

Attachment 2 - Original Key Results Summary (status at December 2025)

Key Results	Initiatives
Liveable Community	
✓✓ Create development application prioritization criteria	✓ Create development application prioritization criteria
● Increase housing stock, as measured by occupied units, by 1.2% (1,284 units) by Q3 2026	✓ Update Housing Strategy
	✓ Update Housing Needs Assessment
	● Conduct an incentive program feasibility assessment
	✓ Develop pre-approved site plans for a range of housing units
	● Update city-wide density bonusing programs
✓✓ Secure 30 below market housing units	● Identify inclusionary zoning options
● Increase the multi-unit housing portion of building stock by 2% by Q4 2026	✓ Develop concierge service to facilitate affordable housing development
	● Conduct wrap-around servicing assessment for the Lougheed Transit Corridor Area Plan
● Establish benchmark timelines for internal City processes and reviews within the development application process	✓ Review parking and mobility requirements for transit-oriented areas
	● Establish benchmark timelines for planning department processes and reviews within the development application process
✓✓ Complete alignment of CMR regulations and policies with Homes for People provincial strategy	✓ Complete alignment of City of Maple Ridge regulations and policies with Homes for People provincial strategy
✓ Include a complete east to west AAA bike route from 240th to Maple Meadows station in the 5-year Capital Plan	✓ Include a complete east to west AAA bike route from 240th to Maple Meadows station in the 5-year Capital Plan
✓ Install 30 secure bike and micro-mobility lockers within the civic centre area	✓ Install 30 secure bike and micro-mobility lockers within the civic centre area
✓✓ Increase cycling network length by three kilometers	✓ Increase cycling network length by three kilometers
● Develop an Asset Management Strategy & Funding Plan	● Update funding strategy for asset replacement and maintenance building off existing funding policy
	✓ Complete condition and criticality assessment of transportation and utility assets
	● Complete Asset Management Strategy

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	<ul style="list-style-type: none"> ● Procure software to support implementation of the Asset Management Strategy
<ul style="list-style-type: none"> ✓ Establish servicing plans, including green infrastructure solutions, to service 3 key growth areas 	<ul style="list-style-type: none"> ✓ Establish servicing plans, including green infrastructure solutions, to service 3 key growth areas
Climate Leadership & Environmental Stewardship	
<ul style="list-style-type: none"> ✓✓ Develop and adopt a Climate Action Plan 	<ul style="list-style-type: none"> ✓ Develop a Climate Action Plan
	<ul style="list-style-type: none"> ✓ Complete Multi-Hazard Climate Risk and Vulnerability Assessment
	<ul style="list-style-type: none"> ✓ Conduct extreme temperature risk mapping analysis
<ul style="list-style-type: none"> ● Develop and implement green infrastructure design and maintenance specifications, guidelines, and performance standards 	<ul style="list-style-type: none"> ● Develop and implement green infrastructure design and maintenance specifications, guidelines, and performance standards
<ul style="list-style-type: none"> ✓✓ Develop a master plan for reducing the reliance on natural gas for all facilities and implement a solar energy project 	<ul style="list-style-type: none"> ✓ Develop master plan to reduce reliance on natural gas for all facilities
	<ul style="list-style-type: none"> ● Implement a solar energy project for a municipal facility
<ul style="list-style-type: none"> ✓✓ Develop framework for climate and resilience as a lens for City decision making 	<ul style="list-style-type: none"> ✓ Develop a framework for climate and resilience as a lens for City decision making
<ul style="list-style-type: none"> ● Ensure the City is green fleet ready for passenger vehicles & light-duty fleet 	<ul style="list-style-type: none"> ✓ Secure Natural Resource Canada Zero Emissions Vehicle funding
	<ul style="list-style-type: none"> ● Phase 1: Install 20 Level 2 EV fleet chargers
	<ul style="list-style-type: none"> ● Phase 2: Install 20 Level-2 and 2 Level-3 EV fleet EV chargers
<ul style="list-style-type: none"> ● Establish an inventory and baseline of bio-diversity health 	<ul style="list-style-type: none"> ● Establish an inventory and baseline of bio-diversity health
<ul style="list-style-type: none"> ● Develop a strategy to manage the health of the McKenney Creek system 	<ul style="list-style-type: none"> ● Develop a strategy to manage the health of the McKenney Creek system
<ul style="list-style-type: none"> ✓✓ Protect and conserve 9 hectares of land 	<ul style="list-style-type: none"> ✓ Protect and conserve 9 hectares of land
<ul style="list-style-type: none"> ✓✓ Complete an Urban Forest Management Strategy 	<ul style="list-style-type: none"> ✓ Develop an Urban Forest Management Strategy
Engaged, Healthy Community	
<ul style="list-style-type: none"> ✓✓ Conduct Recreation Facility Accessibility audit to Rick Hansen Guideline standards 	<ul style="list-style-type: none"> ✓ Complete Recreation Facility Accessibility Audit
<ul style="list-style-type: none"> ✓✓ Ensure at least 70% of residents, as measured by households, have access to one free community event within a 15-minute walk of their home 	<ul style="list-style-type: none"> ✓ Host 3 Rock the Block Events

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✓✓ Increase participation in subsidized recreation programs by 10% through the development of City-specific criteria on financial access funding	✓ Develop City-specific criteria on financial access funding
✓✓ Conduct a Recreation Facility Feasibility Study	✓ Conduct an aquatics feasibility study to contemplate a second aquatics facility
✓✓ Support the Maple Ridge 2024 BC Summer Games	✓ Support the Maple Ridge 2024 BC Summer Games
✓✓ Develop and deliver four events to celebrate the 150th Anniversary of Maple Ridge	✓ Maple Ridge 150 Celebration Events
✓✓ Increase participation in City supported volunteer programs by 10%	✓ Develop a Volunteer Retention Strategy for BC Summer Games Volunteers
● Implement Public Art streams to support the new Public Art Policy and Handbook	● Transition the Public Art guidelines into a policy for Council endorsement
✓✓ Conduct an Arts, Culture, Events & Heritage Services Review	✓ Conduct an Arts, Culture, Events & Heritage Services Review
✓✓ Develop a Community Safety and Wellbeing Action Plan	✓ Develop a Community Safety and Wellbeing Action Plan
✓✓ Operationalize Phase 1 of the Fire Master Plan	✓ Fire Master Plan #17 Career Suppression Capacity
	✓ Fire Master Plan #20 Prevention Branch
	✓ Fire Master Plan # 3 Corporate Integration - 2025 continuation
	✓ Fire Master Plan # 8 Climate Change & # 28 Apparatus
	✓ Fire Master Plan # 31 Emergency Program Resourcing
	● Fire Master Plan #24 New Fire Stations
● Complete a de-integration transition plan for Ridge Meadows RCMP	● Complete a de-integration transition plan for Ridge Meadows RCMP
✓✓ Establish a public participation and engagement framework	✓ Develop and implement public engagement framework
✓✓ Increase community activity on Engage MR by 20%	✓ Increase community activity on Engage MR by 20%
● Conduct a participatory budget pilot project	✓ Conduct a participatory budget pilot project
Diversified, Thriving Economy	
✓✓ Complete a Business Retention & Expansion (BR&E) Analysis and Implementation Plan	✓ Develop business retention and expansion analysis and implementation plan





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● Develop an Incentive Strategy for New Business Attraction	● Develop an Incentive Strategy for new business attraction
✓✓ Develop an Investment Attraction Strategy for targeted industries, including a value/supply chain strategy	✓ Conduct investment attraction analysis and Implementation plan for targeted industries
● Ensure that the business licensing process and service delivery is capable of processing 20% more applications annually	● Increase staffing levels for business licensing processing
	● Complete business license process and digital application review
✓✓ Create a formal, collaborative partnership with a post-secondary institution	✓ Collaborate with post-secondary institutions on feasibility study to develop and sustain program training that addresses workforce needs
	✓ Pre-work for: Creating a formalized partnership with a post secondary institution
● Establish a collaborative Tech Hub to specifically nurture the growth of technologically inclined entrepreneurs	● Establish a collaborative Tech Hub to specifically nurture the growth of technologically inclined entrepreneurs
● Complete a Labour Market and Gap Analysis	● Conduct Labour Market Gap Analysis
● Implement a net promotor score for Adventure Hub, Urban Hot Spots, and Farm Fresh experiences , set the baseline, and improve by 20%	✓ Implement Net Promoter Score for Adventure Hub, Urban Hot Spots, and Farm Fresh Experiences with a set baseline and improve by 20% by the end of 2025
	● Complete regulatory review of eco-tourism, adventure tourism and agri-tourism policies
✓ Increase film-based tourism by 10%	✓ Electrification of Railway Lot for film (Creative BC Reel Green Grant) and continued through BC hydro incentive offer
	● Implement a circular economy program to re-purpose film set materials
✓✓ Develop an event attraction strategy for tourist-driven events aligned with community-based events	✓ Develop an Event Attraction Strategy for Tourist-driven Events Aligned with Community Based Events
Governance & Corporate Excellence	
● Develop the City's Indigenous Relations Strategy	● Develop an Indigenous Engagement and Protocol Framework

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✓✓ Host two Council relationship-building meetings with Katzie First Nation and Kwantlen First Nation leadership	✓ Participate in regular Council to Council meetings with Katzie and Kwantlen First Nations.
● Develop and implement a strategy, including standards and principles, to provide exceptional customer experiences	✓ Develop a customer experience framework
	● Develop and implement a performance measurement framework to track customer service improvement over time
	● Implement the customer experience framework including training and process improvement to enhance service delivery
● Develop an evaluation framework for ongoing customer experience assessment	✓ Develop a customer experience framework
	● Following preparation of KPIs for CX, prepare and confirm the broader evaluation framework
✓✓ Ensure that 75% of existing policies have been updated within the last 2 years	✓ Complete a Policy Review
✓✓ Implement an Enterprise Performance Management system (EPM)	✓ Implement an Enterprise Performance Management system
● Develop and implement an enhanced risk management program	● Develop and implement a corporate risk management framework
✓✓ Develop a records management program	✓ Complete development of a records management framework
✓✓ Develop a business continuity program	✓ Facilitate the development of a Business Continuity Program
✓✓ Conduct one Emergency Operations Centre exercise	✓ Conduct one Emergency Operations Centre exercise
✓✓ Deploy a continuous improvement program and conduct training with a cohort of staff	✓ Implement a continuous improvement Centre of Excellence
✓✓ Develop an Intergovernmental Relations Strategy for relationship building and advocacy to advance key city priorities	✓ Develop the City's Intergovernmental Relations Strategy
✓✓ Review and consolidate City fees and charges into a single bylaw with annual review dates	✓ Review and consolidate Building Services Department fees
	✓ Review and consolidate Soil Removal, Tree Protection and Highway & Traffic fees
	✓ Review and consolidate Fire Protection, Cemetery, Water Service and Sewer Service fees
	✓ Review Police Services Fees and Charges

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Key Results	Initiatives
 Complete a major Development Cost Charges review	 DCC Bylaw Amendment
 Optimize the City's business and financial planning process	 Optimize the City's business and financial planning process