

Business Planning 2024-2028

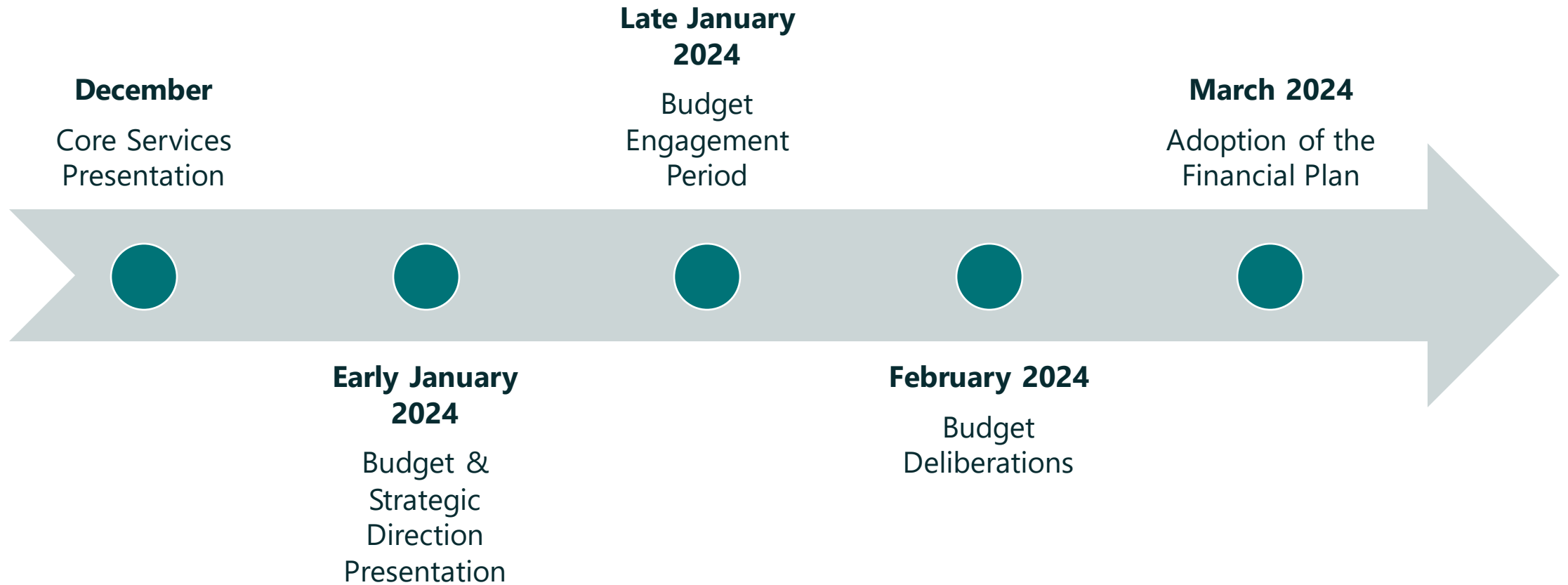
December 12, 2023



Maple Ridge

Introduction

Process



Corporate Overview

Corporate Overview



Maple Ridge At A Glance

Corporation

- \$2B in Assets
- \$116M Capital Budget – 2024 Proposed
- \$150M Operating Budget – 2024 Forecast
- 24/7/365 Operation
- 16 Departments/Divisions
- 831 Employees (603 CUPE, 57 IAFF, 75 Fire POC, 96 Exempt)
- 105 MR Assigned RCMP Officers

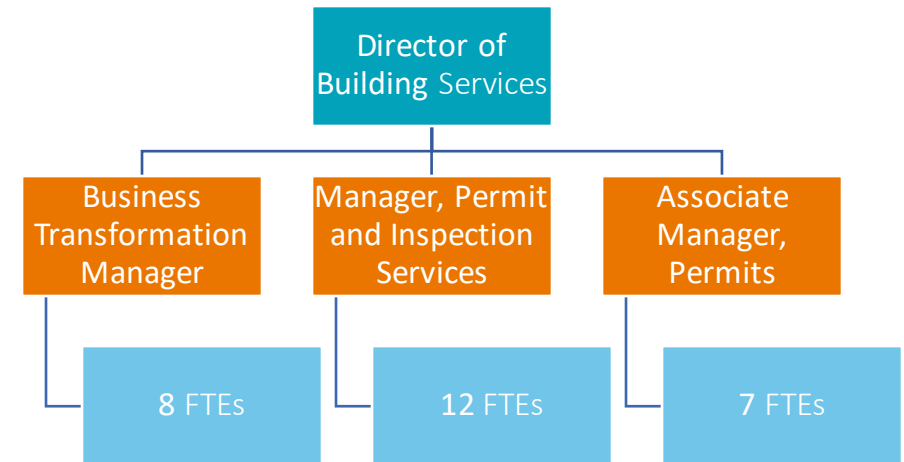
City

- 26,710 Hectares
- 96,387 (BC Stats-2022) Population
- 32,594 Residences

Building

Department Overview

- *The Building Services Department regulates construction for compliance with provincial and municipal regulations*
- *This work is done primarily through the administration of the Building Bylaw and the British Columbia Building Code*
- *The Building Services Department processes applications, and conducts building and trades inspections to support permit issuance*



31 FTEs

Core Services

- Provide client information and support on the Building permitting and inspection process
- Review permit submissions for quality & compliance with applicable regulations
- Conduct inspections for compliance with applicable regulations
- Provide specialized inspection support for business licensing and bylaw services
- Collaborate with internal business partners to ensure delivery of a comprehensive permit process
- Partner with industry and regulatory groups for continuous improvement and collaboration

2023 Achievements

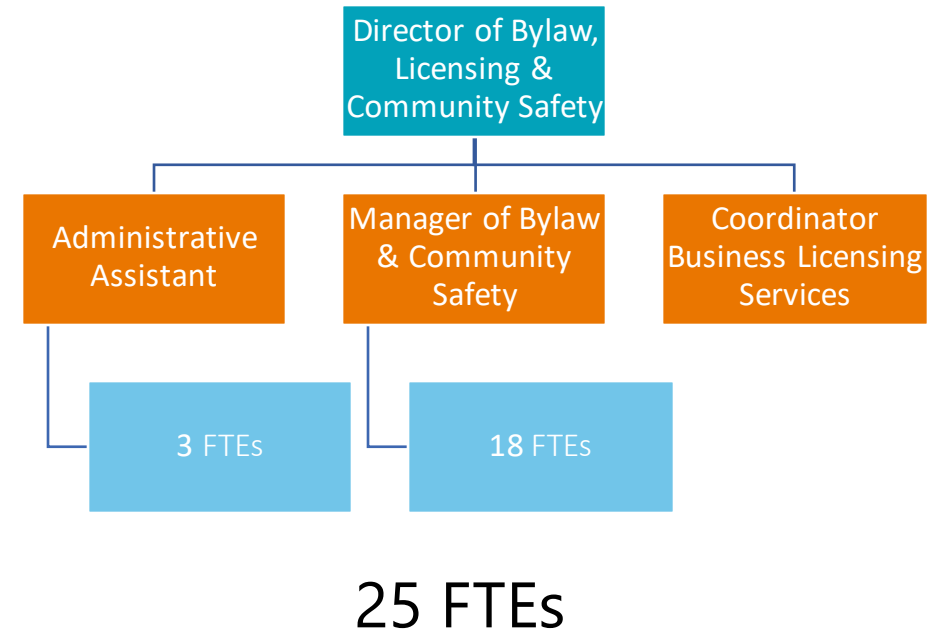
- Provincial e-permitting pilot jurisdiction
- Mayor's Climate Action Taskforce advisory services:
 - BC Energy Step Code & Zero Carbon Step Code
 - Energy retrofits
- Total Building Permits processed – 4,411
- Inspections conducted – 15,374
- Total construction value - \$204,348,306
- Units delivered - 764

Bylaw, Licensing & Community Safety

Department Overview

The Bylaw, Licensing & Community Safety department provides a business friendly, educational and ambassador type approach when pursuing compliance of the City's regulatory bylaws.

The department strives to operate in a fair and consistent manner, and endeavors to protect the quality of life and safety of all residents alike.



Core Services

- Pursue **voluntary** compliance of all City bylaws
- Provide community safety services & resources for all residents
- Provide general duty bylaw and property use enforcement
- Administer the business license, dog license and City parking pass programs
- Park patrols and enforcement – two new dedicated Officers
- Parking & highway traffic enforcement
- Manage "Resident Only" Parking Permits
- Manage the City's Towing contract and services
- Manage the SPCA contract and animal control services

2023 Achievements

- Developed and had produced the City's "**Who To Call**" pamphlet. It has become a valuable resource tool for the entire community.
- City **Security Service Contract** awarded for 3 years, with an option to extend to 5 years.
- Building Safer Communities Fund (**BSCF**) Project accomplished first year deliverables.
 - Council executed the Building Safer Communities Fund Contribution.
 - Project officially launched in late November and work is ongoing.
- The initial **Community Social Safety Initiatives' Action Plan is 100% complete**. This initiative demonstrates the City is proactive in dealing with social safety concerns, while building out a larger Community Safety Master Plan.
- Adoption of the Inter-Municipal **TNS** Business Licence Agreement Bylaw and the Inter Municipal **TNS** Business Licence Bylaw

2023 Achievements

- Currently negotiating a new contract for the **SPCA** Shelter and Animal Control Services. Hope to be completed in early 2024.
- Adoption of the **Intermunicipal Business Licence** bylaw and the **Intermunicipal Business Licence** Agreement bylaw.
- Amended the City **Cannabis Evaluation Criteria Policy 6.33**
 - the Liquor and Cannabis Branch (LCRB) was notified that the City of Maple Ridge is no longer accepting new Non-Medical Retail Cannabis applications until further notice.
- **2023 BC Summer Games** – Access Control (Security). Chair of Special Events and will be working with the Directorate of Access Control before and during the Games. The bulk of the work will begin in January 2024. The entire department will be involved to some degree during the Games.

Economic Development

Department Overview

The Economic Development Department proactively positions Maple Ridge, British Columbia, Canada as a location of choice for people, investment, and lifestyle. We are driven by a pursuit of long-term success, aiming to establish positive, sustainable, and equitable change as the norm within our community. As agile change makers, we work diligently to deliver results, adapt swiftly, and create a resilient and diverse economy.

Director,
Economic
Development

4 FTEs

5 FTEs

Core Services

- Investment attraction
- Business retention and expansion
- Tourism marketing and development
- Film permitting, coordination, and development
- Partnership and interconnections

2023 Achievements

- Departmental People Strategy
- Invest Vancouver Advisory Committee executive representation
- Drake and Lil Yachty Music Video, Goosebumps, Virgin River - earned media for the productions
- Film focused temporary employment job fair
- Filming Policy and Fees review
- Illuminate Maple Ridge
- Service agreement with Ridge Meadows Chamber of Commerce
- Small business month events including: Make It Here Networking, Celebrating Women in Business, Economic Development Summit, Innovation Challenge
- Presentations and panel discussions with: NGen (Canada's advanced manufacturing innovation cluster), hy-fcell Canada, Maple Ridge Economic Development Summit among others
- E-One Moli Energy Canada Ltd \$1B Investment Announcement

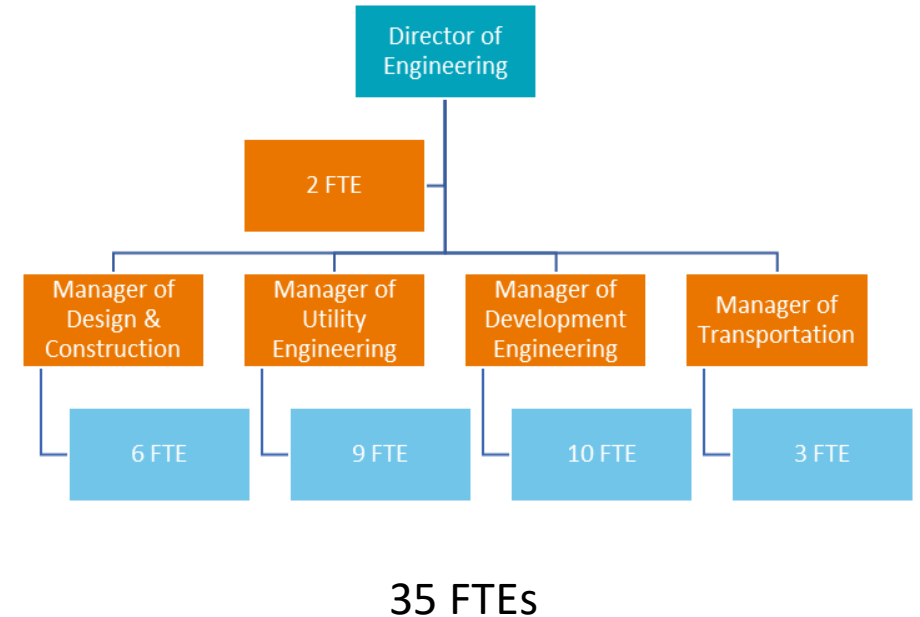
Questions

Engineering

Department Overview

As stewards of the City, we strategically plan, construct, operate and maintain infrastructure that prioritizes public health, safety and the environment. We ensure a high quality of living for our community and future generations.

Infrastructure services include: drinking water, sanitary sewage collection, rainwater collection and discharge as well as a safe and efficient multi-modal transportation network.



A world class Engineering Division that inspires the Region

Core Services

Utility Engineering

- Long-term systems planning (Water, Sewer, Drainage, Dyking)
- Review development specific system capacity analyses
- Regional Coordination (Metro Vancouver)

Core Services

Transportation Planning

- Long-term network planning (Transport 2050 [T2050] and Strategic Transportation Plan [STP])
- Regional Coordination (TransLink & Ministry of Transportation)
- Day to Day Operational (Traffic calming evaluations, Highway Use Permits, road network reviews)
- TIA evaluations in support of development

Core Services

Design and Construction

- Projects scoped by Utility Engineering or Transportation; Engineering Design and Construction delivers the projects
- Responsible for project delivery (confirming scope of work, managing competitive process, design and construction)
- Utilize Master Municipal Construction Documents (a standardized template across BC)
- As an owner we establish the project design criteria, the contractor is responsible for means and methods during construction

Core Services

Development Engineering

- Review off-site engineering related infrastructure components in support of development applications to comply with design criteria
- Identify municipal infrastructure upgrades required to support development
- Provide Quality Assurance inspection services to ensure the work is constructed to meet the design criteria
- Supports Residents with Local Area Services and Latecomer Agreements

2023 Achievements

- 124 Ave and 224 St. Intersection Improvements
- Fern Crescent Improvements
- 117 Avenue Multi-Use Path
- Abernethy Way Widening (230 St. to 232 St.)
- 263 St Reservoir Expansion

2023 Achievements

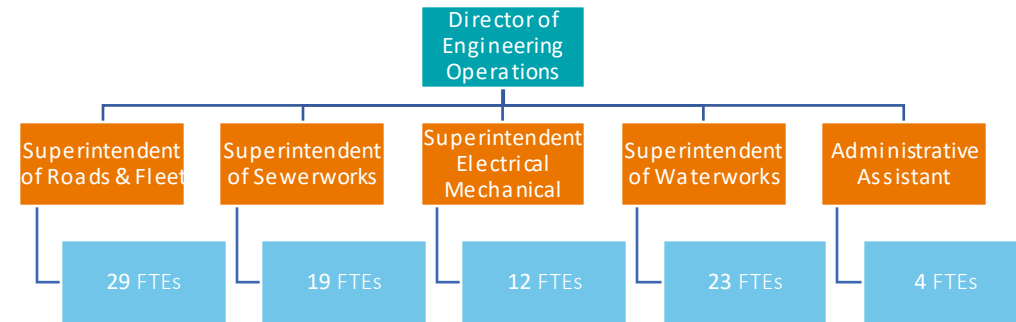
- ✓ Completed the Strategic Transportation Plan Update
- ✓ Completed the Alouette Valley Flood Response Plan
- ✓ Completed Eagle-Gee and Lower Hammond Drainage Assessments
- ✓ Completed Sanitary and Water Network Model Improvements
- ✓ Initiated a City-Wide Asset Management Strategy
- ✓ Implemented recommendations of Development Services Process Review
- ✓ Supported Bus Rapid Transit Study & Advocacy
- ✓ Supported Golden Ears Way Widening Advocacy
- ✓ Improved Capital Project Delivery methods (project charter & revised RFP template)
- ✓ Progressed Fraser River Escarpment Quantitative Risk Assessment

Engineering Operations

Department Overview

The Operations department takes pride in providing efficient, proactive and responsive customer service to our residents. Personnel monitor and maintain roads, sidewalks, signage, streetlights, traffic lights, fleet, storm water management, water distribution, and sewage collection as well as snow and ice control.

Operational focus is on the health and safety of the citizens of Maple Ridge, while protecting the large investment in public works, underground infrastructure and the environment.



93 FTEs

Core Services

Water Works

- Operate and maintain complex water distribution system
- Water Quality Assurance & Regulatory Sampling
- Fire Protection - 3,500 hydrants
- Water Metering - 3,200 meters (average 50 new installations per year)
- Installation of new watermains and services (average 50 service connections per year)
- Maintain 428 kilometres of water main

Roads

- Maintain 515 kilometres of Road Network
- Manage Capital Paving Program
- Maintain 16 Bridges and 8 railway crossings
- Snow and Ice Control
- Maintain over 7,500 traffic signs
- 300 km of Traffic Lane Markings

Core Services

Fleet and Maintenance

- Maintain over 300 City-owned vehicles, 60 RCMP vehicles and 13 Ridge Meadows Recycling Society vehicles
- Specification and procurement of equipment Replacements.

Sewer and Drainage

- Maintain 336 kilometres of storm sewers and culverts
- Maintain 4,800 Sanitary Manholes and 7,078 Catch Basins
- 224 kilometres of ditch maintenance and 70 kilometres roadside mowing
- Flood response / Beaver Dams
- Install and repair service connections (13,198 overall)
- Dyke inspections
- Annual Flushing and Root Control Program

Core Services

Electrical Mechanical

- Inspection and maintenance of 48 signalized intersections
- Maintain 10 illuminated crosswalks
- Street Lights - 5,200 (80%) converted to LED
- Operate and maintain:
 - 7 water reservoir sites with 13 tanks
 - 34 sewage pump stations
 - 8 water pump stations
- Electronic monitoring system for pump stations and water system (SCADA)
- Radio Tower and Communications
- Whonnock Well
- Christmas Decorations

2023 Achievements

Administration

- Received 6492 calls to Operations
- Created and closed 5110 requests for service this year.
- Transitioned over to the voyent alert system for road closures and submitted 345 alerts to the public.

Water Works

- Employee received his level 4 Operators certificate

2023 Achievements

Roads

- Paved 25 lane km of new roads
- 652 sq m of new sidewalk replaced
- Assembled the clean team in collaboration with project dovetail for enhanced service downtown.
- Installed new pride crosswalk
- First time ever in house snow plow training.
- 15 days of snow fighting - best roads in the lower mainland

2023 Achievements

Sewers & Drainage

- Over 135,000 metres of ditching performed in environmentally sensitive ditches. Requiring provincial permitting.
- 734 km of storm and sanitary mains maintained.
- Spencer creek cleaned out
- 9590 catch basins cleaned and maintained

2023 Achievements

Fleet

- New snowplow tracker app
- Perfect audit from Commercial Vehicle Safety Inspectors on 330 units
- Doubled our electric fleet to 8 units
- Preventative maintenance program New fleet management software
- New vacuum flusher truck

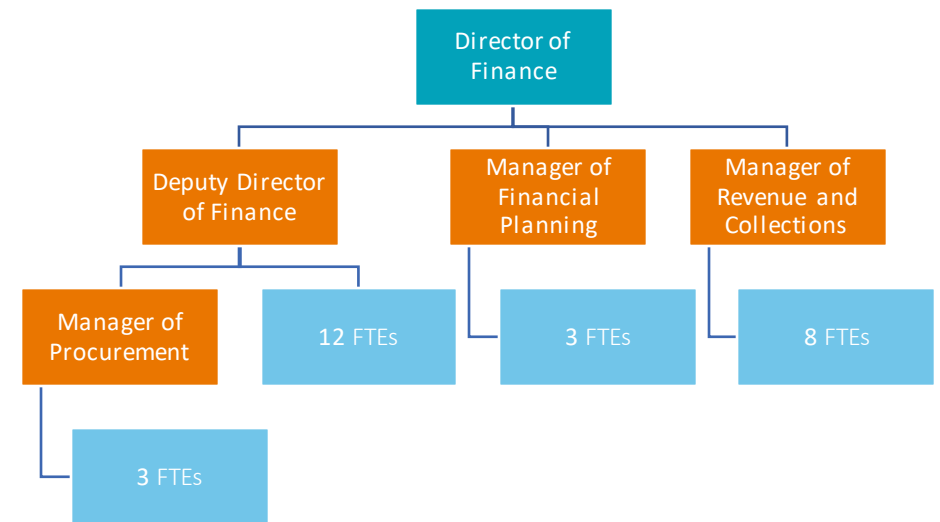
Finance

Department Overview

The Finance Department supports the delivery of services for the entire organization.

The department prepares the financial plans that fund the services provided; collects property taxes; manages the procurement processes related to the provision of services; pays the vendors and people delivering those services.

We report on that activity annually through reports such as the Financial Overview Report and the Consolidated Financial Statements.



31 FTEs

Core Services

- Financial Planning
- Revenue Services
- Procurement
- Payroll
- Accounting
- Financial Reporting

2023 Achievements

Statutory Requirements

- Adopted Financial Plan & Property Tax Rates Bylaw
- Finalized Financial Statements & submitted to Province
- Completed Statement of Financial Information & Annual Report
- Implemented required financial reporting requirements
- Annual Property Tax Sale was cancelled due to efforts of Revenue Services

2023 Achievements

Strategic Items

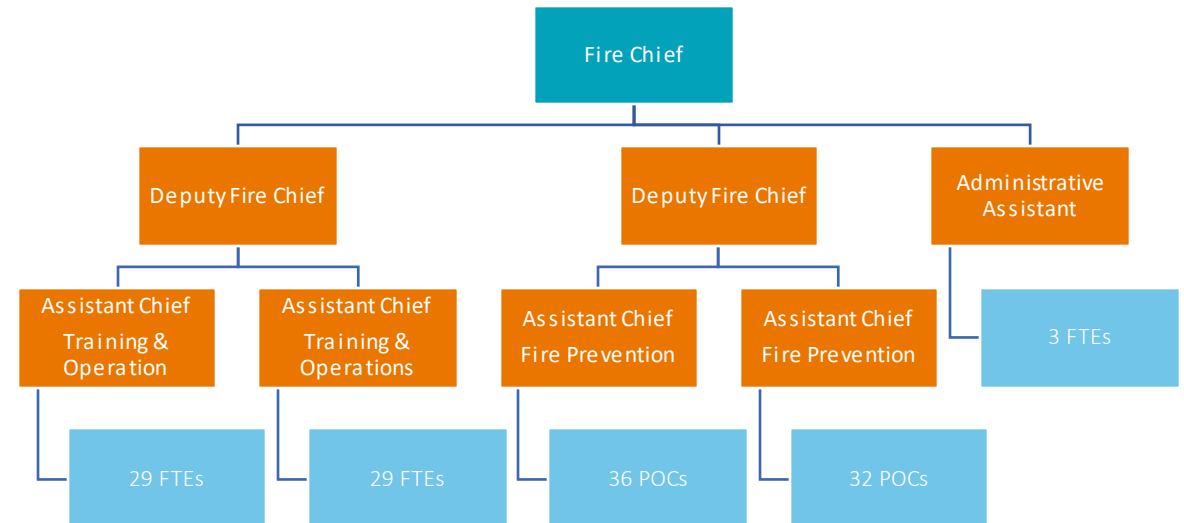
- Development of RFP for a new Financials (ERP) system is well underway
- Review & update of the Procurement Policy is being finalized (Q1 2024)
- Financial policy updates are underway and anticipated to be reviewed by the Audit & Finance Committee in early 2024
- Over 100 procurement processes completed this year
- Introduced a payroll dashboard in support of digital transformation
- Payroll has managed increased activity with corporate realignment

Fire Department & Emergency Program

Department Overview

Four Divisions

- *Administration*
- *Operations & Training*
- *Community Safety & Prevention*
- *Emergency Management*



69 FTEs 68 POCs

Core Services

All-Hazard Response

- Fire Events
- Motor Vehicle Incidents
- Technical Rescue
- Medical First Response
- Special Operations
- Hazardous Materials

Training Division

- Recruit Program, Youth Academy, Provincial Requirements, Fire Officer Accreditation, Health & Wellness

Core Services

Administration & Leadership

- Budgeting & Financial Management
- Strategic Planning & Policy Development
- Safety Programs
- Training & Competency Management
- Quality Assurance & Accreditation
- Corporate and Regional Relationships & Collaboration
- Fleet Management
- Community Engagement

Core Services

Community Safety & Prevention

- Public Awareness & Education
- Fire Investigations
- Platoon Inspections
- Technical Fire Inspections
- Fire Code Compliance
- Building & Construction Plan Reviews
- Administration and enforcement of City Fire Bylaws

Emergency Management

- Emergency Preparedness Planning, Operations Centre, Emergency Support Services, Corporate Emergency Management Training, Grant Administration

2023 Achievements

Completed / Adopted Fire Protection Master Plan

Responded to a record # of emergency calls as of December 8 = **6488**

Celebrated 25 years of Youth Academy with the largest graduating class to date (15 students)

Charitable events and contributions over \$55,000.00

- Charities supported: Ridge Meadows Christmas Hamper, Friends in Need Food Bank Society – Maple Ridge, Ridge Meadows Hospital Foundation, BC Professional Fire Fighters Burn Fund and Muscular Dystrophy.

Questions

Human Resources

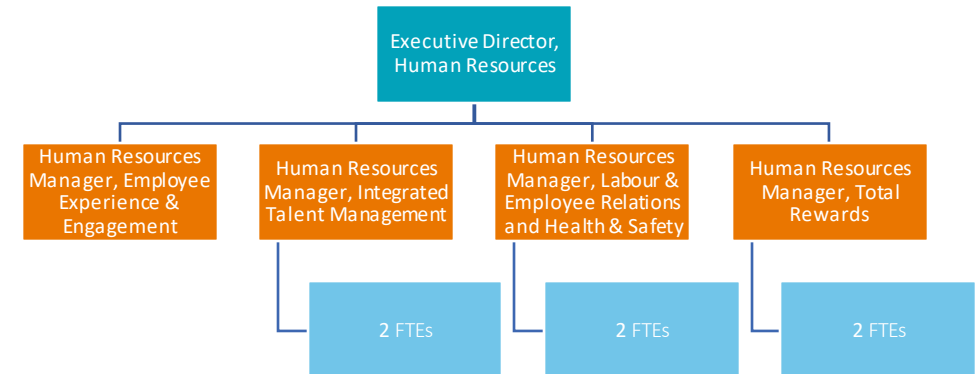
Department Overview

The HR Department has a vision to be recognized as an employer of choice, provide innovative, client-centered services and results oriented human resources management and practices.

We are strategic partners in the attraction, development and retention of our workforce, building a high performing, diverse and inclusive culture aligned with the City's values, strategies and needs of our stakeholders

Our service standards are:

- 1. We care*
- 2. We are professional*
- 3. We are open and approachable*
- 4. We are reliable and courteous*
- 5. Personalized services*



11 FTEs

Core Services

Strategic Human Resources Planning

- Performance Management & Accountability
- Organizational Culture & Transformation
- Human Resources Advisory Services
- Oversight of HR Management Team
- Leadership & Succession Planning

Core Services

Integrated Talent Management

- Recruitment, Selection, and Onboarding
- Training, Learning, and Development
- Succession and Leadership Development
- Coaching and Mentorship

Total Rewards

- Compensation & Benefits Administration
- Job Evaluation
- Wellness Programming
- Pension & Retirement Services
- Disability Management

Employee/Labour Relations and OHS

- Collective Agreement Administration
- Performance Management / Progressive Discipline
- HR Policy/Safe Work Procedures
- Safety Risk Management

Employee Experience & Engagement

- Employee Appreciation and Innovation
- Equity, Diversity, and Inclusion
- Organizational Design Consulting
- Employee Feedback and Engagement

2023 Achievements

New Ways of Working

- Launched an Employee Engagement Survey
- Developed and launched an Employee Innovation Initiative and Innovation Day to generate ideas to enhance city services

Organizational Re-alignment

- In concert with CAO, realigned the organizational structure to integrate across business silos and ensure role alignment
- 165 New Hires in 2023 YTD:
 - CUPE: 123 | Exempt: 18 | POC: 20

CUPE 622 and IAFF 44 Bargaining

- Commenced bargaining with our two locals to renew fair and equitable agreements

Equity, Diversity, Inclusion

- Delivered on 80% our Equity, Diversity, and Inclusion Action Plans, ensuring a diverse and inclusive work environment.

2023 Achievements

Enhancing Employee Experience

- Designed and developed Hiring Manager Certification Program Pilot (draft ready for implementation Q1, 2024)
- Delivered two refreshed New Employee Onboarding Cohort Sessions
- Completed Onboarding and Recruitment process reviews with recommendation reports and stakeholder communication

Levers of Change: Future Readiness

- Submitted Top 100 Best Employer Application for Canada and BC
- Developed Exempt Performance management Program and delivered SMART Goals Training sessions

Platform Mindset

- Develop and launched Mentorship Pilot for New Managers
- Delivered BCIT Leadership (16 staff) and SFU Digital Transformational Leadership (18 staff) Cohorts

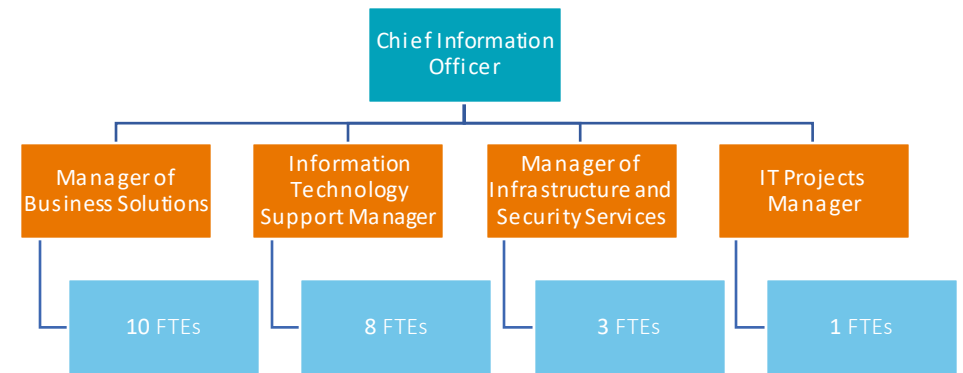
Safety and Wellness Mindset

- Researched, analyzed and selected Disability Management Provider for Complex cases beyond six weeks to LTD
- Completion of COR Health and Safety Audit and implementation of Action Plan
- Implemented Mental Health First Aid training Program

Information Technology

Department Overview

The IT Department ensures that the City's infrastructure and enterprise applications are built, maintained and secured to enable streamlined and efficient municipal operations. Additionally, the department supports transparency, accountability and data-based decision making by providing access to data sets and spatial visualizations.



27 FTEs

Core Services

- Technical Support
- Cyber Security
- Technology related project delivery
- Enterprise application administration and maintenance
- Network infrastructure administration and maintenance
- GIS Services
- Data Management and availability

2023 Achievements

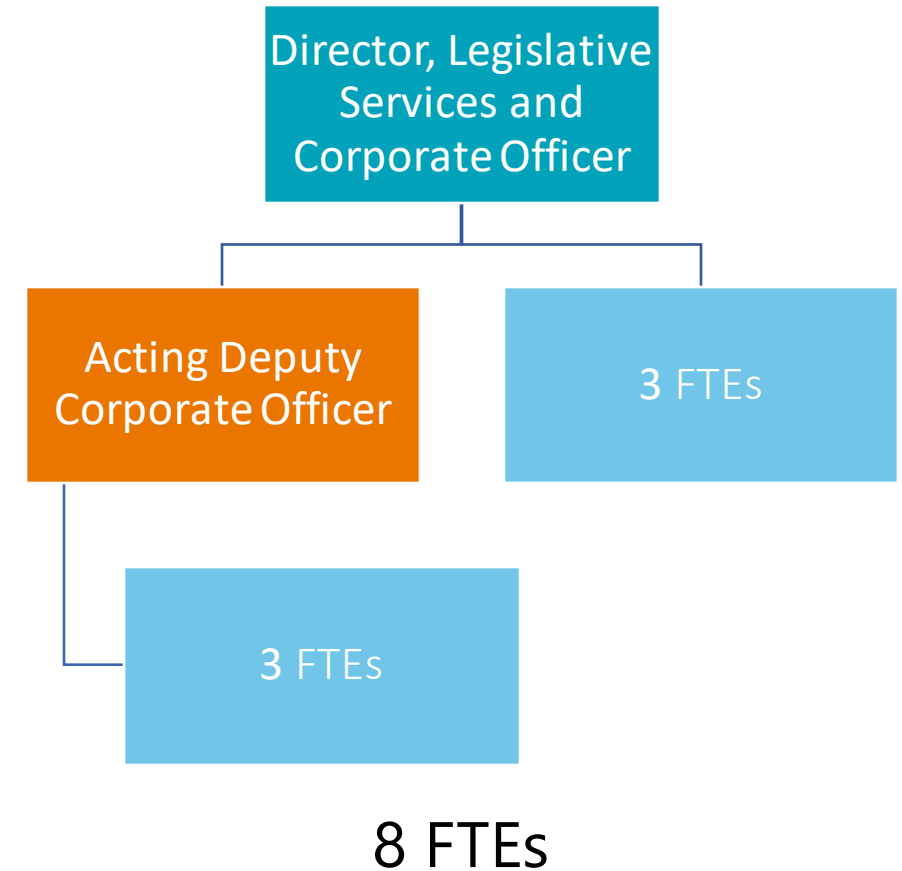
- Refocused on customer service delivery
- Business Technology Steering Committee
- Significant improvements to Cyber Security posture
- Transition from high code to no code for map tool creation
- 5-year strategic plan

Legislative Services

Department Overview

Legislative Services is committed to providing transparent, unbiased support and advice to elected officials, staff, and the public.

Provides the legal framework for the organization through the drafting and reviewing of bylaws and policies.



Core Services

- Provide internal guidance to City departments pertaining to legislation and council and committee meeting procedures
- Coordinate legal referrals between City departments, legal counsel and MIABC
- Assist in drafting and conduct reviews of policies and bylaws.
- Oversee clerical and administrative support to City Council, and accountable for the direction of the legislative functions
- Responsible for implementing strategic initiatives as directed by City Council or the Chief Administrative Officer
- Responsible for records management
- Responsible for privacy legislation compliance and FOI requests
- Conducting elections and by-elections.

2023 Achievements

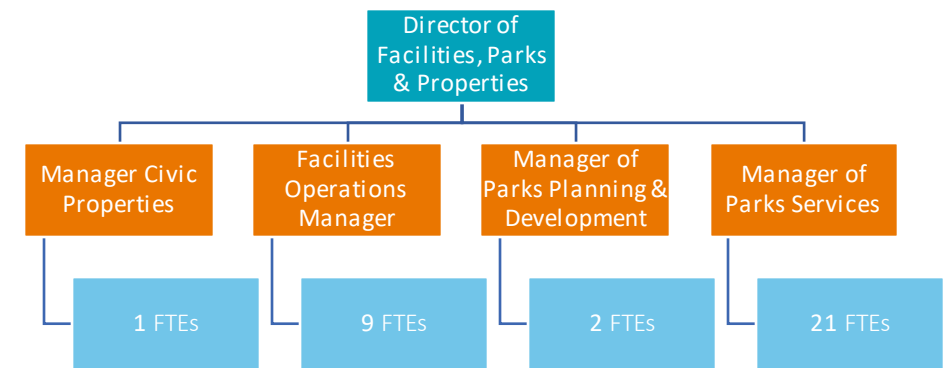
- Updated the Council Conduct Bylaw
- Updated the Oath of Office
- Developed a Policy Governance Framework

Facilities, Parks & Properties

Department Overview

The Facilities, Parks & Properties department oversees the planning, development, renewal and operation of parks and public greenspaces and all municipally owned buildings. We provide and maintain the places and spaces that foster a sense of connectedness and boost community pride and spirit

Corporate Properties manages the City's land and property assets including negotiation, acquisition and disposition of City-owned properties



38 FTEs

Enhancing the quality of life for residents and visitors

Core Services

Park Services & Operations

- Maintains 247 hectares of parks, greenbelts and open space and 210km+ trails
- Maintains 70 parks across the community with 48 playgrounds, 18 sport courts, 6 synthetic and 20 grass sports fields, bike/scooter tracks, 3 skate parks, spray parks & 6 dog off-leash areas
- Stewards the urban forest and maintains over 14,500 street trees
- Provides horticulture services and enhanced downtown maintenance
- Operates our 2 cemeteries
- Collaborates with community and stewardship groups to enhance parks
- Supports community events

Core Services

Park Planning and Development

- Provides system planning for parks and recreational trails
- Acquires parkland and greenbelts to meet community needs/ environmental objectives
- Engages with community residents in the delivery of parks and recreational amenities
- Designs and constructs new parks and trails; replaces aging park infrastructure
- Develops strategies to guide investment in parks
- Supports area planning and development approval processes

Core Services

Facility Operations

- Maintenance and operation of City-owned facilities including Maple Ridge Leisure Centre, Albion Community Centre, 4 Fire Halls, City Hall, Randy Herman & RCMP building as well as heritage buildings including Haney House, St. Andrew's Church and MR Museum and Brickyard building
- Preventative maintenance and lifecycle replacement for building systems and structures
- Front line customer service and response to approximately 2,300 calls-for-service annually
- Facility project management support for Recreation, Fire, Public Works, and Police Services
- Maintains small drinking water systems and beach water quality testing

Core Services

Corporate Property

- Negotiates acquisition and disposition of land to support the City's business objectives
- Ensures land transactions comply with both Community Charter and Land Titles Office obligations
- Leads and/or supports strategic land-related initiatives and special projects
- Advises internal departments on all land-related matters
- Serves as primary liaison for external land-related inquiries

Core Services

Committee of Council:

Parks, Recreation & Culture Advisory Committee

2023 Achievements

- Completed new neighbourhood park in Albion – Tsuyuki Park and celebrated naming with Council and family
- Completed new Beach Volleyball facility at Albion Sports Complex in advance of the 2024 BC Summer Games
- Completed new staging area and wayfinding signage for Thornhill trails
- Initiated Urban Forest Management Strategy, draft strategy in development
- Completed the public engagement for the new neighbourhood park at Pazarena Place and advanced detailed design
- Completed the design and public engagement for a multi-use pathway at the Port Haney waterfront land
- Engaged with visitors and residents for enhanced play experience at Maple Ridge Park, completed design for preferred play concept



2023 Achievements

- Supported the completion of the Parks, Recreation & Culture Master Plan adopted by Council in February 2023
- Initiated Feasibility Study for a new Aquatic facility and Arena
- Supporting the PRC Master Plan Implementation and Prioritization
- Presented to the Agriculture Land Commission in support of the non-farm use application for an additional ice sheet at the Planet Ice facility
- Supporting the development of City-wide Asset Management Strategy
- Initiated space planning review for City Hall, RCMP, Randy Herman, MRBC, MRLC, and Operations Centre

2023 Achievements

- Installed new double columbaria units at the Maple Ridge Cemetery
- Renovated playgrounds at Hammond, Cook and Camwood parks
- Renovating data cabling at the Operations Centre to improve connectivity and provide more reliable service
- Expanded community garden plots at several locations including new public plots on private land through temporary use agreement
- Improved the dog off-leash area in Maple Ridge Park
- Expanded recycle bins in parks through Return-It BC program

Questions

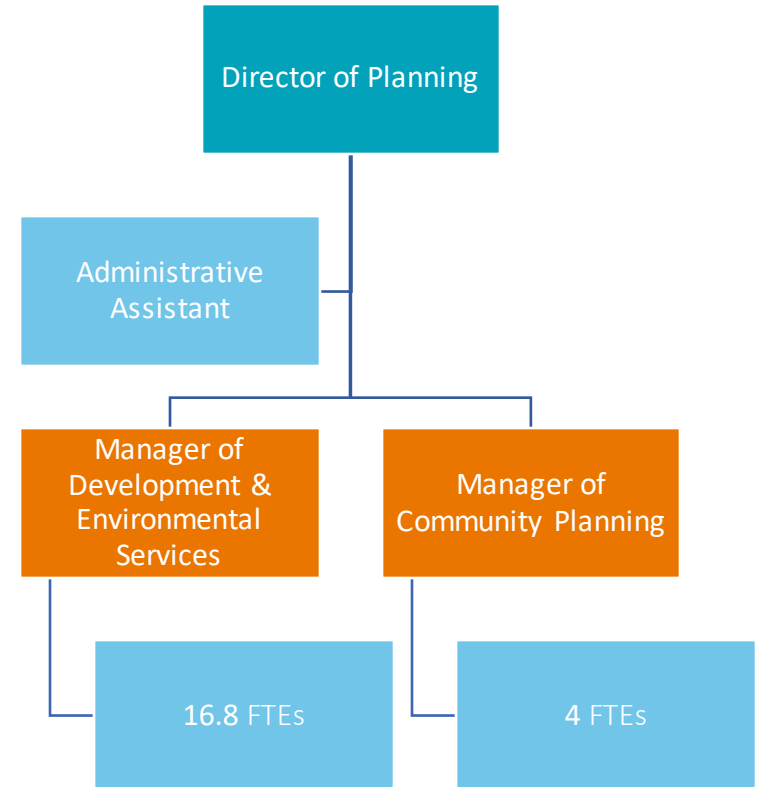
Planning

Department Overview

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

- *Major programs include OCP, Area Plans, heritage planning, agricultural policy, environmental policy, building inventory and statistical records, including demographic and employment forecasting.*

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



24.8 FTEs

Core Services

Community Planning

- Council Policy Development, Regional Planning Coordination, OCP and Bylaw reviews and Updates, Housing Policy Development, Area Plan Development and Updates, Agricultural and Heritage Resource Protection, Liaison with Council Committees

Development Services

- Processing of OCP and Zoning bylaws, Development and Development Variance Permits, Subdivision review and approvals, ALR reviews, approvals of Strata and various other Permits, such as: Temporary Uses; Tree Cutting and Soil Deposit

Core Services

Environmental Services

- Watercourse Protection and Enforcement, Tree Cutting and Soil Permit Oversight, Erosion and Sediment Control Review, Environmental Monitoring, Reviewing Development Applications, Green Infrastructure Implementation and Environmental Policy Development

Customer Service

- Advising and interacting with the public, applicants, non-profits and other levels of government and agencies. Public consultation work and open houses, maintaining department website, interaction with Regional (Metro) and other City staff, Staffing Council Committees, supporting the Advisory Design Panel and the Board of Variance

2023 Achievements

Community Planning

- Housing Update to Council
 - Initiate Housing Needs Report Update
 - Update Tenant Relocation & Protection Policies
- Bill 26 Recommended Implementation Actions
 - Implementation of Bill 26 – Minor DVP Delegation
 - Explored Waiving Public Hearings
- Bylaw Amendments, in support of Housing:
 - Allowing Secondary Suites & DGS in the ALR
 - Allowing Larger DGS on Residential Lands
- Market Analysis Land Use Study
 - Initiate Industrial Impact Analysis
- Yennadon lands: Presented draft M-7 Employment Park Zone
- Loughheed Transit Corridor Area Plan & associated studies
- Initiate public consultation for Cliff Ave, Selkirk Ave and 119th Ave properties
- Initiate review & update of North East Albion (South) Land Uses
- Develop updated Off-Street Parking and Loading Bylaw

2023 Achievements

Community Planning

- Proposed Heritage Conservation Grant Pilot Program
- Prepared and presented Heritage Bylaws to conserve community resources
- Endorsement of Heritage Plan 2024-2023
- Prepared and submitted Grant Applications:
 - Complete Communities
 - Housing Accelerator Fund
- Endorsement of Council Policy 6.36 - ALR Exclusion Application Process Policy

2023 Achievements

Development Services

- Processed over:
 - 140 new development applications
 - 110 Pre-Application Meetings & Land Use Inquiries
 - 250 Tree Permit Files
 - 6 Soil Permits (16 applications)
- Wrote over 140 Reports to Council
- Provided on-going support to:
 - City's Development Application process mapping and optimization initiatives
 - City's digital transformation of the Development Application software and systems
- Conducted key updates:
 - Zoning Bylaw Housekeeping Amendments
 - Development Procedures Bylaw
 - Introduced the new Combined First & Second Reading Process in July
 - Development Application Fees

Ridge Meadows RCMP



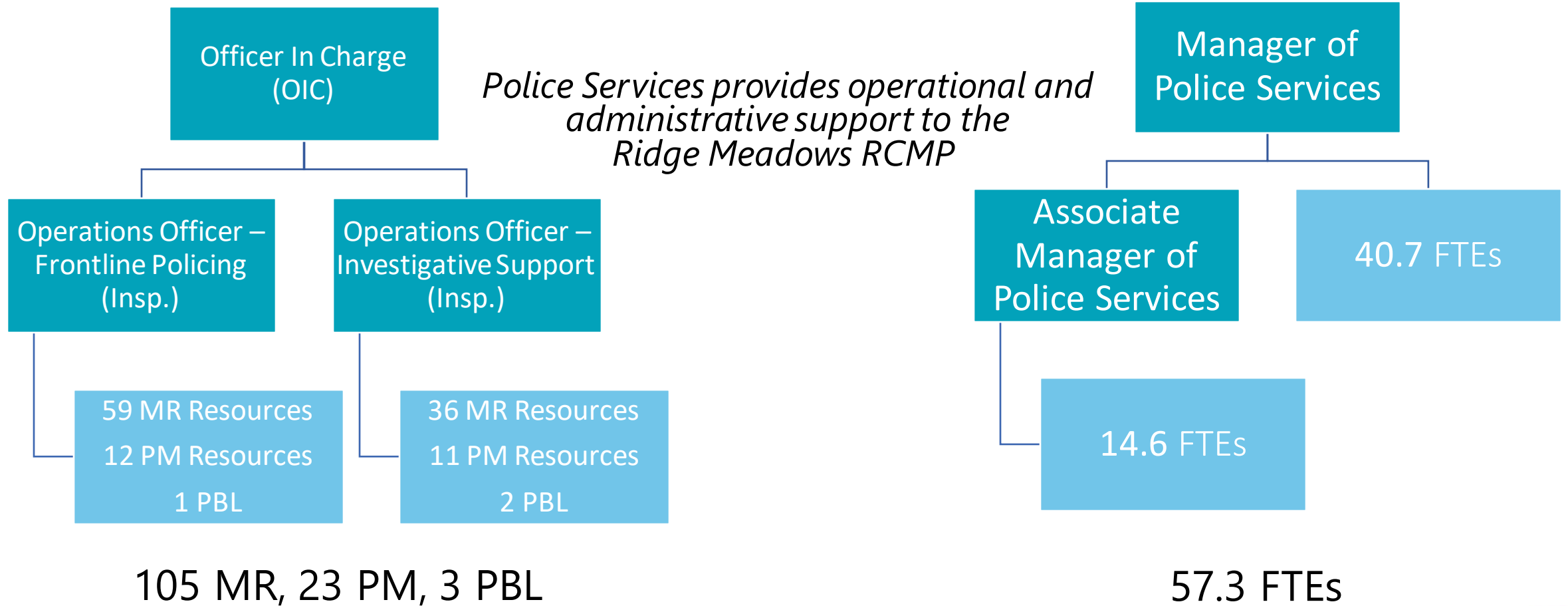
Maple Ridge



mapleridge.ca

Department Overview

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



Core Services

Policing Units

- *Frontline Officers*
- *Specialized Response Team*
 - *Road Safety Target Team*
 - *Mental Health Unit*
- *Serious Crime Unit*
- *Street Enforcement Unit*
- *Administrative*
 - *Public Complaints*
 - *External Liaison/media*
- *Investigative Support Team*
 - *Domestic Violence/Missing Person*

M/E Units

- *Computer Support Specialists*
- *Victim Services*
- *Crime Analysis*
- *Media Relations*
- *Crime Prevention & Community Engagement*
- *Information Officers*
- *Records Management*
- *Fleet Coordinator*
- *Exhibits*
- *Custodial Guards*



2023 Achievements

- Mobilization of Ridge FYRST
- Coordinated Public Safety Response
 - Project Dovetail/CORE
 - Crime Prevention: ISAT Partnerships
- Relocation of Admin Positions to Front Line
 - Civilianized RCMP Positions
- Stronger Community Footprint
 - RCMP 150th Open House



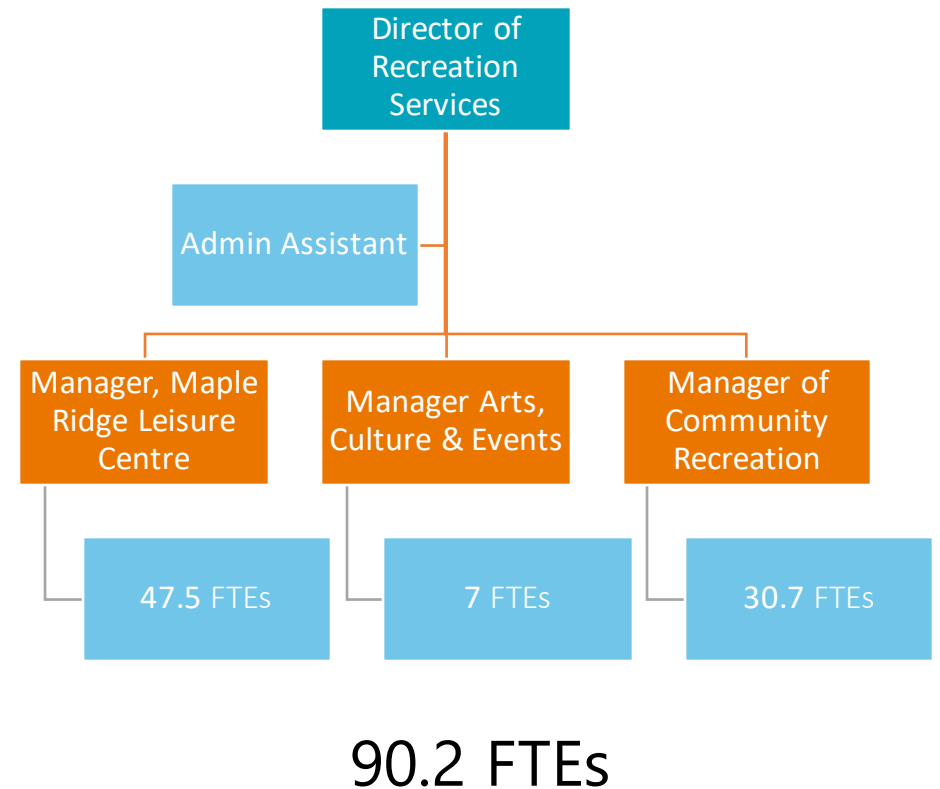
Recreation Services

Department Overview

Recreation is a critical aspect to promoting health and wellness in communities, is critical to childhood development, fosters strong and resilient youth and unites people and communities.

Maple Ridge's Recreation Services department and the teams within in it, provide recreational, cultural and social programs, services and spaces, while prioritizing accessibility, inclusivity and investing in partnerships and opportunities that enhance the quality of life for the residents and visitors of Maple Ridge.

Our work is guided by several strategic documents including the 2023 Parks, Recreation & Culture Master Plan, Sport & Physical Activity Strategies, Youth Strategy, Culture Plan, Age Friendly Action Plan and Placemaking Framework. Engaging and connecting with our communities for their needs and wants will always remain our priority.



Core Services

Maple Ridge Leisure Center

The Team

The Maple Ridge Leisure Center is home to a dynamic group of teams, made up of:

- A leadership team (Manager, MRLC Manager and Manager, Community Recreation) who manage their individual staff teams and day to day operations of the center
- 30+ Customer Experience staff who welcome, inform & service the residents of Maple Ridge's program registration and service needs
- Facilities Booking team who support booking needs city wide and SD42 facilities. This includes sports teams, user groups, single rentals and weddings at Whonnock
- Aquatic, Children, Youth and Family, Sports and Fitness program leads and staff
- Maintenance staff made up of custodial and technical staff who maintain facility cleanliness and maintenance standards
- You will also find the arts, culture and events team hard at work on the second floor of the center

Core Services: MRLC & Hammond Outdoor Pool

Services

- Public Swimming
- Aquatic fitness classes run by Curtis Health
- Swim meets- home to the Ridge Meadows Titans
- Sport Club Meets: Artistic, Water Polo and Special Olympics

Programs

- Swim Lessons for preschool, school aged, adult and private lessons
- Leadership Aquatic courses (the stream of courses required to become a Lifeguard and Swim Instructor in BC) through contractor LIT Aquatics

Hammond Outdoor Pool

- Swim Lessons
- Swim meets- home to the Haney Neptunes Swim Club
- Public Swim
- Aquatic Fitness classes run by Curtis Health

Core Services: Community Recreation

The department went through a restructure early this year which included some staff changes and moves to different roles, as well as bringing health & wellness, youth, community engagement and wellness contracts and partnerships under one new title, Community Recreation. The Director of Recreation & Community Engagement became Director of Recreation Services, allowing for a more streamlined, resilient and community minded model of recreation.

Services

- Deliver leadership opportunities for local youth
- Program operations for the Greg Moore Youth Centre
- Deliver recreation therapy through Maple Ridge Mental Health Centre
- Children and family programs and services at MRLC and Albion
- Recreation access- Financial Assistance and supported programming through partners, A&I strategy (draft)
- Community Partnership and Contracts

Committees

- Committees of Council
- Municipal Advisory Committee on Accessibility and Inclusiveness
- Social Policy Advisory Committee

Core Services: Community Recreation

Sport and Fitness Programming

- Mountain biking, skating, golf
- Group fitness classes and MRLC and out in the community ex: Yoga in the Park
- Sport group and contract partners such as: Sportability, Sportball, Emparow Tennis, Just Fun Basketball, N49 skating who runs our skating lessons at Planet Ice
- Management of allocation use throughout the year

Youth Services

- Drop-in Youth Centre 7 days week (13-18 years)
- Drop -in Youth Centre 5 days week (10 -13 years)
- Rockwall & bouldering • Drop In skateboard and scooter park • Active sports nights • Neighbourhood programming • Youth Mentorship Program • Special events – Youth Week • Media Program • Youth Council • Women In Action • Men Making a Difference • Cooking Program • Youth Concession • Late Night Skating • Whonnock Drop-in
- Youth Planning Table Initiated by SPAC, The Maple Ridge Youth Strategy is a comprehensive document that outlines strategies to achieve a foundation for community collaboration that enhances services and support for youth and their families and contributes to an optimal environment in which children, youth and emerging adults can grow, work and play .

Core Services: Community Recreation

Children and Family Programs

- Day Camps: Pro-D Day, Spring Break, Summer, Winter
- Manage contracts for 4 Licensed Childcare centers
- Children and Family programming such as: drop in gym playtime, kids' camps, One Day Wonders, safety programs and partner programs such as: Daddy & Me, Engineering programs, Story Blanket and Bea-YOU-tiful
- Support and implementation of the Youth Strategy, Age-friendly Strategy, Dementia-friendly Strategy

Contracts

- Ridge Wilderness • Cycle BC • EngKidz • Alouette River Management • Bea-YOU-tiful

Community Partners

- Fraser River Indigenous Society • Ridge Meadows Association of Community Living • Childcare Resource and Referral • Metro Vancouver • Fraser Health • MCFD Ridge Meadows Senior Society, Maple Ridge Pitt Meadows Katzie Community & Senior Network • BCRPA Choose to Move • Canucks Autism Network • Family Education and Support Centre • Life Afterschool Transition Committee • Fraser Health

Core Services: Arts, Culture & Events

Small team of 8!

Albion Community Centre Operations

- Hosts a number of events including Garibaldi Arts Club Fall Show, Lapidary Event, Emerald Pig Theatre Performance, Art Studio Tour, Artisan Markets, private Banquets, Metis Harvest Dinners, Hospice Oktoberfest, and many more.
- Runs numerous programs for children and families
- Home to a childcare center run by the YMCA of Greater Vancouver
- 2 Signature City led events: Canada Day and Celebrate the Night
- 2 hybrid Com/City led events: Remembrance Day and NIPD
- 3 Neighbourhood City led events called "Rock the Block"
- Community Festival Process including permits, grants and support for 49 events and 119 event days
- 2 Artist in Residence locations
- Public Art Steering Committee
- City link for Arts Council and Historical Society
- Neighbourhood Small Grants & Cultural Facilities Grant
- Reconnecting Volunteerism with MR Events

2023 Achievements

Hammond Outdoor Pool Provided:

- Taught 234 kids to swim!
- 7 private rentals
- Ran 5 classes of Aquafit July-Sept 4th and 7 classes per week Sept 5th-17th
- Provided:
 - 40hrs of public and length swimming per week (48hrs Sept 5th-17th)

Maple Ridge Leisure Center YTD has:

- Open to public 101hrs per week
- Taught 6359 kids to swim!
- Graduated 38 youth from the Junior Lifeguard program
- Ran 16 classes of Aqua fitness a week
- Provided:
 - 74hrs of public lane swimming
 - 94hrs of leisure pool public swimming
 - 32hr of teach pool public swim time

2023 Achievements

Albion Community Center:

- Had a total of 321 people attend Breakfast with Santa this past weekend!
- 2023 Q3 report YTD saw 884 rental hours & 12,348 rental attendance
- Developed an operating agreement and strong relationship with SD42 between the ACC and Cesquenela Elementary School with shared parking and programming spaces

Community Recreation (Fitness, Sport, Children):

- 825 participants attended group fitness classes
- 8730 through community recreation programs (camps, sport, skating, arts, etc.)

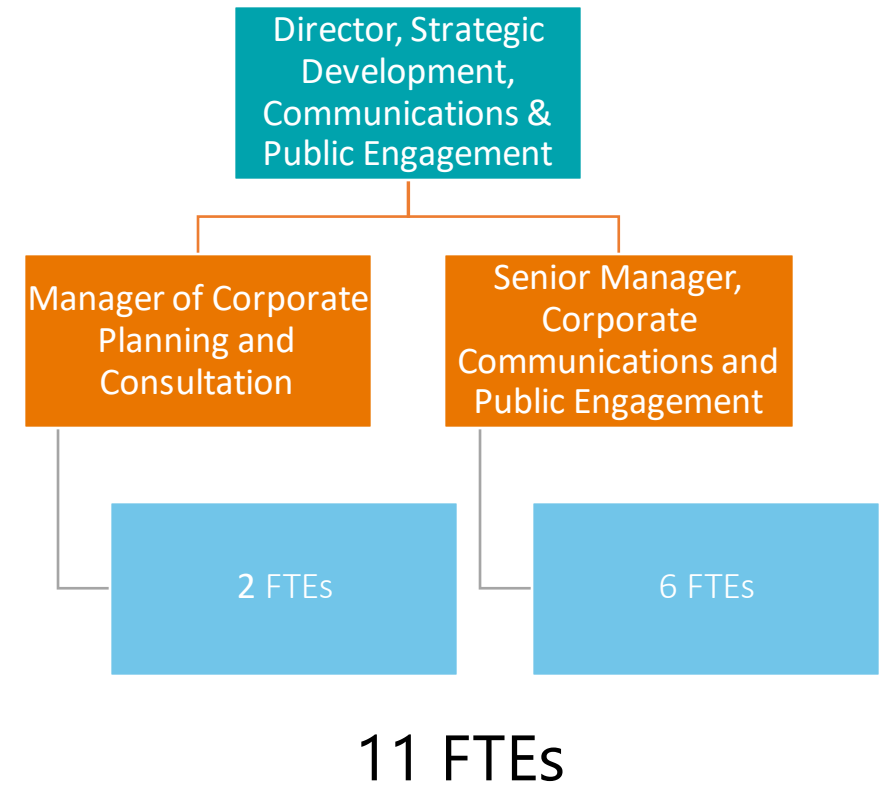
Recreation Business Plan Achievement Highlights:

- Conducted and completed a review of fees and charges across the Lower Mainland
- Designed a neighbourhood arts programming pilot
- Delivered community presentation to raise awareness of options the city has that supports low/no barrier access
- Developed service level expectations and performance measures with HR for customer experience when visiting MRLC & ACC
- Developed a Civic Approach to neighbourhood Programming- Implemented 3 Rock the Block's and participated in Hot Summer Nights and Festival events= stronger volunteer engagement and recruitment
- Delivered a minimum of 3 accessible/inclusive "Try It" programs
- Developed framework and have a new direction for Place Making and neighbourhood programming
- Comprehensive PRC volunteer program now in place, strengthening volunteer opportunities

Strategic Development, Communications & Public Engagement

Department Overview

- *Provide advice, expertise and resources to departments, Mayor & Council*
- *Keep community informed, and engaged in City programs, services and decisions*
- *Identify emerging community issues and trends*
- *Amplify Maple's Ridge's story*
- *Foster a culture of service and engagement*
- *Ensure strategy alignment across the organization*
- *Drive transformational initiatives focused on customer experience, continuous improvement, and innovation.*
- *Support advancement of key strategic priorities including Climate Action and Resilience*



Core Services

Communications

- **Clear and Timely Strategic Communications** – Internal and external communications that improve awareness of strategic priorities and Council decision-making
- **Communications/engagement Planning** – Work with departments to develop plans that enable communications and engagement excellence and strengthen two-way relationships with interest holders and partners.
- **Marketing Campaigns** – Plan and deploy campaigns that increase awareness of the City's vision, leadership and context for change.
- **Digital Engagement and Communications** – Manage digital assets to increase community engagement and ensure easy, timely, multi-channel options to access information and services. Assets include website, Engage Maple Ridge, Alert MR and social media channels.

Core Services

Communications

- **Media Relations** – Build positive relations with local and regional media.
- **Corporate Brand** – Oversee corporate identity and branding.
- **Emergency communications** – Ensure public is kept informed during a major emergency such as a flood, extreme weather event, earthquake or power failure.
- **Graphics Design** – Oversee all the City's graphic design work for print and online resources and indoor/outdoor advertising.

Core Services

Strategic Development

- **Strategic Alignment** – Create connections and linkages between strategic priorities, organizational initiatives, and service delivery by providing frameworks and tools that enable, create, and track performance relative to Council's strategic priorities.
- **Continuous Improvement** – Cultivate a culture of continuous improvement by introducing and implementing flexible and agile business practices, innovative tools, organizational training, and support for continuous improvement initiatives.
- **Program Support** – Provide corporate wide support for the implementation of ideas and solutions that bring value to the organization and the public, with services such as process mapping, facilitation, and change management.
- **Strategic Planning Support** – Support, coordinate and align corporate strategic planning processes in a cross-functional way

Core Services

Strategic Development

- **Project Implementation** – Identify, plan and implement various strategic initiatives that reduce risk, enhance customer experience, improve processes, etc.
- **Climate Action & Resilience** – Drive the development of a Low Carbon Resilience Climate Action Plan, support and deliver the implementation of various climate-focused actions, and oversee climate reporting.
- **Grant Management** – Seek funding from upper levels of government and other sources to directly support organizational priorities through funding research, strategy, application development and reporting.
- **Corporate Planning & Performance Management** - Facilitate the City's business planning process including development of performance metrics and data visualizations for data-informed decision making.

2023 Achievements

Communications

- Website redevelopment project
- New brand strategy and visual identity launch
- Launch of Engage Maple Ridge and expansion of Alert Maple Ridge
- Foundational training on International Association of Public Participation (IAP2) framework for departments
- Supporting public engagement and rollout of various departmental projects, including leadership Summits and seasonal events.

2023 Achievements

Strategic Development

- Mapping and enhancement of development approvals process
- Implementation of Objectives & Key Results framework
- Launch of Climate Action Plan and completion of Climate Action Roadmap
- Completion of Agile Culture Workshops in preparation for 2024 pilot and continuous improvement framework
- Development of Housing Accelerator Fund - Housing Action Plan

Questions

Thank You

