

Attachment A – Strategic Priority Objectives and Key Results

Climate Leadership and Environmental Stewardship

Objective: Mitigate and adapt to the impacts of climate change.

- KR 1** Develop and adopt a Climate Action Plan by Q1 2025.
- Complete Climate Risk and Vulnerability Assessment
 - Conduct extreme temperature risk mapping analysis
 - Undertake a public engagement process
- KR 2** Develop and implement green infrastructure design and maintenance specifications, guidelines, and performance standards by Q1 2025.

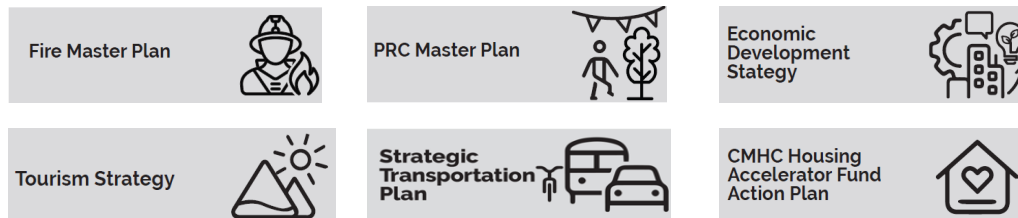
Objective: Reduce municipal and community greenhouse gas emissions in alignment with adopted targets.

- KR 1** Develop a master plan for reducing energy consumption and the reliance on natural gas for all facilities and implement a solar energy project.
- KR 2** Develop framework for climate and resilience as a lens for City decision making.
- KR 3** Ensure the City is green fleet ready for passenger vehicles by Q4 2024 & light-duty fleet by Q4 2025.
- Upgrade Operations Centre electrical capacity
 - Secure Natural Resources Canada Zero Emissions Vehicle funding
 - Install 20 Level 2 EV chargers
 - Install 20 Level-2 and 2 Level-3 chargers at Operations

Objective: Enhance and protect the health of our natural environment



- KR 1** Establish an inventory and baseline of bio-diversity health.
- KR 2** Develop a strategy to manage the health of the McKenney Creek system.
- KR 3** Protect and conserve 14 hectares of land.
- KR 4** Complete an Urban Forest Management Strategy.

Please note: When you see Key Results displayed alongside an icon, it indicates that the deliverable is connected to the implementation of the corresponding strategic document:



Diversified, Thriving Economy




Objective: Attract, retain, and expand business investment to diversify the tax base and increase local employment.

- KR 1** Develop an Incentive Strategy for New Business Attraction by Q3 2025. 
- KR 2** Develop an Investment Attraction Strategy for targeted industries, including a value/supply chain strategy for attracting suppliers and customer businesses based on existing companies in the local economy (i.e., Li-Ion battery value/supply chain). 
- KR 3** Complete a Business Retention & Expansion (BR&E) Analysis and Implementation Plan.

Objective: Expand training and educational options in Maple Ridge to build a skilled workforce that attracts innovative businesses.

- KR 1** Create a formal, collaborative partnership with a post-secondary institution (citing the goal of establishing a physical presence in Maple Ridge, including through a possible joint venture or public private partnership) by Q3 2025
- KR 2** Establish a collaborative Tech Hub to specifically nurture the growth of technologically inclined entrepreneurs by Q2 2025.
- KR 3** Complete a Labor Market and Gap Analysis.

Objective: Explore and maximize tourism opportunities as a means to further diversify the local economy.


- KR 1** Implement a net promoter score for Adventure Hub, Urban Hot Spots, and Farm Fresh experiences with a set baseline and improve by 20% by the end of 2025. 
 - Complete regulatory review of eco-tourism, adventure tourism and agri-tourism policies
 - Implement a 'Big Tent' pilot program
- KR 2** Increase film-based tourism by 10% 
 - Complete electrical supply access for film productions at waterfront parking lot
 - Implement a circular economy program to re-purpose film set materials
- KR 3** Develop an event attraction strategy for tourist-driven events aligned with community-based events. 

Engaged, Healthy Community

Objective: Provide a diversity of inclusive and accessible recreation opportunities.

- KR 1 Conduct Recreation Facility Accessibility audit to Rick Hanson Guideline standards.
- KR 2 Ensure at least 70% of residents, as measured by households, have access to one free community event within a 15-minute walk of their home.
 - Host three Rock the Block neighbourhood events in north-east, central and west Maple Ridge
 - Support corporate and community downtown activations
- KR 3 Increase participation in subsidized recreation programs by 10% through the development of City-specific criteria on financial access funding.


Objective: Build and celebrate community pride, strengthening community connections to foster sense of belonging

- KR 1 Conduct a Recreation Facility Feasibility Study. 
- KR 2 Support the Maple Ridge 2024 BC Summer Games.
- KR 3 Develop and deliver four events to celebrate the 150th Anniversary of Maple Ridge in 2024.
- KR4 Increase participation in City supported volunteer programs by 10% with continued opportunities to grow.
 - Conduct a volunteer opportunity awareness campaign
 - Develop and implement a volunteer retention strategy for Summer Games volunteers
 - Promote Maple Ridge 150 volunteer opportunities

Objective: Promote a vibrant arts and culture community

- KR 1 Implement Public Art streams to support the new Public Art Policy and Handbook.
 - Develop an inventory of artists and process for delivery of community public art
 - Host a public art place making event in the Town Centre
- KR 2 Initiate, through partnership, a Museum Needs Assessment.

Objective: Ensure the safety and enhance the well-being of residents

- KR 1 Develop a Community Safety Action Plan.
- KR 2 Complete a de-integration transition plan for Ridge Meadows RCMP.
- KR 3 Operationalize Phase 1 of the Fire Master Plan. 

Objective: Improve community engagement with the City

- KR 1 Establish a public participation and engagement framework.
- KR 2 Increase community activity on Engage MR by 20%.
- KR 3 Conduct a participatory budget pilot project.
 - Establish a project budget during 2024 business planning cycle
 - Provide options for format to Council

Governance and Corporate Excellence

Objective: Identify and commit to opportunities for the City to move forward on a path of Truth and Reconciliation

- KR 1** Develop an Indigenous Relations and Engagement Strategy.
- KR 2** Host two Council relationship-building meetings with Katzie First Nation and Kwantlen First Nation leadership.

Objective: Deliver an exceptional customer experience across City services

- KR 1** Develop and implement a strategy, including standards and principles, to provide exceptional customer experiences.
 - Develop a customer experience strategy
 - Complete staff training
- KR 2** Develop an evaluation framework for ongoing customer experience assessment.

Objective: Be accountable to the public through open and responsive governance

- KR 1** Ensure that 75% of existing policies have been updated within the last 2 years.
- KR 2** Implement an Enterprise Performance Management system (EPM).

Objective: Ensure the City is organizationally resilient, ready to adapt to a changing environment





- KR 1** Develop and implement an enhanced risk management program by Q3 2026.
- KR 2** Develop a records management program.
 - Complete development of the framework
 - Conduct staff training
- KR 3** Develop a business continuity program.
- KR 4** Conduct one Emergency Operations Centre exercise.
- KR 5** Deploy a continuous improvement program and conduct training with a cohort of staff by.
- KR 6** Develop an Inter-Governmental Relations strategy for advocacy to attract senior government investment in key infrastructure initiatives.

Objective: Ensure organization and financial alignment to achieve Strategic Priorities and meet the needs of our growing community




- KR 1** Review and consolidate City fees and charges into a single bylaw with annual review dates by Q1 2025.
 - Review and consolidate Building and Police Services fees
 - Review and consolidate Soil Removal, Tree Protection and Highway & Traffic fees
 - Review and consolidate Fire Protection, Cemetery, Water Service and Sewer Service fees
- KR 2** Complete a major Development Cost Charges review by Q4 2025.
- KR 3** Optimize the City's business and financial planning process.

Liveable Community

Objective: Facilitate expanded housing diversity and supply, to promote attainability.

- KR 1** Create development application prioritization criteria.
- KR 2** Increase housing supply, as measured by permitted units, by 2.5% by Q3 2026. 
- Update Housing Needs Assessment
 - Update Housing Strategy
 - Conduct an incentive program feasibility assessment
 - Develop pre-approved site plans for a range of housing units
 - Update city-wide density bonusing programs
- KR 3** Secure 30 below market housing units by Q4 2025. 
- Identify inclusionary zoning options
 - Explore the use of City-owned lands for affordable housing
 - Develop concierge service to facilitate affordable housing development
- KR 4** Increase the multi-unit housing portion of building stock by 4% by Q4 2026.
- Conduct wrap-around servicing assessment for the Loughheed Transit Corridor Area Plan
 - Review parking and mobility requirements for transit-oriented areas
- KR 5** Complete alignment of CMR regulations and policies with Homes for People provincial strategy.
- KR 6** Establish benchmark timelines for internal City processes and reviews within the development application process. 


Objective: Improve mobility with sustainable and effective transportation options.

- KR 1** Include a complete east to west AAA bike route from 240th to Maple Meadows station in the 5-year Capital Plan. 
- KR 2** Install 30 secure bike and micro-mobility lockers within the civic centre area. 
- KR 3** Increase cycling network length by three kilometers. 

Objective: Develop infrastructure that positions the City to provide accessible and sustainable services while accommodating growth.

- KR 1** Develop an Asset Management Strategy.
- KR 2** Update funding strategy for asset replacement and maintenance building off existing allocation.
- KR 3** Establish servicing plans, including green infrastructure solutions, to service three key growth areas.