

Update on the Council Strategic Plan for Q4 2025

Recommendation:

THAT Council approve the report titled “Update on the Council Strategic Plan for Q4 2025”, dated February 17, 2025.

Report Purpose and Summary Statement:

This report provides an update on progress for implementation of key results under Council’s Strategic Plan 2023-2026 for the fourth quarter of 2025. Continued evolution of key results is highlighted in the report with an overview of completed work to date.

Previous Council Action:

On October 28, 2025, Council unanimously approved the report titled “Update on the Council Strategic Plan for Q3 2025”. That report included status updates on existing key results and proposals for new key results and changes to timelines for in progress key results.

Strategic Alignment:

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

Advisory Committee Consultation:

Advisory Committees are aligned to the five strategic priorities within Council’s Strategic Plan and receive updates on the work under each priority area and progress against specific key results to obtain feedback and raise awareness.

Communications:

After the approval of key results for the preceding quarter, the Communications and Public Engagement team prepare social media and news release content to drive residents to explore the updated dashboard. The focus in the final year of the Council Strategic Plan is to highlight through this communications activity the specific benefits to the community from completion of the key results in line with larger corporate narratives and communication objectives.

To: Mayor and Council

File number:

Update on the Council Strategic Plan for Q4 2025

BACKGROUND:

Council's Strategic Plan sets out objectives and key results under five strategic priorities. On September 10, 2023, Council approved outcomes to be achieved across all five strategic priorities using the objectives and key results (OKR) methodology.

Staff prepare an update on delivery of the key results each quarter for Council approval. The most recent update was approved by Council on October 28, 2025, where a new report format was received by Council. This format lifts the focus from operational initiatives to the key results that are delivering measurable improvements to the quality of life for community members. Staff remain focused on public awareness of, and support for, delivery of key results.

ANALYSIS:

Discussion:

This report provides an overview of ongoing progress towards completion of key results within Council's Strategic Plan 2023-2026. Additional follow on and new key results have been added throughout the plan as staff completed original key results and initiatives and built foundational elements of the strategic objective and key result (OKR) methodology.

In this, the final year of Council's Strategic Plan, the focus is on completion of all outstanding key results within the projected end dates, and continued maturation of the OKR methodology to ensure that key results are clear, measurable, and represent stretch targets that drive the work of staff towards the objectives under each priority. Communicating the value to the community from this work is also a focus for staff. The current status of all key results is outlined in Attachment 1.

When summarizing progress made against key results, using percentage completion rates does not give the full picture of the work completed. While numerical indicators show progress in broad strokes, as new key results are added and original results evolve, the percentage shifts as the denominator on which the percentage is based changes. Each key result also differs from others in scope, timeline and impact and therefore comparing a result such as "developing a strategy" to "delivering additional kilometres of cycling network" is not an apples-to-apples comparison of like items.

Therefore, it is important to have a rich understanding of the benefits of each key result and whether it was completed on time and to scope or whether only partially completed. It is for this reason that the Council Strategic Plan reporting changed in Q3 2025 to a key result level reporting that provided more of an overview of the purpose, scope, and benefits of each key result to provide clear and transparent information to residents.

Status of Original Key Results

Council established its strategic plan in late 2003 with implementation of the framework commencing in 2004. It represented an important evolution for the City, creating enterprise level results mapping that provides transparency for the community around major strategic initiatives directed by Council.

The key results in Council's Strategic Plan represent a considerable body of work. It is however, only one part of the total work of staff at the City. The Council Strategic Plan by definition focuses on the items related to the five main priorities. In addition, staff manage and deliver the day-to-day operational programs and services, implementation of departmental workplans, and major capital projects and other business that is not reflected in the Strategic Plan.

There were sixty-one (61) original key results as outlined in Attachment 2. By the end of Q4 2025 forty-two (42) or almost 70 per cent of these results were completed. Some highlights include:

- Ensuring 70% of residents have access to one free community event within a 15-minute walk of their home
- Increasing participation in subsidized recreation programming by 10%
- Developing a Community Safety Action Plan
- Completing a Recreation Feasibility Study
- Supporting the Maple Ridge 2024 BC Summer Games and the Maple Ridge 150th Anniversary celebrations
- Increasing community engagement by 20%
- Completing new Event Attraction, Investment Attraction and Business Retention and Expansion, and Urban Forest Management Strategies
- Implementing an enterprise performance management system to transparently track delivery of Council's strategic priorities and departmental workplans
- Implementing a business continuity program and continuous improvement program
- Updating 75% of existing City policies
- Expanding the cycling network by over 3 kilometres
- Securing 30 below market housing units by Q4 2025
- Creating development prioritization criteria
- Developing a master plan for City energy consumption
- Adopting the Resilient Future 2050: Climate Action Plan
- Protecting and conserving over 9 hectares of land by Q4 2025

There are eighteen (18) key results from the original plan remaining in progress and due for completion by the end of 2026.

Four key results were only partially met, and four results were not met. The reasons for this vary for each key result and are explained in the status update report included as Attachment 1.

Status of Subsequently Added Key Results

As the OKR methodology has evolved, new key results have been added to build on the work originally outlined in the Council Strategic Plan. For example, as a key result focused on the development of a particular strategic plan gets completed, the implementation of the new

strategic plan generates new key results. Each new key result has been approved by Council to ensure it remains aligned with the goals of the framework and the five strategic priorities – creating a liveable community, fostering a diversified thriving economy, supporting an engaged, healthy community, demonstrating climate leadership and environmental stewardship, and ensuring governance and corporate excellence.

Seventeen (17) key results have been added subsequent to the launch of the Council Strategic Plan and as of Q4 2025 two (2) have been successfully completed. These are:

- Strengthen the capacity of the Fire Service to support a rapidly growing community by conducting a staffing model assessment, optimizing reporting structures for efficient service delivery, and implementing a comprehensive succession planning model.
- Plant 750 trees by Q4 2026.

15 key results remain in progress or are not yet started as they have only recently been added. Council has also ensured that new key results are measurable, specific, time-bound and are aligned to the strategic priorities. A full list of the subsequently added key results is attached in Attachment 3. In future reports Council will receive additional proposals for key results to demonstrate delivery against the five priorities in Council's Strategic Plan.

Achievement of all of the original and subsequently added key results and initiatives have direct and indirect benefits from residents. From more effective city services to enhancements to the natural environment, to events the entire community can enjoy, and expanding access to the services that matter most to our residents, the key results are improving the quality of life in the community. These benefits are transparently reported through the community dashboard on the City's Website and promoted through social media to raise awareness and demonstrate effective use of resources.

The OKR methodology will continue to evolve as new key results are identified and brought forward to Council. Now that baseline and foundational key results are largely completed, staff are focused on improving the quantification of progress against key results through clear targets supported by robust data. Ensuring that transparent results are communicated to residents helps to build support for the priorities articulated by Council on behalf of the community. It also opens a dialogue with the community about how the City delivers value from the initiatives it undertakes.

Strategic Alignment:

Council's Strategic Plan focuses staff efforts on building a Liveable Community for all, supporting Engaged, Healthy Community activities for residents' safety and wellbeing, fostering a Diversified, Thriving Economy, demonstrating Climate Leadership and Environmental Stewardship and ensuring good Governance and Corporate Excellence in the City's policies and practices. Key results and initiatives demonstrate tangible progress towards the objectives for each priority. Each quarter the status report provides an update on the degree to which adjustments have been made due to competing priorities as well as providing insight into the benefits to the community in terms of each of the priorities from the completed initiatives and key results.

Advisory Committee Consultation:

Council has established advisory committees which broadly mirror the framing of the Strategic Plan priorities. While these committees do not provide direct oversight of progress in each priority area, the initiatives and key results for each priority are brought to the attention of the relevant committee as needed. Most recently the Diversified, Thriving Economy Committee and the Climate Leadership and Environmental Stewardship Committee have reviewed proposed key results prior to these being brought to Council for approval. This provides additional input and insights to inform the implementation work underway and provides ideas for new key results and initiatives.

Communication:

Following approval of the report, the Communications team will publish a news release highlighting the novel elements of this quarter's status update and the completed key results that are delivering value to the community. This will be accompanied by social media outreach to drive residents to explore the updated dashboard. The Strategy and Communications and Public Engagement teams are collaborating to prepare case studies for publication throughout 2026 - under the banner Maple Ridge Delivers – to highlight successful delivery of key results to transparently communicate to the community the return on investment for the results achieved.

CONCLUSION:

The update on the Council Strategic Plan for Q4, 2025 summarizes the progress in delivering key results that directly and indirectly benefit residents of Maple Ridge. The results are grouped in the report to differentiate between original key results and those subsequently added as we evolved and developed the methodology. Staff are well on track to deliver results under the plan by the end of 2026, with new initiatives progressively being added as this makes sense. Q4 2025 was a major year for completing initiatives across all of the strategic priorities and case studies will highlight particular benefits and outcomes for the community under a campaign banner of "Maple Ridge Delivers".

Prepared by: Phil Sanderson, Manager of
Corporate Strategy & Business
Transformation

Attachments:

- (A) Attachment 1 – Council Strategic Plan Q4, 2025 Key Result Report
- (B) Attachment 2 – Original Key Results Summary
- (C) Attachment 3 – Subsequently Added Key Results Summary

Report Approval Details

Document Title:	Council Strategic Plan Q4 2025 Key Result Update .docx
Attachments:	<ul style="list-style-type: none">- Attachment 1 - Council Strategic Plan Q4 2025 Key Result Report.pdf- Attachment 2 - Original Key Results Summary Q4 2025.pdf- Attachment 3 - Subsequently Added Key Results Summary Q4 2025.pdf
Final Approval Date:	Feb 11, 2026

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

Zvi Lifshiz, Director of Corporate Strategy/Chief Strategy Officer

Carolyn Mushata, Director of Legislative Services and Corporate Officer

Scott Hartman, Chief Administrative Officer