

An aerial photograph of a suburban neighborhood. On the left, a wide river flows through a wooded area. To the right, a residential street lined with houses and trees stretches into the distance. The houses are mostly two-story, with varying rooflines. The trees are dense and green, suggesting a summer or late spring setting. The overall scene is peaceful and well-maintained.

# Capital Asset Management Strategy 2016 – 2020

CITY OF  
**Selkirk**  
Where it all comes together



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## Introduction

This strategy has been developed to fulfill the strategic gap identified by the City of Selkirk's *Creating Value from our Physical Assets* report which was prepared while the City developed its first asset registry database. While City Administration worked through the technical challenges of building the foundation for its Capital Asset Management Program (CAMP), it recognized that it required a guiding document to articulate the philosophical framework for the program. This articulation is rightfully the role of Council, the trustees of the City's assets.

This document has been created to define and clarify a broad vision and philosophical framework for the City's Capital Asset Management Program. Arising from this strategy the City will create governance and other policy tools which will refine, codify and implement the vision captured in these pages.

### Asset Management Defined

According to Asset Management BC, Asset Management is an integrated process, bringing together skills, expertise, and activities of people; with information about a community's physical assets; and finances; so that informed decisions can be made, supporting sustainable service delivery.

In the context of the City of Selkirk, and for the purposes of this strategy, asset management is defined as the systematic practice of using human and financial resources to plan,

source, construct, operate, maintain, renew and decommission infrastructure and equipment to sustainably deliver municipal services that manage risk, achieve regulatory requirements and meet the reasonable expectations of citizens.

### Program vs Plan

While some municipalities have hired consulting firms to assist with the creation of an Asset Management "Plan", the City of Selkirk has determined that it would develop a Capital Asset Management "Program" internally. This small distinction in text represents a dramatically different philosophical approach to this work. Whereas a plan is time limited, having a definite beginning and ending, a program does not. Whereas a plan speaks to achieving a specific goal or outcome, a program speaks to achieving a set of enduring behaviours or practices.

Choosing to build a program, rather than just a plan, reflects the City's understanding that capital asset management must become a core function of the municipality. It reflects an understanding that the City must enact fundamental changes to its structure, its operation and even its organizational beliefs to maximize the benefits asset management offers.

### Capital Assets vs Asset

The term capital asset management and asset management are often used interchangeably. The City of Selkirk chooses to use the term capital asset rather than simply asset, to provide a clear distinction between physical equipment and



infrastructure that is deemed “material”, that is to say substantially valuable enough to include it in a comprehensive asset management program. For example, a truck is a capital asset but a torque wrench is not. Both are assets, and both should be protected and managed but the expense of including smaller, less valuable assets like a torque wrench in a robust asset management program would far outweigh the expected return.

For this strategy, asset management is generally used to refer to the overall practice, whereas capital asset management is used to reference the City’s specific program and practices.

### The Drivers of Change

Asset management, as a distinct and formal practice, has been a growing topic of discussion within the municipal sector for the past decade. For the City of Selkirk, this discussion began in 2011 with the final report of the City’s Development Fee Taskforce where City administration was tasked with the development of a robust infrastructure funding model and the redevelopment of the City’s financial reserve system to support the model.

The taskforce identified the significantly aged City infrastructure and the underfunded nature of the City’s financial reserves as “a clear and present danger” to the City’s sustainability.

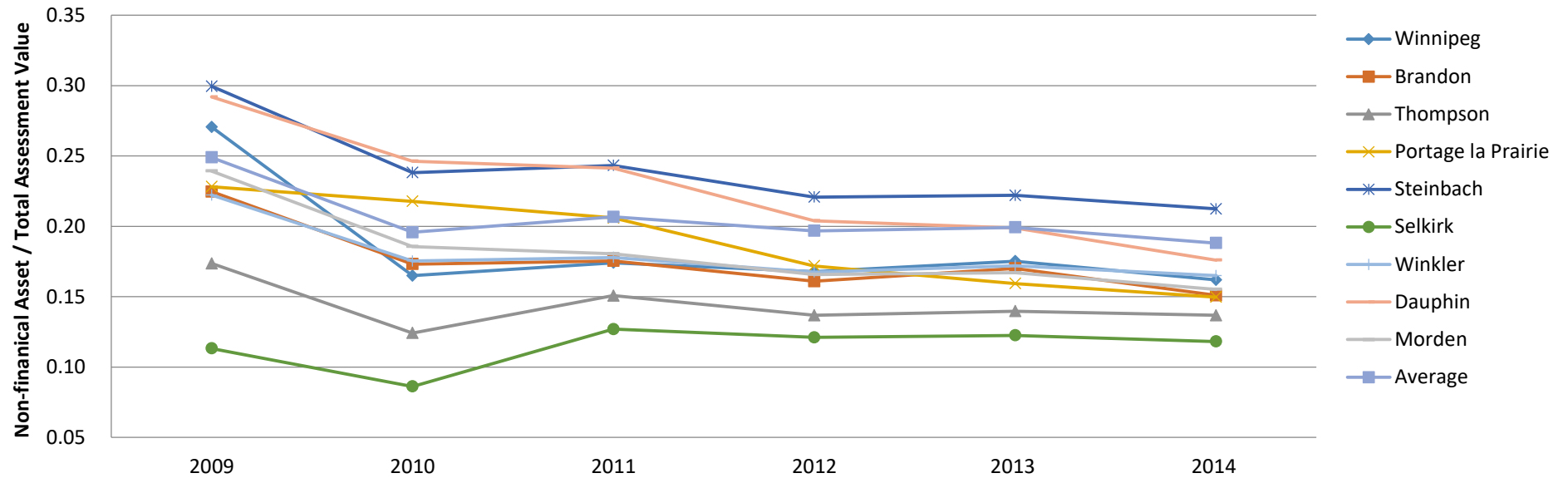
As a long-established urban centre, the City of Selkirk has a significant amount of municipal infrastructure. Much of this infrastructure was constructed in the middle of the last century and is nearing the end of its designed service life.

With a declining population, stagnated tax base and aged infrastructure nearing the point of failure, the City recognized that the social and financial health of the municipality was in jeopardy.

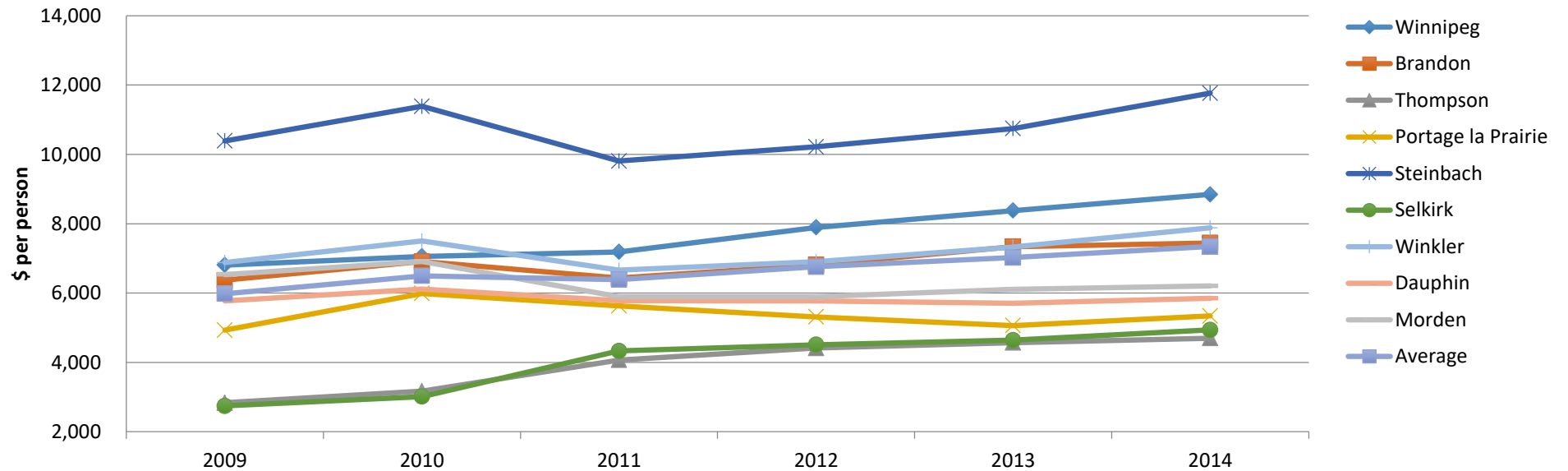
Using data collected by the Province of Manitoba, basic financial analysis revealed that the City of Selkirk had some of the lowest valued municipal infrastructure of any City in Manitoba (See Figures 1 & 2 below).



**Figure 1: Non-Financial Assets to Assessment**



**Figure 2: Non-financial Assets per Capita**



### Asset Management is a Strategic Priority

Given the state of the City's infrastructure and the threat to the community sustainability, Council decided a dramatic change to the way the City manages its infrastructure was necessary. As such, Council included asset management in the City's Strategic Plan.

Under strategic priority 3B, the City is committed to ensuring adequate funding for all city-owned assets. This priority calls for the creation of a management plan that considers "Selkirk's long term needs for maintenance and renewal, and ensures adequate funds are set aside in reserves to cover the expected costs."

Under strategic priority 4A, the City is committed to more active management of its capital assets. This priority calls for the creation of a comprehensive asset management program and is the catalyst for this strategy.

Selkirk's Strategic Plan can be found at [myselkirk.ca/city-government/city-council/selkirks-strategic-plan/](http://myselkirk.ca/city-government/city-council/selkirks-strategic-plan/)



### A Requirement of Funding

Beyond the City's own recognition of importance, the Government of Canada has identified Asset Management as a key deliverable of municipal government. In the most recent Gas Tax agreement with the Province of Manitoba, the Federal Government made the completion of an asset management plan a prerequisite for Manitoba municipalities seeking Gas Tax funding in 2018 and beyond.

### Getting Started

In 2014, City administration undertook a preliminary review of the developing municipal asset management sector and included the creation of an asset registry in its 2015 business plan.

Throughout 2015, the CAMP project team, designed and built an asset registry database for a selection of core asset classes, including roads, sidewalks, buildings, water mains, and sewer mains. Each asset was identified, categorized, measured and had its condition evaluated. All of this data was collected and populated into the database.

Throughout this process, administration developed the internal understanding and capacity to complete this work. Tools, processes and practices were researched and documented to chronicle the technical aspects of the program. The results of this effort are captured in the City's first CAMP report entitled *Creating Value From Our Physical Assets*. This report will form the foundation for the

development of formal capital asset management policies and procedures.

## Moving Forward

Building off the work completed in 2015 and 2016, the City of Selkirk will implement the work outlined in this strategy to complete the City's Capital Asset Management Program.





## Vision

***“A city that, through the responsible management of its infrastructure, meets the needs of its citizens today without compromising its ability to meet the needs of its future citizens.”***

## Key Objectives

Through the development and implementation of this strategy, the City seeks to achieve the following objectives which will help it deliver on its vision:

1. Establish a systematic and robust Capital Asset Management Program for the City of Selkirk.
2. Empower City Administration to establish policies, practices and procedures and to source and allocate the resources necessary, to maintain city infrastructure at standards set out by Council.
3. Be recognized as a Manitoba leader in the area of asset management.
4. Embed capital asset management and municipal sustainability into the daily operations of the City of Selkirk.

## Guiding Principles

As the City implements this strategy it will encounter situations it did not anticipate and will be forced to make decisions that it did not contemplate. When faced with these unexpected “forks in the road”, the City will depend on the following principles to help guide its path:

1. Municipal infrastructure should be constructed, maintained and decommissioned in a manner that ensures the social, environmental and economic sustainability of the City.
2. Municipal infrastructure must facilitate and deliver municipal services that meet the needs and reasonable expectations of citizens.
3. Capital asset management is a core municipal responsibility.
4. Leading practices and industry standards shall form the basis for capital asset management policy, procedures and practices.
5. Municipal infrastructure is the foundation for community economic development and the quality of life for all citizens.
6. Municipal infrastructure is a “common good” and therefore must be managed transparently allowing all citizens to objectively evaluate its condition and value.

## Strategic Priorities

With finite resources available, it is important to recognize that successful implementation of a capital asset management program will require a focus on those policy choices that the organization believes will best deliver on the objectives of this strategy. The following are the City's capital asset management strategic priorities:

### Build Staff Capacity

While it is possible to hire external consultants to undertake many asset management functions, the City of Selkirk chooses to train and develop the capacity of its internal human resources to build and manage its program. While this process is slower and more expensive in the short-term, it supports the deep integration of asset management and sustainability principles into the everyday operations of the City. This deep integration will make the program more effective, resilient to staff and governance changes, reduces the dependency on expensive consultants to maintain the program, and ensures the City's program benefits from the continuing evolution of this field in "real-time".

### Develop a Culture of Sustainability

With robust asset management tools and a deep understanding of asset management practices and principles, the City will be better prepared to make decisions

that promote the long-term sustainability of the community. From the governance level to the front-line employee, asset management processes encourage thinking beyond immediate needs and short-term solutions. The City of Selkirk chooses to consider the long-term social, environmental and economic impacts of its decisions.

### Integrate Asset Management into Core City Operations

The City has a number of established systems, programs and processes that constitute its operations. Rather than treat asset management as a special project, or the function of one department or of a particular role, the City chooses to weave asset management practices into the existing systems. Asset management will permeate business planning processes, human resource allocations, reporting and even Council decision making processes. This integration will ensure that capital asset management practices are applied consistently across the organization and that staff will take a collaborative approach to achievement of the program's objectives.

### Ensure Transparency and Build Citizen Understanding

At its core, capital asset management will demand the City make decisions that strike balance between the immediate desires of the community with its long-term needs. These choices will sometimes be difficult and can create political

tension when the “right” decision is not the “popular” one. Asset management tools, used skillfully and effectively, can provide the City with solid data with which it can make responsible decisions. However, this data alone may not be enough to justify the decisions to citizens. While implementing its capital asset management program, the City will ensure its program is transparent and communicated clearly. Citizen understanding and buy-in is critical to ensuring that Council has the political latitude to make tough choices.

### Consider Value, Not Just Price

In the past, many procurement or implementation decisions were made on the basis of the quoted price. Focusing on price alone ignores the long-term financial costs of operations and maintenance and the hidden, harder-to-quantify, social and environmental costs. The City of Selkirk chooses to broaden its decision making criteria to include, as much as practicable, life-cycle costing and triple bottom-line evaluations. Life-cycle costing will require that the City understands the costs of operations, maintenance and eventual replacement for any given decision. Triple bottom-line evaluations will require that the City attempts to understand the social and environmental costs and not just the economic ones.

### Recognize the Value of Natural Assets

While most asset management plans and programs focus almost exclusively on assets designed, constructed and manufactured by humans, the City of Selkirk chooses to expand its focus to include its natural assets, those resources provided by the natural world that support the delivery of municipal services. The City chooses to consider and work actively to measure, evaluate and attend to the health of its natural assets such as its aquifer, its urban forest, its parks and the Red River. And where possible, the City chooses to use natural assets rather than construct engineered assets if they deliver the same or comparable municipal service.

### Use Best Practices and Adopt a Continuous Improvement Ethic

The field of asset management is rapidly evolving within the Canadian municipal sector. As more and more municipalities adopt these practices, new ideas, processes, tools and concepts are being introduced. The City of Selkirk recognizes that it is a new entrant into an evolving field. On this new journey, the City finds that much of the path has been well worn. The City chooses to follow in the footsteps of leaders in this field – adopting the practices, processes and concepts they have used to establish their successful asset management systems. As the City moves forward it expects to find the path less worn and more difficult. The City chooses to invest in its people, processes and technology to

continue to improve our asset management program. The City will continue to push forward until its program is recognized as among the leaders in this field for a municipality of its size.

### Maintain a Citizen Service Focus

When immersed in the technical aspects of asset management or when faced with the significant financial challenges ahead, it is easy to forget that the purpose for all of this work is the citizen's quality of life. Frequently the City will face difficult choices. Decision makers must always remember that the City maintains infrastructure to deliver important services to its citizens to promote their wellbeing and their quality of life.

As the program matures, the City chooses to represent its citizen focus by making its program transparent and giving citizens access to tools that help them understand the status of the infrastructure they depend on most. The City will find ways to engage citizens in the decision making process and it will incorporate citizen service measures into its key performance indicators.

### Make More Strategic Infrastructure Choices

A critical part of the City's capital asset management program will be using the data it collects to make more strategic infrastructure decisions. From ensuring that City procurement choices reflect life-cycling costing, to staging

renewal projects to reduce waste and duplication, the City will make better, more long-term focused and cost-effective decisions. The City will also leverage its exposure to leading practitioners and adopt maintenance methods and renewal strategies that they identify as "best practices".

### Improve Financial Preparedness

The long-term success of the City's capital asset management program depends on adopting a suite of aligned financial-practices that encourage the dedication of funds for infrastructure renewal and replacement. These practices must leverage the City's asset data, use predictive modeling, and be based on practices followed by sector leaders to ensure Council is confident that the challenging decision to defer the use of revenue for future works is prudent and sustainable. The City of Selkirk will realign its reserve system to support its capital asset management program and will identify savings targets that are driven by good asset data and reliable financial modeling.

### Reduce and Manage Risk Better

As the City's infrastructure ages, the likelihood of failure increases. From a two hours interruption of water service due to a water-main break, to the mass cancelling of ice time resulting from an ice-plant breakdown at Selkirk Arena, failing infrastructure has serious negative impacts on



citizens. The City of Selkirk chooses to adopt asset management practices that identify infrastructure risk and offers cost-effective ways to avoid or mitigate the risk. As the program matures, effective risk assessments will allow the City to confidently balance the probability of risk against the optimal use of financial resources. That is to say, reasonably accept some risk when it makes fiscal sense. Good risk assessment and modelling will reduce the influence of unreasonable fear in decision making.

### Adapt to a Changing Climate

Climate change is a reality that all Canadian communities, including Selkirk, must face. Preparing for, and adapting to, the anticipated extreme weather events and shifting climatic conditions must form an important part of both the City's emergency response plans and its asset management program.

As the City replaces aged infrastructure, or plans for the installation of new infrastructure, it must consider the new demands of a changing climate. The City will use climate modelling to better determine the capacity of future infrastructure and will seek cost-effective methods of enhancing the performance of existing assets to meet these future demands.

Storm water management systems must be prepared to withstand greater amounts of precipitation in shorter

periods of time. Ground water resources must have the capacity to supply the City with potable water despite extended drought conditions, and City facilities must be prepared to shelter more citizens during extreme storm and temperature events.



### Improve Accountability

Today, like many municipalities without asset management programs, City asset investment decisions are governed by a number of factors including, but not limited to, political impact, the knowledge and experience of management, the quoted price and the perceptions of affordability. These factors are subjective, often lacking a firm grounding in data. Accountability for these decisions is often limited to

superficial measures such as the absence of asset failure and citizen perception of value at tax time.

With a robust and transparent asset management program, the City of Selkirk will become more accountable to the citizens it serves. Through the use of high-quality asset data and industry leading modelling, decisions will become more objective and less dependent on political priorities or limited by common human biases.

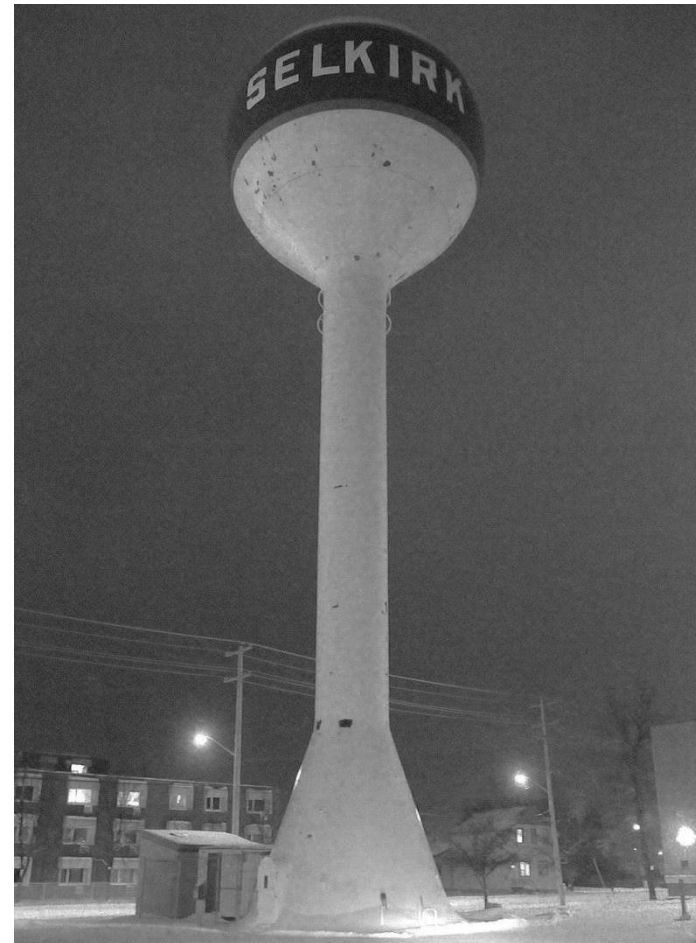
The City of Selkirk chooses to use key performance indicators and transparent decision making methods which will allow citizens to track the performance of the City's infrastructure and give them a measuring stick against which they can evaluate Council's investment decisions. Using these same tools, Council will be better equipped to evaluate Administration's investment recommendations and the operating practices it employs.

As the program matures, the City's capital budgeting will shift from an annual to a longer-term focus. It will become more predictable with fewer unforeseen projects and will generate more consensus as prioritization becomes less subjective.

### Grow Better

Selkirk is growing. Development is breathing new life into our downtown, into our older residential neighbourhoods and throughout our business community. But not all growth is good. The City of Selkirk chooses to learn from the challenges

that urban centres across North American have been presented as a result of growth. Using high-quality data supplied by the City's asset management program and by applying smart growth principles to infrastructure decisions will ensure that Selkirk is growing towards sustainability, not away from it.



## Strategic Goals

### 1. Establish Governance and Legislative Framework

To be successful the City's Capital Asset Management Program must have the support of both Council and Administration. Establishing a governance framework in municipal legislation and administrative policy communicates the importance of, and the City's dedication to, the program, and it provides a more permanent and enduring foundation.

To achieve this goal the City will:

- 1.1 Establish CAMP by by-law, giving it appropriate permanence and priority.
- 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.

### 2. Build Selkirk's Asset Registry

The foundation of any asset management system is a robust and holistic database containing all of the key measures and characteristics for every unit of municipal infrastructure. Beyond simply building this database, the City must establish

the processes, practices and standards for data collection and data maintenance. To achieve this goal the City will:

- 2.1 Research and establish a basic asset registry database.
- 2.2 Identify material assets to include in the registry and divide into three implementation phases.
- 2.3 Collect asset and condition data for phase one assets and add it to the asset registry.
- 2.4 Collect asset and condition data for phase two assets and add it to the asset registry.
- 2.5 Collect asset and condition data for phase three assets and add it to the asset registry.
- 2.6 Identify critical assets that have the highest impact to municipal service delivery.
- 2.7 Establish and implement policy, procedures and tools for maintaining the currency of asset data.
- 2.8 Research, identify, procure and migrate to, robust asset registry software.
- 2.9 Establish and implement Capital Asset Evaluation Policy, procedures and tools.

### 3. Integrate Capital Asset Management into the City's Core Operations

To maximize the benefit from, and to ensure the sustainability of, this program, asset management practices must be incorporated into all of the existing governance,

management and operation systems used within the City. Asset management will not be a special project to be finished, or a report to be shelved, it will be a core function of the City and will impact each and every department, division and employee. To achieve this goal the City will:

- 3.1 Establish and implement a debt & investment strategy aligned with City's capital asset management program.
- 3.2 Redesign the City's financial reserve system to align with its capital asset management program including the creation of renewal/replacement reserves and reserves intended for the planned procurement of new assets.
- 3.3 Establish and implement a Reserve Funding Policy, procedures and tools to guide the setting of funding targets and integration of funding targets into annual business planning
- 3.4 Establish a procedure for developing the annual, five year and long-term capital plans.
- 3.5 Develop and establish an Asset Life-Cycle Maintenance and Renewal Policy, procedures and tools to articulate and guide the selection of preferred methods and materials to be used for City asset renewal and maintenance projects.
- 3.6 Develop general asset life-cycle maintenance plans for each asset class/sub-class within the City's asset registry.

- 3.7 Develop and implement a Risk Assessment Policy, procedures and tools to guide the City's identification and management of asset risks including climate change.
- 3.8 Develop and implement a climate change adaptation plan to identify long term infrastructure enhancements and integrate this plan into the City's capital asset management program.

#### 4. Develop Organizational Capacity

While external resources can help establish and maintain an asset management program, the true determinate of success will be the internal capacity of City staff to understand and use the tools to improve the planning, construction, maintenance, operation, renewal and replacement of municipal infrastructure. Not only does this capacity ensure the City gets more out of the program, it makes the program more resilient. As more employees understand and can use the tools, the program becomes better able to withstand the shock of personnel changes. To achieve this goal the City will:

- 4.1 Amend job descriptions to delegate new asset management responsibilities and accountabilities; including, but not limited to, the CAO, Director of Operations, Director of Finance, Manager of Finance, Manager of Buildings and Fleet, Manager of Public Works and Manager of Water and Waste Water.



- 4.2 Create a new position to oversee the maintenance of the asset registry and support other program requirements.
- 4.3 Create and implement a staff training and development plan for all City employees who will have asset management program responsibilities.
- 4.4 Raise general staff awareness of asset management and knowledge of City's Capital Asset Management Program.
- 4.5 Join regional and national asset management networks and associations to maintain and enhance knowledge.
- 4.6 Develop an asset management module for the quadrennial Council Orientation process.
- 4.7 Explore software, technological and process enhancements that will allow City staff to project the asset impacts of population growth and increased service demands to encourage better asset planning.

## 5. Establish Key Performance Measures and A Reporting System

A critical part of asset management is the identification of performance measures and the setting of performance targets. Performance measures help to communicate what is ultimately important about City assets, and helps to focus all decision makers on the activities that will deliver maximum value. Setting targets helps to prioritize City renewal, repair and replacement activities and investments. By establishing

the yardstick by which the performance of City infrastructure will be measured, and by setting targets, the program will provide citizens tools with which they can hold the City accountable. To achieve this goal the City will:

- 5.1 Research asset management performance indicators and select measures right for Selkirk.
- 5.2 Develop and implement an Asset Performance Measurement and Reporting policy to guide the tracking and reporting of asset performance measures.
- 5.3 Establish a systematic performance measurement procedure.
- 5.4 Select “comparable other” municipalities against which the City can benchmark asset performance.
- 5.5 Set realistic, but challenging, performance targets to drive improvement in asset conditions and service quality.
- 5.6 Develop and implement a citizen-friendly reporting system to help citizens understand the condition of City assets and monitor performance trends.
- 5.7 Link performance measurement with annual business planning processes.

## Capital Asset Management Strategy

Strategic Goal	Tactic	Tools & Partners	Timing				
			2016	2017	2018	2019	2020
<b>Establish Governance and Legislative Framework</b>	1.1 Establish CAMP by by-law giving it appropriate permanence and priority	<ul style="list-style-type: none"> <li>Asset Management BC</li> <li>Other municipalities</li> </ul>		✓			
	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"> <li>Canadian Network of Asset Managers</li> <li>Asset Management BC</li> <li>Public Sector Digest</li> <li>Other municipalities</li> </ul>		✓			
<b>Build Selkirk’s Asset Registry</b>	2.1 Research and establish a basic asset registry database.	<ul style="list-style-type: none"> <li>Other municipalities</li> </ul>	✓				
	2.2 Identify material assets to include in the registry and divide into three implementation phases.	<ul style="list-style-type: none"> <li>Other municipalities</li> </ul>	✓				
	2.3 Collect asset and condition data for phase one assets and add it to the asset registry.		✓				

Strategic Goal	Tactic	Tools & Partners	Timing				
			2016	2017	2018	2019	2020
	2.4 Collect asset and condition data for phase two assets and add it to the asset registry.			✓			
	2.5 Collect asset and condition data for phase three assets and add it to the asset registry.				✓		
	2.6 Identify critical assets that have the highest impact to municipal service delivery				✓		
	2.7 Establish and implement policy, procedures and tools for maintaining the currency of asset data.	<ul style="list-style-type: none"> <li>Canadian Network of Asset Managers</li> <li>Asset Management BC</li> <li>Other municipalities</li> </ul>		✓			
	2.8 Research, identify, procure and migrate to, robust asset registry software.	<ul style="list-style-type: none"> <li>Canadian Network of Asset Managers</li> <li>Asset Management BC</li> <li>Public Sector Digest</li> <li>Other municipalities</li> </ul>		✓			
	2.9 Establish and implement Capital Asset Evaluation Policy, procedures and tools.	<ul style="list-style-type: none"> <li>Canadian Network of Asset Managers</li> <li>Asset Management BC</li> <li>Other municipalities</li> </ul>		✓			
<b>Integrate CAM into the City's Core Operations</b>	3.1 Establish and implement a debt & investment strategy aligned with City's capital asset management program.	<ul style="list-style-type: none"> <li>Other municipalities</li> </ul>		✓			

Strategic Goal	Tactic	Tools & Partners	Timing				
			2016	2017	2018	2019	2020
	3.2 Redesign the City's financial reserve system to align with its capital asset management program including the creation of renewal/replacement reserves and reserves intended for the planned procurement of new assets	<ul style="list-style-type: none"> <li>Other municipalities</li> </ul>		✓	✓		
	3.3 Establish and implement a Reserve Funding Policy, procedures and tools to guide the setting of funding targets and integration of funding targets into annual business planning	<ul style="list-style-type: none"> <li>Canadian Network of Asset Managers</li> <li>Asset Management BC</li> <li>Other municipalities</li> </ul>			✓	✓	
	3.4 Establish a procedure for developing the annual, five year and long-term capital plans				✓		
	3.5 Develop and establish an Asset Life-Cycle Maintenance and Renewal Policy, procedures and tools to articulate and guide the selection of preferred methods and materials to be used for City asset renewal and maintenance projects	<ul style="list-style-type: none"> <li>Canadian Network of Asset Managers</li> <li>Asset Management BC</li> <li>Other municipalities</li> </ul>			✓		



Strategic Goal	Tactic	Tools & Partners	Timing				
			2016	2017	2018	2019	2020
	3.6 Develop general asset life-cycle maintenance plans for each asset class/sub-class within the City's asset registry				✓		
	3.7 Develop and implement a Risk Assessment Policy, procedures and tools to guide the City's identification and management of asset risks including climate change	<ul style="list-style-type: none"> <li>• Canadian Network of Asset Managers</li> <li>• Asset Management BC</li> <li>• Other municipalities</li> </ul>					✓
	3.8 Develop and implement a climate change adaptation plan to identify long term infrastructure enhancements and integrate this plan into the City's capital asset management program	<ul style="list-style-type: none"> <li>• Canadian Network of Asset Managers</li> <li>• FCM</li> </ul>					✓
<b>Develop Organizational Capacity</b>	4.1 Amend job descriptions to delegate new asset management responsibilities and accountabilities; including, but not limited to, the CAO, Director of Operations, Director of Finance, Manager of Finance, Manager of Buildings and Fleet, Manager of Public Works and Manager of Water and Waste Water			✓			

Strategic Goal	Tactic	Tools & Partners	Timing				
			2016	2017	2018	2019	2020
	4.2 Create a new position to oversee the maintenance of the asset registry and support other program requirements			✓			
	4.3 Create and implement a staff training and development plan for all City employees who will have asset management program responsibilities	<ul style="list-style-type: none"> <li>Canadian Network of Asset Managers</li> <li>Asset Management BC</li> </ul>			✓		
	4.4 Raise general staff awareness of asset management and knowledge of City's Capital Asset Management Program				✓		
	4.5 Join regional and national asset management networks and associations to maintain and enhance knowledge	<ul style="list-style-type: none"> <li>Canadian Network of Asset Managers</li> <li>Association of Manitoba Municipalities</li> <li>City of Winnipeg</li> </ul>		✓			
	4.6 Develop an asset management module for the quadrennial Council Orientation process				✓		
	4.7 Explore software, technological and process enhancements that will allow City staff to project the asset impacts of population growth and increased service demands to encourage better asset planning	<ul style="list-style-type: none"> <li>Canadian Network of Asset Managers</li> <li>Asset Management BC</li> <li>Other municipalities</li> </ul>				✓	✓

Strategic Goal	Tactic	Tools & Partners	Timing				
			2016	2017	2018	2019	2020
<b>Establish Key Performance Measures and A Reporting System</b>	5.1 Research asset management performance indicators and select measures right for Selkirk	<ul style="list-style-type: none"> <li>Canadian Network of Asset Managers</li> <li>Asset Management BC</li> <li>Other municipalities</li> </ul>			✓		
	5.2 Develop and implement an Asset Performance Measurement and Reporting policy to guide the tracking and reporting of asset performance measures	<ul style="list-style-type: none"> <li>Canadian Network of Asset Managers</li> <li>Asset Management BC</li> <li>Other municipalities</li> <li>Federation of Canadian Municipalities</li> </ul>			✓		
	5.3 Establish a systematic performance measurement procedure					✓	
	5.4 Select “comparable other” municipalities against which the City can benchmark asset performance	<ul style="list-style-type: none"> <li>Canadian Network of Asset Managers</li> </ul>				✓	
	5.5 Set realistic, but challenging, performance targets to drive improvement in asset conditions and service quality						✓
	5.6 Develop and implement a citizen-friendly reporting system to help citizens understand the condition of City assets and monitor performance trends	<ul style="list-style-type: none"> <li>Canadian Network of Asset Managers</li> <li>Asset Management BC</li> <li>Other municipalities</li> </ul>					✓

Strategic Goal	Tactic	Tools & Partners	Timing				
			2016	2017	2018	2019	2020
	5.7 Link performance measurement with annual business planning processes						✓





**CITY OF**  
**Selkirk**  
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