

Investment Attraction Strategy

CITY OF MAPLE RIDGE

MAY 2025



EBP 

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Executive Summary

The City of Maple Ridge, situated in British Columbia's Lower Mainland, is one of Metro Vancouver's fastest-growing communities, with a current population exceeding 105,000 and projections estimating growth to 150,000 within the next 15 years. To support this expansion and enhance the quality of life for its residents, the City is committed to diversifying its economy by attracting investments in sectors that will provide employment opportunities in growing and innovative sectors for Maple Ridge residents and help to balance the City's tax base.

The Investment Attraction Strategy contained in this document covers the work performed by EBP, a multi-national firm that specializes in economic development and investment attraction. This work includes data analyses, engagement with key groups and businesses in the local and regional economic development ecosystem, and opportunity matching to identify key industry sectors that the City of Maple Ridge is particularly well suited to focus investment attraction efforts towards. The insights from the EBP team's research and analyses informs the Strategic Action Plan and Costed Implementation Plan. This Investment Attraction Strategy was developed in parallel with a separate Economic Development initiative, the Business Retention and Expansion (BRE) Strategy. EBP has developed both strategies and refers to the BRE Strategy throughout this report.

The development of the Investment Attraction Strategy involved an in-depth analysis of existing economic networks, competitive advantages of the City relative to peer municipalities, and foreign direct investment trends to identify high-opportunity target sectors. The research team engaged with private sector representatives, local government, community groups, and other members of the regional economic development ecosystem in interviews and focus groups, gathering key insights into the City's business environment and the dynamics of and opportunities for improving investment attraction efforts in the City. Additionally, the research team conducted a thorough assessment of the City and region's physical assets through the eyes of a corporate site selector and evaluated their impact on the City's investment attraction efforts.

The analyses and research enabled the EBP team to evaluate the City's overall strengths and weaknesses, and the opportunities and threats that the City faces in attracting future investment. Similarly, the EBP team evaluated political, economic, social, and technological factors that may impact the City's ability to attract investment.

Building from this, the EBP team identified the following key industry sectors with strong growth opportunities for Maple Ridge as it works to develop a diversified, thriving economy – a summary of specific opportunities is provided in Table 1.

- **Film** (motion picture and video production)
- **Manufacturing** (food manufacturing, medical equipment, and aerospace)
- **Transportation & Warehousing** particularly as it may serve the other sector opportunities mentioned here
- **Professional, Scientific, and Technical Services** (especially related to engineering, architecture, environmental, Information Technology (IT), and communications)
- **Life Sciences** (diverse cluster comprising various subsectors, e.g., manufacturing, sports medicine, R&D)

Table 1. Summary of Industry Sector Opportunities

Sector	Opportunity
Film	<ul style="list-style-type: none"> • Build out a more complete film hub by supporting other sector activities, e.g., pre-production, planning, writing, casting, post-production, special effects, a sound stage, and acting school. • Support ancillary sectors that support film activity, e.g., construction, carpentry and other trades, accommodation & food services • Improve Maple Ridge's permitting ease and efficiency.
Manufacturing	<ul style="list-style-type: none"> • Ensure sufficient power and water services to support food manufacturing needs (e.g., water treatment and cold storage) • Foster school-to-work pipelines for local manufacturing via post-secondary programming in Maple Ridge. • Capitalize on Maple Ridge's proximity to an aerospace cluster and the region's strong R&D activity to foster manufacturing.
Transportation & Warehousing	<ul style="list-style-type: none"> • Explore opportunities for refrigerated transportation and warehousing to support food manufacturing and life science activity. Electric trucking may be advantages to support sustainability values. • Explore opportunities for air-based transportation, given local assets.
Professional, Scientific, & Technical Services	<ul style="list-style-type: none"> • Foster school-to-work pipelines via post-secondary programming in Maple Ridge. • Market underutilised or vacant commercial properties to attract subsectors (e.g., design, marketing, legal services, public relations) synergistic with the film industry, manufacturing, and life sciences.
Life Sciences	<ul style="list-style-type: none"> • Explore the feasibility and market demand for wet lab spaces or other specialized facilities for life sciences.

Building on the insights gained from the work described above, the EBP team has developed a comprehensive Strategic Action Plan and Costed Implementation Plan outlining a series of initiatives for the City to implement within the next five years. Included in the plan are detailed descriptions of each action item, as well as associated timelines, priority levels, responsible parties, and cost estimates for implementing each action. This plan will help the City refine its vision for its economic future and ongoing operations, hone its brand and marketing efforts, improve outreach and networking to attract new investment, and better support local businesses. Major activities of the Strategic Action Plan are summarized below:

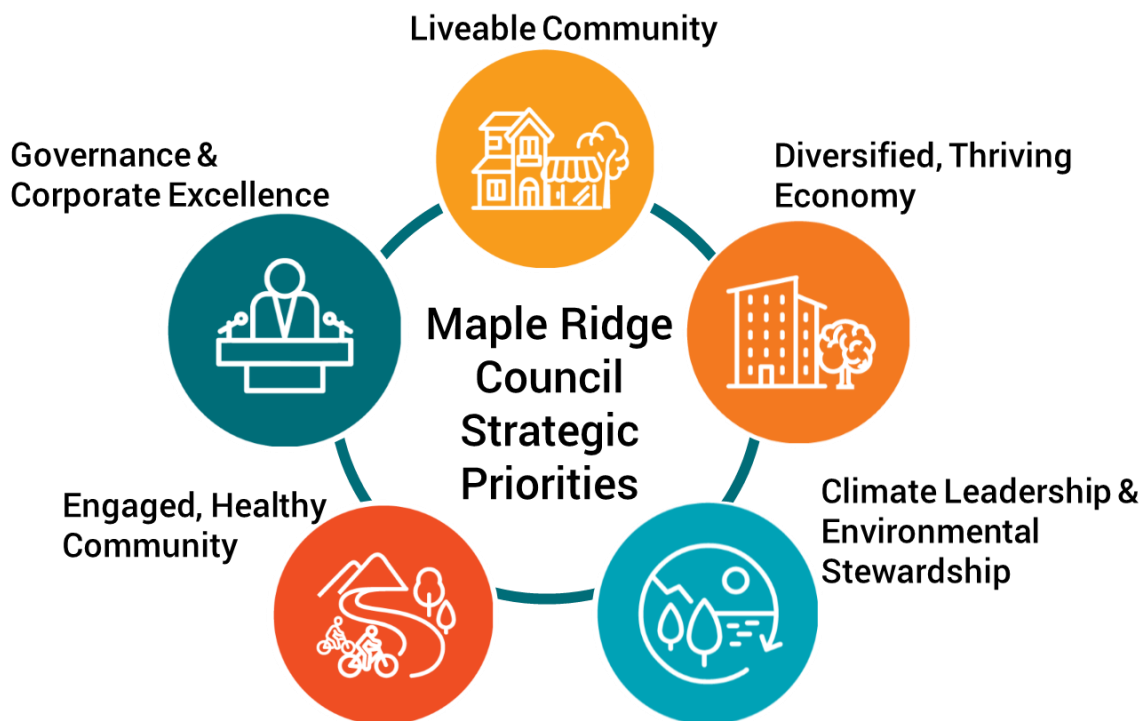
Table 2. Summary of Recommendation Areas and Action Items

Recommendation Area	Action Item
Economic Development Vision and Operations	<ul style="list-style-type: none"> • Lead on a Unified Vision for Economic Development in the City • Deploy targeted interdepartmental communications • Continue to streamline permitting and regulatory processes • Adopt data collection and dissemination best practices • Advocate for policy that supports Economic Development in the City
Branding and Marketing	<ul style="list-style-type: none"> • Develop updated marketing materials for investment attraction in key sectors • Improve wayfinding for Economic Development services on City website • Develop dedicated web content for investment attraction
Industry and Local Business Networking and Communications	<ul style="list-style-type: none"> • Prioritize industry networking • Continue to engage with local businesses & partners in the regional Economic Development ecosystem
Community Outreach and Public Relations	<ul style="list-style-type: none"> • Proactively influence positive community perceptions • Continue to support community and placemaking events that generate economic activity in Town Centre
Infrastructure and Business Supports	<ul style="list-style-type: none"> • Maintain Inventory of Local and Regional Physical Assets that support investment attraction and business retention • Proactively create investment-ready sites • Prioritize the establishment of a reliable hotel in the City

1. Introduction

As the City of Maple Ridge works to further the priorities laid out in the Maple Ridge Council Strategic Plan 2023-2026, the Investment Attraction Strategy should be considered as a key tool for helping the City to develop a diversified and thriving economy through focused investment attraction efforts in key industry sectors that will provide high-value employment opportunities for Maple Ridge residents and grow the City's non-residential tax base.

Figure 1. Maple Ridge Council Strategic Priorities



Source: Maple Ridge Council Strategic Plan. Figure developed by EBP.

In an effort to support a diversified, thriving economy in the City of Maple Ridge, the Investment Attraction Strategy has been developed with the following goals, as shown in the figure below.

Figure 2. Goals of the Investment Attraction Strategy

In addition to seeking alignment with the Council Strategic Plan 2023-2026, the EBP team reviewed other City of Maple Ridge strategies and plans, as well as plans and studies at the regional, provincial, and federal levels in order to ensure alignment with the goals and priorities of these plans. These include the following documents.

Maple Ridge

- City of Maple Ridge Economic Development Strategy 2021
- City of Maple Ridge Tourism Strategy 2022
- Maple Ridge Retail Market Analysis 2023
- Hotel Market Study 2022
- Ridge Meadows Post-Secondary Needs Assessment 2023
- City on the Move, 2023 Annual Report
- Maple Ridge Moves, Transit Infrastructure Portfolio Overview
- Financial Overview Report, Financial Plan 2024-2028
- Maple Ridge Film Activity Report, 2024
- Maple Ridge Sector Profiles
- Maple Ridge Industrial Impact Analysis, 2024
- Maple Ridge Strategic Transportation Plan, 2023
- City of Maple Ridge Zoning Bylaw No. 7600-2019, 2024
- City of Maple Ridge Sanitary Master Plan, 2016
- City of Maple Ridge Official Community Plan, 2014 (last amended 2020)
- Sanitary Master Plan, 2016
- Area Concept Plans and Neighbourhood Plans

- Urban Forest Management Plan, 2024
- Housing Needs Report, 2024
- Proposed Housing Action Plan, 2024
- Quarterly Hiring Demand Summaries, 2023

Regional and Provincial

- Metro Vancouver, Metro 2050: Regional Growth Strategy, 2022
- Transport 2050, Regional Transportation Strategy
- BC Trade Diversification Strategy, 2023
- Invest Vancouver Website and Key Industry Sectors
- Invest Vancouver FDI Opportunities Monthly Reports, 2024
- Fraser Valley Alliance FDI Sector and Target Market Analysis and Investment Readiness Strategy
- Provincial Housing Supply Act
- BC Agricultural Land Commission Website and Maps

Federal

- Canada's Indo-Pacific Strategy 2023
- Canada's Defence Vision: Our North, Strong and Free
- Industry Profile of Screen-Based Media in Canada, 2023

2. Investment Attraction Best Practices

This section outlines best practices and principles in investment attraction. It serves to both clarify the principles embedded in EBP's methods and recommendations, and as a dynamic checklist the City of Maple Ridge ("the City") can continually use for investment attraction efforts.

Figure 3. Investment Attraction Best Practices



Know Your Community

Investment attraction is not an armchair exercise; maintain ongoing conversations with individual local businesses. To keep a pulse on the region's competitive aspects and anticipate future threats and opportunities, foster ongoing conversations with industry leaders:

- Directly engage with local companies in potential target sectors to gain firsthand understanding of industry trends and local (dis)advantages. Understand how businesses operate and what keeps them (or not) in the region. Don't simply rely on a handful of highly engaged businesses. Relying on a small number of the vocal businesses can lead to a biased (often rose-coloured) understanding of a community. Take proactive steps to speak with businesses have recently departed or declined to invest in the region. Hosting one-on-one BRE meetings may also yield more honest and diverse takeaways than large business roundtables where only a handful of businesses speak.

Develop a thorough understanding of current industry dynamics, including prevalent challenges, emerging trends, and potential growth opportunities. Keep an eye on what regions attract foreign direct investments in sectors of interest.

Understand the community's competitive (dis)advantages. A successful investment attraction strategy begins with understanding your community's strengths and gaps. This involves thoroughly mapping production and distribution networks and industry interconnections. By tracing how goods and services move through the local or regional economy, the City can identify local competitive advantages that will make a compelling value proposition. Common factors include infrastructure (transportation, water, electric, gas, broadband), cost of living, non-residential tax rates), proximity to feedstock and secondary businesses, and market access. Regularly mapping the region's strengths, weaknesses, opportunities, and threats offers an opportunity to show what the jurisdiction has done to improve conditions and how it could offer further support to close gaps.

While the City or region should not lead with its disadvantages in its marketing materials, it is important to openly discuss them during internal strategy development. It is crucial to be honest conversations around disadvantages so that the City or region is clear on what factors are within their control (and to form appropriate strategies to mitigate or improve these factors), and to have a clear understanding of factors that are outside of the City or region's control.

Identify sector gaps. A strategic sector gap analysis helps communities identify unmet consumer and producer needs and potential business opportunities. This process goes beyond simple observation, requiring professional insights into supply and demand thresholds and market dynamics. By systematically analyzing current goods and services and conducting local surveys of businesses across the supply chain, communities can pinpoint precisely which new businesses would not only survive but thrive in their local ecosystem, as well as businesses that are at risk and may not survive in coming years. Moreover, the City's economic development team is uniquely positioned to connect businesses with each other and identify possible innovations that will fill gaps.

Targeted Efforts

One of an economic development organization's (EDO's) primary challenges is to discern what activities will yield the greatest impact on the local economy. At the same time, it is important that an EDO not overextend its resources due to mission creep, i.e., the slow expansion of its scope of activities. For investment attraction, this means that focusing on a value proposition that plays to the community's strengths and is tailored to just a handful of target industries.

Remain highly focused on a few key sectors and avoid a “shotgun” approach. To maximize the impact of investment attraction efforts, the City should focus on a select few industries with the highest potential for successful attraction efforts. For example, the City should be selective in how many resources are dedicated to responding to non-target inquiries.

Target sectors should align with the City’s existing assets, workforce strengths, infrastructure, and political priorities. In selecting target industries, a city should consider:

- Alignment with Local Attributes: Focus on sectors that match the City’s current economic foundation, such as workforce skills, available facilities, and regional supply chain capabilities.
- Demonstrated Growth Potential: Prioritize industries with a track record of consistent growth or those that show resilience in challenging economic conditions.
- Supply Chain Adaptability: Target industries that are less vulnerable to disruptions in international trade and can adjust to shifts in foreign trade policies by diversifying suppliers.
- Economic Fit: Choose sectors where the City can offer a unique competitive advantage, such as proximity to resources, favorable logistics, or access to specialized talent.
- Political viability: Consider Council’s priorities and ensure political support for target sectors and proposed strategies. Identify political risks that could complicate or derail a particular strategy. Actively seek a political champion to promote the proposed target sector strategy.

Holistic Approach

Investment attraction is more than just promoting available sites. It’s about demonstrating a region’s economic and community vitality.

Align attraction efforts with the broader economic development strategy. Ensure that investment attraction efforts are not pursued in isolation but are integrated with the City’s overarching economic development strategy. Every initiative should be a deliberate, strategic move that directly connects to the broader economic vision of the community. Similarly, it is important that all departments work toward this shared strategy – from those maintaining infrastructure to those building GIS maps and those processing development or building permits. The City’s economic development staff play a role akin to a coach in that they help channel and coordinate all stakeholders’ efforts. Alignment across the entire economic development ecosystem promotes coherence and prevents scattered efforts.

Align attraction efforts with broader community goals. Community goals can be distinct from economic goals, although both are rolled up into one strategy. Balancing community and economic priorities is especially important in areas that are somewhat economically mature or where there may be latent or existing opposition to change or “overdevelopment.” By distinguishing these different goals, the City can make a more compelling vision that gains more engagement and support from its diverse stakeholders.

Do not neglect talent attraction. In past decades, economic developers were often focused on “smokestack chasing” – attracting big employers, often in manufacturing. But due to economic and workforce shifts, investment attraction has become more about creating a holistic ecosystem of economic vitality. To that end, it is important that the City foster the amenities and sense of place that attract the talent best suited for the City’s target sectors. Assess the current talent pool, identify in-demand skills, and create strategies to attract and retain the talent that makes your community attractive to potential investors. Develop a comprehensive approach that focuses on building—and marketing—a high quality of life with diverse amenities.

Talent attraction has taken on even more importance amid a shift toward more remote/hybrid work and at-home businesses. Remote/hybrid workers, who may occasionally commute to more distant employment hubs like Vancouver, bring economic value to Maple Ridge. The City can foster key amenities like high-speed internet and downtown vibrancy to attract and retain talent.

Develop and track diverse metrics. Job creation and retention and capital expenditures are still key metrics, but they are not the end-all-be-all of economic development. Consider metrics that focus on job quality, resilience, and the experience of doing business in the City. For example, how vulnerable are certain industries and jobs to volatile markets, technological changes, and supply chain changes? Metrics can be qualitative or quantitative. For example, the City can not only track how long development and building permit issuance takes but also whether the processes are clear, replicable, and give prospective investors the confidence they need to move forward.

High Visibility

To compete globally, the City must enhance its online presence and build strong investment networks. A clear value proposition, showcased through professional digital platforms, and strategic relationships with industry leaders can significantly boost visibility. Moreover, marketing resources must be visually engaging, have accessible data, and be easy to navigate to quickly identify key issues for target industries.

Promote a highly visible value proposition tailored to target audiences. Marketing materials designed to attract investors should not have the same tone as government-to-resident

communications. Instead, investor-oriented materials should be more similar to business-to-business (B2B) marketing.

One key tool in tailored marketing is online presence. Online platforms can provide visibility and exposure to investors. For example, the City of Glasgow recently launched a [tech ecosystem platform](#) targeted toward governments, venture capitalists, banks, corporate investors, and startups. Using storytelling through case studies, the platform creates a compelling narrative. Moreover, the existence of an up-to-date, aesthetic platform signals that the City is poised to work with investors to connect them with the right individuals.

[Waterloo EDC](#) (Ontario) is another example of an information-packed site. Note also that Waterloo EDC offers diverse and customizable services and resources (e.g., custom data packages, maps) for specific industry clusters. Their automated system not only reduces labour but also captures contact information for prospective investors, enabling the City to better track and engage businesses.

[Invest in Murcia](#) (Spain) offers another good model for an engaging and navigable website. Murcia is noted for its high win rate for FDI projects.

It is important that such online tools are designed to be accessible for not only desktop users but also mobile phone users.

Leverage all brands at the City's disposal. The City of Maple Ridge can benefit from using various brands tailored to different investors who may have varying degrees of familiarity with the region, province, or country. For example, from an international perspective, the City can leverage the “Canada” brand, but when competing within North American or regional markets, it can lean more on its British Columbia or Metro Vancouver brand. The City's economic development team should feel prepared to address questions from the federal level to the local level.

Grow and leverage an investment network. Build a comprehensive network of industry leaders and potential investors across target economic sectors. Cultivating key relationships can create a multiplier effect, where initial connections amplify the City's investment profile through extended professional networks. By fostering strategic collaborations, the City can develop a sophisticated and effective approach to attracting investment opportunities.

Routinely benchmark against competitor regions with an eye on global competitiveness.

Systematically benchmark your city by closely monitoring performance against peer municipalities, regional competitors, and global industry leaders. Track critical metrics including investment rates, talent attraction, infrastructure development, and regulatory environments.

Extend analysis beyond local boundaries to gain insights from international economic ecosystems.

Remember that investment attraction is a *global* question. By maintaining a comprehensive, dynamic perspective on comparative economic indicators, cities can identify competitive advantages, address potential gaps, and strategically refine their economic development approaches. However, if local competitors are not globally competitive outside the immediate region, it is critical to benchmark against the global competitors. It is important that a City not rest on its laurels because it is the most competitive among its immediate neighbours if it is still not nationally or globally competitive.

Preparedness

Effective investment attraction starts with preparation. The City must ensure it has the tools, resources, processes, sites, and approvals in place to meet investor needs through a seamless investment attraction protocol. Governments must strive to respond quickly and effectively to meet private investors' expectations.

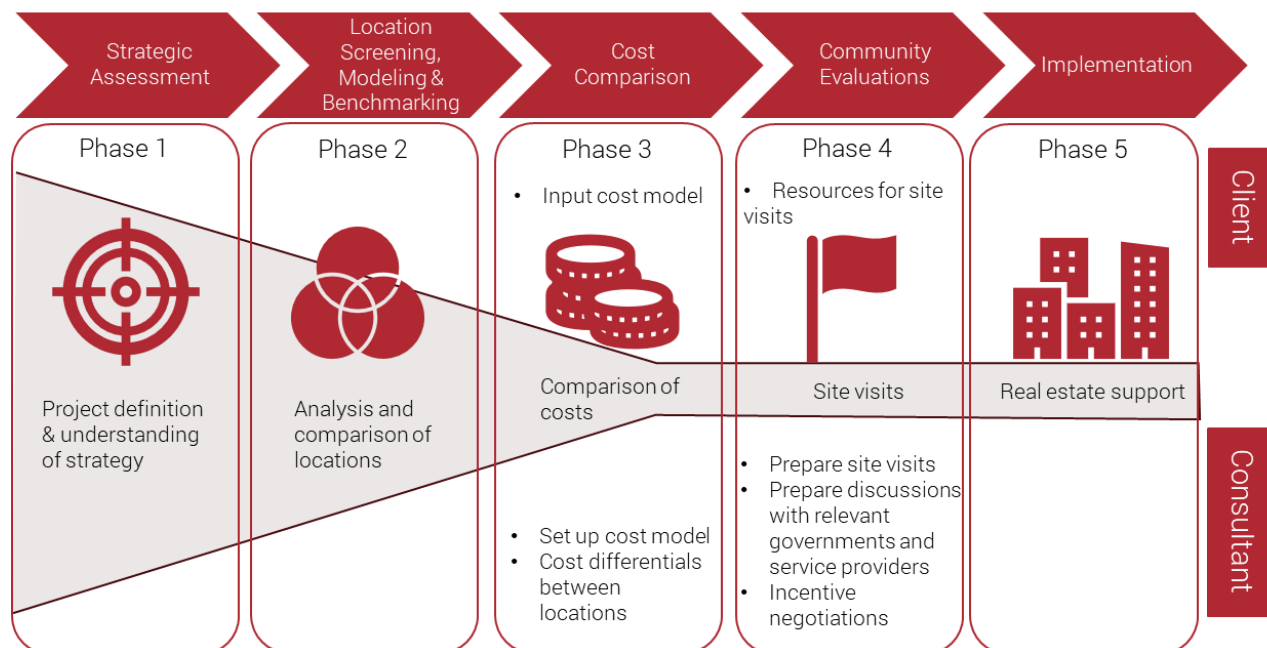
Identify and prepare investment-ready sites. Create a comprehensive, accessible, and up-to-date inventory of zoned and serviced commercial and industrial lands. Ensure that potential investors can easily visualize and access suitable locations for their businesses. Having clearly defined, ready-to-develop sites is crucial in making your community an attractive destination for new investments. Consider how the City can leverage City-owned property.

Invest in the right tools. Technology is critical for improving the City's visibility and reach to global audiences. Conduct research on what tools (e.g., Zoom Prospector, fDi Markets, FT Locations) work best for the City's target industries. It's also important to note that data is only as useful as the actionable insights it provides. As for customer relationship management (CRM) tools to respond to inquiries from prospective investors, consider what target sector representatives will be most interested in. There should be a clear inquiry response process and industry-specific FAQs that anticipate investors' needs. Also prioritize inquiries from industries for which the City is competitive; don't overextend resources to address low-prospect or low-priority opportunities.

Audit the City's lead generation and business recruitment process. Conduct a thorough review of each step in the economic development team's recruitment strategy, from handling initial inquiries to supporting site selection. Evaluate how effectively the City communicates with potential investors, provides necessary information, and addresses challenges. This process should identify gaps in communication, inefficiencies in response times, and any barriers that could discourage investment along each of the steps identified in Figure 2. Speak with existing

businesses and investing businesses to incorporate their feedback. Ongoing assessment helps ensure the City remains a fast-acting and investment-ready location.

Figure 4. The typical corporate site selection process



Implement, monitor, and continuously improve. Launch your investment attraction strategy with a commitment to ongoing evaluation and adaptation. Conduct regular progress reviews, assess your achievements against initial objectives, and be prepared to adjust your approach in response to changing economic conditions. Recognize that successful investment attraction is a long-term, dynamic process requiring patience and flexibility.

3. Engagement with Relevant Groups

In coordination with the Economic Development Department, the EBP team conducted in-person focus groups in January 2025 with local businesses, community organizations and partners, and members of the local and regional economic development community to gather key insights on the experience of doing business in and with the City of Maple Ridge. The focus groups included discussions about processes and structures that impact the City's ability to successfully attract investment, and to support business retention and expansion. Specific topics included the City's regulatory processes, business environment, marketing and promotion efforts, and the current state of land development and infrastructure in Maple Ridge.

Key findings and opportunities identified during the focus groups are summarized in the table below. For more detail on the in-person focus groups, please see the BRE Strategy and Implementation Plan.

Table 3. Key Findings and Opportunities for Maple Ridge as identified in Focus Group Sessions

Challenge faced by the City	Resulting Implications for Businesses	Opportunities for the City Leadership
Infrastructure Gaps	Businesses must invest heavily in basic amenities like water and sewer services, leading to increased costs (e.g., up to \$300 million for water upgrades in some areas).	Streamline communication, implement modular infrastructure solutions, and ensure leadership support for growth-focused policies
Limited Industrial Land	Businesses struggle to find suitable locations for operations and expansion, restricting economic growth.	Identify and rezone land for industrial use and explore mixed-use developments to optimize available space
Transportation Connectivity Issues	Congestion, particularly on Lougheed Highway and Golden Ears Bridge, creates logistical challenges and increases transportation costs.	Advocate for regional transportation improvements and explore mobility solutions to ease congestion
Slow Permitting and Approval Processes	Lengthy timelines (up to 2.5 years instead of 6 months) discourage investment, delay project completion, and put government grants at risk.	Streamline approval processes by enhancing interdepartmental coordination

Challenge faced by the City	Resulting Implications for Businesses	Opportunities for the City Leadership
		Better support and improve awareness of concierge services within EcDev team to keep businesses informed through the process
Insufficient Temporary Accommodations	Lack of hotels and short-term housing impacts industries like film and construction, making it harder to attract workers.	Encourage hotel and rental housing development through incentives and partnerships with private developers
Lagging Commercial Development	Residents commute outside the City for amenities and services, reducing local consumer spending and business viability.	Support local business growth by attracting retail and service-sector investments to enhance commercial offerings, such as celebrating 'Shop Local Week'
Historical Lack of Interdepartmental Collaboration	Inefficient processes and bureaucratic delays worsen business development challenges, causing frustration among business owners.	Strengthen EcDev's role in interdepartmental working groups to improve communication and accelerate decision-making

4. Benchmarking Analyses

The EBP team conducted several data analyses to benchmark the City of Maple Ridge's competitive position against various local and global competitors. These data analyses also explore trends in foreign direct investment, employment, and other economic indicators that reveal sectors where the City of Maple Ridge and the Metro Vancouver Region excel. These analyses ultimately help the EBP team to identify fast growing industry sectors in which the City is well suited to attract investment.

FDI Benchmarking Analysis

fDi Markets is a comprehensive database that tracks greenfield foreign direct investments (FDI) globally. It provides real-time data to identify trends, opportunities, and drivers in cross-border investment activity. The database includes detailed information on over 130,000 active investors and allows analysis by source market, destination market, sector, subsector, and business activity.

EBP reviewed FDI projects using fDi Markets from January 2020-December 2024 at the national, provincial, and municipal levels by sector, subsector, and business activity. This analysis allows us to evaluate the competitive marketplace and potentially identify new trends the City may wish to consider in its positioning.

Generally, sectors with high job creation tend to be labour-intensive and align well with the City's areas of interest, including software & IT services, biotechnology, consumer products, and renewable energy. Sectors with high CapEx spending tend to include extractive industries like nonrenewable energy and mining, manufacturing, renewable energy, real estate, and transportation and logistics. Several of these sectors tend to have high job creation and CapEx spending and align well with the City's areas of interest.

This analysis includes tables listing top sectors in which jobs were created in the last five years, and associated Capital Expenditures (CapEx). Given the City's rapidly growing employment base, population density, and location in the Vancouver metropolitan region, we believe prioritizing high job creation sectors—some of which also have high CapEx spending—is the most useful lens through which to examine FDI trends.

fDi Markets lists just one project associated with the City of Maple Ridge—the 2023 E-One Moli Energy (Molicel) plant—in the last five years. Vancouver has much better data availability, and we used Vancouver FDI as a proxy for understanding industries in which Maple Ridge may compete.

Throughout this analysis, jobs are presented as count of single jobs and CapEx as millions or billions of US dollars. Companies do not always release public information on investment amount or job creation; fDi Markets uses a proprietary econometric algorithm to estimate jobs and investment value where the actual figures are unknown. In lists of source markets and sectors, data is discussed in descending order of magnitude.

High-investment FDI Sectors by Geography

Destination: Canada

Table 4. Sectors with Greatest Job Creation, 2020-2024

Sector	Jobs	CapEx (US \$M)
Software & IT services	57,554	20,336
Consumer products	21,598	5,136
Electronic components	12,909	20,176
Business services	12,156	1,938
Automotive OEM	8,158	13,538

Table 5. Subsectors with Greatest Job Creation, 2020-2024

Subsector	Jobs	CapEx (US \$M)
Custom computer programming services	23,434	3,329
Software publishers, except video games	18,764	9,436
Non-store retailers	15,125	2,760
Batteries	10,412	18,038
Video games, applications and digital content	7,085	3,867

Table 6. Business Activities with Greatest Job Creation, 2020-2024

Business Activity	Jobs	CapEx (US \$M)
Manufacturing	43,021	72,253

Business Activity	Jobs	CapEx (US \$M)
Research & Development	33,543	20,831
Business Services	31,659	3,718
Logistics, Distribution & Transportation	30,909	8,818
Sales, Marketing & Support	19,347	5,855

Jobs Trends: Canada

Software & IT services was the sector with the most jobs created by companies from any origin, with top source markets including the US (27,913), India (8,472), the UK (4,320), France (2,906), and Germany (1,039).

France- (3,246) and UK-based companies (1,894) created significant jobs in the business services sector. Companies from Germany (3,975), the Netherlands (3,150), and Sweden (3,050) created significant jobs in the electronic components sector.

The US created the most jobs in the Software & IT services and Consumer products (18,750) sectors.

CapEx Trends: Canada

The greatest CapEx investment categorized by source country came from companies in Germany in the electronic components sector at almost \$7 billion in five years. Other countries investing in the Canadian electronic components sector include Sweden (\$5 billion), the Netherlands (\$4.268 billion), Switzerland (\$910 million), and the United States (\$731 million).

The US made significant CapEx investments totaling \$11 billion in software & IT services, \$10.9 billion in communications, and \$5.4 billion in automotive OEM. Japanese companies led CapEx investment in automotive OEM at \$6.6 billion.

Destination: British Columbia

Table 7. Sectors with Greatest Job Creation, 2020-2024

Sector	Jobs	CapEx (US \$M)
Software & IT services	6,634	2,387
Consumer products	2,678	360

Communications	1,893	2,450
Transportation & Warehousing	1,309	592
Business services	1,243	278

Table 8. Subsectors with Greatest Job Creation, 2020-2024

Subsector	Jobs	CapEx (US \$M)
Custom computer programming services	2,898	243
Non-store retailers	2,525	509
Software publishers, except video games	2,443	1,297
Motion picture & sound recording industries	1,601	1,791
Warehousing & storage	837	364

Table 9. Business Activities with Greatest Job Creation, 2020-2024

Business Activity	Jobs	CapEx
Logistics, Distribution & Transportation	4,881	1,400
Research & Development	4,672	3,692
Business Services	4,397	570
Sales, Marketing & Support	1,880	517
Manufacturing	1,349	2,437

Jobs Trends: British Columbia

Table 7 presents FDI in British Columbia by sectors that added the most jobs in the last five years. Those with high job counts and CapEx added include Software & IT services and Communications, with over US \$2 billion in CapEx each. Software & IT services appears as a sector with exceptionally high jobs added as well as CapEx investment.

By sector, the US created 3,581 jobs in the software & IT sector, a smaller but still notable number in communications, transportation & warehousing, and business services (under 1,000 each). By subsector, the greatest number of jobs by source market were created by US companies in Non-store retailers (2,525) and Software publishers, except videos games (1,704), followed by custom computer programming services by Indian companies (1,247).

CapEx Trends: British Columbia

The largest CapEx invested in British Columbia in the last five years was in Software and IT services by the US (\$1.663 billion)—far outpacing the next largest source market in this sector, Switzerland (\$345 million). The US also invested significant CapEx in communications (\$1.313 billion), consumer products (\$630 million), and transportation and warehousing (\$168 million).

Other investments of note include one project worth \$175 million from South Korea in the communications sector, along with investments from India (\$317 million), the UK (\$300 million), and New Zealand (\$158 million).

It is worth noting that the US \$1 billion investment by E-One Moli Energy (Molicel) in Maple Ridge is listed in fDi Markets under the British Columbia destination market, belonging to the Electronic components sector, Batteries subsector, and Manufacturing business activity. No location motive was cited in publicly available communications for this investment. Originally announced in December 2023, the project has since been put on hold, with the investor stating “the economics of battery power electrification have [since] changed”¹. The project is expected to create 350 permanent jobs in Maple Ridge. From January 2020-December 2024, this is the only FDI project available for the City of Maple Ridge in fDi Markets.

By subsector, batteries received the largest amount of CapEx investment originating primarily from Taiwan (\$1 billion), Norway (\$516 million), and Germany (\$500 million). Switzerland invested \$345 million in software publishers except video games. The US had almost \$682 million in investment in the motion picture and sound recording subsectors, including two projects by parent company Disney.

By economic activity, the most investment was made by the US in Research & Development

¹ <https://www.msn.com/en-ca/money/other/investor-hits-pause-on-billion-dollar-maple-ridge-battery-plant-expansion/ar-AA1vhWON?ocid=BingNewsVerp>

(\$2.398 billion), far exceeding the next leading investment amount from the UK in the same area (\$429 million). Manufacturing was next largest activity receiving investment from Taiwan (\$1 billion), Norway (\$516 million), Germany (\$500 million), and the US (\$319 million).

Destination: City of Vancouver

Table 10. Sectors with Greatest Job Creation, 2020-2024

Sector	Jobs	CapEx (US \$M)
Software & IT services	5,276	2,139
Communications	1,417	1,925
Consumer products	1,153	315
Business services	1,054	231
Transportation & Warehousing	870	341

Table 11. Subsectors with Greatest Job Creation, 2020-2024

Subsector	Jobs	CapEx (US \$M)
Software publishers, except video games	2,443	1,297
Custom computer programming services	1,951	198
Motion picture & sound recording industries	1,283	1,457
Nonstore retailers	1,000	194
Warehousing & storage	758	330

Table 12. Business Activities with Greatest Job Creation, 2020-2024

Business Activity	Jobs	CapEx (US \$M)
Research & Development	3,695	2,953
Business services	3,141	453
Logistics, Distribution & Transportation	2,123	605

Sales, Marketing & Support	1,584	426
Technical Support Centre	184	19.8

Jobs Trends: City of Vancouver

Most jobs were created by US companies in software & IT services (2,985) and Consumer products (1,153), followed by communications (551). The UK (631), India (610), and France (184) also created jobs in Software & IT, though the US created over three times more than the next leader. The UK (282) and India (264) created a moderate number of jobs in communications. The UK created 370 jobs in Business services. The UAE created 641 jobs in Transportation & warehousing.

CapEx Trends: City of Vancouver

The US invested the highest amount of CapEx in software and IT services (\$1.456 billion). Switzerland was the next leader, with less than a quarter as much investment (\$345 million). The US also invested \$963 million in communications and \$315 million in consumer products. UAE companies invested \$260 million in Transportation & warehousing.

By subsector, US-based companies made the greatest investment in software publishers, except video games (\$796 million) followed by motion picture & sound recording industries (\$524 million). The US also invested in Other Software & IT services (\$427 million) and Data processing, hosting, & related services (\$439 million).

Top Source markets for FDI

Destination: British Columbia

Table 13. Source markets with greatest job creation, 2020-2024

Sector	Jobs	CapEx (US \$M)
United States	9,374	4,695
India	1,793	450
United Kingdom	1,423	536
UAE	698	286
Germany	445	585

Jobs Trends: British Columbia

Top origin countries for projects creating jobs in British Columbia include India, US, UK, Japan, Switzerland, and Australia. Within the US, top source markets were Washington, California and New York.

CapEx Trends: British Columbia

Source markets with the highest total of CapEx investments in the last five years in British Columbia include the US, Switzerland, the UK, India, and New Zealand. Within the US, top source markets were California, Washington, New York, and Pennsylvania.

Destination: City of Vancouver

Table 14. Source markets with greatest job creation, 2020-2024

Source Country	Jobs	CapEx (US \$M)
United States	5,365	2,987
United Kingdom	1,283	507
India	1,073	418
UAE	669	274
Australia	329	38.8

Jobs Trends: City of Vancouver

Top origin countries for projects creating jobs in Vancouver include the US, UK, India, UAE, and Australia. Within the US, top source markets were Washington, California, and New York.

CapEx Trends: City of Vancouver

Source markets with the highest total of CapEx investment in the last five years in Vancouver include the US, UK, India, Switzerland, and UAE. Within the US, top source markets were California, Washington, Massachusetts, and Texas.

FDI Trends for Competitor Municipalities

EBP reviewed fDi data available for the cities included in Table 15. Maple Ridge identified 15 competitor jurisdictions of interest located throughout Canada, the United States, Australia, and Sweden. EBP included them in this analysis based on data availability. Where possible, we identified a nearby proxy location to include in the analysis.

There was no municipal-level data for Stonnington, Australia or Sundsvall, Sweden. We included Melbourne as a stand-in for Stonnington though - like Vancouver - it has received FDI in every highlighted sector, likely due to its size and industrial diversity. This makes Melbourne a less useful comparator jurisdiction than smaller municipalities in Table 15.

Other locations lacking data in competitive sectors listed in Table 15 in fDi Markets include: Strathcona County Alberta; St. Albert, Alberta; Langley Township, BC; Mission, BC; and Eugene, Oregon.

Table 15 identifies sectors in which investors have added at least 20 jobs in the last five years in the corresponding municipalities. More significant job counts added in the sectors include: 700 jobs in Consumer products for Langley, British Columbia; 251 jobs in Software & IT services and 280 jobs in Biotechnology for Boulder, Colorado; 200 jobs in Consumer products for Pickering, ON; and 193 jobs in Transportation & Warehousing for Whangarei, New Zealand.

Table 15. FDI jobs by competitor municipality, 2020-2024

Competitor	Software & IT services	Consumer products	Transportation & Warehousing	Communications	Biotechnology	Industrial equipment	Food & Beverages	Electronic components
Melbourne (Australia)	X	X	X	X	X	X	X	X
Vancouver (BC)	X	X	X	X	X	X	X	X
Langley (BC)		X					X	
Boulder (CO, US)	X				X	X		
Pickering (ON)		X						
Whangarei (New Zealand)			X					
Port Coquitlam (BC)	X							
Chilliwack (BC)							X	
North Vancouver (BC)	X							X
Bellingham (WA, US)								X
Airdrie (AB)				X				

Motive Determinants for Investment by Sector

Table 16. Companies citing location motives by sector, 2020-2024

Sector	Companies
Communications	Elcome, Weta Digital, Alkemy X, View Industrial Light and Magic, Weta Digital, Vaudeville Sound Group
Software & IT Services	InfoStride, Monstar Lab, HCL Technologies, WillowTree, Wayve Technologies, Indrivo, Boomi, Kaseya, Accutiv
Business Services	RCP, Egon Zehnder, Innova Research, Vaco, Indexsy, Bara Consulting, Leyton, Lingsight (Bruce Shaw Group)
Industrial Equipment	Metis Cyberspace Technology, Homag Canada, Wolseley Canada, JASA Packaging Solutions, Metso Corporation
Transportation & Warehousing	ShipBob, FedEx Ground
Electronic components	Kongsberg Maritime, Beckhoff Canada, Hexagon Purus
Automotive OEM	Tesla Motors

Table 17. Company motives for locating in British Columbia by sector*, 2020-2024

	Motion picture & sound recording industries**	Software & IT services	Communications	Electronic Components	Manufacturing-related***	Transportation & Warehousing
Skilled workforce availability	X	X	X	X	X	X
Proximity to markets or customers	X	X	X	X	X	X
Domestic market growth	X	X	X		X	
Quality of life	X	X	X			
Taxes & incentives	X		X			

Industry Cluster	X	X	X			
Technology & Innovation		X	X	X		
Regulatory Environment						
Universities & Research hubs		X				
Transport infrastructure			X			X

*Definitions and examples of company motive categories are outlined in the fDi Markets data dictionary²

**fDi Markets considers Motion picture & sound recording industries a subsector; communications is the corresponding sector. We isolated this category as a subsector of interest to the City.

***fDi Markets had one project with motive listed for manufacturing as a business activity category. However, this column represents motives cited by companies in additional, related sectors including Automotive OEM, Food & beverages, and Industrial equipment.

Sectors of Interest and Data Availability

Table 16 lists a sampling of companies citing motives for choosing British Columbia as an investment location in public communications compiled by fDi markets, categorized by sector. Table 17 outlines the motives these companies cited by sector.

EBP reviewed motives in sectors of interest that we co-identified with the City. Companies in sectors of interest appear to prefer British Columbia for its skilled workforce availability, proximity to markets and customers, domestic market growth, quality of life, and relevant industry clusters.

Notably, three sectors—software & IT services, electronic components, and communications—cited technology and innovation as an important motive. Companies in communications and motion picture & sound recording categories noted favorable taxes and incentives were key to their location decisions.

EBP reviewed differences in motives between companies locating in Vancouver specifically and found no major divergence from data available for all of British Columbia. Vancouver has slightly lower data availability compared to British Columbia given it is a smaller geography. Only a small subset of investment projects available for both jurisdictions cited a location motive in publicly available communications.

² <https://app.fdimarkets.com/application/assets/fDi%20Markets%20Client%20Data%20Dictionary.pdf>

fDi Markets categorizes investment by sector based on a combination of industry classifications (NAICS, SIC, and ISIC) and the specific economic activity of FDI projects tracked. To make sector, sub-sector, and business activity categories internationally applicable, fDi Markets does not align with any single industry classification system.

The following industries of interest the City identified were not well represented in fDi Markets with motives listed: tourism (agritourism), agritech, hotels, manufacturing, renewable energy, and mass timber. FDI may still have occurred in these categories, but no motive for locating in British Columbia was publicly listed, or the type of economic activity is captured under a related sector category. Some tourism activity, for example, may be represented in related support sectors including Real Estate, Non-automotive transport OEM (boating), Communications (i.e., Disney), and Food & Beverage.

Business activity related to the tourism industry may not be adequately reflected in FDI data, as it typically occurs among small, local entrepreneurs and independent contractors, including: small retail, restaurants, Airbnbs, transportation and ride-sharing providers.

Agritech investments may be categorized under Software & IT services, Industrial equipment, Transportation & Warehousing, or Biotechnology, depending on the project type. Jasa Packaging Solutions, for example, announced a \$6-million CapEx investment in 2022 and cited British Columbia's "rich greenhouse industry" as a key motive. The company specializes in weighing and packaging machines for fresh produce, and fDi markets categorizes the project as belonging to the Industrial equipment sector.

Finally, fDi Markets records historic FDI and is not appropriate for analysis of forthcoming business opportunities and investment trends. For these reasons, further analysis should be conducted to examine the City's value proposition in sectors and subsectors of interest, including Location Quotient and Shift Share analysis.

Competitive Benchmarking Analysis

The Competitive Benchmarking Analysis component of this research includes **location quotient (LQ)** analysis, **shift-share** analysis, and **reverse site selection (RSS)** analysis to answer key questions related to investment attraction strategy:

- Which are the fastest growing sectors in the region?
- What are Maple Ridge's most and least competitive sectors?
- What is Maple Ridge's competitive position relative to local, national, and global peer competitors?
- What limiting factors does Maple Ridge face in investment attraction?

Each method provides a distinct perspective on the local economy:

- **LQ analysis** measures sectoral concentration relative to a broader benchmark, identifying industries where Maple Ridge is more (or less) specialized compared to regional, national, or global peers.
- **Shift-share analysis** breaks down job growth into national trends, industry trends, and local competitive effects, revealing where the City is gaining or losing ground due to its own unique advantages or disadvantages.
- **RSS analysis** evaluates Maple Ridge's attractiveness for investment relative to peer cities.

Together, these analyses identify Maple Ridge's current economic position, highlight sectors with strong or emerging competitive advantages, and provide insights into where strategic policy or program interventions—such as workforce development, infrastructure investment, or business incentives—can enhance sectoral concentration (LQ) and drive more robust local competitive growth (shift-share) in the future.

The sector definitions in this analysis follow the [North American Industry Classification System](#) (NAICS), a standardized framework used across Canada, the US, and Mexico to ensure consistency and comparability across regions. Due to limitations in Canadian census data at the city level for the years of analysis (2021-2024), this report focuses on major industry sectors (2-digit NAICS), meaning that more detailed subsector trends (3-digit and beyond) cannot be independently captured. Most importantly, these analyses can be performed again in the future to measure progress in the City's economic development initiatives.

The City of Maple Ridge demonstrates an overall competitive position, ranking 3rd in EBP's RSS model. Maple Ridge's competitive edge diminishes, however, when compared to its local peers in British Columbia (BC)

Despite its smaller population and workforce compared to peers, the City has maintained strong growth momentum. The analyses indicate emerging opportunities in manufacturing, where significant job growth has been driven by local competitive advantages. At the same time, the city's manufacturing employment concentration remains below average, signaling a less developed hub than other competitor regions. The analysis also found local uncompetitive factors for construction employment, which could reflect slowing activity. Construction employment concentration remains high, but it is uncertain what drives this local lack of competitiveness.

The City also faces workforce and logistical challenges, including lower educational attainment than competitors, particularly in bachelor's degrees, and infrastructure limitations with longer drive times to major airports and rail facilities. However, these are partially offset by competitive advantages including low unemployment, lower wages than many competitors, competitive commercial tax rates, and access to a substantial market within a one-hour drive.

Peer Comparators

Business location decisions are comparative, with companies evaluating potential sites not just on their individual merits but on how their attributes compare with other jurisdictions. Site selectors assess factors like infrastructure, workforce, and market access through this comparative lens, weighing the relative advantages and disadvantages of each location against alternatives.

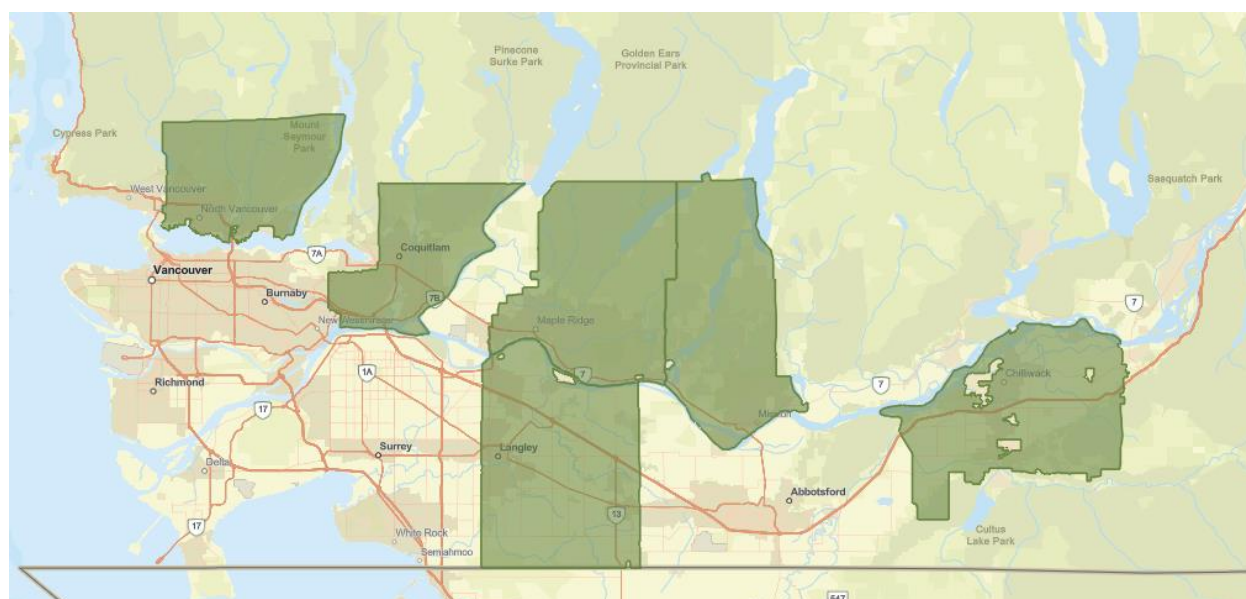
To identify Maple Ridge's competitive (dis)advantages from a local, national, and global perspective, we simulated a corporate site selection ("reverse site selection") with 15 competitors across British Columbia as well as jurisdictions across Canada, the US, and three other countries (Sweden, Australia, and New Zealand), as shown in the table below. This selection is based on our firm's experience and consultation with the City of Maple Ridge economic development staff. These peers are comparable to Maple Ridge in their population size, recent growth patterns, proximity to major population and employment hubs, economic composition (e.g., manufacturing, professional & technical services), and proximity to natural environment.

Table 18. Comparator Regions

Comparator	Region	Notes
Airdrie (City)	Alberta	Proximate to Calgary, Suburban market, has similar sectors as Maple Ridge
Bellingham (City)	Washington, USA	Suburban market with proximity to nature; redeveloping areas (e.g., waterfront) to attract business
Boulder (City)	Colorado, USA	Suburban market with proximity to Denver and nature
Chilliwack (City)	British Columbia	Local competitor in Fraser Valley / Lower Mainland of British Columbia
Coquitlam (City)	British Columbia	Local competitor in Metro Vancouver
Eugene (City)	Oregon, USA	Suburban market with proximity to nature; notable manufacturing sector
Langley (Township)	British Columbia	Local competitor in Metro Vancouver

Comparator	Region	Notes
Mission (City)	British Columbia	Local competitor in Fraser Valley / Lower Mainland of British Columbia
North Vancouver (City)	British Columbia	Comparison often made between Maple Ridge and North Vancouver of two decades ago
Pickering (City)	Ontario	Proximate to Toronto, similar population and economy
St. Albert (City)	Alberta	Proximate to Edmonton, similar population
Stonnington (City)	Australia	Proximate to Melbourne, similar population, similar sectors as Maple Ridge
Strathcona (County)	Alberta	Proximity to Edmonton and natural environment (e.g., a national park that must be accessed via the municipality)
Sundsvall (City)	Sweden	Experiencing significant growth, potential for developing industrial lands
Whangārei (City)	New Zealand	Smaller jurisdiction with potential for industrial lands

Figure 5. Regional Peers: Chilliwack, Coquitlam, Langley, Mission, North Vancouver, and Maple Ridge.



Location Quotient Analysis

This analysis examines Maple Ridge's industries' employment concentrations vis-à-vis its comparators. Location Quotient (LQ) measures the concentration of employment in a particular industry for a specific geographic area relative to a benchmark (in this case, Canada), where a value of 1.0 represents the national average. Values greater than 1.0 indicate regional specialization, which suggests that the industry plays a relatively significant role in the local

economy and that the region may have strengths or locational advantages that attract and support the industry. Conversely, an LQ less than 1.0 suggests that the local industry is underrepresented compared to the national average.

LQ analysis key findings³:

- **Wholesale trade (LQ: 1.5)** and **construction (LQ: 1.6)** stand out with the highest LQs within the City's economy and among the selected comparators, although Maple Ridge's relative advantage is less pronounced among local peers.
- **Information & cultural industries (LQ: 1.2)** have above-average concentration in Maple Ridge, likely reflecting the City's film industry. While Maple Ridge may have strong advantages in the film subsector, it does not stand out decisively among its comparators at the major sector level. In other words, the City's strengths in the film industry may be obscured by the inclusion of other subsectors within this broader classification.
- **Retail trade (LQ: 1.1)** in Maple Ridge is slightly above the national average, but it does not stand out among its peers, but the comparators vary little in their concentrations in this sector, whose LQs range from 0.8 to 1.2.
- **Manufacturing (LQ: 0.8)** employment concentration is below the national average and does not stand out among its peers. Although Maple Ridge is slightly more a hub than some local peers like Coquitlam and North Vancouver, it is still a relatively less concentrated hub than Bellingham, Mission, and Chilliwack. Note that 2024 data do not reflect the new E-One Moli manufacturing plant and its anticipated 450 permanent jobs.⁴
- **Professional, technical, and scientific services (LQ: 0.7)** appear notably less concentrated in Maple Ridge than in its peers. Maple Ridge falls short of its comparators, including Boulder, North Vancouver, Coquitlam, and Pickering. Local educational institutions could increase this sector's workforce, so long as post-degree work opportunities are also local.
- **Agriculture, forestry, fishing, and hunting (LQ: 0.5)** have very low employment concentration, which stands in stark contrast with local peers including Chilliwack, Langley, and Mission. While the sector may have high production value, it may not represent a large employment opportunity.

³ While LQ analysis sheds light on employment hubs, it does not necessarily speak to economic output. Employment is only one, albeit important, metric for economic vitality.

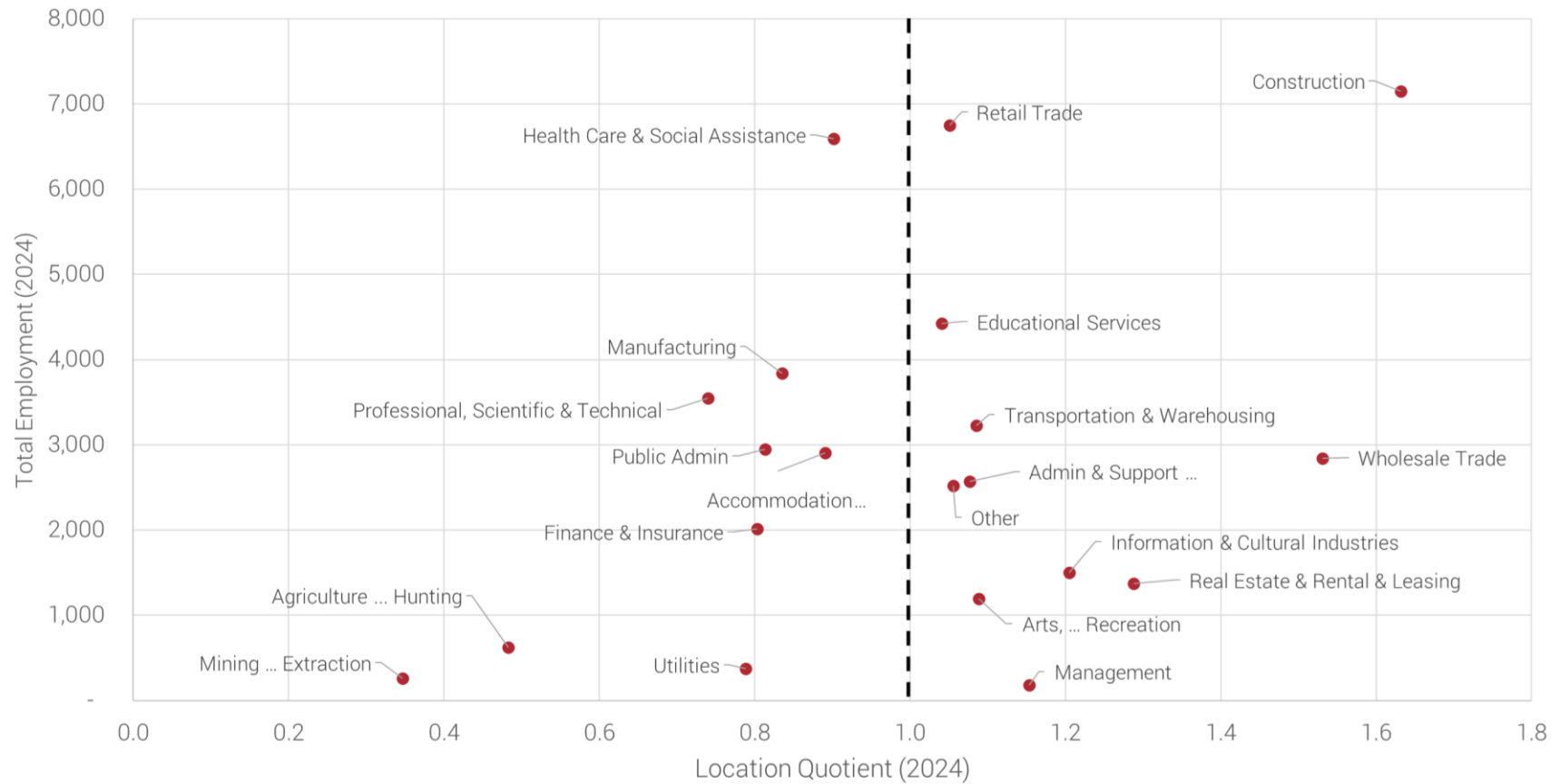
⁴ <https://globalnews.ca/news/10091780/billion-dollar-battery-plant-maple-ridge/>

Table 19. Maple Ridge Sectors by LQ and Employment (2024)

Sector	LQ	Employment
Construction	1.6	7,152
Wholesale Trade	1.5	2,843
Real Estate & Rental & Leasing	1.3	1,376
Information & Cultural Industries	1.2	1,502
Management of Companies & Enterprises	1.2	185
Retail Trade	1.1	6,748
Transportation & Warehousing	1.1	3,229
Administrative & Support, Waste Management & Remediation	1.1	2,573
Arts, Entertainment & Recreation	1.1	1,192
Other Services (Except Public Administration)	1.1	2,521
Educational Services	1	4,428
Health Care & Social Assistance	0.9	6,593
Accommodation & Food Services	0.9	2,908
Utilities	0.8	375
Manufacturing	0.8	3,842
Finance & Insurance	0.8	2,012
Public Administration	0.8	2,949
Professional, Scientific & Technical Services	0.7	3,547
Agriculture, Forestry, Fishing & Hunting	0.5	622
Mining, Quarrying, Oil & Gas Extraction	0.4	259
Total Industry Employment	-	56,856

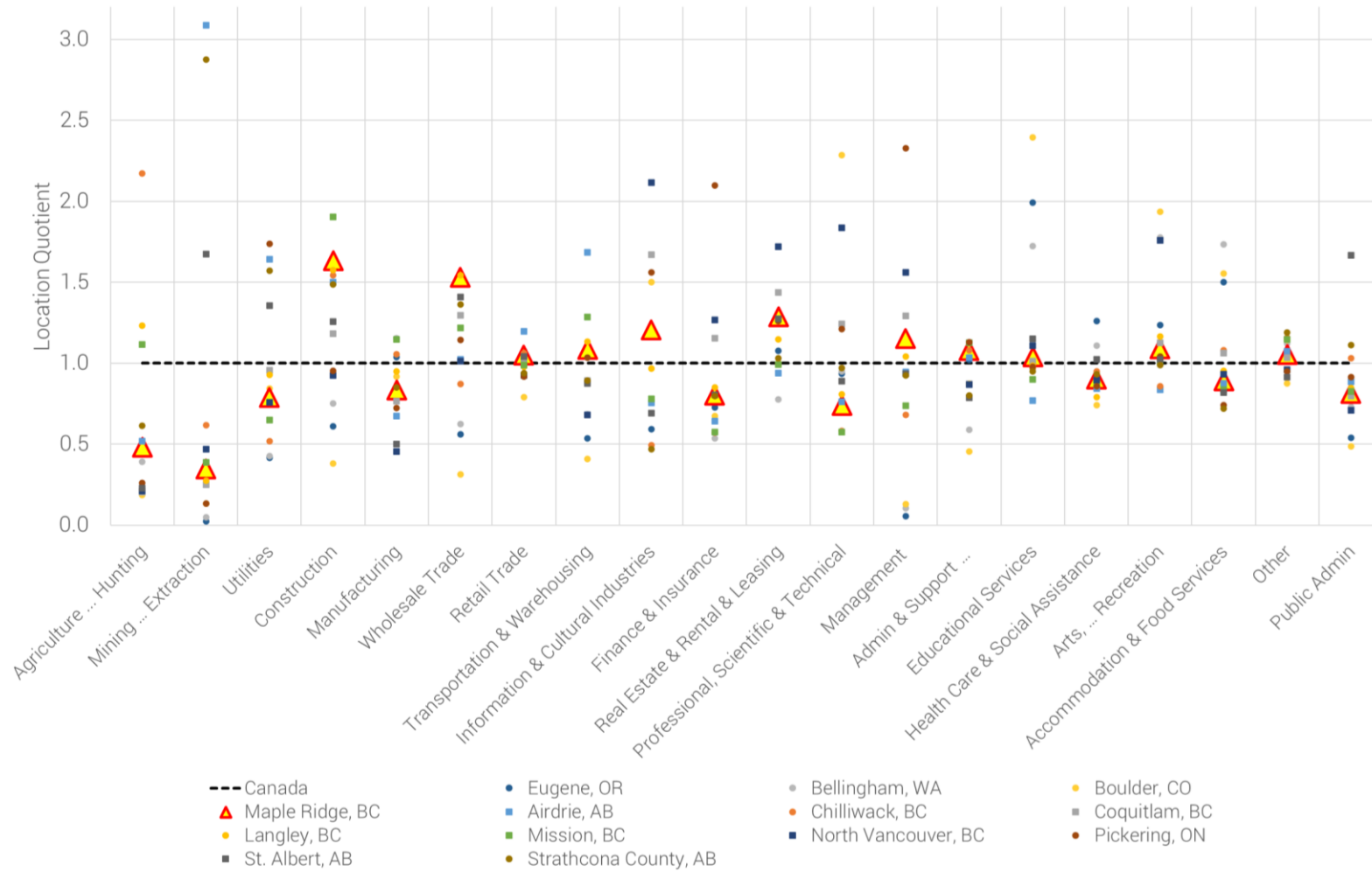
Source: EBP analysis of Esri BAO data.

Figure 6. Maple Ridge Location Quotients and Employment by Sector



Source: EBP analysis of Esri BAO data

Figure 7. Maple Ridge LQ Comparison with Peers.



Source: EBP analysis of Esri BAO data. Note: US comparator LQs were calculated using Canadian national employment as a baseline.

Detailed Sector Descriptions

- **Agriculture, Forestry, Fishing, and Hunting.** Maple Ridge's agricultural sector plays a minor role in terms of employment (LQ: 0.5), although its high production value may be a key local economic input. Most of Maple Ridge's competitors have very small concentrations in this sector, but some local competitors have decisive advantages, e.g., Chilliwack (LQ: 2.2), Langley (LQ: 1.2), and Mission (LQ: 1.1). At the same time, Maple Ridge appears more competitive than other local peers, e.g., Coquitlam (LQ: 0.2) and North Vancouver (LQ: 0.2). Overall, Maple Ridge ranks 6th among the comparator regions.
- **Mining, Quarrying, and Oil & Gas Extraction.** With a low LQ of 0.4 and small employment of 259, this sector has negligible activity in Maple Ridge. Only Maple Ridge's competitors in Alberta—Airdrie (LQ: 3.1), Strathcona County (LQ: 2.9), and St. Albert (LQ: 1.7)—have high concentrations of employment attributed to Alberta's notable oil & gas activity. Maple Ridge's LQ ranks 5th among the comparator regions.
- **Utilities:** Maple Ridge has a relatively small utilities sector (LQ: 0.8), as do most local peers. The only comparators with above-average employment concentrations, e.g., Pickering (LQ: 1.7), Airdrie (LQ: 1.6), Strathcona County (LQ: 1.6), and St. Albert (LQ: 1.4), are all located in Alberta and Ontario. Maple Ridge's LQ ranks 8th among the comparator regions.
- **Construction.** Maple Ridge has a high employment concentration in construction (LQ: 1.6), but its comparative advantage appears small among local peers. Maple Ridge stands out with the second highest LQ (1.6) among the comparator regions. With 7,200 workers, construction is Maple Ridge's largest employment sector. Although Maple Ridge ranks highly, when compared to only local peers, e.g., Mission (LQ: 1.9), Langley (LQ: 1.6), and Chilliwack (LQ: 1.5), Maple Ridge's competitive edge diminishes. Moreover, 8 of the regions have above-national-average employment concentrations, suggesting that all these regions are experiencing robust economic activity.
- **Real Estate.** Related to construction activity, Maple Ridge's real estate sector (LQ: 1.3) ranks 3rd among the comparator regions, only below North Vancouver (LQ: 1.7) and Coquitlam (LQ: 1.4).
- **Manufacturing.** Maple Ridge has a smaller concentration of manufacturing employment than most peers, although none has a notably pronounced manufacturing employment hub. Only a few regions, including Bellingham (LQ: 1.2), Mission (LQ: 1.1), Chilliwack (LQ: 1.1), and Eugene (LQ: 1.0), have above-average employment concentrations. By contrast, Maple Ridge (LQ: 0.8) has below-average concentration, ranking 8th, just ahead of some local peers, e.g., Coquitlam (LQ: 0.8) and North Vancouver (LQ: 0.5).
- **Wholesale Trade.** Maple Ridge has a strong advantage in wholesale trade (LQ: 1.53), but like with construction, the City's comparative advantage appears less decisive among

most local peers, including Langley (LQ: 1.54), Coquitlam (LQ: 1.3), and Mission (LQ: 1.2). Although Chilliwack is comparable with Maple Ridge in construction, it has a smaller employment concentration in wholesale trade (LQ: 0.9).

- **Retail Trade.** Maple Ridge fits among its peers in terms of retail trade (LQ: 1.1). Unlike for other sectors, peers varied very little, with LQs ranging from 0.8 (Boulder) to 1.2 (Airdrie).
- **Transportation & Warehousing.** Although not a transportation or warehousing hub, Maple Ridge (LQ: 1.09) ranks 4th among its peers and is comparable with Mission (LQ: 1.3) and Langley (1.13). Maple Ridge appears marginally more competitive than Coquitlam (LQ: 0.9), Chilliwack (LQ: 0.9), Bellingham (LQ: 0.7), and North Vancouver (LQ: 0.7). The only outlier among Maple Ridge's peers is Airdrie (LQ: 1.7), which serves as a warehousing hub servicing Metro Calgary as well as the Prairies at large, including parts of southern BC.
- **Information & Culture.** Maple Ridge has above-average employment concentration in the information & cultural sector (LQ: 1.2), but the City is the least competitive among regions with above-average employment. While North Vancouver (LQ: 2.1), Coquitlam (LQ: 1.7) have notable employment hubs, other Metro Vancouver regions have much smaller hubs—Chilliwack (LQ: 0.6), Mission (LQ: 0.8), and Langley (LQ: 1.0). Pickering (LQ: 1.6), and Boulder (LQ: 1.5) also have notable hubs in this sector.
- **Professional, Scientific, and Technical Services.** Maple Ridge has below-average employment concentration in professional, scientific, and technical services. Maple Ridge (LQ: 0.7) notably falls short of Boulder (LQ: 2.3), North Vancouver (LQ: 1.8), Coquitlam (LQ: 1.2), Pickering (LQ: 1.2). Maple Ridge ranks 11th of 13, only marginally ahead of Chilliwack (LQ: 0.6) and Mission (LQ: 0.6).
- **Finance & Insurance:** With an LQ of 0.8 and 2,000 workers, finance & insurance employment is less concentrated in Maple Ridge than in its competitors, especially Pickering (LQ: 2.1), North Vancouver (LQ: 1.3), and Coquitlam (LQ: 1.2)
- **Management:** With an LQ of 1.2 and employment of 185, management shows a moderate concentration in Maple Ridge. By contrast, Pickering (LQ: 2.3), North Vancouver (LQ: 1.6), and Coquitlam (LQ: 1.3) have greater management hubs.
- **Educational Services:** With an LQ of 1.0 and employment of 4,400, educational services have a moderate concentration in Maple Ridge. Most comparators have average concentrations, except for the three US comparators—Boulder (LQ: 2.4), Eugene (LQ: 2.0), and Bellingham (LQ: 1.7).
- **Health Care and Social Assistance:** Employing 6,600 workers and an LQ of 0.9, this is Maple Ridge's third-largest employment sector and a major contributor to the local economy. Maple Ridge fits squarely among most comparators, except for Eugene (LQ: 1.3) and Bellingham (LQ: 1.1), which are the only comparators with above-average levels of specialization.

- **Arts, Entertainment, and Recreation:** With an LQ of 1.1, this sector reflects an average concentration in Maple Ridge. Most comparators have average concentrations, except for Boulder (LQ: 1.9), Bellingham (LQ: 1.8), and North Vancouver (LQ: 1.8).
- **Accommodation and Food Services:** This sector employs 2,900 workers and has an LQ of 0.9, demonstrating below-national-average specialization and employment density. By contrast, Bellingham (LQ: 1.7), Boulder (LQ: 1.6), and Eugene (LQ: 1.5) stand out as having a greater hub. Maple Ridge fits among its local peers Chilliwack (LQ: 1.1), Coquitlam (LQ: 1.1), Langley (LQ: 1.0), and Mission (LQ: 0.8).

Shift Share Analysis

This shift share analysis examines to what extent changes in Maple Ridge's employment from 2021 to 2024 can be attributed to overall national economic trends, industry-level trends, or unique local competitive factors. This analysis enables Maple Ridge to identify its competitive advantages and strategize for business attraction and investment.

In this analysis, "local competitive factors" broadly capture Maple Ridge employment trends' deviation from expectations based on overall national and industry-level trends. In other words, "local competitive factors" reflects local employment shifts unexplained by broader national shifts. This deviation can sometimes be attributed to a particular business losing or gaining employee, but at other times it can point to a more generalized trend having to do with the City's competitive position for a given sector.

Maple Ridge's economic landscape shows notable strengths and challenges across various sectors. Manufacturing emerges as the standout performer, with substantial job growth driven by local competitive advantages. Smaller sectors like mining, quarrying, and oil & gas extraction, and agriculture also show promising local competitive gains. Accommodation & food services and health & social assistance demonstrate strong comparative advantages, which is noteworthy because these sectors are large employers in absolute terms.

At the same time, this analysis found some possible challenges for Maple Ridge. Most notably, the construction sector exhibited local uncompetitive factors, potentially signaling a broader challenge. The information & culture sector also faced minor local competitive disadvantages, although the sector saw modest overall growth due to national and industry trends.

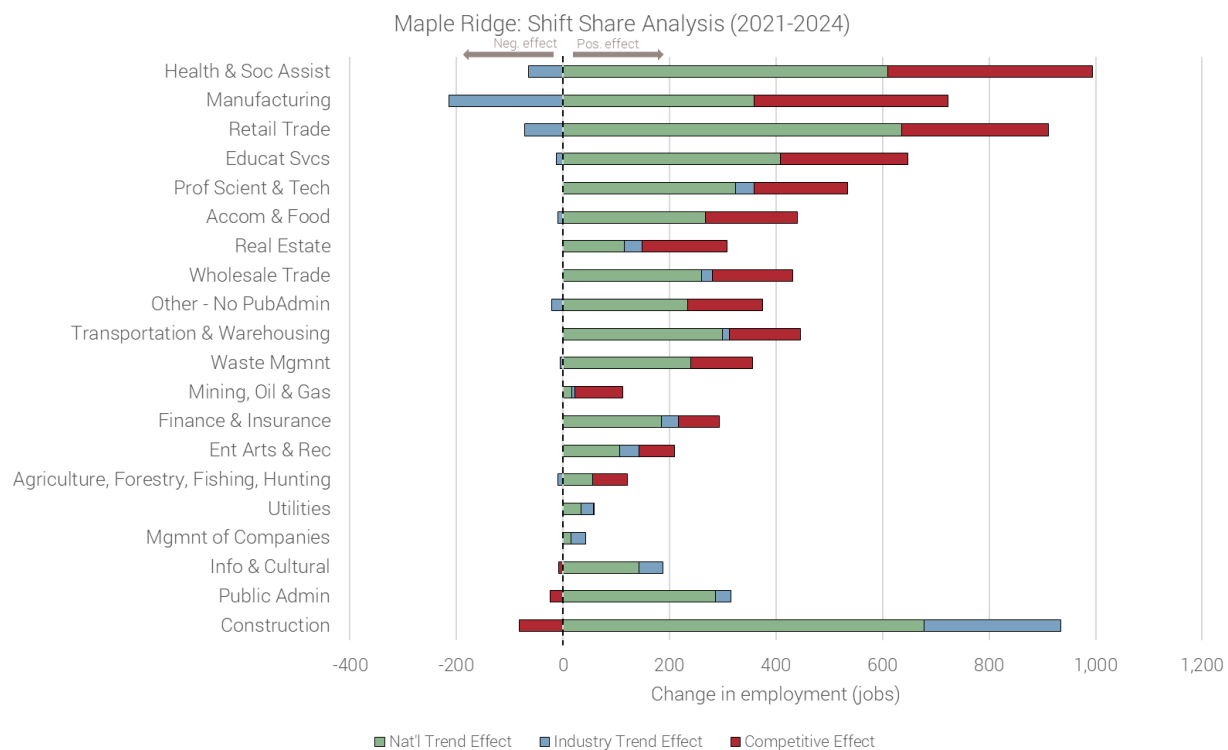
Shift share analysis findings:

- **Manufacturing** stands out as having a significant local competitive advantage despite national industry trends. Maple Ridge's large gain in manufacturing employment is largely

attributed to local factors. This suggests that Maple Ridge may have had a strong comparative advantage in this sector in attracting these new manufacturing jobs.

- **Mining, quarrying, and oil & gas extraction and agriculture, forestry, fishing, and hunting** are not large employment sectors in absolute terms, but their employment increases in the last years are largely attributed to local competitive factors.
- **Accommodation and food services** also has a strong local competitive advantage.
- **Health & social assistance** has a significant comparative advantage in Maple Ridge, which is especially noteworthy because the sector is a major employer in absolute terms.
- **Information & culture** experienced modest employment growth, but local competitive factors had a small negative effect. Note, however, that may reflect more than Maple Ridge's film industry. At the same time, some film-related jobs may not be classified as jobs in Maple Ridge's jurisdiction.
- **Construction** in Maple Ridge exhibits local uncompetitive factors, which could reflect slowing site development activity for a particular sector, the completion of major projects, or broader shifts in market conditions. Monitoring whether this trend is due to discrete causes or a symptom of longer-term issues will be critical for future economic planning. The City should return to this data point as new data becomes available.

Figure 8. Maple Ridge Shift Share Analysis (2021-2024)



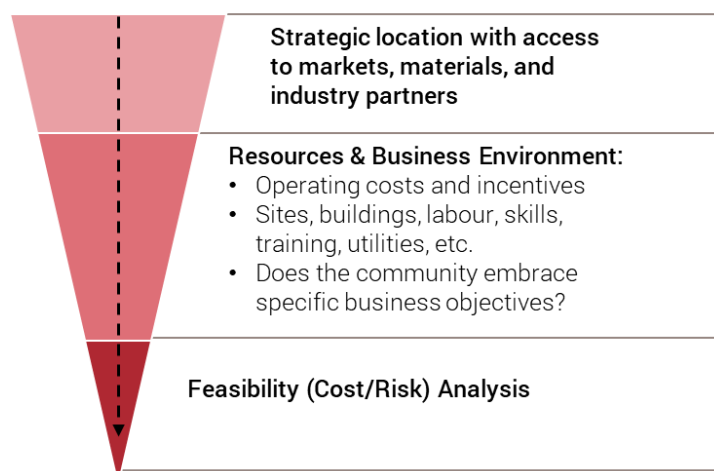
Source: EBP analysis of Esri Canadian employment data (2021-2024).

Reverse Site Selection Analysis

The RSS analysis is a tool to understand how the City of Maple Ridge fares against its peers in a competitive context. This analysis builds on the LQ and shift share analyses, which provided some insight on the region's strengths and weaknesses. The reverse site selection model includes a weighting and ranking analysis using actual corporate location decision factors to help us determine strengths and weaknesses. Factors compared in the model include:

- Population size and population change
- Labour force size and unemployment rates
- Tax climate assessment
- Occupation and industry employment strengths
- Housing market statistics
- Access to transportation and to markets
- Educational attainment
- Access to educated workforce
- Quality of life

Figure 9. The Corporate Site Selection Process



Methodology

Companies making expansion or relocation decisions typically employ a multi-phase process of selecting the location that best fits their needs. This process, the “site selection analysis,” uses a data-driven approach to weight and rank locations based on a variety of categories, including but not limited to labour markets, access to markets, infrastructure, and the tax and regulatory environment.

Investors and site selectors—the professionals who guide these decisions—typically assign weighted importance to different factors based on the industry and project type. Some of the most critical attributes include:

- **Labour Market:** Availability of skilled talent, wage levels, and workforce stability.
- **Market Access & Logistics:** Proximity to key suppliers, customers, and major transportation hubs (highways, ports, rail, and airports).
- **Business Costs & Tax Environment:** Corporate tax rates, incentives, operating costs, and real estate affordability.

- **Infrastructure & Utilities:** Availability of industrial/commercial space, energy reliability, broadband access, and water/waste management capacity.
- **Regulatory Environment & Ease of Doing Business:** Permitting speed, zoning flexibility, and overall business-friendliness.
- **Quality of Life & Talent Attraction:** Housing affordability, education, healthcare, and lifestyle factors that influence workforce attraction and retention.

Once the quantitative analysis produces a short list of locations, companies move into the field confirmation phase, conducting site visits and engaging with local stakeholders to assess qualitative factors that data alone cannot reveal. These include community support, business culture, workforce readiness, and real-world infrastructure capacity.

The reverse site selection analysis uses these same criteria to assess the competitive standing of a community from a corporate project perspective. By reversing this analysis, a community can identify its own strengths and weaknesses compared to its competitors, thereby helping it strategize how to capture opportunities by addressing threats and positioning for future growth.

This methodology was applied to evaluate the City of Maple Ridge. The City was evaluated against municipalities in Alberta, British Columbia, Ontario, and the United States. These municipalities were identified by EBP in consultation with Maple Ridge economic development staff.

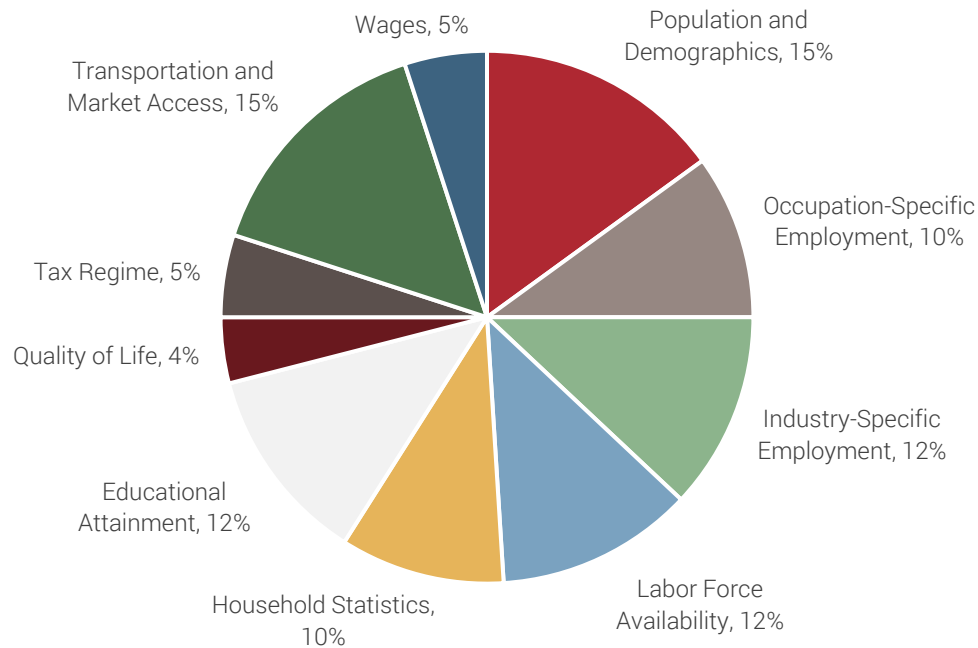
Data sources for this analysis include ESRI Business Analyst Online, municipal websites, and Google Maps. Demographic estimates vary slightly from Stats Can figures but provide reasonable benchmark figures for all locations from a single data source. For this reason, population and employment estimates may differ from those referenced elsewhere in this report.

This analysis was conducted using a standard weighting system that does not approach the benchmarking from a particular industry sector or activity's point of view but instead generalizes the importance of the various assessment categories. Using this weighting system, as shown in Figure 10, the communities were then ranked on competitiveness, with 1st being best and 13th being worst. The following figure identifies the weighting scheme for the various measures for which the City of Maple Ridge was scored relative to comparator locations.

Please note that the RSS is designed to mimic *early-stage* site selection and should not be treated as deterministic of ultimate site selection choices. The purpose is to determine whether Maple Ridge shows up on site selectors' short lists and what issues pose the greatest challenge to Maple Ridge's competitive position. That said, at this early stage, small differences among generally comparable regions can appear much larger when statistically compared with one

another. Final site selection decisions will be grounded in site visits, not simply birds-eye statistical comparisons. For that reason, it is most important that Maple Ridge be a short-list contender for a site visit.

Figure 10. Weighting Scheme for Maple Ridge Reverse Site Selection Analysis



Please note that this is a generalized weighting scheme to simulate a broad range of possible location drivers. The weighting has been tested to confirm the location criteria for specific industry and use types.

Table 20. EBP Reverse Site Selection Model results

Location	Overall Rank	Population and Demographic Rank	Occupation-Specific Employment Rank	Industry-Specific Employment Rank	Labour Force Availability Rank	Household Statistics Rank	Educational Attainment Rank	Quality of Life Rank	Tax Regime Rank	Transportation and Market Access Rank	Wages
Langley	1	1	5	1	1	2	9	12	1	2	2
Airdrie	2	2	2	11	7	4	2	1	3	1	2
Maple Ridge	3	5	7	2	3	2	7	10	3	6	1
Chilliwack	4	7	1	3	4	1	10	7	2	2	1
Coquitlam	5	3	5	5	3	5	8	8	1	5	2
Bellingham	6	2	6	9	3	4	4	9	2	3	4
Eugene	7	6	8	8	1	4	5	5	1	9	3
Mission	8	8	4	4	5	2	9	11	2	2	1
North Vancouver	9	6	10	6	3	6	7	6	3	8	4
Boulder	10	6	11	10	2	4	1	4	5	11	5
St. Albert	11	10	9	11	6	2	3	3	4	4	3
Pickering	12	4	10	9	6	3	6	2	5	7	3
Strathcona County	13	9	3	7	4	1	2	2	4	10	5

Table 21. Summary of Reverse Site Selection Findings for Maple Ridge

Advantage	Disadvantage
Population and Demographics⁵ RANK: 5th	
<ul style="list-style-type: none"> The City's annual growth rate from 2019 to 2024 (2.4%) was higher than all comparators except Langley and Airdrie. The City is projected to grow 1.8% annually over the next four years. Only three competitors (Bellingham, Langley, and Chilliwack) are projected to grow faster. Median age of the population (39) is younger than the national average (40). Similarly, 28% of the City's population is age 25-44, which is on par with most competitors, except Airdrie (33%). 	<ul style="list-style-type: none"> The City has a smaller population base (105,000 in 2024,) than other municipalities and therefore a relatively smaller resident labour force. By contrast, cities like Coquitlam (238,000), Langley (189,000), North Vancouver (165,000), and Eugene (180,000) have much larger populations with similar proportions of working-age people. Some competitors have large populations with much lower median ages—Boulder (31), Bellingham (34), Eugene (37), and Airdrie (36).
Household Statistics⁶ RANK: 2nd	
<ul style="list-style-type: none"> The City has a higher percentage of owned homes (78.5%), rather than rented dwellings in comparison to most competitors. New housing units are projected to grow at a faster rate (2.1%) than most competitors through 2028, which is on par with Langley, Strathcona County, and Chilliwack but notably slower than Airdrie (3.7%). Median household income is higher than many of its local competitors (Chilliwack, Coquitlam, Mission, Langley) but falls short of Strathcona County, Pickering, Boulder, St. Albert, and North Vancouver. Project growth in per capita income (3.5%) and median household income (3.5%) is comparable with local competitors but still outpaces most other regions. 	<ul style="list-style-type: none"> Per capita income (\$46,000) is on par with local competitors—except North Vancouver (\$66,000)— but is significantly lower than most competitors.

⁵ EBP analysis of Esri Canadian and US demographic and employment data (2021, 2024).⁶ EBP analysis of Esri Canadian and US household and income data (2021, 2024).

Advantage	Disadvantage
Labour Force Availability⁷ RANK: 3rd	
<ul style="list-style-type: none"> The unemployment rate in Maple Ridge (6.3%) is notably lower than many of its competitors, including Pickering (9.6%), Airdrie (8.1%), and Coquitlam (7.7%). 	<ul style="list-style-type: none"> Maple Ridge has a middle-of-the-pack sized labour force (54,000), but some competitors like Coquitlam (121,000) and Langley (95,000) have nearly twice the labour force.
Educational Attainment⁸ RANK: 7th	
<ul style="list-style-type: none"> The City has a higher share of the population with an apprenticeship or trades certificate (11.0%) in comparison with several nearby competitors. 	<ul style="list-style-type: none"> Lower concentration of workers with a bachelor-level diploma or degree (22.3%) compared with some other competitors like Boulder (37.4%), Airdrie (25.5%), and Strathcona County (24.8%). Maple Ridge similarly has a lower share of the population with a non-university certificate or diploma or university education below the bachelor level (26.3%), falling short of Boulder (39.1%), Bellingham (35.0%), Eugene (32.1%), and Airdrie (29.4%) Maple Ridge has the third highest share of residents without any certificate, diploma or degree (6.9%), which is still below Mission (10.9%) and Chilliwack (9.8%).
Industry-Specific Employment⁹ RANK: 2nd	
<ul style="list-style-type: none"> The City has a significantly large portion of the workforce in construction (12.3%), slightly ahead of all competitors except Mission (14.4%). The City is middle-of-the-pack in terms of manufacturing employment (6.6%) but still behind some local competitors like Mission (9.1%), Bellingham (8.9%), and Chilliwack (8.4%). 	<ul style="list-style-type: none"> The City has a higher concentration of employment in retail and wholesale trade than most competitors. These industries tend to be less desirable in terms of attracting investment than other industries. The City has a notably lower share of employment in professional, scientific, and technical services.
Occupation-Specific Employment¹⁰ RANK: 7th	

⁷ EBP analysis of Esri Canadian and US workforce data (2024).

⁸ EBP analysis of Esri Canadian and US education data (2024).

⁹ EBP analysis of Esri Canadian and US employment (industry) data (2024).

¹⁰ EBP analysis of Esri Canadian and US employment (occupation) data (2024).

Advantage <ul style="list-style-type: none"> The City has higher shares of employment tied to occupations in business and finance, and trades and transportation/ equipment operators. 	Disadvantage <ul style="list-style-type: none"> Less occupational workforce than various regions in occupations associated with management, primary industries, and manufacturing.
Transportation and Market Access RANK: 6th	
<ul style="list-style-type: none"> The City ranked 5th among competitor municipalities for the size of its available market (3.2m people within a 1-hour drive) and 4th in terms of households.¹¹ Maple Ridge's projected household growth (1.9%) is on par with most competitors except St. Albert (2.6%) and Strathcona County (2.5%).¹² Proximity to a regional airport (Abbotsford). Proximity to Canada's largest seaport with access to Asian markets. 	<ul style="list-style-type: none"> While the City has access to CPKC rail infrastructure, Maple Ridge has a longer drive time to a Class 1 Rail yard or facility than many other competitors that have centrally located facilities. That said, this model uses an "average" geographic approach from the labelled centre of a comparator to the facility.¹³ A longer drive time to a major airport (~45 minutes).¹⁴

¹¹ Esri Canadian and US household data (2024).

¹² Ibid.

¹³ Google Maps data (mid-day traffic estimates)

¹⁴ Google Maps data (mid-day traffic estimates)

Advantage	Disadvantage
Quality of Life RANK: 10 th	
<ul style="list-style-type: none"> Maple Ridge's average annual temperature is on par with comparators in British Columbia but notably warmer than those in Alberta.¹⁵ Access to popular provincial park and other natural features, including the Fraser River, Pitt River, and Stave River. Various events, festivals, and community celebrations. 	<ul style="list-style-type: none"> Maple Ridge experiences much more annual precipitation, more than all comparators.¹⁶ Although the median list price for a detached single-family home (\$1.24m) is still more affordable than North Vancouver (\$1.85m), Coquitlam (\$1.67m) and Langley (\$1.41m), it is still more expensive than Mission (\$1.18m) and Chilliwack (\$0.89m), and Airdrie (\$0.64m).¹⁷ As of 2020, Maple Ridge had a higher property and violent crime rates but still notably lower than Langley and Chilliwack.¹⁸ Note that US and Canadian jurisdictions record and report crime rates in slightly different ways, which makes comparison difficult. Maple Ridge ranks low in life expectancy (81.1 years) where comparators rank between 78.5 to 84.5.¹⁹ This range could relate to demographic makeup, occupation, healthcare access, lifestyles, diets, etc. Homelessness counts have risen throughout BC (+32% from 2020 to 2023), according to Homelessness Services Association of BC. The percent increase in Ridge Meadows (Maple Ridge and Pitt Meadows) was less pronounced (+17%) but still has still seen large increases over the last decades. About 44 of 135 Ridge Meadow's homeless are unsheltered, i.e., sleeping outside or in makeshift tents, vacant buildings, or vehicles. The Provincial Integrated Data Project (IDP) offers a higher estimate of homeless individuals (392).²⁰

¹⁵ Climate Data: <https://en.climate-data.org/>

¹⁶ Ibid.

¹⁷ Houseful.ca data (accessed February 2025)

¹⁸ Statistics Canada (2020) via www.areavibes.com

¹⁹ BC Centre for Disease Control, "[BC Community Health Data](#)" (2011-2015)

²⁰ Homelessness Services Association of BC, "[2023 Homeless Count in Greater Vancouver](#)" (Oct 2023). Homeless counts not used in ranking calculation. See also Maple Ridge's Housing Needs Report (2024). Homelessness is not used in the statistical model.

Advantage	Disadvantage
Wages²¹ RANK: 1st	
<ul style="list-style-type: none"> Wages are significantly lower than in North Vancouver, Pickering, Strathcona County, St. Albert, Eugene, Bellingham, and Boulder. 	<ul style="list-style-type: none"> Wages are on par with local competitors, albeit marginally higher than Chilliwack and Mission.
Tax Regime²² RANK: 3rd	
<ul style="list-style-type: none"> The City's commercial property tax rates are much lower than in Boulder, Airdrie, Pickering, St. Albert. 	<ul style="list-style-type: none"> The City's tax rates are slightly higher than in local comparators including Chilliwack, Coquitlam, Langley, Mission, North Vancouver.

The reverse site selection analysis indicates that Maple Ridge maintains a competitive position among its peer municipalities but is more closely comparable with its local competitors in Metro Vancouver. While Maple Ridge has a relatively smaller population base compared to competitors like Coquitlam and Langley, the City has a strong projected annual growth rate outpacing most competitors. This growth trend is expected to continue, albeit at a more moderate rate.

While Maple Ridge's workforce size is modest compared to larger competitors, the City boasts a lower unemployment rate, outperforming cities like Pickering and Airdrie.

Maple Ridge demonstrates strength in home ownership, higher than most competitors. The housing market is expected to grow at a healthy rate through 2028, matching the pace of cities like Langley and Strathcona County. While median household income is competitive within its local market, it lags behind some competitors like Strathcona County and North Vancouver. However, projected growth in both per capita and median household income is encouraging and outpaces most regions.

In terms of workforce capabilities, Maple Ridge shows notable strengths in specific sectors. The City has a particularly strong construction sector, second only to Mission among competitors. The City also maintains a competitive position in manufacturing employment, though not leading in this category. However, Maple Ridge faces challenges in professional, scientific, and technical services employment, with lower concentrations than desired for attracting investment in these sectors.

²¹ Esri Canadian and US income data (2024).

²² 2024 non-residential municipal tax rates. Does not account for other taxes at the municipal, provincial, or federal level or other permitting/regulatory costs. Also note that tax rates often has a relationship with infrastructure quality, in that lower taxes may be enticing to site selectors but could also raise infrastructure quality questions.

The educational attainment profile presents both opportunities and challenges. While the City shows strength in trades and apprenticeships, it lags in bachelor's degree attainment compared to some competitors like Boulder and Airdrie. This suggests potential opportunities for workforce development initiatives.

From a location perspective, Maple Ridge benefits from access to a substantial market within an hour drive. However, the City faces some infrastructural challenges, including slightly longer average drive times to major airports and Class 1 rail facilities compared to competitors. These factors may impact its attractiveness for certain industries requiring immediate access to these transportation networks.

The City's tax regime is competitive, with commercial property tax rates lower than many competitors like Boulder, Airdrie, and Pickering, though slightly higher than some local peers. This, combined with relatively lower wages compared to North Vancouver and other major competitors, could provide cost advantages for businesses considering location decisions.

Quality of life indicators present a mixed picture, with more affordable housing than some nearby competitors like North Vancouver and Coquitlam, though still notably higher than cities like Airdrie. While the City faces some challenges with crime rates and life expectancy similar to other neighbouring municipalities, it benefits from milder average temperatures compared to its Alberta competitors, though with higher precipitation levels.

5. Physical Asset Inventory

A community's potential for economic development depends upon its supportive infrastructure, including human capital, physical assets, and public policy assets. Physical assets are crucial to furthering economic development objectives because it provides the foundation for businesses, industries, and communities to function efficiently.

Key economic functions that physical assets serve include:

- Enhance productivity by providing reliable transportation, energy, and communication networks
- Make industrial lands more desirable by preparing them for swift development and connecting to vital utilities
- Enable domestic and international commerce via ports, air cargo operations, roads, railways, and digital connectivity
- Create jobs during construction and long-term through the industries they support
- Support quality of life for workforce health and productivity
- Improve economic resilience and environmental sustainability

The purpose of this analysis is to examine Maple Ridge's physical assets and infrastructure from a site selector's perspective to understand how they serve businesses. This analysis should inform City strategies for upgrading existing infrastructure or investing in new physical assets.

This inventory synthesizes information and analyses from the following sources:

- City of Maple Ridge Site Selector Tool, accessed March 2025
- Maple Ridge Industrial Impact Analysis, 2024
- Maple Ridge Strategic Transportation Plan, 2023
- City of Maple Ridge Zoning Bylaw No. 7600-2019, 2024
- City of Maple Ridge Sanitary Master Plan, 2016
- City of Maple Ridge Official Community Plan, 2014 (last amended 2020)
- Field notes from EBP site visit to Maple Ridge, January 2025
- Plans and publications from provincial and private utilities, transportation, and intermodal organizations, various years

Regional Assets and Market Connections

Maple Ridge benefits from a well-connected transportation network that facilitates the flow of goods and services from multiple directions, enhancing opportunities for economic development and access to key domestic and international markets.

Some of these key market connections include:

- Western: Metro Vancouver and Pacific markets via Port of Vancouver, Highway 7 (Lougheed Highway) and Highway 1 (Trans-Canada Highway), Vancouver international airport, and Fraser River
- Eastern: Alberta and Prairie provinces, Fraser Valley via Highway 1, CP and CN Rail
- Southern: US and Mexican markets via US border crossings at Peace Arch, Pacific Highway, and Aldergrove; Provincial markets south of Maple Ridge via Fraser River
- International via Pacific Gateway: 50+ countries with which Canada has free trade agreements, including key Asia-Pacific markets like China, Japan, and South Korea

Several businesses located in Maple Ridge also rely on the Pitt Meadows Regional Airport (YPK) as a local air cargo connection to rural markets throughout Canada.

In addition to key business advantages that Maple Ridge's location provides, the City, greater Vancouver metro region, and Southern British Columbia offer a wealth of recreational opportunities and is surrounded by several provincial parks that attract tourists to the area. These natural assets provide a variety of activities, from hiking and camping to boating and fishing. They include:

- Golden Ears Provincial Park
- Popular hiking and skiing destinations within a 2-hour drive of Maple Ridge, including Squamish and Whistler
- Fishing and boating on Alouette Lake, Mike Lake, and Whonnock Lake
- Local parks and trails including Maple Ridge Park, Kanaka Creek Regional Park, Alouette River Dykes, UBC Malcolm Knapp Research Forest, Silver Valley Trails, Mike Lake Trails, and Jackson Farm Loop

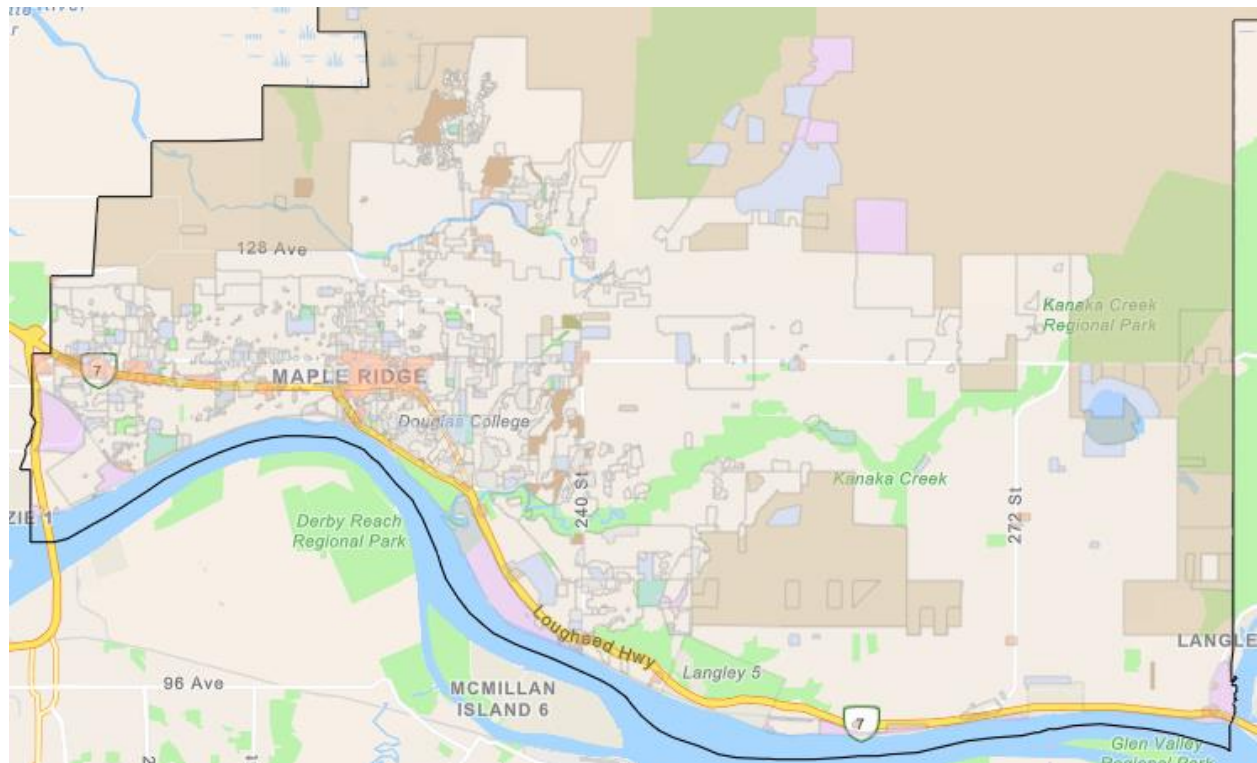
Industrial Sites

Maple Ridge contains over 730 hectares of industrial land, which is less than nearby Surrey, Richmond, Delta, Burnaby, and Langley Township. This land accounts for six percent of the Metro Vancouver Region's total industrial lands, including those yet to be developed.²³

Most of the industrial land in Maple Ridge's industrial areas and parks is zoned as either M-2 General Industrial or M-3 Business Park Industrial. According to the City's Zoning Bylaw, the principal uses listed in Table 22 are permitted in these zones. In addition to these principal uses, the Zoning Bylaw also allows for some accessory uses of office, retail, refueling facilities, and caretaker residential in both M-2 and M-3 zoned areas.

The map below depicts the City's key industrial areas, shown in pink, as seen in the City's online Site Selector Tool. The following figure specifies permitted land uses in industrially zoned areas, as specified in the City of Maple Ridge's Zoning Bylaw.

²³ Please note that the City of Maple Ridge currently has multiple initiatives underway to explore the expansion of industrial lands in multiple of its Industrial Areas. This Physical Asset Inventory reflects information that is publicly available as of the writing of this report, so as to mimic the lens of a site selector or potential investor looking at opportunities in Maple Ridge.

Figure 11. Maple Ridge Industrial Areas

Source: Maple Ridge Site Selector Tool, accessed March 28, 2025. Note that industrial areas are depicted in light pink. This map is consistent with the Zoning Bylaw Map Schedule 'A' found in the City of Maple Ridge's Zoning Bylaw No. 7600-2019, September 24, 2024.

Table 22. Principal Land Uses Permitted in M-2 and M-3 Industrial Zoning

M-2 General Industrial	M-3 Business Park Industrial
<ul style="list-style-type: none"> • Cement plant • Indoor commercial recreation* • Industrial Repair Services; • Industrial Trade Schools; • Media Production Studio; • Off-Street Parking* • Recycling Plant; • Refueling and washing of Commercial, Industrial and fleet Vehicles; • Restaurant • Retail sale and rental of Industrial Vehicles, Trailers, and heavy equipment; • Towing yard; • Unenclosed Storage; • Vehicle and Equipment Repair Services; • Waste transfer station; • Wrecking and salvaging of goods; and • Industrial, excluding the following business types: <ul style="list-style-type: none"> ○ asphalt, rubber, and tar production and product manufacturing; ○ chemical plants; ○ hydrocarbon refining and bulk storage* ○ Extraction Industrial; ○ sand and gravel plants; ○ septic tank services; ○ stockyards and abattoirs; ○ waste reduction plant; and ○ wrecking, salvaging and storing of Wrecked Vehicles or salvaged Vehicles 	<ul style="list-style-type: none"> • Auction mart; • Commercial laundry; • Commercial upholstery, including equipment and Vehicle covers; • Customer service call centre and marketing call centre; • Distillery and brewery; • Equipment appraisal; • Indoor Commercial Recreation; • Laboratory; • Light Industrial; • Liquor Primary Establishment* • Media Production Studio; • Office related to construction, Industrial, high technology, utility companies, and Government; • Off-Street Parking of unoccupied passenger, Commercial Vehicles and Recreational Vehicles and Equipment; • Preparation of food and food products for off-site consumption, including catering; • Printing, publishing, and reproduction services; • Recreational Facilities and instructional facilities limited to: Industrial Trade Schools; dance Schools; arts and culture Schools; fitness centres; and gymnastic Schools; • Repair and servicing of light non-Industrial machinery and non-Industrial equipment; • Restaurant, excluding Drive-Through; • Retail sale, repair and rental of Industrial Vehicles, heavy equipment, and trailers • Vehicle and Equipment Repair Services; • Warehouse Storage; and • Wholesale Distribution • Industrial, excluding the following business types: <ul style="list-style-type: none"> ○ asphalt, rubber, and tar production and product manufacturing; ○ chemical plants;

M-2 General Industrial	M-3 Business Park Industrial
	<ul style="list-style-type: none"> o concrete and cement plants, and manufacturing concrete products; o hydrocarbon refining and bulk storage; o sawmills, shake mills and pulp mills; o septic tank services; o stockyards and abattoirs; o Unenclosed Storage; o waste reduction plant and waste transfer station; and o wrecking, salvaging and storing of wrecked or salvaged goods, materials and things, or Wrecked Vehicles

Source: City of Maple Ridge, Zoning Bylaw No. 7600-2019, July 30, 2024. Please note that an update including some additional uses on M-3 lands was made to the Zoning Bylaw in September 2024.

* Applicable to only some specific lots, or some exceptions apply.

Further explored in the following sections for each industrial area, common constraints to industrial development in Maple Ridge include the following:

- Adequate servicing of water and sanitary services
- Transportation access points and proximity to transportation corridors, as well as the perception of access
- Some environmental constraints including steep topography and flood plains
- Land use types and zoning potentially restrict activities
- Approximately two-thirds of the City's vacant industrial land is currently designated as Rural Resource in the Official Community Plan

North 256 Industrial Area

The **North 256 Industrial Area** is currently home to approximately 71 hectares of industrially zoned lands (M-2 General Industrial and M-4 Extraction Industrial) with the possibility to expand pending North 256 Area Plan work.²⁴ Current developed industrial lands in this area are split into two groups: **Kanaka Business Park** and **Websters Corner Business Park**.

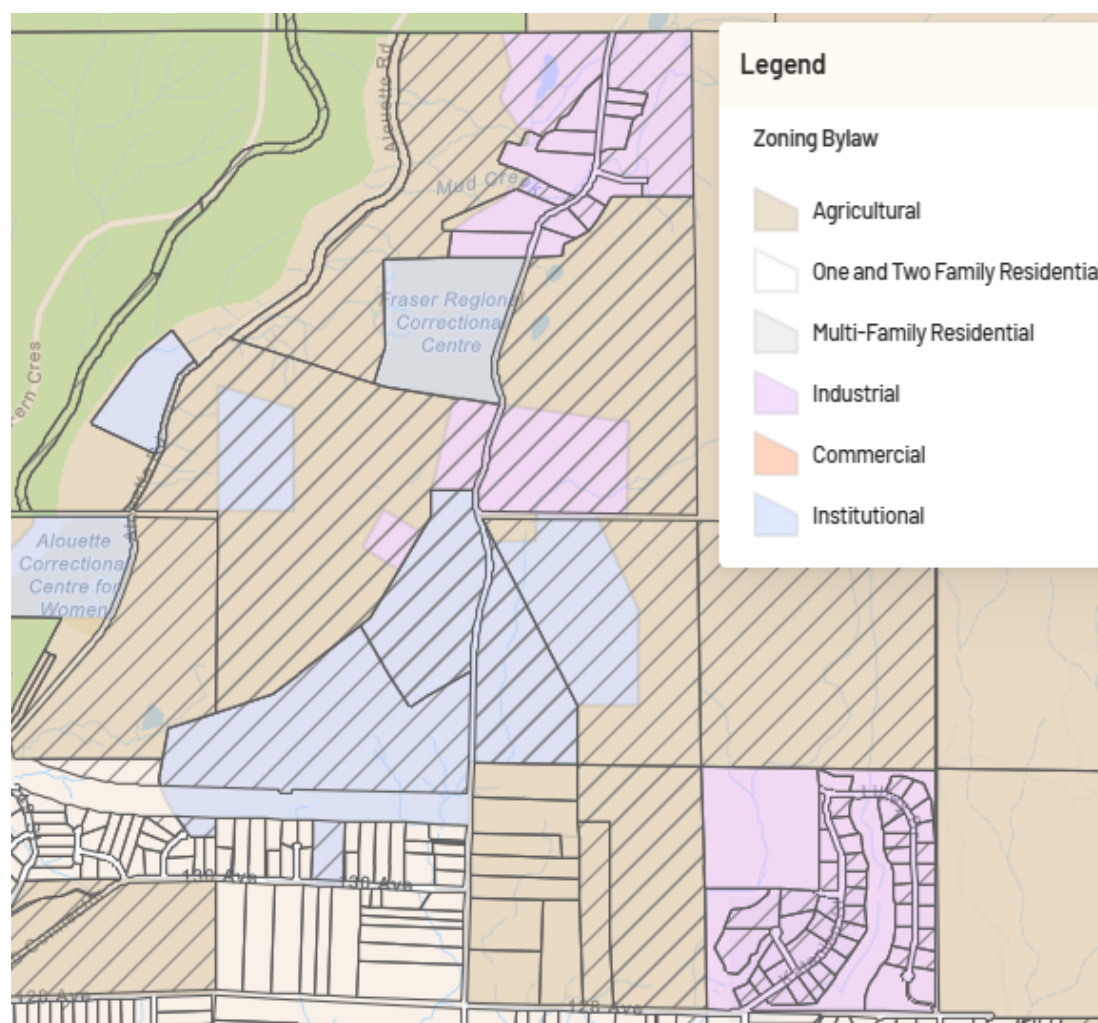
As shown in Figure 12, the Maple Ridge Site Selector tool as of March 2025 depicts an estimated 30 vacant parcels in the Kanaka Business Park and seven vacant parcels in the Websters Corner Business Park that are zoned as M-2 General Industrial. In addition to many parcels in Kanaka that are currently leased or for sale, many are outdoor storage sites and are not actively used for industrial business activity.

Current Business Activity in North 256

- Light industrial manufacturing and automotive and heavy equipment repair
- Outdoor storage of forest products
- Vehicle salvage
- Aggregate extraction and sales
- Heavy equipment sales and repairs

²⁴ The City of Maple Ridge approved the North 256 Street Industrial Lands Area Plan Scope of Work in February 2025. This work will seek to facilitate the full industrial development potential of North 256 lands through infrastructure investments, development projects, construction, business occupancy, and creating local jobs.

Figure 12. Zoning and Parcels in North 256 Industrial Area



Source: Maple Ridge Site Selector Tool, accessed March 6, 2025. Note that vacant parcels are depicted with diagonal lines.

Table 23. North 256 Industrial Area – Summary of Advantages and Disadvantages

Advantages	Disadvantages
<ul style="list-style-type: none"> The availability of possible additional industrial lands makes North 256 Industrial area a high potential area for investment attraction. Several transportation improvement projects are underway to improve access to this industrial area. This includes the Abernethy Way expansion project. 	<ul style="list-style-type: none"> While vacant, underutilized lands present opportunities for development, a significant portion of these lands are currently zoned as agricultural and do not permit industrial uses at present. Topographic features like slopes and creeks are main <u>geographic constraints</u> <u>Needed upgrades to water and sanitary networks</u> for greater capacity to support more industrial uses and build forms/ density. <ul style="list-style-type: none"> While water and sanitary connections are available nearby, there may not be enough

Advantages	Disadvantages
	<p>capacity to provide fire flows for sustained water flow, and there are servicing limitations to supporting this.</p> <ul style="list-style-type: none"> ○ Not currently enough water service to support growth in this area • <u>Transportation and Road Access</u> <ul style="list-style-type: none"> ○ Constrained by configuration of 256th street and Dewdney Trunk Road – lack of regional connections. This is basically the only road in and out, however, some improvement projects are seeking to improve this. ○ Road access to North 256 Industrial Area does not support heavy truck travel well due to the nature of the roadways as being rural with varying grades. ○ 256 and Dewdney Trunk Road intersection does not accommodate semi-trailer trucks well. Similarly, steep grading makes it difficult for semi-trailer trucks to approach this intersection from the north.

Albion Industrial Area

The **Albion Industrial Area** comprises of over 80 hectares of industrial land (zoned as M-2 General Industrial and M-3 Business Park Industrial). Located along Highway 7 and west of 240th Street, this area has direct access to CP railway and to the Fraser River.

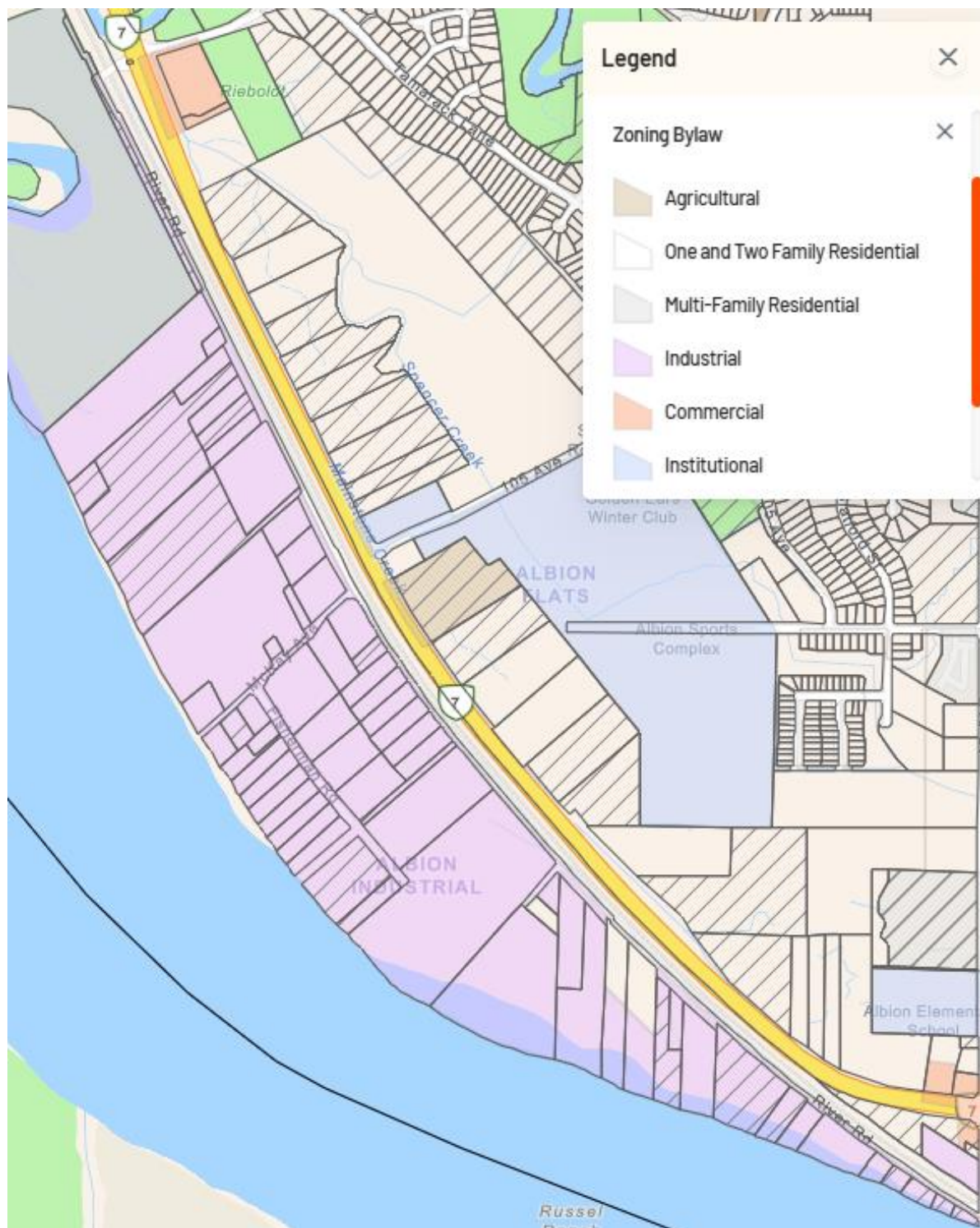
Figure 13 depicts current zoning and vacant parcels in the Albion Industrial Area as of March 2025, as depicted in the Maple Ridge Site Selector Tool. According to the Site Selector Tool, there were approximately 16 vacant parcels of varying sizes available within

Current Business Activity in Albion Industrial

- Lumber product manufacturers,
- cement and aggregates businesses,
- the City's waste and recycling centre,
- automotive wrecking and recycling businesses,
- various other fabrication and industrial businesses.

the industrial area as of March 2025, all of which are zoned M-2 General Industrial.

Figure 13. Zoning and Parcels in Albion Industrial Area



Source: Maple Ridge Site Selector Tool, accessed March 6, 2025. Note that vacant parcels are depicted with diagonal lines.

Table 24. Albion Industrial Area – Summary of Advantages and Disadvantages

Advantages	Disadvantages
<ul style="list-style-type: none"> Well-connected to Highway 7, CPKC railway, and accessible via the 748 and 746 bus routes. Access to water and sanitation is better than some other industrial areas in the City, Electrical and gas infrastructure are currently in place to serve Albion Industrial Area River access for barging, marine operations, and short sea shipping 	<ul style="list-style-type: none"> <u>Limited availability of storm water infrastructure and sanitary sewer connections</u> limits industrial applications to low-density, open-air storage and distribution uses. Sanitary upgrades are currently underway, and are expected to be complete by 2026. <u>Transportation needs</u> in areas surrounding the industrial area: <ul style="list-style-type: none"> The intersection that connects Highway 7 to the western end of River Road, one of few access roads in and out of the industrial area, is a three-way intersection with no traffic signal. Congestion due to railway crossings coupled with limited space for trucks and other vehicles, which contributes to perceptions of inconvenient goods movement through the area. Access to the area is perceived to be poor, but in reality it is well-served by highway and rail <u>Significant flood risk.</u> There is a lack of flood protection infrastructure, which would likely be improved by dike extension Possible <u>contamination</u> at some industrial sites due to heavy industry Poor soil conditions and likely geotechnical challenges

Fraser River Industrial Corridor

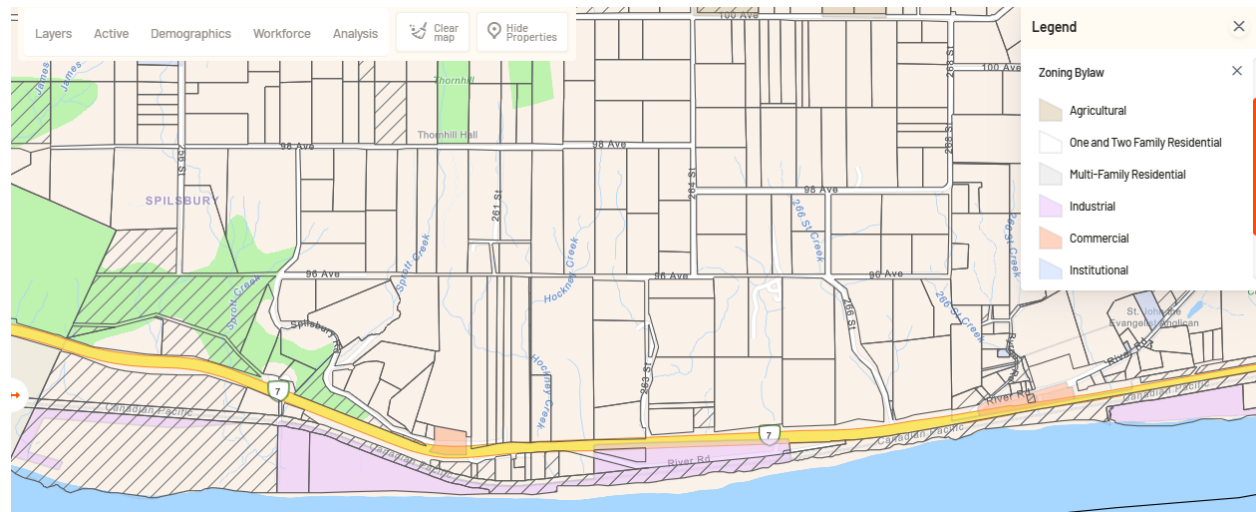
With over 150 hectares of M-2 General Industrial zoned lands, the **Fraser River Industrial Area** (Figure 14) is located along the Fraser River between 240th Street and 278th Street. Just east of 278th Street, the **Ruskin Area** (Figure 15) lies on the border with Mission. Kwantlen First Nation has unceded territory directly to the west of Fraser River Industrial Corridor, as well as between Ruskin and Whonnock, and has reserve lands within the corridor: IR5 (Langley Indian Reserve No. 5) and IR1 (Whonnock Indian Reserve No. 1).

According to the Maple Ridge Site Selector Tool, the Fraser River Industrial Corridor and Ruskin have limited available, vacant, industrial zoned parcels as of February 2025.

Current Business Activity in Fraser River Industrial Corridor:

- Aggregates extraction and sales
- Lumber mills
- Lumber yards
- Wood product manufacturing
- Excavation and contracting businesses
- Steel sales and fabrication
- Welding
- Concrete sales

Figure 14. Zoning and Parcels in Fraser River Industrial Corridor



Source: Maple Ridge Site Selector Tool, accessed February 20, 2025. Note that vacant parcels are depicted with diagonal lines.

Figure 15. Zoning and Parcels in Ruskin



Source: Maple Ridge Site Selector Tool, accessed February 20, 2025. Note that vacant parcels are depicted with diagonal lines.

Table 25. Fraser River Industrial Corridor – Summary of Advantages and Disadvantages

Advantages	Disadvantages
<ul style="list-style-type: none"> • Highway 7 improvements between 266th Street and 287th Street to ease congestion and improve capacity and safety • Fraser River and potential for short sea shipping, especially with implementation of Port of Vancouver Inland Hub Facility concept. While this Fraser River Corridor is outside of Port of Vancouver jurisdictional area, the inland hub concept will have impacts in the Fraser River Area. • Highway 7 and CP Rail connection to eastern and southern markets, and areas to the east with potential for future redevelopment, and potential forestry sector activity 	<ul style="list-style-type: none"> • <u>Absence of water and sanitary servicing</u> – the area is located outside of the Metro Vancouver Urban Containment Boundary and the Greater Vancouver Sanitary Sewage District. The CPKC rail line and Highway 7 constrain development of water or sanitary lines. • <u>Transportation constraints</u>: <ul style="list-style-type: none"> ◦ Some intersections between Highway 7 and access roads to the industrial corridor lack traffic signals • Some <u>contaminated parcels</u> that limit development or require remediation

Maple Meadows Business Park

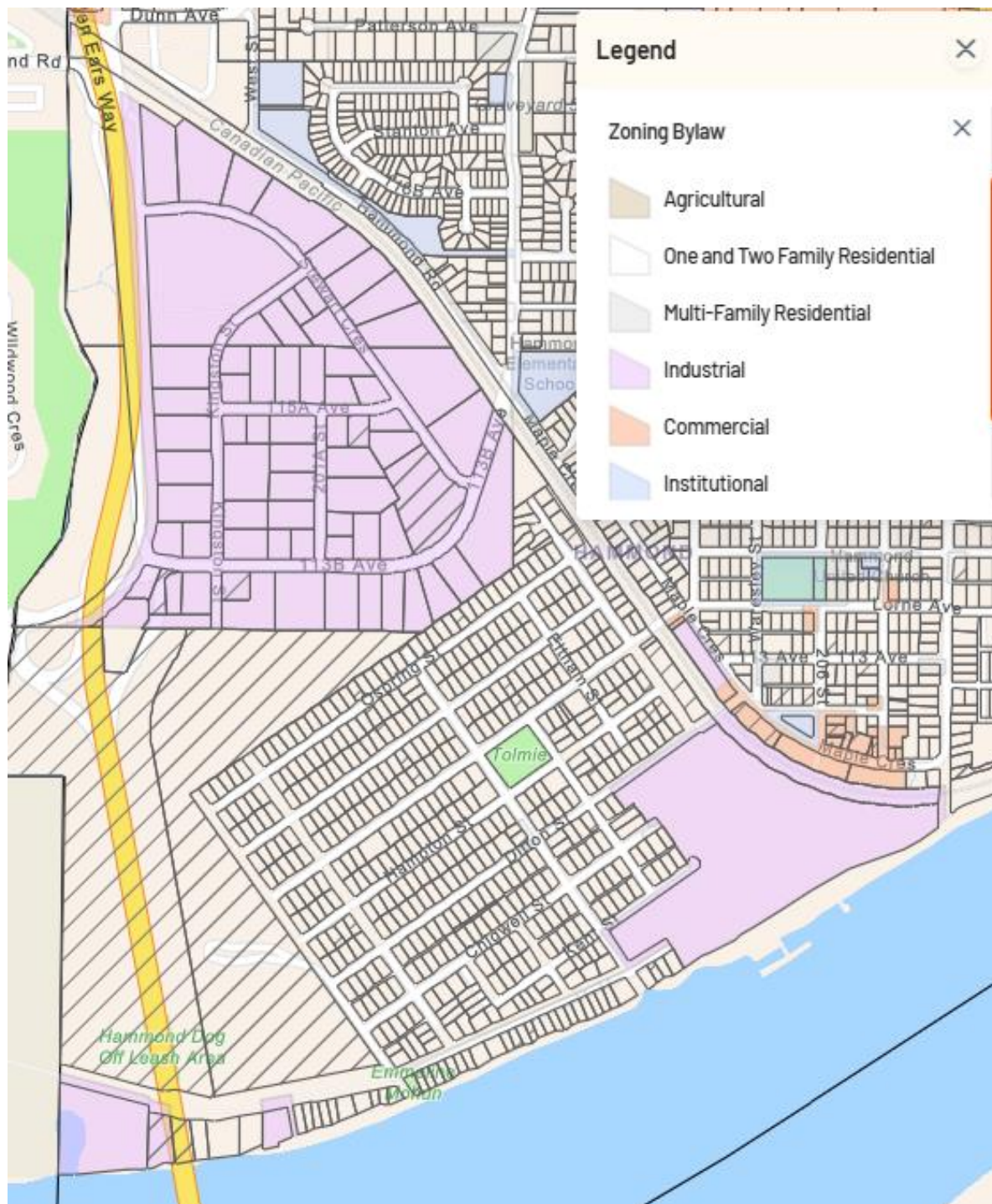
Located in the Hammond neighbourhood, the Maple Meadows Business Park primarily consists of M-3 Business Park Industrial zoned parcels. As shown in Figure 16, there are currently limited available, vacant parcels in this business park. There are approximately 40 acres of vacant land south of the Maple Meadows Business Park that are currently under development permit and review for rezoning for the Kingston Business Park development project.²⁵

Current Business Activity in Maple Meadows Business Park

- Self-Storage Facilities serving businesses and residents
- Food Manufacturing
- Special Effects
- Ophthalmic Goods Manufacturing
- Watersports Equipment Manufacturing

²⁵ <https://cedarcoast.com/projects/kingston-business-park/>

Figure 16. Zoning and Parcels in Maple Meadows Business Park and Hammond



Source: Maple Ridge Site Selector Tool, accessed March 6, 2025. Note that vacant parcels are depicted with diagonal lines.

Table 26. Maple Meadows Business Park – Summary of Advantages and Disadvantages

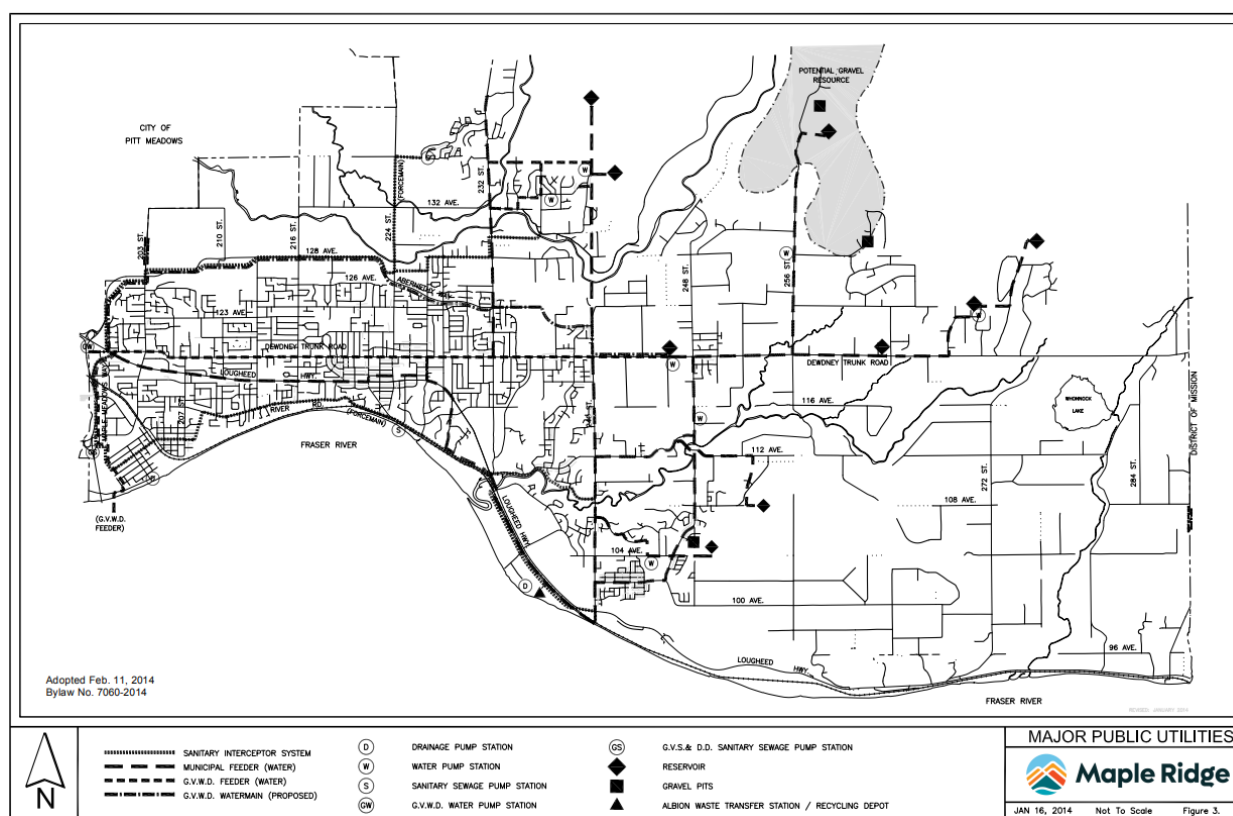
Advantages	Disadvantages
<ul style="list-style-type: none">• Close access to transportation infrastructure including Highway 7 and Golden Ears Bridge, in addition to CPKC Rail, port, and transload infrastructure.• Well serviced by utilities, including water, sanitary, and electricity.	<ul style="list-style-type: none">• Limited growth or expansion opportunities available.• Parking constraints

Utilities Infrastructure

Water, Stormwater, and Sanitary

Maple Ridge is a part of the **Greater Vancouver Water District** and the Greater Vancouver Sewerage and Drainage District, operated by Metro Vancouver. Metro Vancouver supplies water to Maple Ridge from Coquitlam Lake. The City also provides well water under permit by Fraser Health Authority. The figure below shows major public utilities in the City, including Greater Vancouver Water District feeders and watermain, in addition to municipal feeders. Water utility infrastructure reaches the North 256 Industrial Area, Albion Industrial Area, and Maple Meadows Business Park. The Fraser River Industrial Corridor is not well serviced by the Greater Vancouver Water District and relies primarily on well water and pumps.

Figure 17. Greater Vancouver Water District Service Lines, as of 2014



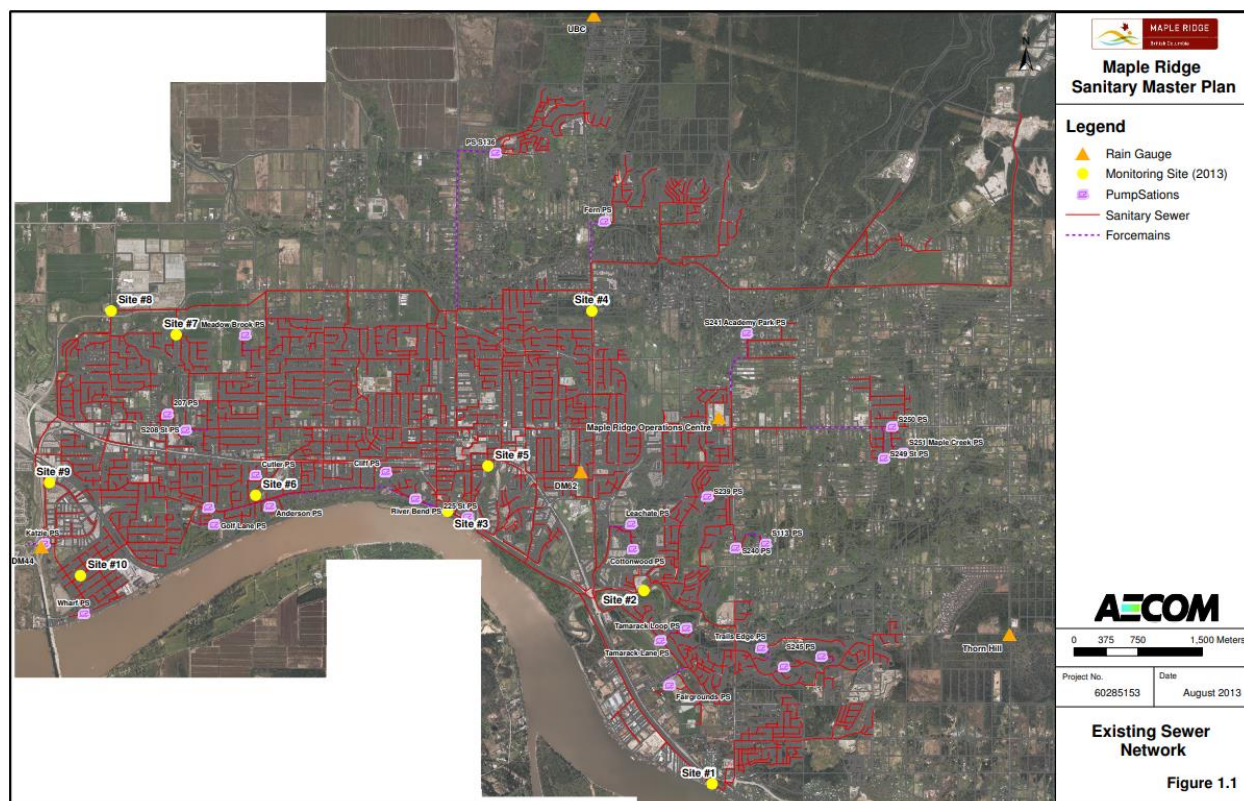
Source: Maple Ridge Official Community Plan.

Maple Ridge maintains a stormwater drainage system consisting of a drainage ditch, culvert, and storm sewer system. The City has developed two comprehensive integrated stormwater management plans (ISMP) to assess and manage the impact of development in the South Alouette, Kanaka Creek, Blaney, North Alouette and Fraser River watersheds. As identified in the two ISMPs, there are a number of areas in Maple Ridge in which current stormwater management mains and culverts are over capacity, particularly in or near the Town Centre. The Albion Industrial Area currently has limited stormwater infrastructure. The North 256 Industrial Area needs improvements to stormwater infrastructure, whereas the Fraser River Industrial Corridor is lacking in stormwater infrastructure.

A significant portion of Maple Ridge falls within **Metro Vancouver's Fraser Sewerage Area (FSA)**, meaning that many properties within the City may connect to the municipal sewer system to Metro Vancouver's regional system and treatment facilities. Sewage from Maple Ridge properties within the FSA eventually discharges into Metro Vancouver's Katzie Pump Station, which also receives wastewater from areas of Pitt Meadows. The figure below, reported in the City's 2016 Sanitary Master Plan, shows the City's sewer network. As shown, sanitary infrastructure is somewhat lacking in the Albion Industrial Area, the North 256 Industrial Area,

and fully lacking from the Fraser River Industrial Corridor. The 2016 Sanitary Master Plan provides some recommendations related to maintaining and upgrading current pump stations and mains, but does not explore possibilities of Metro Vancouver service expansion.

Figure 18. Existing Sewer Network, Maple Ridge Sanitary Master Plan, 2016



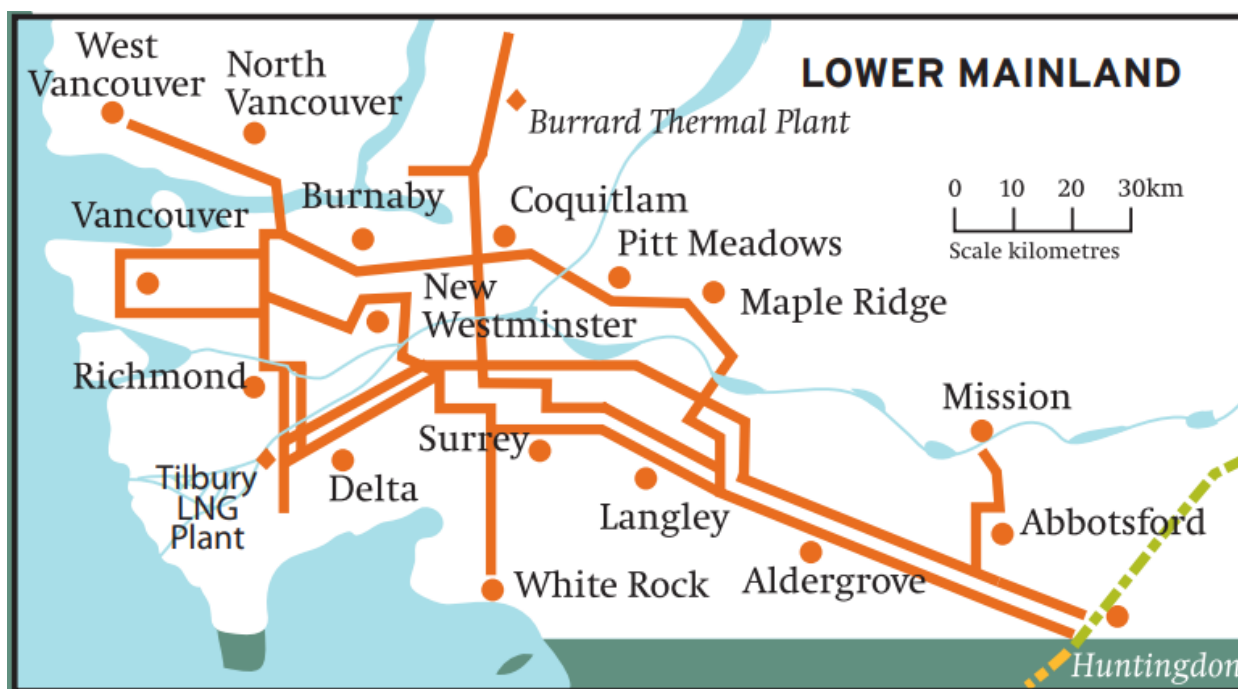
Source: Maple Ridge, Sanitary Master Plan, 2016

Natural Gas

Natural gas to businesses and homes in Maple Ridge is serviced by **FortisBC**, a regulated private sector service provider.²⁶ FortisBC's pipeline system in the Lower Mainland is depicted in the figure below. There are some industrial lands in Maple Ridge that are being brought to market that lack natural gas servicing – there is a need to have gas lines serve these areas to support growth and development, but some public hesitancy to do so. The City has been working to develop regular engagements with FortisBC to explore this and other questions related to natural gas.

²⁶ <https://www.fortisbc.com/>

Figure 19. FORTIS Pipeline System in Lower Mainland



Source: FORTIS BC, https://www.cdn.fortisbc.com/libraries/docs/default-source/services-documents/wins_fortisbc_pipeline_system_map_2593.pdf?sfvrsn=139cf23_2

Electricity

Maple Ridge is served by **BC Hydro**, a provincial Crown corporation. Electrical infrastructure in the City includes a 500kV Transmission line that runs through North Maple Ridge, as well as 69kV lines that run through the town centre and through the Ruskin area. Just across the City's eastern boundary with Mission, BC Hydro operates the Ruskin (RUS) Hydro Dam and Generating Station, which produces 105 MW.²⁷ In 2024, BC Hydro announced a 10 Year Capital Plan consisting of \$36 billion in planned community and regional infrastructure investments in the province.²⁸ Infrastructure investments will specifically include improvements to generation assets, large transmission infrastructure, and community substations and local wires in order to make the system more reliable, efficient, and to reduce emissions. The plan has earmarked \$7.2 billion for infrastructure improvements in the Lower Mainland. Maple Ridge businesses have expressed concerns about service being expensive and infrastructure upgrades slow, in addition to concerns about experiencing long wait times for electricity servicing. The implementation of

²⁷ <https://www.bchydro.com/energy-in-bc/operations/our-facilities/lower-mainland.html>

²⁸ BC Hydro, Power Pathway, <https://app.bchydro.com/content/dam/BCHydro/customer-portal/documents/corporate/capital-plan/capital-plan-2024.pdf>

the Capital Plan may help to ease some of these concerns, such as reducing costs and improving system reliability, over the next 10 years.

The **Electrified Film Kiosk** at the Railway Lot near the Haney Bypass is a sustainability initiative completed at the end of 2024 designed to power film productions in Maple Ridge that would otherwise depend on diesel powered generators. This 800-amp state-of-the-art kiosk is the third of its kind in Canada, with similar kiosks located in Toronto and Vancouver.²⁹ Film production circuses (central production hubs where trucks, gear, talent trailers, and other equipment are parked) can directly connect to the kiosk at the railway lot and can also use the kiosk as a high efficiency charging station for mobile battery trailers to power off-site filming.³⁰ With film productions saving an estimated 400-800 litres of diesel burning per day and an estimated \$160,000 annually in fuel costs, the opening of this kiosk aligns with film industry sustainability initiatives to reduce fossil fuel consumption.

Figure 20. Electrified Film Kiosk



Telecommunications

Businesses and residents in Maple Ridge depend on reliable internet and telecommunications coverage. TELUS and Rogers are the two primary telecommunications services providers that service Maple Ridge. Since the federal government generally controls telecommunications location decisions, the City and Province cannot override decisions for locating infrastructure.³¹ Locations of telecommunications infrastructure may contribute to spotty coverage in some areas of the City. While TELUS and Rogers report full coverage in most of Maple Ridge, as shown in the figures below, residents and businesses sometimes complain about gaps in coverage. Some areas of the North 256 Industrial Area fall outside of the national broadband data coverage.³² In 2024, TELUS announced \$6 million in investments in Maple Ridge for enhancing

²⁹ Corbett, N., December 8, 2024, "Maple Ridge joins big cities with new film industry infrastructure", Maple ridge-Pitt Meadows News, <https://www.mapleridgenews.com/local-news/maple-ridge-joins-big-cities-with-new-film-industry-infrastructure-7692237>

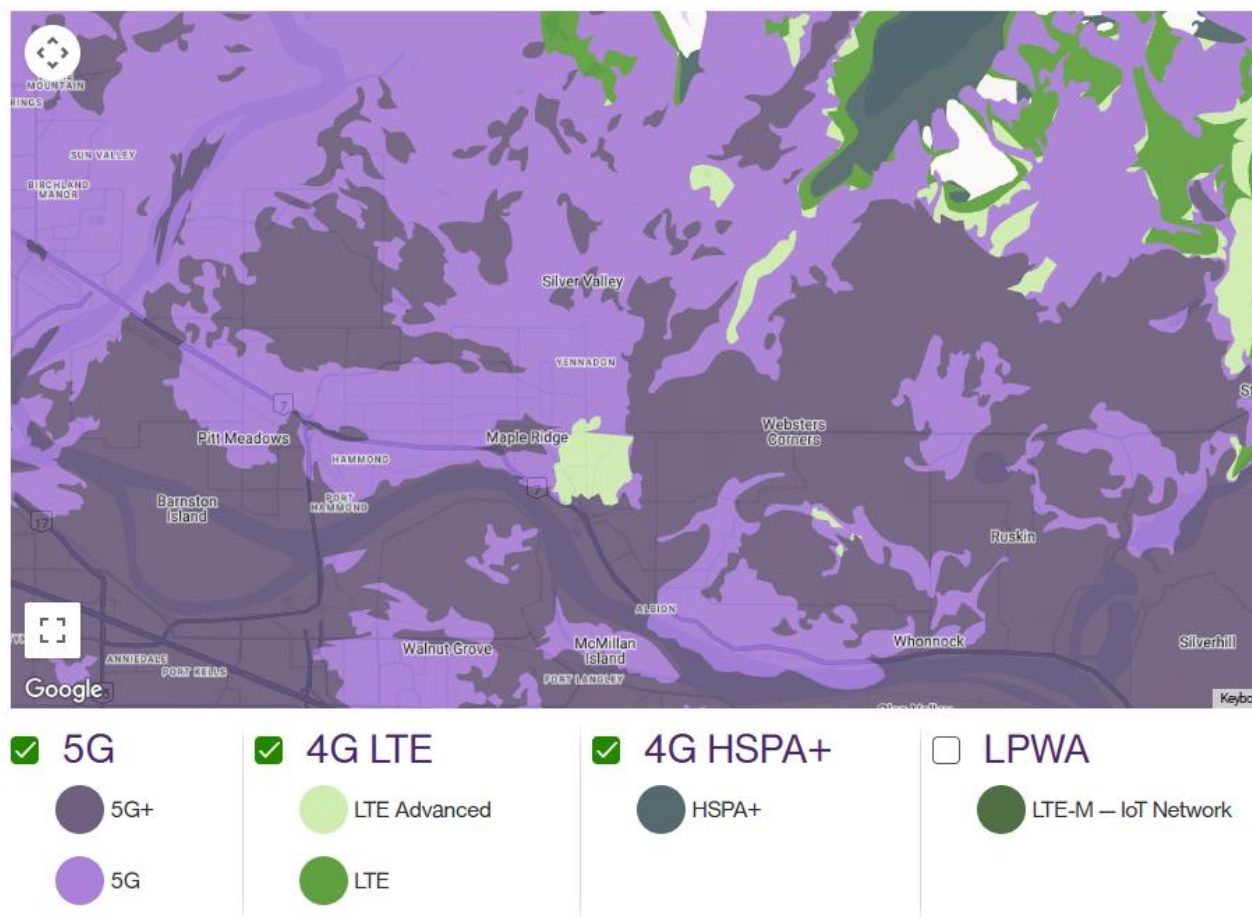
³⁰ <https://www.mapleridge.ca/news/city-champions-sustainable-film-industry-new-electric-film-kiosk>

³¹ Telecommunications companies are required to consult with local property owners in some cases when developing tall structures.

³² Maple Ridge Site Selector Tool

wireless connectivity and connecting residents and businesses to its PureFibre network. This investment is a part of a broader \$17 billion investment over the next five years for improving and expanding service throughout the province.³³

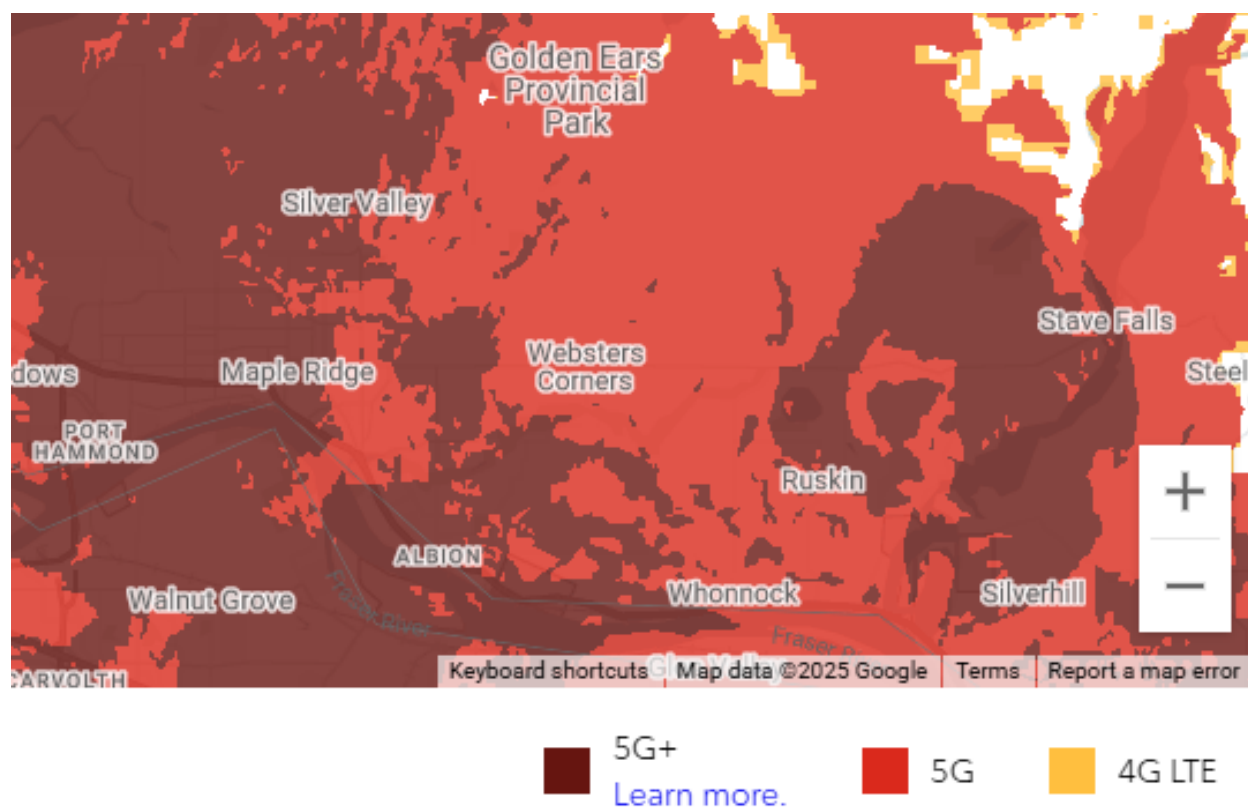
Figure 21. TELUS Service Map, Maple Ridge



Source: TELUS, Coverage Map, accessed on February 20, 2025, <https://www.telus.com/en/mobility/network/coverage-map>

³³ TELUS, June 12, 2024, "TELUS investing \$6 million in Maple Ridge", <https://www.telus.com/en/about/news-and-events/media-releases/telus-investing-6-million-in-maple-ridge>

Figure 22. Rogers 5G Network Service Map



Source: Rogers, Network Coverage, accessed on February 20, 2025, <https://www.rogers.com/mobility/network-coverage-map>

Table 27. Utilities Infrastructure – Summary of Advantages and Disadvantages

Advantages	Disadvantages
<ul style="list-style-type: none"> The Electrified Film Kiosk is a strong competitive advantage for Maple Ridge's film industry. Capital investments by utility and service providers such as BC Hydro and TELUS may improve electricity and telecommunications services for businesses and residents over the coming decade. 	<ul style="list-style-type: none"> Metro Vancouver-operated and maintained sanitary and water, utilities make it difficult for the City to extend key utility services to underserved areas. Lack of services like water and sanitary may impair investment attraction efforts and may incentivize existing companies in underserved areas to develop and operate private systems, which can fall out of regulatory oversight. Long servicing times and uncertain time frames from BC Hydro contribute to the electric utility being cost prohibitive and uncertain for some businesses

Transportation Infrastructure

Roadways

Highway 7 (Lougheed Highway)

Highway 7, also referred to as Lougheed Highway for much of its length, is a major corridor that travels from Vancouver along the north side of the Fraser River into the Fraser River Valley, connecting the City of Maple Ridge to surrounding communities in the Metro Vancouver and Fraser Valley regions. Highway 7 enters Maple Ridge on its western border with Pitt Meadows and offers a direct connection to the Maple Meadows Industrial Park and to the Golden Ears Bridge heading south. The road travels east and briefly splits between Highway 7, which travels along the river, and Lougheed Highway, which travels through downtown Maple Ridge before curving south to re-converge with Highway 7 just north of the Albion Industrial Park. Highway 7 then continues to travel along the river, also serving the Ruskin Industrial Park, until it reaches Maple Ridge's western border with Mission.

Over 24,000 vehicles travel along Highway 7 each day; the highway supports and connects residents, tourists, business activities, and the movement of goods related to port and rail.³⁴ Lougheed Highway is also a codified disaster route for the region.³⁵ As a provincial highway, this corridor is under the jurisdiction of the British Columbia Ministry of Transportation and Transit (MOTT) for the entirety of its length that passes through Maple Ridge. Some portions of the highway, not located in Maple Ridge, fall under the jurisdiction of TransLink.

As a part of the Lougheed Transit Corridor Development Plan,³⁶ construction began in December 2022 on the Highway 7 Widening project, which consists of expanding a four-kilometre segment of roadway between 266th Street and 287th Street from two to four lanes for improved safety, reliability, capacity, efficiency, and to better accommodate large trucks. The project, totaling just over \$130 million in costs funded by the provincial and federal governments, is expected to be completed in the fall of 2025.

Golden Ears Way / Abernethy Corridor

Golden Ears Way / Abernethy Corridor is a key transportation corridor in Maple Ridge connecting Highway 7 and the Golden Ears Bridge to the North 256th Industrial Area, Golden Ears Provincial

³⁴ British Columbia, Highway 7 Widening – 266th St. to 287th St., <https://www2.gov.bc.ca/gov/content/transportation-projects/other-transportation-projects/highway-7-widening>

³⁵ Lower Mainland-Disaster Response Route Network, <https://www.mapleridge.ca/media/file/disaster-response-route-map1pdf>

³⁶ Lougheed Transit Corridor, <https://www.mapleridge.ca/your-government/city-projects/lougheed-transit-corridor>

Park, and to the Silver Valley neighbourhoods. Consisting of Golden Ears Way just north of the Golden Ears Bridge and Abernethy Way traveling east, this route is identified as a key corridor in the City's Transportation Improvement Strategy. There are currently three expansion and improvement projects along Abernethy Corridor to improve congestion, safety, and connections³⁷:

- Phase 1 of Abernethy Way Corridor Improvements widened Abernethy Way between 210 and 224 Street. (completed in 2017).³⁸
- Phase 2 will widen Abernethy Way between 224th Street and 232nd street to a four lane roadway. Work on Phase 2 is currently underway.
- Phase 3 will extend Abernethy Way from 232nd Street to 240th Street, providing improved connections to the Albion Industrial Area and Albion community, located just south along 240th Street. This extension will also help to alleviate congestion on Lougheed Highway and along Dewdney Trunk Road.
- Phase 4 of the project will further extend Abernethy Way from 240th Street to 256th Street, further improving transportation options to the North 256 Industrial Area in addition to improving active transportation infrastructure with sidewalks and a multi-use path.
- The Abernethy Way Expansion project is complemented by a project to develop a new crossing over the Alouette River at the 240th Street alignment north of 124th Avenue. This new bridge is key to developing an alternative emergency route to the Silver Valley neighbourhood, as well as an alternative route to Golden Ears Provincial Park.
- The Golden Ears Way Four-Laning Project involves widening the portion of roadway just north of the Golden Ears Bridge and Lougheed Highway from two to four lanes to improve congestion. It should be noted that Golden Ears Way is under the jurisdiction of Translink, not the City of Maple Ridge. The timeline on this project is still to be determined.

These improvement projects in total cost an estimated \$188.5 million and, with the exception of the Golden Ears Way Four-Laning Project, are all expected to be complete by the end of 2027.

Bridges

The **Golden Ears Bridge** is a six lane, 968metre-long bridge connecting Maple Ridge to Langley and other communities south of the Fraser River. Completed in 2009, the bridge was designed to replace the Albion Ferry for vehicles, pedestrians, and cyclists. The Golden Ears Bridge is one of five bridges owned and maintained by TransLink and has been toll-free since 2017.³⁹ The development of this bridge has greatly improved the ease of north-south travel, making many key

³⁷ Maple Ridge, Transportation Improvement Strategy Overview

³⁸ <https://www.mapleridge.ca/AbernethyPhase2B>

³⁹ <https://www.translink.ca/rider-guide/driving/golden-ears-bridge>

destinations throughout the region, including the US border, a 30–35-minute drive from downtown Maple Ridge.

The **Pitt River Bridge**, located approximately 20 minutes west of Maple Ridge along Highway 7, provides east-west connections, connecting Maple Ridge/Pitt Meadows to Port Coquitlam and into Vancouver. With four lanes heading eastbound and three lanes heading westbound, the toll-free bridge facilitates the flow of goods transportation around the region.

Table 28. Roadways – Summary of Advantages and Disadvantages

Advantages	Disadvantages
<ul style="list-style-type: none">Maple Ridge has direct access to key regional infrastructure including Highway 7 and the Golden Ears Bridge, which improve east-west and north-south connections for industrial, commercial, and residential travel alike.The City and Province are investing in roadway infrastructure improvements along key corridors including the Abernethy Corridor and Highway 7 to improve congestion, capacity, and improve transportation connections to industrial lands.	<ul style="list-style-type: none">Roadway infrastructure in Maple Ridge currently does not optimally serve some of the City’s industrial areas and business parks, namely North 256 Industrial Area and the Kanaka Business Park – there is currently only one way in and out of these areas.While roadway expansions will provide some improvements to capacity and congestion, the most effective strategies for easing congestion involve multimodal improvement that give road users the ability to shift modes. This could include, for example, the ability for commuters to shift toward transit or active transportation, and for industrial and commercial transportation to shift to rail or barge.

Air

The **Vancouver International Airport (YVR)** is located approximately 45 km west of downtown Maple Ridge and offers linkages through Canada and internationally. Drive time from downtown Maple Ridge to Vancouver International Airport is approximately 50 to 60 minutes, depending on traffic. YVR services 55 airlines offering more than 125 destinations throughout the world. In 2023, nearly 25 million passengers boarded or disembarked planes at YVR.⁴⁰ The airport is also

⁴⁰ Korstrom, “Businesses moved record amount of air cargo through YVR in 2024”, Business Intelligence for BC, <https://www.biv.com/news/transportation/businesses-moved-record-amount-of-air-cargo-through-yvr-in-2024-10212907#:~:text=It%20said%20in%20a%20news,disembarked%20planes%20at%20the%20airport.>

the second busiest cargo airport in Canada, moving over 315,000 tonnes of cargo valued at \$19 billion in 2023.⁴¹ The airport’s top exports include seafood, cherries, and mining equipment to trade partners such as the US, China, Australia, Germany, and Japan. Top imports in 2023 include electronics, ecommerce, and perishable goods from the US, China, Mexico, Vietnam, and Germany.

The **Pitt Meadows Regional Airport (YPK)** is located 9 km or a 15-minute drive west of downtown Maple Ridge. While the airport is physically located in Pitt Meadows, the airport is jointly owned by the City of Maple Ridge and the City of Pitt Meadows. YPK is a general aviation satellite airport that has seven helipads and three runways ranging from 2485 to 5000 feet in length which can accommodate small commercial and private jets. There are over 300 acres of land currently available for on-airport development at YPK, including terminal and office space, commercial support services, aviation hangars, and waterfront opportunities.⁴² As the airport has waterfront lots along the Fraser River that are within the jurisdictional boundaries of the Port of Vancouver, there are potential opportunities for port and industrial related development. The airport is adjacent to the Golden Ears Business park, 3 km and a 5-minute drive away from the Maple Meadows Business Park in Maple Ridge, and is a comparable drive time to Highway 7 and the Golden Ears Bridge. YPK is designated as an AOE/15 (Airport of Entry) for general aviation for flights on private, company-owned, or charter aircraft carrying no more than 15 people (including crew).

Table 29. Air – Summary of Advantages and Disadvantages

Advantages	Disadvantages
<ul style="list-style-type: none">• Close proximity to YVR, a major commercial and cargo airport, supports businesses in a variety of industries, residents, and tourists in Maple Ridge through transportation connections and trade.• The Pitt Meadows Airport may directly support some business travel and operations in the nearby Maple Meadows Business Park.	<ul style="list-style-type: none">• The Pitt Meadows Airport is currently only for general aviation purposes and does not support commercial travel or freight operations, meaning that there are limited applications for businesses, residents, and tourists in Maple Ridge.

⁴¹ YVR Airport, Cargo, <https://www.yvr.ca/en/business/cargo>

⁴² YPK Airport, Development, <https://www.flyypk.ca/development>

Rail and Intermodal

The City of Maple Ridge is well served by **Canadian Pacific Kansas City (CPKC) Rail**, a Class 1 Railroad that provides direct access to markets in Canada, the US, and Mexico. The CPKC Rail line runs along the Fraser River, just south of Highway 7, and passes directly through several of the city's business and industrial parks, including Maple Meadows Industrial Business Park, Albion Industrial Park, and Ruskin Industrial Park. To the west, the CPKC Rail line directly connects to an intermodal yard located in Port Coquitlam, just 12 km northwest of downtown Maple Ridge. With over 100 acres of expansion potential, the Port Coquitlam intermodal facility offers direct connections to the Port of Vancouver. Southeast of Maple Ridge, the CPKC Rail line passes over the Mission Bridge, through Abbotsford, and connects to BNSF Rail in the United States, servicing markets on the US west coast and connecting to other rail carriers serving the central and eastern US and Mexico.

The **Port of Vancouver**, located roughly 40 km west of downtown Maple Ridge and directly connected by CPKC Rail, is the largest port in Canada moving about \$300 billion in goods annually to and from Canada.⁴³ Operated by the Vancouver Fraser Port Authority, the Port has 29 major marine terminals, connects to three Class 1 railroads, a regional short line railroad, and the capacity to handle cargo such as automobiles, breakbulk and project cargo, bulk, and containers, in addition to passengers on cruise ships. The Vancouver Fraser Port Authority is responsible for dredging parts of the Fraser River to maintain marine related trade corridors, and to ensure ease of access and navigation. The Port Authority manages 7.5 km of shoreline in Maple Ridge.

Over the past 15 years, the Vancouver Fraser Port Authority and regional partners have been exploring options for short sea shipping of containerized goods, a cost-effective and sustainable alternative to move non-bulk cargo on barges along waterways in and around the port.⁴⁴ A 2019 study by the Port led to the creation of the **Inland Hub Facility** concept, which would provide a common user facility along the Fraser River with some complementary container services on site (e.g., import and export transloading, rail loading and unloading, etc.). Depending on available land and funding, there are two potential options for the Inland Hub Facility:

1. Comprehensive option: provide a wide array of complementary container services and would require the establishment of a new container services cluster and barge service at or near an existing railhead in the Lower Mainland with direct access to the Fraser River, as well as existing road and rail infrastructure. This comprehensive option would require greater land and funding resources, including a parcel of land larger than 60 acres.

⁴³ Port of Vancouver, <https://www.portvancouver.com/cargo-and-terminals>

⁴⁴ Port of Vancouver, Short Sea Shipping Project, <https://www.portvancouver.com/project/short-sea-shipping>

- 2. Compact option: provide a limited range of complementary container services and would be established at an existing container services cluster. The compact option requires fewer resources to implement, including a 30–40-acre parcel.

Regardless of which option is implemented, the development of the Inland Hub Facility would further improve freight movement throughout the region and specifically between the Port of Vancouver and communities along the Fraser River. The Inland Hub Facility concept presents an opportunity for more freight flow to and from Maple Ridge, specifically to the Fraser River Industrial Corridor, Maple Meadows Business Park, and Albion Industrial Area located on or near to the Fraser River.

Table 30. Rail and Intermodal – Summary of Advantages and Disadvantages

Advantages	Disadvantages
<ul style="list-style-type: none">• CPKC Rail directly serves the Maple Meadows Business Park, Albion Industrial Area, and Ruskin Industrial Area, with direct connections to an intermodal yard in Port Coquitlam and further connections to the Port of Vancouver.• Maple Ridge is near the Port of Vancouver, Canada’s largest port. Several roadway, rail, and barge routes facilitate the movement of goods and services from Maple Ridge to the Port.• Once implemented, the Inland Hub Facility concept will further improve the movement of goods along the Fraser River, to and from Maple Ridge.	<ul style="list-style-type: none">• The North 256 Street Industrial Area and Kanaka Business Park lack rail service.

Transit

The **West Coast Express (WCE)** commuter rail service, the only commuter train in western Canada, connects Maple Ridge to Downtown Vancouver. Operated by TransLink and in service since 1995, the WCE has more than 2.6 million boardings each year.⁴⁵ Each weekday, the WCE runs up to five trains made up of between three to ten bi-level cars: five trains travel westbound for the morning commute, and five trains travel eastbound in the afternoon and evening. The WCE has two stops in Maple Ridge at Port Haney and Maple Meadows. The WCE operates on CPKC track infrastructure. While there has been interest from the community to expand the WCE further into the Fraser Valley,⁴⁶ there are currently no plans in place for service expansion.

Bus Rapid Transit (BRT) in the Metro Vancouver region, operated by TransLink, is a key priority of the agency in their 2024 10-Year Investment Plan.⁴⁷ Maple Ridge is currently home to one Rapidbus route (a pre-BRT service) and is expecting expanded service in the coming years. The existing R3 Rapidbus route to Coquitlam CentreCentre connects riders from Maple Ridge Haney Place to the SkyTrain's Millennium Line in approximately 35 minutes. This route includes two stops in Maple Ridge along Lougheed Highway.

TransLink is planning to develop three new BRT corridors, including a BRT route connecting Maple Ridge Haney Place to Langley Willowbrook. The Langley-Haney Place BRT route will run 22 km, featuring 13 stations and buses running every 10 minutes during peak hours. In Maple Ridge, the route will include four stations along Lougheed Highway. Expected to reduce travel time by over 40 percent between Haney Place and

Figure 23. Proposed Langley-Haney Place BRT



⁴⁵ TransLink, West Coast Express, <https://www.translink.ca/about-us/about-translink/operating-companies/west-coast-express>

⁴⁶ Transport Action British Columbia, Should we expand the West Coast express?, <https://bc.transportaction.ca/publications/news/expanding-the-west-coast-express/>

⁴⁷ TransLink, 10-Year Investment Plan, <https://www.translink.ca/plans-and-projects/strategies-plans-and-guidelines/transit-and-transportation-planning/ten-year-investment-plan>

Willowbrook, this BRT route will directly connect Maple Ridge residents to the future Surrey-Langley SkyTrain.⁴⁸

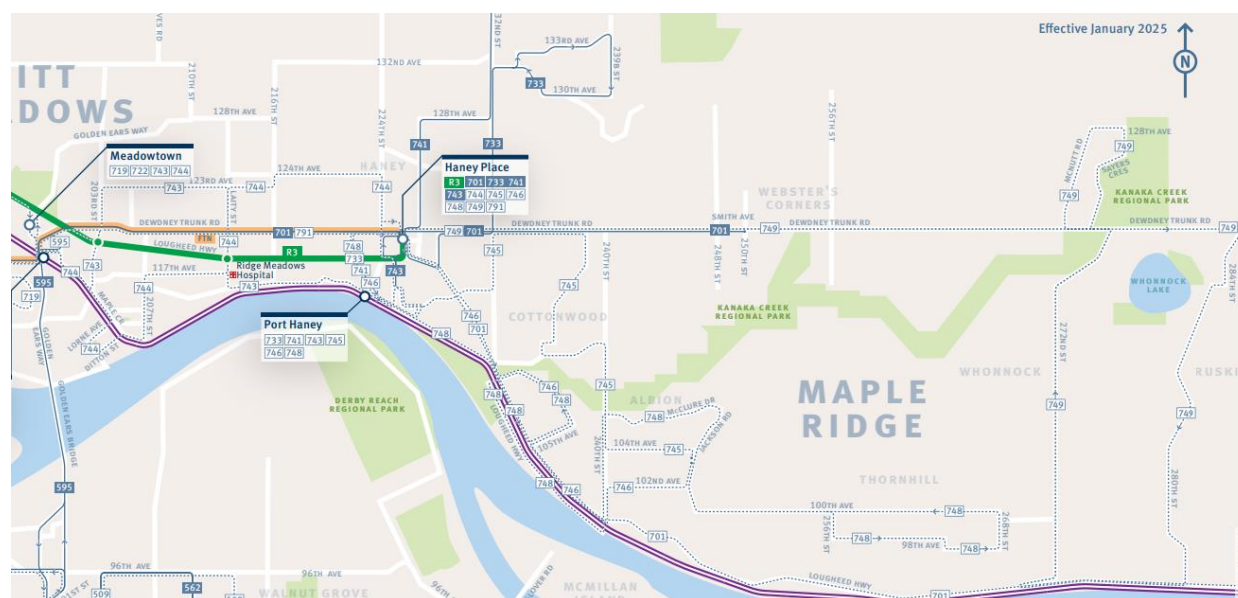
The **SkyTrain** is Metro Vancouver's automated rapid transit system, which has 79.6 km of track and transported over 140 million riders in 2023. SkyTrain runs along three main lines: the Canada Line, the Millennium Line, and the Expo Line. While Maple Ridge is not directly served by a SkyTrain line, riders can currently connect from Maple Ridge Haney Place to the Millennium Line in Coquitlam Centre via the R3 Rapidbus route. TransLink is planning a 16-km expansion project of the Expo Line from Surrey to Langley, adding eight stations and ending at Langley City Centre. Riders from Maple Ridge will also be able to connect to this future SkyTrain via the future Langley-Haney Place BRT route. The Surrey Langley SkyTrain project is expected to come into operation in 2029.⁴⁹

TransLink operates multiple limited- and full-service **bus** routes in the City of Maple Ridge. Approximately 10 bus routes, in addition to the R3 Rapidbus route, travel through and within Maple Ridge, connecting at the Haney Place transit hub. These bus routes connect Maple Ridge residents and workers to jobs, school, shopping, health care, and other important destinations. The Maple Meadows Business Park is well-served by roughly three different bus routes. Albion Industrial Park has access to at least three different bus routes. The Fraser River Industrial Corridor is not as well served by bus, with access to just two limited-service bus routes. The North 256 Industrial Area is not currently accessible by bus.

⁴⁸ TransLink, Bus Rapid Transit Program, <https://www.translink.ca/plans-and-projects/projects/rapid-transit-projects/bus-rapid-transit>

⁴⁹ Surrey Langley SkyTrain, <https://surreylangleyskytrain.gov.bc.ca/>

Figure 24. Transit Map in Maple Ridge, 2025



Source: TransLink, Transit Maps, Pitt Meadows/ Maple Ridge/ Langley Region, <https://www.translink.ca/schedules-and-maps/transit-system-maps#transit-system-maps>

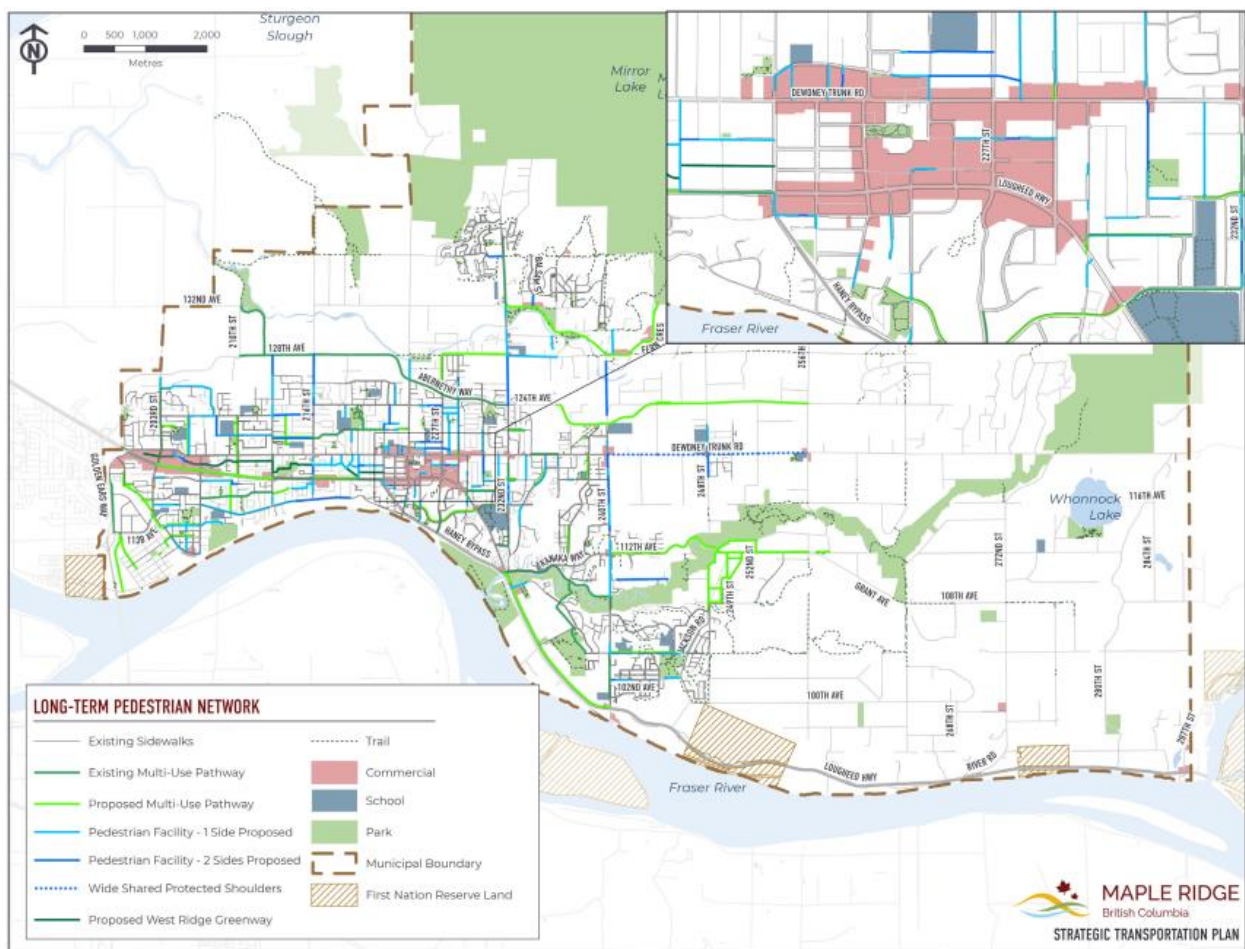
Active Transportation

Maple Ridge has some infrastructure in place throughout the community to allow for active transportation, such as **walking** and **cycling**. According to the 2023 Strategic Transportation Plan, approximately 35 percent of roadways in Maple Ridge have pedestrian facilities such as sidewalks or multi-use pathways on at least one side of the street. While over 6 percent of trips in the City are currently made by walking or biking, about 17 percent of trips made by drivers are less than 2 km long and may thus be suitable for walking or cycling. The City has identified in the 2023 Strategic Transportation Plan that improving active transportation infrastructure to improve community connections is a key priority, identifying strategies to improve active transportation infrastructure such as:

- Complete community connections so that residents can walk or bike to schools, commercial areas, transit, community centres, and other amenities.
- Prioritize personal safety and comfort by ensuring walking infrastructure is comfortable and accessible, including improved crossings and lighting.
- Invest and partner for a walkable Regional City Centre and Lougheed Transit Corridor Area to ensure most trips in these areas can be safely and comfortably made by walking.
- Partner to complete regional cycling network that connects to neighbouring communities.

Figures 25, 26, and 27 respectively show the Long-Term Pedestrian Network identified by the City, the current Cycling Network as reported by TransLink, and the Long-Term Cycling Network as identified by the City. As depicted in the figures, there are a variety of envisioned multi-use paths that will improve active transportation infrastructure to key transit connections along Lougheed Highway, near industrial and business areas such as Maple Meadows Business Park and Albion Industrial Area, and some improved infrastructure near the North 256 Industrial Area. Some of these improvement projects include the 132 Avenue and Fern Crescent Multi-Use Path and Intersection Improvements at 132 Avenue and Fern Crescent, as well as the Hammond Road Multi-Use Path from West Street to 203 Street.⁵⁰

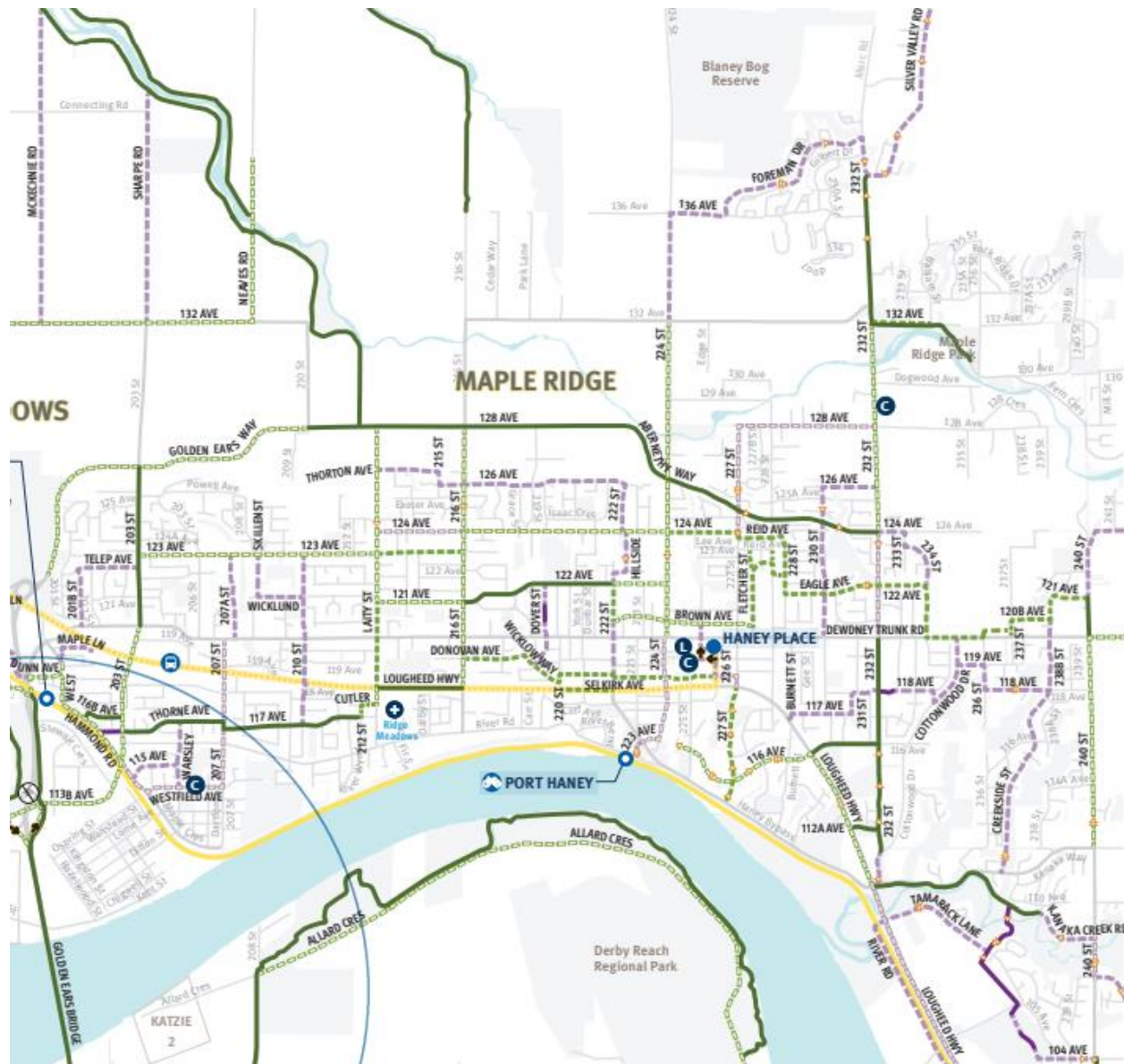
Figure 25. Long-Term Pedestrian Network, Maple Ridge



Source: Maple Ridge Strategic Transportation Plan 2023

⁵⁰ Maple Ridge, City Projects, <https://www.mapleridge.ca/your-government/city-projects>

Figure 26. Current Cycling Route Map, Maple Ridge



Source: TransLink, Cycling in Metro Vancouver, Maple Ridge, Pitt Lake, and Pitt Meadows Local Area Map, <https://www.translink.ca/rider-guide/bike-and-ride-on-transit/cycling-in-metro-vancouver#cyclimg-maps>.

Note: All green lines indicate a signed or marked cycle route. Solid Dark Green lines indicate separated bike lanes with barriers or unseparated lanes at low automobile speeds that are considered to be comfortable for most cyclists. Dotted Solid Green lines indicate routes that are comfortable for some cyclists, consisting of either separated bike lanes with no traffic barriers, or unseparated lanes with automobiles traveling at medium speeds. Dotted Outlined Green lines indicate routes that are comfortable for few cyclists, consisting of bike lanes not separated from traffic on roads with vehicles traveling at high speeds. All purple lines indicate an unsigned cycle route. Solid Purple Lines indicate off-street routes. Dotted Solid Purple lines indicate local street routes where automobiles travel at medium speeds. Dotted Outlined Purple lines indicate arterial and collectors, in which vehicles travel at high speeds.

Table 31. Public & Active Transportation – Summary of Advantages and Disadvantages

Advantages	Disadvantages
<ul style="list-style-type: none"> • Maple Ridge has existing bus and commuter rail services that connect residents to the Metro Vancouver region. • TransLink investments to develop a new BRT line to Langley to connect with the future Surrey-Langley SkyTrain improves regional connectivity between Maple Ridge and across the Metro Vancouver region. • Use of public transit in Maple Ridge exceeds pre-pandemic levels. 	<ul style="list-style-type: none"> • Access via public transit to employment centres in industrial areas is inconsistent, with some industrial areas heavily or entirely lacking in public transit service. • Some industrial areas are also not easily accessible via active transportation like cycling or walking. • TransLink funding challenges present difficulties for maintaining and expanding operations to meet higher public transit demand.

Natural Features

Golden Ears Provincial Park

Golden Ears Provincial Park is the third busiest park in British Columbia, covering 62,529 hectares of land and attracting approximately 610,000 visitors annually. This park has over 443 vehicle and tent campsites, making it one of the largest campgrounds in the province and able to accommodate activities such as hiking, horseback riding, climbing, cycling, fishing, canoeing, swimming, waterskiing, and windsurfing. While physically located in Maple Ridge, the park is provincially maintained with park operations privately contracted out. The only way to access the park is via Fern Crescent and the Golden Ears Parkway. Most visitors to the park, if not residents of the City of Maple Ridge or nearby communities, will stay in hotels and accommodations in Langley, Mission, or other neighbouring communities, given that there is no reliable hotel option within Maple Ridge.

Fraser River

The **Fraser River** is the longest river within British Columbia, flowing 1400 km from the western slopes of the Canadian Rockies to the Pacific coast just south of Vancouver. The Fraser River creates the southern border of Maple Ridge. The river has long played a key role for industry throughout the Lower Mainland region, and is today used for activities including commercial shipping, transportation, fisheries, log storage, and foreshore agriculture activities.⁵¹ According to the Fraser River Industrial Association, approximately 23 percent of use of the river is for industrial purposes, 17 percent for agricultural purposes, and 10 percent for transportation.⁵² Long used for transportation and freight activity associated with the Port of Vancouver, the Port has expressed plans for further utilization of the river for short sea shipping initiatives, involving the development of a logistics hub further inland along the Fraser River.

Dredging is an important component of river maintenance to both ensure continued use of the river for trade purposes, in addition to providing key flood protection to keep water levels below dike levels during periods of increased water flow such as the annual freshet. Prior to 1998, dredging was conducted by the federal government but has since been made the responsibility of the Vancouver Fraser Port Authority, which self-funds and carries out dredging programs that are largely focused on primary trade channels. Due to the shift in responsibility and funding challenges, there is concern among Lower Fraser River communities that local secondary

⁵¹ Richmond Chamber of Commerce, The Economic Importance of the Lower Fraser River, <https://fria.ca/wp-content/uploads/2016/04/The-Economic-Importance-of-the-Lower-Fraser-River.pdf>

⁵² Fraser River Industrial Association, <https://fria.ca/the-mighty-fraser/>

channels are not being adequately dredged, contributing to increased flood risk and reducing access to the river for industrial, commercial, and recreational uses.⁵³

Table 32. Natural Features – Summary of Advantages and Disadvantages

Advantages	Disadvantages
<ul style="list-style-type: none"> As one of the busiest parks in the province, Golden Ears Provincial Park brings hundreds of thousands of visitors through Maple Ridge each year. Future short sea shipping plans by the Vancouver Fraser Port Authority present increased trade opportunities for industry in Maple Ridge located near the river, such as businesses in Albion Industrial Area and in the Fraser River Industrial Corridor. 	<ul style="list-style-type: none"> Dredging challenges in the Lower Fraser River increase risks of flooding and reduce commercial, industrial, and recreational access to the riverfront. Lack of a reliable hotel in Maple Ridge means that visitors to Golden Ears Provincial Park must stay outside of the City, causing additional leakages for business activity like retail and restaurants.

⁵³ Hoekstra, G., April 11, 2023, "Lower Fraser River communities call for long-term dredging plan and federal funding", Vancouver Sun, <https://vancouversun.com/news/local-news/lower-fraser-river-communities-call-for-long-term-dredging-plan-and-federal-funding>

6. PEST and SWOT Analyses

The following matrices explore a diverse array of factors that may support or impair investment attraction efforts by the City of Maple Ridge. Factors are explored in two matrices: The Strengths, Weaknesses, Opportunities, and Threats Analysis, and the Political, Economic, Social, and Technological Analysis.

Strengths, Weaknesses, Opportunities, Threats Analysis

Figure 28. SWOT Analysis

Strengths <ul style="list-style-type: none"> • Renewed pro-business focus • Film and media business • Strategic economic vision • Competitive value proposition • Sustainability and climate action 	Weaknesses <ul style="list-style-type: none"> • Regulatory and permitting challenges • Industrial land and infrastructure constraints • Data and market intelligence gaps • Limited industrial investment vision • Transportation and connectivity challenges • Hotel and business amenities deficit
Opportunities <ul style="list-style-type: none"> • Education and workforce growth • Strategic location and market access • Nearby transportation and infrastructure investments • Opportunities in high-value sectors • Existing financial incentives • Economic and housing trends 	Threats <ul style="list-style-type: none"> • Political and economic uncertainty • Land and infrastructure constraints • Reputation and business climate • Complex utility access • Economic vision misalignment

In a dynamic and ever-changing economic and political landscape, the City's ability to navigate challenges or seize opportunities hinges on its internal strengths and weaknesses. These internal factors are within the City's control and can be strategically addressed through targeted investments, strengthening areas of vulnerability while leveraging existing assets.

Conversely, external opportunities and threats stem from broader local, regional, and global trends that lie beyond the City's control. However, these external forces still play a crucial role in shaping the type and volume of business the City attracts. By proactively identifying and assessing these external factors, the City can adapt its economic development strategy in real-time to maximize potential benefits and mitigate risks, ensuring a resilient and thriving local economy.

Strengths

Renewed Pro-Business Focus. The City has demonstrated its renewed and enhanced strategic focus at the City for supporting business growth and expansion, including with financial resources. The City has developed a team of skilled economic development staff and invested in formalizing industrial attraction and business retention and retention strategies.

Film & Media Business. The City has strong existing relationships in the film and media industry. The electrical kiosk at the Railway Lot is a strong asset for film production.

Strategic Economic Vision. The City has vision to upgrade investment in the transportation and warehousing sector, attracting more sophisticated, high-employment industry. Other opportunities that align with the City's vision and values include (1) growing an athletic training and sports treatment business cluster to support outdoor physical activity in the area; and (2) building mobility infrastructure to support community needs with emphasis on multimodal and bicycle and pedestrian infrastructure.

Competitive Value Proposition. The City offers affordable land and lease rates, strong housing growth strategy, and competitive tax and labour costs relative to the greater Vancouver area. This provides a strong foundation for the City's value proposition and demonstrates obvious advantages to investing in Maple Ridge. The City directly influences many of these advantages by planning and creating favourable conditions for housing growth and setting competitive tax rates. Labour costs, however, are not something over which the City exerts direct influence.

Sustainability & Climate Action. Maple Ridge's future Climate Action Plan will set sustainability parameters for residential, commercial, and industrial development.

Weaknesses

Regulatory & Permitting Challenges. Long, unpredictable permitting processes hinder development in the City. Ideally, the City is proactive at identifying gaps in its regulatory processes, responsive to requests for information and clarification, and efficient at processing development permits.

Industrial Land & Infrastructure Constraints. Limited available land, ALR restrictions, and inadequate utilities and transportation infrastructure for new development.

Data & Market Intelligence Gaps. During our analysis, EBP discovered a lack of aggregated data available depicting recent Foreign Direct Investment (FDI) in Maple Ridge, especially high-CapEx, high-employment investments over the last five years. This limits site selectors' understanding of factors that differentiate Maple Ridge from regional peers and competitors. Similarly, the

absence of NAICS codes in City data hinders understanding of existing business activity and opportunities for expansion.

Limited Industrial Investment Vision. There is limited local enthusiasm for attracting industrial, high-employment investment. Strategic industrial investment attraction efforts can create industry clusters, spurring entrepreneurship and business growth for suppliers. Additionally, large industrial investment provides employment opportunities, as well as potential investment in training and workforce development for residents.

Transportation & Connectivity Issues. There are limited transit options available to industrial areas, making it less accessible for employees and less attractive to potential investors. Additionally, two major transportation assets in the City—the Pitt Meadows Regional Airport and the Fraser River—are underutilized for facilitating business activity.

Hotel & Business Amenities Deficit. No reliable hotel within the City means that business visitors must stay outside of the City, resulting in lost income for supporting businesses, as well as lost sales tax revenue for the City.

Opportunities

Education & Workforce Growth. Strong population and labour force growth in Maple Ridge creates opportunity to expand local post-secondary institutions, reducing the number of residents that must leave the City to receive higher education and secure skilled employment.

Strategic Location & Market Access. Maple Ridge's position at the Gateway between Vancouver, especially the Port of Vancouver, and Fraser River Valley is a vital opportunity to expand participation in the freight, trade, and logistics economy. Proximity to major air, port, and rail connections make Maple Ridge a good candidate for becoming a manufacturing, warehousing, and distribution hub for Canada's west coast. Pharmaceutical distribution, for example, requires high-skill labour to manage just-in-time shipping, cold chain storage, and regulatory compliance. However, the City has slightly less desirable connectivity to these transportation assets than local peers.

Nearby Transportation & Infrastructure Investments. Regional investments in transportation infrastructure such as widening and extension projects on Highway 7 and Abernethy Corridor will likely ease congestion and improve access to Maple Ridge's industrial areas. Additionally, the Port of Vancouver's Inland Hub Facility concept will open greater opportunities for short sea shipping to the Fraser River Valley.

Opportunities in High-Value Sectors. Maple Ridge is well-positioned to attract higher value investment in the transportation and warehousing sector. Potential activities may include electric

trucking, sophisticated e-commerce warehousing and logistics operations, retail headquarters, food and beverage manufacturing, and cold-chain storage for pharmaceutical goods. High skill employment opportunities in this industry include logistics managers, supply chain analysts, fleet managers, automation technicians, and data analysis. Moderate skill roles include forklift operators, dispatch coordinators, and warehouse supervisors.

Existing Financial Incentives. Existing financial incentives Maple Ridge could leverage to attract investment in desired industries include: BC Interactive Digital Media Tax Credit (IDMTC), Training Tax Credit for Employers, Canada-BC Job Grant, BCIC Innovator Skills Initiative Program (BCIC-ISI), Scientific Research and Experimental Development (SR&ED) program, Heavy-Duty Low and Zero Emission Vehicles Trucking Project (HDZEV) and pilot project For the Long Haul. Additionally, Innovate BC provides opportunity for scaling innovative small businesses that align with the City's vision and values.

Economic & Housing Trends. Strong forecasted per capita income and median household income growth in Maple Ridge, outpaces nearby region and is on par with local peers.

Threats

Political & Economic Uncertainty. Political instability in the US (further explored below under the PEST analysis) has created global dynamic change and has deep implications for multilateral trade. Optimistically, this is a temporal change, and trade will resume historic patterns when political stability returns.

Land & Infrastructure Constraints. Limited industrial land, misaligned infrastructure, and inadequate utility servicing increase costs and risks for developers. To some extent, these items are outside the City's direct control. However, the City can exert some influence through strategic planning, investment, policy, and interjurisdictional collaboration.

Reputation & Business Climate. The City struggles with attracting businesses due to a poor regional reputation and quality-of-life concerns. Slow regulatory processes coupled with opaqueness and lack of predictability contribute to this image. While the City can take contrary action to combat this image, it cannot directly control its regional reputation.

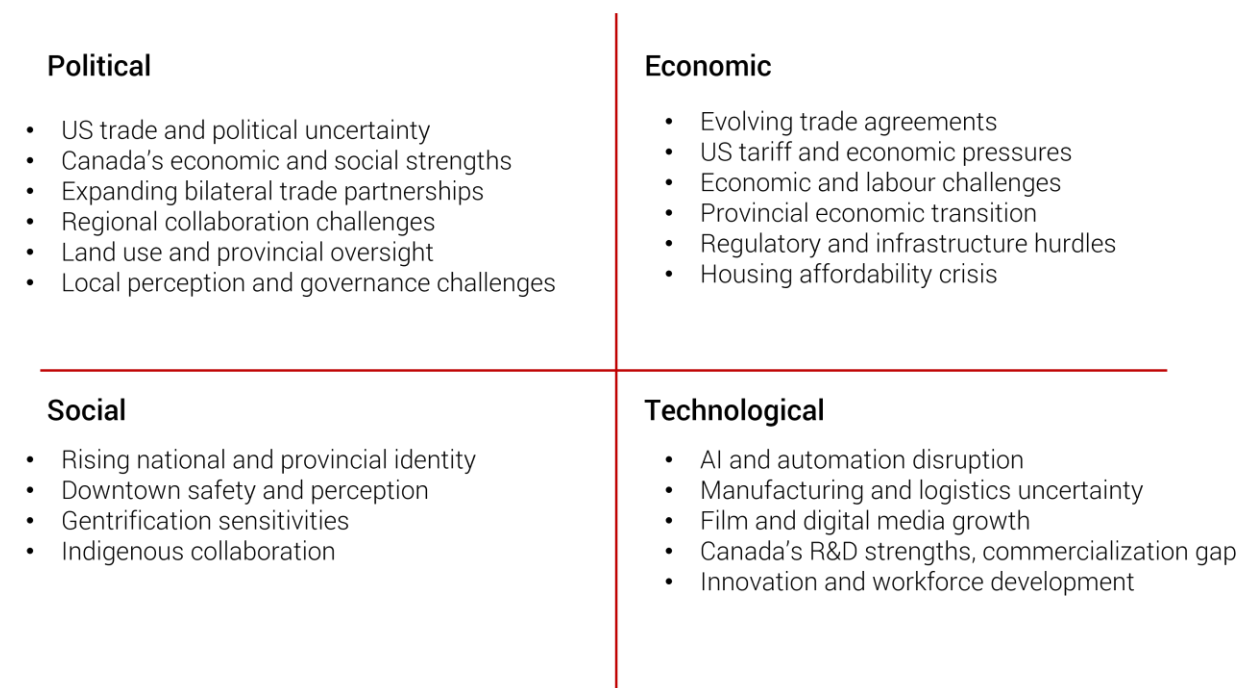
Complex Utility Access. Metro Vancouver's water management systems complicate connections for businesses and developers. This challenge may contribute to long lead times for preparing sites, in addition to lengthy City regulatory processes. A lack of sufficient water and sewer servicing to all City industrial areas contributes to high costs and risks for developers.

Economic Vision Misalignment. Differing priorities between the City and property owners create tension in development planning. While the City can take some action to improve relationships

with developers and property owners, it cannot control these actors' wants, needs, and motivations.

Political, Economic, Social, and Technological Analysis

Figure 29. PEST Analysis



Like the SWOT analysis, the PEST matrix categorizes issues into four categories by the nature in which they influence the type and volume of business the City attracts. The PEST matrix is useful for assessing and managing risk and understanding the regional, national, and global context of business decisions which impact the effectiveness of City efforts.

Political

US Trade & Political Uncertainty. There is a significant threat to established trade and business patterns due to political instability in the United States. Ongoing political pressure from the US exacerbates impacts on Canada.

Canada's Economic & Social Strengths. Though strained relations with the US and impending upending of the CUSMA are a threat to Canada's Western Hemisphere economic relationships, relative political stability in Canada, strong post-pandemic economic recovery, and robust social supports addressing underlying needs that affect business operations (housing, childcare, labour availability, education, healthcare) make it a desirable place to do business relative to the US. A

recent rise in Canadian nationalism has led to increased support of Canadian industry and business.

Expanding Bilateral Trade Partnerships. There is strong encouragement at the federal level to increase Canadian collaboration and trade with Asian and European partners. Additionally, there is interest in strengthening Canadian ties with Mexico amid strained US-Mexico relations.

Regional Collaboration Challenges. There is an increased regional drive toward global competitiveness, attracting international investment, and being a key trading partner to the Indo-Pacific region accessed off Canada's west coast. However, infighting and lack of coordinated regional efforts hinder economic growth and investment attraction.

Land Use & Provincial Oversight. Agricultural Land Reserve limits development, while key assets remain under provincial control (Lougheed Highway, Golden Ears Park, etc.).

Local Perception & Governance Challenges. Previous politicians in Maple Ridge have exacerbated negative discussions of public safety and perception. Breadth of opportunities and challenges facing the City may make it difficult to find focus.

Economic

Evolving Trade Agreements. Several key bilateral trade agreements have recently been established or are currently in negotiation: Canada-Ecuador, Canada-UK (post-Brexit), Canada-Indonesia, Canada-ASEAN. Industries most impacted by these agreements include mining, agriculture, manufacturing, fisheries, technology, and services. Recently, stronger ties with Europe have led to an uptick in exports and imports (e.g., France-Quebec, Alberta-Germany). Canada has 16 active Free Trade Agreements.

US Tariff & Economic Pressures. Political instability, tariffs, and supply chain adjustments create uncertainty but also open opportunities for industry shifts. While tariffs may result in devaluing of the Canadian dollar, they also open opportunities for industry. Amid US tariffs, supply chains will take time to adjust (e.g. aluminum and steel). Canadian export support programs are aiding industries to diversify and shift toward other markets.

Economic & Labour Challenges. Labour productivity across Canada is trending down (productivity nearly 5% lower than before the pandemic). Inflation balanced with Bank of Canada's efforts to combat inflation (nervous about recession, but hesitant to further devalue the Canadian dollar). Border traffic between the US and Canada is down, limiting labour mobility.

Provincial Economic Transition. The British Columbia economy is experiencing a shift from natural resource-based to professional and technical services. The provincial government is

currently fast-tracking some resource and infrastructure projects to combat the threat of US tariffs.

Regulatory & Infrastructure Hurdles. Local municipal peers recognize the importance of clear, efficient regulatory processes and offer concierge programs to cut costs for businesses. Long wait times for servicing from BC Hydro complicates the regulatory landscape.

Housing Affordability Crisis. Limited developable land and high housing costs strain economic growth and workforce stability across the region.

Social

Rising National & Provincial Identity. Growing Canadian nationalism has bolstered support for Canadian industry and business. Relative to the US, Canadians can take pride in the country's robust social supports and pro-immigration policies that make it a desirable place to do business. Similar dynamics are occurring at the provincial level as British Columbia strengthens its identity as a desirable destination to live, work, and visit.

Downtown Safety & Perception Issues. Concerns over visible homelessness, neglected public spaces, and poorly maintained storefronts impact community sentiment.

Gentrification Sensitivities. Multi-use residential developments may create tensions around neighbourhood change. There is a need to balance dual priorities of maintaining the small business culture of Maple Ridge, as well as attracting larger retailers and industry. The City must carefully bridge opportunities to preserve historic identity and promote modern development.

Indigenous Collaboration. The City is making concerted efforts to strengthen reconciliation and partnerships with Katzie and Kwantlen First Nations.

Technological

AI & Automation Disruption. Global technological shifts are reshaping traditional industries.

Manufacturing & Logistics Uncertainty. Political instability complicates industry adaptation to automation and AI-driven systems. Unpredictability in the global political and economic environment makes it harder to develop and adapt AI algorithms and automated systems.

Film & Digital Media Growth. Maple Ridge has strong existing relationships in the film and digital media industry which is driven by technological growth and innovation.

Canada's R&D Strengths & Commercialization Gap. Canada is a known leader in supporting research and development efforts, and British Columbia has robust innovation incentives in

place. However, R&D support does not necessarily lead to successful commercialization of innovation. Additionally, there has been strong employment creation and capital investment in the software sector in the last five years.

Innovation & Workforce Development. British Columbia's incentives foster employment and investment, but continuous skill development is essential to remain competitive. A skilled workforce is critical to continue attracting investment to the region; strong higher education partners can assist the City in demonstrating its available skilled workforce and developing new market-responsive training programs.

7. Opportunity Match Profiles

This section explores specific opportunities, key requirements, and industry outlooks in the following sectors of interest. The project team identified these target sectors through the preceding Foreign Direct Investment (FDI) Benchmarking and Competitive Benchmarking Analyses, findings from engagement with relevant groups, and coordination with the Economic Development Department, the Physical Asset Inventory, and the SWOT and PEST Analyses.

- **Film** (motion picture and video production)
- **Manufacturing** (food manufacturing, medical equipment, and aerospace)
- **Transportation & Warehousing**
- **Professional, Scientific, and Technical Services** (especially related to engineering, architecture, environmental, Information Technology (IT), and communications)
- **Life Sciences** (diverse cluster comprising various subsectors, e.g., manufacturing, sports medicine, R&D)

Table 33. Summary of Opportunities

Sector	Opportunity
Film	<ul style="list-style-type: none"> • Build out a more complete film hub by supporting other sector activities, e.g., pre-production, planning, writing, casting, post-production, special effects, a sound stage, and acting school. • Support ancillary sectors that support film activity, e.g., construction, carpentry and other trades, accommodation & food services • Improve Maple Ridge's permitting ease and efficiency.
Manufacturing	<ul style="list-style-type: none"> • Ensure sufficient power and water services to support food manufacturing needs (e.g., water treatment and cold storage) • Foster school-to-work pipelines for local manufacturing via post-secondary programming in Maple Ridge. • Capitalize on Maple Ridge's proximity to an aerospace cluster and the region's strong R&D activity to foster manufacturing.
Transportation & Warehousing	<ul style="list-style-type: none"> • Explore opportunities for refrigerated transportation and warehousing to support food manufacturing and life science activity. Electric trucking may be advantages to support sustainability values. • Explore opportunities for air-based transportation, given local assets.

Professional, Scientific, & Technical Services	<ul style="list-style-type: none"> • Foster school-to-work pipelines via post-secondary programming in Maple Ridge. • Market underutilized or vacant commercial properties to attract subsectors (e.g., design, marketing, legal services, public relations) synergistic with the film industry, manufacturing, and life sciences.
Life Sciences	<ul style="list-style-type: none"> • Explore the feasibility and market demand for wet lab spaces or other specialized facilities for life sciences.

Detailed opportunities are explored in the following matrices called “Opportunity Match Profiles”, which provide specifics on the following areas of information:

- **Specific Role & Opportunities.** This area highlights potential competitive advantages and assets that could be further leveraged. It also touches on market opportunities given political, economic, social, or technological trends.
- **Specific Description.** This area defines the (sub)sector under the North American Industry Classification System (NAICS). It serves to focus investment attraction to an agreed-upon scope of industrial activity. Moreover, using this standard classification is useful in identifying and tracking industry trends and progress over time.
- **Current Industry Outlook.** This area draws on industry reports to discuss how industry outlook and trends may impact local industry and its opportunities. This provides a forward-looking context to promote a sustainable, long-term investment attraction strategy that accounts for future risks and opportunities.
- **Example Companies.** This area offers a sample of the types of firms classified under the defined (sub)sector. While not exhaustive, the list aims to shed light on existing firms and their diverse activities and historical investment decisions. In this way, the example companies may be target companies themselves or lead to broader networks of similar firms more locally suitable.
- **Key Requirements or Value Chain.** This area enumerates critical requirements for attracting and retaining businesses within the (sub)sector. This helps identify potential local advantages and disadvantages, which in turn inform and prioritize next steps to bolster investment readiness.

Film

Film	
Specific Roles and Opportunities	<ul style="list-style-type: none"> • Maple Ridge can build out its hub to support other activities in the film sector, e.g., pre-production, planning, writing, casting, post-production, special effects, a sound stage, and acting school. This would help Maple Ridge capitalize on its proximity to talent and existing activity hubs in Vancouver and Langley (Martini Studios). Maple Ridge is well positioned to capitalize on the re-energization of local/domestic filming. • Similarly, Maple Ridge can support ancillary activities related to construction, carpentry and other trades, equipment rentals, and accommodation & food services. Hoteling is particularly critical (see “Proposed Maple Ridge Hotel” Market Study). • Maple Ridge can explore ways to further leverage its competitive infrastructural advantage as one of three cities in Canada with an electrified film kiosk, located at the Port Haney Rail Lot. • Maintain and sharpen Maple Ridge’s edge in film permitting efficiency, which is critical to attracting activity.
Specific Description ⁵⁴	<ul style="list-style-type: none"> • Motion Picture and Video Production (NAICS 512110) comprises activity related to producing films, videos, television programs, or commercials. It most closely captures Maple Ridge’s on-site and studio-based filming, as well as related activities such as script development, casting, and production management. Post-production activities and distribution are captured under different NAICS categories. Other ancillary activities related to trades, rental companies, machinery fabrication, and set building are similarly captured in other categories.

⁵⁴ [NAICS Association](#)

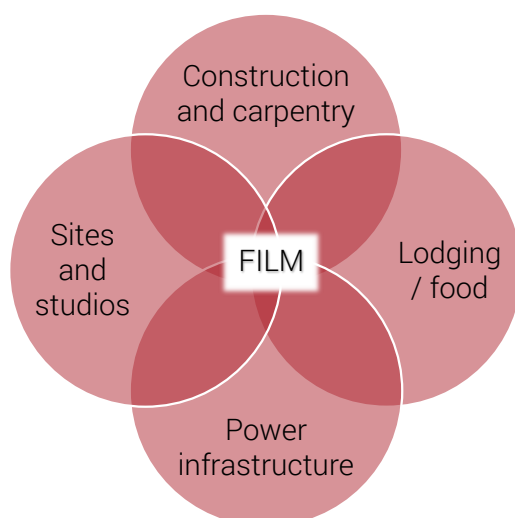
Film	
<p>Current Industry Outlook⁵⁵</p>	<ul style="list-style-type: none"> • Foreign location and service production hub. The Canadian film industry has seen a lot of growth and investment in the last decades, with Vancouver being a major hub for film production, especially for foreign location and service (FLS) production. • Recent downturn. Overall production in the province shrank by 27.2% from 2023 to 2024, particularly in FLS production, which contracted 36.5%. This was largely due to the Hollywood strikes. Domestic content production helped offset these disruptions. Production is predicted to return to normal levels despite concerns about box office performance. • Incentives. Tax incentives may further stimulate film investment in the area. Canada and British Columbia offer film industry tax credits. At the same time, many provinces are introducing incentives, which diminish British Columbia's competitive edge. Maple Ridge has an advantage as a "regional" film site, which allots an extra 6% tax credit through British Columbia's program. • Shifting finance. The Canada Media Fund continues to support TV production, though it contributes an increasingly smaller share of financing, creating opportunities for increased private sector investment. Maple Ridge's affordability and local infrastructure could attract more domestic and international film productions looking for cost-effective options outside major urban centers. At the same time, a potential decline in the value of the Canadian dollar may make US-based investments even more attractive. • Recent investment trends. fDi Markets has no recorded foreign direct investment (FDI) in Maple Ridge in the Motion Picture & Sound Recording subsector. That said, from 2020 to 2024, FDI into this subsector in British Columbia was the fourth largest job creator (1,601 jobs) and \$1.8B in capex (see EBP's FDI trends analysis). Except for two investments made in Port Moody (Feb 2023) and Kelowna (Nov 2020), Vancouver accounts for all investments made since 2003. Many companies cited the region's well-established market (particularly in visual effects and post-production), growing skilled workforce, local placemaking, and site availability as motivations for their investments.

⁵⁵ [Economic Report on the Screen-Based Media Production Industry in Canada](#) (2024)

Film	
Example Companies	<p>Local businesses⁵⁶</p> <ul style="list-style-type: none"> • Element 7 Productions (Seattle) • Fixer Production (North Vancouver) • Hand Crank Films (Bellingham) • PPI Camera Corp (Vancouver) • NoCo/NoMo (Vancouver) • First Avenue Films, Inc. (Orcas) • Skyland Plan-net (Vancouver) • Talking to Crows LLC (Bellingham) • Diamondhead Films (Vancouver) • Anthill Farms (Squamish) • Dark Mass Productions (Maple Ridge) • Wild Bus Films (Vancouver) • Epic Global Media (Vancouver) • Companyman Production Services (Vancouver) • BW Video Productions (Everett) • The Capital Media Company (Vancouver) • Social Media Films (Langley) • Roll. Focus. (Victoria)
	<p>Ancillary services</p> <ul style="list-style-type: none"> • Sunbelt Rentals • MBS Equipment Company • Cinelease
	<p>Large businesses⁵⁷</p> <ul style="list-style-type: none"> • Time Warner Cable Enterprises LLC • Lions Gate Entertainment Inc • Starz LLC • Cinemark Holdings Inc • MGM Holdings Inc • Warner Communications LLC • Universal Studios Company LLC • Fubotv Inc • ABC Family Worldwide Inc • Lucasfilm • Industrial Light and Magic (Walt Disney) • Basilic Fly Studio • Vaudeville Sound Group • Sony Pictures Imageworks • Steamroller Studios • Tower33 VFX

Film	
Key Requirements or Value Chain	<ul style="list-style-type: none"> • Filming Locations & Infrastructure – Diverse landscapes, historic and modern settings, and the electrified film kiosk make Maple Ridge a desirable location. Local studios would enhance appeal. • Local Workforce & Talent – Skilled film crews, actors, technicians, and supporting services (e.g., set designers, makeup artists) are essential for productions to operate efficiently. Construction and carpentry workforce is also critical for set construction. • Support Services (accommodation and food services) – Reliable transportation, accommodations, catering, and equipment rental services ensure smooth on-site production. Lodging is particularly critical, as the City lacks hotel options. • Support Services (equipment rentals) – Filming requires rental equipment for grips, lights, etc. from companies including Sunbelts, Cinelease, and MBS Equipment Company, but the Maple Ridge area is currently underserved. • Regulatory & Permit Process – A streamlined and supportive film permit system allows productions to operate efficiently while maintaining community relations. • Cultural Infrastructure – Awareness and celebration of film in the community is key to maintaining the City's reputation and support for film activity.

Figure 30. Film – Key Requirements and Supports



Food Manufacturing

Food Manufacturing	
Specific Roles and Opportunities	<ul style="list-style-type: none"> • All manufacturing. Shift share analysis suggests that Maple Ridge has very significant local competitive advantages. Due to data limitations, the analysis does not indicate subsectors trends, though this trend supports the finding that the City has a strong manufacturing employment base to support food manufacturing opportunities. • All manufacturing. Maple Ridge is far enough from Vancouver to have lower cost sites but is close enough to have good market access to major population centres in western North America, as well as access to a major Pacific port. This is an advantage for attracting manufacturing investments, generally, though market access is particularly relevant for food manufacturing to optimize shipping costs, food freshness, and sizable consumer population. • Food manufacturing (agribusiness). Local agricultural production offers food manufacturers attractive local supply chains, and proximity to population and retail centers in the Vancouver area are key advantages for food manufacturers. Maple Ridge is also positioned to connect agribusiness with local agri-tourism and farm-to-table restaurants.
Specific Description ⁵⁸	<ul style="list-style-type: none"> • Food Manufacturing (NAICS 311)— This sector comprises a range of activities, including meat processing, dairy production, grain and oilseed milling, bakery and confectionery manufacturing, seafood processing, and specialty food production. These businesses may package, preserve, and distribute food products for retail, food service, and export markets.

⁵⁸ [Statistics Canada, NAICS Canada 2022 Version 1.0](#)

Food Manufacturing	
Current Industry Outlook	<ul style="list-style-type: none"> • Food manufacturing. Food and beverage processing is the largest manufacturing industry in Canada in terms of production value and employment.⁵⁹ Grain & oilseed milling and bakery & tortilla production have recently led growth in Canada.⁶⁰ • Farm Credit Canada (FCC) described 2023 as a “lean year” for manufacturers due to decreases in consumer spending amid high inflation.⁶¹ • FCC reported slight improvement in 2024 and predicts sales to continue improve as raw material costs decline and to offset high labour costs. At the same time, FCC expects that Canadian consumers will continue to face tighter budgets, resulting in less spending on alcohol and more on food and non-alcoholic beverages. FCC is most optimistic about fruit/vegetable canning and freezing and dairy products. • fDi markets does not show any agribusiness investments in Maple Ridge but does indicate geographically diverse investments in area, including in Chilliwack, Delta, Duncan, Kelowna, Langley, Prince George, Richmond, Surrey, and Vancouver. • 2025's outlook is also complicated amid tariff discussions with the US, which accounts for over three-quarters of Canadian food/beverage exports.⁶² At the same time, as of 2021, 58% of Canadian agricultural imports came from the US. In other words, tariffs could have mixed impacts across agricultural subsectors.⁶³

⁵⁹ [Agriculture and Agri-Food Canada](#) (AAFC)

⁶⁰ [Food in Canada](#); For more on outlook, see also [BC Food & Beverage](#).

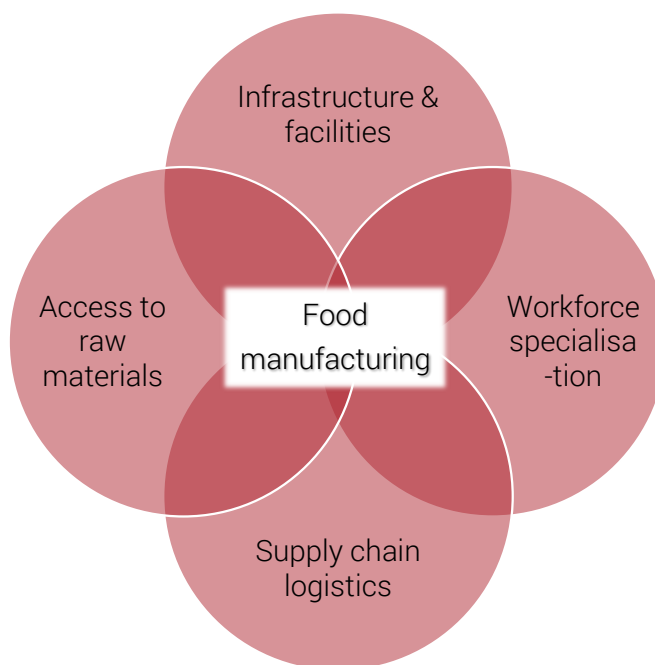
⁶¹ Farm Credit Canada, [Food & Beverage Report](#)

⁶² Farm Credit Canada, [Food and Beverage: 2025 FCC Economic Outlook](#). Note that the 2025 report with detailed subsector outlooks will be published in April 2025.

⁶³ USDA Foreign Agricultural Service, “[Canada 2021 Export Highlights](#)” (2021)

Food Manufacturing	
Example Companies	<p>Local businesses (Maple Ridge businesses)</p> <ul style="list-style-type: none"> • Basco Foods Inc • Blacksmith Bakery • Hearty Vegan • Luna Coffee • Prime Health Ltd. • Pureaqua Water Company Ltd. • Purple Heather Bake Shop • Seajoy Foods Ltd • Pacific Sunrise Foods Ltd • Seana's Delectables • Shah Foods Inc • STS Sweets • Swan Cakes • The Happy Donut Inc • YVR Cookie Corp <p>Large global firms</p> <ul style="list-style-type: none"> • Ingredion • Bonduelle • Kraft Heinz • Saputo Inc. • McCain Foods Limited • Agropur Cooperative • Maple Leaf Foods Inc.
Key Requirements or Value Chain	<ul style="list-style-type: none"> • Access to industrial facilities with good power infrastructure – this may be a challenge in Maple Ridge (some stakeholders described this). Some subsectors also have refrigeration needs, which requires greater power on site and in transit. • Access to key transportation nodes to connect products to end users or other steps of the value chain. Transit may also be important for workforce, if workers are not local. • Manufacturing workforce with the right technical skills (local education and technical schools may help) • Some manufacturers (especially those that produce fats, oils, and grease as byproducts) have greater need for water treatment infrastructure or biodigestion and power production (i.e., renewable natural gas). • Access to raw materials (i.e., agricultural fields) • Access to efficiency technologies to ensure competitiveness

Figure 31. Food Manufacturing – Key Requirements and Supports



Other Manufacturing Opportunities

Other Manufacturing Opportunities – Medical Equipment and Aerospace	
Specific Roles and Opportunities	<ul style="list-style-type: none"> • All subsectors. Shift share analysis suggests that Maple Ridge has significant competitive advantage in manufacturing, with local competitive factors contributing around 360 jobs from 2021 to 2024. Due to data limitations, the analysis does not indicate subsectors trends. • All subsectors. Maple Ridge is located far enough from Vancouver to have comparatively lower cost sites but is close enough to have good market access. • Medical Equipment and Supplies Manufacturing. Strong linkages to support the Vancouver region's healthcare sector. • Aerospace Product and Parts Manufacturing. Maple Ridge is connected to the existing local cluster of aerospace industry concentrated in the Vancouver area, with proximity to Boeing facilities in Seattle, WA. Maple Ridge's lower cost and available land, but sufficient proximity can be a pull factor for firms.

Other Manufacturing Opportunities – Medical Equipment and Aerospace	
Specific Description ⁶⁴	<ul style="list-style-type: none"> • Medical Equipment and Supplies Manufacturing (NAICS 33911)– This sector comprises establishments primarily engaged in manufacturing medical equipment and supplies (including eyeglass lens). • Aerospace Product and Parts Manufacturing (NAICS 3364)– This sector comprises establishments primarily engaged in manufacturing aircraft, missiles, space vehicles and their engines, propulsion units, auxiliary equipment, and parts thereof. The development and production of prototypes is classified in this industry, as is the factory overhaul and conversion of aircraft and propulsion systems. In Canada, Montreal boasts the largest aerospace cluster.

⁶⁴ [Statistics Canada, NAICS Canada 2022 Version 1.0](#)

Other Manufacturing Opportunities – Medical Equipment and Aerospace	
Current Industry Outlook	<ul style="list-style-type: none"> • Medical Equipment and Supplies Manufacturing. Medical manufacturing is expected to grow as Canada's population becomes older. Diagnostic apparatuses are the largest single product, followed by consumables, patient aids, orthopedic and prosthetic products, and dental products.⁶⁵ • fDi Markets shows no foreign direct investments in this subsector in BC in the last ten years. • Aerospace Product and Parts Manufacturing. Aircraft manufacturing struggled during the pandemic, but the sector is expected to grow in the near term with an emphasis on emissions reduction technology. R&D expenditures have returned to pre-pandemic levels.⁶⁶ • Canada's Arctic Foreign Policy may also boost funding for North American Aerospace Defence Command (NORAD) system upgrades, which will include military aircraft and missile system production.⁶⁷ • Space vehicle and missile manufacturing has seen declines due to low demand for satellite TV subscriptions in favor of internet-based products. Lunar Gateway (US-led initiative for a lunar outpost) will also stimulate the sector.⁶⁸ There is still demand for civil aircraft (e.g., business jets, helicopters) and engines (e.g., turboprop, helicopter, turbofan)⁶⁹ • Aerospace is particularly vulnerable to supply chain challenges due to the variety of inputs needed. Trade disruptions remain top-of-mind issues for aerospace manufacturers. That said, as demand for travel fully recovers, aerospace is projected to grow in the near term.⁷⁰ • fDi Markets shows no investments in Maple Ridge but does show investments made in Vancouver as well as Delta (MTU Aero Engines) and Abbotsford (Marshall Aerospace and Defence)

⁶⁵ [IBIS World](#), Medical Instrument & Supply Manufacturing in Canada - Market Research Report (2014-2029)

⁶⁶ Innovation, Science and Economic Development Canada, "[State of Canada's Aerospace Industry](#)" (Summer 2024)

⁶⁷ [Canada's Arctic Foreign Policy](#)

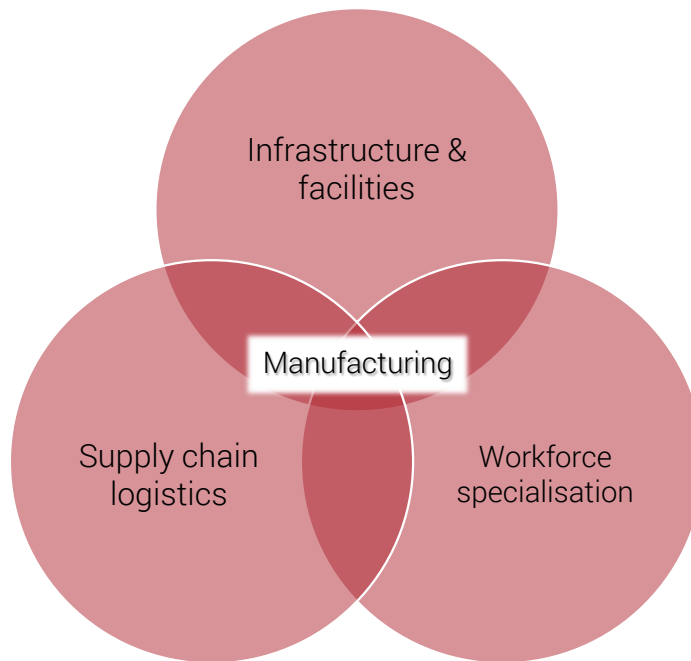
⁶⁸ [IBIS World](#), Aircraft, Engine & Parts Manufacturing in Canada - Market Research Report (2014-2029)

⁶⁹ Innovation, Science and Economic Development Canada, "[State of Canada's Aerospace Industry](#)" (Summer 2024)

⁷⁰ [IBIS World](#), Space Vehicle & Missile Manufacturing in Canada - Market Research Report (2014-2029)

<p>Example Companies</p>	<p>Medical Equipment and Supplies Manufacturing</p> <p>BC-based firms</p> <ul style="list-style-type: none"> • StarFish Medical (Victoria, BC) • Clarius Mobile Health (Vancouver, BC) • Advanced Cyclotron Systems, Inc. (Richmond, BC) • Photon Control Inc. (Richmond, BC) • Datrend Systems Inc. (Richmond, BC) • AdvanTech Sterilizers Inc. (Abbotsford, BC) • BioArtron Diagnostics Inc. (Burnaby, BC) • Precision NanoSystems Inc. (Vancouver, BC) • Neovasc Inc. (Richmond, BC) • 2020 Accessory Source (Maple Ridge, BC) <p>Other large firms</p> <ul style="list-style-type: none"> • Baxter • Johnson & Johnson • Stryker Corp • Permobil AB • EXFO Inc. • Abbott Laboratories • Danaher Corporation <p>Aerospace Product and Parts Manufacturing</p> <p>BC-based firms⁷¹</p> <ul style="list-style-type: none"> • Avcorp Industries Inc. (Delta, BC) • Anodyne Electronics Manufacturing Corporation (Kelowna, BC) • Indrocorp Technologies Inc. (Vancouver, BC) • Alpine Aerotech Limited Partnership (West Kelowna, BC) • H-S Tool & Parts Inc. (Richmond, BC) • Harwood Custom Composites Inc. (Sidney, BC) • Cascade Aerospace (Abbotsford, BC) • KF Aerospace (Kelowna, BC) • Boeing Vancouver (Vancouver, BC) • Chinook Helicopters (Abbotsford, BC) • Conair Group Inc. (Abbotsford, BC) • Coulson Aviation (Port Alberni, BC) <p>Other large firms</p> <ul style="list-style-type: none"> • Bombardier, Inc. • Raytheon Technologies Corporation (inc. subsidiary Pratt & Whitney Canada) • The Boeing Company • Honeywell International, Inc. • Calian Technologies Ltd. • Magellan
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Figure 32. Manufacturing – Key Requirements and Supports



⁷¹ Trade and Invest British Columbia, "[Aerospace](#)"; [Aerospace Industries Association of Canada](#)

Transportation and Warehousing

Transportation & Warehousing	
Specific Roles and Opportunities	<ul style="list-style-type: none"> • CPKC Rail connection provides direct access to markets in Canada and the US. Passes through several key business and industrial parks. Provides connection to intermodal yard and Port of Vancouver. • Potential Inland Hub Facility to be developed presents opportunity for increased freight flow (with attention to goods that require special handling, e.g., refrigeration) to and from Maple Ridge. • Cold chain warehousing and distribution plays critical role in agricultural and pharmaceutical supply chains. Cold chain expansion occurring elsewhere in Canada.⁷² • New technologies may enable Remotely Piloted Aircraft System (RPAS) transportation via drones, which would necessitate air traffic corridors. This mode of transportation is still relatively nascent, however. • Local freight trucking offers an opportunity to create synergies with cold storage. Electric trucking is also an opportunity for Maple Ridge to attract higher skill employment with business activity that aligns with its sustainability values. Electric trucking businesses require skilled drivers, fleet maintenance technicians, charging infrastructure specialists, and logistics analysts. These businesses are well-positioned in Maple Ridge to serve the greater Vancouver region, including south of the Fraser River via the Golden Ears Bridge.

⁷² <https://www.freightwaves.com/news/lineage-logistics-expanding-cold-storage-capacity-in-western-canada>

Transportation & Warehousing	
Specific Description	<ul style="list-style-type: none"> • Scheduled air transportation (NAICS 481110) – This Canadian industry comprises establishments primarily engaged in transporting passengers and/or goods by aircraft, over regular routes and on regular schedules. Establishments in this industry have less flexibility with respect to choice of airports, hours of operation, load factors and similar operational characteristics than do establishments in 4812, Non-scheduled air transportation. • Mainline freight rail transportation (NAICS 482113) – This Canadian industry comprises establishments primarily engaged in operating railways for the transport of goods over a mainline rail network. A mainline rail network is a system that usually comprises one or more trunk lines, into which a network of branch lines feed. The branch lines may be part of the mainline establishment or may be separate establishments of short-haul freight railways. • Inland water transportation (except by ferries) (NAICS 483213) – This Canadian industry comprises establishments primarily engaged in the inland water transportation of freight and passengers, except by ferries. • Deep Sea, Coastal, and Great Lakes Water Transportation (NAICS 483115) – This industry comprises establishments primarily engaged in providing deep sea, coastal, Great Lakes, and St. Lawrence Seaway water transportation. • General freight trucking, local (NAICS 484110) – This industry comprises establishments primarily engaged in local general freight trucking. These establishments primarily provide trucking services within a metropolitan area and its hinterland. Generally, the trips are same-day return. • Specialized freight (except used goods) trucking, local (NAICS 48422) – This industry comprises establishments primarily engaged in providing local trucking services using specialized equipment. Local trucking establishments provide trucking services within a metropolitan area. • Refrigerated warehousing and storage (NAICS 493120) – This Canadian industry comprises establishments primarily engaged in operating refrigerated warehousing and storage facilities. These establishments provide public and contract warehouse and storage services, using equipment designed to keep goods frozen or refrigerated. The services provided include blast freezing, tempering and modified atmosphere storage, in addition to the warehousing services typically provided by establishments in this industry group.

Transportation & Warehousing	
Current Industry Outlook	<ul style="list-style-type: none"> • LQ score of 1.1, comparable with Mission and Langley. • General Warehousing & Storage in Canada – These services have seen strong growth since 2019, especially amid the pandemic and rise of ecommerce. Technological advancements to track and scan goods to reduce supply chain errors have increased this sector's value and efficiency. Strong economic conditions since the pandemic have increased demand for manufactured goods and therefore capacity for warehousing and storage.⁷³ • Scheduled Air Transportation in Canada – Inflation has recently constrained passenger discretionary income to spend on travel. As a result, some airlines repurposed passenger aircrafts to freight aircrafts to address supply chain issues and carry cargo to make up for lost revenue. High interest rates, however, have weighed on freight volumes.⁷⁴ • Local Freight Trucking in Canada – Persistent driver shortages are intensified by experienced truck drivers retiring, as well as low wages and poor work-life balance for new hires. Scarcity of drivers is a limiting factor for businesses. Trends toward just-in-time inventory and outsourced distribution bolsters local trucking by increasing shipment frequency. Trucking companies often offer additional services including warehousing, distribution, repacking, storage, and freight forwarding. Trucking companies compete on price, reliability, and speed.⁷⁵ • fDi Markets shows a high level of investment in the last decade, particularly in Vancouver's water transportation sector. The database shows no investments in Maple Ridge but does show investments (particularly in distribution logistics) in Surrey, Langley, and Kelowna
Example Companies	<ul style="list-style-type: none"> • Local freight trucking <ul style="list-style-type: none"> ◦ West Coast Logistics ◦ BC Trucking Company ◦ Vancouver Freight Services • Air freight transportation <ul style="list-style-type: none"> ◦ FedEx Express ◦ UPS Airlines ◦ Morningstar Air Express ◦ Skylink Express • Warehousing and storage <ul style="list-style-type: none"> ◦ Lineage Logistics ◦ Ever-Cold Storage Ltd ◦ SubZero Cold Logistics

⁷³ <https://www.ibisworld.com/canada/industry/general-warehousing-storage/1224/>

⁷⁴ <https://www.ibisworld.com/canada/industry/scheduled-air-transportation/1125/>

⁷⁵ <https://www.ibisworld.com/canada/industry/local-freight-trucking/1149/>

Transportation & Warehousing	
Key Requirements or Value Chain	<ul style="list-style-type: none"> • Access to rail, aviation, ports, distribution centers (sites), highway access, market access • Utilities infrastructure • Industrial land

Professional, Scientific, and Technical Services

Professional, Scientific, and Technical Services	
Specific Roles and Opportunities	<ul style="list-style-type: none"> • Tax base impacts. Opportunity to attract high income, highly educated professionals to grow the local tax base and increase local spending • Real estate. Maple Ridge offers affordable office, industrial space/real estate in greater Vancouver market • Employment pipeline opportunity. Software & IT services is both a high employment and high CapEx sector, making it a valuable business attraction opportunity. Local post-secondary institutions could help support this pipeline. • Diverse investors. FDI to BC in business services and software & IT services came from diverse source markets including the US, India, UK, France, Germany, Netherlands, Switzerland, and Sweden. Diverse investment sources hedges against political uncertainty. • Strong investments. Businesses associated with graphic design, video game design, and other computer design and consulting have synergies with media production, as well as software & IT services that have seen strong FDI growth across Canada from diverse markets. • Strong FDI growth in last 5 years in Vancouver in software & IT services, research & development, business services, and technical support centres. Similar FDI trends also occurred in greater BC and at the national level. • Linkage with media production. There may be some synergies with the media production sector and advertising and public relations services. Attracting business in this sector does not require major infrastructure investment. • Existing development. Maple Ridge has a strong LQ in construction (1.63), showing employment growth resulting from new development in the city and region. This presents an opportunity to establish an architecture and engineering related business cluster and offer more affordable real estate compared to urban Vancouver for offices and employees to locate.

Professional, Scientific, and Technical Services	
Specific Description	<ul style="list-style-type: none"> • Architectural, Engineering & Related Services (NAICS 5413) – This industry group comprises establishments primarily engaged in providing architectural, engineering and related services, such as structure design, drafting, building inspection, landscape design, surveying and mapping, laboratory and on-site testing, and interior, industrial, graphic and other specialized design. • Management, Scientific & Technical Consulting Services (NAICS 5416) – This industry comprises establishments primarily engaged in providing advice and assistance to other organizations on management issues, such as strategic and organizational planning; financial planning and budgeting; marketing objectives and policies; human resource policies, practices and planning; and production scheduling and control planning. Includes environmental consulting services. • Graphic design services (NAICS 541430) – This Canadian industry comprises establishments primarily engaged in planning, designing and managing the production of visual communication, so as to convey specific messages or concepts, clarify complex information or project visual identities. • Computer systems design and related services (NAICS 54151) – This industry comprises establishments primarily engaged in providing expertise in the field of information technologies through one or more activities, such as writing, modifying, testing and supporting software to meet the needs of a particular customer, including custom video game design and development and Internet webpage development; planning and designing computer systems that integrate hardware, software and communication technologies; on-site management and operation of clients' computer and data processing facilities; providing advice in the field of information technologies; and other professional and technical computer-related services, such as training and support after sales. • Advertising, public relations, and related services (NAICS 5418) – This industry group comprises establishments primarily engaged in creating mass-media advertising or public relation campaigns; placing advertising in media for advertisers or advertising agencies; selling media time or space to advertisers or advertising agencies for media owners; creating and implementing indoor or outdoor display advertising campaigns; creating and implementing direct mail advertising campaigns; delivering (except by mail) advertising materials or samples; creating and implementing specialty advertising campaigns; providing related services, such as sign painting and lettering, welcoming services and window trimming services.

Professional, Scientific, and Technical Services	
Current Industry Outlook	<ul style="list-style-type: none"> • Engineering Services. Technological adoption is crucial for engineering firms to stay competitive. These firms thrive in both renewable and traditional energy sectors. Smaller firms also thrive by catering to unique regional needs.⁷⁶ • Management consulting. This sector has seen some revenue growth, but also volatility. The pandemic hampered demand for services because private businesses struggled, then buoyed demand for restructuring, cost cutting, and risk management advice. Most players are in big provinces such as Ontario, Quebec, and BC, and expertise generally reflect the makeup of the economies in which they operate. Nonresidential construction in 2022-2023 spurred demand for services.⁷⁷ • Environmental Consulting. Environmental consultants are growing more important as environmental awareness spreads and regulation becomes more rigorous. Clients in energy and construction demand remediation, pollution control, and environmental impact services. Growth in construction since 2020 spurred demand for services and provided a boost to revenues.⁷⁸ • IT Consulting. Growth of cloud-based services, mobile apps, and other software has driven demand for experts in this sector. Increasing private investment in computer and networking infrastructure will likely be key to driving industry performance and growth. Strong demand for IT services and low barriers to entry attract new entrants, though larger operators continue to expand and increase their share of the market.⁷⁹

⁷⁶ <https://www.ibisworld.com/canada/industry/engineering-services/1403/>

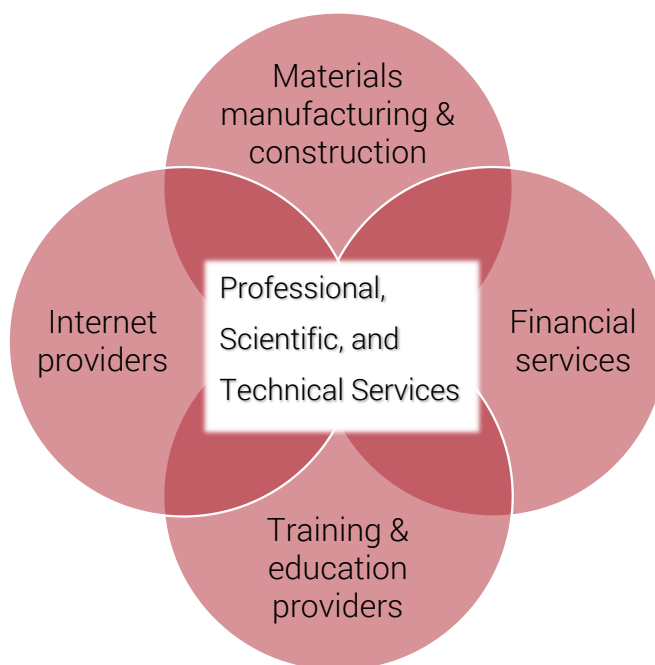
⁷⁷ <https://www.ibisworld.com/canada/industry/management-consulting/1421/>

⁷⁸ <https://www.ibisworld.com/canada/industry/environmental-consulting/1427/>

⁷⁹ <https://www.ibisworld.com/canada/industry/it-consulting/1415/>

Professional, Scientific, and Technical Services	
Example Companies ⁸⁰	<ul style="list-style-type: none"> • Advertising & Public Relations <ul style="list-style-type: none"> ◦ Hill+Knowlton • IT <ul style="list-style-type: none"> ◦ CGI Group ◦ Affiliated Computer Services, Inc ◦ IBM • Engineering and project management <ul style="list-style-type: none"> ◦ AMEC • Consulting <ul style="list-style-type: none"> ◦ Clear HR Consulting ◦ Iron Spear ◦ ENVIRON Holdings, Inc. ◦ Courtyard Group • Graphic design <ul style="list-style-type: none"> ◦ Digia ◦ Steady Studio
Key Requirements or Value Chain	<ul style="list-style-type: none"> • Office space • Proximity to clients and markets • Reliable, high-bandwidth internet • Educated workforce with clear school-to-work pipelines. Maple Ridge is currently exploring the feasibility of a post-secondary institution in the area.

⁸⁰ <https://blogs.ubc.ca/gradcareer/2015/08/21/list-of-major-consulting-companies-in-vancouver/>

Figure 33. Professional, Scientific, and Technical Services – Key Requirements and Supports

Life Sciences

The life sciences industry cluster encompasses a diverse range of (sub)sectors, including manufacturing and professional services, sports medicine, and biomedical R&D.

This industry is highly competitive, with well-established hubs in the region. There's been an uptick in life science investments in BC in the last few years (2021-2024), not only in Vancouver but inland at Burnaby and Surrey. The 12 investments related to R&D, manufacturing, sales, and if Maple Ridge were to pursue life sciences as a target sector, it would be playing catch-up in an environment where firms already have access to key resources, talent, and infrastructure.

A major challenge would be the need for specialized lab spaces, which have significantly higher power and niche infrastructure requirements compared to standard office or industrial facilities. Given these constraints, Maple Ridge would need a strategic approach, possibly leveraging niche opportunities within the broader life sciences ecosystem, offering incentives, or developing purpose-built lab spaces to attract firms looking for expansion outside of more saturated markets.

8. Strategic Action Plan and Costed Implementation Plan

Based on the findings from previous analyses in this document, this Strategic Action Plan and Costed Implementation Plan presents a set of recommendations organized across five action areas. Each recommendation includes a set of proposed actions. The information presented in full detail in this section is summarized in a table format under the following section, Costed Implementation Plan (CIP) Summary Table. Please note that the cost estimates provided in this section should be reviewed and updated by responsible parties associated with each action; while EBP has provided recommendations for required resources, the City of Maple Ridge is ultimately most knowledgeable about its capabilities and required resources to fulfill many of the core and suggested functions outlined throughout this plan.

Vision and Operations in City Government

Economic development is a team sport, and Maple Ridge Economic Development is uniquely positioned to serve as coach by coordinating with private and public actors in the local and regional economic development ecosystem and spurring effective strategies. Effective teamwork first requires a shared vision around which activities and processes can be organized.

City government plays a critical role because its departments directly shape the financial, regulatory, and permitting environments, which in turn impact investors' project risks and bottom lines. To improve Maple Ridge's competitiveness in attracting investments, Economic Development should foster a shared economic vision, improve and focus inter-departmental communications, support cohesion among inter-departmental processes, and advocate for a shared set of metrics to track progress toward goals.

1. Lead the City in developing a unified vision for Economic Development and Investment Attraction.

The current focus of City leadership is on retail and restaurant activity in the Town Centre. While supporting businesses and vibrancy in the downtown area is an important priority, the City must balance this with the understanding that industrial and commercial investment in the City's industrial areas and business parks can generate greater employment opportunities and tax revenues. It is critical that City Council, the Senior Leadership Team, and key City departments share an understanding of the economic development vision and goals for the City. Otherwise, economic development initiatives can be pulled in too many or less critical directions.

- a. **Action:** Regularly engage with City Council and the Senior Leadership Team on the importance of industrial and commercial investment for supporting high-value job growth and building a larger tax base. Clearly articulate processes around investment attraction, and teach City leadership about key considerations for businesses when they are making location decisions (e.g., is an available site adequately serviced by utilities and transportation infrastructure, does the site have close access to markets and to other businesses in the value chain). Build consensus among City leadership to better support industrial and commercial activity, including supporting utility and transportation infrastructure development to service promising areas for investment (businesses prefer to invest in areas that are serviced by utilities and transportation infrastructure). Regularly collaborate with City Council, the Senior Leadership Team, and other City departments to actively establish and agree upon a unified vision for the City's economic future.
- This action includes regularly highlighting recent developments in North 256 Industrial, Maple Meadows, Albion, and the Fraser River Industrial Corridor to demonstrate high employment and tax impacts. Specifically engage key partners in the City that engage with infrastructure, zoning, and other processes that impact development.
 - **Timeline:** Immediate and Ongoing. Once every quarter.
 - **Priority Level:** Very High
 - **Responsible Parties:** Economic Development Department, City Council, Senior Leadership Team, Planning and Building Department
 - **Cost Estimate:** Approximately 16 person hours of preparatory time for Economic Development. Approximately 1 hour of preparatory time for members of City Council and SLT. Approximately 1 hour of discussion for all meeting attendees.
 - **KPIs:** Council and the SLT are informed and engaged participants in investment attraction discussions.
- b. **Action:** Ensure that key functions are properly assigned and resourced within the Economic Development Department and other City departments whose work relates to investment attraction. While the Economic Development department will likely have a coordinating or participating role in a wide variety of tasks, it will be important to note where other departments will have a lead role.

Advocate for sufficient resource allocation for the Economic Development Department to fulfill its core functions that help to develop a diversified and thriving economy in Maple Ridge by supporting investment attraction, job growth, and larger tax revenues. Identify where additional resources are needed for the department to fulfill its core functions.

Core functions of the Economic Development Department that require staff, time, and funding, include but are not limited to:

- Supporting business attraction and investment promotion. Core functions include identifying and marketing the City's competitive advantages to prospective investors, communicating with and providing local and market data to site selectors and potential investors, collaborating with regional partners on investment attraction, and assisting potential investors with navigating local permits and regulations (supporting the Concierge Service).
- Business Retention and Expansion. (See the BRE Implementation Plan). Core functions include regular outreach to existing businesses and assisting them to address their needs, as well as connecting businesses to resources and programs.
- Supporting small businesses and entrepreneurship. Core functions include providing business advisory services and facilitating networking opportunities for small businesses, and partnering with local incubator and accelerator programs.
- Supporting workforce development and attracting talent. Core functions include collaborating with post-secondary institutions and workforce development agencies to support skills development in the local workforce that meet the needs of key sectors.
- Supporting infrastructure development. Core functions include close collaboration with the Planning Department to ensure that land use and zoning policies support investment attraction in key growth sectors. Similarly, coordinating on infrastructure development such as utilities and transportation infrastructure, in areas with high investment potential: where the City services infrastructure is where development takes place, where the City provides facilitative zoning or development processes is where you can better see the types of investment you want as a community.
- Supporting Tourism, Arts, and Culture in Maple Ridge. Helping to coordinate initiatives that support visitors to Maple Ridge that stimulate economic activity in the City. Supporting creative industries like Film.
- Promoting regional collaboration and partnerships. Core functions include working together with regional partners in economic development to align on initiatives that support investment to the region, as well as to partner with local business groups like Chambers.
- Facilitating strategic economic planning to support policy development. Core functions include conducting market research and economic analyses to inform the development of municipal policies. Similarly, to engage decision-makers at

other levels of government to advocate for policy that supports economic development.

- Monitoring and Reporting Key Economic Indicators. Core functions include monitoring key economic indicators that measure the economic health of the municipality and region, and communicating findings to City leadership and staff. (See Monitoring and Evaluation)
- **Timeline:** Immediate and Ongoing (Within 12 months and Ongoing)
- **Priority Level:** Very High
- **Responsible Parties:** Economic Development Department, City Council, Senior Leadership Team, Planning and Building Department
- **Cost Estimate:** These are some of the core functions of the Economic Development Department staff as they relate to investment attraction.
- **KPIs:** Economic Development Department has the necessary staff and tools to fulfill core functions. Ability and capacity to collect and track metrics in the Monitoring and Evaluation section (see Monitoring and Evaluation Metrics).

2. Prioritize focused and targeted interdepartmental communications.

There is a wide array of parallel initiatives happening within the City related to land use and zoning, infrastructure, business licensing, and planning, many of which have implications for the Economic Development Department and investment attraction efforts to support a diverse and thriving economy. (Linkages between Community Improvement Plan, Master Plans, and Investment Attraction & Economic Development Initiatives)

- a. **Action:** Establish clear channels for interdepartmental communication, which may include regular interdepartmental meetings on clear topics including challenges and getting alignment on initiatives, as well as developing a more standardized interdepartmental reporting structure.
 - **Timeline:** Immediate and Ongoing. At a regular cadence to be determined by the Director of Economic Development.
 - **Priority Level:** Very High
 - **Responsible Parties:** Economic Development Department & Other City Departments
 - **Cost Estimate:** Economic Development to allocate at least 4 to 8 hours per month of staff time to engage with other City departments on topics of economic development and investment attraction.
 - **KPIs:** City staff are informed and engaged participants in investment attraction discussions.

- b. **Action:** Develop standards for interdepartmental information and data sharing. Map out departments and their data responsibilities (collection, organization, analysis, dissemination). Using a flowchart, map the flow of information among stakeholders (e.g., platforms used, timelines), and note high-impact inefficiencies, redundancies, bottlenecks and missed opportunities. Work with department stakeholders to mutually agree on the most pressing challenges and shepherd efforts for a mutually beneficial solution.
- **Timeline:** Immediate and Ongoing. Engage in an interdepartmental workshop 2 times per year.
 - **Priority Level:** High
 - **Responsible Parties:** Economic Development Department & Other City Departments
 - **Cost Estimate:** Approximately 4 to 8 hours of preparatory time for participants to:
 - 1) Inventory current data resources and processes
 - 2) Identify gaps in departmental needs
 - 3) Consider opportunities for addressing gaps in needs
- 2 hours per participant for meeting or workshop.
- **KPIs:** improved ability to share data between departments, facilitate or enhance collaboration between departments

3. Continue to streamline processes to improve permitting and regulatory timelines and user experiences.

The City of Maple Ridge currently has a regional reputation for being slow and inconsistent when it comes to processing permits and addressing regulatory matters for developers and investing businesses. The City is currently in the process of developing a concierge service for developers, in which a City representative works directly with applicants who are seeking approvals, helping the applicant to understand the process and key requirements. It is anticipated that the concierge program will operate through the Planning Department with close connection to the Economic Development Department. Additionally, the City is conducting a review of the development application process to identify and remove redundancies to streamline approvals.

- a. **Action:** Prioritize resources to adequately support the City's Concierge Program. This will most likely include some of the following strategies:

- Interdepartmental Coordination: Involved City departments (e.g., Planning, Economic Development, Business Services, Zoning, etc.) must align on the goals of the program and share a clear understanding of the scope of the Concierge Program (e.g., will the Concierge Program support all businesses, or only businesses in targeted sectors?). Hold regular interdepartmental meetings and communications on the Concierge Program.
- Technical Support: Support the internal use of the CRM system, Dynamics 365. The CRM system is a key tool that can help to track business and industry contacts, how frequently and when communications happen with these contacts, and other important information to help organize communications and marketing for investment attraction purposes. Similar to the CRM system, the City should also support the internal use of an online business portal for businesses to track progress on permits, licenses, and other regulatory steps.
- Funding: Ensure that there is sufficient funding to support the success of the program, which may include exploring public-private partnerships or applying for grant funding. Funding sources that may support the Concierge Program include but are not limited to:
 - Community Economic Development and Diversification in British Columbia⁸¹
 - Union of BC Municipalities Funding Programs⁸²
 - Economic Development Funding from the Province of British Columbia⁸³
- Marketing and Communications: Promote the program through marketing and outreach efforts, and with the help of local and regional partners such as Chambers and the Downtown Business Improvement Area.
- Implement feedback mechanisms with businesses utilizing the Concierge Program to continuously improve the service.
- **Timeline**: 1 year and Ongoing
- **Priority Level**: High
- **Responsible Parties**: City Council, Senior Leadership Team, Economic Development Department, Planning and Building Department, Bylaw, Licensing and Community Safety Department, Human Resources Department

⁸¹ <https://www.canada.ca/en/pacific-economic-development/services/funding/community-economic-development-diversification.html>

⁸² <https://www.ubcm.ca/funding-programs>

⁸³ <https://www2.gov.bc.ca/gov/content/funding/>

- **Cost Estimate:** To be determined by responsible parties. The cost to implement this action is equal to the cost of one of more staff positions to serve as Concierge. Please note that costs will vary according to the assignment of and roles of the Concierge.
 - **KPIs:** Number of Business Inquiries, Average time to process business permits, number of businesses successfully assisted
- b. **Action:** Regularly engage with local businesses and industry to understand challenges and opportunities for improvement when it comes to improving the user experience of permitting and regulatory processes. (See BRE Implementation Plan)

4. Adopt Data Collection and Dissemination Best Practices

The City should continue to build upon and improve current internal data collection, storage, and dissemination capabilities. This should include the adoption of economic data best practices.

The Importance of NAICS Codes

Throughout North America, it is the best practice of businesses, researchers, and municipal, provincial, state, and federal governments to use North American Industry Classification System (NAICS) codes, which enable easier data collection and more useful data analysis of industry and business data. NAICS codes are a standardized business categorization system that allow for consistent data collection and help governments and businesses to make better decisions. The current lack of NAICS at the City is a significant limiting factor which introduces undue burdens for data users, complicates the City's ability to understand Maple Ridge's employment and industry makeups, and hinders the City's ability to conduct analyses and disseminate key information to businesses that may be interested in investing in Maple Ridge. As noted, the use of NAICS is a best practice for municipalities and is a valuable tool for decision making – a lack of NAICS adoption puts Maple Ridge behind its peers.

- a. **Action:** Advocate for the adoption of NAICS codes throughout the City and communicate the value of using NAICS codes.⁸⁴ Ensure that City leadership and City departments that work with any kind of business-related information (e.g., Economic Development, Business Licensing, Planning, Zoning, etc.) understand the value of using NAICS. Understand where there may be resistance within the City to the use of NAICS codes and target communications to these parties. Benefits to using NAICS codes include:

⁸⁴ <https://www.naics.com/what-is-a-naics-code/>

- Ability to make direct comparisons with peers across North America and,
- Supports sector-based economic analysis to identify strengths, gaps and investment attraction opportunities.
- **Timeline:** 6 months and Ongoing
- **Priority Level:** High
- **Responsible Parties:** Economic Development Department, Planning and Building Department, Bylaw, Licensing and Community Safety Department
- **Cost Estimate:** Approximately 4-8 individual staff hours of preparatory time for the Economic Development Department and other City Departments to understand:

- 1) The importance of NAICS Codes
- 2) How to work with NAICS Codes
- 3) Where within City processes NAICS Codes should be used

As is required, time to engage with City Council and SLT on the importance and use of NAICS Codes. This would require an estimated 8 hours of staff time from Economic Development. Refined cost and staff time estimates to be determined by responsible parties.

- **KPIs:**
 - Number of one-on-one meetings with key stakeholders – meetings with departments or leadership teams to address concerns and encourage adoption;
 - Percentage of relevant city departments using NAICS – Track the adoption rate across different City departments.

b. **Action:** Institute the use of NAICS codes throughout the City. Building on the previous action, work together with relevant City departments to ensure standardized data collection and maintenance of NAICS codes. Ensure that Business Licensing collects NAICS codes of new businesses in the City. This will enable metric tracking and benchmarking of City trends vis-a-vis the Vancouver Metro region, province, and country.

- **Timeline:** 1 year and Ongoing
- **Priority Level:** High
- **Responsible Parties:** Economic Development Department, Planning and Building Department, and Bylaw, Licensing and Community Safety Department
- **Cost Estimate:** Dependent upon the findings of Action 4a. Costs may include the resources needed for collecting industry data from existing businesses, resources to regularly collect industry data from future businesses, and resources for coordination with provincial offices (e.g., Provincial Assessor's Office or the

Ministry of Revenue) or other partners who may also collect or use NAICS codes for Maple Ridge businesses.

- **KPIs:**
 - Use of NAICS in economic reports & analyses – Track how often NAICS-based data is used in sector analysis and investment strategies;
 - Percentage of new business licenses issued with NAICS codes – Ensure all new business licenses include NAICS classifications.
 - Percentage of existing business licenses re-classified using NAICS

- c. **Action:** Continue to collect and organize data that is relevant for site selectors and other location professionals.⁸⁵ Some data may be collected through a BRE Survey. (See BRE Implementation Plan). Maintain organized sourcing information for all collected data and include citations when disseminating data. Data should be updated on at least an annual basis. See “Monitoring and Evaluation” in this document for a list of metrics.
 - **Timeline:** 6 months and Ongoing (collect and update data on an annual or semiannual basis)
 - **Priority Level:** High
 - **Responsible Parties:** Economic Development Department
 - **Cost Estimate:** Core function of Economic Development Department. Updating Monitoring and Evaluation metrics will take a minimum of 16 hours of staff time.
 - **KPIs:** Improved ability to provide data to interested investors or site selectors. Enhanced response time to site selector requests for information.

- d. **Action:** Continue to prioritize maintenance of City datasets and outward facing tools that support investment attraction and use interdepartmental data. Tools to maintain include the GIS Site Selector Tool, which contains publicly facing data on zoning, available land and sites, as well as demographics and socioeconomic data. A potential investor will look at this tool early on in their consideration of Maple Ridge, so it is important for the tool to have up-to-date information.
 - **Timeline:** Immediate and Ongoing (update 2-4 times annually)
 - **Priority Level:** High
 - **Responsible Parties:** Economic Development Department, Information Technology Department, Planning and Building Department

⁸⁵ <https://www.areadevelopment.com/corporate-consultants-survey-results/q1-2024/20th-annual-consultants-survey-clients-prioritize-access-to-skilled-labour-responsive-state-local-government.shtml>

- **Cost Estimate:** Cost of hosting for different platforms or data sources. Approximately 4 to 8 hours of work hours to update data within each individual outward facing tool. Refined cost and staff time estimates to be determined by responsible parties.
- **KPIs:** Number of website visits to publicly available online tools, length of time to provide data to inquiring investors

5. Advocate for Policy that Supports Economic Development in Maple Ridge

- a. **Action:** As a core function of the Economic Development Department, continue to determine how to enhance competitiveness within the region, and coordinate efforts at the regional, provincial, and federal levels to better support investment in targeted sectors. Ensure that policy advocacy efforts align with other City strategies, including the Maple Ridge Intergovernmental Strategy. Efforts may involve the following considerations and strategies:
 - Goals: Decide on the goals or desired outcomes for policy advocacy. For example, this may include adopting a targeted incentive program at the provincial level, or a different policy that may help to lower the cost of doing business and boost global competitiveness.
 - Decide where, how, and who: Decide the venues at which the City should engage in policy advocacy, as well as where, how, and who to engage in policy advocacy. This will involve regular engagements with partners in the regional economic development ecosystem:
 - Quarterly or semiannual meetings with the Katzie and Kwantlen First Nation communities to discuss investment attraction efforts, economic development goals and needs, and opportunities for collaboration (Please see the City of Maple Ridge Intergovernmental Strategy).
 - Annual or semiannual meetings with Union of BC Municipalities (UBCM), Local Government Association of British Columbia (LGMA), Ministry of Jobs, Economic Development, and Innovation (JEDI), PacifiCan, and utilities providers such as BC Hydro and FORTIS.
 - Quarterly or semiannual interest holders' meeting to discuss and develop white papers about the health of the economic development ecosystem and competitive climate.
 - **Timeline:** Immediate and Ongoing (quarterly, semiannual, or annual meetings with Economic Development partners, as needed)
 - **Priority Level:** High

- **Responsible Parties:** Economic Development Department, Manager of Intergovernmental Affairs
- **Cost Estimate:** Approximately 8 work hours of scheduling and preparatory time per engagement. 1 to 2 hours of work hours per engagement.
- **KPIs:** Number of annual meetings with regional economic development partners, Reported business satisfaction over time

Branding and Marketing

Marketing and branding are key first impressions for potential investors. Clear, compelling materials and online resources make engagement easy, showcasing the City's strengths and investment opportunities. A consistent, visually strong, and data-driven approach builds trust and positions the City as a competitive, business-friendly destination.

6. Develop updated marketing materials for investment attraction in key sectors

- a. **Action:** Continue to define clear value propositions for the City and for its Key Sectors. In order for the City to successfully market itself to potential investors, it is imperative that it communicate clear and concise value propositions as it relates to both the City of Maple Ridge, and its key sectors for investment attraction. Based off of the analyses in this strategy, we recommend that value propositions include data and details on the following (please see report sections "Opportunity Match Profiles", "SWOT Analysis", "Physical Asset Inventory", and "Competitive Benchmarking Analysis"):
- Market Access, and rough costs of transportation to move goods
 - Multimodal Transportation Infrastructure that support business activity, trade, and market access
 - Population and Socioeconomic Factors
 - Workforce, including educational attainment and labour costs
 - Business Climate, including taxation, millage rates, and comparisons to other jurisdictions
 - **Timeline:** Immediate (6 months). Revisit on an annual basis.
 - **Priority Level:** High
 - **Responsible Parties:** Economic Development Department
 - **Cost Estimate:** An estimated 40-60 hours of staff time involving developing value proposition statements for key sectors and getting buy-in from Council and other City Departments as may be needed or required.
 - **KPIs:** Number of business inquiries in target sectors

- b. **Action:** Develop updated marketing materials for target sectors. Consider different audiences, and prioritize clear, concise, targeted communications for specific audiences. Baseline materials can be developed internally, while outside assistance may be needed for more detailed materials.
- Investment Attraction brochures and investor guides: brochures should include information on the City's key value propositions for why a business should invest in the City, including information on key sectors and common requirements such as market access, infrastructure, population, workforce, business climate, and available incentives and business supports.
 - One-pagers on each target sector communicating why a business should invest in Maple Ridge: to include the City's key value propositions for each target sector, key economic statistics, other key sectors, and business advantages to investing in Maple Ridge.
 - Focused Reports on Key Sectors: Focused reports should include information on workforce availability, growth potential of the sector, and highlight recent investments or success stories.
 - **Timeline:** 6-9 months
 - **Priority Level:** High
 - **Responsible Parties:** Economic Development Department
 - **Cost Estimate:** The cost for this action may vary. We estimate that it will require at least 40 hours of Economic Development Department staff time per sector to develop content, and at least 40 hours of graphic design work per sector to develop updated marketing materials for each sector.⁸⁶ Refined staff time and cost estimates to be refined by responsible parties.
 - **KPIs:** Number of businesses that marketing materials are distributed to, number of business inquiries

7. Improve wayfinding on the City of Maple Ridge Website

The City should enhance the website's user experience to make business services and investment attraction resources easier to find. Clear navigation, intuitive design, and improved search functionality will help local businesses build awareness of and access services and

⁸⁶ Guidance on costs for different types of marketing initiatives and strategies can be found here: <https://emulent.com/blog/marketing-cost-cheat-sheet-how-much-marketing-costs-if-done-correctly/>

support. Streamlining content and reducing clicks to key information will ensure a smoother experience, making it easier for investors and business owners to engage with the City.

- a. **Action:** Conduct user testing and gather feedback and recommendations from businesses about ease of use. Similarly, the City should solicit feedback on whether or not there are types of information that users would like to see available on the website, that currently are not available.
 - **Timeline:** 1 year
 - **Priority Level:** Medium
 - **Responsible Parties:** Economic Development Department, Information Technology Department, Bylaw, Licensing and Community Safety (Business Licensing)
 - **Cost Estimate:** Approximately 40 hours for workshop design, scheduling, and results.
 - **KPIs:** Businesses are engaged and interested in participating in user testing. Businesses speak freely about website user experience and provide constructive recommendations.
- b. **Action:** Implement recommendations from user testing. While changes to the user experience of the website should reflect the needs of local businesses, residents, and potential investors, the following are suggestions to consider from our experience:
 - Consolidate some of the options in the “Build & Do Business” menu, such as those related to Business Resources and Licensing, Development, and Filming. The drop-down menu for each main section (e.g., “Resident Services”, “Parks & Recreation”, “Community Safety”, “Build & Do Business”, “Your Government”, “Explore Maple Ridge”), should have fewer options to cut down on clutter and redundancies.
 - Consider incorporating a comprehensive nesting dropdown list. Menu options currently only show up once the user has clicked through to a new page, there is no clear or complete map of pages up front, which makes the website more difficult for unfamiliar users to navigate.
 - **Timeline:** 2 years
 - **Priority Level:** Medium
 - **Responsible Parties:** Economic Development Department, Information Technology Department, Bylaw, Licensing and Community Safety (Business Licensing)
 - **Cost Estimates:** Dependent on the findings of Action 7a. This could include work time from Economic Development and Other Involved Departments to clarify or

update information relevant to businesses, and could involve IT work time to update the City website. Refined staff time and cost estimates are to be refined by responsible parties.

- **KPIs:** Visitors to City Website (specifically “Build & Do Business”), Business Licence Applications, Business Inquiries

8. Develop dedicated web content for investment attraction

The City should consider developing either a dedicated micro website for investment attraction, or a dedicated section on the City’s website that is easy for potential investors and site selectors to navigate. A micro website for investment attraction can be a powerful marketing tool, acting as a “one stop shop” for information pertinent to site selectors and potential investors in the City’s key sectors. Branding should remain consistent across all platforms.

On the City’s website, Economic Development is currently instead nested under the directory, with its key functions nested under different “Build & Do Business” sections. While there is an “Invest in Maple Ridge” section under “Build & Do Business”, it has minimal information on the City’s value proposition and key sectors and, aside from the Site Selector Tool, does not provide helpful links or callouts of key information that a site selector or interested investor may be interested in, such as figures on employment composition, market access, transportation infrastructure, or news releases highlighting recent investments.

Components of an Effective Investment Attraction Website

1. Information on Target Sectors, including existing businesses in these sectors, and the City’s value proposition for these sectors
2. Data pertinent to site selectors, including Workforce and Demographics
3. Information pertinent to an investing business, including licensing information and available land
4. Lifestyle information, including Cost of Living, Educational Institutions, Healthcare, Housing, Recreation, and Arts and Culture

- a. **Action:** Determine what content should be highlighted on the investment attraction micro site. This should include determining which existing investment attraction content should be migrated from the City website. Content should be tailored to its key audience segments (including site selectors for target sectors and business looking to expand to Maple Ridge). Much of the content developed for updated Branding and Marketing recommendations can be included on the micro site. Important information for existing businesses in Maple Ridge should remain on the City website.
 - **Timeline:** 1-2 years
 - **Priority Level:** Medium

- **Responsible Parties:** Economic Development Department, Information Technology Department
 - **Cost Estimate:** Approximately 40 to 80 work hours for reviewing web content, project development and management, and perhaps developing an RFP.
 - **KPIs:** A clear plan for content to highlight on the investment attraction micro site, Number of interested vendors for an RFP to develop micro site
- b. **Action:** Contract a vendor to develop and launch a new investment attraction micro site. Leverage services from Invest Vancouver, PacificCan, Trade and Invest BC, and federal resources to assist. Examples of effective investment attraction websites include:
- Richmond, BC: [Business in Richmond](#)
 - Chilliwack, BC: [Business in Chilliwack](#)
 - Surrey, BC: [Invest Surrey](#)
 - Fort Saskatchewan, AB: [Invest Fort Sask](#)
 - Edmonton, AB: [Edmonton Global](#)

Once the investment attraction website is launched, communicate with regional economic development partners like Invest Vancouver to ensure that their sites link to the Maple Ridge Investment Attraction site.

- **Timeline:** 2-3 years. The contracted working period for the development of a microsite to take approximately 3-6 months.
- **Priority Level:** Medium
- **Responsible Parties:** Economic Development Department, Information Technology Department, Invest Vancouver and other regional partners
- **Cost Estimate:** Approximately \$70,000 CAD. Potential to receive matching funds from grants, such as those issued through the CanExport Community Investments Program from Global Affairs Canada.⁸⁷
- **KPIs:** Number of visitors to investment attraction micro site, business inquiries

Networking and Communications

Strategic industry outreach and collaboration are key to attracting investment and strengthening Maple Ridge's economy. By prioritizing networking, engaging with local businesses, real estate developers, and regional partners, and fostering relationships with First Nations and advocacy

⁸⁷ EBP developed this estimate based on a search of relevant RFPs issued by comparable municipalities through online bid portals such as CanadaBuys. A reference RFP for Microsite Development issued by the City of Coquitlam, BC, disclosed that half of the project's funding would be from a CanExport grant, <https://www.coquitlam.ca/DocumentCenter/View/13836/24-108-RFP---Investment-Attraction-Microsite?bidId=437>

groups, the City can align on economic goals and expand investment opportunities. Proactive engagement with property owners and BC Assessment will further support a business-friendly environment.

9. Prioritize Industry Networking

Leverage industry networking opportunities to improve Maple Ridge's presence and bolster the City's preparedness for attracting these sectors. Attending industry conferences is an investment for the City in positioning itself for economic growth, as the knowledge, relationships, and business opportunities gained from attendance can directly lead to new investments and job creation.

Best Practices for making the most of conference attendance:

Be clear on the goals for attendance. Typically, the goal of attending an industry conference is to better understand the industry (current and future trends, market shifts and emerging sectors, key requirements for businesses in the industry, etc.), as well as to market the City and engage with potential partners and prospective investors. Similarly, conference attendance signals to potential investors that the City is proactive and engaged on investment attraction and economic development.

Engage with Neighbouring Municipalities and Regional Partners on attendance. Know if other economic development organizations in the region will be in attendance and coordinate with them.

Regularly follow up with connections after the conference: (1) organize follow up notes and action items to engage with different connections (e.g., potential investors, industry associations, developers, participants in the regional economic development ecosystem, peer jurisdictions, etc.) made at each conference (2) keep track of partners or potential investors engaged at each conference in a CRM, such as Dynamics 365. Include the responsible party from the City that will maintain contact with each connection.

- a. **Action:** Prioritize attendance at key conferences within the City's targeted industries, and regularly follow up with business contacts made at conferences. (See Select Conferences in Canada by Target Sector Table below). Follow the best practices for conference attendance provided in the above box. From connections made at conferences, prioritize follow-up communications and ensure that there is a regular touchpoint with the connection (e.g., on an annual or quarterly basis, as needed). Bring business connections through the steps of targeting investment, starting with a prospect, to lead, qualified lead, and over time, an investor. Utilize a CRM system such as Dynamics 365 to track communications and marketing efforts with connections and to build up an internal list of potential targets and leads.
 - o **Timeline:** 2 years

- **Priority Level:** High
- **Responsible Parties:** Economic Development Department, Intergovernmental Affairs, Invest Vancouver and other regional partners
- **Cost Estimate:** The cost of this action will vary depending on location, duration, registration cost, and needed preparatory and post-attendance time by conference. Refined staff time and cost estimates are to be refined by the Economic Development Department and the Direct of Economic Development. The cost of conference attendance may include:
 - Hotels, meals, travel, and staff time associated with conference attendance.
 - Costs associated with planning, registration, preparing for attendance, etc. (see table)
 - Costs associated with follow up of conference attendance, such as organizing notes, information, entering contacts into the CRM system, and follow up communications.
- **KPIs:** Number of conferences attended per year (by sector), number of new connections made per year, number of connections that the City actively communicates with each year (aim to communicate with each connection at least once a year), track the number of potential investors at each level of lead generation: prospect, lead, qualified lead, investor.

Table 34. Select Conferences by Target Sector

Target Sector	Conference Name	Location	Description	Time of Year	Registration Cost
Film	FactualWEST	Vancouver	"provides professional and project development opportunity for creators, producers and crew"	November 1-2 days	Unclear. \$25 Membership fee. Includes free admission to most events and workshops
Film	ShowCanada	Victoria	Movie Theatre Association of Canada's conference for	May 3 days	\$1,428 -\$1,652

Target Sector	Conference Name	Location	Description	Time of Year	Registration Cost
			all sectors the film industry in Canada and US		Registration and trade show registration
Food Manufacturing	Grocery & Specialty Food (GSF) West	Vancouver	"Features top retailers, manufacturers, and suppliers ranging from food services and technology to equipment, finance, and beyond."	April 2 days	\$519 for 2-day trade show pass and 1-day conference pass
Food Manufacturing	Thrive Conference	Vancouver	BC Food & Beverage's conference; includes manufacturers, processors, suppliers, consultants	May 1 day	\$279 Access to all speaker events, lunch, reception, and networking
Aerospace Manufacturing	Aerospace, Defence and Security Expo (ADSE)	Abbotsford	Has "numerous B2B and networking opportunities"	August 2 days	\$595 "Government Registration"
Manufacturing (general)	CME BC Manufacturing Conference	Burnaby	Canadian Manufacturers & Exporters Conference	March 1 day	Unclear. (sold out, inactive registration link)
Medical Equipment Manufacturing	MedTech Conference	Various (e.g., San Diego, Toronto)	Focus on tech and innovation	October 3 days	\$1,800 for non-member govt/non-profit
Transportation & Warehousing	Transportation Conference	Vancouver	BC-specific transportation sector	January 2 days (1 virtual)	Unclear (registration link inactive)

Note: This is not a comprehensive list of conferences – the City should also keep track of and attend local, low cost conferences or shows in targeted sectors, such as the ICSC in Whistler and Farm Show in Abbotsford. In addition to this table, the City should eventually focus efforts on attending international conferences. While this is likely 4-5 years out, international conferences should be on the City's radar.

10. Continue to Engage with Local Businesses & Partners in the Regional Economic Development Ecosystem

When it comes to attracting investment, it is key for the City to remember that it fits within a broader ecosystem of industry partners.

a. **Action:** Identify and engage with key actors and ambassadors within targeted sectors.

Work with these parties to help them to:

- Identify gaps in value chain or opportunities to enhance competitiveness
- Hone message to value proposition
- Identify further, addressable needs and shortcomings in infrastructure, policy, or other areas
- **Timeline:** Immediate and Ongoing
- **Priority Level:** Very High
- **Responsible Parties:** Economic Development Department
- **Cost Estimate:** This is a core function of the Economic Development Department. Approximately 10% of the Department's time should be dedicated to engaging with business and organizational partners within the targeted sectors.
- **KPIs:** Number of entries to CRM representing network of key actors and ambassadors (ensuring coverage across all targeted sectors)

b. **Action:** Continue to improve engagement with local business. Continue an on-going dialogue with existing companies in the City of Maple Ridge in both one-on-one and focus group formats. Businesses generally prefer that the City approach them and come to them than vice versa. The goal of this ongoing dialogue is to share experiences, support mutual understanding, identify areas for improving the local business environment, and to identify potential roles of industry and local businesses in marketing and outreach. (See BRE Implementation Plan)

- **Timeline:** Immediate and Ongoing
- **Priority Level:** Very High
- **Responsible Parties:** Economic Development Department
- Please see BRE implementation plan for further details

- c. **Action:** Coordinate with the local real estate and development community. Establish and maintain an understanding of who the developers are in the region, what they do and what they look for in sites and in a community. Consider this when developing planning efforts and overall economic development goals.
- Coordinate with the National Association of Industrial and Office Properties (NAIOP) to connect with developers who can assist the City to better understand what attracts and what deters developers.
 - Coordination with NAIOP also opens the opportunity to potentially meet developers who are interested in developing land in the City.
 - For development and real estate community contacts that are interested in developing land in the City, organize their contact information in a centralized contact listing and consider the use of a Dynamics 365 drip marketing campaign to automate marketing outreach to these parties.⁸⁸
 - **Timeline:** 1 year and ongoing
 - **Priority Level:** High
 - **Responsible Parties:** Economic Development Department
 - **Cost Estimate:** At least 8 hours of Economic Development Staff time per quarter.
 - **KPIs:** Number of current contacts in the development and real estate communities, Development permits, Construction starts
- d. **Action:** Engage with local property owners in the downtown area to communicate and seek alignment on community goals for economic and business development. This involves better understanding who the property owners are (for example, does the owner actively manage their property, or is the property held in a trust? Are the owners active members of the Maple Ridge community?) Be mindful of real estate values that are likely to rise in the downtown area and retail gentrification. Collect ownership information, contact information, and begin to develop relationships with
- **Timeline:** Immediate: Collect ownership and contact information of local property owners in the downtown area (6-9 months). Medium Term: Develop relationships with local property owners and work to establish alignment on community goals for economic and business development (2-3 years)
 - **Priority Level:** Medium
 - **Responsible Parties:** Economic Development Department, Bylaw, Licensing and Community Safety (Business Licensing)

⁸⁸ <https://community.dynamics.com/blogs/post/?postid=51e41be8-dbafe4e41-92da-fb831e2afa11>

- **Cost Estimate:** Dependent upon the availability of information, at least 16 hours of Economic Development Staff time to collect ownership and contact information. At least 2-4 hours of Economic Development Staff time per quarter for relationship building.
 - **KPIs:** CRM entries for downtown property owners, number of conversations per year with each property owner
- e. **Action:** Inventory and continue to foster relationships with institutional partners in the regional economic development ecosystem. As a city closely connected to a larger region, it is important that Maple Ridge understand who its partners are in the regional economic development ecosystem, leverage these relationships, and communicate to businesses and potential investors that locating in Maple Ridge provides them with access to a variety of supportive regional partners. The City should develop key messages and advocacy points for different types of regional partners and create consistent messaging that various City staff can use when engaging with regional partners. Regional partners with which to foster relationships include:
- Post-secondary institutions such as the University of British Columbia (UBC), British Columbia Institute of Technology (BCIT), Simon Fraser University (SFU), University of the Fraser Valley (UFV), and Kwantlen Polytechnic University (KPU).
 - Innovation centres and programs including but not limited to Innovate BC,⁸⁹ the Regional Innovation Ecosystems in British Columbia,⁹⁰ the BC Centre for Agritech Innovation at SFU⁹¹, the BC Food Hub Network⁹², Food and Beverage Innovation Centre (FBIC), DIGITAL Technology Supercluster in Vancouver⁹³, the Zero Emissions Innovation Centre⁹⁴, British Columbia Centre for Innovation and Clean Energy (CICE)⁹⁵, Creative BC⁹⁶, and DigiBC⁹⁷.
 - Business advocacy organizations, such as the Ridge Meadows Chamber of Commerce and BC Chamber of Commerce.
 - **Timeline:** Immediate and Ongoing
 - **Priority Level:** High

⁸⁹ <https://www.innovatebc.ca/>

⁹⁰ <https://www.canada.ca/en/pacific-economic-development/services/funding/regional-innovation-ecosystems.html>

⁹¹ <https://www.sfu.ca/agritech-innovation.html>

⁹² <https://www2.gov.bc.ca/gov/content/industry/agriculture-seafood/innovation-and-technology>

⁹³ <https://www.digitalsupercluster.ca/>

⁹⁴ <https://zeic.ca/>

⁹⁵ <https://cice.ca/>

⁹⁶ <https://creativebc.com/>

⁹⁷ <https://digibc.org/>

- **Responsible Parties:** Economic Development Department, Intergovernmental Affairs
 - **Cost Estimate:** This is a core function of the Economic Development Department – to be determined by responsible parties. At a minimum, allocate 16 hours per quarter for fostering relationships with various institutional partners.
 - **KPIs:** Number of engagements with regional partners
- f. **Action:** Continue to regularly engage with Kwantlen and Katzie First Nations partners on regional economic development. The Kwantlen and Katzie First Nations communities are key partners and contribute to workforce development and industry innovation. Regularly meet with these communities for mutual understanding of one another's key economic development goals and priorities, to discuss current economic development plans and initiatives, and to identify opportunities for collaboration. Focus on holding less formal and smaller, project-oriented engagements that prioritize being present and building trust. Communications should always include the Intergovernmental Affairs Manager. (Please see the Maple Ridge Intergovernmental Strategy for more guidance).
- **Timeline:** Immediate and Ongoing
 - **Responsible Parties:** Intergovernmental Affairs, Economic Development Department
 - **KPIs:** Regular communications and engagements, number of collaborative initiatives
- g. **Action:** Continue to regularly engage with Kwantlen and Katzie First Nations partners on regional economic development. The Kwantlen and Katzie First Nations communities are key partners and contribute to workforce development and industry innovation. Regularly meet with these communities for mutual understanding of one another's key economic development goals and priorities, to discuss current economic development plans and initiatives, and to identify opportunities for collaboration. Focus on holding less formal and smaller, project-oriented engagements that prioritize being present and building trust. Communications should always include the Intergovernmental Affairs Manager. (Please see the Maple Ridge Intergovernmental Strategy for more guidance).
- **Timeline:** Immediate and Ongoing
 - **Priority Level:** Very High
 - **Responsible Parties:** Intergovernmental Affairs, Economic Development Department
 - **Cost Estimate:** To be determined by Intergovernmental Affairs in collaboration with Economic Development Department. EBP recommends a minimum of 4-8

hours of Economic Development staff time per quarter for engagement on topics of economic development.

- **KPIs:** Regular communications and engagements, number of collaborative initiatives

Community Outreach & Public Relations

Whether accurate or exaggerated, community perceptions – including perceptions of safety, cleanliness, and other quality of life factors in some areas around the City – directly impact the economic success of businesses in Maple Ridge. On one hand, perceptions of safety may impact residents’ decisions on whether or not to visit certain areas of the City, meaning that they may not patron businesses in those areas. On the other hand, perceptions of safety may impact local businesses’ decisions about their hours of operation, or about how much to invest in physical aspects of their business out of fear of repeated vandalism or theft. Similarly, potential investors may choose to locate elsewhere due to negative community perceptions. Due to the impact that community perceptions have on business activity and economic development in Maple Ridge, the City should prioritize the development of strategies that build trust and positively influence residents’ and businesses’ perceptions of quality of life factors in the community.

11. Proactively Influence Positive Community Perceptions

- a. **Action:** Coordinate with or collect data from regional or provincial data partners to maintain accurate crime data on the City and region. Readily having this data available may assist in countering false narratives of community safety. Similarly, the Economic Development Department can readily provide this data to interested investors. In British Columbia, the following agencies and dashboards collect and/or report out crime data:
 - Ministry of Justice, Public Services Division
 - Uniform Crime Reporting Survey
 - DataBC
 - BC Stats
 - BC Corrections
 - Police Forces such as the Vancouver Police Department and RCMP
 - **Timeline:** 2-3 years
 - **Priority Level:** Medium-Low
 - **Responsible Parties:** City Council, Police Department, Strategic Development, Communications, and Public Engagement Department, Economic Development Department

- **Cost Estimate:** Economic Development Department staff should dedicate approximately 4-8 work hours each quarter to coordinate with other communities in the Lower Mainland and other partners.
 - **KPIs:** more fulsome data set that allows for more detailed reporting and for more nuanced comparison to data from other jurisdictions
- b. **Action:** Improve visibility of safety efforts in the City of Maple Ridge. This may involve closer partnerships with community care and service providers like the CSO program – promote greater marketing about the good that this program has done through a strategic communications plan, publications, editorials, or other marketing materials & define regional partners to assist in these communications.
- **Timeline:** 2-3 years
 - **Priority Level:** Medium
 - **Responsible Parties:** City Council, Strategic Development, Communications, and Public Engagement Department, Economic Development Department
 - **Cost Estimate:** The cost of this effort should be jointly developed between City Council, Strategic Development, Communications, and Public Engagement Department, the Economic Development Department, and other relevant departments. At a minimum, this action requires Economic Development department staff time of approximately 4 hours monthly to coordinate with other departments and to help to develop or update a marketing or messaging budget geared toward this specific initiative.⁹⁸
 - **KPIs:** Citizen Satisfaction Survey results
- c. **Action:** Proactively improve communications and public relations related to public safety:
- Seek alignment throughout City government on outward messaging as it relates to public safety. Focus on fostering a constructive and positive message.
 - On social media, a City representative should proactively get ahead of or fact check misinformed or misrepresentative commentary about the community. While there is some strategic risk in this in that efforts to change a narrative can sometimes backfire, the City should seek to be an active participant in conversations that are happening around issues of public safety, as unchecked misinformation may have negative consequences for local business activity. Economic Development should have an embedded communications resource that assists the Strategic Development, Communications, and Public Engagement Department in strategic communications.

⁹⁸ Guidance on costs for different types of marketing initiatives and strategies can be found here: <https://emulent.com/blog/marketing-cost-cheat-sheet-how-much-marketing-costs-if-done-correctly/>

- **Timeline:** 1-2 years
 - **Priority Level:** Medium-Low
 - **Responsible Parties:** Strategic Development, Communications, and Public Engagement Department, City Council, Economic Development Department
 - **Cost Estimate:** This is a core responsibility for the City's Strategic Development, Communications, and Public Engagement Department. The Economic Development Department should dedicate approximately 4 hours per month to coordinate with other City departments on this topic.
 - **KPIs:** Citizen Satisfaction Survey results
- d. **Action:** Regularly coordinate with BIA and Chambers to address needs and issues of downtown businesses, and to improve communications about services that are available to businesses downtown. Work with these organizations to help businesses in the downtown area to take advantage of programs including the Façade Improvement Program to improve visual aspects of buildings, public spaces, and infrastructure.
- If not already, consider including local businesses within the Citizen Satisfaction Survey
 - **Timeline:** 1-2 years
 - **Priority Level:** Medium
 - **Responsible Parties:** Economic Development Department, BIA, Chambers
 - **Cost Estimate:** To be determined by responsible parties. EBP recommends at minimum a monthly check-in or meeting with both the BIA and Chambers, requiring approximately 2-4 hours of Economic Development Department staff time.
 - **KPIs:** reported business satisfaction

12. Continue to Support Community and Placemaking Events that Generate Economic Activity in Town Centre

- a. **Action:** Allocate resources to support opportunities for economic and business activity at place-making events that draw residents downtown and encourage public gathering. Events centered around community gathering generate economic activity, as visitors will tend to patron nearby restaurants, retailers, and other businesses. The City should also consider investor hosting at community events, which involves organizing and facilitating visits, meetings with City Council and members of the local business and development communities, and experiences for potential investors to showcase the advantages to investing in Maple Ridge. The City may consider developing an investor hosting playbook

for organizing and executing investor hosting. Events that are authentic to Maple Ridge that the City may consider for investor hosting include but are not limited to Our Neck of the Woods and other music events, Innovation Challenges, and farmers' markets or craft markets showcasing local makers.

- **Timeline:** 2-3 years
- **Priority Level:** Medium-Low
- **Responsible Parties:** City Council, Economic Development Department
- **Cost Estimate:** The cost of supporting business activity or investor hosting at place-making events is highly variable dependent on the event itself and the type of investor the City wishes to host. Investor hosting may require multiple days of Economic Development Department staff time while the investor is in town, and may take several weeks of staff time for planning purposes. For investor hosting, the City should consider the following potential costs:
 - Identifying the respective focus or priorities of specific interested investors
 - Identifying what to show an interested investor based off of their priorities
 - Organizing business or site tours
 - Planning logistics such as hotels, meals, and transportation
- **KPIs:** Increase in local business revenues during these events versus typical activity, Number of potential investors hosted at these events

Infrastructure and Business Supports

Strong infrastructure and market access are critical drivers of investment decisions. To attract businesses, Maple Ridge must proactively assess and communicate the value of its transportation networks, utilities, and available sites. Ensuring investment-ready land, improving relationships with service providers, and expanding transportation options will enhance the City's economic appeal. By strengthening these foundational assets, Maple Ridge can position itself as a competitive and well-equipped destination for business growth.

13. Maintain Inventory of Physical Assets

- a. **Action:** Maintain inventory of physical assets and communicate the value of municipal and regional infrastructure & its value for attracting investment. Transportation infrastructure is key for enabling trade and access to markets east, west, south, and across the Pacific Ocean. The City should develop a deep understanding of how the region's infrastructure connects Maple Ridge businesses to major markets across North America, as well as to major shipping and transportation routes around the globe. Having a deep understanding of the region's transportation assets and how these support the

needs of Maple Ridge businesses (e.g., market access, facilitating trade and the flow of goods and services) is critical for communicating the City's value proposition to potential investors. It is also important that public-facing data related to zoning of land, available sites, and infrastructure in datasets and tools such as the GIS Site Selector Tool are consistent with internal data sources. (See "Physical Asset Inventory" section)

- **Timeline:** 3 months and ongoing. Review and update every 6-12 months.
- **Priority Level:** Very High
- **Responsible Parties:** Economic Development Department, City Council
- **Cost Estimate:** Approximately 40 hours of Economic Development Department staff time for development. Approximately 16 hours for each update.
- **KPIs:** Ability to communicate the value and role of certain assets in the region to economic development and various key industries, Sites identified for priority sectors (at least 1 site for each key industry)

14. Proactively Create Investment-Ready Sites

- a. **Action:** Develop (or update) a site readiness checklist for available sites in the City. Development and ultimately investment goes where infrastructure (e.g., utilities, transportation network) already exists – it's critical that the City have plans and infrastructure in place and already built so that sites are investment ready. The City should develop a site readiness checklist that includes specific site requirements that apply to the City's key sectors. Sites can then be evaluated against this checklist to see if they are ready for investment. A site readiness checklist should include the following⁹⁹:
 - Utilities: Is the site adequately serviced by water, electric, natural gas, sanitary, and telecommunications utilities?
 - Transportation and Market Access: How accessible is the nearest highway, rail service, and airport from the site?
 - Zoning and Land Use: Does zoning match the intended use of the site?
 - Business Climate: Understanding of Property Taxes, Corporate Income Tax Rate, and Regulatory Environment associated with the site
 - **Timeline:** 3 months and ongoing. Review and update every 6-12 months.
 - **Priority Level:** Very High
 - **Responsible Parties:** Economic Development Department, Planning and Building Department

⁹⁹ <https://siteselectorsguild.com/wp-content/uploads/2024/09/Best-Practices-in-Site-Readiness.pdf>

- **Cost Estimate:** Approximately 32 hours of staff time for development. Approximately 12 hours per review.
 - **KPIs:** Percentage of industrial sites that are investment-ready, Development permits, Construction starts. Readily apply checklist of specific site requirements for each target industry to available sites as an evaluation tool.
- b. **Action:** Continue to implement existing recommendations for improving Industrial Areas, and utility service and transportation networks that service industrial and employment centres in Maple Ridge, as found in the City's Industrial Impact Analysis, Sanitary Master Plan, Stormwater ISMPs, Strategic Transportation Plan, Community Improvement Plan, and the upcoming 256 North Plan. The recommendations presented in these plans directly impact site readiness and investment attraction to Maple Ridge.
- **Timeline:** Immediate and Ongoing (Refer to Associated Plans)
 - **Priority Level:** High
 - **Responsible Parties:** Refer to Associated Plans
 - **Cost Estimate:** Refer to Associated Plans
 - **KPIs:** Refer to Associated Plans
- c. **Action:** Continue to improve working relationships with utilities providers to (1) advocate on behalf of local businesses for possible service provision (2) explore opportunities for improved servicing. Coordinate with utilities providers on common goals, and explore ways in which they could directly support economic development.
- Telecommunications: Improve coordination & communications with Telecommunications providers and federal decision-makers. Companies to engage include TELUS and Rogers. Ask companies about their telecommunications gaps and needs. Improve understanding on fibre optic infrastructure, including areas in the community that are already served.
 - Sanitary and Stormwater: Continue to improve working relationship with Metro Vancouver, and explore communications with the neighbouring Water and Sewer Commission (WSC) jointly operated by the City of Mission and City of Abbotsford. While Ruskin lies just outside of the Metro Vancouver service boundaries, water infrastructure from the WSC is in place very near to Ruskin. The City should explore all possibilities of improving water servicing in Ruskin, which could possibly include collaboration with the neighbouring water servicer.
 - Natural Gas: Continue to build a working relationship with FortisBC.
 - Electricity: Continue to develop working relationship with BC Hydro.

- **Timeline:** Immediate and Ongoing (6-12 months). The City should aim to meet with utilities providers 2 to 4 times per year to discuss the needs of Maple Ridge businesses and explore opportunities for improvement.
 - **Priority Level:** Medium
 - **Responsible Parties:** Economic Development Department, Intergovernmental Affairs
 - **Cost Estimates:** At least 8 hours of staff time per quarter.
 - **KPIs:** Percentage of all industrial sites that are fully serviced by utilities
- d. **Action:** Continue to foster working relationship with TransLink. Work with the agency to explore possibilities for service improvement or expansion that will support business activity, for example, building additional bus shelters or improved transit service to industrial areas and employment centres.
- **Timeline:** Immediate and Ongoing (6-12 months). The City should aim to meet with TransLink 2 to 4 times per year to explore opportunities for better meeting the transportation needs of Maple Ridge residents and businesses.
 - **Priority Level:** Medium
 - **Responsible Parties:** Economic Development Department, Intergovernmental Affairs
 - **Cost Estimates:** At least 4 hours of staff time per quarter.
 - **KPIs:** TransLink ridership to locations with start and end points in Maple Ridge, number of residents that live within 1 km of a TransLink transit stop

15. Prioritize the establishment of a reliable hotel in the City of Maple Ridge

- e. **Action:** Continue to build momentum on the establishment of a reliable, business class hotel in the City of Maple Ridge. Many of the City's key sectors and activities, including Film and tourism, rely on access to nearby accommodations. Similarly, when tourists and corporate visitors associated with the City's Industrial Areas or Business Parks, local government, or post-secondaries come to Maple Ridge and stay in a hotel outside of the City, this leads to additional economic leakages, as these visitors are more likely to spend money at restaurants, retail, and entertainment outside of the City. The City has already conducted a market analysis for a hotel – next steps may include:
- **Data collection:** understand tourism trends in the City and region, Maple Ridge demographic and economic trends. Include economic data specific to sectors that rely on access to a hotel, such as the Film industry.
 - **Marketing Materials:** Develop or update hotel investment marketing materials, which may include Maple Ridge data on demographic and economic trends,

- visitors statistics and other drivers of hotel demand, and available incentives for development.
- Site readiness for hotel development: Develop a site-readiness checklist specific to the development of a hotel, which includes that land is properly zoned, serviced by utilities and transportation infrastructure, etc. This checklist will help with identifying prime hotel locations.
 - Develop a list of Prime Hotel Locations: Continue to identify locations around the City with high potential for hotel development. Understand the costs and timeframes associated with bringing land to market.
 - Directly engage with members of the hotel industry. The City should prioritize regular and focused engagements with different members of the hotel industry to support the development of a hotel in Maple Ridge. This will likely include engagements with hotel owners, operators, and hotel brands. Track connections in the City's CRM system.
 - Offer assistance or incentives for a hotel: Consider offering development or tax incentives, including expedited permitting for hotel developers. The City should also consider engaging with financial advisors to explore new solutions to offer to potential hotels.
 - **Timeline:** Engage with members of the hotel industry immediately and at least once every 3 months. Collect data, develop marketing materials, and develop a site-readiness checklist within 6-9 months. Develop a list of prime hotel locations within 9-12 months and update every 3-6 months.
 - **Priority Level:** High
 - **Responsible Parties:** Economic Development Department, Planning and Building Department, Bylaw, Licensing and Community Safety Department, City Council, SLT
 - **Cost Estimate:** Cost estimate is dependent on many variables, including scope of the project. Responsible parties should dedicate at least 8-12 staff hours per quarter for engagement with members of the hotel industry. The City may consider enlisting outside support for conducting an additional hotel feasibility study, which would help in data collection, developing a list of prime hotel locations, and further identifying key contacts to with whom to engage within the hotel industry: for a medium-sized hotel in a competitive urban market, the cost of a feasibility study can range between \$27,000 and \$70,000 CAD. Smaller hotels or ones in less competitive markets may cost around \$27,000 CAD.¹⁰⁰

¹⁰⁰ <https://www.proven.partners/blog/hospitality-feasibility-study>

- **KPIs:** Number of recipients of marketing materials, meetings with connections in the hotel industry, total number of potential hotel locations that are investment-ready, business inquiries

Monitoring and Evaluation

In addition to key performance indicators outlined throughout the actions presented in this plan, the following is a list of metrics for the City to maintain and track overtime, as they are indicators of economic growth and may indicate success of investment attraction efforts. These metrics should be collected and tracked on an annual basis, as possible.

Table 35. Monitoring and Evaluation Criteria

Metric	Description
Economic	
GDP	Measure of Economic Production
Business Confidence Index	Survey Measure of Confidence of business owners
Labour Force Participation Rate	Percentage of Labour Force Working or Actively Looking for Work (participating in the labour force)
Employment in Thousands	How Many People are Actively Working (Job Growth)
Unemployment Rate	What percentage of the Labour Force is not working
Number of Businesses	Total number of Businesses by Employee Size
Top Growing Industries	What Sectors have Experienced the Greatest Growth in New Businesses
Employment by Sector and Occupation	Employment in each sector, particularly in the priority sectors, and employment by occupation
Median Household Income	Median Income of Households
Per Capita Income	Total income in the City divided by population
Median Income by Sector (Provincial)	Median Income for each sector, particularly in the targeted sectors
Income Distribution	Distribution of Income
Labour Force Educational Attainment	Percentage of the Labour Force without high school, with high school & post-secondary education
Real Estate	
Property Tax Base	Overall Property Tax (Residential & Non-Residential)
Office Vacancy Rate	Vacancy Rate for Office Buildings
Office Average Gross Rent per Sq. Ft.	Average Gross Rent for Office Buildings
Residential - Average Rent	Average Rent for Apartments
Residential - Average Rent (Built from 2005-Present)	Average Rent for Newer Apartments (more reflective of new developments)
Residential - Vacancy Rate	Vacancy Rate for Apartment Buildings
Residential Building Permit Values	Value of Residential Building Permits
Non-Residential Building Permit Values	Value of Commercial, Industrial, Institutional Building Permits
Building Permits Issued	Number of Building Permits Issued
Average Single Family Home Price	Average price for a single-family home

Metric	Description
Housing Starts - Single Family	New housing construction starts (single detached, townhomes, rowhouses, and condos)
Housing Starts - Apartment Rentals	New Multi-unit Apartment Housing Starts
Population	
Population Estimates	Estimates of the population
Population Growth	Year over year growth in population
Population Forecasts	Forecasted population growth 2-5 years in the future
Net Natural Increase	Net increase from births and deaths
Average Age	Average age of residents in the City
Public School Enrollment	Enrollment in public elementary, middle, and high schools in the City
Taxes	
Property Tax Mill Rate	The amount of tax payable per dollar of the assessed value of a property, particularly for non-residential properties.
Share of Residential Assessments	The percentage of total municipal property assessments represented by residential property.

Costed Implementation Plan (CIP) Summary Table

The following table summarizes the details provided in the Strategic Action Plan and Costed Implementation Plan.

Table 36. Costed Implementation Plan

Action Number	Action	Timeline	Priority Level	Responsible Parties	Cost Estimate	KPIs
1a	Regularly engage with City Council and the Senior Leadership Team on the importance of industrial and commercial investment for supporting high-value job growth and building a larger tax base.	Immediate and Ongoing. Once every quarter.	Very High	Economic Development Department, City Council, Senior Leadership Team, Planning and Building Department	Approximately 16 person hours of preparatory time for Economic Development. Approximately 1 hour of preparatory time for members of City Council and SLT. Approximately 1 hour of discussion for all meeting attendees.	Council and the SLT are informed and engaged participants in investment attraction discussions.
1b	Ensure that key functions are properly assigned and resourced within the Economic Development Department and other City departments whose work relates to investment attraction.	Immediate and Ongoing (Within 12 months and Ongoing)	Very High	Economic Development Department, City Council, Senior Leadership Team, Planning and Building Department	These are some of the core functions of the Economic Development Department staff as they relate to investment attraction.	Economic Development Department has the necessary staff and tools to fulfill core functions. Ability and capacity to collect and track metrics in the Monitoring and Evaluation section (see Monitoring and Evaluation Metrics).

Action Number	Action	Timeline	Priority Level	Responsible Parties	Cost Estimate	KPIs
2a	Establish clear channels for interdepartmental communication	Immediate and Ongoing. At a regular cadence to be determined by the Director of Economic Development.	Very High	Economic Development Department & Other City Departments	Economic Development to allocate at least 4 to 8 hours per month of staff time to engage with other City departments on topics of economic development and investment attraction.	City staff are informed and engaged participants in investment attraction discussions.
2b	Develop standards for interdepartmental information and data sharing.	Immediate and Ongoing. Engage in an interdepartmental workshop 2 times per year.	High	Economic Development Department & Other City Departments	<p>Approximately 4 to 8 hours of preparatory time for participants to:</p> <ol style="list-style-type: none"> 1) Inventory current data resources and processes, 2) Identify gaps in departmental needs, 3) Consider opportunities for addressing gaps in needs. <p>2 hours per participant for meeting or workshop.</p>	improved ability to share data between departments, facilitate or enhance collaboration between departments

Action Number	Action	Timeline	Priority Level	Responsible Parties	Cost Estimate	KPIs
3a	Prioritize resources to adequately support the City's Concierge Program	1 year and Ongoing	High	City Council, Senior Leadership Team, Economic Development Department, Planning and Building Department, Bylaw, Licensing and Community Safety Department, Human Resources Department	To be determined by responsible parties. The cost to implement this action is equal to the cost of one of more staff positions to serve as Concierge. Please note that costs will vary according to the assignment of and roles of the Concierge.	Number of Business Inquiries, Average time to process business permits, number of businesses successfully assisted
3b	Regularly engage with local businesses and industry to understand challenges and opportunities for improvement when it comes to improving the user experience of permitting and regulatory processes.	See BRE Implementation Plan	Very High	See BRE Implementation Plan	See BRE Implementation Plan	See BRE Implementation Plan

Action Number	Action	Timeline	Priority Level	Responsible Parties	Cost Estimate	KPIs
4a	Advocate for the adoption of NAICS codes throughout the City and communicate the value of using NAICS codes.	6 months and Ongoing	High	Economic Development Department, Planning and Building Department, Bylaw, Licensing and Community Safety Department	<p>Approximately 4-8 individual staff hours of preparatory time for Economic Development Department and other City Departments to understand:</p> <ol style="list-style-type: none"> 1) The importance of NAICS Codes, 2) How to work with NAICS Codes, 3) Where within City processes NAICS Codes should be used <p>As is required, time to engage with City Council and SLT on the importance and use of NAICS Codes. This would require an estimated 8 hours of staff time from Economic Development. Refined cost and staff time estimates to be determined by responsible parties.</p>	<p>Number of one-on-one meetings with key stakeholders – meetings with departments or leadership teams to address concerns and encourage adoption</p> <p>Percentage of relevant city departments using NAICS – Track the adoption rate across different City departments.</p>

Action Number	Action	Timeline	Priority Level	Responsible Parties	Cost Estimate	KPIs
4b	Institute the use of NAICS codes throughout the City	1 year and Ongoing	High	Economic Development Department, Planning and Building Department, and Bylaw, Licensing and Community Safety Department	Dependent upon the findings of Action 4a. Costs may include the resources needed for collecting industry data from existing businesses, resources to regularly collect industry data from future businesses, and resources for coordination with provincial offices (e.g., Provincial Assessor's Office or the Ministry of Revenue) or other partners who may also collect or use NAICS codes for Maple Ridge businesses.	1) Use of NAICS in economic reports & analyses – Track how often NAICS-based data is used in sector analysis and investment strategies, 2) Percentage of new business licenses issued with NAICS codes – Ensure all new business licenses include NAICS classifications, 3) Percentage of existing business licenses re-classified using NAICS
4c	Continue to collect and organize data that is relevant for site selectors and other location professionals	6 months and Ongoing (collect and update data on an annual or semiannual basis)	High	Economic Development Department	Core function of Economic Development Department. Updating Monitoring and Evaluation metrics will take a minimum of 16 hours of staff time.	Improved ability to provide data to interested investors or site selectors. Enhanced response time to site selector requests for information.

Action Number	Action	Timeline	Priority Level	Responsible Parties	Cost Estimate	KPIs
4d	Continue to prioritize maintenance of City datasets and outward facing tools that support investment attraction and use interdepartmental data.	Immediate and Ongoing (update 2-4 times annually)	High	Economic Development Department, Information Technology Department, Planning and Building Department	Cost of hosting for different platforms or data sources. Approximately 4 to 8 hours of work hours to update data within each individual outward facing tool. Refined cost and staff time estimates to be determined by responsible parties.	Number of website visits to publicly available online tools, length of time to provide data to inquiring investors
5a	As a core function of the Economic Development Department, continue to determine how to enhance competitiveness within the region, and coordinate efforts at the regional, provincial, and federal levels to better support investment in targeted sectors.	Immediate and Ongoing (quarterly, semiannual, or annual meetings with Economic Development partners, as needed)	High	Economic Development Department, Manager of Intergovernmental Affairs	Approximately 8 work hours of scheduling and preparatory time per engagement. 1 to 2 hours of work hours per engagement.	Number of annual meetings with regional economic development partners, Reported business satisfaction over time

Action Number	Action	Timeline	Priority Level	Responsible Parties	Cost Estimate	KPIs
6a	Continue to define clear value propositions for the City and for its Key Sectors	6 months. Revisit on an annual basis.	High	Economic Development Department	An estimated 40-60 hours of staff time involving developing value proposition statements for key sectors and getting buy-in from Council and other City Departments as may be needed or required.	Number of business inquiries in target sectors
6b	Develop updated marketing materials for target sectors	6-9 months	High	Economic Development Department	The cost for this action may vary. We estimate that it will require at least 40 hours of Economic Development Department staff time per sector to develop content, and at least 40 hours of graphic design work per sector to develop updated marketing materials for each sector. Refined staff time and cost estimates to be refined by responsible parties.	Number of businesses that marketing materials are distributed to, number of business inquiries
7a	Conduct user testing and gather feedback and recommendations from businesses about ease of use.	1 year	Medium	Economic Development Department, Information Technology Department, Bylaw, Licensing and Community Safety (Business Licensing)	Approximately 40 hours for workshop design, scheduling, and results.	Businesses are engaged and interested in participating in user testing. Businesses speak freely about website user experience and provide constructive recommendations.

Action Number	Action	Timeline	Priority Level	Responsible Parties	Cost Estimate	KPIs
7b	Implement recommendations from user testing.	2 years	Medium	Economic Development Department, Information Technology Department, Bylaw, Licensing and Community Safety (Business Licensing)	Dependent on the findings of Action 7a. This could include work time from Economic Development and Other Involved Departments to clarify or update information relevant to businesses, and could involve IT work time to update the City website. Refined staff time and cost estimates are to be refined by responsible parties.	Visitors to City Website (specifically “Build & Do Business”), Business Licence Applications, Business Inquiries
8a	Determine what content should be highlighted on the investment attraction micro site.	1-2 years	Medium	Economic Development Department, Information Technology Department	Approximately 40 to 80 work hours for reviewing web content, project development and management, and perhaps developing an RFP.	A clear plan for content to highlight on the investment attraction micro site, Number of interested vendors for an RFP to develop micro site
8b	Contract a vendor to develop and launch a new investment attraction micro site.	2-3 years. The contracted working period for the development of a microsite to take approximately 3-6 months.	Medium	Economic Development Department, Information Technology Department, Invest Vancouver and other regional partners	Approximately \$70,000 CAD. Potential to receive matching funds from grants, such as those issued through the CanExport Community Investments Program from Global Affairs Canada	Number of visitors to investment attraction micro site, business inquiries

Action Number	Action	Timeline	Priority Level	Responsible Parties	Cost Estimate	KPIs
9a	Prioritize attendance at key conferences within the City's targeted industries, and regularly follow up with business contacts made at conferences.	2 years	High	Economic Development Department, Intergovernmental Affairs, Invest Vancouver and other regional partners	<p>The cost of this action will vary depending on location, duration, registration cost, and needed preparatory and post-attendance time by conference. Refined staff time and cost estimates are to be refined by the Economic Development Department and the Director of Economic Development.</p> <p>The cost of conference attendance may include:</p> <ol style="list-style-type: none"> 1) Hotels, meals, travel, and staff time associated with conference attendance. 2) Costs associated with planning, registration, preparing for attendance, etc. 3) Costs associated with follow up of conference attendance, such as organizing notes, information, entering contacts into the CRM system, and follow up communications. 	<p>Number of conferences attended per year (by sector), number of new connections made per year, number of connections that the City actively communicates with each year (aim to communicate with each connection at least once a year), track the number of potential investors at each level of lead generation: prospect, lead, qualified lead, investor</p>

Action Number	Action	Timeline	Priority Level	Responsible Parties	Cost Estimate	KPIs
10a	Identify and engage with key actors and ambassadors within targeted sectors	Immediate and Ongoing	Very High	Economic Development Department	This is a core function of the Economic Development Department. Approximately 10% of the Department's time should be dedicated to engaging with business and organizational partners within the targeted sectors.	Number of entries to CRM representing network of key actors and ambassadors (ensuring coverage across all targeted sectors)
10b	Continue to improve engagement with local business	Immediate and Ongoing	Very High	Economic Development Department	see BRE implementation plan	see BRE implementation plan
10c	Coordinate with the local real estate and development community.	1 year and ongoing	High	Economic Development Department	At least 8 hours of Economic Development Staff time per quarter.	Number of current contacts in the development and real estate communities, Development permits, Construction starts

Action Number	Action	Timeline	Priority Level	Responsible Parties	Cost Estimate	KPIs
10d	Engage with local property owners in the downtown area to communicate and seek alignment on community goals for economic and business development.	<p>Immediate: Collect ownership and contact information of local property owners in the downtown area (6-9 months).</p> <p>Medium Term: Develop relationships with local property owners and work to establish alignment on community goals for economic and business development (2-3 years)</p>	Medium	Economic Development Department, Bylaw, Licensing and Community Safety (Business Licensing)	Dependent upon the availability of information, at least 16 hours of Economic Development Staff time to collect ownership and contact information. At least 2-4 hours of Economic Development Staff time per quarter for relationship building.	CRM entries for downtown property owners, number of conversations per year with each property owner

Action Number	Action	Timeline	Priority Level	Responsible Parties	Cost Estimate	KPIs
10e	Inventory and continue to foster relationships with institutional partners in the regional economic development ecosystem.	Immediate and Ongoing	High	Economic Development Department, Intergovernmental Affairs	This is a core function of the Economic Development Department – to be determined by responsible parties. At a minimum, allocate 16 hours per quarter for fostering relationships with various institutional partners.	Number of engagements with regional partners
10f	Continue to regularly engage with Kwantlen and Katzie First Nations partners on regional economic development.	Immediate and Ongoing	Very High	Intergovernmental Affairs, Economic Development Department	To be determined by Intergovernmental Affairs in collaboration with Economic Development Department. EBP recommends a minimum of 4-8 hours of Economic Development staff time per quarter for engagement on topics of economic development.	Regular communications and engagements, number of collaborative initiatives
10g	Establish a connection with BC Assessment.	1 year and Ongoing	Medium-High	Economic Development Department, Planning and Building Department	At least 4 hours of staff time per quarter	Local business assessments improved as a result of communications with BC Assessment.

Action Number	Action	Timeline	Priority Level	Responsible Parties	Cost Estimate	KPIs
11a	Coordinate with or collect data from regional or provincial data partners to maintain accurate crime data on the City and region.	2-3 years	Medium-Low	City Council, Police Department, Strategic Development, Communications, and Public Engagement Department, Economic Development Department	Economic Development Department staff should dedicate approximately 4-8 work hours each quarter to coordinate with other communities in the Lower Mainland and other partners. The cost of this effort should be jointly developed between City Council, Strategic Development, Communications, and Public Engagement Department, the Economic Development Department, and other relevant departments.	more fulsome data set that allows for more detailed reporting and for more nuanced comparison to data from other jurisdictions
11b	Improve visibility of safety efforts in the City of Maple Ridge.	2-3 years	Medium	City Council, Strategic Development, Communications, and Public Engagement Department, Economic Development Department	At a minimum, this action requires Economic Development department staff time of approximately 4 hours monthly to coordinate with other departments and to help to develop or update a marketing or messaging budget geared toward this specific initiative.	Citizen Satisfaction Survey results

Action Number	Action	Timeline	Priority Level	Responsible Parties	Cost Estimate	KPIs
11c	Proactively improve communications and public relations related to public safety	1-2 years	Medium-Low	Strategic Development, Communications, and Public Engagement Department, City Council, Economic Development Department	This is a core responsibility for the City's Strategic Development, Communications, and Public Engagement Department. The Economic Development Department should dedicate approximately 4 hours per month to coordinate with other City departments on this topic.	Citizen Satisfaction Survey results
11d	Regularly coordinate with BIA and Chambers to address needs and issues of downtown businesses, and to improve communications about services that are available to businesses downtown.	1-2 years	Medium	Economic Development Department, BIA, Chambers	To be determined by responsible parties. EBP recommends at minimum a monthly check-in or meeting with both the BIA and Chambers, requiring approximately 2-4 hours of Economic Development Department staff time.	reported business satisfaction

Action Number	Action	Timeline	Priority Level	Responsible Parties	Cost Estimate	KPIs
12a	Allocate resources to support opportunities for economic and business activity at place-making events that draw residents downtown and encourage public gathering.	2-3 years	Medium-Low	City Council, Economic Development Department	<p>The cost of supporting business activity or investor hosting at place-making events is highly variable dependent on the event itself and the type of investor the City wishes to host. Investor hosting may require multiple days of Economic Development Department staff time while the investor is in town, and may take several weeks of staff time for planning purposes. For investor hosting, the City should consider the following potential costs:</p> <ol style="list-style-type: none"> 1) Identifying the respective focus or priorities of specific interested investors, 2) Identifying what to show an interested investor based off of their priorities, 3) Organizing business or site tours, 4) Planning logistics such as hotels, meals, and transportation 	<p>Increase in local business revenues during these events versus typical activity, Number of potential investors hosted at these events</p>

Action Number	Action	Timeline	Priority Level	Responsible Parties	Cost Estimate	KPIs
13a	Maintain inventory of physical assets and communicate the value of municipal and regional infrastructure & its value for attracting investment.	3 months and ongoing. Review and update every 6-12 months.	Very High	Economic Development Department, City Council	Approximately 40 hours of Economic Development Department staff time for development. Approximately 16 hours for each update.	Ability to communicate the value and role of certain assets in the region to economic development and various key industries, Sites identified for priority sectors (at least 1 site for each key industry)
14a	Develop (or update) a site readiness checklist for available sites in the City. A site readiness checklist should include utilities, transportation and market access, zoning and land use, and the business climate.	3 months and ongoing. Review and update every 6-12 months.	Very High	Economic Development Department, Planning and Building Department	Approximately 32 hours of staff time for development. Approximately 12 hours per review.	Percentage of industrial sites that are investment-ready, Development permits, Construction starts. Readily apply checklist of specific site requirements for each target industry to available sites as an evaluation tool.

Action Number	Action	Timeline	Priority Level	Responsible Parties	Cost Estimate	KPIs
14b	Continue to implement existing recommendations for improving Industrial Areas, and utility service and transportation networks that service industrial and employment centres in Maple Ridge, as found in the City's Industrial Impact Analysis, Sanitary Master Plan, Stormwater ISMPs, Strategic Transportation Plan, Community Improvement Plan, and the upcoming 256 North Plan.	Immediate and Ongoing (Refer to Associated Plans)	High	Refer to Associated Plans	Refer to Associated Plans	Refer to Associated Plans
14c	Continue to improve working relationships with utilities providers to (1) advocate on behalf of local businesses for possible service provision (2) explore opportunities for improved servicing.	Immediate and Ongoing (6-12 months). The City should aim to meet with utilities providers 2 to 4 times per year to	Medium	Economic Development Department, Intergovernmental Affairs	At least 8 hours of staff time per quarter.	Percentage of all industrial sites that are fully serviced by utilities

Action Number	Action	Timeline	Priority Level	Responsible Parties	Cost Estimate	KPIs
14d	Continue to foster working relationship with TransLink.	discuss the needs of Maple Ridge businesses and explore opportunities for improvement. Immediate and Ongoing (6-12 months). The City should aim to meet with TransLink 2 to 4 times per year to explore opportunities for better meeting the transportation needs of Maple Ridge residents and businesses.	Medium	Economic Development Department, Intergovernmental Affairs	At least 4 hours of staff time per quarter.	TransLink ridership to locations with start and end points in Maple Ridge, number of residents that live within 1 km of a TransLink transit stop

Action Number	Action	Timeline	Priority Level	Responsible Parties	Cost Estimate	KPIs
15a	Continue to build momentum on the establishment of a reliable, business class hotel in the City of Maple Ridge.	Engage with members of the hotel industry immediately and at least once every 3 months. Collect data, develop marketing materials, and develop a site-readiness checklist within 6-9 months. Develop a list of prime hotel locations within 9-12 months and update every 3-6 months.	High	Economic Development Department, Planning and Building Department, Bylaw, Licensing and Community Safety Department, City Council, SLT	Cost estimate is dependent on many variables, including scope of the project. Responsible parties should dedicate at least 8-12 staff hours per quarter for engagement with members of the hotel industry. The City may consider enlisting outside support for conducting an additional hotel feasibility study, which would help in data collection, developing a list of prime hotel locations, and further identifying key contacts to engage with within the hotel industry: for a medium-sized hotel in a competitive urban market, the cost of a feasibility study can range between \$27,000 and \$70,000 CAD. Smaller hotels or ones in less competitive markets may cost around \$27,000 CAD.	Number of recipients of marketing materials, meetings with connections in the hotel industry, total number of potential hotel locations that are investment-ready, business inquiries

Appendix 1. Additional Resources on Investment Attraction Best Practices

Investment Attraction

[“Steps to Creating an Investment Attraction Strategy Business Attraction Toolkit for B.C. Communities”](#), British Columbia Ministry of Jobs, Tourism, and Skills Training

[“So, You Had an Investment Attraction Strategy. What Now?”](#), *Site Selectors Guild*.

[“Next practices for investment attraction in the UK, Europe, Africa and the Middle East”](#), fDi Intelligence

[“Best Practices in Investment Promotion”](#), OECD

Talent Attraction

[“Live, Work, and Play: Attracting and Retaining Tomorrow’s Talent”](#), IEDC, Economic Development Research Partners