

WE COULD START OUR BUSINESS HERE

THE WATERFRONT IS AMAZING

EVERYTHING IS HERE

THERE'S A REAL HOMETOWN FEEL

SO MUCH NATURE, RIGHT IN THE CITY



THE PATH TO A  
BRIGHTER FUTURE

The City of Selkirk  
Strategic Plan



## CITY OF SELKIRK COUNCIL 2010-2014

### **Mayor**

Larry Johannson

### **Deputy Mayor**

John Buffie

### **Councillors**

Ken Beerman

Kelly Cook

Duane Nicol

Pat Pruden

Darlene Swiderski

This strategic plan was approved by Council on February 3, 2014.

## MESSAGE FROM CITY COUNCIL

### **Acknowledgments**

City Council thanks the many individuals who helped shape this plan. The ideas and insights of residents, community partners, business owners and City staff have contributed to a viable, forward-looking vision for Selkirk.

### **THIS IS SELKIRK'S TIME TO SHINE.**

Selkirk has always been one of Manitoba's most important cities, and never more so than in the last decade. Today our city is growing, and we're at the centre of a region that is considered one of the most promising in Canada. Developments are breathing new life into our waterfront, city services and business sector.

At a time of such great opportunity, it's essential that we take a moment to consider some important questions:

- ▶ What kind of community do we want Selkirk to be?
- ▶ What is our destination, and what's the best way to get there?

This Strategic Plan is our roadmap as we make these important choices. It sets out a series of Strategic Priorities and Goals that will help Selkirk move toward

our ideals. It also reminds us of our challenges – including the need to remain realistic and focused, so that our actions today do not create an undue financial burden for future generations.

We live in a dynamic community, influenced by many factors beyond our control. Therefore, this Strategic Plan is not carved in stone. We hope it will be revisited and fine-tuned by future City Councils as Selkirk moves forward.

Like the Red River, opportunity in Manitoba is flowing north. Selkirk can ride this wave of renewal as we build a brighter future for our city.

We hope you will help to lead the way as we continue on our journey.



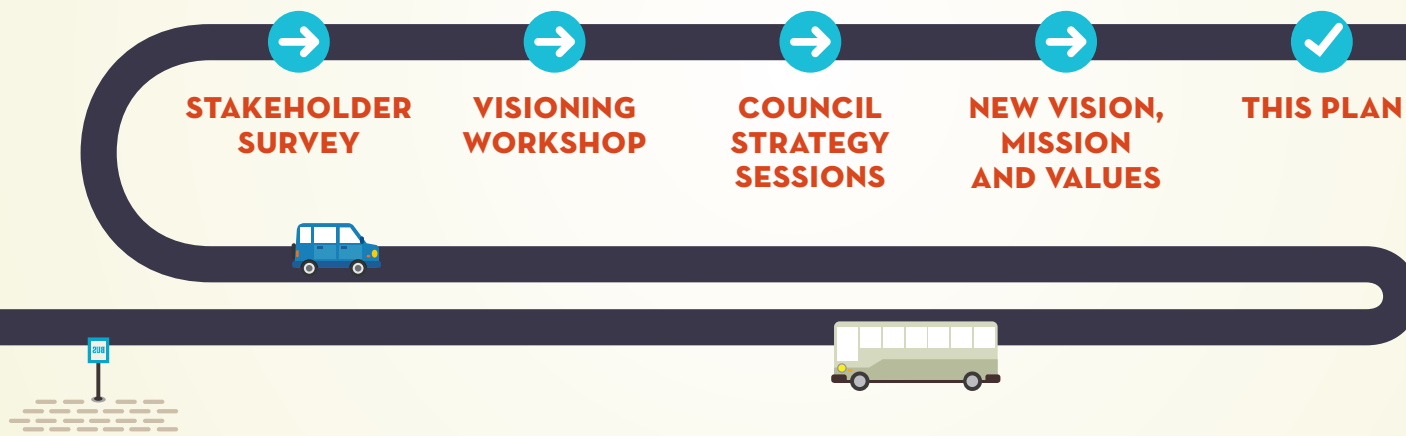
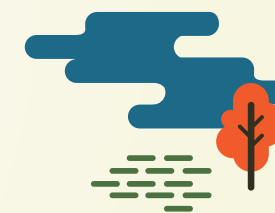


## HOW SELKIRK DEFINES SUCCESS

The first step in developing this plan was to consult with the people of Selkirk. Sixty stakeholders – representing residents, businesses and community organizations – accepted our invitation to share their views.

They told us that Selkirk should aspire to offer the best features of a city, with the hometown character that makes this community such a warm and welcoming place. They also identified the key strengths Selkirk can build upon, and the challenges we must be ready to face.

These insights led to the development of a new forward-looking Vision for Selkirk, as well as a new Mission and Values to guide the work of the city government.





Selkirk should aspire to offer the best features of a city, with the hometown character that makes this community such a warm and welcoming place.



Photo courtesy of Selkirk and District Community Foundation

## SELKIRK'S STRENGTHS

### STRATEGIC LOCATION

- ▶ Close to Winnipeg
- ▶ Adjacent to the beautiful Red River
- ▶ Gateway to the Interlake, surrounded by three different routes to cottage country
- ▶ Bordered by municipalities with growing residential communities
- ▶ Excellent transportation links by road and rail

### PROUD AND PASSIONATE PEOPLE

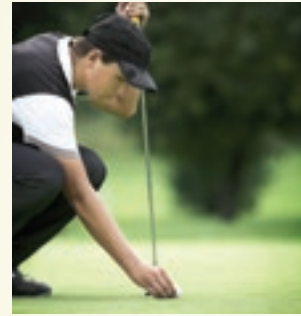
- ▶ Welcoming, caring and engaged community
- ▶ Diverse population
- ▶ Progressive, approachable leaders in government, business and community service sectors
- ▶ Strong volunteer base

### ECONOMIC POTENTIAL

- ▶ Good business base anchored by a number of major employers
- ▶ New developments (hospital, retail, library) that will strengthen Selkirk's position as a regional power centre
- ▶ Opportunities to capitalize on heritage, shopping, entertainment and waterfront for tourism development
- ▶ Room to grow in the industrial park
- ▶ Attractive retirement community for Baby Boomers

### BIG CITY AMENITIES

- ▶ All of the services and programs a person could need are available right in the community
- ▶ Close-knit, caring community
- ▶ Safe, clean and less congested



## OUR CHALLENGES

### HOUSING

- ▶ Will developers create the right mix of housing for all income levels and lifestyles?
- ▶ Will the community be ready to meet the needs of seniors, young families, renters and people with special needs?
- ▶ Will new housing be located in the right areas and in the right density?

### TRANSPORTATION

- ▶ Will traffic flow problems be fixed on Manitoba Avenue West?
- ▶ Will streets and bridges be well maintained?

### DOWNTOWN DEVELOPMENT

- ▶ Will Main Street and Manitoba Avenue East continue to decline, or will the area be transformed into the vibrant heart of the city?

### PARKS, GREEN SPACES AND RECREATION

- ▶ Will Selkirk's recreation facilities keep pace with expectations for more sports options, better equipment and more activities?
- ▶ Will Selkirk preserve green space as new development appears?
- ▶ Will the city take full advantage of opportunities to develop the waterfront, Selkirk Park and outdoor recreation spaces?

### ECONOMIC OPPORTUNITY

- ▶ Could Selkirk's reliance on a few large employers put the local economy at risk?
- ▶ Will young people be able to pursue promising careers without leaving Selkirk?

## What kind of city do we want to be?

### Brimming with opportunity

A place where youth know they can build a promising future, and where families can count on economic stability

### Vibrant and attractive

Alive with energy, beauty and recreational opportunities – a place where people of all ages want to stay longer and return to, again and again

### Safe and well-functioning

A community that averts traffic, crime and infrastructure problems as the city grows

### Committed to the important things in life

A compassionate, inclusive and welcoming community, powered by citizens who are engaged in the community's development

*“It has been a great environment to raise our family. There is no lack of kids’ activities.” – Survey comment*

# SELKIRK'S STRATEGIC PLAN AT A GLANCE

Our Strategic Plan includes 21 Goals grouped under five Strategic Priorities. Each pillar reinforces the others as we move toward our Vision for Selkirk.

Read on to learn about our plans for each of these Priorities.



## 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



## PRIORITY 4

### Maximum value from community resources

- ▶ More active management of capital assets
- ▶ Having the right human capital in place at the right time
- ▶ Continued improvements in efficiency and convenience
- ▶ More effective regional development approaches

## PRIORITY 3

### Safe and sustainable infrastructure

- ▶ Reliable water supply
- ▶ Adequate funding for maintenance of all 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

# INNOVATIVE AND PROGRESSIVE

## OUR VISION FOR SELKIRK

A vibrant regional hub for commerce, culture and recreation, providing the best opportunities an urban centre can offer.

## OUR MISSION FOR THE SELKIRK CITY GOVERNMENT

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.

## OUR VALUES FOR GUIDING OUR GOVERNMENT

- ▶ Transparency and accountability to citizens
- ▶ Responsible management of our community's financial, social and environmental assets and risks
- ▶ Innovative and progressive solutions to challenges
- ▶ Appropriate balance of addressing short-term needs and long-term sustainability
- ▶ Effective partnerships with private industry, community organizations, surrounding municipalities and other levels of government





## PRIORITY 1

# A VIBRANT, SAFE AND HEALTHY COMMUNITY

The first priority of this Strategic Plan is the well-being, quality of life and community pride of the people of Selkirk. Our city should be a community of choice for people of all ages and backgrounds who want to pursue fulfilling, promising, healthy lives. It should be a place where everyone – regardless of age, position or background – feels empowered to help shape the city’s future.

### SELKIRK TODAY

Our community is undergoing a surge of revitalization. Improvements to the waterfront and Selkirk Park have enhanced the city’s natural beauty. Our new library, skateboard park and retail services are making Selkirk more attractive to residents and visitors alike. Growth is happening throughout Manitoba’s capital region, and with growth comes a new range of possibilities.

This is the time to strengthen the qualities that make Selkirk such a warm and special place: Safe streets. A low crime rate. Plenty of green space. Friendly, compassionate neighbours who are quick to extend a helping hand.

### GOALS FOR THE FUTURE

#### 1A Continued development of Selkirk’s natural features and outdoor spaces

Selkirk enjoys an abundance of opportunities for healthy outdoor activities all year round. Few communities can offer an attraction like our waterfront – connected to a nearly continuous network of park, public trails and recreation facilities – right in the centre of the city.

These assets will be a prime focus of our local development plans. We want the beauty and vitality of Selkirk to be enjoyed by everyone, whether they are in our city for a lifetime, a few days or just a few hours.



Photo: Stu McKay



Nearly \$1 million has been invested in waterfront and park development over the past decade. Recent improvements include the new splash pad at the Selkirk Pool.

Future directions could include:

- ▶ Further development of the waterfront as Selkirk's signature attraction and meeting place, for both residents and visitors
- ▶ Extension of outdoor recreation trails as opportunities arise, working toward the dream of a continuous active transportation corridor from Winnipeg to Selkirk along the Trans Canada Trail
- ▶ Maintenance of community gardens, green spaces and landmarks throughout the city
- ▶ Land use decisions that incorporate the optimum balance of green features in urban design

### **1B Providing the best possible recreation opportunities for Selkirk residents**

So much of Selkirk life is centered around our recreation facilities, where people explore new interests, pursue healthy lifestyles and cheer on hometown teams. Residents care deeply about these services. They are a source of local pride, as well as an investment in the social well-being of our community.

Support is now growing for an expanded range of recreation and wellness opportunities for all ages. The community must consider important questions: What kinds of facilities can we afford? What types of recreation are most valued by residents today? What spending decisions must we make today to prepare for large capital projects in the future?

Another key factor is the increasing use of Selkirk facilities by residents of surrounding municipalities, which are adding new housing at a rapid pace. As these neighbouring communities grow, the facilities in our city take on regional importance, even though they are currently financed only by the people of Selkirk. Moving forward, we must consider whether current funding and use arrangements are fair to Selkirk residents, and whether new models should be explored.

Dollars are just one form of support for our recreational facilities. Volunteer leadership is just as essential. As people's lives become busier, many communities are facing a "volunteer deficit" that can diminish the range and quality of recreational programs. Selkirk must be mindful of the need to sustain this valuable community resource.

The city government will consider all of these needs while developing a long-term plan for recreational development, including building reserve needs, revenue sources, usage trends and partnership opportunities.

### **1C Revitalizing downtown**

Residents are excited about the tremendous potential of streets like Main, Eveline and Manitoba Avenue East. They envision a lively downtown hub, bustling with locally owned restaurants, shops and services – a place where residents and visitors of all ages would gather day and evening. The Selkirk waterfront and charming heritage buildings can be the centrepieces of this renaissance.

The building blocks are now coming together. New apartment projects are bringing hundreds of residents into the downtown area, where they are seeking out opportunities to shop and dine within walking distance of their new homes. This increase in the number of people living, working and playing downtown is the foundation for a strong city centre.

Other developments are creating opportunities to draw more downtown visitors from outside the city. The new hospital will bring more visitors and professionals to Selkirk, and the large national retail stores on the west side of the city are a magnet for shoppers from neighbouring municipalities and cottage country. Selkirk has the opportunity to draw these visitors further into the city, where they can be enticed to linger for a few more hours of dining, shopping and strolls by the picturesque river.

It will take a concerted effort by governments, developers, businesses and citizens to make this dream a reality. The starting point is a shared vision of what the area could be, and a shared commitment to move the plan forward.

An important role for the city government is to support this long-term vision when making planning and economic development decisions. For example, the city can:

- ▶ Encourage development of more quality living units in the downtown core
- ▶ Plan to make Manitoba Avenue a more effective corridor for drawing foot, bike and motor vehicle traffic into the downtown from the west side of the city
- ▶ Promote the long-term vision for downtown when attracting new enterprises to Selkirk
- ▶ Build support for the vision among local citizens, businesses, developers and other levels of government

### **1D Encouraging responsible land use, aligned with the community's vision**

As Selkirk grows, sound decisions about land use can help to sustain the quality of life we now enjoy. Residents want well-planned, complete, inclusive neighbourhoods, with appropriate densities, key services within walking distance and the right mix of housing choices for different income levels and ages. Businesses want to be sited where they can enjoy convenient access to the services they require. Everyone wants to ensure that development today will not lead to high costs, environmental problems or conflicts with neighbours in the future.

The city government can help to satisfy these needs by taking a more intentional approach to land use planning. For example, the city can:

- ▶ Conduct periodic reviews of zoning and development bylaws to avoid potential conflicts and encourage proper siting
- ▶ Make developers aware of future housing needs, based on forecasts for Selkirk's demographic makeup, employment trends and development plans
- ▶ Discourage sprawl and encourage infill housing through policies that pass on the true cost of development

### **1E Engaging the entire community in shaping our future**

Selkirk's greatest strength is the passion of its people. Spirited individuals of all ages are making remarkable things happen here – from the B.O.S.S. Guitar Works at École Selkirk Junior High to national events like the 2007 World Women's Championship of the International Ice Hockey Federation. The enthusiastic input into this strategic plan was one more example of how eager our citizens are to help guide Selkirk's development.

This plan can be the start of a more conscious effort to involve the community in finding solutions to our challenges and opportunities. The first step will be improved communication between the city government and all segments of our population, including youth, seniors, the Aboriginal community and volunteer organizations.



Photo courtesy of Travel Manitoba

*“I love how Selkirk is a city with a real hometown feel.” – Survey comment*



Photo: Dan Harper

With a sound local economy, young people can pursue promising careers and opportunities without leaving their home community.

## PRIORITY 2

# A STRONG AND STABLE LOCAL ECONOMY

Economic growth sustains Selkirk's quality of life for future generations. With a sound local economy, young people can pursue promising careers and opportunities without leaving their home community. Families can look forward to improved community services. Everyone can count on well-maintained municipal infrastructure.



Government alone can't create economic growth, but there are many things we can do to actively encourage the type of development best-suited to this city.

The City of Selkirk can be the catalyst for development as well as the regulator. We are well-positioned to ride the next wave of growth in Manitoba's capital region.

## SELKIRK TODAY

One of our most important building blocks for economic development is Selkirk's strategic location. Our city is close enough to Winnipeg to offer every convenience and far enough away to offer additional lifestyle benefits. We are easy to reach by road, rail and water and just a short distance away from the planned multimodal services at Centreport.

These advantages are becoming even more important as interest in this region grows. Selkirk is now surrounded by a market of 70,000 people, and new housing developments are emerging all around us. Thousands more people travel by our city on their way to cottage country and heritage attractions. These varied forms of growth mean more economic opportunity for Selkirk.

Our objective now is managed growth – economic development that will build on Selkirk's strengths without compromising the natural environment and community character valued by residents. Through sound public policies, we can ensure growth takes place in a responsible manner, taking into account the impact on our infrastructure, environment, public finances and neighbourhoods.

There is also a need to seek greater diversification of our economic base. The current concentration of jobs among a few large employers can create risk for the community. Therefore, it is in Selkirk's best interests to broaden the range of industries operating in the city, while building on the established sectors.

With these objectives in mind, the City of Selkirk is moving toward a more active role in economic development. A special committee of City Council has been created and a development officer has been hired. Processes and policies are being reviewed to ensure consistency and eliminate unnecessary red tape. We're well on our way to creating a convenient, one-stop shop for developers, investors and entrepreneurs who want to be part of our growth.

*“It's a good place to do business. There are over 600,000 potential customers just 20 minutes to the south.” – Survey comment*

## GOALS FOR THE FUTURE

### 2A Taking firmer control of our economic destiny

Now is the time for Selkirk to take a more intentional approach to economic development and diversification. The first step is to take stock of what Selkirk can offer, and the types of businesses we would like to attract. With this groundwork completed, the city can then lay out a plan to overcome any obstacles and actively pursue new enterprises.

Our economic development plan should include:

- ▶ Goals for business growth (How much? What types of businesses and jobs?)
- ▶ Analysis of Selkirk's key strengths and challenges for business growth
- ▶ Solutions to address obstacles and create a more welcoming environment
- ▶ A plan of action for business recruitment and local entrepreneurship

### 2B Building on Selkirk's status as a regional service centre

As the largest city between Winnipeg and Thompson, Selkirk is a major regional centre for health care, recreation, retail and professional services. Most of the amenities found in much larger cities are right here in our community, and many people prefer to access these services in less congested surroundings. For anyone commuting between Winnipeg and the Interlake, stopping in Selkirk is the sensible choice.



We can build on this “power centre” model by actively recruiting businesses that complement the new regional services coming to our community. For example, the new hospital could be a magnet for other health and medical services. We can also attract more traffic from surrounding municipalities and cottage country by actively promoting Selkirk as the best place to stop, shop, dine and access services.

### 2C Capitalizing on Selkirk's tourism potential

Our city is surrounded by some of the province's most treasured historic sites. Combined with the city's own waterfront, green spaces, amenities and convenient transportation routes, these features create tremendous potential for Selkirk to become the day-trip capital of Manitoba.

We can tap into these opportunities by creating a coordinated approach for marketing the area's day-trip attractions and developing local museums, cultural attractions and heritage events. Many residents believe the city could also host larger events by attracting development of larger hotel and banquet facilities.

### 2D Revitalizing Selkirk's image

Many Manitobans know very little about Selkirk, other than its association with the steel industry and mental health care facilities. With many developments underway, the city has an exciting story to tell.

This is an opportune time to modernize Selkirk's branding and become more assertive in marketing the city's advantages to potential visitors, businesses and residents. Residents feel that a good first step would be upgraded signage to project a more welcoming image along different routes into town.



Selkirk's position as a regional health care centre will be strengthened when the city becomes a Community CancerCare program hub and the site of the only MRI-equipped hospital in the region.



Photo: Dan Harper

### PRIORITY 3

## SAFE AND SUSTAINABLE INFRASTRUCTURE

Selkirk's sewer, water and transportation systems will require substantial capital investments in the years ahead. To assure citizens of long-term reliability and affordability, the city needs a forward-looking plan that is fiscally responsible and aligned with expectations for new development.



In the last five years, more than \$1.7 million has been invested in municipal street reconstruction and repairs.

### SELKIRK TODAY

From street maintenance to storm sewer relief, Selkirk makes significant investments in the infrastructure services that keep this city moving forward. In 2013, the city government plans to spend \$796,000 on infrastructure projects. Another \$615,000 will be contributed to reserves for future infrastructure needs.

These demands will intensify as our public roads, pipes and facilities near the end of their useful life. With each passing year, Selkirk is moving toward a serious infrastructure deficit. We need a clear plan to reserve larger reserves of capital for widespread infrastructure renewal.

As the community grows and evolves, Selkirk will also face new infrastructure challenges. For example, new development on the west side of town has shifted the flow of traffic, necessitating short- and long-term upgrades. Further adjustments may be needed to optimize the flow of vehicle and pedestrian traffic once the new library opens.

Other infrastructure costs may be more difficult to predict. For example, new provincial regulations have necessitated a wastewater treatment plant upgrade for nitrogen and phosphorus removal that could cost up to \$31.7 million. These regulatory changes can create substantial and unforeseen financial challenges for municipalities.

## GOALS FOR THE FUTURE

### 3A Reliable water supply

A reliable supply of high-quality drinking water is an important long-term challenge for Selkirk, a community dependent on well water. The city requires a water use management plan that forecasts future demand and makes responsible use of our current water supply. The City's Water Use Taskforce is currently working on this plan. Once it is in place, Selkirk will be better positioned to predict and avoid water shortages and respond to the possible need for an alternate water source.

### 3B Adequate funding for maintenance of all city-owned assets

As Selkirk continues to develop, a comprehensive plan is needed to manage city-owned capital assets. The management plan should consider Selkirk's long term needs for maintenance and renewal, and ensure adequate funds are set aside in reserves to cover the expected costs.



### 3C Smooth operation of transportation systems

Selkirk requires a long-term plan to assess and address shifting traffic patterns resulting from new and planned development. The plan should consider the needs of citizens using all popular forms of transportation, including motor vehicle, bicycle, pedestrian and public transit.

### 3D Clear intentions for future development

The city should be ready to act on infrastructure development when opportunities arise. By developing a clearly articulated, well-thought-out, shovel-ready plan, Selkirk will be able to act quickly when potential partnerships and funding sources come to the fore.

Since 2011, the City of Selkirk has invested \$4.3 million to expand storm sewer capacity and reduce the chance of basement flooding.

*“We have excellent municipal services.”*

*– Visioning workshop comment*

Photo courtesy of Gaynor Family Regional Library





New provincial requirements for water treatment plant employees are one example of how the City's staffing needs are changing. Plant technicians are now required to meet higher provincial certification standards for water treatment and distribution, and wastewater treatment and collection.

#### **PRIORITY 4**

## MAXIMUM VALUE FROM COMMUNITY RESOURCES

The people of Selkirk deserve the best return from municipal investments and operations. To deliver on that promise, the city government must continue to strike the right balance of efficiency, effectiveness and long-term affordability in all of its plans and programs.

#### **SELKIRK TODAY**

The City of Selkirk has done a good job of improving municipal services while managing debt and keeping taxes affordable. Our challenge now is to keep building on this foundation of sound fiscal management as we prepare for new challenges, including the need for extensive infrastructure renewal.

One factor to be considered is our approach to regional partnerships and decision-making. As Selkirk and the surrounding region develop, will these models continue to work in the best interests of our community?

Significant administrative challenges are also on the horizon. Like many employers, our city government is heading into a period of great change. As employees of the Baby Boomer generation near retirement, the city will be hiring many new staff. The pace of technological change is also accelerating, putting new demands on city employees.

With good planning, these challenges can present opportunities to align municipal operations and processes with Selkirk's changing needs.





Selkirk's transit system has won two awards for its unique delivery model, which involves the city government, the Selkirk and District Handi-Bus and Interlake Employment Services.

## GOALS FOR THE FUTURE

### 4A More active management of capital assets

The City of Selkirk will continue to improve management of assets and expenditures through the use of technology and clear performance measures. City Council and staff can work together to develop a comprehensive capital asset management plan and expand the use of financial modeling software to better predict future spending needs. A holistic community dashboard can be developed to measure the city's successes.

### 4B Having the right human capital in place at the right time

With many retirements expected over the next decade, this is an opportune time for the City of Selkirk to adopt a true human capital management system. It would help the city government take a long-term view of staffing needs, considering the combination of skills and structure that will best serve Selkirk in the future. Using a more forward-looking approach, the city will be better equipped to make training, hiring and organizational decisions that will support smooth transitions.

### 4C Continued improvements in efficiency and convenience

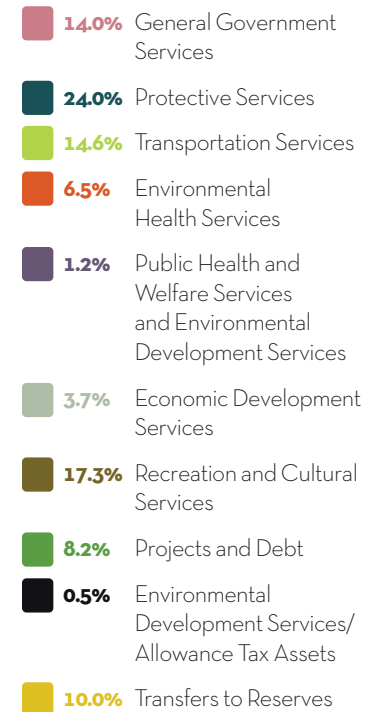
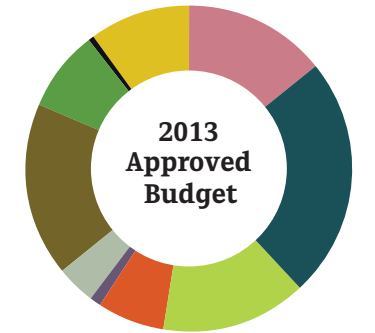
The City of Selkirk will continue to review administrative procedures and identify opportunities to streamline and automate processes. One near-term priority is to revise the policy framework to empower administration to handle routine issues directly, rather than sending them to Council for action. The administration will also explore the potential to introduce e-business tools, such as online bill payment.

### 4D More effective regional development approaches

As Selkirk and surrounding communities grow, City Council will need to review current partnerships and regional development processes to determine whether they are providing good value to the community. Council may need to explore other approaches that could be more effective and equitable for the people of Selkirk.



## Where tax dollars are spent





# 5

Since 2005, recycling in Selkirk has increased by 14.5 per cent, based on weight.

## **PRIORITY 5** ENVIRONMENTAL STEWARDSHIP

Selkirk's commitment to environmental sustainability protects the natural features and resources that are so important to our community. Government, businesses and individual citizens can all play an important role.

### **SELKIRK TODAY**

Our community is taking an increasingly progressive approach to environmental stewardship. City operations are finding new ways to integrate these principles into a wide range of policies and services.

We've made many improvements in the area of waste management. While other municipalities talked about restricting the volume of garbage heading for landfills, Selkirk took action by introducing a two-bag limit. Residents now make good use of weekly recycling pickup and depots where they can drop off most types of electronics and hazardous materials like used motor oil and paint. Citizens can also access a city-run composting facility for yard waste and how-to kits on residential composting.

Another recent improvement is Selkirk's new public transit system, which provides more than 20,000 rides a year while helping to reduce greenhouse gas emissions.

Selkirk has also moved toward land use policies aimed at reducing long-term demands on our natural resources. To discourage unsustainable sprawl, we now require developers to share a greater portion of the true cost of extending infrastructure. Combined with innovations like urban tree canopy management, we are building a more sustainable and affordable future for our community.



## GOALS FOR THE FUTURE

### 5A Improving city practices and services

The City of Selkirk will continue to look for opportunities to reduce its environmental footprint. One potential area for improvement is fertilizer run-off into waterways.

### 5B Encouraging more environmentally responsible development

To encourage responsible development of the community, City Council has created a Sustainable Economic Development Standing Committee. This group will continue to explore ways to encourage profitable development that respects our environment. Possible tools include land use regulations, building codes and guidelines to develop the city's ecological infrastructure. We can also influence the development of complete communities, with everyday living services within walking distance, to reduce the need for driving.



Photo: Leif Norman

### 5C Water conservation

In a community dependent on wells, water conservation is more than an environmental priority – it's also an economic imperative. The city government can make a big impact by continually reducing its own water use while encouraging good residential practices.

### 5D Helping citizens to make good choices

Individual actions can have a huge impact on our community's environmental sustainability. In addition to encouraging use of services like public transit and recycling, the city government can help citizens learn about good practices like reduced reliance on lawn chemicals.



Photo: Stu McKay

*"I value Selkirk as a friendly community, open to growth, on the edge of a vast natural and recreational resource."*

*– Survey comment*

Photo: Dan Harper



# HELP US SHAPE THE FUTURE

Selkirk has developed a clear Vision and roadmap to move us toward our goals. Now it's time to plan the next steps in our journey.



This Strategic Plan will be our compass as we set priorities and make important decisions in the future. We will look to it for guidance as we develop the city's annual budget, departmental action plans, programs and policies.

As the ideas in this plan become actions, it's important to take stock of our progress so we can remain true to our Vision. With this mind, the City of Selkirk will develop a series of Performance Measures to evaluate our progress. Then we will keep the community informed by way of an annual progress report.

As Selkirk continues to evolve, City Council will revisit and fine-tune this blueprint. Our Strategic Plan must be a living document, always keeping pace with the shifting challenges and opportunities within our community.

## HOW YOU CAN PARTICIPATE

Communication is the first step toward progress. All citizens are invited to share their views on this Strategic Plan and the choices faced by our city.

- ▶ Send written comments to [ea@cityofselkirk.com](mailto:ea@cityofselkirk.com) or mail to: City of Selkirk, 200 Eaton Avenue, Selkirk, Manitoba R1A 0W6
- ▶ Subscribe to the City of Selkirk's eNews service to receive the latest notices
- ▶ Follow us on Facebook and Twitter  

*“We are a great city and I think we are headed in the right direction. It is important to continue to grow and change with the times.”*

*– Survey comment*



[www.CityofSelkirk.com](http://www.CityofSelkirk.com)