















# Council Strategic Plan 2023-2026






## Q4 2025 - Key Results Quarterly Report
















Symbol	Status	Symbol	Status
	In Progress		Key Result Partially Met – No Further Action
	Not Started		Key Result Fully Met – No Further Action
	Needs Attention		Key Result Not Met
	Under Review		Initiative Complete

Key Results	KR Public Update	KR End Date
<p>OBJECTIVES</p> <ul style="list-style-type: none"> <li>Provide a diversity of inclusive and accessible recreation opportunities</li> </ul>		
<p>✓✓ <b>Conduct Recreation Facility Accessibility audit to Rick Hansen Guideline standards</b></p>	<p>The City of Maple Ridge received a \$90,000 Rick Hansen Foundation Grant and after review and staff consultation, decided to place this grant towards updating accessibility of the Maple Ridge Leisure Center front counter area. Work commenced in early spring of 2025 and construction completed in June of 2025.</p>	<p>4/30/25</p>
<p>✓✓ <b>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</b></p>	<p>City staff hosted 3 successful "Rock the Block" events in 2025 and enhanced the Rock the Block at Albion Community Center with a concert series, more food trucks, a market and more with huge success! 2025 Rock the Block events were the most successful yet, seeing hundreds of community members enjoying time with their families, friends and community members. The City will continue to host a minimum of 3 Rock the Block events in different neighborhoods in 2026.</p>	<p>12/31/24</p>
<p>✓✓ <b>Increase participation in subsidized recreation programs by 10% through the development of City-specific criteria on financial access funding</b></p>	<p>The city offers special passes for low- and fixed-income residents to ensure they are able to access recreation programs to support their health and wellbeing. This key result focuses on increasing use of these passes. This project is near completion. Research has been completed and presented to council in Q4. New criteria were developed based on the demographics of Maple Ridge residents and Statistics Canada's Low Income Cut Off scale (LICO) that is regularly updated based on national income statistics.</p> <p><b>2024</b> - 879 members approved for Financial Access <b>2025</b> - 981 members approved for Financial Access</p> <p><b>Recreation Services saw an 11.6% Increase</b> in Financial Access members from 2024 to 2025, meeting this goal.</p> <p>Work will continue to maintain and increase participation in the program. Staff received council approval on the new Financial Access Policy for 2026. Staff are now working on an implementation plan for this policy and will have this in place by the end of February and the program monitored and statistics tracked to see how successful the new policy was in providing greater access to financial assistance in recreation and if we able to reach 10% more of residents being subsidized.</p>	<p>12/31/25</p>
<p>OBJECTIVES</p> <ul style="list-style-type: none"> <li>Build and celebrate community pride, strengthening community connections to foster a sense of belonging</li> </ul>		



Key Results	KR Public Update	KR End Date
 <b>Conduct a Recreation Facility Feasibility Study</b>	<p>The Recreation Facility Feasibility Study has been completed. Initiated in January 2024, the study encompassed extensive community engagement, site and technical assessments, service demand analysis, building program development and preliminary concept design. The staff report was presented to Council on December 16, 2025. Council approved the recommendations to advance the planning to schematic design, prepare cost estimates and to develop a detailed funding strategy for all three recreation infrastructure projects:</p> <ul style="list-style-type: none"> <li>• Aquatics and Recreation Centre at Hammond Community Park</li> <li>• Arena Expansion at the Albion Fairgrounds</li> <li>• Multi-use Park Phase 1 at the Maple Ridge Golf Course</li> </ul> <p>Staff are aiming to have the schematic design process and funding strategy development completed by summer 2026</p>	11/28/25
 <b>Support the Maple Ridge 2024 BC Summer Games</b>	<p>The weekend of the Maple Ridge 2024 BC Summer Games wrapped up on July 21, 2024 with huge success! The City welcomed 3500 athletes and coaches to Maple Ridge and recruited 2500+ volunteers, delivering an exceptional games experience.</p>	10/31/24
 <b>Develop and deliver four events to celebrate the 150th Anniversary of Maple Ridge</b>	<p>On September 14, 2024, the City welcomed the region to celebrate Maple Ridge 150 with Our Neck of the Woods. Residents and visitors participated in Soar Over Maple Ridge Zip Line, Indigenous Makers Market, TransLink Car Free Street Party, activities for all ages, and 3 stages of live entertainment including mainstage with Dawn Pemberton, Aaron Pritchett and the Strumbellas. The Katzie First Nation provided a ceremonial opening in the bandstand. The City saw over 15,000 participants attend the event over the course of the day.</p>	12/31/24
 <b>Increase participation in City supported volunteer programs by 10%</b>	<p>The 2024 BC Summer Games and Our Neck of the Woods events created an environment that allowed for an influx of volunteers allowing a 10% plus increase in volunteers in both 2024 and 2025. This also introduced new volunteers to the City who expressed interest in getting to know about more opportunities to become engaged and participate in volunteer opportunities in the city. In 2024, 149 volunteers were connected through the City's online connector form to community festivals such as Pride in Park, Canada Day, the Santa Claus Parade and more. This has had a positive benefit on volunteers for other City programs such as Emergency Support Services (ESS).</p>	6/30/24
<p>OBJECTIVES</p> <ul style="list-style-type: none"> <li>— <b>Promote a vibrant arts and culture community</b></li> </ul>		
 <b>Implement Public Art streams to support the new Public Art Policy and Handbook</b>	<p>Staff from across departments have collaborated on a new Public Art Policy and Handbook. Public artwork projects continue to be delivered and collaborative projects within the community are underway. When the Handbook and Policy are in place this will improve effectiveness of program delivery for public art projects and will better define the program.</p>	12/31/26
 <b>Conduct an Arts, Culture, Events &amp; Heritage Services Review</b>	<p>The Arts, Culture, Events &amp; Heritage Services Review has been completed. The assessment was initiated to assess the progression of the Walking Together Culture Plan, to ensure the plan remains relevant and responsive to evolving community needs. The review identified emerging themes and recommendations for consideration across the three streams: Arts &amp; Culture, Events, and Heritage and reinforces the continued relevancy of the Culture Plan.</p> <p>Staff reported the results to Council for information on October 28, 2025.</p> <p>Staff will assess the recommendations for integration into strategic and operational decision-making across various City departments.</p>	12/15/25
<p>OBJECTIVES</p> <ul style="list-style-type: none"> <li>— <b>Ensure the safety and enhance the well-being of residents</b></li> </ul>		







Key Results	KR Public Update	KR End Date
 <b>Develop a Community Safety and Wellbeing Action Plan</b>	<p>The Community Safety and Wellbeing Action Plan launched in Q3 2025. The Action Plan builds on, and bolsters, existing community safety initiatives that largely focus on people experiencing homelessness and expands the scope of services to include children and families, youth, seniors, housing, integrated health services, and a revitalized downtown.</p> <p>With the completion of this Key Result, another was born: The Social Wellbeing pilot program to enhance service delivery to marginalized populations. The Social Wellbeing Action Team will continue to drive the Community Safety &amp; Wellbeing Action Plan, and future progress will be captured within the new Key Result.</p>	12/31/25
 <b>Operationalize Phase 1 of the Fire Master Plan</b>	<p>The Fire Department is actively implementing key recommendations from the Fire Master Plan to enhance community safety. This includes optimizing suppression staffing levels to align with NFPA standards, establishing a Fire Prevention Division focused on risk assessment and code enforcement, and hiring a Corporate Emergency Program Manager to bolster emergency preparedness. Concurrently, initial plans for constructing Fire Hall #3 are underway to better serve the west side of the City, addressing growth and response needs. These initiatives aim to improve response times, increase fire prevention outreach, and strengthen overall emergency management. Future efforts will focus on monitoring the effectiveness of these changes, engaging with the community, and exploring advanced technologies and training to maintain high service standards.</p>	12/31/25
 <b>Complete a de-integration transition plan for Ridge Meadows RCMP</b>	<p>The Ridge Meadows RCMP de-integration project remains on track, with both Maple Ridge and Pitt Meadows preparing to launch independent police detachments by April 1st 2026. The Leadership teams from both municipalities continue to work closely together, with deintegration meetings held every two weeks. In addition, both Police Services Managers of Maple Ridge and Pitt Meadows meet frequently to discuss the changes and the establishment of operating procedures. All meeting minutes are reported up to the CAO and the Lower Mainland District RCMP Office to provide a real-time overview of the project.</p> <p>A review of jurisdictional boundaries and zone refinement is underway through the Geomatics IT team to ensure clear service delivery. The transition is progressing on schedule, with an administrative file structure and the development of Standard Operating Procedures currently being drafted for the new detachments. File and exhibit transfer processes have also been discussed, with records of decision pending signature by both jurisdictions.</p>	4/1/26
 <b>Strengthen the capacity of Fire Services 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.</b>	<p>Fire Services has focused on strengthening its capacity to support the City's rapid growth. A thorough staffing model assessment was conducted to evaluate current personnel needs and future requirements, ensuring optimal coverage and response capabilities. Simultaneously, reporting structures were optimized to enhance operational efficiency and clarity in service delivery, facilitating better communication and streamlined decision-making.</p> <p>This key result is now complete. Progress on the succession planning model will be tracked under a new key result.</p>	12/31/25
 <b>Undertake a social wellbeing pilot program to enhance service delivery to marginalized populations</b>	<p>The pilot of a Social Wellbeing Action Team (SWAT) launched on July 7, 2025. This OneCity team includes representatives from Bylaw, Recreation, Community Planning, and Development Services. SWAT supports the implementation of the Community Safety &amp; Wellbeing Action Plan across the corporation.</p> <p>Updates on supporting Initiatives:</p> <ul style="list-style-type: none"> <li>• Downtown presence expanded: RCMP Street Beat (CRU) patrols began Apr 20, 2025; CSO/CRU bike patrols launched summer 2025; nine "Be Downtown" campaign pop-up activations from May 21 to September 10; supported Our Neck of the Wood on September 6.</li> <li>• Planning tool launched: Citywide social service inventory and map completed Oct 23, 2025.</li> <li>• Social Policies Advancing: Financial Access to Recreation policy approved on December 9, 2025. Low-Income Cutoff increased, and new categories created to include persons with diverse abilities, and youth in care.</li> <li>• Baby-friendly feeding spaces in the library opened on January 22, 2026.</li> </ul>	6/30/26

Key Results	KR Public Update	KR End Date
 <b>Target prolific offending by implementing 20 individualized action plans by the end of 2026</b>	<p>A small number of people are responsible for many criminal complaints and social disorder calls in Maple Ridge. These individuals are known as 'prolific offenders'. This key result focuses on taking innovative approaches to the small number of offenders that regularly come to police attention. The goal is to reduce offending overall through targeted plans specific to the issues at play with each repeat offender. This key result has not yet commenced and is anticipated to move forward in 2026. Work planned for this year will focus on readiness activities, including defining scope, confirming operational needs, and developing the foundational processes required to support future implementation.</p>	12/31/26
 <b>Increase community engagement with public safety services by 20% by the end of 2026 as measured by the number of foot and bike patrols, and joint RCMP &amp; Bylaw safety walks.</b>	<p>This initiative has moved from planning into active implementation, with coordinated RCMP and Bylaw services, with bike and foot patrols now operating in the downtown core. The focus is on increasing visible uniformed presence while addressing property crime and related community safety concerns. Work is currently underway to formalize documentation, reporting, and evaluation processes to support consistent operations and accountability.</p>	12/31/26
 <b>Ensure continuity of the Fire Services through implementation of a succession plan by the end of Q3 2026.</b>	<p>A comprehensive succession planning model will be implemented to prepare for future leadership transitions, ensuring continuity and stability within the department. These initiatives collectively aim to bolster Fire Services' readiness and adaptability in response to community expansion, while maintaining excellence in emergency management and service provision.</p>	6/30/26
<p>OBJECTIVES</p> <ul style="list-style-type: none"> <li> <b>Improve community engagement with the City</b></li> </ul>		
 <b>Establish a public participation and engagement framework</b>	<p>Council officially approved the City's Community Engagement Framework and the updated Corporate Communications and Engagement Policy at the March 25, 2025 Council meeting.</p> <p>The adopted Community Engagement Framework is a guiding document for how the City invites and uses community input in decision-making. It was developed through two phases of community engagement, research, and best practices informed by the International Association for Public Participation (IAP2). The Framework and Policy were updated to reflect the public feedback. The Framework sets clear criteria for different levels of public participation and provides guidance on when, how, and why the City will engage. It also outlines how decisions are made, what informs those decisions, and how community input will be incorporated. The public feedback is also being incorporated into the City's Engagement Toolkit, which provides staff with standardized tools and resources to support community engagement activities. The City will also enhance communications about upcoming opportunities for public input, including during the City's annual business planning process and on key projects and initiatives.</p>	3/31/25
 <b>Increase community activity on Engage MR by 20%</b>	<p>In January 2023, the City launched <a href="https://engage.mapleridge.ca">Engage.MapleRidge.ca</a>, an online community engagement platform designed to encourage public participation and promote two-way dialogue with the community. The platform provides residents with a consistent, accessible, and user-friendly way to share input and stay informed on City initiatives that matter to them. Through Engage Maple Ridge, residents can learn about ongoing projects, provide feedback, and help shape Council's decisions on a wide variety of topics. Since its launch, the platform has become a cornerstone of the City's approach to public engagement, helping staff gain a deeper understanding of community priorities. This Key Result has been successfully achieved. Staff continue to build on this progress by advancing engagement through Engage.MapleRidge.ca, the City's new Community Engagement Framework, and other in-person and digital engagement opportunities that strengthen community participation and trust.</p>	12/31/24
 <b>Conduct a participatory budget pilot project</b>	<p>This key result was focused on reviewing the process by which resource allocation decisions are made at the City to increase the involvement of residents. Staff prepared material for Council review in July 2024, and Council considered the options and recommendations of staff. Council directed staff to focus on other priorities of the City, to ensure delivery of major projects and this project was closed.</p>	9/30/24








Key Results	KR Public Update	KR End Date
OBJECTIVES		
<ul style="list-style-type: none"> <li>Attract, retain and expand business investment to diversify the tax base and increase local employment</li> </ul>		
<ul style="list-style-type: none"> <li>  <b>Complete a Business Retention &amp; Expansion (BR&amp;E) Analysis and Implementation Plan</b> </li> </ul>	<p>A Business Retention and Expansion (BR&amp;E) strategy was presented to Council in May 2025. It was a collaborative effort across multiple departments. A plan for business retention and expansion has been completed. Staff are now integrating the plan to align it with the Investment Attraction strategy which will focus on targeting industries that enhance tax diversification and create jobs in Maple Ridge. The focus will also include short-term objectives and strategic planning to attract long-term investments.</p>	5/30/25
<ul style="list-style-type: none"> <li>  <b>Develop an Incentive Strategy for New Business Attraction</b> </li> </ul>	<p>The City has adopted an Investment Attraction Strategy and is now implementing it into action. As part of this work, labor market and incentive strategies will be developed to match the skills and tools needed to attract and retain target industries in Maple Ridge. Therefore, the work of this key result will be absorbed into the implementation of the strategy to maximize focus of the work on the most promising sectors that support new business attraction.</p>	9/30/25
<ul style="list-style-type: none"> <li>  <b>Develop an Investment Attraction Strategy for targeted industries, including a value/supply chain strategy</b> </li> </ul>	<p>An Investment Attraction Strategy has been developed that provides guidance on possible targeted industries on which to focus. This was a collaborative effort across multiple departments, and staff are now working on setting up new key results for Q3 that will drive achievement of investment attraction results in the industries selected. The focus is on industries that enhance tax diversification and create jobs in Maple Ridge.</p>	7/15/25
<ul style="list-style-type: none"> <li>  <b>Ensure that the business licensing process and service delivery is capable of processing 20% more applications annually</b> </li> </ul>	<p>Work to review business licensing processes was undertaken in 2025. Implementing process improvements is still ongoing. A business licence bylaw re-write is being considered, which will align with any new technology to also lead to improved efficiency for businesses seeking to obtain, renew or update their licenses.</p>	6/30/26
OBJECTIVES		
<ul style="list-style-type: none"> <li>Expand training and educational options in Maple Ridge to build a skilled workforce that attracts innovative businesses</li> </ul>		
<ul style="list-style-type: none"> <li>  <b>Create a formal, collaborative partnership with a post-secondary institution</b> </li> </ul>	<p>In 2024 and early 2025 considerable work was done to build a collaboration with key partners to encourage location of a post-secondary institution in Maple Ridge. Establishing a collaboration model is now completed and will continue to be maintained. Future work will focus on connecting the post-secondary engagement and collaboration to investment attraction needs regarding the future labour force. This aspect of the feasibility study for post-secondary intuitions is now completed. It will remain a longer-term focus for the City to prepare for an upturn in growth of the post-secondary sector as current external factors such as immigration policy have made the operating environment more challenging in the medium term for post-secondary institutions expansion and growth in satellite campuses.</p>	9/30/25
<ul style="list-style-type: none"> <li>  <b>Establish a collaborative Tech Hub to specifically nurture the growth of technologically inclined entrepreneurs</b> </li> </ul>	<p>After review of a possible Tech-Hub, the City has shifted its focus toward advancing the Innovation Ecosystem more broadly and this may involve initiatives targeting technology-inclined entrepreneurs as well as other projects that will support local innovation and stimulate business attraction and retention. This work will involve assessing existing assets and opportunities in the community. Through this process, we are building a clearer understanding of local capacity and needs. A revised and more clearly defined key result will be proposed.</p>	9/30/25



Key Results	KR Public Update	KR End Date
<p>● <b>Complete a Labour Market and Gap Analysis</b></p>	<p>The City has adopted an Investment Attraction Strategy and is now implementing it into action. As part of this work, labor market and incentive strategies will be developed to match the skills and tools needed to attract and retain target industries in Maple Ridge. Therefore, the work of this key result will be absorbed into the implementation of the investment strategy to maximize focus of the work on the most promising sectors that support new business attraction. The labour market analysis was not completed to date and so will be closed as not-met even though this work will be rescoped as part of the implementation of the Investment Strategy.</p>	<p>9/5/25</p>
<p>OBJECTIVES</p> <p>■ <b>Explore and maximize tourism opportunities as a means to further diversify the local economy</b></p>		
<p>● <b>Implement a net promotor score for Adventure Hub, Urban Hot Spots, and Farm Fresh experiences , set the baseline, and improve by 20%</b></p>	<p>The next phase of the Net Promoter Score (NPS) is scheduled for Q4 of 2026. Having derived a baseline through the last NPS, the 2026 survey will gauge residents' perception of tourism services and experiences in Maple Ridge.</p>	<p>12/31/26</p>
<p>✓ <b>Increase film-based tourism by 10%</b></p>	<p>This key result focused on the positive benefits from film productions in Maple Ridge in stimulating local tourism. While there is anecdotal evidence that film productions in Maple Ridge have generated positive tourism benefits, this is difficult to quantify. This key result will be completed as partially met and new key results focused on the core economic benefits of the film sector will be implemented to better reflect the intent of this work. Additional measures for tourism attraction are also being added.</p>	<p>3/31/25</p>
<p>✓✓ <b>Develop an event attraction strategy for tourist-driven events aligned with community-based events</b></p>	<p>The Event Attraction Strategy for tourism driven events has been prepared and was reviewed by Council for input in Q1, 2025. Staff are now working though the strategy recommendations to determine next steps to foster events that have multiplier benefits for the community through tourism attraction, business development and that align with existing community based and recreational events. Future initiatives will be put in place to enact the strategy and undertake work in earnest to target the attraction of specific high-profile events (e.g., concerts, cultural events and festivals, film festivals, sports and games events) that can generate tourism and community outcomes.</p>	<p>3/21/25</p>
<p>● <b>Increase engagement with local businesses by onboarding 35 businesses to the "BeWith" Hub</b></p>	<p>Onboarding of businesses on the Discover Hub platform is ongoing, with about 30% increase in users in the last month. Work is ongoing to create awareness and support businesses to adapt and expand their use of the tool.</p>	<p>3/31/26</p>
<p>OBJECTIVES</p> <p>■ <b>Foster creative industries in Maple Ridge to generate economic activity, employment and community activation.</b></p>		







Key Results	KR Public Update	KR End Date
<p> <b>Increase revenue generated by filming in Maple Ridge by 5%</b></p>	<p>2025 Year End Direct Revenue to the City of Maple Ridge, which includes permit fees, locational fees, etc., came to a revenue of <b>\$735K</b> which is an 18% increase since 2024, and a 424% increase since 2019. Although this key result has been met, the percentage increase in revenue will continue to be tracked to the end of 2026 as further gains are likely.</p> <p>The increase in revenue from filming can be attributed to the Fees and Charges bylaw that was updated in Q2 of 2025. It modernizes how Maple Ridge sets film fees by aligning costs with the size and impact of each production. Instead of a single flat rate, the bylaw uses a tiered structure: smaller productions pay lower fees, while larger, higher-impact shoots contribute proportionally more based on their use of City resources and operational requirements. Since the inception of the Film Policy, the composition of production types in Maple Ridge has continued to diversify. From 2024 alone, there has been an increase of: 200% in independent productions, 400% in shorts, and 150% in “other” productions (including PSAs, educational materials, and photoshoots). Such diversification has occurred while maintaining or increasing the volume of large-scale features and TV series filming in Maple Ridge, creating a more robust filming economy with multiple streams of revenue.</p> <p>Over and above the improved fee structure, the increase is due to the large demand for the use of City owned assets for rent by the film industry as location and adjacent spaces (i.e., holding, parking, catering, etc.). We have also increased the community outreach and exposure of the film industry to Maple Ridge businesses creating a more film friendly environment. More and more productions are coming to Maple Ridge looking to achieve more complex filming activities, utilize City of Maple Ridge assets, and are staying in Maple Ridge longer (i.e., each production is averaging more shoot days in Maple Ridge). We are experiencing a more diverse pool of productions, where MR is experiencing more TV and features, while supporting an increased number of independent and student productions, all contributing to increased direct revenues.</p>	<p>12/31/26</p>
<p> <b>Attract two or more major productions to secure large scale activity in Maple Ridge</b></p>	<p>Two large shows have committed to utilizing properties in Maple Ridge long term, creating large direct, indirect and induced impacts for Maple Ridge, as these shows leverage other Maple Ridge businesses, locations, services, etc. within the area. Although the initial target of two productions has been achieved, this key result will be kept open to reflect ongoing work to surpass this initial target.</p> <p>The City launched the <a href="#">Film Maple Ridge Playbook   Maple Ridge, BC</a>, which explores how thoughtful policy, operational excellence, and community integration turn filming into lasting economic, cultural, and social value. It’s the blueprint for growing film responsibly, at scale to ensure that we remain a film friendly and resilient filming community that can continue to retain and expand upon the productions we are attracting. Because - there is no film without our community. It also works in a multipronged way, by celebrating the productions that Choose Maple Ridge and give the City increasing ability to attract productions to a film friendly jurisdiction (both community and governance).</p> <p>The City is also developing the Film Maple Ridge partners program. Through an ecosystem approach, the program is designed to: attract increased production activity in Maple Ridge; increase direct, indirect, and induced spend within Maple Ridge by productions, their affiliates, and staff; ensure that productions have as seamless as an experience to source locations, products, services, and goods; create long term sustainable relationships between the business community and the film industry. How will it work?</p> <p>Maple Ridge currently remains near the entry level of the economic multiplier effect (i.e., every \$1 spent on production = an estimated \$1.50 - \$3.00 of economic activity generated in the local economy), as industry integration with the local business environment is still in its early stages. The Film Maple Ridge Partnership is designed to move our community up the economic multiplier curve by expanding direct economic activity and unlocking stronger indirect and induced impacts. Our focus is on building the conditions for sustained ripple effects throughout the Maple Ridge economy through support of three key branches of integration, in which were introduced at our first Partnership working group session last fall.</p> <ol style="list-style-type: none"> <li>1. Location Partners</li> <li>2. Business to Business Providers</li> <li>3. Business to Consumer Providers</li> </ol>	<p>6/30/26</p>




Key Results	KR Public Update	KR End Date
<p> <b>Develop a baseline measure for the campaign on #FilmFriday that measures community awareness and support for the film industry using sentiment analysis</b></p>	<p>Film Fridays is a showcase of behind-the-scenes content from film projects in Maple Ridge, sprinkled with some fun film facts and, MR designer slates. 18 reels, 28 photos, and eight fan edits, this now campaign finally reached its conclusion in Q4 2025. From indie films to blockbuster hits, educational pieces to your latest TV addiction, the City compiled a true sample of the breadth of filming ventures (and the wild stories that follow) taking place in the community.</p> <p>Baseline data suggest strong community engagement, awareness and support for the Film Friday campaign and by extension filming in Maple Ridge more generally. Statistics show over one hundred and sixty-two thousand views, across 3 social media platforms, with almost 3,000 engagements for 23 campaign posts. This campaign ran in 2025 and will be used as a baseline comparator for 2026 Film Maple Ridge Social Media content.</p>	3/31/26
<p>OBJECTIVES</p> <ul style="list-style-type: none"> <li>Facilitate revitalization of business in the downtown and across Maple Ridge to encourage local purchasing and visits to local hospitality venues.</li> </ul>		
<p> <b>All eligible local businesses within the downtown BIA Catchment area will be informed of the patio program</b></p>	<p>Promotion for the Patio Program has been developed and deployed to inform eligible businesses of the program and encourage participation. Website updates have been completed, information has been distributed via the Downtown Maple Ridge Business Improvement Association (DMRBIA) to member businesses, and a promotional event will be executed in February 2026. Additionally, a survey instrument is in development and will be deployed in conjunction with promotions for the 2026 operating season. The survey will be shared with eligible local businesses to assess interest, barriers, and readiness to participate in the patio program.</p>	3/31/26
<p>OBJECTIVES</p> <ul style="list-style-type: none"> <li>Establish the foundations of an innovation ecosystem that fosters innovative businesses in Maple Ridge</li> </ul>		
<p> <b>Conduct a minimum of 30 interest holder and expert interviews (businesses, post-secondary, investors, tech workers, startup founders, and non-profit) to identify and confirm critical elements of a local innovation ecosystem</b></p>	<p>Progress on this key result is well underway. The City has hosted a focus group with entrepreneurs and organizers of local AI meetup events in late 2025 and will continue to host additional such engagements following the City's various startup and innovation ecosystem events. The combination of startup/innovation events, which aim to surface prospective entrepreneurs and other ecosystem participants, along with direct engagement via focus groups, will allow the City to effectively assess and understand the opportunity to build a vibrant ecosystem and support an innovation-based economy. Through this two-pronged approach, along with one-on-one discussions with businesses and entrepreneurs, the City will gather a fulsome view of the needs and opportunities within the community.</p>	6/30/26
<p> <b>Host 4 community innovation events and/or focus groups (targeting over 100 attendees total), aimed at building awareness and collaboration across the innovation and business community.</b></p>	<p>The City's first innovation and startup ecosystem event in this series will be held on February 26, 2026. Tickets will open soon for registration (aiming for mid-January), but interested individuals can learn more about the event at the City's Catalyst Innovation Network webpage: <a href="#">Catalyst Innovation Network   Maple Ridge, BC</a></p>	6/30/26
<p> <b>Establish or formalize 2 strategic partnerships (or MOU) with enabling organizations that support the development of the innovation ecosystem.</b></p>	<p>The City has been in contact with multiple organizations including post-secondary institutions, recognized accelerators, and private sector entrepreneurship-enabling entities. Establishing an MOU will require greater clarity on the specific opportunities and challenges that exist, and which need to be addressed in Maple Ridge. This information will be gathered through the focus groups and events that the City is hosting. Since all of these efforts are underway, this key result is making good progress.</p>	6/30/26
<p> <b>Secure media coverage of Maple Ridge as a destination for innovative businesses in 3 industry/regional publications.</b></p>	<p>Work on this key result has not formally started, as other results associated with the innovation ecosystem objective are precursors to securing media coverage from 3 industry/regional publications. Once the innovation events have started building awareness, and the MOUs have been signed, more media focus is expected on the innovation ecosystem</p>	9/30/26

Key Results	KR Public Update	KR End Date
<p>OBJECTIVES</p> <p>▬ Mitigate and adapt to the impacts of climate change</p>		
<p>✓✓ <b>Develop and adopt a Climate Action Plan</b></p>	<p>On June 24, 2025, Maple Ridge Council endorsed its first-ever Climate Action Plan, <i>Resilient Future 2050: Moving Boldly Toward Low-Carbon Resilience</i>.</p> <p>The plan outlines five key strategies—called “Bold Moves”—and 58 actionable steps to reduce greenhouse gas emissions, enhance climate resilience, and support sustainable growth across the city. Over 80% of the actions are slated for implementation within five years (2025 - 2030).</p> <p>Developed with extensive community input and backed by provincial funding, the plan includes updated sustainability targets, supports both rural and urban areas, and will be monitored through the City’s Community Scorecard. A cross-departmental Climate Action Team has been struck to manage and oversee implementation of the actions outlined in the plan and ensure alignment with existing projects at the city to maximize resource utilization.</p> <p>The key result had three related initiatives that are all completed - multi-hazard risk and vulnerability assessment, extreme temperature risk mapping and analysis and development of the community climate action plan.</p>	<p>5/30/25</p>
<p>● <b>Develop and implement green infrastructure design and maintenance specifications, guidelines, and performance standards</b></p>	<p>This Key Result to develop green infrastructure standards will launch in early 2026. At that time, Engineering Department staff are expected to have capacity and will select a consultant to examine foundation work completed by regional municipalities and develop standards which reflect the development characteristics of Maple Ridge. The completion date of June 30 was changed to September 30 -given that the project has not been awarded yet nor the schedule confirmed, the June 30 date seems optimistic.</p>	<p>9/30/26</p>
<p>OBJECTIVES</p> <p>▬ Reduce municipal and community greenhouse gas emissions in alignment with adopted targets</p>		
<p>✓✓ <b>Develop a master plan for reducing the reliance on natural gas for all facilities and implement a solar energy project</b></p>	<p>The plan to reduce reliance on natural gas has been completed. After a major energy audit and research by energy specialists the City now has a strategic energy management plan to guide investments and maximize efficiency of energy use across city facilities.</p>	<p>10/1/27</p>
<p>✓✓ <b>Develop framework for climate and resilience as a lens for City decision making</b></p>	<p>Understanding how climate risks will impact residents and the work of the City is a priority. This project associated with this Key Result involved development of a framework that will help inform decision making and policy for the City into the future. Staff have developed a climate and resiliency lens and framework. They are now working to incorporate this at different levels of city procurement, operations and planning.</p>	<p>9/30/24</p>
<p>● <b>Ensure the City is green fleet ready for passenger vehicles &amp; light-duty fleet</b></p>	<p>Phase 1 of the fleet charger project is under construction. Approximately 50% complete. Weather has caused some delays in the pouring of the concrete foundations, but anticipated to be fully commissioned in early March.</p> <p>Phase 2 project readying to get underway with tendering expected in February. It is anticipated that the phase 2 project will be completed by Q3 of this year.</p> <p>7 EV cars have been awarded to Ford via tender. These vehicles are replacing hybrids at the end of lifecycle.</p> <p>Specifications are being prepared for the replacement of approximately 10 gas cargo vans. Scheduling coordination meetings with the user departments on requirements.</p>	<p>12/31/26</p>










Key Results	KR Public Update	KR End Date
OBJECTIVES		
 <b>Enhance and protect the health of our natural environment</b>		
 <b>Establish an inventory and baseline of biodiversity health</b>	<p>The RFP has been posted and proposals will be reviewed in February 2026, with community engagement planned for summer 2026, and the project remains on track to provide a status update to Council by June 2026. Healthy biodiversity supports life by sustaining ecosystems that people, animals, and food systems depend on, and this work brings together community values and place-based knowledge to build a clear picture of the health of local plants, wildlife, and ecosystems and to co-develop criteria for caring for places that matter to both the community and the environment.</p>	6/30/26
 <b>Develop a strategy to manage the health of the McKenney Creek system</b>	<p>The purpose of the project is to determine how McKenney Creek can be preserved or enhanced while enabling the development of the Lougheed Transit Corridor area as well as urban infill densification in other areas. The project also assesses requirements for ensuring the City's drainage system continues to operate effectively while accommodating development.</p> <p>The project is advancing. However, the completion date has been delayed due to the addition of a sensitivity analysis, challenges in formulating feasible solutions, and schedule slippage.</p>	9/30/26
 <b>Protect and conserve 9 hectares of land</b>	<p>This key result has been met. The project associated with this key result undertook assessment of lands that were suitable for preservation of natural assets. In 2024 the City was able to identify and put in place protection for 9 hectares of land that will be conserved as a natural asset for the betterment of the community.</p>	12/31/25
 <b>Complete an Urban Forest Management Strategy</b>	<p>Maple Ridge City Council has adopted the City's first-ever Urban Forest Management Strategy, marking a significant milestone in its commitment to preserving and enhancing the city's diverse urban forest.</p> <p>The Urban Forest Management Strategy (UFMS) outlines comprehensive measures to sustainably manage and expand Maple Ridge's vital green spaces and tree canopy in the context of urban development and climate challenges.</p> <p>See <a href="#">Urban Forest Management Strategy   Maple Ridge, BC</a> for further information and a copy of the final strategy.</p>	3/31/24
 <b>Plant 750 trees by Q4 2026</b>	<p>In 2025 the City planted over 1800 new trees in 7 parks in Maple Ridge through grant funding and has continued to apply for more tree planting grants as they become available. In Fall 2025 - Spring 2026, over 1,000 new street trees will be planted in boulevards and in parks across Maple Ridge, focusing on areas of the City with low tree canopy. These new street trees are also part of a successful tree planting grant.</p>	12/31/26
 <b>Complete a review and update of bylaws and policies to align with the Urban Forest Management Strategy by December 2026</b>	<p>Area plans and the Official Community Plan have been reviewed to incorporate findings of the UFMS (Urban Forest Management Strategy). The Tree Protection and Management bylaw is being reviewed to align with the recommendation of the UFMS. Information has been shared with Committees of Council on the intent of the changes to the Tree Protection and Management Bylaw.</p>	12/30/26




Key Results	KR Public Update	KR End Date
<p>OBJECTIVES</p> <p>— <b>Facilitate expanded housing diversity and supply, to promote attainability</b></p>		
<p> <b>Create development application prioritization criteria</b></p>	<p>As part of on-going work related to the Development Approvals Process Review as well as the City's efforts to meet our housing targets —particularly in the areas of affordable housing, new rental housing, housing for seniors, and non-market supportive/recovery projects—a set of Development Prioritization Criteria has been developed. These criteria are intended to guide staff in identifying, evaluating, and prioritizing projects that most directly contribute to the City's housing goals, especially in the context of time-limited funding programs and resource capacity.</p> <p>The criteria emphasize projects that deliver:</p> <ul style="list-style-type: none"> <li>• <b>Residential development</b> in key growth areas</li> <li>• <b>Affordable housing units</b>, particularly those secured through agreements or operated by non-profits.</li> <li>• <b>Purpose-built rental housing</b>, to increase long-term rental supply.</li> <li>• <b>Housing for seniors</b>, with accessible, age-friendly design features.</li> <li>• <b>Non-market or supportive recovery housing</b>, including partnerships with government or health agencies.</li> </ul>	<p>4/30/25</p>
<p> <b>Increase housing stock, as measured by occupied units, by 1.2% (1,284 units) by Q3 2026</b></p>	<p>There are five initiatives related to this key result as multiple projects contribute to the overall goal of increasing housing. Two of the five initiatives are now complete with the remaining three initiatives underway. The <b>Housing Needs Assessment</b> was endorsed by Council on September 10, 2024, to identify areas of specific need, ensuring policies support housing growth and affordability. Mandated by provincial legislation, this report was due by the end of 2024. The <b>Housing Strategy</b>, prepared by Urban Matters and received by Council on September 24, 2024, informs planning efforts to enhance affordability and meet housing targets, underpinning the city's strategic goals.</p> <p>The <b>Incentive Program Feasibility Assessment</b> is ongoing, focusing on residential development in key areas. Staff are evaluating potential incentives as outlined in the 2024 Housing Needs report, with recommendations expected in 2025 to 2026 to increase the housing stock. The <b>Pre-Approved Site Plans</b> initiative aims to facilitate "missing middle" residential development by streamlining infill housing processes. This includes developing a Standardized Housing Design Catalogue in collaboration with the Province and CMHC. Designs have been curated for compliance with Maple Ridge's Small-Scale Multi-Unit Housing regulations. The <b>City Wide Density Bonusing Programs</b> are being reviewed to align with new provincial legislation. This work addresses provincial compliance and aims to better meet housing needs as per the 2024 report.</p>	<p>9/30/26</p>

Key Results	KR Public Update	KR End Date
 <b>Secure 30 below market housing units</b>	<p>The target for this key result has now been met through the establishment of housing agreements that will generate an additional 30 below-market housing units. Two related initiatives are linked to this key result.</p> <p>The <b>Concierge Service</b> initiative has been completed. This service facilitates affordable housing developments within the city, enhancing incentives beyond provincial mandates. Developed through a collaboration between Planning, Engineering, and Building Departments, the pilot model of the Concierge Program is complete, with rollout underway. The program collaborates with select developers/builders to streamline the permitting and approval process, addressing information gaps and improving efficiency for community-prioritized housing projects.</p> <p>The <b>Inclusionary Zoning Options</b> initiative is in progress, focusing on exploring the integration of inclusionary zoning requirements for mixed-use developments around transit corridors. This effort aims to expand housing choices in key growth areas, aligning with both community needs and provincial mandates. The study on feasibility, scope, and applicability in key growth areas in Maple Ridge informs future planning decisions.</p>	12/31/25
 <b>Increase the multi-unit housing portion of building stock by 2% by Q4 2026</b>	<p>The <b>Wrap Around Servicing Assessment</b> involves evaluating the Lougheed Transit Corridor Area Plan through a low-carbon resiliency lens, focusing on land use, development, and street connectivity. This assessment emphasizes Transit-Oriented Development Nodes and incorporates an equity perspective on resident mobility.</p> <p>The City's <b>Parking and Mobility Requirements</b> are being addressed through a comprehensive review of the City's Off-Street Parking and Loading Bylaw. The bylaw was adopted by Council on December 16, 2025</p>	12/31/26
 <b>Establish benchmark timelines for internal City processes and reviews within the development application process</b>	<p>We have an established benchmark timeline now for new, single family and SSMUH applications. These are published as 12 weeks for completion when submitted electronically through the portal after they have cleared the intake process. Benchmark timelines for other application types will be published after new application types become available online.</p>	12/31/26
 <b>Complete alignment of CMR regulations and policies with Homes for People provincial strategy</b>	<p>Due to legislative changes, local governments must update regulations for small-scale multi-unit housing by June 2024. This involved aligning the City's housing policies with provincial mandates.</p> <p>On June 25, 2024, Council approved amendments for Small Scale Multi-Unit Housing (SSMUH) and designated transit-oriented areas (TOA) around key transit hubs, such as Haney Place Transit Exchange, Maple Meadows Station, and Port Haney Station. These amendments fulfill provincial housing legislation and align with the Homes for People strategy. This item is complete.</p>	12/31/24
<p>OBJECTIVES</p> <p>■ <b>Improve mobility with safe, sustainable and effective transportation options</b></p>		
 <b>Include a complete east to west AAA bike route from 240th to Maple Meadows station in the 5-year Capital Plan</b>	<p>This project is complete with submission of cycling infrastructure requests for a complete All Ages and Abilities Cycling Connection as part of the 2025-2030 5-year Capital Plan. Projects for this route will be implemented based on available funds in consideration of competing priorities and available funding.</p>	12/31/24
 <b>Install 30 secure bike and micro-mobility lockers within the civic centre area</b>	<p>This project is complete with installation of 5 secure bike lockers located outside of the RCMP building near the transit exchange and 5 secure bike lockers located adjacent to the Maple Ridge Leisure Centre. Staff will monitor occupancy of these locations and put forth a request to Council for additional secure bike lockers when these are near capacity for peak hours of the day (if needed).</p>	8/31/24

Key Results	KR Public Update	KR End Date
 <b>Increase cycling network length by three kilometers</b>	<p>This key result sought to install 3 kilometres of new or improved All Ages and Abilities (AAA) cycling infrastructure by the end of 2025. To help advance this, projects were selected that met Strategic Transportation Plan strategies to complete connections to community destinations to ensure that most residents and visitors can easily and comfortably access amenities across the City by bicycle.</p> <p>3 kilometres of cycling was achieved to meet this objective along the following roadways:</p> <ul style="list-style-type: none"> <li>• 123 Avenue (Laity to 216) - complete (500m)</li> <li>• Donovan Selkirk AAA Neighbourhood Bikeway (216 to 222) complete (1.3km)</li> <li>• 240 Street (Kanaka Way/112 Ave to 118 Avenue) complete (1.2km)</li> </ul> <p>Further work is ongoing to expand the cycling network and ensure residents and visitors can easily and comfortably cycle throughout Maple Ridge to meet their destinations.</p>	12/31/25
<p>OBJECTIVES</p> <p>■ <b>Develop infrastructure that positions the City to provide accessible and sustainable services while accommodating growth</b></p>		
 <b>Develop an Asset Management Strategy &amp; Funding Plan</b>	<p>Condition and criticality assessment of transportation and utility assets has been completed.</p> <p>An RFP will be developed and advertised in early 2026 to procure software to serve as a database and analysis tool to support asset management at the City going forward. The software will be used to help determine which assets need replacement based upon condition and criticality, and the optimal timing for those replacements.</p> <p>A full asset management strategy for water, sewer, drainage, roads, and bridges assets will be completed following software procurement. Other asset classes may also be added.</p> <p>Development of a funding strategy for asset maintenance and replacement will begin following development of the full asset management strategy.</p>	12/31/26
 <b>Establish servicing plans, including green infrastructure solutions, to service 3 key growth areas</b>	<p>A drinking water, sewage and drainage servicing plan has been developed for the Lougheed Transit Corridor Area Plan (LTCAP). The servicing plan will continue to be refined as additional information is identified. This work now moves into an operational phase, and this initiative is completed.</p> <p>The City will focus on building the LTCAP in 2025 and other servicing plans for two more additional growth areas will be considered in future years.</p>	9/30/25

Key Results	KR Public Update	KR End Date
OBJECTIVES		
<ul style="list-style-type: none"> <li>Identify and commit to opportunities for the City to move forward on a path of Truth and Reconciliation</li> </ul>		
<ul style="list-style-type: none"> <li>Develop the City's Indigenous Relations Strategy</li> </ul>	<p>Considerable work is ongoing to support the City's collaboration with local First Nations. In Q4 2025 the City signed Capacity and Guardian Agreements with Katzie First Nation as foundational agreements that will guide our engagement on projects of shared interest. A standardized process for making referrals to Katzie First Nation and Kwantlen First Nation has been introduced. A detailed workplan for Indigenous Relations activities in 2026 is currently in development.</p>	12/31/26
<ul style="list-style-type: none"> <li>Host two Council relationship-building meetings with Katzie First Nation and Kwantlen First Nation leadership</li> </ul>	<p>Ensuring Council to Council productive relationships and meetings is a priority for the City. Working with Katzie First Nation and Kwantlen First Nation is an ongoing activity supported by the City's Intergovernmental Relations Section. In 2024 two meetings were held and these Council-to-Council meetings will be scheduled on a periodic basis going forward. This helps to maintain senior governance of the day-to-day interactions on specific projects or issues between staff of the Nations and the City.</p>	12/31/24
OBJECTIVES		
<ul style="list-style-type: none"> <li>Deliver an exceptional customer experience across City services</li> </ul>		
<ul style="list-style-type: none"> <li>Develop and implement a strategy, including standards and principles, to provide exceptional customer experiences</li> </ul>	<p>A new customer experience framework was completed in March 2025 to support continuous improvement of service delivery across City departments. The implementation of this framework is now underway with the deployment of key initiatives, including the Voice of the Customer program, Corporate Customer Experience Standards, and delivery of training.</p>	9/30/26
<ul style="list-style-type: none"> <li>Develop an evaluation framework for ongoing customer experience assessment</li> </ul>	<p>The focus of the City is currently on implementation of the Corporate Customer Experience Program through the establishment initiative-specific KPIs - once these are established the evaluation framework will be further fleshed out. The goal of the evaluation framework is to have a consistent and clear methodology to evaluate the effectiveness of customer service delivery across all city departments to inform an approach of continuous improvement.</p>	12/31/26
OBJECTIVES		
<ul style="list-style-type: none"> <li>Be accountable to the public through open and responsive governance</li> </ul>		
<ul style="list-style-type: none"> <li>Ensure that 75% of existing policies have been updated within the last 2 years</li> </ul>	<p>Over the past year the City has undertaken a comprehensive review of its policies and met its target to review and update at least 75% of all policies. The focus of these policy reviews was to ensure that the City keeps pace with changes in our service delivery, and that policies are transparent and easily understood. We have achieved this by working across departments to promote consistency and clarity in policy development. Future work will focus on extending this by having a robust policy development and intake process that ensures that policies reflect leading practices in municipal government and provide both clarity and consistency for service users.</p>	12/31/25
<ul style="list-style-type: none"> <li>Implement an Enterprise Performance Management system (EPM)</li> </ul>	<p>The City implemented a strategic management software solution (ClearPoint) that creates a cohesive single place to record, track, and update progress on various plans and initiatives within the city such as Council's Strategic Plan and various department master plans and strategies. The system was successfully implemented in June 2024.</p>	6/30/24

Key Results	KR Public Update	KR End Date
 <b>Develop a One-City Fees and Charges Policy for Council Adoption by Q1 2026</b>	<p>In 2025 the City undertook several updates to fees and charges in different departments and consolidated several fees out of a range of bylaws into the Maple Ridge Fees and Charges Bylaw No. 7575-2019. As part of this work a cross departmental working group has been struck to create a new policy and process for updates to Fees and Charges. A draft policy is now under review and will be brought forard to Council for adoption in Q1 2026.</p>	3/31/26
<p>OBJECTIVES</p> <p> <b>Ensure the City is organizationally resilient, ready to adapt to a changing environment</b></p>		
 <b>Develop and implement an enhanced risk management program</b>	<p>An enterprise risk management approach for the City is currently under development. The purpose of this work is to support city business planning and decision making by providing an additional lens and mechanism to proactively identify and manage risks facing the organization. The initiative is due to be completed in September 2026.</p>	9/30/26
 <b>Develop a records management program</b>	<p>The Records Management Policy provides the framework that guides records management for current and future record keeping of the City. The City fulfils its mandatory responsibilities for record keeping, retrieval and destruction through this policy and it applies to all activities of the City. Departments are provided with records management training to ensure privacy of data is maintained at all times. The City acts as a responsible steward of private information of our residents and services users, and ensures at all times that record keeping meets legislated requirements to reinforce trust and transparency in the organization.</p>	9/30/24
 <b>Develop a business continuity program</b>	<p>Business Continuity Program Framework has been completed. Implementation of the framework and further planning work across departments commenced in Q2, 2025. This work helps departments to identify priority services in the event of an emergency and have detailed plans, roles and accountabilities to ensure minimal to no disruption to core services for residents in the event of an emergency or other major disruption. The date has been extended to reflect the project moving into implementation phase.</p>	12/31/25
 <b>Conduct one Emergency Operations Centre exercise</b>	<p>This key result focuses attention on the need for practice for City staff with respect to emergency management. Each year the City aims to conduct an exercise to ensure management and staff are able to establish and operate an emergency operations centre (EOC) when needed. the City's Emergency Program Manager conducted an exercise on October 31, 2024 with the EOC Leadership Team. Training will be provided on EOC management to additional staff in 2025 and future EOC exercises will ensure staff skills are maintained to support the community in an emergency event.</p>	12/31/24
 <b>Deploy a continuous improvement program and conduct training with a cohort of staff</b>	<p>Establishing a culture of continuous improvement in our internal processes and service delivery to customers is a priority of this key result for the City. In 2024 the City established a Centre of Excellence for Continuous Improvement and this centre has been in operation for a year. The program has trained all staff in continuous improvement providing a base level of skills for process improvements with all staff and has trained two cohorts in advanced levels of continuous improvement. This has led to time and cost savings across all departments of the City as staff are empowered to make meaningful changes in process that reduce errors, decrease delays or wasted time, and make processes as simple and easy to follow as possible. This Centre also helps to improve the consistency of approach across City services. The Centre is now tracking the savings and improvements made to demonstrate the value to the community from this work.</p>	9/30/24
 <b>Develop an Intergovernmental Relations Strategy for relationship building and advocacy to advance key city priorities</b>	<p>Intergovernmental relations are a critical function of the City. This involves having a thoughtful and deliberate strategy to work with other levels of government. To understand where government policy impacts the City and to manage the impacts of changes in regulations and legislation on the municipality. This Strategy was created in 2024 and was approved and is now being implemented. The Strategy outlines priorities for the City to advocate for improved government regulations and to support the City's requests for funding of major infrastructure and other key projects.</p>	6/30/24
<p>OBJECTIVES</p> <p> <b>Ensure organization and financial alignment to achieve Strategic Priorities and meet the needs of our growing community</b></p>		

Key Results	KR Public Update	KR End Date
 <b>Review and consolidate City fees and charges into a single bylaw with annual review dates</b>	<p>This key result focuses on incrementally improving the management of fees and charges and improving rigour in setting fees and charges and updating fees on a regular schedule.</p> <p>The key result has four initiatives. Amendments to the Maple Ridge Fees and Charges Bylaw No. 7575-2019 were undertaken in three processes in 2025. /All four initiatives are now completed. Only Cemetery fees have been deferred pending decisions on operational policy changes. These will be advanced in 2026. Planning, Building, Engineering, Film, Police Services, Recreation Services, Soil Removal, Water Sewer fees, Fire fees, EV Charging Fees and General Administration Fees have all been updated for 2025 with new fees in these areas now in effect.</p> <p>Consequential amendments and repeals of previous source bylaws were also adopted by Council in 2025 to ensure that bylaws regarding fees are consistent and clear for service users, and the Maple Ridge Fees and Charges Bylaw No. 7575-2019 is the official source of fee information for the schedules covered.</p>	12/31/25
 <b>Complete a major Development Cost Charges review</b>	<p>Amenity cost charges (ACCs) are a development financing tool that allows local governments to collect fees for amenities such as community centres, recreation facilities, libraries, daycares, and public spaces. These amenities support liveable and complete communities in areas of growth. ACCs are designed to cover a portion of the capital costs associated with the increased need for local government services arising from development (development-related capital costs) In 2025 the focus has been on addressing Amenity Cost Charges (ACC) based on new legislation and guidelines from the province.</p> <p>Municipalities and regional districts levy Development Cost Charges (DCC) on new development to pay for new or expanded infrastructure such as sewer, water, drainage, parks, roads, solid waste and recycling facilities, fire protection facilities, and police facilities necessary to adequately service the demands of that new development. Following the completion of the work on ACCs, the review of Development Cost Charges will commence.</p>	12/31/26
 <b>Optimize the City's business and financial planning process</b>	<p>In 2024 the City undertook a top to bottom continuous improvement review of its business and financial planning processes to ensure effectiveness, efficiency and clarity of processes to review and allocate operating and capital resources. All City departments collaborated on the process review with several important improvements made to support a streamlined process. The process has now been documented and established and will be regularly reviewed to ensure it evolves as needed to meet the City's needs.</p>	12/31/24