Economic Development Strategy

CITY OF MAPLE RIDGE

MAPLE RIDGE
British Columbia

NOVEMBER, 2021

Executive Summary

The City of Maple Ridge has created an ambitious Economic Development Strategy. The Strategy will guide efforts to attract new investment, and support and grow existing businesses.

The strategy development process included review of existing documentation, extensive quantitative industry sector data analysis, completion of 10 key stakeholder interviews, two workshops, and three community surveys, extensive City committee interaction, and an Economic Development Summit. Summary materials for this work are available independent of this document.

The result is a holistic Strategy that embraces both pragmatic initiatives that will elevate the economic development agenda, and achieve transformative results. INDUSTRY SECTOR DEVELOPMENT leads in the Strategy. Manufacturing has priority development emphasis given its very significant economic contribution. There is potential to develop an even more robust manufacturing "economic cluster" – like Silicon Valley - that accelerates economic growth in all of its moving parts. Technology/creative industries/professional services initiatives, and tourism sector development, represent diversification that strengthens our resiliency.

Think of economic development as a chair. The cornerstone leg of the chair encompasses key economic sectors, and intent to accelerate their growth via direct industry interaction and collaboration. The opposite leg represents a growing element of the BC and local economy: footloose digital nomads, remote workers, creators, entrepreneurs, and professional services. In this context, HOUSING AND COMMERCIAL SPACES INNOVATION that offers new attainability pathways becomes economic development in its own right in a province that struggles with housing affordability.

Cont'd

Executive Summary

In the more nomadic economy of the future, COMMUNITY AMENITY is a key reason people choose the community they live in. Placemaking, creative inspiration, transportation and digital network infrastructure, and recreation and cultural amenity, become investments in securing an elevated future for the City of Maple Ridge.

A set of key ENABLERS has been identified that are catalysts for accelerated sector growth: post-secondary presence, industrial land supply, manufacturing-influenced brand and marketing campaign, gigabit broadband, and special initiative “ties that bind.”

The worlds of manufacturing sector development and nomadic economy converge in the technology sector, where strong Maple Ridge growth of the sector itself, and ability of technology adoption to enhance productivity in the manufacturing sector, gives Maple Ridge a strong 1-2 economic development punch.

Maple Ridge is not an economic island. It exists in a Metro Vancouver that is dynamic and changing in its ongoing evolution into a higher-order talent and technology-driven economy. With industrial land at a premium region-wide, the City can be central to achievement of Metro Vancouver’s investment attraction manufacturing opportunities that lie in identified target sectors: apparel, green economy, life sciences, digital media, ICT, trade and logistics, and ag-tech.

These economic development pillars connect the dots in the story of Maple Ridge to come – a story that raises the bar on the City of Maple Ridge’s ability to achieve the exceptional and transformative.

Great strategies aren’t about everything we do on a day-to-day basis. Great strategies solve challenges and/or step into opportunities. Great strategies are about catalytic intention and ambitious vision, connected to stepping-stone initiatives with best return on investment in achieving vision.

→ VISION

Our **Bold** Future In the Making

The City of Maple Ridge is an entrepreneurial and manufacturing leader within Metro Vancouver. Nature and outdoor recreation are deeply valued. We will deepen connection to land and people in a re-energized mixed-use downtown, green spaces and recreation amenity development, farm-to-table living, and novel housing and commercial space solutions that are attainable for more people. We embrace the spirit of creators, innovators and solution seekers in our steps forward.

Value Proposition

1. High Growth Manufacturing Cluster

2. Low Metro Vancouver Business Costs

3. Lower House Pricing – Metro Vancouver

This value proposition is quantitative.

-Lifestyle Factors-

Community Survey Top 5: Natural environment; Mountain views; Outdoor recreation opportunities; Pathways and trails; Relative location.

Lifestyle factors deeply valued by local residents are a value proposition for resident attraction strategy (digital nomads, remote workers, creators, independent entrepreneurs).

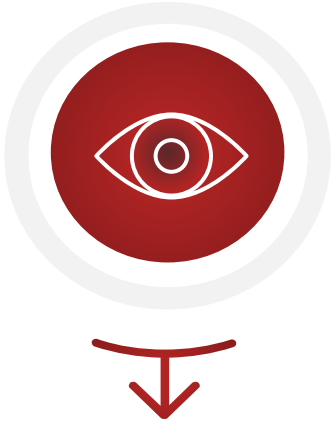
WHY DO WE MATTER? Answer this question and 80% of a community's economic development pathway is defined via connection to people and enterprise who best connect with value proposition. And the more unique or powerful the value proposition, the further the lengths people will go to pursue it.

Goals

Goals are the way we will achieve our Economic Development Strategy. These goals are interconnected, ambitious, and achievable in pursuit of the exceptional.

BIG Moves

BIG Moves define bold priorities that step into an elevated set of opportunities for Maple Ridge. In the pursuit of our most ambitious path lies potential for the most transformative progress.



SEE THE FUTURE

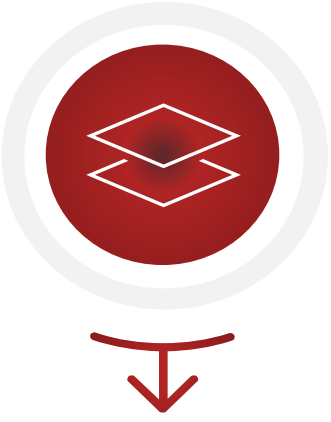
A bold, aspirational Vision Statement will focus strategic objectives.

BRAND NEW

The strength and centrality of the manufacturing cluster in the Economic Development Strategy aligns with a brand campaign: MAKE IT HERE. A broader brand story is enabled: family, youth, and independent economy (tech, creative industries, professional services) attracted to CONNECTIVITY to people, place, nature, enabling infrastructure, post-secondary education opportunities, and business ecosystems that are stronger together.

BRIDGE THE MIDDLE

Maple Ridge will address an enduring challenge – and set itself apart – by enabling entrepreneurial uplift and housing attainability with policy and advocacy that creatively bridges the gap between home-based business and large commercial and industrial spaces, and between single family dwellings and residential towers.



LAND – THE BIG ONE

Industrial land will be at a premium in future Metro Vancouver. Securing significantly more non-residential land will meet a quantified non-residential assessment ratio target, and create comprehensive sustainability benefits.

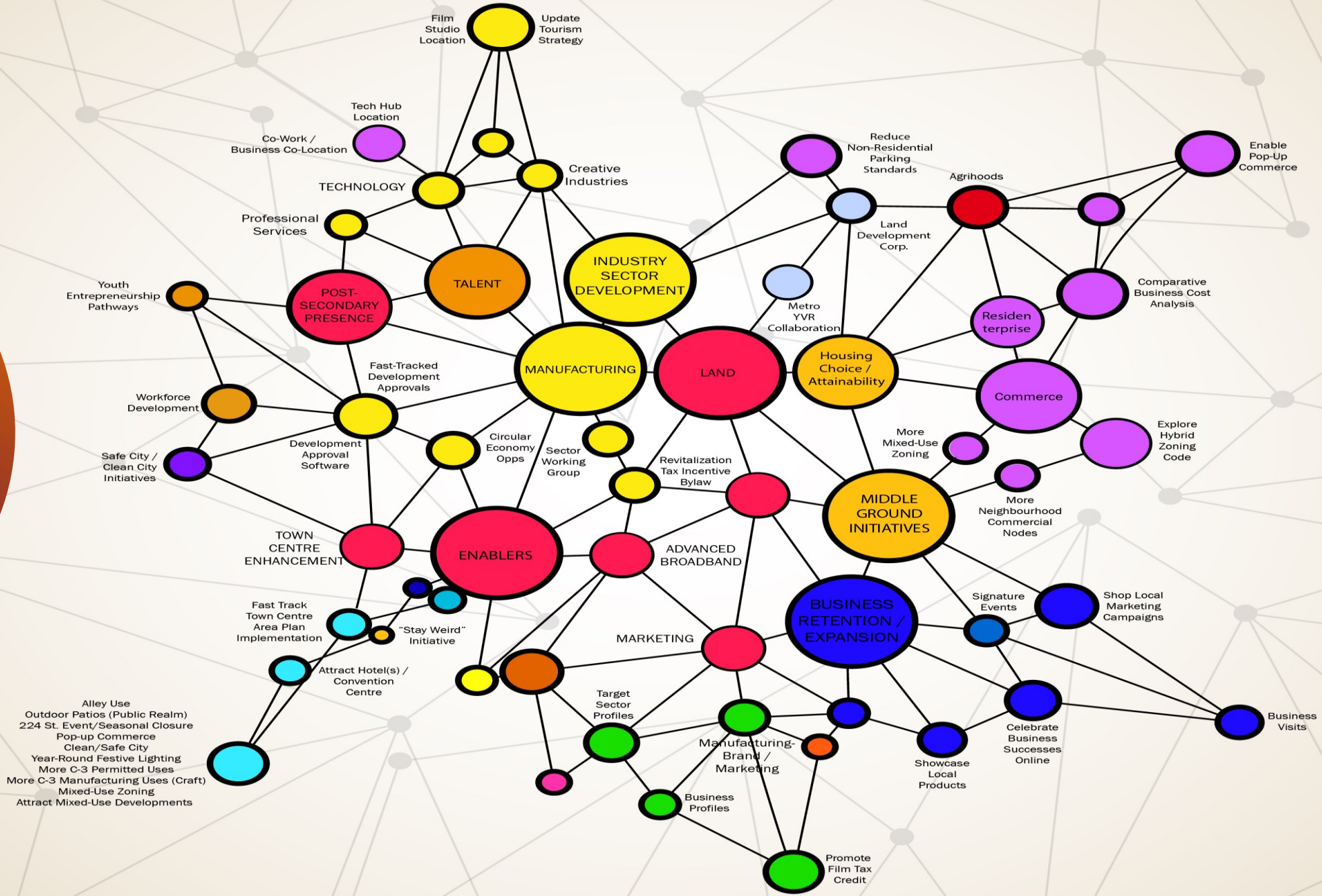
OUR FUTURE RESTS ON TALENT

The City will redefine imagination and innovation with establishment of a novel form of physical presence of a post-secondary institution in the City.

MAPLE RIDGE ON THE GROW: AGRIHOODS

Maple Ridge has significant Agricultural Land Reserve. Residents deeply value nature and connection to land. An agrihood – where agriculture is central to community-based economy and social connectivity - is a catalytic development form that tethers the spirit of Maple Ridge together.

CITY OF MAPLE RIDGE ECONOMIC DEVELOPMENT ROADMAP



1

Grow Manufacturing as our Economic Driver

Maple Ridge has a proportionately larger manufacturing sector by employment than Metro Vancouver. The sector is led by wood product, pharmaceuticals, and electronics but is diverse – including metal fabrication, boat-building, food products, and furniture. The City can be central to achievement of Metro Vancouver's investment attraction manufacturing opportunities that lie in identified target sectors: apparel, green economy, life sciences, digital media, ICT, trade and logistics, and ag-tech. Cluster development requires land, private sector collaboration on common issues and opportunities, and technology adoption (advanced manufacturing) that generates globally competitive operational efficiencies.

Advanced manufacturing – the use of innovative technology to improve products or processes to add value and remain competitive.

Industry identified key enablers: housing affordability, development approvals process, transportation infrastructure.

Why Manufacturing?

Manufacturing is a dynamic core of the Maple Ridge economy:

#1 export sector - $1B/yr., 3x next largest sector, 1/3 total exports.
#8 average sector wages (20 sectors).
#1 job growth of Top 10 industries last 10 yrs.
#1 total sector sales by 250% over the next highest sector.
#2 highest total sector wages.
27% higher average wages than average across all sectors.
11 manufacturing sectors (of 305 total sectors, 207 with indicated multipliers shown) in Top 50 total jobs multipliers.

Src: EMSI Analyst, 2021

Goals, Objectives & Initiatives

1 GROW MANUFACTURING AS OUR ECONOMIC DRIVER

Objective 1 – Support Workforce Development Needs

- Work with Douglas College and Kwantlen Polytechnic University to develop and sustain program training that addresses manufacturing sector workforce needs. (1-1)
- Facilitate job fairs / trade shows featuring skills and knowledge required in the sector. (1-2)
- Create a more singular job board for Maple Ridge jobs (skilled and unskilled) to meet manufacturing sector labour force demand. (1-3)

Objective 2 – Enable Manufacturing Sector Cluster Development

- Create a Maple Ridge manufacturing working group to: a) improve connections between manufacturers; b) identify strategic priorities to accelerate sector growth; c) identify shared issues and opportunities; d) identify innovation pathways that generate technology-based sector efficiencies; and e) harmonize enablement advocacy for shared issues/opportunities with municipal, provincial, and federal levels of government. (1-4)
- Secure robust future land supply / building availability. (1-5)
- Enhance circular economy opportunities via: a) matchmaking to align manufacturing sector procurement opportunities with local business; b) nurturing development of input / output relationships that can be developed within the region for more profitable operations and movement toward zero waste. (1-6)
- Create a Revitalization Tax Incentive Bylaw to incent redevelopment and relocation of manufacturing operations to the City of Maple Ridge. (1-7)
- Fast track municipal development approvals process with: a) clear initial communication of development application requirements; b) a concierge service to help enterprise navigate approvals processes; c) use of software as service to assist with efficient and transparent approvals process. (1-8)
- Consult manufacturing working group on City planning for infrastructure enhancements. (1-9)
- Consult with manufacturing working group on roadway construction impacts and down-time in advance to facilitate logistics efficiencies. (1-10)
- Identify vertical and horizontal value chain diversification opportunities within the manufacturing sector. (1-11)
- Develop a visual Maple Ridge manufacturing ecosystem and value chain that shows companies and organizations, and how products and services relate to each other (which can reveal opportunities). (1-12)
- Place special focus of business visits component of business retention and expansion program on manufacturing sector enterprise. (1-13)
- Leverage Metro Vancouver (Regional Economic Prosperity Service) investment attraction manufacturing opportunities that lie in identified target sectors: Apparel, Green economy, Life sciences, Digital media, ICT, Trade and logistics, Ag-tech (1-14)

Objective 3 – Market Manufacturing Sector Growth Opportunities

- Implement a manufacturing-influenced brand. (1-15)
- Indicate target sectors, and provide sector profiles on City of Maple Ridge website. (1-16)
- Produce business profiles in publications/online to celebrate target sector successes. (1-17)
- Showcase local products in public buildings and spaces to demonstrate pride in local businesses and entrepreneurs. (1-18)
- Conduct manufacturing sector investment attraction program. (1-19)

2

Attract & Retain Talent

Talent retention and expansion is the primary strategy to achieve economic diversification, generating a means to nurture “good bets” on future prosperity.

Twenty percent of the Maple Ridge of workforce is “independent”...self-employed or work from home....with concentration in construction, professional services, administrative and support/waste management and remediation services, and real estate. More generally in Canada, “the independents” also concentrate in technology, creative industries, and transportation. The technology sector is a key dynamic element of the Maple Ridge economy; if it were defined in federal data as its own sector, it would be the 4th largest of 20 industry sectors, with the 2nd fastest 10-year sector growth rate (through 2020).

Technology is very broad by definition. It’s important to focus on strengths. Maple Ridge has technology sector strengths that align with manufacturing and construction: pharmaceutical and medicine manufacturing, electrical lighting equipment manufacturing, computer and peripheral equipment manufacturing, navigational, measuring, medical and control instruments manufacturing, other electrical equipment and component manufacturing, residential building construction, and other telecommunications.

A key consideration of economic development strategy that targets this segment of workforce and economy is benefit to community life with more 24/7 population presence, including: reduced commuter ratio and more local spending that grows retail and services opportunities, reduced crime via increased full-time population, stronger social and cultural connectivity, and environmental benefit (e.g. CO^2 emissions) of reduced commuting.

These sectors represent resident/entrepreneur attraction opportunities focused on Maple Ridge quality of life and cost of living value proposition. The City will undertake initiatives in key enablers: advanced broadband services to all premises, housing choice, affordability and flex form amenable to enterprise space, lifestyle-focused placemaking and cultural/recreational amenity investments, and target marketing.

The Economic Development See-Saw

Think of economic development as a see-saw. Traditionally – we only tackled industry sector development in positioning “site location factors.” These days, a proportionately growing independent workforce requires different considerations – with a focus on quality of life and place as a leading location decision making framework. COVID-19 has accelerated this trend.

Goals, Objectives & Initiatives

2 ATTRACT AND RETAIN TALENT

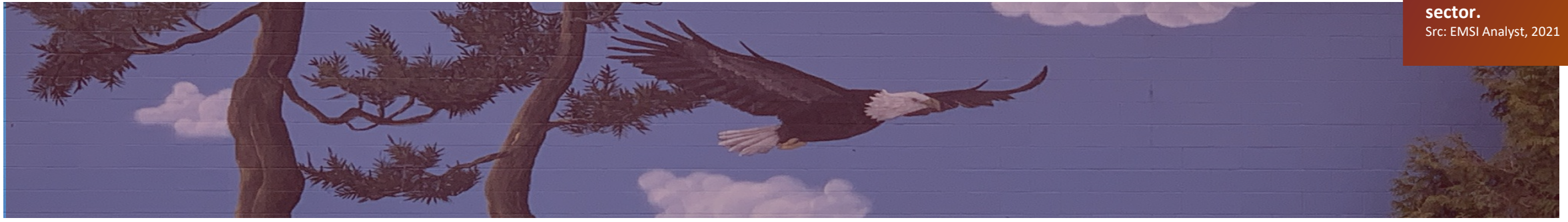
Objective: Grow the Technology, Creative Industries, and Professional Services Sectors

- Attract private sector co-work / business co-location solutions. — 2-1
- Nurture collaborative creation of a Tech Hub to specifically nurture growth of young technology enterprise and entrepreneurs. — 2-2
- Enable creation of Tech Meet-Ups to nurture tech ecosystem development. — 2-3
- Nurture collaborative creation of an accelerator / incubator to support enterprise start-up growth. *Note: could be combined with Tech Hub as a full-service Innovation Hub.* — 2-4
- Conduct resident attraction marketing program. — 2-5
- Take a next step to de-regulate home-based business. — 2-6
- Enable youth entrepreneurship pathways via: networking opportunities, start-up help, mentorship program, high school youth entrepreneurship program, and micro-investment program. — 2-7
- Enable "Animated City" focused on Town Centre: art, entertainment, heritage, culture (performing arts, public art, events) — 2-8
- Implement a "Stay Weird" initiative to promote unique placemaking. (e.g. Portland - http://www.keepportlandweird.com/ — 2-9
- Create a Maple Ridge Tech / Creators / Professional Services sector working group to serve as a sounding board for sector development initiatives. — 2-10
- Accelerate: a) Safe City initiative; b) Clean City initiative. — 2-11
- Showcase local products in public buildings and spaces where possible to demonstrate pride in local businesses and entrepreneurs. . — 2-12
- Conduct an annual Innovation Challenge. . — 2-13

Did You Know?

The Maple Ridge Tech sector would be the 4th biggest and 2nd fastest growing (by number, 2012-2021) as a stand-alone sector.

Src: EMSI Analyst, 2021



→ 3

Expand Business Retention & Expansion (BRE) Program

The BRE Program is presently focused on a CRM system to efficiently manage business relationships, and an annual business visitation program. In context of always-limited resources, the City will collaborate with key partners including the Chamber of Commerce and the downtown Business Improvement Association to enhance and selectively add BRE elements to a BRE Program.

Why BRE Matters

60-90% of economic growth in a community is created by existing business. Src: The Ohio State University (2002), North Dakota Department of Commerce (2001); University of Illinois (2004)

Goals, Objectives & Initiatives

3 EXPAND A BUSINESS RETENTION & EXPANSION PROGRAM TO ACCELERATE LOCAL BUSINESS GROWTH

Objective: Collaborate with Key Partners to Carefully Add to BRE Program Elements

The BRE Program is presently focused on a CRM system to efficiently manage business relationships, and an annual business visitation program. In context of always-limited resources, the City will collaborate with key partners including the Chamber of Commerce and the BIA to enhance and/or add the following BRE elements to a BRE Program:

- Signature events. — 3-1
- Shop local marketing campaigns. — 3-2
- Celebrate business successes online. — 3-3
- Showcase local products in public places. — 3-4

4

Implement Middle Ground Commerce Space and Programming Solutions

Maple Ridge will address an enduring challenge – and set itself apart – by enabling entrepreneurial uplift with policy and advocacy that creatively bridges the gap between home-based business and large commercial and industrial spaces.

Middle Ground Commerce

Img Src: Strong Towns https://www.strongtowns.org/journal/2018/11/6/theres-a-missing-middle-for-commercial-spaces-too

Entrepreneurial uplift that can break the cycle of business cost and supports-based growth risks is a matter of form and function:

- **Form:** Pop-ups (tents, trailers, temporary structures), Accessory Commercial Units (commercial edges), smaller spaces, shared retail spaces, incubator spaces, indoor and outdoor co-op/market spaces for home-based business/crafters/makers, mixed use buildings, co-work and business co-location spaces, incubators/accelerators/tech hub spaces, arterial neighbourhood gateway commerce roads, work-live buildings, “the corner store”.
- **Programming:** e.g. youth entrepreneurship program, micro investment fund, mentorship, start-up program.

Goals, Objectives & Initiatives

4 IMPLEMENT MIDDLE GROUND COMMERCE SPACE AND PROGRAMMING SOLUTIONS

Objective: Create Enabling Planning Policy for Expansion of Middle Ground Commerce Solutions City-wide

- Incorporate middle ground commerce objective into OCP. — 4-1
- Establish (Zoning Bylaw) pop-up commerce as discretionary use in commercial zones. — 4-2
- Establish (Zoning Bylaw) more liberal temporary use permits for pop-up commerce in designated zones, locations, and/or vacant land. — 4-3
- Establish (Zoning Bylaw) more mixed use zoning and more neighbourhood commercial nodes. — 4-4
- Explore (Zoning Bylaw) reduction of non-residential parking standards and more permitted commercial uses in zoning to encourage business model and fast track development approvals. — 4-5
- Attract private sector co-work / business co-location solutions . — 4-6
- Explore potential for micro investment fund for new ideas/business start-ups. — 4-7

A BIG IDEA – Explore potential for "Hybrid" zoning code that offers development approval efficiencies while regulating for best visual outcomes.

Broad Community Survey (2021) support for:

- Commercial and industrial expansion.
- More mixed-use commercial/residential developments/redevelopment.
- Neighbourhood commercial activity (e.g. corner store, restaurant, hair salon) in new neighbourhoods.
- Residential units (2nd/3rd floors) above all commercial development.

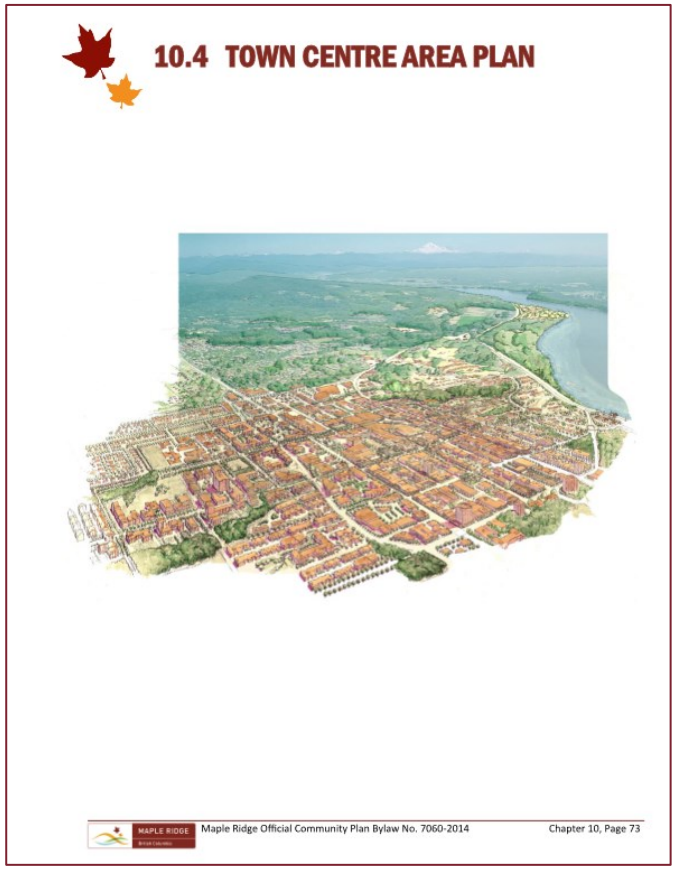
Top 3 Business Survey (2021) support for:

- Micro investment fund for new ideas/business start-ups.
- Hub space for co-working/business co-location, start-up incubator, or accelerator (mentors/ collaboration).
- Physical location to start a business affordably.

→ 5

Accelerate Implementation of Town Centre Area Plan

In our downtown lies our soul – the heartbeat of commerce, the centre of our “busy” … where we connect to people and place …where we find inspiration in our most distinctive architecture and creativity of humanity on display …where visitors form their most memorable impression. Accelerated Town Centre Area Plan implementation addresses “Downtown” enhancement as a #1 priority in Economic Development Strategy engagement activity.



The Town Centre Area Plan (TCAP) was adopted in 2008 with a vision for creating more density, mixed-uses, and green space, while creating a pedestrian-oriented environment. The Town Centre has experienced significant redevelopment and change since 2008. A 2021 initiative has seen the Plan revisited. Strategic direction and recommendations from the 2008 Plan have been reconfirmed, including a Recommendations Review that identifies ongoing implementation activities.

Town Centre Area Plan Web Link - https://www.mapleridge.ca/DocumentCenter/View/748/104-Town-Centre-Area-Plan-PDF?bidId=

Goals, Objectives & Initiatives

5 ACCELERATE IMPLEMENTATION OF TOWN CENTRE AREA PLAN

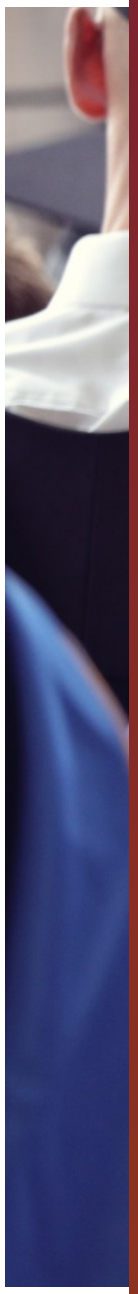
Objective: Add Prioritized Input from Economic Development Strategy Engagement to Town Centre Area Plan Implementation

- Enable better use of alleyways for coffee shops. 5-1
- Enable outdoor patios. 5-2
- Focus signature community events in the Town Centre, including street festivals. 5-3
- Explore event-based, seasonal, and or permanent closure of 224 St. between Lougheed Highway and Dewdney Trunk Road. 5-4
- Enhance pedestrian-friendly road and urban design. 5-5
- Permit pop-up stores in vacant commercial spaces and/or lots. 5-6
- Accelerate Clean City and Safe City initiatives. 5-7
- Attract hotel/convention centre development. 5-8
- Install year-round festive lighting. 5-9
- Explore (Zoning Bylaw) lowering of non-residential parking standards to incent business model. 5-10
- Permit more commercial patios, including use of public realm in a permanent Open Streets program. 5-11
- Identify more permitted uses in Zoning Bylaw to promote mixed use and fast-track development approvals. 5-12
- Identify more permitted manufacturing uses (with retail component) beyond micro-brewery / winery / distillery to promote craft production enterprises (e.g. manufacturing with a retail component). 5-13
- Conduct investment attraction for mixed use developments and buildings. 5-14
- Consider mixed use vs straight commercial zoning (C-3) in town centre, including professional services and residential floors 2+ to animate streetscapes. 5-15

→ 6

Create Enabling, Breakthrough Economic Development Advances

A set of key enablers have been identified that are catalysts for accelerated sector growth: post-secondary presence, industrial land supply, manufacturing-influenced brand and marketing campaign, gigabit broadband, and special initiative “ties that bind.”



6.1 Our Future Rests on Talent

Objective: Create a formal, collaborative partnership with a post-secondary institution, including joint-venture establishment of physical presence in Maple Ridge.

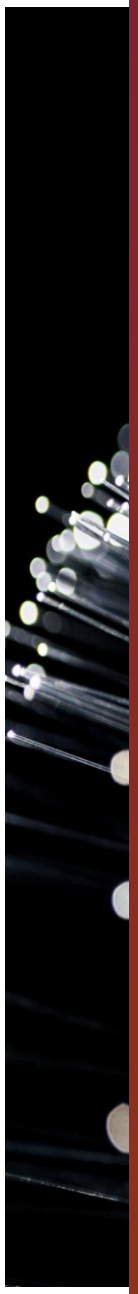
Learning is rapidly changing. The past is not the future. We will need a nimble, curious society – enabled by learning pathways – to embrace the full potential of the future with recognition that our future rests on talent.

Learning will be less bricks and mortar and more online connectivity. We value applied learning linked to real-world challenges and opportunities. We envision a range of education programming – from traditional building blocks to micro-credentialing (e.g. coding bootcamps) to linking to corporate programs – enabled by advanced technology tools.

To embrace entrepreneurialism, we envision tri-partite research collaboration where industry challenges can be met with tailored research projects. Academia can play a crucial role in positioning BC and Metro Vancouver for an ambitious future with programming linked to the City of Maple Ridge's industry sector development focused Economic Development Strategy, and Metro Vancouver's investment attraction opportunities that lie in identified target sectors.

To embrace and value the role of community in achievement of quality of life, the City of Maple can refresh academic interaction with municipal challenges linked to practical research needs.

We can inter-connect a spirit of place – a HUB where a post-secondary campus can converge with workforce co-work and company co-location, business incubation and acceleration to elevate collaborative opportunities and success.



6.2 Advanced Broadband

Objective 1: Advocate for and Support Private Sector Provision of Gigabit Fibre to all Maple Ridge Premises

Objective 2: Develop and Implement a Connected Community Strategy

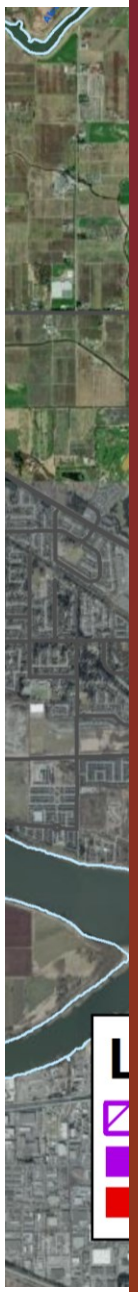
Online learners. Enterprise with gateways to the world. The 20% of us who are self-employed or work from home. eServices providers and consumers. Families with their many media screens. Data centres, high performance computing, edge computing, and cloud infrastructure.

It's no longer good enough just to be connected to the Internet. Broadband is now an essential utility. Speed and service reliability enable life itself. Studies show speed is correlated with economic productivity. Reliability is critical for generations to come. Digital networks are a central nervous system for the "economy of the brain" that will be central to Metro Vancouver's path forward.

In a world of online-everything, global locational choice, alignment with target sectors including advanced manufacturing and technology, and desire to attract post-secondary presence in the City, the City of Maple Ridge can't delay in securing advanced broadband infrastructure and service levels as a critical enabler of economic and quality of life activity.

6.3 Manufacturing-Influenced Brand and Marketing Campaign

Objective: Implement an investment and resident attraction "Make It Here" brand and marketing campaign that aligns with Economic Development Strategic Direction.



6.4 Industrial Land

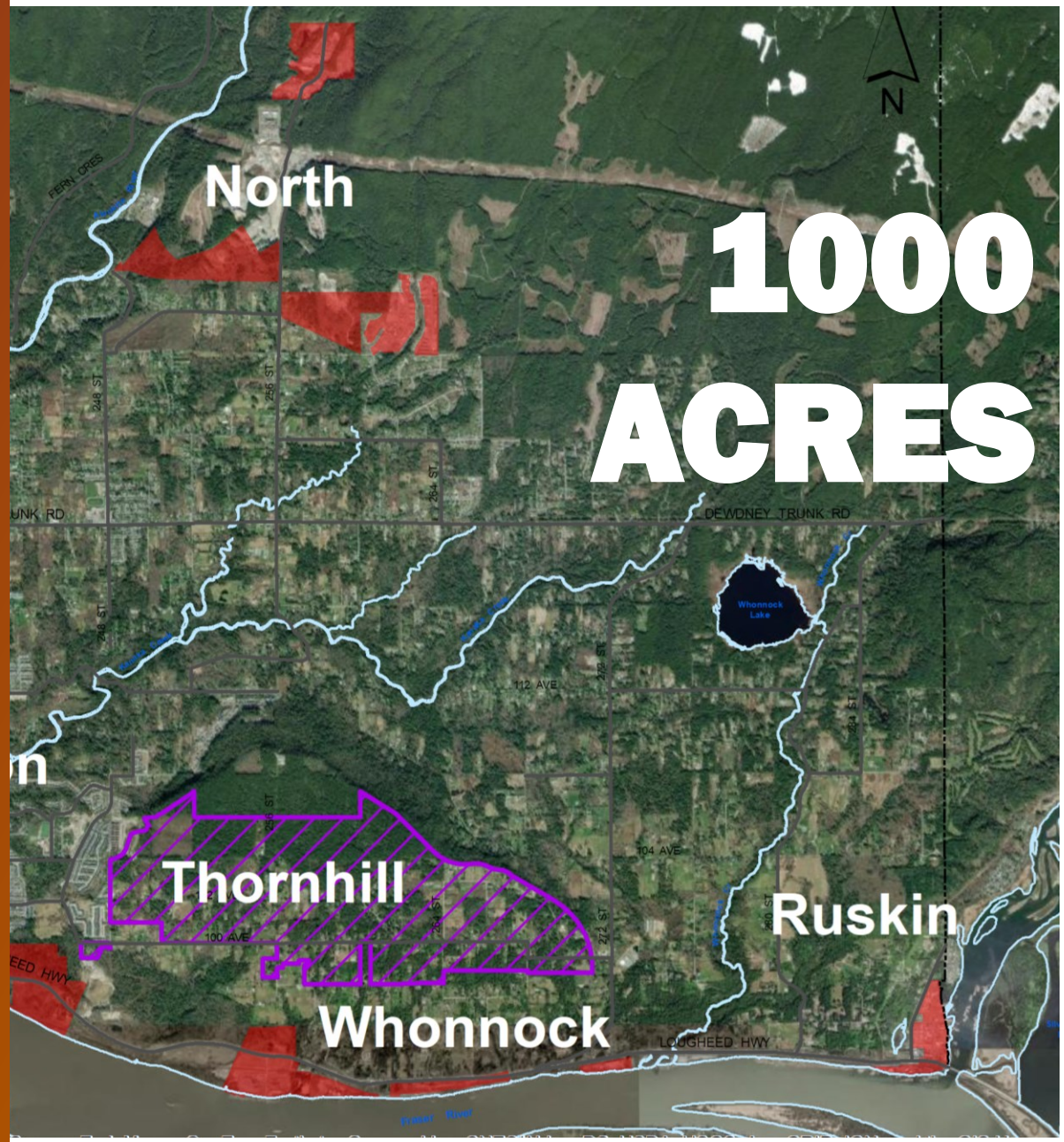
To reach a target of a 13.5% current non-residential assessment average of urban municipalities in Metro Vancouver, Maple Ridge has a current deficiency of 1000 commercial/industrial acres to meet this target based on lands in its current boundary, at current density.

Objective 1: Secure 1000 acres of additional future commercial/industrial land supply, with a focus on industrial lands to best align with strategic focus on employment lands that generate high quality employment in “basic” (exporting) industries – particularly manufacturing.

Objective 2: Explore opportunities to increase commercial and industrial site densities that have potential to reduce land requirement deficiency/enhance assessment per acre. Key non-residential density variables include: site coverage, floor area ratio/maximum height, and parking standards.

Objective 3: Consider municipal purchase and development of industrial lands (Municipal Land Development Corp.) if targeted supply can’t be achieved on a private sector basis.

Currrent non-residential land availability assumes the City’s non-residential assessment ratio remains unchanged. A new objective raises the bar, requiring more land to achieve it.



Why is Non-Residential Development Important?

Non-residential development creates comprehensive sustainability benefits...

ECONOMIC

- Direct employment generation.
- Metro Vancouver has an industrial land deficiency, which can translate to proportionately more employment-generation opportunities in Maple Ridge if it secures more non-residential land.
- Enhanced ability to pay for desired services and amenities – which contributes to a virtuous cycle of quality of life/placemaking enhancements that attract repeating cycles of increased investment.
- "Basic" (exporting) industry has higher job multipliers, creating spin-off economic opportunities and demand for "non-basic" supporting employment like retail and professional services.

FISCAL

- Commercial/industrial development has a 57% higher/acre assessment than residential development in Maple Ridge.
- Non-residential development in BC and Canada pays higher property tax rates than residential development.
- Relative (in Metro Vancouver) housing affordability and attainability requires density. Density in turn creates more people requiring basic services and asking for enhanced amenities on a per acre basis. Non-residential development is critical to creating ability to support services and amenities for increased densities.

SOCIAL

- More 24hr residency has social benefits – e.g. volunteerism.

ENVIRONMENTAL

- A lower commuter ratio would reduce CO^2 emissions.

6.5 Ties That Bind

Selected initiatives help connect the community and economic development dots in pursuit of vision.

6.5 Ties That Bind

Objective: Implement Selected Initiatives to Help Connect the Community and Economic Development Dots in Pursuit of Vision

- Implement a Development Approval software as a service solution to create efficiencies and transparency. — 6-5-1
- Complete ongoing comprehensive comparative (Metro Vancouver) business cost analysis that further deepens business investment value proposition. — 6-5.-2
- Link local ALR production / agrihood catalyst to food experiences tourism product development activity. — 6-5-3
- Hold an Annual Economic Development Summit to report on successes and refresh strategic directions. — 6-5-4
- Accelerate: a) a Safe City initiative; b) a Clean City initiatives. — 6-5-5
- Permit pop-up stores in vacant commercial spaces and/or lots. . — 6-5-6
- Attract Hotel(s) as a key feature of tourism strategy to support local multiplier spending/events. — 6-5-7
- Update tourism strategy. — 6-5-8
- Promote Maple Ridge tax credit advantage to film industry. — 6-5-9
- Explore and support film studio location in Maple Ridge, and link to creative industries and tourism sector development. — 6-5-10

TOURISM IS A MAJOR SOURCE OF NEW RESIDENTS. WE NEED TO CONNECT A TOURISM VISIT TO ECONOMIC DEVELOPMENT ACTIONS THAT FACILITATE CONSIDERATION OF A FUTURE MOVE.

Did You Know?

The film industry in Maple Ridge employs approximately 2700 residents, generating $41 M in annual salaries and $5.4 M in annual economic impact. There were 80 film productions in Maple Ridge in 2020 Src: City of Maple Ridge

7% of Canadians say a tourism visit was the major driver of their decision to live where they do now. Src: Zinc Research, statistically representative poll of 1200 Canadians, 2011.

Key Performance Indicators

1 13.5% Non-Residential Assessment Base

Current: 9%

- *Maple Ridge – 2011 – 8.2%*
- *Metro Vancouver Community Average – 13.5%*
- *BC Urban Community Average – 17%*

A larger non-residential assessment base creates the ability to pay for services and amenities residents desire, and consider enhancements that are appealing to new/expanded forms of investment and tourism. Increasing this ratio is ambitious amidst population (residential assessment) growth.

2 40% of Maple Ridge Residents Work in Maple Ridge

Current: 33%

More people working in Maple Ridge has many benefits, including: direct job creation, spending multipliers, social benefits (e.g. reduced crime, increased volunteerism), better fiscal bottom line for the City of Maple Ridge, and CO^2 emissions reduction.

The City of Maple Ridge
is a bold future IN THE MAKING....

In manufacturing and technology-driven industries that will lead our economic progress and local employment generation.

In crafting of amenity, placemaking, and gigabit broadband solutions that attract independent entrepreneurs, creative industries, and workforce.

In paths forward that deepen interaction with nature at the heart of our distinguishing lifestyle.

In growing farm-to-table living, commerce, and tourism opportunities.

In forging of new caring-at-the-core solutions that nurture a safe, clean, and inclusive community.

In re-energizing of a mixed-use Town Centre at the soul of us.

In imagination redefined in offering of innovative, market driven, local post-secondary education opportunities.

And in the middle ground we bridged to create commerce space and program solutions that unleash entrepreneurial spirit at all ages, and novel housing solutions that maintain our Top 5 affordability in Metro Vancouver,

Maple Ridge – Make it Here

We embrace the spirit of creators, innovators and solution seekers in our steps forward.