

Ministry of Highways



Plan for 2021-22

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Statement from the Minister



*The Honourable Fred Bradshaw
Minister of Highways*

I am pleased to present the Ministry of Highways Plan for 2021-22.

Government Direction and Budget 2021-22 is focused on protecting Saskatchewan people through the remainder of the pandemic, building the infrastructure that a strong economy needs, and growing Saskatchewan to help ensure a strong economic recovery.

The Ministry of Highways is supporting *Saskatchewan's Growth Plan: The Next Decade of Growth 2020-2030*, and taking an active approach in our province's economic recovery through delivering on important stimulus investments. The ministry's stimulus investments in passing lane projects, rural highway upgrades, and supporting municipal transportation at community airports and on the rural road network will improve transportation safety and efficiency while providing a vital lift for communities and workers across the province.

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 transportation network and efficient travel for people and goods. The ministry is investing in strategic transportation corridors that will improve safety and ensure our network keeps transportation across the province competitive. 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.

Transportation plays an important role in improving our quality of life and economic competitiveness. 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 transportation network. In 2021-22 the ministry is planning to improve 1,350 km of highways in year two of the Growth Plan goal of 10,000 km over the decade. The ministry is also investing in year three of the five-year \$65 million enhanced intersection safety strategy. This investment, along with many other capital safety and capacity improvements, as well as increasing pavement marking and mowing as part of the ministry's road safety strategy, will support building a stronger and safer Saskatchewan.

Progress on this plan will be reported in the 2021-22 annual report.

Response to Government Direction

Protect. Build. Grow. The Government of Saskatchewan is committed to protecting Saskatchewan people through the rest of the pandemic as life returns to normal and our economy grows. Investing in infrastructure like hospitals, schools, and highways will help build a strong economy and create jobs for strong families, strong communities, and a better quality of life.

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 2021-22 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 that serves the needs of the people of Saskatchewan.

Government Goals



A Strong Economy



Strong Communities



Strong Families

Ministry Goal

Improved Safety and Environmental Sustainability

Strategy

- 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 rail, truck and traffic safety, 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 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 \$22 million in road safety improvements:
 - Enhance intersection safety with projects including:
 - Flashing warning light at the junction of Highway 55 and Highway 240;
 - Intersection illumination at the junction of Highway 9 and Highway 18;
 - Intersection rumble strips at the junction of Highway 9 and Highway 22; and,
 - Intersection sight triangle and right of way sight line improvements across the province.
 - Reduce the frequency and severity of collisions through the Safety Improvement Program by delivering projects including:
 - Pedestrian crosswalk at Birch Hills;
 - Intersection improvements on Highway 364 at Balgonie; and,
 - Intersection improvements at the junction of Highway 11 and North Grid Road north of Dundurn.



- Deliver the Pavement Marking Program to provide visible pavement lines for the safe directional flow of traffic.
- Deliver the Signing Stewardship Program to rehabilitate, replace and install new signs to keep the overall condition of the approximately 120,000 regulatory, warning, guide and information signs on the provincial network in good repair.
- Deliver an enhanced mowing program, which will provide a second cut to many rural highways.
- Improve traffic flow and increase safety by delivering the construction and planning of major capacity and safety improvement projects, like twinning and passing lanes, including:
 - Multiple stimulus passing lane projects on Highways 2, 3, 12, 14 and 16;
 - Three sets of passing lanes on Highway 7 – Kindersley to the Alberta border;
 - Two sets of passing lanes and widening on Highway 5 – Saskatoon to Highway 2;
 - Completing the remaining passing lanes and continuing planning for corridor improvements on Highway 39 - Corrine to Estevan; and,
 - Beginning work on twinning Highway 3 west of Prince Albert.
- 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 provincial crime reduction strategy by participating in the Protection and Response Team through the Saskatchewan Highway Patrol.
- Deliver Commercial Vehicle Safety Alliance (CVSA) inspections and strategic enforcement activities to reduce commercial vehicle safety violations including participating in “Road Check” and “Operation Air Brake” annual international safety inspection events.
- Contribute to the delivery of Prairie Resilience: A Made-in-Saskatchewan Climate Change Strategy, with a focus on infrastructure resiliency.

Performance Measures

Reduction in fatality and injury collisions rate.

Target = five-year (2021 to 2025) rolling average of 8.9 collisions per 100 million vehicle kilometres traveled; and,

Target = five-year (2017 to 2021) rolling average of 10.7 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 license 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, 2024.

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 2020-21 = 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 through detection and interception of unsafe vehicles. 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

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.
- 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 250 km of repaving of highways, which renews the pavements life cycle by restoring it to new condition.
 - Deliver 225 km of medium pavement treatments like thin lift over lays or micro-surfacing, which primarily mitigate rutting and improve longevity.
 - Deliver 510 km of light pavement treatments like sealcoats, which seal the surface from moisture and increase longevity.



- Deliver 280 km of upgrades to rural provincial highways including 100 km delivered through stimulus funding. These upgrades include surface treatment projects on low volume highways, such as:
 - Highway 4, US Border to Grasslands National Park;
 - Highway 18, west of Lake Alma;
 - Highway 43, Gravelbourg to East of Highway 19 (stimulus);
 - Highway 55, South of Highway 123;
 - Highway 219 from Highway 15 to Danielson Provincial Park; and,
 - Highway 322, Glen Harbour to Rowan’s Ravine (stimulus).
- Deliver 25 km of gravel surface rehabilitation projects, including:
 - Highway 135, south of Pelican Narrows; and,
 - Highway 905, Cigar Lake access to McClean Lake access.
- Extend the service life and ensure the adequacy of bridge and drainage structures:
 - Replace 12 short span bridges at end of their service life with new bridges or culverts;
 - Complete major repairs on 2 bridges to extend the service life of large span bridges; and,
 - Replace 150 culverts.
- Improve roadway safety and infrastructure protection outcomes 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 = 14 bridges for 2021-22.

The ministry uses a condition index to rate the state of its bridges. The number of bridges upgraded affects 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 for 2021-22 = 1,000.

Axle weight checks delivered by highway patrol officers on commercial vehicles aid in protecting highway infrastructure from damage, specifically weight restricted and thin membrane surface highways. 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 need 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 multi-modal 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 \$28.0 million through the Rural Integrated Roads for Growth (RIRG) program, which includes \$13.0 million in stimulus funding. RIRG is a partnership agreement with the Saskatchewan Association of Rural Municipalities for municipal road and bridge enhancement and preservation.
 - 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:
 - Highway 39 in Estevan;
 - Highways 4 and 55 in Meadow Lake; and,
 - Highway 3 in Prince Albert.
- Support community airports through the Community Airport Partnership program with a \$1.5 million investment, including \$650,000 in stimulus funding.
- Support the Shortline rail industry in maintaining and upgrading their rail tracks through delivering the Shortline Rail Infrastructure Program.
- 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.



Per cent availability of airport services at the 16 provincial airports.

Target = 98 per cent.

This measure shows the reliability of the 16 provincially operated airports. 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

- Promote the efficiency of goods movement by promoting national regulation harmonization.
- Improve reliability and safety for the flow of goods by efficiently managing roads, airports, ferries and railroads.
- Work with partners to increase economic opportunities and trade corridors including 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.
- Increase capacity to move goods to and through the U.S., including examining 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.
- 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.
- Deliver the Transportation Partnership Program to contribute to the commercial vehicle efficiency of partnering companies shipping goods to or from their Saskatchewan facilities.
- Increase access and safety at northern airports through infrastructure improvements, including:
 - Delivering the multi-year rehabilitation of the Fond du Lac airport;
 - Improving the taxiway and apron at the Cumberland House Airport; and,
 - Planning for projects to be delivered in future years through the Investing in Canada Infrastructure Program.
- Improve safety and the seasonal operating season length of access to Wollaston Lake through opening a new winter road in partnership with the Hatchet Lake Denesuline First Nation and the Federal Government.
- Invest \$67.7 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.

Per cent of single trip permits issued within 24 hours.

Target = 98 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 with effective tools and systems 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.
- Continue to support the Enterprise Business Modernization Project 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 enhance the ministry's inclusive and diverse workforce including increasing the employment of people who identify as Aboriginal.



Performance Measures

Customer satisfaction in their interaction with the ministry's Customer Service Centre.

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 Customer Service Centre'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

2021-22 Budget Highlights:

The Ministry of Highways 2021-22 budget is \$829.9 million, including a capital investment of \$520.1 million. This budget continues government's investments in improved safety and efficiency on the transportation network, and includes a stimulus investment of \$192.7 million. The 2021-22 investment supports government's Growth Plan goals and will assist in helping stimulate Saskatchewan's economic recovery with the delivery of 1,350 km of highway improvements. The investment will improve roads all over the province including upgrading rural highways, adding passing lanes on important corridors, starting twinning on Highway 3 west of Prince Albert and preserving many highways with treatments to improve their longevity. Infrastructure is critical to Saskatchewan's economic success and this investment will help keep the province competitive and connected to markets across Canada and around the world.

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

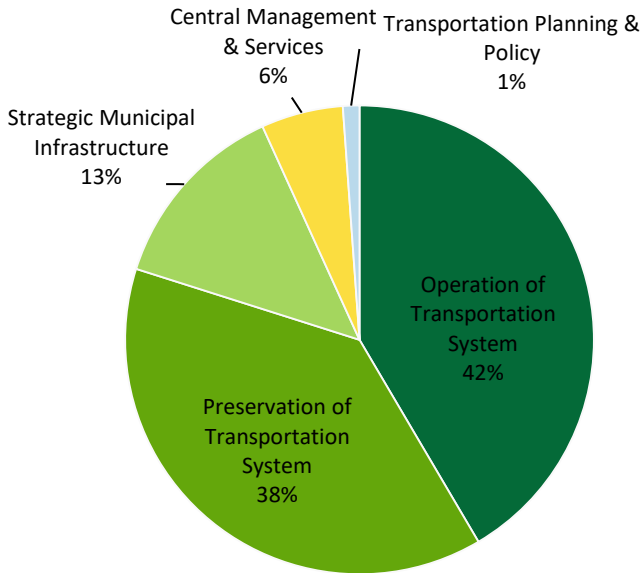
- \$106.6 million for preventative maintenance on provincial highways and bridges, including an additional \$530,000 to respond to winter-related damage on thin membrane surface highways.
- \$123.5 million for 1,010 km of capital preservation improvements to highways.
- \$130.9 million for major projects supporting *Saskatchewan's Growth Plan* including:
 - Continuing construction and design of passing lanes and twinning projects to increase safety and improve traffic flow, including:
 - Multiple stimulus passing lane projects on Highways 2, 3, 12, 14 and 16;
 - Beginning work on twinning Highway 3 west of Prince Albert;
 - Passing lane projects on Highway 7 from Kindersley to the Alberta Border;
 - Passing lanes and corridor improvements on Highways 6 and 39 between Regina and Estevan; and,
 - Passing lanes and other safety improvements on Highway 5 between Saskatoon and Highway 2.
 - \$22.0 million for increased road safety across the network, including the third year of the five-year \$65.0 million enhanced intersection safety investment and delivering spot improvements through the Safety Improvement Program to reduce the frequency and severity of collisions.
- \$197.7 million for 280 km of thin membrane surface highways and other rural highway upgrades and geotechnical repairs including 100 km of upgrades delivered through stimulus.
- \$44.5 million to replace and rehabilitate bridges and culverts.
- Providing \$28.0 million, including \$13.0 million in stimulus funding, to rural municipalities through the Rural Integrated Roads for Growth program to enhance and preserve rural municipal transportation infrastructure.
- Investing \$6.6 million through the Urban Highway Connector Program towards capital projects and operations and maintenance in urban municipalities.
- Providing \$800,000 for jurisdictional transfers so low volume roads can be improved and maintained in accordance with local needs.
- Supporting community airports with a Community Airport Partnership program investment of \$1.5 million, including a \$650,000 stimulus investment, which results in a \$3.0 million investment for improvements to small airports when combined with municipal partner contributions.
- Support the shortline rail industry in maintaining and upgrading their rail tracks through delivering the new \$530,000 Shortline Rail Infrastructure Program.
- Delivering an enhanced mowing program which will increase mowing by 22 per cent to deliver additional right of way mowing on about 7,500 km of highway, including wider and second cuts on many rural highways.
- Delivering the enhanced Pavement Marking Program, which was increased in 2020-21 to provide visible pavement lines for the safe directional flow of traffic.

Financial Summary

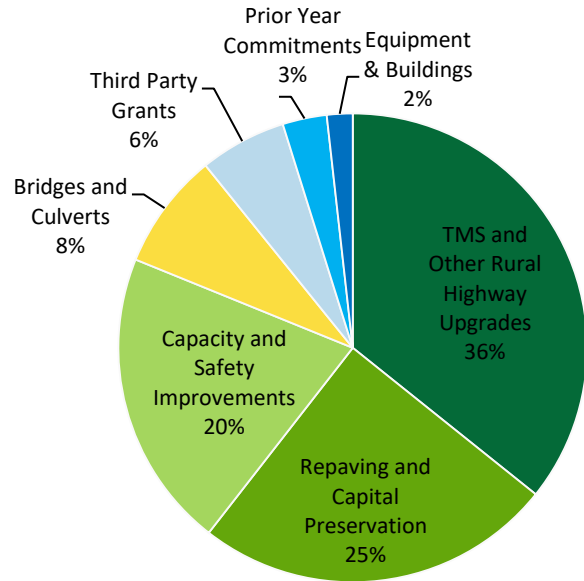
2021-22 Estimates	(in thousands of dollars)
Central Management and Services	\$17,514
Preservation of Transportation System	\$118,862
Transportation Planning and Policy	\$3,526
Infrastructure and Equipment Capital	\$520,050
Custom Work Activity	---
Operation of Transportation System	\$128,658
Strategic Municipal Infrastructure	\$41,247
Total Appropriation	\$829,857
Capital Asset Acquisitions	(\$520,050)
Non-Appropriated Expense Adjustment	\$240,521
Total Expense	\$550,328

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

Appropriated Expense Budget



Capital Investment



For More Information

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