

Better Quality of Life for All Saskatchewan People

[Ministry Name] 2021-22 Capital Asset Plan



A long-term capital asset plan is one component of effective asset management which allows government to prioritize needs and strategically allocate funding. Ministries are encouraged to develop rolling, multi-year capital asset plans that flow from and support their strategic plans, and reflect the cost of managing assets through their life cycles.

1. Background

For each of the general areas of infrastructure that is considered to be managed or influenced by your ministry please outline the following:

1.1. Asset Management Plan and Assessment Methodology

- The method your ministry uses to assess the condition of its assets;
- The tool your ministry uses; and
- The frequency of assessments.

2. Sector and Utilization Trends

Each ministry completes an Environmental Scan which will provide details on demographics and trends affecting ministry programs and future needs. To complete this section, please liaise with the officials in your ministry who prepare the environmental scan. The questions below should use available information and identify the impact on capital and/or the ability of the asset portfolio to support program changes and demand.

- Identify capital demand, by considering a broad range of factors:
 - Demographics – consider both current and future indicators, such as population change by age cohort; impacts of births, deaths, immigration and emigration; and issues specific to program areas;
 - Program changes – these include new initiatives, program terminations or changes in program parameters;
 - Technological changes – examples include the impact of technological options (e.g. do programs need to be delivered in a physical location?) and technological changes (e.g. driverless cars, electric vehicles, ridesharing applications);
 - Economic or business changes – including current and projected financial or economic/market trends and opportunities in general, or specific to the service sector;
 - Environmental factors including both environmental changes (i.e. adaptation needs) and changes to regulations, standards or government targets (e.g. greenhouse gas emission targets, energy efficiency targets);
 - Usage trends including trends of usage, waitlists or other internal information;
 - Safety issues;
 - Social changes including trends that could affect service delivery needs; and
 - Legislation including any new statutory requirements affecting the ministry.

3. CURRENT STATE

3.1. Condition of Assets

This section requires analysis of the overall state of the ministry's asset portfolio. It is up to the ministry's discretion whether information should be presented in one or multiple tables. Please try to limit the overall number of tables.

3.2. State of the Infrastructure Assessment

- Provide a general assessment of the physical condition of the current assets.
- Provide key facts and figures about the infrastructure in the table below. Please break into logical categories of major program assets (i.e. hospitals/long-term care, national highways/other paved highways/gravel/bridges/airports, court houses/correctional centres/offices/maintenance facilities).

	Number of Assets	Number of Facilities	m ² , kms, or Other	Average Age of Facilities	Total Book Value	Total Replacement Cost	Deferred Maintenance Liability
Key Type 1							
Key Type 2							
Total							

- Note activity undertaken over the past few years in the particular infrastructure area.
- How does your Ministry or sector define: new, good, fair, poor and critical condition of assets? (Do different asset types have different definitions in your sector?)
- Prepare a table (or tables) that represent the condition of your ministry's or sector's assets.

Condition definitions (Source: Statistics Canada, Core Public Infrastructure Survey):

- *Very poor: The asset is unfit for sustained service. Near or beyond expected service life, widespread signs of advanced deterioration, some assets may be unusable.*
- *Poor: Increasing potential of affecting service. The asset is approaching end of service life; condition below standard and a large portion of system exhibits significant deterioration.*
- *Fair: The asset requires attention. The assets show signs of deterioration and some elements exhibit deficiencies.*
- *Good: The asset is adequate. Acceptable, generally within mid stage of expected service life.*
- *Very good: Asset is fit for the future. Well maintained, good condition, new or recently rehabilitated.*

	Total	Very Good	Good	Fair	Poor	Very poor
Count / kms for Highways						
% of Total Portfolio Count						
Facility Size Breakdown (square meters)						

Based on the analysis completed on the portfolio, provide analysis describing:

- For the portfolio:
 - What does the ministry’s data show in terms of the trend?
 - How many assets, at the current rate of replacement, does the ministry predict will become critical in the next 1, 5 and 10 years?
- For critical assets: (describe what the ministry plans to do about them)
 - Some questions that a ministry might consider in this analysis:
 - Are there any assets that can be disposed of?
 - Do you have a map of the critical assets?
 - Can you identify opportunities for consolidation?
 - How many require full replacement?
 - How long will it take to replace them at current funding levels?
 - What would a reasonable replacement schedule look like?
 - What are the impact (to citizens/staff/users, operational, significant risks) to continuing use of these assets?
 - What is the ministry plan for the critical assets?

3.3. Functionality

This section requires analysis of the overall functionality of the ministry’s asset portfolio. Functionality refers to the ability of the asset to meet the needs of the program. Functional issues may exist that impede desired uses of the asset or reduce efficiency (e.g. staff cannot get from one part of the building to another without exiting to the exterior, patients have to visit three different floors in different wings to get required screening tests, or additional security staff are required). It is up to the ministry’s discretion whether information should be presented in one or multiple tables. If information to complete the tables is unavailable, please provide background on major functional issues in your sector and highlight any particular assets or asset trends that impact functionality.

- Describe level of service standards within your ministry or sector.
- Assess your portfolio against the level of service standards by completing the table below (or multiple tables for different asset types).

	Total	Adequate	Partially Adequate	Inadequate
Count				
Proportion				

- After defining the level of functionality and if there is a lack of functionality describe:
 - Key functional problems.
 - What are some possible solutions and options?
 - What are the impacts of inadequately functioning facilities including: impacts to citizens, staff, operational budgets, waitlists, and desired outcomes?

4. Maintenance

Based on status quo funding levels outline the ministry's/sector's maintenance priorities.

Maintenance Priority	Deferred maintenance (\$000s)
Asset xxx	\$
Asset Group XXX	\$

- Indicate your ministry's incremental maintenance requests by fiscal year.

Fiscal Year	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Funding Request (\$000s)	\$	\$	\$	\$	\$	\$

5. Capital Plan

5.1 10-Year Plan

- Based on the analysis completed in this plan, Ministries are asked to outline a 10-year capital plan using the **10-Year Plan List**.
- This plan should include preventative maintenance and renewal, core capital, asset replacements, rehabilitations, and expansions or any other planned infrastructure capital investment.
- This section of the Capital Plan document should provide an annotated list of the items included on your capital plan briefing explaining what they are and what the need is (1-2 sentence description).

5.2 Going Forward

- Provide a general assessment of the current infrastructure's ability to meet the needs of the province now and in the future including how the anticipated budget proposal aligns with their capital plan.
- What choices does the ministry need to contemplate in order to develop a sustainable plan?