

Our Asset Management Journey

CITY OF
Selkirk

Where it all comes together

Presenter: **Duane Nicol**
Infrastructure Asset Management Alberta
June 15, 2021

Introduction



@duanenicol

@cityofselkirk

Key Take Aways

1. Forget plans...build systems (people, paradigms, and processes)
2. Asset Management is a team sport
3. Don't Panic – start small & grow as you can
4. Build don't buy – borrow frequently
5. Communication = \$\$\$ (every project is a story)
6. Integrate, integrate, integrate
7. Use AM to solve problems and deliver value
8. Visit myselfkirk.ca/assetmanagement



Context



Population

+



Assessment Base

=



Infrastructure
Investment




In the beginning



Development fee task force struck

The **Seikirk Journal** Saturday, August 21, 2010 9:48:50 CDT AM



A report by Coun. Duane Nicol has spurred Seikirk Council to form a task force to study the city's development fees and how to encourage more dense, multi-unit dwellings like apartment blocks.

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Seikirk city council has struck a task force to further study the fees the city poses to developers after renewed debate on the issue in recent weeks.

A report presented Monday night by Coun. Duane Nicol shifted the momentum of council's debate over whether or not the city should reexamine their development fees, which was previously leaning toward keeping the fees at the current \$4,000 per door flat rate.

Council instituted the current rate that developers must pay when tying into the city's sewer and water infrastructure last year, bumping it up from the previous fee of \$1,000. The fee is designed to help generate capital for the city to maintain infrastructure like sewer and water lines, as well as streets and some other "soft" services, such as fire department funding and recreation programs.

New debate on the fee began when, this May, a local developer balked at the cost, saying that to construct any kind of multi-unit development, such as an apartment block, the fees quickly pile up - his proposed 12 unit apartment block would end up costing him \$44,000 to tie into the city's water and sewage lines just once for the building.

We did a little analysis

Financial

Total Expenses to Assessments

City

Winnipeg

Brandon

Steinbach

Thompson

Portage La

Winkler

Selkirk

Dauphin

Morden

Flin Flon

City

Dauphin

Selkirk

Brandon

Steinbach

Winnipeg

Portage la Prairie

Morden

Thompson

Flin Flon

Winkler

Average

City	2009	2010	2011	Average
Steinbach	0.045	0.035	0.035	0.038
Winkler	0.046	0.039	0.037	0.041
Morden	0.058	0.044	0.045	0.049
Selkirk	0.065	0.043	0.047	0.052
Winnipeg	0.072	0.044	0.046	0.054
Brandon	0.068	0.050	0.053	0.057
Dauphin	0.086	0.071	0.071	0.076
Portage la Prairie	0.084	0.071	0.073	0.076
Thompson	0.107	0.070	0.069	0.082
Flin Flon	0.145	0.109	0.116	0.123
Average	0.078	0.058	0.059	0.065

Business Statistics

Non-financial Assets to Population

City	2009	2010	2011	Average
Steinbach	10,391	11,386	9,810	10,529
Flin Flon	6,554	6,898	8,109	7,187
Morden	6,808	7,057	7,188	7,018
Winnipeg	6,881	7,502	6,661	7,015
Winkler	6,371	6,910	6,435	6,572
Brandon	6,534	6,912	5,893	6,446
Morden	5,775	6,113	5,779	5,889
Dauphin	4,928	5,989	5,632	5,516
Portage la Prairie	2,743	3,011	4,328	3,361
Thompson	2,834	3,169	4,066	3,356
Selkirk	5,982	6,495	6,390	6,289
Average				

City	City
Flin Flon	Steinbach
Steinbach	Morden
Dauphin	Winkler
Portage la Prairie	Winnipeg
Winnipeg	Dauphin
Morden	Brandon
Winkler	Flin Flon
Brandon	Portage la Prairie
Thompson	Thompson
Selkirk	Selkirk
Average	Average

The bottom line...

Key Take-aways

- * By all measures, Selkirk's capital infrastructure value is at or near the bottom of all Manitoba Cities.
- * **The value of Selkirk's capital infrastructure is at critically low levels and is a clear and present danger to the city's ongoing ability to operate and a drag on future growth and prosperity.**
- * The key drivers behind our infrastructure challenges have been low assessment growth and extremely low population density.

2014

SELKIRK'S PLAN AT A

Our Strategic Plan includes 20 Goals grouped into 5 Pillars. Each pillar reinforces the others as we move forward. Read on to learn about our plans for each of the

PRIORITY 4

Maximum value from community resources

- ▶ More active management of capital assets

PRIORITY 1

A vibrant, safe and healthy community

- ▶ Continued development of Selkirk's natural features and outdoor spaces
- ▶ Providing the best possible recreation opportunities for Selkirk residents
- ▶ Revitalizing downtown
- ▶ Encouraging responsible land use, aligned with the community's vision
- ▶ Engaging the entire community in shaping our future

PRIORITY 2

A strong and stable local economy

- ▶ Taking firmer control of our economic destiny
- ▶ Building on Selkirk's status as a regional service centre
- ▶ Capitalizing on Selkirk's tourism potential
- ▶ Revitalizing Selkirk's image

city-owned assets

- ▶ Smooth operation of transportation systems
- ▶ Clear intentions for future development

PRIORITY 5

Environmental stewardship

- ▶ Improving city practices and services
- ▶ Encouraging more environmentally responsible development
- ▶ Water conservation
- ▶ Helping citizens to make good choices

2015

2016

CITY OF
Selkirk

First Edition
Capital Asset Management Program
(CAMP)

Creating Value From Our Physical Assets



Our Mission

The City of Selkirk provides infrastructure and services that sustain a safe and caring community and a vibrant regional hub for commerce, culture and recreation. We are the responsible stewards of community resources, and the catalyst for partnerships that enhance opportunity and quality of life for all citizens.

First Edition - Capital Asset Management Program

Table 6. ASSET SERVICE LIFE

Source
Hamilton
Lambton Shores
Missouri Highway
MAASCO
Victoria
West Vancouver
Water Research Centre
Canadian Wide Benchmarking Survey
National Clay Pipe Institute
Selkirk's Estimated Service Life

We have captured Selkirk's estimated service life. These findings are presented in Table 6.

Infrastructure assets in order to maintain their maintenance and rehat asset management plan such as actual asset condition. A properly constructed service. In other cases, before they fulfill their purpose.

It should be noted that accurate asset data becomes support for the City to the municipality to provide beyond the recommendation.

5.14 Asset Condition

One of the keys to making condition of the various timing of some present. This section introduces

Table 1. INFRASTRUCTURE REPORT CARD

Infrastructure Report Card Summary			
Asset Class / Subclass	Conditional Rating	2015 Replacement Cost	% of total Asset Valuation
Facilities	2.9	\$99,487,538	33.9%
Fleet	2.5	\$5,245,885	1.8%
Machinery & Equipment	1.9	\$1,324,620	0.5%
Parking Lot	3.2	\$5,900,987	2.0%
Pathway	3.1	\$267,228	0.1%
Road Network	2.7	\$58,805,148	20.1%
Sidewalk Network	2.9	\$9,795,280	3.3%
Storm Network	2.1	\$46,502,504	15.9%
Water Network	3.2	\$23,212,617	7.9%
Wastewater Network	3.0	\$42,626,861	14.5%
Grand Total		\$293,168,668	100%

² <http://www.bankofcanada.ca/rates/r/>

2015

2016

Capital Asset Management Strategy

Strategic Goal	Tactic	Tools & Partners	Timing				
			2016	2017	2018	2019	2020
Establish Governance and Legislative Framework	1.1 Establish CAMP by by-law giving it appropriate permanence and priority	<ul style="list-style-type: none"> Asset Management BC Other municipalities 		✓			
	1.2 Establish program framework to define and document administrative policy, tools and processes to dedicate internal resources and establish clear responsibilities and accountabilities.			✓			
	1.3 Build the understanding and capacity of Council to effectively govern CAMP				✓		
	1.4 Set Service Standards using "leading practice" measures and regulatory compliance benchmarks	<ul style="list-style-type: none"> Canadian Network of Asset Managers Asset Management BC Public Sector Digest Other municipalities 		✓			
Build Selkirk's Asset Registry	2.1 Research and establish a basic asset registry database.	<ul style="list-style-type: none"> Other municipalities 	✓				
	2.2 Identify material assets to include in the registry and divide into three implementation phases.	<ul style="list-style-type: none"> Other municipalities 	✓				
	2.3 Collect asset and condition data for phase one assets and add it to the asset registry.		✓				

strategy it will encounter and it will be forced to make changes. When faced with these changes the City will depend on the path it takes:

It could be constructed, designed in a manner that is both environmental and economic.

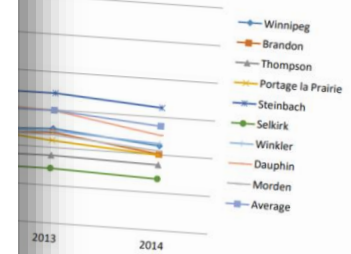
It must facilitate and deliver services that meet the needs and expectations of its citizens.

It is a core municipal responsibility.

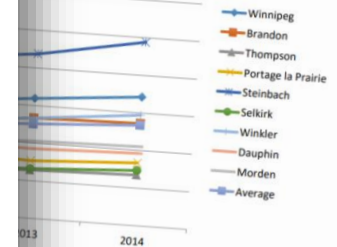
Industry standards shall form the foundation for the development and the quality of the asset registry.

"common good" and transparently allowing all to benefit from its condition and value.

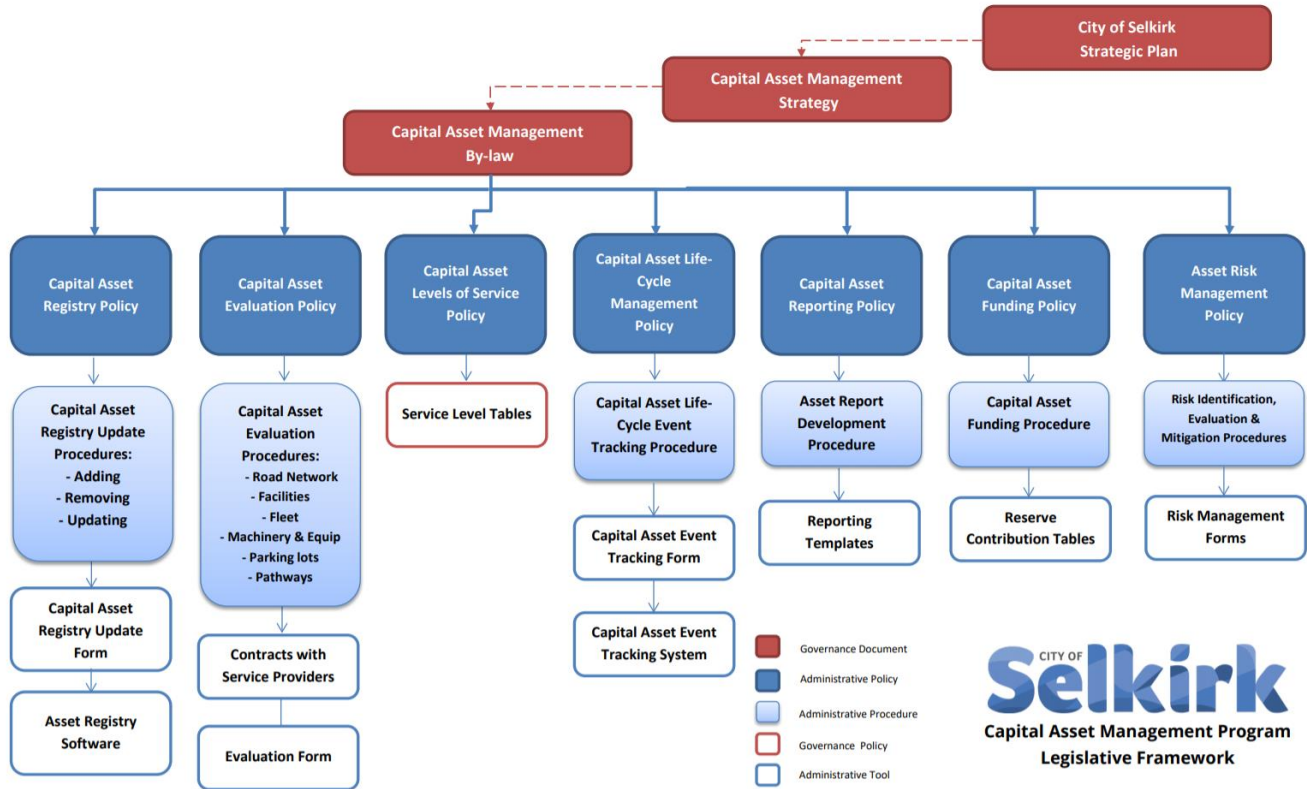
Assessment



Capital



2015 → 2016



CITY OF **Selkirk**
Capital Asset Management Program
Legislative Framework

2015

2016

CITY OF
Selkirk

Where it all comes together

City Services ▾ City Government ▾ Doing Business ▾ Parks & Recreation ▾ Discover Selkirk ▾



Nicol said replacing aged infrastructure is vital to ensuring the city's future progress. **A Capital Asset Management Program is being developed to strategically upgrade streets, pipes and other infrastructure in Selkirk in the years to come.**

"We have extremely old infrastructure in the city. Last year we completed Phase 1 of our Capital Asset Management Program that included a comprehensive review and evaluation of all our core infrastructure assets. It confirms what we've known intuitively for years – many of our assets are reaching the end of their useful life and without a robust reinvestment program we will see critical asset failures. We have tens of millions of dollars of work that needs to be done in the community in the near future. **Our new Asset Management Program is going to help us make better asset decisions, but at the end of the day, it comes down to making the investments when and where they are needed. This year's work is part of our ongoing commitment to invest in the community,"** Nicol said.

Mayor Larry Johansson called the street and water main upgrades 'another great improvement to the city's aging infrastructure.

"It just shows the commitment that this council has towards improving and upgrading as many streets as we can get done in a year. We're committed to improving the streets and other vital infrastructure. Citizens can see where our resources are going. It only reinforces our plan to

Home / News Release
Million-plus invested in Selkirk's infrastructure...

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- [Selkirk is going virtual with its Canada Day Concert — will stream their Waterfront Concert Series on Facebook Live all summer long.](#)

2016

2016 is a Reassessment Year



Your 2016 property taxes were calculated using the value assessments made by the Province of Manitoba in 2015.

For more information regarding property assessment, please visit:

<http://web22.gov.mb.ca/mao/public/default.aspx>

Capital Asset Management

The City of Selkirk is developing a Capital Asset Management Program. Capital Asset Management is an innovative practice that assesses, tracks and monitors the lifecycle of important municipal infrastructure like roads, sewers, water mains, building and more.

This program will help the City manage and maintain these assets, getting the best "bang for it's buck" when it comes to infrastructure investments.

To learn more about the City's Capital Asset Management Program, visit:

www.myselkirk.ca/capital-asset-management

Asset Class	Estimated 2015 Replacement Value
Facilities	\$99,487,500
Fleet	\$5,245,900
Roads & Sidewalks	\$68,600,400
Wastewater Mains	\$38,200,100
Water Mains	\$20,336,400

CitizenSupport

Did you know that you can make inquiries, identify concerns or make requests for city services from home or on the go via your mobile device. Visit:

www.myselkirk.ca/citizensupport



Investing in Selkirk

Budget 2016 Highlights



CITY OF Selkirk

Where it all comes together

2016

- Similar to AM policies found in other municipalities
- Higher level of legislative weight creating binding responsibilities upon the city
- Mutual accountability between Council and Administration

13 RESPONSIBILITIES

13.1 Capital Asset Management is a City responsibility that involves all employees and members of Council to achieve the effective implementation and sustainable delivery of municipal services.

13.1.1 Council is responsible for:

13.1.1.1 Governance and high-level oversight of the City's Capital Asset Management program as articulated by this and other By-Laws.

13.1.1.2 Approving Levels of Service that reflect, to the best of Council's ability and within the context of the City's financial capacity, the reasonable expectations City citizens have for municipal services.

13.1.1.3 Ensuring the supply of sufficient resources to enable the City to achieve the Objectives and Responsibilities set-out in this by-law.

13.1.1.4 Ensuring that all members of Council receive adequate orientation to the City's Capital Asset Management program and other relevant training to allow them to competently discharge their responsibilities as set-out in this by-law.

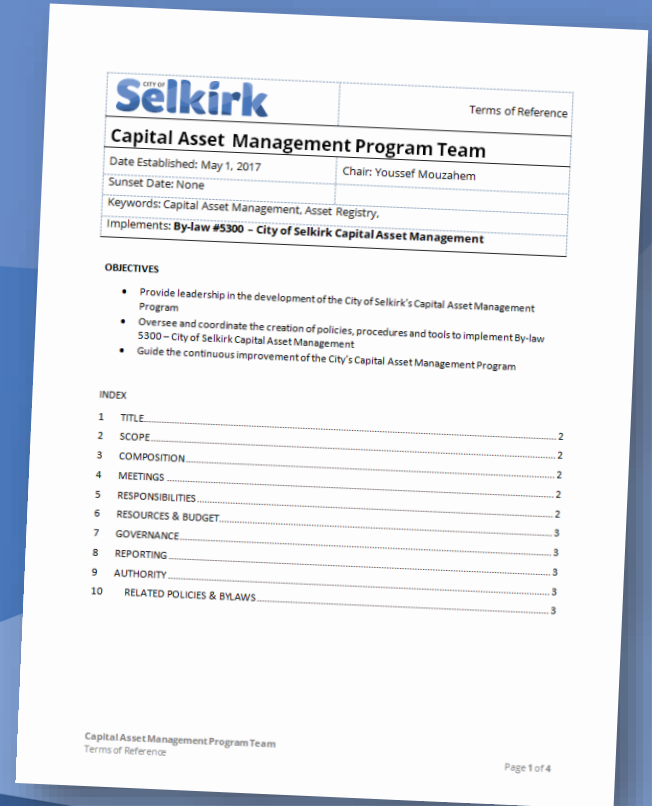
13.1.2 The Chief Administrative Officer is responsible for:

13.1.2.1 Ensuring the development and maintenance of a robust and sustainable Capital Asset Management program.

13.1.2.2 Establishing policies, practices, procedures and allocating the resources necessary to competently deliver the City's Capital Asset Management program.

2017

- Cross-departmental, multi-function team
- ToR defines:
 - roles and accountabilities of members
 - Authority of the chair and the Team as a whole
 - Is a “Policy Level” document



Happy CAMPers



2017

2018

City of Selkirk

CAM-001

Capital Asset Registry Policy

Date Approved: August 1, 2017 Section: Capital Asset Management
 Date of Last Update: Lead: Director, Operations
 Next Review Date: August 1, 2022
 Keywords: Capital Asset Management, Asset Registry,
 Implements: **By-law #5300 – City of Selkirk Capital Asset Management**

OBJECTIVES

- Establish the methodology used to build Asset Registry for City's Capital Assets
- Establish the methodology used to update, maintain, and secure the Asset Registry
- Establish clear expectations for Administration's employees' roles and responsibilities.

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CAM-001

City of Selkirk

Asset Registry Change Form

Change Form #: _____ Prepared By: _____
(Obtain From Camp Asset)
 Date: _____ Tactical ID #: _____
(If Applicable)
 Asset Title: _____ Equipment #: _____
(If Applicable)

CAMP Registry Change Type

- New
 Change

Asset Is:

- Donated (Provide detailed description below)
 In Stock (Provide detailed description below)
 New (Attach copy of Invoice)

Detailed Description of Asset:

Asset Location: _____
 As-Built File Location: _____
 In-Service Date: _____
 Warranty Period/ Date: _____
 Purchase Order # associated with Asset: _____
 Invoice Type Attached
 Single Invoice
 Multiple Invoices
 Asset Information Package

CAMP Administration Office Use Only:

Date: _____ Name: _____
 New Detailed Unique Identifier: _____
 Does this form represent multiple Asset Registry additions?
 If Yes, Provide Detailed Unique Identifier: _____
 Attached material list

Asset Status Changed

- Yes
 No

City of Selkirk

CAM-001-001

Adding a Capital Asset to the Asset Registry Procedure

Date Approved: October 1, 2017 Section: Capital Asset Management
 Date of Last Update: October 12, 2017 Lead: Director, Operations
 Keywords: Capital Asset Management, Asset Registry,
 Supports: **Policy CAM-001 – City of Selkirk Asset Registry Policy**

OBJECTIVES

PROCEDURE TO FOLLOW WHEN THE CITY OF SELKIRK ACQUIRES A NEW CAPITAL ASSET. THIS INCLUDES A PROCURED ASSET OR AN ASSET THAT HAS BEEN DONATED TO THE CITY OF SELKIRK.

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CAM-001-001

Capital Asset Registry Policy

Date Approved: August 1, 2017	Section: Capital Asset Management
Date of Last Update:	Lead: Director, Operations
Next Review Date: August 1, 2022	
Keywords: Capital Asset Management, Asset Registry.	
Implements: By-law #5300 – City of Selkirk Capital Asset Management	

OBJECTIVES

- Establish the methodology used to build Asset Registry for City's Capital Assets.
- Establish the methodology used to update, maintain, and secure the Asset Registry.
- Establish clear expectations for employees' roles and responsibilities.

SUPPORTING POLICY, PROCEDURES, AND TOOLS

Policy

- CAM-002 Capital Asset Evaluation Policy
- CAM-006 Capital Asset Risk Management Policy

Procedures

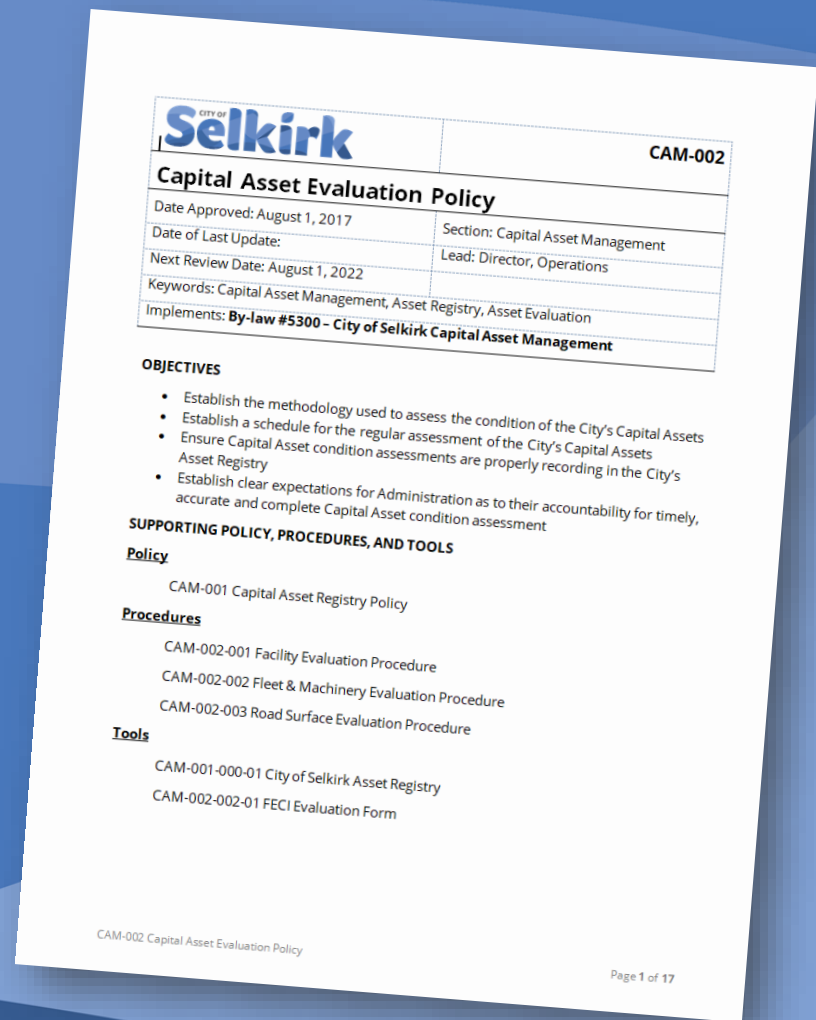
- CAM-001-001 Procedure to Add a Capital Asset to Asset Registry
- CAM-001-002 Procedure to Create a New Detailed Unique Identifier
- CAM-001-003 Procedure to Update City Build/Service Request in Asset Registry
- CAM-001-004 Procedure to Dispose of an Asset in the Capital Asset Registry

Tools

- CAM-001-000-01 City of Selkirk Asset Registry

- Establish the methodology used to build Asset Registry for City's Capital Assets.
- Establish the methodology used to update, maintain, and secure the Asset Registry.
- Establish clear expectations for employees' roles and responsibilities.

- Establish the methodology used to assess the condition of the City's Capital Assets
- Establish a schedule for the regular assessment of the City's Capital Assets
- Ensure Capital Asset condition assessments are properly recording in the City's Asset Registry
- Establish clear expectations for Administration as to their accountability for timely, accurate and complete Capital Asset condition assessment



Capital Asset Life-Cycle Management Policy

Date Approved: October 10, 2018	Section: Capital Asset Management
Date of Last Update:	Lead: Director, Operations
Next Review Date: October 2021	
Keywords: Capital Asset Management, Asset Registry, Asset Renewal, Asset Replacement, Asset Procurement, Asset Planning, Asset Decommissioning	
Implements: By-law #5300 – City of Selkirk Capital Asset Management	

OBJECTIVES

- Outline preferred Asset Characteristics for each Asset Class
- Establish clear operating, maintenance and renewal activities and a detailed life cycle schedule for each asset subclass
- Establish a schedule that optimizes the lifecycle of assets and ensures that the right activities are being undertaken at the appropriate time in an assets life to provide the optional lifecycle at the most optimal cost.

SUPPORTING POLICY, PROCEDURES, AND TOOLS

Policy

- CAM-004 Capital Asset Level of Service Policy
- CAM-002 Capital Asset Evaluation Policy
- Admin 2013-01 Tendering and Procurement Policy
- CAM-001 City of Selkirk Asset Register Policy

Procedures

- CAM-003-001 Identification of Assets Requiring Maintenance or Renewal
- CAM-003-002 Recording Operating, Maintenance, and Renewal Activities

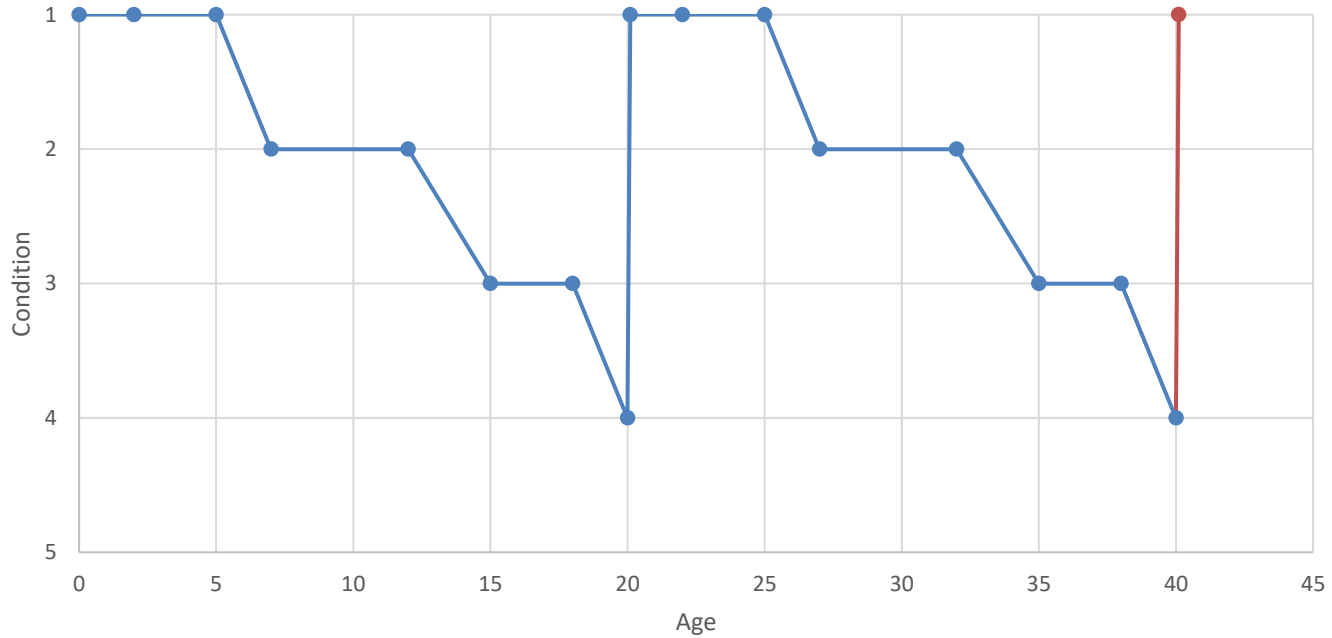
Tools

- CAM-003-001-01 Maintenance & Renewal Predictor
- CAM-003-001-02 Maintenance and Renewal Lifecycle Events Worksheet

- Outline preferred Asset Characteristics for each Asset Class
- Establish clear operating, maintenance and renewal activities and a detailed life cycle schedule for each asset subclass
- Establish a schedule that optimizes the lifecycle of assets and ensures that the right activities are being undertaken at the appropriate time in an assets life to provide the optional lifecycle at the most optimal cost.

10.5 Road Network

Road Network: Surface



Treatment

Crack Seal

Crack Seal

Crack Seal

Crack Seal

Rout Seal

Crack or Rout Seal

Overlay

Crack Seal

Crack Seal

Crack or Rout Seal

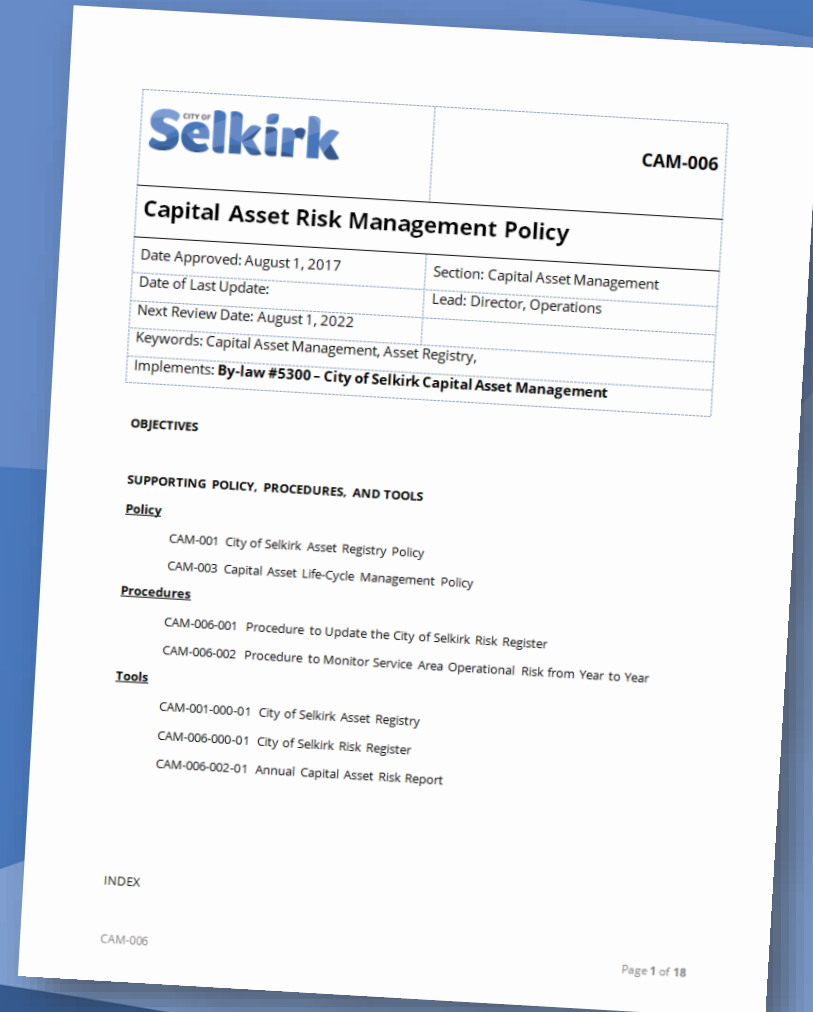
Rout Seal

Crack or Rout Seal

Mill & Fill (Drainage)

Asset Replacement (Structural)

- Define asset risk for each of the city's asset classes and/or subclasses.
- Establish a system for measuring the operational risk for each asset in the registry.



Capital Asset Levels of Service Policy

Date Approved: October 1, 2016	Section: Capital Asset Management
Date of Last Update:	Lead: Director, Operations
Next Review Date: October 2021	
Keywords: Capital Asset Management, Asset Registry, Assets Level of Service	
Implements: By-law 5300 City of Selkirk Capital Asset Management By-law	

OBJECTIVES

Define the process for establishing, reporting on, and amending levels of service for select municipal service areas in the City of Selkirk.

SUPPORTING POLICY, PROCEDURES, AND TOOLS

Policy:

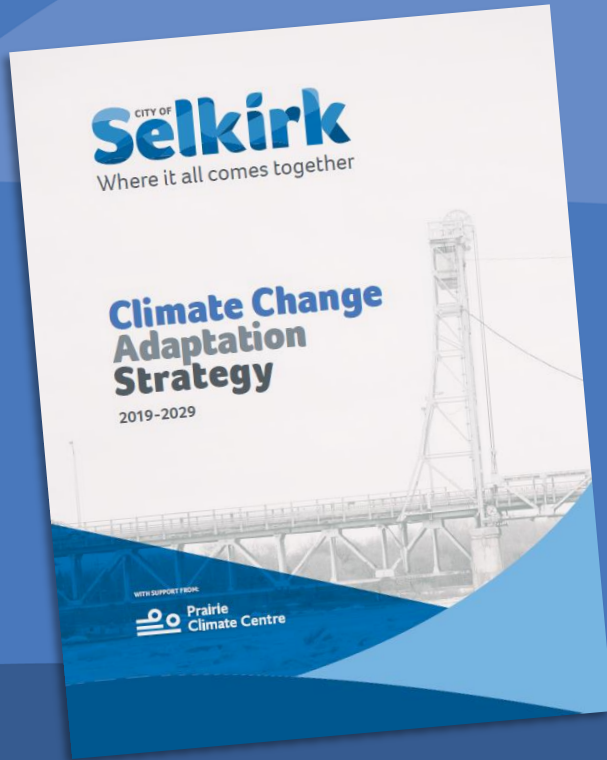
Procedures:

- CAM-004-001 Annual Review of Key Performance Indicator Procedure
- CAM-004-002 Recommend Key Performance Indicator Target Change Procedure
- CAM-004-003 Land Drainage Service Key Performance Indicator Procedures
- CAM-004-004 Transportation Service Key Performance Indicator Procedures
- CAM-004-005 Wastewater Service Key Performance Indicator Procedures
- CAM-004-006 Water Service Key Performance Indicator Procedures
- CAM-004-007 Parks and Recreation Key Performance Indicator Procedures

- Define the process for establishing, reporting on, and amending levels of service for select municipal service areas in the City of Selkirk.

2018

2019



FEDERATION
OF CANADIAN
MUNICIPALITIES

FÉDÉRATION
CANADIENNE DES
MUNICIPALITÉS



Prairie
Climate Centre

Our Approach....



Transit Services

Transit Buses
Para-Transit



Transportation

Road Base, Subbase,
Surface & Curb
Sidewalk Base & Surface
Parking Lot Base,
Subbase & Surface
Heavy Machinery & Road
Equipment
Active Pathway



Parks & Open Space

Pathway Base
Pathway Surface
Rec Complex
Rec Complex Equipment
Rec Fleet, Selkirk Arena
Memorial Hall



Water Utility

Water Mains, Fire Hydrants
Pumping Stations
Reservoirs
Water Treatment Plant
& Equipment, Wells
Water Tower



Sewer Utility

Wastewater Treatment Plant,
Lift Stations, Manhole,
Manhole Frame & Cover,
Wastewater Main
Pumping Station



Land Drainage

Storm Drain
Storm Manhole
Storm Manhole Frame
& Cover



Fire Service

Fire Station
Fire Fleet
Fire Equipment



Government Services

Office Buildings
Heritage Buildings
Leased Out Buildings

Tactic	Related Adaptation Action	City of Selkirk's Strategic Plan #s	2019	2020	2021	2022-2025	2026-2029
Establish a Street Tree Program Program would include policies, procedures and budget allocations to guide and facilitate the planting and maintenance of trees along municipal rights-of-way.	1.3, 9.3, 10.2, 11.1, 13.2, 15.1, 20.1	1A, 5B	✓				
Implement Street Tree Program Begin the strategic planting of street trees as determined by the established street tree program.	1.3	1A, 5B		✓	✓	✓	✓
Establish a Tree Inventory Leveraging the Province of Manitoba's pilot project, conduct a survey of trees on city property and establish a detailed inventory within the City's GIS system.	1.3	1A, 4A	✓	✓	✓		
Establish an Urban Forest Program Program would include policies, procedures, tools and budget allocations necessary to ensure the city has the capacity to proactively manage and ensure the health of its urban forest (street trees, park trees)	1.3, 13.1, 13.2, 21.1	1A, 5A			✓		
Establish an Aquifer Monitoring Program Program would include policies, procedures, tools and budget allocation necessary to measure, track and report on the capacity and health of the aquifer upon which the city's potable water supply depends.	7.2	3A, 4A			✓		
Prepare an updated Water Master Plan using climate change projection Undertake a review of the City's potable water master plan to ensure the impacts of climate change are considered in the demand and supply projections and determination of the system's capacity.	7.2	3A				✓	
Create a policy and protocol for responding to water shortage events Develop and implement policies that guide the city's response to short and long-term potable water shortages.	7.2, 7.3, 7.4, 8.1, 8.2, 8.4, 8.5	3A, 5C				✓	

Out

Tactic	Related Adaptation Action	City of Selkirk's Strategic Plan #s	2019	2020	2021	2022-2025	2026-2029
Include extreme heat & cold respite services as objectives in the recreation facilities feasibility studies When the City undertakes feasibility studies for the replacement of the Selkirk Arena and Memorial Hall, include an evaluation of the potential for providing extreme heat & cold respite in the new facilities.	1.1, 4.2, 5.2, 12.1	1A, 5B	✓				
Create a policy and protocol for municipal service delivery during extreme heat and cold events Develop and implement policies that guide the delivery of municipal services during extreme heat and cold events. The policy would guide how the city manages internal resources to mitigate risk to staff and assets, and the type and level of services (including communication) the city would provide to mitigate impacts on citizens.	1.1, 1.2, 2.1, 2.3, 2.5, 4.1, 4.2, 5.3, 9.2, 12.1, 12.3, 16.1, 22.1	1A, 5B	✓				
Amend Asset Management Risk Policy to give greater priority to wastewater renewal projects that include storm sewer separation Enhance the AM Risk Policy to make storm-sewer separation projects more critical in the annual evaluation and prioritization of infrastructure projects.	10.4	1A, 4A	✓				
Conduct Land Drainage Improvement Study Using incident reporting and other data, identify existing land-drainage problem areas, and areas anticipated to be problematic under climate change scenarios, and proposal improvements to the systems to reduce or eliminate drainage problems.	1.3, 13.1, 13.2, 21.1	1A, 5A		✓			
Implement Land Drainage Improvement Study Amend Asset Management Risk Policy to give greater priority to storm water renewal projects that support the implementation of the Land Drainage Improvement Study.	10.1, 10.3, 20.2	3A, 4A			✓	✓	

2019



2020 >> 2021



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 Where it all comes together

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City to be even better CAMPers with \$50,000 Government of Canada, FCM grant



A \$50,000 grant from the Government of Canada and the [Federation of Canadian Municipalities \(FCM\)](#) will help Selkirk improve its lauded asset management program by funding policy upgrades and training for staff and council.

Selkirk is one of 10 Manitoba municipalities to receive the funding under the [Municipal Asset Management Program \(MAMP\)](#) and one of a very few that was selected in both the first and second rounds of MAMP funding.

"The COVID-19 pandemic has reinforced the importance of effective and modern infrastructure that supports safe, sustainable and healthy communities," said Dan Vandal, Minister of Northern Affairs.

"The 10 projects announced ensure Manitoba municipalities have the tools and technology

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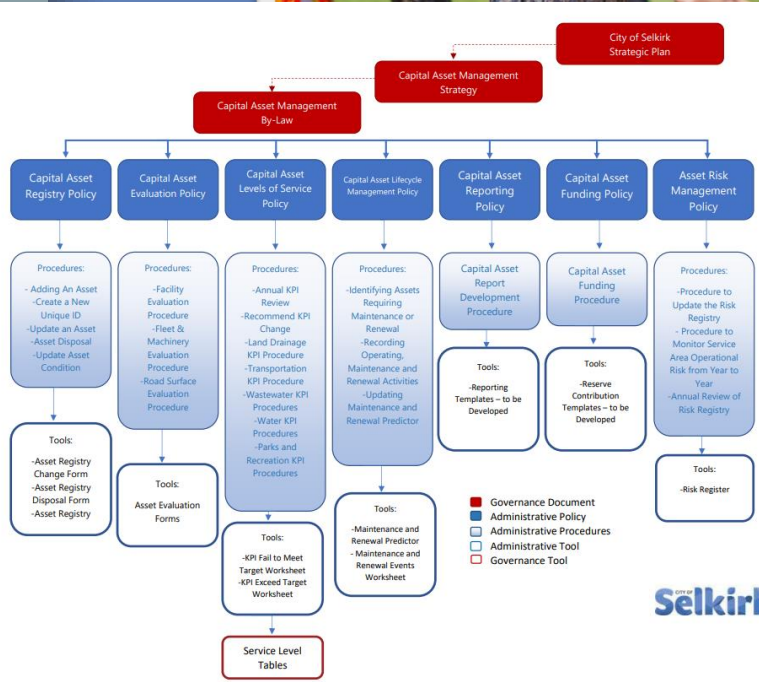
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Top Posts & Pages

- [Canada Scavenger Hunt Public Hearing June 28th, V Sutherland Ave. Update: June 8, 2021](#)
- [Councillor Kelly Cook acclai term as Interlake District D Selkirk is going virtual with Concert — will stream their Concert Series on Facebook long.](#)



2021

DRAFT
CITY OF
Selkirk
West End
Concept Plan

APRIL 2020



SCATLIFF + MILLER + MURRAY
visionary urban design • landscapes

CITY OF
Selkirk

Where it all comes together

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Historic land purchase puts city in the driver's seat for future development

Home / News Release
Historic land purchase puts city...



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Upcoming Events

Blue Bombers VS
Hamilton (Home)

September 27 @ 7:30 pm - 10:30 pm

Blue Bombers VS
Montreal (Home)

October 12 @ 3:00 pm - 6:00 pm

Selkirk's purchase of 326.5 acres of land for \$3.2 million in the city's west end is a testament to council's commitment to the [sustainable development](#) of the city and a nod to community leaders from 100-plus years ago who used land acquisition to ensure Selkirk's future.

It was 1912 and a group of movers and shakers formed the Selkirk Development Company, bought 450 acres on the southern outskirts of town and offered 30 of those acres to a company that had outgrown its St. Boniface location. The remainder of the land was identified for residential development to supply homes for the newly employed workers.

That company was the Manitoba Rolling Mills – today known as [Gerdau](#) – and in the fall of 1913,

GUIDING

1.

COMMUNITY

Build a welcoming and diverse community that celebrates its identity as an progressive urban supports its vision and advances a high quality of life for all residents.

4.

CONNECT

Ensure that the plan becomes an integral part of the City by creating an enhanced transportation network that integrates a particular area with the broader transportation network.

7.

MANAGING GROWTH

Establish a comprehensive planning framework for the long-term of the Plan Area that attracts, manages and directs future growth that is aligned with the broader vision of the Asset Management Plan.

- Mixed-Use Village
- Regional / Community Park
- Commercial
- Neighbourhood
- Development Reserve Lands
- Approved Subdivision
- Hydro Right-of-Way
- St. Michael's Cemetery



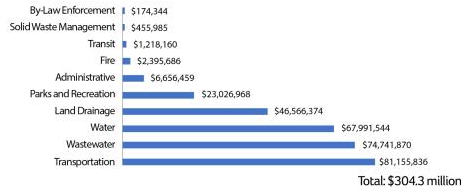
SCHEDULE A LAND USE PLAN
City of Selkirk West End Concept Plan DRAFT



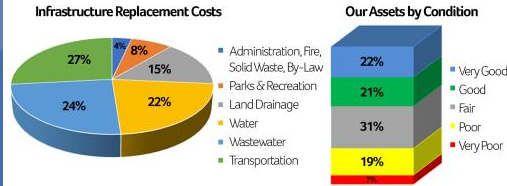
Our Infrastructure

In order to offer all our city's services, we need to own and manage a lot of infrastructure, over \$304 million worth to be exact.

What would the cost be to replace all our infrastructure?



By making the right investments in our infrastructure, at the right time, we are continuously improving the overall condition of all our assets.



Agnes Street Water Main Lining, Sidewalk Installation and Road Reconstruction

Investing in our community using data-based decision making.



Selkirk's Capital Asset Management Program (CAMP)

Like many cities in Canada, Selkirk is facing the challenges of continuing to deliver urban services to its citizens with aging infrastructure. Construction and maintenance costs for roads, pipes, facilities and other infrastructure continues to grow much faster than the rate of inflation.

Selkirk developed CAMP to address these challenges. Over time, CAMP will help Selkirk improve the quality of our infrastructure at the lowest cost possible. It will help us extend the life of our infrastructure, improve the quality of services we provide, and reduce the long-term financial impacts to our taxpayers.



What is CAMP?

It's an integrated system of processes that brings together skilled people, leading practices, and high-quality information about a community's infrastructure and finances. These processes help the city make better, more sustainable decisions related to infrastructure:

- Capital Projects
- Renewal
- Replacement
- Maintenance
- Operating
- Disposal



Spending \$1 on preventative road maintenance during the first three quarters of the road's estimated lifespan can save us \$6 to \$10 in costs later in the road's life.

Why CAMP?

CAMP is helping us deliver municipal services in a responsible manner by:

- Improving the condition of existing infrastructure.
- Keeping taxes low by extending the life of our infrastructure and offering new, more cost effective ways of operating and maintaining it.
- Keeping taxes low in the future, by ensuring we can plan for the long-term and to take steps today to reduce future costs.

To learn more about CAMP visit:
MySelkirk.ca/assetmanagement



Agnes Street Watermain Lining, Sidewalk Installation and Road Reconstruction

What's happening?

• We are completing as much work as possible while Agnes Street is already dug up. Along with the sewer replacement that has already started, we'll be installing a reinforcing liner to the water main, installing a sidewalk and completely reconstructing the road, similar to the work we did on Manchester.

When's it happening?

• Construction has already started on the sewer replacement. Everything is expected to be finished by mid-August.

How much will it cost, and where's the money coming from?

• The total cost of the project down Agnes Street will be \$661,750 and will come from our reserves.

How does this benefit you?

- By doing this work together, we'll save money by digging up the road only once and you won't have to worry about construction crews digging up your street in the immediate future to make repairs.
- Renewing the water main will cost-effectively extend its service life, preventing the chance of the water main collapsing and interrupting your service in the future.
- Active transportation pathways and sidewalks are an important part of developing a healthier, better connected, walkable community that relies less on vehicles. Adding a sidewalk connects this street to our sidewalk network.

How are you impacted?

- Access to the street will be affected, and we will give you notice well in advance to make arrangements.
- Garbage and recycling pickup is unaffected.

The 2021 Infrastructure Open House will take place virtually
Thursday, May 13 at 6:00pm via ZOOM

If you wish to participate, you must register ahead of time at

MySelkirk.ca/infrastructure

Those without internet access can make arrangements with

CitizenSupport by calling **204-785-4900**

CitizenSupport

If you have questions about this or any other infrastructure projects, visit:

MySelkirk.ca/citizensupport or call 204-785-4900.



2021 BUDGET

Vibrant, Safe and Healthy Community

► In 2021, we will...

- Complete the feasibility study to determine what will go into, and the costs of, a new multi-purpose facility and community centre.
- Extend the active transportation pathway down Manitoba Avenue from Easton Drive to Main Street, providing 2.78km of safe, accessible pathways.
- Start Phase 1 of the Eveline Street reconstruction between Eaton and Queen by finalizing the design, moving Hydro lines underground and completing land drainage, sewer, and water work.
- Update the City's Strategic Plan based on input from the community.
- Create an Arts and Culture Committee to promote and support the arts and cultural life in Selkirk.

Strong and Stable Local Economy

► In 2021, we will...

- Complete construction of a new West End lift station, forcemain and trunk line needed for future development in Selkirk's West End and in the business park.
- Complete the installation of utility services for Phase 2 of the Business Park.
- Select and paint a mural design for the base of the Water Tower.
- Promote local parks, heritage sites and tourism destinations using the Driftscape mobile app.
- Develop a Sustainable Economic Development micro-site that will include sector specific information and data functionality for potential investors.

- Finalize an Active Transportation Strategy to make active transportation a priority in future construction projects.

- Establish an Aquifer Monitoring Program to monitor the quantity of water in the aquifers that supply water to the city.

Safe and Sustainable Infrastructure

► In 2021, we will...

- Restore and repaint the iconic Water Tower.
- Extend the sidewalks on the south side of Manitoba Avenue between Mercy and Annie.
- Repair the curbing and expand the boulevards on the 500 block of Robinson.
- Install a new sidewalk on the south side of Agnes Street between Manitoba and McLean.
- Replace the sewer main, insert a liner in the water main and completely reconstruct Agnes Street between Manitoba and Christie.

Maximum Value from Community Resources

► In 2021, we will...

- Purchase or lease new software for our award-winning Capital Asset Management Program.
- Install a new backup generator for the Water Treatment Plant.
- Replace a front-end loader that's reached its end-of-life.
- Continue with our sewer separation program down Sophia Street from Centennial to Selkirk.
- Replace the "Jaws of Life" for the Fire Department.
- Launch MySelkirk Connect, the city's first mobile app.

Environmental Stewardship

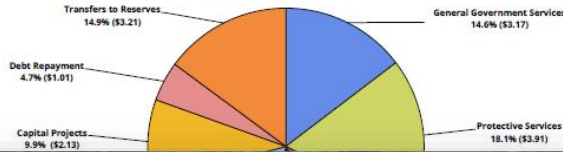
► In 2021, we will...

- Complete construction of the new Selkirk Regional Wastewater Treatment Plant.

- Purchase two electric vehicles for our corporate fleet to reduce GHG emissions.
- Finish construction of the Selkirk Park Lift Station, which will direct wastewater from the area to the new Selkirk Regional Wastewater Treatment Plant.
- Start construction of a bio-solids pad that will turn wastewater sludge in our lagoon into rich, fertile soil.
- Continue to plant new trees and strengthen our urban canopy along city streets.
- Establish a Solid Waste Strategy to find different, more efficient ways to reduce and reuse our solid waste.
- Hire an Energy Efficiency Program Administrator to promote energy efficient programs and products in the community, and expand our climate change mitigation efforts.

2021 City Budget Breakdown

(\$ totals in millions)



With our **Capital Asset Management Program**, we're able to save taxpayer dollars, responsibly manage our infrastructure and meet the needs of our citizens today, without compromising our ability to meet the needs of future generations."

Learn more about **CAMP** at:
[MySelkirk.ca/assetmanagement](https://www.selkirk.ca/assetmanagement)



Public Transit



Administration



Wastewater



Emergency Measures

Service Class

- Administration
- By-Law Enforcement
- Culture & Heritage
- Economic Development
- Fire
- Governance
- Parks & Recreation
- Police
- Public Transit
- Solid Waste
- Stormwater
- Transportation
- WasteWater
- Water

Type

- CitizenSupport
- Email
- Facebook
- In-Person
- Phone

Created time

3/1/2021

5/31/2021

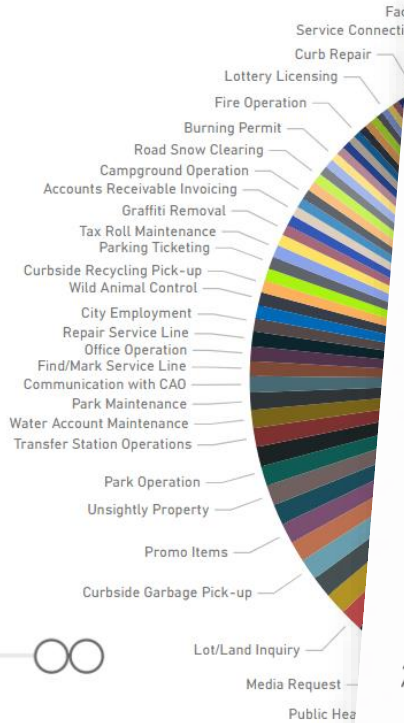
2538

Tickets

Police

Solid Waste

Count of Sub-Service by Sub-Service



CITY OF Selkirk

Policy System Policy

ADM-FA-001

Date Approved: 21/05/06

Service: Administration

Date of Last Update: New

Subservice: Framework Architecture

Next Review Date: 26/05/06

Lead: Director of Corporate Services

Implements: City of Selkirk Chief Administrative Officer By-law No. 5283

OBJECTIVES

The objectives of this Policy are to:

- provide clarity as to why a Policy will be developed to enable the effective and efficient delivery of the City of Selkirk's services;
- outline the system by which a Policy shall be developed, approved, reviewed, maintained and, when deemed necessary, cancelled; and
- set out clear expectations regarding the responsibilities of City of Selkirk employees in implementing this Policy.

SUPPORTING POLICY, PROCEDURES, AND TOOLS

Policy

n/a

Procedures

- ADM-FA-001-01 - Procedure to Develop and Approve a Policy
- ADM-FA-001-02 - Procedure to Cancel a Policy
- ADM-FA-001-03 - Procedure to Carry Out a Non-routine Policy Review
- ADM-FA-001-04 - Procedure to Develop and Approve a New or Modified Procedure or Tool

Tools

- ADM-FA-001-01-01 - Policy Need Checklist
- ADM-FA-001-01-02 - Policy System Templates
- ADM-FA-001-01-03 - SUM Service/Subservice Legend
- ADM-FA-001-01-04 - Routine Policy Review Legend
- ADM-FA-001-01-05 - Non-routine Policy Review Rolling Agenda
- ADM-FA-001-01-06 - Standard Definitions Listing
- ADM-FA-001-02-01 - Policy Cancellation Request Form

ADM-FA-001 - Policy System Policy

Next Developments

- Finish MAMP Projects (Parks Assets & Training Program)
- Align reserve system with asset management “Service Areas” and set funding targets
- Establish reporting system and begin annual reporting to public
- Developing infrastructure sustainability metrics to use for service level targets and land-use planning
- Add final assets classes / subclasses and incorporate into policy documents
- Expose infrastructure planning maps and plans and asset information maps to the public

Key Take Aways

1. Forget plans...build systems (people, paradigms, and processes)
2. Asset Management is a team sport
3. Don't Panic – start small & grow as you can
4. Build don't buy – borrow frequently
5. Communication = \$\$\$ (every project is a story)
6. Integrate, integrate, integrate
7. Use AM to solve problems and deliver value
8. Visit myselfkirk.ca/assetmanagement

CITY OF
Selkirk

Where families comes together