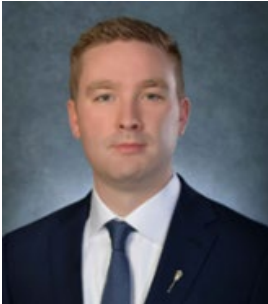


Annual Report for 2022-23

Ministry of Highways

Letters of Transmittal

Office of the Lieutenant Governor of Saskatchewan



The Honourable
Jeremy Cockrill
Minister of Highways

I respectfully submit the Annual Report for the Ministry of Highways for the fiscal year ending March 31, 2023.

The Ministry of Highways continues to support *Saskatchewan’s Growth Plan: The Next Decade of Growth 2020-30*. With the 2022-23 budget, the ministry achieved significant progress on improving Saskatchewan’s transportation infrastructure. Over 1,200 km of highways were improved including many delivered through the government’s stimulus funding. We delivered twelve sets of passing lanes, opened twinning on Highway 3 outside of Prince Albert and invested in road safety projects with the fourth year of the \$65 million enhanced intersection safety commitment. Delivering these types of improvements and continuing our efforts to plan for the future allowed us to assist in getting Saskatchewan back on track.



Honorable Jeremy Cockrill
Minister of Highways



Blair Wagar
Deputy Minister of
Highways

The Honourable Jeremy Cockrill
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, 2023.

Transportation is essential to improving our quality of life and the actions contained in this annual report highlight the ministry’s contribution in support of Saskatchewan’s Growth Plan.



Blair Wagar
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 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.

About the Ministry of Highways

Saskatchewan's road network is the largest in Canada on a per capita basis. The network consists of 26,455 km of provincial highways, including 12,376 km of asphalt concrete pavement, 3,798 km of granular pavement, 4,262 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 692 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 transportation 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 transportation system that meets national and provincial standards and is available for the safe, reliable and efficient movement of people and goods.

Operating involves the delivery of a wide range of citizen services to ensure the safe, reliable 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.

2022-23 Full Time Equivalent Employees (FTE)

The ministry utilized 1,278.8 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 the 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*
- *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 2022-23 Operational Plan:

<https://publications.saskatchewan.ca/api/v1/products/117223/formats/134521/download>

Progress on 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:

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

Key Actions:

- 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.
 - In 2022-23, the ministry invested \$17.8 million in road safety improvements, including \$11.0 million to enhance intersection safety with projects like rumble strips, lighting and turning lanes, \$6.0 million through the Safety Improvement Program (SIP) on projects like pedestrian crossings, guardrails and channelizing (turn) lanes, as well as \$0.9 million on safety improvements associated with major projects such as intersection improvements included in passing lane projects.
- Deliver the pavement marking program to provide visible pavement lines for the safe flow of traffic.
 - In 2022-23, the ministry completed 19,274 km of centre line marking and 26,554 km of edge line marking for a total of 45,828 km. The ministry also completed 25,929 pavement sign units.
- 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.
 - In 2022-23, the ministry completed 5,764 single post repairs and installations, 2,049 double post repairs and installations, 2,162 sign face replacements, and 8 I-Beam installations.
- Deliver the mowing program, which will achieve approximately 42,000 hectares of mowing along highway right of ways.
 - In 2022-23, the ministry completed 41,595 hectares of mowing, of which 40,506 were completed under mowing contracts and 1,089 were completed under agreements with rural municipalities.
- 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;
 - Twelve sets, including 10 sets through stimulus funding were completed across Highways 7, 12 and 16.
- Highway 3 twinning west of Prince Albert;
 - In 2022-23, the 7.5-kilometre Highway 3 twinning project was completed.
- Highway 5 corridor improvements east of Saskatoon; and,
 - Highway 5 improvements are a multi-year project that will be completed in three phases:
 - Phase One included widening, grade improvements, safety improvements and paving of 10.58 km and was completed in 2021-22.
 - Phase Two includes widening, grade improvements, safety improvements, two sets of passing lanes, and paving of about 30 km. Work was started in 2021 on the first 15 km and is planned for completion in 2024.
 - Phase Three includes twinning, grade improvements, safety improvements, and 10 km of paving. Work on the third phase is planned between 2023 and 2025.
- Highways 6 and 39 planning and pre-construction for twinning projects near Regina and Weyburn.
 - This is a multi-year project. The designing of three segments of twinning including south of Regina near Rowatt, through Corinne, and west of Weyburn, for a total of approximately 20 km was completed in 2022-23. The Rowatt and Corinne segments are planned to be constructed over the 2023 and 2024 construction periods. The Weyburn section is planned for construction in 2024 and 2025.

Strategy:

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

Key Actions:

- 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.
 - The Work Zone campaign emphasized slowing down in work zones through a mix of paid advertising on billboards, digital advertising, radio and television spots and organic social media. The Work Zone digital advertising campaign ran from July to September, primarily targeting younger drivers and new Canadians through online social media platforms. The campaign achieved 3.98 million impressions.
 - New creative was developed for the 2022-23 Snow Zone campaign. The focus of the campaign was giving drivers a better understanding of the definitions of the terms used on the Highway Hotline while encouraging them to download the new application to their smart devices and to check it prior to traveling. An additional focus of the social media campaign was encouraging drivers to give space to snowplows so they can do their jobs safely. The digital Snow Zone campaign ran from December to March, targeting young drivers in the 18-24 demographic. The campaign achieved 6.77 million impressions.
- Reinforce safe workplace practices and behaviors by conducting work zone audits on construction projects and maintenance activities.
 - The ministry accomplished 271 work zone audits through a combination of contracted audits and site audits completed by the ministry's Safety Branch.

- Continue to deliver and improve the ministry's Health and Safety Management System (HSMS) to achieve and sustain a healthy and safe workplace.
 - An HSMS ensures the development of interrelated, standardized processes for managing occupational health and safety hazards and risks throughout all levels and functions of the organization. In 2022-23 the ministry focused on improving its new employee orientation and onboarding as well as focusing on its three-year cycle for standard operating procedure reviews. The ministry also focused on employee psychological health and wellness through the provision of wellness resources and communications.
 - Thirty-five of the planned 41 HSMS standards are implemented or in progress as the ministry works towards a fully integrated HSMS.
- Ensure rail line safety through inspections and safety management plan (SMP) audits.
 - All annual targets for railway safety inspection and audit activities were completed. The ministry audits about 20 per cent of SMPs and delivers shortline track and grade crossings on three and four-year cycles annually.

Strategy:

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

Key Actions:

- Perform audits to assess project delivery and ensure environmental compliance with federal and provincial guidelines.
 - Environmental compliance audits were performed on several construction projects with priority given to work near water. Audit results and process observations get used for ongoing improvement.
- Explore and implement environmentally sustainable approaches for planning, designing, constructing, and maintaining the transportation system.
 - A Full Depth Reclamation (FDR) project for standards development was awarded in December 2022. FDR projects consume less new material and require less trucking because roadbed material is reused.
 - Cold in Place specifications for pavement rehabilitation were reviewed by the ministry. This type of repaving recycles the top five to 12 centimetres of the road reducing new material and trucking. The ministry began screening future projects for compatibility with this technology.
 - To protect aquatic life water sampling was included in the requests for proposals for culvert designs at multiple sites.
 - To rehabilitate a culvert the ministry piloted a cured-in-place pipe (CIPP) project, which involves putting a resin liner into the existing pipe to harden in place. This trenchless method involves less road disruption and use of machinery, reducing environmental footprint and the need to replace asphalt.

Strategy:

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

Key Actions:

- 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.

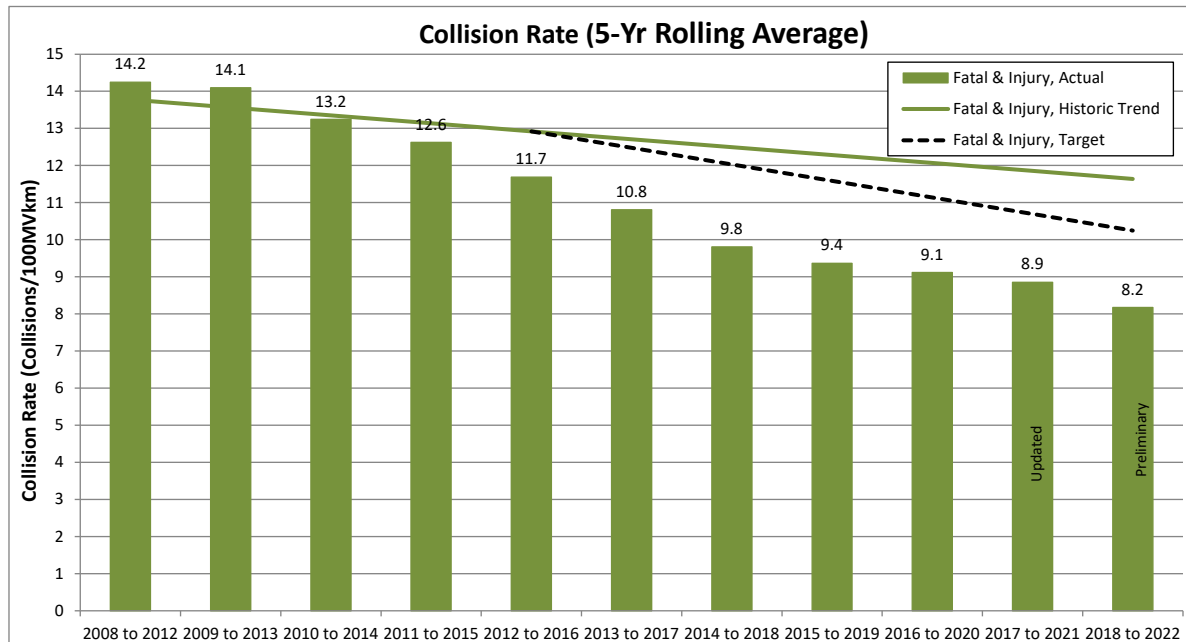
- The ministry has increased network resiliency through culvert upgrades on the National Highway System (NHS). The minimum culvert size has increased from 600mm to 800mm based on the 2014 standard. In 2022- 23, 28 culverts were upgraded on the NHS, bringing the total NHS culvert upgrades to 378 since 2014.

Performance Measure Results:

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.

- The five-year rolling average for each year is the combined total of injury and fatality rates for that year. The result for the five-year average ending in 2021 was 8.9 and the preliminary result for the five-year average ending in 2022 is 8.2.



Source: Ministry of Highways, Operation Standards Branch

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 2022-23, safety incidents in work zones and snow zones decreased. In 2022-23, there were 19 work zone incidents, a decrease from 2021-22 where there were twenty. In 2022-23, there were 15 snow zone incidents, a decrease from 2021-22 where there were 19.

Source: Ministry of Highways, Safety and Environment Resource 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 snowplows.

Number of near misses reported.

Target = 10 per cent increase.

- In 2022-23, the number of near misses reported increased 5 per cent.

Source: Ministry of Highways, Safety and Environment Resource Branch

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.

- In 2022-23, 100 per cent of Safety Management Plans scheduled to be audited were completed. As part of the five-year cycle, the ministry audited 22 industrial railways. This represents 23 per cent (22 out of 92) of the five-year SMP auditing cycle.

Source: Ministry of Highways, Transportation Policy and Programs 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 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.

- In 2022-23, as part of the four-year cycle, the ministry inspected 330 grade crossings. This represents 27 per cent (330 out of 1,206 grade crossings) of the four-year cycle.

Source: Ministry of Highways, Transportation Policy and Programs Branch

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.

- In 2022-23, as the second year of the three-year cycle, the ministry inspected 564 km of short line tracks. After two years, 69 per cent (1,481 out of 2,131 km) of the three-year cycle of track inspections is complete.

Source: Ministry of Highways, Transportation Policy and Programs Branch

Progress on 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:

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

Key Actions:

- Deliver 170 kilometres of repaving of highways, which renews the pavements life cycle by restoring it to new condition.
 - In 2022-23, 149 km of capital rehabilitation of paved highways was completed. 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.
- Deliver 100 kilometres of medium pavement treatments like thin lift overlays or micro-surfacing, which primarily mitigate rutting and increase longevity.
 - In 2022-23, 125 km of medium treatments were completed. Medium treatments on pavements include work such as thin lift overlays, rut fills with seal coat over top and micro-surfacing. These help to restore skid resistance, eliminate minor surface bumps and level wheel ruts which prevents hydroplaning and further surface deterioration from weather and traffic.
- Deliver 550 kilometres of light pavement treatments like sealcoats, which seal the surface from moisture and increase longevity.
 - The ministry completed 635 km of sealcoat treatments in 2022-23. Light pavement treatments are delivered as seal coats. A sealcoat 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 roadbed.
- Deliver 200 kilometres of upgrades to rural provincial highways, including 160 kilometres delivered through stimulus funding.
 - In 2022-23, the ministry completed 213 km of low volume highway upgrades, including 97 km delivered through stimulus funding.
- Deliver 15 kilometres of gravel surface rehabilitation projects.
 - The ministry accomplished 28 km of gravel surface rehabilitation.
- 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;
 - In 2022-23, the ministry completed the replacement of 12 bridges.
- Complete major repairs on 3 bridges to extend the service life of large span bridges; and,
 - Three major repairs were completed in 2022-23.
- Replace 100 culverts.
 - The ministry completed 29 new culvert installations, and the replacement of 321 culverts in 2022-23, of which 190 were delivered through stimulus projects. 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 landowner's property. Replacing underperforming or at-risk culverts keeps corridors open and prevents potential road closures, increasing the availability of the highway network.

Strategy:

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

Key Actions:

- Continue to provide accurate, timely and reliable road information for travelers through the Highway Hotline.
 - In November 2022, a new Highway Hotline smartphone app was launched, that gives travellers information on handheld devices. The ministry released the app with an expanded route-planning feature that includes road conditions. The Highway Hotline service includes the smartphone app, a web site, and a phone service. The service advises when roads are closed and when travel is not recommended. The Highway Hotline is continuously improving information for stakeholders such as rural municipalities, the Saskatchewan Trucking Association, the trucking industry and the traveling public in addition to continuous updating of provincial mapping province wide.
- 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.
 - The ministry has 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 2022-23, the ministry installed six cameras that provide information to the Highway Hotline website. The ministry also purchased materials to add four Variable Message Sign (VMS) that will be installed in the 2023-24 construction season.
- 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 operates approximately 300 snowplows throughout the province. Snow and ice removal equipment is mobilized before, during and after storms. Saskatchewan highways are prioritized for snow removal and ice treatment based on the classification of the highway and traffic volumes. The highest priority is given to major inter-provincial, international and commuter routes.
 - Sections of highways may be closed during severe winter storms for public

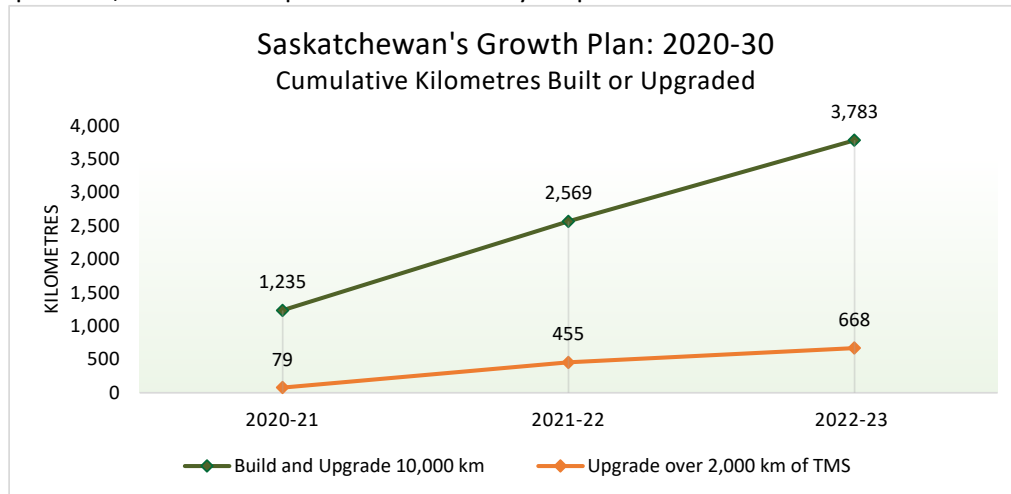
- safety and operators will not begin work if visibility is less than 200 metres.
- Highways are inspected frequently by trained staff to determine the most appropriate maintenance treatment based on road and weather conditions (plowing or salt/sand application), as well as to report highway conditions to the Highway Hotline.
- A winter LOS review is completed every three years to update the level of service road classification. The last review was completed in 2021.
- The LOS standard for summer maintenance outlines targets for responding to defects or hazards on the road surface. The standard for repairing and reporting surface defects and hazards was reviewed in 2022-23.
- When surface breaks occur in the spring, crews place red diamond signs at the hazard and assess the repair needed. The crew may apply gravel or asphalt patching as a temporary fix until permanent repairs can be completed.
- To review more facts on ministry winter and summer maintenance visit the ministry's online programs and services site: [Ministry of Highways | Ministries | Government of Saskatchewan](#)

Performance Measure Results:

Number of kilometres built or upgraded.

Target = 10,000 kilometres by 2029-30.

- In 2022-23, the ministry built or upgraded 1,214 km. After three years the ministry has completed 3,783 km or 37 per cent of the ten-year plan.



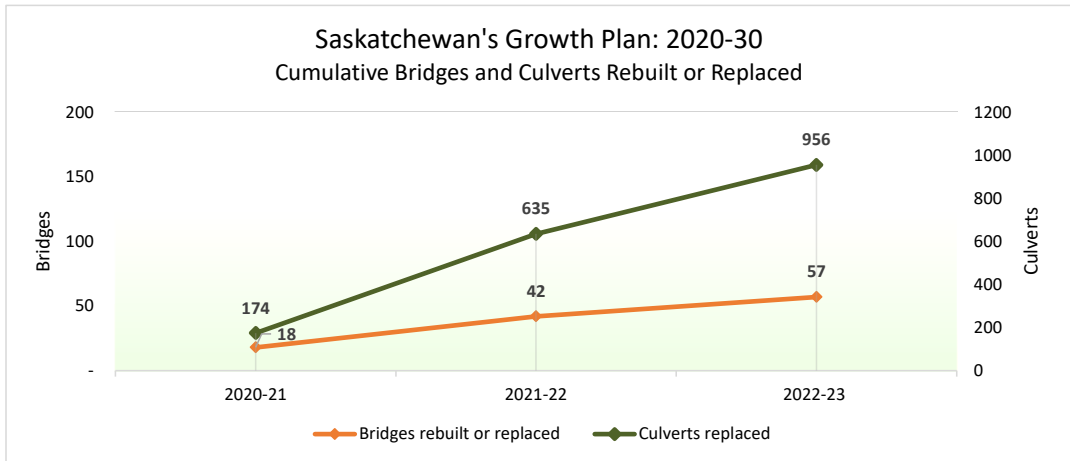
Source: Ministry of Highways, Project Support Office

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 2029-30.

- There are 692 bridges on the provincial transportation network. In 2022-23, the ministry replaced or rehabilitated 15 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 affects the network average bridge condition index by improving a bridge's condition or replacing a bridge with a new bridge or culvert.

Percentage of bridges and large diameter drainage structures inspected.

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

- In 2022-23, the ministry inspected 370 bridges and 199 large diameter drainage structures. Over the two years 698 bridge and 391 large diameter drainage structures were inspected.

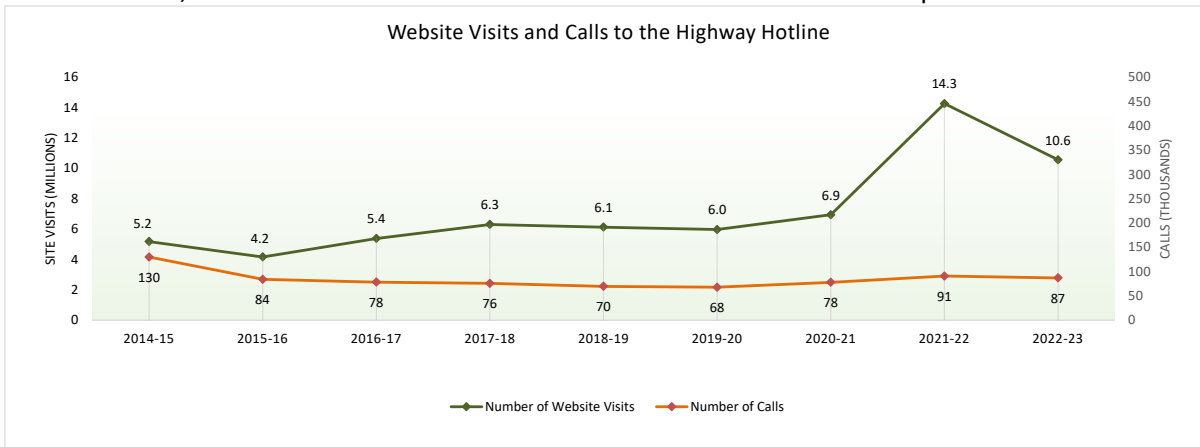
Source: Ministry of Highways, Bridge Branch

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.

- In 2022-23, there were over 10.5 million web site visits and 87 thousand phone calls.



Source: Ministry of Highways, Highway Hotline for Road Information

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.

- Condition results in 2022 based on International Roughness Index (IRI) indicated that 97 per cent of NHS pavements are in fair to very good condition.

Source: Ministry of Highways, Operation Standards Branch

The ministry maintains over 16,000 kilometres of paved highway, including 3,993 km on the NHS. The ministry uses a measure of roughness to represent the roads condition. This information, when combined with other data, determines when repaving or other pavement preservation treatments are needed.

Progress on 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:

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

Key Actions:

- 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.
 - In 2022-23, a total of \$20.185 million was paid to the Saskatchewan Association of Rural Municipalities through RIRG program.
- Continue the delivery of the RIRG stimulus commitment for the enhancement and preservation of 100 roads and 100 bridges.
 - Since the commitment was made 131 road projects have been completed with RIRG funding. Seventeen bridges or large-diameter culverts have been completed with another 72 projects approved for funding or in progress.
- Deliver alternate truck route (ATR) partnerships to optimize the utilization of existing infrastructure.
 - The ministry had 32 ATR agreements in 2022-23.
- Work with rural municipalities and stakeholders to create new construction and maintenance partnerships to improve and sustain rural highways.
 - In 2022-23, the ministry signed two new partnerships to improve highways, and carried six agreements from the previous year. The ministry also provided funding for over-dimension routes for large vehicles to move around municipalities to assist with road sustainability.
- Invest \$6.6 million through the Urban Highway Connector Program (UHCP) to improve and maintain provincial roads through urban centres.
 - The ministry spent \$6.4 million combined on capital and operations and maintenance for urban connectors. Three capital projects, including Highway 2 within Moose Jaw, Highway 5 and Highway 20 within Humboldt and Highway 3 within Prince Albert were completed. This represents 15.6 kilometres of highway rehabilitation.

- Support community airports with an \$850,000 investment through the Community Airport Partnership (CAP) program.
 - Ten projects and an investment of \$650,000 was made through CAP. The CAP grants assisted in accomplishing more than \$1.3 million of work through this 50/50 cost-shared program. Significant supply chain issues limited the delivery of some planned projects.
 - The CAP program allows government to partner with municipalities and key stakeholders to ensure that a network of regional airports is in place to enhance economic development in sectors such as tourism, oil and gas, agriculture, and social development.
- Support the short line rail industry in maintaining and upgrading rail infrastructure through the Short Line Railway Improvement Program.
 - The ministry granted \$530,000 across the province's thirteen short line railways.

Performance Measure Results:

Per cent of Thin Membrane Surface (TMS) highways managed using partnerships.

Target = 16 per cent.

- 737 km (17.1 per cent) of TMS highway is in partnership with RMs to divert traffic to the municipal system through the 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.

Progress on 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:

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

Key Actions:

- Deliver the Transportation Partnership Program to contribute to the commercial vehicle efficiency of partnering companies shipping goods to and from their Saskatchewan facilities.
 - In 2022-23, the Transportation Partnership Program entered into 2 new agreements and renewed 8 agreements for a total of 118 active agreements across all program types.
- 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.
 - In 2022-23, the ministry invested \$1.6 million on Airfield Lighting in La Loche, Ile-a-la-Crosse, Pinehouse and Patunak.
 - Improvements to the Sandy Bay airport including runway extension, grade raise, drainage improvements and sealing were started with project delivery planned for the 2023-24 construction season.
- Invest \$62.7 million to improve and maintain transportation infrastructure in northern Saskatchewan.
 - The ministry invested \$70.7 million in operations, maintenance and construction of northern roads and airports in 2022-23.

Strategy:

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:

- Promote economic competitiveness by supporting a National Transportation Strategy and regulatory harmonization.
 - The ministry worked on and promoted a harmonized approach to Electronic Logging Device (ELD) use across Canada. A National ELD Mandate went into effect January 1, 2023 for inter-provincial carriers.
 - The ministry also completed the red tape review of The Vehicle Weight and

Dimensions Regulations, 2010. Approved recommendations include harmonization of Widespread Tandem axle semi-trailers and Auto-carrier configurations.

- The Weights and Dimensions Administrative Manual Policy #404 was updated to allow increased weights and axle spreads to improve industry efficiency and competitiveness. This update harmonizes with Alberta regulations.
- Co-chair and contribute to the national task force on the Pan-Canadian Competitive Trade Corridor (PCCTC) Initiative with the aim to facilitate efficient internal and international trade.
 - Phase One of the PCCTC report was completed in January 2021 including identifying major trade corridors and transportation-related barriers, assessing activities underway across different jurisdictions aimed at strengthening the system's competitiveness, and assessing known challenges and actions that could address them.
 - The Phase Two report was published in 2022-23. Phase Two presented a framework for increased cross-sector multijurisdictional coordination among transportation modes and efforts towards a more efficient, resilient, and competitive freight logistics system to improve Canada's global trade-related rankings.
- 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.
 - To assist in improving trade corridors and the fluidity of supply chains the ministry submitted proposals for three projects to the National Trade Corridor Fund (NTCF): Highway 51 Thin Membrane Surface upgrade, Highway 9 improvements, and a Forestry roads bundle that addresses capacity and road conditions.
 - Saskatchewan, Alberta and Manitoba drafted an MOU and action plan focused on improving western and national economic corridors to enable the efficient movement of western products to markets around the world.
 - The ministry provided letters of support for NTCF applications for six railway capacity improvement projects in Saskatchewan.
 - The ministry has provided authorizations to construct two planned railway construction/expansion projects and authorizations to open two completed railway expansion projects on provincially regulated industrial railways.

Performance Measure Results:

Per cent availability of highway network.

Target = 99.99 per cent.

- In 2022-23, 99.93 per cent of the highway network was available to road users.

Source: Ministry of Highways, Operation Standards Branch

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.

- For the year, the ferries were open 97.3 percent of the time. Closures were related to water levels and maintenance.

Source: Ministry of Highways, Operation and Maintenance Division

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.

- The airports were open and available for use 99.9 percent for the year.

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.

Per cent of single trip permits issued within 24 hours.

Target = 98 per cent.

- In 2022-23, 98.8 per cent of single trip permits were issued within 24 hours.

Source: Saskatchewan Government Insurance (SGI)

Progress on 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:

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

Key Actions:

- Improve employee engagement and maintain corporate knowledge through learning and development activities.
 - In 2022-23, the ministry continued to work on initiatives such as inclusion education, organizational culture, employee onboarding, and increasing the use of knowledge sharing sessions to inform others in the workplace of the deliverables of the ministry. The ministry also continued running its leadership development programs to enhance employee knowledge and skills.
- Continue work to enhance the ministry's inclusive and diverse workforce through increasing employment opportunities for indigenous people and other diversity groups.
 - The ministry continued its Indigenous Apprenticeship Program and Roving Crews partnerships to increase employment opportunities for Indigenous people.
 - To support employee engagement, workplace culture and shared experiences, the ministry continued programs and events aiming on building understanding and creating inclusive workplaces. Its online meeting forum "Building Bridges" covered topics such as Diversity and Inclusion, Community Involvement featuring Big Brothers and Sisters and Canadian Blood Services and International Women's Day.
- Cultivate a culture of innovation that empowers employees and stakeholders to seek to understand problems and collaborate on options and solutions.
 - In 2022-23, the ministry began the development of a new platform to create a one-stop shop that is easily accessible for capturing and advancing ideas submitted by staff to encourage and recognize innovation across the ministry.
 - The ministry uses its Accelerated Leadership Development Program (ALDP) to create and review improvement ideas by having candidates review and present on topics and issues. The ministry also assigns topics to student employees to assist in their learning and to bring fresh ideas and viewpoints. In 2022-23, twenty-four students participated. Both the student program and ALDP offer

participants an opportunity to engage in real-world innovation. They work both independently and/or as a team to generate creative solutions and gain practical experience in the innovation process.

Strategy:

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

Key Actions:

- 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.
 - The ministry continued its 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 throughout 2022-23. Initiatives included developing updated diesel fuel adjustment specifications and reviewing key issues impacting project delivery such as project scoping documentation for construction administration engineering commissions.
- Provide citizens and industry with easy access to services and information through the ministry's Customer Service Centre (CSC) and the trucking inquiry line.
 - The CSC continued to provide a convenient and efficient way to submit inquiries, complaints, and vehicle damage claims online or by phone. Every request submitted is automatically assigned a unique case number a citizen can use to track status on a real-time basis.
 - In 2022-23, the CSC used the citizen's inquiries and complaints' records to identify trends and respond to potential issues proactively.
 - Top 4 Inquiries topics through the CSC were: winter maintenance, trucking, signage, and roadside development.
- Support the Enterprise Business Modernization Project (EBMP) to transform government's business processes through an integrated human resource, financial and procurement, cloud-based business system.
 - The Ministry of Highways is one of five partner ministries involved in the Enterprise Business Modernization Project to implement a new government-wide solution for an integrated financial, human resource and procurement system. The project began in October 2020 and work is underway to build and test the new solution.

Performance Measure Results:

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

- In 2022-23, customer feedback surveys had a satisfaction rate of 3.4 out of 5 (on a scale of 1 equaling very unsatisfied to 5 being very satisfied).

Source: Ministry of Highways, Communications and Customer Service Branch

Citizen-centred service is the primary goal of the ministry's strategic direction. Delivering quality service to the people of Saskatchewan and assisting them to find the answers they are looking for is important. This is a measure of the CSC's interaction with people in the delivery of services.

Per cent employee engagement.

- The 2021-22 employee engagement survey result was 61 per cent. The bi-annual survey is planned for 2023-24.

Source: Ministry of Highways, Corporate Support Branch

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

Number of innovation ideas implemented by ministry employees.

- In 2022-23 the ministry was not able to track ideas implemented as employee vacancies and software issues disrupted following this metric. However, the ministry did begin the review of a new platform to capture innovation.

Source: Ministry of Highways, Corporate Support Branch

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

In 2022-23, the ministry received \$846 million in funding and invested \$833 million. The ministry's expenditures included the third year of planned stimulus investments in capital and third-party projects to provide an economic boost and continued delivery of Growth Plan commitments.

Program	(in thousands of dollars)				Variance Explanation
	2021-22 Actual	2022-23 Budget	2022-23 Actual	2022-23 Variance	
Vote 16:					
Central Management and Services	16,961	17,316	16,536	(780)	
Minister's Salary (Statutory)	51	53	53	(0)	
Executive Management	1,000	1,111	1,027	(84)	
Central Services	4,670	5,158	4,573	(585)	1
Accommodation Services	11,240	10,994	10,882	(112)	2
Preservation of Transportation System	117,897	118,193	123,060	4,867	
Surface Preservation	105,888	106,001	110,926	4,925	3
Regional Services	12,009	12,192	12,134	(58)	
Transportation Planning and Policy	3,492	3,968	4,017	49	
Infrastructure and Equipment Capital	431,921	454,622	410,143	(44,479)	
Infrastructure Rehabilitation	115,965	157,514	125,482	(32,032)	4
Infrastructure Enhancement	298,594	278,877	255,269	(23,608)	4
Accommodations Capital	4,953	4,839	2,620	(2,219)	4
Transportation and Operating Equipment	10,322	8,111	18,599	10,488	5
Minor Capital	2,088	5,281	8,173	2,892	6
Operation of Transportation System	158,176	219,160	248,577	29,417	
Winter Maintenance	58,945	37,237	66,273	29,036	7
Road Safety and Traffic Guidance	26,442	26,562	25,879	(683)	8
Operational Services	54,790	55,107	56,478	1,371	9
Saskatchewan Highway Patrol	6,204	0	0	0	10
Ferry Services	3,415	3,682	3,340	(342)	11
Airports	2,516	1,972	2,257	285	7
Information Technology Services	5,865	6,100	5,751	(349)	12
Remediation of Contaminated Sites	0	88,500	88,600	100	
Strategic Municipal Infrastructure	39,389	32,697	30,957	(1,740)	
Rural Integrated Roads for Growth	28,567	22,500	20,933	(1,567)	13
Strategic Partnership Program	2,474	2,190	2,416	226	14
Urban Connectors	6,856	6,627	6,425	(202)	15
Community Airport Partnership Program	961	850	654	(196)	15
Short Line Railway Improvement Program	530	530	530	0	
16 – Subtotal (Appropriation)	767,837	845,956	833,290	(12,666)	
Remediation of Contaminated Sites	0	(2,100)	(4,900)	(2,800)	
Asset Retirement Obligations	0	(88,500)	(88,600)	(100)	
Capital Asset Acquisitions	(431,921)	(452,522)	(405,243)	47,279	
Capital Asset Amortization	226,147	259,239	245,332	(13,907)	
16 – Total Ministry Expense	562,062	562,073	579,879	17,806	
Custom Work Net Recovery	(5)	0	(149)	(149)	16
16 – Total Custom Work Net Recovery	(5)	0	(149)	(149)	
Total (Appropriation)	767,832	845,956	833,140	(12,816)	

Explanations of Major Variances:

1. Decrease due to FTE management and other administrative savings.
2. Decrease related to occupancy of new buildings and central recovery rates.
3. Increase due to costs for pavement and gravel maintenance and operating inventory.
4. Decrease due to capital projects not completed and carried over to next fiscal year.
5. Increase due to purchase of snowplows and other fleet equipment.
6. Increase due to asset retirement obligations for creosote bridge timbers.
7. Winter maintenance costs exceeded budgeted levels.
8. Decrease in various road costs including right of way and drainage maintenance.
9. Increase due to costs for studies, planning, Highway Hotline, Work Zone advertising and operating costs for the Regina Bypass.
10. Highway Patrol moved to the Ministry of Corrections, Policing and Public Safety in 2022-23.
11. Decrease due to mechanical work carried over.
12. Decrease due to software improvements and reductions in centralized software costs.
13. Decrease due to advanced payment for projects in 2021-22.
14. Increase due to partnership to move power lines.
15. Decrease due to projects not completed.
16. Increase due to net recovery of completed work in 2022-23.

2022-23 Revenue Summary:

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 2022-23 budgeted revenue compared to actual revenue.

Revenues	(in thousands of dollars)			
	2022-23 Budget	2023-23 Actual	Variance	Variance Explanation
Sales, Services and Service Fees	1,847	5,574	3,727	1
Government	10,465	11,037	572	
National Trade Corridors Fund	1,702	1,479	(223)	2
Provincial Territorial Infrastructure Component	1,813	2,579	766	3
Airport Capital Assistance Program	-	-	-	
Disaster Mitigation and Adaptation Fund	5,500	6,043	543	3
Other Federal Programs	1,450	936	(514)	2
Entities	492	1,881	1,389	4
Total	12,804	18,492	5,688	

Explanations of Major Variances:

1. Higher than expected revenue from the sale of assets.
2. Less construction was completed than anticipated resulting in a decrease in revenue.
3. More construction was completed than anticipated resulting in an increase in revenue.
4. There was an increase in the planned highway improvement projects completed by the Transportation Partnerships Fund (TPF) and transferred to the ministry.

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 TPF 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 \$3.1 million in revenue and invested \$1.8 million on transportation system improvements in 2022-23. The TPF balance was \$12.4million on March 31, 2023.

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 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.

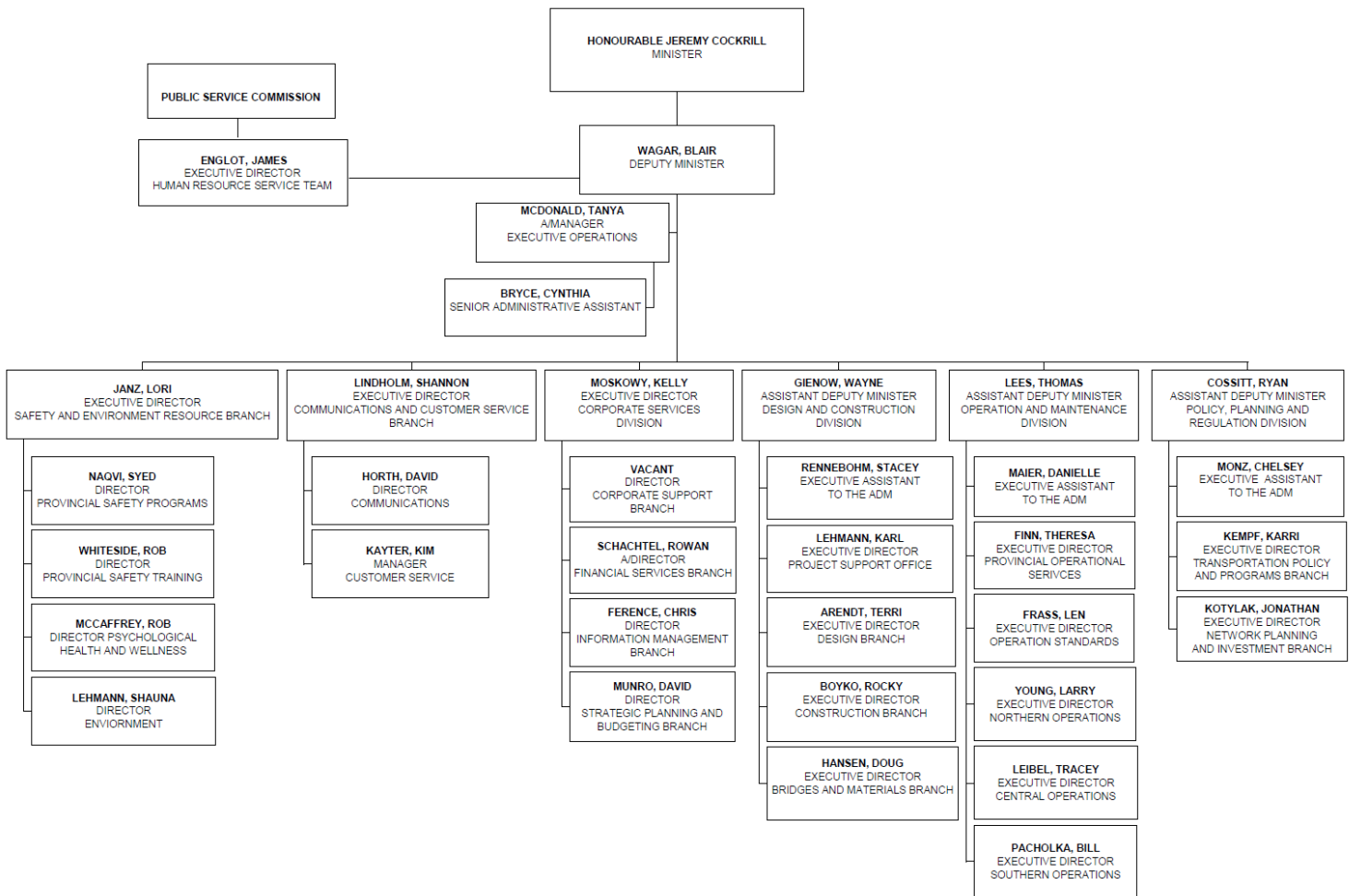
There are three loans outstanding for the fiscal year ending March 31, 2023.

This loan program supported the ministry's objective to invest in multi-modal infrastructure, such as 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
	2022-23 Actual	2022-23 Actual	
Beginning Balance	636	268	904
Additions	-	-	-
Reductions	147	100	247
Ending Balance	489	168	657

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, 2023



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:
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