

**TO:** His Worship Mayor Dan Ruimy  
and Members of Council  
**FROM:** Chief Administrative Officer

**MEETING DATE:** May 2, 2023  
**FILE NO:**  
**MEETING:** CoW

**SUBJECT:** 2023 - 2026 Council Strategic Plan

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**EXECUTIVE SUMMARY:**

Informed by the 2022 Citizen Survey and recent election period, Council participated in a series of sessions to determine their collective focus and priorities for Maple Ridge. During these sessions, Council developed their vision, mission, values and five strategic priorities. For each strategic priority, specific goals to be advanced over this Council's four-year term have been identified. Staff from the Corporate Planning and Communications departments have compiled information from the strategic planning sessions into the draft 2023-2026 Council Strategic Plan ( "Draft Plan").

Public feedback on the Draft Plan was open for input from March 29 to April 14, 2023 on the Engage Maple Ridge platform.

**RECOMMENDATION:**

**That the 2023-2026 Council Strategic Plan be adopted.**

**DISCUSSION:**

**a) Background Context:**

Council articulated its collective focus and priorities for the next four years in the draft 2023-2026 Council Strategic Plan released on March 28, 2023. From March 29 to April 14, 2023, the public was informed through the City's social media channels and local media outreach. Feedback was provided on the Draft Plan by way of the Engage Maple Ridge platform.

**b) Desired Outcome:**

That Council adopt the Draft Plan which will enable staff to continue action planning for implementation of the Plan.

**c) Strategic Alignment:**

The Draft Plan provides a vision for the future of Maple Ridge, with specific focus areas and goals to be achieved over the next four years. Through the City's corporate planning process, staff develop annual department business plans - comprised of work plans and budgets - and the 5-year Financial Plan to ensure progress on the high-level objectives. In doing so, Council's priorities cascade through City administration and planning processes to the delivery of services.

As actions from the Draft Plan are implemented, progress is tracked by way of the City's Performance Management Framework, including quarterly reporting to Council and updates in the Annual Report. Performance measures tailored for each priority will be developed in tandem with action planning.

Many of the actions that will advance Council's priorities are either in progress or already planned as part of existing master plans. Additionally, the City is updating its master plans – e.g. Strategic Transportation Plan – or developing the implementation components of plans – Parks, Recreation & Culture Master Plan - which align with the Draft Plan.

**d) Citizen/Customer Implications:**

Public feedback on the Draft Plan was sought from March 29 to April 14, 2023 on the Engage Maple Ridge platform. During the feedback period the page was visited 436 times by 378 unique visitors. In that time, 237 visitors downloaded the Draft Plan and the City received 19 open-ended survey submissions regarding the Draft Plan.

Total Visits	Aware	Informed	Engaged	Email
436	378	237	19	1

*Table 1 - Engage Maple Ridge Page Participant Summary*

In addition, an extensive review of the Draft Plan was submitted via email by a resident. Feedback from the submitted document has been forwarded to domain experts within the City to inform implementation planning.

Each open-ended survey submission has been tagged based on the goals listed in the Draft Plan and with common themes, as listed in Table 2. Each comment was associated with multiple tags, as appropriate.

**Strategic Plan Feedback**

Of the 19 responses received, three were directly in support of the Draft Plan, citing alignment with key community needs. Eight responses identified that additional details pertaining to implementation was desired in order to comment on the Draft Plan.

Other comments included the tax implication of implementing the Draft Plan ought to be clearly denoted in budget documentation and that business attraction is a critical community need.

All of the feedback received will be provided to staff to inform the development of action plans as comments mostly pertain to tasks and considerations for the achievement of strategic goals.

Tag	Frequency
More Detail Desired	8
Comments on Taxation	6
Business Attraction & Retention	4
In Support	3
Financial Alignment to Meet Community Needs	3
Residents Safety & Wellbeing	2
Enhance & Protect Natural Environment	2
Infrastructure to Provide Accessible & Sustainable Services	2
Community Engagement	2
Facilitate & Expand Housing Diversity	1
Improve Mobility	1
Mitigate & Adapt to Climate Change	1
Reduce GHGs	1
Pathway for Truth & Reconciliation	1

*Table 2- Open-Ended Feedback Tags with Frequency*

**e) Business Plan/Financial Implications:**

The Draft Plan sets the priorities and focuses for staff to align business and financial planning processes. The 2023-2027 Financial Plan reflects many of the priorities identified in the Draft Plan. Future budget cycles will include the financial implications for advancing the strategic priorities.

**CONCLUSION:**

Adoption of the 2023-2026 Council Strategic Plan will set forward the path for decision-making and financial planning for the next four years.

  
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Prepared by: **Dan Olivieri**  
Manager of Corporate Planning

  
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Approved by: **Christina Crabtree**  
General Manager, Corporate Services

  
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Concurrence: **Scott Hartman**  
Chief Administrative Officer

**Attachments:**

(A) Draft 2023-2026 Council Strategic Plan



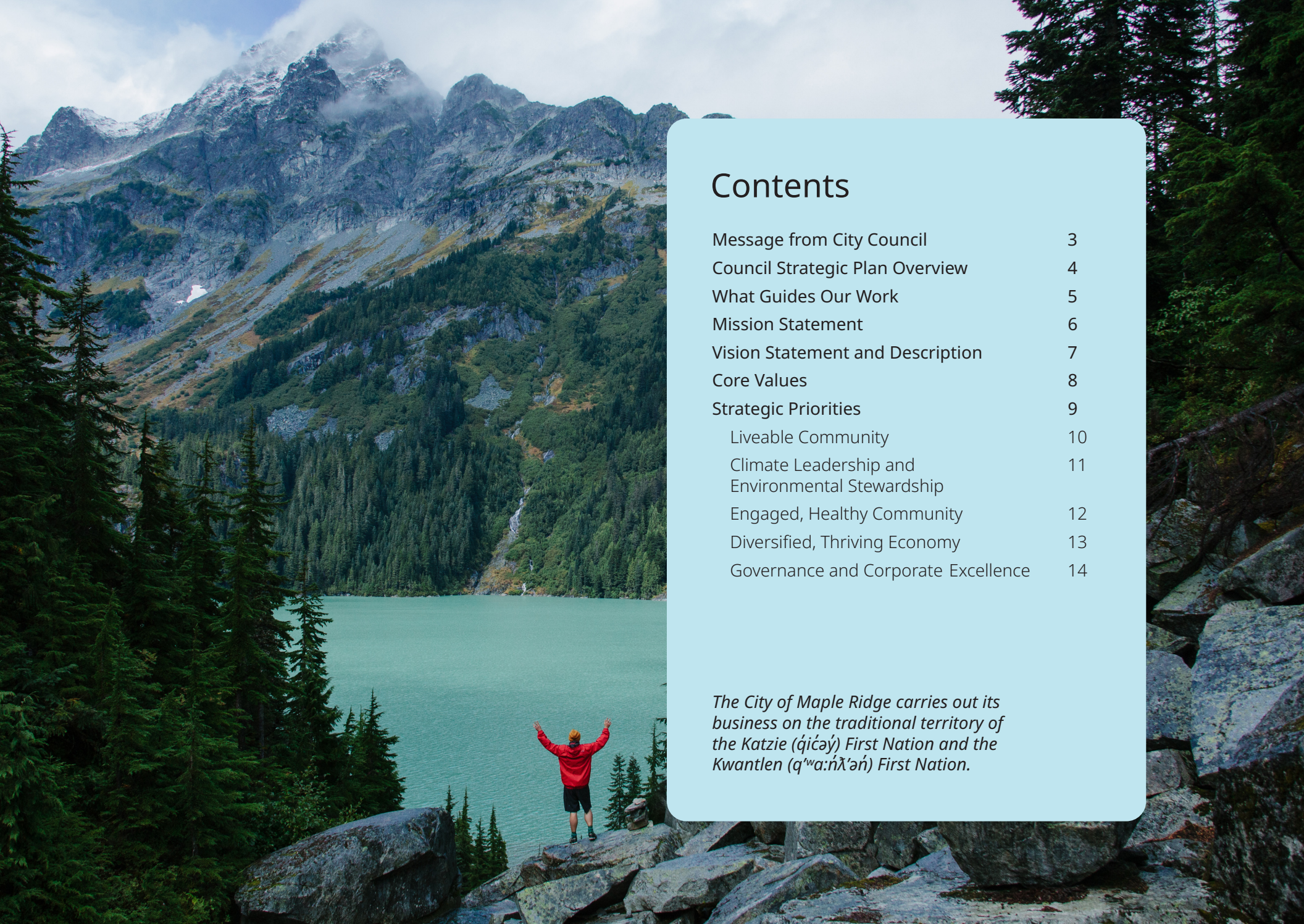
CITY OF MAPLE RIDGE

# Council Strategic Plan 2023-2026

**DRAFT**







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*The City of Maple Ridge carries out its business on the traditional territory of the Katzie (q̓íćəy̓) First Nation and the Kwantlen (qʷa:ńł'əń) First Nation.*





## MESSAGE FROM MAPLE RIDGE CITY COUNCIL

# A New Chapter for Maple Ridge

As we came together as a new Council to consider our priorities for the coming term, we each brought our individual views on what we wanted to achieve. We also had many ideas in common, including a desire to pursue a new chapter for Maple Ridge – one that preserves our many valuable existing assets and characteristics, while bringing what we need to thrive today and tomorrow.

Through this in-depth planning process, we developed a shared vision of what we wanted for Maple Ridge.

We wanted to continue to build an innovative community that is an example in the region. We wanted to reinforce the social bonds upon which our community will grow and prosper.

We wanted to nurture all aspects of the community, including our environment and local economy, for a resilient future. We wanted to earn the trust of our residents and create opportunities for everyone to participate, engage and thrive.

Overall, we wanted to build a sustainable community that will serve our citizens today and for generations to come, and to continue to strive for excellence in all that we do.

All of this is represented on the following pages, in our exciting new mission, vision, core values and strategic priorities. We encourage you to get to know them – and keep us accountable to them – as, together, we turn the page to a new chapter for Maple Ridge.



# Council Strategic Plan Overview

The Council Strategic Plan identifies the collective focus and priorities for each sitting Maple Ridge City Council to guide City decision-making and activities during their term. The Plan provides a Mission, Vision and Core Values to guide the overall approach, and sets out Strategic Priorities with related Strategic Goals.

The intent is a Strategic Plan that will resonate with and inspire the public, Council and staff while guiding the City's work during the four-year Council term.

Staff develops Business Plans based on the Strategic Priorities and Strategic Goals and provides periodic progress reports to Council. The Council Strategic Plan is reviewed and updated as needed over the term, based on emerging priorities and needs.

This document includes the highlights of the Plan. Please see [mapleridge.ca](https://mapleridge.ca) for more details.





# What Guides Our Work





A photograph of a family walking a large, light-brown dog on a leash. The family consists of a woman in a blue top and dark pants, a man in a plaid shirt and jeans, and a young child in a striped shirt and dark pants. They are walking on a gravel path. In the background, there is a body of water, some trees, and mountains under a blue sky with clouds. The image is used as a background for the document.

# Mission Statement

**We strive for excellence**  
as we deliver vital municipal  
services with innovation,  
accountability and efficiency  
to meet the needs of the  
community now and into  
the future.

# Vision Statement and Description

Maple Ridge has unparalleled access to nature and is as distinct as its neighbourhoods. **We don't fit a mould.** We are authentic, bold, adventurous and ambitious about our future.

From the peaks of the Golden Ears to the roar of the Fraser River, we are a dynamic economic and innovation hub.

We are a leader in providing a full spectrum of innovative housing options and recreational infrastructure.

We are a caring and environmentally sustainable community that supports healthy living.

We are a socially and culturally friendly community – a place where people are connected to neighbourhoods, to their work, and to the natural environment.

We offer high-quality services and prioritize a positive customer experience.

The best and brightest seek to work with us and employees are encouraged to share their ideas and are supported in taking initiative.





# Core Values

## EXCELLENCE

We are driven to exceed expectations.



## INTEGRITY

We lead with honesty, fairness, and transparency, with our community's interests at heart.



## INNOVATION

We encourage and support a culture of continuous improvement, embracing risk while cultivating new ideas, methods, and processes to deliver our services.



## LEADERSHIP

We inspire and empower everyone to be engaged and to champion building a better community.



## EQUITY, DIVERSITY AND INCLUSIVENESS

We embed equity, inclusion, dignity and respect for all in our service delivery, to inform our decision-making and actions. We share in the responsibility to create a positive, diverse culture to honour our differences.



## STRONG RELATIONSHIPS

Relationships are at the core of all of our work. We strive to build and enhance strong, trusted relationships with our community, other governments and agencies, Indigenous partners and other key groups for improved information-sharing, collaboration, and service-delivery.





# Strategic Priorities

The five Strategic Priorities are informed by the Mission, Vision and Core Values and will guide the decisions and actions of the City from 2023-2026.



## LIVEABLE COMMUNITY



## CLIMATE LEADERSHIP & ENVIRONMENTAL STEWARDSHIP



## ENGAGED, HEALTHY COMMUNITY



## DIVERSIFIED, THRIVING ECONOMY



## GOVERNANCE & CORPORATE EXCELLENCE



# Liveable Community



We continue to build Maple Ridge into a liveable community that meets the needs of our diverse residents, businesses and other stakeholders through community planning, transportation and infrastructure services that benefit and strengthen our City today and in the future.

## Goals

- ◆ Facilitate expanded housing diversity and supply, to promote attainability.
- ◆ Improve mobility with safe, sustainable and effective transportation options.
- ◆ Develop infrastructure that positions the City to provide accessible and sustainable services while accommodating growth.



# Climate Leadership & Environmental Stewardship

Climate change poses a tremendous risk to current and future generations. As stewards of our environmental assets, we value our natural infrastructure and seek to leverage its benefits to reduce our climate impact. We actively plan to mitigate and adapt to the impacts of climate change as our community grows, pursue the growth of green industries, and adopt promising practices and innovation.

## Goals

- ◆ Mitigate and adapt to the impacts of climate change.
- ◆ Reduce municipal and community greenhouse gas emissions in alignment with adopted targets.
- ◆ Enhance and protect the health of our natural environment.





# Engaged, Healthy Community



We provide dynamic public spaces for our residents to engage with their community and maintain an active lifestyle. Our citizens are proud to be from Maple Ridge and celebrate our history and culture. Residents feel safe and supported by their community and municipal services.

## Goals

- ◆ Provide a diversity of inclusive and accessible recreation opportunities.
- ◆ Build and celebrate community pride, strengthening community connections to foster a sense of belonging.
- ◆ Promote a vibrant arts and culture community.
- ◆ Ensure the safety and enhance the well-being of residents.
- ◆ Improve community engagement with the City.





# Diversified, Thriving Economy



Our local economy is as diverse and vibrant as our community. We attract business investment to balance our tax base and provide employment opportunities across different sectors and our businesses are supported in their growth and innovation goals. Our community is a destination for seekers of arts, culture and outdoor adventure.

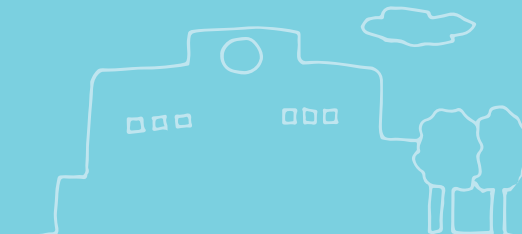
## Goals

- ◆ Attract, retain and expand business investment to diversify the tax base and increase local employment.
- ◆ Expand training and educational options in Maple Ridge to build a skilled workforce that attracts innovative businesses.
- ◆ Explore and maximize tourism opportunities as a means to further diversify the local economy.





# Governance & Corporate Excellence



Responsive and accessible government is paramount to building public trust. We build that trust through the City's communications, transparent engagement and customer-centric service experiences. We honour our service to our community through prudent financial management, effective public policy and transparent decision-making.

## Goals

- ◆ Identify and commit to opportunities for the City to move forward on a path of Truth and Reconciliation.
- ◆ Deliver an exceptional customer experience across City services.
- ◆ Ensure organization and financial alignment to achieve Strategic Priorities and meet the needs of our growing community.
- ◆ Be accountable to the public through open and responsive governance.
- ◆ Ensure the City is organizationally resilient, ready to adapt to a changing environment.







For more information about the 2023-2026  
Council Strategic Plan, please visit [mapleridge.ca](http://mapleridge.ca).



**CITY OF MAPLE RIDGE**  
11995 Haney Place  
Maple Ridge, B.C. V2X 6A9  
604-463-5221  
[enquiries@mapleridge.ca](mailto:enquiries@mapleridge.ca)

**[mapleridge.ca](http://mapleridge.ca)**