

**COUNCIL MEETING AGENDA**

**April 24, 2018**

**7:00 p.m.**

**Council Chamber**

**MEETING DECORUM**

Council would like to remind all people present tonight that serious issues are decided at Council meetings which affect many people's lives. Therefore, we ask that you act with the appropriate decorum that a Council Meeting deserves. Commentary and conversations by the public are distracting. Should anyone disrupt the Council Meeting in any way, the meeting will be stopped and that person's behavior will be reprimanded. *The meeting is live streamed and recorded by the City of Maple Ridge.*

Note: This Agenda is also posted on the City's Web Site at [www.mapleridge.ca](http://www.mapleridge.ca)

The purpose of a Council meeting is to enact powers given to Council by using bylaws or resolutions. This is the final venue for debate of issues before voting on a bylaw or resolution.

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100     **CALL TO ORDER**

200     **AMENDMENTS TO THE AGENDA**

300     **APPROVAL OF THE AGENDA**

400     **ADOPTION OF MINUTES**

401     Minutes of the Special Council Meeting of April 10, 2018 and the Regular Council Meeting of April 10, 2018

402     Minutes to the Public Hearing of April 17, 2018

500     **PRESENTATIONS AT THE REQUEST OF COUNCIL**

600     **DELEGATIONS**

601     **Walking Together: Maple Ridge Cultural Plan**

- Patricia Huntsman, Culture & Communication

602     **New Westminster & District Labour Council - Day of Mourning Presentation**

- Cherie Delaney

603 **Life Experience Viewpoints Presentation**

- Veronica Johnson

650 ***QUESTIONS FROM THE PUBLIC***

Note: Questions from the Public are limited to a total of 15 minutes unless extended by a motion approved by the majority of Council

700 ***ITEMS ON CONSENT***

701 ***Minutes***

701.1 Minutes of the Development Agreements Committee Meetings of April 3 and 10, 2018

701.2 Minutes of Meetings of Committees and Commissions of Council

- Agricultural Advisory Committee – March 1, 2018
- Community Heritage Commission – March 8, 2018

702 ***Reports***

702.1 **Disbursements for the month ended March 31, 2018**

Staff report dated April 24, 2018 recommending that the disbursements for the month ended March 31, 2018 be received for information.

703 ***Correspondence***

704 ***Release of Items from Closed Council Status***

*From the April 10, 2018 Closed Council Meeting*

Item 04.02 BC Hydro Statutory Right of Way – 11400 Cottonwood Drive

800 ***UNFINISHED BUSINESS***

900 ***CORRESPONDENCE***

1000 ***BYLAWS***

Note: Item 1001 is from the April 17, 2018 Public Hearing

**Bylaws for Third Reading**

1001 **2017-078-RZ, 22368 North Avenue**

1001.1 **Maple Ridge Official Community Plan Amending Bylaw No. 7436-2018**

To amend Schedule "A", Chapter 10.4 Town Centre Area Plan, Schedule 1: from Low-Rise Apartment to Town Centre Commercial  
Third reading

1001.2 **Maple Ridge Zone Amending Bylaw No. 7316-2017**

To rezone from RM-3 (High Density Apartment Residential) to C-3 (Town Centre Commercial). The current application is to permit the construction of a four storey mixed-use building.  
Third reading

**Bylaws for Second and Third Reading**

1002 **Maple Ridge Soil Deposit Regulation Bylaw No. 7412-2017**

Staff report dated April 24, 2018 recommending second and third reading

To regulate the deposit of soil and other material in order to protect residents, public infrastructure, agricultural lands and the City's natural resources

Second and third reading

1100 ***REPORTS AND RECOMMENDATIONS***

**Public Works and Development Services**

1101 **2017-385-DVP, 11907 228 Street**

Staff report dated April 24, 2018 recommending that the Corporate Officer be authorized to sign and seal 2017-385-DVP to vary front yard setbacks above a second storey, exterior and interior side yard setbacks above a third storey and required parking from 126 stalls to 113 stalls to permit a mixed use building of office uses and affordable rental housing.

**1102 2018-136-DVP, 28184 96 Avenue**

Staff report dated April 24, 2018 recommending that the Corporate Officer be authorized to sign and seal 2018-136-DVP to reduce required asphalt width for a rural local road to permit construction of a single family dwelling.

**1103 2018-138-DVP, 24705 108 Avenue**

Staff report dated April 24, 2018 recommending that the Corporate Officer be authorized to sign and seal 2018-138-DVP to reduce the 108 Avenue Local Street, Rural standard asphalt wide requirement to permit a detached garden suite.

**Financial and Corporate Services (including Fire and Police)**

**1131 Maple Ridge Fire Hall No. 4 & Training Centre**

Staff report dated April 24, 2018 recommending approval of an increase to the existing architectural consulting services contract with Johnston Davison Architecture & Planning Inc., an increase to the contract contingency, that the Corporate Officer be authorized to execute the contract amendment and that the Financial Plan bylaw be amended to reflect updated costs for Maple Ridge Fire Hall No. 4 & Training Centre.

**1132 2018 Tax Rate Bylaws – Albion Dyking District and Maple Ridge Road 13 Dyking District**

Staff report dated April 24, 2018 recommending that Albion Dyking District Tax Rates Bylaw No. 7439-2018 and Maple Ridge Road 13 Dyking District Tax Rates Bylaw No. 7440-2018 be given first, second and third readings.

**1133 2018-2022 Financial Plan Amending Bylaw**

Staff report dated April 24, 2018 recommending that Maple Ridge 2018-2022 Financial Plan Amending Bylaw No. 7452-2018 be given first, second and third readings.

**1134 Maple Ridge 2018 Property Tax Rates Bylaw**

Staff report dated April 24, 2018 recommending that Maple Ridge 2018 Property Tax Rates Bylaw No. 7453-2018 be given first, second and third readings.

**Parks, Recreation & Culture**

**1151 Walking Together: Maple Ridge Cultural Plan**

Staff report dated April 24, 2018 recommending that the Walking Together: Maple Ridge Cultural Plan be endorsed and that a report with a proposed Cultural Plan implementation framework be developed with community stakeholders.

**1152 Mussallem Residence Donation**

Staff report dated April 24, 2018 recommending the acceptance of the Mussallem Residence for relocation to the Maple Ridge Cemetery along with a donation from BC Housing and an additional donation from an anonymous donor.

**1153 Award of Contract: Samuel Robertson Technical Secondary School Field Civil Works**

Staff report dated April 24, 2018 recommending that Contract ITT-PL18-25: Civil Works in preparation for the installation of a new synthetic sports field surface for Samuel Robertson Technical Secondary School be awarded to Cedar Crest Lands (BC) Ltd., that a contingency be authorized, that the next Financial Plan Bylaw amendment include a draw from the Lifecycle Reserve the fund the synthetic turf replacement and that the Corporate Officer be authorized to execute the contract.

**1154 Karina LeBlanc Field – Contingency**

Staff report dated April 24, 2018 recommending that an increased in the Karina LeBlanc field construction contingency to address site conditions be authorized and that the contingency be funded from gaming reserves/parks infrastructure.

**Administration**

**1171 Tourism Strategy**

Staff report dated April 24, 2018 recommending that the Tourism Strategy for the City of Maple Ridge be adopted.

1172 **Tourism Advisory Committee (“TAC”)**

Staff report dated April 24, 2018 recommending that Terms of Reference for a Tourism Advisory Committee be endorsed and that a draft bylaw to establish a Tourism Advisory Committee be brought forward at a future Council meeting.

**Other Committee Issues**

1191

1200 ***STAFF REPORTS***

1300 ***OTHER MATTERS DEEMED EXPEDIENT***

1400 ***NOTICES OF MOTION AND MATTERS FOR FUTURE MEETING***

1500 ***ADJOURNMENT***

***QUESTIONS FROM THE PUBLIC***

The purpose of the Question Period is to provide the public with an opportunity to ask questions of Council on items that are of concern to them, with the exception of Public Hearing bylaws which have not yet reached conclusion.

Council will not tolerate any derogatory remarks directed at Council or staff members.

Each person will be permitted 2 minutes to ask their question (a second opportunity is permitted if no one else is sitting in the chairs in front of the podium). Questions must be directed to the Chair of the meeting and not to individual members of Council. The total Question Period is limited to 15 minutes.

Council reserves the right to defer responding to a question in order to obtain the information required to provide a complete and accurate response.

Other opportunities are available to address Council including public hearings, delegations and community forum. The public may also make their views known to Council by writing or via email and by attending open houses, workshops and information meetings. Serving on an Advisory Committee is an excellent way to have a voice in the future of this community.

For more information on these opportunities contact:

Clerk's Department at **604-463-5221** or **[clerks@mapleridge.ca](mailto:clerks@mapleridge.ca)**.

Mayor and Council at **[mayorandcouncil@mapleridge.ca](mailto:mayorandcouncil@mapleridge.ca)**.

Checked by: \_\_\_\_\_

Date: \_\_\_\_\_

400 Adoption and Receipt of Minutes

401 Minutes of Regular and Special Council Meetings

City of Maple Ridge

***SPECIAL COUNCIL MEETING MINUTES***

April 10, 2018

The Minutes of the Special City Council Meeting held on April 10, 2018 at 6:04 p.m. in the Blaney Room of the City Hall, 11995 Haney Place, Maple Ridge, British Columbia for the purpose of transacting regular City business.

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***PRESENT***

***Elected Officials***

Mayor N. Read  
Councillor C. Bell  
Councillor Duncan  
Councillor B. Masse  
Councillor G. Robson  
Councillor T. Shymkiw

***Appointed Staff***

P. Gill, Chief Administrative Officer  
K. Swift, General Manager of Parks, Recreation & Culture  
F. Quinn, General Manager of Public Works and  
Development Services  
T. Thompson, Interim Director of Finance  
D. Denton, Acting Corporate Officer  
***Other staff as required***

***ABSENT***

Councillor C. Speirs

D. Boag, Director of Parks and Facilities  
V. Richmond, Manager of Parks Planning Operations

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Note: These Minutes are also posted on the City's Web Site at [www.mapleridge.ca](http://www.mapleridge.ca)

1.0 ***CALL TO ORDER***

2.0 ***APPROVAL OF THE AGENDA***

R/2018-191

It was moved and seconded

**That the agenda for the April 10, 2018 Special Council Meeting be approved.**

CARRIED

3.0 ***NOTICE OF CLOSED COUNCIL MEETING***

R/2018-192

It was moved and seconded

**That the meeting following this meeting at 6:00 p.m. be closed to the public pursuant to Sections 90 (1) and 90 (2) of the Community Charter as the subject matter being considered relates to the following:**

**Section 90(1)(e)** The acquisition and disposition of land if the council considers that disclosure might reasonably be expected to harm the interests of the municipality.

**Section 90(2)(b)** The consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government.

Any other matter that may be brought before the Council that meets the requirements for a meeting closed to the public pursuant to Sections 90 (1) and 90 (2) of the Community Charter or Freedom of Information and Protection of Privacy Act.

CARRIED

4.0 ***ADJOURNMENT*** – 6:05 p.m.

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N. Read, Mayor

Certified Correct

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D. Denton, Acting Corporate Officer

City of Maple Ridge

***COUNCIL MEETING MINUTES***

April 10, 2018

The Minutes of the City Council Meeting held on April 10, 2018 at 7:03 p.m. in the Council Chamber of the City Hall, 11995 Haney Place, Maple Ridge, British Columbia for the purpose of transacting regular City business.

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***PRESENT***

***Elected Officials***

Mayor N. Read  
Councillor C. Bell  
Councillor K. Duncan  
Councillor B. Masse  
Councillor G. Robson  
Councillor T. Shymkiw

***Appointed Staff***

F. Quinn, Acting Chief Administrative Officer/General  
Manager Public Works and Development Services  
K. Swift, General Manager of Parks, Recreation & Culture  
T. Thompson, Interim Director of Finance  
C. Carter, Director of Planning  
D. Denton, Acting Corporate Officer  
A. Gaunt, Confidential Secretary

***ABSENT***

Councillor C. Speirs

***Other staff as required***

D. Pollock, Municipal Engineer  
C. Goddard, Manager of Development and Environmental  
Services

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The meeting was live streamed and recorded by the City of Maple Ridge

100      ***CALL TO ORDER***

200      ***AMENDMENTS TO THE AGENDA***

300      ***APPROVAL OF THE AGENDA***

R/2018-193

It was moved and seconded

**That the agenda for the Regular Council Meeting of April 10, 2018 be approved as circulated.**

CARRIED

400 ***ADOPTION AND RECEIPT OF MINUTES***

401 Minutes of the Regular Council Meeting of March 27, 2018

R/2018-194

It was moved and seconded

**That the minutes of the Regular Council Meeting of March 27, 2018 be adopted as circulated.**

CARRIED

500 ***PRESENTATIONS AT THE REQUEST OF COUNCIL*** – Nil

600 ***DELEGATIONS*** – Nil

650 ***QUESTIONS FROM THE PUBLIC***

Note: Questions from the Public are limited to 15 minutes unless extended by a motion approved by the majority of Council

**Eric Phillips**

Mr. Phillips referred to a trucking company operating in the lower Hammond area which has been denied a business licence and advised that the company is operating. He asked what the City is planning on doing and how long the residents in the community will have to put up with the issue.

Mayor Read advised that City staff is working with the legal team to deal with the issue. She also advised that regular notifications are received from neighbours when trucks are moving.

**Joanne Mitchell**

Ms. Mitchell advised that she lives on Burnett Street and after living in the area from 1987 onward, is moving away from Maple Ridge. She implored governments to try to stop the low barrier approach and work with treatment first. She does not feel that the low barrier approach is benefiting the community.

**Judy Dueck**

Ms. Dueck asked whether anything has been heard pertaining to the heritage house and is BC Housing is willing to move the house. She expressed the importance of preserving the house as it is in the heritage designation.

Mayor Read advised that the City is still waiting for a response from BC Housing.

700 ***ITEMS ON CONSENT***

701 ***Minutes***

701.1 Development Agreements Committee Meetings of March 27, 2018

701.2 Meetings of Committees and Commissions of Council

- Active Transportation Advisory Committee – November 29, 2017
- Advisory Design Panel – February 21, 2018
- Municipal Advisory Committee on Accessibility Issues and Inclusiveness – November 16, 2017 and January 18, 2018
- Social Policy Advisory Committee – February 7, 2018

702 ***Reports***

702.1 **Albion Community Centre Design Update**

Staff report dated April 10, 2018 outlining the need for affordable infant and toddler care and out of school care in the community and providing an update on design elements to support the development of the Albion Community Centre as a multi-use community facility.

703 ***Correspondence*** – Nil

704 ***Release of Items from Closed Council Status*** – Nil

R/2018-195

It was moved and seconded

**That Items 701.1 and 701.2 on the “Items on Consent” agenda be received into the record.**

CARRIED

R/2018-196

It was moved and seconded

**That Item 702.1 Albion Community Centre Design Update be removed from the Items on Consent agenda for discussion.**

CARRIED

702.1 **Albion Community Centre Design Update**

Staff report dated April 10, 2018 outlining the need for affordable infant and toddler care and out of school care in the community and providing an update on design elements to support the development of the Albion Community Centre as a multi-use community facility.

The General Manager of Parks, Recreation & Cultural Services reviewed the staff report and provided a history and clarification on the process.

800 ***UNFINISHED BUSINESS*** – Nil

900 ***CORRESPONDENCE*** – Nil

1000 ***BYLAWS***

1001 **2017-281-RZ, 21428, 21460, 21472 Dewdney Trunk Road**

1001.1 **21428, 21460 and 21472 Dewdney Trunk Road  
Maple Ridge Official Community Plan Amending Bylaw No. 7357-2017  
To designate from Urban Residential to Institutional  
Adoption**

R/2018-197

It was moved and seconded

**That Bylaw No. 7357-2017 be adopted.**

CARRIED

1001.2 **21428 Dewdney Trunk Road  
Maple Ridge Zone Amending Bylaw No. 7360-2017  
To rezone from RS-1 (One Family Urban Residential) to P-6 (Civic  
Institutional) to permit expansion of the Maple Ridge Cemetery  
Adoption**

R/2018-198

It was moved and seconded

**That Bylaw No. 7360-2017 be adopted.**

CARRIED

1002 **2017-291-RZ, 24093 and 24137 104 Avenue and PID 009-437-061**

1002.1 **Maple Ridge Official Community Plan Amending Bylaw No. 7369-2017**

To designate from Medium Density Residential and Institutional to Institutional and Conservation and to add to Conservation Adoption

R/2018-199

It was moved and seconded

**That Bylaw No. 7369-2017 be adopted.**

CARRIED

1002.2 **Maple Ridge Zone Amending Bylaw No. 7364-2017**

To rezone from RS-3 (One Family Rural Residential) and RS-2 (One Family Suburban Residential) to P-1 (Park and School) to permit two P-1 (Park and School) zoned lots for the construction of a new School District-owned elementary school and City-owned community centre.  
Adoption

R/2018-200

It was moved and seconded

**That Bylaw No. 7364-2017 be adopted.**

CARRIED

1003 **Maple Ridge Ticket Information Utilization Amending Bylaw No. 7426-2018**

To provide updated regulations for staff to pursue compliance with any violations of the Drinking Water Conservation Plan Bylaw  
Adoption

R/2018-201

It was moved and seconded

**That Bylaw No. 7426-2018 be adopted.**

CARRIED

1100 ***REPORTS AND RECOMMENDATIONS***

***Public Works and Development Services***

1101 **2018-012-RZ, 23795 and 23831 Dewdney Trunk Road, RS-3 to RM-1**

Staff report dated April 10, 2018 recommending that Maple Ridge Zone Amending Bylaw No. 7432-2018 to rezone from RS-3 (One Family Rural Residential) to RM-1 (Townhouse Residential) for future development of approximately 29 units be given first reading and that the applicant provide further information as described on Schedules C, D and E of the Development Procedures Bylaw No. 5879-1999.

R/2018-202

It was moved and seconded

1. That Bylaw No. 7432-2018 be given first reading; and
2. That the applicant provide further information as described on Schedules C, D, and E of the Development Procedures Bylaw No. 5879-1999.

CARRIED

1102 **2018-084-RZ, 22108, 22118, 22126, 22136, 22146, 22154 and 22164 Lougheed Highway, RS-1 to RM-2**

Staff report dated April 10, 2018 recommending that Maple Ridge Zone Amending Bylaw No. 7449-2018 to rezone from RS-1 (One Family Urban Residential) to RM-2 (Medium Density Apartment Residential) to allow for future development of a four to five storey apartment building with approximately 120 to 150 units and underground parking be given first reading and that the applicant provide further information as described on Schedules C and D of the Development Procedures Bylaw No. 5879-1999.

MAIN MOTION

R/2018-203

It was moved and seconded

1. That Bylaw No. 7449-2018 be given first reading; and
2. That the applicant provide further information as described on Schedules C and D of the Development Procedures Bylaw No. 5879-1999.

**MOTION TO DEFER**

**R/2018-204**

It was moved and seconded

**That Item 1102 be deferred until discussions with the Ministry of Transportation and Infrastructure pertaining to the intersection at Loughheed Highway and 222 Street are complete.**

DEFEATED

Mayor Read, Councillor Duncan, Councillor Masse,  
Councillor Shymkiw – OPPOSED

**QUESTION ON MAIN MOTION**

**MAIN MOTION DEFEATED**

Councillor Bell, Councillor Masse, Councillor Robson - OPPOSED

**1103 2016-055-RZ, 23183 136 Avenue, A-2 to RM-1**

Staff report dated April 10, 2018 recommending that Maple Ridge Official Community Plan Amending Bylaw No. 7446-2018 to revise conservation boundaries be given first and second readings and be forwarded to Public Hearing and that Maple Ridge Zone Amending Bylaw No. 7238-2016 to rezone from A-2 (Upland Agricultural) to RM-1 (Townhouse Residential) to permit future development of approximately 54 townhouse units be given second reading as amended and be forwarded to Public Hearing.

**R/2018-205**

It was moved and seconded

- 1) That, in accordance with Section 475 of the Local Government Act, opportunity for early and on-going consultation has been provided by way of posting Bylaw No. 7446-2018 on the municipal website and requiring that the applicant host a Development Information Meeting (DIM), and Council considers it unnecessary to provide any further consultation opportunities, except by way of holding a Public Hearing on the bylaw;**
- 2) That Bylaw No. 7446-2018 be considered in conjunction with the Capital Expenditure Plan and Waste Management Plan;**
- 3) That it be confirmed that Amending Bylaw No. 7446-2018 is consistent with the Capital Expenditure Plan and Waste Management Plan;**
- 4) That Bylaw No. 7446-2018 be given first and second readings and be forwarded to Public Hearing;**
- 5) That Bylaw No. 7238-2016, as amended in the staff report dated April 10, 2018, be given second reading, and be forwarded to Public Hearing;**

- 6) That the following terms and conditions be met prior to final reading:
- i) Registration of a Rezoning Servicing Agreement as a Restrictive Covenant and receipt of the deposit of a security, as outlined in the Agreement;
  - ii) Amendment to Official Community Plan Schedule "A", Chapter 10.3, Part VI, A – Silver Valley, Figure 2 - Land Use Plan, Figure 3A - Blaney Hamlet, and Figure 4 - Trails/Open Space;
  - iii) Road dedication on 136 Avenue, 137 Avenue, and 232 Street, as required;
  - iv) Park dedication, as required, including construction of multi-purpose trails and removal of all debris and garbage from park land;
  - v) Registration of a Restrictive Covenant for the Geotechnical Report, which addresses the suitability of the subject property for the proposed development;
  - vi) Registration of a Restrictive Covenant for protecting the Visitor Parking;
  - vii) Registration of a Restrictive Covenant for Stormwater Management;
  - viii) Removal of existing buildings;
  - ix) A Professional Engineer's certification that adequate water quantity for domestic and fire protection purposes can be provided;
  - x) In addition to the site profile, a disclosure statement must be submitted by a Professional Engineer advising whether there is any evidence of underground fuel storage tanks on the subject property. If so, a Stage 1 Site Investigation Report is required to ensure that the subject property is not a contaminated site.
  - xi) That a voluntary contribution, in the amount of \$167,400.00 (\$3,100/unit) be provided in exchange for the additional density for this proposal; and
  - xii) That a voluntary contribution, in the amount of \$221,400.00 (\$4,100/unit) be provided in keeping with the Council Policy with regard to Community Amenity Contributions.

CARRIED

1104 2017-216-DP, PID 017-967-546, Wildfire Development Permit

Staff report dated April 10, 2018 recommending that the Corporate Officer be authorized to sign and seal 2017-216-DP to fulfill requirements of the Wildfire Development Permit Area guidelines to permit a proposed four lot subdivision under the RS-2 (One Family Suburban Residential) zone.

R/2018-206

It was moved and seconded

**That the Corporate Officer be authorized to sign and seal 2017-216-DP respecting property located at PID 017-967-546.**

CARRIED

1105 **2017-385-DP, 11907 228 Street, Housing Agreement Bylaw**

Staff report dated April 10, 2018 recommending that 11907 228 Street Housing Agreement Bylaw No. 7447-2018 to secure units as below-market rental housing in perpetuity be given first, second and third reading.

R/2018-207

It was moved and seconded

**That 11907 228 Street Housing Agreement Bylaw No. 7447-2018 be given first, second and third reading.**

CARRIED

1106 **Award of Contract: Pavement Rehabilitation Program**

Staff report dated April 10, 2018 recommending that the extension for the 2016 Contract for Pavement Rehabilitation be awarded to BA Blacktop Ltd.; that additional work locations may be added under extra work provisions up to 25% of the contract and that the Corporate Officer be authorized to sign the contract.

R/2018-208

It was moved and seconded

**That the extension for the 2016 contract for Pavement Rehabilitation be awarded to BA Blacktop Ltd., in the amount of \$1,059,509.13 including applicable taxes;**

**That additional work locations may be added under the extra work provisions in the contract up to 25% of the value of the contract (\$264,877.28) including taxes; and further**

**That the Corporate Officer be authorized to sign the contract up to the maximum amount of \$1,059,509.13 plus the contingency.**

CARRIED

**Financial and Corporate Services (including Fire and Police)**

**1131 British Columbia Lottery Corporation Request to Increase the Maximum Number of Slot Machines**

Staff report dated April 10, 2018 recommending that the maximum number of slot machines permitted at the Chances Maple Ridge located at 22692 Lougheed Highway be increased to a maximum of 250 slot machines.

R/2018-209

It was moved and seconded

**That the maximum number of slot machines permitted at Chances Maple Ridge located at 22692 Lougheed Highway be increased to a maximum of 250 slot machines.**

CARRIED

Mayor Read - OPPOSED

**Parks, Recreation & Culture**

**1151 Award of Contract – Arthur Peake Field Civil Works**

Staff report dated April 10, 2018 recommending that Contract ITT-PL17-79: Artificial Turf Field – Civil Works for Arthur Peake/Golden Ears Elementary be awarded to Cedar Crest Lands (BC) Ltd., that a contingency be authorized, that the Financial Plan Bylaw be amended to include additional funding from the Gaming Revenue for the Arthur Peake Synthetic Field Project and further that the Corporate Officer be authorized to execute the contract.

R/2018-210

It was moved and seconded

**That Contract ITT-PL17-79: Artificial Turf Field - Civil Works for Arthur Peake/Golden Ears Elementary be awarded to Cedar Crest Lands (BC) Ltd. in the amount of \$2,493,000 plus taxes, as well as a contingency of \$300,000 be authorized; and**

**That the Financial Plan Bylaw be amended to include an additional \$600,000 from the Gaming Revenue Reserve for the Arthur Peake Synthetic Field project; and further**

**That the Corporate Officer be authorized to execute the contract.**

CARRIED

1152 **Award of Contract – Arthur Peake Centre and Samuel Robertson Technical Secondary School Synthetic Field Carpeting**

Staff report dated April 10, 2018 recommending that Contract RFP-PL18-17: Supply and Installation of the Sports Field Synthetic Turf Surfacing at Arthur Peak Centre and Samuel Robertson Technical Secondary School (“SRT”) be awarded to Worldwide Turf Incorporated, that the next Financial Plan Bylaw include a draw from the Turf Field Replacement Reserve to fund the replacement of the synthetic turf at SRT and further that the Corporate Officer be authorized to execute the contract.

R/2018-211

It was moved and seconded

**That Contract RFP-PL18-17: the Supply and Installation of the sports field synthetic turf surfacing at the Arthur Peake Centre and Samuel Robertson Technical Secondary School be awarded to Worldwide Turf Incorporated in the amount of \$1,270,000.00 plus taxes; and**

**That the next Financial Plan Bylaw amendment include a draw of \$703,000 from the Turf Field Replacement Reserve to fund the replacement of the synthetic turf at Samuel Roberson Technical Secondary School; and further**

**That the Corporate Officer be authorized to execute the contract.**

CARRIED

**Administration** – Nil

**Other Committee Issues** – Nil

1200 ***STAFF REPORTS*** – Nil

1300 ***OTHER MATTERS DEEMED EXPEDIENT*** – Nil

1400 ***NOTICES OF MOTION AND MATTERS FOR FUTURE MEETINGS*** – Nil

1500 *ADJOURNMENT* – 8:14 p.m.

Certified Correct

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N. Read, Mayor

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D. Denton, Acting Corporate Officer

402 Minutes of the Public Hearing

City of Maple Ridge

***PUBLIC HEARING***

April 17, 2018

The Minutes of the Public Hearing held in the Council Chamber of City Hall, 11995 Haney Place, Maple Ridge, British Columbia on April 17, 2018 at 7:00 p.m.

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***PRESENT***

*Elected Officials*

Mayor N. Read  
Councillor C. Bell  
Councillor K. Duncan  
Councillor B. Masse  
Councillor T. Shymkiw  
Councillor C. Speirs

*Appointed Staff*

P. Gill, Chief Administrative Officer  
L Benson, Corporate Officer  
F. Quinn, General Manager of Public Works and  
Development  
C. Carter, Director of Planning  
C. Chan, Planner 2  
A. Gaunt, Confidential Secretary

***ABSENT***

Councillor G. Robson

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Note: Councillor Duncan and Councillor Masse were not in attendance at the start of the meeting.

Mayor Read called the meeting to order.

Note: Councillor Masse joined the meeting at 7:01 p.m.

The Corporate Officer explained the procedure and rules of order of the Public Hearing and advised that the bylaws will be considered further at the next Council Meeting on April 24, 2018.

The Mayor then called upon the Planner to present the following items on the agenda:

Note: Councillor Duncan joined the meeting at 7:03 p.m.

**1) 2017-078-RZ, 22368 North Avenue**

**Maple Ridge Official Community Plan Amending Bylaw No. 7436-2018**

To Amend Schedule "A", Chapter 10.4 Town Centre Area Plan, Schedule 1: from Low-Rise Apartment to Town Centre Commercial.

**Maple Ridge Zone Amending Bylaw No. 7316-2017**

To rezone from RM-3 (High Density Apartment Residential) to C-3 (Town Centre Commercial). The current application is to permit the construction of a four storey mixed-use building.

The Corporate Officer advised that no correspondence was received on this item.

The Manager of Development and Environmental Services gave a power point presentation providing the following information:

- Application Information
- Subject Map
- Official Community Plan Context
- Neighbourhood Context
- Site Characteristics
- Development Proposal
- Site Plan
- South East Perspective
- Building Elevations
- Bird's Eye View from North Avenue
- North East View of Back of Building
- Landscape Plan
- Terms and Conditions

The Mayor called speakers for the first time.

No speakers

The Mayor called speakers for a second time.

No speakers

The Mayor called for speakers for a third time.

**Bob Thompson, Chair, Community Living Association**

Mr. Thompson commented that it was a pleasure working with staff and Council through the application process for this development and thanked Council for their consideration.

**Jodi Main**

Ms. Main spoke in favour of the application. She advised that she currently lives with her parents and that her dream is to live independently in an apartment where she can feel safe and be in an environment which will allow her to live independently with her own responsibilities. She hoped that Council will consider the application to help make both herself and her parents happy and to help her achieve her dreams. Ms. Main thanked Council for taking the time to listen.

**Jerry Bissky – Tekon Project Management - Applicant Representative**

Mr. Bissky spoke to the positive contributions the proposed development will have on a neighbourhood in need of rejuvenation. He provided details on the proposed use of the building and on challenges with parking. He is looking forward to support from Council.

There being no further comment, the Mayor declared this item dealt with.

Having given all those persons whose interests were deemed affected by the matters contained herein a chance to be heard, the Mayor adjourned the Public Hearing at 7:19 p.m.

---

N. Read, Mayor

Certified Correct

---

L. Benson, Corporate Officer

700 *ITEMS ON CONSENT*

701 *Minutes*

701.1 Development Agreements Committee

**701.1**

**CITY OF MAPLE RIDGE  
DEVELOPMENT AGREEMENTS COMMITTEE**

April 3, 2018  
Mayor's Office

CIRCULATED TO:

Nicole Read, Mayor  
Chair

Paul Gill, Chief Administrative Officer  
Member

Catherine Schmidt, Recording Secretary

---

**1. 17-128040 BG**

LEGAL: Lot 175 District Lot 242 Group 1 New Westminster District  
Plan 48094

LOCATION: 21167 Wicklund Avenue

OWNER: Elnaz Bondar and Mehran Malekmohammadi

REQUIRED AGREEMENTS: Temporary Residential Use Covenant

**THAT THE MAYOR AND CORPORATE OFFICER BE AUTHORIZED TO SIGN AND SEAL THE PRECEDING DOCUMENT AS IT RELATES TO 17-128040 BG.**

**CARRIED**

**2. Diana Hall/Chuck Goddard  
Planning Dept.**

LEGAL: Lot 8 District Lot 248 Group 1 New Westminster District  
Plan LMP29421

LOCATION: 12375 214 Street

OWNER: Eugene and Susan Wandell

REQUIRED AGREEMENTS: Release of Covenant BK243877  
Release of Covenant BK243881

**THAT THE MAYOR AND CORPORATE OFFICER BE AUTHORIZED TO SIGN AND SEAL THE PRECEDING DOCUMENT AS IT RELATES TO Diana Hall/Chuck Goddard.**

**CARRIED**

**3. 2017-203-DP**

LEGAL: Lot 37 Section 10 Township 12 New Westminster District  
Plan 55778

LOCATION: 24130 110 Avenue

OWNER: Kevin and Michelle Duchak

REQUIRED AGREEMENTS: Enhancement and Replanting Agreement  
Habitat Protection Covenant

**THAT THE MAYOR AND CORPORATE OFFICER BE AUTHORIZED TO SIGN AND SEAL THE PRECEDING DOCUMENTS AS THEY RELATE TO 2017-203-DP.**

**CARRIED**

**4. 18-106010 BG**

LEGAL: Lot B Section 14 Township 12 New Westminster District  
Plan EPP26295

LOCATION: 25501 116 Avenue

OWNER: Christopher and Alma Torrens

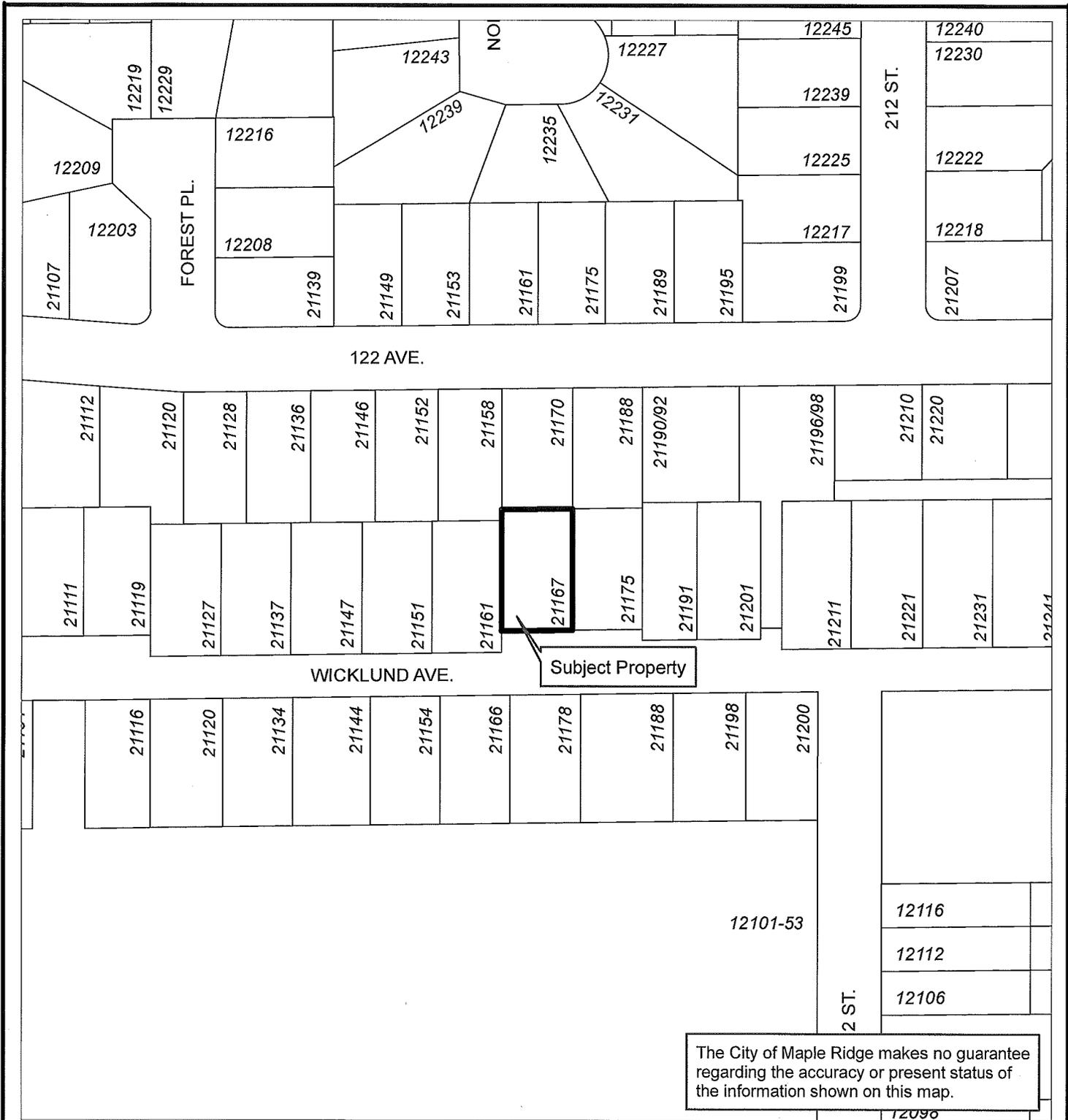
REQUIRED AGREEMENTS: Geotechnical Covenant  
Slope Protection Covenant

**THAT THE MAYOR AND CORPORATE OFFICER BE AUTHORIZED TO SIGN AND SEAL THE PRECEDING DOCUMENTS AS THEY RELATE TO 18-106010 BG.**

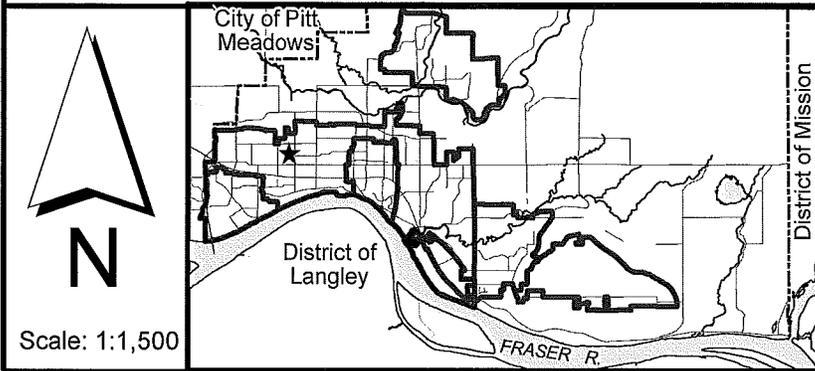
**CARRIED**

  
\_\_\_\_\_  
Nicole Read, Mayor  
Chair

  
\_\_\_\_\_  
Paul Gill, Chief Administrative Officer  
Member



The City of Maple Ridge makes no guarantee regarding the accuracy or present status of the information shown on this map.



Scale: 1:1,500

21167 Wicklund Ave

ENGINEERING DEPARTMENT

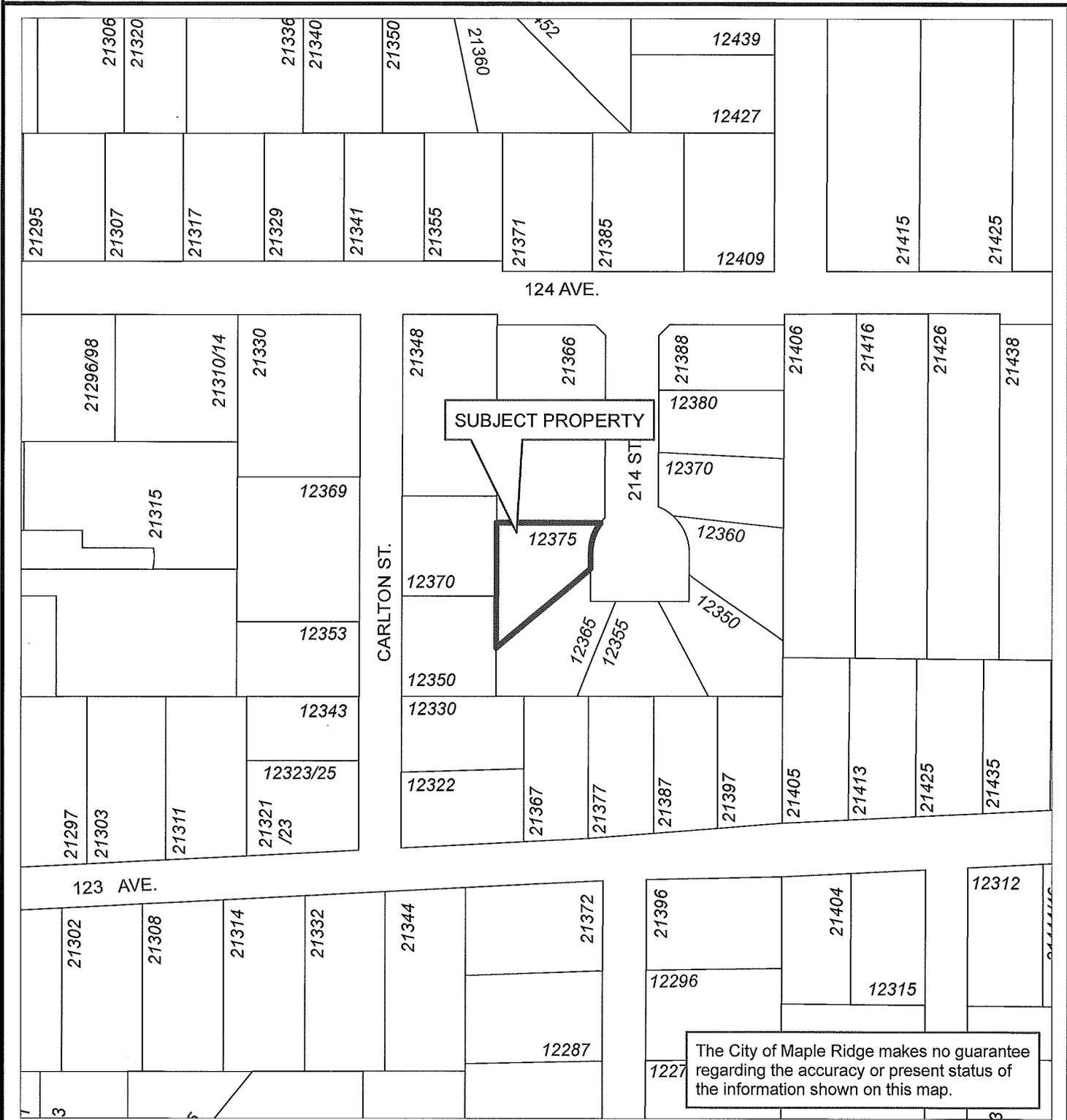


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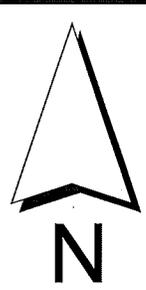
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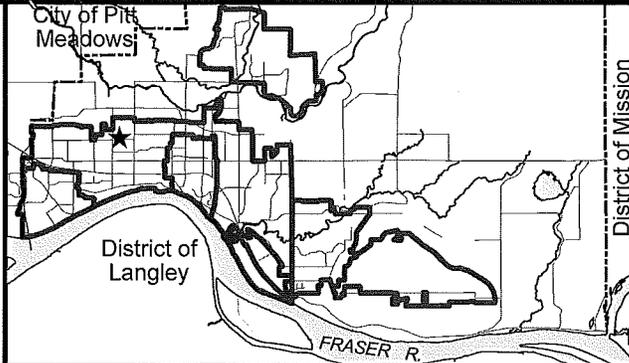
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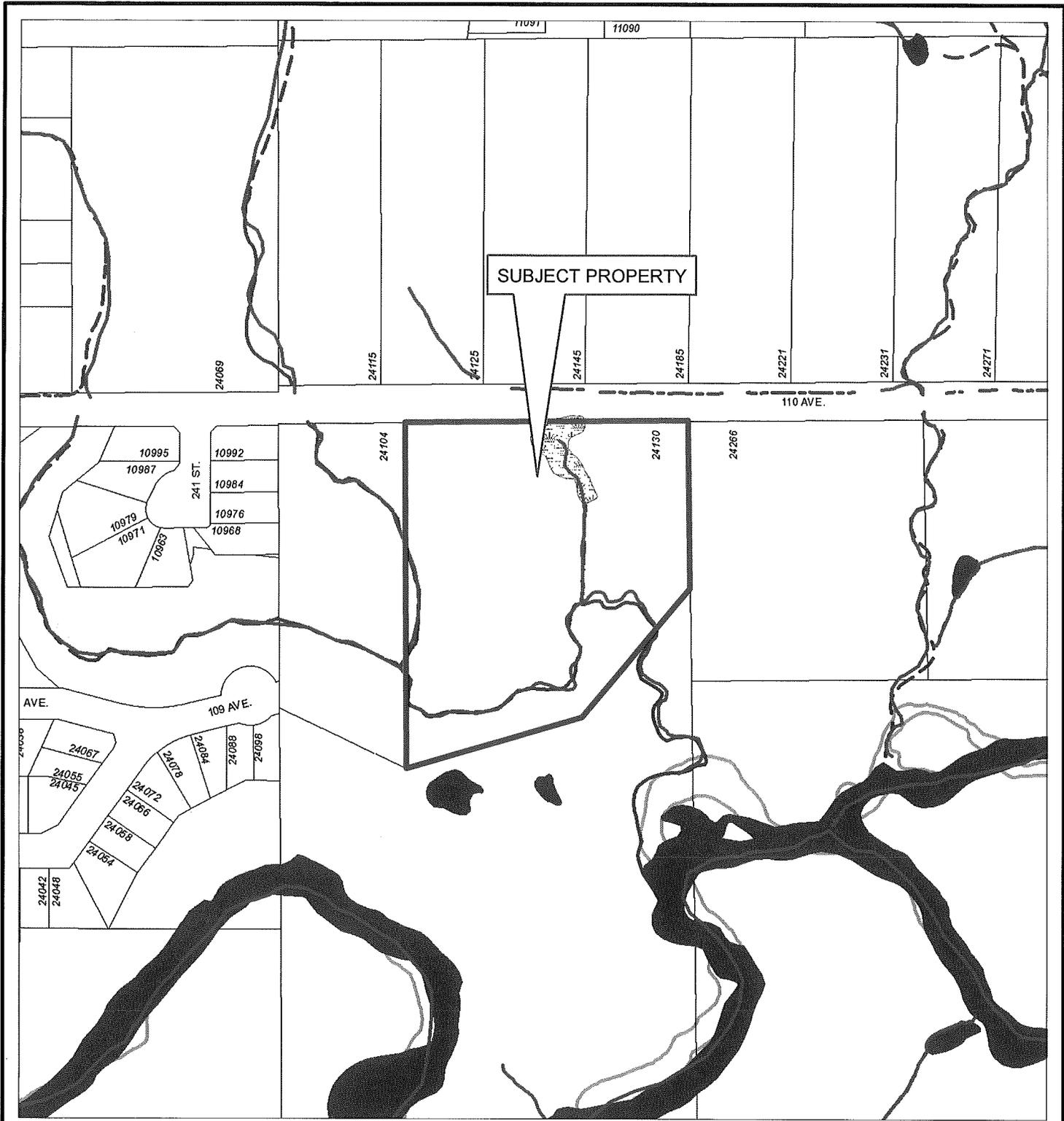


12375 214 STREET



FILE: Untitled  
DATE: Mar 27, 2018

BY: PC



SUBJECT PROPERTY



Scale: 1:2,500

**Legend**

-  Stream
-  Indefinite Creek
-  River Centreline
-  River
-  Major Rivers & Lakes

24130 110 Avenue

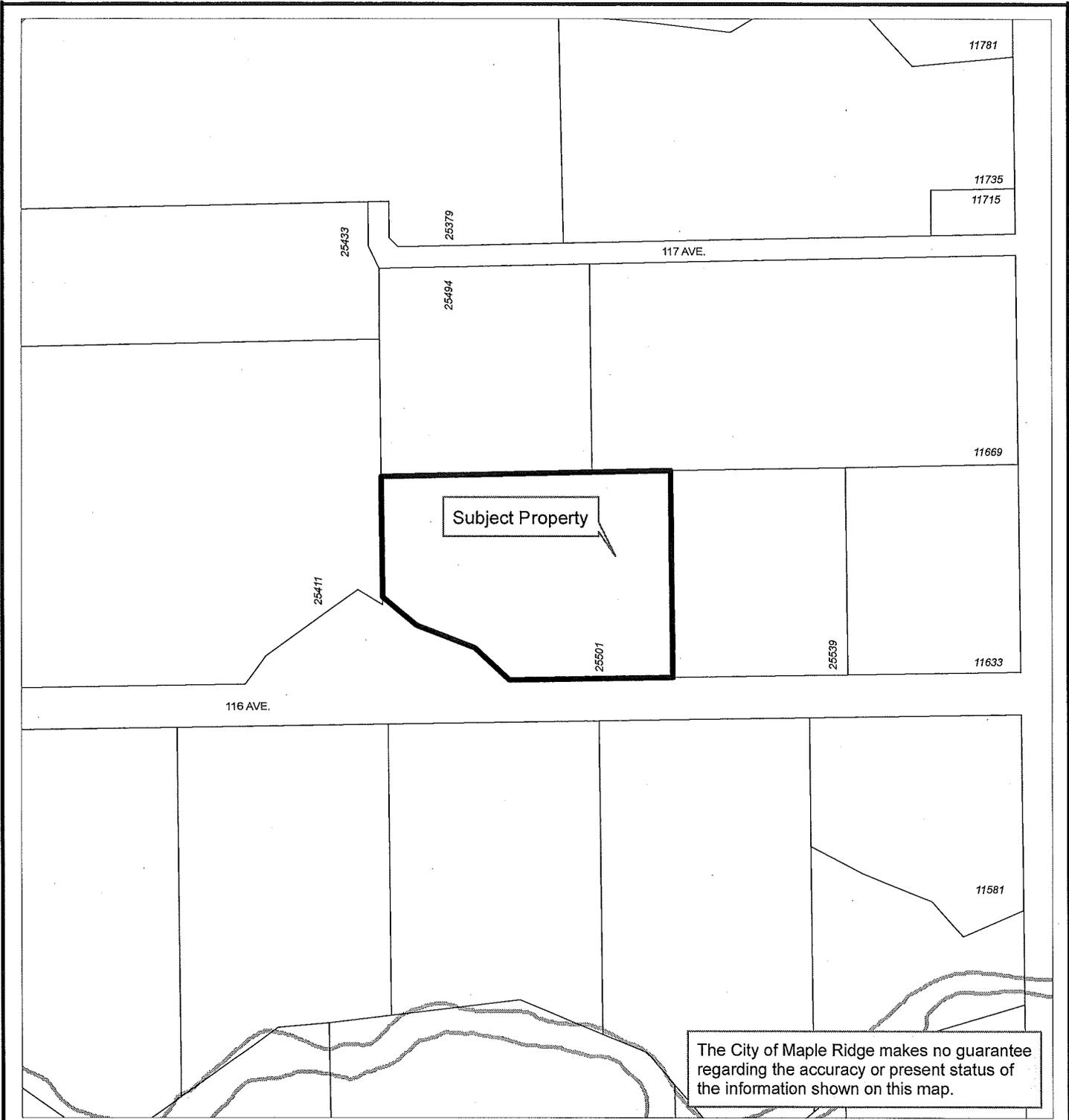
PLANNING DEPARTMENT



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

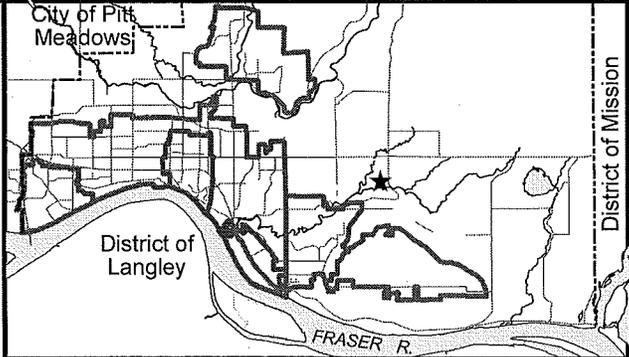
2017-203-DP  
DATE: May 17, 2017

BY: JV



The City of Maple Ridge makes no guarantee regarding the accuracy or present status of the information shown on this map.

Scale: 1:2,500



**25501 116 Ave**  
**Section 219 Geotechnical Covenant**  
**Section 219 Slope Protection Covenant**

LICENCES, PERMITS & BYLAWS DEPT.

**mapleridge.ca**

FILE: Untitled  
 DATE: Apr 3, 2018  
 BY: ML

**CITY OF MAPLE RIDGE  
DEVELOPMENT AGREEMENTS COMMITTEE**

April 10, 2018  
Mayor's Office

CIRCULATED TO:

Nicole Read, Mayor  
Chair

Paul Gill, Chief Administrative Officer  
Member

Catherine Schmidt, Recording Secretary

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**1. 2012-013-SD**

LEGAL: Lot 19 to 25, all of: Section 10 Township 12 New Westminster District  
Plan EPP70566

LOCATION: 11090, 11096, 11102, 11108, 11114, 11120 and 11126 241 Street

OWNER: 0780659 B.C. Ltd.

REQUIRED AGREEMENTS: Geogrid System and Retaining Wall Covenant

**THAT THE MAYOR AND CORPORATE OFFICER BE AUTHORIZED TO SIGN AND SEAL THE PRECEDING DOCUMENT AS IT RELATES TO 2012-013-SD.**

**CARRIED**

**2. 2017-578-DP**

LEGAL: Lot 16 Section 1 Township 12 New Westminster District Plan  
NWP31179

LOCATION: 26053 98 Avenue

OWNER: Amarjit Bajwa

REQUIRED AGREEMENTS: Enhancement and Replanting Agreement

**THAT THE MAYOR AND CORPORATE OFFICER BE AUTHORIZED TO SIGN AND SEAL THE PRECEDING DOCUMENT AS IT RELATES TO 2017-578-DP.**

**CARRIED**

**3. 2017-127772 BG**

LEGAL: Lot 28 Section 32 Township 12 New Westminster District  
Plan BCP10328

LOCATION: 22995 139 Avenue

OWNER: Leah and Robert Shuttleworth

REQUIRED AGREEMENTS: Temporary Residential Use Covenant

**THAT THE MAYOR AND CORPORATE OFFICER BE AUTHORIZED TO SIGN AND SEAL THE PRECEDING DOCUMENT AS IT RELATES TO 2017-127772 BG.**

**CARRIED**

**4. 2018-105445 BG**

LEGAL: Lot 17 Section 16 Township 12 New Westminster District  
Plan LMP44521

LOCATION: 11566 239A Street

OWNER: Harold Higgs, Cindy Higgs, David Shaw, Amber Shaw

REQUIRED AGREEMENTS: Release of Covenant (BN342387)  
Temporary Residential Use Covenant

**THAT THE MAYOR AND CORPORATE OFFICER BE AUTHORIZED TO SIGN AND SEAL THE PRECEDING DOCUMENTS AS THEY RELATE TO 2018-105445 BG.**

**CARRIED**

**5. 18-106535 BG**

LEGAL: Lot 52 Section 32 Township 12 New Westminster District Plan  
BCP27885

LOCATION: 13668 228B Street

OWNER: Nathan and Stephanie DeCoste

REQUIRED AGREEMENTS: Temporary Residential Use Covenant

**THAT THE MAYOR AND CORPORATE OFFICER BE AUTHORIZED TO SIGN AND SEAL THE PRECEDING DOCUMENT AS IT RELATES TO 18-106535 BG.**

**CARRIED**

**6. 17-129900 BG**

LEGAL: Lot 6 District Lot 249 Group 1 New Westminster District Plan 14493

LOCATION: 21199 River Road

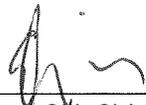
OWNER: Level Up Renovations Inc.

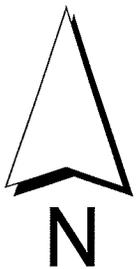
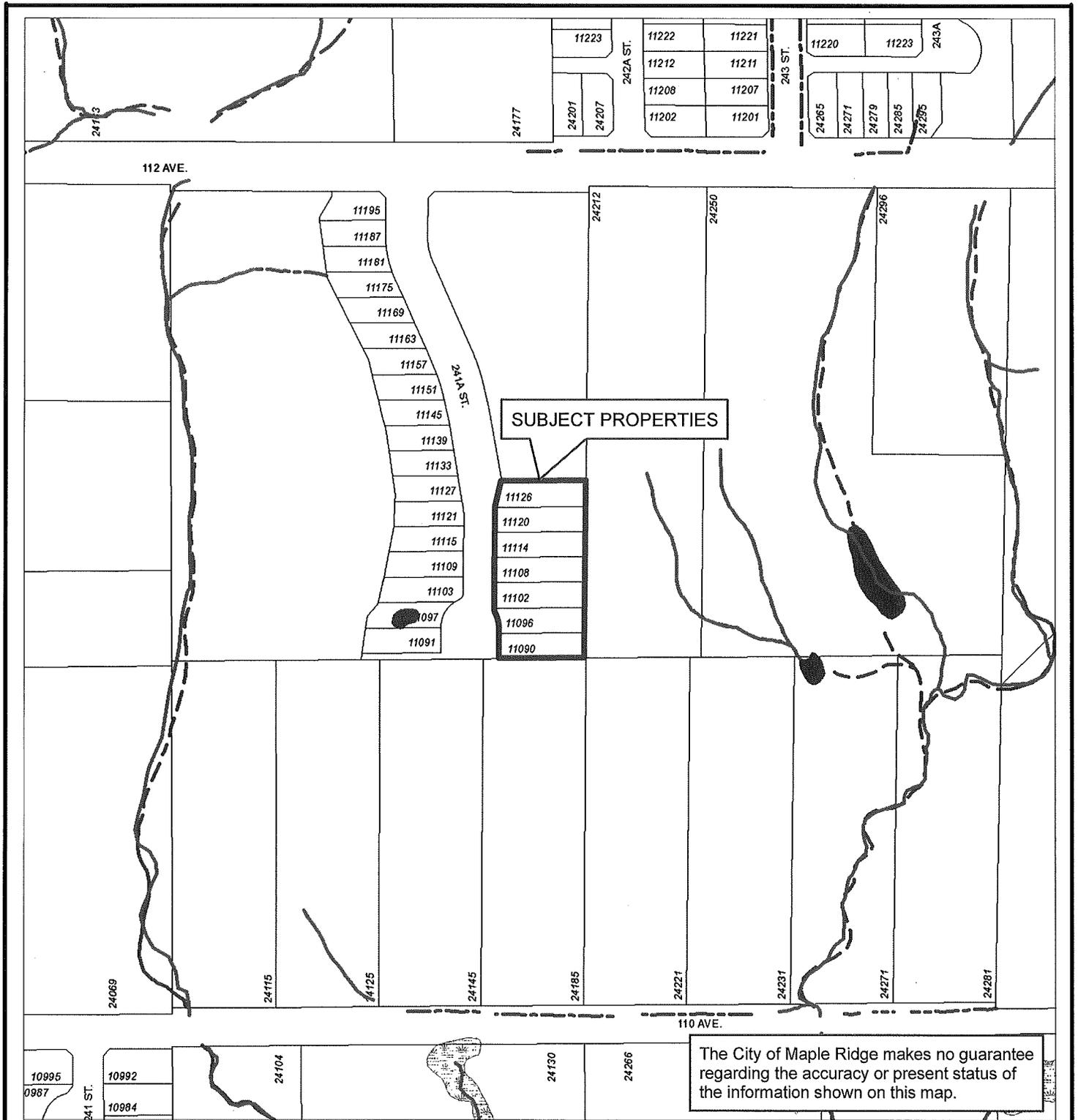
REQUIRED AGREEMENTS: Geotechnical Covenant

**THAT THE MAYOR AND CORPORATE OFFICER BE AUTHORIZED TO SIGN AND SEAL THE PRECEDING DOCUMENT AS IT RELATES TO 17-129900 BG.**

**CARRIED**

  
\_\_\_\_\_  
Nicole Read, Mayor  
Chair

  
\_\_\_\_\_  
Paul Gill, Chief Administrative Officer  
Member



Scale: 1:2,500

**Legend**

- Stream
- Ditch Centreline
- Edge of Marsh
- Indefinite Creek
- River Centreline
- Lake or Reservoir
- Marsh

**LOTS 19 - 25, EPP70566  
(241A STREET)**

PLANNING DEPARTMENT



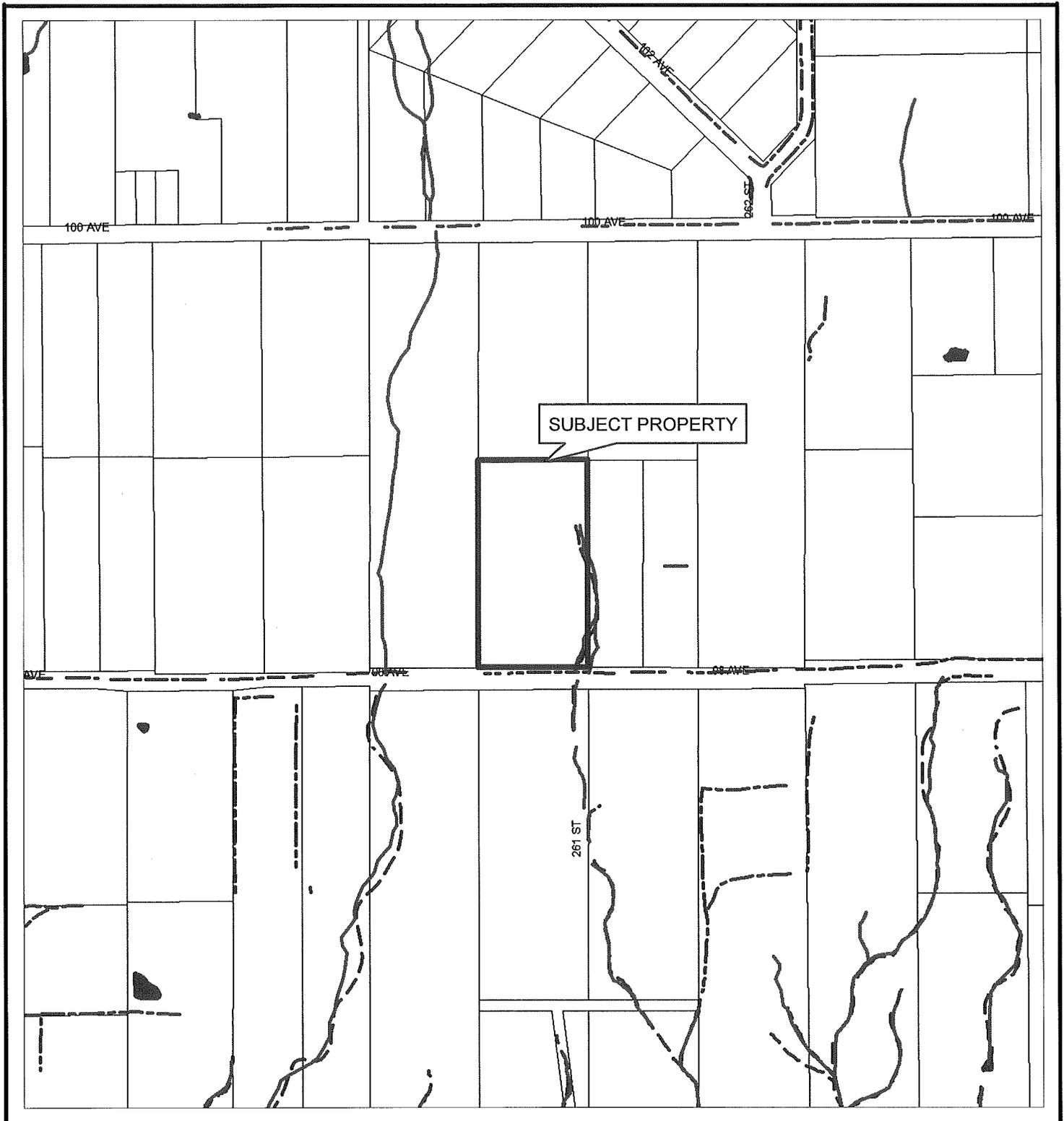
**MAPLE RIDGE**

British Columbia

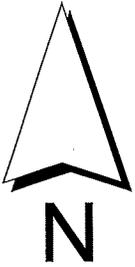
**mapleridge.ca**

FILE: Untitled  
DATE: Apr 6, 2018

BY: PC



SUBJECT PROPERTY



Scale: 1:4,717

**Legend**

-  Stream
-  Ditch Centreline
-  Indefinite Creek
-  Lake or Reservoir

26053 98 Avenue

PLANNING DEPARTMENT

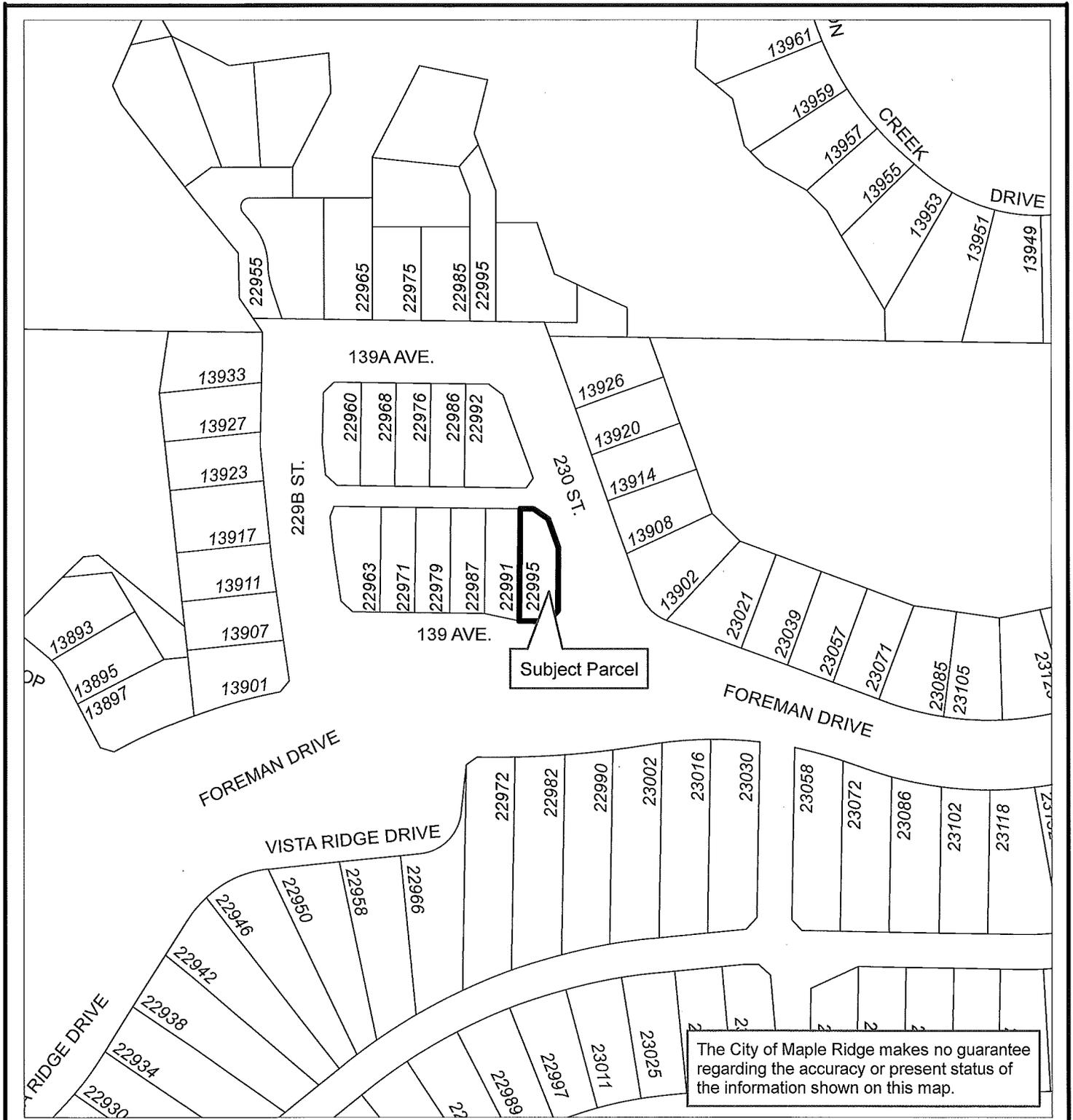


**MAPLE RIDGE**  
British Columbia

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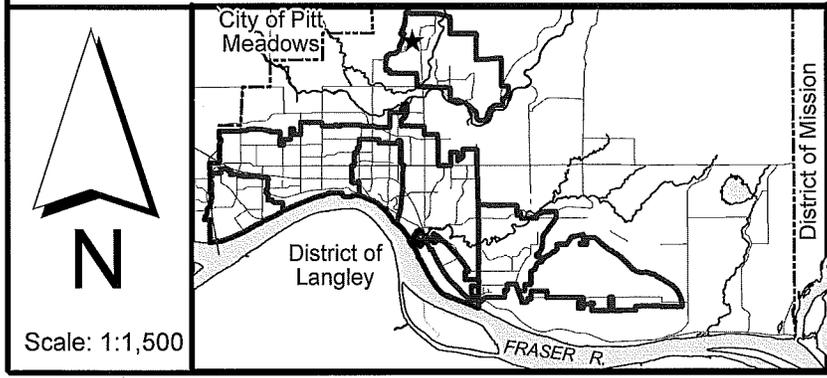
FILE: 2017-578-DP  
DATE: Dec 18, 2017

BY: LP



Subject Parcel

The City of Maple Ridge makes no guarantee regarding the accuracy or present status of the information shown on this map.



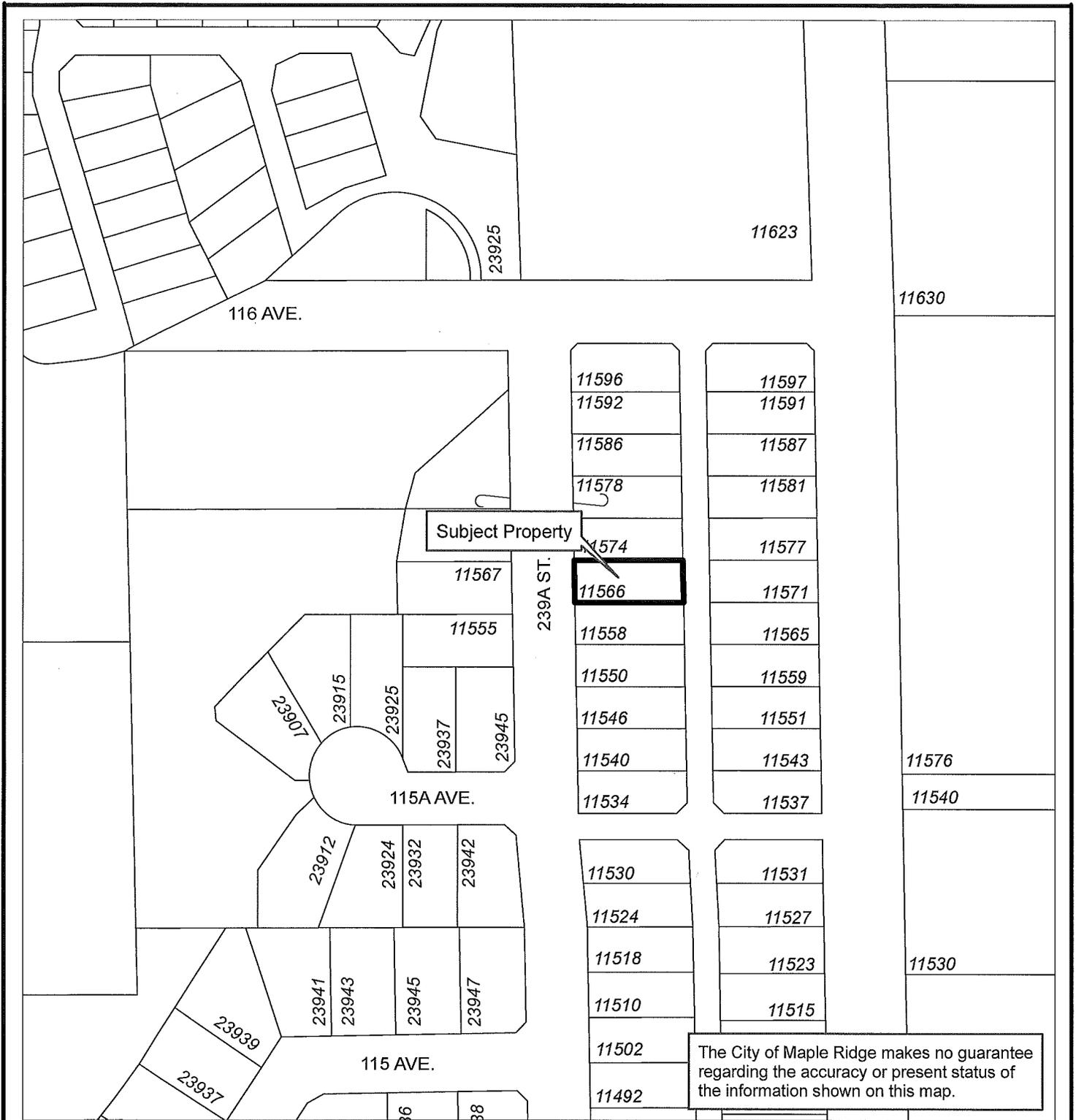
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**22995 139 Ave**

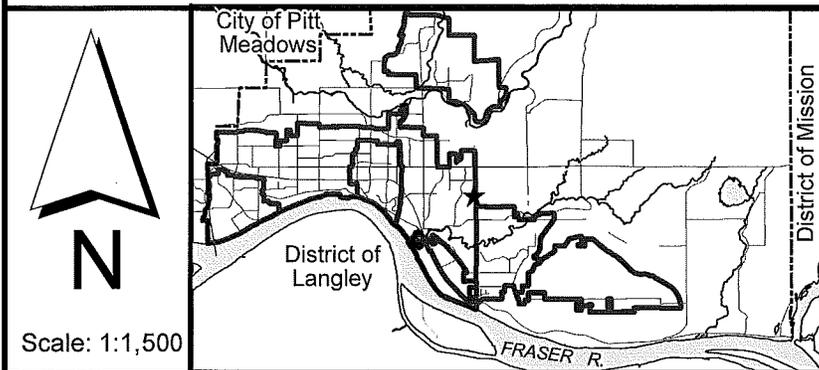
ENGINEERING DEPARTMENT

**mapleridge.ca**

FILE: Subject\_Map10.4.1.mxd  
 DATE: Apr 4, 2018  
 BY: MC



The City of Maple Ridge makes no guarantee regarding the accuracy or present status of the information shown on this map.



11566 239A St

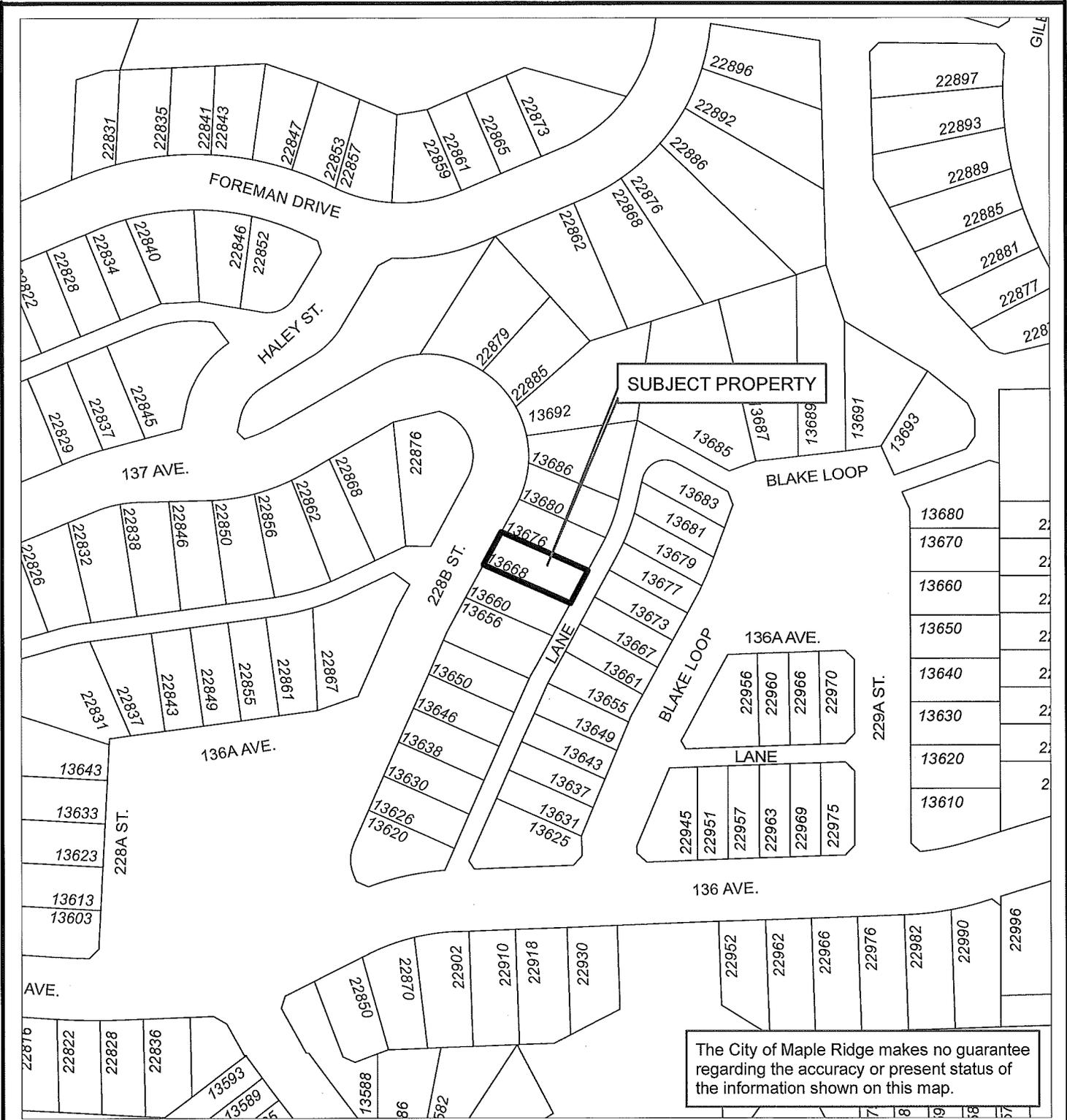
ENGINEERING DEPARTMENT

 **MAPLE RIDGE**  
British Columbia

**mapleridge.ca**

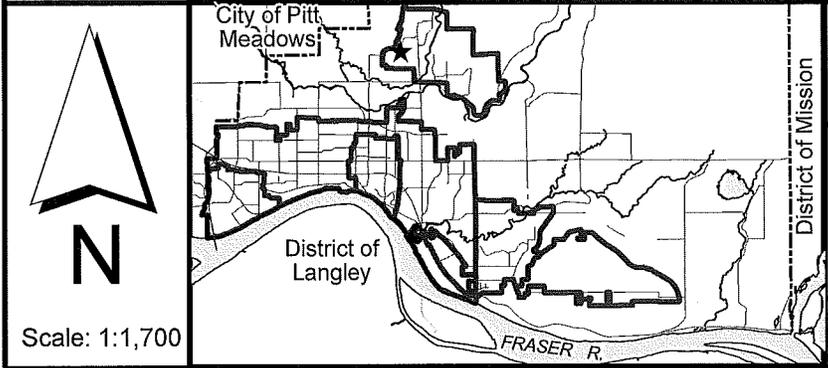
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DATE: Apr 4, 2018

BY: MC



SUBJECT PROPERTY

The City of Maple Ridge makes no guarantee regarding the accuracy or present status of the information shown on this map.



Scale: 1:1,700

13668 228B St

ENGINEERING DEPARTMENT



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FILE: Subject\_Map10.4.1.mxd

DATE: Apr 10, 2018

BY: NV



701.2 Minutes of Meetings of Committees and Commissions of Council

**City of Maple Ridge**  
**AGRICULTURAL ADVISORY COMMITTEE**  
**REGULAR MEETING**

The Minutes of the Regular Meeting of the Agricultural Advisory Committee, held in the Blaney Room,  
at Maple Ridge Municipal Hall on Thursday, March 1, 2018 at 7:05 pm.

---

**COMMITTEE MEMBERS PRESENT**

Councillor Craig Speirs	City of Maple Ridge
Margaret Daskis, Chair	Member at Large
Stephanie James, Vice-Chair	Agricultural Sector
Bill Hardy	Member at Large
Candace Gordon	Haney Farmers Market Society
Chris Zabek	Regional Agrologist, Ministry of Agriculture & Lands
David Kaplan	Member at Large
Ian Brooks	Member at Large
Ryan Murphy	Agricultural Sector

**STAFF MEMBERS PRESENT**

Amanda Grochowich	Staff Liaison / Planning Department
Amanda Allen	Committee Clerk

**REGRETS**

Al Kozak	Agricultural Sector
Kamelli Mark	Agricultural Land Commission
Lorraine Bates	Agricultural Fair Board

---

1. **CALL TO ORDER**
2. **APPROVAL OF THE AGENDA**

R/2018-005

It was moved and seconded

**That the March 1, 2018 Agricultural Advisory Committee agenda be approved as circulated.**

CARRIED

3. **ADOPTION OF MINUTES**

R/2018-006

It was moved and seconded

**That the minutes of the Maple Ridge Agricultural Advisory Committee meeting dated January 25, 2018 be adopted.**

CARRIED

4. **NEW AND UNFINISHED BUSINESS**

4.1 **Metro Vancouver AAC Update**

The Chair will provide an update from the February 16, 2018 Metro Vancouver AAC meeting at the following meeting.

4.2 **Ministry of Agriculture AAC Workshop Update**

Chris Zabek reported on the Workshop and advised that Councillor Speirs participated on a Panel at the event. Bill Hardy reported on the variation in the roles and purposes of the different AAC's in the lower mainland and recommends a review of the Maple Ridge AAC Terms of Reference. The Staff Liaison confirmed that the Workshop notes and presentations will be circulated to AAC members once they are available.

The Staff Liaison advised that the Workshop highlighted the importance of reporting AAC accomplishments, plans and progress regularly to Council. The Staff Liaison requests a representative from the AAC provide a presentation to Council later in the year.

The Staff Liaison shared that the Minister of Agriculture formed an independent committee to lead a public engagement process and provide recommendations to the provincial government around revitalizing the Agriculture Land Reserve (ALR) and the Agricultural Land Commission (ALC). At the Workshop, ALC Staff solicited feedback and encouraged everyone to submit feedback on the ALC and ALR by April 30, 2018 at 4:00pm. The online survey is available here: <https://engage.gov.bc.ca/agriculturallandreserve/>

Note: Item 4.4 was dealt with following item 4.2

4.4 **Subcommittee Membership**

The Chair provided an overview of existing subcommittees, a summary of the proposed new subcommittees, and a brief review of the role and membership of a subcommittee.

R/2018-007

It was moved and seconded

**That a subcommittee be formed consisting of Stephanie James and David Kaplan to participate in the development of a Backyard Chicken program for the 2018 term**

CARRIED

R/2018-008

It was moved and seconded

**That a subcommittee be formed consisting of Chris Zabek to organize educational events on food and agriculture.**

CARRIED

R/2018-009

It was moved and seconded

**That a subcommittee be formed consisting of Candace Gordon, Ian Brooks, Ryan Murphy Stephanie James and Margaret Daskis to pursue the development of key components of a local food distribution system for the 2018 term; and,  
That an interim subcommittee be formed consisting of Bill Hardy and Stephanie James to investigate the potential development of the True North Fraser brand.**

CARRIED

R/2018-010

It was moved and seconded

**That a subcommittee be formed consisting of Ryan Murphy and Stephanie James to organize and support the 2018 Food Garden Contest.**

CARRIED

R/2018-011

It was moved and seconded

**A subcommittee be formed consisting of Candace Gordon and Margaret Daskis to organize and support the 2018 Golden Harvest.**

CARRIED

#### 4.3 **Backyard Chickens**

The Staff Liaison outlined a general regulatory starting point for developing a program to permit backyard chickens in residential areas of Maple Ridge. Building on the July 2017 Council Report, the Staff Liaison and Subcommittee will work to develop a regulatory framework and public consultation program. The Staff Liaison outlined the timeline to develop a framework for public consultation for Summer 2018. The Staff Liaison advised that the Planning Department will host an Open House and survey for the backyard chicken program but the Subcommittee may propose and organize additional events to inform residents of the program and solicit community feedback.

### 5. **SUBCOMMITTEE REPORTS**

#### 5.1 **Education Subcommittee**

The Staff Liaison reported that the Young Agrarians are scheduled to present at the May 17, 2018 meeting.

Mr. Hardy suggested a Farm tour be organized for 2018. A Farm Tour item will be included on the next AAC agenda for discussion.

#### 5.2 **Food Distribution Subcommittee**

The Staff Liaison reported that the process of developing a draft implementation plan for the Food Hub is underway. April 21, 2018 has been tentatively identified as the date for the Open House. Community feedback will be solicited and reported out to the AAC in May.

##### 5.2.1 **Food Hub Feasibility Study**

No update

### 6. **CORRESPONDENCE - Nil**

#### 6.1 **Upcoming Events**

Date: April 4, 2018

Time: 7:30am – 3:30pm

Innovations in Emerging Cities Forum

The ACT

Organizer: City of Maple Ridge – Economic Development

7. **ROUNDTABLE**

Stephanie James recently returned from a month travelling through Africa and shared some highlights.

Candace Gordon reported that the Haney Farmers Market held their AGM in February with Lynn Easton as speaker and that she attended the Golden Eagle Farm Group public forum on February 3, 2018.

Bill Hardy reported that he is heading to Australia for a green cities conference.

Councillor Speirs attended the Golden Eagle Farm Group public forum on February 3, 2018.

Ryan Murphy recently travelled to the Philippines. Currently he is working on the drainage and irrigation of his Harrison Bay and Harris Road farms as the weather is holding activity at bay.

Margaret Daskis reported on her upcoming trip to San Francisco to attend the future agri-food conferences. She has also recently attended meetings with industry food processors and professors relating to innovations in food preservation.

Amanda Grochowich anticipates a presentation of the Agricultural DP at the April 5, 2018 AAC meeting. The agricultural setback conversation is forthcoming in a report to Council at a later date. The Home Occupation bylaw was adopted by Council on February 27, 2018. The revised regulations provide increased opportunities for properties over one acre.

8. **QUESTION PERIOD**

Andrew Poznar enquired how AAC has addressed the three recommendations from his April 27, 2017 presentation to the Committee. The Staff Liaison advised the proposed Agricultural Development Permit incorporates best practice edge planning guidelines and if approved and adopted by Council, amendments to the Official Community Plan would be required. The Staff Liaison advised that a presentation on the proposed Agricultural Development Permit guidelines is anticipated at the next AAC meeting. Mr. Poznar further requested input on his third recommendation and the Ministry of Agriculture representative indicated that he is unaware of any current provincial guidelines that provide support to disabled farmers.

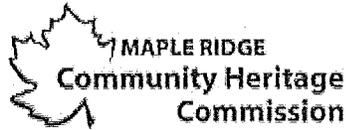
9. **ADJOURNMENT** – 8:59 pm



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M. Daskis, Chair

/aa



The Minutes of the Regular Meeting of the Community Heritage Commission, held in the Blaney Room, Maple Ridge City Hall, 11995 Haney Place, Maple Ridge, British Columbia, on Thursday, March 8, 2018 at 7:00pm

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**COMMISSION MEMBERS PRESENT**

Councillor Craig Speirs	Council Liaison
Lindsay Foreman, Vice Chair	Member at Large
Eric Phillips	Member at Large
Julie Koehn	Maple Ridge Historical Society
Kevin Bennett	Member at Large
Len Pettit	Member at Large
Russell Irvine	Member at Large

**STAFF PRESENT**

Lisa Zosiak	Staff Liaison, Community Planner
Amelia Bowden	Staff Liaison, Community Planner
Amanda Allen	Committee Clerk

**GUESTS**

Erica Williams	President, Maple Ridge Historical Society
Rod Stott	Environmental Planner 2, City of Maple Ridge

**ABSENT**

Brenda Smith, Chair	Maple Ridge Historical Society
Steven Ranta	Member at Large

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Note: In the absence of Chair Brenda Smith, Vice Chair Lindsay Foreman chaired the meeting.

1. **CALL TO ORDER**
2. **APPROVAL OF THE AGENDA**

R/2018-010

It was moved and seconded

That the March 8, 2018 Community Heritage Commission agenda be approved as circulated.

CARRIED

3. **ADOPTION OF MINUTES**

R/2018-011

It was moved and seconded

That the minutes of the Maple Ridge Community Heritage Commission meeting dated February 8, 2018 be adopted.

CARRIED

4. **DELEGATION**

4.1. **Historic Stream Names**

- Rod Stott, Environmental Planner 2, City of Maple Ridge

The Environmental Planner gave a presentation on work underway by the Environmental Advisory Committee to identify priority streams for naming and create awareness of their values. The Environmental Planner outlined proposed initiatives to raise awareness and community connectivity to the streams and natural resources. Specific stream locations were identified on a map for Community Heritage Commission review and future discussion. The Environmental Planner answered questions from the Commission.

5. **FINANCE**

5.1. **Financial Update – 2018 Business Plan**

Russell Irvine provided a March 2018 Financial report. Mr. Irvine reported on the general purpose account, the projects account and the revenue account. Mr. Irvine provided a financial status update on the Heritage Inventory project, the Heritage Register, the Heritage Conservation Plan and the Heritage Incentives review project. There was discussion on the budget and financing of any potential new projects that could arise in 2018.

R/2018-012

It was moved and seconded

**That the CHC Financial Report dated March 8, 2018 be received for information.**

CARRIED

6. **CORRESPONDENCE - Nil**

7. **NEW AND UNFINISHED BUSINESS**

7.1. **Membership**

7.1.1. **Calendar of Events - Nil**

7.1.2. **Committee Assignments - Nil**

7.2. **Cultural Plan Update**

L. Zosiak, staff liaison, advised that the Cultural Plan is tentatively schedule for presentation at the April 17, 2018 Council Workshop Meeting. The Heritage Inventory presentation is scheduled for the April 17, 2018 Council Workshop meeting and Commissioners were encouraged to attend the meeting.

7.3. **Tourism Strategy Update**

Mr. Irvine advised of the project's completion as the strategy is before Council for review.

**7.4. Library Reminisce Kits**

Julie Koehn reported that several High School classes are using the World War 2 reminisce kits.

**7.5. Environment Committee Report to Parliament/ Meeting with MP Ruimy**

Councillor Speirs and Mr. Irvine reported on the meeting with MP Ruimy. The MP's office will track the legislation and provide an update as it progresses through Parliament.

**7.6. Haney House Conservation Work**

**7.6.1. Haney House Landscape Design**

L. Zosiak, staff liaison, reported that the File Manger will contact subcommittee members once the report is submitted for review.

**7.7. Heritage Conservation Master Plan - Nil**

**7.8. Hammond Cedar Mill Plaque**

L. Zosiak, staff liaison, reported on the possible opportunity to install a stanchion with the Hammond Cedar Mill plaque at the corner of Maple Crescent and Dartford Street. A Development Permit has been submitted and in lieu of street trees, a rain garden may be more suitable for the area. There was discussion on the plaque, its installation and location.

R/2018-013

It was moved and seconded

**That a subcommittee be formed consisting of Len Pettit, Eric Phillips and Councillor Speirs to review installation of the Hammond Cedar Mill plaque and examine the existing information on the plaque for accuracy.**

CARRIED

**8. SUBCOMMITTEE REPORTS**

**8.1. Communications Subcommittee - Nil**

**8.1.1. Request to Council for Communications Support - Nil**

**8.2. Recognitions Subcommittee**

**8.2.1. Heritage Week Recap**

Kevin Bennett provided an overview of Heritage Week 2018. The Cemetery walking tour and Story of Banned Books were well attended sessions and Erica Williams and FVRL staff Liza Morris and Jo-Anne Sleiman were commended for their work. The Heritage Awards evening went well and MC Steven Ranta did a great job. There was discussion on the Heritage Awards write up in the newspaper and comments on exploring a slightly larger venue for the 2019 awards.

### **8.2.2. Plaque Placement Request**

A. Bowden, staff liaison, reported that plaque placement information from the subcommittee has been sent to the BC Federation of Labour which was shared with the DePatie family. Further questions from the Federation of Labour and the DePatie family have been received and the subcommittee will review and providing a response. There was discussion on the subcommittee involving the School District and TransLink in possible plaque placement locations.

### **8.3. Education Subcommittee**

#### **8.3.1. Local Voices**

The Vice Chair provided a report on the well attended March 5, 2018 Local Voices. There was discussion around including the Kanaka Coffee Open Mic performers at the 2019 Heritage Awards.

#### **8.4. Maple Ridge Oral History Project - Nil**

#### **8.5. Digitization Project Subcommittee**

##### **8.5.1. Open Government Portal and Heritage Marker Inventory Information**

Mr. Bennett advised of discussions with the Chair and that he will be assuming a greater responsibility with the Heritage Marker Inventory database.

#### **8.6. Heritage Inventory Project Update**

L. Zosiak, staff liaison, reported that subcommittee comments on the Heritage Inventory draft report have been forwarded to the consultant, Donald Luxton. The Heritage Inventory report will be presented at the April 17, 2018 Council Workshop and Commissioners were invited to attend.

#### **8.7. Heritage Register Update – Nil**

#### **8.8. Robertson Family Cemetery Project**

L. Zosiak, staff liaison, reported one outstanding document is to be prepared and processed for filing at the Land Title Office.

#### **8.9. Hammond Heritage Character Area - Nil**

### **9. LIAISON UPDATES**

#### **9.1. BC Historical Federation**

The Vice Chair reported of the Conference scheduled for May 24-27, 2018 in Nakusp.

9.2. **Heritage BC**

The Vice Chair reminded members of the annual Conference scheduled May 10-12, 2018 in New Westminster.

9.3. **BC Museums Association**

The Vice Chair reported on the upgraded member portal and the Spring regional workshop series offered by the BCMA. The Vice Chair will be attending a workshop on 'Caring for your Collections: The Long Road to Deaccessioning' on March 19, 2018 in Abbotsford.

9.3.1. **BCMA Visit - Nil**

9.4. **Maple Ridge Historical Society**

Mrs. Koehn reported on the completion of a new heritage walk brochure. An event to celebrate the re-opening of Haney House is scheduled for May 27, 2018. The Executive Director has made contact with Grade 8, 9 and 10 social study teachers and provided them with reminisce kits and information on Heritage fairs. Music of the Wharf performers have been selected. The Historical Society AGM is scheduled on March 22, 2018 at 6:30 pm at St. Andrew's Church.

9.5. **Council Liaison**

The Council Liaison provided update on recent topics at Council including a new tenant relocation assistance policy.

10. **QUESTION PERIOD - Nil**

11. **ROUNDTABLE**

Eric Phillips requested that the 'Welcome to Hammond' sign at Tolmie Park be replaced and reported on the damaged CN "Maple Meadows" sign and Hammond area house fires. There was discussion on the sign at Tolmie Park.

R/2018-014

It was moved and seconded

~~That the Hammond Cedar Mill plaque subcommittee also reviews a replacement of the "Welcome to Hammond" sign located at Tolmie Park.~~

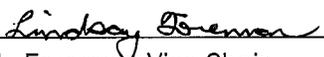
Amended as per  
April 12, 2018

That the Hammond Cedar Mill plaque subcommittee review replacement of the "Tolmie Park" sign located at Tolmie Park.

CARRIED

12. **ADJOURNMENT**

It was moved that the meeting be adjourned at 9:06 pm.

  
L. Foreman, Vice Chair  
/aa





## City of Maple Ridge

**TO:** Her Worship Mayor Nicole Read and Members of Council      **MEETING DATE:** April 24, 2018  
**FROM:** Chief Administrative Officer      **MEETING:** Council  
**SUBJECT:** Disbursements for the month ended March 31, 2018

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### EXECUTIVE SUMMARY:

The disbursements summary for the past period is attached for information. All voucher payments are approved by the Mayor or Acting Mayor and a Finance Manager. Council authorizes the disbursements listing through Council resolution. Expenditure details are available by request through the Finance Department.

### RECOMMENDATION:

That the disbursements as listed below for the month ended March 31, 2018 be received for information only.

GENERAL	\$ 13,732,579
PAYROLL	\$ 2,651,909
PURCHASE CARD	\$ <u>71,022</u>
	\$ <u>16,455,510</u>

### DISCUSSION:

**a) Background Context:**

The adoption of the Five Year Consolidated Financial Plan has appropriated funds and provided authorization for expenditures to deliver municipal services.

The disbursements are for expenditures that are provided in the financial plan.

**b) Community Communications:**

The citizens of Maple Ridge are informed on a routine monthly basis of financial disbursements.

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

Highlights of larger items included in Financial Plan or Council Resolution

• Campbell Froh May & Rice Llp –Purchase of property at 12157-227	\$ 799,261
• Cedar Crest Lands (BC) Ltd – Merkley artificial turf field	\$ 600,659
• Drake Excavating – 263 St water pump station project	\$ 182,067
• Fraser Valley Regional Library – 1 <sup>st</sup> quarter member assessment	\$ 703,351
• G.V. Water District – Water consumption Nov 29 – Dec 31/17	\$ 548,758
• ICBC – Fleet insurance renewal	\$ 246,772
• RCMP Receiver General – contract Oct 1 – Dec 31/17	\$ 5,204,078
• Ridge Meadows Recycling Society – monthly contract for recycling	\$ 207,783

**d) Policy Implications:**

Corporate governance practice includes reporting the disbursements to Council monthly.

**CONCLUSIONS:**

The disbursements for the month ended March 31, 2018 have been reviewed and are in order.

Original signed by Trevor Hansvall

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*Prepared by:* **Trevor Hansvall**  
**Accounting Clerk II**

Original signed by Trevor Thompson

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*Approved by:* **Trevor Thompson, BBA, CPA, CGA**  
**Interim Director of Finance**

Original signed by Paul Gill

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*Concurrence:* **Paul Gill, BBA, CPA, CGA**  
**Chief Administrative Officer**

**CITY OF MAPLE RIDGE**  
**MONTHLY DISBURSEMENTS - March 2018**

<u>VENDOR NAME</u>	<u>DESCRIPTION OF PAYMENT</u>		<u>AMOUNT</u>
Aecom Canada Ltd	National benchmarking initiative	19,656	
	Consulting - Northeast Albion servicing	5,549	25,205
Anixter Canada Inc	Onetouch network assistant		15,320
Aplin & Martin Consultants Ltd	Road widening design Abernethy Way (224 St to 232 St)	33,524	
	Local area service 20300 Block Hampton Street	1,379	
	Design storm development, various sites	7,678	42,581
Badger Daylighting Lp	Hydro-excavation - multiple locations		21,126
BC Hydro	Electricity		134,809
BC Hydro & Power Authority	Pole relocation - 232 St and Birch Ave	9,738	
	263rd St pump station design and construction fees	31,239	40,976
BC Institute Of Technology	Employee courses		20,354
BC Spca	Contract payment - Feb		29,190
CUPE Local 622	Dues - pay periods 18/05 & 18/06		26,244
Campbell Froh May & Rice Llp	Purchase of property ( 12157 - 227 St )		799,261
Cedar Crest Lands (BC) Ltd	Merkley artificial turf field		600,659
CLCS Ltd	Services rendered at Lion's Park Sport Court & Pump Track		20,034
Cobing Building Solutions	Electrical/Mechanical Maintenance:		
	Alexander Robinson Park	656	
	City Hall	2,738	
	Fire Halls	8,110	
	Hammond Community Centre	444	
	Leisure Centre	5,860	
	Library	544	
	Operations	1,513	
	Randy Herman	1,746	
	RCMP	3,029	
	The Act	629	
	Whonnock Lake Community Centre	221	25,490
Corix Water Products	Waterworks supplies		19,633
Craven Huston	Washroom and caretaker residence at Whonnock Lake	2,153	
	Maple Ridge Cemetery expansion	2,151	
	Albion neighbourhood learning and community centre	37,046	41,349
CSDC Systems Inc	Amanda annual software maintenance		70,821
Double M Excavating Ltd	Paradise Creek relocation - 232 St (132 Ave to Birch Ave)		49,755
Drake Excavating (2016) Ltd	263 St water pump station project		182,067
Emergency Communications	Dispatch levy - 1st quarter		271,797
Falcon Equipment Ltd	Purchase of dump truck - 2017 Ford F550 660A		128,001
First Colonial Investors Ltd	Security refund		20,000
Fitness Edge	Contracted service provider - fitness classes & programs		25,907
Fortis BC -Natural Gas	Natural gas		20,353
Fraser Valley Regional Library	1st quarter member assessment	703,351	
	Contributed capital replacement funding	10,000	713,351
Fred Surridge Ltd	Waterworks supplies		31,306
Gosal, Noel	Security refund		22,273
Gotraffic Management Inc	Traffic control		28,915
Greater Vanc Sewerage & Drainage	Annual license for Maple Ridge residential transfer station	32,000	
	Waste discharge industrial treatment fees (Oct 1 - Dec 31/17)	10,690	
	Liquid waste permit administration fee (Mar 6/18 - Mar 5/19)	5,583	
	MRRTS Maple Ridge residential transfer station	310	48,583
Greater Vanc Water District	Water consumption Nov 29 - Dec 31/17		548,758
Green Landscape Experts Ltd	Street tree replacement program		29,219
ICBC - Fleet Insurance	2018 fleet insurance renewal		246,772
Industra Construction Corp	McNutt Road reservoir expansion		29,457
Jacks Automotive & Welding	Fire Dept equipment repairs		24,906
Justice Institute Of BC	Fire Dept training programs		52,966

<u>VENDOR NAME</u>	<u>DESCRIPTION OF PAYMENT</u>	<u>AMOUNT</u>
Lafarge Canada Inc	Roadworks material	135,425
Manulife Financial	Employer/employee remittance	154,326
Maple Ridge & PM Arts Council	Arts Centre contract	54,167
	Program revenue - Feb	5,315
	Municipal rental	2,211
	Art Centre grant	4,260
Mcelhanney Consulting Services	Drainage improvement 203 St (Lougheed Hwy-Golden Ears Way)	24,552
	Preliminary design 232 St (132 Ave - Silver Valley Road)	122,129
Medical Services Plan	Employee medical & health premiums	19,650
Municipal Pension Plan BC	Employer/employee remittance	692,371
North Of 49 Enterprises Ltd	Contracted service provider - skating lesson programs	17,282
Nova Pole Int'L Inc	Street light poles & supplies	27,418
Opus Consulting Group Ltd	GPU server for virtual desktops - PowerEdge R730	17,731
Pacific Flow Control Ltd	Waterworks supplies	21,277
Parkland Refining (BC) Ltd.	Gasoline & diesel fuel	84,435
Q One Show Technologies Inc	Replacement of dimmer system - ACT Theatre	36,752
R F Binnie & Associates Ltd	Synthetic turf replacement - Samuel Robertson Technical School	3,445
	Telosky Stadium design	15,077
	Arthur Peake Centre design	2,887
Ranger Construction	Operations Centre renovations	18,569
	Remove & dispose of 2 gates - Thomas Haney House	7,194
	Soundproof office - 11995 Haney Place	5,088
RCMP - Receiver General For Cda	RCMP contract Oct 1 - Dec 31/17	5,204,078
Rec Gen Cda - Innovation,	Radio authorization renewal	15,585
Receiver General For Canada	Employer/employee remittance PP18/05 & PP18/06	834,311
Recycle Systems	Recycling equipment - Tipper and sorting conveyor belt	16,868
RG Arenas (Maple Ridge) Ltd	Ice rental - Feb	52,353
	Curling rink operating expenses - Feb	5,180
	Additional ice rental	26,354
Ridgemoor Recycling Society	Monthly contract for recycling	207,783
	Toilet rebate program	2,224
Rjs Construction Ltd	Progress billings 1 & 2 - Trailer shelter construction	103,481
Sanscorp Products Ltd	Roadworks material	18,581
Silver Valley Projects Ltd	Security refund	18,350
Stantec Consulting Ltd	Foreman Drive at 232 St PRV	13,844
	256 St PRV at 128 Ave	3,873
	270A St reservoir	39,687
	263 St water pump station replacement	3,079
Staples - Corp Express Cda Inc	Miscellaneous office supplies	15,478
Stewart Mcdannold Stuart	Professional fees	18,691
Suttle Recreation Inc	Playground equipment & installation for Alouette playground	60,985
Tempest Development Group	Tempest 8 upgrade and training	12,387
	Tempest Intellisearch software & maintenance	18,073
Tetra Tech Canada Inc.	Cottonwood LF 2017 annual monitoring	15,161
	2017 pavement update	11,687
Triahn Enterprises Ltd	117 Ave multi-use path (Burnett St - 231 St)	84,846
Union Of BC Municipalities	2018 UBCM annual dues	17,899
	Commercial licenses Nov 1/17 - Feb 28/18	13,126
Warrington PCI Management	Advance for Tower common costs	60,000
Webbco Industrial Ltd.	PRV and flow meter at 224 St and 127 Ave	27,641
Westridge Security Ltd	Community security patrols - Feb	17,705
	Guard service - Feb	2,768
Young, Anderson - Barristers	Professional fees	19,237
Disbursements In Excess \$15,000		12,840,311
Disbursements Under \$15,000		892,268
Total Payee Disbursements		13,732,579
Payroll	PP18/05 & PP18/06 & PP18/07	2,651,909

**VENDOR NAME**

Purchase Cards - Payment

Total Disbursements March 2018

**DESCRIPTION OF PAYMENT**

**AMOUNT**

71,022

16,455,510

1000 Bylaws



**CITY OF MAPLE RIDGE**

**BYLAW NO. 7316-2017**

A Bylaw to amend Map "A" forming part of Zoning Bylaw No. 3510 - 1985 as amended

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**WHEREAS**, it is deemed expedient to amend Maple Ridge Zoning Bylaw No. 3510 - 1985 as amended;

**NOW THEREFORE**, the Municipal Council of the City of Maple Ridge enacts as follows:

1. This Bylaw may be cited as "Maple Ridge Zone Amending Bylaw No. 7316-2017."
2. That parcel or tract of land and premises known and described as:

Lot 50 Except: Part Dedicated Road on Plan BCP 14057 Block 5 District Lot 398 Group 1 New Westminster District Plan 155.

and outlined in heavy black line on Map No. 1708 a copy of which is attached hereto and forms part of this Bylaw, is hereby rezoned to C-3 (Town Centre Commercial).

3. Maple Ridge Zoning Bylaw No. 3510 - 1985 as amended and Map "A" attached thereto are hereby amended accordingly.

**READ** a first time the 25<sup>th</sup> day of April, 2017.

**READ** a second time the 13<sup>th</sup> day of March, 2018.

**PUBLIC HEARING** held the 17<sup>th</sup> day of April, 2018.

**READ** a third time the            day of            , 20

**APPROVED** by the Ministry of Transportation and Infrastructure this    day of    , 20

**ADOPTED** the    day of    , 20

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**PRESIDING MEMBER**

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**CORPORATE OFFICER**



## City of Maple Ridge

**TO:** Her Worship Mayor Nicole Read  
and Members of Council  
**FROM:** Chief Administrative Officer  
**SUBJECT:** **Second and Third Reading**  
**Soil Deposit Regulation Bylaw 7412-2017**

**MEETING DATE:** April 24, 2018  
**FILE NO:**  
**MEETING:** Council

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### EXECUTIVE SUMMARY:

At the November 24, 2015 Council Meeting, Council directed staff to initiate a review of the Maple Ridge Soil Deposit Regulation Bylaw No. 5763-1999 (the Bylaw). At the July 11, 2016 Workshop, staff provided Council with a summary of the challenges that have been identified by residents and staff related to soil deposit activities and provided an outline of a public consultation program to engage residents on updating and enhancing the Soil Deposit Regulation Bylaw. Council endorsed the proposed public consultation process. The Soil Deposit Regulation Bylaw 7412-2017 received First Reading on November 28, 2017 and pursuant with the endorsed process, the Bylaw was then referred to agencies and presented to the UDI/GVHBC Liaison Committee and Council Committees (Environmental Advisory Committee, Agricultural Advisory Committee) for comment. No concerns were identified.

The City's current Bylaw identifies how the depositing of soil and fill is to occur in Maple Ridge. It also provides protection for residents, infrastructure and agricultural lands through the requirements for professional studies and reports, through securities, and through enforcement direction (including fines). Over the past number of years, residents and staff have identified areas of the Bylaw that need to be reviewed, improved and updated.

The result of the consultation process is a proactive bylaw that requires planning, monitoring and relevant securities for all soil deposition activity. The proactive nature of the bylaw will assist in addressing the interests and concerns that have been identified by the community.

### RECOMMENDATION:

**That Soil Deposit Regulation Bylaw No. 7412-2017 be given second and third reading.**

### PUBLIC CONSULTATION UPDATE:

Pursuant with the Council endorsed process, the public consultation process has included two Public Open House events, two Questionnaires and ongoing discussions with residents.

Two Public Open House events were held on September 29, 2016 and February 2, 2017 and were attended by 28 and 45 people respectively. Attendees had the opportunity to review information boards and to engage in discussions with staff. Staff documented comments received during the Open House and these comments were added to the feedback received from the Questionnaires.

The Questionnaires were available to residents and local businesses from September 21, 2016 until October 28, 2016 and from February 1, 2017 until March 6, 2017 and a total of 45 (17 and 28 respectively) questionnaires were completed and submitted to the City. The Questionnaires were available in both hard copy and on the City's website. The hard copies were made available at the Public Open House events and at the Planning Department Front Counter at the Municipal Hall.

### **Public Notice**

Notices for the public consultation opportunities including Open House events and questionnaires have included the following.

- Newspaper ads (3) were run over a three week period.
- Information on consultation opportunities were outlined on the City's website.
- Information Bulletins were available at the Planning Department Front Counter as were copies of the Questionnaires.
- Emails were sent to Consultants, Engineers, Developers, Builders, and neighbourhood associations.
- Verbal notices were provided to residents and local businesses as inquiries, questions and concerns were received from the community.

### **Summary of feedback**

Initial public consultation efforts in September, 2016; feedback received during the Public Open House; and from the completed Questionnaires, all confirmed that the community was looking for:

- public notification for soil deposit sites;
- improved assessments and planning (related to Agricultural use, drainage, contamination, invasive species and road impacts) prior to soil deposit activities;
- improved monitoring of soil deposit sites; and,
- improved compliance and enforcement.

Following the initial public consultation in September 2016, staff prepared a Draft Soil Deposit Regulation Bylaw that accommodated the feedback that was received. The Draft Bylaw was presented to Council in November 2016 for comment and was then presented to the community for review and comment at a Public open House on February 2<sup>nd</sup>, 2017.

The feedback received from the Open House events and from the Questionnaires was incorporated into the proposed Soil Deposit Regulation Bylaw 7412-2017.

The Bylaw received First Reading on November 28, 2017 and was referred to government agencies and presented to the UDI/GVHBC Liaison Committee and Council Committees for questions and comments. The agency and committee comments are noted below.

### *Agricultural Land Commission*

The Agricultural Land Commission has been consulted to ensure that the Soil Deposit Bylaw 7412-2017 is in alignment with the *Agricultural Land Commission Act* and Regulations.

### *Ministry of Agriculture*

The Ministry of Agriculture has been consulted to ensure that the amended Bylaw supports viable farm practices and protects agricultural lands.

### *Ministry of Environment*

The Ministry of Environment has been consulted to ensure that the amended Bylaw is consistent with the Contaminated Sites Regulation.

### *Metro Vancouver*

Metro Vancouver has been consulted as part of an ongoing collaborative effort to protect farm land through the management of soils and the disposal of fill throughout the lower mainland.

### *UDI/GVHBC Liaison Committee*

The Bylaw was presented to the UDI/GVHBC Liaison Committee. No concerns were identified.

### *Environmental Advisory Committee*

The Bylaw was presented to the Environmental Advisory Committee. No objections were raised.

### *Agricultural Advisory Committee*

The Bylaw was presented to the Agricultural Advisory Committee. No objections were raised.

## **CONCLUSION:**

Feedback received from the community and stakeholders indicates that the majority of residents are satisfied with the changes presented in the proposed Soil Deposit Regulation Bylaw (7412-2017).

The final step of the Council endorsed Bylaw Review Process has been concluded. Staff have referred the Bylaw to the Agricultural Land Commission, the Ministry of Agriculture, the Ministry of Environment (Contaminated Sites), and MetroVancouver and have received feedback. Staff have also presented the Bylaw to the Maple Ridge Environmental Advisory Committee, the Maple Ridge Agricultural Advisory Committee and the UDI/GVHBC Liaison Committee. No concerns were identified.

It is recommended that the proposed Soil Deposit Regulation Bylaw (7412-2017) be granted Second and Third Readings. The proposed Bylaw is expected to be presented to Council for Final Adoption in May of 2018.

“Original signed by Mike Pym”

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**Prepared by:** Mike Pym, M.R.M, MCIP, RPP  
Environmental Planner

“Original signed by Christine Carter”

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**Approved by:** Christine Carter, M.PL, MCIP, RPP  
Director of Planning

“Original signed by Frank Quinn”

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**Approved by:** Frank Quinn, MBA, P. Eng  
GM Public Works & Development Services

“Original signed by Frank Quinn” for

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**Approved by:** Paul Gill, CPA, CGA  
Chief Administrative Officer

Appendix A: Draft Soil Deposit Regulation Bylaw 7412-2017



City of Maple Ridge

**Maple Ridge Soil Deposit Regulation Bylaw**  
**Bylaw No. 7412 - 2017**

Effective Date:

City of Maple Ridge

Maple Ridge Soil Deposit Regulation Bylaw No. 7412 - 2017

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## City of Maple Ridge

### Maple Ridge Soil Deposit Regulation Bylaw No. 7412 - 2017

A bylaw to regulate the deposit of soil and other material in order to protect residents, public infrastructure, agricultural lands and the City's natural resources.

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**WHEREAS** the Council of the City of Maple Ridge deems it expedient to provide for the **deposit of soil and other material** within the boundaries of the **City**;

And **WHEREAS** paragraph 8(3) (m) of the Community Charter, SBC 2003, c.26 provides general authority to regulate the **removal and deposit of soil and other material**;

**NOW THEREFORE**, the Council of the City of Maple Ridge enacts as follows:

#### Part 1 Citation

- 1.1 This bylaw may be cited as Maple Ridge Soil Deposit Regulation Bylaw No. 7412-2017.

#### Part 2 Severability

- 2.1 If a portion of this bylaw is held invalid by a Court of competent jurisdiction, then the invalid portion must be severed and the remainder of this bylaw is deemed to have been adopted without the severed section, subsequent, paragraph, subparagraph, clause or phrase.

#### Part 3 Previous Bylaw Repeal

- 3.1 Maple Ridge Soil Deposit Regulation, Bylaw No. 5763 - 1999 is hereby repealed;

#### Part 4 Definitions

- 4.1 In this bylaw:

**"Agent"** means a person that is acting on behalf of a property **owner** and who has written consent from the property **owner** to conduct business with the City.

**"Aggregate"** means coarse sand, gravel, crushed stone and quarry rock and similar materials sourced from a **licensed facility** or from a permitted extraction location that are used in the

construction and maintenance of civil and structural projects excluding recycled materials or other material.

“**Agricultural Land Reserve**” means the area of land within the City of Maple Ridge designated as agricultural land under the *Agricultural Land Commission Act*, SBC 2002, C.36, as amended.

“**Applicant**” means a property **owner** or that persons authorized **agent**.

“**Application**” means a written request by an **Applicant** for the issuance of a **Permit** in the form attached to this Bylaw as Schedule “A” as amended from time to time.

“**City**” means the City of Maple Ridge.

“**Contaminated Material**” means any material that is proven to have one or more contaminant concentrations above the applicable land use standard for any given property as per the standards outlined in the Contaminated Sites Regulation (375/96) of the *Environmental Management Act*.

“**Contractor**” means the **person** or company that is paid to complete construction related work, including the excavation and **removal** of **soil** or **other material** from, or the **deposit** of **soil** or **other material** on, a privately or publicly owned parcel of land.

“**Deposit or deposition**” means the act of temporarily or permanently placing soil or other material on any lands within the **City** which is transported from another property or location from within or outside of the **City**;

“**Dispatch company or person**” means the person or company that is responsible for organizing the delivery of **soil** and **other material** to properties and that directs the trucks hauling **soil** and **other material** to properties for the purpose of deposit;

“**Highway**” includes every highway within the meaning of the Transportation Act and amendments thereto; every road, street, lane or right-of-way designed or intended for or used by the general public for the passage of vehicles; and every private place or passage way to which the public, for the purpose of parking or servicing of vehicles, has access or is invited; and includes disabled zones and the roadway, shoulder, boulevard, ditch and sidewalk and whatever lands lie between the property lines of the **highway**;

“**Letter of Completion**” means a letter prepared by a permit holder or their Qualified Professional, where a Qualified Professional is required as per Schedule B, confirming the soil deposit project for which a permit has been issued is completed in substantial compliance with that permit;

“**Licensed Facility**” means a business with a valid business license that sells **aggregate** products from their property and the material is sourced from a permitted extraction location and is free of **other material**.

“**Manager**” means the Manager of Development and Environmental Services for the City of Maple Ridge and his/or her designate;

**“Other material”** means

- a. construction, building or demolition wastes such as masonry rubble, concrete rubble, asphalt, plaster, lumber, metal, shingles, glass, gyproc or any other material derived from building demolition and construction;
- b. hog fuel, sawdust, shavings, edgings, or other wood waste which results from the manufacturing process of lumber or other wood products;
- c. land clearing wood waste, consisting of stumps, brush and logs or any other waste derived from land clearing activities;
- d. waste material derived from commercial, industrial and manufacturing activities;
- e. **Soil** material containing invasive species; and
- f. **Soil** material containing **contaminated material**.

**“Owner”** means the registered owner or owners of a fee simple parcel of land, or the Strata Corporation of a strata lot.

**“Permit”** means a written authority granted by the **Manager** pursuant to this Bylaw for the **deposit** of **soil or other material**.

**“Permit holder”** means the person to whom the authority to carry out the activities or to supervise the carrying out of the activities for **soil deposit** is granted pursuant to a valid **permit**. The permit holder may, or may not be, the **owner**.

**“Person”** means an individual, association, corporation, firm, body politic, partnership, or similar organization, and their heirs, executors, successors, and assigns or other legal representatives, whether acting alone or by a servant, agent or employee.

**“Person responsible”** means any person, **permit** applicant, or **permit holder, contractor**, or occupant, leaseholder, or **owner** of a lot who causes, transports, allows, permits, supervises or directs **soil or other material** to be **removed** from or **deposited** upon a private or public lot or **highway**.

**“Qualified Professional”** means a person who is registered by a professional association that is regulated by statute; who is in good standing with the professional association; who is qualified in the particular area with respect to which services are being provided; and, who maintains professional errors and omissions liability insurance; including but not limited to a registered Professional Engineer, registered Professional Geoscientist, registered Professional Agrolgist, and registered Professional Landscape Architect.

**“Removal”** or **“remove”** means to take, excavate or extract soil from any property or location from within or outside of the **City**;

**“Soil”** means clay, silt, sand, gravel, cobbles, boulders, peat or other substance of which land is naturally composed, but shall not include other material.

**“Wood Waste”** means hog fuel, mill ends, wood chips, bark and sawdust, but does not include demolition waste, construction waste, tree stumps, branches, logs or log ends as defined under the Agricultural Waste Control Regulation, as amended from time to time, of the *Environmental Management Act*.

## Part 5 Regulations

### 5.1 Bylaw Application

- 5.1.1 This Bylaw applies to all land within the City of Maple Ridge.
- 5.1.2 The provisions of this Bylaw do not apply to Crown land, Provincial Highways, or for soil deposit work conducted on municipal lands or municipal highways by municipal staff on behalf of the **City** for the purpose of constructing, landscaping, or maintaining municipal lands or infrastructure.
- 5.1.3 **Soil deposit** in the **City** may be permitted and shall only occur after a **permit** has been issued by the **Manager**, unless a requirement for a valid **permit** is specifically exempted under Section 5.3 of this Bylaw.
- 5.1.4 Where an **application** for soil deposition is proposed for land within the **Agricultural Land Reserve** and the **application** requires approval from the Agricultural Land Commission, pursuant to the *Agricultural Land Commission Act*, S.B.C, 2002, c36, as amended, no **permit** shall be issued until:
1. The Agricultural Land Commission has granted approval after receiving and considering a resolution regarding the **application** from the City Council; or
  2. An agreement between the **City** and the Agricultural Land Commission has been entered into pursuant to Section 26 of the *Agricultural Land Commission Act*, S.B.C. 2002, c.36, as amended, and City Council has granted an approval in accordance with the agreement.
- 5.1.5 The issuance of a **soil deposit permit** from the **City** in no way relieves the **owner** or his/her agents of the responsibility of adhering to all local bylaws of the **City** and provincial and federal legislation including, but not limited, to the *Agricultural Land Commission Act*, *Water Sustainability Act*, the *Environmental Management Act*, the *Wildlife Act*, and the *Fisheries Act*.
- 5.1.6 Development Permits are required for any **soil deposition** proposed for land designated within a Watercourse Development Permit Area and/or within a Natural Features Development Permit Area as identified in the City of Maple Ridge Official Community Plan No. 7060-2014.
- ### 5.2 Prohibitions
- 5.2.1 Subject to Section 5.3 of this Bylaw, no **person** will cause or permit the placement of **soil** or **other material** on any land within the **City** without a valid **permit** issued by the **City**.

- 5.2.2 No **person** will cause or permit the placement of **soil** or **other material** on any **highway**, right of way, park space (or other municipally owned land) without a valid **permit** issued by the **City**.

### 5.3 Permit Exemptions

- 5.3.1 No permit exemption provided in this Section (5.3) applies to the **deposit** of any material within a Natural Features Development Permit Area or Watercourse Protection Development Permit Area as identified in the City of Maple Ridge Official Community Plan No. 6425-2014:

1. on slopes steeper than five metres horizontal and one metre vertical (20 percent grade);
2. within 30 metres of the crest or toe of slopes steeper than five metres horizontal and one metre vertical (20 percent grade);
3. within 30 metres of any top of bank or high water mark of any watercourse, ravine, lake, wetland or drainage ditch;

- 5.3.2 Provided the **deposit** of **soil** is carried out in compliance with the relevant provisions of this Bylaw and subject to the provisions of the *Agricultural Land Commission Act*, a **permit** may not be required:

1. where the **soil** is used for the construction, improvement, repair or maintenance of public works or services undertaken by a governmental authority other than the City of Maple Ridge;
2. where the volume of **soil deposited** on a parcel of land over a period of 12 consecutive months does not exceed 25 cubic metres;
3. where material consists of clean **aggregate** is **deposited** for the installation of structural material for servicing and for a road base under an approved, and issued, servicing permit and an approved subdivision approval;
4. where material consists of clean **aggregate** is **deposited** for the installation of a structural base for the construction of a building or structure under an approved, and issued, building permit;
5. where material consists of clean **aggregate** is **deposited** for the installation of a property access from the fronting road surface for a total access length no greater than the Principal Use Minimum Setback identified under the City's Zoning Requirements;
6. where material consists of clean **aggregate** is **deposited** as a component of a professionally designed septic field;
7. where fertilizers, manure, composts, **wood wastes** or soil conditioners for agricultural, farming, horticulture, nursery or

domestic gardening and landscaping purposes are deposited in accordance with good agricultural practice as defined by the BC Ministry of Agriculture and the Agricultural Land Commission where the land is within the **Agricultural Land Reserve**;

8. where wood chips, hog fuel, bark chips, shavings, trimmings, sawdust and other **wood wastes** generated by sawmilling and lumber manufacturing are **deposited** and incorporated into the native soil as per the Agricultural Waste Control Regulation, as amended from time to time, and the *Environmental Management Act*.
  - a. readily incorporated into the soil, to a maximum depth of 15 cm for agricultural, horticultural, nursery or domestic landscaping purposes, provided the material is placed in accordance with good agricultural practice or sound landscaping practice whichever the case may be;
  - b. used for animal bedding, or as foundation material for equestrian or construction purposes, provided the maximum area of land over which the material is deposited on any parcel of land will not exceed 25 % of the surficial area of the parcel to a maximum of 4000 square meters and the maximum depth of the material will not exceed 30 cm;
9. where such material is **wood waste**, the product of a processing or manufacturing activity situated on the same parcel, a product for the **deposit** of which a **permit** or approval has been issued under the *Environmental Management Act*, and

#### 5.4 Permits

- 5.4.1 Any **person** who proposes to **deposit soil** or **other material** on a parcel of land must first obtain a **permit** under this Bylaw; and, where a parcel of land is within the **Agricultural Land Reserve** the **City** may forward the **soil deposit permit application** on to the Agricultural Land Commission, upon approval by the Council, for review and resolution by the Commission.
- 5.4.2 Every **application** for a **permit to deposit soil** or **other material** must be made by the **owner(s)** of the land or his/her **agent**.
- 5.4.3 Every **application** for a **permit** pursuant to this bylaw shall:
  1. be made in writing to the **Manager**;
  2. include a completed and signed permit **application** form (Schedule A);
  3. include all applicable reports, plans and specifications (Schedule B);
  4. be accompanied by the applicable permit application fees (Schedule C);
  5. be accompanied by the applicable soil deposit volume fee (Schedule C); and

6. be accompanied by the applicable refundable security deposit (Schedule C).
- 5.4.4 Every **application** for a **permit** for the **deposit** of more than 350 cubic metres will require public notification as outlined in Schedule D of this Bylaw.
  - 5.4.5 The **Manager** may refer any **application** for a **permit** to the Engineering Department, Public Works, Building Department, or consultants for comments and advice. The **applicant** may be required to provide better and more detailed information to supplement the **application**. Where further information is required by the **Manager**, the **application** will be deemed incomplete until the information is provided.
  - 5.4.6 A **permit application** that has remained idle, without alteration or progression to completion, for more than 6 months will become null and void. The **permit application** fee will be forfeited. Soil deposit volume fees and refundable securities that have been paid under the **application** will be refunded. Continuance of the **application** process will require the submission of a new **permit application** and all applicable fees and securities.
  - 5.4.7 A **permit** issued under this Bylaw is valid for a period of 12 months from the date of issuance and is non-transferable.
  - 5.4.8 An **application** for a **permit** that is submitted within 5 years (60 months) of a previous **soil deposit permit** will be reviewed under the total sum of all **soil** volume proposed for **deposit** over that 5 year term and that **application** for a **permit** will be subject to the **permit** requirements for that total sum proposed for **deposit**.
  - 5.4.9 A **permit** shall not be issued if the proposed **deposit** of **soil** or **other material** will:
    1. endanger or otherwise adversely affect any adjacent land, structure, road, or right-of-way; or
    2. foul, obstruct, impede or otherwise adversely affect any stream, creek, waterway, watercourse, groundwater aquifer, waterworks, ditch, drain, sewer or other established drainage facility unless the owner holds a permit to do so under the *Water Sustainability Act* and *Fisheries Act* and amendments thereto.
  - 5.4.10 An **application** for a **permit** for the **deposit** of **soil** volume greater than 20,000 cubic metres will be referred to City Council for review and approval.
  - 5.4.11 All work completed under an approved **Soil Deposit Permit** shall be undertaken in accordance with the conditions imposed by this Bylaw, the

approved **permit**, and the plans submitted in support of the approved **permit**.

- 5.4.12 Every **permit holder** shall keep a daily record in a log book of all soil material (or other material) that is **deposited** on the permit site. The record must contain the following information:
1. the date, time and origin of each delivery of soil;
  2. the contact information (name and number) for each project site or property where the soil originated from;
  3. total quantity of soil deposited;
  4. the company that delivered the soil and the name of the truck driver;
  5. the license plates of the trucks and trailers that delivered soil to the property;
  6. the name of the person recording the log book information;
  7. copies of receipts from source locations; and
  8. copies of receipts from the permit site.
- 5.4.13 A **soil deposit** log book shall be submitted to the City every month following the date of issuance of the **soil deposit permit** and/or immediately following the **deposit** of 500 cubic metres of **soil** material or **other material**, whichever milestone occurs first.
- 5.4.14 The final **soil deposit** log book is to be submitted within 5 business days following the earliest of either the expiration of the **soil deposit permit** or the completion of the soil deposit work.
- 5.4.15 Every permit holder shall, no later than forty-eight (48) hours after a request for review of the **soil deposit** log book, provide a complete record of **soil** (or **other material**) **deposit** activities on the permit site to the **Manager**.
- 5.4.16 Where the information in the submitted **soil deposit** log book is incomplete or is determined to be false, the **permit** will be suspended and the **permit holder**, agent and/or land **owner** shall undertake one or more of the following measures, as determined by the **Manager**, to renew work under the **permit**:
1. a soil quality assessment, including laboratory analysis for contamination, for entire **soil deposit** footprint completed by a **Qualified Professional**;
  2. complete the **soil deposit** log book;
  3. correct any false **soil deposit** records in the log book; and/or
  4. agree to submit weekly soil deposit log books for all subsequent works under the **permit**.

## 5.5 Permit Fees

- 5.5.1 An **application** for a **permit** shall be accompanied by the applicable fees as outlined in Schedule C.

## 5.6 Security Deposits

A security for the full and proper compliance with the provisions of the Bylaw and the performance of all terms and conditions expressed in the **permit** will be required.

- 5.6.1 The **applicant** shall provide a cash deposit or clean, unconditional self-renewing and irrevocable letter of credit drawn upon a Canadian chartered bank, in favour of the City, in a form acceptable to the **City** and in the amount specified in Schedule C of this Bylaw prior to the issuance of a **permit**. The letter of credit may be presented at any branch of the chartered bank in the City of Maple Ridge.
- 5.6.2 The letter of credit shall be self-renewing and maintained in full force and effect throughout the **permit** period plus a period of One Hundred & Twenty (120) days following expiration of the **permit**. If proper compliance with the provisions of the Bylaw are not met within Ninety (90) days following the expiration of the **permit**, the security will be drawn down and held by the **City** until compliance is met or the City uses the cash to complete the work. If the cash is insufficient for the **City** to complete the work the **applicant** will pay any deficiency to the **City** on demand.
- 5.6.3 If the **applicant** complies with the provisions of the Bylaw and meets all the terms and conditions of the **permit** the **City** will promptly return the deposit to the **applicant**.
- 5.6.4 Refundable security deposits will only be released by the City once a Letter of Completion has been received by the City that clearly provides the following information:
1. Confirmation that all works as described in the plans submitted as part of the permit application have been completed as per the submitted plans under the approved **permit**;
  2. BCLS topographical survey showing the final grades and elevations for **permits** that are issued for the **deposit** of more than 350 cubic metres of **soil** and/or **other material**; and
  3. The letter is to be prepared and sealed by a Qualified Professional for permits that are issued for the **deposit** of more than 350 cubic metres of **soil** and/or **other material**.

## 5.7 Permit Issuance

- 5.7.1 Every **permit** issued will be deemed to incorporate the plans, specifications, documents and information in the **application** as approved and will be

incorporated into the terms and conditions of the **permit**. A **permit** will be substantially in the form of Schedule E attached to this bylaw.

- 5.7.2 No **application** for the **deposit of soil or other material** will be complete unless all applicable **soil deposit permit** fees and refundable securities are paid pursuant to Schedule C of this Bylaw.
- 5.8 Permit Posting
- 5.8.1 Every permit holder shall post a copy of the **permit** and permit sign at the entrance of the permitted property in a location visible to the adjacent road right-of-way.
- 5.9 Refusal of a Permit
- 5.9.1 An **application** for a **Soil Deposit Permit** may be refused by the **Manager** in any specific case, provided that:
1. the **application** shall not be unreasonably refused; and
  2. the **Manager** shall give written reasons for the refusal.
- 5.9.2 The **owner**, who is subject to a decision of the **Manager** to refuse a **permit**, is entitled to appeal to Council to have the decision reconsidered. An **application** for reconsideration must be made in writing to the **City Clerk** within 30 days from the date of refusal by the **Manager**. There is no fee for an appeal application for reconsideration.
- 5.10 Permit Renewal
- 5.10.1 A request for a **permit** renewal must be made in writing to the **Manager** within 30 days of the expiration date of an approved **permit**.
- 5.10.2 There will be no obligation upon the **City** to renew any **permit**.
- 5.10.3 If an **applicant** applies for a renewal of a **soil deposit permit**, the **Manager** may issue the renewal if all applicable reports, plans and specifications for the **soil deposit** area are updated as necessary to identify any material changes to site conditions and to demonstrate compliance with current bylaws and regulations, including but not limited to the *Agricultural Land Commission Act*.
- 5.10.4 No **soil deposit permit** will be renewed unless:
1. a **soil deposit permit** renewal fee is paid pursuant to permit fees outlined in Schedule C of this Bylaw;
  2. reports are submitted from all **Qualified Professionals** responsible for the **soil deposit** project providing an update on site conditions and **permit** compliance;

3. all soil deposit records are up to date and complete;
4. any and all infractions under this Bylaw and related Soil Deposit **Permit** are remedied to the satisfaction of the **City**; and
5. for those permits that are issued for properties within the Agricultural Land Reserve, the Agricultural Land Commission confirms that the soil deposit activities are compliant with the *Agricultural Land Commission Act*, Regulation and any decisions made by the Agricultural Land Commission.

## 5.11 Insurance

- 5.11.1 Applicants for **soil deposit** where the volume proposed is greater than 25 cubic metres are required to carry comprehensive general liability coverage in the amount of \$5,000,000 including liability for bodily injury or death and property damage for the duration of the work. The amount of insurance may be reduced to \$1,000,000 if the volume of soil to be deposited is not more than 350 cubic metres. Insurance may be waived by the **Manager** when the **City** is the responsible party completing the soil deposit activity. This City is to be named as an insured under the liability insurance coverage.

## 5.12 Soil Deposit Requirements

**Soil deposit** activities will at all times be conducted in accordance with the following requirements:

- 5.12.1 The slope of any part of an exposed face of any **deposited soil** or **other material** will not be greater than the angle of repose necessary for stability of the deposited material. Where that slope face is within 10 meters of a property boundary the maximum slope grade will be 4:1 (4 horizontal metres to 1 vertical metre).
- 5.12.2 The **deposited** material must be graded in such a manner that positive gravity drainage is assured, and a drainage system of sufficient capacity and extent will be installed to ensure that runoff to any adjacent lands will be no greater or lesser than run-off prior to the commencement of the soil deposit project.
- 5.12.3 **Soil** or **other material** must not be **deposited** over any dedicated public right-of-way or registered easement without first obtaining the written approval of the authority having jurisdiction over the right-of-way or easement, and a copy of the written approval has been provided to the **Manager**.
- 5.12.4 Where the natural subsoil is compressible, **soil** or **other material** shall not be **deposited** in the immediate vicinity of any utilities or services which might be damaged by settlement of the deposited material without first obtaining written approval from the authority having jurisdiction over the

right-of-way or easement, and a copy of the written approval has been provided to the City's General Manager, Public Works and Development Services.

- 5.12.5 **Soil or other material** must not be **deposited** over wells or private sewage disposal systems.
- 5.12.6 All drainage facilities and natural watercourses must be kept free of silt, clay, sand, rubble, debris, gravel, and all **other material** originating from the **soil deposit** project, which might obstruct, impair or impede drainage facilities and natural watercourses.
- 5.12.7 All damage to **City** or privately owned drainage facilities, natural watercourses, roads, lanes, or other **City** or privately owned properties or facilities, resulting from the **soil deposit** project must be promptly and properly repaired to the complete satisfaction of the **City**.
- 5.12.8 Dirt, mud, debris etc. resulting from a **soil deposit** project which is tracked onto public roads must be removed on a daily basis or as directed by the **Manager**.
- 5.12.9 Should the **permit holder** fail to remove the dirt, mud, debris etc. from public roads, the **City** may direct others to do so and the cost will be the responsibility of the **permit holder**. The **permit holder** must remit all payments within 14 days of receiving the invoice(s). If the **permit holder** fails to remit all payments within the specified time frame, the **City** may draw on all or part of the irrevocable letter of credit to cover the cost of the work and/or suspend the **permit** until all bills have been paid, or both.
- 5.12.10 The **deposited soil** (or **other material**) and related activities must not encroach upon, undermine, damage or endanger any adjacent property or any setbacks prescribed in the **permit**.
- 5.12.11 Stockpiles of **soil or other material** which are part of a **soil deposit** project must be located and maintained in accordance with the erosion and sediment control plan that is prepared for, and that comprises a part of, a valid **permit**.
- 5.12.12 Hauling of **soil or other material** and onsite **soil deposit** activities involving heavy equipment operation are to only occur during the approved times identified in the Maple Ridge Noise Control Bylaw (5122-1994) as amended from time to time.
- 5.12.13 All work authorized by a **permit** shall be conducted by the Owner or by a contractor that has a valid business license to work within the City of Maple Ridge.

## 5.13 Rectification Provisions

Upon completion of **deposition** of **soil** or **other material**, the **permit holder** will forthwith:

- 5.13.1 Leave all surfaces of the **deposit** area with a slope not greater than the grade shown on the plans filed pursuant to Section 5.4.3 and as specified in the **permit**;
- 5.13.2 Cover all surfaces of the **deposit** area with an established growth of grass or other suitable and approved ground cover for erosion control as specified in the submitted Erosion and Sediment Control Plan;
- 5.13.3 Should the necessary rectification of the property not be completed within a period of ninety (90) days following expiration of the **permit**, all letters of credit held as security for the project will be presented and drawn down and all monies will be held by the **City** until the completion of all required works;
- 5.13.4 Should the **permit holder** not complete all the rectification work as required under the permit to the satisfaction of the **City**, the **City** may enter the lands and carry out all the work necessary to complete the required rectification, and expend the security for such purpose; and
- 5.13.5 Where the refundable security is not enough to cover the cost borne by the **City** to complete the rectification work, the **City** shall recover all costs from the **permit holder** and/or property **owner**.

#### 5.14 Administration and Enforcement

- 5.14.1 The **Manager**, the Bylaw Enforcement Officer and all **City** employees under their direction will have the right at all reasonable hours to enter upon and inspect any land or premises in the **City** to determine if the provisions of this Bylaw are being met.
- 5.14.2 In the event of a breach of any of the provisions of this Bylaw, or a **permit** issued under this Bylaw, the **Manager** or Bylaw Enforcement Officer will issue a notice of breach to the persons responsible including, but not limited to:
  1. the **owner** of the lands upon which the **soil** or **other material** is being **deposited** or,
  2. the **applicant** and/or **permit holder** or,
  3. the **person responsible** for the **soil deposit** work on site or,
  4. the **person**, land **owner**, or contractor responsible for having the **soil** or **other material** removed from the source property or,
  5. the person and/or trucking company responsible for **depositing** the **soil** or **other material** or,
  6. the **dispatch company or person** (dispatcher) responsible for directing and coordinating the delivery of the **soil** or **other material** to the site.

Any person receiving a notice of breach will forthwith cease and desist the **deposition of soil or other material**, or permitting the **deposition of soil or other material** upon the lands until the breach is remedied.

- 5.14.3 In the event that the **deposition of soil or other material** has occurred on a parcel of land without a valid **permit**, or approval from the **Manager**, and a notice of breach has been received, all work on the property must cease and, where a **permit** is required, a **permit application** must be submitted within 14 days with payment of all applicable fees, including an enforcement **permit** fee, pursuant to Section 5.5 and Schedule C of this Bylaw.
- 5.14.4 If in the event of a breach of the provisions of this Bylaw or works in contravention of an approved **permit** the **Manager** or Bylaw Enforcement Officer may post a stop work notice anywhere on the parcel where the breach has occurred. Upon the posting of such notice all construction or **deposit** related works shall cease until the contravention has been remedied, and the **Manager** has authorized them to recommence.
- 5.14.5 All **soil or other material** is to be removed within 14 days of receiving a notice of breach for unpermitted **deposit of soil or other material** unless a **permit application** has been submitted to the **City**.
- 5.14.7 In the event that **other material** is **deposited** without a valid **permit**, and where a **permit** for the **other material** is not granted by the **City**, the **other material** will be removed from the property and disposed of at a permitted facility or property.
- 5.14.8 In the event that the **other material** is **contaminated material** as per section 5.14.7, all **contaminated material** will be removed from the property and disposed of at an approved contaminated sites treatment facility or approved site as directed by a **Qualified Professional** and approved by the **City**.
- 5.14.9 In the event that any **person**, having received a stop work notice, fails to remedy the breach within the time frame specified by the **City**, or otherwise proceed to breach any provisions of the Bylaw and/or **permit**, the **permit** will become null and void and all monies collected with respect to the **permit** will be forfeited. Once the breach has been corrected, it will then be necessary for the **permit holder** to apply for and obtain a new **permit** and all fees set out in the Bylaw will be due and payable as a condition of **permit** issuance.
- 5.14.10 The **City** may not issue subsequent **Soil Deposit Permits** to any **person** who has had a **permit** revoked, unless and until such **person**, in addition to any other security required pursuant to this Bylaw, posts an additional security up to a maximum of \$100,000 as determined necessary by the **City**.

- 5.14.11 Where any **permit holder** neglects and/or refuses to carry out the works, assessments, and surveys in accordance with the **permit**, then in accordance with the provisions of this Bylaw and/or conditions of said **permit**, it will be considered an offence against the Bylaw and every day that the land and/or the required works remain in a condition contrary to the provisions of this Bylaw and/or terms and conditions of the **permit**, a new offence is committed and the **permit** holder will be liable to the penalty hereinafter provided.
- 5.14.12 Where any **permit holder** neglects and/or refuses to carry out the works, assessments and surveys in accordance with the **permit**, the **Manager** may approve the **City**, or its approved contractor/s, to enter the premises to carry out any works required to remedy the contravention, or repair any resultant damage at the expense of the permit holder and/or the property owner.
- 5.14.13 If in the event of a breach of this Bylaw, where the responsible party or property owner do not remediate the offence or submit an application within 14 days, the **Manager** may approve the **City**, or its approved contractor/s, to enter the premises to carry out any remedial works, and/or repair any resultant damage to private property or public infrastructure, at the expense of the property owner or responsible person or party.
- 5.14.14 Where remedial works are carried out by the **City** for **soil deposit** works in contravention of an approved **Soil Deposit Permit**, the **City** will deduct the cost of the remedial works carried out by the **City** or its approved contractor/s, from the security deposit submitted in accordance with the **permit** application. Where the security is insufficient to cover the costs of remedial works, the **City** will recover any outstanding costs as municipal taxes against the lot where the contravention has occurred.
- 5.14.15 Where remedial works are carried out by the **City** for the **deposit of soil** (or **other material**) in contravention of the Bylaw and not in association with an approved **permit**, the **City** will recover any outstanding costs as municipal taxes against the lot where the contravention has occurred.

## Part 6 Offence and Penalty

- 6.1 Every **person** who violates a provision of this bylaw, or who consents, allows or permits an act or thing to be done in violation of a provision of this bylaw, or who neglects to or refrains from doing anything required to be done by a provision of this bylaw, is guilty of an offence and is liable to the penalties imposed under this bylaw, and is guilty of a separate offence each day that a violation continues to exist.
- 6.2 Every **person** who commits an offence is liable on summary conviction to a fine not exceeding the maximum allowed by the *Offence Act*.

**READ** a first time the 28<sup>th</sup> day of November, 2017

**READ** a second time the     day of                     , 2018.

**READ** a third time the     day of                     , 2018.

**ADOPTED** the     day of                     , 2018.

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**PRESIDING MEMBER**

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**CORPORATE OFFICER**

**Schedules**

Schedule A – Permit Application Form

Schedule B – Plans and Specifications

Schedule C – Permit Fees and Refundable Security Deposits

Schedule D – Public Notification

Schedule E – Soil Deposit Permit Form

## Schedule A: Permit Application Form

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### 1. Applicant Information:

Full name(s):

Address:

Postal Code:

Home Phone:

Cell Phone:

Email:

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### 2. Property Owner information (if different than applicant):

Full name(s):

Address:

Postal Code:

Home Phone:

Email:

(A consent form signed by the property owner must accompany this application if the applicant and owner are not the same)

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### 3. Company or Contractor information (if the owner is not the person completing the onsite work):

Full name (s) of the Contractor and company:

Address:

Postal Code:

Office Phone:

Cell Phone:

Email:

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### 4. Property proposed for Soil Deposit:

Street Address: \_\_\_\_\_

Or Legal Description: \_\_\_\_\_

Property is in the ALR: yes  no

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### 5. Purpose of the proposed Soil Deposit:

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### 6. Soil type(s) to be deposited:

- 7. **Surface area** of the proposed Soil Deposit area:
- 8. **Volume of Soil** to be deposited (in cubic metres):
- 9. The following plans are required to complete this Soil Deposit Permit application as per Section 5.4.3 and Schedule B of the Maple Ridge Soil Deposit Regulation Bylaw (7412-2017):

- BCLS land survey
- Site plans
- Stormwater Management Plan
- Erosion and Sediment Control Plan
- Tree Impact Assessment and Management Plan
- Invasive Species Assessment and Management Plan
- Geotechnical Assessment
- Soil Quality Assessment
- Agricultural Farm Plan
- Road Quality Assessment
- Floodplain Impact Assessment
- Groundwater Assessment
- Certification of Professional Engineer
- Government applications and approvals (provincial, federal)

FEE: Applications for a permit shall be accompanied by the prescribed fees and refundable security deposit as set out in Section 5.4.3 and Schedule C of the Maple Ridge Soil Deposit Regulation Bylaw (7412-2017)

**I HEREBY DECLARE** that the above information is correct, that it is my intention to place fill on the property in accordance with the attached plans and specifications and information, that I am aware of the provisions of the Maple Ridge Soil Deposit Regulation By-law No. 7412-2017 and that I will abide by all applicable provisions of said by-law and such terms and conditions as may form part of any Soil Deposit Permit issued pursuant to this Application.

I further agree to indemnify and hold harmless the City of Maple Ridge, its agents, employees or officers from and against any claims, demands, losses, costs, damages, actions, suits or proceedings whatsoever by whomsoever brought against the City, its agents, employees or officers by reason of the City granting the owner and contractor named herein the Soil Deposit Permit to conduct the work in accordance with the plans submitted and described in this application.

Name of applicant(s): \_\_\_\_\_

Signature of Applicant(s): \_\_\_\_\_

Date: \_\_\_\_\_

## Schedule B: Plans and Specifications

1. All Soil Deposit Permit applications require the following:
  - a. Address and personal contact information:
    - i. the legal description and civic address of the land on which fill is to be placed;
    - ii. the legal description and civic address of the land where the fill originates;
    - iii. the name and the address of the person applying for the permit; and
    - iv. the name, address and telephone/fax numbers of the registered owner(s) of the land on which the fill is to be placed. Where there is more than one registered owner, the names, addresses and telephone/fax numbers of ALL registered owners must be provided.
  - b. The soils assessment and soil deposit plan shall include:
    - i. the composition of the proposed soil;
    - ii. the proposed method of placing the soil;
    - iii. the exact location and depths where the fill is to be placed, defined by reference to any existing buildings, structures, improvements, and parcel boundaries all of which must be shown as a dimensioned contour sketch plan in metric units;
    - iv. the proposed volume of fill including calculations, cross-sections and other pertinent information used in calculating volume; and
    - v. the dates proposed for commencement and completion of the soil deposit.
  - c. Vegetation assessments and management plans:
    - i. Tree assessment and management plan to ensure trees on the property and on neighbouring properties will not be impacted by the soil deposit activity and the identification of species and location of significant trees;
    - ii. Identification and location of significant trees, as defined by the City of Maple Ridge Tree Management and Protection Bylaw (#7133-2015) on the property and within 5m of the property boundaries; and
    - iii. Invasive species, including noxious weeds, assessment and management plan to ensure that additional problem species are not transferred to or from the property, and to ensure that the extent of the species is not spread across the property as a result of any soil deposit activity.
  - d. Safety considerations for the Soil Deposit Project:
    - i. measures proposed to prevent personal injury or property damage resulting from filling; and

- ii. a **Traffic Management Plan** that includes:
  - the proposed routes to be taken by vehicles transporting soil to the land;
  - vehicle parking or staging locations on and off site;
  - the measures proposed to prevent safety concerns along transportation routes including traffic management personnel and signs; and
  - current and proposed access on the property.
  
- e. Protection of drainages and infrastructure:
  - i. A site plan that includes the location of all watercourses, waterworks, wells, ditches, drains, sewers, septic fields, catch basins, culverts, manholes, rights-of-way, public utilities and public works, and private structures on adjacent land parcels within 30 meters of the boundaries of the parcel on which soil is to be placed, and the measures to protect them;
  
  - ii. an **Erosion and Sediment Control plan** that includes:
    - the measures proposed to control erosion and sedimentation;
    - the measures proposed to minimize or prevent tracking of soil or other material onto municipal streets and roads and measures for cleaning the streets and roads abutting the parcel on which soil is to be placed; and
    - the reclamation measures proposed to stabilize, landscape, and restore the land upon completion of filling.
  
  - iii. a **Stormwater Management Plan** that includes:
    - identifies current drainage features, wells, watercourses, septic systems and contours of the land;
    - identifies the proposed drainage systems during the proposed work and how existing drainage features, wells, septic systems will be protected;
    - identifies the final contours of the property and the final drainage features; and
    - certifies that adjoining properties will not be subject to increased flooding caused directly by stormwater runoff from the soil deposit site.

- f. copies of all certificates, permits and approvals, as may be required by provincial and/or federal government agencies as required under legislation including, but not limited to, the *Water Act*, *Environmental Management Act*, *Wildlife Act*, and *Fisheries Act* and amendments thereto or any other authority having jurisdiction;
  - g. A **Watercourse Protection Development Permit** application and applicable supporting information and fees shall be submitted for any work that is proposed within 50m of a watercourse;
  - h. A **Natural Features Development Permit** application and applicable supporting information and fees shall be submitted for any work proposed on slopes, or within 30m of slopes, greater than 15% gradient, or for work proposed within a floodplain; and
  - i. any and all other plans, reports, assessments and approvals by other agencies as deemed necessary by the Manager of Development and Environmental Services.
2. Applications for soil deposit permits for soil volumes greater than 350 cubic metres will include the following plans and specifications:
- a. all plans and assessments completed pursuant to Schedule B 1. are to be completed by Qualified Professionals;
  - b. **BCLS survey** of the property that includes:
    - i. location of all structures and private infrastructure on the property;
    - ii. location of all public infrastructure within 20m of the property;
    - iii. location of all watercourses, drainages, septic systems and wells on the property and within 30m of the property boundary;
    - iv. contour plans to a scale not smaller than one thousand to one (1000:1), showing at 0.5 meter intervals the elevations as they exist and showing 0.5 meter intervals the proposed elevations of the land after the deposit of soil;
    - v. current access to the property; and
    - vi. location of trees within 10m of the proposed soil deposit project area, including significant trees (as defined by the City of Maple Ridge Tree Management and Protection Bylaw (#7133-2015)); and
  - c. the City may require a Road Quality Assessment of the roads identified in the Traffic Management Plan prior to the approval of a soil deposit permit.

3. Applications for soil deposit permits where the proposed soil deposit is for agriculturally zoned lands or is for the improvement of the agricultural potential or farm use of a property will require the following plans and specifications:
  - a. An **Agricultural Farm Use Plan**; and
  - b. A **soil assessment** and report completed by a Qualified Professional Agrologist that includes:
    - the soil characteristics of the proposed soil deposit site;
    - the soil characteristics of the proposed soil source site;
    - the benefits that the proposed soil deposit will provide for agricultural productivity and use; and
    - any limitations, conditions or recommendations to ensure agricultural integrity is maintained and improved.
  
4. Applications for soil deposit permits where proposed soil deposit depths are to exceed 1m will require the following plans and specifications:
  - a. a report prepared by a Qualified Professional Geotechnical Engineer that certifies:
    - i. the proposed volume of soil including calculations, cross-sections and other engineering data and pertinent information used in calculating volume;
    - ii. that there will be no more settling or subsidence of land, a building or a structure forming any part of the premises or adjoining property than prior to the soil deposition;
    - iii. that the placement of soil and resulting settlement or subsidence will not prevent any use permitted under the City of Maple Ridge Zoning Bylaw No. 3510-1985; and
    - iv. that adjoining properties will not be subject to increased flooding caused directly by stormwater runoff from the soil deposit site.
  
5. Applications for soil deposit permits for properties or lands located within a floodplain, pursuant to Section 524 of the *Local Government Act*, will require the following plans and specifications:
  - a. a report prepared by a qualified professional engineer in **hydrology and/or hydrogeology** that certifies that adjoining properties and infrastructure will not be subject to increased flooding and hydraulic impacts caused directly by:
    - i. an increase in floodwater due to the reduced absorption capacity of the property due to fill activity;
    - ii. a reduction in flood capacity of the general area; and,

- iii. by the blockage or redirection of floodplain flow pattern.
6. Applications for soil deposit permits for properties or lands located within 100m of a provincially designated vulnerable aquifer will require the following plans and specifications:
- a. a **Groundwater Impact Assessment** completed by a Qualified Professional.

## Schedule C: Permit Fees and Refundable Security Deposits

### 1. Permit Application fee:

- a. \$50.00 for a Soil Deposit Permit application for the deposit of up to 350 cubic metres of soil material;
- b. \$350.00 for a Soil Deposit Permit application for the deposit of 351 to 5,000 cubic metres of soil material; and
- c. \$750.00 for a Soil Deposit Permit application for the deposit of more than 5,000 cubic metres of soil material.

### 2. Volume fee in the amount of \$0.50 per cubic metre.

### 3. Refundable Security:

- a. \$1,000.00 as a soil deposit security for all permits for the deposit of up to 350 cubic metres of material;
- b. A minimum security deposit of \$5,000 for the deposit of more than 350 cubic metres of material;
- c. \$2.00 per cubic metre for proposed volume of material up to 20,000 cubic metres of soil material to be deposited; and
- d. \$1.00 per cubic metre for each proposed cubic metre over 20,000 cubic metres to be deposited.

### 4. An application for a permit renewal shall be accompanied by the applicable **Permit Renewal Fee**:

- a. \$50.00 for a Soil Deposit Permit for the deposit of up to 350 cubic metres of soil material;
- b. \$175.00 for a Soil Deposit Permit for the deposit of 351 to 5,000 cubic metres of soil material; and
- c. \$375.00 for a Soil Deposit Permit for the deposit of more than 5,000 cubic metres of soil material.

### 5. Enforcement Permit Fee:

- a. \$350.00 for a soil deposit permit application following a Soil Deposit Bylaw infraction, in addition to the permit application fee.

## Schedule D: Public Notification

1. For permit applications for the **deposit of up to 350 cubic metres** of soil and/or other material:
  - a. Public notification may be required by the **Manager**.
2. For permit applications for the **deposit of 351 to 5,000 cubic metres** of soil and/or other material public notification will consist of the following:
  - a. A letter to all property owners of parcels within 500 metres of the proposed soil deposit site and along the Local Road haul route/s proposed for the project.
3. For permit applications for the **deposit of more than 5,000 cubic metres** of soil and/or other material public notification will consist of the following:
  - a. A letter to all property owners of parcels within 500 metres of the proposed soil deposit site and along the Local Road haul route/s proposed for the project.
  - b. The posting of a sign in the form provided below.
4. For permit applications for the **deposit of more than 20,000 cubic metres** of soil and/or other material public notification will consist of the following:
  - a. A letter to all property owners of parcels within 500 metres of the proposed soil deposit site and along the Local Road haul route/s proposed for the project.
  - b. The posting of a sign in the form provided below.
  - c. Soil Deposit Information Meeting in similar format to a Development Information Meeting as per Policy 6.20.
5. For permit applications that could have a significant impact on the character of the surrounding area public notification will consist of any of the following:
  - a. A letter to all property owners of parcels within 500 metres of the proposed soil deposit site and along the Local Road haul route/s proposed for the project.
  - b. The posting of a sign in the form provided.
  - c. Soil Deposit Information Meeting in similar format to a Development Information Meeting as per Policy 6.20.

## Public Notification: Soil Deposit Information Letters

The applicant shall be responsible for all notification of the Soil Deposit Project. The applicant must mail or otherwise deliver a Soil Deposit Information letter to property owners and residents of parcels within 500 metres of the proposed soil deposit site and along the Local Road haul route/s proposed for the project and to the Planning Department as soon as possible following the submission of a Soil Deposit Permit application and prior to an application review by City Staff. The Planning Department will provide the applicant with a list of mailing addresses for all property owners and residents. The letter must contain the following project specific information:

- a. the application number;
- b. the property address(es) of the proposed soil deposit;
- c. the volume of soil proposed for deposit;
- d. a map showing the location of the soil deposit site (note: not the location of the meeting);
- e. a sketch of the proposed soil deposit area;
- f. the purpose of the application; and
- g. an invitation to obtain information from the applicant, including contact information and the Planning Department's contact information.

# Public Notification: Soil Deposit Information Sign

Please note that all text must be approved by the Planning Department prior to construction of the sign. All text is Helvetica and all colour must be black. The sign background is white. Sign dimensions are to be 2.4 m (h) x 1.2 m (v). The inset Map is to be 0.6m (h) x 0.6 m (v).

SOIL DEPOSIT PERMIT APPLICATION

No. 2016-001-SP 10 cm

Address for proposed soil deposit: 12345 100 Street

Volume of Soil for Deposit: 1234 cubic metres

Applicant: John Smith 6.5cm  
604-123-4567

SUBJECT MAP

- Subject parcel shaded
- North arrow
- Adjoining roads and parcels
- Road names and addresses in bold

Planning Department  
604 467 7341  
www.mapleridge.ca

See below for the information to be added to this area as required

This soil deposit permit application will be presented at a Soil Deposit Information Meeting at \_\_\_\_\_ on \_\_\_\_\_, \_\_\_\_\_ from \_\_\_\_\_ to \_\_\_\_\_ pm

Install on sign min. 10 days before information meeting  
BACKGROUND COLOUR-OLUMPIC BLUE

This soil deposit permit application will be presented to Council in the Council Chambers at the Municipal Hall on \_\_\_\_\_ at \_\_\_\_\_ am/pm

Install on sign min. 10 days before presentation to City Council  
BACKGROUND COLOUR-TOMATO RED

4 cm

## Public Notification: Soil Permit Information Meetings

- 1) An applicant shall be required to hold a Soil Deposit Information Meeting when an application involves the following:
  - a) the deposit more than **20,000 cubic metres**; or
  - b) any deposit, where in the opinion of the Director of Planning, the development could have a significant impact on the character of the surrounding area.
- 2) The meeting is the responsibility of the applicant to host and all costs related to the meeting are to be assumed by the applicant. The arrangement for and provision of facilities for the Soil Deposit Information Meeting are the responsibility of the applicant.
- 3) A fee may be charged by the City of Maple Ridge to cover the cost of staff time, as set out in the current *Development Application Fee Bylaw No. 6592-2008*, should attendance as an observer be required, at the discretion of the Director of Planning.
- 4) Applicants will be required to discuss the timing and location of the Soil Deposit Information Meeting with the Planning Department and agree upon the appropriate scheduling of the meeting. The meeting should be scheduled at a time that ensures adequate opportunity for the public to attend and time to provide feedback about the project (not less than two hours in length). The location of the meeting should be in close proximity to the project site and should be large enough to accommodate the anticipated turnout. Appropriate venues may include community halls, schools or churches, but do not include private homes, or the applicant's office. An applicant who holds a Soil Deposit Information Meeting without having reached agreement on the time and place of the meeting with the Planning Department may be required to re-schedule another meeting at their cost, at an agreed upon time and location.
- 5) The following materials must be made available at the Soil Deposit Information Meeting:
  - i. Site Plan, showing:
    - all areas of proposed disturbance
    - proposed tree removals
    - fill depths on 0.5m contours
    - stormwater drainages
    - existing infrastructure or natural features
  - ii. supporting professional reports;
    - i. submission information as outlined in Schedules F, G, and J of the *Development Procedures Bylaw No. 5879 – 1999*, if the application is subject to a Watercourse Protection or Natural Features; and
    - ii. meeting records:
      - sign-in sheet to record number of attendees\*;
      - comment sheets for attendees\*; and

- copies of any emails or correspondence that may have been submitted.

The above listed information must be reviewed by the Planning Department prior to presentation at the Soil Deposit Information Meeting. Records from the meeting are to be kept by the applicant and forwarded to the City within three days of the meeting.

\*Sign-in and comment sheets must include the following disclaimer:

*“Please note that all comment and attendance sheets produced as a result of this Soil Deposit Information Meeting will be provided to the City of Maple Ridge and form part of the public record that is available for viewing by the public upon request.”*

- 6) The applicant shall be responsible for all notification of the Soil Deposit Information Meeting. The applicant must mail or otherwise deliver a Soil Deposit Information Meeting letter to all property owners and residents within 500 metres of the proposed soil deposit site and along the proposed Local Road haul route/s and to the Planning Department at least 10 days in advance of the meeting date. The Planning Department will provide the applicant with a list of mailing labels for all property owners and residents. The letter must contain the following project specific information:
  - h. the application number;
  - i. the property address(es) of the proposed soil deposit;
  - j. the volume of soil proposed for deposit;
  - k. a map showing the location of the soil deposit site (note: not the location of the meeting);
  - l. the purpose of the application;
  - m. the date, place, start and end times of the Soil Deposit Information Meeting; and
  - n. an invitation to obtain information from the applicant, including contact information and the Planning Department’s contact information.
  
- 7) A Soil Deposit Information Meeting advertisement must be published in at least two consecutive issues of a local newspaper, the last publication to appear not less than three and not more than ten days before the meeting. The notice must be a minimum of three columns width, or 9 cm by 12 cm (3.54 in. by 4.72 in.) in size. The advertisement must include the project specific information listed in 6) a) through f).
  
- 8) A notification decal shall be posted on the Soil Deposit site’s sign(s) a minimum of 10 days prior to the meeting in accordance with the Council Policy 6.21 – *Development Sign Policy*.

- 9) The applicant shall be responsible for the format of the meeting and the keeping of a detailed record of the meeting. Within three days of the Soil Deposit Information Meeting, a summary report shall be submitted to the Planning Department containing the following:
- a) completed meeting records including: sign-in sheets, comment sheets; and copies of any emails or correspondence that may have been submitted;
  - b) summary notes or minutes from the meeting;
  - c) analysis of the comment sheets; and
  - d) summary on how the issues and concerns identified from the Soil Deposit Information Meeting will be addressed in the project.



## Schedule E: Soil Deposit Permit Form

CITY OF MAPLE RIDGE

SOIL DEPOSIT PERMIT NO. \_\_\_\_\_

Pursuant to the Maple Ridge Soil Deposit Regulation Bylaw No. 7412-2017, permission is hereby granted to:

\_\_\_\_\_  
(Name)

of \_\_\_\_\_  
(Address; telephone #; email address)

to deposit \_\_\_\_\_ cubic metres upon

\_\_\_\_\_  
(Address of property)

\_\_\_\_\_  
(Legal description of property)

in accordance with the provisions of the Maple Ridge Soil Deposit Regulation Bylaw No. 7412-2017, **Application No.** \_\_\_\_\_ and the plans, specifications and other supporting documents filed therewith as approved, and initialed as approved by the permit holder, all which form a part of this Permit and constitute the terms and conditions of this Permit.

**PERMIT CONDITIONS:** (to be stipulated by the City of Maple Ridge)

**Fees:** Received from \_\_\_\_\_ on this day \_\_\_\_\_ (date), the sum of \$ \_\_\_\_\_ as Soil Deposit Permit Application Fee, Receipt No. \_\_\_\_\_; the sum of \$ \_\_\_\_\_ as Soil Deposit Volumetric Fee, Receipt No. \_\_\_\_\_; and, the sum of \$ \_\_\_\_\_ refundable Security Deposit, Receipt No. \_\_\_\_\_.

This Soil Deposit Permit is issued \_\_\_\_\_ (date) on the condition that the permit holder fully complies with all provisions of the Maple Ridge Soil Deposit Regulation Bylaw No. 7412-2017 and all the terms and conditions herein of this Permit. This Permit shall expire twelve months after the day of issuance, namely \_\_\_\_\_ (date). Any proposed extension of the Soil Deposit Permit shall be applied for within 30 days of the end this period.

\_\_\_\_\_  
Applicant

\_\_\_\_\_  
Manager of Development and Environmental Services

1100 *Reports and Recommendations*

**TO:** Her Worship Mayor Nicole Read  
and Members of Council  
**FROM:** Chief Administrative Officer  
**SUBJECT:** **Development Variance Permit**  
**11907 228 Street**

**MEETING DATE:** April 24, 2018  
**FILE NO:** 2017-385-DVP  
**MEETING:** Council

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**EXECUTIVE SUMMARY:**

Development Variance Permit application (2017-385-VP) has been received in conjunction with a development permit application to construct a mixed use building of office uses and affordable rental housing.. The requested variances are to:

1. Vary the front yard setback above the second storey from 7.5 metres to 0.0 metres;
2. Vary the exterior side yard setback above the third storey from 4.5 to 0.0 metres;
3. Vary the interior side yard setback above the third storey from 4.5 to 2.0 metres;
4. Vary the required parking from 126 stalls to 113 stalls.

As this proposal meets a recognized community need, it is recommended that Development Variance Permit 2017-385-DVP be approved.

**RECOMMENDATION:**

**That the Corporate Officer be authorized to sign and seal 2017-385-DVP respecting property located at 11907 228 Street.**

**DISCUSSION:**

**a) Background Context**

Applicant: Bissky Architecture And Urban Design Inc.  
Wayne Bissky

Owner: Maple Ridge - Pitt Meadows Community Services  
Council

Legal Description: Lot: B, D.L.: 401, Block: 3, Plan: NWP21553

OCP :  
Existing: TCCOMM (Town Centre Commercial)  
Proposed: Town Centre Commercial

Zoning:  
Existing: C-3 (Town Centre Commercial)  
Proposed: C-3 (Town Centre Commercial)

## Surrounding Uses

North:	Use:	Vacant
	Zone:	CS-1 Service Commercial
	Designation:	Low Rise Apartment
South:	Use:	Shopping mall
	Zone:	C-3 Town Centre Commercial
	Designation:	Town Centre Commercial
East:	Use:	Vacant
	Zone:	RM-6 highrise apartment
	Designation:	Medium high apartment
West:	Use:	Bowling alley
	Zone:	C-3 Town Centre Commercial
	Designation:	Town Centre Commercial

Existing Use of Property:	Office Building
Proposed Use of Property:	mixed use
Site Area:	2750 m <sup>2</sup>
Access:	228 <sup>th</sup> Street
Servicing:	urban standard

### b) Project Description:

This development proposal includes a mixed use development comprising approximately 1858 m<sup>2</sup> (20,000 square feet) of office and program space for Maple Ridge/Pitt Meadows Community Services (MRPMCS) on the first two storeys of the building. A portion of the second storey will also accommodate below market rental housing, for a total of 94 affordable residential units between the second and the sixth storeys. These housing units will conform to BC Housing design requirements varying from studio to 3 bedroom apartments and will include accessible units.

Parking is located mostly underground with some on grade at the south lane and along the west side. Main entries to the various functions occur along the north facade on 119th, although some staff and secondary entries have been designed along the south side of the building. A 2 storey high central lobby is the main focal point for MRPMCS, providing control and a sense of community for the entire building. The residential entry is adjacent. Amenity spaces are provided, including a tenant area and an outdoor deck on the second floor. A secure outdoor play area for children has been provided on grade at the south side as well.

### c) Variance Analysis:

The Zoning Bylaw establishes general minimum and maximum regulations for single family development. A Development Variance Permit allows Council some flexibility in the approval process.

The requested variances and rationale for support are described below:

1. *Maple Ridge Zoning Bylaw No 3510 -1985, (Part 7, Section 703, 8) a):* To vary the front yard setback (228<sup>th</sup> Street, East side) above the second storey from 7.5 metres to 0.0 metres.

2. *Maple Ridge Zoning Bylaw No 3510 -1985, (Part 7, Section 703, 8) b):* To vary the exterior side yard setback (119<sup>th</sup> Avenue, North side) above the third storey from 4.5 metres to 0 metres.

3. *Maple Ridge Zoning Bylaw No 3510 -1985, (Part 7, Section 703, 8) a):* To vary the interior side yard setback (South side, lane) above the third storey from 4.5 metres to 2.0 metres.

The application was reviewed by the Advisory Design Panel previously. The applicant has designed the structure to provide a warm, welcoming expression to the pedestrian environment, and the reduced setback will enhance this feeling. Awnings that extend beyond the property line will protect passersby from the elements. The installation of these awnings will be in cooperation with Engineering Department requirements.

The Engineering Department also will require underground services at this location, which will eliminate the potential for conflicts with overhead services in close proximity.

4. *Maple Ridge Off Street Parking and Loading Bylaw No 4350 -1990, (eg Part 10, Section 10.2):* To reduce required parking for multi-family non-market from a total required 88 stalls to 77 stalls (residential use).

5. *Maple Ridge Off Street Parking and Loading Bylaw No 4350 -1990, (eg Part 10, Section 10.3):* To reduce required parking for office use from a required 38 stalls to 36 stalls (commercial use).

The combined residential and commercial parking variance requests amounts to a total variance of 13 stalls. This parking reduction has been supported by a parking reduction study prepared by Creative Transportation Solutions Limited. Their findings included the following:

1. Parking supply exceeds parking demand for apartment dwellings in Maple Ridge
2. Parking demand for renters is lower than for owners.
3. Households near the Frequent Transit Network have fewer vehicles.

This report concludes that the parking demand proposed by this building will likely be 56 stalls, and for this reason, the 77 provided for residential use will be an oversupply of 21 stalls. On this basis, the parking reduction is supportable.

#### **d) Citizen/Customer Implications:**

In accordance with the *Development Procedures Bylaw No. 5879-1999*, notice of Council consideration of a resolution to issue a Development Variance Permit was mailed to all owners or tenants in occupation of all parcels, any parts of which are adjacent to the property that is subject to the permit.

#### **CONCLUSION:**

The proposed variances are supported because the project will meet an identified community need, and potential conflicts will be mitigated by the design of the building and the projected reduce parking demand generated by the building's occupants.

It is therefore recommended that this application be favourably considered and the Corporate Officer be authorized to sign and seal Development Variance Permit 2017-385-DVP.

“Original signed by Diana Hall”

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**Prepared by: Diana Hall, M.A, MCIP, RPP  
Planner 2**

“Original signed by Chuck Goddard” for

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**Approved by: Christine Carter, M.PL, MCIP, RPP  
Director of Planning**

“Original signed by Frank Quinn”

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**Approved by: Frank Quinn, MBA, P.Eng  
GM: Public Works & Development Services**

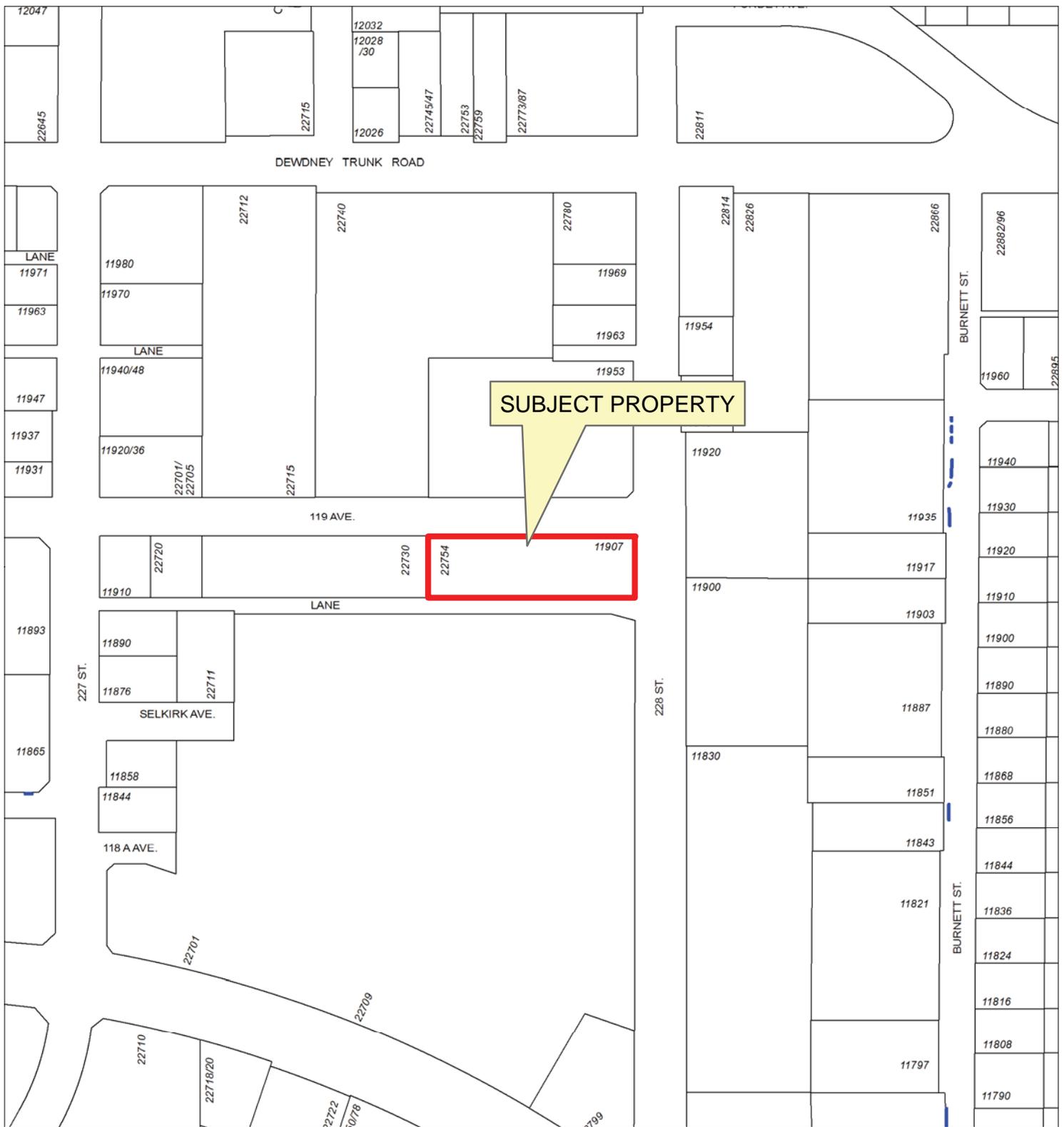
“Original signed by Paul Gill”

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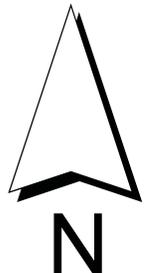
**Concurrence: Paul Gill, CPA, CGA  
Chief Administrative Officer**

The following appendices are attached hereto:

- Appendix A – Subject Map
- Appendix B – Ortho Map
- Appendix C – Site Plan showing proposed setback variances



**SUBJECT PROPERTY**



Scale: 1:2,500

## Legend

-  Stream
-  Indefinite Creek
-  River
-  Major Rivers & Lakes

11907 228 Street

PLANNING DEPARTMENT



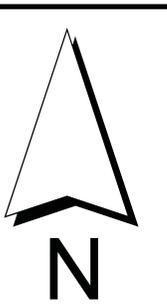
**mapleridge.ca**

2017-385-VP  
DATE: Sep 6, 2017

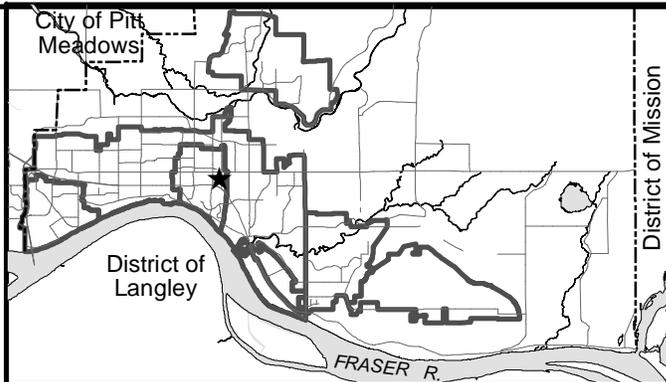
BY: LP



Aerial Imagery from the Spring of 2016



Scale: 1:2,500



11907 228 STREET

PLANNING DEPARTMENT

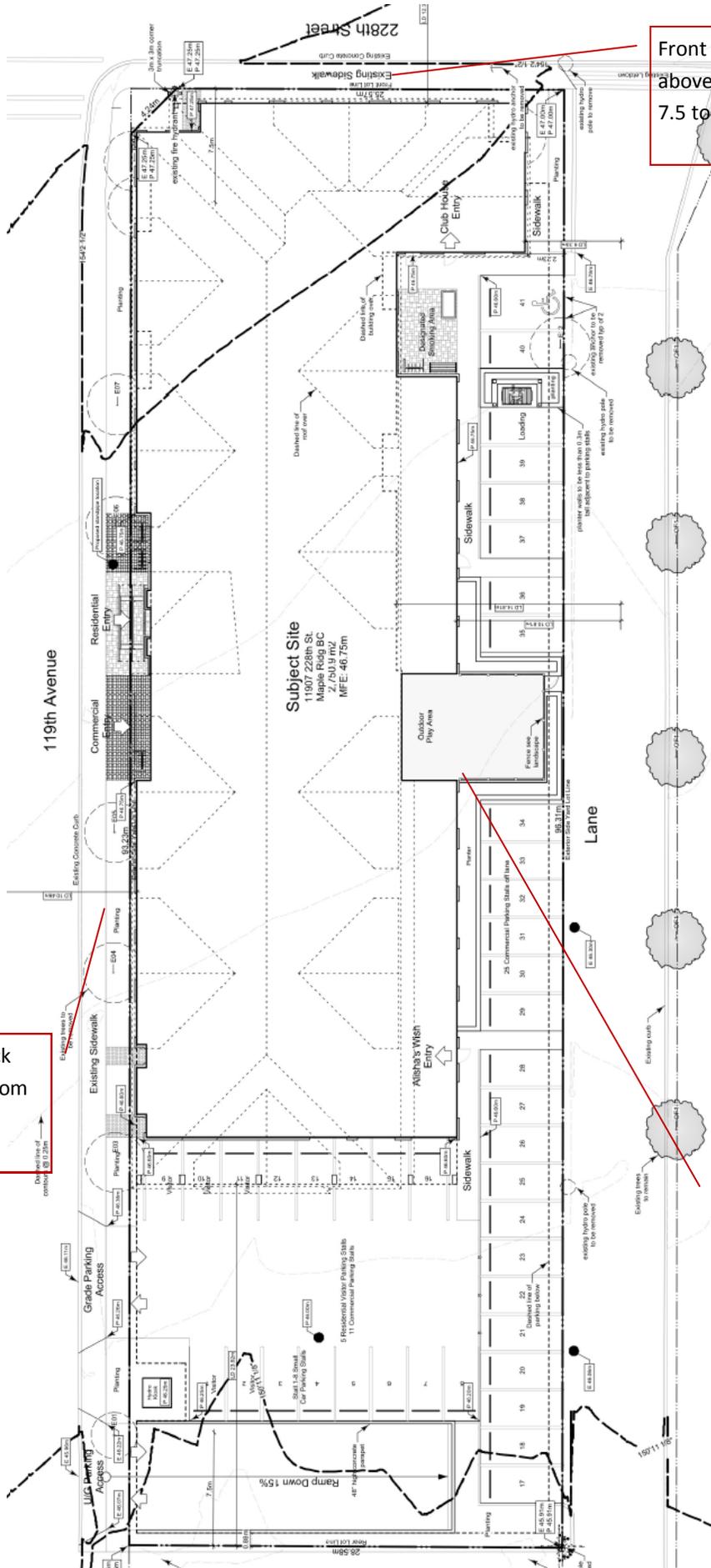


mapleridge.ca

FILE: 2017-385-DP  
DATE: Apr 10, 2018

BY: PC

Proposed setback variances



Front Yard setback above 2nd Storey from 7.5 to 0.0 Metres

Ex. Side Yard setback above 3rd storey from 4.5 metres to 0.0 metres

Int Side Yard Setback above 3rd storey from 4.5 to 2.0 metres

<b>TO:</b>	Her Worship Mayor Nicole Read and Members of Council	<b>MEETING DATE:</b>	April 24, 2018
<b>FROM:</b>	Chief Administrative Officer	<b>FILE NO:</b>	2018-136-DVP
		<b>MEETING:</b>	Council
<b>SUBJECT:</b>	<b>Development Variance Permit 28184 96 Avenue</b>		

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**EXECUTIVE SUMMARY:**

Development Variance Permit application (2018-136-DVP) has been received in conjunction with a building permit application to construct a single family dwelling. The requested variance is to:

1. Reduce the required asphalt width for the rural local road from 7.0 metres to 6.0 metres.

The required variance was noted as part of an Engineering review of a building permit application.

The required asphalt width for a rural local road under the subdivision bylaw and design criteria is 7.0m the existing road is currently at 6.0m.

**RECOMMENDATION:**

**That the Corporate Officer be authorized to sign and seal 2018-136-DVP respecting property located at 28184 96 Avenue.**

**DISCUSSION:**

**a) Background Context**

Applicant:	Keith A Bozman
Legal Description:	Plan: NWP6683
OCP :	
Existing:	RURRES (Rural Residential)
Proposed:	Rural Residential
Zoning:	
Existing:	RS-3 (One Family Rural Residential)
Proposed:	RS-3 (One Family Rural Residential)
Surrounding Uses:	
North:	Use: Rural Residential
	Zone: RS-3 One Family Rural Residential
	Designation: Rural Residential
South:	Use: Farm and Rural Residential
	Zone: RS-3 One Family Rural Residential
	Designation: Rural Residential

East:	Use:	Rural Residential
	Zone:	RS-3 One Family Rural Residential
	Designation:	Rural Residential
West:	Use:	Farm and Rural Residential
	Zone:	RS-3 One Family Rural Residential
	Designation:	Rural Residential

Existing Use of Property:	Rural Residential
Proposed Use of Property:	Rural Residential

Access:	96 Avenue
Servicing:	Rural Standard
Lot Size:	0.323 HA

**b) Project Description:**

This variance request is in support of a building permit application for the construction of a single family dwelling. The existing pavement width on the fronting street does not meet current standards, and a variance is required to vary this standard.

**c) Variance Analysis:**

A Development Variance Permit allows Council some flexibility in the approval process.

1. Maple Ridge Subdivision and Development Services Bylaw No. 4800-1993, Schedule D- Standard Drawings and Specifications: To reduce the constructed asphalt width of a Rural Local Road from 7.0m (22.96 ft.) to 6.0m (19.68 ft.).

The existing asphalt width of 96<sup>th</sup> Avenue is 6.0m (19.68 ft.) and it has been determined to be sufficient for the Rural Street designation and uses; therefore, the proposed variance to maintain the existing asphalt width can be supported.

**d) Citizen/Customer Implications:**

In accordance with the *Development Procedures Bylaw No. 5879-1999*, notice of Council consideration of a resolution to issue a Development Variance Permit was mailed to all owners or tenants in occupation of all parcels, any parts of which are adjacent to the property that is subject to the permit.

**CONCLUSION:**

The proposed variance is supported because the existing asphalt width is adequate for the level of service of 96 Avenue.

It is therefore recommended that this application be favourably considered and the Corporate Officer be authorized to sign and seal Development Variance Permit 2018-136-DVP.

“Original signed by Diana Hall”

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**Prepared by: Diana Hall M.A, MCIP, RPP  
Planner 2**

“Original signed by Chuck Goddard” for

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**Approved by: Christine Carter, M.PL, MCIP, RPP  
Director of Planning**

“Original signed by Frank Quinn”

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**Approved by: Frank Quinn, MBA, P.Eng  
GM: Public Works & Development Services**

“Original signed by Paul Gill”

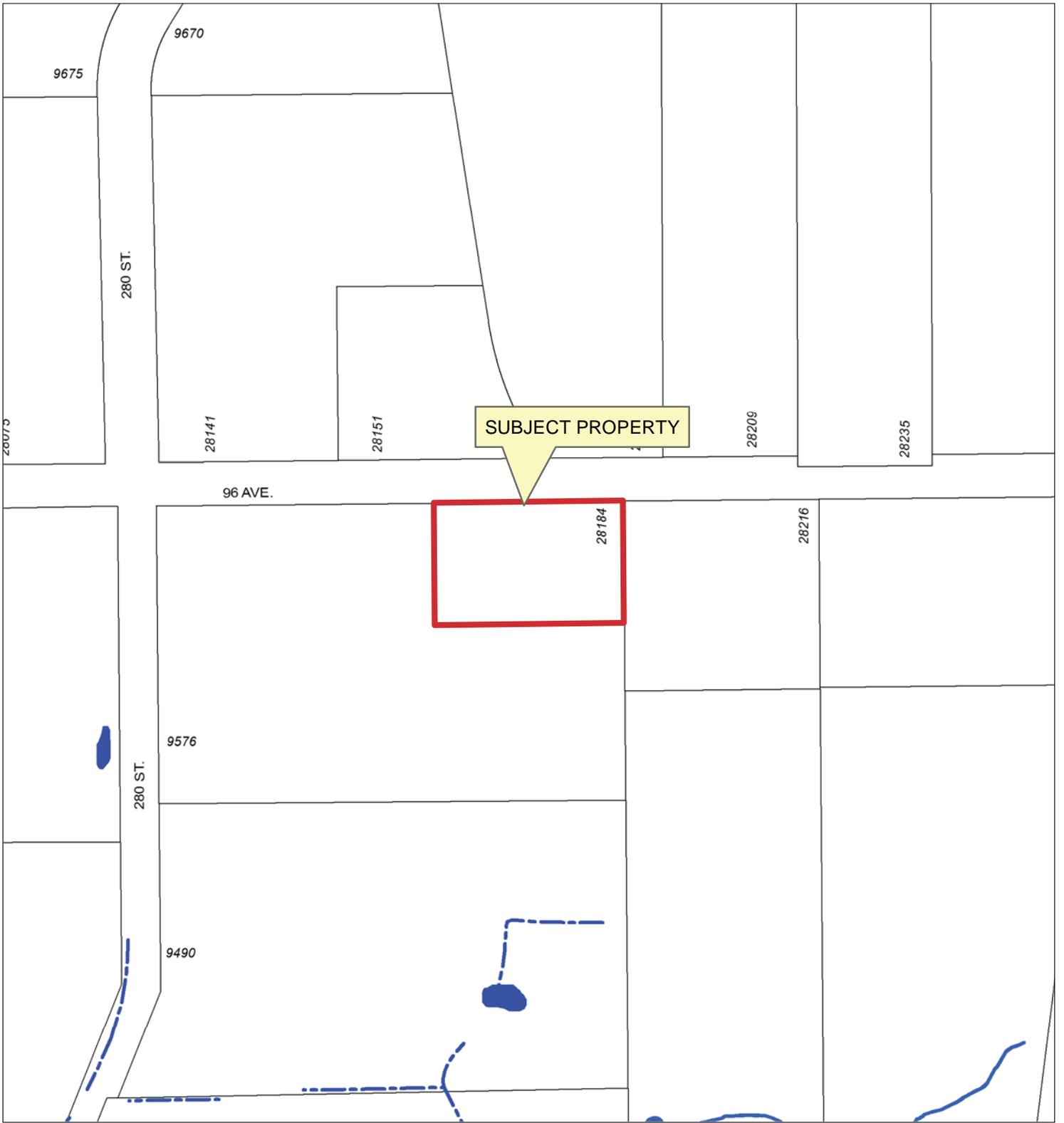
---

**Concurrence: Paul Gill, CPA, CGA  
Chief Administrative Officer**

The following appendices are attached hereto:

Appendix A – Subject Map

Appendix B – Ortho Map indicating variance request.



Scale: 1:2,000

## Legend

-  Stream
-  Ditch Centreline
-  Indefinite Creek
-  Lake or Reservoir

28184 96 AVENUE

PLANNING DEPARTMENT



MAPLE RIDGE

British Columbia

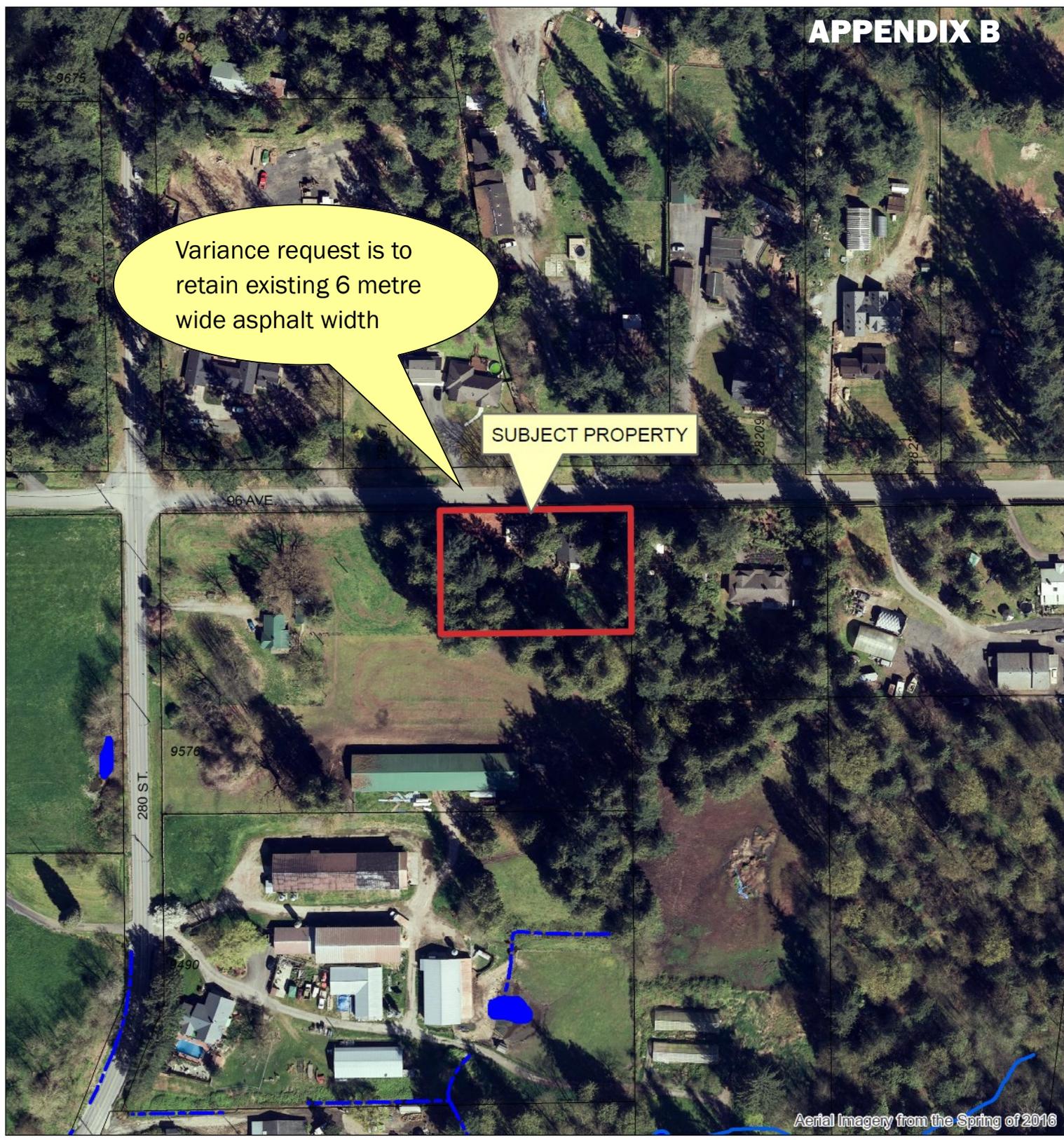
[mapleridge.ca](http://mapleridge.ca)

FILE: 2018-136-VP  
DATE: Apr 10, 2018

BY: PC

Variance request is to retain existing 6 metre wide asphalt width

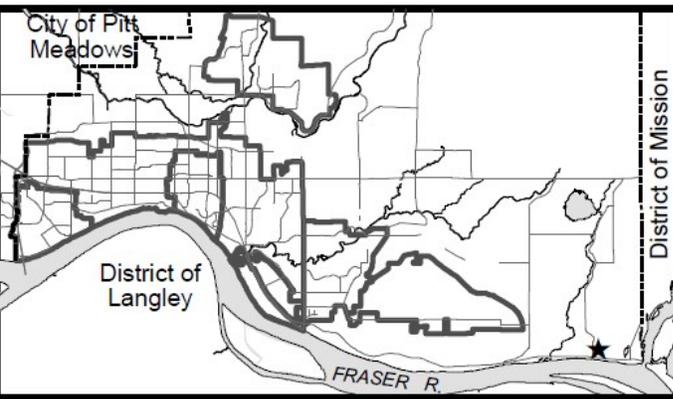
SUBJECT PROPERTY



Aerial Imagery from the Spring of 2016



Scale: 1:2,000



28184 96 AVENUE



FILE: 2018-136-VP  
DATE: Apr 10, 2018

BY: PC



City of Maple Ridge

**TO:** Her Worship Mayor Nicole Read  
and Members of Council  
**FROM:** Chief Administrative Officer  
**SUBJECT:** Development Variance Permit  
24705 108 Avenue

**MEETING DATE:** April 10, 2018  
**FILE NO:** 2018-138-DVP  
**MEETING:** Council

---

**EXECUTIVE SUMMARY:**

Development Variance Permit application 2018-138-DVP has been received in conjunction with a Building Permit Application for a Detached Garden Suite. The requested variance is to:

1. Reduce the 108<sup>th</sup> Avenue Local Street, Rural standard asphalt width requirement from 7.0m (22.97 ft.) to 5.5m (18.045 ft.).

It is recommended that Development Variance Permit 2018-138-DVP be approved.

**RECOMMENDATION:**

That the Corporate Officer be authorized to sign and seal 2018-138-DVP respecting property located at 24705 - 108 Avenue.

**DISCUSSION:**

**a) Background Context**

Applicant: Andres and Brigitta Schneider

Legal Description: Lot K, Section 10, Township 12, New Westminister District Plan NWP 19820

OCP : Existing: Low Density Residential and Conservation

Zoning: Existing: RS-3 (One Family Rural Residential)

Surrounding Uses:

North:	Use:	Rural Residential
	Zone:	RS-3 (One Family Rural Residential)
	Designation:	Low Density Residential
South:	Use:	Conservation
	Zone:	RS-1b (One Family Urban (medium density) Residential)
	Designation:	Conservation
East:	Use:	Rural Residential
	Zone:	RS-3 (One Family Rural Residential)
	Designation:	Low Density Residential
West:	Use:	Rural Residential
	Zone:	RS-3 (One Family Rural Residential)
	Designation:	Low Density Residential and Conservation

Existing Use of Property:	Rural Residential
Proposed Use of Property:	Rural Residential
Site Area:	0.810 HA (2.0 acres)
Access:	108 <sup>th</sup> Avenue
Servicing:	Rural Standard
Lot Size:	0.756 ha (1.86 Acre)

**b) Project Description:**

This variance request is in support of a building permit application for the construction of a Detached Garden Suite. The existing pavement width on the fronting street (108<sup>th</sup> Avenue) does not meet current asphalt width standards, and a variance is requested to vary this asphalt width standard.

**c) Variance Analysis:**

A Development Variance Permit allows Council some flexibility in the approval process.

1. Maple Ridge Subdivision and Development Services Bylaw No. 4800-1993, Schedule D- Standard Drawings and Specifications: To reduce the constructed asphalt width of a Rural Local Road from 7.0m (22.96 ft.) to 5.5 m (18.045 ft.).

The existing asphalt width of 125<sup>th</sup> Avenue is 5.5m (18.045 ft.) and it has been determined to be sufficient for the Rural Street designation and uses; therefore, the proposed variance to maintain the existing asphalt width can be supported.

**d) Citizen/Customer Implications:**

In accordance with the *Development Procedures Bylaw No. 5879-1999*, notice of Council consideration of a resolution to issue a Development Variance Permit was mailed to all owners or tenants in occupation of all parcels, any parts of which are adjacent to the property that is subject to the permit.

**CONCLUSION:**

The proposed variances to reduce the constructed asphalt width of a Rural Local Road from 7.0m (22.97 ft.) to 5.5m (18.045 ft.) can be supported because the existing asphalt width is adequate for the level of service of 108<sup>th</sup> Avenue. It is therefore recommended that this application be favourably considered and the Corporate Officer be authorized to sign and seal Development Variance Permit 2018-138-DVP.

“Original signed by Wendy Cooper”

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**Prepared by: Wendy Cooper, MCIP, RPP**  
**Senior Planning Technician**

“Original signed by Christine Carter”

---

**Approved by: Christine Carter, M.PL, MCIP, RPP**  
**Director of Planning**

“Original signed by Frank Quinn”

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**Approved by: Frank Quinn, MBA, P.Eng**  
**GM Public Works & Development Services**

“Original signed by Paul Gill”

---

**Concurrence: Paul Gill, CPA, CGA**  
**Chief Administrative Officer**

The following appendices are attached hereto:

Appendix A – Subject Map

Appendix B – Ortho Map





Scale: 1:2,500

**Legend**

-  Stream
-  Indefinite Creek
-  Lake or Reservoir
-  River
-  Major Rivers & Lakes

24705 108 Avenue

PLANNING DEPARTMENT



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

2018-138-VP  
DATE: Apr 10, 2018

BY: JV

**TO:** Her Worship Mayor Nicole Read  
and Members of Council  
**MEETING DATE:** April 24, 2018  
**FROM:** Chief Administrative Officer  
**FILE NO:**  
**MEETING:** Council  
**SUBJECT:** Maple Ridge Fire Hall No. 4 & Training Centre

---

**EXECUTIVE SUMMARY:**

On September 12, 2017, Council approved a contract for the design of Fire Hall No. 4 and the work has begun. Initial estimates (Class D) are that the construction of the fire hall will cost around \$13.3 million, including contingency. The total cost of the project, including offsite work and professional fees are estimated around \$15 million. Once the detailed design is complete the estimated costs will be further refined.

This project has been part of the City's capital program for many years and was postponed as other priorities emerged and took priority (i.e. renovations to Fire Hall #1). The Fire Department Capital Acquisition Reserve was identified as the funding source for this project and that reserve has the capacity to pay for this project.

The purpose of this report is to revise the architectural contract to reflect the anticipated work.

**RECOMMENDATIONS:**

1. That an increase to the existing architectural consulting services contract with Johnston Davidson Architecture & Planning Inc. by \$333,300 and an increase to the contract contingency by \$66,600 be approved, that the Corporate Officer be authorized to execute the contract amendment; and further
2. That the Financial Plan Bylaw be amended to reflect the updated costs for Maple Ridge Fire Hall No. 4 & Training Centre.

**DISCUSSION:**

**a) Background Context:**

The need for Fire Hall No. 4 is an important element of our Fire Service Delivery model. The project has been part of our capital program for many years and it was understood from the outset that the Fire Department Capital Acquisition Reserve, (FDCAR), would be the funding source for this project.

This project has been delayed several times to accommodate more pressing issues like the evolution of the department to include full time firefighters and renovations to Fire Hall #1.

The need for a revision to the Financial Plan has been anticipated. Over the past number of years funds have been accumulated in the Fire Departments Capital Acquisition Reserve (FDCAR).

The design contract that was authorized for \$725, 660 (with a contingency of \$145,132), was based on the dated project budget of \$6 million which was over 10 years old and it was understood that the contract would be revised when more up to date cost estimates were available. Preliminary Class D estimates indicate that the project will cost approximately \$13.3 million including the accommodation for the City's information technology servers. The total project costs (including the portion of construction costs related to 238 Street, and professional fees) is estimated at \$15 million. The original estimate for the design work was only for the fire hall and training facility. These estimates will be further refined once the detailed design is complete.

It should be noted that we will include enhanced sustainable features in the design though we will not be applying for formal certification as there are additional costs attached to that certification.

**b) Desired Outcome:**

Fire Hall No. 4 with its training component is an important element of the Fire Department's fire service delivery model. Responders from this fire hall will be paid-on-call members so the construction of this fire hall will support the composite fire department model that we currently have.

The construction of a primary server room within Fire Hall No. 4 is required to meet the City's demands for current and future computing infrastructure needs and will provide additional server room capacity to provide co-located services.

**c) Citizen/Customer Implications:**

Fire Hall No. 4 and Training Centre will allow us to improve our customer service to the City and in particular, to the Albion area. The training centre will improve our ability to operate in a safe, effective and efficient manner.

The server room will assist in providing the City more robust and reliable Information technology infrastructure.

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

The total project can be accommodated within the capacity of the Fire Department Capital Acquisition Reserve, (FDCAR). The existing budget includes previously approved borrowing of \$6 million to be repaid through the FDCAR over a period of 10 years. An increase in costs has been anticipated and funds have been accumulating over the years in this reserve to address these increases.

As noted earlier, the estimated cost, with a 30% contingency, is now \$15,026,300. This can be funded by:

1. The existing budget consists of a loan, which has already been authorized, for \$6,000,000 repaid through the FDCAR over 10 years and \$388,000 from the Capital Works Reserve, and
2. The remaining \$8,638,300 from the FDCAR.

**f) Alternatives**

Remove the sustainable enhancements to this project and that would save about \$500,000. This is not recommended as it is important for the City to show leadership in this area. Further, these upfront investments will have downstream benefits in areas such as energy costs.

Removing the server room from this project, could result in cost reductions of about \$1.7 million. This is not recommended as the City is in need of dedicated purpose built space for servers and locating them elsewhere would be more expensive.

**CONCLUSIONS:**

It is anticipated that the detailed design will be completed by July 2018, with tenders closing in September 2018. Once the bids are received a report will be prepared for Council's consideration. The need for a revision to the Financial Plan has been anticipated for a number of years. The Fire Department Capital Acquisition Fund has accumulated the funds necessary to support this project.

"Original signed by Howard Exner"

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*Prepared by:* Howard Exner, Fire Chief

"Original signed by Christina Crabtree"

---

*Prepared by:* Christina Crabtree, Chief Information Officer

"Original signed by Trevor Thompson"

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*Prepared by:* Trevor Thompson, Manager of Financial Planning

"Original signed by Paul Gill"

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*Concurrence:* **Paul Gill, CPA, CGA**  
**Chief Administrative Officer**



## City of Maple Ridge

**TO:** Her Worship Mayor Nicole Read  
and Members of Council  
**FROM:** Chief Administrative Officer  
**SUBJECT:** 2018 Tax Rate Bylaws – Albion and Maple Ridge Road 13 Dyking Districts

**MEETING DATE:** April 24, 2018  
**FILE NO:** 01-0400-60  
**MEETING:** Council

---

### EXECUTIVE SUMMARY:

The City of Maple Ridge serves as Interim Trustee for Albion Dyking District and the Maple Ridge Road 13 Dyking District. Levies are collected from property owners within those dyking districts to maintain the dykes and equipment. Bylaws have been prepared for the collection of these levies. A 3.5% increase in amount collected is in line with the general property tax and is proposed for the rates levied in 2018. The mill rates have been adjusted accordingly.

### RECOMMENDATIONS:

**That Albion Dyking District Tax Rates Bylaw No. 7439 -2018 be given first, second and third readings; and**

**That Maple Ridge Road 13 Dyking District Tax Rates Bylaw No. 7440-2018 be given first, second and third readings.**

### DISCUSSION:

The purpose of this report is to address the 2018 rates that will be levied to property owners within the districts, to provide for maintenance of the dykes through 2018.

“Original signed by Trevor Thompson”

*Prepared by:* Trevor Thompson  
**Chief Financial Officer**

“Original signed by Frank Quinn”

*Reviewed by:* Frank Quinn  
**GM: Public Works and Development Services**

“Original signed by Paul Gill”

*Concurrence:* Paul Gill  
**Chief Administrative Officer**

Attachments    Albion Dyking District Tax Rates Bylaw No.7439-2018  
                          Maple Ridge Road 13 Dyking District Tax Rates Bylaw No.7440-2018

# APPENDIX A

## CITY OF MAPLE RIDGE

### BYLAW NO.7349-2018

A Bylaw for imposing taxes upon lands in the Albion Dyking District

---

**WHEREAS** the Council of the City of Maple Ridge, acting as Receiver for the Albion Dyking District, enacts as follows:

1. This Bylaw may be cited for all purposes as “Albion Dyking District Tax Rates Bylaw No.7349-2018”.
2. The following rates are hereby imposed and levied for those lands within the boundaries of Albion Dyking District:  
  
For purposes of dyke maintenance and improvements and equipment repair and maintenance:
  - (a) a rate of \$2.283 per \$1,000 of assessment of land and improvements in all categories
3. If any section, subsection, clause or other part of this Bylaw is for any reason held to be invalid by the decision of a court of competent jurisdiction, such decision will not affect the validity of the remaining portions of this Bylaw.

**READ** a first time on the     day of April, 2018.

**READ** a second time on the     day of April, 2018.

**READ** a third time on the     day of April, 2018

**ADOPTED** on the     day of April, 2018.

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**PRESIDING MEMBER**

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**CORPORATE OFFICER**

# APPENDIX B

## CITY OF MAPLE RIDGE

### BYLAW NO. 7440-2018

A Bylaw for imposing taxes upon lands in Maple Ridge Road 13 Dyking District

---

**WHEREAS** the Council of the City of Maple Ridge, acting on behalf of the Trustees for Maple Ridge Road 13 Dyking District, enacts as follows:

3. This Bylaw may be cited for all purposes as “Maple Ridge Road 13 Dyking District Tax Rates Bylaw No. 7440-2018”.
4. The following rates are hereby imposed and levied for those lands within the boundaries of Maple Ridge Road 13 Dyking District:  
  
For purposes of dyke maintenance and improvements and equipment repair and maintenance:
  - (a) a rate of \$0.3270 per \$1,000 of assessment of land and improvements in all categories
  - (b) a rate of \$12.00 per acre of land with a minimum charge of \$5.00.
3. If any section, subsection, clause or other part of this Bylaw is for any reason held to be invalid by the decision of a court of competent jurisdiction, such decision will not affect the validity of the remaining portions of this Bylaw.

**READ** a first time on the      day of April, 2018.

**READ** a second time on the      day of April, 2018.

**READ** a third time on the      day of April, 2018.

**ADOPTED** on the      day of April, 2018.

---

**PRESIDING MEMBER**

---

**CORPORATE OFFICER**



## City of Maple Ridge

**TO:** Her Worship Mayor Nicole Read and Members of Council      **MEETING DATE:** April 24, 2018  
**FROM:** Chief Administrative Officer      **MEETING:** Council  
**SUBJECT:** 2018-2022 Financial Plan Amending Bylaw

---

### **EXECUTIVE SUMMARY:**

Prior to setting the 2018 property tax rates, it is desirable to update the 2018-2022 Financial Plan to reflect information received since the plan's adoption this past January. The changes to the plan, as summarized in this report, have been incorporated into the amended Financial Plan Bylaw that is attached.

With these changes, the 3.5% tax increase for 2018 has been reduced to 2.98%. The tax increase for 2019 is now projected at 3.5%, as compared to 3.6% in the Financial Plan that is currently in place. The decrease in 2019 is modest due to the payroll tax that we have provided for. Were it not for this tax, the tax increase for 2019 would have been projected at 2.9%. The bottom line General Revenue Surplus is now projected at \$38,000 for 2018, a very modest amount given our annual operating budget of about \$100 million.

### **RECOMMENDATION:**

**That Maple Ridge 2018-2022 Financial Plan Amending Bylaw No. 7452-2018 be given first, second and third readings.**

### **DISCUSSION:**

#### **a) Background Context**

Prior to setting the 2018 property tax rates, it is desirable to update the 2018-2022 Financial Plan to reflect information received since the plan's adoption this past January. The changes to the plan, as summarized in this report, have been incorporated into the amended Financial Plan Bylaw that is attached.

The tax increase unanimously approved by Council in January as well as the increase now suggested for 2018, is as follows:

	January, 2018	April, 2018
General Purposes	1.90%	1.53%
Infrastructure	0.70%	0.70%
Parks & Recreation	0.60%	0.45%
Drainage	<u>0.30%</u>	<u>0.30%</u>
Total	3.50%	2.98%

The following changes have been incorporated into this financial plan amendment:

1. Increased costs related to the proposed payroll tax have been built into the plan starting in 2019;
2. Gaming revenue projections have been increased beginning in 2018;
3. Allowance for inflation has been reduced from earlier projections;
4. Investment revenue projections have been increased;
5. The cash flow model for the Parks & Recreation investments has been updated to reflect revised spending projections;
6. Projects that were approved in prior years and are still underway along with the associated funding sources have been provided for;
7. Growth projections have been reduced by a modest amount;
8. The property tax increases for drainage and infrastructure have been adjusted in 2022.

In addition, the following items approved by Council are reflected in this plan:

1. City's contribution towards the Youth Wellness Centre;
2. Additional funding for upcoming municipal elections;
3. Additional funding for the renovations to the Leisure Centre;
4. Lighting and electrical improvements in Memorial Peace Park;
5. Additional funding for synthetic sports fields;
6. Advancement of the Youth Action Park project from 2019 to 2018;
7. Updating of costs related to Fire Hall #4, as outlined in the staff report dated April 23, 2018, noting that these costs are funded from the Fire Department Capital Acquisition Reserve and do not affect the annual tax increase.

The property tax increases in the 2018-2022 Financial Plan have updated as following:

<b>PREVIOUS</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
General	1.90%	2.00%	2.00%	2.00%	2.00%
Infrastructure	0.70%	0.70%	0.70%	0.70%	0.70%
Parks and Recreation	0.60%	0.60%	0.60%	0.60%	0.60%
Drainage	0.30%	0.30%	0.30%	0.30%	0.30%
<b>Total Increase</b>	<b>3.50%</b>	<b>3.60%</b>	<b>3.60%</b>	<b>3.60%</b>	<b>3.60%</b>
Growth	2.00%	2.00%	2.00%	2.00%	2.00%

<b>PROPOSED</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
General	1.53%	1.90%	2.00%	2.00%	2.00%
Infrastructure	0.70%	0.70%	0.70%	0.70%	0.90%
Parks and Recreation	0.45%	0.60%	0.60%	0.60%	0.60%
Drainage	0.30%	0.30%	0.30%	0.30%	0.10%
<b>Total Increase</b>	<b>2.98%</b>	<b>3.50%</b>	<b>3.60%</b>	<b>3.60%</b>	<b>3.60%</b>
Growth	1.99%	1.90%	1.85%	1.80%	1.75%

**CONCLUSIONS:**

With all of these changes, the 3.5% tax increase previously planned for 2018 has been reduced to 2.98%. The tax increase for 2019 is now projected at 3.5%, as compared to 3.6% in the Financial Plan that is currently in place. The decrease in 2019 is modest due to the payroll tax that we have provided for. Were it not for this tax, the tax increase for 2019 would have been projected at 2.9%. The bottom line General Revenue Surplus is now projected at \$38,000 for 2018, a very modest amount, given our annual operating budget of about \$100 million.

*“Original signed by Trevor Thompson”*

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**Prepared by: Trevor Thompson, CPA, CGA**  
**Chief Financial Officer**

*“Original signed by Kelly Swift”*

---

**Approved by: Kelly Swift, MBA, BGS**  
**General Manager Parks, Recreation & Culture**

*“Original signed by Frank Quinn”*

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**Approved by: Frank Quinn, MBA, P.Eng.**  
**General Manager Public Works & Development Services**

*“Original signed by Paul Gill”*

---

**Concurrence: Paul Gill, CPA, CGA**  
**Chief Administrative Officer**

**CITY OF MAPLE RIDGE**

**BYLAW NO. 7452-2018**

A bylaw to amend Maple Ridge 2018-2022 Financial Plan Bylaw No.7405-2017

---

**WHEREAS**, a public process in open meetings the financial plan overview was presented;

**AND WHEREAS**, the public had an opportunity to provide feedback on the 2018-2022 Financial Plan Guidelines.

**AND WHEREAS**, the public will have the opportunity to provide comments or suggestions with respect to the financial plan;

**AND WHEREAS**, Council deems this to be a process of public consultation under Section 166 of the Community Charter;

**NOW THEREFORE**, the Council for the City of Maple Ridge enacts as follows:

1. This Bylaw may be cited as “Maple Ridge 2018-2022 Financial Plan Amending Bylaw No. 7452-2018”.
2. Statement 1, Statement 2 and Statement 3 attached to and forming part of Maple Ridge 2018-2022 Financial Plan Bylaw No. 7405-2017 are deleted in their entirety and replaced by Statement 1, Statement 2 and Statement 3 attached and forming part of Maple Ridge 2018-2022 Financial Plan Amending Bylaw No. 7452-2018.

**READ** a first time the                      day of                      .

**READ** a second time the                      day of                      .

**READ** a third time the                      day of                      .

**PUBLIC CONSULTATION** completed on the                      day of                      .

**ADOPTED** the                      day of                      .

---

PRESIDING MEMBER

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CORPORATE OFFICER

ATTACHMENT: Statement 1, Statement 2 and Statement 3

# Statement 1

## Consolidated Financial Plan 2018-2022 (in \$ thousands)

	2018	2019	2020	2021	2022
<b>REVENUES</b>					
Revenues					
Development Fees					
Developer Contributed Assets	20,000	20,000	20,000	20,000	20,000
Developer Cost Charges	35,599	9,493	7,918	5,310	3,323
Developer Specified Projects	-	-	-	-	-
Parkland Acquisition	1,164	200	200	200	200
Contribution from Others	2,417	1,296	1,399	1,291	1,298
Development Fees Total	59,180	30,989	29,517	26,801	24,821
Property Taxes	82,598	86,924	91,529	96,341	101,369
Parcel Charges	3,110	3,208	3,309	3,413	3,521
Fees & Charges	42,043	43,712	45,329	47,036	48,836
Interest	2,133	2,148	2,313	2,328	2,343
Grants	11,777	4,390	4,800	5,000	4,350
Property Sales	1,583	1,500	2,500	-	-
Total Revenues	202,424	172,871	179,297	180,919	185,240
<b>EXPENDITURES</b>					
Operating Expenditures					
Debt & Interest Payments	2,547	2,803	2,674	3,284	3,112
Amortization	19,780	19,780	19,780	19,780	19,780
Other Expenditures	116,545	112,012	115,891	120,031	124,058
Total Expenditures	138,872	134,595	138,345	143,095	146,950
<b>ANNUAL SURPLUS</b>	<b>63,552</b>	<b>38,276</b>	<b>40,952</b>	<b>37,824</b>	<b>38,290</b>
Add Back: Amortization Expense (Surplus)	19,780	19,780	19,780	19,780	19,780
Less: Capital Expenditures	172,904	51,185	26,075	25,126	19,652
Less: Developer Contributed Capital	20,000	20,000	20,000	20,000	20,000
<b>CHANGE IN FINANCIAL POSITION</b>	<b>(109,572)</b>	<b>(13,129)</b>	<b>14,657</b>	<b>12,478</b>	<b>18,418</b>
<b>OTHER REVENUES</b>					
Add: Borrowing Proceeds	44,537	19,000	-	-	-
<b>OTHER EXPENDITURES</b>					
Less: Principal Payments on Debt	3,709	3,786	3,871	4,972	5,097
<b>TOTAL REVENUES LESS EXPENSES</b>	<b>(68,744)</b>	<b>2,085</b>	<b>10,786</b>	<b>7,506</b>	<b>13,321</b>
<b>INTERNAL TRANSFERS</b>					
Transfer From Reserve Funds					
Capital Works Reserve	11,688	150	150	150	150
Equipment Replacement Reserve	8,732	2,131	1,395	1,963	2,183
Fire Department Capital Reserve	11,624	-	-	-	-
Land Reserve	-	-	-	-	-
Local Area Service Reserve	779	-	-	-	-
Sanitary Sewer Reserve	1,651	-	-	-	-
Total Transfer From Reserve Funds	34,474	2,281	1,545	2,113	2,333
Less :Transfer To Reserve Funds					
Capital Works Reserve	3,273	2,705	4,179	1,686	4,192
Equipment Replacement Reserve	2,999	3,138	3,378	3,554	3,806
Fire Department Capital Reserve	863	915	1,052	1,195	1,342
Land Reserve	5	5	5	5	5
Local Area Service Reserve	-	-	-	-	-
Sanitary Sewer Reserve	-	-	-	-	-
Total Transfer To Reserve Funds	7,140	6,763	8,614	6,440	9,345
Transfer From (To) Own Reserves	39,157	637	(1,315)	(45)	(904)
Transfer From (To) Surplus	2,253	1,760	(2,402)	(3,134)	(5,405)
Transfer From (To) Surplus & Own Reserves	41,410	2,397	(3,717)	(3,179)	(6,309)
<b>TOTAL INTERNAL TRANSFERS</b>	<b>68,744</b>	<b>(2,085)</b>	<b>(10,786)</b>	<b>(7,506)</b>	<b>(13,321)</b>
<b>BALANCED BUDGET</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Statement 2

### Revenue and Property Tax Policy Disclosure

#### REVENUE DISCLOSURE

Revenue Proportions	2018		2019		2020		2021		2022	
	\$ ('000s)	%								
<b>Revenues</b>										
Property Taxes	82,598	33.4	86,924	45.3	91,529	51.0	96,341	53.3	101,369	54.7
Parcel Charges	3,110	1.3	3,208	1.7	3,309	1.8	3,413	1.9	3,521	1.9
Fees & Charges	42,043	17.0	43,712	22.8	45,329	25.3	47,036	26.0	48,836	26.4
Borrowing Proceeds	44,537	18.0	19,000	9.9	-	-	-	-	-	-
Other Sources	74,673	30.2	39,027	20.3	39,130	21.8	34,129	18.9	31,514	17.0
<b>Total Revenues</b>	<b>246,961</b>	<b>100</b>	<b>191,871</b>	<b>100</b>	<b>179,297</b>	<b>100</b>	<b>180,919</b>	<b>100</b>	<b>185,240</b>	<b>100</b>
<b>Other Sources include:</b>										
Development Fees Total	59,180	24.0	30,989	16.2	29,517	16.5	26,801	14.8	24,821	13.4
Interest	2,133	0.9	2,148	1.1	2,313	1.3	2,328	1.3	2,343	1.3
Grants (Other Govts)	11,777	4.8	4,390	2.3	4,800	2.7	5,000	2.8	4,350	2.3
Property Sales	1,583	0.6	1,500	0.8	2,500	1.4	-	-	-	-
	74,673	30.2	39,027	20.3	39,130	21.8	34,129	18.9	31,514	17.0

#### OBJECTIVES & POLICIES

##### Property Tax Revenue

Property tax revenue is the City's primary revenue source, and one which is heavily reliant on the residential class. Diversification of the tax base and generation of non-tax revenue are ongoing objectives, outlined in Financial Sustainability Policy 5.52 section 6.

The Financial Plan includes property tax increases that are as listed below:

	2018	2019	2020	2021	2022
General Purpose	1.53%	1.90%	2.00%	2.00%	2.00%
Infrastructure Replacement	0.70%	0.70%	0.70%	0.70%	0.90%
Parks & Recreation	0.45%	0.60%	0.60%	0.60%	0.60%
Drainage	0.30%	0.30%	0.30%	0.30%	0.10%
<b>Total Property Tax Increase</b>	<b>2.98%</b>	<b>3.50%</b>	<b>3.60%</b>	<b>3.60%</b>	<b>3.60%</b>

Additional information on the tax increases and the cost drivers can be found in the most recent Financial Plan Overview Report. Specific policies discussing the tax increases are included in the Financial Sustainability Plan and related policies which were adopted in 2004.

Property tax revenue includes property taxes as well as grants in lieu of property taxes.

##### Parcel Charges

Parcel charges are comprised of a recycling charge, a sewer charge and on some properties, a local area service or improvement charge. Parcel charges are a useful tool to charge all or a subset of properties for a fixed or variable amount to support services. Unlike property taxation the variable amount does not need to be related to property assessment value, but can be something that more accurately reflects the cost of the service.

## Statement 2 (cont.)

### Revenue and Property Tax Policy Disclosure

#### Fees & Charges

Fees should be reviewed annually and updated if needed. Recent fee amendments include recreation fees, development application fees, business license fees and cemetery fees. A major amendment to the Development Costs Charges (DCC) has been sent to the Inspector of Municipalities for approval. Some fees are used to offset the costs of providing specific services. The utility fees are reviewed annually with a view towards using rate stabilization practices to smooth out large fluctuations in rates, as set out in the Business Planning Guidelines.

#### Borrowing Proceeds

Debt is used when it makes sense, and with caution as it commits future cash flows to debt payments, restricting the ability to use these funds to provide other services. The source of the debt payments needs to be considered as does the justification for advancing the project. More information on previously approved borrowing can be found in the most recent Financial Plan Overview report and our website for information on the new parks and recreation infrastructure which Council has recently adopted Loan Authorization Bylaws for.

#### Other Sources

This will vary greatly year to year as it includes:

- Development fees which fund capital projects from the DCC Reserve
- Contribution from others in relation to capital
- Grants which are sought from various agencies and may be leveraged with City funds

### PROPERTY TAX DISCLOSURE

#### Property Tax Revenue Distribution

Property Class	Taxation Revenue		Assessed Value		Tax Rate	Multiple
	('000s)		('000s)		(\$/1000)	(Rate/Res.Rate)
1 Residential	63,001	78.5%	21,027,290	92.7%	2.9961	1.0
2 Utility	616	0.8%	15,393	0.1%	40.0000	13.4
4 Major Industry	628	0.8%	26,537	0.1%	23.6677	7.9
5 Light Industry	2,981	3.7%	302,845	1.3%	9.8429	3.3
6 Business/Other	12,860	16.0%	1,306,484	5.8%	9.8429	3.3
8 Rec./ Non-Profit	50	0.1%	4,018	0.0%	12.5402	4.2
9 Farm	157	0.2%	4,627	0.0%	34.0106	11.4
Total	<u>80,293</u>	<u>100%</u>	<u>22,687,195</u>	<u>100%</u>		

## **Statement 2 (cont.)**

### Revenue and Property Tax Policy Disclosure

#### Objectives & Policies

Property taxes are the City's largest source of revenue and are contained by efficient business practices. Annual business planning practices are the mechanism for resource allocation decisions.

The City's Financial Sustainability Policy section 6 discusses the necessity of diversifying the tax base. Development of employment-related properties is one method of diversification; therefore a key performance measurement in Strategic Economic Initiatives tracks the increased investment and development of non-residential properties.

A policy in the Financial Sustainability Plan that calls for stable tax increases and the adoption of the annual increase early in the prior year in the Business Planning Guidelines provides citizens with a more stable and predictable set of cost increases. In some cases costs are phased in over multiple years to stay within the set tax increases.

#### Property Tax Rates

It is policy to adjust property tax rates annually to negate the impact of fluctuations in the market values of properties. Tax rates are reduced to negate the market increases. Property tax increases are then applied at the same relative increase for all classes, unless legislation restricts the rates, as with Class 2, Utility.

The Business Class and Light Industry Class properties have the same tax rate and are treated as a composite class when setting the tax rates, as the types of businesses in each class are similar. In 2016, the increase was reduced from 3.15% to 1.85% to reduce the relative property tax burden for these properties.

A review was done on the Major Industry Class rates and the recommendation from the Audit and Finance Committee and Council was a 5% property tax reduction in both 2009 and 2010 to support additional investments in the subject property and to keep rates competitive. In 2014 and 2015, property taxes charged to major industrial class properties were reduced by \$70,000 in each year.

In reviewing tax rates to ensure competitiveness, absolute rates, tax multiples and overall tax burden are considered. The impact that assessed values have when comparing to other geographical areas must be considered in a comparison of tax rates.

#### Permissive Tax Exemptions

Council has set policies around the use of permissive tax exemptions. These are Council Policies 5.19 through 5.24. These policies discuss Churches, Community Halls, Heritage Sites, Homes for the Care of Children and the Relief of the Aged, the Poor, the Disabled and the Infirm, Municipal Recreational Services, Private Hospitals and Daycares, Private School and Youth Recreation Groups.

#### Revitalization Tax Exemption Program

The Employment Land Investment Incentive Program is designed to encourage job creation by supporting private investment in buildings and infrastructure on identified "employment lands".

More information on this tax exemption can be found on our website.

## Statement 3

### Capital Expenditure Disclosure

The sole purpose of this statement is to meet legislative requirements and highlight the value of the DCC program; no other conclusions should be drawn from the figures as the information could be misconstrued. This disclosure is required under the Local Government Act s. 560 (2); capital costs attributable to projects to be partially funded by Development Cost Charges (DCC) must be included in the financial plan. The DCC program includes projects as far out as 2037 so the capital expenditures must be extended to match. Certain types of projects are not planned past the five year time horizon of the financial plan. Much less scrutiny is given to projects that are planned in years 2023 through 2037. Projects in these years typically exceed likely funding available.

### Capital Works Program for 2023 – 2037

(in \$ thousands)

<b>Capital Works Program</b>	<b>341,499</b>
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#### Source of Funding

##### Development Fees

Development Cost Charges	154,753
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Parkland Acquisition Reserve	-
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Contribution from Others	3,224
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157,977

Borrowing Proceeds	-
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Grants	38,130
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Transfer from Reserve Funds	19,175
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Revenue Funds	126,216
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183,521

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**341,499**

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## City of Maple Ridge

**TO:** Her Worship Mayor Nicole Read and Members of Council  
**MEETING DATE:** April 24, 2018

**FROM:** Chief Administrative Officer  
**MEETING:** Council

**SUBJECT:** Maple Ridge 2018 Property Tax Rates Bylaw

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### **EXECUTIVE SUMMARY:**

The Property Tax Rates Bylaw is required to be adopted prior to May 15 of each year. We are pleased to report that the tax increase for 2018 is less than what was previously approved by Council. Details of the changes are summarized in the Financial Plan Amending Bylaw report dated April 24, 2018 that is also part of this agenda.

### **RECOMMENDATION:**

**That Bylaw No. 7453-2018 be given first, second and third readings.**

### **DISCUSSION:**

The Property Tax Rates Bylaw is required to be adopted prior to May 15 of each year. We are pleased to report that the tax increase for 2018 is less than what was previously approved by Council. Details of the changes are summarized in the Financial Plan Amending Bylaw report dated April 24, 2018 that is also part of this agenda.

The property tax rates are adjusted for two key factors:

1. The average market value change for each property class
2. The increased revenue requirements, as outlined in the financial plan.

The average market value increase in 2018 for the Residential Class was about 15%, though there is significant variation around this average. While the tax rate for the Residential Class has been reduced from 3.3412 to 2.9961, the actual increase or decrease in property taxes for each property will vary, depending on the relative change in assessed value for that property.

The average market value for the Light Industry and Business Classes was also about 15%. The tax rate for these classes is reduced to 9.8429 from 10.9322.

For the Utility Class (Class 2), there is a legislated maximum tax rate of \$40 per thousand assessed value or 2.5 times the Business Class tax rate.

The property tax notice that we issue includes levies from other agencies (Provincial Government, BC Assessment, Translink etc.) and we have not control over these levies.

For illustrative purposes, the property tax levies estimated for a home valued at \$679,197 is shown in the attached appendix. This average value is a composite value for single family homes, townhouses and apartments. As noted earlier, the increase experienced by individual properties will vary, depending on the relative change in the assessed value of that property.

*“Original signed by Trevor Thompson”*

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**Prepared by: Trevor Thompson, CPA, CGA**  
**Chief Financial Officer**

*“Original signed by Paul Gill”*

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**Approved by: Paul Gill, CPA, CGA**  
**Chief Administrative Officer**

## Appendix A – Illustrative Residential Property Tax Comparison

Property Taxes on Residence assessed at \$679,197

	<b>2017</b>	<b>2018</b>	<b>Increase</b>	
Assessed Value	\$591,429	\$679,197	\$87,768	14.84%
<b>Municipal Property Taxes:</b>				
General & Infrastructure	\$1,930.60	\$1,975.58	\$44.98	
Drainage Improvement	25.73	31.11	5.38	
Parks & Recreation Improvements	19.75	28.25	8.50	
<b>Subtotal Property Taxes</b>	<b>\$1,976.08</b>	<b>\$2,034.94</b>	<b>\$58.86</b>	<b>2.98%</b>
<b>User Fees:</b>				
Water	\$578.20	\$604.20	\$26.00	4.50%
Sewer	357.25	368.85	11.60	3.25%
Recycling	71.37	72.57	1.20	1.68%
<b>Municipal Subtotal</b>	<b>\$2,982.90</b>	<b>\$3,080.56</b>	<b>\$97.66</b>	<b>3.27%</b>



City of Maple Ridge  
**Schedule 'A' to Bylaw No. 7453-2018**  
 Tax Rates (dollars of tax per \$1,000 taxable value)

	1	2	4	5	6	8	9
	Residential	Utility	Major Industry	Light Industry	Business/ Other	Rec/ Non-profit	Farm
A General Municipal	2.9087	38.8320	22.9767	9.5555	9.5555	12.1740	33.0176
B Drainage Improvements Levy	0.0458	0.6121	0.3621	0.1506	0.1506	0.1919	0.5204
C Park & Recreation Improvements Levy	0.0416	0.5559	0.3289	0.1368	0.1368	0.1743	0.4726
<b>Total</b>	<b>2.9961</b>	<b>40.0000</b>	<b>23.6677</b>	<b>9.8429</b>	<b>9.8429</b>	<b>12.5402</b>	<b>34.0106</b>

City of Maple Ridge  
**Schedule 'B' to Bylaw No. 7453-2018**  
 Tax Rates (dollars of tax per \$1,000 taxable value)

	1	2	4	5	6	8	9
	Residential	Utility	Major Industry	Light Industry	Business/ Other	Rec/ Non-profit	Farm
A Greater Vancouver Regional District	0.0476	0.1666	0.1618	0.1618	0.1166	0.0476	0.0476

**TO:** Her Worship Mayor Nicole Read  
and Members of Council  
**FROM:** Chief Administrative Officer  
**SUBJECT:** Walking Together: Maple Ridge Cultural Plan

**MEETING DATE:** April 24, 2018  
**DOC NO:** 1928021  
**MEETING:** Council

---

**EXECUTIVE SUMMARY:**

The Walking Together: Maple Ridge Cultural Plan (Attachment 1) is a strategy document developed in 2017 with the help of community arts, culture and heritage leaders, educators, First Nations and other community partners in a collaborative, open and engaging process guided by the Cultural Plan Task Group. The Cultural Plan includes six strategic priorities based on feedback from the engagement process and an understanding that culture is who we are and what we do which contributes to our sense of place and identity.

The strategic priorities and supporting actions outlined in the comprehensive new 10-year Plan are a result of broad community input and collaborative work led by the Task Group towards advancing and investing in culture in our community.

**RECOMMENDATION:**

**That the Walking Together: Maple Ridge Cultural Plan be endorsed; and further**

**That staff report back with a proposed Cultural Plan implementation framework developed with community stakeholders.**

**DISCUSSION:**

**a) Background Context:**

In 2017, Council approved one-time funding to develop a new 10-year Cultural Plan (2017 to 2027). The draft Plan presented with this report was developed through extensive public engagement led by Patricia Huntsman, an expert in the field, and Nordicity, which specializes in policy, strategy and economic analysis.

A Task Group was formed to support the development of the Cultural Plan and included representation from the business community, the tourism industry, developers, educators, heritage advocates and the arts community. Additional meetings and focus groups were held with Kwantlen and Katzie First Nations, youth and multicultural groups. In developing the Cultural Plan, the Task Group considered all aspects of the community's cultural resources including heritage, indigenous cultures, facilities/spaces, the built environment, arts and crafts, festivals and events, creative industries such as film, television, design, and photography, as well as the natural landscape.

The Plan's overall vision of "walking together to grow community connections through culture" was identified by elder Margaret Pierre of Katzie First Nation and resonated with the Task Group. Additional guiding principles in the development of the Cultural Plan include: making cultural development sustainable; recognizing the deeply held value of nature; promoting creativity and innovation; encouraging social inclusion, accessibility and diversity in planning and decision-making; reflecting a local and authentic identity in what we do; and engaging people through arts and culture.

Development of the Plan took place over three phases:

- Phase 1: State of Culture  
Assessing the current and future demands of cultural development;
- Phase 2: Future Ready  
Engaging with focus groups and the general public to ensure diverse input;
- Phase 3: Finalization  
Consulting with community partners, survey respondents, City staff and Council on a draft plan to obtain further input.

The outcome of this extensive consultation process is a strategy that brings community stakeholders together to collectively support the full integration of culture into community life and the development of a healthy creative ecosystem. Its recommendations are broad and range in feasibility, recognizing that while some objectives will be easily achieved, others will require further resources and exploration. Overall, the Cultural Plan represents a shared vision and framework for the future of cultural development in our community.

**b) Desired Outcome:**

The desired outcome is that the Cultural Plan be endorsed to guide future work towards the healthy, creative and inclusive development of arts and culture in our community.

**c) Strategic Alignment:**

The Cultural Plan and its recommendations will help to strengthen, harmonize and raise the profile of cultural endeavours through systematic planning and identification of opportunities that are in alignment with the Official Community Plan, Corporate Strategic Plan, Parks and Recreation Master Plan, Sport & Physical Activity Strategy, Youth Strategy, Tourism Plan and other key planning documents.

**d) Citizen/Customer Implications:**

The Cultural Plan encourages positive recreational and cultural opportunities, education and citizen engagement in arts, culture and heritage, as well as the development of a safe, affordable, vibrant, and livable community for all ages and abilities.

**e) Interdepartmental Implications:**

The recommendations in the Cultural Plan will require interdepartmental collaboration from various departments including Economic Development, Planning, Engineering and Communications.

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

The business and financial plan implications resulting from the recommendations in the Cultural Plan will be further detailed once an implementation framework is developed. Any financial implications related to implementing the plan will be brought forward for Council's consideration as part of the Business Planning process.

## CONCLUSIONS:

The cultural planning process has engaged a wide variety of stakeholders to inform the vision, overall strategic priorities, objectives and action recommendations outlined in the Maple Ridge Cultural Plan. The Plan will empower the cultural sector to further develop arts and culture resources and activities, as well as increase collaboration with other sectors to capitalize on opportunities. The Plan promotes community health, civic pride and a sense of identity, inclusion and diversity, and will achieve success through ongoing collaboration between the City and the many community stakeholders who have contributed to this effort. The next step in the process, pending Council approval, is to develop an implementation framework for Council's consideration.

"Original signed by Yvonne Chui"

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*Prepared by:* Yvonne Chui, Recreation Manager, Arts & Community Connections

"Original signed by Danielle Pope"

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*Reviewed by:* Danielle Pope, Director, Recreation & Community Services

"Original signed by Kelly Swift"

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*Approved by:* Kelly Swift, MBA, BGS  
General Manager Parks, Recreation & Culture

"Original signed by Paul Gill"

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*Concurrence:* **Paul Gill, CPA, CGA**  
**Chief Administrative Officer**

Attachments:

(1) Walking Together: Maple Ridge Cultural Plan

[LINK TO FULL DOCUMENT](#)



# WALKING TOGETHER

## MAPLE RIDGE CULTURE PLAN



**TO:** Her Worship Mayor Nicole Read  
and Members of Council  
**FROM:** Chief Administrative Officer  
**SUBJECT:** Mussallem Residence Donation

**MEETING DATE:** April 24, 2018  
**DOC NO:** 1927940  
**MEETING:** Council

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**EXECUTIVE SUMMARY:**

On April 3, 2018, Council directed that staff accept the Mussallem Residence for relocation to the Maple Ridge Cemetery, on condition that the funds provided by BC Housing are sufficient to move, restore, service and repurpose the building. Since that decision, BC Housing has offered to contribute \$250,000.00 toward this purpose, and an anonymous donor has offered an additional \$100,000.00. This equals a \$350,000.00 contribution which will cover the majority if not all of the costs associated with this work.

**RECOMMENDATION:**

That staff be directed to accept the Mussallem Residence for relocation to the Maple Ridge Cemetery along with a \$250,000.00 contribution from BC Housing and an additional \$100,000.00 from an anonymous donor.

**DISCUSSION:**

**a) Background Context:**

The Province of BC recently purchased three properties on Royal Crescent in the Town Centre to construct modular temporary housing for people who are currently homeless within the community. The existing house on site has heritage value and is listed on the Heritage Resources of Maple Ridge inventory. The house has no legal protection, and is not on the Community Heritage Register.

BC Housing initially offered to donate the house to the City for relocation and also to contribute the funds it would have cost to have the house demolished. The recommendation endorsed by Council, was that the City accept the Mussallem Residence for relocation to the Maple Ridge Cemetery, on condition that the funds provided by BC Housing are sufficient to move, restore, service and repurpose the building.

BC Housing has since increased their offer of support (outlined in the attached letter) up to \$250,000.00. In addition, an anonymous donor has offered a \$100,000.00 contribution toward this relocation project, including servicing, restoring and re-adapting the house for its new use.

Per BC Housing's offer, they will:

- Directly procure the services associated with the disassembly and reassembly of Mussallem House and associated shoring, as well as the transport of the house and utility sweep along the route to the destination;
- Make application for a housing relocation permit and the demolition permit;
- Procure heritage consultation advice.

BC Housing has committed up to \$250,000.00 towards the relocation of the house on the understanding that funds not spent directly by BC Housing for the above work will be provided to the City of Maple Ridge towards the remaining scope of work. This is currently estimated to be approximately \$50,000. In combination with the donor's contribution, this will bring the total budget for the City's work to approximately \$150,000.00.

The City's scope of work includes:

- Expediting water and sewer disconnections as part of the demolition permit and any required work in association with the relocation of the house including route clearance and permit;
- Site preparation at the destination, foundations, any demolition or hazardous material remediation and any retrofit requirements to the house once in place;
- Providing access to the cemetery through the external entry as tree and gate removal may be required to accommodate the house size.

BC Housing requires that the house be relocated to the destination site by May 15, 2018 and that the City waive all associated permit fees.

**b) Desired Outcome:**

The desired outcome is to protect a heritage amenity in the community while also enhancing services at the Maple Ridge Cemetery for the benefit of citizens and patrons that visit this site.

**c) Strategic Alignment:**

The 2008 Cemetery Master Plan and the 2010 Parks, Recreation and Culture Master Plan contain recommendations that support repurposing the heritage house on the Cemetery site.

**d) Citizen/Customer Implications:**

The relocation of this heritage house to the Maple Ridge Cemetery will enable a higher level of customer service at this site. Details are yet to be finalized, but it is anticipated that the house may accommodate a small public gathering space and perhaps a caretaker that would enhance on-site duties and customer service.

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

BC Housing has estimated the total cost to move, restore, service and repurpose the heritage house at \$375,000.00 to \$400,000.00. Between BC Housing and the donor contributions, funding in the amount of \$350,000.00 is available to do this work, which will cover the bulk of the costs. No additional funds have been planned at this time. City staff will have the opportunity to do a more in depth assessment of costs associated with this work in the coming weeks. If there is a need for additional funding, a report will be brought back to Council. Having said that, all efforts will be made to work within the funding currently provided.

## CONCLUSIONS:

The contribution that BC Housing and an anonymous donor have offered toward the relocation and retrofit of the Mussallem House will address the majority of costs associated with this donation. It is anticipated that siting the house at the cemetery will provide an enhanced level of service to people that visit the cemetery site.

“Original signed by Kelly Swift”

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*Prepared by:* Kelly Swift, MBA, BGS  
General Manager Parks, Recreation & Culture

“Original signed by Paul Gill”

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*Approved by:* **Paul Gill, CPA, CGA**  
**Chief Administrative Officer**

### Attachments:

- (1) 2018-04-13 Letter from BC Housing RE: Mussallem House
- (2) 2018-04-16 Letter from Donor’s Law Firm RE: Mussallem House



1701 – 4555 Kingsway  
Burnaby, BC V5H 4V8  
T: 604 433 1711  
F: 604 439 4722  
[www.bchousing.org](http://www.bchousing.org)

Kelly Swift  
General Manager Community Development, Parks and Recreation  
City of Maple Ridge  
11995 Haney Place,  
Maple Ridge, BC, V2X 6A9

April 13, 2018

Dear Kelly,

Further to our discussion regarding Mussalem House, BC Housing will require the heritage house to be relocated to the destination site by May 15, 2018.

To meet these deadlines, BC Housing will directly procure the services associated with the disassembly and reassembly of Mussalem House and heritage consultation, transportation of the house and utility sweep along the route to the destination location. BC Housing commits to shoring Mussalem House at the destination location as per the direction of the City of Maple Ridge to allow for ease to be moved to permanent foundations.

BC Housing will allow access to the house by City of Maple Ridge consultants and will apply for the housing relocation permit and the demolition permit. BC Housing requests that the City of Maple Ridge expedite the following work: water and sewer disconnections as part of the demolition permit and any required work in association with the relocation of the house including route clearance and permit. BC Housing requests the waiving of all associated permit fees.

The City of Maple Ridge will be responsible for the destination site preparation, foundations, any demolition or hazardous material remediation and any retrofit requirements to the house once placed. In addition, the City of Maple Ridge will ensure access to the cemetery through the external entry as tree and gate removal maybe required to accommodate the house size.

BC Housing commits up to \$250,000 towards the relocation of Mussalem House. Any portion of this funding not spent directly by BC Housing, will be provided to the City of Maple Ridge towards their scope of work. This is currently estimated to be approximately \$50,000.

BC Housing looks forward to the City of Maple Ridge's response to this offer to maintain and repurpose this heritage community asset.

Sincerely,

A handwritten signature in black ink, appearing to read "Naomi Brunemeyer", with a long horizontal flourish extending to the right.

Naomi Brunemeyer  
Director Regional Development, Lower Mainland  
Direct: 604-456-8849  
Cell: 604-813-9744

# McEACHERN HARRIS & WATKINS

BARRISTERS & SOLICITORS

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Facsimile: (604) 467-1224

April 16, 2018

Kelly Swift  
General Manager Parks,  
Recreation & Culture  
11995 Haney Place  
Maple Ridge, B.C. V2X 6A9

Dear Madam:

**Re: Letter of Commitment for Relocation of Residence at  
22548 Royal Crescent, Maple Ridge, B.C. to City Property**

Further to your email of April 13, 2018 and our several recent telephone conversations, our office confirms that we act for an anonymous client (the "Donor") who is seriously considering making a \$100,000.00 donation to the City's cost of accepting the above Residence, relocating it to a City property, and servicing, restoring and re-adapting it (the "Project"). The City would be responsible to own, operate and maintain and supervise the use of the Residence after the relocation.

Our client is currently in the process of liquidating a security so that the \$100,000.00 can be placed in our trust account. We will forward the \$100,000.00 to the City upon the City agreeing in writing to the following Conditions:

- 1) The City will maintain the Donor's anonymity, unless otherwise advised by our office or the client;
- 2) The City will apply the \$100,000.00 to the Project as previously described;
- 3) B.C. Housing will make a contribution of \$250,000.00 to the City for the Project;
- 4) The City will be responsible for all costs above and beyond the contributions of B.C. Housing and the Donor;
- 5) In the event that the Project does not proceed and instead the Residence is demolished, then the Donor's \$100,000.00 contribution will be returned in full to our office in trust;

- 6) In the event that the total cost of the Project is less than \$350,000.00, in trust the difference between the \$350,000.00 and the total cost will be returned to our office to a maximum of \$100,000.00;
- 7) That the City is a qualified CRA Donee, and the City will provide our office, with a tax receipt for the \$100,000.00 contribution (or less as above described);
- 8) That the City advise us in writing its intended location for the Residence and how it will be used by the Maple Ridge Community.

We realize that the City must make a decision quickly if this Project is to proceed and we will address your concerns about this Letter of Commitment promptly.

You may contact me or on my cell phone at 604-240-9690.

Yours truly,

**McEACHERN HARRIS & WATKINS**

A handwritten signature in black ink, appearing to read 'Darrel E. McEachern', written over the firm name.

**DARREL E. McEACHERN**

DEM/ct

Encls.

**TO:** Her Worship Mayor Nicole Read  
and Members of Council  
**FROM:** Chief Administrative Officer  
**SUBJECT:** Award of Contract –  
Samuel Robertson Technical Secondary School Field Civil Works

**MEETING DATE:** April 24, 2018  
**DOC NO:** 1922987  
**MEETING:** Council

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**EXECUTIVE SUMMARY:**

This Award of Contract recommendation is for the civil works associated with the Samuel Robertson Technical Secondary School (SRT) synthetic turf replacement and includes the removal and recycling of the existing synthetic turf. This field renovation is scheduled for the summer when disruption to the school and field users will be minimized and completion is anticipated in advance of the fall/winter sports season.

Four submissions were received in response to the Invitation to Tender, which closed on April 4, 2018. Staff has reviewed the tender including optional price items, and recommends that the work be awarded to the lowest bid, received from Cedar Crest Lands (BC) Ltd. in the amount of \$334,400.00 (excluding taxes), which provides the City with the best overall value.

**RECOMMENDATION:**

That Contract ITT-PL18-25: Civil Works in preparation for the installation of a new synthetic sports field surface for Samuel Robertson Technical Secondary School be awarded to Cedar Crest Lands (BC) Ltd. in the amount of \$334,400.00 plus taxes, as well as a contingency of \$65,000 be authorized; and

That the next Financial Plan Bylaw amendment include a draw of \$399,400.00 from the Lifecycle Reserve to fund the civil works and contingency for the synthetic turf replacement at Samuel Robertson Technical Secondary School, and further

That the Corporate Officer be authorized to execute the contract.

**DISCUSSION:**

**a) Background Context:**

Rotary field at SRT was newly installed in 2005. The field surface has lasted well past the expected lifespan and requires replacement to continue to provide a safe, playable surface. At the time of its installation, a Turf Reserve was set up to fund the eventual resurfacing of synthetic fields with the understanding that these funds would provide for the removal and disposal of the existing carpet and the supply and installation of new synthetic turf. As green technology has advanced in response to environmental goals to reduce waste, opportunities to repurpose and/or recycle both the synthetic carpet and infill have been developed. The

civil work associated with the resurfacing includes the removal and repurposing and/or recycling of the synthetic field components, carpet and infill, along with the field base releveling. In addition, the SRT field has experienced some settlement, likely due to being constructed on a partially filled area, resulting in the need for additional civil work to address this issue.

An Invitation to Tender for the civil works associated with the synthetic turf replacement was issued through BC Bid on March 6, 2018 and closed on April 4, 2018. Four tenders were received, with the total tender prices (including optional work) ranging from a low of \$334,400.00 to a high of \$471,973.00 excluding taxes. Tenders were checked for completeness and compliance with the Invitation to Tender documents.

The bid results are listed below from lowest to highest price:

- Cedar Crest Lands (BC) Ltd. \$334,400.00
- Wilco Civil Inc. \$389,388.00
- Canadian Landscape and Civil Services Ltd. \$430,902.00
- TGK Irrigation \$471,973.00

Staff reviewed the bids in accordance with the factors specified in the Invitation to Tender. The submission received from Cedar Crest Lands (BC) Ltd. is compliant and offers the lowest price and considered best value. Cedar Crest Lands (BC) Ltd. is experienced in synthetic turf field resurfacing with recent projects throughout the Lower Mainland.

**b) Desired Outcome:**

The desired outcome is to obtain Council approval to award the contract for the synthetic turf replacement civil works so that the project can be completed during the summer months to minimize disruption to the school and sports field users.

**c) Strategic Alignment:**

The synthetic turf replacement work aligns with the City's corporate strategic direction to manage existing municipal infrastructure to continue to provide high quality recreation facilities for the benefit and enjoyment of the community.

**d) Citizen/Customer Implications:**

Sports user groups will benefit from the synthetic turf field renovation which will result in significant improvements to the sports user experience including improved safety, durability and playability.

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

The Lifecycle Reserve, which funds the replacement of parks and facilities infrastructure, has the capacity available to accommodate the \$334,400.00 required to award the contract along with a contingency of \$65,000.00.

## CONCLUSIONS:

The replacement of the synthetic turf at Samuel Robertson Technical Secondary School is needed to continue to provide a safe, playable sports surface. Staff is satisfied with the tender submissions and recommends that the project be awarded to Cedar Crest Lands (BC) Ltd.

“Original signed by Valoree Richmond”

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*Prepared by:* Valoree Richmond, Manager of Parks Planning & Operations

“Original signed by David Boag”

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*Reviewed by:* David Boag, Director of Parks & Facilities

“Original signed by Trevor Thompson”

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*Reviewed by:* Trevor Thompson, Interim Director of Finance

“Original signed by Kelly Swift”

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*Approved by:* Kelly Swift, MBA, BGS  
General Manager Parks, Recreation & Culture

“Original signed by Paul Gill”

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*Concurrence:* **Paul Gill, CPA, CGA**  
**Chief Administrative Officer**

**TO:** Her Worship Mayor Nicole Read  
and Members of Council  
**FROM:** Chief Administrative Officer  
**SUBJECT:** Karina LeBlanc Field – Contingency

**MEETING DATE:** April 24, 2018  
**DOC NO:** 1926913  
**MEETING:** Council

---

**EXECUTIVE SUMMARY:**

The Karina LeBlanc Field construction commenced last summer with works ongoing through the fall and winter months. During the field construction, large pockets of organic material and debris was discovered which required removal and replacement with imported structural fill. The synthetic sports field and parking construction contingency, set up to address unanticipated site conditions, has been expended and additional contingency funds are required to fully complete the work. Staff request that the contingency be increased in the amount of \$219,500.00.

The Karina LeBlanc field is substantially complete, with landscape and parking lot work remaining. It is anticipated to be fully complete by the end of April. An opening celebration with the community is planned for May 26, 2018.

**RECOMMENDATION:**

**That the Karina LeBlanc field construction budget be increased by \$219,500.00 plus taxes to complete the project; and further**

**That the budget increase be funded from the Parks Infrastructure Reserve Fund.**

**DISCUSSION:**

**a) Background Context:**

Field renovation work commenced in August 2017 and continued throughout the fall and winter months. As construction continued to advance during the inclement weather, field base preparation work was accomplished and capped to avoid sedimentation and erosion, and to best prepare the compacted base for the field. The removal of organic materials and debris exposed during field construction and replacement with imported structural fill material has resulted in increased costs of approximately \$337,500.00. This cost would usually be accommodated within the established contingency; however, the preapproved contingency does not fully accommodate this amount.

An original contingency of \$230,000.00 (12%) was established, and needs to be increased to accommodate the unanticipated soil removal and import of structural fill. The final asphalt lift and lining for the parking lot and landscape works remain to be completed.

**b) Desired Outcome:**

The desired outcome is to increase the Karina LeBlanc Field construction contingency so that the entire work can be completed for the synthetic field and associated parking.

**c) Strategic Alignment:**

The City's synthetic field installation projects align with recommendations in the 2010 Parks, Recreation & Culture Master Plan. They are also consistent with principles in the City of Maple Ridge Official Community Plan, and in particular with Principle 13 which states that culture and recreation are vital components of a healthy community.

**d) Citizen/Customer Implications:**

The Karina LeBlanc Field is the first of four synthetic fields to be delivered to the community to provide additional allocation for sports user groups. Providing synthetic sports field surfaces benefits the community by enabling additional game play with fewer closures due to fall/winter adverse weather conditions.

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

Funding for the Karina LeBlanc Field redevelopment was included in the 2017 Financial Plan and allowed for a 12% contingency from the Parks Infrastructure Reserve Fund. The project contingency requires bolstering to accommodate the unanticipated site conditions resulting in the additional soil removal and structural fill import. This fund has the capacity available to accommodate this amount, and the increase to the contingency would be included in the next Financial Plan Bylaw amendment.

**CONCLUSIONS:**

The planned Karina LeBlanc synthetic field redevelopment is delivering additional field allocation to the community, having already reached substantial completion. The contingency set up to address unanticipated work during construction requires additional funding to cover the costs of additional soil removal and replacement structural fill. The Karina LeBlanc field and associated parking is anticipated to be fully complete by the end of April, and will provide sports participants and the community a safe, playable sports surface, thereby increasing field allocation for sports user groups who are requesting additional field time due to growth in participation.

"Original signed by Valoree Richmond"

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*Prepared by:* Valoree Richmond, Manager of Parks Planning & Operations

"Original signed by David Boag"

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*Reviewed by:* David Boag, Director of Parks & Facilities

"Original signed by Trevor Thompson"

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*Reviewed by:* Trevor Thompson, Chief Financial Officer

"Original signed by Kelly Swift"

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*Approved by:* Kelly Swift, MBA, BGS  
General Manager Parks, Recreation & Culture

"Original signed by Paul Gill"

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*Concurrence:* Paul Gill, CPA, CGA  
Chief Administrative Officer

**TO:** Her Worship Mayor Nicole Read  
and Members of Council      **MEETING DATE:** April 24, 2018  
**FILE NO:**

**FROM:** Chief Administrative Officer      **MEETING:** Council

**SUBJECT:** Tourism Strategy

---

**EXECUTIVE SUMMARY:**

In February Council resolved,

*“That the Draft Tourism Strategy be received into the record and that the final Tourism Strategy reflecting Council feedback be brought forward for consideration and approval at a future Council meeting”.*

This report now seeks Council adoption of the Tourism Strategy.

The input of Council is reflected in the Tourism Strategy, which was developed based on extensive public consultation that included input from tourism stakeholders, Katzie and Kwantlen First Nations and community members at large. Maple Ridge hotels will not be supporting the introduction of the Municipal and Regional District Tax (MRDT) at this time, but the strategy supports opportunities for their continued engagement. This might lead to their future support of the MRDT.

The Tourism Strategy was developed in collaboration with the Maple Ridge Cultural Plan. The Tourism Strategy supports recommendations within the Cultural Plan in order to leverage local cultural opportunities to achieve strategic tourism goals.

**RECOMMENDATION(S):**

**That the Tourism Strategy attached to the report dated April 24, 2018 be adopted.**

**DISCUSSION:**

**1. Background**

Tourism is one of the fastest growing economic sectors in British Columbia. According to Destination BC, tourism is outpacing forestry, agriculture and fishing as a leading industry for the province. It is estimated that tourism currently contributes over \$41 million to the Maple Ridge economy.

The main beneficiaries of the Tourism Strategy will be the citizens of Maple Ridge as the strategy supports the creation of a complete community. The strategy recommends enhancing experiences in Maple Ridge and offers action plans to develop new products and promote amenities available to the community and visitors. Our citizens will benefit from this, as they will have the greatest access to the amenities that are available and will be developed. The strategy also aligns with the broader economic development mandate by enhancing opportunities for local employment, encouraging residents to participate in creating tourism oriented businesses and providing strategies for visitor spending.

The Tourism Strategy identifies the deliverables of a comprehensive tourism program as well as a more modest one. The level of funding to implement the strategy is also identified. The Municipal

and Regional District Tax (MRDT), is an important source of funding, particularly for communities that have a large base of hotel rooms. At this time local hotel operators do not support the MRDT. Consequently, a more modest tourism program can be implemented with the City funding.

The Draft Tourism Strategy assumes that the MRDT will be introduced in 2019 with a total budget of \$180,000 with a 2% MRDT. It also recognizes that, in the event that the MRDT is not supported by the hoteliers, the strategy can still be implemented with the budget allocated by the City of \$95,000 and co-operative funding estimated to be up to \$35,000 for a total annual budget of about \$120,000.

The focus for 2018 will be to build foundational pieces that will support development of attractions and events for the benefit of residents and visitors alike. The Economic Development office will engage a part-time professional Tourism Coordinator who will encourage forging relations among the tourism community so that they can engage in cooperative marketing programs and leverage activities of Destination BC. The Tourism Coordinator will also be responsible for delivering specific initiatives.

**CONCLUSION:**

Tourism is one of the leading economic sectors in British Columbia. Maple Ridge can continue to build a modest but effective tourism program that aligns with the City's broader economic and community development objectives. The Tourism Strategy offers a guide for tourism development and can be implemented with or without the introduction of the MRDT. The Tourism Task Force has been instrumental in helping to shape the strategy.

*"Original Signed by Lino Siracusa"*

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Prepared by: Lino Siracusa  
Manager of Economic Development

*"Original Signed by Kelly Swift"*

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Concurrence by: Kelly Swift  
General Manager, Parks Recreation and Culture

*"Original Signed by Paul Gill"*

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Approved by: Paul Gill  
Chief Administrative Officer

Att: Appendix 1 – Tourism Strategy



# Maple Ridge Five-Year Tourism Strategy December 2017





### ***Acknowledgements***

We would like to acknowledge that the City of Maple Ridge lies within the traditional and unceded territories of the Katzie and Kwantlen First Nations. We recognize and respect that the authentic cultural experiences that these Nations may wish to share with visitors and residents of Maple Ridge must first be determined by these community members, elders and families themselves and that there are areas of these territories, stories and rituals that are sacred and spiritual places/traditions that are not appropriately shared outside of First Nations communities. We will take our guidance related to this from the Katzie and Kwantlen people.

We will continue to build relationships with the Katzie and Kwantlen leadership and community members and hope to provide support as appropriate as their tourism aspirations evolve and grow into market-ready and export-ready experiences. The desire to work together, respectfully for mutual community benefit will guide our interactions.

We would also like to acknowledge that the following five-year tourism strategy and one-year tactical plan was developed with extensive input from the tourism stakeholders and residents of the Maple Ridge. The community's willingness to come together to share ideas and forge a direction for tourism is acknowledged and appreciated.

This strategy was created with Maple Ridge's residents as the primary beneficiary. Tourism attractions, enhanced amenities, and events that attract visitors are also available to residents to enjoy. Marketing and promoting Maple Ridge as a destination also ensures that community attributes are brought to the attention of locals, creating further pride in the community.

### ***Acknowledgements - cont'd***

The Tourism Task Force has invested many volunteer hours deliberating a tourism vision, objectives and priority strategies. Members of the Tourism Task Force are:

<b>Name</b>	<b>Organization</b>
Alex Wells	Economic Development Committee (EDC) – Independent
April Nickerson	Ridge Wilderness
Brenda Fernie	Seyem' Qwantlen Business Group
Charles Cantos	ATL Health & Wellness Enterprises
Chris Laing	Stand-up Paddle Boarding Maple Ridge
Chrislana Gregory	EDC – Independent
Cindy Stevenson	Once Upon a Tea Leaf
Deddy Geese	Uniglobe Travel
Dianne Stoesz	Haney Horseman
Eileen Dwiles	Haney Farmers' Market
Emma Davison	Golden Ears Cheesecrafters
Erica Williams	Heritage Commission
Graham Vanstone	Ridge Meadows Home Show
Heather Gill	Stand-up Paddle Boarding Maple Ridge
Jackie Chow	HUB Cycling – Maple Ridge Pitt Meadows Chapter
Jayne Gabriel-Chan	Seyem 'Qwantlen Business Group
Josef Lara	EDC, Chair – Big Bang Services
Kaila Klassen	Chances
Kailla Bentley	WildPlay
Karen Hansen	Strategic Economic Initiatives - City of Maple Ridge
Karen Pighin	The ACT
Keon Wu	
Lino Siracusa	Manager, Strategic Economic Initiatives - City of Maple Ridge
Liz Smith	Malcolm Knapp Research Forest
Nicole Archer	EDC – Task Force Chair, Manager, Valley Fair Mall
Nicole Driedger	ARMS
Russell Irvine	Community Heritage Committee
Shawna Broekhuizen	
Vicki McLeod	Main Street Communications
Yvonne Chui	Manager, Arts and Community Connections - City of Maple Ridge

Lino Siracusa and Karen Hansen of Maple Ridge's Economic Initiatives team provided valuable guidance throughout the planning process. It has been a privilege to work together with everyone in Maple Ridge. Thank you.

*Suzanne Denbak*  
Suzanne Denbak  
Cadence Strategies

*Laura Plant*  
Laura Plant  
Laura Plant Consulting Inc.

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Throughout the plan, the following acronyms have been employed:

**DMO** – Destination Marketing/Management Organization  
**RDMO** – Regional Destination Marketing/Management Organization  
**MRDT** – Municipal & Regional District Tax  
**EDC** – Economic Development Committee  
**TAC** – Tourism Advisory Committee

## Planning Process

The following five-year tourism strategy for Maple Ridge is founded on an engagement process with local and regional tourism operators, arts and culture organizations and local government in order to both secure the benefit of their knowledge and experience and to build support and ownership for plan implementation. In order to ensure a diversity of viewpoints and a variety of times/formats for participation, the following engagement strategies were employed:

- One on one interviews in person and via telephone throughout the entire planning process
- Tourism Task Force meetings held on April 6, May 18 and June 8, 2017
- Community Tourism Forums held on June 12<sup>th</sup> and June 19<sup>th</sup>



As well, several tourism related questions were included in the community survey conducted as part of cultural planning for the City of Maple Ridge.

In addition to the wealth of ideas and knowledge offered by participants in these sessions, the consulting team spent many days 'on the ground' experiencing Maple Ridge from a visitor's perspective.

The recommendations related to the governance and funding model for tourism services delivery that will best serve Maple Ridge are informed by a review of better practices throughout the Province. The definition of Maple Ridge's highest return target markets benefited from the market research made available by Destination BC.

The resulting five-year tourism strategy for Maple Ridge is intended to benefit both residents and local businesses that service visitors. The recommended strategies that enhance experiences and amenities increase the livability of the community for residents, making the destination more enjoyable for visitors. New residents are typically visitors first and this strategy supports the broader economic development mandate of Maple Ridge by creating enhanced opportunity for local employment and by encouraging residents to 'bring their imagination home' and see Maple Ridge as a place for business start-ups and entrepreneurship as well as a home base for a daily commute.

The strategy is structured as follows:

- A Vision for Tourism in Maple Ridge
- Tourism Objectives
- Guiding Principles for Tourism Services Delivery
- Recommended Governance Model and Structure
- Mission of the Proposed Tourism Advisory Committee
- Recommended Funding Model
- Maple Ridge's Unique Selling Proposition and Target Markets

- Recommended Strategies
  - Immediate
  - Year 1
  - Years 2 – 5

Appendices:

- A – Understanding the Visitor Economy
- B – Net Promoter Score
- C – Market Research – The Tourism Opportunity
- D – Maple Ridge – Current Situation Analysis
- E - Strengths/Weaknesses/Opportunities/Threats for Tourism in Maple Ridge
- F - Tourism Forum Notes
- G – Visitor Survey – Golden Ears Provincial Park August 2017

## A Vision for Tourism in Maple Ridge

During the Tourism Task Force meeting held on June 8th, participants reviewed and agreed on many elements of a vision for tourism in Maple Ridge. These key vision elements include:

- Year round visitor economy contributing to the community’s economic health and quality of life for residents
- Tourism that is vibrant and sustainable – a vital element of the local economy that is respectful of environmental and social values
- Tourism is community-driven resulting in strong resident support for the industry and recognition of the value of tourism
- Tourism opportunities that provide value to both residents and visitors recognizing that a great place to visit, is also often a great place to live

Based on the recent discussions, the vision statement that was proposed in the 2016 tourism strategy has been revised to the following two-part statement:

***Maple Ridge’s remarkable outdoor, rural and cultural experiences offers residents and visitors the opportunity to experience and share stories of our vibrant city centre and agricultural surroundings, set amongst historic rivers and spectacular mountains.***

***Tourism in Maple Ridge contributes to a vibrant, sustainable economy providing opportunities for local employment and entrepreneurship while contributing to the livability and attractiveness of the City for residents.***

## Tourism Objectives

Discipline and focus will be required to build momentum and achieve progress towards this vision for tourism in Maple Ridge. To provide this clarity for both planning and implementation, the following tourism objectives are recommended:

## **Objective #1 – Destination Marketing**

***We will conduct effective destination marketing in target markets with a focus on generating incremental overnight stays in paid accommodation***

Marketing Maple Ridge as an overnight destination in the highest return target markets is a priority as this will lead to:

- Growing awareness of Maple Ridge as a destination of choice
- Increasing visitation
- Longer lengths of stay
- Increasing occupancy levels and higher average daily rates in paid accommodation
- Greater visitor spending in all local businesses.

The recommended tourism objectives (the outcomes to be achieved) associated with this goal statement are as follows:

- Increase in average length of stay and average daily spend in Maple Ridge
- Improved shoulder season occupancy rates
- Growth in the overall value of the visitor economy in Maple Ridge
- If enacted, annual growth in baseline Municipal & Regional District Tax (MRDT) revenues.

## **Objective #2 – Destination Development - Tourism Experience**

Attraction/Retention/Expansion and the Delivery of Remarkable Experiences

***We will encourage investment in tourism businesses and visitor/resident experiences to support longer lengths of stay and increased spending. We will support all visitor experiences in Maple Ridge in the quest to be ‘remarkable’.***

The City of Maple Ridge through its Economic Development team has been investing in tourism and will continue to be involved in plan implementation, with more focus on experience attraction and destination development. The City of Maple Ridge and the Economic Development team will:

- Provide appropriate support for and work to attract an increasing breadth and depth of compelling visitor experiences offered by the private and not-for-profit sectors
- Invest in the necessary infrastructure and amenities for residents that also serve to encourage longer lengths of stay, repeat visitation and favourable referrals by visitors
- Be a conduit for information sharing and communication between tourism stakeholders, residents and the City
- Share information with residents to educate and encourage everyone in Maple Ridge to become a visitor ‘ambassador’.

The recommended tourism objectives associated with this goal statement are as follows:

- Increase in tourism business attraction/growth of existing businesses and local tourism employment
- Investment in infrastructure and amenities (e.g. multi-use trails etc.) that enhance resident/visitor experience
- Increase in resident support for tourism in Maple Ridge
- Increase in Net Promoter Score (as a tool for measuring satisfaction with the overall experience – see Appendix B for more details).

## Guiding Principles for Tourism Services Delivery

Maple Ridge has had a challenging history of tourism services delivery. Until recently, tourism services delivery in Maple Ridge was executed together with the City of Pitt Meadows. Several attempts have been made in the past in Maple Ridge and Pitt Meadows to secure support from the accommodation sector for the Municipal and Regional District Tax (MRDT).

It is recognized this strategy if focused on a destination that is on the unceded territory of the Katzie and Kwantlen First Nations. Much of the area's tourism development has occurred with little engagement with the Katzie and Kwantlen First Nations who have lived on these lands since time immemorial. Genuine effort must be made to engage respectfully with First Nations, support their efforts for cultural sharing and renewal and their pursuit of economic development opportunities where and when they decide it is appropriate.

With the leadership of the Tourism Task Force and of the City through the Economic Development team, Maple Ridge has now decided to undertake tourism marketing on its own. Once established, opportunities to partner with Pitt Meadows and others for mutual benefit will be revisited. Moving forward, all stakeholders agree that it is critically important for those involved with achieving Maple Ridge's tourism vision to embrace the following guiding principles:

***Tourism in Maple Ridge will be governed in a manner that is:***

- ***Open and Transparent***
- ***Accountable***
- ***Strategic and Results-Driven***
- ***Flexible and Responsive***
- ***Inclusive and Approachable***
- ***Collaborative***
- ***Innovative***
- ***Efficient and Effective***

It is recommended that these guiding principles serve as a 'touchstone' for all those contributing to the success of Maple Ridge's visitor economy. Regular and consistent communication to residents and tourism business stakeholders will be crucial for success and engagement.

## Community Support for Tourism

### *Cultural Plan Survey*

In 2017, the City of Maple Ridge began developing a ten-year Cultural Plan, in addition to a five-year Tourism Strategy. These documents are designed to guide the City and community's role and investment in cultural services and tourism marketing and development. In order to obtain the community's feedback on the direction and priorities for the future to build a vibrant community for everyone who lives, works and plays in Maple Ridge, a survey was made available to all residents. The City engaged the consultancy Nordicity to administer this survey as a neutral, independent third party.

Over the period of 44 days (from May 1st to June 13th) the survey captured information from 559 respondents who provided at least basic profile information<sup>1</sup>. The survey encouraged a broad canvassing of opinions on key issues related directly to the City of Maple Ridge's planning mandate, designed to guide the City and community's role and investment in cultural services and tourism marketing and development over the next ten years.

In summary, the highest priorities respondents articulated for tourism are support and promotion of festivals, special events and cultural activities, and, developing natural and outdoor amenities. Although still marked as a high priority, partnering with business and investors with goal of creating new amenities and attractions ranked lowest for respondents. In terms of the food culture, several respondents suggested that the City focus on leveraging agritourism to further develop the food culture in Maple Ridge. Some of the ideas put forward by respondents included: more food and drink festivals, fresh and local tasting experiences (food or drink tours) and promoting locally owned/sourced food and beverage establishments.

Numerous respondents indicated that Maple Ridge's diverse history and (related) museum are currently undervalued and should be featured more prominently.

The Maple Ridge Cultural Plan highlights several opportunities that can work in tandem with tourism priorities: a walkable town centre, acknowledging the deep culture of settlement history, furthering relationships with Kwantlen and Katzie First Nations, promoting festivals and events, and capitalizing on agricultural opportunities.

### *Tourism Forums*

Two Tourism Forums were held and were open to the public in order to share information about the tourism strategy and to obtain feedback from Maple Ridge residents. Forums were promoted through municipal communication channels, local media, industry partners and the Tourism Task Force.

Both forums featured guest speakers and provided an opportunity for the audience to share their thoughts on the following questions:

- What do you consider to be the best tourism experiences for Maple Ridge?
- Is there anything that could be enhanced to improve the Maple Ridge experience?
- What opportunities should Maple Ridge explore first to grow visitation outside of the summer season?
- What longer-term opportunities should be pursued?
- What are the constraints to growing the tourism economy in Maple Ridge that should be addressed in the short-term? In the long-term?
- How would the community of Maple Ridge benefit from growth in tourism (the visitor economy)?

Monday June 12<sup>th</sup> at The ACT

6pm to 8:30pm

This forum was based on Adventure Tourism and Cycling and featured two guest speakers:

- Sam Waddington, Chilliwack City Councillor/owner of Mt. Waddington's Outdoors store
- Richard Campbell, BC Cycling Coalition

The session welcomed 37 attendees.

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<sup>1</sup> Note, as respondents were not required to answer every question, the total number of responses (or "n value") varies between questions.

Monday June 19<sup>th</sup> at the Maple Ridge Library  
6pm to 8:30pm

This forum was based on Arts, Festivals & Events, Heritage, Aboriginal Tourism and Agritourism (Circle Farm Tours) and featured two guest speakers:

- Will Harding, Aboriginal Tourism BC Director of Marketing & Sales
- Allison Colthorp, Tourism Chilliwack Executive Director

The session welcomed 16 attendees.

Both sessions resulted in very good input from the residents, Task Force members and business owners in attendance. Summary notes from these two events are included as Appendix D.

## Recommended Funding Model

Sustainable funding is needed to implement Maple Ridge’s tourism strategy. Measurable progress against the two identified objectives and the larger vision can only be made with consistent, impactful messaging into target markets. Historically, tourism funding has been sourced entirely from the municipal budget of the City of Maple Ridge. Given the City’s many responsibilities and its overarching mandate to service the needs of residents, a modest annual budget of \$35,000 has been allocated specifically to tourism initiatives. For 2017 an additional \$90,000 was allocated to tourism for the purpose of a temporary tourism coordinator and a hotel feasibility study (\$60,000 + \$30,000 respectively).

A request to the City to maintain the \$60,000 contribution for a tourism coordinator and \$35,000 for marketing, totaling \$475,000 over the five-year period was accepted on November 28, 2017. While the City’s recognition of tourism as an important element of its economic mix and a contributor to general livability for residents is commendable, this budget places Maple Ridge at a competitive disadvantage relative to other communities that offer similar types of experiences to visitors. This contribution would be best matched by a contribution from the local tourism industry.

In British Columbia today, more than 50 communities have secured the support of their accommodation sector for application of the 2% or 3% MRDT. The MRDT is added to the guest folio at check out and is returned to the community for investment in destination marketing. Additional information on the MRDT program can be found at [www.destinationbc.ca/BC-Tourism-Industry/Municipal-and-Regional-District-Tax-Program.aspx](http://www.destinationbc.ca/BC-Tourism-Industry/Municipal-and-Regional-District-Tax-Program.aspx).

By way of comparison, other communities in British Columbia are accessing the following resources:

Community	Estimated MRDT
Maple Ridge	N/A
Chilliwack	\$275,000
Abbotsford	\$250,000
Squamish	\$190,000
Nelson Kootenay Lake	\$300,000

Discussions with the accommodation sector in Maple Ridge are ongoing and it is the intention of the tourism strategy that follows to clearly demonstrate value to the sector in a manner that secures

their support for the application of MRDT in Maple Ridge. However, recognizing that these discussions will take further time and that once support is in place, there is still a nine to twelve month processing time to enact the MRDT, the recommended tourism strategies for Maple Ridge have been categorized as:

- Immediate (2018)
- Year 1 – (12 – 24 months or upon commencement of MRDT collection)
- Years 2-5

Other communities that have supported application of the MRDT and strategically invested funds in tourism promotion and development have experienced significant growth. An easily monitored measure of this return on investment is growth in the MRDT itself. A sample of community DMOs collecting the MRDT report the following growth:

Community	Reporting Period	Growth in MRDT Experienced
Vernon	2010-2015	114% (\$286,000-\$616,000)
Tofino	2011 – 2015	36.8% (\$680,000-\$930,000)
Squamish	2014-2015	21% (\$149,000-\$180,000)

According to MRDT legislation, the baseline level of City investment must be maintained (i.e. the MRDT cannot replace this core funding). The estimate of the funds that could be generated by application of the MRDT collected on guest folios of all properties in Maple Ridge having four or more rooms available for nightly rental is as follows:

2% MRDT rate:

$$121 \text{ rooms} \times \$95 \text{ nightly rate} \times 60\% \text{ (average occupancy)} \times 365 \text{ nights} \times 2\% = \$50,348$$

3% MRDT rate\*:

$$121 \text{ rooms} \times \$95 \text{ nightly rate} \times 60\% \text{ (average occupancy)} \times 365 \text{ nights} \times 2.8\% = \$70,487$$

The combination of continued City funding and application of a 2% MRDT would provide core funding for tourism promotion and visitor servicing. Typically, other businesses (restaurants, retail, attractions/activities) are also given the opportunity to contribute financially to cooperative marketing programs. This cooperative marketing, along with leveraged funding available through Destination BC is estimated to be an additional \$35,000.

***Therefore, if 2% MRDT is collected, the annual budget available to implement the recommended strategies could be ~\$180,000:***

***\$60,000 City Contribution for tourism coordinator***

***\$50,000 2% MRDT collection***

***\$35,000 City contribution***

***\$35,000 in leveraged cooperative marketing – Destination BC / stakeholder contributions***

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***Total: \$180,000***

***Therefore, if 3% MRDT is collected, the annual budget available to implement the recommended strategies could be ~\$200,000:***

***\$60,000 City Contribution for tourism coordinator***

***\$70,000 2% MRDT collection***

***\$35,000 City contribution***

***\$35,000 in leveraged cooperative marketing – Destination BC / stakeholder contributions***

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***Total: \$200,000***

\*Note: Communities opting to collect the 3% MRDT contribute 0.2 percentage points to a Provincial Tourism Events Program designed to support bids/hosting of events having provincial significance.

In-kind support from the City is contemplated with respect to office space, accounting/bookkeeping services, technology services so that the maximum investment can be made in marketing and visitor servicing activities.

The City additionally will continue to make investments in infrastructure, festivals and events that benefit both residents and visitors in keeping with its other planning processes such as the Cultural Plan and the Parks Master Plan.

This core funding and in-kind support can be further leveraged with various partners where mutual benefit will be derived. These partners include:

- Regional partners who similarly would have the opportunity to 'buy in' to select initiatives where promotion of the greater regional experience would have more impact in target markets (e.g. Pitt Meadows, Mission, Fraser Valley, etc.)
- Provincial sector partners (Mountain Biking BC, Ale Trail, BC Lodging and Campground Association, Aboriginal Tourism BC, etc.)
- BC Parks
- Destination BC (open pool cooperative funding opportunities)
- Granting authorities (Summer Student Employment grants, etc.)
- Government of Canada

Should support for the MRDT not yet be forthcoming in Maple Ridge, the recommended strategies that follow below will remain relevant although their implementation will require a longer investment horizon. As part of the journey towards this support from the accommodation sector, it may be necessary to design and offer a number of voluntary cooperative marketing programs first in which the properties are offered the option to 'buy-in' to a marketing campaign. Having voluntarily participated in a number of successful promotional campaigns, they may be more receptive and willing to consider application of the 2% MRDT on an ongoing basis.

## **Recommended Governance Model**

An effective, well-governed structure to lead tourism in Maple Ridge is essential to achieving the vision and tourism objectives noted above. As the City of Maple Ridge is currently the only funding contributor, it is logical that governance in the immediate future resides within the City and Economic Development. In order to support their decision-making process, the continued guidance and direction of the Tourism Task Force is recommended. The role of the Task Force can now

evolve to one of an ongoing nature – an Advisory Committee (or Commission) rather than a limited life Task Force.

Membership on the Tourism Advisory Committee (TAC) should be reviewed to include the wide range of experiential offerings in Maple Ridge including outdoor adventure, arts/culture/heritage, festivals/events, accommodations, restaurants, retail sector as well as the ideas of the BIA and Chamber of Commerce. This private sector knowledge and market intelligence is essential to strategic decision-making and provides an important link between tourism businesses and City staff and elected leaders.

Moving forward, the recommended governance model for destination marketing and management in Maple Ridge is as follows:

- Governing authority is the City of Maple Ridge who adopts a 5-year rolling tourism strategy and annual marketing plan upon the recommendation of the Tourism Advisory Committee
- Eleven member Tourism Advisory Committee (TAC) by appointment of City Council:
  - Accommodation providers (3 seats)
  - First Nations representation from Katzie and Kwantlen (2 seats)
  - 6 additional seats chosen following a skills-based public application process with seats intending to capture broad representation from
    - Arts, culture, heritage, festivals/events
    - Restaurants/retail
    - Activity operators
    - Agri-tourism operators
    - Sport tourism
  - Non-voting liaison seats would be available to:
    - City staff – Economic Development – 1 seat appointed
    - Chamber of Commerce – 1 seat appointed
    - Business Improvement Area – 1 seat appointed
- Implementation of the Tourism Advisory Committee recommended and Council approved, tourism strategy and annual marketing plan by Economic Development staff/contractors
- Regular reporting of results against approved plan to occur formally to Council (semi-annually) along with frequent communication to all tourism stakeholders and interested residents
- Frequent informal feedback from residents/tourism businesses throughout the year along with annual formal Open House opportunities to present past successes/lessons and receive input on future priorities.

This model is felt to best reflect the following principles agreed to be critical to Maple Ridge's success moving forward:

- Utilize open and transparent public process
  - The recommended tourism strategy and annual marketing plan will be presented by the Tourism Advisory Committee to Council in a public meeting and as documents of public record, available to any and all to review
  - Regular reporting of progress and results achieved will also formally occur at scheduled Council meetings and be publicly available

- Leverage private sector knowledge and expertise in destination marketing
  - The Tourism Advisory Committee members will be selected based upon an open and public application process in response to a desired set of skills and representation – applicants will submit their resume detailing their experience in destination marketing, tourism services delivery, strategic leadership etc. and selection will be made to secure a breadth of representation across all sectors of the tourism industry that contribute to the visitor experience in Maple Ridge
- Balance interests of stakeholders and accountability to funders
  - The composition of the Tourism Advisory Committee recognizes the important commitment that the accommodation sector is being asked to make to the growth of the visitor economy in Maple Ridge via their support for the Municipal & Regional District Tax and ensures that their views related to tourism strategy and annual marketing initiatives can be clearly articulated and embedded in recommended strategies and resource allocations
  - The liaison seat on the Tourism Advisory Committee for the City’s Economic Development Manager and the vesting of final governance authority in Mayor and Council recognizes the equally significant financial contribution to destination management made by the City and its taxpayers.

As discussions with the accommodation sector continue, this recommended governance model will be reviewed and may be adjusted. As a condition of their support, the accommodation sector may require that the destination marketing funds derived from MRDT be managed outside of local government through a not-for-profit Society with an independent Board of Directors. Better practices around the Province indicate that the composition of such a Board would likely being similar to that recommended for the TAC. Should this modification to the governance model be required as a condition of their MRDT support, the City, in recognition of its financial contribution to destination marketing (now being made to and governed by the Society) would also participate on this Board of Directors through Council appointments to hold the number of seats allocated to municipal representatives.

## **Mission of the Proposed Tourism Advisory Committee**

The key elements of the mission of the Tourism Advisory Committee working together with the City of Maple Ridge were identified through the stakeholder engagement process as follows:

- Build awareness and motivate travel to Maple Ridge as a year round preferred multi-night destination in target markets
- Support the enhancement of visitor amenities and infrastructure working in partnership with the City and others
- Develop mutually beneficial partnerships and collaborations
- Build pride, among the residents, about living in and visiting Maple Ridge
- Engage in two-way communication with residents, stakeholders and partners that is frequent, open and honest
- Provide leadership and strategic thinking to Maple Ridge’s tourism industry.

The recommended mission statement for the Tourism Advisory Committee is as follows:

***The role of the Maple Ridge Tourism Advisory Committee is to:***

***Increase awareness of Maple Ridge as an overnight destination of choice in identified target markets***

***Support local businesses that service travellers with training and education related to the delivery of remarkable experiences***

***Establish relationships and partnerships within and beyond Maple Ridge that are both respectful and mutually beneficial***

## **Maple Ridge's Unique Selling Proposition and Target Markets**

Based upon a review of available market research, Maple Ridge's current situation analysis and knowledge of the strengths, weaknesses, opportunities and threats for tourism in Maple Ridge, the following elements of the visitor experience should be considered as foundational to Maple Ridge's unique selling proposition and be embedded in some form in all messaging:

- Outdoor adventure is right here – from safe and easy family-friendly hikes to backcountry touring of an expansive wilderness – Maple Ridge is easily accessible for visitors and residents of the Lower Mainland
- Agricultural tourism options are abundant in Maple Ridge – options may appeal to those seeking farm to table experiences, family outings, farm-themed weddings, etc.
- Urban centre – Maple Ridge has a walkable urban centre/cultural hub that could be even further enhanced with improvements to lighting, pedestrian areas and public entertainment gathering spots, including car-free events
- Home of the Katzie and Kwantlen First Nations – living and vibrant communities with unique cultures and stories to share
- Value – Maple Ridge accommodation offers excellent value to travellers while being only 45 minutes from downtown Vancouver attractions/amenities

There are other destinations that offer similar experiences but Maple Ridge’s location, mountains, urban centre, authentic First Nations culture and agricultural experiences offer a unique mix:

<b>Community</b>	<b>Proximity to Vancouver</b>	<b>Scenic Mountains</b>	<b>Agricultural product</b>	<b>Walkable Urban Centre</b>	<b>First Nations Culture</b>	<b>Notes:</b>
Maple Ridge	1 hour	X	X	X	X	More work required to improve pedestrian friendly-nature of gathering spots
Squamish	1 hour +	X			X	Limited Main Street exists, with proposed future downtown waterfront development
Abbotsford	1.5 hours	X	X		X	Distinct, spread out neighbourhoods

Markets that should be targeted and offered specific Maple Ridge experiences so as to achieve the objective of increasing overnight visitation, length of stay and visitor spending throughout the year include the following:

<b>Target Market</b>	<b>Maple Ridge Experience</b>	<b>Key Message Elements</b>
Weddings – Lower Mainland	Incredible scenery; all the services and amenities needed for a successful day; excellent value	Picture perfect weddings in Maple Ridge – every service available – every detail taken care of
Small Meetings/Conferences – Lower Mainland	Accommodation/dining/meeting space – at great value	Maple Ridge meetings – big city service without the big city cost
Family Vacations – Lower Mainland market	Memorable family experiences –dike hikes, horseback riding, camping, fun at the lake, farm experiences and exceptional value	All the ingredients for your family vacation are all here – suggested itineraries including access options, range of places to stay, family friendly activities
Hiking	Trails for all skill levels from peaceful dike walks, to easy	Make Maple Ridge your base for your next hiking

	hikes around Whonnock Lake to multi-day backcountry hiking/mountaineering In Golden Ears Provincial Park	adventure. Great value accommodations, all the comforts, services and amenities you need and a great range of dining and shopping options
Road Cycling – Lower Mainland	Ride Port Coquitlam – Pitt Meadows – Maple Ridge road; overnight in Maple Ridge – return next day	Long rides without intersections through scenic countryside/mountain backdrops
Mountain bikers – BC resident market	Part of Fraser Valley Mountain Biking experience	Make Maple Ridge your base to explore mountain biking trails throughout the Fraser Valley
Regional and Provincial Sport Tourism Event Organizers	Local clubs combine with sport tourism infrastructure + accommodation, dining, retail experiences	Maple Ridge has the facilities and amenities to host successful tournaments, races and other sporting events
Festival and Event Goers – Regional Drive Markets	Heritage, culture, live entertainment, family fun at signature events such as Caribbean Fest, Country Fest, weekly Haney Farmers’ Market, summer programming a Memorial Peach park, Festival of BC Films, Golden Harvest – Taste of Maple Ridge	Maple Ridge getaway – enjoy art, culture, live entertainment
Touring Travellers – all geographic markets	Year-round touring market can use Maple Ridge as a base for overnight stay to experience entire area – feature accommodation and close proximity to Golden Ears and other outdoor and cultural experiences	Provincial Park, scenery and local hospitality

Target markets can also be defined by their psychographic traits. The Explorer Quotient (EQ) is a tool developed by Destination Canada to assist communities and businesses in understanding the psychographics of travellers – the reasons why they travel and the types of experiences they seek. This behavioral knowledge assists in identifying the types of travellers best suited to the product/experience being offered.

Traveller ‘types’ are defined and the destination or business is able to match the ‘type’ with the experiences they offer as a way of focusing marketing efforts on best potential customers and

defining the nature of messaging/media tools that will reach and resonate with them. Additional information is available through Destination BC and on-line at [www.en.destinationcanada.com](http://www.en.destinationcanada.com). Destination Canada has identified the following Explorer Types as most attractive for the Canadian marketplace. Destination BC has confirmed that these markets are most relevant provincially:

- Free Spirits
- Cultural Explorers
- Authentic Experiencers

Free Spirits are highly social and open-minded. Their enthusiasm for life extends to their outlook on travel. Experimental and adventurous, they indulge in high-end experiences that are shared with others.

Cultural Explorers are defined by their love of constant travel and continuous opportunities to embrace, discover and immerse themselves in the culture, people and settings of the places they visit.

Authentic Experiencers are typically understated travellers looking for authentic, tangible engagement with destinations they seek, with a particular interest in understanding the history of the places they visit.

Many of BC's current visitors are Gentle Explorers. Gentle Explorers like returning to past destinations and enjoy the security of familiar surroundings. They seek the most comfortable places and avoid the unknown. They prefer well-organized travel packages and guided tours that care of all the details. They value comfort, structure and luxury.

Maple Ridge's current visitor experiences would appear to best meet the experiential needs of Cultural Explorers and Authentic Experiencers.

As marketing efforts progress and specific campaigns are formulated and launched, they should be informed by the additional psychographic intelligence available from the EQ program and data collection in the Maple Ridge area. In particular, where a database of visitor postal codes can be aggregated, resources invested in a PRIZM5 analysis offered through Environics Analytics can provide invaluable insight into current visitor profiles.

## **Recommended Strategies**

The following table summarizes the recommended strategies to achieve Maple Ridge's tourism objectives and vision. Further detail for each strategy is provided below.

These strategies provide opportunities for alignment with existing City resources and budgets in Parks Recreation and Culture and other departments (e.g. a trail plan will be led by Parks but will support tourism and should include a tourism component)

Strategies related to objective #1 – Destination Marketing are colour-coded green; strategies related to objective #2 – Destination Development are colour-coded gold.

**Objective #1 – Destination Marketing**

*We will conduct effective destination marketing in target markets with a focus on generating incremental overnight stays in paid accommodation*

**Objective #2 – Destination Development - Tourism Experience**

Attraction/Retention/Expansion and the Delivery of Remarkable Experiences

*We will encourage investment in tourism businesses and visitor/resident experiences to support longer lengths of stay and increased spending. We will support all visitor experiences in Maple Ridge in the quest to be ‘remarkable’.*

Funding available to implement these strategies is estimated to be as follows:

2018: City of Maple Ridge funding only – core funding of \$35,000 for marketing and \$60K for tourism coordination supplemented with cooperative marketing investments by local tourism businesses of \$5,000 = \$10,000 total

Year 2: Upon commencement of a 2% MRDT – combined MRDT funds/City funding/cooperative marketing investments and increased leveraged dollars = \$180,000 total

2018 implementation refers to the next year, while the decision regarding MRDT is made. Year 2 budget begins assuming MRDT collection begins. The budget is based on 2% MRDT collection. If 3% is collected, additional budget is available for marketing, content curation, and leveraging marketing dollars.

Target Market	Strategy	Funding	2018	Year 2 Budget	Years 3-5 Annual Budget
All Markets	Conduct visitor survey at Golden Ears Park understand current visitation, motivators, perceptions, opportunities, etc.  Conduct additional primary market research in years 2-5 to understand current visitation, motivators, perceptions, level of satisfaction and gaps	Core	\$5,000	\$0	\$0
Lower Mainland Weddings Market	Weddings - Design and publish an on-line guide to weddings in Maple Ridge with stunning photography and a list of service providers. Maintain guide by refreshing imagery. Consider attending select weddings shows in years 2-5.	Core + Cooperative Marketing / Advertising Sales	\$5,000	\$5,000	\$5,000

Lower Mainland – Small Conferences Market	Meetings / Conferences - Design and publish an on-line guide to meetings in Maple Ridge with stunning photography and a list of service providers. Maintain guide by refreshing imagery. Consider attending consumer shows in years 2-5.	Core + Cooperative Marketing / Advertising Sales	\$5,000	\$10,000	\$10,000
Regional / Provincial Sport Tourism	Sport Tourism - Work with local sports clubs to identify and bid for regional and provincial tournaments in fall/winter/spring 2017 including development of special offers/promotions to attendees featuring reasons to come early/stay tournaments in fall/winter/spring 2017 including development of special offers/promotions to later and experience Maple Ridge	Core	Contractor/ Staff Time	\$10,000	\$10,000
Lower Mainland Cycling Enthusiasts (Road and Mountain Biking)	Cycling - Design and promote a Maple Ridge Cycling Guide showcasing trail networks and nearby attractions (restaurants, accommodations); include multi-day itineraries that combine Maple Ridge with neighbouring trail networks in Pitt Meadows and Port Coquitlam; feature on existing website and partner websites (Cyclo Touring BC; Mountain Biking BC etc.)	Core + Contributions from Neighbouring Communities – Possible Destination BC Open Pool application in November 2017	\$5,000	\$5,000	\$5,000
All markets	Partnership Marketing – Participate in partnership programs and enhance Maple Ridge profile on existing marketing platforms such as <a href="http://www.hellobc.com">www.hellobc.com</a> , <a href="http://www.mountainbikingbc.ca">www.mountainbikingbc.ca</a> , <a href="http://www.scenic7bc.com">www.scenic7bc.com</a> , <a href="http://www.viasport.ca">www.viasport.ca</a>	Core	\$10,000	\$10,000	\$15,000
All Markets	Online Marketing Tools - Content acquisition and curation for all social media channels/ Maintain and enhance web presence	Core	\$10,000	\$10,000	\$25,000
All Markets	Collateral - Produce 2018 Visitor Guide	Core + advertising sales revenue	Breakeven with advertising	Breakeven advertising sale	Breakeven with advertising

			sales		sales
All Markets	Undertake brand development and roll/out – implementation and integration into all activities	Core + MRDT	-	\$30,000	\$10,000
All Markets	Secure imagery/videography content and curate for use in social media channels	Core + MRDT	-	\$ 10,000	\$10,000
All Markets	Actively engage with social media influencers in each target market (host bloggers, Instagrammers, etc.)	Core + MRDT	\$5,000	\$ 5,000	\$5,000
All Markets	Continue to enhance website content, incorporate search engine optimization; geo-targeted advertising	Core + MRDT		\$10,000	\$10,000
All markets	Design and activate visitor servicing program ; rejoin DBC network; mobile visitor servicing options	Apply for Innovation Funding	Staff Time	\$20,000	\$20,000
All Markets	Consider visitor perspective and experiential quality in all ongoing investments in municipal infrastructure (roads, parks, trails, recreation facilities etc.)	Core	Staff Time	Staff Time	Staff Time
Arts, Culture & Heritage enthusiasts – Cultural Explorers	Support Arts/Culture/Heritage events that motivate travel with marketing and promotion including overnight itineraries to encourage longer lengths of stay	Core + MRDT		Staff time	Staff time
Festival & Event Goers	Invest in existing and/or create new signature events with depth of programming content and quality that motivates travel with a focus on shoulder season e.g. Slow Food Cycle Tour	Core +MRDT		Staff Time	Staff Time
Cultural Explorers, Authentic Experiences	Continue to build relationships and offer market intelligence to support the development of authentic Aboriginal cultural tourism experiences by the Katzie and Kwantlen First Nations	Core		Staff Time	Staff Time
Cultural Explorers	Expand depth of agri-tourism offerings in Maple Ridge	Core		\$3,000	\$3,000
All Markets	Participate in an update to the signage / wayfinding strategy and represent the perspective and needs of the visitor	Core		Staff Time	Staff Time

Outdoor Enthusiasts	Conduct a Whonnock Lake Master Plan			Staff Time	-
Outdoor Enthusiasts	Participate in a Trails Master Plan that considers strategic connections, interconnectivity amongst communities and supports trail based/cycling visitation to Maple Ridge	Core		Staff Time	Staff Time
Maple Ridge Tourism Businesses	Invest in experiential quality – training, education – participate in DBC <i>Remarkable Experiences</i> program / Share Destination BC <i>Tourism Business Essentials</i> guides and host workshop	Core +MRDT		\$ 3,000	\$3,000
Residents	Leverage the VFR (visiting friends/ relatives segment)		\$3,000	\$2,000	\$2,000
Internal audience	Analyze the role that Airbnb and short term rentals might play in tourism and community economic development	Core		Staff Time	Staff Time
Internal audience	Communicate progress/successes/ lessons learned from implementation of immediate strategies with residents and tourism business operators	Core	Staff Time	\$2,000	\$2,000
Outdoor Enthusiasts	Encourage recreation equipment rentals	Core		Staff Time	Staff Time
Outdoor Enthusiasts /Cultural Explorers	Continue to invest in and promote interesting geo-caching sites in locations of heritage significance	Core		Staff Time	Staff Time
Cultural Explorers	Support City efforts to develop a “Points of Pride” program that provides markers for key locations of interest in the community (including heritage markers)	Core		Staff Time	Staff Time
Meetings/Conference	Support City efforts related to attraction of an accommodation partner to Town Centre	Core		Staff Time	Staff Time
Outdoor Enthusiasts	Participate in discussions related to additional camping capacity (both provincially and municipally)	Core		Staff Time	Staff Time
Cultural Explorers	Participate in discussions related to development of additional tourist accommodation in rural areas	Core		Staff Time	Staff Time

All Markets	Support City investments in downtown vibrancy including: <ul style="list-style-type: none"> <li>Daytime family activities (roaming entertainers, temporary installations and public art)</li> <li>Night time entertainment district (create entertainment district: patio dining; evening programming)</li> <li>Pedestrian oriented areas (adding crosswalks, sidewalks and separated bike lanes)</li> </ul> Enhanced lighting and design	Core		Staff Time	Staff Time
All Markets	Support implementation of Signage and Wayfinding strategy	Core		Staff Time	Staff Time
Outdoor Enthusiasts	Support implementation of Trails Master Plan	Core		Staff Time	Staff Time
	<b>Total Destination Marketing</b>		<b>\$45,000</b>	<b>\$105,000</b>	<b>\$105,000</b>
	<b>Total Destination Experience</b>		<b>\$3,000</b>	<b>\$30,000</b>	<b>\$30,000</b>
	<b>Tourism Coordinator</b>		<b>\$47,000</b>	<b>\$45,000</b>	<b>\$45,000</b>
	<b>Total Budget</b>		<b>\$95,000</b>	<b>\$180,000</b>	<b>\$180,000</b>
	<b>Office/Overhead</b>		<b>In kind from City</b>	<b>In kind from City</b>	<b>In kind from City</b>

Detailed activities for each of the immediate and Year 1 strategies follow. Details for Years 2 and beyond will be determined at that time.

*Detailed Destination Marketing Strategies – Immediate (next 12-18 months)*

Description	Primary Market Research
Specific Initiatives/Actions	a. Conduct intercept survey at Golden Ears Park to understand current visitors - who is coming today, what motivates them, what influences them, what do they know about Maple Ridge and how they could be motivated to return, stay longer, come in the shoulder season etc.
Rationale/Objectives	Primary market research enhances understanding of visitor perceptions and destination performance allowing fine-tuning of strategic investments
Responsibility	TAC/Tourism Contractor/City of Maple Ridge
Partnerships/Leveraging Opportunities	Maple Ridge tourism stakeholders
Timing	2018
Budget	2018 - \$5,000

Measuring Success	Primary market research available to inform future planning and marketing efforts Growth in value of visitor economy in Maple Ridge
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<b>Description</b>	<b>Weddings - Design and publish an on-line guide to weddings in Maple Ridge with stunning photography and a list of service providers</b>
Specific Initiatives/Actions	<p>a. Develop promotional materials and resources for wedding planners and brides (online list of resources for wedding planners – farm and city venues, photographers, caterers, etc.)</p> <p>Using the City of Maple Ridge online business listing, create list of wedding-related businesses on tourism website, for ease of wedding planning. Ensure on-brand imagery accompanies this section of tourism website.</p> <p>b. Develop weddings market strategy (consumer show attendance, publications targeted for media coverage, etc.)</p> <p>Work with wedding market stakeholders (accommodations, venues, photographers, etc.) to determine cooperative Weddings in Maple Ridge marketing tactics. (e.g. <a href="http://www.vancouverweddingshows.com/becoming-an-exhibitor">www.vancouverweddingshows.com/becoming-an-exhibitor</a>)</p>
Rationale/Objectives	Maple Ridge’s unique selling proposition revolves around its agricultural/mountain offerings next to urban centre, just one hour away from Vancouver. This provides an ideal setting for cost-effective, farm and/or mountain-themed, short-haul destination weddings from the Vancouver market.
Responsibility	TAC/Tourism Contractor/City of Maple Ridge
Partnerships/Leveraging Opportunities	Tourism stakeholders – cooperative marketing/pay to play opportunities
Timing	2018: promotional materials designed/produced Year 2: Wedding sub-strategy development and commence implementation Years 3-5: ongoing implementation
Budget	2018 - \$5,000; Years 2-5 - \$5,000
Measuring Success	<ul style="list-style-type: none"> <li>• Social media engagement</li> <li>• Wedding bookings through partners (accommodation providers, venues, etc.)</li> <li>• Consumer show attendance/leads generated</li> </ul>

<b>Description</b>	<b>Meetings and Conferences - Design and publish an on-line guide to meetings in Maple Ridge with stunning photography and a list of service providers</b>
Specific Initiatives/Actions	<p>a. Develop promotional materials and resources for event planners (online list of resources for event planners – forest and city venues including capacities, floorplans, audio-visual suppliers, caterers, etc.)</p> <p>Using the City of Maple Ridge online business listing, create list of meeting/conference-related businesses on tourism website, for ease of meetings/conference planning. Ensure on-brand imagery accompanies this section of tourism website. Examples: <a href="http://www.tourismvancouver.com/meetings">www.tourismvancouver.com/meetings</a> <a href="http://www.visitrichmond.bc.ca/meetings-groups/meetings-and-events">www.visitrichmond.bc.ca/meetings-groups/meetings-and-events</a></p> <p>b. Develop small meetings/retreats market strategy (publications in which to secure editorial coverage, etc.)</p> <p>Work with meeting market stakeholders (accommodations, venues) to determine cooperative Meetings in Maple Ridge marketing tactics. Work with local government, health care providers, arts, heritage, agritourism, etc. stakeholders to develop a list of potential associations, organizations that host conferences.</p> <p>a. Engage local stakeholders (Loon Lake Lodge, hotel partners, etc.) in discussions on cooperative marketing opportunities and meeting/conference leads, including pre-post opportunities, such as the IOCongress 2018.</p> <p>Vancouver is welcoming ornithologists from around the world on behalf of the International Ornithologists' Union to the 27th International Ornithological Congress (IOCongress2018). The IOCongress2018 Planning Committee is seeking 1-day tour options during the congress as well as longer (multi-day tour options). <a href="http://www.iocongress2018.com/congress-tours">www.iocongress2018.com/congress-tours</a></p>
Rationale/Objectives	Maple Ridge's unique selling proposition revolves around its agricultural/mountain offerings next to urban centre, just one hour away from Vancouver and from the international airport. This provides an ideal setting for cost-effective, meetings and conferences.
Responsibility	TAC/Tourism Contractor/City of Maple Ridge
Partnerships/Leveraging Opportunities	Tourism stakeholders – cooperative marketing/pay to play opportunities

Timing	2018: design/produce promotional materials Year 2 – meetings/conference sub-strategy development and commence implementation Years 3-5: continued implementation
Budget	2018 - \$5,000 ; Years 2-5 - \$10,000
Measuring Success	Social media engagement Meeting bookings through partners (accommodation providers, venues, etc.)

<b>Description</b>	<b>Sport Tourism - Work with local sports clubs to identify and bid for regional and provincial tournaments in fall/winter/spring 2018 including development of special offers/promotions to attendees featuring reasons to come early/stay later and experience Maple Ridge</b>
Specific Initiatives/Actions	<p>Ensure Maple Ridge content on <a href="http://www.viasport.ca">www.viasport.ca</a> is accurate and up to date and apply for grant assistance as appropriate and available</p> <p>Provide support to local sports clubs and assistance in bid identification and submission preparation</p> <p>Develop readily customizable flatsheets featuring all local services and amenities for attendees and participants</p> <p>Promote pre-event training opportunities</p> <p>For larger scale events, make available special offers and assist in creating participant welcome package that features dining, shopping, extend your stay offers to maximize attendee length of stay, spending and intention to return</p> <p>Create database of attendees and promote ‘come again’ packages to encourage return visitation</p> <p>Collaborate with other BC communities (Kamloops, Langley, Trail etc.) to re-energize and leverage information and resources on previous provincial sport hosting website</p> <p>Join Canadian Sport Tourism Alliance (CSTA); attend annual conference</p> <p>Work with Sport BC to prepare for the 2020 BC Summer Games</p>
Rationale/Objectives	Maple Ridge has a deep sport tradition and facilities capable of hosting regional and provincial events. New and improved facilities will help support sports tourism. Every

	additional event hosted will contribute to overnight stays, retail and restaurant spending and offers a significant return to all tourism businesses at all times of year, and particularly in shoulder season.
Responsibility	TAC/Tourism Contractor/City of Maple Ridge
Partnerships/Leveraging Opportunities	Province of BC recently launched their event hosting resources and associated financial support <a href="http://www.gov.bc.ca/eventhosting">www.gov.bc.ca/eventhosting</a>
Timing	Immediate and Ongoing
Budget	2018 - \$0 (staff time); Years 2-5 - \$10,000
Measuring Success	Number of sport tourism events hosted Size of database of attendees/participants for future marketing Growth in value of tourism in Maple Ridge

<b>Description</b>	<b>Cycling - Design and promote a Maple Ridge Cycling Guide showcasing trail networks and nearby attractions (restaurants, accommodations); include multi-day itineraries that combine Maple Ridge with neighbouring trail networks in Pitt Meadows and Port Coquitlam; feature on existing website and partner websites (Cyclo Touring BC; Mountain Biking BC etc.)</b>
Specific Initiatives/Actions	Convene cycling clubs/enthusiasts in Maple Ridge and together with City staff (Parks/Recreation), design a cycling guide Collaborate with neighbouring communities to showcase connections/trails/routes Identify transportation/access points, restaurants, cafés, places to stay, First Nation place names etc. Suggest multi-day itineraries and promote via social media channels Create a cycling sub-strategy for implementation in Year 1 Secure and utilize on-brand imagery
Rationale/Objectives	There are many cycling enthusiasts in the Lower Mainland and Fraser Valley and the cycling season is virtually 12 months long. Current information regarding trails and cycling experiences in Maple Ridge is difficult to find and often inaccurate (horse trail routes rather than cycling routes). A clear cycling guide with compelling imagery and suggested multi-day itineraries through Maple Ridge and neighbouring communities that is promoted through social media channels and other means will grow visitation from this sector.
Responsibility	Tourism Advisory Committee/Tourism Contractor/City of Maple Ridge
Partnerships/Leveraging Opportunities	Tourism stakeholders – cooperative marketing/pay to play opportunities
Timing	2018 – design and produce cycling guide Year 2 – cycling sub-strategy development and commence

	implementation Years 3-5: continued implementation
Budget	2018 - \$5,000; Years 2-5 - \$5,000
Measuring Success	Increase in overnight stays by cyclists Increase in overall value of tourism economy in Maple Ridge

<b>Description</b>	<b>Partnership Marketing - Enhance Maple Ridge profile on existing marketing platforms such as <a href="http://www.hellobc.com">www.hellobc.com</a>, <a href="http://www.mountainbikingbc.ca">www.mountainbikingbc.ca</a> <a href="http://www.scenic7bc.com">www.scenic7bc.com</a> <a href="http://www.viasport.ca">www.viasport.ca</a></b>
Specific Initiatives/Actions	<p><b>Destination BC:</b> Maximize <a href="http://www.hellobc.com">www.hellobc.com</a> – work with the Destination BC Travel Information Management team to ensure Maple Ridge content is up to date and reflective of branding, messaging and unique selling proposition.</p> <p>Explore the opportunity of working with the Consumer Marketing team to develop potential content ideas for a series of Maple Ridge related eDMs to be sent out to those consumers in Destination BC’s database that indicated hiking, biking, agri-tourism, etc. are of primary interest</p> <p>Engage with Destination BC’s social media channels <a href="http://www.destinationbc.ca/Programs/Consumer-and-Industry/Social-Media.aspx">www.destinationbc.ca/Programs/Consumer-and-Industry/Social-Media.aspx</a></p> <p>Ensure all Maple Ridge events on listed on HelloBC event listings site. <a href="http://www.tourismbc.net/dms/secure/default.aspx">www.tourismbc.net/dms/secure/default.aspx</a> Make all stakeholders aware of the reach of the provincial marketing website and the efforts made to ensure Maple Ridge representation on all marketing channels. Currently four events are listed: Canada Day celebrations, Haney Farmer’s Market, Caribbean Festival and Celebrate the Night. <a href="http://www.hellobc.com/maple-ridge/things-to-do/festivals-events/all-events.aspx">www.hellobc.com/maple-ridge/things-to-do/festivals-events/all-events.aspx</a></p> <p><b>Existing cooperative marketing partnerships:</b> Maximize partnerships and update imagery/branding with <b>Scenic 7 and Circle Farm Tours</b>. Create regional cooperative marketing programs together with neighbouring communities as appropriate where a broader regional message is more impactful with targeted travellers (e.g. cycling).</p> <p>Meet with all key marketing partners (Destination BC, Scenic 7, Circle Farm Tours) to share target markets, key messages</p>

	<p>and brand imagery and to ensure Maple Ridge is appropriately represented in partner destination marketing efforts.</p> <p><b>Visitor Centres</b> - Partnerships with Visitor Centres are also important. Front-line staff in surrounding Visitor Centres should be knowledgeable about Maple Ridge.</p> <p><b>Other Partners:</b>  <b>ParkBus</b> – in partnership with BC Parks, ParkBus offers scheduled bus service from Vancouver to Golden Ears Park. An opportunity exists to explore marketing opportunities to ensure visitors to park learn more about Maple Ridge.  <a href="http://www.parkbus.ca/goldenears">www.parkbus.ca/goldenears</a></p> <p><b>BC Ale Trail</b> - representing craft brewing sector – two Maple Ridge businesses currently on the website  <a href="http://bcaletrail.ca">bcaletrail.ca</a></p> <p><b>Mountain Biking BC</b> – explore membership in Mountain Bike BC and receive community profile on website and participate in media trips, social media engagement, etc.  <a href="http://www.mountainbikingbc.ca">www.mountainbikingbc.ca</a></p> <p><b>Camping/RV sector</b> - enhance content related to Maple Ridge camping experiences  <a href="http://www.campingrvbc.com">www.campingrvbc.com</a>  <a href="http://www.gocampingbc.com">www.gocampingbc.com</a>  <a href="http://www.camping.bc.ca">www.camping.bc.ca</a></p> <p><b>Aboriginal Tourism BC</b> – explore Associate Stakeholder membership (\$99/year) to become more engaged with the organization and the tourism business support opportunities  <a href="http://www.aboriginalbc.com/corporate">www.aboriginalbc.com/corporate</a></p> <p><b>Film Commission</b> – continue to work closely with scouts/location to maximize market exposure associated with various film/TV productions  <a href="http://www.creativebc.com">www.creativebc.com</a></p> <p><b>BC Parks</b> – explore the idea of providing “Where to Shop” or “Things to Do” in Maple Ridge when campers reserve their site at Golden Ears Park  <a href="http://www.env.gov.bc.ca/bcparks/explore/parkpgs/golden_ears">www.env.gov.bc.ca/bcparks/explore/parkpgs/golden_ears</a></p>
Rationale/Objectives	Leveraging resources with other communities and organizations for mutual benefit is necessary with limited funds for marketing and promotion.
Responsibility	TAC/Tourism Contractor/City of Maple Ridge
Partnerships/Leveraging	Other communities, organizations as listed

Opportunities	
Timing	2018 – continued participation in Scenic 7 and Circle Farm Tour; update <a href="http://www.hellobc.com">www.hellobc.com</a> content Year 2 – explore new partnership opportunities noted above Years 3-5 – continued partnership investments
Budget	2018 - \$10,000; Year 2 - \$10,000; Year 3 - \$15,000
Measuring Success	Number of collaborative marketing initiatives executed Growth in value of tourism in Maple Ridge

Description	Online Marketing Tools - Content acquisition and curation for all social media channels/ Maintain and enhance web presence
Specific Initiatives/Actions	<p>a. Engage residents and influencers in sharing their images and using #DiscoverMapleRidge</p> <p>b. Maintain existing website - update content/imagery, add itineraries on existing City hosted website</p> <p>c. Develop an interactive website showcasing range of experiences – allowing visitors to ‘click’ on their passion to see range of options and itineraries in the area</p> <p>d. Develop several suggested itineraries along various themes for inclusion on website and in social media posts in order to showcase the many reasons to visit Maple Ridge and stay overnight</p> <p>e. Improve existing City website as an interim measure while undertaking the design of a new standalone tourism website. Transfer website content from <a href="http://www.mapleridge.ca/330/Tourism">www.mapleridge.ca/330/Tourism</a> to <a href="http://www.discovermapleridge.ca">www.discovermapleridge.ca</a> and enhance with content specific to target markets (keeping in mind key words/links etc. that will drive high organic search engine placement). Navigation and imagery should reflect target segments/travel motivators and overall brand and messaging. Ensure website is mobile device friendly.</p> <p>Redesign should consider:</p> <ul style="list-style-type: none"> <li>• Home page: “What’s your passion?” – click through directly to hiking, festivals, etc. rather than more generic navigation that lists activities available</li> <li>• Additional photography/videography to convey emotional appeal of experiences</li> <li>• Third party endorsements of experiences</li> <li>• Inclusion of history – First Nations history and place names as well as agricultural history</li> <li>• Suggested itineraries</li> <li>• Package opportunities</li> <li>• Circle routes</li> <li>• Build Your Own Itinerary</li> <li>• Trail maps, cycling maps</li> </ul>

	<ul style="list-style-type: none"> <li>• Blog content</li> </ul> <p>Utilize Google Analytics to understand website statistics e.g. referral source, unique visits, length of stay; pages visited; page visit duration etc.</p> <ol style="list-style-type: none"> <li>f. Develop Social media campaigns using key words/geotargeting/unique Maple Ridge hashtag</li> <li>g. Grow audience in social media such as Facebook, YouTube, Twitter and Instagram with frequently updated and relevant information that, in particular, appeals to target markets (including What’s Happening this Week). Follow others with large followings and contribute to their conversations. Commission additional social media content (blog stories, vignettes etc.) regularly to keep followers engaged. Ensure integration of social media tools on website.</li> <li>h. Set up Hootsuite account to monitor Maple Ridge tourism social media channels and #DiscoverMaple Ridge hashtag. Set up groups (arts, sport, heritage, accommodations, etc.) within Hootsuite to more easily track and share local tourism business social media posts. Tag all partners in posts to ensure more reach.</li> <li>i. Maintain connections with Destination BC and other DMO social media feeds (Fraser Valley and lower mainland DMOs). See <a href="#">How to Engage with Destination BC’s Social Media Channels</a> for more information.</li> <li>j. Introduce a website blog with ‘must do’s; highlights of recent trips – integrate with Instagram photo’s/stories similar to highly successful campaign ‘Whistler Unfiltered’ see <a href="http://www.origindesign.ca/instagram-powers-tourism-whistler’s-whistlerunfiltered-campaign">www.origindesign.ca/instagram-powers-tourism-whistler’s-whistlerunfiltered-campaign</a></li> <li>k. Develop and promote itineraries, for both passion-based (hiking, family activities for young children, cycling, agritourism etc.), and length of time available (half-day, 1-day, 2-3 days).</li> <li>l. Build an opt-in email database which records activities of interest and begin series of email campaigns with suggested itineraries matching indicated interests</li> <li>m. Secure editorial coverage in key target markets (print and digital) featuring suggested itineraries</li> <li>n. Consider introducing contests and build a database for future direct marketing efforts. (See Camping and RV BC “It’s my camping story blog contest” as an example - <a href="http://www.campingrvbc.com/contest">www.campingrvbc.com/contest</a></li> </ol>
Rationale/Objectives	<p>Integrated online marketing campaigns that include contesting, paid advertising, email opt-ins etc. and participation in social media that accesses target markets and can create ‘viral’ excitement about travel experiences in Maple Ridge.</p> <p>High quality experiential photography and videography will</p>

	allow potential visitors to see themselves 'in the activity' and motivate participation.
Responsibility	TAC/Tourism Contractor/City of Maple Ridge
Partnerships/Leveraging Opportunities	Destination BC has commissioned new 'on brand' imagery and videography all tourism regions. This new inventory should be reviewed first to determine 'gaps' for Maple Ridge. A potential partnership with neighbouring communities with application to DBC 'open pool' can be considered to secure imagery/ videography not yet available.
Timing	2018e – Encourage local residents to share their Maple Ridge images; update content on current website with new images, suggested itineraries etc. (continue hosting on City platform) Year 2 – Content acquisition/curation and social media campaigns; design/launch new interactive website Years 3-5 – continued content acquisition/curation, social media campaigns, updates to website
Budget	2018: \$5,000; Year 2 - \$10,000; Year 3- \$25,000
Measuring Success	Variety of 'on brand' images representing Maple Ridge experiences for target markets Number of unique website visits Instagram images Number of referrals to stakeholder websites Size of subscribed email database for future direct marketing Contest participation rates Social media 'Likes'/'Follows' and reach Blog engagement

<b>Description</b>	<b>Collateral - Produce 2018 Visitor Guide</b>
Specific Initiatives/Actions	Continue to produce a Visitors' Guide showcasing the many reasons to visit Maple Ridge Incorporate as a downloadable pdf on website Distribute print version in key locations (e.g. Park Bus) Upon completion of branding review – revisit design and imagery to ensure on-brand
Rationale/Objectives	Many travellers still reference a Visitors' Guide to inform their decision making both during the planning stage and while en route
Responsibility	TAC/Tourism Contractor/City
Partnerships/Leveraging Opportunities	Advertising Sales
Timing	Immediate and ongoing
Budget	Breakeven with advertising sales
Measuring Success	Increase in average length of stay Increase in overall value of tourism economy in Maple Ridge

<b>Description</b>	<b>Actively engage with social media influencers in each target market (host bloggers, Instagrammers, etc.)</b>
Specific Initiatives/Actions	<p>Identify key influencers (local celebrity personas; leading photographers; bloggers in agri-tourism/culinary/field to table, weddings, etc.)</p> <p>Engage in and contribute to their social media dialogue</p> <p>Invite select influencers to visit and experience Maple Ridge – host and showcase</p>
Rationale/Objectives	Social media influencers and their opinions are valued by travellers and have more credibility than paid channels
Responsibility	TAC/Tourism Contractor/City
Partnerships/Leveraging Opportunities	Possible multi-community fam tour funded together with DBC
Timing	2018 and ongoing
Budget	2018 - \$5,000; Years 2-3 \$5,000
Measuring Success	Social media impressions

*Detailed Destination Development Strategies – 2018*

<b>Description</b>	<b>Visitor Services – Design and activate visitor services program - rejoin DBC network</b>
Specific Initiatives/Actions	<p>Rejoin official Destination BC Visitor Centre network (must meet minimum hours of operation and training requirements but can co-locate with City staff)</p> <p>Apply for DBC Innovation funding to support provision of mobile visitor services at key locations such as Golden Ears Provincial Park (800,000 visitors per year); Park Bus Ambassadors; have presence at signature events in order to showcase Maple Ridge businesses and reasons to venture into Maple Ridge/stay longer;</p> <p>Build local volunteer ambassador base among residents – ‘Ask a Local’ program (in return for volunteer perks such as event attendance; recreation passes etc.)</p> <p>Research mobile visitor servicing program possibilities and self-service kiosks for high-traffic areas; Mobile visitor servicing could be via a vehicle, trailer, branded tent, etc.</p> <p>Have tourism staff presence at key locations and events where visitors congregate (sport tournaments, festivals, Haney Farmers Market, etc.)</p> <p>Review transferable lessons available from other communities that have participated in Destination BC</p>

	<p>Remarkable Experiences projects to inform direction for future visitor servicing in Maple Ridge</p> <p>Connect with BC Parks Visitor Services and Community Engagement Manager to discuss ideas/options for mobile visitor servicing.</p>
Rationale/Objectives	Maple Ridge receives many day visitors who may be unaware of the many reasons to venture further in/around Maple Ridge and ideally stay overnight. Rather than requiring them to go to a 'bricks and mortar' Visitor Centre, a program to meet the visitor where they are and engage them will provide information and value.
Responsibility	TAC/Tourism Coordinator/City
Partnerships/Leveraging Opportunities	DBC Innovation Funding; Summer Student Jobs Programs/Grants
Timing	<p>2018 – rejoin DBC official network using an existing City location that is already staffed; provide annual plan to DBC and meet training and hours of operation requirements; Plan mobile visitor servicing and apply for Innovation Funding in November 2017</p> <p>2018 – Activate mobile visitor servicing program</p>
Budget	2018 – staff time only; Year 2-5 - \$20,000 for mobile visitor servicing/volunteer ambassador program
Measuring Success	<p>Number of visitors intercepted/engaged</p> <p>Resident volunteer ambassador program launched</p> <p>Average length of stay in Maple Ridge extended</p>

<b>Description</b>	<b>Destination Enhancement - consider visitor perspective and experiential quality in all ongoing investments in municipal infrastructure (roads, parks, trails, recreation facilities etc.)</b>
Specific Initiatives/Actions	<p>Present Tourism Strategy to all Managers/City Managers at City of Maple Ridge to build knowledge and educate that all City departments are part of 'tourism' – all have the ability to enhance/detract from a visitor experience</p> <p>Identify specific initiatives underway (Parks/Trails planning; Public Art; downtown revitalization; road widening etc. etc.) that would benefit from a visitor perspective</p> <p>Engage in each of these initiatives at the planning stage to incorporate 'visitor lens'</p>
Rationale/Objectives	The City of Maple Ridge is already making significant capital investments for the benefit of its residents – these investments can be considered from the perspective of the visitor as well to ensure they serve both markets (resident and visitor) optimally
Responsibility	Economic Development team

Partnerships/Leveraging Opportunities	All City departments
Timing	2018 and ongoing
Budget	Staff time only
Measuring Success	Visitor perspective considered in project planning

Description	Leverage VFR (visiting friends/relatives) segment
Specific Initiatives/Actions	<ul style="list-style-type: none"> <li>a. Educate locals on places to stay/things to do through city website/ mailouts/municipal communication channels</li> <li>b. Promote use of #DiscoverMapleRidge hashtag. Develop contest or promotion to encourage residents to share images/videos from the destination on social media</li> <li>c. Promote website, itineraries, etc. for residents to be the best hosts for visiting guests.</li> </ul>
Rationale/Objectives	Maple Ridge's residents need to be ambassadors for the destination and to be encouraging friends/relatives to visit and to explore.
Responsibility	TAC/Tourism Contractor/City of Maple Ridge
Partnerships/Leveraging Opportunities	Tourism stakeholders
Timing	2018 and ongoing
Budget	2018 - \$3,000
Measuring Success	<ul style="list-style-type: none"> <li>• Social media engagement</li> <li>• Number of resident communiques</li> </ul>

Description	Communicate progress/successes/ lessons learned from implementation of immediate strategies with residents and tourism business operators
Specific Initiatives/Actions	<ul style="list-style-type: none"> <li>a. Create and distribute quarterly e-news to businesses to increase understanding of tourism marketing opportunities and successes amongst tourism businesses</li> <li>b. One-page email highlighting recent/upcoming marketing campaigns, website/social media/hashtag stats, Maple Ridge travel stories in the media, contests, etc.</li> <li>c. Educate all residents on the value of the local tourism economy and develop their appreciation of their contribution to the visitor experience</li> <li>d. Incorporate tourism updates/stories into municipal communication channels</li> <li>e. Celebrate Tourism Week each year in June</li> <li>f. Create 'tourist in your own town' programs for locals to experience Maple Ridge restaurants, shops, attractions</li> <li>g. Hold annual Tourism Open House to communicate successes and seek input into strategic plan/tactical plan updates</li> </ul>
Rationale/Objectives	Both resident and business stakeholder support for tourism

	initiatives is essential for long-term success.
Lead Responsibility	TAC/Tourism Contractor/City of Maple Ridge
Partnerships and Leveraging Opportunities	Chamber of Commerce, BIA
Timing	2018 and ongoing
Budget	2018 \$0 (staff time)
Measuring Success	<ul style="list-style-type: none"> <li>Increased support for tourism in Maple Ridge</li> </ul>

*Detailed Destination Marketing Strategies – Year Two (commencement of MRDT)*

The Year Two strategies are considered incremental to the immediate efforts identified above, which should also continue:

Description	Primary Market Research
Specific Initiatives/Actions	<ul style="list-style-type: none"> <li>b. Endeavour to further understand who is coming today, what motivates them, what influences them and how they could be motivated to return, stay longer, come in the shoulder season etc.</li> <li>c. Conduct annual visitor intercept survey – Golden Ears Park and/or during festivals/events</li> <li>d. Utilize tools such as Explorer Quotient</li> <li>e. Develop a database of visitor postal codes and invest in Prizm5 data analysis</li> </ul>
Rationale/Objectives	Primary market research enhances understanding of visitor perceptions and destination performance allowing fine-tuning of strategic investments
Responsibility	TAC/Tourism Contractor/City of Maple Ridge
Partnerships/Leveraging Opportunities	Maple Ridge tourism stakeholders
Timing	Years 3 and every two to three years thereafter to update
Budget	Year 3 - \$15,000
Measuring Success	<p>Primary market research available to inform future planning and marketing efforts</p> <p>Growth in value of visitor economy in Maple Ridge</p>

Description	Engage with the Maple Ridge community and create/launch a market-research informed destination brand/identity
Specific Initiatives/Actions	<ul style="list-style-type: none"> <li>a. Engage brand development consultant and work closely with community define the Maple Ridge ‘personality’ as expressed by the community itself</li> <li>b. Work together with consultant and with City of Maple Ridge, key stakeholders and a consultant/designer to develop a compelling brand identity that captures unique selling proposition of the area from a visitors’</li> </ul>

	<p>perspective. This identity should leverage the iconic and inimitable found only in Maple Ridge. Include consideration of various naming conventions as well as brand attributes.</p> <p>c. Develop several preferred options and review with tourism stakeholders and community at large. Share brand identity with tourism operators to ensure an understanding of brand positioning and how they can align their efforts.</p> <p>d. Build knowledge and understanding of the Canada brand and the British Columbia brand. For maximum impact, ensure brand identity is aligned with provincial brand managed by Destination BC.</p> <p>Destination BC brand video:  <a href="http://www.youtube.com/watch?v=72lrLltoA7w&amp;feature=youtu.be">www.youtube.com/watch?v=72lrLltoA7w&amp;feature=youtu.be</a></p> <p>e. Commission primary market research in existing and potential target markets to understand brand attributes that will resonate with these markets and motivate/create urgency to travel</p> <p>f. Launch and embed brand attributes, key messaging and identity in all destination development and marketing efforts</p> <p>g. Develop brand standards manual for approved identity to provide guidance to all those authorized to use brand</p>
Rationale/Objectives	Maple Ridge does not have a compelling and memorable brand identity. While an identity alone will not increase visitation, it is an important tool to build awareness and convey the area's unique selling proposition to those considering travel.
Responsibility	TAC/Tourism Contractor/City of Maple Ridge
Partnerships/Leveraging Opportunities	Tourism stakeholders, Residents of Maple Ridge
Timing	Year 2
Budget	Year 2 - \$30,000 ; Year 3 - \$10,000
Measuring Success	Research informed, community supported brand identity for Maple Ridge ready for launch in 2017

Description	Secure additional imagery/videography content and curate for use in social media channels
Specific Initiatives/Actions	<p>Consider a variety of means to secure images/video including contracted photographers/videographers; photo contests;</p> <p>Activate preferred means and secure continual 'stream' of content to be shared with target audiences</p> <p>Secure high-quality on-brand experiential photography and videography that captures compelling images for each market segment targeted and is aligned with provincial</p>

	branding. Destination BC brand video: <a href="http://www.youtube.com/watch?v=72lrLtoA7w&amp;feature=youtu.be">www.youtube.com/watch?v=72lrLtoA7w&amp;feature=youtu.be</a>
Rationale/Objectives	The pace of content consumption on social media is rapid and to keep potential travellers engaged, images and video content must be updated frequently
Responsibility	TAC/Tourism Contractor/City of Maple Ridge
Partnerships/Leveraging Opportunities	Maple Ridge tourism stakeholders; consider participation in multi-community Open Pool application to hire professional photographers/videographers
Timing	Years 2 and ongoing
Budget	Year 2 - \$10,000; Year 3 - \$10,000
Measuring Success	Social media following/impressions

<b>Description</b>	<b>Continue to constantly enhance website content, incorporate search engine optimization; advertising</b>
Specific Initiatives/Actions	Continue to invest in website improvements and content updates Ensure key word search terms are embedded in content to garner high organic search engine placement Utilize geo-targeted advertising on key words (e.g. Lower Mainland market searching on 'weddings') to promote Maple Ridge as an option for consideration
Rationale/Objectives	Research confirms that travellers increasingly use the web to plan their itineraries – content must be fresh and engaging and must also be easily found. Geo targeted advertising ensures high return on investment.
Responsibility	TAC/Tourism Coordinator/City
Partnerships/Leveraging Opportunities	
Timing	Year 2 and ongoing
Budget	\$10,000
Measuring Success	Website analytics

<b>Description</b>	<b>Consider attending select weddings shows in the Lower Mainland</b>
Specific Initiatives/Actions	Review various wedding shows focused on the consumer including their attendance demographics and cost structure  Discuss and review options with Maple Ridge wedding service providers (venues, caterers, photographers)  If stakeholder interest is strong, create a 'Team Maple Ridge' approach to wedding show participation to maximize impact – pay to play basis
Rationale/Objectives	Consumer show attendance as an exhibitor can provide access to a qualified group of motivated travellers

Responsibility	TAC/Tourism Coordinator/City
Partnerships/Leveraging Opportunities	Maple Ridge Tourism stakeholders
Timing	Year 2 and ongoing if results warrant continuation
Budget	Year 2 - \$2,000
Measuring Success	<ul style="list-style-type: none"> <li>• Qualified leads</li> <li>• Number of weddings held in Maple Ridge</li> </ul>

*Detailed Destination Development Strategies – Year Two (commencement of MRDT)*

<b>Description</b>	<b>Support Arts/Culture/Heritage events that motivate travel with marketing and promotion including overnight itineraries to encourage longer lengths of stay</b>
Specific Initiatives/Actions	<ol style="list-style-type: none"> <li>Improve inventory of festivals/events for inclusion on website</li> <li>Festival/events inventory can be used for website listing, developing social media calendar and populating “What’s On” weekly flatsheet for stakeholders</li> <li>Promote existing festivals and events on website through social media and as part of suggested itineraries</li> <li>Ensure all festivals are listed and updated on Hellobc.com</li> <li>Incorporate Maple Ridge brand, imagery and hashtag into all festival/event promotions</li> <li>Increase the number of festivals and associated opportunities for visitor spending</li> </ol>
Rationale/Objectives	Arts/culture/heritage events in Maple Ridge help define the community and provide reasons to visit and a foundation for the creation of an overnight stay
Responsibility	TAC/Tourism Contractor/City of Maple Ridge
Partnerships/Leveraging Opportunities	Festival and event organizers
Timing	2018 – inventory creation Years 2-5 – promotions
Budget	2018 - TBD
Measuring Success	<ul style="list-style-type: none"> <li>• Social media engagement</li> <li>• Festival/event inventory completion</li> </ul>

<b>Description</b>	<b>Invest in existing and/or create new signature events with depth of programming content and quality that motivates travel with a focus on shoulder season</b>
Specific Initiatives/Actions	Engage with local businesses/residents to define ‘need’ period and brainstorm possible events that are authentic to Maple Ridge

	Review models of delivery – community owned and produced – community owned and professionally produced – third party owned and produced Create a signature festival strategy and business plan to support funding applications
Rationale/Objectives	A ‘signature’ event can be the first reason to visit Maple Ridge and can lead to return visits both for the event and at other times of year
Responsibility	TAC/Tourism Contractor/City of Maple Ridge
Partnerships/Leveraging Opportunities	Third party event producers
Timing	Year 1 – Engage with local businesses/community to define the ‘signature’ event to be enhanced or created Years 2 - 5 – Deliver and continually improve the event incorporating new elements, expanding and enhancing the scope/scale of programming
Budget	2018 - \$0 (staff time)
Measuring Success	<ul style="list-style-type: none"> <li>Signature event defined for Year 2 launch</li> </ul>

<b>Description</b>	<b>Continue to build relationships and offer market intelligence to support the development of authentic Aboriginal cultural tourism experiences by the Katzie and Kwantlen First Nations</b>
Specific Initiatives/Actions	Meet with Katzie and Kwantlen representatives to discuss tourism opportunity Consider establishing a Memorandum of Understanding to support the development of authentic Aboriginal cultural experiences in Maple Ridge Liaise with Aboriginal Tourism BC (AtBC) and make necessary introductions to access support available through AtBC Provide relevant market research/intelligence to support Katzie and Kwantlen community discussions regarding their interest and willingness to engage with visitors Provide support and assist with business plans/feasibility studies for proposed business ventures, if requested
Rationale/Objectives	Many travellers are seeking authentic Aboriginal cultural experiences. If Maple Ridge works together with the Katzie and Kwantlen First Nations and supports their launch of new experiences, this will give many travelling segments a specific reason to stop and potentially stay in Maple Ridge.
Responsibility	TAC/Tourism Contractor/City of Maple Ridge
Partnerships/Leveraging Opportunities	Katzie First Nation; Kwantlen First Nations; AtBC
Timing	2018 – relationship building; possible MOU Years 2-5 – ongoing support

Budget	2018 - \$0 (staff time)
Measuring Success	New Aboriginal cultural experiences launched in Maple Ridge

<b>Description</b>	<b>Expand depth of agritourism offerings in Maple Ridge and promote all agritourism experiences</b>
Specific Initiatives/Actions	<p>a. Highlight farm to table experiences in town (campaign development for existing Golden Harvest event)  <a href="http://www.theactmapleridge.org/buy-tickets/other-presentations/golden-harvest">www.theactmapleridge.org/buy-tickets/other-presentations/golden-harvest</a></p> <p>b. Support Agricultural Land Reserve (ALR) events (promote use of ALR land for farm to table events, such as farm weddings or socials, farm tour cycle events, barn dances, etc.)</p> <p>c. Connect with ALR stakeholders currently hosting, or interested in hosting, events to explore cooperative marketing opportunities.</p> <p>d. Continue to work with regional partners on cooperative marketing programs for agritourism sector (Circle Farm Tour, Scenic 7, BC Ale Trail, etc.)</p> <p>e. Design and implement Maple Ridge specific agritourism promotions with local businesses</p>
Rationale/Objectives	Maple Ridge's unique selling proposition revolves around its mountains, its agricultural offerings and its proximity to an urban centre, just one hour away from Vancouver. However, a greater number of agritourism experiences would be beneficial to create motivation for travel and overnight stays. Encouraging new agritourism experiences to open and continuing to support existing businesses will eventually create this density of experiences.
Responsibility	TAC/Tourism Contractor/City of Maple Ridge Economic Development
Partnerships/Leveraging Opportunities	Agritourism businesses Fraser Valley Circle Farm Tour
Timing	Year 2 and ongoing
Budget	Year 2 - \$3,000
Measuring Success	Number of agritourism experiences in Maple Ridge Cooperative marketing investment

<b>Description</b>	<b>Participate in an update to the signage/wayfinding strategy and represent the perspective and needs of the visitor</b>
Specific Initiatives/Actions	Contribute to City led review of wayfinding and signage throughout Maple Ridge
Rationale/Objectives	Signage and wayfinding contribute to the overall quality of the visitor experience
Responsibility	TAC/Tourism Contractor/City of Maple Ridge

Partnerships/Leveraging Opportunities	City of Maple Ridge
Timing	As dictated by process
Budget	2018 - \$0 (staff time)
Measuring Success	Visitor friendly signage and wayfinding throughout Maple Ridge

Description	Preparation of a Whonnock Lake Master Plan
Specific Initiatives/Actions	Conduct a Master Plan that provides a comprehensive long-range vision for Whonnock Lake recreation area
Rationale/Objectives	Providing additional recreational opportunities for both residents and visitors
Responsibility	City of Maple Ridge
Partnerships/Leveraging Opportunities	TAC/Tourism Coordinator
Timing	As dictated by City-led review process
Budget	2018 -\$0 (staff time)
Measuring Success	Implementation of master plan

Description	Participate in a Trails Master Plan that considers strategic connections, interconnectivity amongst communities and supports trail based/cycling visitation to Maple Ridge
Specific Initiatives/Actions	Contribute to City led review of trails throughout Maple Ridge
Rationale/Objectives	Trails are often motivators to travel and the quality and variety of trails will contribute to the overall quality of the visitor experience
Responsibility	TAC/Tourism Contractor/City of Maple Ridge
Partnerships/Leveraging Opportunities	City of Maple Ridge
Timing	As dictated by City-led review process
Budget	2018 - \$0 (staff time)
Measuring Success	Trail network within Maple Ridge and connected to neighbouring communities that is highly rated by visitors and is becoming a travel motivator

Description	Invest in the experiential quality offered to visitors
Specific Initiatives/Actions	<ul style="list-style-type: none"> <li>a. Offer industry training to all businesses (i.e. Destination BC – <i>Tourism Business Essentials</i> guide and workshop)</li> <li>b. Work with Destination BC to offer <u>WorldHost@</u> training program to Maple Ridge businesses that focuses on providing exceptional visitor experiences</li> <li>c. Use the Destination BC market-ready checklist as a starting place and further enhance with specific standards and best practices related to Maple Ridge: <a href="http://www.destinationbc.ca/Resources/Tourism-Planning-Resources/Market-Ready-Standards.aspx">www.destinationbc.ca/Resources/Tourism-Planning-Resources/Market-Ready-Standards.aspx</a>. This tool will</li> </ul>

	<p>help to build understanding of ‘market-ready’ and ‘export-ready’ product standards and experiential requirements. Develop a self-assessment checklist for ‘market-ready’ and ‘export-ready’ standards and best practice to be used by local businesses.</p> <p>d. Promote <u>Tourism Business Essentials</u> educational tools and online resources available through Destination BC at no charge to local businesses. Offer Online Reputation Management workshop to all businesses</p> <p>e. Ensure local tourism operators are on TripAdvisor and encourage them to actively manage their online reputation. <a href="http://www.destinationbc.ca/getattachment/Programs/Guides-Workshops-and-Webinars/Guides/Tourism-Business-Essentials-Guides/TBE-Guide-Online-Reputation-Management-2nd-Edition-Sep-2014-(2).pdf.aspx">www.destinationbc.ca/getattachment/Programs/Guides-Workshops-and-Webinars/Guides/Tourism-Business-Essentials-Guides/TBE-Guide-Online-Reputation-Management-2nd-Edition-Sep-2014-(2).pdf.aspx</a></p> <p>f. Request to be part of Destination BC’s Remarkable Experiences program <a href="http://www.destinationbc.ca/Programs/Regions-Communities-and-Sectors/Sector-Tourism-Programs.aspx">www.destinationbc.ca/Programs/Regions-Communities-and-Sectors/Sector-Tourism-Programs.aspx</a></p> <p>g. Encourage cross-promotion amongst tourism businesses</p> <p>h. Develop and distribute ‘What’s On’ weekly flatsheet/central calendar to educate business owners and residents. This is intended to influence hours of operation to accommodate visitor needs, while encouraging cross-promotion amongst tourism businesses</p> <p>i. Advocate for government investments in infrastructure improvements</p>
Rationale/Objectives	Enhanced market knowledge and service/training levels will continue to improve the visitor experience creating ‘remarkable experiences’ that are favorably reviewed on third party platforms and shared across social networks thereby encouraging new and repeat visitation
Lead Responsibility	TAC/Tourism Contractor/City of Maple Ridge
Partnerships and Leveraging Opportunities	Destination BC; Chamber of Commerce; City of Maple Ridge / Economic Development
Timing	Years 2 and ongoing
Budget	Year 2 - \$3,000
Measuring Success	<ul style="list-style-type: none"> <li>• Number of participants in training programs</li> <li>• Number of members utilizing on-line training resources</li> </ul>

<b>Description</b>	<b>Analyze the role that Airbnb and short term rentals might play in tourism and community economic development</b>
Specific Initiatives/Actions	<p>Review policy direction/better practices of other destinations in BC, Canada and North America</p> <p>Review Maple Ridge presence on sharing platforms like AirBnB, VRBO etc.</p> <p>Draft municipal policy for consideration by Mayor and</p>

	Council
Rationale/Objectives	The sharing economy creates both opportunities and risks that should be understood and proactively managed by a destination
Responsibility	Economic Deveopment/City Planning Department
Partnerships/Leveraging Opportunities	City staff
Timing	Year 2 – policy review Year 2 – draft Maple Ridge policy
Budget	Year 1 - \$0 (staff time)
Measuring Success	Policy review complete Maple Ridge specific policy in place

## Appendix A – Understanding the Visitor Economy

Phil Reddy Tourism Strategy Manager Northwest Regional Development Agency 2006

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### Summary

In this report, Phil Reddy, the Tourism Strategy Manager for the Northwest Development Agency reflects on the meaning of the term 'Visitor Economy', a term that is increasingly being used as a replacement for 'Tourism'.

This report builds on the experience gained in the Northwest and draws on the debate amongst academic researchers, regional tourism and visitor economy leaders and officers and cultural sector research specialists which took place at:

*'Convergence: culture, knowledge and the visitor economy in the North West'* – a joint think tank event between the Culture Observatory Intelligence Network, North West Universities Association and Northwest Regional Development Agency on 26 January 2006, Lancaster University.

This report suggests that these two terms mean different but complementary things, and puts forward a working definition of the visitor economy. It emphasizes the importance of those managing destinations having a really good understanding of their visitors if they are to meet expectations. Knowing your customers enables you to design products, services and experiences that they will value, and therefore pay for. The idea that we have the ability to design destinations in a conscious way to meet visitors' expectations is not a novel one, but it is not an idea, or a capacity, that is widely acknowledged or used at the level of a destination. The implications of this bear particularly on tourist boards, but also on local authorities; from being more concerned with promotion (their traditional territory), tourist boards become much more focused on strategic issues of product development. In turn, this new paradigm requires a very different set of skills to those they traditionally possess. The report concludes by emphasising that the many different actors involved in the visitor economy need to work together to achieve the goal that the Regional Development Agency is pursuing; of raising the gross value added that this sector of the economy generates.

### Introduction

The tourism strategy for the northwest of England is based on a vision of the region becoming the best destination for visitors in the country. Quite what being best means is not spelt out, but it is clear that the quality of the experience that the region's destinations offer to their visitors is a critical factor in making them and the region, the best. Visitors' experiences of any trip start well before the journey and cover many different elements, with many different contributors. Many of those who contribute to the quality of the experience will not regard themselves as being in the tourism sector, and much of what visitors experience is also open to a wider public. Having a clear understanding of what we mean by the visitor economy and the roles of the different organisations

in supporting this, will help everyone to deliver the quality of experience we aim to provide. Just like a good private sector, customer focused business, destinations need to design and plan their visitor focused offer with a strong sense of purpose, and with a clear idea of the visitors they seek.

## Understanding the Visitor Economy

The term Visitor Economy is increasingly being used by those involved in developing tourism, and in the marketing of Britain and England as tourism destinations. There is an immediate appeal to the term; the word 'visitor' is a simpler and more inclusive one than either tourism or tourist, while the reference to economy focuses attention on the importance and perhaps seriousness of what is referred to. But to what extent is the term Visitor Economy synonymous with that of Tourism?

Do we need both terms if they are the same? If they mean different things, then how do they differ?

Tourism is defined by the UN World Tourism Organisation, but who is responsible for defining Visitor Economy?

The UN World Tourism Organisation definition reads:

*Tourism comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited.*

The decision on whether an individual is, or is not a tourist can be a complex and difficult one to make, though this is by no means always the case. In general, we all recognise that overnight visitors are tourists, and we know that many overnight visitors, particularly in our cities, are business visitors, without knowing enough about them, as distinct from leisure visitors. The real difficulty is in deciding if day visitors are tourists or not. Many day visitors can be properly classified as tourist, but the survey data we have is weak; there is an urgent need for improvement here.

The definition of tourism, and therefore of tourists, matters because without it, there is no possibility of being able to count the money they spend. Tourist expenditure is money spent by, or on behalf of, the tourist before, during and after a tourist trip. Yet tourism is of interest to the Northwest Development Agency, to Local Authorities and to the Government principally because of its economic value; it generates GVA, it provides employment and supports businesses that are important to resident communities, it produces tax revenues, and it has a significant impact on the balance of payments. Given the role of airplanes in global warming and the large numbers of UK residents that fly out of the UK, tourism is increasingly significant in this context too.

All tourists are visitors, but not all visitors are tourists. Current usage is to regard Visitor Economy as synonymous with Tourism, but do we need two terms that mean the same thing? Does using a different term with the same meaning as the one it replaces, help in terms of our policies and actions? Despite its increasingly wide use, the term visitor economy does not have an accepted definition. But if it were to be given a distinct meaning, could we use the term Visitor Economy to broaden our thinking, and to help clarify understanding?

Tourism is well enough defined, and given its international definition, it is not within the power of regional or national organisations alone to change that definition, though there is a degree of choice available when it comes to the interpretation, particularly with respect to day visitors. Tourism is

an economic activity that the Northwest recognises as important. It is the Northwest Development Agencies job to create the conditions that support the growth of that economic activity; that can mean more people, it certainly means more expenditure.

Tourism is an economic activity; it describes tangible, quantifiable, transactional events, but a successful tourism sector depends upon much that is intangible and qualitative in nature. Tourism depends on the qualities of place in particular. Clearly, no matter how good an individual tourism business, it will not thrive as well in a place that is of lower quality, as it would in the best. The opportunities to both attract more customers, and to add value, and therefore generate higher spending, are both dependent on the quality of the broader environment.

## The Concept of the Visitor Economy

The Concept of the Visitor Economy, as defined in this report, recognises the importance of the more qualitative factors and of the wider set of individuals and organisations, to the success of the destination. At the core of the concept of the visitor economy is the economic activity of visitors, but its meaning is broader than this, embracing all of the elements that make for a successful visitor destination, it covers:

- .  All of the things that attract visitors; this means the diverse range of destinations of the region, the natural environment, the heritage and culture, iconic buildings, the retail, sport, leisure and cultural facilities, food, gardens, the events, the scenery; all the things that make the place special, distinctive and capable of engendering pride and interest and a place worth experiencing.
- .  The infrastructure that helps to reinforce and shape the sense of place and make it an easy place to visit; the signs, the transport, parking and orientation, interpretation, public space, amenities, etc.
- .  The services that cater for the needs of visitors (and of residents), that create economic and social activity and increase spending; including the hotels and bars, pubs and restaurants, galleries, the everyday events and the day-to-day services that make the place clean, safe and welcoming. To create a successful visitor economy, it is necessary to manage all of the components in an integrated and long-term way, with a clear focus on the needs of the visitors the destination is seeking to attract. That focus should be summarised in a destination brand, which should capture and summarise all of the experiences within the destination and presents these to the market in a way that influences perceptions and expectations, and persuades people that they are worth trying. A successful brand gives shape and voice to ambition, improves perceptions and, importantly, promises what can be delivered. **Tourism versus Visitor Economy** The important distinction here is between the person-centred concept of a 'tourist', which is defined so as to allow the measurement of the economic activity of that person, and the place-centred concept of the 'visitor economy', which is concerned with the whole environment within which tourists, and other visitors, act. To use a simple analogy, the visitor economy refers to the coral reef, while tourism refers to a specific group of fish that visit the reef. The value of thinking about the visitor economy is that it legitimises, and gives coherence to, a policy interest in all of the areas identified above: the things that attract visitors; the infrastructure that supports their visit, and; the services provided to them. In thinking about the Visitor Economy, the starting point should be the quality of experience that we provide, but the scope of our interest is not limited by the need to define who is or is not a tourist at any point in time; it therefore

embraces both tourists and non-tourists. The quality of the visitor economy matters to tourism and to tourists, as well as to visitors more generally. It also matters to the wider economic and social success of the destination and the region. High quality places help to attract and retain higher level, more economically productive businesses and workers, as well as being attractive to visitors. Understanding our Visitors From the point of view of the Northwest Development Agency, it is the economic value of visitors and the visitor economy that is of interest. The goal is to be the best visitor destination, but the reason for this is to generate wealth. Simply providing attractive environments or experiences is not enough if there is no economic value generated. We want visitors who will spend money. We need a good understanding of our visitors and potential visitors; the better we understand this, the better will be our ability to design experiences that succeed in attracting the visitors we want. In particular, we need to understand how we can increase the likelihood of visitors spending money willingly, which means providing them with experiences they enjoy and value. None of this is new or surprising; good, customer-focused companies in the private sector understand this well and act accordingly and the competitive pressures between companies drive innovation and growth. To an extent, the same pressures also apply in the visitor economy; particularly when it comes to the major hotel chains that clearly compete with each other. It happens to a lesser extent in other parts of the visitor economy, and, I would suggest, almost not at all when it comes to the level of destinations.

One way of increasing our understanding of visitors is by grouping similar people together; clearly not all visitors are the same, so it makes sense to look for common characteristics between different groups. Segmenting the UK visitor population into distinct groups that share important characteristics helps us to increase our understanding of them. There are many ways of doing this; age, sex, social class, and post code are all obvious. We also segment people on the basis of what they have done in the past. The purpose of doing this is less about promotion, than about taking control of our visitor economy by actively shaping this to suit the visitors we want.

VisitBritain has decided to use the Ark Leisure segmentation model, a values based model, which recognises that many different criteria determine customer behaviour, and which seeks to identify the issues that matter most. These multi-dimensional criteria encompass attitudes, beliefs and values; they are used by the model to group consumers into eight main segments. By getting a better understanding of these criteria and the way different consumer segments operate, VisitBritain is starting to build up deeper insights into what really underpins customer decisions and actions.

The NWDA has recently commissioned research into the day visitor behaviour of people in the region, using the same segmentation model. The insights gained from this, the work of VisitBritain, and other work can help us to shape our places, so that they are more likely to succeed in generating and sustaining growth. The goal is growth in value rather than volume; a better understanding of consumer behaviour helps us to focus on growing value. Using these and other insights should enable us to take control of our future with more confidence, helping us to design and create destinations that will offer the experiences that visitors of the future will want.

VisitScotland's recently published strategy for tourism estimates that gross tourism revenues could increase by 50% by 2015. They believe that this is likely to be driven by an increase in visitor numbers of perhaps 20% by 2015, with the rest of the growth coming from increased spend per head as they get better at offering a wider variety of experiences and products to meet visitors' expectations. They point out that visitors to Austria now, spend half as much again per head as they

do in Scotland.

## The Implications for Local Authorities, Tourist Boards and Others

The Lyons Inquiry into Local Government emphasises the strategic role of local government in “place-shaping”. This encompasses, among other things: building and shaping local identity and; working to make the local economy more successful, to support the creation of new businesses and jobs in the area, including through making the area attractive to new investment and skilled workers, and helping to manage economic change. Lyons suggests that there are a range of actions which councils need to undertake to engage successfully in place-shaping, including: good leadership; building coalitions and consensus about the direction of travel with other agencies and the private sector; effective public and community engagement, and; effective use of legislative powers.

Local Authorities have vital place-shaping roles, and need to carry out these roles using the best advice and information and with a clear strategic focus. The role of Local Authorities is less about attracting visitors, and more about shaping places that will meet or exceed their expectations, working with Tourist Boards and with other stakeholders in the visitor economy. The management of the visitor economy should become a core, mainstream interest for local authorities within the broader context of place-shaping; this is in contrast to the far more common approach that sees tourism as peripheral activity, with a focus on promotion and on the provision of information.

In this context, tourist boards provide expertise in destination development and act as agents of the NWDA in delivering the objectives of the Regional Economic Strategy and the Regional Tourism Strategy. The role of tourist boards is to work with local authorities, to provide advice and expertise, to shape and deliver the brand, and to deliver the right groups of visitors through appropriate promotional activity. In addition, tourist boards continue to have a role as a key interface with tourism sector businesses, especially those within the accommodation sub-sector, and as a provider of channels to market for businesses. These are roles they are familiar with and carry out well.

For both local authorities and tourist boards, the strategic visitor economy roles described involve a new approach, and new skills, with a focus on leading the process of change, and working with others to develop, and help deliver shared visions of the future. The Destination Management Planning process now being used in the Northwest is intended to support the achievement of this.

## Conclusion

Tourism is a necessary and valuable concept, but it is not sufficient to encompass the broader space about which we need to think and in which we need to act if we are to succeed in our ambition to be the best destination in the country. The visitor economy can be used to describe the space in which we need to operate. Mapping and understanding the visitor economy will help to identify who owns the different elements within that space; show how the different elements interact, and; define directions of travel and responsibilities for action. Such mapping, and the partnerships that arise from this, are essential to the success we seek.

Tourist Boards and Local Authorities need to work together, and with other stakeholders in the visitor economy, to develop achievable visions for the future that are consistent with both the Regional Economic Strategy and with the Regional Tourism Strategy.

The NWDA has a strategic role, expressed through the strategies it helps to create, through its role in shaping regional and sub-regional structures, and through the investments it makes. Local authorities are vital place-shapers. Tourist boards are experts in destination management. The cultural communities are owners of, and key contributors to the visitor economy. And of course, the private sector is essential.

The new tourism and economic structures in the region support and strengthen our ability to think strategically, to set clear goals, and to act within a shared framework. Doing this with a clear sense of what we mean by the visitor economy, and of its wider importance, will mean we have the best chance of creating the economic success we all seek.

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## Appendix B – Net Promoter Score

The Net Promoter Score (NPS), developed by Frederick Reichheld and Bain & Company in 2002, is a simple metric that helps organizations monitor the engagement of their customers. It reflects the likelihood that customers will recommend a product/ company/place to friends, family or colleagues.

In the context of the tourism industry, NPS is based on responses to the question, “How likely are you to recommend [British Columbia] as a travel destination to a friend, family member or colleague?” Responses are scored from 0 = “not at all likely” to 10 = “extremely likely”. Respondents are divided into three categories:

- **Detractors** (scores of 0 to 6): Unhappy visitors, unlikely to tell others to visit and might even damage the reputation of a destination through negative word of mouth.
- **Passives** (scores of 7 or 8): Marginally satisfied visitors not excited enough to tell others about their travel experience.
- **Promoters** (scores of 9 or 10): Loyal enthusiasts likely to return and rave about their travel experience.

NPS is calculated by subtracting the percentage of detractors from the percentage of promoters.



The intention to recommend a travel destination, reported by the NPS, is a proxy measure of overall satisfaction with the travel experience. Satisfaction with the travel experience and the intention to recommend greatly increase the likelihood of a return visit to Maple Ridge. And word of mouth advocacy, either face-to-face or through social media, is critical for attracting first time visitors to Maple Ridge.

NPS is regarded by researchers as the question that best predicts the future growth of customer

centric businesses like the tourism industry. Many tourism businesses and destination management organizations, including Destination Canada and Destination BC, are also measuring NPS to help monitor and measure efforts to improve customer loyalty.

The original research that developed NPS is described in an article by Frederick F. Reichheld in the Harvard Business Review: <https://hbr.org/2003/12/the-one-number-you-need-to-grow>.

## Appendix C – Market Research – The Tourism Opportunity

A wide range of market intelligence available through Destination BC was reviewed to inform the development of a five-year tourism strategy for Maple Ridge including:

- Tourism Indicators – February 2016
- Value of Tourism in British Columbia 2014 - February 2016
- Vancouver, Coast and Mountains Regional Profile – January 2015
- Market Profiles (2012/2013) – October 2014
- Activity Sector Profiles

Copies of these research reports are available on [www.destinationbc.ca/Research.aspx](http://www.destinationbc.ca/Research.aspx). Highlights from this market research and implications for Maple Ridge follow:

### Sector/Market Implications

The review of market research confirms that Maple Ridge has a range of experiences to offer visitors from a variety of geographic markets who participate in a variety of activities. The destination offers year-round outdoor activities for all ages and skill levels which, when combined with easy access from the lower mainland and Fraser Valley, quality amenities and authentic culture create compelling reasons to travel and stay here as a vacation destination or spend an overnight as part of a longer touring itinerary. Further, the sports facilities and infrastructure found in Maple Ridge are capable of attracting and hosting a variety of regional and provincial tournaments and events, including the upcoming [2020 BC Summer Games](#).

However, this wealth of experiences also creates a challenge for Maple Ridge. As a destination, Maple Ridge must precisely define and target its markets with clear and compelling messaging (narrative and imagery). Messaging that Maple Ridge ‘has it all’ or ‘has something to do year round’ will not sufficiently amplify above the noise of the competition. By the same token, focusing exclusively on one core travel motivating activity such as hiking limits a vast market opportunity for a wide range of travellers having different travel motivations.

Therefore, the execution of all recommended marketing strategies must consider each market being targeted with specific information for each of them. This tactical execution can still occur under an ‘umbrella’ brand for Maple Ridge that captures the unique ‘essence’ of the place and experience. As noted by Phil Reddy (Appendix A):

*“.....a destination brand...should capture and summarise all of the experiences within the destination and present these to the market in a way that influences perceptions and expectations, and persuades people that they are worth trying. A successful brand gives shape and voice to ambition, improves perceptions and, importantly, promises what can be delivered.”<sup>2</sup>*

A further implication of this research and the need to speak to various markets in very specific and distinct ways, is that marketing efforts should be weighted towards lower cost web/social media/technology based approaches rather than more traditional print collateral and advertising to permit cost-effective customization.

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<sup>2</sup> Culture Northwest 2006, Phil Reddy, Tourism Development Manager, Northwest Development Agency

This is supported by research conducted by Destination Marketing Association International (DMAI) in their study *Destination Next, 2014* where significant trends in destination marketing were identified.<sup>3</sup> Extracts from the top 20 trends in destination marketing that are relevant to Maple Ridge are:

- Social media prominence in reaching the travel market
- Mobile platforms and apps becoming the primary engagement platform for travellers
- Customers increasingly seeking a personalized travel experience
- Smart technology creating new opportunities for innovative new services and processes
- Travellers demanding more information, control, interaction and personalization
- Geo-targeting and localization becoming more prevalent
- Customers increasingly looking for a travel experience that allows them to experience a locals way of life
- Technology enabling faster decision-making by customers, thereby increasing business to a destination
- Consumers becoming increasingly comfortable with ordering products online
- The brand of a destination becoming a more important factor in travel decisions to consumers
- Short-stay trips and mini vacations becoming increasingly popular
- More third-party information providers aggregating content about destinations
- Peer-to-peer buyer influence driving customer purchases
- Customers increasingly going direct to suppliers for goods and services

There are also some clear challenges for Maple Ridge. Its proximity to the Lower Mainland means that much visitation will be day-trippers who return home at night. If the goals related to growing accommodation occupancy and yield on a year-round basis are to be achieved, there must be a focus on travellers who are motivated to stay overnight – for weddings, small conferences, sport tournaments or because the nature of the outdoor or cultural experiences on offer in Maple Ridge are sufficiently compelling to warrant a multi-night stay.

From the perspective of target markets for Maple Ridge, the implications of this market research for the tourism strategy are as follows:

- The majority of visitors to Maple Ridge are from British Columbia itself (Vancouver Island/Lower Mainland/Vancouver Coast & Mountains) followed by Alberta/Ontario
- Maple Ridge experiences seem to fit best with the Authentic Experiencers and Cultural Explorer traveller types defined by the Explorer Quotient tool utilized by Destination BC
- BC Residents are an attractive target market for Maple Ridge – their younger demographic will appreciate the wealth of outdoor activities accessible from Maple Ridge
- BC Residents are also most likely to travel throughout the year and venture into all regions of the Province
- Touring travellers interest in visiting parks, natural wonders and heritage sites would indicate an opportunity for Maple Ridge
- Canadian hiking travellers represent a good segment for the Maple Ridge – especially those based in BC and Alberta. Their interests are consistent with the product offered in and around the area and they have above average income and education

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<sup>3</sup> Destination Next, A Strategic Road Map for the Next Generation of Global Destination Marketing – Phase I, Destination Marketing International Association, 2014

- Travellers motivated by mountain biking and road cycling represent a potential target market for Maple Ridge particularly when experiences are combined along a circle route that encompasses the Fraser Valley; Slow Food Cycle tours such as [www.fraservalleycycletours.com](http://www.fraservalleycycletours.com) or [www.tourismpembertonbc.com/news-and-events/events/slow-food-cycle-sunday](http://www.tourismpembertonbc.com/news-and-events/events/slow-food-cycle-sunday)
- Regional and provincial sport events will find the facilities, services and amenities they need in Maple Ridge to host a successful event
- Meetings and events capacity in Maple Ridge is limited but sufficient to target regional scale meetings
- Maple Ridge offers a scenic locale for weddings priced far more affordably than elsewhere in the Lower Mainland

### **Macro Environment**

- Tourism is an international industry
- British Columbia's product offerings are in demand but the Province is a relatively small player in the growing, highly competitive international environment
- In the short term, tourism performance can be volatile as it is highly tied to uncontrollable events, such as weather conditions or rapid changes in security and economic events
- In the long term, healthy growth is forecasted – UNWTO forecasts global growth in international tourist arrivals annually until 2030<sup>4</sup>

### **Consumer & Travel Trends**

- Fluctuating world economy continues to create uncertainty resulting in continued lower levels of consumer confidence/outlook and impact on discretionary spending; some signs of increasing consumer confidence arising from positive outlook for US economy
- Declining fuel prices increase the affordability of drive vacations and support the potential for increasing travel from the drive markets such as BC, AB and the United States
- Recent declines in the value of the Canadian dollar increase the attractiveness of Canada to US travellers and support Canadian travellers vacationing at home
- All things considered, travel interest is on the rise

### **BC Tourism Trends**

Tourism Indicators report the following<sup>5</sup>:

British Columbia's tourism industry had an exceptional year in 2016, with a total of 5,532,065 overnight international visitor arrivals to the province, including 3,620,975 visitors from the US, 1,200,481 from Asia Pacific, and 535,238 visitors from Europe. International visitor arrivals were up 12.3% over 2015. This means an additional 605,918 visitors from international markets arrived in BC in 2016 over the previous year.

BC saw increases from key markets, such as Mexico (up 33.4%); Australia (21.1%); China (18.2%); United Kingdom (17.3%) & India (9.9%). The strong growth in the tourism sector can be linked to a number of factors, including the marketing efforts of Destination BC and our industry partners, increased number of direct flights, and the easing of visa restrictions.

<sup>4</sup> Tourism Towards 2030, World Tourism Organization UNWTO, 2011

<sup>5</sup> Destination BC Tourism Indicators and Value of Tourism – [www.destinationbc.ca/research.aspx](http://www.destinationbc.ca/research.aspx)

The beginning of 2017 showed an increase of 9.9% in overnight entries to Canada and 9.2% to BC for January 2017. BC had an impressive increase of 33.4% in entries from Asia/Pacific countries.

- 2015 Value of Tourism Snapshot reports that the tourism industry generated \$15.7 billion in revenue, a 5.3% increase over 2014 and a 37.3% increase over 2005
- While BC residents spend less per visit, they still represent an attractive target market because they:
  - Experience less volatile travel patterns
  - Travel year-round
  - Accept varying qualities of facilities
  - Are willing to explore the Province

**Vancouver, Coast and Mountains – Regional Profile (2014)<sup>6</sup>**

In 2012, overnight tourism in British Columbia generated 17.9 million person-visits and \$8.6 billion in related spending. The Vancouver, Coast and Mountains tourism region represents 43% of provincial overnight visitation and 57% of related spending.

The Vancouver Island tourism region received approximately 8.2 million overnight person-visits in 2012 and generated over \$4.7 billion in related spending. British Columbia residents make up the largest share of overnight visitation (45%), but has a much lower spending (22%) compared to other tourism regions. In addition, the region has the largest market share of Washington and Californian travellers compared to other regions.

The top five markets by area of origin for the region are:

	Area of Origin	Share of Visitation	Share of Spending
1	British Columbia	45%	22%
2	Washington	10%	6%
3	Alberta	6%	6%
4	Ontario	5%	9%
5	California	4%	5%

On average, domestic travel parties to the Vancouver, Coast and Mountains tourism region stayed 3.4 nights and spent \$155 per night during their trip. US travel parties stayed 3.6 nights and spent \$236 per night during their trip. Other international travel parties (excluding the US) stayed 13.6 nights and spent \$126 per night during their trip in the region.

Same day travellers accounted for 49% of visitor volume and 16% of visitor expenditures – overnight visitors accounted for 51% of visitor volume and 84% of visitor expenditures.

Most people travelled in the Vancouver, Coast and Mountains tourism region during the peak summer months of July to September, but the proportions were more evenly distributed in all quarters for all markets of origin compared to other tourism regions. More travellers visited the

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<sup>6</sup> Destination BC – Vancouver Coast and Mountains Regional Profile, 2015

Vancouver, Coast and Mountains tourism region during the ski season months of October to December and January to March compared to other tourism regions in the province.

Top five trip activities of visitors to the Vancouver, Coast and Mountains tourism region often include a range of outdoor activities (hiking/backpacking, camping, skiing) as well as museums, art galleries and historic sites. Note: these activities could have taken place anywhere on their trip, not just in this region.

Top 5 trip activities:

	<b>BC residents</b>	<b>Other Canadians</b>	<b>US residents</b>	<b>Other international</b>
<b>1</b>	National, provincial or nature park			
<b>2</b>	Camping	Beach	Historic Site	Zoo or aquarium
<b>3</b>	Boating / canoeing / kayaking	Hiking or backpacking	Zoo or aquarium	Museum or art gallery
<b>4</b>	Beach	Museum or art gallery	Museum or art gallery	Historic site
<b>5</b>	Fishing	Historic site	Downhill skiing or snowboarding	Festival or fair

### Visitor Characteristics – By Market

Destination BC provides market research related to visitor characteristics by their area of origin as well as by the activities in which travellers participate. Detailed reports are available on [www.destinationbc.ca/Research.aspx](http://www.destinationbc.ca/Research.aspx) and summary highlights are provided below:

#### British Columbia Residents

- British Columbians took 10.6 million overnight trips within BC in 2014
- All age groups are represented – 37% are aged 18-34 years; 36% are aged 35-54 years
- 42% were travelling for leisure; 44% were travelling to visit friends/family
- Average travel party size of 2.7 people
- Average trip length 2.8 nights; 64% staying 1-2 nights; 28% staying 3-5 nights
- 84% travel by auto/camper/RV
- 41% visit Vancouver Coast & Mountains; 24% visit Vancouver Island; 20% visit Thompson Okanagan regions
- Travel throughout the year with peaks in July/August/September
- Beaches, hiking, visiting friends/family and camping are most popular activities
- 26% do not need accommodation; 38% book their accommodation directly
- Explorer Quotient Traveller Type: 36% are Gentle Explorers; 17% are Free Spirits; 16% are Authentic Experiencers; 10% are Cultural Explorers

### **Albertan Travellers**

- Alberta travellers took 2.5 million overnight trips to BC in 2014
- All age groups represented; 39% are aged 18-34 years; 40% are aged 35-54 years
- 55% were travelling for leisure; 35% were travelling to visit friends/family
- Average travel party size of 3.1 people
- Average trip length 4.4 nights; 36% staying 1-2 nights; 40% staying 3-5 nights
- 75% travel by auto/camper/RV; 22% travel by air
- 36% visit Kootenay Rockies; 27% visit Thompson Okanagan; 21% visit Vancouver Coast & Mountains; 7% visit Vancouver Island
- Travel throughout the year with peak travel in July/August (42%)
- 26% do not need accommodation; 38% book their accommodation directly
- Hiking, beaches, visiting parks and boating are most popular activities
- Explorer Quotient Traveller Type: 38% are Gentle Explorers; 21% are Free Spirits; 13% are Authentic Experiencers; 12% are Cultural Explorers

### **Ontario Travellers**

- Ontario travellers took 587,000 overnight trips to BC in 2014
- All age groups are represented; 33% are aged 18-34 years; 33% are aged 35-54 years; 34% are 55 and older
- 43% were travelling for leisure; 26% were visiting friends/family; 29% were travelling for business
- Average travel party size of 2.9 people
- Average trip length of 7.0 nights; 38% staying 3-5 nights; 26% staying 6-9 nights; 15% staying 10-16 nights
- 82% travel by air
- 69% visit Vancouver, Coast & Mountains; 15% visit Vancouver Island
- Travel throughout the year (39% in Nov/Dec/Jan/Feb/March; 44% in June/July/Aug/Sept)
- 26% do not need accommodation; 38% book accommodation directly
- Visiting parks, hiking, going to the beach and visiting friends/family are the most popular activities
- Explorer Quotient Traveller Type: 31% are Gentle Explorers; 27% are Free Spirits; 17% are Authentic Experiencers; 11% are Cultural Explorers

### **Washington State Travellers**

- Washington State travellers took 1.2 million overnight trips to BC in 2014
- 62% of travellers are aged 45 years or older; 45% are aged 55+ years; 23% are 65+ years
- 63% were travelling for leisure; 24% were visiting friends/relatives
- Average travel party size of 3.0 people
- Average trip length of 3.0 nights – 76% stay 1-3 nights
- 83% travel by auto
- 75% visit Vancouver, Coast & Mountains; 20% visit Vancouver Island
- Travel throughout the year with small peaks in July/August
- 16% do not need accommodation; 38% book accommodation directly; 21% use an Online Travel Agency; 19% still use a travel agent
- Shopping, sightseeing, visiting friends/family, outdoor activities are the most popular activities
- Explorer Quotient Traveller Type: 34% are Gentle Explorers; 18% are Authentic Experiencers; 15% are Free Spirits; 10% are Cultural Explorers

## California

- California travellers made 419,000 overnight trips to BC in 2014
- 62% of travellers are 45 years or older; 42% are 55 years or older; 20% are 65+years
- 57% are travelling for leisure; 23% are visiting friends/relatives; 13% are travelling for business
- Average travel party size is 2.5 people
- Average trip length is 5.7 nights; 47% stay 1-3 nights; 34% stay 4-6 nights
- 81% visit Vancouver, Coast & Mountains; 30% visit Vancouver Island;
- Travel peaks in June and July; followed by August/September/October
- 56% arrive by plane; 24% arrive by auto; 10% arrive by boat
- 23% of travellers book their air directly; 19% book air through a travel agent; 16% use an online travel agency (OTA)
- 16% of travellers from California do not need accommodation; 38% book their accommodation directly; 21% book accommodations through an OTA and 19% book accommodation through a travel agent
- Sightseeing, shopping, visiting friends/family and visiting parks are the most popular activities
- Explorer Quotient Traveller Type: 29% are Free Spirits; 28% are Gentle Explorers; 19% are Authentic Experiencers; 12% are Cultural Explorers

## United Kingdom

- United Kingdom travellers took 192,000 overnight trips to BC in 2014
- 64% of travellers are aged 45 years or older; 46% are aged 55+ years; 25% are 65+years
- 56% are travelling for leisure; 32% are visiting friends/relatives
- Average travel party size of 2.3 people
- Average trip length of 12.5 nights; 37% stay 7-13 nights; 21% stay 4-6 nights; 17% stay 1-3 nights; 13% stay 14-20 nights
- 77% visit Vancouver, Coast & Mountains; 39% visit Vancouver Island; 29% visit Thompson Okanagan
- Travel peaks in July/August with a smaller peak in February (likely ski related); some travel still occurs in April/May/June
- 46% book their flight directly; 26% use a travel agent for flights; 22% use an online travel agency (OTA)
- 23% do not need accommodation; 30% book their accommodation directly; 26% use a travel agent; 17% use an OTA
- Sightseeing, shopping, visiting parks, visiting friends/family are most popular activities
- Explorer Quotient Traveller Type: 24% are Gentle Explorers; 16% are Authentic Experiencers; 13% are Free Spirits; 10% are Cultural Explorers; 10% are Cultural History Buffs

## Germany

- German travellers took 82,000 overnight trips to BC in 2014
- 38% of travellers were 20-34 years old; 63% were 44 years or younger
- 66% are travelling for leisure; 17% are visiting friends/relatives
- Average travel party size of 2.1 people
- Average trip length is 14.9 nights; 32% stay 7-13 nights; 21% stay 4-6 nights; 19% stay 14-20 nights

- 83% visit Vancouver, Coast & Mountains; 43% visit Vancouver Island; 43% visit Thompson Okanagan; 25% visit Kootenay Rockies and 16% visit Northern BC
- Strong travel peaks in July and August
- 39% book their flights through a travel agent; 28% book flights directly and 27% use an online travel agency (OTA)
- 13% do not need accommodation; 39% book accommodation through a travel agent; 18% book accommodation directly; 23% use an OTA
- Sightseeing, shopping, visiting parks, outdoor activities and visiting historic sites are most popular activities
- Explorer Quotient Traveller Type: 17% are Cultural Explorers; 15% are Virtual Travellers; 14% are Rejuvenators; 13% are Authentic Experiencers; 13% are Group Tourists

### **Visitor Characteristics – By Activity**

Destination BC also provides market research on visitor characteristics defined by the activities they participate in while travelling. Detailed reports are available on [www.destinationbc.ca/Research.aspx](http://www.destinationbc.ca/Research.aspx) and summary highlights of the most relevant activities for Maple Ridge are provided below:

- Hiking, April 2009
- Cycling and Mountain Biking, April 2009
- Touring, May 2014
- Heritage, April 2009
- Golf, October 2009
- Outdoor Adventure, May 2014
- Aboriginal Cultural Tourism (various dates)

Highlights of this research by activity are as follows:

#### **Hiking (2009)**

- Canadian day hikers skew female; Canadian overnight backpackers skew male
- American hikers – both day and overnight skew male
- Majority are aged 18-34; American hikers have larger number of older participants aged 45 years+
- Well educated; moderate to affluent income
- Hiking travellers also enjoy visiting natural wonders, swimming in lakes (Canadians) and visiting heritage sites/museums (Americans)

#### **Cycling and Mountain Biking (2009)**

- Male skew to those participating in cycling activities, particularly from US (63% male); Canadian 55% male
- 40% of Canadian cyclists are aged 18-34; US participants older with the largest group aged 45-54 (30%)
- Canadian travellers motivated by mountain biking skew younger and male with 42.8% aged 18-34 years and 74.5% male. They are affluent and educated with 46.6% having household incomes of \$100,000 or more and 64.2% having completed post secondary education
- US travellers motivated by mountain biking are 73.8% male;
- Majority (48.3%) of motivated US mountain bikers are aged 18-34 years; like their Canadian counterparts, they are affluent and well educated with 32.7% having household incomes of \$100,000 or more and 59% having completed post secondary education

- US overnight touring cyclists are skewed male as well – 82% of those travellers motivated by overnight touring are male
- Canadian and US cycling travellers can be considered frequent travellers when compared to the overall travelling population
- Cycling travellers also enjoy swimming in lakes, strolling the city/seeing buildings, visiting parks, natural wonders, sitting on a beach/sunbathing, visiting historic sites. Many travellers who participate in cycling also enjoy hiking.

### **Touring (2014)**

- Approximately one-third of Canadian touring travellers are aged 18-34 years; US touring travellers tend to be older with approximately one-quarter over the age of 65 years;
- Approximately one quarter of both Canadian and US touring travellers are in adult-only households
- American travellers more likely to take guided tours than Canadian travellers
- Touring travellers are also interested in city strolls, visiting national/provincial parks, historic sites, natural wonders

### **Heritage (2009)**

- Canadian heritage travellers tend to be younger than their US counterparts – 31% of participating Canadians are aged 18-34 years; largest group of participating Americans is over 65 years of age (25%)
- 32% of US travellers motivated by heritage are over age 65; only 15% of motivated Canadian heritage travellers are in this same age group
- Motivated American heritage travellers are relatively affluent when compared to the overall population of travellers to BC and are on average more affluent than motivated Canadian heritage travellers
- Heritage travellers also enjoy city strolls, visiting national/provincial parks, sunbathing/sitting on a beach, visiting well-known natural wonders

### **Golf (2009)**

- Two thirds of golf pleasure travellers from both Canada and the US who had been to BC in 2004/05 and participated in a golf activity were male – this male skew is even more pronounced amongst those motivated to travel for a golf activity
- Canadian travellers who had participated in a golf activity while on a trip were younger than their American counterparts. Nearly 49% of Canadian participating golf travellers were aged between 18 and 44 years compared to 38% of Americans
- Participating golf travellers tend to be high-income earners with over 43% of Canadians and over 50% of US travellers earning \$100,000 or more per annum. The proportion is even high for those motivated to travel by golf activities
- The majority of golf travellers are well educated
- Canadian travellers motivated by golf tend to be older than the general population of Canadian travellers to BC with 37% aged 55 years or older
- Other popular activities in addition to golf include sunbathing/sitting on a beach; swimming in lakes; strolling to see city buildings; visiting a nature park; visiting historic sites/buildings; and swimming in oceans
- Hiking skiing and fishing were the most common complementary sports-related outdoor activities of interest to golfers
- Impact factors for US golfers when choosing a destination include: quality of golf course; value for money; availability of multiple courses and weather conditions.

### **Outdoor Adventure (2014)**

- In 2005, over 1.2 million people participated in British Columbia commercial outdoor adventure tourism, an increase of 24% from 2001
- US visitors (35%) and BC residents (29%) are the heaviest participants in outdoor adventure tourism in BC
- The most popular outdoor adventure activities for Canadians are day hiking (18%), road biking (16%) and car camping (12%)
- Approximately two-thirds of Canadians enjoy being in the wilderness, however a large portion has fears about remoteness
- British Columbia's outdoor adventure travellers are younger than other travellers, with an average in the mid-30s. The majority are male and single / never married. More than a third are university educated
- Generally, BC males are significantly more likely to participate in road biking, camping, freshwater fishing and mountain biking whereas women are more likely to participate in soft outdoor adventure activities including beach activities, nature viewing/ scenic photography, bird watching and whale watching
- US residents who are outdoor enthusiasts are slightly more likely (55%) to be male, almost half (49%) are married, and 38% have a post-graduate degree/college diploma

### **Aboriginal Cultural Tourism**

- In 2010, 3.7 million overnight visits to BC included an Aboriginal cultural experience – almost double the number from 2006
- Approximately half of these visits are by Canadians
- Average Aboriginal cultural tourism visitor to BC tends to be female, middle to late aged, well-educated and earns an upper-middle income
- Aboriginal cultural tourism visitors under the age of 50 prefer active experiences such as canoeing, kayaking, dog-sledding and horseback riding while visitors aged 50+ prefer less vigorous experiences such as hiking, walks, nature observation and indoor activities
- Area of Origin:
  - British Columbia residents
  - Canada – Alberta, Ontario
  - US - Washington, Oregon, California
  - Europe – United Kingdom, Germany, Switzerland, Netherlands
- Demographic:
  - Aged 35 – 64 primarily traveling without children although a sub-segment are traveling with children
  - Educated with university degree
  - Middle to upper income
- Travel Behaviour:
  - Visiting friends/family
  - Touring vacations (self-drive private vehicles/RV's)
  - Relatively long stay in BC with many having flexibility to change trip plans and stay 1-2 more days in the region
  - Many Aboriginal tourism experiences are not planned in advance of arrival in BC
- Travel Interests:

- Aboriginal museums and art galleries, performing arts/events/ ceremonies, authentic facilities, interacting with local people, learning about the traditional use of the land, and hearing Aboriginal legends, experiencing Aboriginal cuisine
- Other historic sites and buildings, museums
- Natural wonders, parks, outdoor experiences including hiking, fresh water fishing, canoeing, kayaking, water based or wilderness lodges
- The 'dual track' visitor identified in the Blueprint Strategy is interested in outdoor and soft adventure experiences that incorporate cultural interpretation as an enhancement to the experience. While some travelers are primarily interested in Aboriginal culture, a much larger market can be captured by enhancing mainstream tourism experiences (hiking, kayaking, horseback riding etc.) with an Aboriginal cultural element<sup>7</sup>

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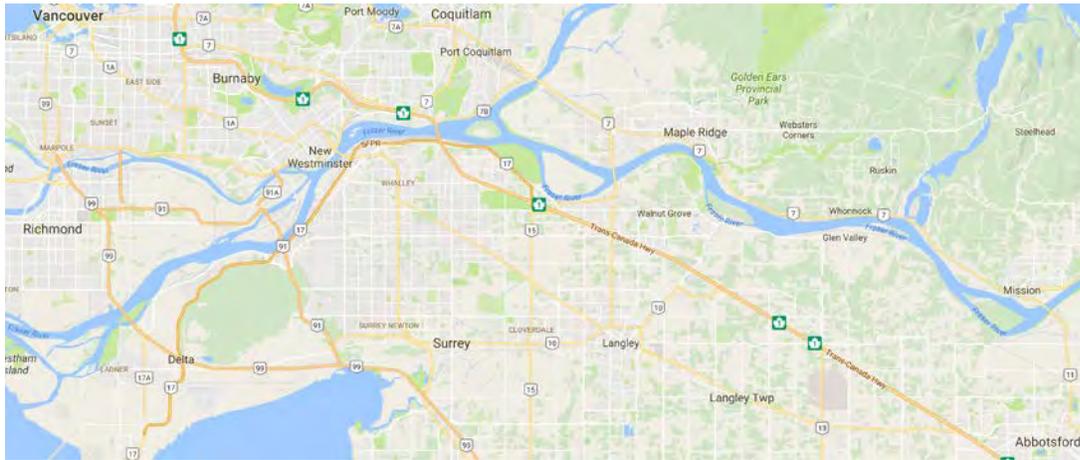
<sup>7</sup> Aboriginal Cultural Tourism Blueprint Strategy for British Columbia, November 2005 prepared by Aboriginal Tourism Association of British Columbia

## Appendix D – Maple Ridge - Current Situation Analysis

In order to develop strategies to achieve the objective of growing overnight visitation, length of stay and visitor spending on a year round basis, an assessment of the current situation of Maple Ridge from a tourism perspective is also required to understand how to best to match the needs of possible target markets with the strengths of Maple Ridge’s visitor experiences. The following analysis considers access and infrastructure for visitors, existing visitor experiences, current marketing and promotional efforts and the manner in which Maple Ridge is currently organized and funded to pursue tourism opportunities.

### Access and Infrastructure

**Road Access to Maple Ridge** Maple Ridge is located approx. 45 minutes east of Vancouver. While access infrastructure is in place, a deterrent to travel may be volume of traffic during peak commute times. Highway #1 offers more direct route while Highway #7 provides a route with more intersections and stoplights. Volume of traffic can be avoided by choosing the appropriate time of day for travel.



Map:

Highways #1 and #7 are well maintained and offer direct travel to Maple Ridge from the lower mainland and the Fraser Valley.

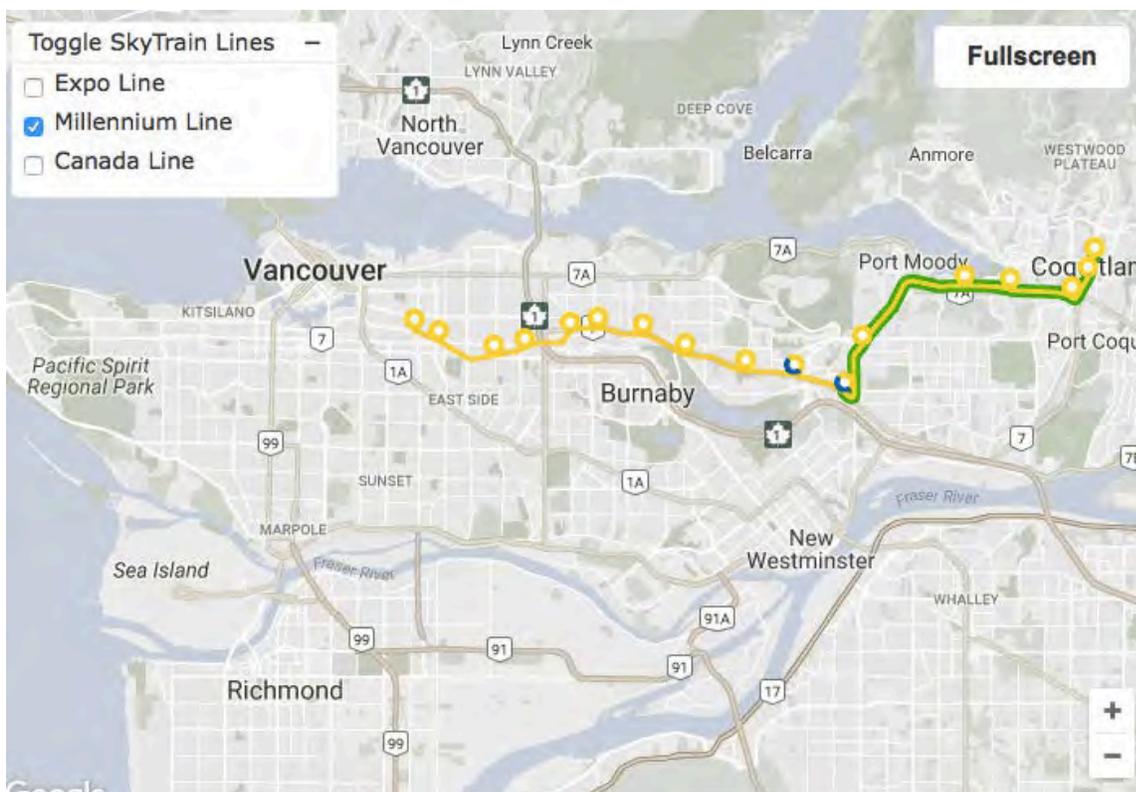
Travel times to/from Maple Ridge are as follows (as per Drive BC – Plan Your Route [www.drivebc.ca](http://www.drivebc.ca)):

To	From	Distance	Drive Time
Maple Ridge	Vancouver	44 km	50 minutes
Maple Ridge	Chilliwack	67 km	1 hour
Maple Ridge	Whistler	163 km	2 hours, 10 minutes
Maple Ridge	Kelowna	355 km	3 hours 50 minutes
Maple Ridge	Victoria	138 km	4 hours

There are also public transit options. The West Coast Express train connects Vancouver to Maple Ridge but only runs from Monday to Friday with eastbound service commencing after 4:00 p.m. daily.



Sky Train service is available on the Millennium Line to Port Coquitlam from which point bus connections are required to Maple Ridge. Riders may bring their bicycles on Sky Train during off peak times (7:00 to 9:00 a.m. westbound and 4:00 – 6:00 p.m. eastbound are considered peak times) and then utilize the trail system from Port Coquitlam to Pitt Meadows.



### Visitor Infrastructure

Maple Ridge offers a range of infrastructure to support visitor experiences including a variety of accommodation options, restaurants and retail shops. Outdoor experiences and activities range from land-based activities within Maple Ridge and nearby Golden Ears Provincial Park, (hiking, biking, camping, wildlife viewing/bird watching, mountaineering) to lake/river based activities

(rafting, kayaking, canoeing, stand-up paddle boarding). Infrastructure to support sport tourism hosting, weddings and small meetings/conferences is also available.

### **Accommodation**

Accommodation in Maple Ridge includes the following hotels and motels:

- Best Western
- Econo Lodge
- Super Suites

There are also two Summer Camp / Retreat Providers

- Loon Lake Lodge & Retreat Centre– primarily summer youth camps, with some adult retreats offered to groups over 10 people, in shared accommodation
- Timberline Ranch Camp & Retreat Centre - primarily summer youth camps, with adult retreats available to small and large groups, in shared accommodation

### **Campgrounds/RV Parks**

Maple Ridge offers a good selection of campsites primarily in nearby Golden Ears Provincial Park:

- Golden Ears Provincial Park:
  - Alouette campground (206 vehicle-accessible sites)
  - Gold Creek campground (148 vehicle-accessible sites)
  - North Beach campground (55 vehicle-accessible sites)
  - Backcountry camping is also available within the park

### **Restaurant/Retail and Visitor Services**

Much like accommodation, visitors require a range of restaurant and retail options to support their experience and encourage longer lengths of stay. Maple Ridge offers a variety of restaurants that include ethnic fare, pubs, family fare and fast food chains.

There is a wide selection of food and beverage options in Maple Ridge to meet every visitor taste and budget. The 12 best places to eat in Maple Ridge according to Trip Advisor (June 13, 2017) are:

1. Big Feast
2. Black Sheep Public House
3. GM Restaurant
4. Billy Miner Alehouse & Café
5. Bruce's Country Market
6. Shinobi Sushi
7. Smile Thai Cuisine
8. Frogstone Grill
9. Ban Chok Dee Thai Restaurant
10. Townhall Public House
11. Home Restaurant
12. Golden Ears Cheesecrafters

Maple Ridge is also home to Maple Meadows Brewing Co. and Ridge Brewing Company, both of which are featured on [BCAleTrail.ca](http://BCAleTrail.ca)

## **Retail Shops**

Maple Ridge offers a range of retail experiences that support visitor needs for both basics (fuel, groceries, pharmacy), and for interesting local items. Some of the more unique retail offerings are featured on the HelloBC.com website ([www.hellobc.com/maple-ridge.aspx](http://www.hellobc.com/maple-ridge.aspx)) including furniture and home accessories at Good Company, specialty toys and clothes at Monkey Business and photos/paintings at Dreamscapes Gift Gallery.

Maple Ridge is also home to several 'big box' stores such as Walmart, Canadian Tire and Home Depot.

## **Sport Tourism Infrastructure**

Maple Ridge has an active sports community that includes:

- Golden Ears Athletics
- Golden Ears Curling Club
- Haney Neptunes Aquatic Club
- Haney Seahorses Swim Club
- Maple Ridge Boxing Club
- Maple Ridge Figure Skating Club
- Maple Ridge Tennis Club
- Maple Ridge Ultimate Frisbees
- Meadow Ridge Barracudas Female Hockey Association
- Meadow Ridge Knights Community Football Association
- Pitt Meadows Paddling Club
- Port Coquitlam Ridge Meadows Ringette Association
- Ridge Canoe and Kayak Club
- Ridge Meadows BMX Racing
- Ridge Meadows Bruins Rugby Club
- Ridge Meadows Burrards Minor Lacrosse Association
- Ridge Meadows Minor Baseball Association
- Ridge Meadows Minor Softball Association
- Ridge Meadows Racers Speed Skating
- Ridge Meadows Renegades Minor Ball Hockey Association
- Ridge Meadows Rustlers Minor Hockey Association
- Ruskin Slo-Pitch
- West Coast Auto Group Football Club

The Albion Sports Complex - a multi-use facility that includes the following:

- Spring and summer: 4 softball (3 lit) and 2 baseball (1 lit) and 2 gravel fields
- Fall and winter: 4 soccer fields and 2 gravel fields (both lit)
- Football field
- Open green space
- Spray park

Maple Ridge Leisure Centre Pool offers:

- Pool (Competition 25 metre, 6 lane)
- Pool (Leisure Free Form 10m x 20m)
- Pool (Teach 25 metre, 4 lane)
- Pool (Wading)

- Concessions
- Family Change Rooms
- Fitness Equipment (Adult)
- Hot Tub/Sauna/Steam Room

Hammond Stadium offers:

- Baseball / Softball Diamond
- Basketball Court
- Bleacher Seating
- Concessions
- Open Green Space/Playground
- Soccer Field
- Tennis Court

Planet Ice is a multi-use facility that offers the following:

- 2 National Hockey League (NHL) size rinks
- Public skating times, private rentals, and hockey leagues
- Seating capacity for 1,250 for sporting events or 2,000 for concert events
- Sports bar and grill
- Pro shop

Hammond Outdoor Pool is open in July and August.

### **Conclusions/Implications – Access and Infrastructure**

Maple Ridge is easily accessed by road and has infrastructure to serve as an overnight visitor destination or an overnight stop on a longer itinerary.

Maple Ridge’s accommodation, retail and restaurant services offer a range and mix of options to achieve the tourism objective of growing overnight visitation, length of stay and visitor spending on a year round basis.

Given the adequacy of visitor access and the visitor infrastructure already in place, the focus of the tourism strategy is more appropriately on the identification of opportunities for Maple Ridge to showcase its competitive advantage and work together under the leadership of the Tourism Advisory Committee to achieve the tourism vision and tourism objectives noted above.

### **Existing Visitor Experiences**

Visitor experiences available today have been considered by nature of the experience. Except where noted, the majority of this information has been extracted from the Maple Ridge visitor guide and from [www.mapleridge.ca/330/Tourism](http://www.mapleridge.ca/330/Tourism). Other experiences may be offered but are not listed below unless readily found on the Internet.

### **Summary of Visitor Experiences**

<b>Activity</b>	<b>Visitor Experience</b>
Arts, Culture and Heritage	The Act <a href="http://www.theactmapleridge.org">www.theactmapleridge.org</a> - professional theatre, popular music, gallery shows, arts programming
	Maple Ridge Museum

	<p>Port Haney Wharf  Art Studio Tour  Haney House  Cemetery and Downtown Heritage walks</p>
Festivals & Events	<p>Country Fest  Caribbean Fest  Festival of BC Film  Music on the Wharf – Monday night performances at the Port Haney Wharf – July 10, 24, August 14, 28<sup>th</sup>  Haney Farmers Market  BIA Summer Market – July 1, 29<sup>th</sup> and August 26<sup>th</sup>  Movie in the Park – July 8, 15, 29, August 5, 12, 19<sup>th</sup>  Twilight Tuesdays – Pops in the Park – July 4, 11, 18, 25<sup>th</sup>  Golden Harvest Festival - October</p> <p>There are a significant number of community-focused events in addition to those noted above.</p>
Parks	<p>Golden Ears Provincial Park  Kanaka Creek Regional Park  Cliff Park – waterfalls  Malcolm Knapp UBC Research Forest  Memorial Peace Park (downtown)</p>
Cycling/Hiking Trails	<p>Hiking – Dike trails; Golden Ears Provincial Park; Kanaka Regional Park; Whonnock Lake, Trans Canada Trail  Mountain biking trails – Golden Ears Provincial Park; The Woodlot on Blue Mountain (east of Maple Ridge); Trans-Canada Trail</p>
Water Activities –	<p>Alouette Lake  Alouette River - tubing  Whonnock Lake  Paddleboarding</p>
Golf	<p>Maple Ridge Golf Course – 9 hole executive  Hackers – Par 3 9 hole course  Golden Eagle Golf Club (Pitt Meadows) – 36 holes  Swanest Bay Resort &amp; Country Club (Pitt Meadows) – 36 holes designed by Lee Trevino</p>
Agritourism	<p>Haney Farmers Market – May 13 – October 7  Golden Ears Cheesecrafters  Red Barn Plants &amp; Produce  Circle Farm Tour</p>
Horseback Riding	<p>Maple Ridge Equi-Sport Centre (hunter jumper, dressage, jumper school)  Mustang Ranch – trail rides  Equutrails Horseback Ridge – scenic trail riding in Golden Ears Provincial Park</p>
Geo-caching	<p>Six locations launched in June 2017</p>
Attractions	<p>Wildplay  Chances Casino</p>

**Meeting/Conference Facilities include:**

The ACT	Main Stage Theatre: 486-seat theatre Studio Theatre: up to 150 people depending on seating configuration (banquets, weddings, meetings, etc.) Conference Room: 14-30 people depending on seating configuration 2D studio: 40 people seated lecture style Craft Studio: informal location for groups of 30
Whonnock Lake	160 people - the centre features a large hall with kitchen, multipurpose room and two meeting rooms in a beautiful park setting.
Econo Lodge	61 hotel rooms; Function room holds up to 80 people
Best Western	56 hotel rooms; no meeting space
CEED Centre	1 meeting room in heritage building for 20 people
Loon Lake Lodge & Retreat Centre	The lodge has 3 separate meeting spaces available to groups in addition to accommodation. Shared accommodation cabins: Walter C. Koerner Forestry Centre sleeps 40 in shared accommodation, conference room; Johnson Cabins (4 bedrooms with 2 beds each); Friends & Alumni Cabin (4 beds in loft; 2 bedrooms, 2 beds each); Thunder Inn (sleeps 8 shared); Pan Abode (sleeps 20 shared); Bentley Family Dining Hall seats 160 in winter with 40 on the deck in summer. Loon Lake Lodge does not host weddings.
Timberline Ranch Camp & Retreat Centre	The Lodge – a western-style lodge with 18 rooms for guest accommodations (2-4 people per room); capacity of 52 people  Western Town – 6 units containing 4 sets of bunk beds and 2 queen beds, to provide sleeping facilities for 10-12 people. Approximately 60-72 people can sleep in the Western Town  Poolside Cabins – each of the 9 heated cabins contains 4 sets of bunk beds and one single bed, to provide sleeping facilities for up to 9 people. Eagle’s Nest has an additional single bed, so it has room for 10 people. Approximately 82 people can sleep in the poolside cabins. Each cabin also has its own bathroom facilities.  Town Hall – contains a 60’x40’ meeting room, which can be subdivided into 2 units

**Conclusions/Implications of Existing Visitor Experiences**

There is a wealth of visitor experiences in Maple Ridge that encompasses both outdoor activities and arts/culture/heritage. Travellers wishing to engage in a variety of different activities can be targeted as well as visitors who are passionate about a single activity and wish to pursue their love.

It is helpful to categorize the Maple Ridge experiences based upon whether they are potential trip ‘motivators’ or serve to ‘enhance’ the visitor experience while not necessarily being the original purpose of the trip:

Maple Ridge Trip motivators:

- Camping / Provincial Park visit - (regional, domestic markets)
- Hiking – BC, domestic markets
- Sporting events and tournaments (Regional and Provincial events primarily)
- Weddings, small meetings/conferences
- Select festivals/events such as Caribbean Fest
- Select cultural offerings at The Act
- Touring through region (including motorcycle touring) – (international, domestic and regional markets)
- Visiting friends/relatives – (domestic markets)

Maple Ridge Trip enhancers:

- History and heritage – museums, walking tours
- Arts, culture including unique retail, festivals/events
- Agri-tourism experiences include craft cheese, craft beer / Food & Beverage

### Current Visitation to Maple Ridge

The Visitor Centre that jointly serviced Maple Ridge and Pitt Meadows closed in 2015. Tourism information materials are now provided at the Maple Ridge City Economic Development office. A summary of Visitor Centre statistics for the period from 2011 to 2015 is as follows:

	2016	2015	2014	2013	2012	2011	2010
Total Parties	Closed	5709	5160	5045	4325	3003	2883
Total Visitors	Closed	8936	7676	7363	6474	3840	3897

Source: Destination BC

Area of origin statistics for Maple Ridge indicate the following:

Area of Origin	2015
Local Resident	55.6%
BC	31.5%
Alberta	2.8%
Other Canada	4.9%
Washington	1.1%
California	0.4%
Other US/Mexico	1.6%
Europe	1.6%
Asia/Australia	0.3%
Other	0%

Source: Destination BC

It is likely that many close-in regional visitors to Maple Ridge did not utilize the services of the Visitor Centre as they were already familiar with the area, so these statistics are of limited value in terms of understanding total visitation, area of origin and motivating activity.

The largest source of visitation to the Visitor Centre were locals and BC residents. These visitors were likely either locals looking for information for themselves and/or visiting friends/relatives and those who are touring the region.

### Parks (provincial and regional)

Kanaka Creek Regional Park is a valuable tourism product with a wealth of trail infrastructure and outdoor experience offerings. As well, Metro Vancouver delivers many unique activities and events in the park during peak visitor season.

Kanaka Creek Regional Park Visitors Numbers:

2013 - 413,753

2014 – 365,442 (*note: construction in park (Canyon Trail); closures required*)

2015 – 360,000

2016 – 403,000 (*note: increases over 2015 due to installation of new, more effective counters in park*)

Maple Ridge is home to one of the largest provincial parks in BC – Golden Ears Provincial Park. With 62,540 hectares, over 400 vehicle-accessible campsites, backcountry access, and numerous trails, visitors can enjoy a range of outdoor activities including canoeing, climbing, cycling, hiking and horseback riding.

During the summer, Golden Ears Provincial Park is extremely popular, especially on weekends. The park is subject to periodic closure to day-users and/or boaters when the day-use and/or boat launch parking lots fill to capacity. Closures generally occur on sunny weekends and holidays during July and August, and usually occur between 11am and 4pm.

Although BC's south coast offers a range of camping options, weather and availability affect visitation.

Parks with INCREASED camping use:						
Region	Park	CAMPING				NOTES
		ATTENDANCE				
		2013/14	2014/15	Difference	% Change	
KO	Cathedral Park	2,926	5,412	2,486	85%	Many youth groups camping in July, good weather
KO	E.C. Manning Park	69,903	78,617	8,715	12%	Better weather
KO	Martha Creek Park	12,352	14,374	2,022	16%	Capital upgrades and better weather
KO	Mount Assiniboine Park	7,327	10,324	2,997	41%	No floods, route from Sunshine village now open, low snow
KO	Otter Lake Park	8,442	10,096	1,654	20%	Park opened earlier; had better weather
NO	Kiskatinaw Park	3,187	4,406	1,219	38%	Better weather
NO	Lakelse Lake Park	21,424	25,082	3,657	17%	Large construction projects, shortage of housing in area
NO	Moberly Lake Park	8,710	10,867	2,157	25%	Better weather
NO	Red Bluff Park	2,234	4,010	1,776	80%	2013 sockeye run was cancelled, causing attendance to drop that year.
SC	Cultus Lake Park	79,297	88,162	8,865	11%	Better weather
SC	Golden Ears Park	107,098	120,427	13,329	12%	Better weather
SC	Porpoise Bay Park	11,116	20,337	9,222	83%	Better weather, return to normal levels after abnormally low in 2013
SC	Roberts Creek Park	1,482	2,832	1,350	91%	Better weather
TC	Juniper Beach Park	11,939	13,558	1,619	14%	Good fishing
TC	Paul Lake Park	17,408	20,378	2,970	17%	Park was added to reservation system in 2014
WC	Bamberton Park	13,411	16,326	2,915	22%	Better weather
WC	French Beach Park	22,809	25,645	2,836	12%	Better weather
WC	Goldstream Park	51,097	58,157	7,060	14%	Better weather

The chart below compares Maple Ridge's Golden Ears Provincial Park to neighbouring provincial parks within a 1 to 2 hour drive from Vancouver. Maple Ridge has an opportunity to connect with almost 800,000 annual visitors to Golden Ears Park.

<b>BC Parks</b>					
<b>Attendance</b>					
<b>Park</b>	<b>Activity</b>	<b>2013/14</b>	<b>2014/15</b>	<b>Difference</b>	<b>% change</b>
Golden Ears Park	Camping	107,098	120,427	13,329	12%
Maple Ridge	Day Use	596,260	678,517	82,257	14%
409 vehicle-accessible campsites	Boating				
	<b>Park Total</b>	<b>703,358</b>	<b>798,944</b>		
<p><i>As one of the largest parks in the province, Golden Ears Provincial Park is prized for its recreational opportunities. The extensive system of trails within the park provides an excellent opportunity for hiking and horseback riding. Alouette Lake is a popular spot for swimming, windsurfing, water-skiing, canoeing, boating and fishing. The park also has three large campgrounds. Vegetation is typical of the coastal western Hemlock forest of B.C. and the mountainous backcountry is extremely rugged.</i></p> <p><a href="http://www.env.gov.bc.ca/bcparks/explore/parkpgs/golden_ears">www.env.gov.bc.ca/bcparks/explore/parkpgs/golden_ears</a></p>					
<b>Attendance</b>					
<b>Park</b>	<b>Activity</b>	<b>2013/14</b>	<b>2014/15</b>	<b>Difference</b>	<b>% change</b>
Cultus Lake Park	Camping	79,297	88,162	8,865	11%
Chilliwack	Day Use	752,289	820,166	67,877	9%
301 vehicle-accessible campsites	Boating				
	<b>Park Total</b>	<b>831,586</b>	<b>908,328</b>		
<p><i>As one of the most popular destination areas in the Lower Mainland, Cultus Lake Provincial Park is characterized by a large, warm freshwater lake and scenic forest-clad mountains. The park is almost evenly divided between the northwest and southeast sides of Cultus Lake. The northwest portion is mostly undeveloped with the visitor-oriented facilities confined to the southeast portion. Just an hour and a half drive away from Vancouver, visitors will find four campgrounds, a large day-use area for picnicking and boating, and ample opportunity for fishing, water skiing, wind surfing and hiking.</i></p> <p><a href="http://www.env.gov.bc.ca/bcparks/explore/parkpgs/cultus_lk">www.env.gov.bc.ca/bcparks/explore/parkpgs/cultus_lk</a></p>					
<b>Attendance</b>					
<b>Park</b>	<b>Activity</b>	<b>2013/14</b>	<b>2014/15</b>	<b>Difference</b>	<b>% change</b>
Alice Lake Park	Camping	45,618	47,931	2,313	5%
Squamish	Day Use	368,336	426,675	58,339	16%
96 vehicle-accessible campsites	Boating				
	<b>Park Total</b>	<b>413,954</b>	<b>474,606</b>		
<p><i>About an hour's drive from Vancouver, Alice Lake is surrounded by towering mountains, dense forests and grassy areas. There are four fresh water lakes that dominate the landscape and make swimming and fishing very enjoyable pastimes. The trail around Alice Lake is a popular one for an evening stroll and for the more adventurous there is the Four Lakes Trail. There are excellent views of the Squamish River and the Tantalus Range from the DeBeck's Hill Trail. This is a favourite family park.</i></p> <p><a href="http://www.env.gov.bc.ca/bcparks/explore/parkpgs/alice_lk">www.env.gov.bc.ca/bcparks/explore/parkpgs/alice_lk</a></p>					
<b>Attendance</b>					
<b>Park</b>	<b>Activity</b>	<b>2013/14</b>	<b>2014/15</b>	<b>Difference</b>	<b>% change</b>
Rolley Lake Park	Camping	21,402	23,021	1,619	8%
Mission	Day Use	96,786	76,094	-20,692	-21%
64 vehicle-accessible campsites	Boating				
	<b>Park Total</b>	<b>118,188</b>	<b>99,115</b>		
<p><i>Less than an hour's drive from Vancouver, Rolley Lake Provincial Park provides a quick escape from urban life. The park is a predominately flat, wilderness area blanketed with tall, second-growth conifers. The small, warm-water lake provides opportunities for swimming, fishing, and canoeing. Sixty-four campsites are nestled in the trees just minutes from the lakeshore. Visitors can also enjoy picnicking and short hikes.</i></p> <p><a href="http://www.env.gov.bc.ca/bcparks/explore/parkpgs/rolley_lk">www.env.gov.bc.ca/bcparks/explore/parkpgs/rolley_lk</a></p>					

Source: 2014/15 Statistics Report [www.env.gov.bc.ca/bcparks/research/research.html](http://www.env.gov.bc.ca/bcparks/research/research.html)

### **Golden Ears Provincial Park – Summer 2017 Visitor Survey**

In the summer of 2017, a visitor survey was conducted within the campground at Golden Ears Park. The delivery dates of the survey were strategically set to coincide with one of the busiest weeks of the year: Wednesday August 23 from 10am to 3pm and Saturday August 26 from 10am to 3pm. On the initial date, two interviewers conducted one-on-one interviews in two locations, the Alouette Lake day-use picnic area and the boat launch. On the second date, three teams were formed and surveys were conducted at the Alouette Lake day-use picnic area, boat launch, North Beach and Lower Falls.

Over the course of the two-day interview schedule, the number of surveys were categorized as follows:

- 242 surveys: 52 surveys were local residents and 190 parties were out-of-town visitors
- 1220 individuals: 272 were local and 948 were out-of-town visitors

#### **Key Findings and Recommendations**

- Golden Ears Provincial Park attracts visitors from a variety of places of origin during one of the busiest visitor months in the calendar year – August
- Visitors from communities south of the Fraser River make up the highest concentration of visitors to the park, both in the day-use area and camping area
- 22% of the visitors to the park are local residents, 32% are from south of the Fraser and 17% are from Vancouver/Richmond
- 59% of visitors to the park stopped for services in the City of Maple Ridge, 52% stopped for groceries/picnic items on route to the park and 44% will include a stop in Maple Ridge on their way back to their place of origin
- 22% of visitors to the park will not include a stop in the City of Maple Ridge
- The main motivator for visitation is to enjoy the outdoors and natural beauty of the park
- Relaxing and spending time with friends and family is the main purpose of the visit to the park
- “Word of mouth” is now most visitors have heard about Golden Ears Provincial Park
- Many of the respondents asked questions about the park, the community and region, enabling the opportunity to provide visitors with guides, maps and other information tools
- Most of the visitors to the park from outside BC are from the visiting friends and relatives (VFR) market segment

There is overwhelming evidence that visitors to Golden Ears Provincial Park include a stop in the City of Maple Ridge either prior to or after their time spent at the park. The survey results, extended conversations with visitors and review of the park infrastructure provided additional opportunities for future consideration that could result in additional economic benefits for local businesses in the City of Maple Ridge.

The full survey summary can be found in Appendix F. The summary outlines potential activities such as

- Mobile visitor services – “pop-up” visitor centre during peak season to provide information and encourage visits to the City of Maple Ridge businesses
- Partnerships – “pay-to-play” promotions to increase visitation to local business by park visitors
- Wayfinding – orientation may be encourage additional local business expenditures by park visitors

- Communication – community information made available on digital channels to encourage visitor engagement

## Existing Marketing and Promotion

### The Provincial Context – Destination BC

Destination BC is an industry-led Crown corporation that works collaboratively with tourism stakeholders across the province in coordinating marketing at the international, provincial, regional and local levels. Destination BC has been mandated to fulfill several key marketing and leadership responsibilities critical to the long-term, sustainable growth of the provincial tourism industry.

Over the next three years, Destination BC will be focused on three important goals for growth, as identified within their Corporate Strategy<sup>8</sup>:

- Visitors: secure the highest Net Promoter Score in North America
- Visitor Expenditures: lead Canada in growth of overnight visitor expenditures
- People: build a collaborative, insight-driven, results-focused team.

The five marketing objectives are:

1. Achieve annual increases in visitor expenditures and volumes from the top ten markets
2. Amplify and strengthen British Columbia's world reputation
3. Strengthen BC's brand health and resonance
4. Increase brand engagement and traveller advocacy
5. Achieve market leader status for travel trade relationships.

In addition, the corporate strategy identifies five iconic experiences that showcase BC in a compelling way: Canadian Rockies, Rainforests, Cities in Wilderness, Ocean Coast and Skiing. Cities in Wilderness is most relevant for Maple Ridge.

A few key Destination BC initiatives that may impact Maple Ridge include:

- BC's tourism brand creative and guidelines. There is significant effort being placed on industry leveraging and amplifying the BC destination brand with the tagline *Super, Natural British Columbia*<sup>9</sup>
- Application-based provincial Co-operative Marketing Partnerships Program<sup>10</sup> which replaced the Tourism Partners, Community Tourism Opportunities and Experiences BC programs
- Explorer Quotient program for tourism operators. Register with Destination BC: [tourismresearch@DestinationBC.ca](mailto:tourismresearch@DestinationBC.ca)
- Remarkable Experiences pilot program. The goals of the program are to support businesses over a period of time to: improve their digital and social media marketing skills; increase their Net Promoter Score<sup>11</sup>, and enhance the visitor experience of each individual business, but also the collective experience between businesses.

<sup>8</sup> Our Corporate Strategy, Destination BC: [strategy.destinationbc.ca/strategy-at-a-glance](http://strategy.destinationbc.ca/strategy-at-a-glance)

<sup>9</sup> New brand guidelines are available: [www.destinationbc.ca/getattachment/Resources/british-columbia-tourism-brand/Our-Brand.pdf.aspx](http://www.destinationbc.ca/getattachment/Resources/british-columbia-tourism-brand/Our-Brand.pdf.aspx)

<sup>10</sup> New program guidelines are available: [www.destinationbc.ca/Programs/Regions-Communities-and-Sectors/Destination-BC-Co-op-Marketing-Program.aspx](http://www.destinationbc.ca/Programs/Regions-Communities-and-Sectors/Destination-BC-Co-op-Marketing-Program.aspx)

<sup>11</sup> Background on the Net Promoter Score is available: [www.destinationbc.ca/Resources/Monitoring-and-Evaluation/Net-Promoter-Score.aspx](http://www.destinationbc.ca/Resources/Monitoring-and-Evaluation/Net-Promoter-Score.aspx)

- Provincial Marketing Strategy with a focus on Captivate, Advocate and Generate<sup>12</sup>
  - Captivate: Create an emotional connection with BC in the minds of global consumers. This strategy will drive visitation by fostering an emotional connection between the target audience and British Columbia through alignment around the BC destination brand, inspirational storytelling to passionate audiences and data-driven marketing
  - Advocate: Amplify traveller advocacy about BC. This strategy will drive visitation by amplifying the power of peer to peer recommendations to influence potential travellers to visit BC thereby increasing reach and impact
  - Generate: Lead generation for BC tourism businesses and travel trade. This strategy will increase referrals for tourism business in BC by leveraging the strength of global relationships and technological capabilities
- A strong focus on Destination Development and planning

Destination BC is working with the Visitor Services Network and the entire tourism industry to expand the delivery of visitor services for the future, by creating more contemporary and innovative approaches to serving our guests' information needs as they travel throughout the province.

Usage of the Province's network of Visitor Centres has seen a decline with 740,000 fewer visitors in 2014 than in 2005. The traditional approach of welcoming travellers into bricks and mortar locations alone no longer has the broad economic impact that can be achieved by a strategy that also capitalizes on the many other information channels available to visitors today. Destination BC is encouraging communities to evolve their visitor information services to incorporate forward-thinking online, mobile and crowd-sourcing channels. Destination BC's funding for Visitor Centres will continue for three years however, this is seen as a transition period to allow local Visitor Centres to plan ahead. An Innovation Fund has been established to allow communities to expand the delivery of visitor services and to create more contemporary and innovative approaches to serve visitors' information needs as they travel throughout BC.

In 2016, the application-based Visitor Services Innovation Fund provided \$300,000 in support to full-service member of the Visitor Services Network Program. 52 projects across BC included mobile kiosks, roaming visitor counselors, branded tents and banners for outreach activities, state-of-the-art electronic touch screen kiosks and social media channels. The 2017 fund is once again making \$300,000 available for full-status Visitor Services Network members. New Projects are expected to begin as early as April 1, 2017 and must be completed by December 31, 2017.

The Maple Ridge Visitor Centre is no longer a part of the official Destination BC Visitor Centre network and consequently is not currently eligible for Innovation Funding. As noted in the strategies section, it may be worthwhile exploring re-joining the network.

### **The Regional Context – Vancouver, Coast and Mountains Tourism Region**

British Columbia is divided into six tourism regions. Five regions in BC have a destination management organization whose mandate is to enhance the regional visitor economy for the benefit of business and communities through destination marketing and management activities.

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<sup>12</sup> Destination BC's provincial marketing strategy <http://strategy.destinationbc.ca/our-marketing-strategy/>



The Vancouver, Coast and Mountains tourism region is one of the six regional destinations in BC but it is managed by Destination BC directly, rather than through a separate organization. Through the co-op programs, Destination BC offers tourism stakeholders within the region the opportunity to participate in marketing initiatives at reduced costs.

A few key initiatives from Destination BC that may impact Maple Ridge include:

- Destination BC is taking on a greater role in Destination Development planning and activation for the region moving forward
- Translation of the new provincial tourism brand to the region as a destination. This work will include new 'on-brand' asset development such as videos, images and written content
- Alignment to Destination BC marketing strategies of Captivate (10% of effort), Advocate (20% of effort) and Generate (70% of effort)
- Focus on Touring and Exploring markets, including: FIT (Free and Independent Travel) & RV Touring, Motorcycle Touring, Outdoor Adventure, and Visiting Friends and Relatives (VFR)

### **Sector Marketing Organizations**

In BC, there are several sector based marketing organizations that can help to promote experiences in the Maple Ridge area. Partnerships with these organizations are considered in the strategy section below:

1. Aboriginal Tourism Association of BC (AtBC) – AtBC promotes Aboriginal tourism operators throughout the Province. See [www.aboriginalbc.com](http://www.aboriginalbc.com) for more information
2. Mountain Biking Tourism Association: The trails in Golden Ears Provincial Park are currently represented on the Mountain Bike Tourism Association (MBTA) website: [www.mountainbikingbc.ca](http://www.mountainbikingbc.ca)
3. BC Lodging and Campground Association [www.travel-british-columbia.com](http://www.travel-british-columbia.com)

## **Local Marketing and Promotion**

Until 2016, Maple Ridge and Pitt Meadows combined resources to fund Tourism Maple Ridge & Pitt Meadows. That relationship ended and marketing investments since then have been managed by the City of Maple Ridge and have included the Maple Ridge visitor guide, maintenance of website presence on the city's website: [www.mapleridge.ca/330/Tourism](http://www.mapleridge.ca/330/Tourism).

Local tourism businesses market themselves with signage, websites, brochures and word of mouth. Several accommodation properties are part of larger chains and benefit from corporate promotional efforts.

The City of Maple Ridge undertakes marketing efforts associated with Economic Development.

Maple Ridge is promoted by Destination BC on their primary consumer website [www.hellobc.com](http://www.hellobc.com). Maple Ridge has its own community pages at [www.hellobc.com/maple-ridge.aspx](http://www.hellobc.com/maple-ridge.aspx). Overall visitation to Hellobc.com is almost 9 million visitors annually.<sup>13</sup> Of this, there were 43,103 page views of the Vancouver, Coast and Mountains section of the website in 2016, and 4,750 page views of Maple Ridge's section.<sup>14</sup>

A review of this provincial website indicates that Maple Ridge is positioned as 45-minutes east of downtown Vancouver, offering a blend of authentic rural activities and urban amenities, much like neighbouring Pitt Meadows.

The content on these pages notes the greenery-laden, mountain-ringed community next to the Fraser River. The rich past, local historic and heritage sites and festivals and events are all highlighted.

The Outdoor Activities content features bird watching, cycling, fishing, golfing or horseback riding as well as enjoying the [Circle Farm Tour](#).

## **Conclusions/Implications of Existing Marketing and Promotion**

Investments to date have been modest but have set a foundation for additional target market penetration either with the current budget or with a budget supplemented by an approved MRDT. These resources can be leveraged in future with additional cooperative marketing programs accessing Destination BC's open pool funds. As well, the investments made by several Provincial sector organizations (AtBC, Mountain Biking BC, BC Lodging and Campground Association) can be considered for further leveraging of brand and messaging to target travellers.

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<sup>13</sup> As reported by Destination BC

<sup>14</sup> As reported by Destination BC

## Appendix E - Strengths/Weaknesses/Opportunities/Threats for Tourism in Maple Ridge

The tourism strategies that follow are intended to leverage Maple Ridge's tourism strengths and seize high return opportunities while being cognizant of the weaknesses and threats being faced.

### Strengths

(Strengths are characteristics of Maple Ridge that give it advantage over others)

- Proximity to large urban population in the Lower Mainland with relatively easy highway access
- Proximity to US Border
- Scenic beauty – mountains, lakes and rivers including Golden Ears Park, Fraser River, Alouette Lake, UBC Research Forest
- High awareness levels of nearby Golden Ears Provincial Park for camping, hiking, lake and river based activities
- Family friendly activities/infrastructure – dike trails, Whonnock Lake, Memorial Peace Park/programming – Farmers' Market, entertainment
- Walkable downtown
- Agricultural land base and growing number of unique agri-tourism businesses
- The ACT – performance venue and range of cultural offerings
- History and heritage of First Nations and post-contact settlement as stories to be shared with visitors
- Several excellent festivals/events that offer potential as travel motivators if investments are made in scope/scale of programming – Caribbean Fest, Country Fest, Haney Farmers Market, BC Film Festival
- Sport tourism infrastructure in place for hosting regional/provincial/national events
- Thoughtful and passionate residents
- Local MLA – Minister of Tourism, Arts and Culture
- Leadership of Economic Initiatives team, Mayor/Council and Tourism Task Force
- Financial commitment by City for tourism coordination and marketing - \$95,000/year 2018-2022

### Weaknesses

(Con are characteristics of Maple Ridge that place it at a disadvantage relative to others)

- Commuter traffic volume from Lower Mainland is a deterrent at peak travel times
- Limited viable public transit options
- Incomplete network of paved multi-use trails connecting Maple Ridge to its neighbours (Pitt Meadows, Port Coquitlam)
- Limited number of experiences available to monetize visitation to Provincial Parks
- Low awareness levels and unclear brand messaging related to 'why visit Maple Ridge'
- Lack of market-ready Aboriginal cultural tourism experiences
- Road cycling infrastructure/wayfinding is unsafe in high-traffic areas

### Opportunities

(Opportunities are elements in the tourism environment that Maple Ridge can exploit to its advantage)

- Strength of US Dollar is encouraging more American visitation and keeping more Canadians at home
- Growing use of social media/mobile technology for information gathering by travellers both in the planning stage of their trip and while in destination

- Growing interest by many travellers in authentic Aboriginal cultural experiences
- Focus on collaborative opportunities and leverage of partnership dollars with Destination BC, Provincial sector-based marketing organizations
- Opportunity to enhance municipal financial contributions with contribution by industry in the form of MRDT (consumer accommodation tax)
- 54 communities/areas in BC have enabled the MRDT making this addition to the room charge of little concern to travellers
- Increasing opportunities and resources to support sport tourism/event hosting [www.gov.bc.ca/eventhosting](http://www.gov.bc.ca/eventhosting)
- Segments of travelling marketplace are finding Vancouver too expensive and are looking for more value oriented options, particularly in high season
- Continued inclusion/participation in Scenic 7 and Circle Farm Tour marketing initiatives ([Scenic 7 website](#) recently updated; ensure the leveraging of this investment)
- Leveraging the impact of the 2020 BC Summer Games – ensuring investment spent to secure the sporting event reaches its full potential

### **Threats**

(Threats are elements in the tourism or business environment that could cause trouble for Maple Ridge)

- Variable weather affecting key tourism attractions (mountain biking, snowpack etc.)
- Threats/declines in wildlife populations
- Regulations on access to backcountry
- Impact of global warming and its impact on climate, water level and health of wildlife, in general
- Economic uncertainties affect disposable income and travel plans

## Appendix F – Tourism Forum Notes

### Maple Ridge Tourism Forum – June 12<sup>th</sup> NOTES

#### Best Tourism Experiences

- Dyke access: walking, cycling (safe, family rides/multi-use)
- Dam: trails, tours
- Whonnock Lake: canoeing, kayaking, paddleboarding, paddleboats (clubs and equipment rentals)
- Golden Ears Park: camping, hiking
- UBC research forest
- Horse-riding / trail-riding
- Biking woodlot
- Lots of continuous kms for cycling without intersections and stops – some alignment with agritourism
- Waterways: tubing
- Hot Rocks / Davidson’s Pools
- Wildplay
- Agritourism
- Cheesecrafters
- Arts
- Festivals: 35+ (Caribbean Festival, Music on Wharf, Classical Music, Film Fest (2<sup>nd</sup> annual in 2017))
- Opportunities: 256<sup>th</sup> / 272<sup>nd</sup> / Thornhill / Mill Lake / UBC forest for mountain biking

#### Opportunities

- Message to residents: “Bring your imagination home” – live and work in MR, not just commute
- Wider road shoulders for cycling or preferably separate bike lanes / multi-use paths
- Wayfinding
- Apps – Maps – Signage: for cycling and hiking (consistent, accurate and frequent updates)
- Address vehicle congestion when events in downtown core e.g. dance competitions at ACT
- Very little water access on a 30km stretch of water – address rail line restrictions, bridges, etc.
- Lack of knowledge by visitors of trail access; out of date trail map
- East Maple Ridge roads could be enhanced for cycling
- Viewpoints exist: improve access and awareness
- Trail promotions
- Collaboration with neighbouring destinations on cycle routes – ensure amenities every 50 to 60 kms
- Maple Ridge “Grind” hike
- Collaboration with neighbours (Pitt Meadows)
- Collaboration with First Nations
- Municipal campground
- Indoor adventure opportunities
- Welcoming existing adventure providers to Maple Ridge
- Enhancing riverfront/historic areas
- Enhancing industrial areas for adventure
- Agritourism: public experiences (i.e. U-Pick)

- Enhancing evening marketing (drawing the after 7pm crowd)
- Strengthening 224<sup>th</sup> /downtown core
- Utilizing fairgrounds

### **Short-term Opportunities**

- Trail network exists (200km) – build awareness, maintenance, mapping
- Trail map – print/digital on city website (including options to get here – West Coast Express, Skytrain); include regional connections
- Create routes and itineraries for different types of cyclists (families, mountain bikers, etc.)
- Work with Pitt Meadows, Port Coquitlam, Langley to create routes
- Promote “Stay in Maple Ridge”
- Incentivize businesses to offer trail services – rentals, guiding, etc.
- Seasonal offerings in restaurants – eating seasonally
- Maintain town centre/core – avoid sprawl
- BIA + Chamber engagement: get them onside for promotions
- Film Festival – more activities around
- Fishing
- Mountain biking
- Hiking
- Indoor activities – pub crawl, art tour
- Wedding / conference facilities

### **Long-term Opportunities**

- Connecting bike routes
- Partnering between city / local business to encourage
- Water transportation on river
- Utilize Scenic 7
- ETF – Explore the Fraser
- Cell tower in Golden Ears Park
- Infrastructure improvements – extend multi-use trail from Pitt Meadows past 256<sup>th</sup>
- Investigate mountain biking opportunities in Maple Ridge
- UBC research forest (outside of research areas)

### **Constraints to Growth**

- Funding for change/improvements
- Internal mind-shift of citizens – Maple Ridge is good!
- Local youth should be engaged
- Rectify bad press for Maple Ridge
- Political will
- Lack of vision – what is the commitment?
- Residents don’t see our potential
- Older generation holding on to the past – need to promote history of Maple Ridge
- Transit challenges
- Collaboration with Chamber

### **Benefit to Residents**

- Economic Development

- New business opportunities
- Potential for better transit

## **Maple Ridge Tourism Forum – June 19<sup>th</sup> NOTES**

### **Best Tourism Experiences**

- Festivals: Caribbean, Country Fest, Music on the Wharf, GETI (September – sustainability theme)
- Fish hatchery (2)
- ACT / Remembrance Day
- Arts Studio Tour
- Easter Egg Hunt
- Christmas Festival
- Historical Society – museum, Haney House, cemetery walk, downtown walk
- Library – Local Voices program
- “Play box” – get key at Rec Centre – use and return
- Wedding venue – church and Haney House
- Cheesecrafters – retail
- Hopcotts – venue and retail (Pitt Meadows)
- Skye heli glacier dinners (Pitt Meadows)
- Circle Farm Tours
- Winery (Blue Heron)
- Haney Farmers market – opportunity to intercept visitors

### **Enhancements Required**

- weather-protected / rainy day options
- “signature” event in shoulder season – e.g. extreme sport such as Tough Mudder
- National Historic Site needed on this side of the river
- Geo-caching – increase the number (7 sites launched June 2017)
- Need inventory of farm experiences for Circle Farm Tour additions
- Multi-use paths on both sides of the road for cycle tourism to farms (and bridges on horse paths)
- Signage / way-finding
- On-site signage at farm experiences
- Parking at events / businesses (visitor ready)
- Social media promotion – invest in content curation

### **Short-term Opportunities**

- Market what we have - content creation/curation
- Build community pride
- Heritage – stories – markers – tour – app
- Conceptualize signature event
- Engage with First Nations – support launch of authentic cultural experiences – integrate into all programs, marketing’
- Seasonal “Kick-off” celebration to agricultural season
- Farm to table / long table dinners
- Cranberry harvesting (photo opportunities for social media; learning opportunities)

- Pumpkin patch, Halloween experiences
- Seasonal offerings e.g. Easter
- Incorporate Maple Ridge history of agriculture into experiences – social media stories (e.g. Throwback Thursday (#tbt) posts of historical agricultural images
- Promotion of existing opportunities – social media – seasonal messages based on farm cycles
- Venue promotion – off season – e.g. farm weddings/meetings
- Golden Harvest event (October) – promote and enhance
- Buy local programs – support Chamber and BIA events

### **Benefit to Residents and Community**

- Vibrancy
- New businesses / new experiences
- Local employment opportunities
- Community pride
- Enhanced events / amenities used by residents and visitors
- Additional opportunities added each year – increase visitation to local businesses
- Education on food sources
- More support for local farm businesses
- Experiences can be promoted to local school groups as field trips
- Local engagement in Circle Farm Tour - options for visiting friends and relatives

# Appendix G – Visitor Survey – Golden Ears Provincial Park August 2017



## THE CITY OF MAPLE RIDGE

### GOLDEN EARS PROVINCIAL PARK VISITOR SURVEY August 23 and August 26, 2017



**Prepared for:**  
The City of Maple Ridge  
Economic Development Department  
Lino Siracusa, Mgr. Economic Development

**Prepared by:**  
Deborah Kulchiski Consulting



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## EXECUTIVE SUMMARY

As identified in the Maple Ridge Tourism Strategy, 2018 – 2020 prepared by the Centre for Sustainability Whistler, and the Maple Ridge Five-Year Tourism Strategy (2017) prepared by consultants Suzanne Denbak and Laura Plant, tourism is a recognized contributor to the local economy, with estimated tourism revenues of approximately \$41 million as of 2015.

Insights to tourism-related opportunities conclude that tourism can help support the City of Maple Ridge growth targets and therefore, gaining a better understanding of the perception visitors have of the area as well as further understanding the visitor needs and preferences will provide direction to marketing decisions, project funding decisions, product development decisions and revenue planning decisions. Research will enable the City of Maple Ridge to make informed decisions and utilize the limited resources to achieve the best results as well as aid in determining opportunities to increase the economic impact of visitors to the community.

One of the goals of the short-term tourism deliverables was to deliver a visitor survey, targeting locations that achieve high visitor volume traffic. Data from BC Parks identified that Golden Ears Provincial Park, ideally located just 14 km from the downtown core of the City of Maple Ridge, is one of the busiest parks in the province. Annual attendance in Golden Ears Provincial Park reached 678,517 day use visitors and 120,427 campers in 2015, an increase of approximately 13% compared to the previous year. \*

Reaching existing park visitors can provide resources that can be leveraged to attract and increase visitation in the City of Maple Ridge.

The delivery dates of the survey were strategically set to coincide with one of the busiest weeks of the year. The dates and times were as follows:

- o Wednesday, August 23<sup>rd</sup> from 10:00 am to 3:00 pm; 2 interviewers
- o Saturday, August 26<sup>th</sup> from 10:00 am to 3:00 pm; 7 interviewers

On the initial date, the one-on-one interviews were conducted in two locations within Golden Ears Provincial Park; the Alouette Lake day-use picnic area and the boat launch. On the second date, 3 teams were formed and surveys were conducted at the Alouette Lake day-use picnic area, boat launch, North Beach and Lower Falls.

Over the course of the two-day interview schedule, the number of surveys were categorized as follows;

- o **242** surveys; **52** surveys were made up of local residents and **190** parties were out-of-town visitors
- o **1220** individuals; **272** individuals were local and **948** individuals were out-of-town visitors

Note: This was not a scientific survey, however, still provides considerable information for tourism planning purposes.

\* BC Parks 2014/2015 Statistics Report [www.env.gov.bc.ca](http://www.env.gov.bc.ca)

## INTRODUCTION

The project lead Deborah Kulchiski was hired on contract as a Tourism Coordinator from the period of May 23 to October 20, 2017 to develop and deliver short-term tourism initiatives.

The purpose of the survey was to develop a profile of existing visitors to Golden Ears Provincial Park and region. This included determining the demographic of the visitor, the duration of their visit, the length and frequency of their visit, the reason for their visit, what activities they participated in while in the park, how they sourced information about Golden Ears Provincial park and surrounding area prior to their visit, and most importantly, do they include a stop or visit in the City of Maple Ridge during their time in the region and do they contribute to the local economy through purchases of local products and/or services. A copy of the person-to-person survey is attached (Appendix I).

Due to budget constraints, the survey undertaken was not a scientific survey. The representative face-to-face interviews were conducted by a team of the City of Maple Ridge Parks, Recreation and Culture employees. (Refer to acknowledgements, page 10).

This survey acts as an accompaniment to the Maple Ridge Five-Year Tourism Strategy (July 2017) developed by consultants Suzanne Denbak and Laura Plant and City of Maple Ridge Ten Year Cultural Plan. The results of this survey will help to identify and provide some insight to the characteristics, travel patterns and influencers of visitors to Golden Ears Provincial Park and the City of Maple Ridge. In addition, the results will ensure the ability to effectively target desired audiences in future destination marketing and program initiatives.

## KEY FINDINGS and RECOMMENDATIONS

1. Golden Ears Provincial Park attracts visitors from a variety of places of origin during one of the busiest visitor months in the calendar year; August.
  - o Visitors from communities south of the Fraser River make up the highest concentration of visitors to the park, both in the day-use area and camping area.
  - o 22% of the visitors to the park are local residents 32% of the visitors to the park are from the south of the Fraser River and 17% of visitors were from Vancouver/Richmond.
  - o 59% of visitors to the park stopped for services in the City of Maple Ridge, 52% of visitors to the park stopped for groceries/picnic items on route to the park and 44% of visitors will include a stop in Maple Ridge on their way back to their place of origin.
  - o 22% of visitors to the park will not include a stop in the City of Maple Ridge.
  - o The main motivator for visitation is to enjoy the outdoors and natural beauty of the park.
  - o Relaxing, and spending time with friends and family is the main purpose of the visit to the park.
  - o “Word of mouth” is how most visitors have heard about Golden Ears Provincial Park.
  - o Many of the respondents asked questions about the park, the community and region, enabling the opportunity to provide visitors with guides, maps and other information tools.
  - o Most of the visitors to the park from outside of BC are from the “visiting friends and relatives” (VFR) market segment.

There is overwhelming evidence that visitors to Golden Ears Provincial Park include a stop in the City of Maple Ridge either prior to or after their time spent at the park. The survey results, extended conversations with visitors and review of the park infrastructure provided additional opportunities for future consideration that could result in additional economic benefits for local businesses in the City of Maple Ridge.

1. Mobile Visitor Services
  - The City of Maple Ridge currently operates a community-level, municipally funded visitor services program within the Economic Development office. The location is difficult to locate and hours of

operation are limited. A “pop-up” visitor service program or “mobile” visitor service program during the peak visitor season could provide valuable information services to visitors to the park. This would include wayfinding (maps), visitor guides and pertinent information regarding businesses and services in the City of Maple Ridge.

## 2. Partnerships

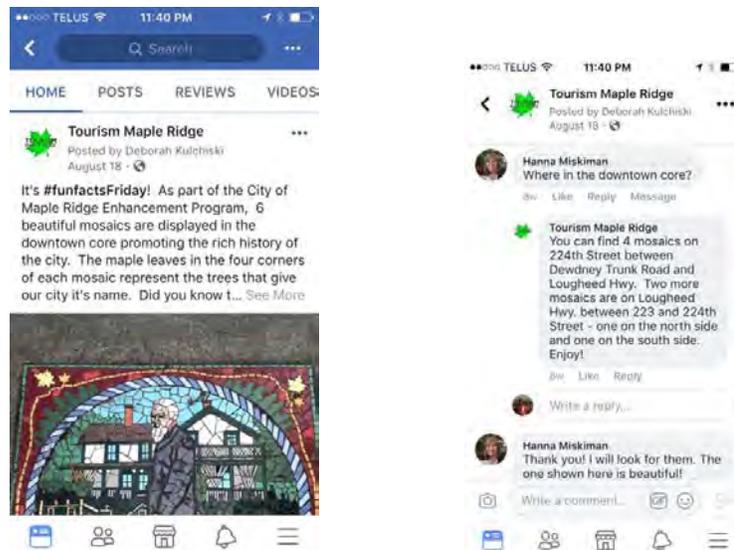
- Develop and implement opportunities for local businesses to participate in promotions aimed at targeting visitors to Golden Ears Provincial Park. This may be through “packaging” or “pay-to-play” programs that would increase visitation to local businesses and encourage additional spend. Example: Overnight visitors to Golden Ears Provincial Park campsite are eligible for a 10% discount at a local business if they show their campsite receipt.

## 3. Wayfinding

- Enhanced signage and improved wayfinding system to provide ease of travel and better connections between gateways, the downtown core and the road leading to Golden Ears Provincial Park. Orientation of visitors to the park will assist them in navigating their way through the city on route to their destination and may encourage additional local business expenditures.

## 4. Communication

- The internet and digital promotion has revolutionised the distribution of visitor information as it provides direct access to the end consumer. It is recommended to “push” community information on digital channels (Website, Facebook and Instagram) on a regular basis to reach target audience and encourage engagement/conversations with visitors and potential visitors. Example:



## 5. Marketing & Promotion

- Focus on a marketing and promotion campaign, tailoring content and ad strategies to the demographics offering the most potential for growth and increased local expenditures while

at the same time, raising more awareness to the City of Maple Ridge and its local businesses and services.

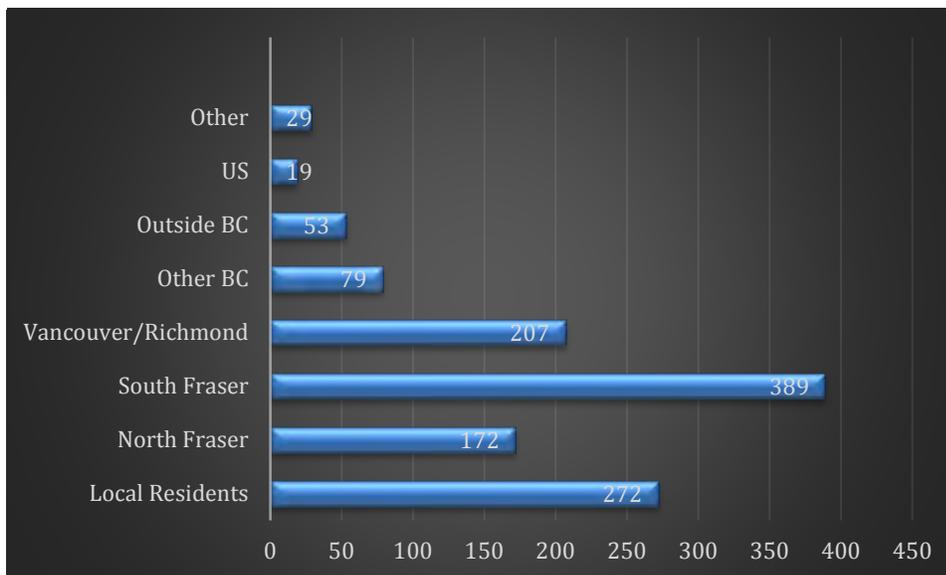
## PART ONE

The following section details the demographic profile of the respondents to the conducted survey. The first five questions related to;

- Visitors place of origin
- How they arrived at the park
- How many people were in their party
- How long they planned to stay in the park, and
- How often they visit Golden Ears Provincial Park on an annual basis.

**Figure 1: Place of Origin of Visitors to Golden Ears Provincial Park**

*Note:* To ensure more detail, this question was evaluated on the total number of visitors (**1220**). This is because in most cases, the survey parties were made up of visitors from more than one place of origin.



### Demographic Description:

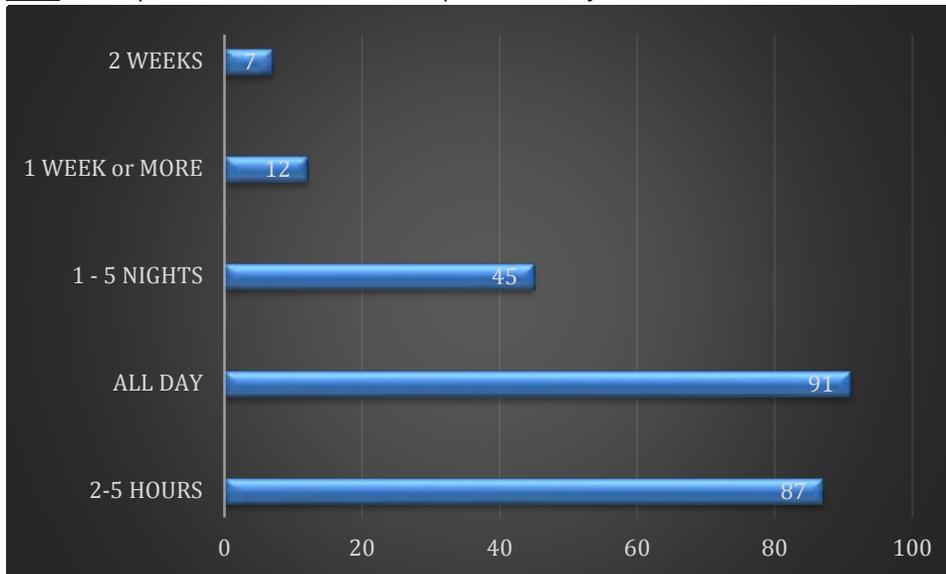
Local Residents	- Maple Ridge
North Fraser	- Port Moody to Hope
South Fraser	- Delta, Surrey, Langley, Abbotsford and Chilliwack
Vancouver/Richmond	- including Burnaby
Other BC	- remainder of BC
Outside BC	- rest of Canada
US	- US states
Other	- other international places of origin

In total, **272** visitors were from Maple Ridge (22%), and approximately 17% of visitors were from Vancouver/Richmond. The strongest demographic travelled from communities within the South Fraser region and made up almost 32% of the visitors to the park. Travellers from other parts of BC made up approximately 6% of the demographic profile.

While the question was asked how visitors arrived at the park based on the available modes of transportation that include “ParkBus” service from Metro Vancouver, 100% of the surveyed respondents arrived by vehicle.

**Figure 2: Length of Stay**

*Note: This question relates to the 242 parties surveyed.*

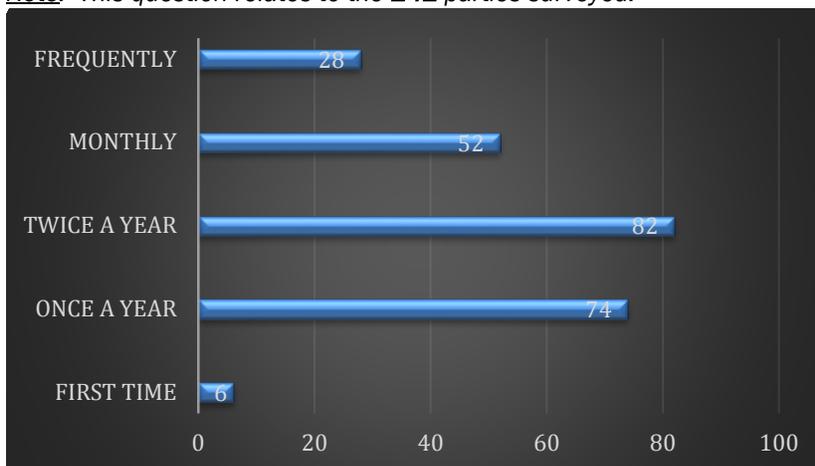


Approximately 38% of the respondents planned to stay for the full day while approximately 36% of respondents planned to stay for a shorter period. Approximately 19% of the respondents were camping in one of the park campsites and staying for less than a week, while 5% of those camping were staying for 1 week or more. The maximum allotted overnight stays in BC provincial parks is two weeks and approximately 3% of those camping was staying the maximum allowable time.

*Memorable note: One party that was made up of 6 family members were evacuees from the Williams Lake, BC area. They chose to camp at Golden Ears Provincial Park rather than settle in one of the evacuation sites. They enjoyed their two-week experience so much, that they had recently returned for another two-week stay as part of their vacation time.*

**Figure 3: Frequency of Annual Visitation to Golden Ears Provincial Park**

*Note: This question relates to the 242 parties surveyed.*

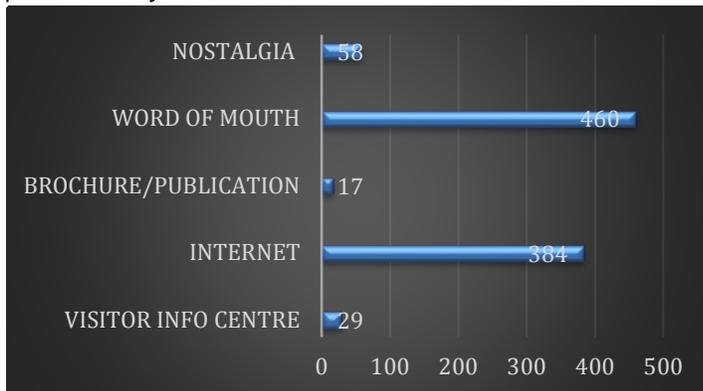


Of the 242 parties surveyed, approximately 34% of respondents visit and experience the park at least twice a year. This was closely followed by approximately 31% of respondents who include a

visit to Golden Ears Provincial Park annually and 21% of those visit the park monthly during the peak visitor months of May through to September. 12% of visitors visit the park more frequently than monthly, while there were a few parties (2%) that were experiencing the park offerings for the first time.

**Figure 4: How Visitors Sourced Information about Golden Ears Provincial Park prior to their visit.**

*Note: This question relates to the total number of visitors and there were multiple responses from the 242 parties surveyed.*



Of the 1220 visitors surveyed, 948 visitors were identified to be from out-of-town. The results of this question reflect those out-of-town visitors, as it can be concluded that residents are naturally familiar with Golden Ears Provincial Park. Approximately 49% of respondents stated they chose to visit Golden Ears Park because they were influenced by other visitors (word-of-mouth) while 40% of those visitors sourced the internet for any information about the park. Only 3% of visitors to the park utilized the services of community Visitor Centres.

*Memorable Note: Upon conversations with the out-of-town visitors, 6% of those surveyed noted they continue to visit the park for sentimental reasons, having fond childhood memories and experiences at the park. They return on a regular basis with their own family and friends. “Nostalgia tourism” is a growing trend in destination development.*

**Figure 5: Primary activities of visitors to Golden Ears Provincial Park**

*Note: There were multiple responses from the 242 parties surveyed.*

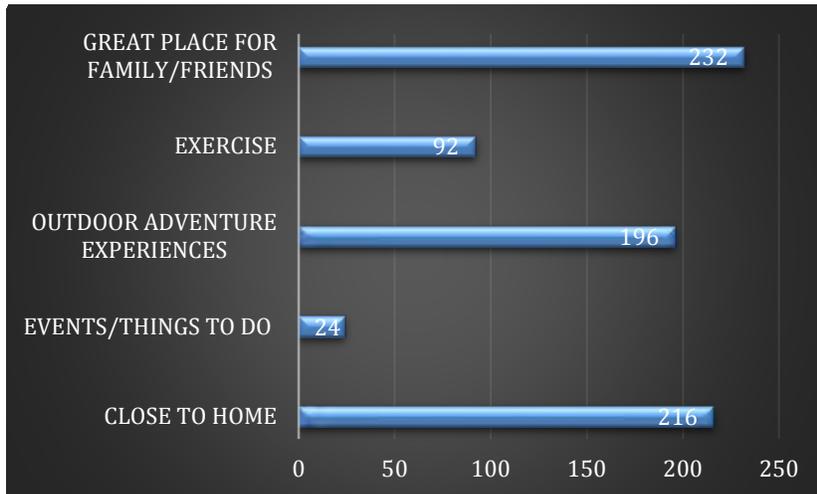


Of the 242 parties surveyed, there were a variety of activities visitors engaged in during their time spent in the park. The results proved to be indicative of the various survey sites. For example: The majority of respondents visiting the Alouette day-use area and North Beach area were including a picnic in their activities. They were most likely to enjoy water activities such as swimming, floating and kayaking.

The majority of respondents interviewed at the boat launch were engaging in watersports. Some were including fishing. Respondents interviewed at the Lower Falls area were engaged in walking/hiking and wildlife viewing activities. Approximately 88% of visitors to the park included a picnic in their time spent, with approximately 74% of those visitors including a walk or hike in their activities.

**Figure 6: Why Visitors Choose Golden Ears Park to visit**

*Note: There were multiple responses from the 242 parties surveyed.*



It has been determined that there are a variety of reasons why visitors choose Golden Ears Provincial Park as a leisure destination. Over 95% of those surveyed agreed that the park is a great place for family and friends. This includes the “visiting family and friends” (VFR) market segment, which accounted for the visitors from the International, US and other parts of Canada places of origin. 89% of the visitors surveyed visit the park because it is close to home. Note: the survey was conducted prior to the bridge toll removal. Visitors did not believe the tolls to be a determining factor when choosing to travel to Golden Ears Provincial Park.

Over 80% of those visitors to the park are seeking nature and the outdoor experience; either soft or hard adventure that includes hiking and watersports.

**Figure 7: Visitors who spent time in the City of Maple Ridge and the purpose of time spent.**

*Note: There were multiple responses from the 242 parties surveyed.*



The results of this question relate only to those respondents who are represented in the **190** out-of-town parties as it can be concluded that the **52** parties (residents) from Maple Ridge locally source their supplies and services.

The survey determined approximately 59% of out-of-town visitors to the park either stopped in Maple Ridge on the way, or intend to stop on the way home for services such as fuel.

Approximately 52% of visitors to the park either stopped or intend to stop for groceries in Maple Ridge and 44% of those visitors will include a stop for either a meal or light snack (i.e. ice-cream, gelato, coffee, etc.).

22% of the visitors surveyed did not stop in the City on route to the park, and at the time of the interview, did not have plans to stop on their way home.

## ACKNOWLEDGEMENTS

The author would like to acknowledge several individuals, for without their assistance and support, the success of this survey would not have been possible;

Joanna Ward, Human Resources Associate, City of Maple Ridge. Joanna was instrumental in coordinating a team of interviewers to assist in the survey project. The survey team was made up of six (6) City of Maple Ridge Parks, Recreation and Culture employees; Youth Workers Ashley Millen, Megan Millen, Elijah Wooten, Robert Harrison and Alysia Bassani, Parks, Recreation and Culture employee Steve Quinlan and City of Maple Ridge Bylaw Officer Rob Letts.

Their professional approach to the interviews and commitment to the project was instrumental to the ability to source quantitative, visitor-centric information.

## APPENDIX i



1. What is your place of residence?
2. How did you arrive here today? Vehicle/walk/bike/transit/other
3. How many people are in your party?
4. How long do you anticipate staying in the park today?  
\_\_\_\_\_ # of hours      \_\_\_\_\_ # of nights
5. How often do you frequent this park?  
\_\_\_\_\_ 1x per year    \_\_\_\_\_ 2x per year    \_\_\_\_\_ monthly    \_\_\_\_\_ more frequent
6. Why did you choose this park today?
  - a. Close to home
  - b. Events/Things to see and do
  - c. Outdoor adventure experiences
  - d. Exercise
  - e. Great place to bring family
7. What are the primary activities you engage in at this park

Walking/hiking	wildlife viewing
Watersports	fishing
Picnic	horseback riding
Cycling/mtn. biking	events
8. Did you (or will you) spend time in the City of Maple Ridge? If so, what type of services will you be seeking?

- Supplies
  - Services
  - Retail shopping
  - Food and Beverage
9. How did you source any pre-visit information about the park before your visit?
- a. Visitor Information Centre (location)
  - b. Internet
  - c. Brochure/Guide
  - d. Word of Mouth
10. \_\_\_\_\_M \_\_\_\_\_F                      Please tell us your age? \_\_\_\_\_

**LOCAL RESIDENTS:**

11. Do you think the City of Maple Ridge should be increasing their efforts in marketing and promoting the city?
- Why? \_\_\_\_\_ Why not? \_\_\_\_\_
12. Aside from Golden Ears Provincial Park, what would you recommend visitors see or experience in Maple Ridge?

**APPENDIX II**

**BC PARKS STATISTICS REPORT 2014/15  
Attendance and Revenue by Park**

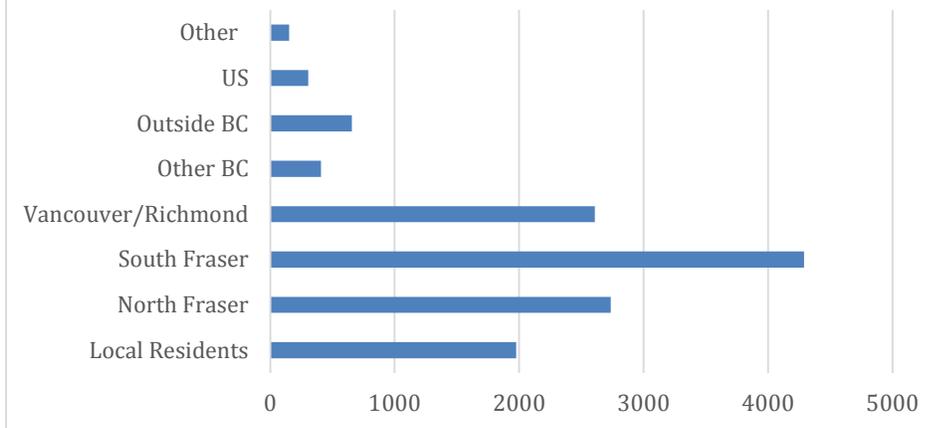
Region	Park	Activity	Attendance				Revenue			
			2013/14	2014/15	Difference	% change	2013/14	2014/15	Difference	% change
SC	Cultus Lake Park	Camping	79,297	88,162	8,865	11%	\$ 709,637	\$ 772,812	\$ 63,176	9%
		Day Use	752,289	820,166	67,877	9%	\$ -	\$ -	\$ -	-
		Boating	-	-	-	-	\$ -	\$ -	\$ -	-
		<b>PARK TOTAL</b>	<b>831,586</b>	<b>908,328</b>	<b>76,742</b>	<b>9%</b>	<b>\$ 709,637</b>	<b>\$ 772,812</b>	<b>\$ 63,176</b>	<b>9%</b>
SC	Cypress Park	Camping	-	-	-	-	\$ -	\$ -	\$ -	-
		Day Use	1,415,033	929,982	- 485,051	-34%	\$ -	\$ -	\$ -	-
		Boating	-	-	-	-	\$ -	\$ -	\$ -	-
		<b>PARK TOTAL</b>	<b>1,415,033</b>	<b>929,982</b>	<b>- 485,051</b>	<b>-34%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
SC	Desolation Sound Marine Park	Camping	-	3,178	3,178	-	\$ -	\$ -	\$ -	-
		Day Use	-	-	-	-	\$ -	\$ -	\$ -	-
		Boating	46,739	43,543	- 3,196	-7%	\$ -	\$ 12,362	\$ 12,362	-
		<b>PARK TOTAL</b>	<b>46,739</b>	<b>46,721</b>	<b>- 18</b>	<b>0%</b>	<b>\$ -</b>	<b>\$ 12,362</b>	<b>\$ 12,362</b>	<b>-</b>
SC	Emory Creek Park	Camping	-	-	-	-	\$ -	\$ -	\$ -	-
		Day Use	-	-	-	-	\$ -	\$ -	\$ -	-
		Boating	-	-	-	-	\$ -	\$ -	\$ -	-
		<b>PARK TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
SC	Francis Point Park	Camping	-	-	-	-	\$ -	\$ -	\$ -	-
		Day Use	32,325	9,219	- 23,106	-71%	\$ -	\$ -	\$ -	-
		Boating	-	-	-	-	\$ -	\$ -	\$ -	-
		<b>PARK TOTAL</b>	<b>32,325</b>	<b>9,219</b>	<b>- 23,106</b>	<b>-71%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
SC	Garden Bay Marine Park	Camping	-	-	-	-	\$ -	\$ -	\$ -	-
		Day Use	-	-	-	-	\$ -	\$ -	\$ -	-
		Boating	-	-	-	-	\$ -	\$ -	\$ -	-
		<b>PARK TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
SC	Garibaldi Park	Camping	11,785	11,893	108	1%	\$ 99,514	\$ 100,289	\$ 774	1%
		Day Use	85,366	84,987	- 379	0%	\$ 167	\$ 16,157	\$ 15,990	9594%
		Boating	-	-	-	-	\$ -	\$ -	\$ -	-
		<b>PARK TOTAL</b>	<b>97,151</b>	<b>96,880</b>	<b>- 271</b>	<b>0%</b>	<b>\$ 99,681</b>	<b>\$ 116,446</b>	<b>\$ 16,765</b>	<b>17%</b>
SC	Golden Ears Park	Camping	107,098	120,427	13,329	12%	\$ 900,630	\$ 1,012,684	\$ 112,055	12%
		Day Use	596,260	678,517	82,257	14%	\$ -	\$ -	\$ -	-
		Boating	-	-	-	-	\$ -	\$ -	\$ -	-
		<b>PARK TOTAL</b>	<b>703,358</b>	<b>798,944</b>	<b>95,586</b>	<b>14%</b>	<b>\$ 900,630</b>	<b>\$ 1,012,684</b>	<b>\$ 112,055</b>	<b>12%</b>

Source: BC Parks 2014/2015 Statistics Report [www.env.gov.bc.ca](http://www.env.gov.bc.ca)

### Appendix iii

An interview with Kailla Bentley, Park Manager at Maple Ridge WildPlay Elements Park in July, 2017 identified that a). there is a high visitation rate from guests at WildPlay who are overnight campers and/or day-trippers to Golden Ears Provincial Park. The Park Manager also explained the strong visitation from out-of-town guest's attributes significantly to the strong retail sales, providing climbing supplies and souvenirs. The following statistics identify the demographics of visitors to WildPlay during the peak visitor months of May through to the end of August for 2016 and 2017.

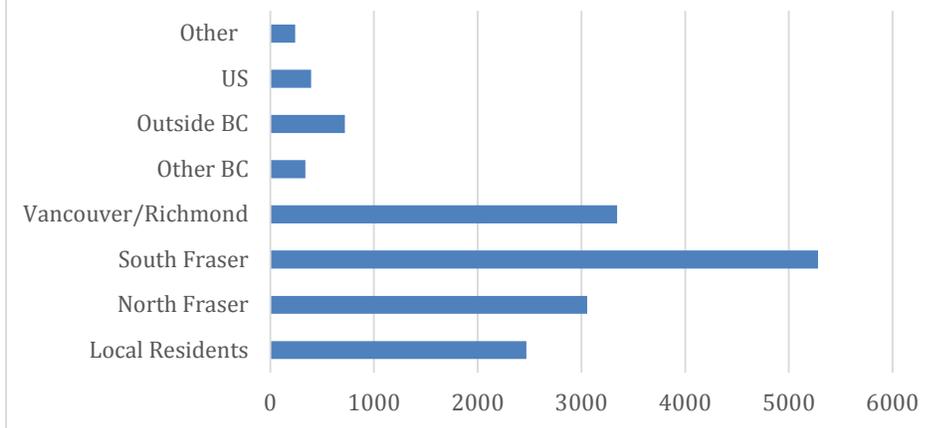
### Maple Ridge Wildplay Visitation May 2016 - August 2016



Local Residents	1,975	Other BC	408
North Fraser	2,736	Outside BC	656
South Fraser	4,290	US	305
Vancouver/Richmond	2,608	Other	152

TOTAL: 13,130 visitors from May 1, 2016 through to August 31, 2016

### Maple Ridge Wildplay 2017 Visitation (May 2017 - August 2017)



Local Residents	2,469	Other BC	340
North Fraser	3,057	Outside BC	720
South Fraser	5,283	US	393
Vancouver/Richmond	3,345	Other	241

TOTAL: 15,848 visitors from May 1, 2017 through to August 31, 2017

#### **Key Findings:**

Visitors travelling from the south of the Fraser River (Delta, Surrey, Langley, Abbotsford & Chillwack) accounted for the largest demographic; 33% of the number of visitors to WildPlay in both 2016 and 2017. The second strongest demographic was from the Vancouver/Richmond area (including North Vancouver, West Vancouver

and Burnaby) accounting for 21% of the visitors. This group also experienced the most significant growth of **28% in 2017**.

Guests to the park travelling from the north of the Fraser accounted for 19% while local residents represented 16% of the park's visitation.

Also to note: 2017 compared to the same period in 2016; the local resident market grew by 25%, residents from the South Fraser increased by 23%, and visitors residing in communities on the North Fraser (Coquitlam to Hope) increased by 11%.

Maple Ridge WildPlay experienced an overall increase of 21% in visitation in 2017 for the same period in 2016.

**TO:** Her Worship Mayor Nicole Read and Members of Council      **MEETING DATE:** April 24, 2018  
**FILE NO:**

**FROM:** Chief Administrative Officer      **MEETING:** Council

**SUBJECT:** Tourism Advisory Committee

---

**EXECUTIVE SUMMARY:**

This report builds on the recommendation in the Tourism Strategy regarding a governance model to guide the strategy's on-going implementation. This report seeks Council's endorsement of the terms of reference for a new Tourism Advisory Committee (TAC) (Appendix 1). A draft Tourism Advisory Committee by-law is also attached for the consideration of Council (Appendix 2).

Should Council endorse the terms of reference, then a final by-law can be prepared and participants for the TAC can be sought. Parties interested in participating on the TAC will be advised through an advertisement in media and the City's on-line and social media accounts. Applications will be reviewed for their potential contributions to the TAC. Names of proposed TAC members will be brought to Council for endorsement at later date.

**RECOMMENDATION(S):**

**That the terms of reference for a Tourism Advisory Committee (TAC) be endorsed, and**

**That the draft Bylaw to establish a Tourism Advisory Committee be brought forward for consideration at a future Council meeting.**

**DISCUSSION:**

**1. Background**

The Tourism Strategy recommends a Governance Structure for a Tourism Advisory Committee (TAC), appointed by Council, composed of eleven members: 3 from the hotel properties eligible to participate in the Municipal and Regional Hotel Tax (MRDT), 2 First Nations (Katzie and Kwantlen), and 6 based on skills relating to arts, culture, outdoor activities, attractions, retail, food and beverage and sports tourism. In addition, the TAC would include liaisons from Council, Economic Development, the Chamber of Commerce and the BIA.

Despite the fact that the hoteliers have not supported the MRDT to date, we are of the opinion that they should be invited to be part of the TAC, in an effort to gain their input and support. Staff is of the opinion that the Council liaison to the TAC, should be a full voting member, consistent with other committees of Council. This would add one additional voting member to the TAC, so it would have a total of twelve voting members.

It is envisioned that the TAC would coordinate with the Economic Development Department to:

- Advise Council on matters related to strengthening the tourism sector;
- Provide strategic input for consideration of Council in relation to tourism and delivery of the Tourism Strategy;

- Contribute to an annual business plan and performance measures relating to tourism;
- Act as an ambassador profiling tourism opportunities in Maple Ridge.

The TAC should meet at least quarterly, but may wish to meet more frequently, which can be determined based on specific project needs. The TAC can also include sub-committees or task-force groups which could focus on specific initiatives.

Should Council endorse the terms of reference, then a final by-law can be prepared and participants for the TAC can be sought. Parties interested in participating on the TAC, will be advised through an advertisement in media and the City’s on-line and social media accounts. Applications will be reviewed for their potential contributions to the TAC. In an effort to provide some continuity with the work accomplished by the Tourism Task Force, it would be beneficial to encourage some of the members of the Tourism Task Force to apply for participation on the TAC. Names of proposed TAC members will be brought to Council for endorsement at later date.

**2. Financial Considerations**

A committee budget of \$2000 is required, and this will be submitted through the Business Planning process.

**CONCLUSION:**

Tourism is one of the leading economic sectors in British Columbia. The Tourism Strategy offers a guide for tourism development and recommends the establishment of a Tourism Advisory Committee to guide the implementation of the Tourism Strategy. The Tourism Task Force has been instrumental in helping to shape the strategy, and moving forward a new Tourism Advisory Committee can continue on the fine work accomplished by the Tourism Task Force. Subject to Council’s approval of the terms of reference for the TAC, a by-law to establish this committee will be brought to Council for adoption shortly.

*“Original signed by Lino Siracusa”*

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Prepared by: Lino Siracusa  
 Manager of Economic Development

*“Original signed by Kelly Swift”*

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Concurrence by: Kelly Swift  
 General Manager, Parks Recreation and Culture

*“Original signed by Paul Gill”*

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Approved by: Paul Gill  
 Chief Administrative Officer

Att: Appendix 1 – Terms of Reference, Tourism Advisory Committee  
 Appendix 2 – Draft By-law, Tourism Advisory Committee

## Tourism Advisory Committee

### Terms of Reference

**Annual Budget:**

\$2,000, any additional budget requirements to be submitted through Business Planning

**Number of Meetings Per Year:**

Quarterly meetings of the Committee, additional meetings may be called by the Chair  
Sub-committee meetings between main meetings

**Meeting Date, Time and Location:**

To be determined

**Membership:**

The Committee is comprised of the following 12 voting members:

- One Council liaison, one alternate Council liaison;
- Three accommodations providers representing the properties eligible for the Municipal and Regional District Tax, appointed by Council;
- Six members representing attractions including, arts and culture, heritage, festivals and events, retail and restaurants, destinations and activities, agri-tourism and sports tourism, appointed by Council;
- One representative nominated from the Katzie First Nation,
- One representative nominated from the Kwantlen First Nation.

The Committee shall also be comprised of the following non-voting members:

- One representative nominated from the Chamber of Commerce,
- One representative nominated from the Downtown Maple Ridge Business Improvement Association.

**Mandate:**

The Tourism Advisory Committee is appointed for the purpose of advising Council on strategic priorities, relating to delivery of the Tourism Strategy and issues relating to tourism in Maple Ridge. The Committee shall work towards creating, promoting, and developing tourism products for the benefit of residents and visitors alike.

**About the Committee:**

In coordination with the Economic Development Office, the Tourism Advisory Committee may:

- Advise Council on matters related to the tourism sector;
- Provide strategic input for consideration of Council in relation to the delivery of the Tourism Strategy;
- Contribute to an annual business plan and performance measures relating to tourism;
- Act as an ambassador profiling tourism opportunities in Maple Ridge.

**Quorum:**

50% + 1 of voting members

**THE CITY OF MAPLE****RIDGE BYLAW NO. xxx****A Bylaw to establish a Tourism Advisory Committee**

**WHEREAS** Council considers that it is in the public interest to have a Tourism Development Committee to advise Council on matters relating to the long term economic health of the community;

**NOW THEREFORE**, the Municipal Council of the City of Maple Ridge enacts as follows:

**CITATION**

- a. This Bylaw shall be cited for all purposes as “Maple Ridge Tourism Advisory Committee Bylaw No. xxx.”

**DEFINITIONS**

- b. For the purposes of this Bylaw, unless the context otherwise requires, “Maple Ridge” means the City of Maple Ridge; “Committee” means the Tourism Advisory Committee established under Section 3;

**COMMITTEE COMPOSITION**

- c. The Committee shall be comprised of the following voting members:
  - a. One Council liaison, one alternate Council liaison;
  - b. Three accommodations providers representing the properties eligible for the Municipal and Regional District Tax, appointed by Council;
  - c. Six members representing attractions including, arts and culture, heritage, festivals and events, retail and restaurants, destinations and activities, agri-tourism, and sports tourism, appointed by Council;
  - d. One representative nominated from the Katzie First Nation;
  - e. One representative nominated from the Kwantlen First Nation.

The Committee shall also be comprised of the following non-voting members:

- f. One representative from the Chamber of Commerce, nominated by Council;
  - g. One representative from the Downtown Maple Ridge Business Improvement Association, nominated by Council.
4. The members at large shall be appointed by resolution of Council and shall serve for a term of two years commencing on January 1st and terminating two years later on December 31st . In order to stagger the terms of appointment to the Committee, three of the first members representing attractions will be appointed for a term of one year commencing on January 1st and terminating on December 31st of the same year. Subsequent appointments shall be for a term of two years.

5. Council may choose to remove a member from the Committee for consecutive non-attendance at three meetings (unless previously approved by the Committee) or for any other reason Council believes warrants such removal.
6. The Chairperson shall advise Council immediately in writing of any member who has been absent from meetings of the Committee for three consecutive meetings without prior leave of absence having been granted by the Committee. Leaves of Absence greater than three consecutive meetings may, by a majority vote of the Committee, be granted when the request for the leave of Absence is received in writing, prior to the said leave taking place.
7. The members of the Committee shall serve without remuneration.

### **PROCEDURES**

8. The Committee shall:
  - a. appoint one of their number to act as Chair of the Committee and another member to act as Vice-Chair of the Committee on an annual basis; and
  - b. hold quarterly meetings, with additional meetings called at the discretion of the Chair;
  - c. hold subcommittee meetings between regular committee meetings;
  - d. operate in accordance with the standard operating procedures applicable to all Maple Ridge Committees and Commissions with regard to records keeping, holding closed meetings, conflict of interest, financial management and such other practices, policies and procedures which may be established by Council from time to time.
9. The presence of a majority of voting members shall constitute a quorum.

### **DUTIES**

10. In coordination with the Economic Development Office the Tourism Advisory Committee may:
  - a. Advise Council on matters related to the tourism sector;
  - b. Provide strategic input for consideration of Council in relation to the delivery of the Tourism Strategy;
  - c. Contribute to an annual business plan and performance measures relating to tourism;
  - d. Act as an ambassador profiling tourism opportunities in Maple Ridge.

### **SUBCOMMITTEES**

11. Time-duration subcommittees may be established by the Chair or Council focused on a specific purpose and be inclusive of individuals and representatives that bring an informed voice (local and external experts) to the subject matter being explored. The subcommittees will be designed to support specific bodies of work of the Committee and will report to the Committee on a regular basis.

**MEDIA CONTACT**

12. The Chairperson or other person appointed by the Committee shall be the spokesperson to the media and other public information sources regarding the Committee's work.

**READ**

**READ**

**READ**

**ADOPTED**

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**PRESIDING MEMBER**

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**CORPORATE OFFICER**