



**Maple
Ridge**

**2026 Business Planning
Departmental Presentations**

Corporate Overview

PRESENTED BY:

Scott Hartman

January 27, 2026

Order of Presentations

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Overview

- Provide an overview of City of Maple Ridge service delivery
- Highlight successes and challenges
- Demonstrate continuous improvement of City service delivery
- Inform business planning decisions

Corporate Overview

Residents/Electorate

Mayor/Council

**Chief
Administrative
Officer**

16 Departments

669+ Employees

- Elects Mayor & Council
- Provides input through public engagement process

- Develops Strategic Plan
- Drives Policy
- Approves Annual Business and Financial Plans

- Reports to Council
- Oversees delivery of Strategic Plan and business plan
- Corporate Planning & Policy Development

- Develops workplans in alignment with strategic plan
- Oversees delivery of workplans
- Manages budget and staffing requirements

- Executes workplans
- Delivers front line services

Maple Ridge At A Glance

Corporate

- \$2B in Assets
- \$241M Capital Budget
- \$218M Operating Budget
- 24/7/365 Operation
- 669+ Staff

Community

- 26,710 Hectares
- 32,483 Residences
- 105,925 Population (2025 BC Stats)



2026 Business Planning Departmental Presentations

Legislative Services

PRESENTED BY:

Carolyn Mushata

Director, Legislative Services and Corporate Officer

Overview

- Legislative Services ensures transparency and impartiality in supporting elected officials, staff, and the public
- Responsible for conveying and establishing the organization's legal framework which includes review, drafting and management of bylaws, policies, operating procedures.
- Staff are responsible for administering municipal elections, freedom of information, records management, support for council and committee meetings, legal and claims matters.

Staff Complement

- **Staff Composition:** 12 Members
 - Exempt Employees: 5
 - CUPE Employees: 7
- **New Addition from 2025: Deputy Chief Election Officer:**
 - Added for approximately 18 months to support upcoming electoral activities
- **Department Divisions:**
- **Legislative Services:**
 - Focus on legal frameworks, council support, and election operations
- **Information Governance:**
 - Manages the organization's information assets, ensuring compliance and security



Achievements

Committees

- Successfully implemented and managed a revised committee structure to improve governance, efficiency, and collaboration.

Committee Liaisons

- Developed a comprehensive guidebook and conducted training for committee liaisons to enhance effectiveness in supporting committees

Policies

- Completed a review and updated 75% of existing policies

Agreements

- Internalized review of development agreements.

Privacy Program

- Implementation of a Privacy Management Program for staff via mandatory training.

Continuous Improvements

Development Agreements

- Reviewed and updated development agreement for consolidation and consistency, enhancing legal clarity and uniformity

Bylaws

- Digitized and developed a database of bylaws, making them accessible to staff for improved efficiency and accessibility

Key Challenges

- Limited resources available to:
 - Digitize the substantial backlog of records that need to be addressed
 - Process FOI requests which have doubled again since 2023
 - Address and complete Privacy Impact Assessments





2026 Business Planning Departmental Presentations

Finance

PRESENTED BY:

Trevor Thompson
Chief Financial Officer, Director of Finance

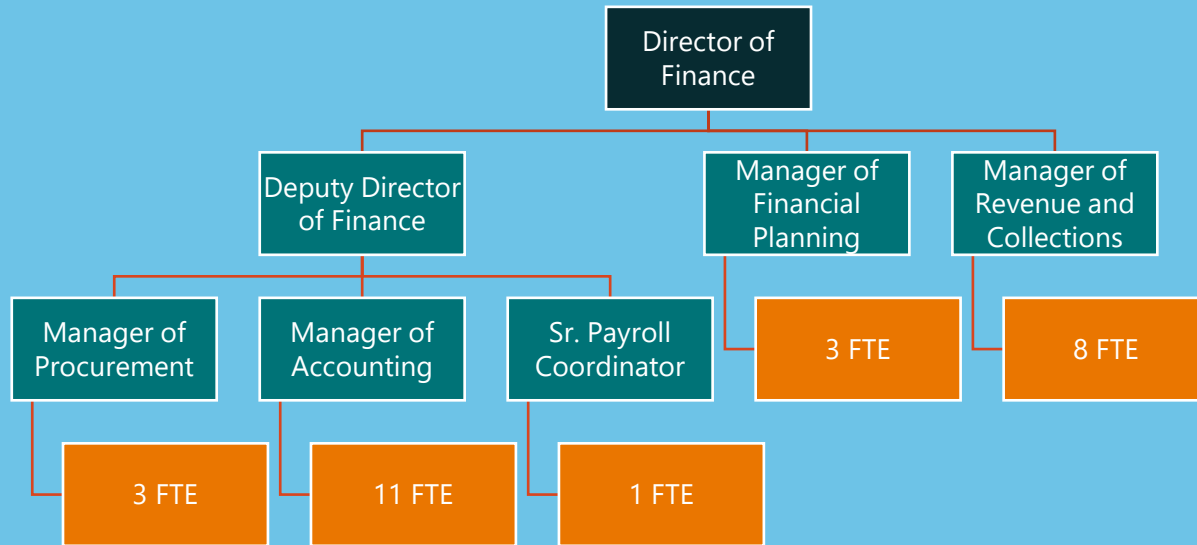
Overview

The Finance Department serves as business advisors to the organization, developing creative solutions to help achieve the City's financial and business objectives within a framework of sound fiscal governance

Specific responsibilities include:

- Preparation of the 5-year Financial Plan
- The City's Annual Consolidated Financial Statements
- Levying and collecting the City's taxes and utility fees
- Conducting the City's procurement
- Processing payroll for City employees and elected officials

Staff Complement



Achievements

Revenue Services

- 26% increase in customers accessing e-billing for property taxes
- Implemented a seasonal water meter billing structure, aligning our practices with MVRD

Financial Planning

- Capital plans approved by Council in December, allowing projects to be initiated in January
- Leverage technology to manage the financial planning process

Procurement

- Supported 106 procurements with a contract value exceeding \$26 million

Payroll

- Supported implementation of various pilot programs
- Supported the onboarding of new staff, including the transition of Arts Council to City operations

Accounting

- Awarded the CAnFR award for the 34th consecutive year
- Implemented system to facilitate online approval of invoices

Continuous Improvements

Technology

- Implementation of a new Financial Planning System underway
- Upcoming implementation of a new ERP System

Procurement

- Increased the use of standing contracts for key services to ensure competitive pricing and contracts are in place when needed

People

- Continue to standardize time and attendance entry

Capital Planning

- Continue to improve the capital program review process

Key Challenges

- Limited resources constrains our ability to support other departments with data analytics and data driven decision making
- Limited resources to manage increasing transaction volumes
- Outdated technology
- Increasingly complex regulatory environment
- Legislative changes:
 - Housing legislation and impact to DCCs
 - Changes to accounting standards





**2026 Business Planning
Departmental Presentations**

Information Technology

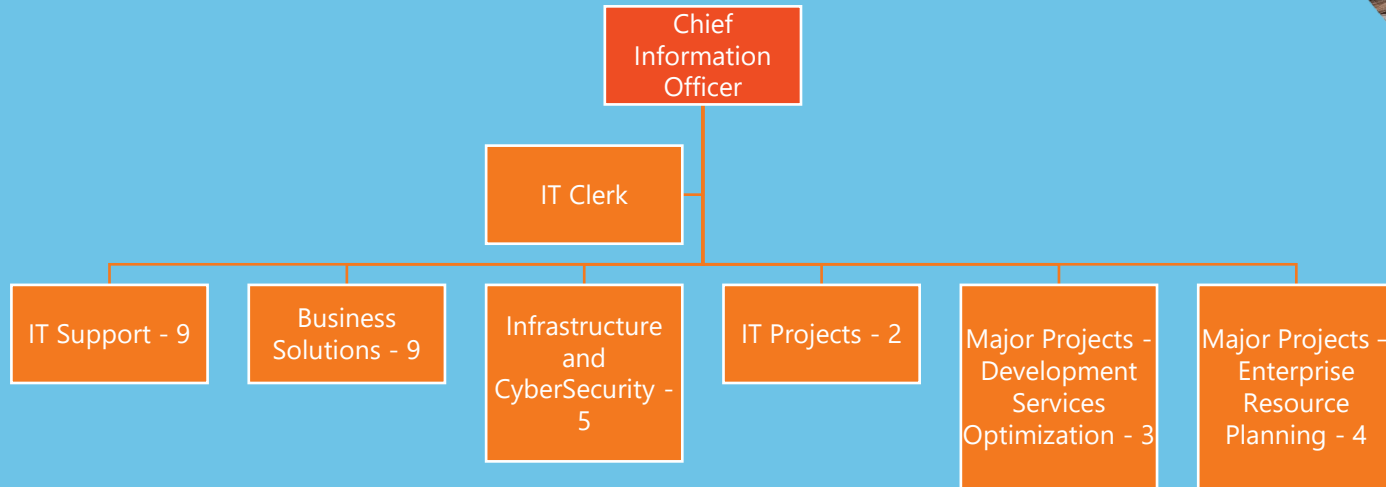
PRESENTED BY:

**Patricia Sagert
Chief Information Officer**

Overview

- Technical support
 - Break/fix
 - Access management
 - Provisioning hardware/software and collaboration tools
- Cybersecurity
 - Protection
 - Security awareness training
 - Incident response planning
 - Privacy by design
- Enterprise application management
 - Lifecycle management
 - Application audit
 - Integration and changes
 - Application upgrades
- Network and Infrastructure
 - Service uptime
 - The 'back end'
 - Disaster recovery planning and testing
- Workflow automation and Digital Services
 - Online services
 - Integration configuration
 - Automation
- Geographical Information Services (GIS)
 - Map services
 - Spatial analysis
 - Field data collection
- IT Project delivery and Change Management
 - Structured delivery
 - Proactive change management
 - Benefits realization

Staff Complement



- 4 permanent teams totaling 27, 5 exempt
- 2 temporary Major Projects teams (7)
- Added an IT Clerk in 2025, no staffing increase for 2026



Achievements

Enterprise Resource Planning

- Completed year 1 of a 3-year implementation
- Documented all HR and finance processes, data sources and reports
- Procurement underway

Development Services Optimization

- 7 permit types online
- 6 fully streamlined and automated workflows implemented
- Reporting now available on end-to-end permit issuance timelines

AI

- GovAI available to all staff
- Guideline and updated internal policies to support safe and responsible AI use
- Have begun creating agents to automate lengthy manual tasks

Improvements for citizens/businesses

- Implemented annual housing target progress reporting
- Launched Ridgeview 3.1

Enabling staff efficiency and efficacy

- Launched Lookup 3.0
- Meeting room upgrades at all sites
- Digital plan review tool
- Streamlined and secure remote access for staff
- Tablets for parks, roads and public works staff
- Wildland and urban interface maps for EOC
- New modern EOC

Continuous Improvements

Increased Transparency

- IT Projects dashboard for all staff
- Dozens of layers and attributes added to Lookup and Ridgeview maps that will benefit citizens and staff

For staff and contractors

- Enhanced change management process for IT contractors, increasing quality and reducing risk
- Enhanced new employee IT onboarding

Field Efficiency

- Put tablets in the hands of Parks, Roads and Public Works staff to digitize processes and improve efficiencies in the field
- Created wildland and urban interface maps for Fire and EOC

Improved IT Administration

- Centralized, streamlined and standardized:
 - Enterprise application license management
 - IT Asset Management
 - IT Procurement procedures
- Refined IT project intake process

Key Challenges

- Project delivery resources
- Data architecture and quality
- Supporting legacy and custom applications





2026 Business Planning Departmental Presentations

Human Resources

PRESENTED BY:

Michelle Lewis

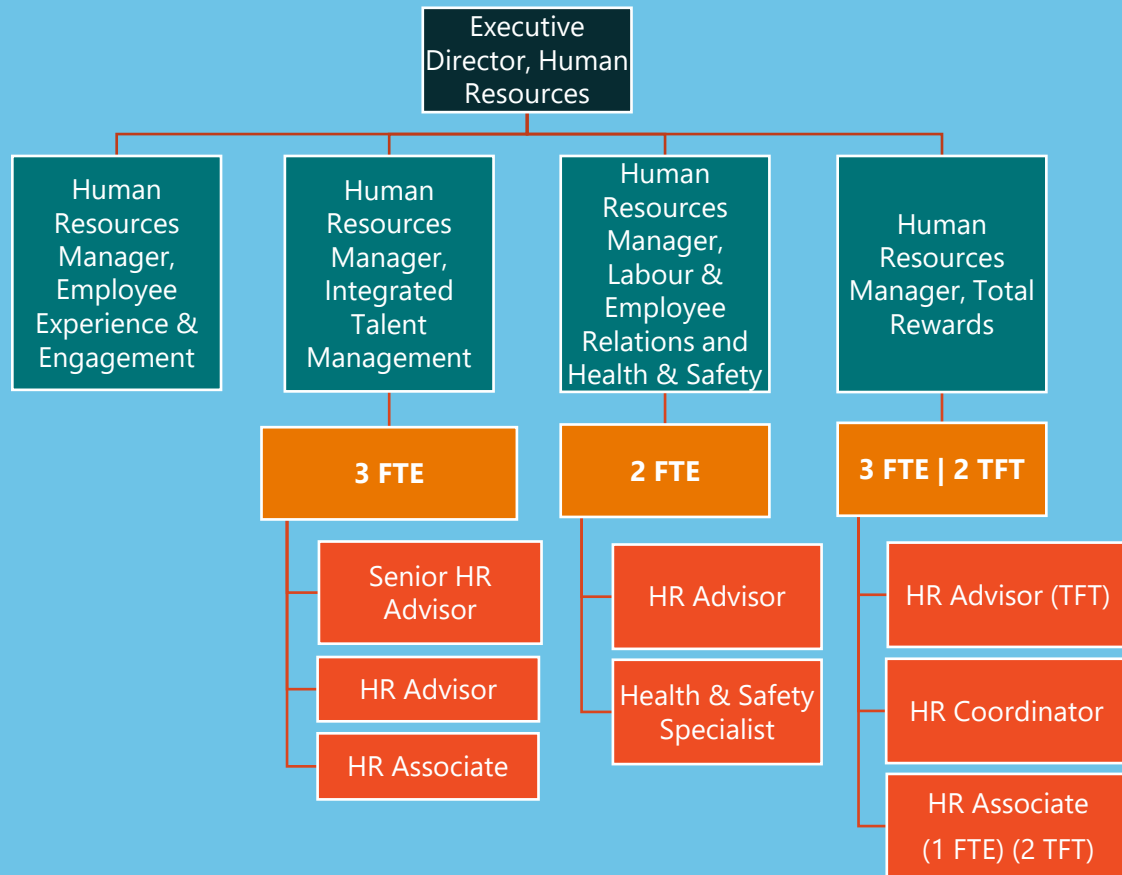
Chief Human Resources Officer, Director of Human Resources

Overview

The HR Department is a strategic partner within the City, providing programs and services designed to engage employees in their work and maximize their full potential in contributing to the goals of the City. Programs are impactful to the City's culture and foster an innovative and agile workforce

- Strategic Human Resources Planning
- Organizational Development
- Employee & Labour Relations
- Occupational Health & Safety
- Compensation & Benefits
- Disability Management
- Employee Engagement & Experience
- Talent Management
- Training, Learning & Development
- Wellness Programming
- Equity, Diversity, and Inclusion (EDI)

Staff Complement



Achievements

Employee Experience

- 'City Chase' Onboarding Program (48 participants)
- Launch of 'Buddy Up @ One City Connect' program
- One City – Our Voice

Training & Development

- CMR Academy Year 2
- EDI Workshop Series
- BCIT Core Competency Training
- People Management Training
- Pilot CX Training
- LinkedIn Learning Pathways

Recognition

- Top 100 BC Employer for 2025
- HRD Canada - HR Team of the year finalists in the category of organizations with more than 500 staff

COR Audit

- Achieved COR certification
- Identified and addressing audit improvement areas
- COR rebate 90K higher than budget

Recruitment Metrics

932 Interviews Conducted YTD

200 Postings YTD

242 Staff hired

6 Weeks (Time to Fill)

Continuous Improvements

RASCI and Business Process Analysis

- Mapping current workflows and pain points
- Collect staff input to validate processes
- Analyzing roles, handoffs, and dependencies
- Enhance consistency in role execution
- Prepare for HRIS implementation

ATS Recruitment Reporting

- Automated recruitment reporting
- Integrated key data fields into ATS
- Implemented real-time KPI dashboard of recruitment performance

LR/ER Management System

- Created mechanism to track accountability of ER/LR files and report on the associated metrics
- Created a legal decision repository to support quicker decision making
- Labour Management Meetings

Employee Voice

- Engagement Committee Created
- 2025 Employee Engagement Survey (74%-18%-8%)
- Check-In Meetings

Key Challenges

- Incorporating a new comprehensive HRIS tool into an already fast paced resource intense environment
- Increased complexity of disability files requiring intensive resource support
- Appropriate number of staff who have the skills knowledge and abilities to be successful and resilient in our fast-paced environment
- Increasingly more prescriptive complex WSBC regulations
- Mandatory WSBC GRTW programs requiring employers to have modified and early return to work programs for all employees
- Inconsistent employee experience across the organization – recognition and performance planning
- Appropriate capacity to support occupational health and safety risk across the organization



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2026 Business Planning Departmental Presentations

Communications, Intergovernmental Relations & Indigenous Relations

PRESENTED BY:

Anna Lilly

Director, External Affairs

Overview

- Keep citizens informed and engaged
- Amplify and promote Maple's Ridge's story and brand
- Strengthen relationships and partnerships with key interest holders
- Advocate to senior governments on funding opportunities and policy issues
- Engage and collaborate with First Nations
- Identify and communicate around emerging issues and trends
- Support emergency readiness and response; manage crisis communications

Staff Complement

- Director of External Relations joined the City in September 2025 to bring increased capacity in strategic communications and leadership in public affairs
- Maintained a strong Communications team of 8 led by Senior Manager and Manager of Communications & Engagement
- Communications Specialist dedicated to RCMP, working in coordination with City Comms

The External Affairs, Communications and Public Engagement Team works closely with the Manager of Intergovernmental Relations and the Manager, Strategic Policy & Programs

- A current focus is on evolution and extension of Indigenous Relations agreements, policies and protocols



Achievements

Citizen Engagement

- 1.28M Web visits (30% YOY increase)
- ~16M social media content impressions
- 26% YOY avg. Social follower increase
- 990 subscriptions to Engage site (up from 366 in 2024)

Brand

- IABC Silver Leaf Award for Brand Strategy
- 50+ branded signs, fleet wraps and other visual assets
- Enhanced branding & storytelling for events (e.g. ONOW)

IGR

- Meetings with provincial officials on transportation, industrial lands, public safety, housing
- Regional advocacy on BRT and Golden Ears Way expansion, Industrial Lands
- UBCM Convention & LMLGA Conference

Indigenous Relations

- Signed Capacity and Guardian agreements with Katzie First Nation
- Indigenous engagement tracker
- Enhanced process for project referrals
- Indigenous Tourism Workshop
- First Nations Steering Group established

Policy & Process

- Community Engagement Framework and updated Corporate Communications & Engagement Policy approved by Council
- BC Hydro Alouette Water Use License Renewal

Continuous Improvements

Narrative

- Key learnings from 2025 Community Survey influencing public information sharing
- New narrative focused on how City is delivering what matters most to residents

Efficiency

- Department communication plans
- Continued process improvements and self-serve templates to manage increased volume of comms/design needs
- Ongoing enhancements to Business Partner Model

Integration

- Alignment of public, government and Indigenous engagement strategies and messaging
- Development of relationship management tools/tracking

Reputation

- Thought leadership to showcase innovation, share best practices and pursue advocacy opportunities
- Issues management ID and tracking

Key Challenges

- Ongoing changes in media landscape
- Evolving trends in digital communication platforms
- Geopolitical and other trends influencing citizen trust in governments
- Complexity of issues management and crisis communications response
- Reaching diverse audiences
- Shifts in provincial policies related to Indigenous engagement
- Limited availability of senior government funding for infrastructure
- Provincial policies that reduce local government authority on land use decisions and related citizen engagement



2025 Community Survey

Purpose

Obtain feedback from the community to inform strategic planning and provide insight into resident priorities as part of the City's 2026 annual budget process

Methodology

Online survey with 711 residents and business owners
Responses were recruited and the survey was promoted through a variety of methods from October 17 to November 24



Key findings

Survey results indicate concern from residents around affordability, infrastructure and growth, with strong support for City investments in essential services and long-term capital projects

Community pride remains strong in Maple Ridge. Residents care deeply about the community, appreciate our **quality of life**, and want to see thoughtful, long-term planning as the city continues to grow

Road maintenance (96%), **fire protection** (93%), and **police services** (93%) continue to rank as top priorities, highlighting the importance residents place on safety, reliability, and well-maintained infrastructure

Nearly all survey respondents (95%) say it is important for the City to continue **investing in long-term capital projects** such as roads, utilities, and community facilities



Top issues

When asked to identify the most pressing issues facing Maple Ridge today, residents most frequently cited:

- infrastructure investment (59%)
- traffic congestion (45%)
- taxes (35%)
- public safety (35%)

These responses reflect the pressures of a growing community and the challenges of balancing affordability, mobility, and long-term infrastructure needs

In 2024's survey, top concerns were heavily weighted toward social and livability issues such as homelessness (40%), crime and safety (27%), and addiction/drug use (26%). While these remain key issues, the 2025 survey shows a notable reduction in the level of concern



Resident satisfaction

While satisfaction with specific City services remains generally positive, perceptions of value for property taxes continue to be a challenge

Among property taxpayers, 55% rate the overall value they receive for property taxes paid as “poor” or “very poor”

At the same time, respondents report positive experiences when interacting directly with City services. For every service attribute measured, more residents rated their experience as “good” or “excellent” than “poor” or “very poor,” with staff helpfulness standing out as a consistent strength



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2026 Business Planning Departmental Presentations

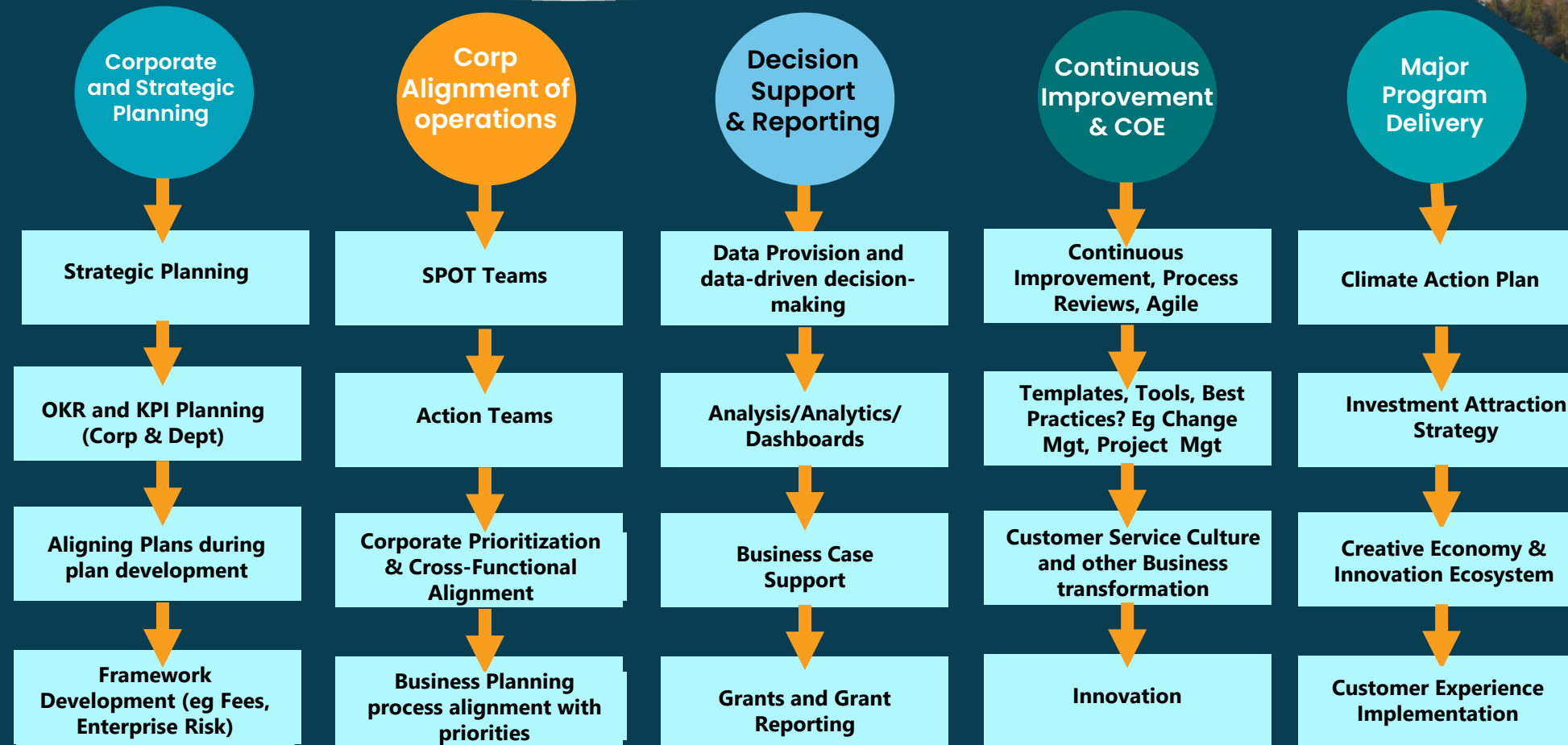
Corporate Strategy & Continuous Improvement

PRESENTED BY:

Zvi Lifshiz

Chief Strategy Officer, Director of Corporate Strategy

Overview



Staff Complement

- Team of 8, including Director and Manager
 - 2 Program Managers
 - 2 Advisors
 - 2 Analysts
- Functional Areas:
 - Centre of Excellence and Continuous Improvement
 - Data and Analytics
 - Strategy and Cross-Functional Coordination
 - Major Project and Programs
- 2026 Changes
 - Communications & Public Engagement became a separate department
 - Addition of Major Projects focused on Economic Diversification



Achievements

Strategy

- Customer Experience Strategy
- Climate Action Plan
- Integrated Fees Bylaw/OneCity Fees
- Development Prioritization Framework

Centre of Excellence

- 500+ staff trained
- 80+ staff completed advanced training (Wise, Project Mgt)
- 15 LIFT process improvement projects completed or underway

Corporate Alignment

- Updated OKR Framework
- Updated Strategic Priority Oversight Team
- 2 Action Teams: Housing & Climate

Major Programs

- Service-Based Budgeting Tool and Framework
- Velocity Concierge
- Certified Professional
- Innovation Ecosystem
- Grants & Awards
- CAP Implementation

Data & Reporting

- HTO & HAF Dashboards & Reports
- Development Metrics Dashboard
- Updated Strategy System & Dashboard
- New process for Departmental data requests

Continuous Improvements

SPOT & OKR

- Revising reporting frequency and timeline
- Refocusing functions of the SPOT meeting to improve governance
- Moved to an OKR-focused reporting structure (over initiative level structure)
- Improved structure of strategy management system to include greater cross-functional features

Data & Reporting

- Corporate Data/Analysis request process initiated for all departments
- Partnering with IT on data enablement initiative to improve decision-making and develop standard service levels

Grants

- Undertook review of grants process and criteria
- Revamped approach to awards applications and increased number of awards to which we applied.
- Developed dashboard for tracking metrics for key grant

Business Planning

- Initiated improvements in business planning process and expanding these in 2026
- Developed financial analysis tools to be used for service-based budgeting and identifying efficiencies

Key Challenges

- Need to expand data availability and improve quality and scope of data collection to inform decision-making
- Large range of diverse priorities
- Prioritizing Grant Applications to focus on best return for the City
- Uncertainty regarding changes in government climate policy
- Lack of post-secondary for innovation ecosystem





2026 Business Planning Departmental Presentations

Recreation Services

PRESENTED BY:

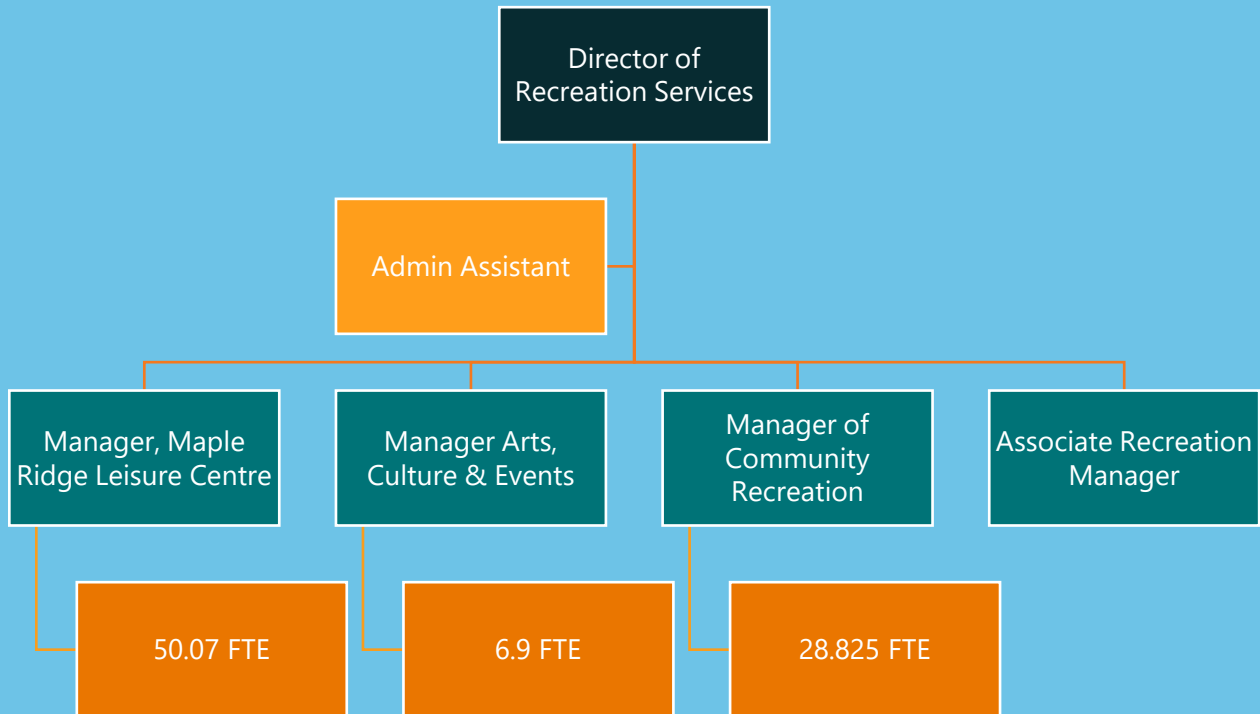
Cid Martin

Director, Recreation Services

Overview

- As defined by the Canadian Parks & Recreation Association Framework for Recreation in Canada' recreation is defined as the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community wellbeing.
- The Recreation Service department provides recreational, cultural, and social programs, services, spaces, and events. Staff prioritize accessibility, inclusivity, and investing in partnerships and opportunities that enhance the quality of life for Maple Ridge residents and visitors.

Staff Complement



Achievements

PROGRAMS

- 1st Annual "PLAYfest"
- 2nd annual "Family Fishing Fun"
- NEW "Sensory Play Time Drop In"
- Youth Week Talent Show

AQUATICS

- NEW Aqua Academy launched
- Drowning Prevention Pop-Up
- Large increase in Swim Lesson offerings & participation
- Hammond Outdoor Pool saw a 50% increase in attendance with Free Swimming for residents

FITNESS

- Continued success & growth of in-house fitness model
- Commissioned Alder Room for Fitness Programs
- Launched Spin classes at Albion Community Centre

EVENTS

- Our Neck of the Woods
- City Lead events saw a major increase in attendance
- City administered 45 grants, and 52 Community run Special Event Permits
- Supported 242 unique volunteer opportunities for city engagements and events

ARTS & CULTURE

- Maple Ridge ACT Arts Centre & Theatre transition
- Albion Community Centre 1st Art Exhibition
- Amphitheatre Concerts at Albion Community Centre

Continuous Improvements

Programming

- Deliver programs in all our local neighbourhoods through spaces such as strata clubhouses, churches, and parks
- Engage community in the types of programs and services they would like to see delivered through annual recreation program surveys

Customer Service

- Regular initiatives that allow staff to engage and interact with our community members within our facilities
- Continue with our annual recruitment & retention plans to draw and retain members using our recreation facilities

Revenue

- Review recreation delivery models to generate increases to revenues
- Review access to our recreation facilities including Greg Moore Youth Centre, The ACT, Albion Community Centre

Industry Leader

- Engage with other cities on a more regular basis
- Host recreation related conferences in Maple Ridge
- Continue to integrate the OneCity Model into our day-to-day work

Key Challenges

- Resources to grow and expand the services offered by recreation
- Aging infrastructure - challenging to deliver high quality consistent services
- Limited infrastructure – effects our ability to service all our communities effectively





**2026 Business Planning
Departmental Presentations**

Facilities, Parks & Properties

PRESENTED BY:

Valoree Richmond

Director, Facilities, Parks & Properties

Overview

- The **Facilities, Parks & Properties** department is responsible for:
- Planning, public engagement, design, development, asset renewal and operations for facilities, parks & open space, cemeteries, greenbelts/conservation lands, and stewardship of the urban forest
- Planning, development, renovation, maintenance and asset renewal for municipally owned buildings and facility energy management
- Managing the City's land holdings and property assets including negotiation, acquisition and disposition of City-owned properties

Staff Complement

- The Department is broken into 5 teams: Property Management, Facilities Operations, Parks Planning & Development, Park Services, and Special Projects all led by the Director of Facilities, Parks, and Properties
- There are five managers, 3 supervisors and 35 front line staff with additional Parks operations staff hired seasonally
- In 2025, the Parks Planning & Development team expanded to include:
 - One FTE Urban Forestry Coordinator
 - One FTE Urban Forestry Technician (move from Planning Dept.)
 - One Temporary FTE Tree Bylaw Administrative Clerk



Achievements

Strategy

- Completed the Recreation Feasibility Study
- Completed 8 public engagement processes for park-related projects
- Completed the Arts, Culture, Events and Heritage Service Review

Growth

- New neighbourhood park at Pazarena Place opened
- Design on new neighbourhood park in Silver Valley
- Expanded RCMP space with second floor renovation

Legacy

- Renovated and expanded Spray Park opened at Maple Ridge Park
- 1,000 Trees Initiative focused on east side urban area to bolster canopy
- Completed design for Japanese Memorial Garden

Improvements

- Established a service standard for boulevard maintenance and transitioned service
- Completed Energy study of 12 key city facilities to reduce corporate energy consumption and GHG emissions

Stewardship

- Support of community group stewardship activities in parks
- Led National Tree Day celebration

Continuous Improvements

Park Development

- Using design-build project implementation for faster delivery
- Incorporated Urban Forestry/Tree permitting into the Parks Planning & Development team
- Three successful tree planting grant applications totalling over \$580,000

Operational Efficiency

- Developed an RFP for a Facilities Management and Asset Tracking software
- Updated Strategic Energy Management Plan
- Investment in equipment leading to efficient task completion and reduction in physical strain resulting in decreased WorkSafeBC claims

Information Technology

- Developed a PRC Master Plan scorecard to support prioritization of work plans and annual business plans

Public Engagement

- Completed eight public engagements including the Recreation Feasibility Study, Volker Park Improvements, and the Arts and Culture Service Review

Key Challenges

- Cost increases and construction escalation for capital projects is an issue as tendering occurs after capital budgets approved by Council and fluctuating costs can at times exceed the budget allocated
- Increased ongoing maintenance demands and parking management due to high visitor volumes at signature park locations
- Managing public expectations on project timelines due to considerations such as geotechnical and archeological permitting that can add increased scope and complexity at project sites
- Asset Renewal with several facilities reaching mid-life
- Need for software solution for maintenance and asset management





2026 Business Planning Departmental Presentations

Engineering

PRESENTED BY:

Steven Faltas

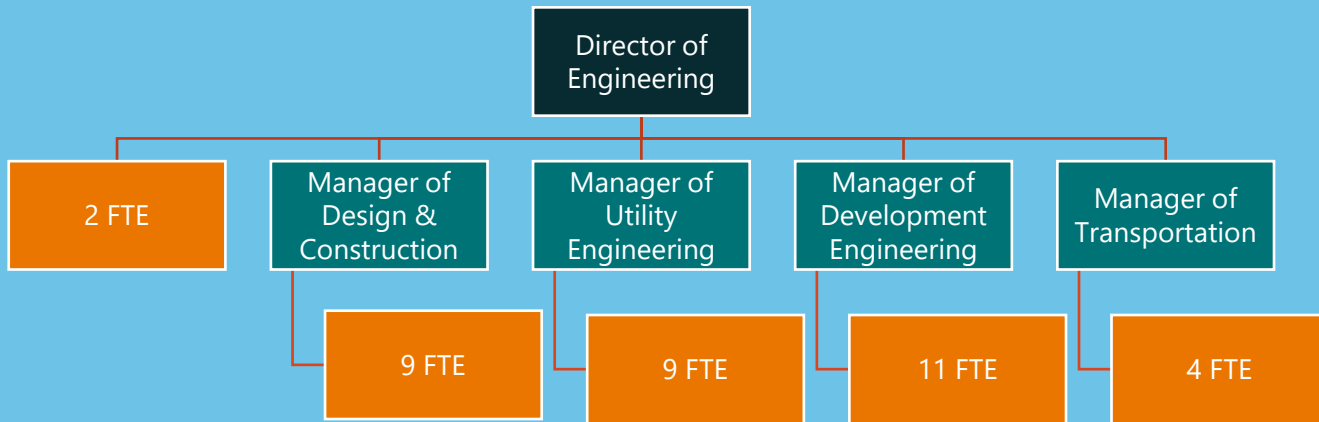
Director, Engineering

Overview

The Engineering department is responsible for:

1. Transportation
2. Utilities
3. Development Engineering
4. Design and Construction

Staff Complement



Achievements

Utilities

- Hennipen Creek Hydrological Study
- McKenney Creek Restoration Plan
- Mitigation Plan - increased MV Water Pressure
- 208 St & 225 St Sanitary Pump Station

Transportation

- BRT 30% Design ahead of TransLink
- Golden Ears Way Expansion Agmt
- Rural Road Safety Review
- LTCAP Transportation Assessment

Development Engineering

- Reviewed 150 + applications
- Updated 3 policies
- Significant progress with DSO & ESR
- Granite & Birch Watermain Projects
- Geotechnical Investigations - FR

Project Delivery

- 70+ active projects
- \$21M+ delivered to date in 2025
- Significant progress made on the Abernethy Way, Fire Hall 3, and 225 St Pump Station and Force main projects

Staffing

- 11 new hires
- 5 promotions
- Progressed People Plan

Continuous Improvements

Capital Planning

- Developed a new business casing process to tie capital planning to asset management and further optimize future capital allocation

Project Management Office

- Continued to develop a new project management framework

Staffing

- Completed People Plan for 2026 to 2027

Key Challenges

- Keeping up with the ever-growing capital portfolio
- Pressures from the development community
- Mitigating the impacts from climate change
- Staffing capacity





**2026 Business Planning
Departmental Presentations**

Planning & Building

PRESENTED BY:

James Stiver

Director, Planning & Building

Overview

Planning Division

Responsible for:

- Forming the long-term planning policies, strategies, and regulations to guide the future growth, development, and change of the City
- Reviewing and processing development applications for new housing, commercial, industrial and institutional development and providing recommendations to Council
- Environmental and soil/fill compliance and enforcement

Comprises 3 distinct groups:

- Community Planning
- Development Services
- Environmental Services

Overview

Building Division

Responsible for:

- Ensuring that construction and renovation projects comply with BC building and Fire Codes and regulations
- Fostering safe and sustainable development within our community through inspection and enforcement
- Educating the public and developers about safe and sustainable construction practices

Comprises 3 distinct groups:

- Permitting
- Inspections
- Plan Reviews

Staff Complement

Administrative:

- Director
- Deputy Director
- Manager of Permits and Inspections
- Manager of Community Planning
- Manager of Development and Environmental Services
- Confidential Assistant
- 2 Administrative Assistants, 1 Clerk

58 Front Line Staff:

- Inspectors
- Plan Reviewers
- Development Service Technicians
- Planners/Technicians
- Environmental Coordinators/Technicians



Achievements

Department Merger

- The Planning and Building Departments were brought together for efficiency and better alignment of work

Engagement

- Lougheed Transit Corridor Area Plan
- North 256 Industrial Area Plan
- Housing Updates to the OCP and Area Plans

Digital Applications

- Through the Development Service Optimization project, a new Building Permit application portal launched and processes modernized

Policy Development

- Housing Action Plan
- Social Planning (tenant protections, adaptable housing, family-friendly, age friendly)
- Advanced Housing Accelerator Fund initiatives

Provincial Requirements

- Exceeded year 1 Housing Target Order
- Updated the OCP and Area Plans to reflect new housing legislation
- Updated Development Procedures Bylaw

Continuous Improvements

Customer Service

- One City approach with Planning and Building Department for new digital online permit application portal
- Planner of the Day

Staff Training

- Staff attendance at the PIBC Planning, Housing Central, and BOABC Conferences
- 8 webinars hosted, lunch and learn sessions with staff
- 15 staff completing LinkedIn Learning courses
- 11 enrolled in certificate programs and training

People

- New management and staff bringing new ideas, procedures to the department
- New on-boarding processes, SOPs, guides established
- Cross functional project and collaboration teams established

Processes and Procedures

- Application forms, development policies, procedures and web content being reviewed and refreshed – 40% complete
- Digitization of historical paper files and microfiche - 20% complete

Key Challenges

- Changing provincial data, regulation, and reporting requirements
- Introduction of new systems, technology, and data management
- Digitizing processes
- Updating policies, procedures, processes
- Market slowdowns, cost of development
- Infrastructure improvement planning to accommodate growth





2026 Business Planning Departmental Presentations

Operations

PRESENTED BY:

Walter Oleschak

Acting Chief Operating Officer, Director of City Operations

Overview

Engineering Operations Department is responsible for the management and maintenance of the City's essential infrastructure, including roads, sidewalks, signage, street and traffic lighting, municipal fleet, and underground utilities such as water distribution, stormwater management, and sewage collection systems

The department also delivers snow and ice control services. Operations prioritize public health and safety, environmental stewardship, and the long-term protection of the City's significant investment in public works infrastructure

Staff Complement

The Department is made up of 97 inside and outside staff broken down by 5 Divisions with 4 managers

Ops Administrative Clerical – 5 Staff

Roads – Frank Gratzer – 25 Staff (plus 7 Time Duration Employees).

Sewer-Drainage/Fleet – Kirk McLeod – 25 (plus 4 Time Duration Employees).

Water – **Davin Wilson** – 19 staff (plus 4 Time Duration Employees).

Electromechanical – Mike Gjaltema – 10 Employees



Achievements

Admin/Stores Team

- The team has over 30 years combined Public Works experience
- Fielded 8032 external calls – an increase of 6.3% from 2023
- Supporting all departments with emergency supplies and daily consumables

Roads Team

- Maintained 580 km of municipal roadways including snow/ice events
- Resurfaced 29 road segments (10.9 km)
- Downtown cleanliness and public safety

Fleet/Sewer/Vegetation Team

- Emergency Flood Response
- Wheeled Excavator purchased
- McKenney Creek flood mitigation at Hospital – Culvert relining
- Fleet Electrification – Step Vans & Charging

Electro Team

- LED streetlight conversion of 5,200 city owned fixtures
- Upgraded SCADA network security and redundancy
- Implemented Advanced Traffic Signal Mgmt System
- Completed upgrades for 256 St. comm tower

Water Team

- 3035 Water Samples (35% increase)
- Cleaned 101km of watermain
- 2975 Hydrants Services
- 2365 Inspections - Reservoirs, Pump Stations & PRV's
- 33 Emergency Response Breaks
- 13,212 total Meter Reads

Continuous Improvements

Roads

- Strengthened winter operations readiness
- Implemented proactive risk mitigation, monitoring, and addressing flooding and landslide hazards to protect public infrastructure and maintain mobility

Fleet / Sewer / Vegetation

- Fleet Process Improvements (technological and financial - LIFT)
- Increased Sewer and Drainage service levels – Enhanced Flushing, CCTV, and inspection
- Service Based Budgeting

Electromechanical

- Expansion of City-wide traffic signal comms network
- Install, operation, and maintenance of EV fleet and public charging stations
- “See It, Report It” vinyl wraps applied to City-owned traffic signal cabinets
- 3 new portable emergency generators

Water

- Provincial and Federal Compliance (EOCP Level 4 System)
- Water Meter Program (Operating, Maintenance & Customer Service)
- Water Servicing Bylaw Updates
- Water Fee Updates
- Water Meter Design Criteria Updates

Key Challenges

- Complexities with Staff compliance training and training volume
- Staff retention and filling vacancies with staff that meet education and experience requirements
- Cottonwood landfill closure plan
- Maintenance Management System for Operations to prioritize city's significant investment in public works infrastructure
- Climate change / Weather events
- Staff Payroll – digital system to improve efficiencies and stats





**2026 Business Planning
Departmental Presentations**

Economic Development

PRESENTED BY:

Walter Oleschak

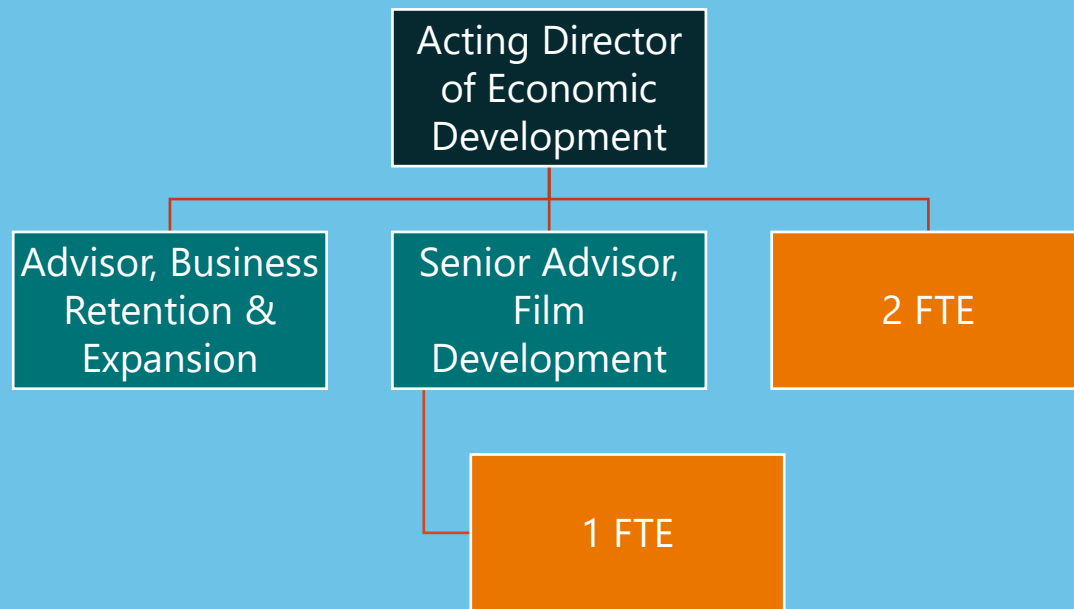
Acting Chief Operating Officer, Acting Director Economic Development

Overview

Economic Development has five main service areas:

- Investment Attraction
- Business Retention & Expansion
- Film Development, Promotion, & Permitting
- Tourism
- Partnership with external companies and organizations

Staff Complement



Achievements

Tourism

- Bikes & Bites cycling and food event (61 attendees, approx. 80% visitors)
- Fields of Flavours farm-to-table event (412 attendees, approx. 60% visitors)
- Distribution of tourism brochures across main traveller routes including ferries and the airport

Film Development

- Attracted largest production in world to "stage in MR"
- Featured in BC Business magazine as a "Star Municipality is Born"
- Nominated for EDAC Award for film kiosk and Film Maple Ridge project
- Launch of "Find a Location"

Film Operations

- Film revenue increased 30%
- 200 use-days at Waterfront Lot
- Film kiosk utilization saved over 234 tonnes of GHGs
- Updated Fees and Charges Bylaw charging equitable rates

Strategy Development

- Completion of Investment Attraction, Business Retention & Expansion, and Major Events Development & Attraction strategies and implementation plans

Tariff Response

- Taskforce established with Chamber of Commerce and Downtown Maple Ridge BIA
- Curated resources for businesses and residents

Achievements

Celebrating Women in Business

3rd annual collaboration with the Ridge Meadows Chamber of Commerce to honour the achievements of women in business

Campaigns

- Film Fridays
- Tourism Tuesdays
- Choose Maple Ridge
- 7 Days of Small Business
- Dine Out Vancouver

Innovation Challenge

5th annual Innovation Challenge showcasing innovation in the business community culminating in a celebratory event with the announcement of the winners

Home Show 2025

A collaboration of departments across the organization, focusing on the projects of interest to the community

7 Days of Small Business

One week of programming celebrating local entrepreneurs and the small businesses they run and recognizing the impact they have on the local economy. Collaboration with Business Licensing and Communications

Continuous Improvements

Digital office

- We are almost exclusively digital with our record and file management
- 82% average monthly reduction in printing from February 1 to July 31, 2025

Film Procedures & Tools

- Created and published online how-to guides for streamlining City film processes
- Created online "Find a Location" tool to support productions in fulfilling location needs

Events

- Online event registration & ticket sales
- Tracking of sales and attendance
- Live event check-in via mobile devices

Film Keys

- Installed lockbox outside Economic Development office to allow for all-hours collection/drop-off of keys for film productions

Key Challenges

- Shortage of commercial land
- Small team – limited cross-functional coverage
- Workspace – space constraints, functionality of space
- Profile – ensure that other departments are aware of EcDev, its role, and when and how to engage





**2026 Business Planning
Departmental Presentations**

Bylaws, Licensing and Community Safety

PRESENTED BY:

Michelle Adams

Director, Bylaws Licensing and Community Safety

Overview

The Bylaw, Licensing & Community Safety Department is integral to maintaining community standards and ensuring a safe environment for all residents

The department administers:

- Parking & traffic regulations
- Zoning regulations
- Property use & maintenance
- Noise control
- Animal management
- All other regulatory municipal bylaws
- Community Safety services

Overview

In addition, the department provides assistance and enforcement support for other City departments, including:

- Building
- Fire
- Planning Environment
- Parks
- Operations

The primary goal is to secure voluntary compliance wherever possible, prior to initiating more stringent enforcement measures

Overview

The department also oversees business licensing to ensure compliance with regulations that foster equitable practices and community well-being, and issue licenses to commercial, industrial, home occupations and non-resident businesses

Additionally, the department collaborates with the RCMP, Fire Department, and other agencies on community safety initiatives, addressing public safety concerns. By balancing business needs with resident welfare, the department aims to foster a harmonious and thriving community

Staff Complement

Exempt Staff – 4 Employees

Director of Bylaw, Licensing & Community Safety (BLCS)

Manager of BLCS

Manager of Social Wellbeing

Associate Manager of BLCS

Administration Staff – 7 Union Employees



Staff Complement

Enforcement Officers – 21 Union Employees

Senior Bylaw Compliance Officer

- 9 Bylaw Compliance Officers (BCO)
 - 5 BCO's General Duty
 - 4 BCO's Animal Control/Parks
- 2 Parking Officers

Senior Community Safety Officer

- 8 Community Safety Officers (CSO)



Achievements

SPCA Contract



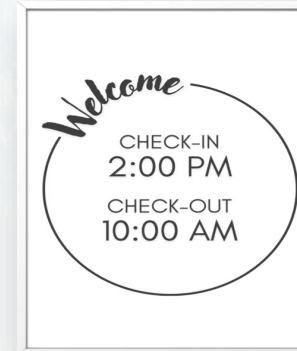
Animal Control



RCMP - CRU



STR's



Be Downtown



Continuous Improvements

Animal Control

- Contract renewal & collaboration
- New Animal Control Bylaw
- Process review & improvements
- Proactive work

Business Licensing

- New Business Licensing Bylaw
- Process review & improvements
- Online solutions
- Proactive work

LPR

- Project picked up by IT through BTCS
- Project Charter completed & work commencing
- Parking enforcement & Parking Pass solutions

Community Safety

- City Security
- Community Resource HUB
- PIT Table
- Fast Table
- ICT
- Frontline Outreach Leadership

Key Challenges

Animal Control:

- Dogs at large, bites & aggressive dog investigations

Neighbourhood Disputes:

- A changing social environment that creates conditions for very escalated situations

Community Safety:

- Officer safety
- Aggressive & violent individuals





2026 Business Planning Departmental Presentations

Fire Service

PRESENTED BY:

Dave Samson
Fire Chief

Overview

- Administration – Leadership
 - Service Excellence
 - Oversight
- Operations & Training
 - All Hazards response
 - Responded to 7044 calls for service
 - Over 32,000 training hours completed
- Community Safety & Prevention
 - Fire Code Compliance
 - Completed 2731 Inspections – 95% Completion
 - Public Education events - 63
- Emergency Management
 - Planning,
 - Emergency Operations Centre
 - ESS

Staff Complement

Administrative:

- Fire Chief, Deputy Chief, 5 Assistant Chiefs, Emergency Manager
- Confidential Assistant
- 3 Protective Services Clerks

Front Line Staff:

- 72 Career Firefighters
- 2 Training Officers
- 2 Fire Prevention Officers
- 50 Paid On-Call Firefighters



Achievements

Engagement

- Reintroduced Firehall tours, school-based presentations, hosted first Open House since 2020

Emergency Preparedness

- EOC upgrade, training & exercise
- ESS growth & activations
- Public education

Our People

- Implemented proactive health, wellness & performance initiatives

Community Safety

- Delivered 63 public education events and trained 35 firefighters on program delivery

Operations

- Consistent increase in emergency calls for service and continual relationship strengthening with partner agencies

Continuous Improvements

Prevention

- One City approach with Building Dept. for business license inspections

Training

- Transitioned all training materials to OneDrive
- Improvements to Paid-on-Call training schedule

People

- Frequent engagement with Union Executive and all levels of personnel
- EOC quarterly sessions for development with internal staff and external partners

Critical Infrastructure

- In depth planning for modernization of RMS
- Review of strategy for fleet replacement, emerging needs & maintenance

Key Challenges

- Scaling services to match rising call volumes, concurrent incidents and demands with growth
- Extreme weather events, opioid crisis, repetitive issue properties
- Firefighter health, safety and wellness
- Emergency Program funding source for core activities



The background is a dark teal color with a repeating pattern of stylized faces and stars. On the left, there is a large, circular, stylized face with multiple eyes and a mustache. On the right, there is a larger, more complex stylized face with multiple eyes and a wide mouth. The background is also decorated with numerous small, four-pointed stars scattered throughout.

2026 Business Planning Departmental Presentations

RCMP & Police Services

PRESENTED BY:

**Superintendent Adam Gander, Officer in Charge, and
Allison Macrae, Manager Police Services**

Overview

- Policing services in the City of Maple Ridge are provided by the Maple Ridge RCMP. Sworn officers, civilian staff, and volunteers work together to delivery community-based policing that supports public safety, crime prevention, and community well-being across the city
- Maple Ridge contributes to regional specialized units within the Metro Vancouver area, strengthening the city's capacity to respond to complex and high-risk investigations
- The Maple Ridge RCMP is supported by 54 FTE civilian staff who play a critical role in operational, administrative, and technical support, allowing officers to remain focused on frontline policing and investigative work
- The Maple Ridge RCMP leverages both technology and specialized equipment to meet the diverse geographic needs, which includes electric bikes, the detachment's first electric police vehicle, drones, and other valuable assets

Staff Complement

Officer in Charge
Supt.

Operations Officer –
Front Line Policing
(Insp.)

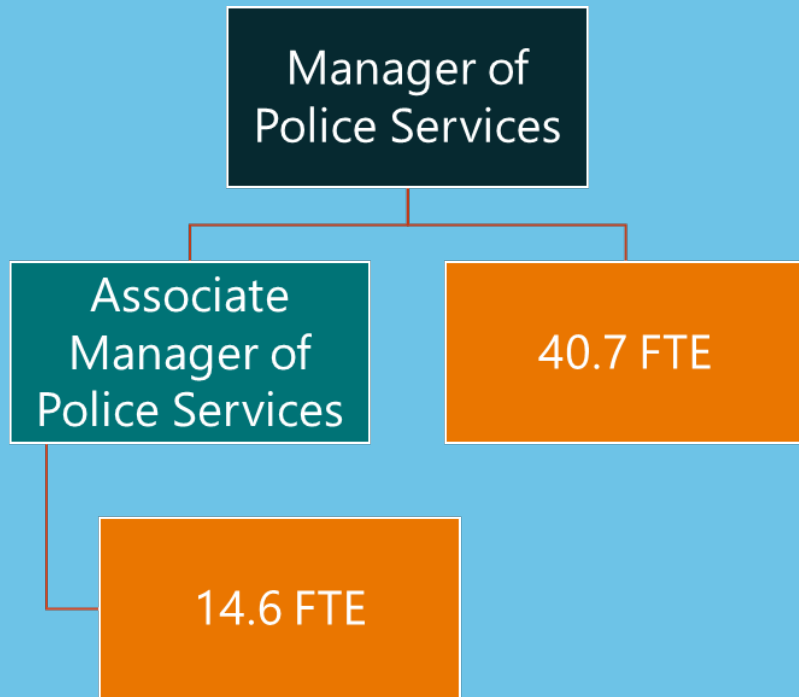
Operations Officer –
Investigative Services
(Insp.)

79 MR Resources
1 Prov Resource

41 MR Resources
2 Prov Resources



Staff Complement



Achievements

Proactive

- 108 Victim Services callouts
- 8,700 volunteer hours
- 76,000 vehicles by Speed Watch
- highest # of volunteers in the region

Community Connection

- FYRST – gaining attention for youth focused policing
- Increased youth footprint
- Establishment of CRU and targeting prolific offenders

Deintegration

- No operational impact to the community
- Successful staffing transition
- Minimal impact to operations
- Recognition as SME's

Technology

- Satellite communications
- AI Transcription
- Maple Ridge piloting electric vehicles and disclosure practices
- Drones

Operational

- 571 RTCC's submitted –up 15% from 2024
- 240 excessive speeding
- 23,313 calls for service – up 5%
- Amongst highest case load

Continuous Improvements

Training

- Expanded in-house training
- Practical, scenario-based training to enhance field readiness
- Joint training initiatives with municipal partners
- Ongoing investment in leadership development

City Focus

- Community responsiveness with an independent detachment to community specific needs
- Maple Ridge tailored volunteer program that exclusively serves the residents of Maple Ridge
- Operational priorities are being developed strictly for Maple Ridge

Community Outreach

- Use data to leverage CRU for further impact
- Enhancing our marine operations
- Youth engagement with our police officers and FIFA

Leverage Provincial Funding

- Pursue and leverage provincial funding
- Civil Forfeiture Program
- Community Safety and Targeted Enforcement (CTEP)
- Community Partnership

Key Challenges

- **Training and Onboarding Demands.**
 - Maple Ridge received 13 new cadets from Depot, while this strengthens long-term staffing, it has placed pressure on training, field coach resources, and supervisory oversight
- **Evolving Federal and Provincial Requirements.**
 - Ongoing changes at senior levels of government have affected policing operations:
 - Federally mandated body-worn cameras
 - Ongoing Federal exemptions to CDSA – Decriminalization
 - Provincially driven changes to disclosure practices
 - Requires significant adjustments on our day-to-day operations – both on the sworn member and civilian side
- **Police Response to Mental Health Calls**
 - 1,518 mental health calls for service in 2025
 - Average hospital wait time per month is 163 hours



Closing Thoughts

- 2025 was a year of significant evolution of service delivery
- Continuous improvements implemented across all departments
- Major milestones achieved
- Plans in place to address challenges on the horizon
- Business planning will confirm our continued pathway to deliver the infrastructure, services and programs that matter to our residents



Maple
Ridge

Thank You!