



**Maple  
Ridge**

# **2025 Business Planning Departmental Presentations**

PRESENTED BY:

**Scott Hartman**

**Administration**

October 22, 2024

# Corporate Overview





# Maple Ridge At A Glance

## Corporate

- \$2B in Assets
- \$112M Capital Budget
- \$160M Operating Budget
- 24/7/365 Operation

## Community

- 26,710 Hectares
- 32,483 Residences
- 106,138 Population (2024 BC Stats)





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# Thank You!

**Administration**

Scott Hartman



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# **2025 Business Planning Departmental Presentations**

PRESENTED BY:

**Walter Oleschak**

**Building Services**

October 22, 2024

# Dept. Overview

The building department plays a crucial role in ensuring that construction and renovation projects comply with BC building codes and regulations. Overall the building department is essential for fostering safe and sustainable development within our community.

The five main functions of the building department are:

- Permitting
- Inspections
- Code Enforcement
- Plan Reviews
- Public Education





# Staff Complement

Director of Building,  
Planning & Development

Interim Director of  
Building Services

Associate Director of  
Building, Development  
and Planning

Manager, Permit  
and Inspection  
Services

34 FTE





# 2024 Achievements

## DigE Plan

- Digital submissions
- Seamless link to existing portal
- Approx. 66% time saving

## Permits

- 508 permits issued to date since January
- 1,400 Electrical Permits
- 210 occupancy permits

## Reorganization

- Several changes
- New Positions
- Director and associate Director Hired

## Processing Times Down

- Permit process times down considerably
- Tenant Improvement permits caught up

## Fillable Forms

- Trades permit forms converted to fillable PDF'S



# Continuous Improvements

## Staffing

- Competition with other municipalities
- Level 3 Plan Reviewers
- Senior Building Officials

## Customer Experience

- Continuous improvements to online portal
- Updating all forms and checklists
- Updating permit package reference materials
- Operational Optimization

## Closing Old Permits

1,500 open permits dating back to 1998

## Building Bylaw

Updating 2018 Building Bylaw

# Continuous Improvements

## CP Certified

- Builders can hire professional for building code compliance check
- Speeds up permit processing significantly

## Digital Tables

Streamlined the plan reviewing process, allowing for quicker processing times

## Referral Process

Implemented concurrent reviews to reduce overall processing time

## Climate Action

- BC Energy Step Code
- Zero Carbon Step Code



# Key Challenges

- Staffing / Retention
- New government housing legislation Small Scale Multi Unit Housing Bill 44
- Building code changes / step code
- Managing resources and staffing to handle permit applications and inspections efficiently



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# **Thank You!**

**Building Services**

Walter Oleschak





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# **2025 Business Planning Departmental Presentations**

PRESENTED BY:

**Michelle Adams**

**Bylaw, Licensing & Community Safety**

October 22, 2024

# Dept. Overview

The **Bylaw, Licensing & Community Safety** department administers and oversees the following programs:

- Animal Control, including dealing with Aggressive Dogs and Dog Bites
- SPCA Contract for Shelter Services
- Business Licensing & Compliance
- Bylaw Compliance & Enforcement - Regulatory City Bylaws
- Bylaw Notice, Adjudication and Municipal Ticketing Programs
- Community Safety - Street Disorder and Public Places
- Community Resource HUB





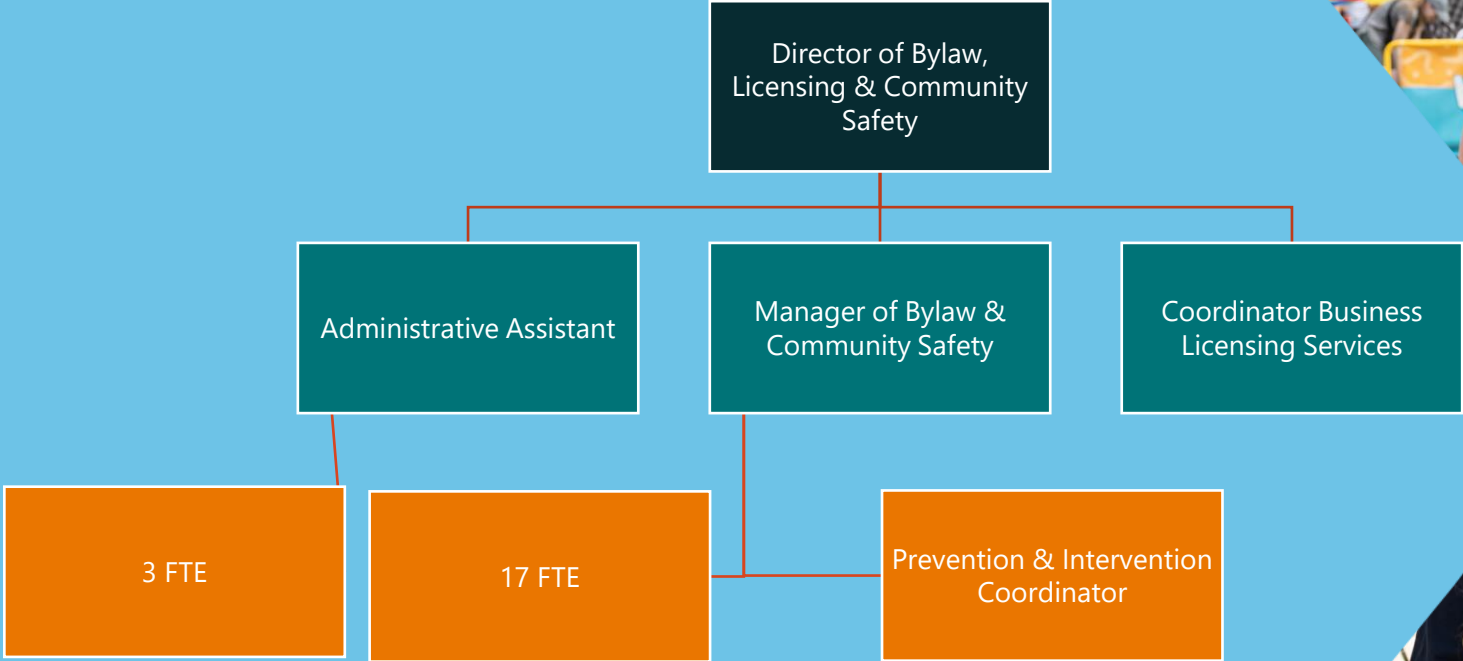
# Dept. Overview

## Overview Continued:

- Dog Licensing & Compliance
- Park Patrols & Compliance
- Parking Compliance, including Timed, by Complaint & Proactive Enforcement
- Employee Parking Pass Program
- Resident Only Parking Pass Program
- Towing Contract (City & RCMP)
- Vacant & Abandoned Building Program - Fire Department
- Wildlife "Bear" Aware Patrols



# Staff Complement





# 2024 Achievements

## BC Games



## Be Downtown



## Animal Control



## Files!



## The HUB

Join us in support of  
**Homelessness Action Week**

October 15-18, 10 AM-2 PM

Community Resource HUB  
22155 Lougheed Hwy  
(Ridge Church, Maple Ridge)

HOSTED BY



Nouette



Nouette



# Continuous Improvements

## Business Licensing

- Process reviews
- Online solutions
- Liaise with Economic Development to welcome & license new businesses
- Proactive work

## Community Safety

- City Security
- Community Resource HUB
- RISE
- FAST Table
- PIT Table
- ICT
- Frontline Outreach Leadership

## Customer Service

- Process reviews
- Online solutions
- Liaise with internal customers and external agencies on a continual basis
- Ensure customer satisfaction at the conclusion of file or action

## Procedures

- Trees & Bylaw Enforcement
- Parks & Bylaw Enforcement
- Building & Bylaw Enforcement
- Departmental Procedures for all current & new bylaws and programs



# Key Challenges

## **Animal Control Services:**

- Dogs running at large
- Dog bites & aggressive dog investigations
- Deeming dogs as Aggressive/Dangerous
- Seeking Destruction Orders in Provincial Court.

## **Community Safety Services:**

- Unlawful encampments
- Aggressive & violent individuals
- Officer safety
- Burn out....



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# **Thank You!**

**Bylaw, Licensing & Community Safety**

Michelle Adams





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# Questions



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# **2025 Business Planning Departmental Presentations**

PRESENTED BY:

**Tyler Westover**

**Economic Development**

October 22, 2024



# Dept. Overview

## Investment Attraction

- Delegations
- Site Selection
- Investment Promotion
- Marketing and awareness build
- International network / netweaving
- Future focused planning efforts (Support to other departments)

## Business Retention and Expansion

- Direct engagement with local business owners (another contact into the city that is responsive and client focused)
- Buy Local BC
- Celebrating Women in Business
- Chamber Service Agreement
- Downtown Maple Ridge Business Improvement Area

## Tourism Promotion

- Visitor Centre Promotion
- Regional partner work with Destination BC and working committees
- Regional events awareness
- Net Promotor Score
- Increasing Regional awareness of product
- Hotel / Accommodation attraction

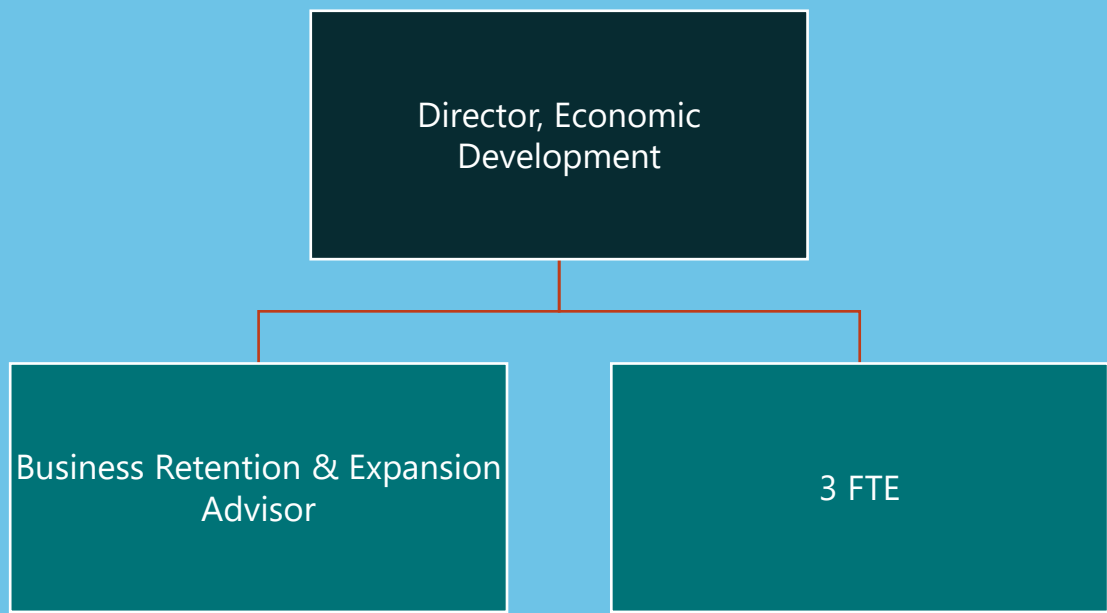
## Film Promotion & Permitting

- Applications, Permitting, Compliance
- Promotion of film friendly practices
- Creative Industry Attraction
- Promotion of Maple Ridge to film industry
- Promotion of film as a cultural component of Maple Ridge
- Revenue Generating

## Partnership and Interconnection

- Brokers, Realtors
- Developers, Builders
- Banks, financiers
- Post Secondary, innovation ecosystem
- Invest Vancouver, Global Affairs Canada, Invest in Canada, JEDI and many others.

# Staff Complement





# 2024 Achievements

## Updated Film Bylaw and Policy

Updated bylaw and policy are being used by Creative BC as an example of a leading bylaw for municipalities across the province

## Celebrating Women in Business Event with Chamber of Commerce

Partnered with the Ridge Meadow Chamber of Commerce to provide a venue to celebrate women in business in Maple Ridge and Pitt Meadows

## Innovation Challenge 2024

4th Annual Innovation Challenge to showcase innovation in the local business community – networking event on October 21 to announce winners

## Film Kiosk – Electrification

Energized grid connected tie-in for film industry. This initiative is aimed to decrease emissions from the film industry. (displacement of 60,000 L annually anticipated)

## Tourism Net Promoter Score

Launch of the Net Promoter Score (NPS) for Tourism – understanding base line perceptions of tourism and will guide work in 2025 and beyond.



# 2024 Achievements

## Bring to Market

A joint project with Metro Vancouver, City of Maple Ridge, and partners to review lands in the region and how best to bring to market.

## UBC NSERC Project

Working with UBC Departments on a Natural Sciences and Engineering Research Council (NSERC) application for circularity analysis related to local manufacturing sector

## Launch of Investment Attraction Strategy

RFP Launched for Investment Attraction Strategy and Implementation Plan – a targeted plan for Investment attraction into the community

## Launch of BRE Strategy

Standardizing Business Retention and Expansion activities as well as creating ability for analysis over time – this strategy RFP has launched in 2024

## Labour Analysis

Working to clarify the labour landscape in Maple Ridge exploration with Work BC and Chamber on this project



# 2024 Achievements

## Buy Local

- Became a member jurisdiction for Buy Local BC to ensure local businesses have access to materials / promotions – hosted workshop on buy local strategies

## Film Revenue

- 300% increase in Film Revenue since 2019
- Associate membership in Screen BC, Promotion of Maple Ridge as a top film location

## Social Media and Campaigns

- Summer Tourism Campaigns had a reach of 173,296 through online platforms and Black press media with over 1.1 million impressions

## Dine Out on Us Contest and Initiative

- Collaboration with the Chamber and DMRBIA ran from Jan 17 – Feb 29; contest attracted 1339 unique entries from across the region

## Homeshow

- A collaboration with departments from across the organization, focus on BC Summer Games and Maple Ridge 150 events; feature of new brand identity

# Continuous Improvements

## Online Film Forms

Film permit application forms transitioned to online – the forms have unique identifiers and capture necessary information for permitting and help with analysis after production has wrapped

## Updated Film Bylaw / Policy

Updated Filming Bylaw and Policy is being used as a standard across British Columbia – Creative BC has recognized Maple Ridge as a jurisdictional example of good film practice in the Province

## Seasonal Curbside Patio Program

Enabling a Seasonal Curbside Patio Program with clear design guidelines and process – the Organization has worked to create a process that is simple from the client perspective

## Visitor Information Centre Tracking

Having increased metrics for services like the Visitor Information Centre in City Hall are paramount for reaching the right audiences. The City is now setting a baseline on tourists that utilize the centre and information they are most interested in



# Key Challenges

- Evolving landscape for Space / Inventory for industrial and commercial businesses
- Process / timeframe perceptions for Development and/or Building Permits - Business Ready!
- Small team, look to leverage great team members in departments across the organization
- Building the momentum to create the conditions for success and activity



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# **Thank You!**

**Economic Development**

Tyler Westover





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# **2025 Business Planning Departmental Presentations**

PRESENTED BY:

**Robin Miller**

**Engineering**

October 22, 2024

# Dept. Overview

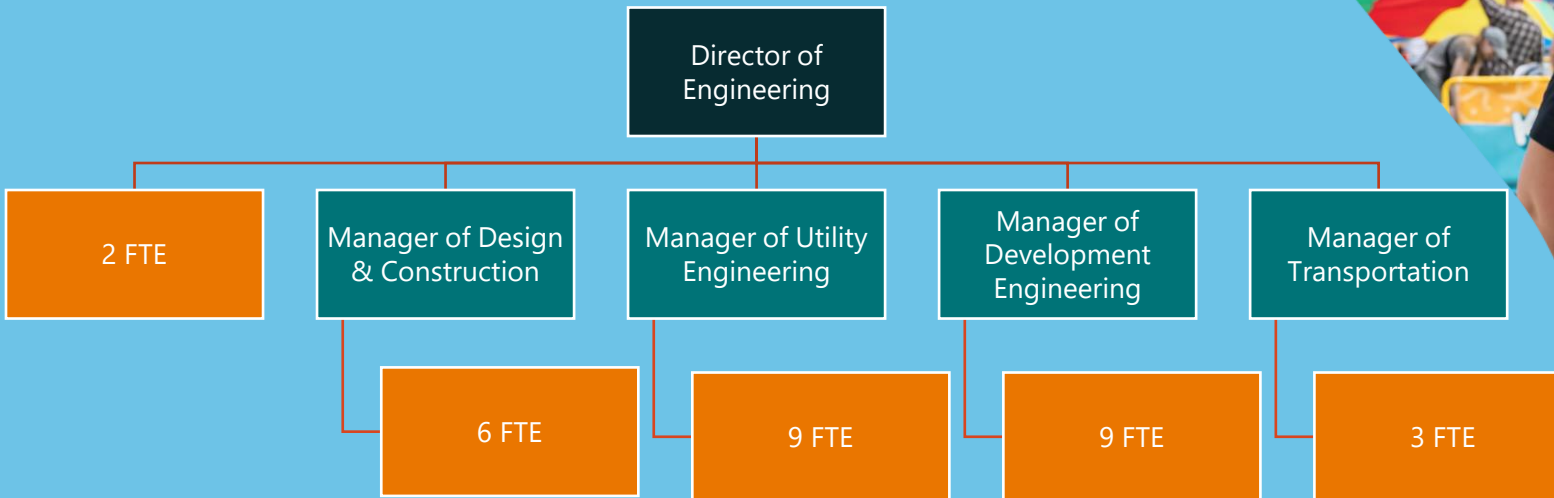
Engineering Provides 4 Main Services:

1. Transportation
2. Utilities
3. Development Engineering
4. Design and Construction





# Staff Complement





# 2024 Achievements

## Utilities

- Water, sewer, drainage, and flood hazard reports
- Planning reports in support of growth
- Citywide drainage model

## Project Delivery

- 10 projects completed this year
- ~ 70 active projects
- ~\$11M worth of work delivered to date in 2024

## Transportation Improvements

- 22 Crosswalks
- 8 leading ped. Int.
- Rural Road Safety
- 21 school signage

## Staffing

- 5 new hires
- 1 permanent promotion
- 1 temp promotion
- New People Plan



# Continuous Improvements

## DigE Plan

Pilot project identified for Engineering

## PMO

Developing a new project management framework

## AI

Exploring opportunities to implement AI solutions

## Staffing

Completed People Plan for 2025 to 2027

# Key Challenges

- Keeping up with the ever-growing capital portfolio
- Staffing levels
- Pressures from the development community





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# **Thank You!**

**Engineering**

Robin Miller



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# **2025 Business Planning Departmental Presentations**

PRESENTED BY:

**Walter Oleschak**

**Engineering Operations**

October 22, 2024



# Dept. Overview

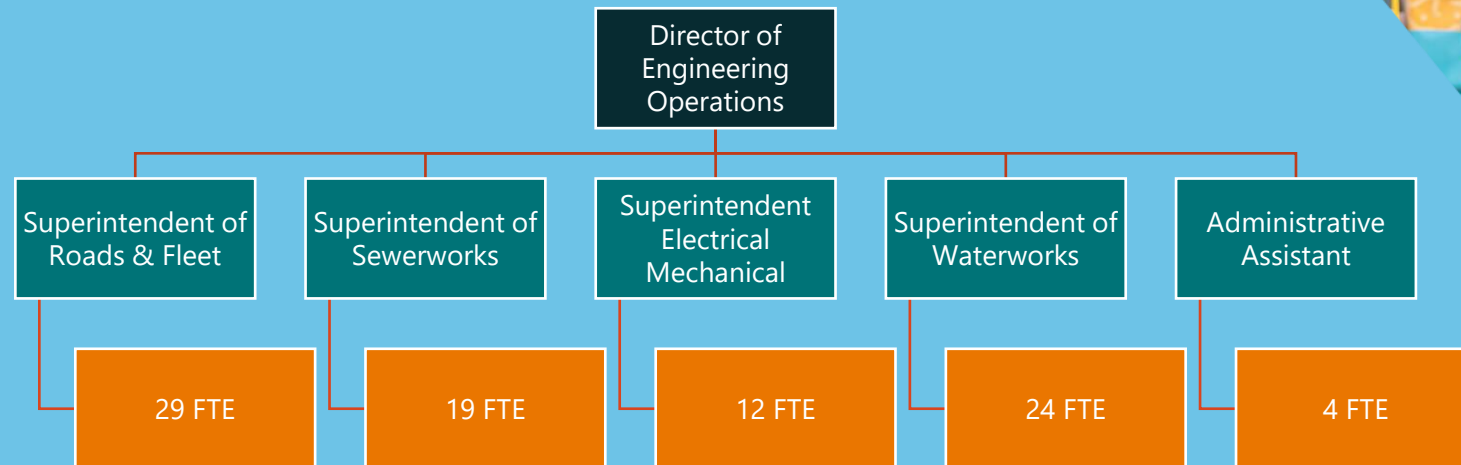
The Operations department monitors, operates, and maintains roads, sidewalks, signage, pump stations, streetlights, traffic lights, storm water management, water distribution, sewage collection, the City's fleet, and conducts snow and ice control. Operations focuses on residential health and safety, while protecting the large investment in public works, underground infrastructure and the environment

Serviced by the five sections:

- Water
- Sewer
- Roads
- Fleet
- Electrical Mechanical



# Staff Complement





# 2024 Achievements

## LED Street Lighting

- 5,220 streetlights
- Monthly Hydro bill with HPS bulbs \$25,000
- Current \$11,000 with conversion

## Road Rehab

- 23 lane kms
- 14 new street locations

## Water/Developments

- 104 new water meters
- 64 new water connections
- 5 new subdivision water tie ins

## Snow Events

- 4 snow events
- 2,100 tonnes of salt
- 300,000 litres salt brine.

## Public Works Open House

- First open to the public event
- Approx 400 attended

# Continuous Improvements

## New Equipment

- Purchase of new vacuum truck, reduces cost
- Emergencies improves Efficiencies
- Procure new Excavator
- New CCTV camera

## Green Fleet

- Environmental footprint
- RCMP Lightning
- Fire Dept. 2- staff
- 10 new electric vehicles (2 step vans)

## In-Field Tablets

- Outside staff have access in the field
- 75% of staff transitioned

## Weekend Shifts

- 2 staff
- Saturday and Sunday shifts
- Downtown focus



# Continuous Improvements

## Training

- IUOE Equipment training
- Redundancy for Operators
- WSBC Training for all staff

## Fleet Electrification

- Electric vehicle stations added to Operations center
- Plan for new stations at City Hall and the new Fire Hall 3

## Water Meter Billing

- Radio read
- Time savings
- Efficiency

## Weather Stations

- Three new stations added to Operations, Laity St & McNutt Ave
- Air and pavement temperature

# Key Challenges

- Archeological assessments
- Weather patterns / storms
- Rising costs of materials
- Dump sites





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# **Thank You!**

**Engineering Operations**

Walter Oleschak



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# Questions





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# **2025 Business Planning Departmental Presentations**

PRESENTED BY:

**Trevor Thompson**

**Finance**

October 22, 2024

# Dept. Overview

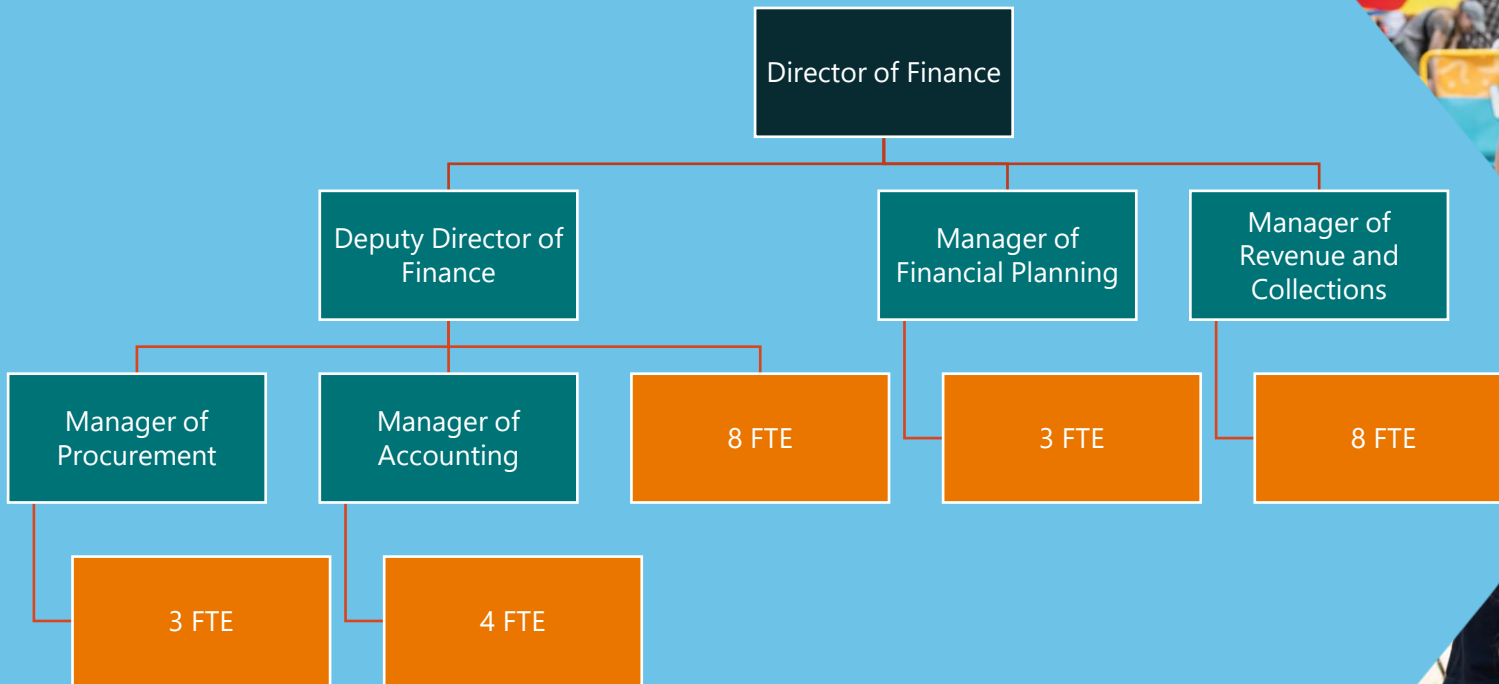
The Finance Department serves as business advisors to the organization, developing creative solutions to help achieve the City's financial and business objectives within a framework of sound fiscal governance. Specific responsibilities include:

- Preparation of the 5-year Financial Plan
- The City's Annual Consolidated Financial Statements
- Levying and collecting the City's taxes and utility fees
- Conducting the City's procurement
- Processing payroll for City employees and elected officials





# Staff Complement





# 2024 Achievements

## Tax Sale

Thanks to the efforts of the Revenue & Collections team, the City had only 3 properties go to tax sale in 2024.

## DCC Bylaw

Minor Amendment to the DCC Bylaw was finalized and adopted on September 24, 2024.

## Procurement

Supported 83 procurement processes to date with a total contract value exceeding \$26 million

## Payroll

Supported implementation of new collective agreements

## Accounting

- Implemented new accounting standards
- Awarded the CAnFR award for the 33rd consecutive year



# Continuous Improvements

## Technology

Initiated the replacement of financial planning software

## Procurement

Moved all procurement processes online, streamlining work and reducing use of paper

## Capital Planning

Optimizing the capital planning and prioritization process

## Budget Software

New technology to optimize budget development and management

# Key Challenges

- Limited resources constrains our ability to support other departments with data analytics and data driven decision making
- Limited resources to manage increasing transaction volumes
- Outdated technology
- Increasingly complex regulatory environment
- Legislation Changes – Property Tax Sale administration requirements & potential cost





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# Thank You!

**Finance**

Trevor Thompson



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# **2025 Business Planning Departmental Presentations**

PRESENTED BY:

**Dave Samson (Fire Chief)**

**Fire Rescue & Emergency Management**

October 22, 2024

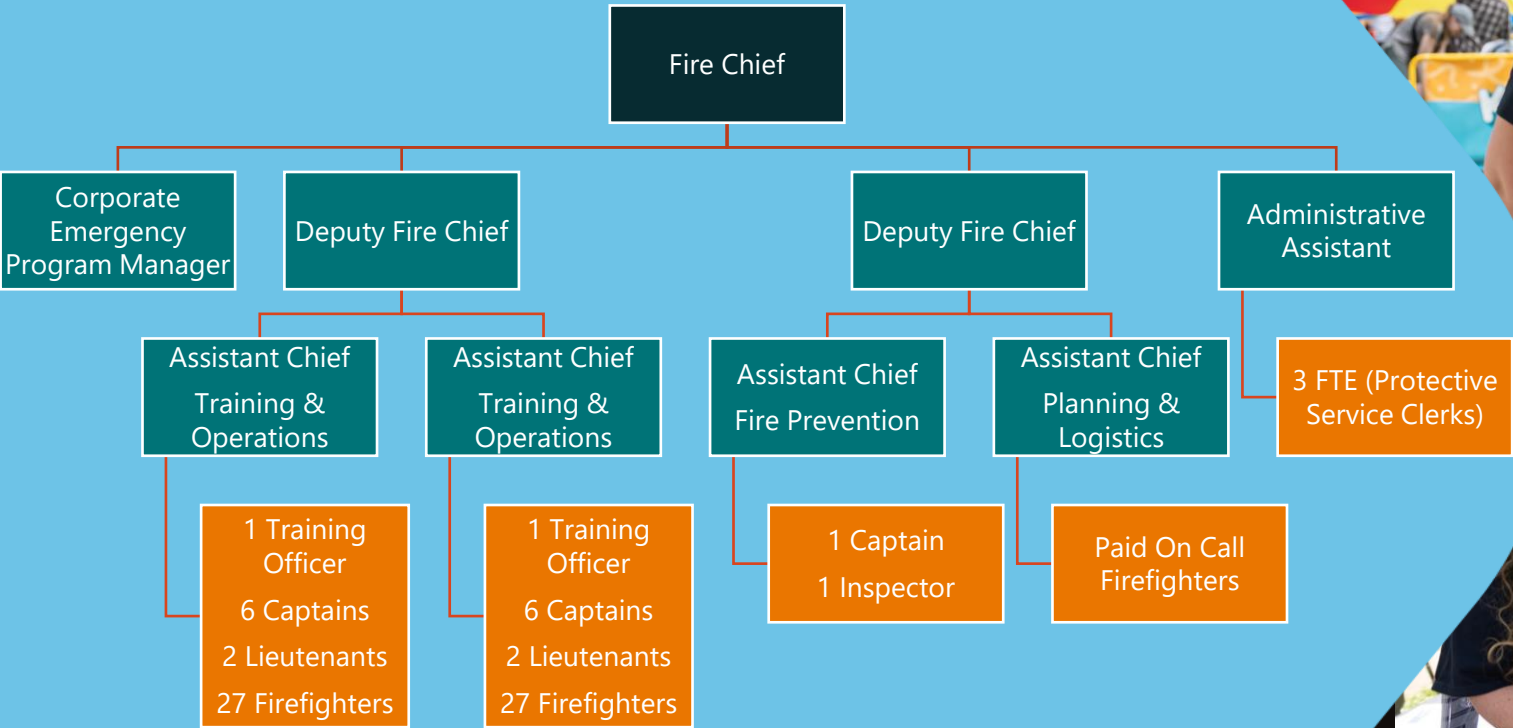


# Dept. Overview

- Administration – Leadership
  - Service Excellence
  - Oversight
- Operations & Training
  - All Hazards response
  - Responded to 5455 calls for service (Oct.15)
  - 18,000 Training hours
- Community Safety & Prevention
  - Fire Code Compliance
  - 1958 Inspections
- § Emergency Management
  - Planning, EOC, ESS



# Staff Complement





# 2024 Achievements

## Recruitment

- 16 Career Firefighters
- 15 Paid-on-Call Firefighters
- 2 Fire Prevention Officers
- 1 Corporate Emergency Program Manager

## Community Engagement

- Hot Summer Nights
- Be Downtown
- Youth Academy
- Charitable Contributions

## Emergency Management

- Emergency Operations Plan
- EOC revitalization
- ESS stability
- Community engagement
- Indigenous relations

## Health and Wellness

- FF Cancer & Cardiac Screening
- Occupational Awareness Training

## Culture Enhancement

- Rebranding
- Labour Relations
- Corporate Integration

# Continuous Improvements

## Training

- First Responder Scope of Practice Updates
- Wildland preparedness

## Training

- Swiftwater & Floodwater Rescue
- Marine Firefighting; Land Based

## Climate Stewardship

- Squad 1- EV Pick Up
- Hybrid Transition- Light Duty

## Resource Distribution

- Fire Hall 3 Replacement
- Site secured



# Key Challenges

- Legislation:
  - Fire Safety Act
  - Emergency Disaster Management Act
  - Single Egress Stairs
- Service Demands:
  - Opioid Crisis
  - Extreme Weather Events
  - Community Growth
  - Firefighter Health, Safety and Wellness
  - Vulnerable Population
  - Composite Staffing Model



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# **Thank You!**

**Fire Rescue & Emergency Management**

Dave Samson





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# **2025 Business Planning Departmental Presentations**

PRESENTED BY:

**Michelle Lewis**

**Human Resources**

October 22, 2024

# Dept. Overview

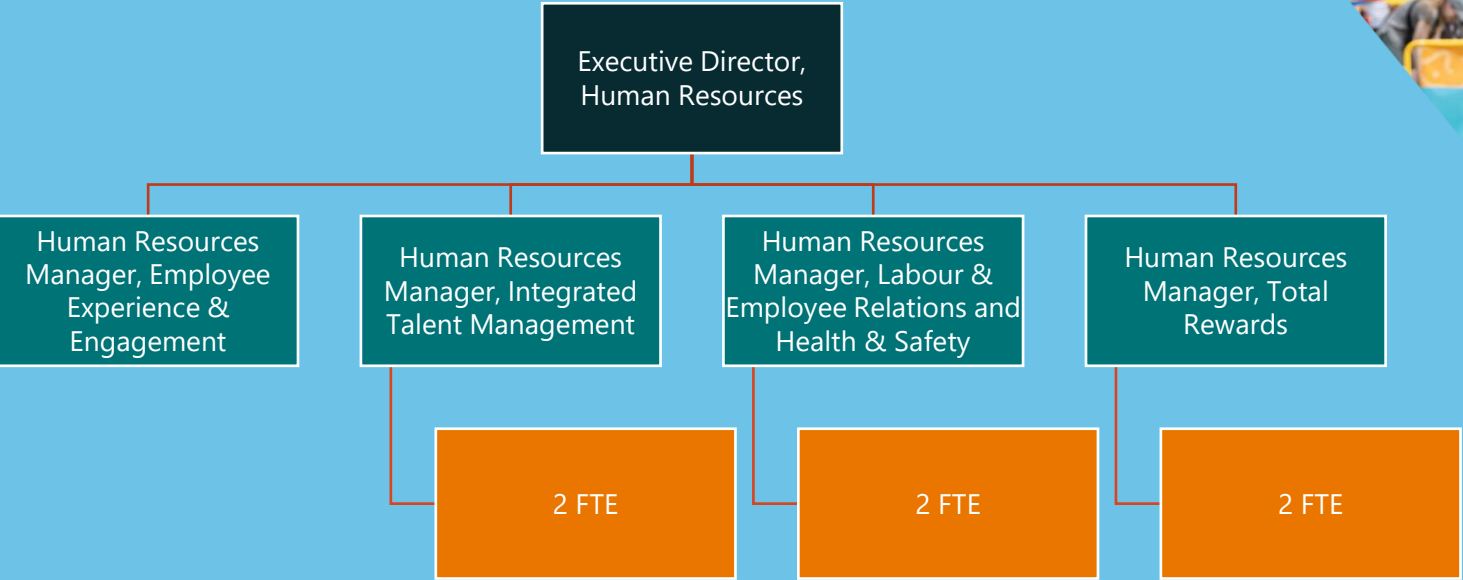
The HR Department is a strategic partner within the City, providing programs and services designed to engage employees in their work and maximize their full potential in contributing to the goals of the City. Programs are impactful to the City's culture and foster an innovative and agile workforce.

- Strategic Human Resources Planning
- Organizational Development
- Employee & Labour Relations
- Occupational Health & Safety
- Compensation & Benefits
- Disability Management
- Employee Engagement & Experience
- Talent Management
- Training, Learning & Development
- Wellness Programming
- Equity, Diversity, and Inclusion (EDI)





# Staff Complement





# 2024 Achievements

## 141 Staff Hired YTD

- ✓ Exempt - 17
- ✓ Regular full time - 25
- ✓ POC Firefighters - 9
- ✓ Temporary full time - 16
- ✓ Auxiliary - 57
- ✓ Career Firefighters - 17
- ✓ 41 Internal promotions

## New Exempt Positions

- Manager of Accounting
- Policy and Legal Advisor
- Corporate Emergency Program Manager
- Manager of Strategic Policy & Programs
- Associate Director of Building, Development and Planning

## Recruitment Metrics

497 Interviews Conducted

4 weeks – average time to fill

172 vacancies as of Sept 6

16% workforce recruited in 9 months

## New Programming

- Onboarding Program (City Chase) – 85 Participants
- Hiring Manager Certification – 4 cohorts – 55 participants
- Re-launch Buddy Program – EOI from 34 Employees

## Clerk 2 Pool Success

Regular full-time positions awarded to 8 of the staff from the Clerk 2 pool.



# 2024 Achievements

## Collective Bargaining

Concluded Bargaining with 3-Year term:

- ✓ IAFF (Fire)
- ✓ CUPE

## IAFF LOU

Negotiated LOU with IAFF to allow the City to adjust the starting pay rate for external fire candidates, recognizing their prior fire service experience.

This allows for recruitment of fire service staff from other municipalities.

## CUPE LOU

- Weekend staff to maintain streets, sidewalks, and related areas to support the BC Summer Games and Maple Ridge 150
- Provide incentive for Building Officials to increase their BOABC certifications

## Public Assistance Dog

Finalized an LOU with CUPE to implement dog handlers to enable the City to secure a Public Assistance Dog

## Employee Identification

New employee ID Badges and Lanyards with new Branding for all Employees

# Continuous Improvements

## Applicant Tracking System

Leveraging existing systems to improve functionality enhancement and workflow improvement/efficiencies

## Learning & Development Programs

Development of strategic framework including a focus on:

- LinkedIn Learning
- Core Competency Training
- BCIT Supervisory and Managerial Training
- People Management Training (CMR-HR)

## Disability Management

Continue to refine PBC early referral services for disability management

## Enhanced Productivity

Completed time in motion study for HR Associates and streamlined tasks



# Continuous Improvements

## Improved Metrics

Designed and implemented improved metrics for tracking labour relations issues and outcomes. Including:

- Inquiries
- Service requests
- Grievances

Action items and resolutions are included

## Community Engagement

- Keynote speaker for the WorkBC event - Hiring Diverse Abilities
- Attendance at a several career fairs in the community

## OH&S Prevention

Improved inspections, revised safe work procedures and training, resulting in a reduction of lost time WSBC compensable injuries, down 35% over the same period last year (Jan – September)

## Employee Engagement Survey

Collecting further employee feedback by way of a pulse engagement survey so leadership can continue to make data driven decisions to enhance our workplace and ensure we're fostering a positive environment.

# Key Challenges

- Increased recruitment needs (new and existing positions)
- Difficult to fill positions (specific skillsets, experience and "fit")
- Competing with other municipalities for key experienced talent
- Lack of ability to make data driven decisions
- Increase in complexity and volume of disability management files
- Increase in employee mental health challenges and work-life balance
- Cultural Transformation and Organizational Resiliency





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# **Thank You!**

**Human Resources**

Michelle Lewis



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# Questions





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# **2025 Business Planning Departmental Presentations**

PRESENTED BY:

**Patricia Sagert**

**Information Technology**

October 22, 2024

# Dept. Overview

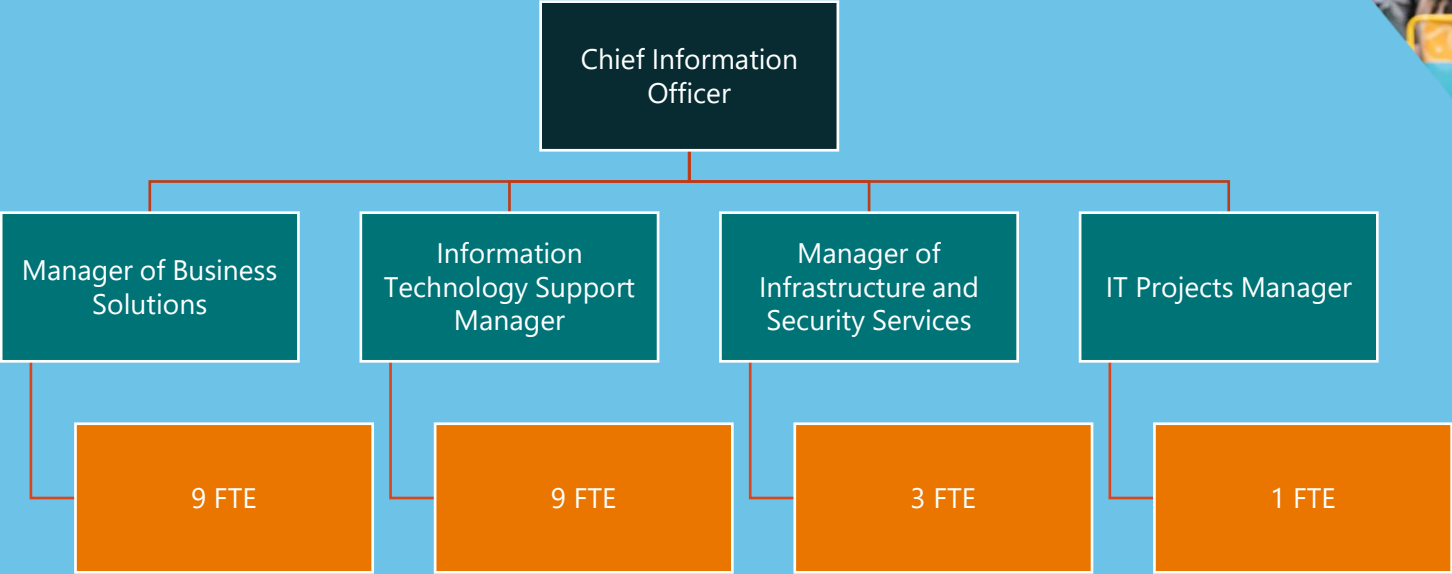
Support the delivery of essential municipal services with unwavering dedication to innovation, accountability, and efficiency, with a focus meeting the evolving needs of our city and community both now and in anticipation of the years ahead

- Technical support
- Infrastructure management and renewal
- Cyber Security Program
- Geographical Information Systems (GIS) services, data management and enhancement
- Enterprise application management and enhancement
- Project delivery
  - Major projects (ERP for example)
  - Business Technology Steering Committee projects
  - IT project delivery





# Staff Complement





# 2024 Achievements

## Cyber Security Improvements

- Regular Cyber Security training for all staff
- Firewall replacements
- Hardened Cyber Security posture through other upgrades, enhancements and frameworks

## Customer Service Improvements

- 6-month internal survey contest
- Monthly internal feedback review resulting in many operational changes to improve customer experience
- Improved meeting room technology

## Improved Disaster Recovery

- Streamlined data backup and recovery with integrated auditing
- New critical incident handling process for Enterprise applications and services

## High Impact Projects

- Amanda 7 application upgrade
- ERP Project initiation
- Next Generation 911 GIS data preparation
- Website replacement
- DigEPlan

## Print Fleet Replacement

- All printers replaced
- Secure print reduces risk
- Improved tracking and reporting will allow for movement towards near paperless operations



# Continuous Improvements

## Systems Administration

- Regular reviews of system documentation
- Targeted staff training
- Improved license and support administration
- Small configuration changes that make a big difference

## Cyber Security

- Ongoing monitoring, assessment, audit and improvements to enhance Cyber Security posture

## Customer Service

- Ongoing feedback gathering and review
- Maintaining a client experience mindset
- Maturing measures and reporting

## Improved IT Operational Efficiency

- Continue to select cloud first products to reduce administrative overhead
- Continue to assess and implement AI where practical and beneficial

# Key Challenges

- Ensuring Integrity of data to support data-based decision making corporately
- Ensuring GIS infrastructure, tools, and team structure are designed to help the City move into the future
- Planning into the financial and administrative costs of the transition to 'cloud first' applications and infrastructure
- Organization wide change management associated with Major Project delivery





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# **Thank You!**

**Information Technology**

Patricia Sagert



**Maple  
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# **2025 Business Planning Departmental Presentations**

PRESENTED BY:

**Carolyn Mushata**

**Legislative Services**

October 22, 2024



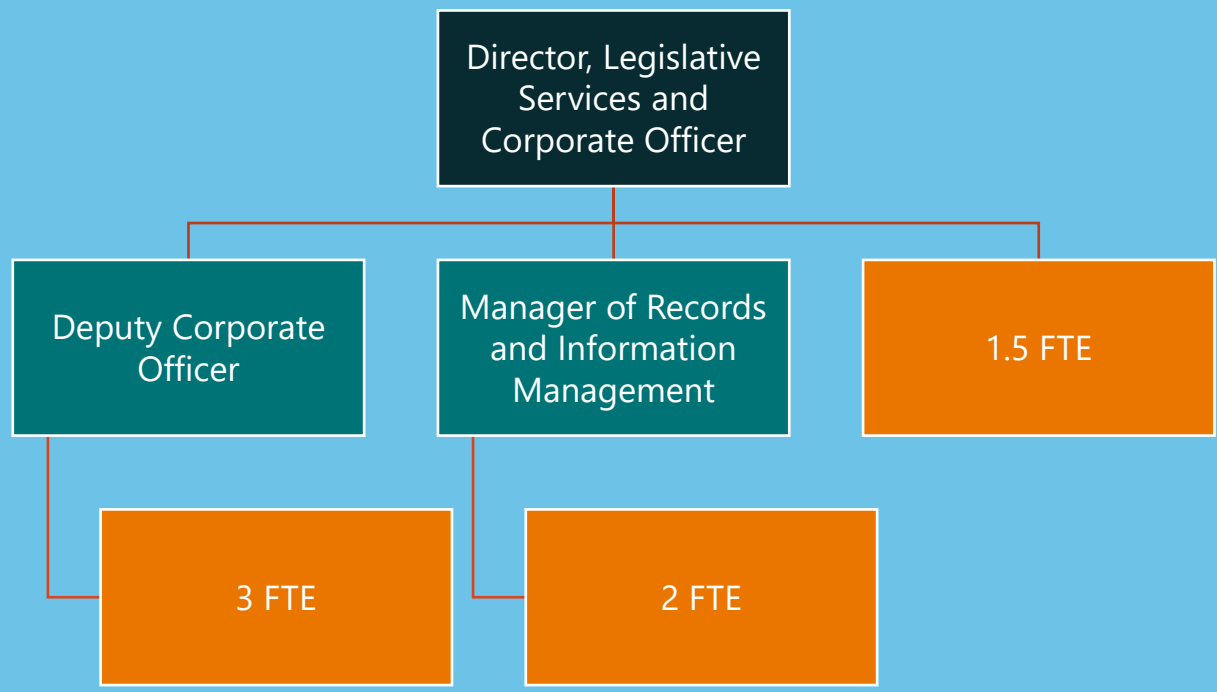
# Dept. Overview

Legislative Services is dedicated to ensuring transparency and impartiality in providing support and guidance to elected officials, staff, and the public

Our department conveys and establishes the legal framework for the organization through the review and drafting of bylaws, policies, operating procedures, guidelines and standards



# Staff Complement





# 2024 Achievements

## eScribe

Implementation of the new agenda management software eScribe

## Staff

Completed hiring of positions in the department

## FOI/Records

Created new Policies that address FOI and Records Management

## Bylaws/Policies

Digitized and created a searchable database for all bylaws and policies

# Continuous Improvements

## eScribe

New agenda management software

## Records

Created new policies as part of the records management strategy

## Bylaws/Policies

Created searchable databases



# Key Challenges

- Limited resources available to:
  - Fully implement an effective records management strategy
  - Address the substantial backlog of records that need to be addressed
  - Process FOI requests which have doubled again since 2023



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# **Thank You!**

**Legislative Services**

Carolyn Mushata





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# **2025 Business Planning Departmental Presentations**

PRESENTED BY:

**Val Richmond**

**Facilities, Parks & Properties**

October 22, 2024

# Dept. Overview

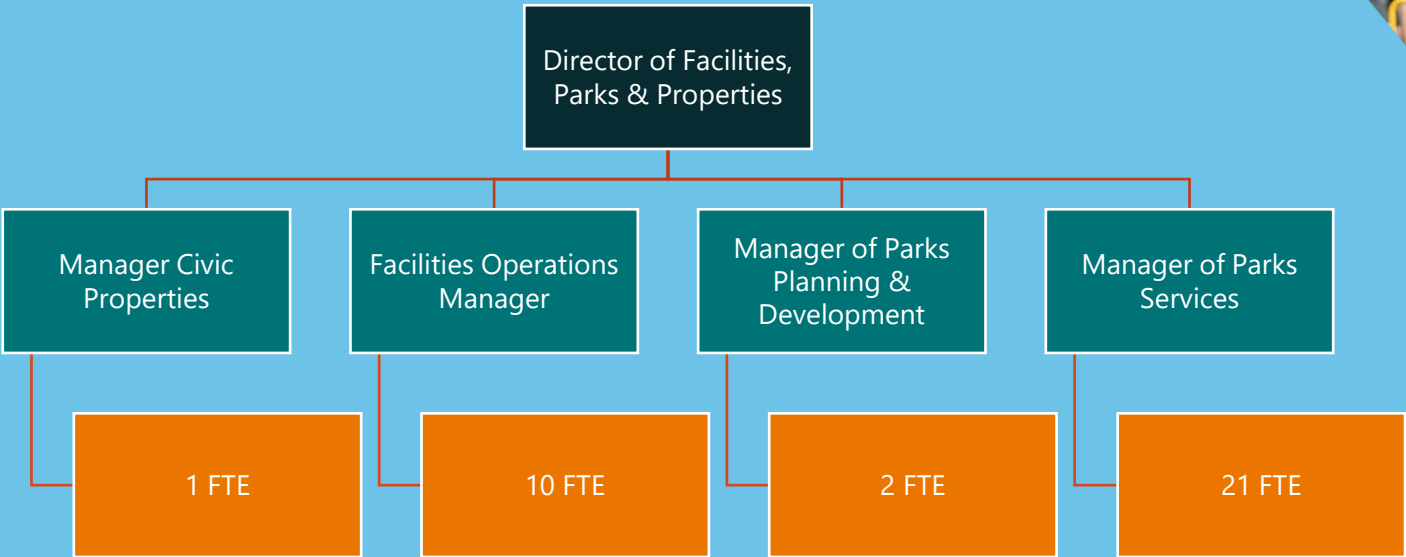
The **Facilities, Parks & Properties** department is responsible for:

- Planning, public engagement, design, development, asset renewal and operations for parks, cemeteries, greenbelts/conservation lands, and stewardship of the urban forest
- Planning, development, renovation, maintenance and asset renewal for municipally owned buildings and reducing facility energy consumption
- Leading and managing the City's land holdings and property assets including negotiation, acquisition and disposition of City-owned properties





# Staff Complement





# 2024 Achievements

## Strategy

- Urban Forest Management Strategy
- Recreation Facility Feasibility Study Phase 1 engagement, needs assessment and service level review

## Growth

- Approval for additional ice sheet at Planet Ice Facility
- Electrical kiosk installed at Port Haney Waterfront

## Growth

- Completion, naming and celebration for Tsuyuki Park
- Constructing neighbourhood park at Pazarena Pl.

## Growth

- Maple Ridge Park playground renovation and expansion
- MR spray park design, tender & now constructing

## Legacy

- Grant funding for legacy Japanese Canadian Garden
- BC Summer Games venue upgrades
- MRLC exterior paint in corporate brand colours



# 2024 Achievements

## Improvements

- Leisure Centre new spin studio, events and volunteer hub
- Greg Moore Youth Centre podcast studio
- Jordan Park baseball diamond expansion

## Asset Renewal

- Operations Centre recabling + new SCADA / Comms equipment room
- Fire Hall No. 1 Chiller/Mult-stack compressor replacement

## Asset Renewal

- HVAC replacements City Hall, Leisure Centre, ACT, Library
- Hammond Pool tank repairs
- Finishes: City Hall, Randy Herman, Library

## Asset Renewal

- Hammond Park playground renewal
- Albion Sports Complex & Telosky #4 Diamonds backstop dugouts mesh

## Stewardship

- National Tree Planting Day
- Tree Stewardship activities
- Support of community group activities & City events



# 2024 Achievements

## Grants

- Grant funding for tree planting
- 25 new community garden plots

## Stewardship

- Acquired 24 Ha of mature upland / second growth forest

## Growth

- Acquired strategic property for emergency services

## Energy

- Energy Specialist position funded through BC Hydro grant and filled
- Baseline energy consumption for 12 key municipal buildings - 80% grant funded

## Energy

- Converted MRBC/Town Centre parkade to LED lighting
- BC Hydro grant funding \$56,000
- New dual fuel HVAC 30% grant funding



# Continuous Improvements

## Assessments/ Audits

- Condition Assessments MRLC & The ACT
- Accessibility Audits for MRLC and City Hall

## Enhancements

- Direct Digital Control upgrades Fire Hall No. 1, Leisure Centre and Albion Community Centre
- Pollinator garden and plantings
- Water-wise planting program
- Dog waste pilot

## Streamlining

- Streamlined City operational tree services delivery
- Piloting centralized move services

## Efficiency

- Electric equipment
- New efficient trails equipment
- Garbage service review & park maintenance efficiencies, improved service delivery

# Key Challenges

- Meeting current demand and expectations for new recreation infrastructure and sports facility enhancements
- PRC Master Plan implementation
- Resourcing to implement Urban Forest Management Strategy
- Land costs, construction cost escalation, equipment costs
- Existing facilities are aging, in need of reinvestment or replacement
- Archeological Overview and Impact Assessments
- Impacts of Climate Change: storms, floods, drought, heat domes
- Facility GHG Reduction
- Operational impacts of growth / capital projects
- Accommodating growing workforce
- Events & tournaments support





**Maple  
Ridge**

# Thank You!

**Facilities, Parks & Properties**

Val Richmond



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# Questions





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# **2025 Business Planning Departmental Presentations**

PRESENTED BY:

**James Stiver**

**Planning**

October 22, 2024

# Dept. Overview

Responsible for forming long term planning policies and strategies to guide the future growth and development of the City

Responsible for reviewing development applications for development projects and providing recommendations to Council

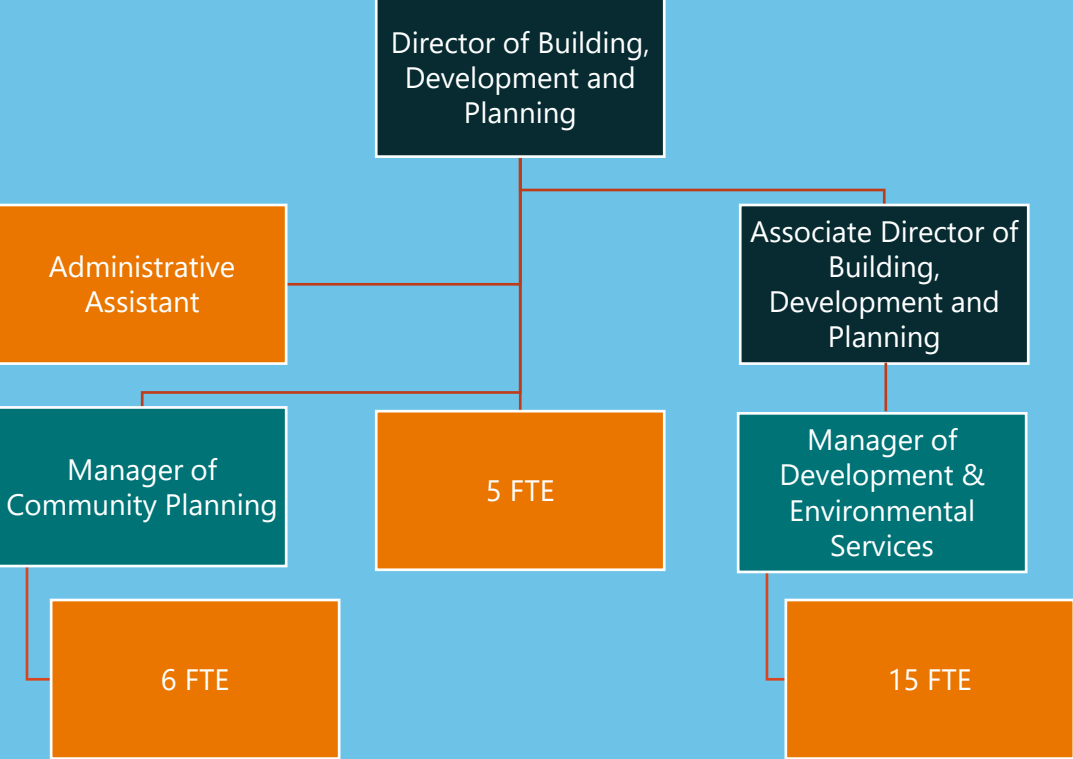
Comprised of 3 distinct groups:

- Community Planning
- Development Services
- Environmental Services





# Staff Complement





# 2024 Achievements

## Development

- Wrote 59 Reports to Council
- Overseeing 87 subdivisions, 164 rezonings, 87 form & character DPs, 92 Variance Permits, 5 Minor DVP and 8 ALC applications.

## Environment

- Review Building Permits and Development Applications
- Process Soil Deposit Permits and Tree Cutting Permits
- Support environmental policy initiatives

## Policy

- Wrote over 25 Reports to Council
- Support Land Use Inquiries
- Organized Food Garden Contest and supports Agricultural initiatives
- Hosted Heritage Awards and supports Heritage initiatives

## Housing

- Implemented Bill 44 and Bill 47 zoning regulations
- Endorsed Housing Needs Report
- Developed Housing Strategy
- Developing Short Term Rental regulations

## Area Plans

- Adopted Yennadon Lands Area Plan
- North East Albion Area Plan review underway
- LTCAP and BRT review underway
- Three TOA Land Use Reviews underway



# Continuous Improvements

## Policy

- Reviewed policy framework and updated regulations to facilitate expanded housing diversity.

## Process

- Updated processes to reflect policy and regulatory changes to improve overall customer experience.

## People

- Grew team with 4 new positions
  - 3 Planners
  - 1 Admin
- Provided on-going training opportunities.

# Key Challenges

- Policy – Shifts in the legislative landscape and economic conditions are driving continuous updates to regulations, requiring frequent reassessment of the City's policy and regulatory framework
- Process – Work underway to enhance operational efficiency and reduce processing timelines
- People - Competitive labor market and industry-wide talent shortages continue to challenge our staffing efforts, leading to critical gaps in key roles





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# **Thank You!**

**Planning**

James Stiver



**Maple  
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# **2025 Business Planning Departmental Presentations**

PRESENTED BY:

**Supt. Wendy Mehat & Allison MacRae**

**Ridge Meadows RCMP**

October 22, 2024

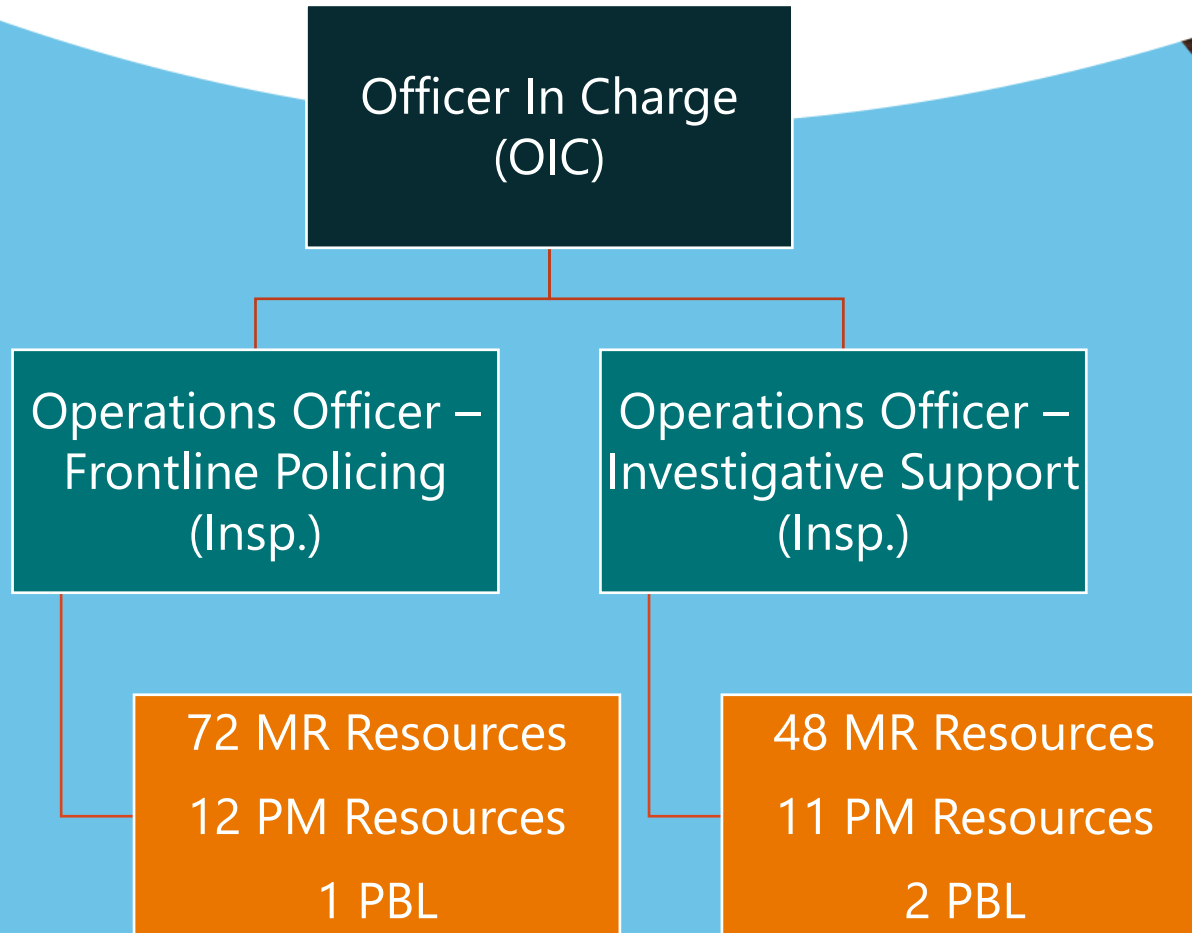


# Dept. Overview

- Commitment to Communities: The Ridge Meadows RCMP delivers exceptional policing to Pitt Meadows, Maple Ridge, and the Katzie First Nation through an integrated service model
- Operational Hub: Main operations are in Maple Ridge, with additional support from a Community Police Office in Pitt Meadows
- Staffing: The detachment has 146 police officers—23 funded by Pitt Meadows, 120 assigned to Maple Ridge, and 3 funded by BC
- Specialized Teams: Pitt Meadows and Maple Ridge contribute 12 officers to specialized teams in the Metro Vancouver area
- Support Staff: Maple Ridge employs 54.75 FTE individuals for operational support, funded through the Housing and Support Agreement
- Volunteer Support: The detachment benefits from a dedicated base of volunteers serving the communities



# Staff Complement



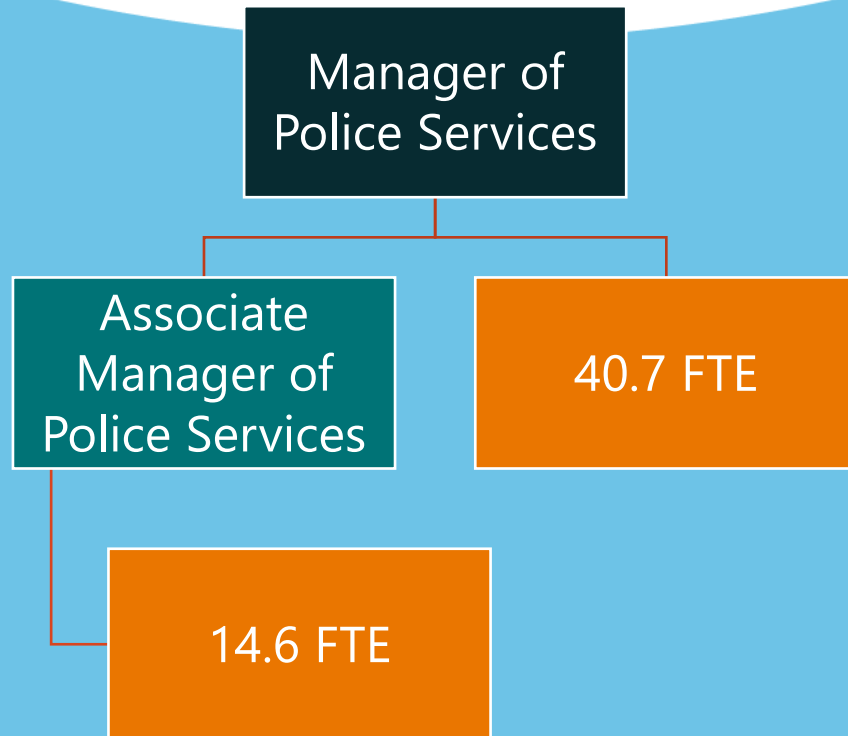
120 MRR, 23 PMR, 3 PBL





# Staff Complement

*Police Services provides operational and administrative support to the Ridge Meadows RCMP*



57.3 FTEs





# 2024 Achievements

## FYRST

- 53 Youth Interventions
- 7500+ Youth Engagements
- 83 Referrals Received since Program Inception

## Crime Reduction

### Property Crime

- Theft from Vehicle is down 39%
- Theft of Vehicle is down 9%

### Road Safety

- Average 258 VT's per month compared to 144 in 2023

## Strategic Plan

- Ensures transparency and proactive crime prevention.
- Strengthen Community Relationships.

## Review

- 14 Police Services Units underwent an Efficiency Review at the start of 2024.
- 83 Action Items were identified and actioned, to be completed by end of 2024

## Proactive

- 3629 Volunteer Hours to Date
- 688 Community Engagement Hours
- 102 Victim Services Callouts
- 1283 New Victim Services Clients



# Continuous Improvements

## Community Engagement

- Increase foot patrols downtown
- Established Dedicated Community Engagement Cpl.
- Identify Key Performance indicators to Measure Progress.
- Community Feedback to Drive Engagement Profile

## Youth Footprint

- Established Permanent Youth Cst. Position.
- Strengthen Community Partnerships & Relationships
- Assigned Schools to Frontline Officers

## Autonomous Maple Ridge Detachment

- Rebranding of the Maple Ridge RCMP.
- Maple Ridge Policing Open House May 2025
- Revision of the Ridge Meadows External Strategic Plan

## Body Worn Cameras

- Implementation Scheduled for June 2025.
- Creation of New Internal Operational Procedures
- Increased level of transparency.
- Valuable Evidence in Criminal Cases

# Key Challenges

- **Cst. Rick O'Brien**

Cst. O'Brien's death affected both members and civilian staff and it is recognized that this will be a long road

- **Deintegration**

The deintegration of the Ridge Meadows RCMP poses a challenge because it disrupts established operations and resource sharing

- **Mental Health Calls**

507 mental health apprehensions to date.

792 hours spent in hospital

Average approximately 2 apprehensions per day with a minimum of two police officers responding to each call





**Maple  
Ridge**

# Thank You!

**Ridge Meadows RCMP**

Supt. Wendy Mehat



**Maple  
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# **2025 Business Planning Departmental Presentations**

PRESENTED BY:

**Cidalia Martin**

**Recreation Services & Special Projects**

October 22, 2024



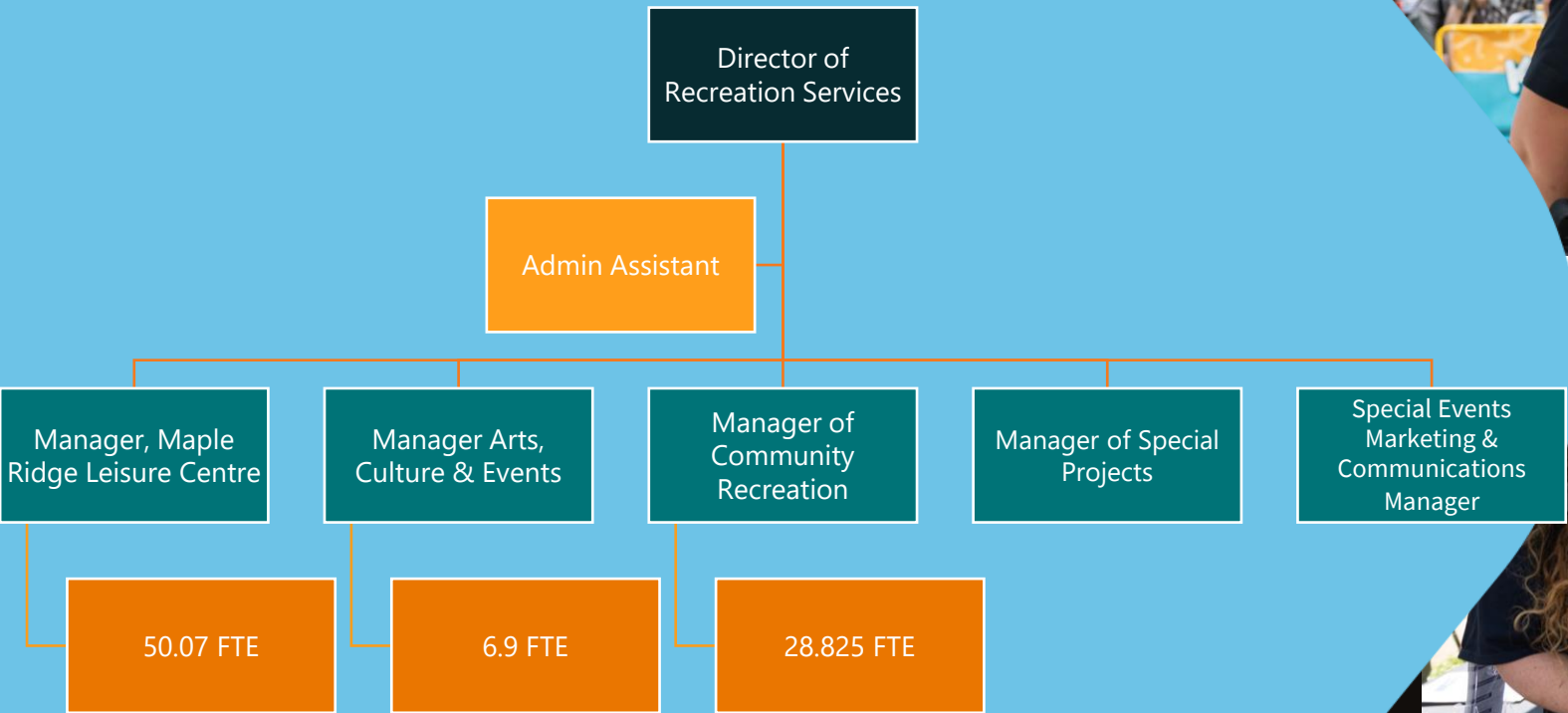
# Dept. Overview

As defined by the Canadian Parks & Recreation Association 'Framework for Recreation in Canada' recreation is defined as the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community wellbeing.

The Recreation Service department provides recreational, cultural, and social programs, services, spaces, and events. Staff prioritize accessibility, inclusivity, and investing in partnerships and opportunities that enhance the quality of life for Maple Ridge Residents and visitors.



# Staff Complement





# 2024 Achievements

## BC Summer Games

- 2380 Athletes
- 104 Participants from Maple Ridge
- 1743 Volunteers
- 1,800 Gold Medals received

## Strategies

- Creation of the Accessibility and Inclusion Strategy
- Secured Rick Hansen Foundation Funding to redesign a more accessible front counter at the Leisure Centre

## Feasibility Study

- Launched a public engagement strategy including 4 open houses
- A second is set for Winter/Spring 2025

## Facilities

- MRLC: successful & on time 3-week maintenance closure
- 1 Aquatic center closure since January 2024
- Planet Ice: new scoreboard and sound system reveal with Kraft Hockey

## Financial Access

- 906 community members supported. An increase from 759 by end of Q4 2023
- \$44,656 dollars given in Financial Assistance



# 2024 Achievements

## MRLC

### Aquatics

- 1780 lessons offered with 7,250 kids and adults learning to swim
- Reimagined the pool schedule to provide more access to public daily and on weekends
- Extended public swim hours at Hammond Pool

### Fitness

- 99 registered group fitness classes with 1,184 participants registered
- 2002 drop-in fitness programs with 32,175 participants
- Converted underutilized MU3 into a new Spin Studio with new bikes

### Visits

- 222,271 to the center:
  - 113,657 Adults
  - 41,689 Seniors
  - 36,251 Children
  - 28,073 Youth
  - 2,601 Infant/Toddlers

### Customer Service

- New uniforms and name tags ordered with new MR logo to easily identify staff
- Updated the lobby to invite play and passive participation
- Removed plexiglass barrier at front counter

### Facility

- Improved MU4 now the Alder Room to be a professional space for rental options
- Established a procedure requiring management involvement in amenity closure decisions



# 2024 Achievements Albion & GMYC

## Albion Visits

- 8571 visits to the center:  
4552 Adults  
2506 Seniors  
1110 Infant/Toddlers  
304 Children  
99 Youth

## Programs

- 469 drop-in fitness programs with 6438 participants
- 120 youth drop-ins for "Pop up Youth"
- Children's programs and camps under MRLC numbers

## Albion Achievements

- Number of visits doubled from 2023 already, Q4 still to go
- 1574 rentals with 17,923 attendees

## GMYC Visits

- 9,148 visits to the lounge
- 4,676 to the lower active area
- 699 participants THSS
- Hosted 12 Youth Events
- 458 participants in satellite site programs

## GMYC Achievements

- Repurposed Music Room and converted to professional DJ and Podcast Media Room
- Youth Week Celebration of weeklong activities
- Offered Pre-Teen and Teen birthday parties



# 2024 Achievements Events & Volunteers

## Community Events

- 95 community events supported
- 161 additional event inquiries to the city that did not move forward for various reasons.
- \$75,480 dollars in grants given (includes MR150 grant allocation)

## Event Numbers

- Rock the Block: 600 visitors for each location
- Pride in the Park: 1,200 visitors
- Canada Day: 2,600 visitors
- MR150: 10,000 to 14,000 visitors throughout the day

## Volunteer Hub

- Established a designated volunteer hub for recreation volunteers in the MRLC
- A place for volunteer engagement, growth, meetings and community events meeting space

## Volunteer Numbers

- 123 volunteers
- 578.5 volunteer hours
- 17 events total

## Volunteer Achievements

- Connected 397 volunteers with volunteer opportunities through the online connector form



# 2024 Achievements Arts & Culture

## Achievements

- Created a 'Discover Arts & Culture Programs from the City' guide. Lists city run arts & culture programs and events
- Created a 'Discover Public Art in the City' guide

## Artists in Residence

- 2 new Artist in Residence for 2024:  
Colleen Brown, Residence at Fern Crescent  
Alex Neff, Residence at Haney Place

## Public Art

- Mapping Project: update to city webpage, online map, tourism map and accordion pamphlet
- Rain Pierre mural "Albion Lookout" at ACC
- 150 Temporary Engagements

## Community Art

- 4 Community Engagement Murals painted at Rock the Blocks/Canada Day and unveiled at Our Neck of the Woods

## MR150 Art

- 5 Placemaking Frames. Unveiled at Our Neck of the Woods. Will come back to parks in Spring 2025



# 2024 Achievements Children's Programs

## Planet Ice

- 141 Skating lessons
- 975 Kids learned to skate

## Program Numbers

- 140 Sports programs with 1,073 active kids
- 193 camps with 2,629 campers
- 318 kids serviced in AKC
- 59 miscellaneous programs with 379 participants

## Program Highlights

- WildPlay outdoor camp for children aged 8-12 years
- Afterschool cooking program offered at Albion
- A Kids Night Out program for children with pizza and activities

## Program Highlights

- New Hockey Camp program added, 45 kids participated over 2 weeks
- First Family Learn to Fish Day with 75 participants and demand for more spots next year

## Program Highlights

- First annual "Winter Wonderland" Skate planned for Dec 22nd



# Continuous Improvements

## Programming

- Expand on our current program offerings
- Create new and innovative event programming
- Focus on programming that builds and brings community together

## Customer Service

- Implement operational customer service standards across our centres

## Revenue

- Review recreation delivery models to generate increases to revenues

## Become an Industry Leader

- Engage with other cities on a more regular basis
- Host recreation related conferences in Maple Ridge
- Get staff more involved in external committees and groups

# Key Challenges

- Resources to grow and expand the services offered by recreation
- Aging infrastructure - challenging to deliver high quality consistent services
- Limited infrastructure – effects our ability to service all our communities effectively
- Shift the current culture to one that motivates staff to bring forward new ideas and not be afraid to share and engage as we continue this new path forward as One City





**Maple  
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# **Thank You!**

**Recreation Services & Special Projects**

Cidalia Martin



**Maple  
Ridge**

# **2025 Business Planning Departmental Presentations**

PRESENTED BY:

**Zvi Lifshiz**

**Strategic Development, Communications & Public Engagement**

October 22, 2024

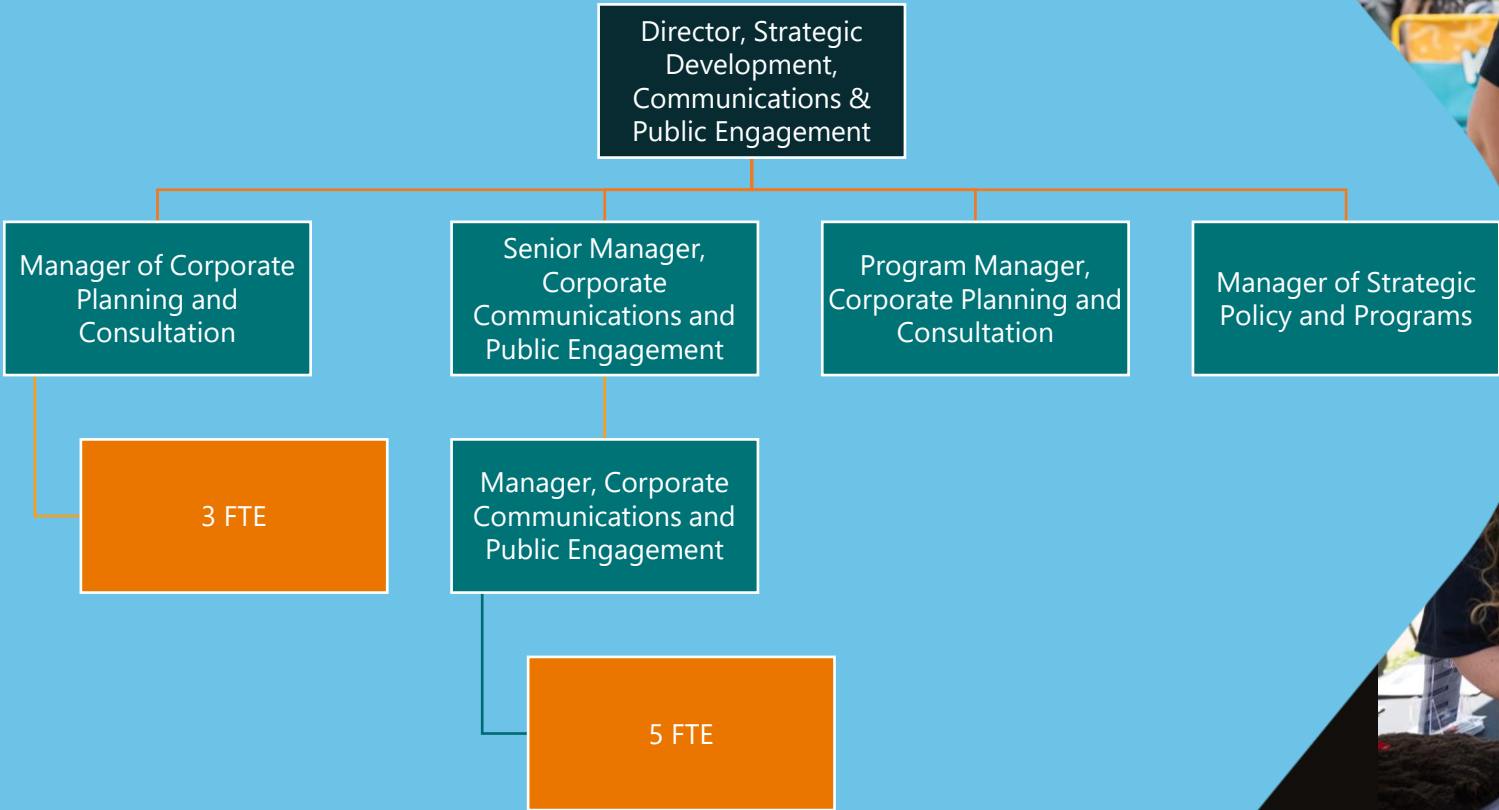


# Dept. Overview

- Keep citizens informed and engaged
- Identify emerging community issues and trends
- Amplify and promote Maple's Ridge's story and brand
- Foster a culture of service and engagement
- Ensure alignment of strategy, business planning and policy
- Drive transformational initiatives focused on customer experience, continuous improvement, and innovation.
- Advance key strategic priorities including Climate Action and Resilience
- Support strategic decision-making through data-driven insights and business case development



# Staff Complement





# 2024 Achievements

## Continuous Improvement COE

- Implementation of the WISE program with over 300 staff trained
- Agile Pilot Project
- Business Planning Process Review
- 4 large-scale LIFT process reviews completed.

## Climate Action

- Completion of major phases of Climate Action plan
- Supported Mayor's Taskforce on Climate Action (5 Recommendations)
- Ready for 2025 ZCSC implementation

## Customer Experience

- Customer Experience Strategy
- Certified Professional
- Concierge Program
- Citizen Satisfaction Survey

## Strategic Alignment

- Clearpoint Strategy Management System
- Quarterly OKR reporting and Community-focused strategic progress dashboard
- Pilot Dept. OKRs

## Data/Analytics/Reporting

- Data and analytics for multiple strategic projects
- 6 comprehensive Environics Analytics projects
- Housing Target Reporting methodology & tools



# 2024 Achievements



## New City Website & Intranet

- **2X Web Traffic** (6- month comp)
- **892,326 Sessions**, 464K Active Users
- **12.5% Increase In Organic** Web Traffic
- Intranet Rebuild & Upcoming Launch

## Digital Marketing

- **2.9 MILLION+ Paid Impressions** across BC Games, ONOTW, and Summer Tourism Campaign
- High **2-4% Clickthrough** rates on our content

## Social Engagement Increases

- **7% Avg. Follower Increase** across platforms (this 3 months vs last)
- **High 4.3% Avg Engage Rate** Across Social

## Brand Rollout

- Gateway signs
- New Facility signage
- Maple Ridge 150
- **Gold MarCom Awards Win** for Brand Strategy

## Growing Community Engagement

- New engagement platform
- Launched eConnect Newsletter
- **13,575 people** surveyed with us! (**83% increase!** from 2023 YTD)



# Continuous Improvements

## Comms Service Delivery Process

- Comprehensive comms service delivery process improvement
- Self-serve departmental templates/training
- Implementing Business Partner Model

## Business Planning Process

- 2025 Business Planning Process Review
- Service-based budgeting (SBB) framework and pilot project.
- New tools for engagement on the 2025 budget

## Capital Planning Agile Project

- Prioritization framework
- Incremental development of the plan through approval phases
- Cross-functional alignment and cross-departmental collaboration

## Greenhouse Gas (GHG) Reporting

- Increased accuracy of corporate data
- Documentation of GHG reporting process
- First comprehensive community GHG inventory

# Key Challenges

- Gaps in availability of reliable and well-structured data
- Keeping up with digital trends
- Crisis Communications Preparedness
- Public expectations for transparency and immediacy
- Navigating changing media landscape
- Reaching diverse audiences
- Enhancing cross-functionality when advancing strategic initiative
- Uncertainty regarding changes in climate policy





**Maple  
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# **Thank You!**

**Strategic Development, Communications & Public Engagement**

Zvi Lifshiz



**Maple  
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# **2025 Business Planning Quarterly Strategic Report – Q3**

PRESENTED BY:

**Dan Olivieri**

October 22, 2024



# Quarterly Status Update

Status	Liveable Community	Diversified, Thriving Economy	Engaged, Healthy Community	Climate Leadership & Environmental Stewardship	Governance & Corporate Excellence	Total	Percentage
Complete	3	0	9	1	6	19	20%
In Progress	11	14	12	4	16	57	59%
Need Attention	3	1	0	2	1	7	7%
Under Review	0	1	1	0	0	2	2%
Not Started	3	1	1	3	4	12	12%

# Business Planning

## Next Steps:

- Public Engagement – Oct 22 to Nov 5
- Strategic Work Plan & Budget Overview – Dec 2/3
- Budget Deliberations – Dec 9/10





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# Questions



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**Thank You!**