

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 105th 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"> • Dyke system; • Contamination remediation • Overpass • Transportation <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.” (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 248th Street.</p>	Planning	<p>“That a commercial node be created at 248 Street and Dewdney Trunk Road.” (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 rd 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"> • Examine potential for re-designation of 50-60 acre site at 232nd Street and 128th Avenue for industrial. • Consider the estimated 13 acres to the west and 7 acres to the east of Kwantlen lands for long-term industrial supply • Consider 38 acre Ministry of Transportation Lands* to the west of the eastern intersection of Lougheed Highway and Haney Bypass for long-term industrial supply. <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"> • The CS-1 zone should be modified to permit more light industrial, self-storage and office uses. • Permit greater flexibility in industrial zones to allow for restaurant and accessory uses at key locations (e.g. high profile intersections.) • 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.” • Do not permit drive-through businesses in the Town Centre. • Large format retail should be removed as a permitted use in zone M-3. • 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.’ • Investigate CS-1 and C-2 zones as they pertain to desirable types of commercial development along the Lougheed Highway. 	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"> • Business innovation accelerator • Working farm school • Marine technologies Centre 	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	
<p>Civic Precinct:</p> <ul style="list-style-type: none"> • 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. • Encourage better pedestrian connectivity between the civic precinct and Haney Place Mall 	Planning, SEI, Engineering Permits	
Move forward with Abernethy connector extension to improve marketability of Northern industrial lands at 256 th Street.	Engineering	
<p>Vacant Lands:</p> <ul style="list-style-type: none"> • Work with landowners of underutilized sites to either redevelop those sites or to sell lands to speed up redevelopment. • Emphasize and encourage land assembly of the blocks on the east side of 226th Street for mixed-use development. 	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 rd 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"> • Encourage densification and ‘urbanization’ of retail plazas over time, as demand allows. • 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. • Require that a minimum of 60% of first floor building façade surface area of commercial structures be covered in clear glass (excluding doorways). • 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. 	Planning
	Pursue potential for West Coast Express station at Albion.	Engineering
	Work with merchants and land owners to improve building facades and displays.	SEI