

Strategic Direction & Progress Report

Delivering Our Progress Reports in New Ways

For over two decades this section of the City's Annual Report had a series of charts that were updated annually to report the performance of the City's Departments.

Last year we shared the story of how our City has shifted from this annual reporting style with static graphics to 'real time' data transparency that allows our citizens to check the progress on the City's work at any time of year.

It's important to reflect on that journey to see where we are today, and where we are going as we bring new tools and performance reporting to the public.



Figure 01: This is the landing page for the City's Open Government Portal that was launched in October of 2017.

On October 17, 2017, the City of Maple Ridge introduced the Open Government Portal at opengov.mapleridge.ca (see figure 01). This portal now features information and interactive tools that use data from the City's business systems to provide 'real time' information on key areas of the City's service delivery. The Dashboards replace previous static performance cards. This was the first step in changing the City's performance reporting from static annual charts to dynamic data visualizations that allows citizens to explore the most up to date information.

Council's Strategic Plan

In 2019, Council established a Strategic Plan at mapleridge.ca/2369 for their term with five key priorities;

1) COMMUNITY SAFETY

2) INTERGOVERNMENT RELATIONS

3) GROWTH

4) COMMUNITY PRIDE AND SPIRIT

5) NATURAL ENVIRONMENT

In addition to the adoption of the Strategic Plan, Council indicated that they were looking for metrics to determine if their policy and program work was having the desired impact in the community.



Figure 02: Council's Strategic Plan was developed in 2019 and these categories have been used for the City's Performance Dashboards.

In 2020, the City rolled out a series of Performance Dashboard Hubs linked to Council's Strategic Plan. Located on the City website at mapleridge.ca/2369, these dashboards provide the most up-to-date information on the annual progress of metrics along with comparable data from previous years.

Now citizens can explore the progress on these key pillars of Council's Strategic Plan.

Throughout 2021, Council were provided with quarterly updates from the leadership team. This information was also presented to citizens through local newspaper advertising, social media posts and special video presentations.

Instead of waiting for this report and the annual Citizens Report, Maple Ridge residents have access to information year-round from their home, office or mobile devices.

Sharing the Information with Citizens

As noted, the Data Dashboards and information from the Quarterly Updates to Council can be found online at mapleridge.ca/2369.

Figures 03, 04 and 05 represent the visualizations from the 'Quarterly Report Dashboard.'

The data for these visualizations is pulled from the individual dashboards that we will explore in the next section of this article.

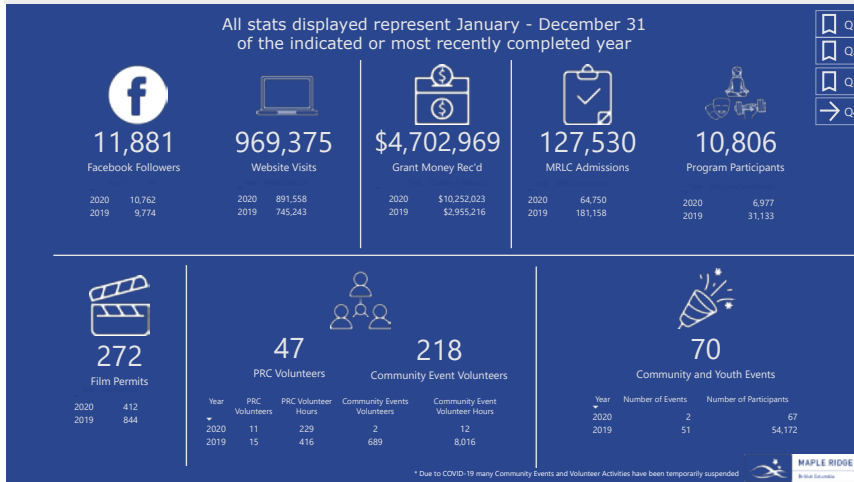
Figures 06 and 07 are examples of the newspaper ads that were published in early 2022 that summarize the key accomplishments towards Council's Strategic Plan and some of the data from the 'Quarterly Report Dashboard' summaries.

During the pandemic the use of 'QR Codes' became normalized as businesses limited interactions such as passing out physical menus and opted for digital menus that were accessed on mobile devices.

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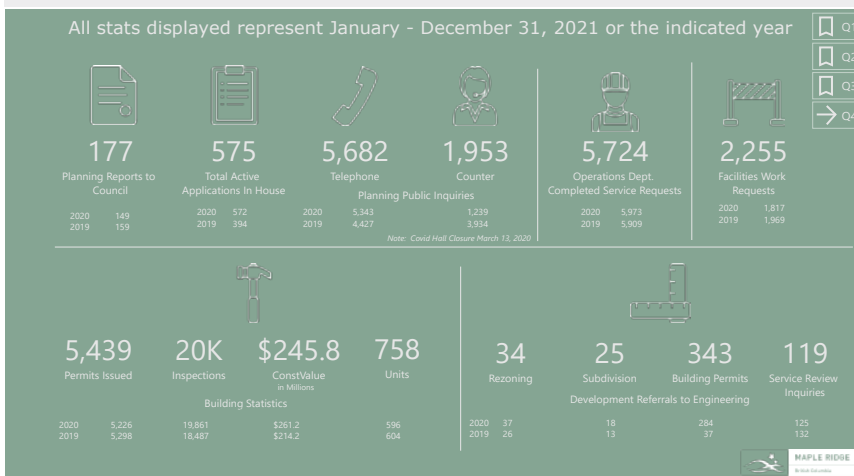
The City has always been an adherent of the QR Code, including them in City advertising and on the covers of the Annual and Citizens Reports. Figure 08 represents the QR Code that takes citizens to the Strategic Plan, associated Dashboards and summary information. This QR Code, and ones for more specific data sets are an important component of our outreach to citizens.

Note: All dashboards represent data from January 1 to December 31, 2021



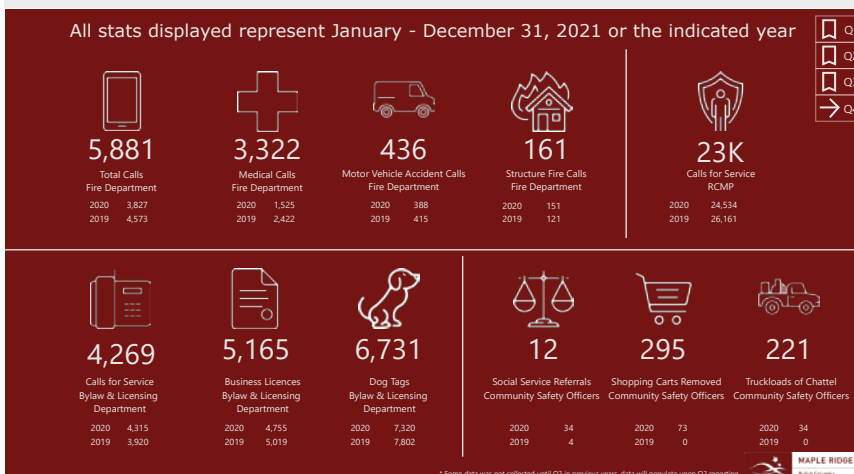
COMMUNITY PRIDE AND SPIRIT

Figure 03: The Community Pride and Spirit Dashboard. The data tracks the growth of the City's social media and website interactions, admissions and program participation, volunteers and events. One data point worth highlighting is the resurgence in admissions to the City's Leisure Centre and the growth in program participation as health orders were relaxed with the COVID-19 pandemic.



GROWTH

Figure 04: The Growth Dashboard reflects that the COVID-19 pandemic did not have the same impact on our Building, Engineering and Planning Departments versus Parks & Recreation. Activity remained equal to, or higher, in most service areas for 2021 versus previous years.



COMMUNITY SAFETY

Figure 05: The Community Safety Dashboard reflects a continued growth in calls for service for first responders and the growing role of Community Safety Officers, a key component of Council's Community Social Safety Initiative (CSSI). This data is a key component of decision making around service delivery for the CSSI.

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Figure 06: The City's Communications Department prepared a two-page spread for the local newspaper that reflects the accomplishments for the year ending December 31, 2021 on key components of Council's Strategic Plan. This content is also repurposed as part of the City's Annual Report publication.

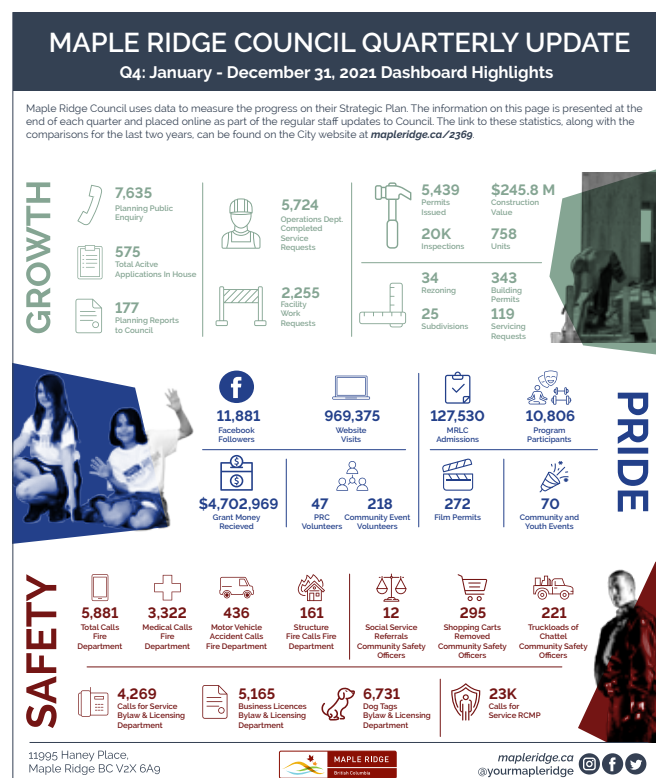


Figure 07: This is the second page of the two-page spread that ran in the local newspaper in early 2022. The data on this page is taken from the information in the Quarterly Report Dashboards. The goal is to encourage citizens to explore Council's Strategic Plan information.



Figure 08: This QR Code takes citizens to Council's Strategic Plan materials on the City website.

Taking a Deeper Dive into Our Data

The Quarterly Report Dashboards pull data from the City's business systems and from specific dashboards that have been developed to track real time performance of City service delivery.

The first set of data was deployed as part of the Open Government platform that was mentioned at the beginning of this article.

These data visualization tools have remained an important part of our transparency in reporting the City's progress.

Figure 09 shows the menu page for the information that's part of the Infographics section of the Open Government Portal at opengov.mapleridge.ca.

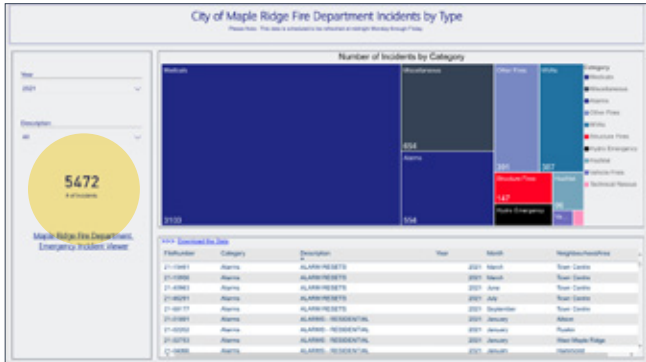
QUARTERLY REPORT DASHBOARDS



Figure 09: Data visualizations allow citizens to explore historical or current information on key service delivery areas.

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In Figure 10 you can see that there were **5472** fire incidents in 2021, and graphic breaks down the proportion of calls in the various categories.



CITY OF MAPLE RIDGE DEPARTMENT INCIDENTS BY TYPE

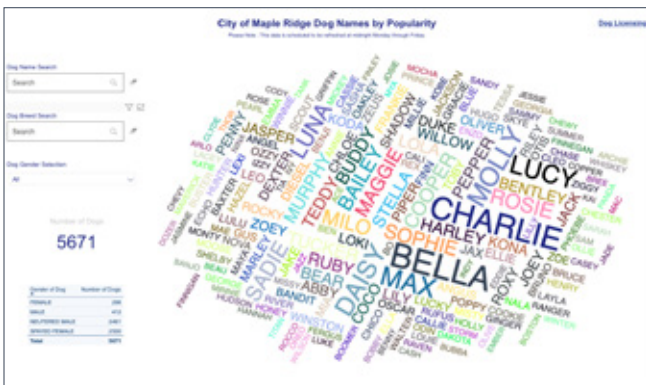
Figure 10: The data table for the Fire Department Incidents by Type has both a graphical representation of calls as well as more detailed data.



CITY OF MAPLE RIDGE DEPARTMENT INCIDENTS BY TYPE

Figure 11: Here's an example of how the data can be parsed to focus on a specific category or data point. Here is the table and data on the 52 residential structure files for 2021.

There are numerous charts across the spectrum of the City's service delivery. One of the whimsical data tables comes from the information gathered as part of the annual dog license registration. In addition to collecting data on dog breeds and gender, we also collect the information on dog names. This information can help our staff if a lost dog is recovered, as the tag name allows us to call the dog by name.



DOG NAMES BY POPULARITY

Figure 12 shows a graphic of the dog names that are most popular in Maple Ridge. The larger the name, the more popular it is. As you can see, Bella and Charlie are the most popular dog names in our community.

Figure 12: This table shows the Dog names by Popularity and allows citizens to see the gender and counts of neutered and spayed dogs in the community.

As you can see, these data tables allow people to explore City services to the level of detail that they desire. Next we will explore how this chain of data feeds into the Performance Dashboards.

How the Dashboards Work

As you can see, there's a tight integration with the Maple Ridge Open Government Portal and performance dashboards. Behind each measure is an enormous breadth of data, citizen-focused applications and context for how each metric connects with the City's operational objectives.

Each one of Council's Strategic Priorities has a unique dashboard. Let's explore how the platform functions.

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Figure 13 Community Safety Dashboard. You can explore the information that underpins each of the information points using the tabs at the bottom of each data panel.

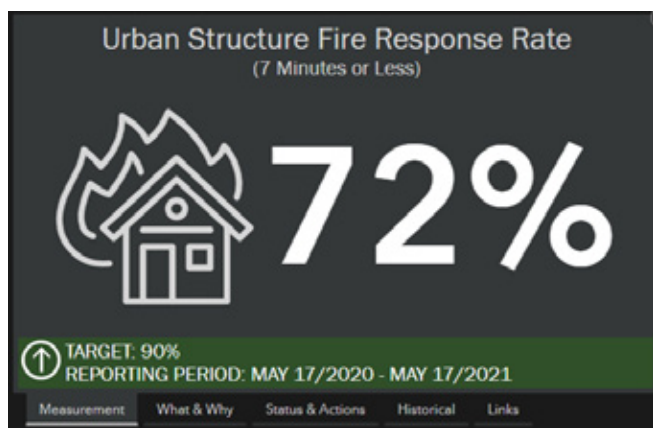


Figure 14 As we drill down on the 'Urban Structure Fire Response Rate' data panel, Figure 14, there's a menu at the bottom that reads;

- 1) Measurement
- 2) What & Why
- 3) Status & Current Actions
- 4) Historical
- 5) Links

The 'Measurement' is the data that's displayed (Figure 14).

Why are we measuring this:
Studies indicate that short response times are a key element in controlling a fire to save lives and property.

In these studies, 7 minutes is a key time to intervene and after which the fire extends exponentially throughout a building threatening lives and property.

What we are measuring:
Percentage of structure fires responded to by an Engine with four firefighters on board within 7 minutes or less in the Urban Response Area.

Figure 15 The 'What & Why' describes why this metric is being tracked.

Status & Current Actions:

The City is currently conducting a review and update of the Fire Department Master Plan. Over the course of 2021. In addition, Fire Hall No. 4 has been opened and staffed with Paid on Call and temporarily. Hall 4 is in the protected growth zone and will shorten the Paid-On-Call (POC) response time to that area. The career staffing is temporary due to COVID.

Figure 16 The 'Status & Current Actions' tab provides information on any activity that's part of the current Business Plan and any operational context that is valuable for the public to know.

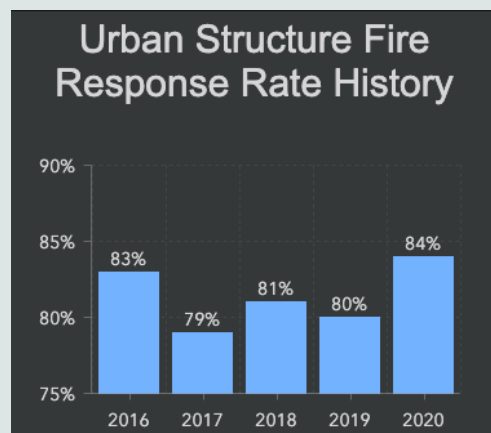


Figure 17 The 'Historical' menu aggregates information displayed in the previous performance charts published on the website.

Useful Links

- [Fire Department Master Plan](#)
- [Maple Ridge Fire Halls](#)
- [Backyard Burning Closure Area](#)
- [Fire Department Incidents by Neighbourhood](#)
- [Fire Department Incidents by Type](#)
- [Fire Department Incidents by Year](#)

Figure 18 The final menu is a series of links that allow citizens to explore data related to this metric in greater detail.

Clicking on the 'Fire Department Incidents by Year' takes users the data sets on the Open Government Portal (Figure 10 from the previous section). These tables have historical data that allows users to analyze the data by any criteria. Users can even download the entire dataset for their own analysis.

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The Performance Dashboard Hub is a gateway to a very deep set of data and metrics that links our work to Council's Strategic Plan. Here are the topline dashboards that you can access at mapleridge.ca/2369.

Community Safety

Ensure that citizens feel safe and are not afraid to engage in their community, that criminal activity is prevented or minimized, that people who need services can access them easily, that agencies understand and are accountable for their role and that all of this occurs within the capacity of local first responders and service providers.



Natural Environment

Be alert to opportunities to care for the natural environment, to mitigate impacts on wildlife and to utilize natural assets to grow eco-tourism opportunities.



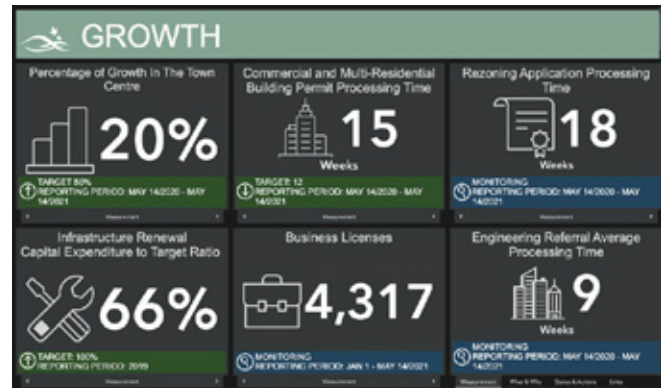
Inter-government Relations

Build strong relationships with the region, other levels of government and local First Nations to set a foundation for problem solving and innovation to achieve defined strategic results.



Growth

Implement strategic plans related to local infrastructure and the economy including commercial and industrial land base, transportation corridors, transit, neighbourhood plans and key amenities.



Community Pride and Spirit

Engage the public in positive activities as participants and as volunteers, to enhance the vibrancy of the community.



Building for the Future

The journey from the old static tables to the Open Government Portal represents a significant improvement in transparency.

This is an evolving project, there is work underway to develop new data visualizations associated with ongoing projects to improve our service delivery for customers.

Work will continue to integrate our front line business systems into the Open Government Portal for use internally and externally. Knowledge is power, and we encourage citizens to visit opengov.mapleridge.ca and access these powerful new data sets.