



*Deep Roots  
Greater Heights*

# Advancing Asset Management in growing and urbanizing municipalities - a case study

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# Presentation Outline

1. Introduction
2. Realities of municipalities
3. Infrastructure funding capacity
4. Technical capacity building
5. Observations and lessons

# A changing Maple Ridge

- One of the fastest growing Metro Vancouver municipalities:
  - 75,000 residents in 2009
  - 134,000 residents projected by 2040
- Town Centre Growth
  - 8,000 residents to 22,000 residents by 2021
- Population increase of 84% by 2040
- Increase in number of dwellings by 96% by 2040
- Increase in the number of jobs by 113% by 2040



# Vision

“...Maple Ridge is among one of the most sustainable communities in the world  
...residents experience the value of a strong and vibrant local economy and the benefits of an ongoing commitment to environmental stewardship”

Known for innovation

Adopted from Maple Ridge Council Vision 2025

# Economic vision

“Maple Ridge made the transition from dormitory suburb to employment magnet by carefully targeting businesses that fit within the context of the District’s many neighbourhoods.”

Maple Ridge Economic Advisory Commission - Vision 2025

# Realities of municipalities

- Limited funds
- Growing asset base
- Financial pressures from previous commitments and realities
- Increasing staff responsibilities
- Retirements and staff changes
- Differing levels of information among assets
  - data collection and analyses needs
- Need for action and long term plan

“Building a financial foundation and capacity takes time – in fact one year at a time”

# Asset management - financial

- 2004 Financial Sustainability Plan Policy
  - Based on financial analysis and planning for municipality
- 2005 staff report on infrastructure sustainability – R&R
  - Context of municipality
  - Projection of impact of 20 years of action
  - Target date to start: 2008
  - Work plan for 2006 to develop policy

# Asset management -financial

- 2006: Infrastructure Funding Policy
  - FCM report: Building Prosperity from the Ground Up: Restoring Municipal Fiscal Balance
  - Affirmed 2008 start date
  - 1% of tax for infrastructure rehabilitation and renewal
  - Annual increase allocated to various assets
- 2008 Business Plan – Council initiates 1% to Infrastructure Sustainability Reserve
- Successive Councils have been committed to policy

“Building technical capacity and outputs takes time, quite some time – in fact we can’t tell you how long and in fact you can always do better”

# Asset management - technical

- Typical records
- 2002 - recognition of asset management needs
- Data warehouse strategy developed
  - Target assets
- Roads
- Bridges
- 2005 Renewal Plan



# Asset management - technical

- Water mains
- Civic buildings
- Sanitary and storm – in progress
- PSAB reporting and analysis
- Ongoing work
  - Bridges, etc.
- Results

# Core capacities



# Observations and lessons

- Growth and maintenance – a balance of challenges
- Asset management improvements are possible
  - partners
- Patience
- Local governments have to reflect economic reality but yet be strategic
- Incremental improvements
- Data collection is important - for the long term
- It's not the time, but the effort
- Look for opportunities
- Share the work

# Made in Maple Ridge

“We recognize that this strategy requires commitment and discipline throughout the organization to work together. It is the best approach for our organization and the citizens of Maple Ridge, reflecting our goals and our reality.”

Jim Rule, Chief Administrative Officer

