

Ministry of Highways and Infrastructure

Annual Report for 2019-20

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Letters of Transmittal

Office of the Lieutenant Governor of Saskatchewan



The Honourable Greg
Ottenbreit
Minister of Highways
and Infrastructure

I respectfully submit the Annual Report for the Ministry of Highways and Infrastructure for the fiscal year ending March 31, 2020.

With the 2019-20 budget, the Ministry of Highways and Infrastructure made excellent progress on improving Saskatchewan's highways, with about 1,300 km of highways seeing improvements, including over 1,000 km of pavements receiving treatment, over 200 km of rural and gravel highways improved as well progress on passing lanes and the Vanscoy bypass being completed. I was also proud to be the minister that announced the opening of the Regina Bypass in October 2019, the multi-year project that improves efficiency and increases highway safety around Regina and its bedroom communities. We also increased highways safety with the first year of the five-year \$65 million intersection safety investment.

A handwritten signature in black ink, appearing to read 'G Ottenbreit'.

Honourable Greg Ottenbreit
Minister of Highways and Infrastructure



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

The Honourable Greg Ottenbreit
Minister of Highways and Infrastructure

Dear Minister:

I have the honour of submitting the Annual Report of the Ministry of Highways and Infrastructure for the fiscal year ending March 31, 2020.

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 Government's 2019-20 Direction: *The Right Balance* and ensure we are building and maintaining a safe, reliable and efficient transportation system to meet the needs of our province now and in the years to come.

A handwritten signature in black ink, appearing to read 'Fernando Antunes'.

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

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

About the Ministry of Highways and Infrastructure

Saskatchewan's road network is the largest in Canada on a per capita basis. The network consists of 26,335 km of highways, including 11,750 km of asphalt concrete pavement, 3,937 km of granular pavement, 4,643 km of thin membrane surface (TMS) highways, 5,726 km of gravel highways and 279 km of ice roads. The ministry also operates and maintains 709 bridges, more than 62,000 culverts, 12 ferries, one barge and 16 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 that meets national and provincial standards is available for the safe and efficient movement of people and goods.

Operating involves the delivery of a wide range of citizen services to ensure the safe and efficient movement of people and goods. This includes access control, safety assessments, issuing development permits, 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, Communications and Customer Service Branch and the Safety Branch.

2019-20 Full Time Equivalent Employees (FTE)

The ministry utilized 1,284 FTEs, including students.

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

The Highways and Transportation Act, 1997

The Controlled Access Highways Regulations

The Provincial Highway Sign Control Regulations

The Provincial Highways Designation Regulations, 1990

The Highways and Transportation Act Regulations (Auto wreckers 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 – the ministry is not responsible for the 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)*

The Ministry of Highways and Infrastructure 2019-20 Operational Plan:

<https://pubsaskdev.blob.core.windows.net/pubsask-prod/110572/110284-HighwaysandInfrastructurePlan1920.pdf>

Progress in 2019-20

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Strategic priority in support of the *Saskatchewan Plan for Growth*: Increasing Transportation Safety – Continue to build safer communities.

Ministry Goal

Improved safety and environmental sustainability

Strategy

Target safety improvements on the transportation system that reduce fatalities and injuries.

Create a safety culture by implementing an injury prevention strategy in the workplace to achieve Mission Zero.

Enforce traffic safety regulations to improve public safety.

Invest in infrastructure that improves its resiliency in the event of extreme weather.

Provide environmental stewardship by improving 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:
 - ⇒ In 2019-20, the ministry delivered \$10.8 million worth of projects to enhance intersection safety.
 - Intersection improvements at Highway 35 and Highway 335;
 - ⇒ Shoulder widening, rumble strips, improved signing, improved intersection access and pavement improvements were completed at Highway 35 and Highway 335.
 - Lighting improvements on Highway 3 at Shellbrook;
 - ⇒ This project was deferred until 2020-21 while awaiting utility designs.
 - Intersection and lighting improvements at Highway 21 and Highway 307;
 - ⇒ The intersection treatment was awarded; however, the project was delayed until 2020-21 while awaiting utility work.
 - Intersection improvements on Highway 1 at Kalium Rd; and,
 - ⇒ Work on the intersection improvements began, however the project was carried over into the 2020 construction season because of delays with utility relocation and weather conditions.

- Intersection sight triangle improvements.
 - ⇒ Fifty-two per cent of obstructed sight triangles have been addressed at highway-to-highway and highway-to-access road intersections.
 - ⇒ The ministry also installed rumble strips at 22 warranted surfaced highway to highway intersections.

Invest \$7.0 million through the Safety Improvement Program (SIP), to reduce the frequency and severity of collisions, including:

- ⇒ In 2019-20, the ministry delivered \$4.8 million through SIP and completed 30 projects.
 - Pedestrian crosswalk improvements on Highway 55 at Flying Dust First Nation; and,
 - ⇒ The installation of overhead pedestrian crosswalk signs was completed.
 - Constructing a guardrail on Highway 376 at Maymont Bridge.
 - ⇒ The project was 50 per cent complete as of March 31, 2020.

SIP projects completed and investment since 2012-13

Year	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total
SIP Projects Completed	22	35	28	19	35	40	24	30	233
Investment (\$M)	\$5.0	\$8.2	\$6.8	\$5.4	\$8.0	\$8.6	\$6.4	\$4.8	\$53.2

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

- ⇒ In 2019-20, the ministry completed 20,200 km of centre line marking, 25,155 km of edge line marking and 29,307 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.

- ⇒ In 2019-20, the ministry completed:
 - 5,350 single post installations or repairs;
 - 1,982 double post installations or repairs;
 - 2,906 single sign face replacement; and,
 - 22 I Beam installations or repairs.

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

- ⇒ In 2019-20 the Alliance identified Intelligent Transportation System safety improvements for the corridor. Detailed design work for wildlife detection, advance warning, and speed advisory systems began in collaboration with stakeholders (BHP, Nutrien, and Mosaic) with delivery starting in 2020-21.

Deliver major safety improvement projects, like twinning and passing lanes.

- Construct passing lanes and twinning projects to improve traffic flow and increase safety, including:
 - One set of passing lanes on Highway 2 - north of Moose Jaw;
 - ⇒ The passing lanes were completed.
 - Two sets of passing lanes west of Rosetown on Highway 7 – Rosetown to Kindersley; and,
 - ⇒ Two sets of passing lanes were completed between Rosetown and Kindersley as part of a multi-

year plan to improve safety on Highway 7 between Saskatoon and the Alberta border.

- Complete the Highway 7 Vanscoy bypass, which will complete the twinning of Highway 7 from Saskatoon to Delisle.
 - ⇒ The third and final phase of newly twinned highway around Vanscoy opened in 2019. The 12 km of new lanes around Vanscoy complete 31 km of Highway 7 twinning between Saskatoon and Delisle.

Commence safety and capacity enhancements on high traffic highways including:

- Six sets of passing lanes and corridor improvements on Highway 39 - Weyburn to Estevan;
 - ⇒ The Highway 39 design-build contract made significant progress on design and crushing in 2019-20, with construction planned for the summer of 2020.
- Three sets of passing lanes on Highway 9 – Yorkton to Canora;
 - ⇒ Some culvert replacements, aggregate crushing and stockpiling was completed, with construction planned for the summer of 2020.
- Three sets of passing lanes on Highway 10 – Melville to Yorkton;
 - ⇒ Utility relocations and some culvert installations kicked off the progress on this multi-year project in 2019-20.
- Four sets of passing lanes east of Kindersley on Highway 7;
 - ⇒ This project began with the crushing of aggregate to prepare for road work in 2020. Delivering these passing lanes are part of the multi-year plan to improve safety between Saskatoon and the Alberta border.
- Three sets of passing lanes on Highway 7 – Kindersley to the Alberta border; and,
 - ⇒ The project design and tender package were near completion at the end of 2019-20, with aggregate crushing planned for the winter of 2020-21 and roadwork planned for the summer of 2021.
- Two sets of passing lanes, widening and twinning on Highway 5 – Saskatoon to Highway 2.
 - ⇒ Highway 5 improvements are a multi-year project that will be completed in three phases.
 - ⇒ A tender for one segment of Highway 5, about 10 km of widening and sight-line improvements through the hills and valleys east of the old Highway 27 to Blucher Road was awarded in 2019-20 with construction scheduled to begin in the spring of 2020.

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.

- ⇒ The annual work zone campaign used online, social and traditional advertising.
- ⇒ The snow zone campaign focused on the story of an equipment operator who had been in a collision. Snow zone advertising platforms used included: Google, Facebook, Instagram, Snapchat, YouTube, Accuweather, Spotify, Radio, and highway billboards. The snow zone campaign exceeded its audience engagement goals: 48,000 clicks against a target of 10,000, 0.44 per cent click through rate compared to target of 0.25 per cent and 11.1 million impressions compared to a target of 3.1 million.
- ⇒ In 2019-20, there were five incidents where a snow plow or grader was struck by a vehicle. In 2018-19 there were four, 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.

Reinforce safe practices and behaviors by conducting work zone audits on construction projects and maintenance activity to improve work zone safety.

- ⇒ The ministry accomplished 140 work zone audits through a combination of contracted audits and site audits completed by the ministry's Safety Branch.

Update the Work Zone Safety Manual to improve clarity and increase compliance.

- ⇒ The Traffic Control Devices Manual for Work Zones was updated in April, 2019.

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 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 SMP. As of March 31, 2020, there are 13 provincial shortline railways and 69 industrial railway operations. SMPs have been developed for all shortlines and 47 of the 69 industrial railways. The remaining SMPs are expected to be in place by March 31, 2022.

Deliver public crossing and provincial rail inspection programs for 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 2019-20, the ministry inspected 330 public grade crossings and inspected 570 km of short line track.

Contribute to the reduction of crime and traffic violations in Saskatchewan by participating in the Protection and Response Team (PRT) through the Saskatchewan Highway Patrol (SHP).

- ⇒ The SHP officers receive firearms 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.
- ⇒ SHP officers were involved with 1,756 different PRT items including: 156 support response requests (including 49 PRT 911 calls), 104 commercial carriers requiring legal enforcement, and 1,496 non-commercial vehicle traffic stops.

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 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 2019 was held June 4–6 at the Swift Current weigh scales. A total of 270 units were inspected, with 81 commercial units taken out of service for critical defects and 11 drivers taken out of service for hours of service violations.
- ⇒ Operation Air Brake - The purpose of this program is to reduce the number of collisions caused by faulty braking systems on commercial vehicles by conducting roadside inspections and educating drivers, mechanics and others on the importance of proper brake inspection, maintenance and operation.
 - Operation Air Brake enforcement blitzes were conducted on May 15, 2019. SHP officers inspected 101 commercial units with 26 units placed Out of Service and 51 units requiring repairs. There was a second Operation Air Brake blitz held on September 18, 2019. SHP officers inspected 64 commercial units with 15 placed Out of Service and 26 requiring repairs.
- ⇒ SHP officers also participated in multiple other enforcement blitzes with partners such as municipal

police, Saskatchewan Government Insurance (SGI), Canadian Border Services, and the RCMP.

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.

- Develop a strategy to reduce vehicle emissions from the ministry's equipment fleet.
 - ⇒ The ministry developed and began using an operational policy that focuses on reducing idle times using on-board telematics.
- Begin implementing automated vehicle location equipment on the ministry's snow plow fleet to optimize and monitor salt usage and improve vehicle emissions.
 - ⇒ The ministry procured the parts for the first stage of implementation, while continuing to work on the data management requirements of this technology.
- Implement an environmental protection planning process to monitor and ensure compliance with federal and provincial regulations.
 - ⇒ The ministry worked on developing an auditing process to assess contractor delivery and consultant oversight for environmental compliance.
- Develop environmental criteria to help evaluate transportation design alternatives.
 - ⇒ The Saskatoon Freeway Functional Planning Study project includes environmental criteria as a component for evaluating design alternatives. The ministry is continuing work on expanding this process to other ministry projects in the future.

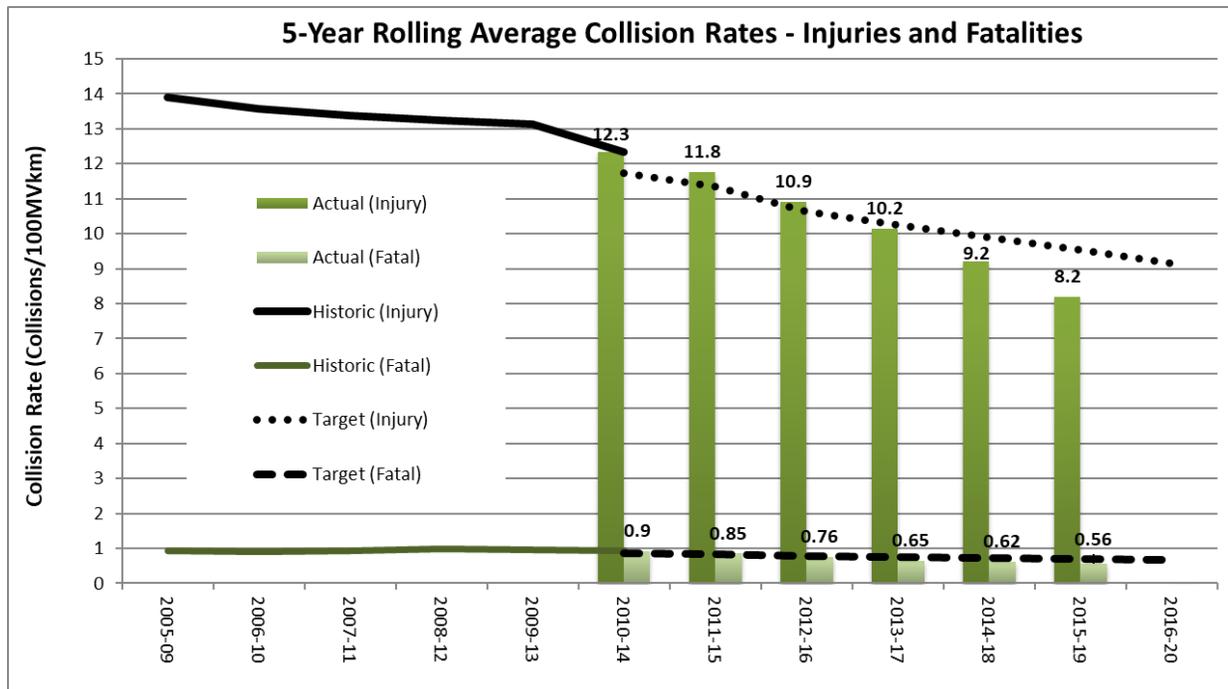
Improve highway segments with flooding related risks, including:

- Highway 9 erosion and landslide repair north of Whitewood;
 - ⇒ This site had a culvert installed and site repairs to mitigate the erosion.
- Highway 11 erosion repair near Lumsden; and,
 - ⇒ The project designs were completed with construction planned for the summer of 2020.
- Highway 8 erosion repair north of Rocanville.
 - ⇒ Site repairs included fixing the embankment and the placement of erosion protection in 2019-20.

Performance Measure Results

Reduction in fatality and injury collisions.

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



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

*Current year data (2019) is preliminary as not all claims or police reports for the year may have been submitted at the time of reporting and the true severity of collision are not yet fully conveyed.

This measure uses a five-year rolling average collision rate for fatality and injury collisions to track highway safety over time. 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). 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.

- ⇒ In 2019-20, safety incidents in work zones and snow zones had a small increase. The ministry mitigates the potential for these incidents with signage and information campaigns, but ultimately they are the result of road user non-compliance or mistake.
 - In 2019-20 there were eleven work zone incidents, an increase from 2018-19 where there were nine.
 - In 2019-20 there were five snow zone incidents, an increase from 2018-19 where there were four.

Source: Ministry of Highways and Infrastructure, Safety Branch

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 workplaces that complete inspections in accordance with Occupational, Health and Safety (OHS) requirements.

Target = 100 per cent.

⇒ In 2019-20, 97 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

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.

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 82 shortline and industrial rail lines that require SMPs. By March 31, 2020, 73 per cent have developed SMPs.

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

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 availability of highway network.

Target = 99.99 per cent.

⇒ In 2019-20, there was 99.99 per cent highway availability.

Source: Ministry of Highways and Infrastructure, Operations Standards Branch

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

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

Target = 100 per cent by March 31, 2022.

⇒ After two years, 54 per cent (664 of 1,219 crossings) of the four-year target has been completed.

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

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.

⇒ After two years, 66 per cent (1,420 of 2,131 km) of the three-year cycle of track inspections has been completed.

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

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.

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

Target = 30 per cent.

⇒ The out of service rate was 34.3 per cent for 2019-20.

Source: Ministry of Highways and Infrastructure, Saskatchewan Highway Patrol

The ministry delivers commercial vehicle enforcement activities. 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.

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

Number of CVSA inspections on commercial vehicles.

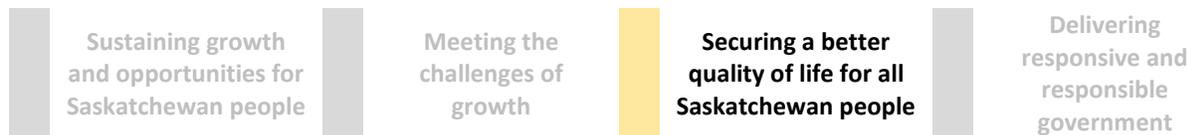
Target 2019-20 = 7,500 inspections.

⇒ 3,489 CVSA inspections on commercial vehicles were completed in 2019-20. The ministry did not meet this target as a result of Saskatchewan Highway Patrol staffing levels, emphasis on stationary scale weight enforcement and training requirements.

Source: Ministry of Highways and Infrastructure, Saskatchewan Highway Patrol

The ministry delivers commercial vehicle enforcement activities. 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



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

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.

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.

⇒ The Highway Hotline is continuously improving information for SGI, Rural Municipalities, the Saskatchewan Trucking Association, the trucking industry and the traveling public, in addition to continuous updating of provincial mapping province wide. In 2019-20 there were 5.97 million visits to the highway hotline website.

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.

- ⇒ The ministry has developed an ITS plan that identifies opportunities to enhance service, data collection, and increase road safety through the implementation of devices.
- ⇒ In 2019-20, the ministry focused on creating a traffic information hub in conjunction with the Highway Hotline for future ITS monitoring.
- ⇒ ITS devices, including four cameras, three variable message signs, and two road weather information systems were incorporated into the Highway 39 and Highway 9/10 passing lane projects, which were tendered in 2019-20 and expected to be complete in 2020-21.

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.

- ⇒ The ministry maintained its examination of LOS standards at multiple sections across the province. Testing and tracking of response times contributes to ensuring performance and leading to more consistent experiences for the road user. Eighty-nine per cent of road hazards/defects were repaired on time as per the LOS standards.

Improve public awareness of the ministry's LOS and the activities the ministry employs to operate and maintain the province's transportation network.

- ⇒ The ministry's news releases and social media were utilized to promote and improve public awareness of the ministry's activities.
 - News releases included the RM of Frenchman Butte partnership, Engineering and Geoscience Week, Phase 1 contract awarding for the Highway 5 Corridor Project and Spring Weight Restrictions.
 - Social media information included: Snow Zone trivia, posts explaining the difference between salt and sand treatments, a level of service quiz, the Riverhurst Ferry refurbishment, the partnership with the Gabriel Dumont Institute to increase indigenous participation in the trades, an infographic on levels of service for snow clearing after a snowfall, a full week dedicated to women engineers to highlight Engineering and Geoscience week and International Women's Day, posts about the size of the ministry's fleet (330 snowplows and 100 graders) available to respond to winter storms, as well as other items.

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 October 29, 2018 and lasted until March 31, 2020. The total distance travelled by the night surveillance program was 191,076 km.

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

- Deliver 240 km of repaving of highways, which renews the pavements life cycle by restoring it to new condition.
 - ⇒ 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 2019-20, 300 km of capital rehabilitation of paved highways was completed.
- Deliver 190 km of medium pavement treatments like thin lift over lays or micro-surfacing, which primarily mitigate rutting and improve 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 2019-20, 240 km of medium treatments were completed.
- Deliver 490 km of light pavement treatments like sealcoats, 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 508 km of seal coat treatments in 2019-20.

Deliver innovative surface treatment projects on low volume highways as part of completing 40 km of upgrades to rural provincial highways, including:

- ⇒ In 2019-20, the ministry completed 144 km of low volume highway upgrades. The variance to plan is a result of 2018-19 carry over projects being completed.
 - Highway 106, spot improvements east of the junction of Highway 135;
 - ⇒ The project was awarded with construction expected to be completed in 2020-21.
 - Highway 155, from Green Lake to 20 km north;
 - ⇒ The project was approximately 85 per cent complete with a second lift of paving to be completed in the 2020 construction season.
 - Highway 255, south and west of Tobin Lake; and,
 - ⇒ The project is 100 per cent complete.
 - Highway 355, west of Spruce Home.
 - ⇒ Crushing work started in March, 2020 with construction planned to commence in 2020-21.

Deliver 50 km of gravel surface rehabilitation projects, including:

- ⇒ In 2019-20, 77 km of gravel surface rehabilitation were completed. The variance to plan is a result of 2018-19 carry over projects being completed.
 - Highway 165 northwest of Highway 2; and,
 - ⇒ The project is 100 per cent complete.
 - Base stabilization and spot improvements on Highway 135, south of Pelican Narrows.
 - ⇒ The first 15.5 km segment was completed in 2019-20.

Extend the service life and ensure the adequacy of bridge and 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 142 culverts in 2019-20 with a capital investment of \$29.7 million.

- Replace 24 short span bridges at end of their service life with new bridges or culverts; and,
 - ⇒ In 2019-20, the ministry completed the replacement of 25 bridges, which involved 13 bridge replacements and 12 culverts replacing a bridge.
- Complete major repairs on 6 bridges to extend the service life of large span bridges.
 - ⇒ Eight major repairs were completed in 2019-20.

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

- ⇒ Some of the activities undertaken by the SHP include:
 - ⇒ Attending Agribition in November, 2019 to distribute the 2019 Saskatchewan trucker guide to drivers, companies and industry. At this event, the ministry shared information with thousands of commercial and farm owners/operators;
 - ⇒ SHP officers delivering a presentation to the Traffic Board in December, 2019; and,
 - ⇒ Educating and handing out trucker guides during SHP day to day operations.

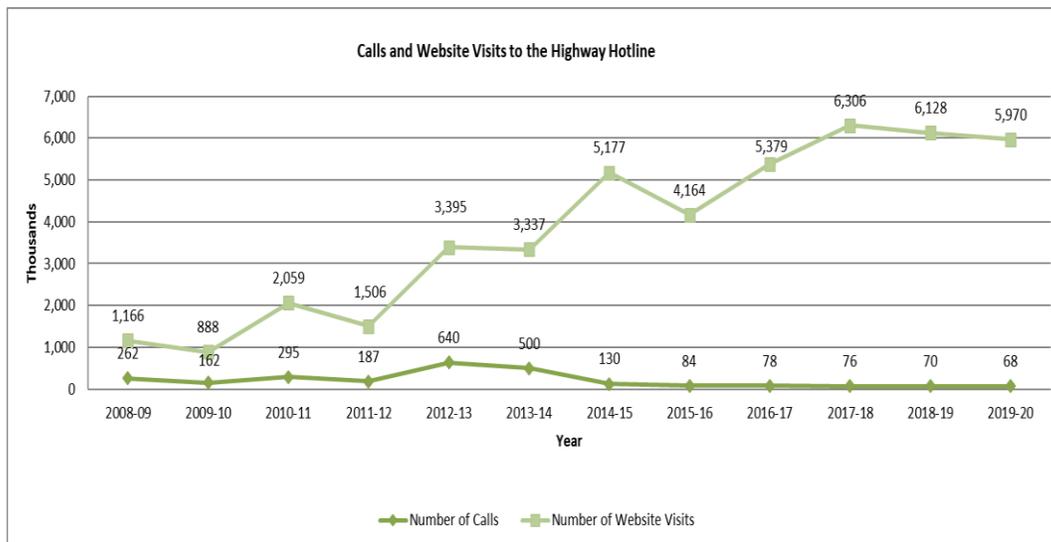
Protect road infrastructure through weight enforcement activities on commercial vehicles.

- ⇒ SHP officers split their enforcement time between static scales and patrolling. Officers patrol the highways and use portable weigh scales to enforce weight regulations.

Performance Measure Results

Number of Highway Hotline website visits and calls.

Target = 6 million website visits and 75 thousand phone calls.



Source: Ministry of Highways and Infrastructure, Operations Standards Branch

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 provincial highways.

Target = 90 per cent.

- ⇒ Condition results in 2019 based on road roughness or IRI indicated an overall condition of 85.9 per cent of pavements in fair to very good condition.

Source: Ministry of Highways and Infrastructure, Operations Standards Branch

The ministry maintains over 15,000 kilometers of paved highway. The ministry uses measures that incorporate smoothness, rutting and cracking in the road to measure its condition. This information determines when repaving or other pavement preservation treatments are needed.

Number of innovative surface treatments on low volume roads.

Target = two projects.

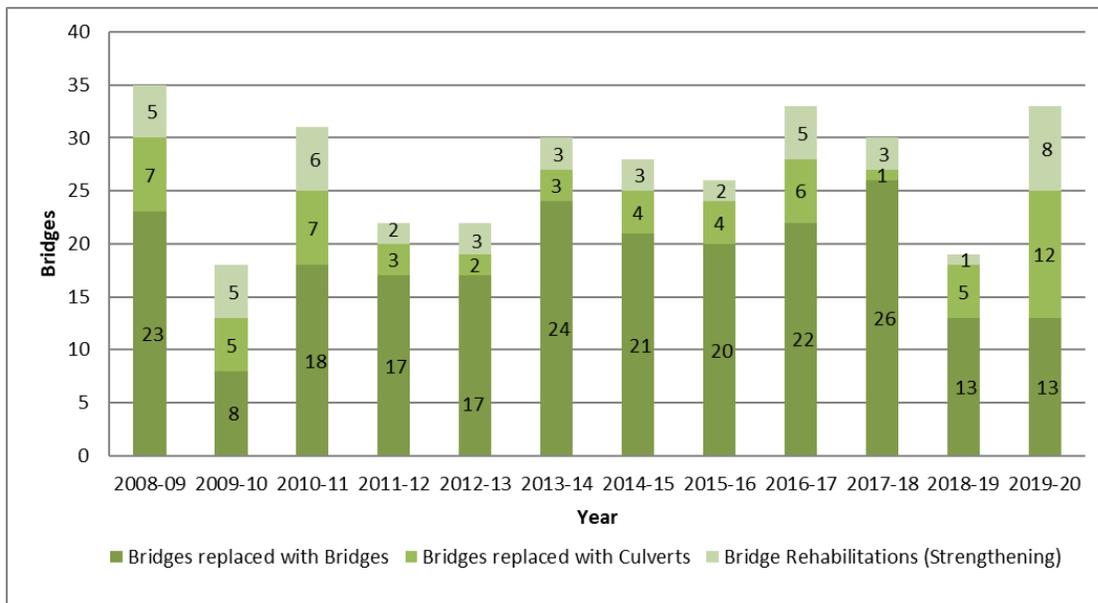
- ⇒ In 2019-20, the ministry completed four innovative surface treatment projects on low volume roads:
 - Highway 44-05 and Highway 51-01– surface mixing and granular strengthening;
 - Highway 361-12 – used a partnership to upgrade to a Supergrid; and,
 - Highway 376-04 - used a partnership to complete a trial of MG30 (a chloride product) to stabilize the road.

Source: Ministry of Highways and Infrastructure, Project Support Office

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 innovative surface treatments allows the ministry to address more kilometers of highways with an appropriate surface for the traffic demand.

Number of bridges and drainage structures replaced or rehabilitated.

Target = 30 bridges for 2019-20.



- ⇒ There are 709 bridges on the provincial transportation network. In 2019-20, the ministry replaced or rehabilitated 33 bridges. This work is allowing the ministry to maintain the safety of its bridge assets.

Source: Ministry of Highways and Infrastructure, Bridge Branch

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.

Number of bridges and large diameter drainage structures inspected.

Target = 100 per cent every two years.

⇒ As of March 31, 2020, the ministry completed 341 out of a planned 357 bridge inspections (95.5) 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 709 bridges in the network, and inspecting 341 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 2019-20, inspections were completed by in-house staff on 269 of a planned 285 minor bridges. The sixteen remaining bridges will be added to the 2019-20 inspection program. Seventy-two inspections were completed on major bridges. All major bridge inspections were completed by qualified engineering consultants.

Number of portable weight checks.

Target 2019-20 = 900.

⇒ In 2019-20, 378 portable weight checks were completed. The ministry did not meet this target as a result of Saskatchewan Highway Patrol staffing levels, emphasis on stationary weigh scale enforcement and training requirements.

Source: Ministry of Highways and Infrastructure, Saskatchewan Highway Patrol

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

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 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 on a one network approach.

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 \$14 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.

- ⇒ A total of \$14.5 million was paid to SARM in 2019-20 for MREP.
- ⇒ The ministry worked with SARM to hold a Bridge Summit in conjunction with the SARM mid-term convention held on Nov 12, 2019. A review of the MREP program with SARM recommended funding allotment changes and a name change to Rural Integrated Roads for Growth (RIRG), which are effective starting in 2020-21.
- Work with rural municipalities to provide alternate truck routes or new partnerships through Strategic Partnership Program agreements to help preserve Thin Membrane Surface (TMS) highways and optimize the utilization of existing infrastructure.
 - ⇒ In September 2019, the ministry announced that there were six partnership agreements in place to provide funding, on a cost-shared basis, for improvements, ranging from reconstruction to paving to transitioning to a primary weight supergrid highway. The estimated value of the agreements is nearly \$70 million and includes planned contributions of about \$18.4 million from the municipalities. Partnership agreements include:
 - ⇒ An agreement with the RM of Frenchman Butte for the combined upgrade of over 35 km of Highway 21 and accesses to begin in 2020-21.
 - ⇒ The upgrading of a portion of Highway 318 which was completed and transferred to the RM of Reciprocity in 2019.
 - ⇒ A Highway 361 construction partnership with the RM of Reciprocity was about 50 per cent complete in 2019, with the remainder planned for 2020.
 - ⇒ A construction partnership with the RMs of Laurier, Lake Alma, Surprise Valley, and Souris Valley for Highways 18 and 28 to be delivered in 2020, 2021, 2022 on Highways 18 and 28.

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

- Highways 3 and 6 in Melfort;
 - ⇒ The rehabilitation of 3.6 km was completed.
- Highways 9 and 5 in Canora;
 - ⇒ The rehabilitation of about one km was completed.
- Highways 5 and 35 in Wadena; and,
 - ⇒ The rehabilitation of 2.1 km was completed.
- Highway 4 in Rosetown.
 - ⇒ The rehabilitation of 1.6 km was completed.

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

- ⇒ The ministry received 16 applications for CAP funding, with nine projects approved for funding and eight being completed. The actual grant spending in 2019-20 was \$731,712, accomplishing over \$1.46 million of work through this 50/50 cost-shared program.

Utilize transportation system data to inform Saskatchewan's economic competitiveness and actions taken to make improvements.

- ⇒ The ministry attended Forestry Sector Competitiveness Committee meetings in 2019-20, providing the committee an update on capital projects affecting forestry, discussing new trucking partnerships and discussing transportation issues affecting the competitiveness of Saskatchewan forestry. Projects

completed to support the forestry sector include: strengthening the Nipawin bridge on Highway 55, the rehabilitation of Highway 9 north of Endeavor, and repairing the washout on Highway 903.

Work with industry, Area Transportation Planning Committees (ATPC's), municipalities and other stakeholders to identify network gaps and solutions, including regional transportation studies that result in a long-term transportation Plan.

- ⇒ The multi-year ATPC transportation plan update process review was completed in 2019-20. All of the provincial ATPCs now have transportation plans. The plans support the ministry and the ATPC in having a common understanding of anticipated activity in an area. The plans can be utilized by the ministry in its planning and prioritization activities. 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 ministry, the City of Weyburn and the RM of Weyburn agreed to jointly fund a Weyburn Regional Transportation Study. In 2019-20, the final report was completed and the regional road network plan was in the process of being adopted into the Weyburn Regional District Plan.
- ⇒ The ministry continued to work with the Gateway Keewatin Corridor Inc. to identify and prioritize improvements to the Highway 55 corridor between Nipawin and The Pas. This work has resulted in approval for funding under the federal Disaster Mitigation and Adaptation Fund.

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 2019-20, the ministry published the 2018 traffic volume maps.
- ⇒ The biennial Travel on Saskatchewan Highways book which lists all gathered traffic volume data is published every other year. The ministry published an updated book in 2019. This data is available online to the public and is a key input for highway planning and business and residential developments.

Performance Measure Results

Per cent of Thin Membrane Surface highways managed using partnerships.

Target = 14 per cent.

- ⇒ 742 km (14.6 per cent) of highway is in partnership with RMs to divert traffic to the municipal system through the Strategic Partnership Program.

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

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.

Per cent availability of provincially operated ferries.

Target = 98 per cent.

- ⇒ Provincial ferries were open and available for use 98.6 per cent of the time. Closures were due to high wind at various crossings.

Source: Ministry of Highways and Infrastructure, Northern Operations

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

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

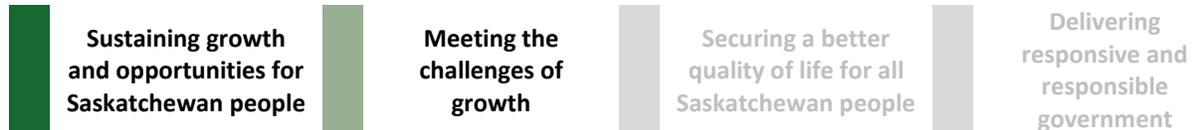
Target = 98 per cent.

⇒ Provincial airports were open and available for use 100 per cent of the time.

Source: Ministry of Highways and Infrastructure, Northern Operations

This measure shows the reliability of the 17 provincially operated airports. It is a measure of scheduled availability against time lost and does not include situations where weather impacts flight services.

Government Goals



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 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

Complete phase II of the Regina Bypass from Highway 33 to Highway 11 for opening on October 31, 2019.

⇒ The Regina Bypass was opened on October 28, 2019. The bypass is an important transportation milestone for the province and improves the flow of goods in and out of the province's capital city. More importantly, the Regina Bypass greatly increases the safety of roads and highways for families and industries.

⇒ This major project included: 12 interchanges, 33 bridges, 40 km of new four-lane highway, 20 km of resurfaced four-lane highway, 55 km of new service roads, and the twinning of approximately five km of Highway 6.

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 2019-20, the ministry worked on finalizing the first phase of functional planning for the north section between the South Saskatchewan River and Highway 16 west of Saskatoon.

Collaborate with stakeholders on applications to the federal government in order to leverage project funding and maximize transportation benefits for users.

- ⇒ Some of the efforts the ministry made towards leveraging project funding with its partners and stakeholders include:
 - ⇒ Working with SaskBuilds and the Ministry of Government Relations on potential opportunities for federal funding on municipal roads and bridges;
 - ⇒ Negotiating with Transport Canada for funding the Highway 6 and 39 project through the National Trade Corridors Fund;
 - ⇒ Negotiating with Infrastructure Canada on the Highway 55 contribution agreement through the Disaster Mitigation and Adaptation Fund; and,
 - ⇒ An agreement with Indigenous Services Canada to proceed with an initial phase for a Wollaston Lake road.

Work together with SaskPower, the Ministry of Trade and Economic Development and other jurisdictions to provide a network of high-clearance corridors (HCCs) 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 October 2019, the HCC phase 2 project was incorporated into SGI's permitting system.

Support federal and provincial regulatory improvements for trucking that facilitate the safe, reliable and efficient movement of goods across the transportation network.

- ⇒ In 2019-20, the ministry began a review of Hours of Service regulations with provincial shippers and carriers in an effort to better align with federal regulations and support the use of electronic logging devices for provincial carriers. Regulatory changes are planned for the winter of 2020-21.

Begin the multi-year rehabilitation of the Fond du Lac airport.

- ⇒ The ministry worked with the Fond du Lac First Nation to get agreements in place and completed the detailed design in order to commence construction activities in 2020-21.

Work with the Aviation Advisory Committee and other stakeholders in Saskatchewan to deliver safety related and other improvements for aviation services at ministry operated airports.

- ⇒ The ministry is a member of the Provincial Aviation Advisory Committee (PAAC), 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 2019-20, the ministry consulted with stakeholders including West Wind Aviation, Cameco, Saskatchewan Aviation Council and the Aviation Advisory Committee. The PAAC recommended that the ministry install web cameras to allow pilots to view runway and weather conditions before taking off to their destination airports. Cameras were installed at Cumberland House, Hudson Bay, La Loche, Patuanak and Pinehouse Lake airports in 2019-20 at a combined cost of almost \$100,000.

Incorporate airport classification into an updated provincial airport maintenance manual (PAMM) in order to provide defined levels of service to the aviation industry.

- ⇒ PAMM updates are an ongoing project that began in 2018-19 and remain on the ministry's work plan for 2020-21. 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. In 2019-20, work was done to reformat the manual and update definitions.

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.

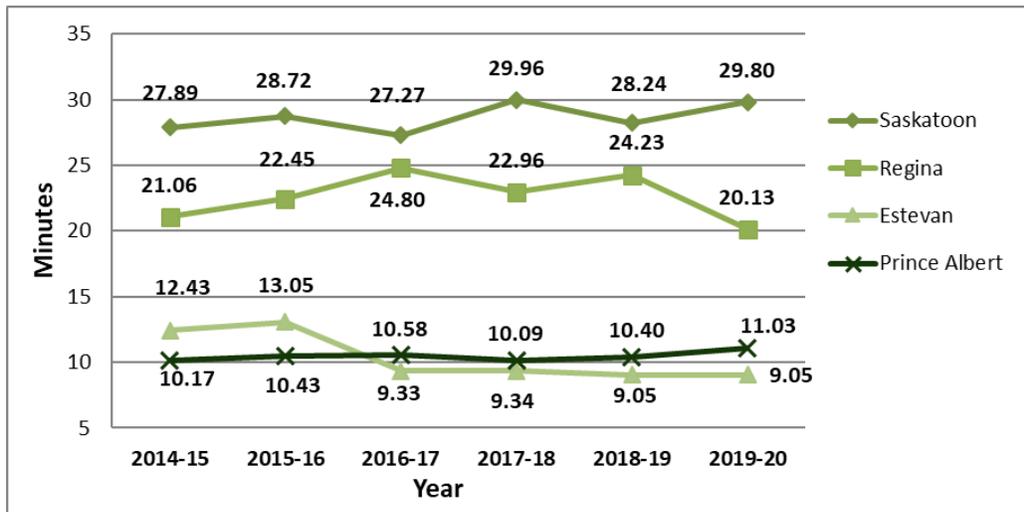
- Dry-dock the Riverhurst Ferry for inspection and rehabilitation in order to continue to meet federal regulations.
 - ⇒ The Riverhurst Ferry is the largest of Saskatchewan’s 13 ferries. Travelling 1.5 kilometres across Lake Diefenbaker, the ferry links Riverhurst on the east bank to Lucky Lake on the west bank.
 - ⇒ In the winter of 2019-20, this large ferry was pulled out of the water, sat on piles, surrounded with scaffolding and tarps with plywood placed all over the ground; it was then inspected and repainted in order to be back in use in the spring of 2020.

Invest \$57.3 million to improve and maintain infrastructure in northern Saskatchewan.

- ⇒ The ministry invested \$61.7 million in operations, maintenance and construction of northern roads and airports in 2019-20 including:
 - ⇒ Base stabilization and clay capping on Highway 135, South of Pelican Narrows;
 - ⇒ Base stabilization and clay capping on Highway 165, between Highway 2 and Highway 910;
 - ⇒ Grading and paving on Highway 155, North of Green Lake; and,
 - ⇒ Multiple preservation and culverts projects.

Performance Measure Results:

Travel time around major urban congested areas.



Source: Ministry of Highways and Infrastructure, Operations Standards Branch

The measure shows the average travel time on designated routes through or around four urban centres. To gather this data, the ministry uses specific locations to measure the time it takes to get through or around these urban centres, while moving with the speed of traffic. In Regina, the travel time decreased in 2019-20 as the measure was made on the recently opened Regina Bypass. In Estevan, the bypass was used for 2016-17 to present.

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.

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.

Target = 99.3 per cent.

⇒ In 2019-20, the per cent of bridges without a legal load restriction was 99.3.

Source: Ministry of Highways and Infrastructure, Bridge Branch

The ministry is responsible for over 700 bridges on the highway network. 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. Having a legal load restriction means that the bridge is limiting the vehicle load configuration on this segment of the road and potentially inhibiting the flow of goods.

Per cent of single trip permits issued within 24 hours.

Target = 99.5 per cent.

⇒ In 2019-20, the per cent of single trip permits issued within 24 hours was 99 per cent.

Source: Saskatchewan Government Insurance (SGI)

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

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: A High Performance Organization* - Demonstrating innovation, collaboration and transparency, practice effective and accountable use of resources and promote engagement and leadership.

Ministry Goal

Commitment to excellence

Strategy

Improve technical management and leadership capacity by creating a continuous 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 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 with representation from the ministry, the Saskatchewan Heavy Construction Association (SHCA) and the Association of Consulting Engineering Companies - Saskatchewan (ACEC-SK) are used to collaboratively provide solutions for the ministry's consideration. In 2019-20, the Roadway Technical Group's priority items on temperature specifications for paving, quality audits and control and end product specifications were considered. Priority items from the Contracts Sub-committee being discussed were dispute resolution processes, provisions for alternative technologies for small quantity measurements, and traffic management plans.
- Expanding the use of alternative procurement models;
 - ⇒ The ministry is using the Design-Build model on two contracts: The Highway 39 passing lanes project and the Highway 9 and 10 passing lanes project.
 - ⇒ Procurement improvements in 2019-20 included the highway construction pre-qualification process expanding to include roadway improvements and the upper limit value increasing, resulting in quicker in-year decisions for safety improvement projects and other projects added in-year.
- Continuing the implementation of project management system software to improve delivery of capital projects;
 - ⇒ The pilot project completed for electronic bidding in 2019-20 put the ministry in a strong position to continue tendering contracts as normal during COVID-19 pandemic and the associated practices of working from home and paperless communication.
 - ⇒ A new internal process was implemented to streamline the tendering of operations and maintenance contracts within the online project management system. This has strengthened the consistency of approach to tendering contracts for the ministry.

- Further developing the best value approach for the evaluation and award process of consulting services; and,
 - ⇒ The ministry is working with the Single Procurement Service (SPS) and ACEC-SK to streamline the professional services best value procurement model for consulting engineers. These continual improvements are being done to move the professional services procurement model to a more data driven and less subjective model.
- Utilizing the best value approach for the ministry's construction award activities including a contractor performance (project quality and timeliness) rating process.
 - ⇒ Improvements were made to the Work Zone Traffic Audit (WZTA) and Contractor Performance Evaluation (CPE) processes consistent with the ministry's best value approach to procurement. The ministry initiated the development of an automated process to notify contractors of additions or edits made to CPE and WZTA scores.

Deliver improved service to citizens through the ministry's new customer service centre.

- ⇒ The ministry implemented its customer service centre in two phases. Phase one included electronic submission, automated workflow and citizen status tracking of roadside development permit application forms which went live on Oct 1, 2019. The ministry also developed processes and procedures for phase two, which went live in April 2020 and included electronic submission, automated workflow and citizen status tracking of inquiries, complaints and vehicle damage claims along with a dedicated phone number (1-844-SKHIWAY).

Develop targets and actions to improve employee engagement and maintain corporate knowledge through mentoring, succession and hiring practices.

- ⇒ The ministry uses guidelines and best practices offered by the Public Service Commission (PSC). The PSC updated information on hiring practices and initiated a new "Acquire" resource for government focused on assisting ministry's with attracting diverse and talented employees to build an inclusive workforce.
- ⇒ The ministry's Culture Committee developed a Culture Road Map to improve understanding of the ministry's values and increase employee engagement.
- ⇒ The ministry utilized the results of its previous engagement survey and working groups to institute and deliver on divisional Employee Engagement and Culture Survey Action Plans to improve engagement, with an Employee Recognition Policy implemented for use in January 2020.
- ⇒ The ministry uses its internal leadership development programs to prepare individuals for career advancement and leadership roles.

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

- Engaging and sharing knowledge with employees through crowdsourcing and database tools to identify and implement innovative solutions and opportunities.
 - ⇒ The ministry uses software named "The Innovation Pipeline" or "TIP" to manage and document innovation ideas. The ministry held three TIP challenges in 2019-20. The TIP challenges were used to engage internal and external participants including consultants and contractors who are members of SHCA and ACEC-SK to gather input to address issues facing the ministry such as recycled asphalt pavement and late season or cold weather paving. Ideas from TIP challenges are shared with the appropriate project owners once the challenge is complete.
 - ⇒ The ministry has a Student Innovation Program to assist students in developing their creative thinking and networking skills. Thirty-two students completed work on 59 innovation projects under the program. Eighty-three per cent of these innovation projects were advanced through the ministry's innovation process.
 - ⇒ The ministry also develops an internal newsletter focused on innovation and business improvement to highlight and encourage improvements across the ministry.

- Developing, refreshing and optimizing process maps to facilitate knowledge transfer and enhance efficiency, consistency, and quality of the ministry's service delivery.
 - ⇒ Through the ministry's business improvement and innovation unit, the ministry facilitates process mapping and other continuous improvement activities. The updating of processes and improvement activities are ongoing throughout the ministry. The documentation of processes is helping create efficiency and knowledge transfer within work units to ensure future consistency of service and project delivery. With the centralization of government procurement in 2019, many process maps and other knowledge transfer was required between the ministry's Project Support Office and the SPS to ensure continuous and improved project and service procurement.

Performance Measure Results

Customer Satisfaction in their interaction with the ministry.

- ⇒ The ministry is planning to integrate a customer satisfaction measurement into its customer service centre. The customer service centre began operations with direct customer contact in 2020 and satisfaction measurement is continuing to be developed.

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

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.

- ⇒ The 2018-19 employee engagement survey result was 60 per cent. As a result of 2018-19 survey findings the ministry created Employee Engagement and Culture Survey Action Plans.

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

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.

- ⇒ 116 innovation ideas were implemented in 2019-20.

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

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.

Financial Summary

In 2019-20, the ministry received \$706.1 million in appropriated funding on budget day and invested \$683.1 million. The ministry's expenditures were under its appropriation due to the delivery of capital projects, where works delayed get carried into the next fiscal year for delivery.

Program	(in thousands of dollars)				Variance Explanation
	2018-19 Actual	2019-20 Budget	2019-20 Actual	2019-20 Variance	
Vote 16:					
Central Management and Services	17,129	17,782	17,038	(744)	
Minister's Salary (Statutory)	47	50	52	2	
Executive Management	1,098	1,046	1,050	4	
Central Services	3,882	4,900	4,369	(531)	1
Accommodation Services	12,102	11,786	11,567	(219)	2
Strategic Municipal Infrastructure	23,976	22,745	25,111	2,366	
Municipal Roads Strategy	14,500	14,000	14,500	500	3
Strategic Partnership Program	2,632	1,390	3,211	1,821	4
Urban Connectors	6,275	6,655	6,669	14	
Community Airport Partnership Program	569	700	731	31	
Operation of Transportation System	103,593	105,909	124,744	18,835	
Winter Maintenance	42,657	29,500	47,839	18,339	5
Road Safety and Traffic Guidance	22,500	23,825	25,316	1,491	6
Operational Services	20,979	34,727	34,887	160	
Saskatchewan Highway Patrol	5,739	6,150	5,693	(457)	7
Ferry Services	3,199	3,578	2,991	(587)	8
Airports	1,801	1,946	2,020	74	
Information Technology Services	6,718	6,183	5,998	(185)	9
Preservation of Transportation System	116,908	116,382	113,220	(3,162)	
Surface Preservation	105,234	104,616	101,418	(3,198)	10
Regional Services	11,674	11,766	11,802	36	
Transportation Planning and Policy	3,286	3,418	3,278	(140)	1
Infrastructure and Equipment Capital	630,120	439,844	399,690	(40,154)	
Infrastructure Rehabilitation	123,817	133,320	141,344	8,024	11
Infrastructure Enhancement	502,731	297,602	244,450	(53,152)	12
Accommodations Capital	229	4,400	2,639	(1,761)	13
Machinery and Equipment	2,389	3,981	8,502	4,521	14
Minor Capital	954	541	2,756	2,215	15
16 – Subtotal (Appropriation)	895,012	706,080	683,080	(23,000)	
Special Warrant*	0	0	0	0	
Supplementary Estimate	0	0	0	0	
16 – Subtotal (Appropriation)	895,012	706,080	683,080	(23,000)	
Capital Asset Acquisitions	(630,120)	(439,844)	(399,690)	40,154	
Capital Asset Amortization	196,461	202,891	201,864	(1,027)	
16 – Total Ministry Expense	461,353	469,127	485,254	16,127	
Custom Work Net Recovery	(107)	0	(151)	(151)	16
16 – Total Custom Work Net Recovery	(107)	0	(151)	(151)	
Total (Appropriation)	894,905	706,080	682,929	(23,151)	

Explanation of Major Variances:

1. Decrease due to FTE management and other administrative savings.
2. Capitalization of leased space.
3. Increase for Municipal Roads for the Economy Program.
4. Increase for Jurisdictional Transfer.
5. Winter maintenance costs exceeded budgeted levels.
6. Increase in various road costs, including: railroad crossing maintenance, mowing, illumination, and pavement marking.
7. Decrease due to salary under expenditures and other operational savings.
8. Variance from operational savings and project work carried over.
9. Increase due to inflation and licensing fees.
10. Decrease due to preservation projects not completed at the end of 2019-20.
11. Increased accomplishments due to bridge rehabilitations and repaving carried over from previous year.
12. Decrease as a result of projects not completed and carried over to next fiscal year.
13. Variance is the result of progress on accommodation replacements.
14. Purchase of additional machinery and equipment.
15. Increase due to minor land costs, salt silo construction and information technology assets.
16. Increase due to net recovery of completed work in 2019-20.

2019-20 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 2019-20 budgeted revenue compared to actual revenue.

Revenues	(in thousands of dollars)			
	2019-20 Budget	2019-20 Actual	Variance	Variance Explanation
Sales, Services and Service Fees	4,927	3,641	(1,286)	1
Transfers from Federal Government	29,114	29,721	607	
National Trade Corridors Fund	1,400	6,900	5,500	2
Provincial Territorial Infrastructure Component	27,600	22,278	(5,322)	3
Airport Capital Assistance Program		156	156	
Other Federal Programs	114	387	273	
Transfers from Government Entities	2,500	412	(2,088)	4
Total	36,541	33,774	(2,767)	

Explanations of Major Variances:

1. Lower than expected revenue from the sale of assets.
2. More construction was completed than anticipated resulting in an increase in revenue.
3. Less construction was completed than anticipated resulting in a decrease 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.

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 \$1.6 million in revenue and invested \$0.1 million on transportation system improvements in 2019-20. The TPF balance was \$11.8 million on March 31, 2020.

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, 2020.

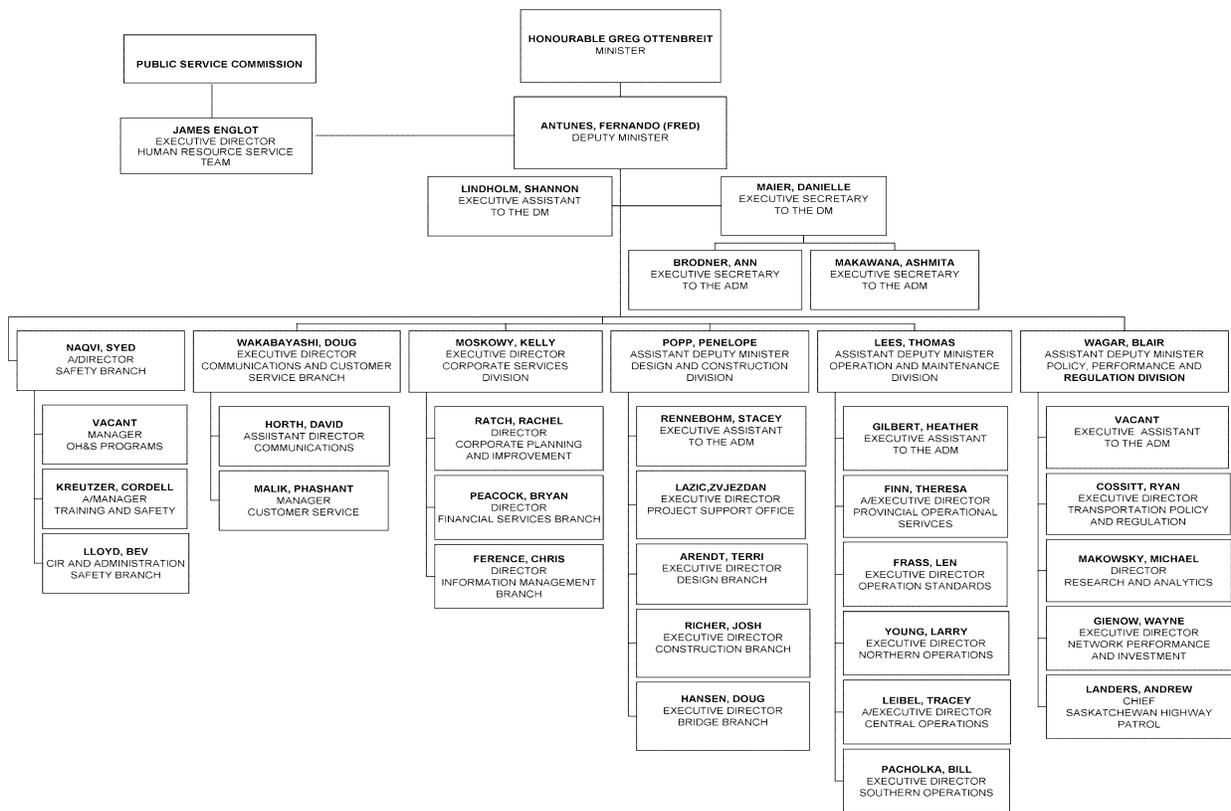
This loan program supported the ministry's objective to invest in multi-modal infrastructure such as regional airports and short line rail. A short line railway reduces truck traffic since agricultural products are hauled long distances by rail, rather than by large trucks on the provincial highway system.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

Short Line Railway Loans	TPF	GRF	Total
	2019-20	2019-20	
	Actual	Actual	
Beginning Balance	1,108	614	1,722
Additions	-	-	-
Reductions	158	122	280
Ending Balance	950	492	1,442

2019-20 Government of Saskatchewan Public Accounts are located here:

<https://publications.saskatchewan.ca/#/categories/4518>

Organizational Chart as of March 31, 2020



For More Information

If you have any questions or comments, we invite you to call 1-844-SKHIWAY (1-844-754-4929), or contact:
Highways and Infrastructure - Customer Service Centre
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>

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