

# Business Plan

## 2022-23

MINISTRY OF HIGHWAYS

*Saskatchewan!* 

# Statement from the Minister



***The Honourable Fred Bradshaw***  
***Minister of Highways***

.....  
I am pleased to present the Ministry of Highways Business Plan for 2022-23.

Transportation is critical to Saskatchewan's economic success, and the ministry will be continuing to ensure our network supports communities and businesses. We do this through upgrading, maintaining, and operating the network. We will ensure our policies and regulations are focused on keeping the province working and connected to markets across Canada and around the world.

Since 2020, the ministry has been delivering passing lanes and rural highway upgrades as part of our government's economic stimulus plan. This year, we are planning to complete the stimulus projects on provincial highways, which will have delivered more than 330 kilometres of highway upgrades and 23 sets of passing lanes.

Transportation is crucial to improving our quality of life, and the ministry continues to support Saskatchewan's Growth Plan: The Next Decade of Growth 2020-2030. Our 2022-23 investment will make significant progress towards the 10-year goal of improving 10,000 kilometres of highways, bringing the total to more than 3,500 kilometres after three years. This investment, along with the ministry's multi-year road safety strategy, will support the safe, reliable, and efficient mobility of people and goods for a stronger Saskatchewan.

# 2022-23 Budget Highlights

The Ministry of Highways 2022-23 budget is \$846 million, including a capital investment of \$452.5 million. This budget also includes a stimulus investment of \$119.1 million and a \$90.6 million non-cash allowance to account for estimated future clean up and remediation of assets and property owned by the ministry, such as salt storage and stockpile sites. This budget continues government's investments in improved safety and efficiency on the transportation network.

1	Invest \$88 million in major projects supporting Saskatchewan's Growth Plan, including constructing 14 sets of passing lanes and Highway 3 twinning west of Prince Albert.
2	Deliver year four of the five-year \$100 million investment into road safety to reduce the frequency and severity of collisions, including: <ul style="list-style-type: none"><li>• \$12.4 million for enhanced intersection safety as part of the five-year \$65 million intersection safety investment; and,</li><li>• \$6.8 million for spot improvements through the Safety Improvement Program.</li></ul>
3	Dedicate \$137 million for 200 kilometres of thin membrane surface highways and other rural highway upgrades, including 160 kilometres of upgrades delivered through government's stimulus package.
4	Deliver 820 kilometres of capital preservation improvements to highways by investing \$131.2 million to improve road conditions and support the 10-year Growth Plan goal to upgrade 10,000 kilometres.
5	Rebuild 15 bridges and replace 100 culverts by investing \$55.2 million in support of the 10-year Growth Plan target of 200 bridges and 2,000 culverts.
6	Support a one-network approach by working with partners to fund strategic transportation infrastructure investments, such as: <ul style="list-style-type: none"><li>• \$22.5 million, including \$7.5 million in stimulus funding, through the Rural Integrated Roads for Growth program to enhance and preserve rural municipal road and bridge infrastructure;</li><li>• \$6.6 million through the Urban Highway Connector Program to improve efficiency, connectivity, and the surface condition of roads through urban municipalities;</li><li>• \$850,000 through the Community Airport Partnership program to advance rehabilitation, construction, and capital investments in community airport infrastructure; and,</li><li>• \$530,000 through the Short Line Railway Improvement Program to support the short line rail industry in improving their railway infrastructure.</li></ul>

# Response to Government Direction

*Saskatchewan is back on track.* The Government of Saskatchewan is protecting and strengthening our province, carefully managing spending while investing in priority programs and services and into a strong and growing economy. Government is helping build a better Saskatchewan, investing in needed infrastructure – hospitals, schools, highways and municipal and crown capital projects.

Saskatchewan's financial picture is improving, with a fiscal plan to return the budget to balance. The resurgent economy helps ensure the services, programs and infrastructure Saskatchewan people value are sustainable today and into the future. Saskatchewan is back on track.

## Saskatchewan's Vision

**"...to be the place in Canada - to live, to work, to start a business to get an education, to raise a family and to build a life."**

>> Government Goals

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 2022-23 annual reports.

## Ministry of Highways

### Mandate

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

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.

### Vision

Transportation – Connecting Saskatchewan to the world

## Goal 1: Improved Safety and Environmental Sustainability

The ministry works to continually improve road safety, worker safety, environmentally responsible delivery of operations and projects, and minimizes the impact of transportation on the environment. These aims are important to ensuring the safety of ministry employees, Saskatchewan citizens, their families as well as ensuring Saskatchewan communities are strong and safe. The ministry takes a proactive, risk-based approach to identify, mitigate, and respond to safety and environmental hazards. We will reduce and prevent serious injuries and fatalities through multi-year investments in road safety and infrastructure.

**Strategy:** *The approach we will take to achieve our goal*

Target reductions in fatalities and injuries by delivering safety improvements on the transportation system.

**Key Actions:** *What we will do to get there*

- Continue to implement the road safety strategy to reduce fatalities and injuries from collisions. The strategy is focused on intersections, dark driving conditions, single vehicles running off the road and collisions with wildlife.
  - Invest \$12.4 million towards the fourth year of the ministry's 5-year \$65 million enhanced intersection commitment.
  - Deliver the pavement marking program to provide visible pavement lines for the safe 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 condition.
  - Deliver the mowing program, which will achieve approximately 42,000 hectares of mowing along highway right of ways.
- Improve traffic flow and increase safety through the construction and planning of major capacity and safety improvement projects, including:
  - 14 sets of passing lanes, including 10 sets through stimulus funding;
  - Highway 3 twinning west of Prince Albert;
  - Highway 5 corridor improvements east of Saskatoon; and,
  - Highways 6 and 39 planning and pre-construction for twinning projects near Regina and Weyburn.

**Strategy:** *The approach we will take to achieve our goal*

Foster a safety culture in the workplace by enforcing an injury prevention strategy to pursue Mission Zero.

**Key Actions:** *What we will do to get there*

- Communicate safe driving practices to the public through the Work Zone and Snow Zone campaigns to reinforce slowing to 60 km/h in work zones and driving safely when approaching snowplows.
- Reinforce safe workplace practices and behaviors by conducting work zone audits on construction projects and maintenance activities.
- Continue to deliver and improve the ministry's Health and Safety Management System to achieve and sustain a healthy and safe workplace.
- Ensure rail line safety through inspections and safety management plan audits.

**Strategy:** *The approach we will take to achieve our goal*

Provide environmental stewardship on all ministry activities through responsible operations, maintenance, and project delivery.

**Key Actions:** *What we will do to get there*

- Perform audits to assess project delivery and ensure environmental compliance with federal and provincial guidelines.
- Explore and implement environmentally sustainable approaches for planning, designing, constructing, and maintaining the transportation system.

**Strategy:** *The approach we will take to achieve our goal*

Examine and mitigate the impact transportation has on the environment by focusing on innovative regulatory frameworks, emerging technology, and efficient traffic movement.

**Key Actions:** *What we will do to get there*

- Contribute to the delivery of Prairie Resilience: A Made-in-Saskatchewan Climate Change Strategy, with a focus on infrastructure resiliency and the impact of transportation.

**Performance Measures:** *What success looks like*

**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.**

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 snowplow.

**Number of near misses reported.**

**Target = 10 per cent increase.**

A near miss is an unplanned event that has the potential to cause but does not actually result in injury, damage, or loss. Near miss reporting is used to proactively identify, address, and mitigate potential hazards. Increasing the number of near misses reported is a desirable goal to prevent safety incidents at the workplace.

**Per cent of provincially regulated railway Safety Management Plans (SMP) audited on a five-year cycle.**

**Target = 100 per cent of plans on file with the ministry by March 31, 2027.**

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 short line and industrial rail lines to have a Safety Management Plan. The SMP audit includes a review of records, as well as a physical inspection.

**Per cent of short line public grade crossings inspected on a four-year cycle.**

**Target = 100 per cent by March 31, 2026.**

There are 1,206 short line 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 short line companies.

**Per cent of short line rail tracks inspected over a three-year cycle.**

**Target = 100 per cent by March 31, 2024.**

There are 2,131 kilometres of short line 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 short line and industrial rail line companies.

>> Government Goals

A Strong Economy

Strong Communities

Strong Families

## Goal 2: Improved Road Conditions

The ministry maintains over 26,400 kilometres of highways, the largest per capita network in Canada. Optimizing asset life cycles and ensuring quality work and service levels is an important part of reliable and safe access for Saskatchewan's communities and businesses. This goal is about preserving and maintaining roads and bridges, addressing aging infrastructure, and providing road users with essential information on road conditions. This goal delivers on the 10-year Growth Plan goals to build and upgrade 10,000 kilometres of highways, including over 2,000 kilometres of thin membrane surface (TMS) roads, as well as rebuilding 200 bridges and replacing 2,000 culverts to support a better quality of life for Saskatchewan people.

**Strategy:** *The approach we will take to achieve our goal*

Maintain and rehabilitate provincially owned transportation infrastructure to improve the driving experience and optimize service life of provincial highways.

**Key Actions:** *What we will do to get there*

- Deliver 170 kilometres of repaving of highways, which renews the pavements life cycle by restoring it to new condition.
- Deliver 100 kilometres of medium pavement treatments like thin lift overlays or micro-surfacing, which primarily mitigate rutting and increase longevity.
- Deliver 550 kilometres of light pavement treatments like sealcoats, which seal the surface from moisture and increase longevity.
- Deliver 200 kilometres of upgrades to rural provincial highways, including 160 kilometres delivered through stimulus funding.
- Deliver 15 kilometres of gravel surface rehabilitation projects.
- 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 3 bridges to extend the service life of large span bridges; and,
  - Replace 100 culverts.

**Strategy:** *The approach we will take to achieve our goal*

Support a well-informed transportation user by communicating and reporting level of service standards and road conditions.

**Key Actions:** *What we will do to get there*

- Continue to provide accurate, timely and reliable road information for travelers through the Highway Hotline.
- Continue to invest in Intelligent Transportation System (ITS) devices such as cameras, variable message signs, road weather information systems, and traffic counters to increase the accuracy and timeliness of information available to transportation users.
- 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.

**Performance Measures:** *What success looks like*

**Number of kilometres built or upgraded.**

**Target = 10,000 kilometres by 2030-31.**

The ministry continues to support Growth Plan goals by expanding the number of passing lanes and TMS improvements, such as light pavement construction, spot improvements, and upgrading some highways to good sustainable gravel surfaces.

**Number of bridges and culverts replaced or rehabilitated.**

**Target = 200 bridges and 2,000 culverts by 2030-31.**

The ministry uses a bridge condition index to assess the general health of the provincial bridge inventory. This is used to identify and prioritize structures that need replacing or rehabilitation.

**Percentage of bridges and large diameter drainage structures inspected.**

**Target = 100% of bridges and large diameter drainage structures inspected within the last two years.**

As the highway network ages, it is important to ensure that bridges are in good condition. Structures are required to be inspected at least every two years, with some requiring annual inspection. This measure confirms that all due assessments are performed.

**Number of Highway Hotline website visits and calls.**

**Target = 6 million website visits and 70 thousand phone calls.**

Measuring website visits and calls tracks 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 kilometres of paved highway, including 3,993 kilometres 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.



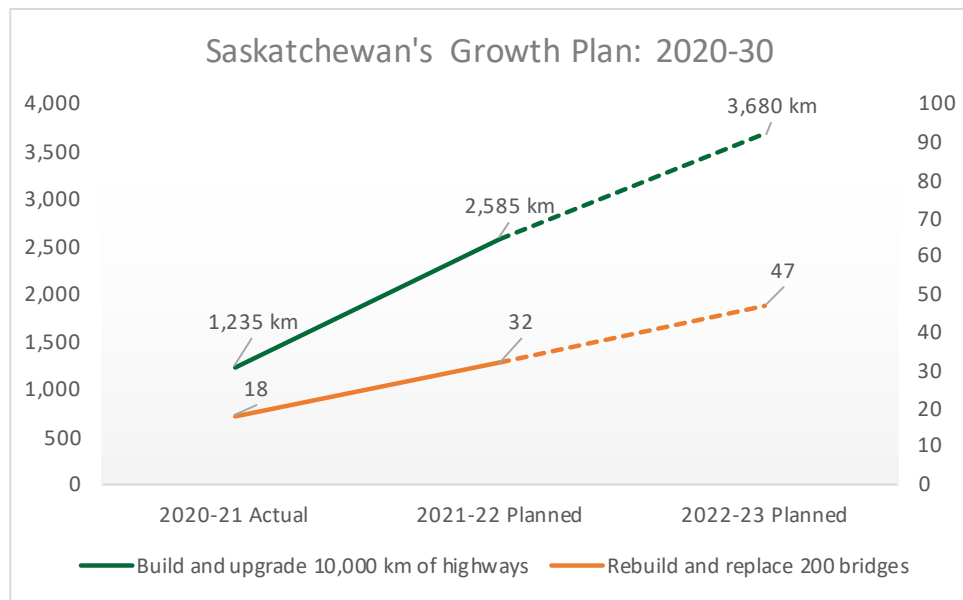


Figure 1. Planned progress on the Growth Plan goals

>> Government Goals

A Strong Economy

Strong Communities

Strong Families

### Goal 3: Integrated Transportation Infrastructure Network

The transportation system connects Saskatchewan communities to jobs, markets, essential services, families, schools, and recreation. Most trips do not begin and end on provincial highways, so the ministry takes a one-network approach to municipal and provincial transportation system integration to better utilize the existing network and achieve economic growth and quality of life outcomes. The ministry also supports airports and regulates short line rail to ensure safety and economic competitiveness. We work with partners to manage transportation assets effectively and efficiently, as well as plan and fund strategic investments to improve and maintain access to communities and industries.

#### **Strategy:** *The approach we will take to achieve our goal*

Work with stakeholders and community partners to manage traffic demand and improve transportation asset conditions through a one-network approach.

#### **Key Actions:** *What we will do to get there*

- Invest \$22.5 million through the Rural Integrated Roads for Growth (RIRG) program, which includes \$7.5 million in stimulus funding. RIRG is a partnership agreement with the Saskatchewan Association of Rural Municipalities for municipal road and bridge enhancement and preservation.
  - Continue the delivery of the RIRG stimulus commitment for the enhancement and preservation of 100 roads and 100 bridges.

- Deliver alternate truck route partnerships to optimize the utilization of existing infrastructure.
- Work with rural municipalities and stakeholders to create new construction and maintenance partnerships to improve and sustain rural highways.
- Invest \$6.6 million through the Urban Highway Connector Program to improve and maintain provincial roads through urban centres.
- Support community airports with an \$850,000 investment through the Community Airport Partnership program.
- Support the short line rail industry in maintaining and upgrading rail infrastructure through the Short Line Railway Improvement Program.

**Performance Measures:** *What success looks like*

**Per cent of Thin Membrane Surface highways managed using partnerships.**

**Target = 16 per cent.**

This measure reflects the strategic partnerships that assist 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.

>> Government Goals

A Strong Economy

Strong Communities

Strong Families

## Goal 4: Efficient Travel for People and Goods

This goal focuses on regulatory harmonization and investing in major corridors so goods can move efficiently in and out of the province. Improving network mobility attracts and supports trade and investment in Saskatchewan communities. The ministry invests in a multimodal network that meets the needs of travelers and businesses across Canada. We work with stakeholders, community partners, and other jurisdictions to provide safe, reliable, and efficient movement of goods and people for the resilience of local economies.

**Strategy:** *The approach we will take to achieve our goal*

Ensure the safe and reliable flow of goods and people by efficiently managing a multimodal transportation system.

**Key Actions:** *What we will do to get there*

- Deliver the Transportation Partnership Program to contribute to the commercial vehicle efficiency of partnering companies shipping goods to and from their Saskatchewan facilities.
- Invest in capital upgrades at ministry airports to improve access and safety, including planning for future projects to be delivered through the Investing in Canada Infrastructure Program.
- Invest \$62.7 million to improve and maintain transportation infrastructure in northern Saskatchewan.

**Strategy:** *The approach we will take to achieve our goal*

Identify and develop transportation options to improve Saskatchewan's competitiveness, by working proactively with the province's export and transportation sectors, other western provinces, the federal government, and the U.S.

**Key Actions:** *What we will do to get there*

- Promote economic competitiveness by supporting a National Transportation Strategy and regulatory harmonization.
- Co-chair and contribute to the national task force on the Pan-Canadian Competitive Trade Corridor Initiative with the aim to facilitate efficient internal and international trade.
- Facilitate the efficient transportation of goods through trade corridors, including examining options to enhance north-south networks and to provide competitive alternatives and broader multimodal access.

**Performance Measures:** *What success looks like*

**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 kilometres closed for various reasons, including extreme weather and collisions.

**Per cent availability of provincially operated ferries.**

**Target = 98 per cent.**

This measure shows the reliability of the 12 provincially operated ferries. It is a measure of scheduled availability against time lost.

**Per cent availability of airport services at the provincially operated 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.

**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 in serving industry.

>> Government Goals

A Strong Economy

Strong Communities

Strong Families

## Goal 5: Commitment to Excellence

The ministry strives to be a high performing organization by being accountable, transparent, engaged, and having effective leadership, tools, and systems. Having engaged, healthy and skilled employees is instrumental to uphold the Government of Saskatchewan's core values and drives an adaptable and efficient organization. This will result in high-quality customer service, and processes that are continuously improving for a modern transportation system that supports Saskatchewan's economy and its citizens.

**Strategy:** *The approach we will take to achieve our goal*

Foster an accountable, solution-focused, and knowledgeable workforce by enhancing employee engagement and inclusion.

**Key Actions:** *What we will do to get there*

- Improve employee engagement and maintain corporate knowledge through learning and development activities.
- Continue work to enhance the ministry's inclusive and diverse workforce through increasing employment opportunities for indigenous people and other diversity groups.
- Cultivate a culture of innovation that empowers employees and stakeholders to seek to understand problems and collaborate on options and solutions.

**Strategy:** *The approach we will take to achieve our goal*

Promote and strengthen a citizen-centred organization with effective tools, processes and systems through continuous improvement and innovation.

**Key Actions:** *What we will do to get there*

- Continuously improve project delivery through engaging with stakeholders and working together to promote innovation, collaboration and solutions in the effective delivery and quality of construction projects.
- Provide citizens and industry with easy access to services and information through the ministry's Customer Service Centre and the trucking inquiry line.
- Support the Enterprise Business Modernization Project to transform government's business processes through an integrated human resource, financial and procurement, cloud-based business system.

**Performance Measures:** *What success looks like*

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

Citizen-centred service is a primary goal of the ministry's strategic direction. The Customer Service Centre strives to assist the people of Saskatchewan to easily access information by being a single point of contact for inquiries, complaints, and vehicle damage claims. This measure represents the Customer Service Centre's ability to consistently deliver high quality service.

**Per cent employee engagement.**

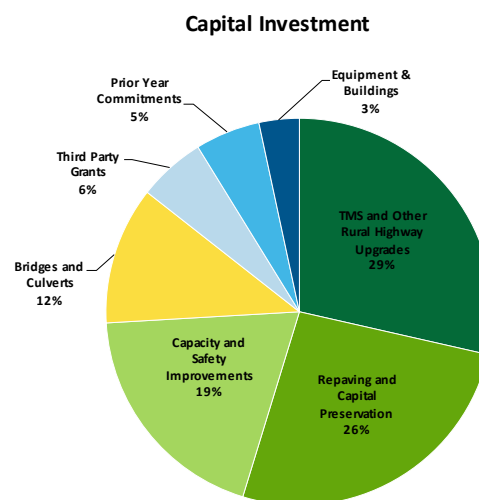
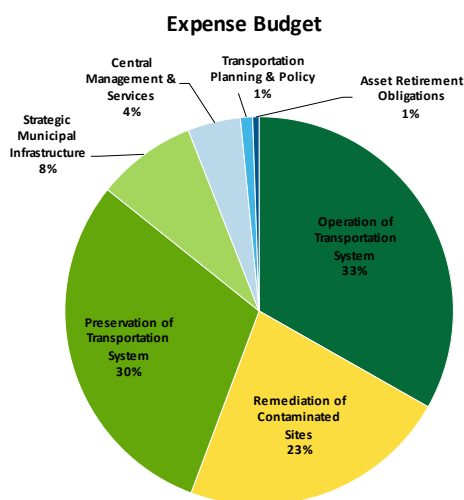
Employee engagement is measured by survey every two years. This is an important measure for the ministry as it relates to advancing a desired value-based culture where employees are excited about and committed to their work in delivering citizen-centred service.

**Number of innovation ideas implemented by ministry employees.**

A culture of innovation assists 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

Ministry of Highways 2022-23 Estimates (\$845.956 million)	(in thousands of dollars)
Central Management and Services	\$17,316
Operation of Transportation System	\$219,160
Preservation of the Transportation System	\$118,193
Transportation Planning and Policy	\$3,968
Strategic Municipal Infrastructure	\$32,697
Infrastructure and Equipment Capital	\$454,622
Custom Work Activity	--
<b>Total Appropriation</b>	<b>\$845,956</b>
Asset Retirement Obligations	\$(2,100)
Remediation of Contaminated Sites	\$(88,500)
Capital Asset Acquisitions	\$(452,522)
Non-Appropriated Expense Adjustment	\$259,239
<b>Total Expense</b>	<b>\$562,073</b>



## Links to More Information

- [Ministry of Highways](#)
- [Government of Saskatchewan Budget, Planning and Reporting](#)