

Annual Report

2024-25

Ministry of Highways

Letters of Transmittal

Office of the Lieutenant Governor of Saskatchewan



The Honourable David Marit
Minister of Highways

I respectfully submit the Annual Report for the Ministry of Highways for the fiscal year ending March 31, 2025.

With the 2024-25 budget the Ministry of Highways continued its support of *Saskatchewan’s Growth Plan* by improving 1,132 km of highways and reaching over 6,000 km after five years. The ministry invested \$67.5 million in the operations, maintenance and construction of northern roads and airports in 2024-25. Delivering on these types of improvements is how Highways continues to support Saskatchewan’s economic growth.

A handwritten signature in blue ink that reads "David Marit".

David Marit
Minister of Highways

The Honourable David Marit
Minister of Highways



Kyle Toffan
Deputy 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, 2025.

This past year the ministry made strategic investments to make roads safer, strengthen key transportation corridors and support our export-based economy. The ministry completed a 15 km twinning project on the Highway 6 and 39 corridor as well as replaced or rehabilitated 17 bridges and 264 culverts across the province. These investments, along with our strategic municipal infrastructure investments are supporting the improvement of transportation corridors across the province.

A handwritten signature in blue ink that reads "Kyle Toffan".

Kyle Toffan
Deputy Minister of Highways

Organization Overview

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 that promote the safe and efficient movement of people and goods.

Mission

To enable the safe, reliable, and sustainable mobility of people and goods to support Saskatchewan's growth and quality of life.

Vision

Transportation – Connecting Saskatchewan to the world.

About the Ministry of Highways

Saskatchewan's road network is the largest in Canada on a per capital basis. The network consists of 26,491 kilometres (km) of provincial highways, including 12,611 km of asphalt concrete pavement, 3,727 km of granular pavement, 4,142 km of thin membrane surface (TMS) highways, 5,732 km of gravel highways and 279 km of ice roads. The ministry also operates and maintains 691 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, building, maintaining, operating, regulating and developing policies for the transportation system. Safety is the top priority for this ministry.

2024-25 Full Time Equivalent Employees (FTE)

The ministry utilized 1,288 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 and sections 10, 21, 22, 37, 52, 57 and 62 to 66 which are jointly assigned to the Minister of Highways and the Minister of Corrections, Policing and Public Safety.

- *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 2024-25 Business Plan

<https://publications.saskatchewan.ca/api/v1/products/123244/formats/143340/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 minimize the impact of transportation on the environment. These are important to ensure the safety of ministry employees, Saskatchewan citizens and 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 strive to reduce and prevent serious injuries and fatalities through multi-year investments in road safety and infrastructure.

Strategy: *The approach we took to achieve our goal*

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

Key Actions: *What we did 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 \$17.6 million towards the ministry's Safety Improvement Program with projects like guardrail, lighting, and intersection improvements.
 - In 2024-25, the ministry invested \$25.6 million in the Safety Improvement Program, completing 41 projects including:
 - A two-lane roundabout south of Highway 1 near the Pilot Butte interchange; and,
 - Multiple intersection improvements on Highway 7 near Kindersley including turning lanes and traffic signals.
 - Deliver the pavement marking program to provide visible pavement lines for the safe flow of traffic.
 - In 2024-25, the ministry completed 20,014 km of centre line marking and 26,277 km of edge line marking for a total of 46,291 km. The ministry also completed 30,751 pavement sign units.
 - Deliver the signing stewardship program to rehabilitate, replace and install new signs to keep the overall condition of the approximately 124,000 regulatory, warning, guide, and information signs on the provincial network in good condition.
 - In 2024-25, the ministry completed 5,063 single post repairs and installations, 1,950 double post repairs and installations, 3,199 sign face replacements, and 10 I-Beam installations.
 - Deliver the mowing program, which will achieve approximately 43,500 hectares of mowing along highway right of ways.
 - In 2024-25, the ministry completed 43,983 hectares of mowing, of which 43,297 hectares were completed under mowing contracts and 686 hectares 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:
 - Highway 5 corridor improvements east of Saskatoon;
 - This multi-year three phase project began in 2020 and is improving safety and traffic flow on Highway 5, east of Saskatoon to the junction of Highway 2. The total corridor improvement project includes widening and grade improvements, multiple safety improvements, paving, twinning and passing lanes.
 - In 2024-25, progress was made on the second phase of the project including preparation for a second set of passing lanes to be ready for 2025-26 delivery. Design work for future paving and twinning in the third phase also progressed.
 - Highway 6 and 39 corridor twinning projects near Rowatt and Corinne; and,
 - This was 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 construction of the Rowatt and Corinne segments for a total of 15 kilometres was started in 2023 and was completed in 2024.
 - Planning and design work for future corridor improvement projects through the ongoing multi-year passing lane strategy.
 - In 2024-25, the ministry began design work for passing lanes on Highway 10 between Fort Qu'Appelle and Melville, and Highway 17 north of Lloydminster.
- Ensure rail line safety through inspections and safety management plan audits.
 - All annual targets for railway safety inspection and audit activities were completed. The ministry audits about 20 per cent of safety management plans and delivers short line track and grade crossings on three and four-year cycles annually.

Strategy: *The approach we took 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 did to get there*

- Communicate safe driving practices to the public through the Work Zone and Snow Zone campaigns to reinforce slowing to 60km/h in work zones and driving safely when approaching snowplows.
 - The Work Zone campaign emphasized slowing down in work zones through a mix of digital advertising, radio and television spots and social media. The Work Zone digital advertising campaign ran from May to September, encouraging drivers to teach their children about safe driving behaviour in highway construction zones. The campaign achieved 6.5 million impressions.
 - The focus of the Snow Zone campaign was to teach drivers about the new Highway Hotline terminology and to encourage drivers to check the Highway Hotline prior to travelling. 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 November to February, targeting drivers in Saskatchewan. The campaign achieved 9 million impressions.

- Reinforce safe workplace practices and behaviours by conducting work zone audits on construction projects and maintenance activities.
 - The ministry's Safety and Environment Resource Branch completed 48 work zone audits.
- Continue to deliver and improve the Ministry's Health and Safety Management System to achieve and sustain a healthy and safe workplace.
 - A Health and Safety Management System (HSMS) ensures the development of interconnected, standardized procedures to handle occupational health and safety hazards and risks throughout all levels and functions of the organization. In 2024-25, the ministry's main focus was on physical as well as psychological health with the ministry implementing national standards (CSA Standard Z1003) throughout the organization. The ministry continues to focus on improving field related risk assessments as well as continuing to work on its three-year cycle for standard operating procedure review.
 - In 2024-25, the ministry focused on enhancing employee psychological health and wellness through the provision of online resources and communication. Over 80 office and crew visits for psychological health and wellness awareness initiatives were completed, as well as four e-modules being released to staff.
 - At the end of 2024-25, 92 per cent of the planned HSMS standards have been implemented or are in progress.

Strategy: *The approach we took to achieve our goal*

Support a well-informed transportation user by communicating road conditions.

Key Actions: *What we did to get there*

- Continue to provide accurate, timely and reliable road information for travellers through the Highway Hotline.
 - In 2024-25, the ministry delivered and maintained accurate and timely updates for road condition information including construction, emergency incidents, over-dimensional vehicle routing and tracking, flooding, and wildfires through the Highway Hotline. To improve the flow of information and the user experience, various updates were added to the website and mobile app. The Track My Plow application was introduced in February 2024 and used for the full 2024-25 winter season. It allows drivers to see the path of snowplows as they provide snow and ice control on the highways. It gives drivers additional knowledge that allows them to make informed decisions about winter travel. In the fall of 2024, the ministry also updated its winter road conditions terminology to be more descriptive and to align with neighbouring provinces.
- 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.
 - In 2024-25, the ministry installed four cameras that provide information to the Highway Hotline website and two Variable Message Signs (VMS). The ministry has an ITS plan that is aimed at enhancing service, data collection and increasing road safety through the implementation of devices as well as creating efficiencies in the Traffic Management Centre and Highway Hotline operation.

Strategy: *The approach we took to achieve our goal*

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

Key Actions: *What we did to get there*

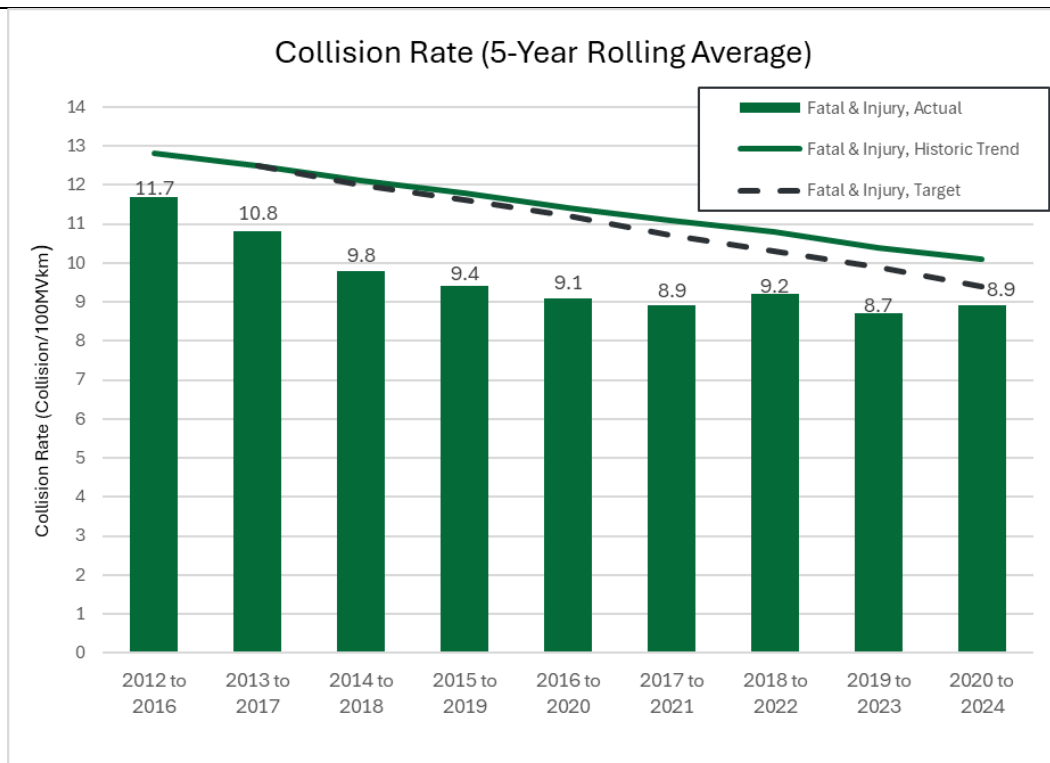
- Perform audits to assess project delivery and compliance with federal and provincial environmental regulations.
 - In 2024-25, the ministry completed 42 environmental compliance audits on construction sites. The results and process observations from audits are used for ongoing improvement.
- Explore and implement environmentally sustainable approaches for planning, designing, constructing, and maintaining the transportation system.
 - In 2024-25, 19 km of highway renewal and repair were completed using recycled asphalt pavement (RAP). Utilizing RAP offers an eco-friendly and cost-effective approach to highway construction, diverting solid materials from landfill sites and reducing greenhouse gas emissions.
 - The ministry manages over 62,000 culverts and in efforts to address the longevity and resilience of the assets the ministry tests the local area waters to ensure the proper type of pipes for new installations is chosen. The ministry aims to maximize the service life of new and replacement installations by potentially using materials other than the traditional galvanized corrugated steel pipe. The ministry has begun using polymer laminated pipe or smooth wall steel pipes where appropriate to maximize service life. The ministry also has begun using an unshrinkable fill (cement) around some culverts to prevent washouts and extend their service life.

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 rolling average ending in 2023 is 8.7 and the preliminary result for the five-year rolling average ending in 2024 is 8.9.



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.

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 2024-25, as part of the five-year cycle, the ministry audited 25 industrial railways. Seventy-six audits out of 91 required, or 83.5 per cent are complete.

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 inspections performed within specified timelines

Target = 100 per cent

- In 2024-25, the third year of the four-year cycle, the ministry inspected 400 grade crossings. After three-years, 98 per cent (1,177 out of 1,201 grade crossings) of the four-year cycle of grade crossing inspections are complete.

- In 2024-25, the first year of the three-year-cycle, the ministry inspected 975 km of short line tracks. After one year, 46 per cent (975 out of 2,131 km) of the three-year cycle of track inspections are complete.

Source: Ministry of Highways, Transportation Policy and Programs Branch

- There are 1,201 short line public grade crossings and 2,131 kilometres of short line track in the province. 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. 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.

Number of Work Zone safety audits performed by the ministry

Target = 50 Work Zone audits

- In 2024-25, the ministry performed 48 work zone safety audits.
Source: Ministry of Highways, Safety and Environment Resource Branch
- The ministry performs regular safety inspections on work zone locations. This is done to improve the safety of workers and road users, so that incidents are prevented.

Number of safety incidents in work zones and snow zones

- In 2024-25, there were 36 work zone and 10 snow zone incidents.
Source: Ministry of Highways, Safety and Environmental 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 a snowplow.

Progress on Goal 2: Improved Road Conditions

The ministry maintains over 26,400 kilometres of highways, the largest per capita network in Canada. The ministry strives to optimize asset life cycles and ensure quality work and service levels as an important part of the 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 reliability and comfort on the road. This goal also 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 took 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 did to get there*

- Deliver 260 kilometres of repaving of highways, which renews the pavement's life cycle by restoring it to new condition.
 - In 2024-25, 206 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 365 kilometres of medium pavement treatments like thin overlays or micro-surfacing, which primarily mitigate rutting and improve longevity.
 - In 2024-25, 331 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 400 kilometres of light pavement treatments like sealcoats, which seal the surface from moisture and increase longevity.
 - In 2024-25, 452 km of sealcoat treatments were completed. 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 58 kilometres of upgrades to rural provincial highways.
 - In 2024-25, the ministry completed 93 km of low volume highway upgrades.
- Deliver 25 kilometres of gravel surface rehabilitation projects.
 - The ministry accomplished 35 km of gravel surface rehabilitation.
- Extend the service life and ensure the adequacy of bridge and drainage structures:
 - Replace 14 short span bridges at the end of their service life with new bridges or culverts;

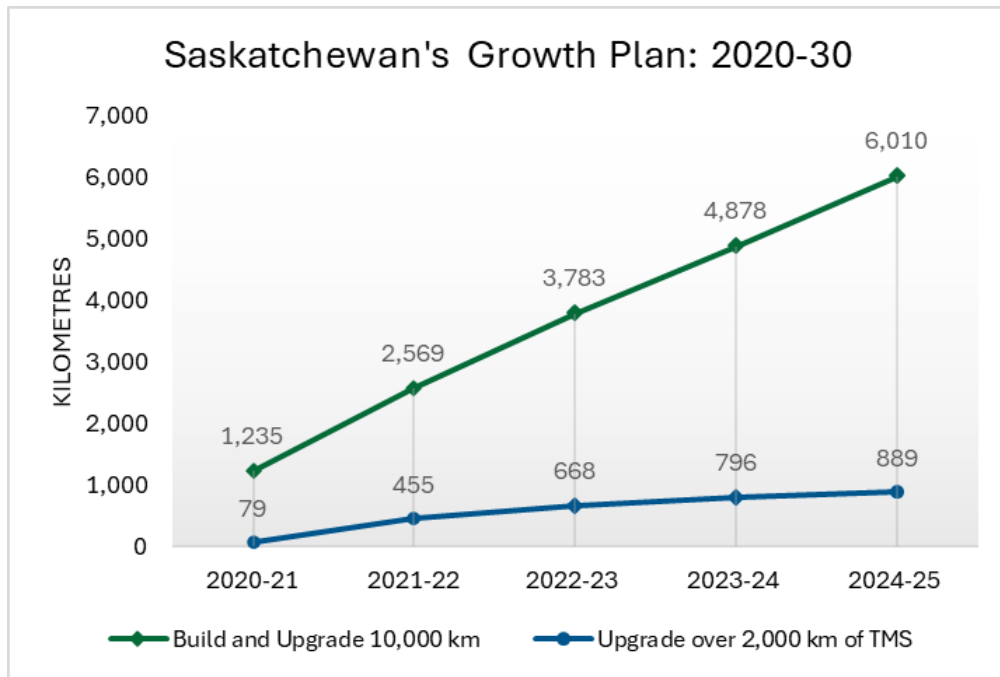
- Fourteen short span bridges at the end of their service life were replaced with new bridges or culverts.
 - Complete major repairs on three bridges to extend the service life of large span bridges; and
 - The ministry delivered major repairs on three bridges.
 - Replace 100 culverts.
 - In 2024-25, the ministry replaced 264 culverts. 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, maintaining the availability of the highway network.

Performance Measure Results:

Number of kilometres that are built or upgraded

Target = 10,000 kilometres by 2029-30

- In 2024-25, the ministry built or upgraded 1,132 km. After five years the ministry has completed 6,010 km or 60 per cent of the 10-year plan.



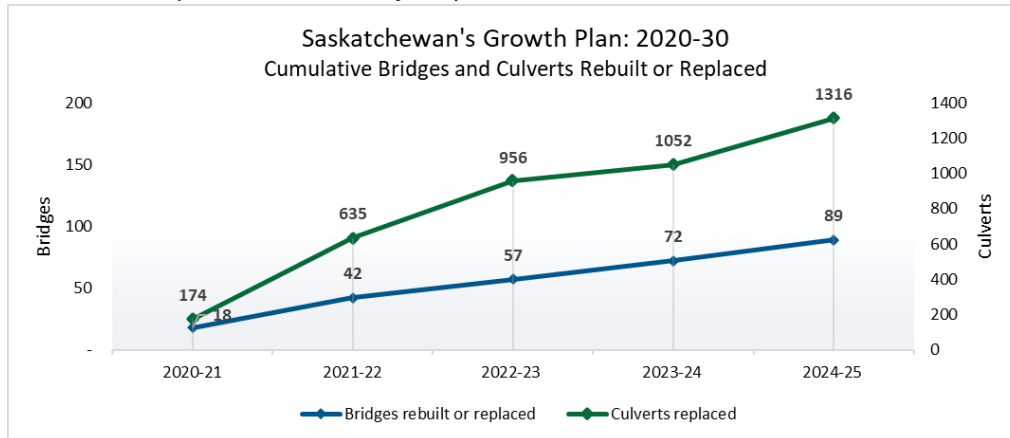
Source: Ministry of Highways, Project Support Office

- 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 697 bridges on the provincial transportation network. In 2024-25, the ministry replaced or rehabilitated 17 bridges. This work is allowing the ministry to maintain the safety of its bridge assets.
- In 2024-25, the ministry replaced 264 culverts. After five years the ministry has replaced 1316 culverts or 66 per cent of the 10-year plan.



Source: Ministry of Highways, Project Support Office

- 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.

Per cent of pavement in fair to very good condition on the National Highway System (NHS)

Target = 90 per cent

- Condition results in 2024 based on International Roughness Index (IRI) indicated that 96.9 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 4,013 kilometres on the NHS. The ministry uses a measure of roughness to represent road condition. This information, when combined with other data, determines when repaving or other pavement preservation treatments are needed.

Progress on Goal 3: Improved Mobility for People and Goods

The ministry takes a one-network approach to municipal and provincial transportation system integration to better utilize the existing network, connect people and goods through multiple modes of transportation, and achieve economic growth and quality of life outcomes. We work with community and industry partners, and other jurisdictions to plan and fund strategic transportation investments.

Strategy: *The approach we took 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 did to get there*

- Invest \$17.4 million through the Rural Integrated Roads for Growth (RIRG) program. RIRG is a partnership agreement with the Saskatchewan Association of Rural Municipalities for municipal road and bridge enhancement and preservation.
 - Deliver \$9.9 million for rural road operations and maintenance grants through the Clearing the Path program.
 - In 2024-25, \$9.9 million was paid to SARM for rural road operations and maintenance grants for 24 projects in 22 rural municipalities as well as delivering program administration and inspections.
 - Deliver \$7.5 million for capital rural road and bridge improvements.
 - In 2024-25, \$7.5 million was paid for capital rural road and bridge improvements for 8 projects in 7 rural municipalities.
- Deliver alternate truck route partnerships to optimize the utilization of existing infrastructure.
 - The ministry delivered and maintained 32 alternate truck route agreements in 2024-25, which move secondary weight vehicles off of vulnerable highways to help maintain the condition of rural highways including thin membrane surface highways.
- Work with rural municipalities and stakeholders to create new construction and maintenance partnerships to improve and sustain the network.
 - In 2024-25, the ministry had two active agreements to improve and preserve highways in Saskatchewan.
 - The ministry also provided funding for over-dimension agreements to create special corridors to accommodate over-width/length/height vehicles. These are more common around large centres with tight intersections or overpasses.
- Invest \$8.6 million through the Urban Highway Connector Program to improve efficiency, connectivity, and the surface condition of roads through urban centres.
 - The ministry spent \$12.8 million combined on capital and operations and maintenance for urban connectors. In 2024-25, 12 projects were undertaken, and seven projects were completed.
- Invest \$850,000 through the Community Airport Partnership program to advance rehabilitation, construction, and capital investments in community airport infrastructure; and

- The program supported 12 projects for an investment of \$731,243. The grants assisted in accomplishing more than \$1.4 million of work through this 50/50 cost-shared program.
- The 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.
- Invest \$530,000 through the Short Line Railway Improvement Program to support the short line rail industry in maintaining rail infrastructure.
 - The ministry granted \$530,000 across the province's thirteen short line railways.

Strategy: *The approach we took to achieve our goal*

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

Key Actions: *What we did to get there*

- Deliver the Transportation Partnership Program to contribute to the commercial vehicle efficiency of partnering companies shipping goods to or from their Saskatchewan facilities.
 - In 2024-25, the Transportation Partnership Program entered into 4 new agreements and renewed 23 agreements for a total of 81 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 2024-25, the ministry invested \$1.8 million in capital improvements for airports including:
 - Completing the Sandy Bay airport extension which included raising the grade to improve drainage and sealing the runway; and,
 - Completing an apron seal to the runway and taxiway at Pelican Narrows airport.
- Invest \$73.5 million to improve and maintain transportation infrastructure in northern Saskatchewan.
 - The ministry invested \$67.5 million in operations, maintenance and construction of northern roads and airports in 2024-25.

Strategy: *The approach we took 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 did to get there*

- Promote economic competitiveness by advocating for investment in the national transportation system and collaborating with other jurisdictions.
 - Following the federal government's public announcement of a pilot project to mutually recognize regulatory requirements in the trucking sector, the ministry is collaborating with the Ministry of Trade and Export Development to determine the scope of the pilot project.

- Facilitate the efficient transportation of goods on trade corridors through strengthening harmonization.
 - The seven Western Canadian jurisdictions finalized a report on Economic Corridors in Western Canada under the Western Premiers' Commitment to enhance trade corridors. The report includes key recommendations and potential strategic infrastructure initiatives.
 - Saskatchewan is a member of the Western Vehicle Weights and Dimensions Working Group. In 2024-25, the group worked on updating the Long Combination Vehicles (LCV) Memorandum of Understanding.
 - Saskatchewan representatives on the Canadian Council of Motor Transport Administrators and the Task Force on Vehicle Weights and Dimensions supported the Council of Deputy Ministers responsible for Transportation and Highway Safety to provide recommendations on the scope of the pilot project to mutually recognize regulatory requirements in the trucking sector.

Performance Measure Results:

Per cent of thin membrane surface highways managed using partnerships

Target = 16 per cent

- In 2024-25, 724.6 km (17.4 per cent) of TMS highway is in partnership with rural municipalities 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 involved 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 the highway network

Target = 99.99 per cent

- In 2024-25, 99.9 per cent of 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 96.7 per cent of the time.
Source: Ministry of Highways, Operation and Maintenance Division
- The 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 provincially operated airports

Target = 98 per cent

- The airports were open and available for use 100 per cent 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 2024-25, 98.5 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 in serving industry.

Progress on Goal 4: Commitment to Excellence

Healthy, engaged, and capable employees are instrumental to living the Government of Saskatchewan's core values and driving ministry success. The ministry strives to provide high-quality customer service by promoting accountability, innovation and effective leadership, tools, and systems. We focus on building capacity and strong teams that support a continuously improving and adaptable organization.

Strategy: *The approach we took to achieve our goal*

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

Key Actions: *What we did to get there*

- Improve employee engagement and maintain corporate knowledge through learning and development activities.
 - In 2024-25, the ministry continued to deliver leadership programming that assists operational staff in developing supervisory and management skills or administrative and technical staff in developing a leadership mindset and skills.
 - In 2024-25, the ministry continued offering its “Paving the Gaps” information sessions. These are professional presentations from ministry staff related to ministry activities, innovations, and relevant information across divisions, promoting collaboration and breaking down silos. They provide an opportunity for staff to connect, learn, and foster a supportive environment.
 - In 2024-25, the ministry began offering Technical Lunch and Learns. These are presentations delivered by ministry experts that can count toward Continuing Professional Development hours for Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS) members. Topics have included intelligent transportation systems, gravel pit management and culvert upgrades.
- 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 initiative to increase employment opportunities for Indigenous people.
 - To bolster employee engagement, foster workplace culture, and promote share experiences, the ministry continued online events aimed at fostering understanding and creating inclusive workplaces. These efforts included online meeting forum “Building Bridges”, which covered topics such as Neurodivergence in the Workplace and Building Better Conversations Around Accountability.

Strategy: *The approach we took 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 did to get there*

- Continuously improve project delivery through engaging with stakeholders and working together to promote innovation, collaboration and quality solutions.
 - In 2024-25, the ministry notified industry of the implementation date for the Canadian Council of Independent Laboratories certification requirements after stakeholder consultations.
 - The Borrow Pit policy was approved after engagement with industry which included surveys being sent to the Saskatchewan Heavy Construction Association.
 - The ministry engaged with industry on the Request for Information (RFI) for a Highway 51 project, including follow-up meetings with industry that responded to the RFI.
- 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 maintained its convenient and efficient channels for submitting inquiries, complaints and vehicle damage claims, available both online and by phone. Each request receives a unique case number for citizens to track in real-time.
 - In 2024-25, the top four inquiries were winter maintenance, Highway Hotline, road-safety and signage.
 - The trucking inquiry line responded to 99.3 per cent of calls within 24 hours.

Performance Measure Results:

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

- In 2024-25, customer feedback surveys had an overall satisfaction rate of 3 out of 5 (on a scale of 1 equaling very unsatisfied and 5 being very satisfied). Ease of access was rated at 3.5 out of 5 with timing satisfaction rated at 3 out of 5.

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.

Number of graduates from the ministry's internal leadership development programs

- In 2024-25, the Accelerated Leadership Development Program had 8 graduates, and the Operations Leadership Development Program had 17 graduates.

Source: Ministry of Highways, Learning and Development Branch

2024-25 Improvement and Innovation Highlights

<p>1</p>	<p>Vehicle Weights and Dimensions Regulation update:</p> <ul style="list-style-type: none"> Commercial carriers looking for the most efficient method of getting products to market drives innovation in the industry through advancement in vehicle configurations and capacity. The ministry regulates the configurations, weights and dimensions of vehicles allowed on the province’s highway system. Through annual legislative review the ministry maintains safety standards, increases harmonization across jurisdictions and enables companies to increase their efficiency. The review and updates to The Weight and Dimension Regulations will support the sector and contribute to economic growth. In 2024-25, the legislative review was delayed due to the provincial and municipal elections, however, the ministry renewed a 10-year legislative plan, including reviews for the upcoming 2025-26 fiscal year.
<p>2</p>	<p>Aviation Strategy development:</p> <ul style="list-style-type: none"> Saskatchewan has more than 145 airports/aerodromes owned and operated by various organizations across the province; these airports are a key component of the provincial transportation network. The ministry is developing an aviation strategy to optimize the sector’s potential to support economic and social development in the province. The strategy will provide current information on trends in the sector and identify priority actions, policy needs and potential investments in provincial air services and airport infrastructure that support safe, efficient and reliable aviation services and align with Saskatchewan’s Growth Plan. In June 2024, the project consultant submitted the initial draft of the strategy to the ministry for review and feedback. Government ministries and agencies were consulted in October and November regarding the strategy’s thematic pillars and actions. Final engagement with government stakeholders took place in January and February, and revisions were made to the action plan, logic model, classification system and final report. Final approval of the report is planned for 2025-26.
<p>3</p>	<p>Construction Manual update:</p> <ul style="list-style-type: none"> The ministry’s Construction Manual houses the ministry’s policies, practices and procedures related to construction administration. To ensure the manual reflects current procedures, software, and ministry organizational structure, the ministry plans to implement 74 updated sections of the Construction Manual. The revised manual will provide clear expectations, protocol and processes to the industry stakeholders that deliver and manage construction work for the ministry. In 2024-25, the ministry had five topics updated and approved including Provincial Sales Tax, Traffic Guidance, Stockpile Additional Forms, Utilities and Weekly Project Status Report, and Culvert Inventory.

Financial Summary

In 2024-25, the ministry received \$741.1 million in appropriated funding on budget day. The ministry also received a \$61.8 million special warrant and invested a total of almost \$800 million in managing the operation, preservation and capital improvement of transportation assets across the province.

Expense Summary

Ministry of Highways Vote 16 Actuals	(in thousands of dollars)				Notes
	2023-24 Actual	2024-25 Budget	2024-25 Actual	2024-25 Variance	
Central Management and Services	17,273	19,525	19,081	444	
Minister's Salary (Statutory)	54	56	56	0	
Executive Management	1,036	1,111	973	138	1
Central Services	4,928	7,322	6,911	411	2
Accommodation Services	11,255	11,036	11,141	(105)	3
Preservation of Transportation System	126,637	127,389	128,205	(816)	
Surface Preservation	114,383	116,862	116,590	272	4
Regional Services	12,254	10,527	11,615	(1,088)	5
Transportation Planning and Policy	3,860	4,454	4,553	(99)	6
Infrastructure and Equipment Capital	415,194	403,946	436,187	(32,241)	
Infrastructure Rehabilitation	167,466	225,305	207,130	18,175	7
Infrastructure Enhancement	221,057	161,124	212,104	(50,980)	8
Accommodations Capital	5,846	4,839	3,375	1,464	7
Transportation and Operating Equipment	16,520	8,111	8,085	26	
Minor Capital	4,306	4,567	5,493	(926)	9
Custom Work Activity	98	-	(162)	162	4
Operation of Transportation System	196,799	156,288	178,658	(22,370)	
Winter Maintenance	58,969	52,237	68,725	(16,488)	10
Road Safety and Traffic Guidance	29,912	28,462	31,602	(3,140)	11
Operational Services	95,479	62,810	64,905	(2,095)	12
Ferry Services	3,547	3,807	3,556	251	13
Airports	2,585	1,972	2,576	(604)	10
Information Technology Services	6,006	6,100	6,674	(574)	14
Remediation of Contaminated Sites	301	900	619	281	15
Strategic Municipal Infrastructure	25,731	29,547	33,142	(3,595)	
Rural Integrated Roads for Growth	14,925	17,350	17,350	-	
Strategic Partnership Program	3,379	2,190	1,575	615	16
Urban Connectors	6,157	8,627	12,958	(4,331)	17
Community Airport Partnership Program	740	850	729	121	18
Short Line Railway Improvement Program	530	530	530	-	
Subtotal (Appropriation)	785,592	741,149	799,663	(58,514)	
Special Warrant		61,831	-	61,831	19
Subtotal (Appropriation)	785,592	802,980	799,663	3,317	
P3 Financing Charges Adjusted to Opening Accumulated Deficit	(28,747)	-	-	-	
Capital Asset Acquisitions	(415,194)	(433,946)	(436,187)	2,241	
Non-Appropriated Expense Adjustment	258,991	279,874	274,885	4,989	
Total Ministry Expense	600,642	648,908	638,361	10,547	

Notes:

1. Savings from the partial year sharing of a Minister's Office with SaskBuilds and Procurement.
2. Decrease from FTE management and other administrative savings.
3. Increase related to space occupancy and recovery rates.
4. Minor program variance.
5. Increase due to updated compensation for government employees from a mid-year in-scope collective bargaining agreement settlement, as well as out-of-scope economic adjustments and classification plan renewal adjustments.
6. Decrease due to FTE management and other administrative savings.
7. Decrease due to capital projects not completed and carried over to next fiscal year.
8. Increase due to capital projects completed.
9. Increase due to capital information technology and land.
10. Winter maintenance costs exceeded budgeted levels.
11. Increase due to updated compensation for government employees from a mid-year in-scope collective bargaining agreement settlement, and various road safety costs including pavement marking and right of way maintenance.
12. Increase due to updated compensation for government employees from a mid-year in-scope collective bargaining agreement settlement, as well as out-of-scope economic adjustments. Other increases due to costs for traffic studies, planning, training, and safety programming expenses.
13. Decrease due to operating and repair savings.
14. Increase in software recovery costs.
15. Decrease due to new space not completed and contingent cost not being required.
16. Decrease due to partnership funding not required.
17. Increase due to landslide project in Moose Jaw.
18. Decrease due to projects not completed.
19. Special Warrant funding of \$61.831 million includes \$30.0 million for Capital Expenditures, \$21.0 million for Winter Maintenance, \$6.531 million for salary contract renewals, and \$4.3 million for the Urban Highway Connector Program.

Revenue Summary

(in thousands of dollars)				
Ministry of Highways Revenue	2024-25 Budget	2024-25 Actuals	Variance	Notes
Sales, Services and Service Fees	1,762	6,339	4,577	1
Transfers from Federal Government	15,193	24,664	9,471	
National Trade Corridors Fund	9,000	19,460	10,460	2
Provincial Territorial Infrastructure	1,272	2,324	1,052	3
Airport Capital Assistance Program	-	-	-	
Disaster Mitigation & Adaptation Fund	4,671	2,744	(1,927)	4
Other Federal Programs	250	136	(114)	5
Transfers from Government Entities	1,500	1,734	234	6
Total	18,455	32,737	14,282	

Notes:

1. Increase related to land sales, municipal title cost recoveries and partnership agreements.
2. Amendment signed for additional funding for the Highway 6 and 39 agreement.

3. Completed more work on projects than planned in 2024-25.
4. Highway 55 agreement maximum reached and an agreement for Borden Bridge was not signed at March 31, 2025.
5. Completed less work than anticipated.
6. Increase due to partnership agreements within the Transportation Partnerships Fund.

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, partnership agreements and the marketing of transportation related technology and expertise.

The ministry is responsible for managing the TPF. The ministry's Transportation Partnership Program generated \$4.9 million in revenue and invested \$1.8 million on transportation system improvements in 2024-25. The TPF accumulated surplus was \$17.9 million on March 31, 2025.

Loan Disclosure

The ministry administers the Short line 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:

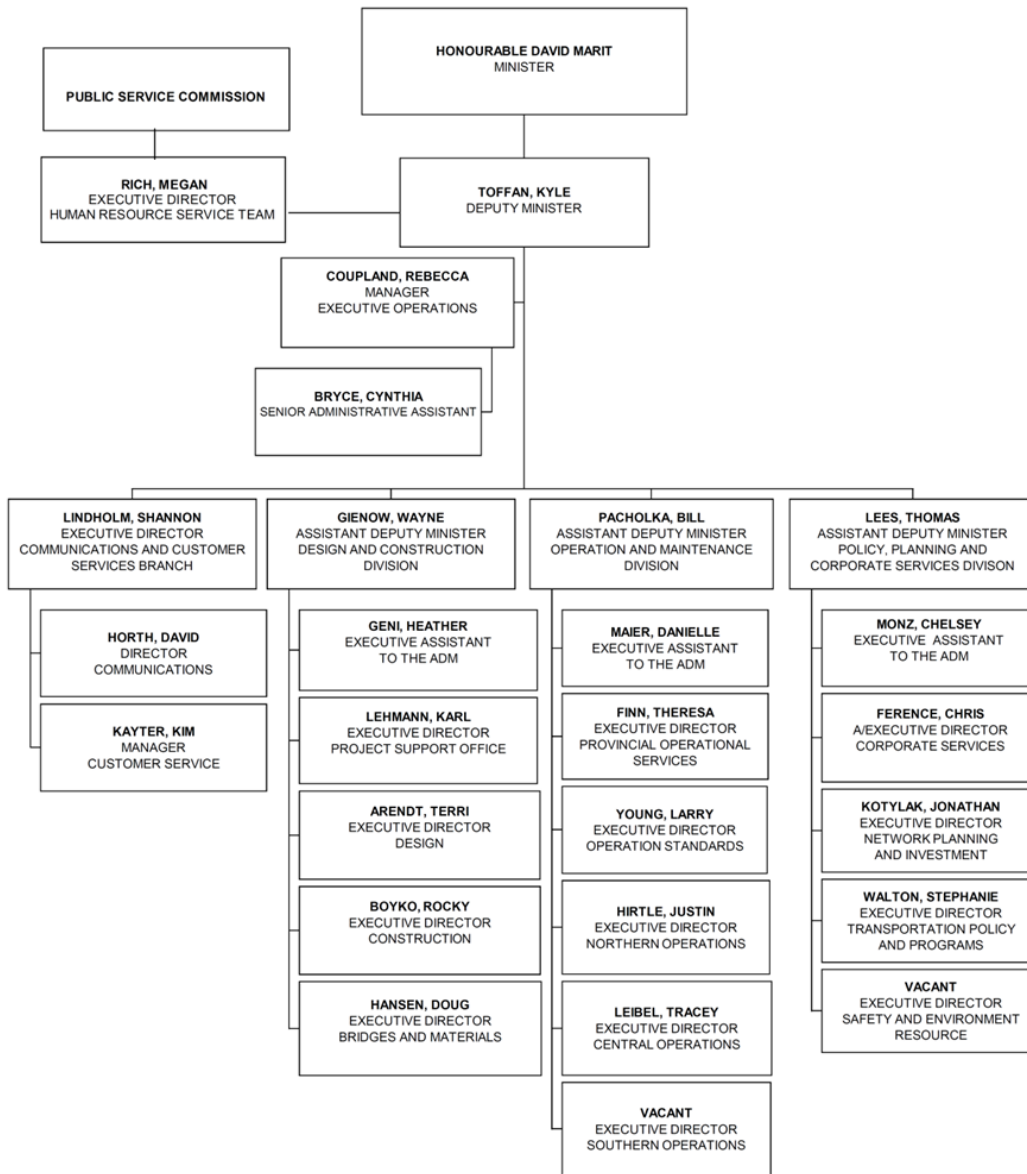
- In 1999-2000, investors received a \$177,000 provincial loan and a \$177,000 Canada Agriculture Infrastructure Program (CAIP) grant.
- From 2004-2012, investors received six loans totaling \$6.6 million with funding split equally between the TPF and the General Revenue Fund (GRF).
- In 2015-2016, investors received a loan in the amount of \$551,000 with all funding coming from the TPF.

There are two loans outstanding for the fiscal year ending March 31, 2025.

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
	2024-25 Actual	2024-25 Actual	
Beginning Balance	342	67	409
Additions	-	-	-
Reductions	79	34	113
Ending Balance	263	33	296

Organizational Chart as of March 31, 2025



Additional financial information can be found in the Government of Saskatchewan Public Accounts located at <https://publications.saskatchewan.ca/#/categories/893>