

# Infrastructure

BUSINESS PLAN 2011-14

---

## ACCOUNTABILITY STATEMENT

This business plan was prepared under my direction, taking into consideration the government's policy decisions as of February 2, 2011.

*original signed by*

Ray Danyluk, Minister  
February 3, 2011

## THE MINISTRY

The ministry consists of the Department of Infrastructure. It works with partner ministries, boards, agencies and other stakeholders to build and upgrade government supported infrastructure, including health facilities, schools, post-secondary institutions and seniors' lodges. The ministry also delivers major government-owned capital building projects and manages accommodation services for government facilities. In addition, the ministry manages land acquisition for the Edmonton and Calgary Transportation and Utility Corridors and oversees the operation of the Swan Hills Treatment Centre for the treatment and disposal of hazardous waste.

Infrastructure's mission is to lead and provide expertise in collaboration with our partners to support the provision of public infrastructure that contributes to the province's prosperity and quality of life, thereby preparing Alberta for future growth opportunities. By balancing new construction with opportunities to renovate, repurpose and revitalize existing facilities, the ministry has the opportunity to provide buildings that work for users as well as for the communities they serve and for future generations of Albertans.

The ministry's core businesses are the:

- efficient provision of quality public infrastructure;
- sustainable stewardship of Alberta's infrastructure; and
- planning and provision of accommodation to support government program facility requirements.

This business plan is aligned with the government's five goals and supports the government's core businesses as set out in the *Government of Alberta Strategic Plan*.

## GOALS, PRIORITY INITIATIVES AND PERFORMANCE MEASURES

As a result of the ministry's review of its goals, environment, opportunities and challenges, a number of priority initiatives have been identified.

### Goal One: Safe, innovative and cost effective public infrastructure

#### Priority Initiatives:

- 1.1 Build relationships with industry stakeholders and partner ministries to collaboratively incorporate best practices while implementing the 20-Year Strategic Capital Plan to meet the infrastructure needs of Albertans.
- 1.2 Integrate design excellence principles, including value management, standard facility designs, procurement best practices, such as public-private partnerships where appropriate, to ensure that Albertans receive cost effective, innovative, sustainable and well designed infrastructure.
- 1.3 Reduce Alberta's carbon footprint by achieving, as a minimum, the Leadership in Energy and Environmental Design (LEED) Silver rating as an environmental standard for the design of new government funded buildings.
- 1.4 Work with communities to plan and develop multi-purpose public facilities that are versatile and meet the present and future needs of the community.

Performance Measures	Last Actual 2009-10	Target 2011-12	Target 2012-13	Target 2013-14
1.a Health facilities – physical condition:				
• Percentage in good condition	65%	70%	71%	71%
• Percentage in fair condition	30%	24%	24%	24%
• Percentage in poor condition	5%	6%	5%	5%
1.b School facilities – physical condition:				
• Percentage in good condition	63%	73%	73%	73%
• Percentage in fair condition	33%	25%	25%	25%
• Percentage in poor condition	4%	2%	2%	2%
1.c Post-secondary facilities – physical condition:				
• Percentage in good condition	64%	65%	65%	65%
• Percentage in fair condition	30%	30%	30%	30%
• Percentage in poor condition	6%	5%	5%	5%

### Goal Two: Sustainable public infrastructure

#### Priority Initiatives:

- 2.1 Optimize maintenance funding by applying value management and design excellence techniques and considering the full life cycle costs of maintaining and operating government owned and leased facilities.
- 2.2 Ensure that industry best practices for the operation of government owned and leased facilities are in place, implementing energy efficient technologies and achieving the Building Owners and Managers Association Building Environmental Standards (BOMA BEST) certification.
- 2.3 Implement the Greening Government Strategy to reduce the environmental impacts of government's operations and procurement practices.

Performance Measures	Last Actual 2009-10	Target 2011-12	Target 2012-13	Target 2013-14
2.a Government owned and operated facilities – physical condition:				
• Percentage in good condition	62%	59%	57%	55%
• Percentage in fair condition	35%	38%	40%	42%
• Percentage in poor condition	3%	3%	3%	3%
2.b Energy consumption in megajoules per square metre in government owned and operated facilities	1,667	1,660	1,650	1,640

### Goal Three: Safe and cost effective accommodation

#### Priority Initiatives:

- 3.1 Implement the approved recommendations from the Government Accommodation Review, which aims to optimize office space resources and improve the delivery of accommodation services.
- 3.2 Facilitate effective government accommodation, space and land requirements to improve the function and use of space and reduce the overall cost of providing accommodation.
- 3.3 Ensure appropriate security standards are in place for high risk government facilities.

Performance Measure	Last Actual 2009-10	Target 2011-12	Target 2012-13	Target 2013-14
3.a Percentage difference between average operating cost per square metre of government owned and operated office space and leased space	+2%	±5%	±5%	±5%

**STATEMENT OF OPERATIONS**  
**Consolidated on a Fiscal Plan Basis**

(thousands of dollars)	Comparable			2011-12 Estimate	2012-13 Target	2013-14 Target
	2009-10 Actual	2010-11 Budget	2010-11 Forecast			
<b>REVENUE</b>						
Transfers from Government of Canada	-	5,786	5,786	<b>25,000</b>	35,000	27,000
Investment Income	11,944	5,521	5,521	<b>5,000</b>	1,500	-
Premiums, Fees and Licences	3,047	16,700	2,700	<b>2,700</b>	2,700	2,700
Other Revenue	24,855	22,835	82,473	<b>23,941</b>	24,038	24,038
Consolidation Adjustments	(3,201)	(3,180)	(3,180)	<b>(3,180)</b>	(3,180)	(3,180)
<b>Total Revenue</b>	<b>36,645</b>	<b>47,662</b>	<b>93,300</b>	<b>53,461</b>	<b>60,058</b>	<b>50,558</b>
<b>EXPENSE</b>						
<b>Program</b>						
Ministry Support Services	15,210	14,103	14,103	<b>15,669</b>	15,581	15,593
Government Operations	456,915	471,051	480,529	<b>523,912</b>	539,435	551,535
Health Facilities Support	119,534	627,673	333,195	<b>870,945</b>	648,586	610,562
Other Programs and Services	42,458	60,757	53,468	<b>113,079</b>	63,619	62,807
Consolidation Adjustments	(3,201)	(3,180)	(3,180)	<b>(3,180)</b>	(3,180)	(3,180)
<b>Total Expense</b>	<b>630,916</b>	<b>1,170,404</b>	<b>878,115</b>	<b>1,520,425</b>	<b>1,264,041</b>	<b>1,237,317</b>
Gain (Loss) on Disposal of Capital Assets	896	-	-	-	-	-
<b>Net Operating Result</b>	<b>(593,375)</b>	<b>(1,122,742)</b>	<b>(784,815)</b>	<b>(1,466,964)</b>	<b>(1,203,983)</b>	<b>(1,186,759)</b>

**CAPITAL INVESTMENT BY PROGRAM**

Ministry Support Services	2,554	4,161	4,664	<b>4,161</b>	4,161	4,161
Government Operations	287,411	402,540	363,668	<b>386,439</b>	269,743	147,531
Other Programs and Services	12,008	-	3,900	-	-	-
<b>Total</b>	<b>301,973</b>	<b>406,701</b>	<b>372,232</b>	<b>390,600</b>	<b>273,904</b>	<b>151,692</b>