

## Corporate Achievements and Challenges, 2025

**Recommendation:**

**THAT Council receive for information the report titled “Corporate Achievements and Challenges, 2025”, dated December 8, 2025.**

**Report Purpose and Summary Statement:**

This report provides an overview of the corporate achievements in 2025, and challenges identified in 2025 that will be addressed through the allocations outlined in the 2026-2030 Financial Plan.

**Previous Council Action:**

On April 8, 2025, Council adopted the 2025-2029 Financial Plan. On October 28, 2025, Council approved the Quarterly Update on the Council Strategic Plan for Q3, 2025 outlining key results and achievements.

**Strategic Alignment:**

Liveable Community; Climate Leadership & Environmental Stewardship; Engaged, Healthy Community; Diversified, Thriving Economy; Governance & Corporate Excellence

**Communications:**

Budget communications in 2025-2026 will focus on raising awareness of the value for money from previous City investments under the 2025-2029 Financial Plan and highlight the value for money and services provided for taxpayers. A budget communications plan has been developed for this purpose.

To: Mayor and Council

File number:

## Corporate Achievements and Challenges, 2025

### BACKGROUND:

Council receives quarterly reports on the achievement of key results under Council Strategic Plan 2023-2026, the most recent of which was approved by Council on [October 28, 2025](#). The City has made excellent progress on the delivery of key results under the Strategic Plan with 47% of identified key results completed as of October 2025 and most of the remaining key result anticipated to be completed by the end of 2026.

### ANALYSIS:

#### Discussion:

This report goes beyond the quarterly results within Council's Strategic Plan to highlight some of the major achievements in 2025 that are contributing directly to the infrastructure that residents rely on and the projects that contribute to the high quality of life enjoyed by community members in Maple Ridge.

These major projects and initiatives have been undertaken on behalf of residents because they either address current issues (e.g., traffic congestion due to population growth) or because they have the potential to unlock future development of the community for the benefit of all (e.g., North 256 Street Industrial Land development). Table 1 shows the list of major corporate projects completed or substantially advanced (in the case of multi-phased projects) in 2025 and outlines the specific benefits they provide to the community now and for the future.

**Table 1. Corporate Achievements in 2025**

Strategic Priority: Liveable Community	
Project or Initiative	Benefits for the Community
Achievement of Year 1 Provincial Housing Target Order Targets	This is an example where the City was able to address an imperative of the Provincial government through corporate action. The Provincial Housing Target Order mandated a target for the City in terms of new residential occupancy permits issued. The City was able to undertake considerable policy work, Building and Planning work to support the achievement (and exceedance) of the year 1 target in July 2025. This benefits residents by improving the availability of housing of all types but

	with a particular focus on small scale multi-unit housing (SSMUH) as required under Bill 44.
Securing Housing Accelerator Funding (HAF) to support further housing growth	The City successfully secured up to \$16.6M in federal funding over four years to support projects that will directly seek to increase the available housing stock for Maple Ridge residents. The funding is being used to support a variety of improvements in the development services provided by the City, and decrease the time to market for new housing developments. While HAF funding will help, it also imposes targets to be achieved and required reporting like the Provincial Housing Target Order. Year one reporting is due at the end of December 2025. To date, the City has delivered approximately 50% of the identified actions related to HAF funding.
Secure 30 below market housing units	This target was met through the establishment of housing agreements that will generate and protect more than 30 units of below-market housing units over the long term.
Create development application prioritization criteria	As part of the ongoing work related to the Development Services Optimization (DSO) project and the City's efforts to meet the housing targets, a set of development application prioritization criteria was developed. The criteria will guide staff in identifying, evaluating, and prioritizing projects that most directly contribute to the City's housing goals. The criteria emphasize projects that deliver: residential development in key growth areas; affordable housing units, particularly those secured through agreements operated by non-profits; purpose built rental housing; housing for seniors; and non-market or supportive housing including partnerships with other levels of government or health agencies.
Widening of Abernethy Way (224 Street to 230 Street)	This project has both immediate benefits and acts as a catalyst improving the core transportation infrastructure for the community. As the City advances construction related to Bus Rapid Transit (BRT) along the Lougheed Highway corridor, traffic congestion on alternate routes is predicted to increase on a temporary basis. Road widening on this important East-West secondary corridor is therefore a corporate priority. This work will also provide the necessary road capacity to unlock access to the North 256 Street Industrial Lands as later phases are completed. In the immediate term the road widening project provides for increased safety for all road users and pedestrians.
Lougheed Transit Corridor Planning	This year saw a major effort by the City to respond to the opportunities presented by improvements to the Lougheed Transit Corridor including planning for BRT. Additional work will be undertaken in 2026 but foundational work updating area plans and zoning to activate the

	economic opportunities from this investment have been completed in 2025.
Golden Ears Way widening	The City has been actively advocating for action from TransLink to widen the access to Golden Ears Way. Good progress on this has been made in 2025 with road work anticipated to commence in 2026. This will also ease traffic congestion and unlock business expansion and retention and investment attraction by improving Maple Ridge’s access to major commercial goods transportation arteries.
Expansion of parks and amenities	Improvements in 2025 include completion of the South Haney Park (at 230 Street and 113 Avenue) as well as the Albion Community Park Development and improvements to the dog park. These amenities make the quality of life in Maple Ridge one of the many reasons residents are choosing to be part of the community.
Major upgrades to pump stations at Tamarack Lane and 236 Street and other upgrades to water mains, and bulk fill stations	These important upgrades help the city manage population growth to ensure the reliability and quality of the water, sewer and drainage infrastructure that keeps the city running.
Pedestrian Crossing Improvements (e.g., Kanaka Way – Gilker Hill Road to 236 Street)	These projects deliver immediate pedestrian safety benefits for residents, increasing the road markings and lighting at pedestrian areas provides for improved safety especially at night.

<b>Strategic Priority: Diversified, Thriving Economy</b>	
<b>Project or Initiative</b>	<b>Benefits for the Community</b>
North 256 Street Industrial Lands Planning	A major corporate project substantially advanced in 2025 included the early planning and community consultation work related to the a new area plan to support the potential expansion of industrial lands on 256 Street. This year saw multi-phase consultation efforts with the community and significant area planning work to ensure that the City can create opportunities for increased commercial and industrial growth in the city

	and the related local employment. This is also part of the City's goal to diversify the tax base. This work will continue in 2026.
Delivery of the Investment Attraction, Tourism and Major Events and Business Expansion and Retention Strategies	2025 was a year in which the City concluded several key strategies which will grow and diversify the future economy in Maple Ridge. These foundational pieces of work have identified a series of actions that will inform future projects and priorities.

Strategic Priority: Engaged, Healthy Community	
Project or Initiative	Benefits for the Community
De-integration of the RCMP with Pitt Meadows	This project was substantially advanced in 2025. De-integration work requires extensive planning and execution to ensure that the RCMP can continue to deliver excellent public safety service during the period or reorganization. Additional police personnel were included in the 2025 budget to ensure that the City can meet its current and future public safety needs.
Implementation of the Fire Master Plan & Fire Hall Renovation and Expansion	Many aspects of the Fire Master Plan were completed in 2025 including onboarding and integration of 16 new firefighter positions added in 2024. This ensures that the City is well positioned with a professional fire service able to manage the demands that come with a growing population. This foundational work ensures that the City can provide ongoing public safety services that deliver on what matters most to residents. Renovation of existing fire halls and expansion of a new fire hall in the future will enable the City to keep up with the needs of the growing community.
Maintaining and Enhancing Civic Events	Continued successful delivery of the <i>Our Neck of the Woods</i> , <i>Rock the Block</i> and <i>Canada Day</i> events, focusing efforts of staff on placemaking and community building investments. These events are more than just celebrations, informing the identity of the community and attracting visitors to Maple Ridge while supporting local business owners. The <i>Our Neck of the Woods</i> event in 2025 saw an increase of over 5,000 visitors on the previous year.
Feasibility work to inform planning for future ice	Staff focused in 2025 on planning and feasibility studies for future recreation and ice arena expansions that will meet the future needs of the City's growing population. Community consultation and feasibility studies

sheet expansion and multi-sport recreation facilities	were completed that will inform future Council decisions on major new amenities for the City. Also supporting this work was new provincial legislation regarding amenity cost charges that will provide a tool to help fund city amenities through development. Work on the amenity cost charges will take place in 2026.
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**Strategic Priority: Climate Leadership and Environmental Stewardship**

<b>Project or Initiative</b>	<b>Benefits for the Community</b>
Delivering the Resilient Future 2050 Climate Action Plan	The adoption of the <i>Resilient Future 2050</i> Climate Action Plan in July 2025 delivered on a major commitment by the City to foster low-carbon economic growth and improve the resiliency of the community to wildfire, heat, flooding and other events that impact the quality of life of residents.
Adoption of the Zero Carbon Step Code	The adoption of the Zero Carbon Step Code positions Maple Ridge at the forefront of climate leadership. Residents will be well-positioned to meet their needs as the number of intense heat and winter cooling events increases due to climate change. The standards of this Code provide clear guidance to help home builders and renovators electrify heating and cooling and other home fuel consumption in Part 9 (simple) and some Part 3 (complex) buildings. It ensures that new homes from July, 1 2025 have electrification of heating and cooling, and over time will transition Maple Ridge residents with electrification of household cooking, heating and cooling to create healthier environments and reduce the community emissions.

**Strategic Priority: Governance and Corporate Excellence**

<b>Project or Initiative</b>	<b>Benefits for the Community</b>
Development Services Optimization (DSO)	This was a major initiative of the City in 2025, focused on updating and improving a variety of processes and elements of the City's development services. This vital function of the City to support developers and builders to meet the needs of residents eager to move to Maple Ridge has undergone a transformation in 2025. The project involves a top to bottom review of building and planning processes and technologies to make services more effective, efficient, reduce overall processing times and provide more services online. Excellent progress was made in 2025 with a focus on building permits and processes. In 2026 the project will

	begin to update planning applications and other development processes to improve service delivery in this critical area that impacts the growth of the community.
Customer Experience Framework	Providing excellent customer experiences across all City services is a priority for the City. This initiative in 2025 developed a new framework to monitor and manage customer service delivery, set standards based on best practices and to encourage accountability for all staff when supporting residents to have an excellent customer experience. Implementation of the new framework is under way and will continue in 2026.
Service Based Budgeting Model	The City made significant progress in implementing a new service-based view of budgeting in 2025. This enables the traditional department by department budgeting to be reassessed in favour of the cost to residents of the services which may involve more than one department to deliver (e.g., lawn mowing of parks and facilities is an activity with responsibilities and costs held across several departments). This model will continue to be refined in 2026 enabling priority-based budgeting in the future which will enhance the ability of the City to track costs by service rather than departments and focus even more on priorities of residents that deliver the greatest impact.
Published OneCity-Our Voice and launched new learning and development resources for staff	Developing our people is a commitment of the City to its employees. In 2025 the City published One City – Our Voice to profile the work of staff and how the City cultivates its employees and provides career opportunities to attract and retain the best staff to provide services to the community. In 2025 the City also enhanced its learning and development program, piloting a new workshop series in partnership with BCIT to equip staff with the six core competencies required to thrive as a City employee. Further enhancements to learning and development are planned for 2026.

Each of these corporate priorities represent important contributions to the day-to-day life of Maple Ridge residents. They receive priority attention because of the impact they have in promoting public safety, addressing infrastructure maintenance and enhancements, and their potential to unlock economic and social activity in the City in the future.

**Corporate Challenges for 2026:**

While it is appropriate to recognize the achievement of these major corporate projects in 2025, the City must also recognize that several ongoing and emerging issues present ongoing challenges to achieving the strategic priorities of the City and positioning Maple Ridge for future growth and economic prosperity. Table 2 outlines some of these key challenges and the ways that these issues are being addressed in business planning for the 2026-2030 Financial Plan.

**Table 2. Corporate Challenges**

Challenge	Considerations for the 2026-2030 Financial Plan
Ongoing economic uncertainty and inflationary impacts	<p>The City, just like its residents, needs to manage risks associated with ongoing inflationary impacts and economic uncertainty, in part due to tariffs. These issues had a significant impact in 2025, and the 2026-2030 Financial Plan has updated assumptions for economic growth and inflation embedded in its calculations to plan for these potential impacts. The City also evaluates its financial progress on a quarterly basis to allow for course corrections and reallocations as required. This challenge is also why the corporation is placing a priority on the development of business retention and expansion strategies and prioritizing investment attraction. Preparing the conditions for enhanced investment attraction will promote economic activity in the City, create sustained local employment and help to diversify the tax base over the long term.</p>
Reliance on, and advocacy for, investments by other levels of government	<p>As senior levels of government continue to download responsibilities for services to local governments, the City has been working to advocate to other levels of government for improved and sustainable funding models to support this service delivery. This includes attracting new investment through grants and ongoing partnerships (e.g., Golden Ears Way widening will be delivered in partnership with TransLink funding). Continued advocacy will be required to ensure Maple Ridge gets its share of the available investment from the Provincial and Federal Governments to meet the needs of residents.</p>
Economic conditions making it challenging to meet housing targets and achieve employment and business development goals	<p>In 2025 the City was successful in meeting the year one targets for housing growth under the Provincial Housing Target Order. The City is unlikely to meet the year one Housing Accelerator Target (HAF). This is due to a projected slowing of new development in the Lower Mainland housing market and ongoing economic uncertainty. The City's investments in the DSO project will go a long way toward reducing the time to market for new developments but many factors driving development of new housing are outside of the City's control. HAF and Provincial Housing Target Order targets are ambitious based on future population growth projections of Maple Ridge, but the factors outside of the City's control and economic modelling of the residential construction sector raises questions about the pace of growth over the next two years.</p> <p>Pending future economic conditions, reduced future growth and business investment will likely make it challenging to optimize implementation of economy-focused initiatives. This includes investment attraction of new businesses and jobs, as well as broader economic activity that leads to the diversification of the City's tax base through construction of new industrial facilities in existing industrial areas such as Hammond and Albion.</p>

<b>Challenge</b>	<b>Considerations for the 2026-2030 Financial Plan</b>
Downloading of Provincial and Federal Mandates to Municipalities	The setting of mandatory targets for housing is one example of the downloading of provincial responsibilities to municipalities that the City must address. As well, there has been a reduction in provincial and federal funding to support infrastructure investments at the municipal level – funds are being diverted to national level projects at the federal level and provincial budgets continue to be squeezed. Legislative changes such as Bill 44 which changed the policy framework on housing and reporting requirements, create new challenges that require considerable City staff time and investment to address. It is not likely that this trend will abate in the near term.
Absorbing responsibility for Cultural Programming and Operation of the ACT	In 2025, the City undertook an unplanned effort to lay the groundwork for the City to assume responsibility for operation of the ACT Arts Centre in 2026. This placed additional cost burdens on the municipality to deliver these services with the existing funding envelope. While unplanned and requiring significant staff effort, this work will allow the City to be able to integrate its arts, heritage and culture programs (especially as it pursues investment attraction around creative industries), resulting in a more cohesive and coordinated approach to the development of its arts and culture ecosystem and broader creative industries.
Scale of investment needed to address infrastructure deficits	A major challenge in recent years has been the acknowledgement that over time Maple Ridge has experienced an infrastructure deficit that means that some infrastructure assets such as bridges, roads, water mains etc. are coming towards end of life and being maintained but funds have not yet been allocated to replacement in all cases. Much of the investments in the current and future Financial Plan are focused on keeping pace with maintenance and renewal of this critical infrastructure. In the coming years key decisions are needed to determine a sustainable funding model for large scale investments in both critical infrastructure (sewer, water etc.) and recreation and other amenity infrastructure that keep the quality of life high for Maple Ridge residents.
Waitlists and slow development of recreation infrastructure	The significant investment needed to build or expand recreation facilities means that residents continue to be challenged with many programs having waitlists and many programs at capacity. The ability of the City to expand programs and services for the community is directly proportional to the investment in recreation facilities and programs in the financial plan.
Ensuring the City has a skilled and resilient workforce to	The City is investing in learning and development for staff and continuing its efforts through integrated talent management to attract and retain the best. Organization wide efforts are underway to promote staff wellbeing and sustained performance. As well, in 2026 the City will be working to enhance

<b>Challenge</b>	<b>Considerations for the 2026-2030 Financial Plan</b>
deliver on Council and community priorities	support for occupational health and safety and improve risk management across the organization.

There is much to celebrate when it comes to work of the City in providing direct and tangible benefits for residents through prudent investment of tax revenues and other revenues. As the City develops its 2026-2030 Financial Plan it is important to also be mindful of the ongoing challenges that must be addressed in 2026 and into the future to ensure that Maple Ridge remains a vibrant, high-quality place to work, live and play.

**Public Engagement:**

Staff are delivering on a budget engagement communications plan to raise awareness among residents of these major corporate projects which have been achieved or substantially advanced in 2025 where they are multi-phased projects. Generally, awareness of these initiatives is low among the public, and this leads to a perception of slow progress for the city in catching up with the growth experienced in the last two decades. Further engagement work in early 2026 will gather feedback on the budget and the challenges facing the City to further refine the approach in 2026 and in future years.

**Strategic Alignment:**

This report and the related work on corporate achievements and challenges, address each of the five strategic priorities under Council’s Strategic Plan 2023- 2026: Liveable Community, Diversified, Thriving Economy, and Engaged Healthy Community as well as demonstrating Governance and Corporate Excellence, and Climate Leadership and Environmental Stewardship.

## **CONCLUSION:**

Taking a corporate perspective on the City's achievements and challenges provides a critical perspective that informs development of the 2026-2030 Financial Plan. Understanding the value for money provided to residents through past achievements as well as having a clear perspective on the outstanding challenges yet to be addressed is vital to sound fiscal management of the City's resources.

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**Report Approval Details**

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This report and all of its attachments were approved and signed as outlined below:

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