

Ministry of Highways

Annual Report for 2020-21

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Letters of Transmittal

Office of the Lieutenant Governor of Saskatchewan



The Honourable Fred Bradshaw
Minister of Highways

I respectfully submit the Annual Report for the Ministry of Highways for the fiscal year ending March 31, 2021.

With the 2020-21 budget, the Ministry of Highways made significant progress on improving Saskatchewan’s highways, with about 1,235 km of highways seeing improvements, including over 1,000 km of pavements receiving treatment, about 100 km of combined rural and gravel highways improved as well as 16 sets of passing lanes completed. We also increased highway safety with the second year of the five-year \$65 million intersection safety investment and began a multi-year stimulus investment plan to assist in protecting, building and growing Saskatchewan as we recover from the economic impact of the global pandemic.



Honourable Fred Bradshaw
Minister of Highways



Rick Burton
Acting Deputy Minister of Highways

The Honourable Fred Bradshaw
Minister of Highways

Dear Minister:

I have the honour of submitting the Annual Report of the Ministry of Highways for the fiscal year ending March 31, 2020-21.

The actions contained in this annual report highlight the ministry’s initiatives that support Government’s 2020-21 Direction: Building a Strong Saskatchewan 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.



Rick Burton
Acting Deputy Minister of Highways

Ministry of Highways 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

Saskatchewan's road network is the largest in Canada on a per capita basis. The network consists of 26,426 km of highways, including 11,908 km of asphalt concrete pavement, 3,937 km of granular pavement, 4,560 km of thin membrane surface (TMS) highways, 5,742 km of gravel highways and 279 km of ice roads. The ministry also operates and maintains 703 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 main divisions, the Communications and Customer Service Branch and the Safety Branch.

2020-21 Full Time Equivalent Employees (FTE)

The ministry utilized 1,327.1 FTEs, including students.

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

The Highways and Transportation Act, 1997 – except sections 3,4,5,53,54,55 and 56 which are jointly assigned to Minister of Highways and the Minister of SaskBuilds and Procurement.

- *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*
- *Railway Line (Short Line) Financial Assistance 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:

- *The Commercial Vehicle Drivers Hours of Service Regulations*

Public Works and Services Act – Jointly assigned to the Minister of Highways and the Minister of SaskBuilds and Procurement 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 SaskBuilds and Procurement, the Minister of Education, the Minister of Health and the Minister of Highways.

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 2020-21 Operational Plan:

<https://pubsaskdev.blob.core.windows.net/pubsask-prod/116293/HighwaysandInfrastructurePlan2021.pdf>

COVID-19 Response Highlights

Overview

The COVID-19 pandemic has challenged government operations during the 2020-21 fiscal year. The expected operations of programs and services may have significantly changed as the Government of Saskatchewan worked quickly to support citizens and businesses. Annual Reports for the 2020-21 fiscal year provide information on the impacts of COVID-19 and recognize the work of the Government of Saskatchewan in responding to the pandemic.

Ministry of Highways COVID-19 Response Highlights

- During the Spring of 2020, when the Saskatchewan Public Safety Agency (SPSA) required assistance in setting up check-stop points on provincial highways to provide information and warnings to travellers in order to assist in preventing the spread of the virus, the Ministry of Highways provided signage including lighted warning systems and variable message signs.
- On May 13, 2020, the Government of Saskatchewan released a plan to deliver \$300 million in new highways projects to boost the Saskatchewan economy while improving safety and capacity. This funding was part of Government's \$2 Billion economic stimulus package. The highlights of the announced plan for the Ministry of Highways were:
 - ⇒ Upgrades to 325 km of thin-membrane surface highways;
 - ⇒ 24 to 26 new sets of highway passing lanes;
 - ⇒ Rehabilitation of at least 100 RM roads when combined with our existing municipal roads program; and,
 - ⇒ Improvements to community airports.
- Through this stimulus funding the ministry set forth in 2020-21 on a multi-year plan to deliver the thin-membrane surface upgrades and additional passing lanes by getting projects designed and tendered for construction delivery over the 2021 and 2022 construction seasons, with a few beginning construction in 2020.
 - ⇒ Passing lanes being delivered through stimulus funding include multiple sets on Highway 16 from Clavet to the Saskatchewan-Manitoba Border; three sets each on Highway 14 from Saskatoon to Asquith, Highway 12 from Martensville to Highway 312, and Highway 3 west of Prince Albert to Shellbrook; and two sets on Highway 2 north of Prince Albert to Highway 263.
- The 325 km of TMS upgrades includes work across the province and many roads leading to provincial parks.
- As part of the \$300 million Ministry of Highways stimulus plan, the Government committed \$44.7 million in provincial stimulus funding and \$10.5 million in federal funding through the Investing in Canada Infrastructure Program (ICIP) to re-build 100 rural roads and 100 rural bridges over the next few years.
 - ⇒ The ministry delivers rural road funding through the Rural Integrated Roads for Growth Program (RIRG) which is administered by the Saskatchewan Association of Rural Municipalities (SARM). The ministry paid SARM \$24.2 million of this investment in 2020-21, with the additional \$20.5 to come over the 2021-22 and 2022-23 fiscal years.
- Through the ministry's Community Airport Partnership (CAP) program, the ministry budgeted \$650,000 in stimulus funding in 2020-21 (on top of the \$850,000 base program) for a total planned investment of \$1.5 million. Another \$650,000 in stimulus was also appropriated in 2021-22.
- In addition to the planned \$300 million, the ministry received another \$3.0 million in stimulus funds in 2020-21 from the government's stimulus portfolio to be delivered through the Urban Highway Connector Program (UHCP). This brought the ministry's UHCP investment from \$7 million to \$10 million in 2020-21.

Progress in 2020-21

Government Goals



A Strong Economy



Strong Communities



Strong Families

Ministry Goal

Improved safety and environmental sustainability

Strategies

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

Key Actions

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

- Invest \$20.0 million in road safety improvements:
 - ⇒ In 2020-21, the ministry invested \$36.7 million in road safety improvements, including \$18.9 million to enhance intersection safety with projects like rumble strips, lighting and turning lanes, \$7.4 million through the Safety Improvement Program (SIP) on projects like pedestrian crossings, guardrails and channelizing lanes, as well as \$10.8 million on safety improvements associated with major projects such as intersection improvements included in passing lane projects.
- Enhance intersection safety with a \$13.0 million investment, including:
 - ⇒ In 2020-21, the ministry delivered \$18.9 million worth of projects to enhance intersection safety.
 - Intersection improvements at the junction of Highway 55 and Highway 123;
 - ⇒ A surfacing project and the intersection improvements were awarded in 2020-21 with construction planned over 2021-22 and 2022-23.
 - Intersection improvements at the junction of Highway 11 south and Davidson South Commercial Access;
 - ⇒ The southbound and northbound lanes were completed.
 - Intersection improvements (transverse rumble strips) on Highway 342 south of Plato; and,
 - ⇒ The ministry’s pavement marking crews completed the rumble strips to alert drivers and create a safer intersection.
 - Intersection sight triangle improvements across the province.
 - ⇒ Fifty-eight percent of obstructed sight triangles have been addressed at highway-to-highway and highway-to-access road intersections.

- Invest \$7.0 million through the Safety Improvement Program, to reduce the frequency and severity of collisions, including:
 - ⇒ In 2020-21, the ministry delivered \$7.4 million through SIP and completed 35 projects.
 - Railway crossing warning system upgrade on Highway 14 east of Biggar;
 - ⇒ The upgrade of the railway crossing warning system was completed.
 - Intersection improvements on Highway 20 at Lumsden; and,
 - ⇒ New right and left-turn lanes were completed.
 - Pedestrian crosswalk improvements on Highway 155 in Buffalo Narrows.
 - ⇒ Overhead pedestrian crosswalk improvements were completed.

Deliver an enhanced Pavement Marking Program to provide visible pavement lines for the safe directional flow of traffic, which will result in ten per cent more planned km of pavement line marking than last year.

- ⇒ In 2020-21, the ministry completed 20,756 km of centre line marking and 30,075 km of edge line marking for a total of 50,831 km or 12 per cent more than 2019-20. The ministry also completed 35,187 pavement sign units, or 20 per cent more than 2019-20.

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 2020-21, the ministry completed:
 - 4,967 single post installations or repairs;
 - 1,849 double post installations or repairs;
 - 3,829 single sign face replacements; and,
 - 6 I Beam installations or repairs.

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

- ⇒ As part of delivering Intelligent Transportation System safety improvements for the corridor, the design work for both Advance Warning System (AWS) and Wildlife Detection System (WDS) projects were completed.

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

- Construct passing lanes and twinning projects to improve traffic flow and increase safety, including:
 - Three sets of passing lanes on Highway 9 – Yorkton to Canora;
 - ⇒ The three sets of passing lanes were completed.
 - Three sets of passing lanes on Highway 10 – Melville to Yorkton;
 - ⇒ The three sets of passing lanes were completed.
 - Five sets of passing lanes and corridor improvements on Highway 39 - Weyburn to Estevan; and,
 - ⇒ The Highway 39 (Weyburn to Estevan) improvements made significant progress on the design and crushing necessary while completing four sets of passing lanes on this multi-year project.
 - Four sets of passing lanes east of Kindersley on Highway 7.
 - ⇒ The four sets of passing lanes were completed.
- Commence safety and capacity enhancements on high traffic highways including:
 - Four sets of passing lanes and corridor improvements on Highway 39 – Corinne to Weyburn;
 - ⇒ Two sets of passing lanes as well as intersection treatments south of Weyburn on Highway 35 and on Highway 39 were completed in 2020-21, with two more sets planned for 2021-22 on this multi-year project.
 - Three sets of passing lanes on Highway 7 – Kindersley to the Alberta border; and,
 - ⇒ The aggregate for this project was produced in winter 2021 with construction of the passing lanes planned for the 2021 construction season.
 - 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:

- One phase includes widening, grade improvements, safety improvements and paving of 11 km and was seventy-five percent complete in 2020-21.
- The second phase includes widening, grade improvements, safety improvements, two sets of passing lanes, and paving of about 30 km. Work is planned to start in summer 2021 and is planned for completion in 2024.
- The third phase includes twinning, grade improvements, safety improvements, and 10 km of paving. Work on the third phase is planned between 2023 and 2025.

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.

- ⇒ The ministry successfully placed the 2020 Work Zone campaign advertisements digitally on online and social media platforms including Google Display, Responsive Display, Facebook, Instagram, Snapchat, Spotify, and YouTube. The campaign's online engagement includes 9,713,885 impressions, reaching 382,401 profiles and 269,715 complete plays of the work zone video.
- ⇒ The 2020 Snow Zone campaign included digital (Facebook, Instagram, Snapchat, Google Display, Responsive Display, Spotify, YouTube, Podcasts, Stack Adapt), radio and billboard ads. The ads had a slogan of "It's not a race. Give some space." to encourage drivers to give snow plows room.
 - Highway Hotline social media focused on how to stay safe around snow plows. This included what the blue light means, how much space they need and snow zone trivia for drivers. In the event of a storm, the ministry works with our maintenance crews to get proactive messaging about any issues they saw on the roads.
 - The Snow Zone campaign is used with the intention of reducing the number of incidents where a snow plow or grader is struck by a vehicle. In 2020-21, there were four incidents.

Year	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Incidents	10	5	5	3	4	5	4

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

- ⇒ The ministry accomplished 218 work zone audits through a combination of contracted audits and site audits completed by the ministry's Safety Branch.

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 de-escalation training, diversity awareness, mental health and domestic violence training, as well as firearms and defensive tactics 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 2,343 different PRT calls including: 277 support response requests (including 23 PRT 911 calls), 131 commercial carriers requiring legal enforcement and 1,935 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 2020 was held September 9 to 11 at the Swift Current weigh scales. A total of 237

units were inspected, with 45 commercial units taken out of service for critical defects and 6 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 Blitz 2020 was held August 26. Officers completed 60 CVSA inspections with 18 units placed Out of Service and 21 tickets issued for units requiring repair.
- ⇒ A project is underway to examine weigh-in-motion (WIM) technology and determine how it can be used to advance commercial vehicle (CV) enforcement initiatives.

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.

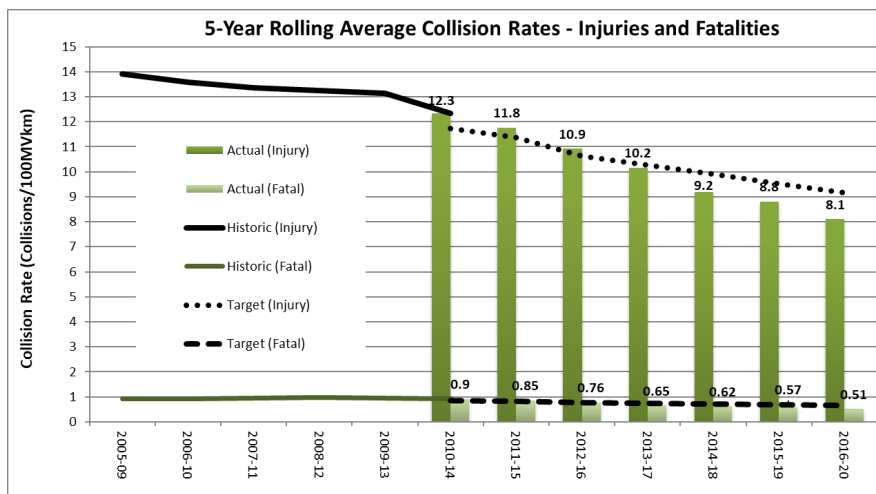
- ⇒ The ministry is a member of a Task Force on Heavy-Duty Vehicles (HDV) with the Federal Ministry of Transport. An HDV Retrofits Phase 1 report was completed focusing on providing an overview of available fuel-saving retrofits, their adoption and their potential in Canada’s HDV landscape. A Phase 2 report intends to do further analysis and advance policy advice on how best to increase adoption.
- ⇒ The ministry continues to work with shortlines and construction industry stakeholders to identify opportunities to move aggregate by rail instead of trucks for highway construction projects.
- ⇒ The ministry has increased network resiliency through culvert upgrades on the National Highway System (NHS). The minimum culvert size has increased from 600mm to 800mm based on the 2014 standard. In 2020-21, 33 culverts were upgraded on the NHS, bringing the total NHS culvert upgrades to 314 since 2014.

Performance Measure Results

Reduction in fatality and injury collisions.

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

- ⇒ The five year rolling average for each year is the combined total of injury and fatality rates for that year. The final result for the five-year average ending in 2019 was 9.4 and the preliminary result for the five-year average ending in 2020 is 8.6.



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

*Current year data (2020) 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. 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 2020-21, safety incidents in work zone and snow zones decreased. 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 mistakes.

- In 2020-21 there were four work zone incidents, a reduction from 2019-20 where there were eleven. This a 175 per cent reduction.
- In 2020-21 there were four snow zone incidents, a reduction from 2019-20 where there were five. This is a 25 per cent reduction.

Source: Ministry of Highways, 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 shortline and industrial rail lines with safety management plans (SMPs).

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, 2021, 89 per cent have developed SMPs.

Source: Ministry of Highways, 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 of shortline public grade crossings inspected on a four-year cycle.

Target = 100 per cent by March 31, 2022.

⇒ After three years, 93 per cent (1139 of 1219 crossings) of the four-year target has been completed. In 2020-21 the ministry completed 472 of the inspections.

Source: Ministry of Highways, 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.

⇒ As of March 31, 2021, 99.5 per cent (2,120 of 2,131 km) of the three-year cycle of track inspections was completed.

Source: Ministry of Highways, 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.

Number of CVSA inspections on commercial vehicles.

Target 2020-21 = 7000 inspections.

⇒ 6,333 CVSA inspections on commercial vehicles were completed in 2020-21. The ministry did not meet this target due to Saskatchewan Highway Patrol staffing levels and an emphasis on stationary scale weight enforcement and training requirements.

Source: Ministry of Highways, Saskatchewan Highway Patrol

The ministry delivers commercial vehicle enforcement activities all year to influence regulation compliance. The goal is to reduce the non-compliance of commercial trucks. CVSA offers a uniform methodology for inspecting large vehicles and criteria under which unsafe vehicles and drivers are removed from the road.

Government Goals



Ministry Goal

Improved road conditions

Strategies

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

Key Actions

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

⇒ 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. The Hotline also added highway cameras and cameras at some Northern Airports in 2020-21. There were 6.94 million visits to the highway hotline website in 2020-21.

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 as well as creating efficiencies in the Traffic Management Centre and Highway Hotline operations.

⇒ In 2020-21, the ministry installed seven cameras and one Road Weather Information System. Highway segments were updated on the Highway Hotline website and research conducted for future improvement options to inform travelers of road conditions, construction and emergency situations.

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 responses times contributes to ensuring performance and leading to more consistent experience for the road users. Seventy-three per cent of the road hazards and defects were repaired on time as per the LOS standards.

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

- Deliver 280 km of repaving of highways, which renews the pavements life cycle by restoring it to new condition.
 - ⇒ As part of 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 2020-21, 295 km of capital rehabilitation of paved highways was completed.
- Deliver 100 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 2020-21, 310 km of medium treatments were completed.
- Deliver 460 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 459 km of seal coat treatments in 2020-21.

Deliver 100 km of upgrades to rural provincial highways including innovative surface treatment projects on low volume highways:

- ⇒ In 2020-21, the ministry completed 79 km of low volume highway upgrades.
 - Highway 155, north of Green Lake;
 - ⇒ The project is 100 per cent complete.
 - Highway 219 from Highway 15 to Danielson Provincial Park;
 - ⇒ This 24 km project was designed to be delivered over a two-year period with crushing and grading being completed in 2020-21. Construction work is scheduled to be complete during the 2021 construction season.
 - Highway 255, south of Tobin Lake; and,
 - ⇒ This 14 km project was completed with some utility issues identified to be completed in 2021-22.
 - Highway 355, west of Spruce Home.
 - ⇒ This 17 km project was near completion in 2020-21, with pavement sealing carried over into 2021-22.

Deliver 35 km of gravel surface rehabilitation projects, including:

- ⇒ The ministry accomplished 18 km or 51 per cent of its target.
 - Highway 135, south of Pelican Narrows; and,
 - ⇒ This project was awarded late in 2020-21 with expected completion in the 2021-22 construction season.
 - Highway 165, south of Pinehouse.
 - ⇒ 18 km of Highway 165 east of the junction of Highway 914 was completed with the remaining parts of the corridor planned for future years.

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

- Replace 23 short span bridges at end of their service life with new bridges or culverts;
 - ⇒ In 2020-21, the ministry completed the replacement of 13 bridges.
- Complete major repairs on 5 bridges to extend the service life of large span bridges; and,
 - ⇒ Five major repairs were completed in 2020-21.
- Replace 130 culverts.
 - ⇒ The ministry completed the repair and replacement of 174 culverts in 2020-21 with a capital investment of \$12.7 million.
 - ⇒ Culverts are an important part of the transportation network, allowing water to flow from one side of the highway to the other without eroding the road surface or base and can prevent damage to

adjacent land owner’s property. Replacing underperforming or at-risk culverts keeps corridors open and prevents potential road closures, increasing the availability of the highway network.

Protect road infrastructure through weight enforcement activities on commercial vehicles.

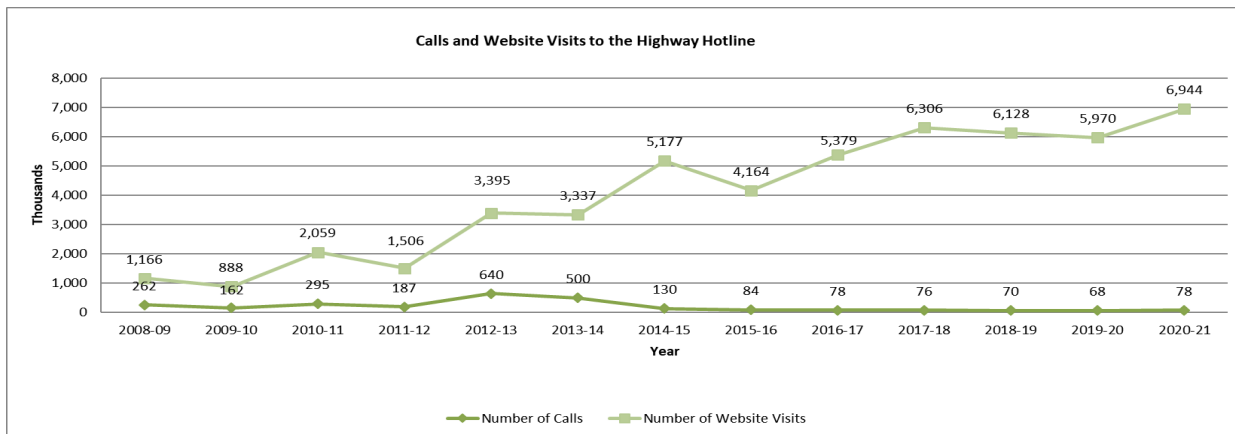
- ⇒ SHP officers split their enforcement time between static scales and patrolling. Officers patrol the highways and use portable weigh scales to enforce weight regulations.
- ⇒ In 2020-21, 685 tickets were issued for commercial vehicles overweight.

Performance Measure Results

Number of Highway Hotline website visits and calls.

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

- ⇒ In 2020-21 there were over 6.9 million web site visits and seventy-eight thousand phone calls.



Source: Ministry of Highways, 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 the National Highway System (NHS).

Target = 90 per cent.

- ⇒ Condition results in 2020 based on International Roughness Index (IRI) indicated an overall condition of 97 per cent of NHS pavements in fair to very good condition.

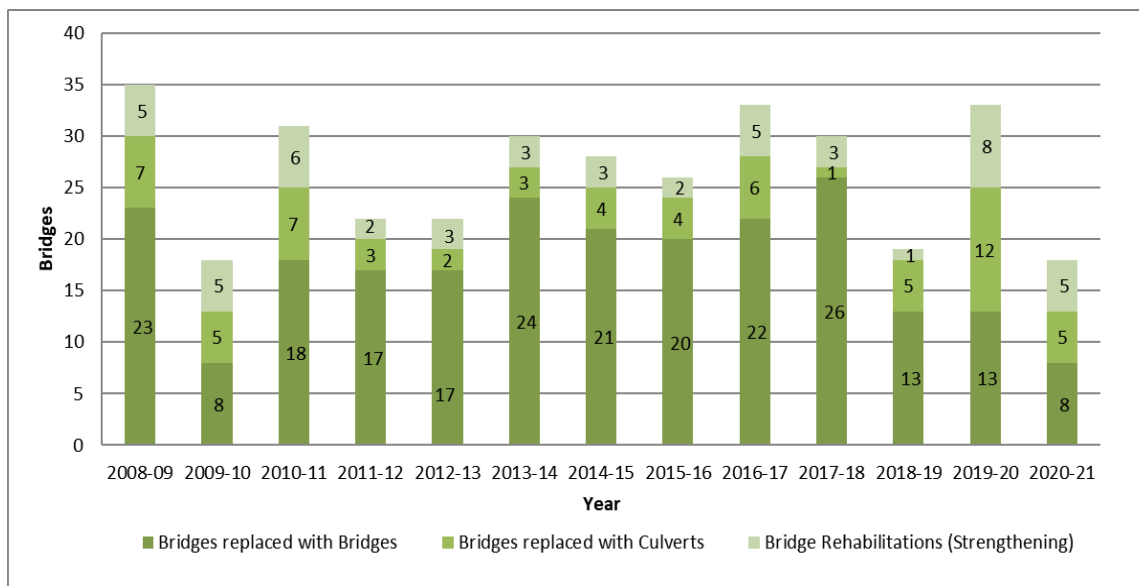
Source: Ministry of Highways, Operations Standards Branch

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 represents the roads condition. This information, when combined with other data determines when repaving or other pavement preservation treatments are needed.

Number of bridges and drainage structures replaced or rehabilitated.

Target = 28 bridges for 2020-21.

- ⇒ There are 703 bridges on the provincial transportation network. In 2020-21, the ministry replaced or rehabilitated 18 bridges. This work is allowing the ministry to maintain the safety of its bridge assets.



Source: Ministry of Highways, Bridge Branch

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

Number of bridges and large diameter drainage structures inspected.

Target = 100 per cent every two years.

⇒ As of March 31, 2021, the ministry completed 383 out of a planned 386 bridges and large diameter inspections or 99.2 per cent completed.

Source: Ministry of Highways, 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 703 bridges in the network and inspecting 383 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 2020-21, inspections were completed on 317 of a planned 320 minor bridges. The three remaining bridges will be added to the 2021-22 inspection program. Sixty-six inspections were completed on major bridges. All major bridge inspections were completed by qualified engineering consultants.

Number of portable weight checks.

Target 2020-21 = 1,000.

⇒ In 2020-21, 1,052 portable weight checks were completed.

Source: Ministry of Highways, 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

A Strong Economy

Strong Communities

Strong Families

Ministry Goal

Integrated transportation network

Strategies

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

Key Actions

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

- Invest \$15.0 million through the Rural Integrated Roads for Growth (RIRG) program – 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; with an incremental \$1.0 million targeted to bridge replacements.
 - ⇒ A total of \$39.2 million was paid to SARM in 2020-21, including \$24.2 million in stimulus funding.
 - ⇒ In 2020-21 through RIRG, 118 road construction projects were approved to proceed and when including Investing in Canada Infrastructure Program (ICIP) funding with the RIRG investment in bridges, 23 bridge projects were approved.
- Work with rural municipalities and stakeholders to develop new partnerships to preserve the network and optimize the utilization of existing infrastructure.
 - ⇒ The ministry signed six partnership agreements in 2020-21 to improve highways, including:
 - Highway 2 – Partnering with RM of Prince Albert to rehabilitate roads south of Prince Albert;
 - Highway 8 – Partnering with the RM of Moosomin and the Town of Moosomin to have a location report/functional design for an Alternate Truck Route to bypass the town of Moosomin and Highway 8;
 - Highway 42 – Partnering with the RMs of Fertile Valley and Mildred to upgrade and create an Alternative Truck Route;
 - Highway 31 – Partnering with the RM of Winslow to upgrade the section from Plenty to Dodsland Access to primary weights;
 - Highway 265 – Partnering with the village of Candle Lake to rehab to secondary weight; and,
 - Highways 667, 761 & Leroy Access – Partnering with the RMs of Leroy and Lakeside to upgrade to a dust free surface and swap jurisdiction of roadways.

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

- Highways 47 and 18 in Estevan;
 - ⇒ The rehabilitation of 3 km is complete.
- Highways 6 and 33 in Regina; and,

- ⇒ The rehabilitation on Highway 6 of 1.5 km is complete with the Highway 33 portion remaining for future planning with Regina.
- Highway 9 in Yorkton.
 - ⇒ The rehabilitation of 5 km is complete.

Support community airports through the Community Airport Partnership (CAP) program, which results in a \$1.7 million investment for improvements to small airports.

- ⇒ The ministry received seventeen applications for CAP funding, with fifteen projects approved for funding and all fifteen projects being completed.
- ⇒ The CAP program received an additional \$650,000 in stimulus funding bringing its planned budget to \$1.5 million driving a planned \$3.0 million investment through 50/50 cost sharing on projects. The actual grant spending in 2020-21 was \$1.41 million, accomplishing over \$2.8 million of work through this 50/50 cost-shared 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.

- ⇒ Work with partners was delayed due to the COVID-19 pandemic. However, work is continuing to identify priorities for freight movement and future federal funding investments.

Performance Measure Results

Per cent of Thin Membrane Surface highways managed using partnerships.

Target = 14 per cent.

- ⇒ 755 km (16.3 per cent) of TMS highway is in partnership with RMs to divert traffic to the municipal system through Strategic Partnership Program.

Source: Ministry of Highways, Operation and Maintenance Division

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.

- ⇒ Provincial ferries were open and available for use 95.9 per cent of the time. Closures at various crossings were due to high wind, ice flow, low water and mechanical issues.

Source: Ministry of Highways, Operation and Maintenance Division

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.

- ⇒ The provincial airports were open and available for use 99.9 per cent of the year. Short closures were due to ice and snow at various airports.

Source: Ministry of Highways, Operation and Maintenance Division

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

Strategies

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

Key Actions

Invest in north-south trade corridors to facilitate the efficient transportation of manufactured goods to the United States (U.S.) and Mexico.

⇒ The ministry made a \$134.5 million capital investment in the following north-south trade corridors in 2020-21:

- Highway 6 – U.S. to Highway 3
- Highway 9 – U.S. to Highway 3
- Highway 39 – U.S. to Highway 1
- Highway 11 - Regina to Saskatoon
- Highway 16 - Saskatoon to Alberta
- Regina Bypass

Examine options to enhance the north-south rail network in Saskatchewan to provide competitive alternatives and broader access to the U.S. rail network, ports and American markets.

⇒ The ministry continues to work to identify potential projects to increase efficient north-south trade transportation. There are stakeholders that may benefit from improved rail connections and the ministry works to identify barriers to constructing new or expanding rail connections and services to the U.S. The ministry continues to provide guidance and advice to private stakeholders to progress through the regulatory and legislative approval process for rail line development and to determine the viability of constructing new railway connections and facilities.

Increase capacity to move goods to and through the U.S., including stronger rail connections.

⇒ Through administration and enforcement of the *Railway Act*, the ministry has provided approvals (authorization to construct and/or open) for numerous industrial railway expansion and greenfield construction projects in the province. Rail development approvals include rail yard construction and improve rail capacity and efficiency for industries such as the energy sector, potash and agriculture.

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 (PCCTC) Initiative to facilitate efficient internal and international trade.

⇒ Phase One of the PCCTC report was completed in January, 2021 and reviewed by the Ministers of Transport Safety. The Phase One report has been posted on the federal Ministry of Transport website. Work has moved to Phase Two. The co-chairs (Ontario and Saskatchewan) are finalizing a proposed work plan. Phase Two will focus on developing key actions under the five areas identified in Phase One.

The PCCTC Task Force recommends five streams of work under the following areas of focus:

1. Strengthening coordinated transportation planning to manage future demand
2. Promoting regulatory alignment
3. Fostering innovation and technology adoption
4. A better understanding of causes and solutions to impediments
5. Enabling effective sharing of data

Continue planning for the Saskatoon freeway.

- ⇒ The ministry has performed functional and engineering studies as part of this multi-year project, with an environmental impact assessment to be completed before the project proceeds.
- ⇒ Significant consultation has taken place with all local stakeholder groups in the area, such as the Meewasin Valley Authority, Wanuskewin Heritage Park, the City of Saskatoon, Nature Saskatoon and local First Nations and Metis groups. A steering committee that includes the Saskatoon Tribal Council has been formed for the project.
- ⇒ Phase one of the functional planning is complete while the technical work has moved on to Phase two, Highway 11 across the South Saskatchewan River to the area South of Wanuskewin Heritage Park. Virtual information sessions were held on February 12, and March 2, 2021, for Phase two. All information gathered from these consultations will be carefully reviewed before considering next steps.

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

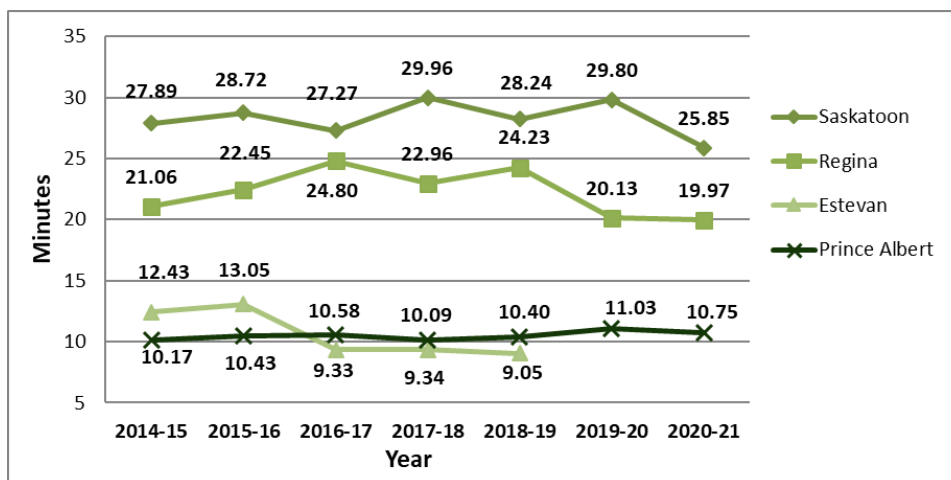
- ⇒ The crushing required for the work on the runway was completed with construction planned to start in the 2021 construction season.

Invest \$60.3 million to improve and maintain infrastructure in northern Saskatchewan.

- ⇒ The ministry invested \$48.7 million in operations, maintenance and construction of northern roads and airports in 2020-21 including:
 - Gravel upgrade on Highway 905 between Cigar Lake and the McClean Lake Access;
 - Beginning runway grading, lengthening and sealing of the Fond du Lac Airport;
 - Beginning fencing, lighting and runway improvements at the Pelican Narrows Airport; and,
 - Multiple preservation and culverts projects.

Performance Measure Results

Travel time around major urban congested areas.



Travel time around Estevan has not been recorded for 2019-20 or 2020-21.

Source: Ministry of Highways, 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 2020-21 as the measure was made on the recently opened Regina Bypass. In Estevan, the bypass has been used from 2016-17 to present.

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.

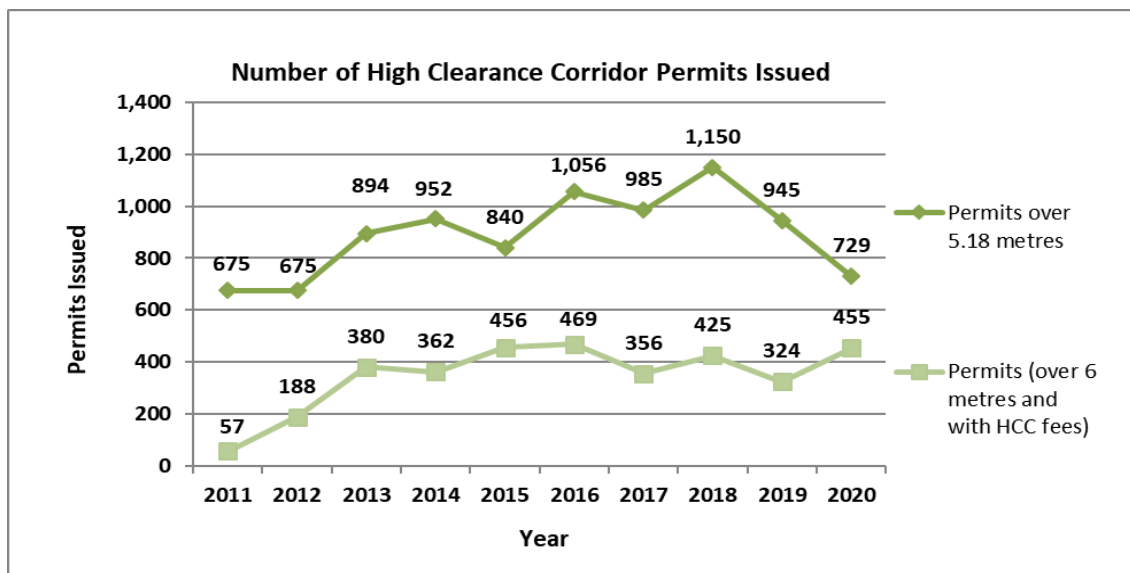
⇒ In 2020-21, 99.99 per cent of the highway network was available to road users.

Source: Ministry of Highways, 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.

Utilization by industry of high clearance corridors.

The high clearance corridors (HCC) 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 single trip permits issued within 24 hours.

Target = 99.5 per cent.

⇒ In 2020-21, the 97.8 per cent of single trip permits were issued within 24 hours.

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



Ministry Goal

Commitment to excellence

Strategies

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

Key Actions

Continuously improve project delivery through engaging with industry stakeholders and working together to promote innovation, collaboration and solutions in the effective delivery and quality of construction projects.

- ⇒ There has been continued collaboration with industry, stakeholders, the Saskatchewan Heavy Construction Association (SHCA) and the Association of Consulting Engineering Companies-Saskatchewan (ACEC-SK) through tri-party subcommittee meetings held in February and March 2021. The ongoing initiatives include process and document improvements for final reports, the review of the notch and widen standards and practices, consistency with end-product specifications and quality.
- ⇒ Work with partners also included: assurance results through material testing (training and procedure control improvements), substantial completion contractual clause improvements within contracts, adjusted site occupancy days for pre-work and lime requirements in AC mix.
- ⇒ The ministry also worked on a surface defect guide and late-season paving guide to be posted for the next construction season to improve consistency and minimize risk across all projects.

Deliver improved service to citizens through the ministry's customer service centre (CSC).

- ⇒ The CSC has offered citizens a convenient and efficient way to submit their inquiries, complaints and vehicle damage claims online or by phone.
- ⇒ Every request submitted is automatically assigned a unique case number that citizens can use to track status on a real-time basis.
- ⇒ The CSC has automated common tasks to make the customer experience effortless and seamless. It has also made internal connections and workflows to resolve customer inquiries and complaints in a timely manner.

Explore options to transform government's business processes through an integrated human resource, financial and procurement, cloud-based business system.

- ⇒ The ministry has been partnering with several ministries on an Enterprise Business Modernization Project (EBMP) to implement a new government-wide solution for an integrated financial, human resource and procurement system. This three-phase project began in October 2020. Phase One is complete and Phase Two is underway developing a detailed business case.

Improve employee engagement and maintain corporate knowledge through learning and development activities.

- ⇒ In 2020-21, the ministry worked on initiatives that include inclusion education, culture vision, onboarding, orientation and increasing the use of Paving the Gaps (knowledge sharing sessions informing others in the workplace of the different deliverables of the ministry).
- ⇒ The ministry held a virtual Inclusion Summit and an International Women's Day Panel to support employee engagement, workplace culture and share experiences.
- ⇒ Ministry onboarding and orientation improvements were completed with a video made available for remote locations that can't attend live or virtual presentations.

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.

- ⇒ 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.
- ⇒ The ministry is using a software platform that houses the database to run innovation challenges. Challenges pose an opportunity or problem to staff within the ministry and external participants for their input. In the challenges run thus far, the ministry has exceeded industry standard participation rates and received positive feedback from external participants. Work continues on evaluating, piloting and implementing various ideas submitted.
- ⇒ The ministry tracks many improvement ideas and initiatives, with typically over 100 per year being implemented. These range from new tools/equipment, process improvements, and new ways to do business.
- ⇒ The ministry has a Student Innovation Program to assist students in developing their creative thinking and networking skills. The ministry had a successful year running this innovation program, where students are given pilot projects or ideas to review and present assisting them with their workplace skills development and the ministry is researching ideas that its staff put forward.

Continue work to increase the ministry's employment of people who identify as Aboriginal.

- ⇒ The ministry has a Strategic Plan and a Work Plan for building an inclusive workplace. The ministry actively uses partnerships to increase employment opportunities for First Nations and Metis through its Aboriginal Apprenticeship Program and its Roving Crews.
- ⇒ Articles and information surrounding diversity groups, days of celebrations, and training opportunities are regularly posted on the ministry Intranet and sent out as "Inclusion Moments" to be shared during meetings.

Performance Measure Results

Customer Satisfaction in their interaction with the ministry.

- ⇒ The ministry has developed an integrated customer satisfaction measure into its customer service centre. In 2020-21, the satisfaction rate based on the customer feedback survey was 3.38 out of 5 (on a scale of 1 equaling very unsatisfied to 5 being very satisfied).

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.

⇒ In August and September 2020, the ministry undertook an engagement and culture pulse survey, as a complete engagement survey was deferred due to the COVID-19 pandemic. The purpose of the pulse survey was to gain some understanding of the impact to engagement and culture drivers during the pandemic. The pulse survey had ten engagement and culture questions and the results indicated that the pandemic and ministry response did not have negative impacts on the ministry.

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.

⇒ In 2020-21, 42 innovation ideas were implemented. Innovations cover a range of improvements including process improvements, minor or major equipment improvements, material changes and other ideas.

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 2020-21, the ministry received \$811.6 million in funding and invested \$784.0 million. The ministry's expenditures included special warrant funding for winter maintenance, capital projects and third party stimulus to provide an economic boost creating jobs and building priority infrastructure projects to serve the citizens of the province.

Program	(in thousands of dollars)				Variance Explanation
	2019-20 Actual	2020-21 Budget	2020-21 Actual	2020-21 Variance	
Vote 16:					
Central Management and Services	17,038	17,614	17,238	(376)	
Minister's Salary (Statutory)	52	51	52	1	
Executive Management	1,050	1,078	1,035	(43)	
Central Services	4,369	5,011	4,642	(369)	1
Accommodation Services	11,567	11,474	11,508	34	
Strategic Municipal Infrastructure	25,111	38,217	54,800	16,583	
Rural Integrated Roads for Growth	14,500	28,000	39,200	11,200	2
Strategic Partnership Program	3,211	1,390	3,779	2,389	3
Urban Connectors	6,669	7,327	10,409	3,082	2
Community Airport Partnership Program	731	1,500	1,413	(87)	
Operation of Transportation System	124,744	127,796	147,675	19,879	
Winter Maintenance	47,839	29,500	50,622	21,122	4
Road Safety and Traffic Guidance	25,316	25,472	25,301	(171)	5
Operational Services	34,887	54,872	54,354	(518)	6
Saskatchewan Highway Patrol	5,693	6,215	5,958	(257)	7
Ferry Services	2,991	3,613	3,161	(452)	8
Airports	2,020	1,955	2,269	314	9
Information Technology Services	5,998	6,169	6,011	(158)	10
Preservation of Transportation System	113,220	116,862	116,031	(831)	
Surface Preservation	101,418	104,942	104,446	(496)	11
Regional Services	11,802	11,920	11,584	(336)	1
Transportation Planning and Policy	3,278	3,466	3,418	(48)	
Infrastructure and Equipment Capital	399,690	411,083	444,834	33,751	
Infrastructure Rehabilitation	141,344	136,340	143,382	7,042	12
Infrastructure Enhancement	244,450	264,852	290,473	25,621	12
Accommodations Capital	2,639	2,900	2,285	(615)	13
Machinery and Equipment	8,502	5,750	7,100	1,350	14
Minor Capital	2,756	1,241	1,594	353	15
16 – Subtotal (Appropriation)	683,080	715,038	783,996	68,958	
Special Warrant*	0	96,601	0	(96,601)	
Supplementary Estimate	0	0	0	0	
16 – Subtotal (Appropriation)	683,080	811,639	783,996	(27,643)	
Capital Asset Acquisitions	(399,690)	(411,083)	(444,834)	(33,751)	
Capital Asset Amortization	201,864	225,877	226,147	270	
16 – Total Ministry Expense	485,254	626,433	565,309	(61,124)	
Custom Work Net Recovery	(151)	0	(86)	(86)	
16 – Total Custom Work Net Recovery	(151)	0	(86)	(86)	
Total (Appropriation)	682,929	811,639	783,910	(27,729)	

*Vote 16 Special Warrant funding of \$96.6 M includes \$42 M for Infrastructure Enhancement, \$15 M for Infrastructure Rehabilitation, \$23 M for Winter Maintenance, \$11.2 M for Rural Integrated Roads for Growth, \$3 M for Urban Connectors and \$2.4 M for the Strategic Partnership Program.

Explanations of Major Variances:

1. Decrease due to FTE management and other administrative savings.
2. Increase for stimulus funding provided through special warrant.
3. Increase for a federal agreement to continue scheduled air operations into key communities in Northern Saskatchewan.
4. Winter maintenance costs exceeded budgeted levels.
5. Decrease in various road costs, including sign and guardrail preservation and right-of-way and drainage maintenance.
6. Decrease due to travel, training and meeting savings.
7. Decrease due to salaries under expenditure and other operational savings.
8. Variance from operational savings and project work carried over.
9. Increase due to winter maintenance expenditures for airports.
10. Decrease due to capitalized information technology costs related to project delivery.
11. Decrease due to bridge preservation projects not completed at the end of 2020-21.
12. Increase in completed projects funded through special warrant.
13. Variance is the result of reduced progress on accommodation replacements.
14. Increase to complete the 2020-21 truck build program.
15. Increase due to information technology assets.

2020-21 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 2020-21 budgeted revenue compared to actual revenue.

Revenues	(in thousands of dollars)			
	2020-21 Budget	2020-21 Actual	Variance	Variance Explanation
Sales, Services and Service Fees	1,687	2,823	1,136	1
Transfers from Federal Government	46,367	55,123	8,756	
National Trade Corridors Fund	20,000	25,200	5,200	2
Provincial Territorial Infrastructure Component	23,610	25,438	1,828	2
Airport Capital Assistance Program	2,200	2,337	137	
Other Federal Programs	557	2,148	1,591	3
Transfers from Government Entities	4,000	7,426	3,426	4
Total	52,054	65,372	13,318	

Explanations of Major Variances:

1. Higher than expected revenue from the sale of assets.
2. More construction was completed than anticipated resulting in an increase in revenue.
3. Increase for the flow through of federal funding for northern air service.
4. Highway construction projects were completed by the Transportation Partnerships Fund (TPF) and transferred to the ministry. There was an increase 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 \$4.3 million in revenue and invested \$3.6 million on transportation system improvements in 2020-21. The TPF balance was \$12.4 million on March 31, 2021.

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, 2021.

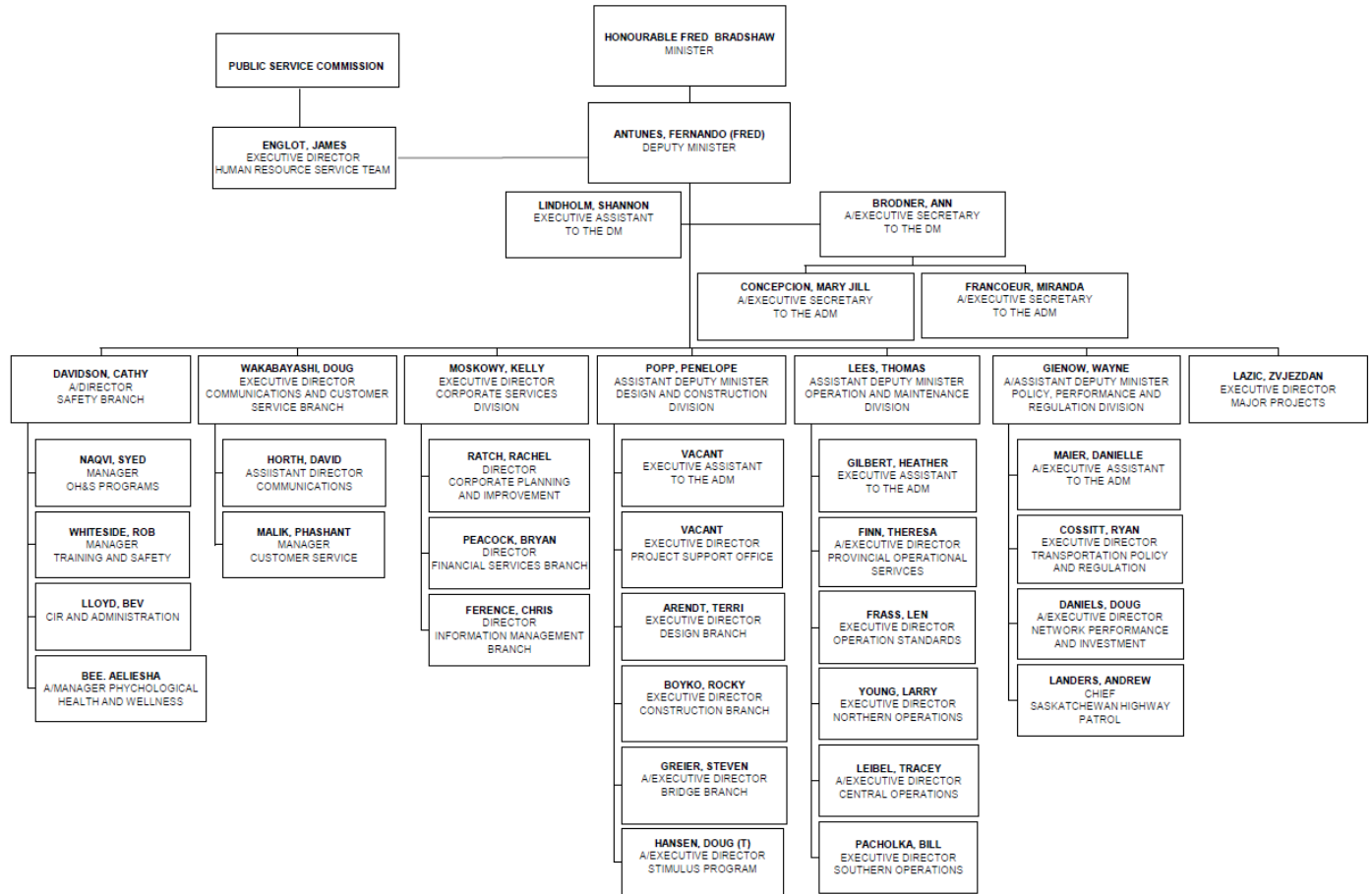
This loan program supported the ministry's objective to invest in multi-modal infrastructure such as regional airports and short line rail. A short line railway reduces truck traffic since agricultural products are hauled long distances by rail, rather than by large trucks on the provincial highway system.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

Short Line Railway Loans	TPF	GRF	Total
	2020-21 Actual	2020-21 Actual	
Beginning Balance	950	492	1,442
Additions	-	-	-
Reductions	157	112	269
Ending Balance	793	380	1,173

Additional financial information can be found in the Government of Saskatchewan Public Accounts located at:

<https://publications.saskatchewan.ca/#/categories/893>

Organizational Chart as of March 31, 2021



For More Information

If you have any questions or comments, we invite you to call 1-844-SKHIWAY (1-844-754-4929), or contact:
 Ministry of Highways - Customer Service Centre
 1200-1855 Victoria Avenue
 Regina, Saskatchewan S4P 3T2

Or send us an email through the Saskatchewan Ministry of Highways website:
[Ministry of Highways | Ministries | Government of Saskatchewan](https://www.saskatchewan.ca/government/ministries-and-departments/ministry-of-highways)

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