

## City of Maple Ridge

**TO:** Her Worship Mayor Nicole Read  
and Members of Council  
**FROM:** Chief Administrative Officer  
**SUBJECT:** **Maple Ridge Commercial and Industrial Strategy Implementation Plan**

**MEETING DATE:** October 5, 2015  
**FILE NO:**  
**MEETING:** Workshop

---

### EXECUTIVE SUMMARY:

Between 2011 and 2014, the City was engaged in the development of a Commercial and Industrial Strategy (the Strategy). The Strategy and immediate action items for implementation were endorsed on August 26, 2014.

On March 16, 2015, Council received a status report on the Commercial and Industrial Strategy. It included details on the overall process, key messages, the municipal, regional and provincial policy context and the next steps in the process, which included moving forward on the following Resolution:

*That staff be directed to prepare the Implementation Plan for the Commercial and Industrial Strategy based on the framework outlined in the report dated August 25, 2014, and titled "Maple Ridge Commercial and Industrial Strategy Draft Implementation Plan - Update".*

GP Rollo and Associates, the consulting firm commissioned to develop the Strategy, has an extensive background of work in Maple Ridge, including background work for the Official Community Plan. The firm has vast experience in developing industrial, commercial and economic strategies for both private industry and municipal governments. This expertise enabled the preparation of the Strategy in a manner that reflects the City's existing policy framework and provides options for the future economic growth and viability of the City. A link to the endorsed Strategy can be found at: <http://www.mapleridge.ca/DocumentCenter/View/922>

As a follow-up to the March 2015 status report, this report (dated October 5, 2015), focuses on those items that could be completed within the current Council mandate and that would begin to address the future industrial land supply needs. The recommendations of the Strategy are intended to improve, enhance, or expand the land base for employment and economic opportunities within the community. The Implementation Plan Matrix (Appendix A) identifies potential future work plan projects for Council's consideration. Each item included in the Matrix would be the subject of a future report on the project scope, process and timeline, for Council's review and consideration.

The annual Business Planning process will provide Council with the opportunity to fine-tune those projects that contribute to the implementation of the Strategy, be that on a yearly basis or as part of a larger strategic planning conversation.

## RECOMMENDATION:

That the Maple Ridge Commercial and Industrial Strategy Implementation Plan Matrix, attached as Appendix A to the report titled Maple Ridge Commercial and Industrial Strategy Implementation Plan dated October 5, 2015, be endorsed.

## DISCUSSION:

### a) Background Context:

The draft Strategy was initially presented to Council on November 26, 2012. Council discussed the Strategy 11 times between November 2012 and August 2014, examined it in depth, and focused on establishing immediate and short term priorities for the Implementation Plan. During this time, the Strategy was also reviewed in light of its larger policy context and the roles of related policy documents such as the Official Community Plan and Economic Development Strategy. A total of 19 Resolutions related to the Strategy were passed by Council between November 26, 2011 and August 26, 2014.

#### *Summary of Key Messages from the Commercial and Industrial Strategy:*

- Maple Ridge is well positioned in the Region for future employment opportunities.
- The City is doing relatively well in providing jobs for residents. The Strategy identifies that the City is second (behind Surrey) of suburban municipalities within the Region, providing approximately 35.4% of residents with employment within the municipality.
- There is sufficient land area in the Town Centre for the projected future office space demands.
- Overall, the most beneficial approach to attracting and retaining businesses within the community is to focus on sectors that are likely to see significant growth and sectors that are not dependent on population growth. These could include business services, manufacturing, information / culture, tourism and new educational facilities.
- The land supply of designated commercial lands is sufficient to meet future demand. Retention of commercially designated lands in the Town Centre and Silver Valley are important elements of the future commercial land supply.
- There is a significant amount of under-utilized or vacant lands designated for employment uses throughout the City.
- Maple Ridge will require between 69-93 hectares (170-230 acres) of additional industrial lands by 2040.

The Strategy examined lands within the City in an effort to find the additional lands. Council also went through an exercise and reviewed all areas and current OCP land use designations. Through that process, a number of properties were identified as possible future employment lands.

Most recently, Council was provided with a status report on March 16, 2015 that outlined the overall process, key messages, municipal, regional and provincial policy context, previous Council Resolutions and proposed Implementation Plan framework.

## **b) Implementation Plan Framework:**

The priorities and timelines reflected in the Implementation Plan can be refined by Council annually during business planning discussions, and then included in the work plan of the various involved departments.

The structure of the Implementation Plan includes the following content:

- A. **Establishing Priorities, Pacing and Timing.** The Commercial and Industrial Strategy contains numerous recommendations that provide the City with a “road map” for Commercial and Industrial growth. Based on Council direction, some of these recommendations can be addressed in the immediate and short term, while others are medium or longer term priority items that require further dialogue and consideration in light of community goals and objectives.
- B. **Reporting, Business Planning and Budget.** A schedule of regular reporting with updates is suggested to reaffirm priorities and action items. Budget considerations in support of these priorities need to be part of the Department’s Business Plan, and reviewed annually by Council.
- C. **Staff Complement.** Although the Commercial and Industrial Strategy is largely the responsibility of the Planning Department, the Implementation Plan will involve multiple departments that will be the lead on a number of items.
- D. **Strategic Alignment.** The Commercial and industrial Strategy is intended to respond to the most pressing community needs as identified by Council and reflected in corporate policies. Recognizing that these may change over time, there is likely to be some shifting of priorities in response to new information or new conditions. In addition, new opportunities may emerge, such as senior agency grant programs, which could prompt a revised focus in strategic direction.

### *Implementation Plan Timelines:*

In July 2014, Council directed that the timelines of the Implementation Plan need to be clearly defined, as follows:

- Immediate: to the 2 year time horizon – 2015 to 2016;
- Short-term: between 2 and 4 years – 2016 to 2018;
- Medium-term: between 5 and 10 years – 2018 to 2028; and
- Long-term: over 10 years – 2028+

## **c) Implementation Plan Matrix Summary:**

In August 2014, Council endorsed the following list of Immediate Term action items that staff is to focus on over the next two years, for 2015 and 2016. Those items are:

- Undertake Zoning Bylaw amendments that would assist with Home Occupation activities and other emerging office space activities;

- Engage in discussions with the Albion Industrial Area landowners to discuss an incentive program that considers infrastructure, lot consolidation and the mitigation of existing conditions;
- Undertake the analysis\* of the identified potential future employment lands outlined in the attached Appendix C: September 9, 2013 Council report, located at:
  - Albion Flats, south of 105<sup>th</sup> Avenue;
  - 128<sup>th</sup> Avenue and 232 Street area;
  - The Ministry of Transportation Lands on the Lougheed Highway; and
  - The lands east and west of the Kwantlen First Nation on the Lougheed Highway, east of 240<sup>th</sup> Street; and
- Establish an incentives program for industrial land activities.

(\*Note: Council later identified that applications on any of the lands identified as potential future employment lands would be required to provide the same type of analysis as part of the application information).

These items are further outlined in the Implementation Plan Matrix, attached as Appendix A.

In addition, on November 13, 2013 Council reaffirmed by Resolution that the completion of the Albion Flats Area Plan remained as a priority. The Albion Flats has been identified as potential lands that could also address future employment land use supply needs for the City. Council was provided with an information report at the March 16, 2015 Council Workshop, and will be presented a follow-up report that further explores a number of options for proceeding with area planning in the Albion Flats.

Each item included in the Commercial and Industrial Strategy Implementation Plan Matrix will be further detailed in individual reports, to be presented to Council at future Council Workshop meetings, following endorsement of the Matrix. It is noted that endorsement of the Implementation Plan Matrix does not commit Council (current or future) to any of the items, as it is intended to serve as a long-term guide for future discussions on the employment and economic needs and opportunities for the City.

#### **d) Immediate Time Horizon Projects:**

The Immediate Time Horizon projects that have been identified as high priority items and were endorsed by Resolution in December 2013 or January 2014.

##### *i. Home Occupation Regulations:*

The Strategy recommends expanding the permitted uses for home-based businesses and to promote Maple Ridge as a home-based business friendly community, building on past successes.

On January 20, 2014, Council passed the following Resolution:

*That the regulations for home occupation businesses be reviewed.*

In order to outline the context, issues and opportunities for any future regulation changes for home occupation uses, a background discussion paper is being prepared. This paper will include a review of current OCP and Zoning Bylaw regulations, a review of how a number of other

municipalities regulate home occupation uses and a range of policy and bylaw options for Council's review and discussion. It is anticipated that this work will be presented to Council in the fall of 2015, prior to any OCP or Zoning Bylaw amendments being prepared.

ii. *Strategy #2: Redevelopment of Albion Industrial Park:*

The City could provide incentives for the redevelopment of the Albion Industrial Park. Land uses could be intensified to allow for greater employment densities through light industrial or potentially office uses. This scenario comes with significant infrastructure improvement costs including dyke improvements, site contamination remediation and traffic infrastructure improvements.



The following Resolution was passed on January 20, 2014:

*That staff be directed to work with land owners in the Albion Industrial Area.*

A meeting with the land owners in the Albion Industrial Area is anticipated for the fall 2015, to be lead by the Strategic Economic Initiatives Department. The focus of the meeting will to open the discussion about what the land owners feel is necessary in order to help the long term viability of the area.

In addition, in November 2012 when the draft Commercial and Industrial Strategy was first presented to Council for discussion, there was interest in establishing an industrial incentive program, similar to the Town Centre incentive program that was in place at the time. In November 2014, Council endorsed the "Maple Ridge Employment Land Investment Incentive Program 2015-2018".

iii. *Strategy #3 Albion Flats*

The Strategy identifies the lands south of 105<sup>th</sup> Avenue in the Albion Flats that may be available for employment based uses are approximately 34.4 hectares (85 acres). The ALC has indicated that they are receptive to these lands being removed from the ALR with the condition that the agricultural viability, storm water remediation and stream flow conditions for the lands north of 105<sup>th</sup> Ave. are restored.



An overview of the Albion Flats Area Plan process and Concept Plan was presented to Council on March 16, 2015, along with three process options for discussion. A follow-up report that further explores a number of options for proceeding with area planning in the Albion Flats is scheduled to be presented to Council for discussion and direction at the **October 5, 2015** Council Workshop meeting.

On November 13, 2012, Council passed the following Resolution:

*That the Albion Flats be reaffirmed as the priority for the preparation of an Area Plan.*

It is anticipated that should Council wish to proceed with the relaunch of the Albion Flats Area Plan process, it would begin following endorsement of the Hammond Area Plan land use concept.

iv. *Village Commercial Node*

On January 20, 2014, Council passed the following Resolution:

*That a commercial node be created at 248<sup>th</sup> Street and Dewdney Trunk Road.*

An Official Community Plan and Zone amending application has been made at 24815 Dewdney Trunk Road (at 248<sup>th</sup> Street) for the purpose of establishing a Village Commercial node. This application includes the establishment of a new commercial category in Section 6.3 Commercial Opportunities of the OCP.

The development application has received Second Reading and has been forwarded to the October 2015 Public Hearing.

v. *Hazelwood Street Business Park Expansion application*

A rezoning application has been made to expand the Maple Meadows Business Park south, toward Wharf Street. The zone amending bylaw received Third Reading on July 28, 2015 and the applicants are working on completing the required conditions prior to Final Approval.

vi. *Potential Employment Lands*

A key message of the Commercial and Industrial Strategy is the need for additional employment lands within the City. The Strategy further outlines that because finding a single site could be extremely challenging, that the future employment lands could be achieved on a number of smaller parcels within the City. On December 2, 2013, the following Resolution was passed:

*That staff be directed to obtain a more detailed site analysis [of each identified location] to determine feasibility as employment generating lands.*

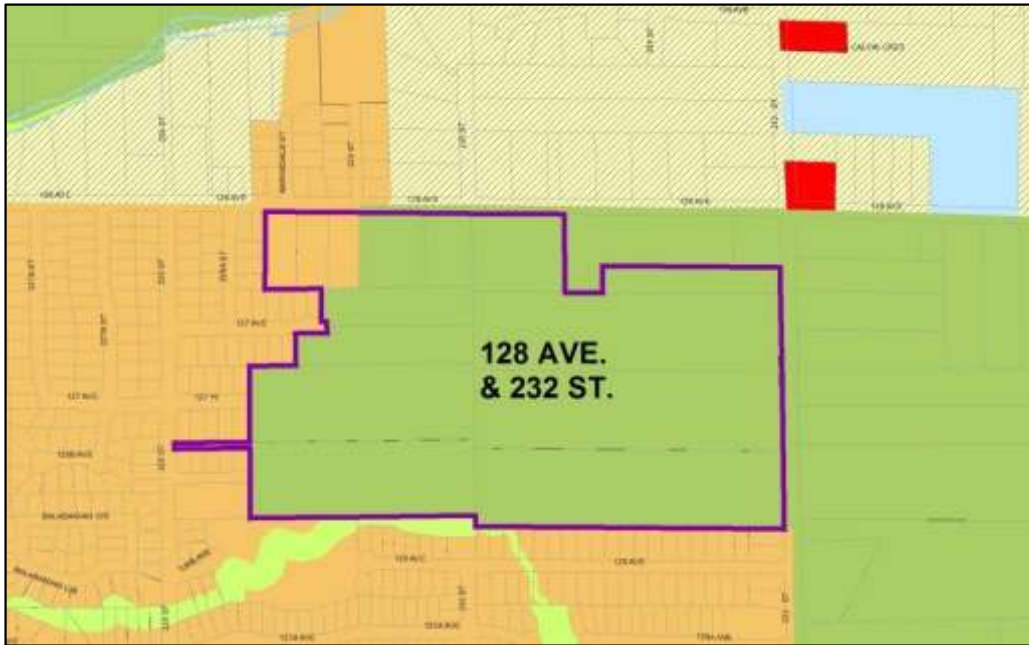
The alternative to staff obtaining the necessary site analysis was for owners or prospective developers to provide the same type of information as part of a development application.

Rollo and Associates provided the City with a preliminary cost estimate to undertake the analysis for \$45,000 or approximately \$7500 to \$10,000 per site. Staff would request an updated budget estimate should Council wish to include this work in the Planning Department's 2016 Business Plan.

Potential locations for additional employment lands include:



- Approximately 24 hectares (60 acres) located at 232nd Street and 128th Avenue;



- Approximately 5 hectares (13 acres) to the west and 3 hectares (7 acres) to the east of Kwantlen lands on the Lougheed Highway;





- As part of a development application made in the fall 2014 for the 15 hectare (38 acre) Ministry of Transportation Lands, located to the west of the eastern intersection of Loughheed Highway and Haney Bypass, an analysis was prepared by CitySpaces Consulting which concluded that the site was not viable for industrial uses.



The City enlisted the services of Rollo and Associates to provide a third-party assessment of the methodology and conclusions outlined in the CitySpaces report and associated proforma. Rollo and Associates concluded that the methodology, analysis and conclusions were sound and largely consistent with the approach they would use for the required analysis.

- In addition, the potential for an employment hub within the Albion Flats could provide an additional 24 hectares (60 acres) including the potential expansion of the commercial node at Loughheed and 240<sup>th</sup> Avenue.

#### e) Short Term Time Horizon Projects

The Short Term projects (2016 to 2018) identified in the Implementation Plan Matrix are items that are felt to be important and achievable with the current Council mandate. The Implementation Plan Matrix provides a brief project description for each, which would be the subject of a future project scope report. A summary of items included in the Short Term time horizon is as follows:

- Zoning Bylaw Amendments for commercial and industrial zones.

For those zoning regulations not currently being incorporated into the Zoning Bylaw review, a report addressing employment-specific amendments could be prepared and presented to Council in the first half of 2016.

- Promote the development/expansion of educational facilities.

- Town Centre Commercial (C-3 zone) amendments to encourage office development in mixed-use projects within the central business district.
- Consideration of a new industrial zone to encompass light industrial uses adjacent to residential areas.

This item has been part of the discussion related to the potential employment lands at 232<sup>nd</sup> St and 128<sup>th</sup> Ave. The intention is for a 'general employment' land use that could accommodate limited office uses, light industrial and small scale manufacturing in a form that more closely resembles or is compatible with residential land uses. The Planning Department has had a number of discussions with a potential developer of one of the properties included within this area.

- Promote hotel development within the Town Centre.
- Encourage the redevelopment of the Haney Place Mall.

Following the closure of the Target store, a Development Permit has been issued for a new Walmart in the same location. In addition, the mall was purchased in the summer 2015 by Smart Real Estate Investment Trust.

#### **f) Medium and Long Term Projects**

The Medium Term (2018 – 2028) and Long Term (2028+) projects included in the Matrix are intended to provide options for future Councils to build on the work completed as part of the current Council mandate. While keeping in mind the need for additional employment lands, these two time horizons provide additional guidance for future work plan projects that will support and enhance the employment and economic viability within the City.

#### **g) Business Plan/Financial Implications:**

The Implementation Plan Framework endorsed by Council on August 26, 2014 aligns future work plan items with annual Business Planning conversations. The Immediate Term action items have been accommodated in the 2015 Planning Department budget. Additional budget requests will form part of future business planning budget considerations.

#### **h) Interdepartmental Implications:**

The 'Immediate' and 'Short Term' items are anticipated to involve the Planning, Sustainability and Corporate Planning, Strategic Economic Initiatives, Permit and Licenses, Finance and Engineering Departments and are felt to be achievable within the current Council mandate. Those departments identified in the Matrix are supportive of the identified time horizons.

Some projects identified in the Implementation Plan Matrix as being lead by Strategic Economic Initiatives may change, based on Council's priorities.

**i) Alternatives:**

The identified list of Immediate, Short, Medium and Long Term action items are a reflection of the content of the recommendations of the Commercial and Industrial Strategy. Should Council have other priorities they would like addressed within the next four years, the proposed time horizons for any identified projects would be amended based on Council direction.

**j) Next Steps:**

It is anticipated that a number of the Immediate Term time horizon projects will be presented to Council in the coming months for discussion and further direction. Short Term projects identified for 2016 are anticipated to be confirmed as part of the upcoming Business Planning discussions.

**CONCLUSION:**

The endorsed Commercial and Industrial Strategy is the result of numerous years of work by the City and involvement by local landowners, members of the business community and residents of Maple Ridge. It provides Council with a set of strategies for employment activities for a wide range of commercial and industrial land uses.

The proposed Implementation Plan includes projects for the next 2.5 years (to 2018) that are felt to be achievable items within Council's mandate. Potential Medium and Long term projects have also been included for consistency with the endorsed Strategy, noting that these items will form part of future Business Planning discussions.

"Original signed by Jim Charlebois"

**Prepared by:** Jim Charlebois, MURP, MCIP, RPP  
Manager of Community Planning

"Original signed by Christine Carter"

**Approved by:** Christine Carter, M.P.L., MCIP, RPP  
Director of Planning

"Original signed by Frank Quinn"

**Approved by:** Frank Quinn, MBA, P.Eng  
GM: Public Works & Development Services

"Original signed by Kelly Swift"

**Concurrence:** Kelly Swift,  
Acting Chief Administrative Officer

The following appendices are attached hereto:

Appendix A: Maple Ridge Commercial and Industrial Strategy - Implementation Plan Matrix  
Link to Commercial and Industrial Strategy: <http://www.mapleridge.ca/DocumentCenter/View/922>

## Maple Ridge Commercial and Industrial Strategy – Implementation Plan Matrix

The following Implementation Plan Matrix is derived from the Consolidated List of Recommendations included in the Commercial and Industrial Strategy. The Matrix is intended to be used as a guide for Council discussions, to help determine future projects as part of regular Business Planning activities to work toward implementing the recommendations outlined in the Strategy. Future work plan items will be subject to Council endorsement.

The Implementation Matrix is based on the time horizons directed by Council:

- Immediate Term – 2015 and 2016
- Short Term – 2016 to 2018
- Medium Term – 2018 to 2028
- Long Term – beyond 2028

There are a number of recommended actions that are considered to be ingrained in the regular responsibilities and work of various municipal departments. These items, titled ‘**Ongoing Work Plan Items**’, are included following the ‘Long Term’ time horizon.

### Immediate Term 2015-2016

Time Horizon	Project Description	Departments Involved	Council Resolution	Anticipated Date
2015	<p>Expand the permitted uses for home-based businesses. Promote Maple Ridge as home-based business friendly, building on past success.</p> <p>Home Occupation Discussion Paper to be presented to Council for discussion and direction on policy and zoning bylaw direction.</p> <p>Amending bylaw(s) would be targeted for first reading in late 2015 or early 2016.</p>	Planning, SEI	<p>“That the regulations for home occupation businesses be reviewed.” (Jan. 20/14)</p>	<p>Fall 2015 Discussion Paper.</p> <p>2016 OCP and/or Zoning Bylaw amending bylaw approval.</p>
2015	<p>Develop Albion Flats south of 105<sup>th</sup> as a major employment hub. Plan in conjunction with redevelopment / intensification of Albion Industrial Park.</p> <p>An Area Plan options report to be prepared for discussion and direction on re-launch of area planning process.</p>	Planning	<p>“That the Albion Flats be reaffirmed as the priority for the preparation of an Area Plan; “ (Nov. 13/12)</p>	September 2015 Options Report

Time Horizon	Project Description	Departments Involved	Council Resolution	Anticipated Date
2015-2016	<p>Incentivize long-term redevelopment and/or intensification of employment at Albion Industrial Park. Review costs involved in such redevelopment/intensification, including:</p> <ul style="list-style-type: none"> <li>• Dyke system;</li> <li>• Contamination remediation</li> <li>• Overpass</li> <li>• Transportation</li> </ul> <p>Plan for future industrial at Albion Flats.</p> <p>The initial meeting with the Albion Industrial Area land owners will help to define what their issues and wishes are to help with the long term viability of the area.</p>	SEI, SCP, Planning	<p>“That staff be directed to work with land owners in the Albion Industrial Area.”</p> <p>AND</p> <p>“That staff explore options which consider infrastructure, lot consolidation and mitigation of existing conditions in the Albion Industrial Area.”</p> <p>(Jan. 20/14)</p>	Fall 2015 Meeting with Albion Land Owners.
2015-2016	<p>Design guidelines emphasizing street-wall retail, parking at rear and high-quality storefronts should be applied to future Village or Community commercial centres. The quality of design at the Village node in the Albion Neighbourhood serves as a guide.</p> <p>A new Village Commercial category is being created via a development application at DTR and 248<sup>th</sup> Street.</p>	Planning	<p>“That a commercial node be created at 248 Street and Dewdney Trunk Road.”</p> <p>(Jan. 20/14)</p>	Application in progress for Village Commercial policies. Bylaw #7086-2014 & 7070-2014
2015-2016	Approve rezoning application for 40 acre site at 11055 Hazelwood Street.	Planning		Bylaw # 6914-2012 3 <sup>rd</sup> Reading

Time Horizon	Project Description	Departments Involved	Council Resolution	Anticipated Date
2016	Promote food carts in the Town Centre to animate Memorial Peace Park and other public spaces.	SEI, Permits		2016 Business Planning discussions.
2016	<p>Potential Employment Lands:</p> <ul style="list-style-type: none"> <li>Examine potential for re-designation of 50-60 acre site at 232nd Street and 128th Avenue for industrial.</li> <li>Consider the estimated <b>13 acres</b> to the west and <b>7 acres</b> to the east of Kwantlen lands for long-term industrial supply</li> <li>Consider <b>38 acre</b> Ministry of Transportation Lands* to the west of the eastern intersection of Lougheed Highway and Haney Bypass for long-term industrial supply.</li> </ul> <p>(*Note: The MOT lands were subject to a development application in 2014 and provided the required site analysis. It determined that the site was unsuitable for industrial uses).</p>	Planning	<p>“That staff be directed to obtain a more detailed site analysis [of each identified location] to determine feasibility as employment generating lands.” (Dec. 2/13)</p> <p>OR – For this work to be completed as part of development application information.</p>	<p>2016 Business Planning Discussions</p> <p>Preliminary budget estimate per site analysis is between \$7500 – 10,000.</p>

## Short Term 2016-2018

Time Horizon	Project Description	Departments Involved	Council Resolution	Anticipated Date
2016	<p>Zoning Bylaw Amendments:</p> <ul style="list-style-type: none"> <li>• The CS-1 zone should be modified to permit more light industrial, self-storage and office uses.</li> <li>• Permit greater flexibility in industrial zones to allow for restaurant and accessory uses at key locations (e.g. high profile intersections.)</li> <li>• To better accommodate demand for office space within business park environments, it is recommended that the M-3 zoning bylaw restriction stipulating that accessory office use “not exceed 25% of the gross floor area of the principal use” to instead permit office as a “principal use.”</li> <li>• Do not permit drive-through businesses in the Town Centre.</li> <li>• Large format retail should be removed as a permitted use in zone M-3.</li> <li>• Consider changing the requirement for ground floor commercial along Dewdney Trunk Road east of 227th Street (as shown in Schedule G of the Zoning Bylaw) to either mandatory “ground floor active use” or optional ground floor commercial (i.e. flexible mixed-use). Active use could include office, gallery, indoor recreation, daycare, institutional space or other publicly accessible space. Removing strict commercial requirements may help to better concentrate the commercial demand in a well-defined ‘core precinct.’</li> <li>• Investigate CS-1 and C-2 zones as they pertain to desirable types of commercial development along the Lougheed Highway.</li> </ul>	Planning		Background research paper(s) would be required to investigate the recommendations prior to proposing Zoning Bylaw amendments.



Time Horizon	Project Description	Departments Involved	Council Resolution	Anticipated Date
2016-2018	Promote development/expansion of educational facilities including: <ul style="list-style-type: none"> <li>• Business innovation accelerator</li> <li>• Working farm school</li> <li>• Marine technologies Centre</li> </ul>	SEI, Post Secondary Task Force		
2016-2017	The Town Centre Commercial zone (C-3) permits various types of office-related uses (e.g. business services, professional services, financial services), and the Town Centre Area Plan encourages office in mixed-use development within the “Central Business District.”  To encourage office development in mixed-use environments within the CBD, a bonus density provision should be explored whereby residential density bonuses encourage additional employment generating space.	Planning		2016-2017 Business Planning discussions.  In house with consultant support
2016-2018	Examine feasibility for creating additional wireless hot spots in the Town Centre.	SEI, IT		Business Planning discussions
2017-2018	Consider potential for a new Industrial Zone to encompass potential light-industrial uses adjacent to residential areas.  This work would be combined with the consideration of a new land use designation for “General Employment” to be included on Schedule “B” of the Official Community Plan.	Planning		2017 Business Planning discussions.
2016-2018+	Promote hotel development in the Town Centre, with meeting facilities.	SEI, Planning		

Time Horizon	Project Description	Departments Involved	Council Resolution	Anticipated Date
2018+	<p>Encourage redevelopment of the Haney Place Mall. Such redevelopment will be a complex, multi-year undertaking involving partnership between mall owners, anchor tenants and the City. There should be exploration of appropriate incentives and assistance to encourage redevelopment.</p> <p>Redevelopment of the mall would likely allow for significantly more on-site retail space, as well as office uses and possibly residential.</p>	Planning	Haney Plan Mall Walmart location DP issued July 28, 2015.	2017 or 2018 Business Planning discussions
2017-2018	Consider a beautification grant matching program for small projects covering such items as planters, hanging baskets, boulevard landscaping etc. available to landlords and interested tenants.	SEI		<p>2017 or 2018 Business Planning discussions</p> <p>Also included in the Medium Term Time Horizon</p>

## Medium Term 2018-2028

General Project Description	Departments Involved	Comments
Monitor whether economic incentives are appropriate or require modification through periodic 'check ins' with key stakeholders (Also included in the Short Term Time Horizon)	Planning, SCP	
Use employment by sector figures prepared by GPRA for this report as a baseline against which to track future successes in employment growth.	Planning, SEI, Admin	To follow the release of the next Federal Census information  Also included in the Long Term Time Horizon
If all other options have been explored thoroughly and demand warrants additional industrial, examine potential for re-designating some of the non-developed long term residential land supply for industrial uses.	Planning	
Future development at Albion Industrial area should be based on a comprehensive District-wide plan for industrial lands.	Planning	
Promote consolidation of land ownership in Albion Industrial area, including District acquisition of sites that come to market.	SEI, Planning, Clerks	
Civic Precinct: <ul style="list-style-type: none"> <li>Animate the public space around Memorial Peace Park. The District should encourage restaurant space to be developed at 224th and McIntosh Avenue, and directly across from the pagoda on the north side of Haney Place. Food carts are another good active use that could locate around the park.</li> <li>Encourage better pedestrian connectivity between the civic precinct and Haney Place Mall</li> </ul>	Planning, SEI, Engineering Permits	
Move forward with Abernethy connector extension to improve marketability of Northern industrial lands at 256 <sup>th</sup> Street.	Engineering	
Vacant Lands: <ul style="list-style-type: none"> <li>Work with landowners of underutilized sites to either redevelop those sites or to sell lands to speed up redevelopment.</li> <li>Emphasize and encourage land assembly of the blocks on the east side of 226th Street for mixed-use development.</li> </ul>	SEI	Development of City-owned lands in the Town Centre may help encourage development of vacant lands.

General Project Description	Departments Involved	Comments
Use employment by sector figures prepared by GPRA for this report as a baseline against which to track future successes in employment growth.	Planning, SEI, Admin	To follow the release of the Federal Census information (every 5 years)  Also included in Long Term Time Horizon
Improve multi-modal connectivity between commercial developments along Dewdney Trunk Road and Lougheed Highway, and the surrounding residential areas. This could require municipal property acquisition and easements.	Engineering, Clerks, Planning	
Consider a beautification grant matching program for small projects covering such items as planters, hanging baskets, boulevard landscaping etc. available to landlords and interested tenants.	SEI	Also included in the Short Term Time Horizon
New signage/wayfinding within the Maple Meadows business park could help attract new users.	SEI, Engineering	Pending expansion into southern portion (Bylaw # 6914-2012 @ 3 <sup>rd</sup> Reading )

## Long Term 2028+

General Project Description	Departments Involved	Comments
Use employment by sector figures prepared by GPRA for this report as a baseline against which to track future successes in employment growth.	Planning, SEI, Admin	To follow the release of the Federal Census information (every 5 years)  Also included in Medium Term Time Horizon
Whonnock and Ruskin should remain as-is for existing uses, with long-term potential for relocation of some uses to Albion Industrial park. Regard these areas as long-term industrial reserve.	Planning	No action required.

## Ongoing Work Plan Items

Ongoing Items	Project Description	Departments Involved
	Focus on attracting businesses from sectors which either are not based on population growth, or where jobs in Maple Ridge are below regional averages. These sectors include Manufacturing, Business Services, FIRE, Education, and Tourism.	SEI
	Continue to support new cultural events in the Town Centre	Parks & Leisure
	Encourage redevelopment of Haney Plaza to mixed residential/commercial, and work with the proponent of the mixed-use development at 224th and Dewdney (NW corner) to ensure that project moves forward as the market matures.	SEI, Planning
	Work to attract tournaments and events to Maple Ridge	Parks & Leisure
	Retain all designated commercial space within Silver Valley.	Planning
	Promote the downtown and available land supply, both vacant and underutilized.	SEI
	Utilize Fraser River and Albion Ferry site for tourist activities, including a tourist visitor centre	Parks and Leisure, SEI
	Remove differentiation between neighbourhood and tourist commercial in Silver Valley.	Planning
	Continue to support Economic Development office and their work to attract entrepreneurs, businesses and employees.	SEI, Planning, Permits
	Promote executive business centre in the Town Centre	SEI
	Work with landowners of underutilized sites in the Town Centre and elsewhere to either redevelop those sites or to sell lands to speed up redevelopment.	SEI
	Promote northern industrial areas (e.g. Kanaka Business Park) to companies/sectors that do not rely on quick access to major transportation networks or full servicing, but which would benefit from highland locations not at risk of flooding. Likely tenant categories will be resource industries, institutional users, small owner-operated businesses serving the local market, and data centres that require secure, remote locations.	SEI

Ongoing Items	Project Description	Departments Involved
	<p>Development Permit Guidelines items:</p> <ul style="list-style-type: none"> <li>• Encourage densification and 'urbanization' of retail plazas over time, as demand allows.</li> <li>• Mandate building to a common frontage line with some provision for variance for restaurants to allow patio seating where appropriate or desired for street animation.</li> <li>• Require that a minimum of 60% of first floor building façade surface area of commercial structures be covered in clear glass (excluding doorways).</li> <li>• Encourage new retail in West Maple Ridge to be developed close to the street, at first through pad development at key site entry/exit points and high visibility corners.</li> </ul>	Planning
	Pursue potential for West Coast Express station at Albion.	Engineering
	Work with merchants and land owners to improve building facades and displays.	SEI