




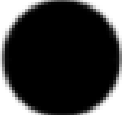




Council Strategic Plan 2023 – 2026

Key Result 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







Quarterly Report - Engaged Healthy Community Strategic Priority

City of Maple Ridge Corporate Plan

Key Results	KR Public Update	KR End Date
<p>OBJECTIVES</p> <p>— Provide a diversity of inclusive and accessible recreation opportunities</p>		
<p>✓✓ Conduct Recreation Facility Accessibility audit to Rick Hansen Guideline standards</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>✓✓ 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</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>✓✓ Increase participation in subsidized recreation programs by 10% through the development of City-specific criteria on financial access funding</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>2024 - 879 members approved for Financial Access 2025 - 981 members approved for Financial Access</p> <p>Recreation Services saw an 11.6% Increase 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>● Complete the costing estimates and develop a potential funding strategy for three recreation infrastructure projects.</p>	<p>The City is in the planning phase of conceptual design and costing estimates for these important amenity projects. A project update to Council is anticipated for June 2026 with further public information updates occurring as the projects progress. Decisions on potential projects are subject to future consideration by Council.</p>	<p>7/31/26</p>
<p>OBJECTIVES</p> <p>— Build and celebrate community pride, strengthening community connections to foster a sense of belonging</p>		

Key Results	KR Public Update	KR End Date
 Conduct a Recreation Facility Feasibility Study	<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"> • Aquatics and Recreation Centre at Hammond Community Park • Arena Expansion at the Albion Fairgrounds • Multi-use Park Phase 1 at the Maple Ridge Golf Course <p>Staff are aiming to have the schematic design process and funding strategy development completed by summer 2026</p>	11/28/25
 Support the Maple Ridge 2024 BC Summer Games	<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. In March 2026 the BC Summer Games society along with Council celebrated the legacy of the games with an event at Telosky Stadium.</p>	10/31/24
 Develop and deliver four events to celebrate the 150th Anniversary of Maple Ridge	<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
 Increase participation in City supported volunteer programs by 10%	<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"> — Promote a vibrant arts and culture community 		
 Implement Public Art streams to support the new Public Art Policy and Handbook	<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
 Conduct an Arts, Culture, Events & Heritage Services Review	<p>The Arts, Culture, Events & 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 & 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"> — Ensure the safety and enhance the well-being of residents 		








Key Results	KR Public Update	KR End Date
 Develop a Community Safety and Wellbeing Action Plan	<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 & Wellbeing Action Plan, and future progress will be captured within the new key result.</p>	12/31/25
 Operationalize Phase 1 of the Fire Master Plan	<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
 Complete a de-integration transition plan for Ridge Meadows RCMP	<p>The Ridge Meadows RCMP de-integration project is substantively complete, and the Maple Ridge Detachment was officially independent of Pitt Meadows on April 1, 2026. Leadership teams from both municipalities will continue to remain actively engaged and collaborative, ensuring effective completion of the transition. Moving forward, the Maple Ridge Detachment will operate independently under the supervision of E-Division Headquarters serving Maple Ridge residents. This was a significant piece of work to de-integrate the detachment from Pitt Meadows and was completed with no disruption to service for Maple Ridge residents.</p>	4/1/26
 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.	<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
 Undertake a social wellbeing pilot program to enhance service delivery to marginalized populations	<p>The Social Wellbeing Action Team (SWAT) includes representatives from Bylaw, Recreation, Community Planning, and Development Services. SWAT supports the implementation of the Community Safety & Wellbeing Action Plan across the corporation.</p> <p>Updates on supporting Initiatives:</p> <ul style="list-style-type: none"> • Approval of Trauma-Informed Practice Training for Community Safety Officers. • Functional Assertive Situation Table (FAST) engagement and Annual Report completed. Report includes steps for process improvement. Presented to the Engaged Healthy Community Advisory Committee on March 5. • Executed 2026 agreements with Community Network and Seniors Network. • Confirmed expansion of Baby-Friendly feeding spaces in the ACT Theatre and Albion Community Centre. • Attended regional food security forum highlighting the Fraser Valley Artisan Food Hub. • In conjunction with the City's Emergency Manager, introduced the concept of a Social Sector Task Force to community leaders. 	6/30/26

Key Results	KR Public Update	KR End Date
 Target prolific offending by implementing 20 individualized action plans.	<p>A small number of individuals continue to drive criminal and social disorder calls in Maple Ridge. Addressing these prolific offenders remains a priority.</p> <p>Work on this initiative has started. Progress to date includes defining scope, identifying operational needs, and beginning to build a consistent approach to managing repeat offenders. Throughout 2026, the focus will be on strengthening processes, confirming resources, and preparing for implementation.</p>	12/31/26
 Increase community engagement with public safety services by 20% as measured by the number of foot and bike patrols, and joint RCMP & Bylaw safety walks.	<p>This initiative has moved from planning into implementation. RCMP and Bylaw are now working together, with bike and foot patrols active in the downtown core. The focus is on increasing visible presence while addressing property crime and related community safety concerns.</p> <p>Work is also underway to put clear documentation, reporting, and evaluation processes in place to support consistent operations and accountability.</p>	12/31/26
 Ensure continuity of the Fire Services through implementation of a succession plan.	<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> <p>— Improve community engagement with the City</p>		
 Establish a public participation and engagement framework	<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
 Increase community activity on Engage MR by 20%	<p>In January 2023, the City launched Engage.MapleRidge.ca, 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
 Conduct a participatory budget pilot project	<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
<p>OBJECTIVES</p> <p>— Attract, retain and expand business investment to diversify the tax base and increase local employment</p>		
<p>✓✓ Complete a Business Retention & Expansion (BR&E) Analysis and Implementation Plan</p>	<p>A Business Retention and Expansion (BR&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>	<p>5/30/25</p>
<p>● Develop an Incentive Strategy for New Business Attraction</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 strategy to maximize focus of the work on the most promising sectors that support new business attraction.</p>	<p>9/30/25</p>
<p>✓✓ Develop an Investment Attraction Strategy for targeted industries, including a value/supply chain strategy</p>	<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>	<p>7/15/25</p>
<p>● Ensure that the business licensing process and service delivery is capable of processing 20% more applications annually</p>	<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>	<p>6/30/26</p>
<p>OBJECTIVES</p> <p>— Expand training and educational options in Maple Ridge to build a skilled workforce that attracts innovative businesses</p>		
<p>✓✓ Create a formal, collaborative partnership with a post-secondary institution</p>	<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>	<p>9/30/25</p>
<p>● Establish a collaborative Tech Hub to specifically nurture the growth of technologically inclined entrepreneurs</p>	<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>	<p>9/30/25</p>

Key Results	KR Public Update	KR End Date
<p>● Complete a Labour Market and Gap Analysis</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>■ Explore and maximize tourism opportunities as a means to further diversify the local economy</p>		
<p>✓✓ Promote growth in the agri-, eco-, and adventure tourism sector and complete a regulatory review of the issues impacting this sector.</p>	<p>This key result is now completed as a regulatory review of agri-, eco- and adventure tourism was completed in Q1 2026. This has given important insights for the Planning department to further inform development of possible new policy and programs in 2027 and beyond to support this area of industry in Maple Ridge. In 2024, a baseline was established for the Net Promoter Score for agri-, eco-, and adventure tourism sector so that the City can now measure on a regular cycle the growth of the sector. The City's Economic Development department is continuing supports for this sector and the Planning Department will revisit possible new policy and programs after completion of the Agricultural Plan in 2027.</p>	<p>12/31/26</p>
<p>✓ Increase film-based tourism by 10%</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>✓✓ Develop an event attraction strategy for tourist-driven events aligned with community-based events</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>✓✓ Increase engagement with local businesses by onboarding 35 businesses to the "BeWith" Experience Hub</p>	<p>The BeWith Experience Hub currently has over 50 registered businesses, with more than 50% representing new entrants to the platform. This growth reflects increasing sector engagement and the Hub's expanding role as a centralized resource for tourism-related enterprises. Work will continue on the development and use of the HUB; the key result was completed in Q1 2026 and will become an ongoing operational resource.</p>	<p>3/31/26</p>
<p>OBJECTIVES</p> <p>■ Foster creative industries in Maple Ridge to generate economic activity, employment and community activation.</p>		
<p>● Increase revenue generated by filming in Maple Ridge by 5%</p>	<p>Strong progress has been made on this Key Result. In Q1 2026, film activity generated \$248,500 in direct City revenue, up 107% from Q1 2025, and represents 34% of 2025's full-year total. Growth is driven by recurring major productions, the 2025 tiered-fee bylaw, and increased rental demand for City-owned assets. Continued outreach is strengthening a film-friendly business ecosystem. Film Fridays ran six months, showcasing Maple Ridge filming across various social media platforms, boosting film-friendly visibility and strengthening leverage to attract productions and partners.</p>	<p>12/31/26</p>

Key Results	KR Public Update	KR End Date
<p>✓✓ Attract two or more major productions to secure large scale activity in Maple Ridge</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, future updates will continue to provide information about further progress and successes related to attraction of major productions</p> <p>Five major productions have been and are stationed out of Maple Ridge on a semi, to long term basis through Q1 of 2026 and beyond.</p> <p>The City launched the Film Maple Ridge Playbook Maple Ridge, BC, 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.</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 the 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"> 1. Location Partners 2. Business to Business Providers 3. Business to Consumer Providers 	<p>6/30/26</p>
<p>✓✓ Develop a baseline measure for the campaign on #FilmFriday that measures community awareness and support for the film industry using sentiment analysis</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, Maple Ridge designer slates. 18 reels, 28 photos, and eight fan edits. This 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. This key result was therefore completed in Q1 2026 and ongoing monitoring of sentiment analysis will continue as an operational activity.</p>	<p>3/31/26</p>
<p>OBJECTIVES</p> <p>■ Facilitate revitalization of business in the downtown and across Maple Ridge to encourage local purchasing and visits to local hospitality venues.</p>		










Key Results	KR Public Update	KR End Date
 All eligible local businesses within the downtown BIA Catchment area will be informed of the patio program	<p>This key result was completed in Q1 2026 as all eligible businesses in the downtown BIA area received information about the program. Promotion of the Patio Program to businesses will continue as an operational item. Information has been distributed via newsletters from the City and partner organizations, networking events, ongoing outreach, and in-person promotional events to connect businesses with information, products, services, and supports for patio activations in Maple Ridge. This initiative enables the City to support vibrant downtown and increase economic opportunities for business and amenities for residents seeking entertainment and community connection.</p>	3/31/26
<p>OBJECTIVES</p> <p>■ Establish the foundations of an innovation ecosystem that fosters innovative businesses in Maple Ridge</p>		
 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	<p>The Igniter event, held in February 2026 at the ACT, generated strong leads from post-secondary institutions, regional municipalities, and regional startups for collaboration and participation in the upcoming program. Stakeholder interviews and follow-up discussions are underway and will continue through April 30, 2026, with additional insights being captured through partner input and attendee survey feedback to inform the final analysis and recommendations.</p>	6/30/26
 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.	<p>City delivered the first community innovation event with strong turnout (126 attendees), building momentum and a pipeline of potential partners across academia, municipalities, and business. Follow-up engagement is underway, a monthly community meetup has been initiated, and next events are being scoped to inform an action plan.</p>	6/30/26
 Establish or formalize 2 strategic partnerships (or MOU) with enabling organizations that support the development of the innovation ecosystem.	<p>Initial discussions are underway to formalize strategic partnerships with post-secondary institutions, neighbouring municipalities, and other enabling organizations. Two partners have already collaborated with the City to advance the Igniter event, which helped raise awareness of innovation activity in Maple Ridge and build momentum for this work. The strong interest and positive response generated through the event have created a solid foundation for advancing partnership discussions and potential MOUs.</p>	6/30/26
 Secure media coverage of Maple Ridge as a destination for innovative businesses in 3 industry/regional publications.	<p>Foundational work is positioning Maple Ridge to pursue more targeted and effective media exposure for its innovation ecosystem initiatives. By refining the story angle, audience call to action, and Catalyst-related activities that can anchor outreach, the City is building a stronger basis for earned media that supports awareness, investment attraction, and economic diversification goals.</p>	9/30/26
<p>OBJECTIVES</p> <p>■ Systematize Business Retention & Expansion operations so that every business touchpoint is logged, acted on, and measured.</p>		
 Segment target businesses for business retention and expansion efforts	<p>An initial sort of business data has been undertaken. With the stabilization of business licence data following the licence renewal period, business information will be updated and re-sorted to confirm and correct the categorization.</p>	4/30/26
 Develop and implement a standard process for inquiry response management	<p>Initial scoping of the process, key roles/contacts, and information flow is underway. Development and deployment will happen in concert with the implementation of an Economic Development customer relationship management tool. This work will support improved responsiveness and proactive management of relationships with businesses in the community to foster more economic activity and ensure businesses access the available supports.</p>	5/29/26
 Launch a monthly business retention and expansion dashboard	<p>Initial scoping of a monthly business retention and expansion dashboard and associated processes is underway. This will help the City to maximize opportunities to track and manage engagement with the local business community to find opportunities to increase business activity in Maple Ridge and support businesses to operate here and expand over time.</p>	6/30/26


Key Results	KR Public Update	KR End Date
OBJECTIVES		
<ul style="list-style-type: none"> — Deliver segmented outreach that reaches top employers and the small business base 		
<ul style="list-style-type: none"> ● Complete at least 9 executive facility visits with priority “Elephant” employers 	This is a new key result supporting business retention and expansion in Maple Ridge. The work is anticipated to commence in Q2 2026.	11/30/26
<ul style="list-style-type: none"> ● Conduct 3 Business Walks covering distinct areas (e.g., Town Centre, various business parks), reaching a minimum of 60 storefronts in total. 	Economic Development is working in collaboration with the Chamber of Commerce on the development and implementation of a business walk/visitation program. Delivery will be coordinated with the Chamber to ensure visitations can also meet the needs of the City-Chamber service agreement. This key result is part of the Economic Development department's expanded and proactive approach to support local businesses, stay abreast of their concerns and issues, and identify growth opportunities.	7/31/26
<ul style="list-style-type: none"> ● Run 3 issue or sector-based focus groups (4–6 firms each) and publish a one-page action memo from each within 30 days. 	Economic Development is working in collaborating and coordinating with the Chamber of Commerce on the development and execution of these focus groups to ensure they also meet the needs of the City-Chamber service agreement.	6/30/26
<ul style="list-style-type: none"> ● In collaboration with the Strategy team, complete 8-12 innovation-focused business engagements, as part of the Innovation Hub initiative. 	This key result focuses on the link between strategic development of innovation focused businesses and ongoing business retention and expansion efforts of the Economic Development team. To date, five joint innovation-focused business engagements have taken place to support these business and identify opportunities to support their growth.	4/30/26
OBJECTIVES		
<ul style="list-style-type: none"> — Position Maple Ridge as a hub for lower carbon businesses and green jobs 		
<ul style="list-style-type: none"> ● Undertake Workshops, and feasibility studies to create materials and deliver resources through 2 workshops with at least 15 agricultural businesses at each workshop to support adoption of lower carbon and climate resilience practices and technologies. 	This work aims to support the agricultural sector in Maple Ridge and the related agri-tourism, eco-tourism and adventure tourism sectors with resources and policy supports. This key result is led by the Economic Development Department and will involve three initiatives to support agricultural businesses to be attracted, retained and expanded in Maple Ridge. This key result is part of the City's Climate Action Plan approved by Council in July 2025. The work is commencing in Q2 2026 and is targeting completion by December 2026.	12/31/26
<ul style="list-style-type: none"> ● Update the Agricultural Plan to confirm priorities and strategies for agricultural and related land use planning (e.g., agri-tourism). 	The Planning department will lead a refresh and revision of the Agricultural Plan to better align this with planned Official Community Plan updates and include a stronger economic development lens. This will enable future policy and program development work under the revised plan that meets multiple objectives of the City to maintain and preserve agriculture and natural assets in the context of the specific conditions for agr-business in Maple Ridge and to enable future industry development for agri-, eco- and adventure-tourism that leverages our natural assets.	12/31/27


Quarterly Report - Climate Leadership and Environmental Stewardship Strategic Priority







City of Maple Ridge Corporate Plan





Key Results	KR Public Update	KR End Date
<p>OBJECTIVES</p> <p>▬ Mitigate and adapt to the impacts of climate change</p>		
<p>✓✓ Develop and adopt a Climate Action Plan</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>● Develop and implement green infrastructure design and maintenance specifications, guidelines, and performance standards</p>	<p>This key result embeds green infrastructure standards in the design requirements for new developments and capital infrastructure projects. The City has engaged a consultant and is in the process of initiating the project.</p>	<p>9/30/26</p>
<p>OBJECTIVES</p> <p>▬ Reduce municipal and community greenhouse gas emissions in alignment with adopted targets</p>		
<p>✓✓ Develop a master plan for reducing the reliance on natural gas for all facilities and implement a solar energy project</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. Work on the solar project is still ongoing, and this will be tracked under a new key result to separate it from the master plan for reducing reliance on natural gas.</p>	<p>10/1/27</p>
<p>✓✓ Develop framework for climate and resilience as a lens for City decision making</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>● Ensure the City is green fleet ready for passenger vehicles & light-duty fleet</p>	<p>The NRC Zero Emissions Vehicle Grant was successfully secured.</p> <p>Phase 1 of the EV charger installation (20 Level 2 chargers) is nearing completion. Energizing tentatively scheduled for Week of April 1, 2026.</p> <p>Phase 2 of the EV charger installation (additional 20 level 2 chargers and two level 3 chargers is waiting to go to procurements, which is anticipated in April 2026</p> <p>Additionally, 2 EV step vans (Freightliner MT50e) are in full use by the Water and Sewer Departments. The successful integration of these Medium and Heavy Duty EVs into the City fleet has been a major milestone.</p>	<p>12/31/26</p>

Key Results	KR Public Update	KR End Date
OBJECTIVES		
 Enhance and protect the health of our natural environment		
 Establish an inventory and baseline of biodiversity health	<p>An analysis of biodiversity health data is underway with the consulting team, with community engagement actively being planned for summer 2026. 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
 Develop a strategy to manage the health of the McKenney Creek system	<p>Council's Committee of the Whole was updated on April 7th. The full report is on Council's agenda. The report outlines the objectives of the project, along with challenges and opportunities. The City has retained a multidisciplinary team to develop the McKenney Creek Enhancement and Restoration Plan for the 500-hectare catchment, balancing Lougheed Transit Corridor growth with climate resilience by documenting conditions and proposing targets and phased actions for ecological restoration, invasive species control, water quality, and flooding/drainage capacity. The next steps of the project will focus on targeted consultation, report development and refinement.</p>	9/30/26
 Protect and conserve 9 hectares of land	<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
 Complete an Urban Forest Management Strategy	<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 Urban Forest Management Strategy Maple Ridge, BC for further information and a copy of the final strategy.</p>	3/31/24
 Plant 750 trees by Q4 2026	<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
 Complete a review and update of bylaws and policies to align with the Urban Forest Management Strategy.	<p>Area plans and the Official Community Plan have been reviewed to incorporate findings of the UFMP (Urban Forest Management Plan). The Tree Protection and Management bylaw is being reviewed to align with the recommendation of the UFMP and will be forwarded to Council in Spring 2026. Information has been shared with Committees of Council on the intent of the changes to the Tree Protection and Management Bylaw.</p> <p>Staff are reviewing the zoning bylaw for updates and coordination with the UFMP</p>	12/30/26
OBJECTIVES		
 Proactively support the community strengthen flood, storm, heat and wildfire preparedness		
 Proactively provide emergency preparedness support to impacted residents as measured by a 20% increase in both the number of unique visits to the City's online flood monitoring system; and the number of subscribers to weather alerts; and 40% of participants in workshops report higher levels of preparedness.	<p>This is a new key result in Q1 2026 linked to implementation of the City's Resilient Future 2050 Climate Action Plan adopted by Council in July 2025. The City has been working to deliver emergency preparedness workshops and resources to residents for some time now, this key result brings together many pieces of this work to have a unified approach to deliver and track the awareness and impacts for residents from these efforts. Promotion and outreach will occur throughout 2026 as will tracking adoption of resources available to help residents manage a range of climate risks.</p>	12/31/26

Key Results	KR Public Update	KR End Date
OBJECTIVES		
 Ensure City operations and services maximize climate resilience to maintain responsiveness and emergency capacity		
 Adopt a Maple Ridge Corporate Climate Action Plan to guide lower-carbon, resilient city operations covering fleet, buildings, water, waste, natural assets, green infrastructure, commuting and procurement.	<p>This is a new key result added in Q1 2026 as part of implementation of the City's Resilient Futures 2050 Climate Action Plan adopted by Council in July 2025. The project is well underway. A scope has been developed for the plan that focuses on the emissions reductions and other improvements the City can make to improve climate resiliency in City operations and its own emissions reductions. This work will occur in parallel with supporting the community to make similar improvements under the Resilient Futures 2050 plan. A request for Proposal has been sent out for bids for the Corporate Climate Action Plan and the work is anticipated to be brought to Council in Summer 2026 for review.</p>	12/31/26

Key Results	KR Public Update	KR End Date
<p>OBJECTIVES</p> <ul style="list-style-type: none"> Facilitate expanded housing diversity and supply, to promote attainability 		
<p> Create development application prioritization criteria</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"> Residential development in key growth areas Affordable housing units, particularly those secured through agreements or operated by non-profits. Purpose-built rental housing, to increase long-term rental supply. Housing for seniors, with accessible, age-friendly design features. Non-market or supportive recovery housing, including partnerships with government or health agencies. 	<p>4/30/25</p>
<p> Increase housing stock, as measured by occupied units, by 1.2% (1,284 units).</p>	<p>There are five initiatives related to this key result as multiple projects contribute to the overall goal of increasing housing. Three of the five initiatives are now complete with the remaining three initiatives underway. The Housing Needs Assessment 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 Housing Strategy, 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. The Pre-Reviewed Site Plans 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.</p> <p>The Incentive Program Feasibility Assessment 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 City Wide Density Bonusing Programs have been 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
 Secure 30 below market housing units	<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 Concierge Service 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 Inclusionary Zoning Options 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
 Increase the multi-unit housing portion of building stock by 2%.	<p>The Wrap Around Servicing Assessment 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 Parking and Mobility Requirements 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
 Establish benchmark timelines for internal City processes and reviews within the development application process	<p>This is going well. The City has a target for the new home construction approval process of 12 weeks. Staff are reviewing the timelines currently for tenant improvements and demolition permits. Additional targets for these application types are anticipated to be confirmed prior to the Q2 2026 report. Information on processing times is now posted on mapleridge.ca to promote the improvements made and encourage development applications.</p>	12/31/26
 Complete alignment of CMR regulations and policies with Homes for People provincial strategy	<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>— Improve mobility with safe, sustainable and effective transportation options</p>		
 Include a complete east to west AAA bike route from 240th to Maple Meadows station in the 5-year Capital Plan	<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
 Install 30 secure bike and micro-mobility lockers within the civic centre area	<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
 Increase cycling network length by three kilometers	<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"> • 123 Avenue (Laity to 216) - complete (500m) • Donovan Selkirk AAA Neighbourhood Bikeway (216 to 222) complete (1.3km) • 240 Street (Kanaka Way/112 Ave to 118 Avenue) complete (1.2km) <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>— Develop infrastructure that positions the City to provide accessible and sustainable services while accommodating growth</p>		
 Develop an Asset Management Strategy & Funding Plan	<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
 Establish servicing plans, including green infrastructure solutions, to service 3 key growth areas	<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
<p>OBJECTIVES</p> <p>— Enhance long term community climate resilience through policy and land use improvements</p>		
 Foster urban tree cover to mitigate heat risks: plant 1,500 climate resistant trees on public lands and prioritize heat vulnerable neighbourhoods and monitor the net increase in trees planned in target areas.	<p>This is a new key result building on previous work the City has undertaken regarding the Urban Forest Management Strategy and maintenance of urban tree canopy more generally. This key result ties closely to the Climate Action Plan (Resilient Future 2050) adopted by Council in July 2025. The focus is to plant climate resistant species in vulnerable neighbourhoods where heat impacts are more strongly felt. The work has not yet commenced and will run throughout 2026 and 2027.</p>	12/31/27


Key Results	KR Public Update	KR End Date
<p>75% of all site designs approved at issued Building Permit for all new small scale ground-oriented development will have 40% or greater soil-based landscaping.</p>	<p>Staff are advancing new soil-based landscape standards to support high-quality urban infill development and small-scale, ground-oriented housing. These standards are being designed to align with rainwater management requirements, ensuring a consistent and integrated approach to development review. Once finalized, the proposed regulations will be brought forward to Council for consideration as an amendment to the City's Zoning Bylaw.</p> <p>In parallel with this work, the City is preparing to launch three additional initiatives that will strengthen long-term environmental health, improve site-level stormwater performance, and enhance the resilience of new development:</p> <ul style="list-style-type: none"> • Establishing a baseline measurement of site permeability and a regular reporting and monitoring cycle by December 2026. • Requiring applicants to demonstrate pre- and post-development permeability conditions that run with the land title • Supporting developers and builders in identifying practical solutions to manage site permeability by December 2026, with updated standards, guides, and training sessions, helping industry partners meet emerging standards and contribute to citywide objectives. <p>Together, these initiatives form a comprehensive program aimed at improving environmental performance, supporting sustainable growth, and ensuring that new development contributes positively to the City's long-term resilience.</p>	<p>1/29/27</p>
<p>OBJECTIVES</p> <p>■ Proactively support the community strengthen flood, storm, heat and wildfire preparedness</p>		
<p>Review and update the Rental Premises Standards of Maintenance Bylaw (6550-2008) to create targeted amendments adopted to address overheating and provide outreach to raise awareness and monitor property improvements completed.</p>	<p>The Planning & Building Departments will lead this work to review and draft an amended Rental Premises Standards of Maintenance Bylaw. The review phase is underway and is anticipated to be completed by December 2026. Following this the revised bylaw will be presented to Council in early 2027 and work to promote and support adoption of the revised bylaw will follow. Staff training will be a component of this work to support implementation of the amended bylaw. The purpose of this key result is to apply standards for existing rental properties that support climate resilience and liveable conditions for tenants given known climate risks.</p>	<p>12/31/27</p>

Quarterly Report - Governance and Corporate Excellence Strategic Priority

City of Maple Ridge Corporate Plan

Key Results	KR Public Update	KR End Date
OBJECTIVES		
■ Identify and commit to opportunities for the City to move forward on a path of Truth and Reconciliation		
● Develop the City's Indigenous Relations Strategy	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.	12/31/26
✓✓ Host two Council relationship-building meetings with Katzie First Nation and Kwantlen First Nation leadership	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.	12/31/24
OBJECTIVES		
■ Deliver an exceptional customer experience across City services		
● Develop and implement a strategy, including standards and principles, to provide exceptional customer experiences	<p>This key result reflects the City's commitment to ensuring continuous improvement and delivery of exceptional customer experiences for residents when they engage with all city services.</p> <p>A draft customer service framework has been developed and will be further refined over the coming months. Part of the framework includes a training program for staff to improve and enhance service delivery across the organization, along with standards and data collection mechanisms to drive ongoing improvements to standards and service experience. The rollout of the plan will have progressed significantly by the end of the first quarter of 2026. However, given the broad range of the rollout, including both corporate and departmental-level standards, data capture, and training, the end date of this Key Result has been extended to Q3 of 2026 to ensure all actions have been completed prior to closing the Key Result.</p>	12/31/26
● Develop an evaluation framework for ongoing customer experience assessment	<p>Staff are developing a comprehensive evaluation framework to support both the Voice of the Customer (VoC) program and the broader customer experience initiative. The framework will guide how the City measures service user experience, tracks performance over time, and identifies opportunities for continuous improvement.</p> <p>Given the time required to establish and implement the necessary data collection systems and to generate baseline data, the evaluation framework for the VoC component will be completed by Q2 2026. Additional components of the broader customer experience evaluation framework will follow and be brought forward subsequently.</p>	12/31/26
OBJECTIVES		
■ Be accountable to the public through open and responsive governance		

Key Results	KR Public Update	KR End Date
 Ensure that 75% of existing policies have been updated within the last 2 years	<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
 Implement an Enterprise Performance Management system (EPM)	<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
 Develop a One-City Fees and Charges Policy for Council Adoption	<p>In 2025 the City undertook several updates to fees and charges in different departments and consolidated several fees out of other bylaws into the <i>Maple Ridge Fees and Charges Bylaw No. 7575-2019</i>. As part of this work a cross departmental working group was struck to create a new policy and process for updates to fees and charges. The goal is to have a consistent One City approach to setting of fees and charges based on a set of clear principles. Roles and responsibilities are outlined in the policy. A draft policy i will be brought forward to Council for adoption in May 2026.</p>	5/29/26
<p>OBJECTIVES</p> <p> Ensure the City is organizationally resilient, ready to adapt to a changing environment</p>		
 Develop and implement an enhanced risk management program	<p>Management of enterprise level risks for the Corporation of Maple Ridge is a vital part of good governance of municipal operations. Many cities put in place risk management frameworks to formalize and address internal or external risks. The goal if this key result is to ensure that the Corporation of Maple Ridge has a robust process and practices in place to identify, eliminate or mitigate and track risks to the delivery of the organization's mandate. The City has initiated the first phase of its Enterprise Risk Management program. An implementation process has been developed, and the project team is currently assessing the City's current state to inform next steps. Staff training will be delivered to support the program's development and build a shared understanding of ERM principles across departments. Phase 1 remains on track for completion in September 2026.</p>	9/30/26
 Develop a records management program	<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
 Develop a business continuity program	<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
 Conduct one Emergency Operations Centre exercise	<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

Key Results	KR Public Update	KR End Date
 Deploy a continuous improvement program and conduct training with a cohort of staff	<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
 Develop an Intergovernmental Relations Strategy for relationship building and advocacy to advance key city priorities	<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> Ensure organization and financial alignment to achieve Strategic Priorities and meet the needs of our growing community</p>		
 Review and consolidate City fees and charges into a single bylaw with annual review dates	<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
 Complete a major Development Cost Charges review	<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. 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
 Optimize the City's business and financial planning process	<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 is reviewed to ensure it that it continues to meet the City's needs.</p>	12/31/24

Key Results	KR Public Update	KR End Date
 Develop and deliver specific actions under a 2026 Intergovernmental Relations Advocacy Plan	<p>The City has developed a 2026 Advocacy Plan as part of implementing the 2024-2026 Intergovernmental Relations Strategy, led by the Intergovernmental Relations Unit. The Intergovernmental Advocacy Issues Plan 2026 outlines top priority issues, advocacy tactics and communications, as well as identifies potential funding sources from other levels of government. The plan supports deepening relationships at all levels of government and agencies to advance mutual priorities and partnerships as well as monitoring relevant legislation and policy for the City.</p>	<p>12/31/26</p>