



















# Quarterly Report – Q1 2025














## Status Legend










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

Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
OBJECTIVES						
■ Facilitate expanded housing diversity and supply, to promote attainability						
✓✓ Create development application prioritization criteria	4/30/25	4/30/25	Create development application prioritization criteria	●	✓	<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>
● Increase housing stock, as measured by occupied units, by 1.2% (1,284 units) by Q3 2026	9/30/26	9/30/24	Update Housing Strategy	✓	✓	The Housing Strategy report, prepared by Urban Matters, was received by Council for information on Sep 24, 2024. Key priorities and next steps would be discussed at a Council Workshop in Q4 2024 for Council's inputs.
		9/30/24	Update Housing Needs Assessment	✓	✓	Council has endorsed the updated interim Housing Needs Report on Sep 10, 2024, required by provincial legislation or municipalities to complete by end of 2024.
		12/31/25	Conduct an incentive program feasibility assessment	●	●	This project is ongoing. An assessment of the various possible incentives is underway to better address current and projected housing needs outlined in the 2024 Housing Needs report. Staff will bring forward recommendations to Council later in 2025 regarding potential incentives that are likely to lead to increases in housing stock.








Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
		4/30/25	Develop pre-approved site plans for a range of housing units			A 'Standardized Housing Design Catalogue' was released by the Province in September 2024 to encourage gentle density. Work is underway to develop site plans that are appropriate for the Maple Ridge context. This includes options other than lane-way houses as this model is not consistent with Maple Ridge neighbourhood configurations within Area Plans.
		6/30/25	Update city-wide density bonusing programs			An update of the various density bonus incentives is underway to ensure they are consistent with new provincial legislations and to better meet current and projected housing needs in the 2024 Housing Needs report.
 Secure 30 below market housing units	12/31/25	12/31/25	Identify inclusionary zoning options			The feasibility, scope and applicability of inclusionary zoning in key growth areas in Maple Ridge are being studied and recommendations will be brought forward in late 2025 for consideration to inform future planning decisions.
		4/15/25	Develop concierge service to facilitate affordable housing development			Work on the Concierge Program pilot model is now completed. Work is now underway for roll out of the pilot project. The Concierge Program will work with a limited number of qualified developers/builders in the pilot to provide focused support to move projects through each stage of the permitting and approval process to address information gaps and improve efficiency of the approvals process for projects that address priorities for housing in the community.
 Increase the multi-unit housing portion of building stock by 2% by Q4 2026	12/31/26	12/31/25	Conduct wrap-around servicing assessment for the Lougheed Transit Corridor Area Plan			The Lougheed Transit Corridor Area Plan is being actively reviewed in collaboration with Translink. The City depends on factors within Translink's control to inform servicing plans. Updated servicing plans will be brought forward as they are completed.
		6/23/25	Review parking and mobility requirements for transit-oriented areas			The City's Off-Street Parking and Loading Bylaw is under comprehensive review, and will be back before Council in Q2 2025.

Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
 Establish benchmark timelines for internal City processes and reviews within the development application process	12/31/25	12/31/26	Establish benchmark timelines for planning department processes and reviews within the development application process			In 2024, the City embarked on an ambitious program of work to optimize development services and streamline processes for building, planning and engineering permits and other services. The project has completed over a dozen deliverables to date and in early 2025 a new portal for building permit applications was launched on the City's website. The project will continue into 2026 to undertake comprehensive reviews and reengineering of building and development processes. The goal of this work is to facilitate and streamline the process by which development occurs in the city to stimulate more housing and industrial growth for the community. Part of this work involves tracking and monitoring timelines for each part of the development process. Much progress has already been made to map the status quo and the time taken for each important step in the city's building services department. Next the focus will shift to planning development processes including development applications, land use inquiries and development variance applications among others. Therefore, it is anticipated that substantial progress will be made in early 2026 to tackle process improvement for planning applications and after that, by the end of 2026, the city will be well positioned to track and report on benchmark timelines and goals for improvement for processing of development applications.
 Complete alignment of CMR regulations and policies with Homes for People provincial strategy	12/31/24	6/30/24	Complete alignment of City of Maple Ridge regulations and policies with Homes for People provincial strategy			Council approved the housing legislation amendments for Small Scale Multi-Unit Housing (SSMUH) and the designation of transit-oriented areas (TOA) around transit hubs (Haney Place Transit Exchange, Maple Meadows Station, Port Haney Station) on Jun 25, 2024, in fulfilment of the new provincial housing legislations.
OBJECTIVES						
 Improve mobility with safe, sustainable and effective transportation options						
 Include a complete east to west AAA bike route from 240th to Maple Meadows station in the 5-year Capital Plan	12/31/24	3/25/25	Include a complete east to west AAA bike route from 240th to Maple Meadows station in the 5-year Capital Plan			<ul style="list-style-type: none"><li>• The 2025-2029 Capital Program has been approved</li><li>• Three projects to achieve the Key Result have not been funded</li><li>• Grants and external funding will continue to be sought to complete the projects as part of the 2025-2029 Capital Program</li></ul>













Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
 <b>Install 30 secure bike and micro-mobility lockers within the civic centre area</b>	8/31/24	8/31/24	<b>Install 30 secure bike and micro-mobility lockers within the civic centre area</b>			<p>Project update</p> <p>10 secure bike stations installed and operational:</p> <ul style="list-style-type: none"><li>• 5 secure bike stations are located in-front of the Leisure Centre / Memorial Peace Park</li><li>• 5 secure bike stations are located on the side of the Randy Herman Building adjacent to the Police Station and Haney Transit Exchange</li></ul> <p>10 bike lockers were installed with the \$50k of capital funding made available during the 2024 business planning cycle. Additional funding was not able to be allocated in the 2025-2029 Capital Program due to other priorities. Funding for the remaining units will continue to be explored.</p>
 <b>Increase cycling network length by three kilometers</b>	12/31/25	12/31/25	<b>Increase cycling network length by three kilometers</b>			<p>Projects that support the expansion of the city's cycling network have been finalized in the capital planning process. The City is on track to make significant improvements to the cycling network and reach the goal of an additional 3 kms by the end of 2025.</p>
OBJECTIVES						
 <b>Develop infrastructure that positions the City to provide accessible and sustainable services while accommodating growth</b>						
 <b>Update funding strategy for asset replacement and maintenance building off existing funding policy</b>	3/16/26	12/31/25	<b>Update funding strategy for asset replacement and maintenance building off existing funding policy</b>			<p>The City is working to refine its approach to how assets (vehicles, water and sewer systems, buildings etc.) are maintained and upgraded over time as they reach the end of their life. The Engineering and Operations Departments are leading this work to build out a new strategy in a related strategic initiative. This initiative follows on from that work and will start once the asset strategy is complete. The Finance team will lead this work to create a funding model to ensure the City can fund the work to maintain and enhance its assets to ensure continuity of services for city residents.</p>
 <b>Develop an Asset Management Strategy</b>	12/31/25	12/31/25	<b>Develop an Asset Management Strategy for the City</b>			<p>This initiative involves assessing the City's transportation and utility assets and determining the criticality and estimated useful life for individual assets to inform future infrastructure investments.</p> <p>The initiative is progressing well. Items completed to date are as follows:</p> <ul style="list-style-type: none"><li>• Data submission on existing assets and gap analysis</li><li>• State of maturity assessment</li><li>• Workshops for water, sewage, and drainage assets</li></ul>

Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
 Establish servicing plans, including green infrastructure solutions, to service 3 key growth areas	3/31/25	3/31/25	Establish servicing plans, including green infrastructure solutions, to service 3 key growth areas			A drinking water, sewage and drainage servicing plan has been developed for the Loughheed Transit Corridor Area Plan (LTCAP). The servicing plan will continue to be refined as additional information is identified. 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. This work now moves into operational phase and the key result is completed.
OBJECTIVES						
 Foundational Initiatives for Liveable Community						
 Foundational Initiatives for Liveable Community	N/A	3/31/24	Provide update on Local Government Act - Bill 26			
		12/31/25	Official Community Plan and Zoning Bylaw Update - Initial Work			<p>Recent provincial legislation announcements require the City to update the Official Community Plan. To complete the implementation of the updated Official Community Plan, the Zoning Bylaw will also need to be updated. The OCP work is anticipated to commence in 2024 and complete by the end of 2025.</p> <p>An open house was hosted in early March. Please visit <a href="http://www.mapleridge.ca/Housing">www.mapleridge.ca/Housing</a> to view the materials.</p>

Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
OBJECTIVES						
■ Attract, retain and expand business investment to diversify the tax base and increase local employment						
<div>●</div> <div>Complete a Business Retention &amp; Expansion (BR&amp;E) Analysis and Implementation Plan</div>	5/30/25	5/30/25	Develop business retention and expansion analysis and implementation plan	<div>●</div>	<div>●</div>	This project has progressed well, and staff are reviewing the final strategy which will be brought forward to Council in the coming weeks for endorsement. The work to retain and expand the existing businesses in Maple Ridge is closely related to the completion and implementation of the Investment Attraction Strategy and will be aligned when this initial plan is completed. Future focus will be on ensuring that the appropriate supports are in place for existing Maple Ridge businesses to foster their continued success and growth despite challenging economic times.
<div>●</div> <div>Develop an Incentive Strategy for New Business Attraction</div>	9/30/25	9/30/25	Develop an Incentive Strategy for new business attraction	<div>●</div>	<div>●</div>	This work is linked to the investment attraction strategy the city is building to encourage businesses to locate and operate in Maple Ridge. Early work is in development on this strategy to consider additional business incentives and will be brought forward after the Investment Strategy has been endorsed by Council.
<div>●</div> <div>Develop an Investment Attraction Strategy for targeted industries, including a value/supply chain strategy</div>	5/5/25	5/5/25	Conduct investment attraction analysis and Implementation plan for targeted industries	<div>●</div>	<div>●</div>	A draft strategy is now complete and is being reviewed internally. This draft strategy is a culmination of many elements including but not limited to Investment attraction best practices, an in-depth analysis of competitive bench marketing and other analysis. Once the Strategy is finalized and endorsed by Council this part of the work will be completed, and future initiatives will focus on delivering the recommendations on the plan to drive business attraction efforts to encourage businesses to locate in Maple Ridge.
<div>●</div> <div>Ensure that the business licensing process and service delivery is capable of processing 20% more applications annually</div>	12/31/25	12/31/25	Increase staffing levels for business licensing processing	<div>●</div>	<div>●</div>	Planning for staffing level changes in business license processing has commenced but the initiative will likely be brought forward in late 2025 to inform budget allocations for 2026. The goal of this work is to improve staffing coverage for business license applications and renewals and will take place in the context of other customer experience improvements.

Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
		6/30/25	Complete business license process and digital application review			Work is well underway to make continuous improvements to the business licence processes to streamline and improve the experience for our business community. Several elements of this work have been completed including process mapping to look for efficiencies and development of new tools including online review of applications to accelerate the process and get businesses operating or renewed faster. Work is still continuing on more resources for the Building & Bylaw front counters to support applicants and updating our website resources for the business licencing section. The form will also be updated to make it easier to complete. The updates are expected to be in place by the end of Q2 2025.
OBJECTIVES						
— Expand training and educational options in Maple Ridge to build a skilled workforce that attracts innovative businesses						
 Create a formal, collaborative partnership with a post-secondary institution	9/30/25	3/31/25	Collaborate with post-secondary institutions on feasibility study to develop and sustain program training that addresses workforce needs			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.
		9/30/25	Pre-work for: Creating a formalized partnership with a post secondary institution			This work is now completed. Foundational work to build partnerships with potential post-secondary institutions that may locate facilities in the community in the future has been successful. External factors have caused a realignment in the post-secondary sector which mean that the viability of a new institution locating in Maple Ridge in the short to medium term is less likely. Staff are continuing to engage with the sector to prepare for future expansion of the post-secondary sector and align this with the Investment Attraction and business expansion needs of the community.


























Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
 Establish a collaborative Tech Hub to specifically nurture the growth of technologically inclined entrepreneurs	6/30/25	6/30/25	Establish a collaborative Tech Hub to specifically nurture the growth of technologically inclined entrepreneurs			Work was undertaken in 2024 and 2025 to create relationships and build partnerships with post-secondary institutions and business groups to create events, and other elements that can build momentum for a potential future tech hub. This initiative will continue and be informed by other work on the Investment Attraction Strategy and pending funding with UBC to enable specific projects that will stimulate technology focused business development in Maple Ridge. A further update will be provided at the end of Q2 2025.
 Complete a Labour Market and Gap Analysis	9/5/25	9/5/25	Conduct Labour Market Gap Analysis			The City has been working with Work BC to obtain funding to support a targeted labour market assessment. This work is related to the Invesment Attraction and Business Retention and Expansion Analysis - draft strategy, which is expected to be endorsed in later Q2 2025. The city will advance this project when funding is confirmed, to use the data to inform the Investment Attraction Project.
OBJECTIVES						
 Explore and maximize tourism opportunities as a means to further diversify the local economy						
 Implement a net promotor score for Adventure Hub, Urban Hot Spots, and Farm Fresh experiences , set the baseline, and improve by 20%	12/31/26	12/31/26	Implement Net Promoter Score for Adventure Hub, Urban Hot Spots, and Farm Fresh Experiences with a set baseline and improve by 20% by the end of 2025			Establishing a way to track the impact of key agricultural and adventure tourism assets in Maple Ridge was a core focus of this initiative. A Net Promoter Score uses data and surveys from customers to assess the degree to which people enjoy an event, activity or tourism location enough to recommend it to others. The goal is to score highly and this would mean that everyone who visits these attractions in Maple Ridge rates them highly and encourages others to visit, growing the business overall. In 2024 and 2025 the City undertook research and was able to create a baseline of data for our Net Promoter Score for these areas of tourist businesses. Later in 2026/2027 we will continue to survey to maintain a focus on progress to improve our Net Promoter Score. The first phase of the work is completed and the initiative will be kept open and active until the target of a 20% improvement in our Net Promoter Score is achieved.
		12/31/25	Complete regulatory review of eco-tourism, adventure tourism and agri-tourism policies			This work will conduct a comprehensive examination of policies governing nature-based travel, thrilling experiences, and farm-oriented getaways to ensure City regulations enable sustainable development, safeguard natural habitats, and foster economic growth. Once analysis is completed it will be brought forward for Council review in late 2025.

Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
<div><div>✓</div><div>Increase film-based tourism by 10%</div></div>	12/31/24	11/29/24	Electrification of Railway Lot for film (Creative BC Reel Green Grant) and continued through BC hydro incentive offer	✓	✓	Electrification of the Railway Waterfront Filming Location was completed in 2024. Staff are now working to attract film companies who have shown strong demand for these facilities. The work will be ongoing, but this part of the initiative is now completed. Film companies save money and reduce greenhouse gas emissions by using the lots so it serves multiple purposes for industry while increasing the number of film productions that choose Maple Ridge as an attractive destination for filming.
		2/28/25	Implement a circular economy program to re-purpose film set materials	●	●	Initial investigative work to determine if a circular economy model could work for film sets was undertaken in 2024 and 2025. This identified barriers to implementation that would prevent this moving forward in the short to mid-term for the film sector. The City is committed to looking for new opportunities to prioritize recycling and circular economy projects for industries to support economic growth and achieve climate goals and lower costs by reducing waste to our landfills. No further action will be taken at this time on the Film Set circular economy model originally proposed.
<div><div>✓✓</div><div>Develop an event attraction strategy for tourist-driven events aligned with community-based events</div></div>	3/21/25	3/21/25	Develop an Event Attraction Strategy for Tourist-driven Events Aligned with Community Based Events	●	✓	The event attraction strategy has been prepared and was reviewed by Council for input in Q1, 2025. Staff are now working though the strategy recommendations determine next steps to foster events that have multiplier benefits for the community through tourism attraction, business development and aligns well 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.
OBJECTIVES						
<div><div></div> Foundational Initiatives for Diversified, Thriving Economy</div>						

Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
<div><div></div><div>Foundational Initiatives for Diversified, Thriving Economy</div></div>	N/A	12/31/25	Facilitate Downtown Revitalization Initiatives	<div></div>	<div></div>	The City has developed comprehensive activities to support local businesses and residents in the downtown area. This work relates to Operations department activities to do dedicated clean ups in the downtown core, and with the work of the Bylaws and RCMP teams to implement the Community Safety Plan. Together this work will further enhance beautification, cleanliness, safety and vibrant social and economic activity in the town centre of Maple Ridge. Further communications will be coming out in Q2 2025 for upcoming events, and activations to encourage residents to visit and enjoy the downtown and support local businesses.
		6/30/25	Conduct Albion Industrial Land Use and Servicing Analysis	<div></div>	<div></div>	This work will conduct a comprehensive examination of policies governing nature-based travel, thrilling experiences, and farm-oriented getaways to ensure City regulations enable sustainable development, safeguard natural habitats, and foster economic growth.
		10/30/25	Refresh Agricultural Plan	<div></div>	<div></div>	This project is anticipated to be advanced in future business planning cycles. It was not approved for funding in 2025 due to competing priorities. However, the City is committed to remaining focused on developing the agricultural sector in Maple Ridge and will be proposing new related actions under the forthcoming Climate Action Plan that relate to the refresh of the Agricultural Plan.

Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	
OBJECTIVES						
■ Provide a diversity of inclusive and accessible recreation opportunities						
✓✓ Conduct Recreation Facility Accessibility audit to Rick Hansen Guideline standards	4/30/25	4/30/25	Complete Recreation Facility Accessibilty Audit	✓	✓	Facility audits have been completed on the Maple Ridge Leisure Center and Planet Ice by the Rick Hansen Foundation in 2024. From this, \$90,000 in funding is available for accessibility improvements. After discussions, review and accessing needs and priorities, the decision was made to use these funds to renovate the front counter area at the Maple Ridge Leisure Center as it is not fully accessible, equitable or inclusive to all users.
✓✓ 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	12/31/24	12/31/24	Host 3 Rock the Block Events	✓	✓	<p>The city hosted 2 Rock the Blocks in August. August 10 was held at Hammond Park and Aug 24 was rescheduled from June (due to weather) at Blaney Hamlet. Each event saw over 500+ Neighbours and visitors participating. There were food trucks, Kids Zone, DJ &amp; dance tutorials, live music, and more. The Maple Ridge Musuem ran an engagement tent with games &amp; education on the history of Maple Ridge and Katzie People in collaboration with the Katzie First Nations. MLA Lisa Beare joined the 2 events with an engagement tent giving away popcorn and other treats. Artist, Carly Bouwman, completed her 4th community engagement mural where residents were invited to help paint a large mural representing their neighborhood (north Maple Ridge). This mural is part of the larger MR150 public art project and will be unveiled on September 14.</p> <p>With the 3 Rock the Block locations and other free programming throughout the summer across Maple Ridge (including Hot Summer Nights at Firefighters Park and Music on the Wharf, and festivals at Memorial Peace Park) 67.64% of the population was 15 minutes walking distance of a free city sponsored event.</p>

Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
 <b>Increase participation in subsidized recreation programs by 10% through the development of City-specific criteria on financial access funding</b>	12/31/24	12/31/24	<b>Develop City-specific criteria on financial access funding</b>			The initiative is now complete. As a result of this work, staff have taken the extra step and are developing a process to update financial access funding to the community that is in alignment with neighboring cities and aligns with the demographics (current and future) and needs of the city of Maple Ridge residents.
OBJECTIVES						
 <b>Build and celebrate community pride, strengthening community connections to foster a sense of belonging</b>						
 <b>Conduct a Recreation Facility Feasibility Study</b>	11/28/25	11/28/25	<b>Conduct an aquatics feasibility study to contemplate a second aquatics facility</b>			<p>Through the first phase of community engagement, public feedback provided valuable data that along with a City of Maple Ridge specific service demand analysis and best practices review, was used to develop a draft building concept.</p> <ul style="list-style-type: none"><li>• The concept has been test-fitted on the Hammond Community Park site and aligned with additional technical analysis including archeological and traffic and parking assessments.</li><li>• The geotechnical assessment has been completed</li></ul> <p>The second phase of community engagement will seek the public's feedback on the proposed building concept at Hammond Community Park.</p> <ul style="list-style-type: none"><li>• Staff are developing the engagement strategy and communication strategy</li><li>• Engagement will include open houses, user group workshops and a public survey</li><li>• Engagement launch is planned for Spring 2025</li></ul>
 <b>Support the Maple Ridge 2024 BC Summer Games</b>	10/31/24	10/31/24	<b>Support the Maple Ridge 2024 BC Summer Games</b>			The weekend of the Maple Ridge 2024 BC Summer Games wrapped up on July 21, 2024, however work remained to complete such administrative tasks such as inventorying the Summer Games equipment and preparing for transfer to the 2026 Winter Games in Trail-Rossland. The Board of Directors and City staff have now completed those tasks.
 <b>Develop and deliver four events to celebrate the 150th Anniversary of Maple Ridge</b>	12/31/24	12/31/24	<b>Maple Ridge 150 Celebration Events</b>			On September 14, 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 at 12Noon in the bandstand.










Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
 <b>Increase participation in City supported volunteer programs by 10%</b>	6/30/24	6/30/24	<b>Develop a Volunteer Retention Strategy for BC Summer Games Volunteers</b>			Volunteer resource room at MRLC will start hosting drop-in hours in the Fall. Space will be hub for Rec Services, Events and Volunteer activations. Will support Our Neck of the Woods as Volunteer HQ.
OBJECTIVES						
 <b>Promote a vibrant arts and culture community</b>						
 <b>Implement Public Art streams to support the new Public Art Policy and Handbook</b>	12/31/25	12/31/25	<b>Transition the Public Art guidelines into a policy for Council endorsement</b>			<p>Internal meetings are actively taking place to discuss and refine the following key streams:</p> <p><b>Private Developer Stream:</b> This stream focuses on the guidelines and requirements for private developers to incorporate public art into their projects.</p> <p><b>Capital Stream:</b> This stream addresses the allocation of capital funds for public art projects within municipal developments.</p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"><li>• Finalize the draft policy incorporating feedback from internal stakeholders.</li><li>• Schedule a presentation to the council for policy endorsement.</li><li>• Develop an implementation plan to ensure smooth execution post-endorsement.</li></ul>
 <b>Conduct an Arts, Culture, Events &amp; Heritage Services Review</b>	12/15/25	12/15/25	<b>Conduct an Arts, Culture, Events &amp; Heritage Services Review</b>			<p>Deliverables of the service review include:</p> <ul style="list-style-type: none"><li>• Conducting a needs assessment</li><li>• Analyzing current service provision, operating models, partnership agreements, funding opportunities and use of facility and program spaces for these programs.</li><li>• The results of the data collection and analysis will be provided in a final report and is anticipated to include recommendations that will inform a refresh to Maple Ridge's Walking Together Culture Plan.</li></ul> <p>Public engagement will be a key part of this work to assess the community's satisfaction with the current services and programs and what the City should consider for future programming.</p> <ul style="list-style-type: none"><li>• Public engagement is anticipated to launch in May 2025.</li></ul> <p>The tendering process to procure a qualified consulting firm has been completed and the contract awarded. Therefore, the date has been extended to allow for completion by the end of 2025.</p>

Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
OBJECTIVES						
■ Ensure the safety and enhance the well-being of residents						
<div><div></div><div>Develop a Community Safety Action Plan</div></div>	6/30/26	2/28/25	Develop a Community Safety Action Plan	<div></div>	<div></div>	A plan has now been created, with the next step now focusing on developing an approach to operationalize the plan prior to finalization.
<div><div></div><div>Operationalize Phase 1 of the Fire Master Plan</div></div>	12/31/25	9/1/24	Fire Master Plan #17 Career Suppression Capacity	<div></div>	<div></div>	
		12/31/25	Fire Master Plan #20 Prevention Branch	<div></div>	<div></div>	
		12/31/24	Fire Master Plan # 3 Corporate Integration - 2025 continuation	<div></div>	<div></div>	Building strong corporate relationships with Fire and multiple CMR departments. Collaborating with Bylaws, Planning, Building, Legislative Services, IT, HR and RCMP to achieve corporate goals.  1. Policies and bylaws have been evaluated and a successful transition of the response to burning complaints from Fire to Bylaws along with the record management of all burning permits has been completed. The same goes for the vacant boarded processes. The response has become streamlined with Bylaws now responding to vacant properties in the City. Year one complete. Smooth transition.
		12/31/24	Fire Master Plan # 8 Climate Change & # 28 Apparatus	<div></div>	<div></div>	
		7/31/24	Fire Master Plan # 31 Emergency Program Resourcing	<div></div>	<div></div>	Successfully recruited a Corporate Emergency Program Manager. Engagement with Metro Vancouver has resumed with dialogue related to the Lower Fraser River Floodplains regional actions as well as Wildfire interface challenges.
		10/31/24	Fire Master Plan #24 New Fire Stations	<div></div>	<div></div>	Develop a Fire Facility plan that identifies current and future facility needs. The fire facility plan must consider life cycle planning, staffing methodologies, and land acquisition strategies for existing and future fire stations. The plan should be part of the City's facility capital planning and development processes.

Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
<div><div></div><div>Complete a de-integration transition plan for Ridge Meadows RCMP</div></div>	4/1/26	1/30/26	Complete a de-integration transition plan for Ridge Meadows RCMP	<div><div></div></div>	<div><div></div></div>	The Ridge Meadows RCMP de-integration project is progressing as planned, with Maple Ridge and Pitt Meadows set to establish autonomous police detachments by Spring 2026. A steering committee has been formed to oversee the project, ensuring key tasks and timelines are met. Additionally, a working group has been established to manage the separation of all police files. Work continues to advance on schedule, and further updates will be provided as the project evolves.
<div><div></div><div>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.</div></div>	12/31/25	12/31/25	Conduct Staffing Model Assessment	<div><div></div></div>	<div><div></div></div>	This work involves assessing the future use of "Paid, on Call" Firefighters to augment full time regular staff. The Fire Service will conduct a study to determine the future use of Paid on Call firefighters in the staffing model. The study will likely start with focused data collection and analysis over a set period to fill existing knowledge gaps. A working group will be appointed to consider the staffing model and identify specific needs and identify future roles for Paid on Call firefighters. the report of the working group will inform future year budget and staffing plans.
		12/31/25	Optimize Reporting Structures	<div><div></div></div>	<div><div></div></div>	The fire service is working to implement a new organization chart that better supports the delivery of fire department services. The organization chart will further clarify role and accountabilities and inform position descriptions and lateral (internal and external) accountabilities. This will optimize staffing of critical positions and reporting lines to support community safety and wellbeing.
		12/31/25	Implement Succession Planning Model	<div><div></div></div>	<div><div></div></div>	<p>This work is focused on ensuring that attraction and retention of staff in the Fire and Emergency Program has a clear process and plan to support good succession planning as staff retire from service.</p> <p>The Fire Leadership Team and HR are planning to bring together a working group (including IAFF and management group representatives), to develop a succession plan based on existing practices and collective agreement considerations. Progress to confirm a model is expected in Q2, 2025. Once the model has been reviewed and confirmed, work will begin to implement the agreed model.</p>



Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
<div><div></div><div>Undertake a social wellbeing pilot program to enhance service delivery to marginalized populations</div></div>	6/30/26	6/30/26	Deliver a Social Wellbeing Pilot Program	<div></div>	<div></div>	<p>Below are key updates that relate to immediate deliverables identified at the Social Planning Action Group meeting.</p> <p><b>Project Charter</b></p> <p>The Social Wellbeing Project Charter has been drafted. The goal of the project is to advance Council Strategic Priorities of a livable community; and, an engaged and healthy community.</p> <p><b>Communications Plan</b></p> <p>The communications planning process has begun, and will include brand development, webpage on the City website, media release, and social media assets.</p> <p><b>Integrated Data Platform</b></p> <p>An Integrated Data Dashboard is being developed to streamline information sharing and enhance collaborative efforts.</p> <p><b>Social Wellbeing Team</b></p> <p>A dedicated Social Wellbeing Team will be led by the newly appointed Manager of Community Safety and Wellbeing. The team includes representation from Bylaw &amp; Community Safety, Community Planning, Recreation, and Intergovernmental Affairs.</p> <p>The Social Wellbeing Pilot represents a proactive approach to fostering community safety, social inclusion, and data-driven decision-making. The integration of diverse interest holders and structured planning methodologies ensures the success and sustainability of this initiative.</p>
<div>OBJECTIVES</div> <div><div></div>Improve community engagement with the City</div>						


Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
 <b>Establish a public participation and engagement framework</b>	3/31/25	3/31/25	<b>Develop and implement public engagement framework</b>			<p>Council officially approved the City's new Community Engagement Framework and the updated Corporate Communications and Engagement Policy at the March 25 Council meeting.</p> <p>The newly 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.</p> <p>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.</p> <p>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>
 <b>Increase community activity on Engage MR by 20%</b>	12/31/24	12/31/24	<b>Increase community activity on Engage MR by 20%</b>			<p>In January 2023, the City launched Engage Maple Ridge, an online community engagement platform where residents can learn about City initiatives, have a say on decision making and connect with staff and neighbours on projects that matter to you.an online consultation platform to create a consistent, accessible, and user-friendly online engagement experience. In 2023, the City undertook 15 engagement projects. As of the end of March, the City has undertaken 7 engagement projects in 2024.</p> <p>In 2023, there was 15,800 visitors to the site with 2900 engaged visitors which means they participated, 6700 informed visitors, which means they viewed/visited a page and 11,900 aware visitors who visited at least one page.</p> <p>As of March 2024, there has been 16,300 visitors to the site, 3600 engaged visitors, 6700 informed visitors and 13,100 aware visitors.</p>
 <b>Conduct a participatory budget pilot project</b>	9/30/24	9/30/24	<b>Conduct a participatory budget pilot project</b>			<ul style="list-style-type: none"> <li>Options proposed to Council on July 23 Workshop</li> <li>Council directed staff to not progress with the initiative due to existing priority projects</li> <li>This initiative will be removed from future reporting</li> </ul>

Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
OBJECTIVES						
■ Foundational Initiatives for Engaged, Healthy Community						
● Foundational Initiatives for Engaged, Healthy Community	N/A	12/31/24	Contract with Community Safety Expert Consultants	✓	✓	Expert Community Safety Consultant agreement signed for 2025.
		6/30/25	Implement Heritage Grant Five-Year Pilot Program	●	●	<p>The Heritage Grant Pilot Program stems from the 2013 Heritage Plan and is built on and further supported by the recently endorsed Heritage Plan 2024 - 2034 as identified under Goal 4: Support Community Conservation Action 4.3.</p> <p>The Heritage Grant Program is currently a pilot program intended to help conserve our community's heritage by providing financial support for eligible heritage projects led by residents, organizations, and members of local First Nations.</p> <p>Applications for the pilot year of this program are currently under review.</p>
		12/31/24	Develop Heritage Related Event connected to Maple Ridge 150	✓	✓	Completed
		12/31/24	Implement Overnight Security Services in Downtown Core	✓	✓	After the successful pilot that addressed concerns raised at the Downtown Maple Ridge Business Improvement Association Safety and Security Committee, City staff coordinated a continuation of the overnight security service with Westridge Security. There is now mobile security service 24 hours a day, with 8 hours contracted to the BIA, and 16 hours contracted by the City. The contract is currently being held by the Manager of Bylaw, Licensing and Community Safety.

Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
OBJECTIVES						
<div><div></div>Mitigate and adapt to the impacts of climate change</div>						
<div><div></div><div>Develop and adopt a Climate Action Plan</div></div>	5/30/25	5/30/25	Develop a Climate Action Plan	<div></div>	<div></div>	<div><div><div></div></div><div>The Climate Action Plan components completed include:<ul style="list-style-type: none"><li>GHG Inventory</li><li>Climate Risk and Hazards Framework</li><li>Land Use Planning</li></ul></div><div><div></div></div><div>First phase of public engagement completed in July 2024</div><div>Second phase of public engagement completed in November 2024</div><div>Development of the Climate Action Plan with actions is underway</div><div>Updates and progress presented to Council in:<ul style="list-style-type: none"><li>July 2024</li><li>October 2024</li><li>March 2025</li></ul></div><div>Phase 3 of public engagement on Draft Climate Action Plan to start April 2025</div><div>The draft Climate Action Plan is anticipated to be brought before Council for consideration in May/June 2025.</div></div>
		9/30/24	Complete Multi-Hazard Climate Risk and Vulnerability Assessment	<div>✓</div>	<div>✓</div>	Work is completed and forms part of the development of actions under the Climate Action Plan.
		9/30/24	Conduct extreme temperature risk mapping analysis	<div>✓</div>	<div>✓</div>	Work is completed and continues to inform the development of the Climate Action Plan
<div><div></div><div>Develop and implement green infrastructure design and maintenance specifications, guidelines, and performance standards</div></div>	6/30/26	6/30/26	Develop and implement green infrastructure design and maintenance specifications, guidelines, and performance standards	<div></div>	<div></div>	<div><div><div></div></div><div>This initiative embeds green infrastructure engineering standards and design considerations in the development process for new developments, capital works, transportation, and Integrated Stormwater Management Plan servicing related projects.</div><div><div></div></div><div>A request for proposal is in development to select a consultant to examine foundation work completed by regional municipalities and develop standards which reflect the development characteristics of Maple Ridge.</div></div>

Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
OBJECTIVES						
■ Reduce municipal and community greenhouse gas emissions in alignment with adopted targets						
<div>●</div> Develop a master plan for reducing the reliance on natural gas for all facilities and implement a solar energy project	10/1/27	12/31/25	Develop master plan to reduce reliance on natural gas for all facilities	<div>●</div>	<div>✓</div>	A12 building GHG study aimed at reducing reliance on natural gas has been completed. Staff have analyzed the reports and have determined top two or three priorities per site. Completion of the study, and the resulting priorities, has completed the initiative.
		10/1/27	Implement a solar energy project for a municipal facility	<div>●</div>	<div>●</div>	This project is in the early planning stages to incorporate a solar energy project within the City. Discussions are underway with partners such as BC Hydro to consider configuration options, location, and possible funding sources. Work will take place over 2025-2026 before full implementation likely by 2027.
<div>✓✓</div> Develop framework for climate and resilience as a lens for City decision making	9/30/24	11/29/24	Develop a framework for climate and resilience as a lens for City decision making	<div>✓</div>	<div>✓</div>	Staff have developed a climate and resiliency lens and working to incorporate into staff reporting and decision making.
<div>●</div> Ensure the City is green fleet ready for passenger vehicles & light-duty fleet	12/31/25	4/30/25	Secure Natural Resource Canada Zero Emissions Vehicle funding	<div>●</div>	<div>●</div>	This project supports electrification of the City's municipal vehicle fleet. It involves federal funding support for 50% of the costs to implement zero emission electric vehicle charging stations at the City's operations centre to support electrification of the City's fleet vehicles. The project implementation is expected to be complete by the end of the year.
		12/29/25	Phase 1: Install 20 Level 2 EV fleet chargers	<div>●</div>	<div>●</div>	Chargers are in the process of being procured, and construction of phase 1 is expected to begin in July, 2025.
		12/30/25	Phase 2: Install 20 Level-2 and 2 Level-3 EV fleet EV chargers	<div>●</div>	<div>●</div>	Chargers are in the process of being procured, and construction of phase is expected to begin in August, 2025 - with completion estimated at the end of September, 2025.
OBJECTIVES						
■ Enhance and protect the health of our natural environment						
<div>●</div> Establish an inventory and baseline of bio-diversity health	12/31/25	12/31/25	Establish an inventory and baseline of bio-diversity health	<div>●</div>	<div>●</div>	The RFP is being reviewed but given competing priorities the project has not yet proceeded to procurement. Given these competing priorities, it is anticipated that the initiative and "Key Result" date will not be met for Aug 2025. As such, the end date for the initiative and Key Result have been changed to Dec 2025.













Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
<div></div> <b>Develop a strategy to manage the health of the McKenney Creek system</b>	12/31/25	12/31/25	<b>Develop a strategy to manage the health of the McKenney Creek system</b>	<div></div>	<div></div>	<ul style="list-style-type: none"> <li>The stormwater management component of the McKenney Creek drainage has been modelled, and the model is currently being refined and calibrated.</li> <li>Once the model is fully developed, it will be used to explore different strategies to improve stormwater management during various storm events.</li> <li>Additionally, plans will be developed that integrate environmental opportunities into the creek system, which align with City's goals and vision.</li> <li>The team is preparing for the engagement phase of the project.</li> </ul>
<div></div> <b>Protect and conserve 9 hectares of land</b>	12/31/25	7/31/24	<b>Protect and conserve 9 hectares of land</b>	<div></div>	<div></div>	
<div></div> <b>Complete an Urban Forest Management Strategy</b>	3/31/24	7/23/24	<b>Develop an Urban Forest Management Strategy</b>	<div></div>	<div></div>	<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>
<div></div> <b>Plant 750 trees by Q4 2026</b>	12/31/26	12/31/26	<b>Seek funding and apply for tree planting grants to support tree planting efforts</b>	<div></div>	<div></div>	<p>The City applied to the "Growing Canada's Community Canopy" fund through the Federation of Canadian Municipalities in July 2024.</p> <p>It also applied for, and successfully received, funding of \$41,250 from the Trans Canada Trail to plant 900 new trees at both Whonnock Lake Park and Fairview Park.</p> <p>Staff applied for the second round of the Planting For Tomorrow grant through the Trans Canada Trail for 5 additional park sites and is pending confirmation of funding. .</p>
		12/31/26	<b>Host tree planting event with the community</b>	<div></div>	<div></div>	<p>National Tree Planting Day was held in September 2024. A tree planting event was held at Jim Hadgkiss Park, site of the Maple Ridge Museum. 9 new mature trees were planted at the park.</p> <p>Planning is underway for community tree planting activities in 2025</p>

Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
		12/31/26	Update bylaws, policies and the OCP to reflect the direction of the Urban Forest Management Strategy, starting with the Tree Protection and Management Bylaw			Staff are preparing preliminary information, findings and recommendations for bylaw amendments based on the recommendations and public consultation data from the Urban Forest Management Strategy. Information will be brought to Council in late 2025, early 2026 regarding the intent of changes and public engagement opportunities for the tree bylaw changes.
OBJECTIVES						
■ Foundational Initiatives for Climate Leadership & Environmental Stewardship						
■ Foundational Initiatives for Climate Leadership & Environmental Stewardship	N/A					
















Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
OBJECTIVES						
Identify and commit to opportunities for the City to move forward on a path of Truth and Reconciliation						
<div><div></div><div>Develop the City's Indigenous Relations Strategy</div></div>	12/31/26	7/31/25	Develop an Indigenous Engagement and Protocol Framework	<div><div></div></div>	<div><div></div></div>	<div><div><div>• Work is progressing well to develop an "Indigenous Engagement and Protocol Framework" to guide the work and communications.</div><div>• To date staff have prepared a draft outline which we will be sharing with our local First Nations in the weeks to come.</div></div></div>
<div><div></div><div>Host two Council relationship-building meetings with Katzie First Nation and Kwantlen First Nation leadership</div></div>	12/31/24	12/31/24	Participate in regular Council to Council meetings with Katzie and Kwantlen First Nations.	<div><div></div></div>	<div><div></div></div>	<div>Council to Council regular meetings have been established.</div> <div>Meeting will continue to occur progressively throughout the year.</div>
OBJECTIVES						
Deliver an exceptional customer experience across City services						
<div><div></div><div>Develop and implement a strategy, including standards and principles, to provide exceptional customer experiences</div></div>	6/30/25	5/30/25	Develop a customer experience framework	<div><div></div></div>	<div><div></div></div>	<div><div><div>• The baseline work required to support a Customer Experience Framework is complete</div><div>• A new initiative will track implementation of customer experience improvements and measurement through an evaluation methodology.</div><div>• The goal of this project is to ensure monitoring across city services to ensure continuous improvement of customer experiences as residents and visitors interact with the city to receive services</div></div></div>
		6/30/25	Implement the customer experience framework including training and process improvement to enhance service delivery	<div><div></div></div>	<div><div></div></div>	<div>This initiative has emerged as an outcome of the development of a customer experience framework for the City of Maple Ridge. Work will commence in Q2, 2025 to implement the findings of our research and framework to enhance customer experiences across all departments of the city. The City regularly surveys residents and customers to find opportunities for continuous improvement of how we deliver our services to provide the best experience for our users.</div>
<div><div></div><div>Develop an evaluation framework for ongoing customer experience assessment</div></div>	6/30/25	6/30/25	Develop and implement a performance measurement framework to track customer service improvement over time	<div><div></div></div>	<div><div></div></div>	<div>This work involves the establishment of benchmarks and performance measures for customer service across City departments and is dependent on completion and approval of the customer experience framework. Work on this will commence in late Q2, early Q3 2025.</div>









Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	
OBJECTIVES						
■ Be accountable to the public through open and responsive governance						
● Ensure that 75% of existing policies have been updated within the last 2 years	12/31/25	12/31/25	Complete a Policy Review	●	●	Review and amendments of policies is ongoing, including rescinding outdated Council policies. Several policies re undergoing updates and will be brought forward to Council as appropriate when completed for review.
✓✓ Implement an Enterprise Performance Management system (EPM)	6/30/24	6/30/24	Implement an Enterprise Performance Management system	✓	✓	System has been deployed successfully.
OBJECTIVES						
■ Ensure the City is organizationally resilient, ready to adapt to a changing environment						
● Develop and implement an enhanced risk management program	9/30/26	9/30/26	Develop and implement a corporate risk management framework	●	●	This work will commence in earnest in June 2025, and involve multiple departments to identify and assess legal, operational, reputational, environmental and strategic risks and create mechanisms to manage and mitigate risk to guide city decision making and response to crisis communications and proactive risk assessment.
✓✓ Develop a records management program	9/30/24	9/30/24	Complete development of a records management framework	✓	✓	The Records Management Policy provides the framework that will guide records management for current and future record keeping of the City.
● Develop a business continuity program	12/31/25	12/31/25	Facilitate the development of a Business Continuity Program	●	✓	Business Continuity Program Framework has been completed. Implementation of the framework and further planning work across departments is commencing 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.
✓✓ Conduct one Emergency Operations Centre exercise	12/31/24	12/31/24	Conduct one Emergency Operations Centre exercise	✓	✓	Emergency Program Manager - Edd Bennett conducted on October 31, 2024 with the EOC Leadership Team.

Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
 <b>Deploy a continuous improvement program and conduct training with a cohort of staff</b>	9/30/24	12/31/24	<b>Implement a continuous improvement Centre of Excellence</b>			<ul style="list-style-type: none"> <li>Program development is complete, transitioning to implementation</li> <li>Since August, 502 staff members have completed the base training course</li> <li>Two cohorts (25 staff members) have completed intermediate-level training in 2024</li> <li>Four cross-functional process reviews—Business Planning, Civic Addressing, Communications, and Business Licensing—have been completed, with the outcomes set to be integrated into operations</li> <li>A report summarizing progress and findings will be presented to Council in early 2025</li> </ul>
 <b>Develop an Intergovernmental Relations Strategy for relationship building and advocacy to advance key city priorities</b>	6/30/24	12/31/24	<b>Develop the City's Intergovernmental Relations Strategy</b>			The strategy was completed in 2024 and implementation is underway.
OBJECTIVES <div>  <b>Ensure organization and financial alignment to achieve Strategic Priorities and meet the needs of our growing community</b> </div>						
 <b>Review and consolidate City fees and charges into a single bylaw with annual review dates</b>	6/30/25	6/30/25	<b>Review and consolidate Building Services Department fees</b>			<p>The City is committed to reviewing and update fees and charges to ensure accessibility of city services while maintaining a focus on cost recovery and ensuring that inflationary pressures are addressed for delivery of city services. Staff undertook analysis of fee structures to identify areas of complementarity between building, planning and engineering fees to streamline fee schedules and consolidate fees under a single bylaw rather than embedding fees in other related bylaws.</p> <p>Building, Planning and Engineering fees will be formally updated in a bylaw update for the Maple Ridge Fees &amp; Charges Bylaw No 7575-2019 in or before June 2025.</p>
		6/30/25	<b>Review and consolidate Soil Removal, Tree Protection and Highway &amp; Traffic fees</b>			<p>The City is committed to reviewing and update fees and charges to ensure accessibility of city services while maintaining a focus on cost recovery and ensuring that inflationary pressures are addressed for delivery of city services. Staff undertook analysis of fees and charges across multiple bylaws to improve clarity of fees of different types.</p> <p>These fees were brought forward to Council consideration on April 1, 2025 for information. The fees will be formally updated in a bylaw update for the Maple Ridge Fees &amp; Charges Bylaw No 7575-2019 in or before June 2025.</p>

Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
		6/30/25	Review and consolidate Fire Protection, Cemetery, Water Service and Sewer Service fees			The City is committed to reviewing and update fees and charges to ensure accessibility of city services while maintaining a focus on cost recovery and ensuring that inflationary pressures are addressed for delivery of city services. This set of fees is being planned for updates in 2025. Work will commence once other departmental fees are updated as more analysis is needed on water and sanitary sewer and drainage fees which must take account of variability in demand. It is expected that a report will be brought forward to Council updating fees in late Q2 2025,
		6/30/25	Review Police Services Fees and Charges			<p>The City is committed to reviewing and update fees and charges to ensure accessibility of city services while maintaining a focus on cost recovery and ensuring that inflationary pressures are addressed for delivery of city services. Staff undertook analysis of comparator municipal police services and RCMP detachments to ensure fees and charges are consistent with other similar cities. As well, staff reviewed in comparison with other City departments to ensure consistency for basic service fees (e.g., photocopying).</p> <p>Police Services fees will be formally updated in a bylaw update for the Maple Ridge Fees &amp; Charges Bylaw No 7575-2019 in or before June 2025.</p>
Complete a major Development Cost Charges review	12/31/25	12/31/25	DCC Bylaw Amendment			In 2025, the City is undertaking a major review of the model for setting Development Cost Charges (DCC). This work is being led by the Planning and Building Department as it is closely related to many other Official Community Plan and Area Planning pieces of work underway. This project relates to changes to the financial model and bylaw once the planning work is completed. Work will likely result in a bylaw amendment in Q3, Q4 of 2025 to set new charges per the model for 2026.
Optimize the City’s business and financial planning process	12/31/24	6/28/24	Optimize the City’s business and financial planning process			<ul style="list-style-type: none"><li>• Process review recommendations complete</li><li>• Near-term enhancements will be embedded in the 2025 Business Planning process by July</li><li>• Long-term enhancements to be included in 2026 Business Planning process</li><li>• Council to receive 2025 Business Planning Guidelines in July</li></ul>
OBJECTIVES						
Foundational Initiatives for Governance & Corporate Excellence						

Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
 Foundational Initiatives for Governance & Corporate Excellence	N/A	1/31/26	Design, Develop & Pilot Exempt Performance Management Program			Performance planning framework developed. System software development in progress. Leadership & HR pilot program is underway. The date has been adjusted to reflect implementation of the program.
		12/31/25	Update Financial Sustainability Policy			The following policies were reviewed and adopted by Council on October 8, 2024 <ul style="list-style-type: none"> <li>Gaming Revenues</li> <li>Proceeds of Sale of Municipal Land</li> <li>Staff Expenses</li> <li>Council Expense</li> </ul> Work on other financial policies continues.
		12/31/25	Design, Develop and Implement Learning and Development Framework			<ul style="list-style-type: none"> <li>Learning &amp; Development framework developed</li> <li>Working with BCIT to support the L&amp;D Framework</li> <li>Curriculum have been defined and developed</li> <li>Developing internal workshop series for staff</li> <li>Moving into the implementation and deployment of training starting in April 2025. The completion date for this framework has been adjusted to reflect implementation of the framework.</li> </ul>
		6/30/24	Commence Negotiations and Collective Bargaining with IAFF for 2022 onwards			
		6/30/24	Commence Negotiations and Collective Bargaining with CUPE for 2023 onwards			
		12/31/24	Initiate HRIS requirements gathering and feasibility study			
		12/31/26	Design Occupational Health & Safety Strategic Plan			A Strategic Health and Safety framework has been developed. Work on key foundational pillars of program has also commenced. The Strategic plan has been drafted and reviewed. Action planning work is underway based on COR audit recommendations. Resourcing plan to be developed to separate OHS from labour and employee relations, due to the impending growth of the City of Maple Ridge. Work on implementation is ongoing for this project.

Key Results	KR End Date	Initiative End Date	Initiatives	Initiative Status Icon		Initiative External Update
				Q4-24	Q1-25	Q1-25
		5/30/25	Host one regional Leadership Summit in 2024			The City was considering hosting a Leadership focused summit event in 2025. However, it has been determined to refocus on a youth leadership summit to be organized by the Recreation Services team. This item will be revisited in the 2026 update to Council's Strategic Plan to determine if a summit event will be held in future years.
		4/30/25	Develop Archaeological Management Plan			This work is currently under review pending an update report to Council to receive further direction and budgetary decision.
		6/30/25	Archeological Protection, Preservation and Management Policy			Work is underway to develop a new policy that will be brought forward to Council in Q2 2025 to govern archeological management.