeholders to develop new partnerships to preserve the network and optimize the utilization of existing infrastructure.
- Through the Urban Highway Connector Program, invest in urban highway projects to improve efficiency on provincial highways through urban centres including rehabilitation work on:
 - Highways 47 and 18 in Estevan;
 - Highways 6 and 33 in Regina; and,
 - Highway 9 in Yorkton.
- Support community airports through the Community Airport Partnership program, which results in a \$1.7 million investment for improvements to small airports.
- Identify and develop options to increase Saskatchewan's export infrastructure, by working proactively with the province's export and transportation sector, other western provinces, the federal government and the U.S.

Performance Measures

Per cent of Thin Membrane Surface highways managed using partnerships.

Target = 14 per cent.

This measure reflects the strategic partnerships that are assisting the ministry in maintaining reliable access. These partnerships with municipalities involve the utilization of municipal roads to re-route heavy vehicles that would otherwise damage sensitive segments of the provincial highway network.

Per cent availability of provincially operated ferries.

Target = 98 per cent.

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



Government Goals

A Strong Economy

Strong Communities

Strong Families

Ministry Goal

Efficient travel for people and goods

Strategy

- Improve network access and reliability through regulations, permits and infrastructure investments to support economic growth.
- Improve reliability and safety for flow of goods by efficiently managing roads, airports, ferries and railroads.
- Work with partners to increase economic opportunities by improving transportation access for northern communities.

Key Actions

- Invest in north-south trade corridors to facilitate the efficient transportation of manufactured goods to the United States (U.S.) and Mexico.
- Examine options to enhance the north-south rail network in Saskatchewan to provide competitive alternatives and broader access to the U.S. rail network, ports and American markets.
- Increase capacity to move goods to and through the U.S., including stronger rail connections.
- Work with the federal, provincial and territorial governments to address barriers to internal trade including reconciling and harmonizing regulations and being co-chair of the national task force on the Pan-Canadian Competitive Trade Corridor Initiative to facilitate efficient internal and international trade.
- Continue planning for the Saskatoon freeway.
- Deliver the multi-year rehabilitation of the Fond du Lac airport.
- Invest \$60.3 million to improve and maintain infrastructure in northern Saskatchewan.

Performance Measures

Travel time around major urban congested areas.

Investments around urban centres are important for ensuring the safe free-flow of traffic from commercial carriers and commuters. This measure will establish data to be used as reference for the ministry's efforts, over the long term, in addressing the growth of urban census metropolitan areas. It will establish a baseline for future targets.

Per cent availability of highway network.

Target = 99.99 per cent.

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

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.

Per cent of single trip permits issued within 24 hours.

Target = 99.5 per cent.

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.



Government Goals



A Strong Economy



Strong Communities



Strong Families

Ministry Goal

Commitment to excellence

Strategy

- Improve technical management and leadership capacity by creating a learning organization and positive workplace culture.
- Deliver an accountable, citizen-centred, inclusive, solution-focused and knowledgeable workforce while enhancing employee engagement.
- Create a process-based organization through continuous improvement and innovation.

Key Actions

- Continuously improve project delivery through engaging with industry stakeholders and working together to promote innovation, collaboration and solutions in the effective delivery and quality of construction projects.
- Deliver improved service to citizens through the ministry's customer service centre.
- Explore options to transform government's business processes through an integrated human resource, financial and procurement, cloud-based business system.
- Improve employee engagement and maintain corporate knowledge through learning and development activities.
- Foster a culture of innovation that empowers employees and stakeholders to collaborate on innovative solutions and opportunities through the use of idea and knowledge management processes.
- Continue work to increase the ministry's employment of people who identify as Aboriginal.

Performance Measures

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.

Per cent employee engagement.

Employee engagement is measured by survey every two years. This is an important measure for the ministry as it relates to advancing a desired value-based culture where employees are excited about and committed to their work in delivering citizen-centred service.

Number of innovation ideas implemented 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 in encouraging innovation in the everyday practices of ministry employees.

Highlights

2020-21 Budget Highlights:

The Ministry of Highways and Infrastructure 2020-21 budget is \$647.9 million, including a capital investment of \$357.6 million. This budget continues government's investments in improved safety and efficiency on the transportation network. As infrastructure is critical to Saskatchewan's economic success, this investment will help keep the province competitive and connected to markets across Canada and around the world. The 2020-21 investment continues to build upon the last decade of historic funding levels with investments that position the province to drive along the roadmap to a stronger Saskatchewan.

This budget continues to preserve and improve the provincial highway system through:

- \$104.9 million for preventative maintenance on provincial highways and bridges.
- \$117.3 million for 815 km of capital preservation improvements to highways.
- \$94.5 million for major projects supporting *Saskatchewan's Growth Plan*:
 - Continue to undertake planning for the Saskatoon Freeway.
 - Construct passing lanes and twinning projects to increase safety and improve traffic flow, including:
 - Multiple passing lane projects across the province on Highways 7,9 and 10;
 - Passing lanes and corridor improvements on Highway 39 between Weyburn and Estevan; and,
 - Twinning, passing lanes and other safety improvements on Highway 5 between Saskatoon and Highway 2.
- \$20.0 million for increased road safety across the network, including:
 - \$13.0 million for the second year of the five-year \$65.0 million enhanced intersection safety investment; and,
 - \$7.0 million through the Safety Improvement Program to reduce the frequency and severity of collisions.
- \$62.3 million for 100 km of Thin Membrane Surface highways and other rural highway upgrades.
- \$52.0 million to replace and rehabilitate bridges and culverts.
- Providing \$15.0 million to rural municipalities through the Rural Integrated Roads for Growth program to enhance and preserve rural municipal transportation infrastructure.
- Investing \$7.3 million through the Urban Highway Connector Program towards capital projects and operations and maintenance in urban municipalities, a ten per cent increase from last year.
- Supporting community airports with a Community Airport Partnership program investment of \$850,000, an increase of \$150,000 from last year, which results in a \$1.7 million investment for improvements to small airports when combined with municipal partner's contributions.
- Delivering ten per cent more planned pavement marking km through an enhanced Pavement Marking Program to provide visible pavement lines for the safe directional flow of traffic.

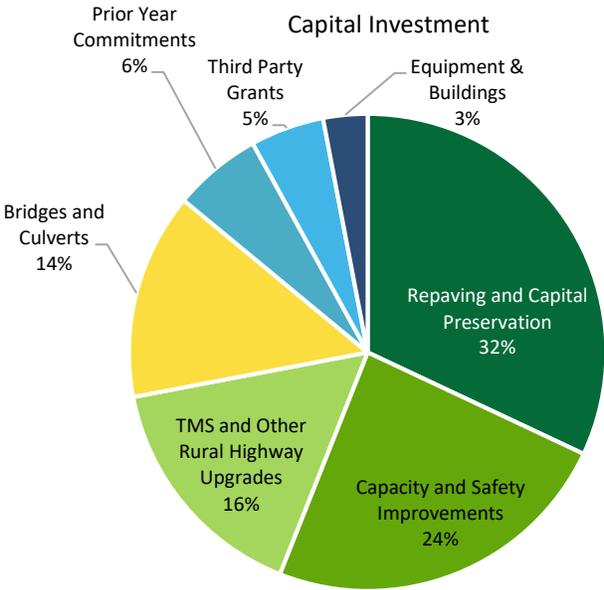
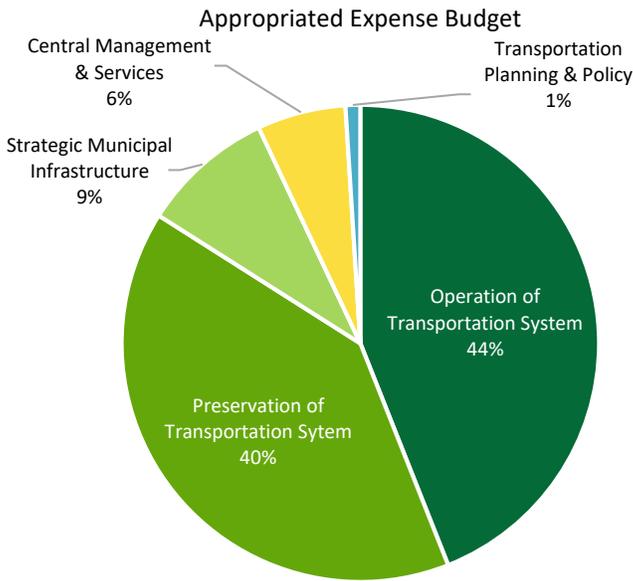
Financial Summary

Ministry of Highways 2020-21 Estimates

(in thousands of dollars)

Central Management and Services	\$17,614
Preservation of Transportation System	\$116,862
Transportation Planning and Policy	\$3,466
Infrastructure and Equipment Capital	\$357,583
Custom Work Activity	---
Operation of Transportation System	\$127,796
Strategic Municipal Infrastructure	\$24,567
Total Appropriation	\$647,888
Capital Asset Acquisitions	(\$357,583)
Non-Appropriated Expense Adjustment	\$225,877
Total Expense	\$516,182

For more information, see the Budget Estimates at: <http://www.saskatchewan.ca/budget>



For More Information

Please visit the Ministry's website at <http://www.saskatchewan.ca/government/government-structure/ministries/highways>