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None of this is possible without the commitment and expertise of the people who make the City of Maple Ridge run—our employees, managers, and leaders. Their dedication to service, innovation, and collaboration is what transforms strategy into action.

BUILDING THE FUTURE OF MAPLE RIDGE — TOGETHER

Maple Ridge is a City on the Move – with a bold vision to build a thriving and connected community. At the heart of this progress are the people who make it possible — the employees, residents, businesses, and our partners working together to shape Maple Ridge’s future.

Investing in Our Community — Advancing Council’s Vision

Council’s Strategic Priorities focus on creating a safe, liveable community, fostering a strong local economy, protecting our natural environment, and ensuring excellence in governance and service. These priorities reflect the needs and aspirations of our growing city.

That vision is coming to life through key initiatives like Maple Ridge Moves, which positions our city to manage growth and strengthen the

local economy through sustainable transportation and infrastructure projects. Our Housing Action Plan is increasing access to affordable and diverse housing options, while investments in public safety, recreation, and parks are enhancing the quality of life for everyone who calls Maple Ridge home.

This progress would not be possible without the dedication of City staff. Every day, our employees deliver the essential services our residents rely on — from maintaining roads and sidewalks to providing clean drinking water, preserving our parks and public spaces, and providing recreation and public safety services. Their expertise and commitment bring Council’s vision to life.

Our People, Our Progress The City’s new People Plan reflects Council’s commitment to supporting the well-being, development, and success of our employees. By investing in the

people who deliver our services and programs, we ensure they have the tools and opportunities to grow their careers and continue serving our community with excellence.

One City — Building What’s Next, Together At the heart of Maple Ridge’s success is the belief that we are One City — a community driven by collaboration and connection. Residents, businesses, City staff, and partners are all part of the same team, working together to build a city where everyone belongs and can thrive.

Thank you for everything you do to make Maple Ridge a better place — whether you work for the City, live here, volunteer or contribute in other ways. Together, we are writing the next chapter of Maple Ridge’s story — Bold by Nature, Driven by Community, and a City on the Move.

Dan Ruimy
Mayor



MAPLE RIDGE: ONE CITY, BOLD ACTION, AND A CITY ON THE MOVE

The City of Maple Ridge is embarking on a transformational journey, united by a shared vision and purpose: to serve its 100,000 residents today and prepare for the anticipated 165,000 residents of the future. The people who work within the City of Maple Ridge are bringing to life the immense coordination, dedication, and innovation that define its workforce and community.

One City: A United Vision

At the heart of Maple Ridge's progress is the "One City" initiative—a commitment to fostering unity among the city's over 800 employees. From City Hall to fire halls, police stations, parks, and recreation facilities, this campaign is more than a concept; it is a movement designed to build a corporate culture where every employee feels valued, connected, and essential to achieving a collective goal.

This unity is not just symbolic. By showcasing the intricate collaboration required to deliver services across multiple departments, the "One City" strategy emphasizes the vital role every team member plays in enriching the lives of residents. The campaign's materials, including posters, brochures, and videos, serve as daily reminders of this shared mission, encouraging employees to take pride

in being part of something larger—One City.

Being Bold: Driving Innovation and Vision

Maple Ridge is a city committed to bold action, driven by an unwavering dedication to community well-being. With a united Council and an ambitious 2025 business plan, the city is investing in transformative projects designed to address the pressing needs of today while anticipating the demands of tomorrow.

From acquiring cutting-edge equipment to expanding the city's fleet and championing climate action, Maple Ridge is making bold strides in environmental stewardship. These initiatives reflect the city's forward-thinking mindset, emphasizing sustainable growth, innovative solutions, and enhanced services.

By aligning its objectives and key results with this bold vision, the City ensures that every project is purposeful, impactful, and deeply rooted in its community values.

City on the Move: Shaping a Vibrant Future

Maple Ridge is not only planning for the future; it is actively building it. The city's rapid growth offers an unprecedented opportunity to redefine its trajectory. With exciting

capital projects on the horizon and strategic budget planning through 2027, Maple Ridge is positioning itself as a vibrant, progressive city ready to meet the evolving needs of its residents.

The City's video series serves as an invitation for employees to join this momentum. By showcasing the remarkable projects underway, from environmental initiatives to infrastructure advancements, Maple Ridge inspires its workforce to engage deeply with its mission. This shared narrative reinforces the city's identity as a community on the move, where innovation and collaboration thrive.

An Inspiring Call to Action

Maple Ridge's journey exemplifies what can be achieved through unity, bold vision, and a commitment to progress. As employees and residents come together, they are shaping a city that not only meets today's challenges but anticipates tomorrow's opportunities. This is a call to action for every team member to embrace their role in building a thriving, inclusive, and sustainable future. Together, Maple Ridge is truly One City, making bold moves and setting the pace as a City on the Move.

Scott Hartman
CAO Maple Ridge



The 'One City' initiative fosters unity among Maple Ridge's 800+ employees, creating a culture where everyone feels valued and essential to achieving a shared goal.

ONE CITY: OUR VOICE, OUR JOURNEY, OUR FUTURE

It is with immense pride and gratitude that I reflect on the journey we have undertaken to implement the City of Maple Ridge's Human Resources Strategic Plan for 2022-2025. One City: Our Voice - serves as both a celebration of our collective achievements and a reaffirmation of our commitment to the community we serve and the people who make our organization thrive. (That's YOU!)

The past few years have presented us with unprecedented challenges and opportunities. Through it all, our Human Resources Department has remained steadfast in its mission to attract, develop, and retain a high-performing, diverse, and inclusive workforce.

By embracing innovation, fostering collaboration, and aligning with the City's strategic pillars, we have taken meaningful strides toward our vision of being an employer of choice.

As we began the process of telling the story of our people, the experiences

shared became a testament to the dedication and hard work of our HR team, our leaders, and our employees. It highlights the significant progress the organization has made with the support of every one of you: Our People. Our goal was to capture your voice, and highlight the work you have done, are doing, and will continue to do to make the City of Maple Ridge such an amazing community to be a part of. And I would be remiss if I did not highlight the dedication and commitment of each department within HR, and vital role they play in ensuring our organization's success and creating an environment where every employee feels valued and supported.

As we look to the future, we remain committed to building on these successes. The work we have done lays a solid foundation for continued growth, adaptability, and excellence. I am beyond proud of the work every member of the HR team has done, and their drive and commitment as we look forward to what is on the horizon.

As I reflect on the Human Resources Strategic Plan (2022-2025), what really stands out is how each member of the HR team helped bring the plan to life. It was not just a document that sat on a shelf, but instead, a narrative that guided each step we took. It became a catalyst for new conversations, innovation, and passion. And, we will continue to build on this success, ensuring that the City of Maple Ridge remains a beacon of excellence, innovation, and inclusivity.

I invite you to explore One City: Our Voice and join me in celebrating the incredible achievements that have brought us to this point. Together, we will continue to shape an organization that not only meets the needs of today but is prepared to thrive in the years ahead.

With gratitude and optimism,

Michelle Lewis
Chief Human Resources Officer

The HR Strategic Plan (2022-2025) became a catalyst for innovation, collaboration, and progress. Together, we've built a workplace where employees feel valued and empowered, ensuring Maple Ridge remains a place where people thrive.



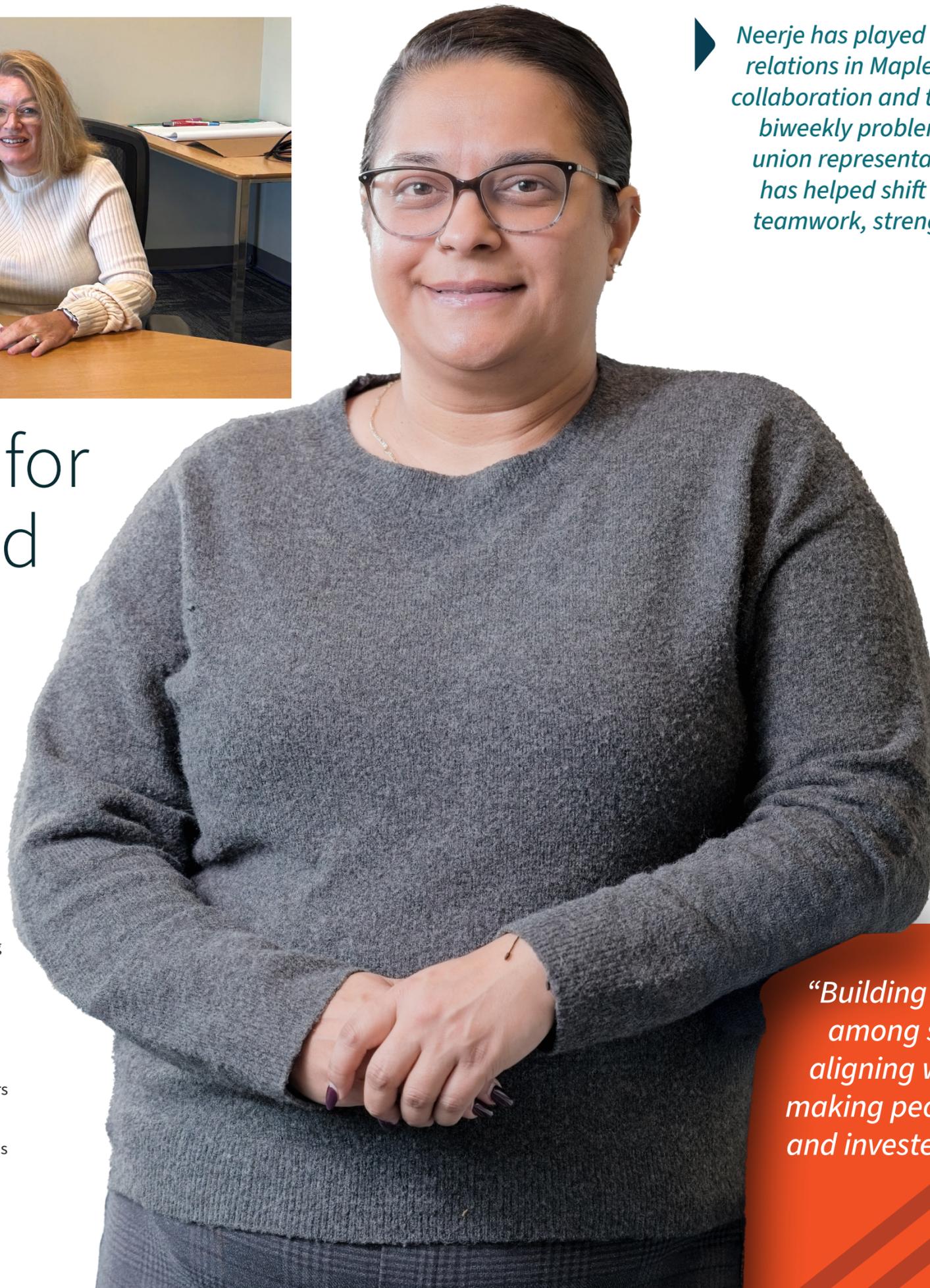


Building Bridges for Collaboration and Connection

Neerje is not only a dynamic leader but a bridge-builder in the City of Maple Ridge, balancing her dual roles as a supervisor and the president of the union CUPE local 622. In her six years with the City, she has cultivated a reputation for fostering collaboration and addressing challenges with creativity and pragmatism. Her leadership philosophy prioritizes respect, transparency, and a forward-thinking approach to change, which has become instrumental in the City's efforts to strengthen its "One City" vision.

Navigating the complexities of labor relations, Neerje has been pivotal in reshaping the relationship between the union and the employer. Early in her tenure as union president, she recognized the need for a more collaborative approach. Negotiations, once fraught with

tension, began to shift when a third-party negotiator was unable to attend a working session, and using this as an opportunity to partner with leadership more effectively. By demonstrating the possibility of effective bargaining rooted in mutual respect, Neerje showcased the value of direct dialogue. This breakthrough led to a system of biweekly touchpoints between union representatives and senior leaders, fostering proactive problem-solving and reducing tension in the system. Balancing her dual responsibilities is no small feat. Managing 18 full-time staff in Police Services at the City of Maple Ridge, Neerje juggles her supervisory role with union leadership, often working long hours to ensure the team succeeds. Her ability to prioritize, communicate, and advocate for equitable solutions has solidified her as a trusted voice within the organization.



▶ *Neerje has played a key role in reshaping labor relations in Maple Ridge, fostering a culture of collaboration and transparency. By introducing biweekly problem-solving meetings between union representatives and senior leaders, she has helped shift negotiations from tension to teamwork, strengthening trust and efficiency across the organization.*

Neerje also brings a unique perspective to the City's evolving "One City" initiative. She emphasizes the importance of moving beyond vision statements and into meaningful action, advocating for deeper connections between departments and leadership. She believes that building trust and community among staff is critical, not only to align them with the City's goals but also to make them feel valued and invested in their work. Her suggestion of department-to-department engagement reflects her belief in the power of grassroots connection to foster a more cohesive organization.

With a deep-rooted connection to Maple Ridge, where she grew up, Neerje's commitment to the City is both professional and personal. Her dedication to creating a workplace where employees feel safe, valued, and heard reflects her vision for Maple Ridge's future—a city that thrives on collaboration, transparency, and care. As the City navigates its next phase of growth, leaders like Neerje are paving the way for meaningful transformation and stronger connections.

"Building trust and community among staff isn't just about aligning with goals—it's about making people feel valued, heard, and invested in the work they do."

Building Bridges and Strengthening Teams



Chris McKee serves as a Captain with the Maple Ridge Fire Department and has spent over a decade as a key figure in the union, including the past seven years as Union IAFF 4449 President. Known for his collaborative leadership, Chris has been instrumental in fostering a positive and proactive relationship between the union and city leadership. His approach is a testament to his belief in dialogue, respect, and mutual understanding as the cornerstones of successful collaboration.

Over the years, the relationship between the union and the city has transformed from one marked by tension and prolonged disputes to one characterized by open communication and timely problem-solving. This

“We’ve moved from a culture of conflict to one of collaboration, where conversations happen, solutions are found, and everyone feels supported – that’s a win for our team and the community.”



Under Chris’s leadership, the fire department has expanded to fully staffed four-person engines citywide and added a two person medic truck, enhancing emergency response and safety. These advancements reflect the city’s and union’s shared commitment to meeting Maple Ridge’s growing needs.

cultural shift began with the arrival of a new CEO, Scott Hartman, whose accessibility and approachability created an environment where meaningful conversations could occur. The addition of the new Fire Chief, Dave Samson has been instrumental in fostering further collaboration and innovation within the department, and the support of a progressive Mayor and Council further strengthens this dynamic, with initiatives like increased fire service staffing reflecting their commitment to public safety and community growth.

Under Chris’s leadership, the fire department has achieved significant milestones. The transition to fully staffed four-person fire engines citywide, along with the addition of a two-person medic truck, has enhanced response capabilities and

ensured compliance with safety regulations. These advancements underscore a shared understanding between the city and the union of Maple Ridge’s evolving needs as a growing urban center.

Internally, the department has embraced a comprehensive health and wellness program, addressing the physical and mental challenges inherent in firefighting. From cardiac stress tests to mental health resources, these initiatives demonstrate a commitment to the well-being of those who serve the community.

Chris takes pride in the changes he has championed, noting that they have laid a foundation for future leaders. While the journey to a true partnership required difficult conversations and perseverance, the results are evident in a more cohesive

and empowered department. For Chris, the greatest reward lies in the lives saved and the knowledge that his team is stronger and better equipped to serve Maple Ridge.

Looking ahead, Chris remains focused on maintaining the positive momentum, ensuring that the values and practices established today become embedded in the department’s culture for generations to come. With a steadfast commitment to service and collaboration, Chris exemplifies leadership that not only meets the needs of the present but prepares for a resilient and united future.

Building Connections and Driving Success

The **Employee Experience and Engagement** team plays a vital role in shaping the workplace culture and fostering an environment where employees feel valued, empowered, and connected to the City's mission. Guided by a commitment to meaningful engagement, the department focuses on creating a workplace where everyone can thrive.

PEOPLE-CENTRIC GROWTH

In 2024 and 2025, the City was proudly named one of BC's Top Employers, a testament to its dedication to fostering a supportive and dynamic workplace. A key driver of this success is the innovative onboarding program, "City Chase", which ensures new employees feel welcomed, informed, and ready to contribute from day one. Additionally, the department introduced a bold new HR Branding, enhancing the City's identity as an employer of choice.

COMMITMENT TO EQUITY, DIVERSITY, AND INCLUSION

As an Employer Partner with the Canadian Center for Diversity and Inclusion (CCDI), the City has taken significant strides on its Equity, Diversity, and Inclusion (EDI) journey. This partnership provides staff with valuable resources, training, and support, underscoring the City's commitment to fostering an inclusive workplace that celebrates and leverages diversity.

ENGAGEMENT SURVEY PARTICIPATION RATES

2023
70%

2024
75%



EMPLOYEE ENGAGEMENT SCORE

2023
71%

2024
72%

SUCCESSES AND ACHIEVEMENTS

Over the past two years, the department has delivered several impactful initiatives:

- The completion of a Full Engagement Survey (2023) and a Pulse Engagement Survey (2024) provided critical insights into employee satisfaction and areas for growth.
- The launch of an Employee Recognition Program, celebrating individual and team accomplishments.
- Establishment of regular feedback forums, creating open channels for dialogue and collaboration.

IMPACT AND LOOKING AHEAD

These initiatives have significantly enhanced employee commitment and morale, strengthened the workplace culture, and positioned the City as a leader in employee experience. The department's efforts continue to drive a culture of continuous improvement, ensuring employees are equipped and motivated to contribute to the City's ongoing success.

With a clear focus on engagement, growth, and recognition, the Employee Experience & Engagement department is not just supporting the workforce—it's transforming it.



2023	2024
Employee Engagement Score	
71%	72%
Total Number of Employees	
831	893
Female	
357	407
Male	
474	484
O (OPTION IN 2024)	
	2
% of staff that live in Maple Ridge in 2024:	
41%	

2023	2024
Number of Employees by Age	
15-24	
19%	19%
25-34	
19%	22%
35-44	
19%	22%
45-54	
24%	22%
55+	
20%	20%
19%	16%

Attracting, Developing, and Retaining Talent

The **Integrated Talent Management** team is dedicated to building a dynamic, innovative, and diverse workforce that aligns with the City's vision of being an employer of choice. By prioritizing strategic hiring practices, meaningful development opportunities, and inclusive engagement, the department strengthens the City's ability to attract and retain top talent while preparing employees for future success.

KEY ACHIEVEMENTS

Over the past few years, the Integrated Talent Management team has implemented initiatives that significantly enhance the employee lifecycle:

- **Hiring Manager Certification Training Program:** Introduced a robust training program to empower hiring managers with the skills and knowledge to make strategic, inclusive hiring decisions.
- **Enhanced First-Day Orientation:** Refreshed the onboarding experience to be more comprehensive, ensuring new employees feel welcomed, informed, and prepared to contribute effectively.
- **Strategic Learning & Development Framework:** Developed a long-term framework to guide employee development, aligning learning opportunities with organizational needs and employee career aspirations.
- **Community Engagement in Hiring:** Represented the City as a keynote speaker at the WorkBC

2024 HIRING ACTIVITY



216
JOB POSTINGS

16,094
APPLICATIONS

78
INTERNAL PROMOTIONS

event on Hiring Diverse Abilities, demonstrating leadership in inclusive recruitment practices.

- **Career Fair Participation:** Actively attended community career fairs to connect with local talent and promote the City as an employer of choice.

MISSION AND VALUES IN ACTION

Guided by a commitment to fostering a workforce that thrives on innovation, diversity, and professional growth, the Integrated Talent Management team

prioritizes meaningful connections with employees and the broader community.

IMPACT ON THE ORGANIZATION

The department's initiatives have had a lasting impact on the City's workforce and culture:

- **Enhanced Talent Attraction:** Improved recruitment strategies and community engagement have broadened the talent pool, with a particular focus on inclusivity and diverse abilities.
- **Stronger Retention:** Comprehensive onboarding and personalized career development plans have reduced turnover and increased employee satisfaction.
- **Leadership Pipeline:** Strategic learning initiatives have equipped employees with the skills needed to take on future leadership roles, ensuring the City is prepared for long-term success.
- **Employer of Choice:** Active participation in community events and speaking engagements has reinforced the City's reputation as a forward-thinking and inclusive employer.

DRIVING EXCELLENCE IN TALENT MANAGEMENT

The Integrated Talent Management team continues to elevate the City's workforce through innovative practices, inclusive strategies, and a focus on professional growth. By aligning their efforts with organizational goals and employee aspirations, they are creating a workplace where talent flourishes and the future is built collaboratively.



2023	2024
Recruitment Metrics	
# New Hires as % of Total Staff	
8%	9%
# Applicants	
14,005	16,094
# Job Postings	
230	216
# Job Posting By Employee Group	
CUPE	
88%	86%
EXEMPT	
11%	10%
IAFF	
1%	4%

2023	2024
Average Time To Hire - In Days* (Requisition Received to Candidate Start Date)	
Average Overall	
54	55
Internal Postings	
30	26
External Postings	
59	55
Internal/External Postings	
54	61

*excluding Auxiliary postings

Building Trust and Collaboration

The **Labour and Employee Relations** team plays a crucial role in fostering a transparent, inclusive, and collaborative workplace. By prioritizing trust, mutual respect, and proactive communication, the team ensures the City remains a fair and harmonious environment where employees and organizational goals align seamlessly.

ACHIEVEMENTS IN WORKFORCE STABILITY AND INNOVATION

Over the past few years, the Labour and Employee Relations team has delivered significant milestones, reflecting its dedication to creating a cohesive and motivated workforce:

- **Successful Bargaining Agreements:** Concluded 3-year term agreements with CUPE and IAFF, providing stability, clarity, and strengthened alignment with fire services personnel.
- **Enhanced Recruitment Flexibility:** Negotiated an LOU with IAFF, allowing the adjustment of starting pay rates for experienced external fire service candidates, broadening the talent pool and supporting strategic recruitment.
- **Support for Civic Events:** Collaborated with CUPE to ensure staffing for high-profile community events like the BC Summer Games and Maple Ridge 150, maintaining public spaces and infrastructure.
- **Innovative Community Safety:** Partnered with CUPE to establish dog handlers and secure a Public Assistance Dog,

2024 OH&S TRAINING (# of employees)	
Aerial List Truck	(4)
Asbestos Containing Materials	(27)
Confined Space	(8)
Fall Protection	(10)
Forklift	(8)
Hearing Tests	(76)
Respirator Fit	(28)
Traffic Control	(10)
Isolation and Lockout Training	(14)
Violence Prevention	(40)
WHIMIS	(40)

showcasing creative approaches to enhancing public safety.

- **Improved Metrics and Oversight:** Developed advanced tracking systems for labour relations issues, allowing for

comprehensive logging and resolution of inquiries, service requests, and grievances. These metrics now inform quarterly reports for City leadership, driving data-informed decision-making.

IMPACT ON WORKFORCE AND COMMUNITY

The Labour and Employee Relations team's efforts have had far-reaching effects, strengthening trust, collaboration, and organizational agility. Key outcomes include:

- **Adaptive and Motivated Workforce:** By addressing the unique needs of employee groups, the team has cultivated a workplace culture that values growth and responsiveness.
- **Community Engagement:** Tailored agreements have aligned workforce support with major civic initiatives, strengthening community ties and service delivery.
- **Culture of Accountability:** Tracking and reporting systems have improved oversight, transparency, and continuous improvement across the organization.

COMMITMENT TO EXCELLENCE

The Labour and Employee Relations team continues to be a trusted partner in fostering a positive, productive workplace. Their dedication to innovative solutions, fair practices, and strategic collaboration ensures the City's workforce is well-equipped to support both organizational success and the needs of the broader community.



FOSTERING A SAFE AND INCLUSIVE WORKPLACE

The **Health and Safety** team is committed to creating a workplace where safety, inclusion, and well-being thrive. Through strategic initiatives and proactive management, the team works to strengthen organizational resilience, ensuring employees feel supported and empowered to contribute their best.

KEY ACHIEVEMENTS

The team has delivered impactful programs and initiatives that drive measurable improvements across the organization:

- **Reduction in Workplace Injuries:** Implemented targeted OH&S prevention initiatives, including improved inspections, revised safe work procedures, and enhanced training programs. These efforts led to a 35% reduction in lost-time WorkSafeBC compensable injuries

(January–September), showcasing the team's commitment to employee safety.

- **Certificate of Recognition:** The City participated in WorkSafeBC's (WSBC's) voluntary Certificate of Recognition (COR) program audit. The City continues to demonstrate that its safety management systems and practices exceed WSBC's compliance standards.

MISSION AND VALUES IN ACTION

Guided by the principles of safety, inclusion, and well-being, the team works tirelessly to champion a supportive workplace where employees can thrive both personally and professionally.

IMPACT ON THE ORGANIZATION

The Health and Safety team's efforts

have created significant positive outcomes for employees and the organization as a whole:

- **Improved Workplace Safety:** Prevention-focused OH&S initiatives have led to a safer environment and reduced workplace incidents, protecting employees and minimizing disruptions.
- **Certificate of Recognition:** The City received an assessment reduction of over \$138,000.00.

DRIVING A CULTURE OF SAFETY AND BELONGING

The Health and Safety team plays a critical role in shaping a resilient, inclusive, and high-performing workplace. By prioritizing health, safety, and inclusivity, the team ensures that employees not only feel safe but also empowered to contribute to the City's success.

Total Rewards: Supporting Employees, Driving Excellence

The **Total Rewards** team is at the heart of ensuring employees feel valued, supported, and empowered. By offering competitive and equitable compensation, innovative wellness programs, and robust workforce planning, the team enhances financial well-being, work-life balance, and organizational pride. Their proactive approach reinforces the City's reputation as an employer of choice.

KEY ACHIEVEMENTS

The Total Rewards team has accomplished significant milestones that reflect their dedication to excellence:

- **Innovative Leave Management:** Designed and secured approval for a new exempt leave balance management system, with a change management plan set for full rollout in 2024.
- **Wellness Initiatives:** Piloted a Union-Management partnership in wellness programs tailored to the Fire Department, addressing unique workplace needs and promoting health and safety.
- **Enhanced Disability Management:** Refined early referral processes with PBC, ensuring timely support for employees navigating health challenges.
- **Wellness and Inclusion:** Increased wellness resources and introduced a diversity and inclusion initiative, creating a culture where every employee feels a sense of belonging.

OF EMPLOYEES
(2024)

893

(this is a 26% increase since 2021)

31%

Increase of female employees over this same period

22%

Increase of male employees over this same period

11%

Exempt Employees

89%

Included employees

ADDITIONAL CONTRIBUTIONS

Beyond core achievements, the team has driven meaningful organizational enhancements:

- **HRIS System Development:** Participated in a needs assessment for an RFP process on a new HRIS system, setting the stage for improved operations.
- **Workforce Planning:** Delivered Organizational Design & People Resource reports for multiple departments, aligning workforce structures with organizational goals.
- **Organizational Identity:** Introduced rebranded employee ID badges and lanyards, enhancing pride and cohesion.
- **Process Efficiency:** Conducted a time-in-motion study for HR Associates, streamlining task management and increasing operational efficiency.

IMPACT ON THE ORGANIZATION

The Total Rewards team's efforts have created a ripple effect of positive outcomes:

- **Enhanced Employee Experience:** Updated compensation structures and leave management have strengthened financial security and work-life balance for employees.
- **Stronger Collaboration:** Innovative wellness programs have fostered trust and cooperation



between management and union representatives.

- **Improved Alignment:** Workforce planning initiatives have optimized resources to meet organizational objectives effectively.
- **Increased Pride:** Rebranding efforts and efficient HR systems have reinforced a sense of belonging and organizational identity.
- **Enhanced Employee Well-Being:** Increased access to wellness resources and inclusive practices has improved overall morale and job satisfaction.

COMMITMENT TO THE FUTURE

The Total Rewards team's dynamic and adaptive approach ensures the City remains a leader in employee satisfaction and retention. By aligning their efforts with both employee needs and organizational goals, they continue to build a thriving, competitive, and supportive workplace for all.

	2023	2024
Status/Union Affiliation		
Exempt		
	11%	11%
CUPE		
	73%	75%
IAFF		
	7%	8%
POC		
	9%	6%



People at the Heart of Success: How Maple Ridge Became One of BC's Top Employers

The City of Maple Ridge has once again been recognized as one of British Columbia's top employers, an achievement that speaks volumes about the culture of collaboration, innovation, and inclusivity that has been nurtured within its workforce. More than just an accolade, this recognition is a reflection of the city's unwavering commitment to its people—employees who dedicate their talents and energy to making Maple Ridge a thriving, connected, and forward-thinking community.

At the core of this success is a workplace culture that champions both individual growth and collective achievement. For the second consecutive year, Maple Ridge has stood out among employers for fostering a progressive and empowering work environment, where employees are encouraged to take initiative, develop their skills, and contribute meaningfully to the city's future. This accomplishment is a direct result of the dedication of the people who bring Maple Ridge to life every day.

A CULTURE BUILT ON CONNECTION AND COLLABORATION

In 2021, the City's Human Resources team embarked on a journey of cultural transformation, prioritizing a people-first approach to building a workplace that attracts talent, inspires engagement, and fosters professional growth. This transformation wasn't just about policies—it was about creating an environment where employees felt valued, heard, and empowered to shape the future of their workplace.

From staff-led initiatives to collaborative decision-making, Maple Ridge has continuously refined its approach to employee engagement. Regular feedback surveys ensure that employees have a voice in shaping workplace strategies, while cross-functional committees and strong partnerships with unions help drive ongoing improvements. The result is a dynamic and inclusive workplace where people are at the center of every decision.

"This recognition belongs to our talented and dedicated staff, whose passion for serving our community

and shaping a bright future for Maple Ridge drives our collective success," says Scott Hartman, Chief Administrative Officer. "The renewal of our BC's Top Employers status is a testament to the 'One City' culture we've built together—a workplace where collaboration thrives, innovation is encouraged, and employees are empowered."

PEOPLE LEADING THE WAY

One of the key strengths of Maple Ridge is its belief that great ideas can come from anywhere within the organization. Employees are not just encouraged to share their insights—they are given the space and support to lead meaningful change. Whether it's through innovative projects, problem-solving initiatives, or community-driven efforts, individuals across the city's departments have played a pivotal role in shaping a workplace that is not only effective but also inspiring.

"This recognition highlights what we've always known—that the City of Maple Ridge is home to talented and dedicated employees," says Neerje Harvey, President of Local

622 of CUPE (Canadian Union of Public Employees). "It's a great honor for the City, and we look forward to strengthening the partnership between workers and management to make this workplace even better."

The collaborative spirit extends to every part of the organization. From the firefighters who keep the community safe to the administrative teams ensuring seamless city operations, every department has contributed to making Maple Ridge a workplace where people feel a sense of belonging and purpose.

"This recognition reflects what we can accomplish when labour and management work together to create a fair, supportive, and thriving workplace," says Chris McKee, President of Maple Ridge Firefighters Local 4449 of IAFF (International Association of Firefighters). "We are proud of the role our members have played in achieving this milestone and look forward to continued

collaboration in building an even stronger future for all employees."

A WORKPLACE ROOTED IN EQUITY AND RECOGNITION

A critical component of Maple Ridge's workplace success is its commitment to Equity, Diversity, and Inclusion (EDI). Recognizing that a thriving workplace is one where every individual feels valued and supported, the City has embedded EDI principles into its learning and development strategy. By fostering an environment of mutual respect and inclusivity, the organization continues to strengthen its reputation as a place where people from all backgrounds can succeed.

Recognition is also a key pillar of the City's employee experience. Whether through public acknowledgment of achievements, professional development opportunities, or creative initiatives like 'behind the scenes' staff videos that highlight

the expertise of city employees, Maple Ridge actively celebrates the contributions of its people. These efforts not only foster pride among staff but also help the community appreciate the hard work that goes into making the city a great place to live and work.

"We are incredibly grateful for the dedication and hard work of all our employees," says Michelle Lewis, Chief Human Resources Officer. "Every department plays a vital role in keeping our city running. They are the backbone of our organization. Their commitment to serving our community, especially during challenging times, truly reflects the spirit of Maple Ridge. Every day, they go above and beyond, and we deeply appreciate their unwavering dedication."

LOOKING AHEAD: BUILDING ON A LEGACY OF EXCELLENCE

As one of Metro Vancouver's fastest-growing cities, Maple Ridge continues to offer exciting opportunities for individuals looking to make a difference. With competitive benefits, a culture of workplace safety and well-being, and a strong emphasis on professional development, the City is committed to attracting, developing, and retaining top talent.

"We are always looking for passionate individuals to join our team," adds Lewis. "Whether you're just starting or seeking your next challenge, Maple Ridge is a place to take your career journey to the next level."

The recognition as one of BC's Top Employers is more than just an honor—it is a celebration of the people who make Maple Ridge a great place to work. With a culture rooted in connection, empowerment, and continuous growth, the City is poised to build an even brighter future—one where people remain at the heart of its success.





Economic Development in Maple Ridge: Transformation and Opportunity

The Economic Development team in Maple Ridge has undergone a significant transformation over the past several years, marked by innovation, collaboration, and a renewed focus on community connection. At the forefront of this change is a dynamic team that has embraced new approaches to create meaningful impacts across the city's economic and cultural landscape.

A CHANGING LANDSCAPE

Since joining the team, Draeven, Karen, and Jeff have witnessed

and driven a cultural shift in how Maple Ridge approaches economic development. The transformation began with internal changes, including a leadership style that fosters agility and innovation. As Karen noted, Maple Ridge has evolved from a rigid, traditional model to one that values experimentation and community engagement. Whether it's reimagining how the city supports tourism or embracing film as a core industry, the team has successfully pivoted to meet the needs of an ever-changing economy.

ENTREPRENEURISM, TOURISM AND FILM: ENGINES OF GROWTH

A key element of growth and development in Maple Ridge is adaptability and recognizing the importance of multiple approaches to building the city's profile.

Tourism in Maple Ridge has transitioned from being externally managed to becoming an integral part of the city's economic strategy.

With a dedicated focus on supporting local businesses and hosting impactful events like the Celebrating

▶ *The success of these initiatives stems from a culture of collaboration and a willingness to break down silos. As Draeven pointed out, the team's connections across various departments have enabled them to build relationships and create synergies that benefit the entire city.*

Women in Business initiative, the Economic Development team has fostered deeper ties within the community and helping local businesses thrive.

Meanwhile, the film industry has emerged as a significant driver of economic activity, thanks to Draeven's leadership in securing buy-in from stakeholders and implementing innovative solutions such as the sustainable power kiosk in the River Lot. By transforming film from a perceived nuisance to a celebrated part of the city's identity, the team has demonstrated the power of adaptability and vision.

BUILDING FOR THE FUTURE

Maple Ridge's economic development strategy is firmly rooted in the idea of a "blank slate"—an opportunity to build a sustainable, vibrant city from the ground up. As Jeff emphasized, the city is uniquely positioned to attract diverse industries and redefine what it means to be a metro Vancouver municipality. Projects like the Innovation Challenge showcase the hidden gems within the local business community and highlight Maple Ridge's potential as a hub of creativity and entrepreneurship. A Collaborative Culture

The success of these initiatives stems from a culture of collaboration and a willingness to break down silos. As Draeven pointed out, the team's connections across various departments have enabled them



to build relationships and create synergies that benefit the entire city. By getting out into the community and engaging directly with stakeholders, the team has fostered a spirit of inclusivity and innovation that serves as a model for other departments.

LOOKING AHEAD

The future of economic development in Maple Ridge is bright, with

countless opportunities to build on the momentum created by this team's work. Whether it's attracting new businesses, supporting creative industries, or continuing to push the boundaries of what's possible, the city is well-positioned to thrive. As Karen aptly put it, "this transformation is about more than economic metrics—it's about showing the world how extraordinary Maple Ridge truly is."



JEFF

"By transforming film from a perceived nuisance to a celebrated part of the city's identity, we've shown how adaptability and innovation can redefine what's possible for Maple Ridge."



KAREN

"This transformation isn't just about economic metrics—it's about showing the world how extraordinary Maple Ridge truly is."



DRAEVEN

"With a blank slate, Maple Ridge has the unique opportunity to attract diverse industries and redefine what it means to be a Metro Vancouver municipality."



Growth and Leadership at Maple Ridge

From the moment Corinn joined the City of Maple Ridge three years ago, she knew she was stepping into something special. Transitioning from a 23-year career in litigation to a clerk role was a bold move—one fueled by a desire to channel her skills into meaningful work within her own community. “It wasn’t just about working for a city; it was about working in and for my community,” she reflects.

Corinn’s journey has been one of transformation, both personal and professional. Starting at a foundational level in legislative services, she embraced the opportunity to understand processes, collaborate with diverse teams, and ultimately contribute to the city’s larger mission of building a thriving community. As she rose through the ranks, she was identified as a leader with untapped potential, culminating

in her appointment as Deputy Corporate Officer, a role preceded by a year-long acting position supported by a comprehensive development plan.

This plan, developed collaboratively with HR, served as a blueprint for Corinn’s growth. It included targeted training, hands-on experience, and opportunities to navigate the complexities of municipal governance. “The city provided me with the tools and opportunities; it was up to me to step into the challenge,” she says. While the learning curve was steep, Corinn embraced it with determination, viewing every challenge as part of a larger process of growth.

Reflecting on her time at Maple Ridge, Corinn often draws parallels to her personal passion for art. “Art teaches you to relinquish control and trust the process,” she shares. Much like her artistic practice, her career has involved navigating uncertainty, adapting to change, and learning from every experience. “Sometimes

▶ *Corinn’s journey has been one of transformation. She started in legislative services, learning processes and collaborating with diverse teams. Recognized as a leader with great potential, she advanced to Deputy Corporate Officer after a year-long acting role supported by a development plan.*

it’s messy, but in the end, the hard work pays off, and you create something meaningful.”

Corinn’s leadership philosophy is rooted in mentorship and collaboration. She believes in empowering others, ensuring systems and processes are in place to support their success. Her work is deeply intertwined with her commitment to making Maple Ridge a better place—not just for herself, but for everyone in the community. “I never imagined a role where I’d get to work with such a diverse range of professionals, all focused on the same goal of building a stronger community. It’s inspiring.”

Looking ahead, Corinn is eager to shift from “clean-up crew” to “value-add” work, driving projects that enhance efficiency and create positive impacts across departments. She’s proud of the progress made amidst the city’s recent transitions and is excited about what’s to come. “It’s about trusting the process, staying engaged, and remembering the bigger picture. That’s how we create something beautiful.”

“Every day, I walk through these doors and get to collaborate with planners, engineers, accountants, firefighters and more – all working toward the same goal of building a stronger community. That is what makes this work so meaningful.”

Embracing Change and Finding Purpose



Angela's path to the City of Maple Ridge is a story of reinvention, resilience, and rediscovering passion. After a 27-year career in gaming and gambling, including her last role as a Director of Operations for a casino, Angela decided it was time for a change. The fast-paced, high-pressure world she had excelled in was no longer sustainable with her evolving priorities, including her family and personal well-being. Taking a courageous leap, Angela left her career without a concrete plan but with a clear desire to find something meaningful and inspiring. Her journey led her to explore roles with the City of Maple Ridge, a community she has called home since childhood. Attracted by the opportunity to make a difference in her own backyard, Angela applied for an auxiliary clerk position—a role that allowed her to learn and contribute without the managerial responsibilities she had carried in her previous career. For Angela, it was the perfect way to

“I realized leadership isn't just about a title – it's about stepping up, contributing, and creating a positive environment no matter where you are in the organization.”



dip her toes into a new environment and explore what could come next. Starting in the Building Department, Angela quickly immersed herself in a team-focused role, managing records, supporting colleagues, and improving departmental efficiency. What began as a temporary position evolved into a full-time role where Angela's transferable skills and natural leadership flourished. Her proactive approach, willingness to innovate, and commitment to team success have been instrumental in navigating the department through a period of significant growth and change.

Angela's perspective on leadership is rooted in collaboration and empowerment. She believes leadership isn't confined to a title but is reflected in actions and contributions, no matter where one sits in the organization. She has built credibility by being bold, offering ideas, and

► *Diversity and inclusion are also themes close to Angela's heart. Reflecting on her early days, she recalls the limited representation of women in operations. Today, she sees progress as more women join the ranks, driving equipment, managing projects, and breaking barriers. While there's still work to be done, the strides made reaffirm the city's commitment to fostering a diverse and equitable workplace.*

consistently supporting her team. The open, inclusive culture of the City has enabled her to step into this leadership mindset, even as a clerk.

Now, almost three years into her role, Angela is inspired by the City's vision for the future and its commitment to collaboration and

innovation. While she remains open to new opportunities, Angela feels grounded in the present, knowing she's exactly where she's meant to be. Her journey is a testament to the power of embracing change, finding purpose, and making an impact in the community she loves.

A Journey of Growth, Leadership, and Mentorship

Catherine's career with the City of Maple Ridge spans over two decades and is a journey that started in 2000 with a practical decision. At the time, she was commuting to Vancouver, balancing a demanding job and her studies in the CGA program. In search of balance, she drew a circle on a map, marking the maximum commute she was willing to do. When the City of Maple Ridge reached out with an offer, she saw a stepping stone that would meet her commute requirements while also supporting her educational experience requirements. Little did she know this would lead to a fulfilling 24-year career.

Starting as an accounting clerk, Catherine has moved on to become the Deputy Director of Finance – a career progression that demonstrates her dedication as well as the City's commitment to supporting the growth and development of its people. The city not only supported her education but provided her with opportunities to develop professionally. Early in her career, she found a mentor in her then manager, which left a lasting impact, and helped her get to where she is today. Catherine now pays it forward by mentoring others, which she finds immensely rewarding.

One of the unique aspects of Catherine's role is the sheer diversity of responsibilities when working with a municipality such as the City of Maple Ridge. From understanding the wide variety of assets the City has, to the contracts that support service delivery, her work allows her to delve into the various facets of the City's services. This broad exposure has kept her engaged and fostered a deep appreciation for the complexity and



scope of the City's operations. Throughout her career, Catherine has emphasized the importance of fostering relationships throughout the organization, a value she brings to her leadership style. For example, she took her team on site visits to see the tangible capital assets like parks and pump stations – projects they typically would only see on a

spreadsheet. This hands-on approach instilled a deeper understanding of the City's infrastructure and its significance within her team. This approach to building the capability and capacity of the team has also helped increase resilience and adaptability to change. The more her teams understand the bigger picture, the better they can adapt as

▶ *Catherine's growth from clerk to Deputy Director reflects her dedication and the City's commitment to development. Through mentorship and leadership, she fosters a culture of learning, resilience, and connection.*

the city grows and evolves. Recent changes to the organization have brought fresh perspectives, and an opportunity to break down silos and foster collaboration. With that change comes the potential for growth and innovation, and Catherine strives to embody the same resilience she works to cultivate within her team.

As a leader, Catherine brings a vision of connection, learning and support – a vision that not only shapes her department but contributes to the City's broader culture. Her journey with the City of Maple Ridge highlights the City's ability to cultivate talent, as well as the profound impact of community and connection within the workplace. For Catherine, Maple Ridge is more than a place to work; it's a community that has grown with her, one that she continues to nurture as both a leader and mentor.

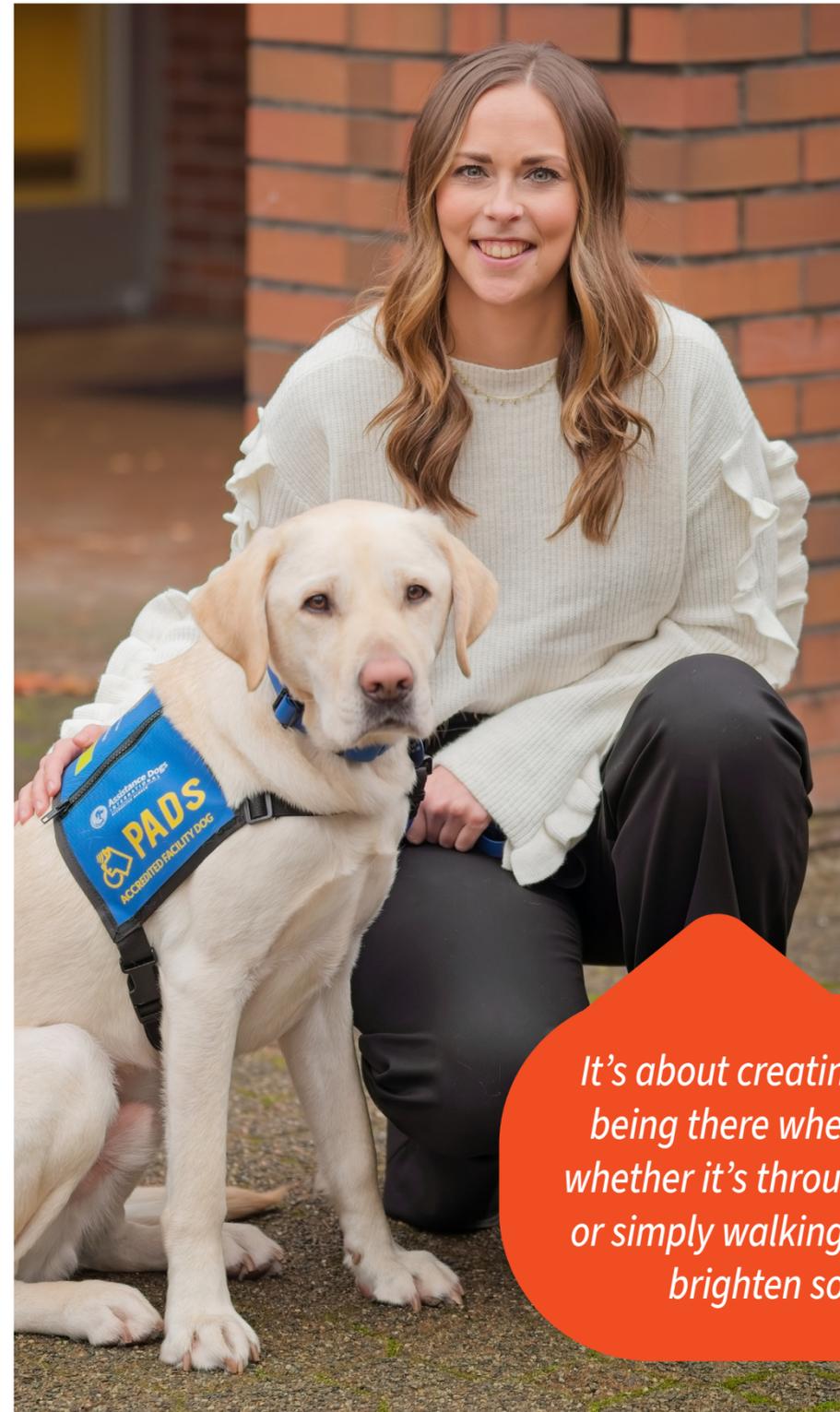
“What started as a stepping stone turned into an incredible 24-year journey where I've been able to mentor, innovate, and grow in ways I never imagined – proof that opportunities come when you're willing to embrace them.”

Empowering Police Services through Training and Wellness

As the Training Coordinator for Police Services, Alysen wears many hats, each contributing to the growth, compliance, and well-being of the team. Her role spans a range of responsibilities: coordinating proactive training through innovative programs like “Roll Call” briefings and “Noontime Knowledge” sessions, tracking mandatory training for over 140 police officers, and onboarding new members while supporting their field coaching programs. From ensuring compliance with operational protocols to fostering personal growth and community safety, Alysen’s work embodies dedication and adaptability.

Alysen’s path to this role began with a passion for victim support, volunteering with victim services in 2016. Inspired by the impact of assistance dogs in supporting victims, she dreamed of integrating a similar resource into her work. Her vision became reality when Loki, a Pacific Assistance Dogs Society (PADS) certified assistance dog, joined her team. Loki provides emotional support to police officers, helping them process the unique challenges of their roles. Alysen’s determination to bring Loki on board underscores her commitment to mental health, driven by her extensive training in trauma-informed care and crisis intervention.

Loki’s presence has already transformed the workplace, offering moments of calm, connection, and emotional relief for officers dealing with the stresses of frontline policing. Alysen recalls instances where colleagues have sought Loki’s quiet companionship, finding solace in his presence without needing to share their struggles aloud. Her role as Loki’s primary handler deepens her dedication, ensuring he is both cared for and effective in his work.



In addition to her core duties, Alysen thrives on event planning, bringing people together through initiatives like open houses and memorial events. Her energy, passion, and innovative spirit make her an integral part of the Police Services team. She continues to explore new ways to support first responders, blending training and wellness to build resilience within the detachment. Alysen’s story reflects the ethos of creating a safer, more connected community while honoring the diverse and often unseen challenges of police work. Her contributions embody the spirit of innovation and compassion, shaping a culture that values both professional excellence and personal well-being.

It’s about creating relationships and being there when it matters most – whether it’s through training, support, or simply walking around with Loki to brighten someone’s day”

▶ *Loki’s presence has already transformed the workplace, offering moments of calm, connection, and emotional relief for officers dealing with the stresses of frontline policing.*

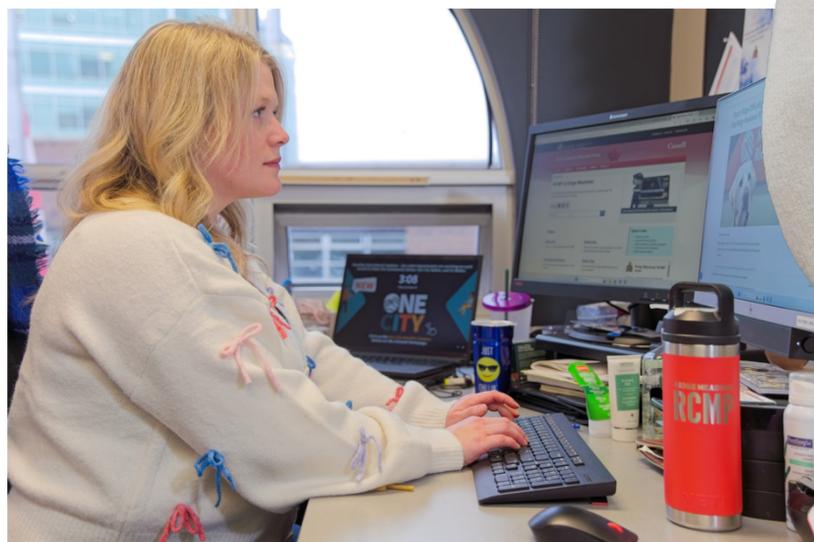
Building Connections and Changing Lives: The FYRST Program

Samantha's journey as a clinical counselor with the FYRST (Family Youth Resource Support Team) program in Maple Ridge has been nothing short of transformative.

FYRST, a federally funded pilot initiative of the RISE program launched in late 2022, is designed to address the needs of at-risk youth and their families in the community. Comprising a dedicated counselor, a youth worker, and a youth liaison police officer with the Ridge Meadows RCMP, the team focuses on proactive, outreach-based support to help youth make positive choices and strengthen family dynamics.

With over a year in the program, Samantha reflects on the unique opportunity to help design FYRST from the ground up. From crafting consent forms to shaping the program's vision, her role has evolved into one of immense flexibility and impact. "We meet families where they are," she says, emphasizing the program's personalized approach. Whether it's family mediation, individual youth counseling, guidance through the criminal justice system for youth or connecting families to external resources, FYRST adapts to meet diverse needs.

A key component of Samantha's work involves community engagement. Alongside her colleagues, she conducts preventive workshops in schools and hosts outreach sessions, ensuring their presence is visible and approachable. At the heart of her counseling is a thoughtfully curated space at the Greg Moore Youth Centre, complete with art therapy tools, a cozy environment, and essential amenities. This space serves not just as a hub for counseling but as



a haven where youth and families feel supported.

The program's success is evident: FYRST has maintained a waitlist since its fourth month, a testament to the demand for its innovative

services. By helping youth reduce police interactions and steering them toward positive activities, Samantha and her team are fostering long-term change. She describes herself



► *The program's success is evident: FYRST has maintained a waitlist since its fourth month, a testament to the demand for its innovative services. By helping youth reduce police interactions and steering them toward positive activities, Samantha and her team are fostering long-term change. She describes herself as 'an undercurrent, not a wave,' quietly working to create ripples of transformation across the community.*

as "an undercurrent, not a wave," quietly working to create ripples of transformation across the community.

While the pilot program is funded through 2026, Samantha is committed to making FYRST indispensable to the city. Her deep roots in Maple Ridge fuel her passion for giving back, blending her professional expertise with a profound sense of community connection. With ongoing city support, she believes FYRST has the potential to become a cornerstone of youth and family services, driving a proactive approach to building a healthier, stronger community.

Samantha and the work she does is yet another example of the "One City" vision, and how each person working at the City of Maple Ridge is a vital part of making it such great community to live, work, and play in.

"We're not just reacting to problems; we're meeting youth and families where they are, creating opportunities for change, and showing them there's a different path forward."

Navigating Change and Innovation



Joining the City of Maple Ridge in August 2022 as a Database Administrator marked the start of an exciting chapter for a recent computer science graduate and lifelong Maple Ridge resident. Drawn by the opportunity to work just minutes from home and contribute to the community where he grew up, this role was both a perfect fit and a significant leap for Chanzo.

The transition to municipal IT from a background in desktop support and system administration introduced new challenges. Adjusting to the intricacies of public sector work, with its regulatory layers and interdepartmental dynamics, proved to be a steep learning curve. “Chaos” is how Chanzo described his early days—navigating multiple departments, understanding key contacts, and embracing the demands of a newly created role in a transformative environment.

Support from HR and his initial manager was pivotal. Guided tours of departments and introductions to key players helped establish rapport and a sense of belonging. However, settling in took time. “Six months, at minimum,” he reflected, with continued learning about the complexities of municipal operations.

“It’s exciting to see how the city is investing in people and embracing innovation – moving from a reactionary approach to one that’s data driven and future-focused.”



Amid organizational transformation, including leadership turnover and structural shifts, Chanzo’s resilience shines. Initial uncertainties about the changes turned into optimism as the IT department moved from a reactive to a proactive approach, underpinned by new strategies like the Business Technology Steering Committee. This initiative emphasizes collaboration, allowing departments to shape IT priorities—a shift that had resonated deeply with Chanzo’s values of structure, strategy, and innovation.

Exciting projects like smart engineering tables, revamped permitting processes, and enhanced meeting room technologies highlight the dynamic environment Chanzo thrives in. His own growth has been supported by the city’s investment in his future—enabling him to pursue a master’s degree in computer science with a focus on data-driven decision-making and machine learning.

Looking ahead, Chanzo sees promise—not only for his own role, but for the city’s evolution. With a vision of increased cross-departmental collaboration and agile innovation, his story is one of embracing change, finding his voice, and building a stronger foundation for the future of Maple Ridge.

Amid leadership changes and structural shifts, Chanzo’s resilience turned uncertainty into optimism. With a shift from reactive to proactive strategies—like the Business Technology Steering Committee—collaboration and innovation became central to IT’s evolution, aligning with his values of structure and strategy.



Frank praises the city's proactive approach, with HR and leadership responding to employee needs through training and equipment upgrades. He values the collaborative environment, stating, 'We're all gears in the wheel,' highlighting the teamwork that keeps Maple Ridge running smoothly.

Steady Hands Through Changing Seasons

For Frank, Maple Ridge is more than just a city—it's a community he's deeply committed to serving. Originally from Vienna, Austria, Frank brought his expertise as a horticulturist and landscape designer to Canada in 2000. After working at UBC and settling in Maple Ridge in 2010, Frank joined the city's team, steadily progressing from night-shift foreman for snow removal to his current supervisory role overseeing roads, sidewalks, and winter maintenance.

Frank's career reflects his belief in hands-on leadership and the value of teamwork. He's quick to credit the support of HR, city leadership, and his peers for fostering an environment

where collaboration and trust thrive. "We're all gears in the wheel," he says, describing the interconnected efforts that keep Maple Ridge running smoothly.

He speaks highly of the city's willingness to listen, highlighting how HR and leadership teams respond proactively to employee needs, from training programs to equipment upgrades.

In his role, Frank faces the unpredictability of nature head-on. Whether managing atmospheric river responses or ensuring roads remain safe during snow events, Frank is a calm and compassionate presence. His empathy shines through as he reassures residents during crises,

often with the simple but profound statement, "We're here for you." This commitment to both practical solutions and emotional support epitomizes Frank's dedication to his community.

Frank also recognizes the strides the city has made in recent years, praising the fresh perspectives brought by new leadership. He values the open lines of communication and appreciates initiatives like updated contracts that prioritize employee well-being, such as rest periods during intense weather events.

Reflecting on his journey, Frank takes pride in the positive changes he's seen in Maple Ridge, both as a workplace and a community.

"I'm proud to work here," he says, acknowledging the challenges while celebrating the city's progress. For Frank, every flood mitigated, snow-cleared road, and resident reassured is a testament to the teamwork and resilience that defines Maple Ridge.

"We're all gears in the wheel, working together to keep Maple Ridge running smoothly."



▶ *Through organizational changes and evolving visions, staff have consistently embraced flexibility, collaboration, and a steadfast commitment to community. Despite the challenges of decentralization and restructuring, their collective spirit remains unwavering.*

Engaging Hearts and Building Connections

In the dynamic world of Maple Ridge’s Recreational Services department, the Programmers stand out as a vibrant force dedicated to fostering community spirit and connection. Jonathan, Troy, and Lindsay, alongside their dedicated colleagues, bring a blend of creativity, dedication, and passion to their roles, ensuring that every program and initiative serves the community’s evolving needs.

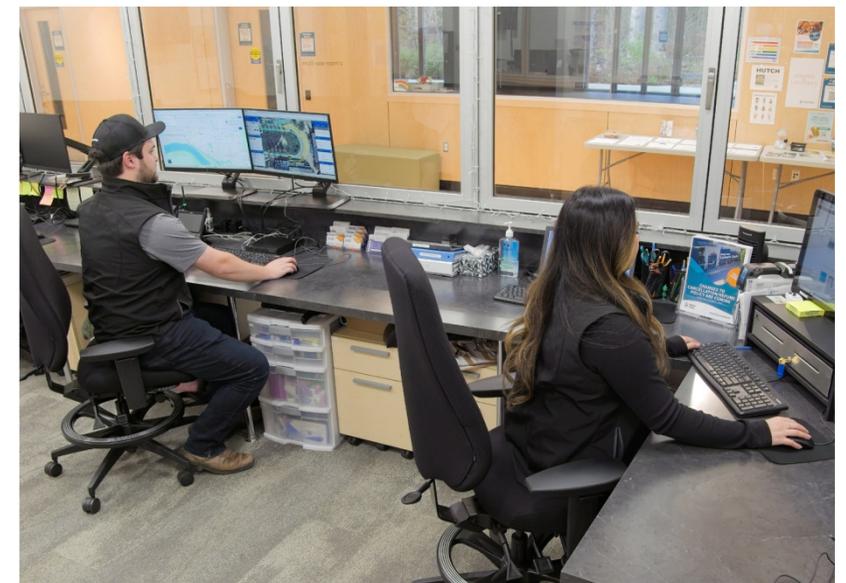
Jonathan, with his 14-year journey that saw him return to Maple Ridge, exemplifies a deep commitment to youth programming. From the Greg Moore Youth Center to Albion Community Center, he crafts engaging drop-in programs, inspired by a robust youth strategy developed through surveys and focus groups. This approach ensures that programming resonates with the real needs of Maple Ridge’s youth, offering safe, inclusive

spaces where they can thrive. Troy’s role as a Neighborhood Engagement Programmer epitomizes adaptability in action. Tasked with managing neighborhood events and volunteer profiles, Troy thrives in a role born of organizational transformation. His efforts ensure that volunteers are not just participants but integral to community-driven initiatives, ranging from safety projects to local park enhancements.

Lindsay, the Aquatics Programmer for the aquatic team, leads with a blend of vision and care. With a focus on staff training, new initiatives like adapted swim programs, and enhanced staff recognition, she has cultivated a positive culture that honors dedication and fosters loyalty among her team. Her ability to balance immediate needs with long-term vision ensures that Aquatics continues to shine as a beacon of excellence.

Through organizational changes and evolving visions, they have consistently embraced flexibility, collaboration, and a steadfast commitment to community. Despite the challenges of decentralization and restructuring, their collective spirit remains unwavering. They highlight the importance of transparency in leadership and the value of long-term planning to empower their work and achieve shared goals.

Looking to the future, the team envisions a more connected Maple Ridge, with enhanced youth strategies, robust volunteer programs, and dynamic community engagement. Their passion, ingenuity, and dedication set the stage for Maple Ridge to not only meet but exceed the aspirations of its One City vision, transforming challenges into opportunities to unite and inspire.



TROY

“Seeing the community interact and collaborate with us – not just as participants, but as contributors – makes this work incredibly meaningful. It’s about building connections and creating opportunities together.”



LINDSAY

“It’s not just about keeping things running; it’s about finding ways to innovate and improve, even when time feels tight – because the community deserves the best we can give.”



JONATHAN

“I’ve always been drawn back to this team and environment – it’s the people, the passion, and the shared commitment to making a real difference in the lives of others.”

Building Community Through Leadership and Collaboration

When Amanda first joined the City of Maple Ridge for a parental leave coverage, it was a brief detour from a career in consulting. Coming from the private sector, it was a good opportunity to test the waters of working in public service. What began as a temporary role soon turned into a fulfilling career path, thanks to a supportive team, meaningful work, and the City's commitment to developing its people.

One of the aspects that has kept Amanda engaged was the unique diversity of work. In a smaller municipality, planners can work across various sectors – from housing and employment to agriculture and infrastructure. This wide-ranging perspective fostered a strong connection to the community, and the direct impact of planning decisions on residents.

Over her years with the city, Amanda has progressed to the role of Manager, Community Planning, a role that brought new leadership responsibilities as well as a chance to shape the future of the department. This progression reflects not only Amanda's dedication, but also the organization's emphasis on providing opportunities for growth, even within a relatively small team. The City of Maple Ridge recognized Amanda's potential early on and created opportunities for her to participate in strategic-level conversations and business planning, a testament to the organization's proactive efforts to nurture talent and prepare its people for leadership roles.



With growth comes change, whether it be the challenge of transitioning from a unionized to management role or adapting as the city undergoes transformational change in how they operate. Despite the uncertainty that can come with change, Amanda found a sense of camaraderie in

navigating the evolving environment together with other leaders, and supported by the organization's drive to cultivate resilience and support amongst its people during times of transition. Amanda sees the City's continuous change as an opportunity for both individual

Amanda's journey from a temporary role to a leadership position showcases the City of Maple Ridge's commitment to growth and community-driven leadership. Through mentorship and collaboration, she has helped shape both the city's future and a resilient, inclusive workplace.

and organizational growth and being on a path to becoming even more resilient and people centred.

The City's investment in leadership development, from mentorship programs to participating in the City's digital transformation program has strengthened her approach, enabling a deeper focus on building trust, fostering open dialogue, and maintaining the values of inclusivity and respect. For Amanda, this is not just a job – it's a commitment to building community both within the City's workforce and in the broader Maple Ridge community. With a focus on fostering relationships, enhancing team cohesion and supporting the City's vision, Amanda exemplifies the spirit of leadership and community that the organization strives to cultivate.

"It's the relationships, both within the team and the community, that have made this an incredible place to grow and make a difference."

A Fresh Start, a Renewed Purpose



In April 2023, Cindy joined the City of Maple Ridge's Communications Department, bringing with her decades of graphic design experience and a lifelong connection to the community. For Cindy, the opportunity felt like a new chapter—an unexpected yet exciting career shift after years of freelancing and raising her family.

As someone deeply rooted in Maple Ridge, Cindy's passion for her hometown is evident in her work. Her career began in the local newspaper industry, where she first collaborated with city staff. Over the years, her commitment to community involvement expanded through volunteer work on projects like Earth Day and other local events. When the opportunity to work for the city arose, Cindy embraced it wholeheartedly, stepping into an office environment for the first time in years with equal parts excitement and trepidation.

Her onboarding experience was both welcoming and supportive, which helped her navigate the maze of new systems and processes with confidence. She credits the team's camaraderie and open

“The diversity of people and perspectives here enhances everything we do”



communication for creating an environment where collaboration and creativity thrive. Cindy feels especially fortunate to be part of the Communications Department, known for its vibrant energy and dedication to delivering high-quality work. “People often say, ‘All you do is laugh,’ but we know how to balance fun with focus,” she shares.

Cindy's contributions have already made a significant impact. She played a key role in the city's rebranding efforts, helping to develop a refreshed logo and consistent visual identity. This initiative not only modernized the city's look but also reinforced its reputation as a forward-thinking, thriving community.

Her work on high-profile projects like the BC Summer Games and the 150th anniversary celebration highlighted her ability to blend creativity with strategic vision.



For Cindy, the City of Maple Ridge is more than an employer; it's a family. She admires the culture of mutual respect, inclusivity, and shared purpose. As a seasoned professional working alongside younger colleagues, she finds inspiration in their energy while offering her own wisdom and nurturing spirit. “The diversity of people and perspectives here enhances everything we do,” she reflects.

As Cindy continues to grow in her role, she's excited to contribute to the city's evolution and ensure that Maple Ridge shines brightly for residents and visitors alike. “I feel proud to work here,” she says. “It's fulfilling to be part of something bigger than myself, building a community that's cohesive, welcoming, and poised for the future.”

▶ *Cindy's contributions have already made a significant impact. She played a key role in the city's rebranding efforts, helping to develop a refreshed logo and consistent visual identity. This initiative not only modernized the city's look but also reinforced its reputation as a forward-thinking, thriving community.*

Damon's Story of Resilience and Growth

Damon's journey with the City of Maple Ridge is a testament to resilience, adaptability, and the power of a supportive community. Born and raised in Maple Ridge, Damon has dedicated his career to serving the community he loves. His journey began in 2005 when he joined the Maple Ridge Fire Department as an on-call firefighter, later transitioning to a career position. For over 15 years, he proudly served in fire suppression, embracing the camaraderie, trust, and sense of purpose that came with the role.

In 2019, Damon faced a life-altering challenge. A workplace injury left him unable to continue in fire suppression, leading to an extended period of uncertainty as he underwent rehabilitation. "It was an extremely challenging and scary time," he recalls, as he grappled with the prospect of leaving the career he cherished. Despite the physical and emotional hurdles, Damon was buoyed by the unwavering support of his union and the City's HR department, who worked together to find a new path for him.

Through a collaborative effort, Damon transitioned to his current role as a Community Safety Officer in December 2022. The process included exploring his skills, education, and passion to identify a position that would align with his strengths and interests. Damon's determination and willingness to adapt shone through as he embraced the opportunity to contribute in a new capacity.

Today, Damon thrives in his role, finding a renewed sense of purpose within a close-knit team that shares his commitment to public safety. "It's like being back with the fire team, but on a smaller scale," he



Damon's story is one of perseverance and community spirit. While he acknowledges areas for growth, such as the need for additional resources and training to keep pace with the city's evolving challenges, his outlook remains positive. 'I love coming to work every day,' he says. 'This is my hometown, and I'm proud to do my part to make it a better place.'

says, highlighting the strong bonds and mutual trust that define his new workplace. The role allows him to maintain a visible presence in the community, wearing his uniform with pride and continuing to make a meaningful impact.

Damon's story is one of perseverance and community spirit. While he acknowledges areas for growth, such as the need for additional resources and training to keep pace with the city's evolving challenges, his outlook remains positive. "I love coming to work every day," he says. "This is my hometown, and I'm proud to do my part to make it a better place."

His gratitude extends to the City's leadership, particularly HR and his current director, who played pivotal roles in ensuring a successful transition. Damon's journey is not just about overcoming adversity but also about finding new ways to serve and thrive, embodying the resilience and dedication that define Maple Ridge.

"This is my hometown, and I'm proud to do my part to make it a better place."



▶ *Shawn champions innovation, from launching a drone program for safer investigations to strengthening interdepartmental collaboration. His leadership fosters transparency, teamwork, and creative problem-solving.*

Building Bridges Through Bylaws

Since joining the City of Maple Ridge as a Parking Officer in 2012, Shawn has journeyed through a career that highlights both personal growth and a rapidly evolving department. Initially drawn to the role with little knowledge of bylaws, Shawn leveraged his background in psychology to navigate challenges and forge connections. Over the years, he transitioned from parking enforcement to his current position as Senior Bylaw Compliance Officer, overseeing a diverse team of nine officers.

Shawn reflects on his early days in a small, quieter department and contrasts them with the dynamic, multifaceted team he leads today. “The city has grown, and so have our responsibilities,” he shares. The Bylaw Department has adapted to new challenges, including managing animal control services, implementing water conservation enforcement, and assisting with fire investigations. One of the most impactful transformations has been the shift toward a community-focused approach. Programs like the Community Safety Officers initiative

have moved enforcement from simply managing complaints to engaging unhoused individuals and connecting them with essential services.

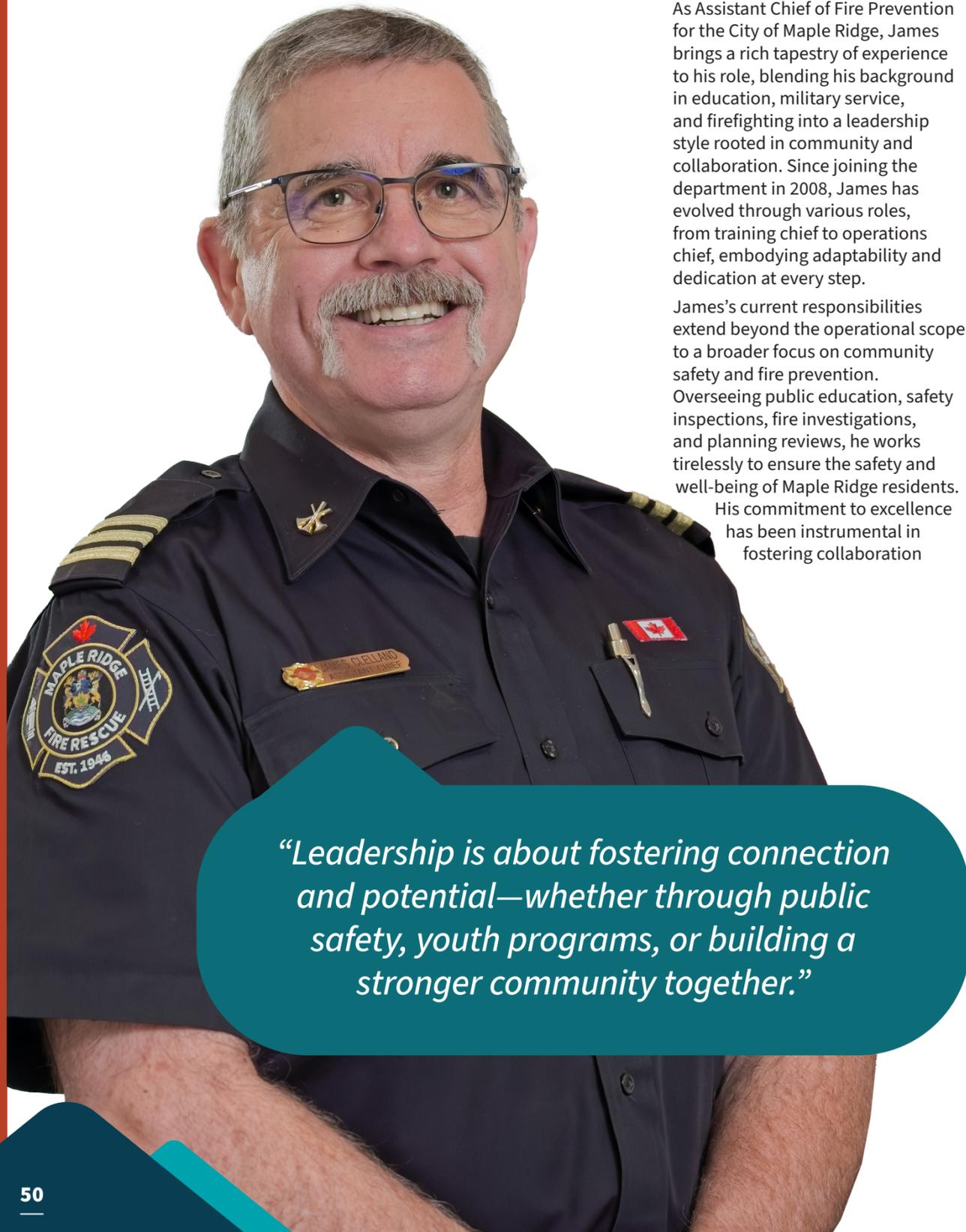
Collaboration and innovation are hallmarks of Shawn’s leadership. From initiating a drone program to enhance safety during property investigations to fostering interdepartmental communication, he champions creative solutions. Weekly meetings with his team encourage transparency and support, while cross-departmental initiatives, such as the Functional Assertive Situation Table, exemplify his commitment to

holistic problem-solving. Despite the challenges inherent in bylaw enforcement—where adversarial interactions and high stress are common—Shawn maintains optimism. He attributes this to a supportive culture, both within his team and across the organization. “The One City vision has opened lines of communication and fostered collaboration,” he says. With senior leadership, including the CAO, being approachable and engaged, Shawn feels the organization values its employees’ contributions.

Looking ahead, Shawn envisions continued growth within the City of Maple Ridge, both for himself and his team. “This isn’t just a job; it’s about building something meaningful,” he reflects. For Shawn, the city’s commitment to innovation, teamwork, and community is what makes it not only a place to work but a place to thrive.

“What I love most is how we’ve shifted from working in silos to a collaborative team, where everyone – no matter their role – is focused on solving problems together for the betterment of the community.”

Nurturing Community Safety and Leadership



As Assistant Chief of Fire Prevention for the City of Maple Ridge, James brings a rich tapestry of experience to his role, blending his background in education, military service, and firefighting into a leadership style rooted in community and collaboration. Since joining the department in 2008, James has evolved through various roles, from training chief to operations chief, embodying adaptability and dedication at every step.

James's current responsibilities extend beyond the operational scope to a broader focus on community safety and fire prevention. Overseeing public education, safety inspections, fire investigations, and planning reviews, he works tirelessly to ensure the safety and well-being of Maple Ridge residents. His commitment to excellence has been instrumental in fostering collaboration

“Leadership is about fostering connection and potential—whether through public safety, youth programs, or building a stronger community together.”



between the fire department and other city departments, promoting an integrated approach to urban planning and safety.

One of James's most impactful initiatives is his leadership of the Youth Fire Academy. This work experience program offers grade 11 and 12 students the opportunity to engage hands-on with firefighting skills while earning high school graduation credits. Under James's guidance, participants not only learn the technical aspects of firefighting but also gain life skills, build community connections, and explore pathways into public service. Many graduates of the program have gone on to careers in firefighting, law enforcement, and other civic roles, a testament to the academy's enduring impact on youth and the community.

Reflecting on his tenure, James acknowledges the challenges posed by a rapidly evolving workplace. Staffing models, outdated for the demands of a growing city, have required innovation and persistence to modernize. However, with the addition of new hires and an emphasis on streamlined processes, James sees a positive trajectory ahead. The commitment to attracting team members who align with the city's vision has been a key factor in navigating change successfully.

James credits his colleagues and the supportive culture within the fire department as foundational to his satisfaction and growth. Despite the inevitable bumps along the way, he remains steadfast in his belief in the city's mission and his role within it. His dedication to fostering connection, education, and safety stands as a beacon of leadership, ensuring that Maple Ridge continues to thrive as a community where people and potential are nurtured.

James's leadership of the Youth Fire Academy gives Grade 11 and 12 students hands-on firefighting experience while earning high school credits. Beyond skills, they gain life lessons, community connections, and insight into a career in public service.



David has observed a significant shift in leadership's approach, with the arrival of a new team that prioritizes open communication and inclusivity. For years, he felt recognized by customers but not always by internal teams. This change has led to a more holistic approach, balancing the needs of customers with the well-being of employees, and creating an environment where everyone's contributions are valued.

Building Relationships and Driving Change Through Service

David's journey with the City of Maple Ridge is a testament to his commitment, adaptability, and dedication to serving both his team and the community. Starting his career as a lifeguard in 1996, David has experienced the city's growth and evolution firsthand, moving through roles as a supervisor and programmer. Despite restructuring challenges, he has consistently found ways to contribute meaningfully, embodying the city's ethos of resilience and service.

One of the most significant shifts David has noticed over his tenure is the increasing recognition of employees by leadership. For

years, David felt acknowledged by customers but not always by the internal teams. That has changed with the arrival of a new leadership team that prioritizes open communication and inclusivity. He describes this evolution as a move toward a more holistic approach—balancing customer needs with employee well-being and fostering an environment where everyone's contributions are valued.

David's customer-centric mindset shines in his current role, where he builds trust and rapport with the community daily. His creative ideas, such as implementing spa buckets for cold-water therapy, have not

only enhanced the pool experience but have also demonstrated his ability to innovate within operational constraints. "Previously, such initiatives would have been dismissed outright," David reflects, highlighting the positive cultural changes within the city's management. These shifts have also empowered frontline employees like David to make decisions more independently, reducing red tape and enabling quicker



responses to customer needs. Whether it's tweaking sauna temperatures or brainstorming new amenities, David's proactive approach has directly benefited the community. His ability to connect with customers extends beyond his formal responsibilities; his flexible schedule allows him to spend time on the pool deck, engaging with community members and fostering trust.

David values the city's commitment to supporting employee growth and collaboration. While challenges remain, he believes the inclusive culture and leadership's willingness to listen have set a strong foundation for continued progress. As David puts it, "People want to do a good job, and when they're given the freedom to do so, everyone benefits."

Through his unwavering dedication, David exemplifies the City of Maple Ridge's mission to serve its community with innovation, trust, and a collaborative spirit. His story reflects the city's ongoing journey to create a workplace where both employees and customers thrive.

"When you trust people to do their jobs and give them the freedom to make decisions, you see real progress – fewer barriers, faster solutions, and stronger relationships within the community."

Cultivating Community and Growth at Maple Ridge

For the past eight years, Mary Jane has been nurturing the southeast corner of Maple Ridge as one of the city's dedicated gardeners. Her role involves everything from seasonal displays to complete renovations, a creative and fulfilling journey that aligns with her lifelong passion for horticulture. Mary Jane's work reflects her unique blend of artistic vision and strong work ethic, a combination that has earned her the trust and autonomy to make her section truly her own.

Mary Jane's path to Maple Ridge was shaped by a pivotal career change. After managing high-end estates in Vancouver, she yearned for balance—a life where she could pursue her craft while having time for herself. Joining the city as a laborer, she quickly transitioned to a full-time horticulturist, a testament to the city's proactive HR team and growth culture. This serendipitous start has led to a role where she finds joy in the freedom to innovate and satisfaction in contributing to the community's beauty.

Maple Ridge's commitment to employee growth is something Mary Jane has deeply appreciated. Recognizing the physical demands of her job and thinking ahead, she approached her manager with ideas for further development. This led to her enrollment in a 10-month BCIT leadership course, an opportunity that broadened her perspective and introduced her to colleagues across various city departments. It was an experience that underscored the city's support for continuous learning and cross-departmental collaboration.



Diversity and inclusion are also themes close to Mary Jane's heart. Reflecting on her early days, she recalls the limited representation of women in operations. Today, she sees progress as more women join the ranks, driving equipment, managing projects, and breaking barriers. While there's still work to be done, the strides made reaffirm the city's commitment to fostering a diverse and equitable workplace.

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Beyond her day-to-day responsibilities, Mary Jane has sought ways to enrich her role and give back. From joining the Joint Occupational Health and Safety Committee to becoming a certified first aid attendant, she has expanded her impact within the city.

Whether organizing community events or advocating for training programs, Mary Jane exemplifies initiative and engagement.

As she looks ahead, Mary Jane envisions staying with Maple Ridge, cherishing the creative and physical aspects of her work. While she acknowledges the slower career progression within municipalities, she remains proactive, finding fulfillment in her current role and exploring opportunities for personal growth. For Mary Jane, the city is more than a workplace—it's a place where she thrives, contributing to its vibrancy while enjoying a fulfilling work-life balance.

"It's about meeting in the middle. What can we create together?"

Crafting Solutions and Leading with Purpose



Michael joined the City of Maple Ridge in 2011, seeking stability and balance after years in high-pressure, performance-driven roles in the trades. As a Red Seal plumber and gasfitter with over two decades of experience in construction and service work, Michael brought not only technical expertise but also a relentless problem-solving mindset. In his current role as Trade Supervisor, Michael has transformed the way facilities management operates within the city. Stepping into this leadership position during a period of transition, he was tasked with streamlining processes, improving efficiencies, and fostering collaboration. “My role is about solving problems—quickly and effectively,” Michael explains. “I’ve been given the freedom to implement

“When you’re given the freedom to implement your ideas and take ownership, it changes everything – you feel trusted, take pride in your work, and can truly make a difference.”



Michael takes pride in maintaining the city’s infrastructure, from resolving heating issues to improving facility management. He credits his success to a collaborative team and supportive leadership that fosters innovation.

ideas, and it’s been incredibly rewarding to see the positive outcomes.”

One of Michael’s early innovations was creating clear procedures for handling facility issues, which significantly reduced unnecessary callouts and overtime. This change alone has saved countless hours and improved operational efficiency.” It’s about training others, empowering them to take ownership, and ensuring we’re proactive rather than reactive,” resulting in a smoother, more efficient operation

Michael’s passion for his work shines through in the pride he takes in maintaining the city’s infrastructure. From resolving heating issues in critical buildings to rethinking approaches to facility management, his contributions have been

transformative. He credits much of his success to the collaborative culture within his department and the support of his manager, who encourages innovation and backs his initiatives. “We’re the department of complaints,” Michael laughs, “but I’ve always believed that every challenge is an opportunity to make things better.”

His journey hasn’t been without challenges. Navigating layers of bureaucracy and fostering cross-departmental communication remain areas for growth. “There’s still room to break down silos and improve how we work together across departments,” he notes. But Michael remains optimistic, driven by the belief that collaboration and ownership are key to success.

Beyond his technical achievements,

Michael’s story is also one of resilience and personal growth. Supported by a caring and resourceful HR team during a difficult period in his life, he found the strength to share his experiences openly, inspiring others along the way. “I wanted to give back and show that it’s possible to overcome challenges,” he shares. “This city gave me the support I needed, and I’m proud to pay it forward.”

As Michael looks to the future, he’s committed to continuing his work of building stronger systems, supporting his team, and contributing to a thriving Maple Ridge. For him, it’s all about creating solutions that last—and making a difference every step of the way.

Building Connections, Shaping Futures: A Journey in Engineering Excellence

► *Engineering is more than building structures- it's about connecting people, empowering communities, and creating a legacy that serves both present needs and future generations.*

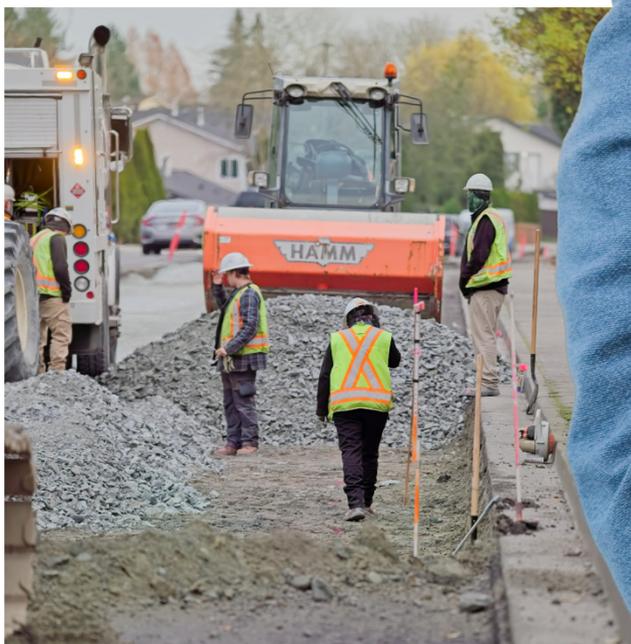
Transitioning from a distinguished career in the Kurdistan Region of Iraq to the City of Maple Ridge, Azad brings over two decades of engineering experience marked by resilience, adaptability, and a passion for community impact.

With advanced degrees in Civil Engineering and Business Administration, Azad arrived in Canada in 2018, facing the challenge of integrating into a new professional landscape. Determined to achieve professional accreditation, he found a path through public sector work and began a transformative journey at Maple Ridge.

Initially joining the City on a six-month temporary position, he quickly recognized the alignment between his values and the city's commitment to community development.

With support from mentors and colleagues, Azad navigated the re-accreditation process in a new country, and took on increasingly complex roles, culminating in his current position as a Senior Project Engineer. This journey has been marked by hands-on leadership in strategic infrastructure projects, most notably the multi-phase Abernethy Corridor—a transformative \$200 million initiative connecting the city's east and west and unlocking future opportunities for industrial and community growth.

Beyond technical achievements, Azad values the inclusive culture and collaborative spirit of Maple Ridge. He credits a supportive team and leadership for fostering an environment where innovation

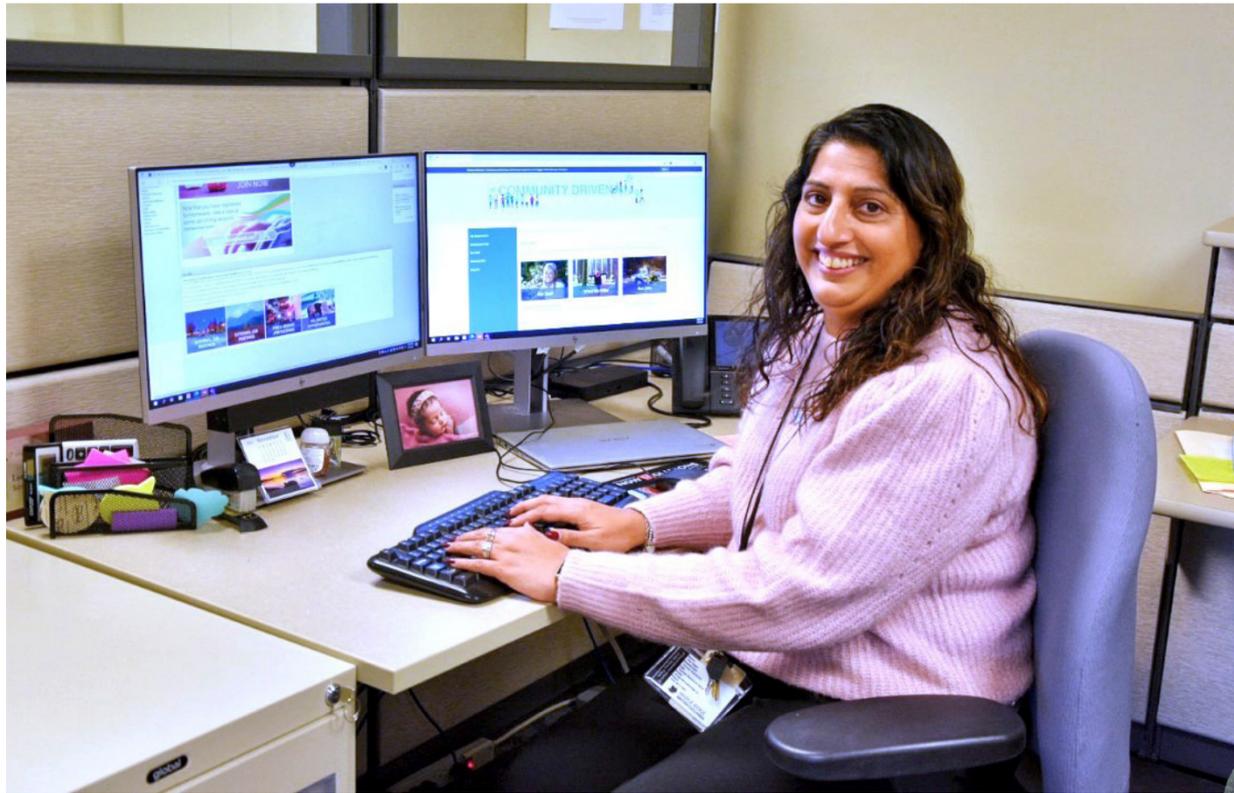


thrives, and diverse perspectives are valued. This sense of belonging has been pivotal in shaping his work and his contributions to long-term visions like “One City,” which aims to unify the community through strategic infrastructure.

Looking ahead, Azad is inspired by the city's forward-thinking approach to sustainable growth. Projects like Abernethy and the 240th Street Bridge not only serve immediate needs but also lay the groundwork for future generations. For Azad, engineering is more than building structures—it's about connecting people, empowering communities, and creating a legacy.

Maple Ridge has become more than a workplace; it's a community where Azad has grown personally and professionally, demonstrating how passion, perseverance, and opportunity can converge to shape meaningful impact.

“Being a part of strategic projects like Abernethy gives me a sense of purpose – connecting communities, creating opportunities, and leaving a legacy for the future of Maple Ridge.”



▶ *Dee's dedication propelled her from entry-level roles to HR advisor in 2012. She plays a key role in talent management, recruitment, and employee development, creating initiatives that foster collaboration and connection across departments.*

A Legacy of Growth and Community Building

Dee's career with the City of Maple Ridge spans over three decades, making her one of the longest-serving employees. Her journey began shortly after she immigrated to Canada from England. As a new resident in Maple Ridge, Dee sought a role that would balance her commitment to her growing family while contributing to her community. In 1987, she joined the City as an auxiliary staff member at the recreation center, working evenings and weekends to accommodate her family's needs. For Dee, this role wasn't about building a career at first; it was about creating a life that worked for her family.

As her children grew, Dee began exploring new opportunities within

the City, starting with shifts at City Hall's HR kiosk. Her curiosity and people-focused approach led her to discover a passion for human resources. Encouraged by her mother-in-law, who provided vital support at home, Dee pursued her education while raising her four children. She chipped away at a certificate program at BCIT, a testament to her determination and resilience.

Dee's drive didn't go unnoticed. Over the years, she transitioned from entry-level roles to senior HR advisor in 2025. Along the way, she immersed herself in talent management, recruitment, and employee development, contributing to programs that fostered cross-

functional collaboration and engagement. Her work has been instrumental in creating initiatives like onboarding cohorts and team-building activities that break down silos and build connections across departments.

Education has been a cornerstone of Dee's journey. With encouragement from her CHRO, Michelle, Dee pursued further studies at SFU, earning her CPHR designation. She values



the City's support, which has allowed her to grow professionally and personally, reflecting the organization's commitment to investing in its people.

Dee is deeply aligned with the City's vision of transformation and future-focused growth. She understands the challenges of navigating significant organizational change and is passionate about bridging the gap between legacy knowledge and fresh perspectives.

For Dee, the City is more than a workplace—it's a second family.

She sees her role as a way to honor the past while shaping the future, ensuring that the City of Maple Ridge remains a vibrant, connected, and supportive community for both its employees and residents.

"I've always believed in sharing knowledge – because when you give someone the context and tools to succeed, you're not just helping them; you're strengthening the whole organization."



informal conversations, your input will help shape policies and initiatives that reflect the real needs of our workforce.

We have seen firsthand the power of collaboration in building a workplace that attracts and retains top talent. The achievements of the past years—strengthened workplace culture, employee-led initiatives, and innovative programming—have all been possible because of the dedication of our employees. As we look ahead, we are committed to continuing this collaborative approach, ensuring that every team member plays a role in shaping our future.

THE PATH FORWARD

While we are still in the early stages of developing our next five-year HR Strategic Plan, one thing is certain: our people will continue to be at the center of everything we do. We will remain focused on fostering a culture of growth, recognition, and empowerment. We will continue to invest in professional development, workplace well-being, and initiatives that make Maple Ridge a place where people feel valued and inspired.

More details will be shared in the coming months as we roll out engagement opportunities and gather insights from across the organization. We encourage all employees to participate in shaping this plan—because the future of Maple Ridge is a story we are writing together.

A SHARED COMMITMENT TO EXCELLENCE

As we step into the next chapter, we do so with a shared commitment to excellence, collaboration, and continuous improvement. The recognition as a top employer is not just an achievement—it is a reflection of the culture we have built together. Looking ahead, we will build on this momentum, ensuring that Maple Ridge continues to be a place where people thrive, ideas flourish, and our collective vision for the future becomes a reality.

Stay tuned for more updates on how you can be part of this exciting journey. The best is yet to come.



Shaping the Future Together

As we celebrate the City of Maple Ridge's recognition as one of BC's Top Employers, we also turn our attention to the future—a future that continues to be shaped by the people who make this organization great. The strength of Maple Ridge has always been rooted in its people, and as we close out our current HR Strategic Plan in 2025, we are preparing to embark on the next phase of our journey. The development of our next five-year plan will be a pivotal moment for our organization, one that reinforces our commitment to fostering an inclusive, innovative, and empowering workplace for all employees.

A COLLECTIVE VISION FOR THE FUTURE

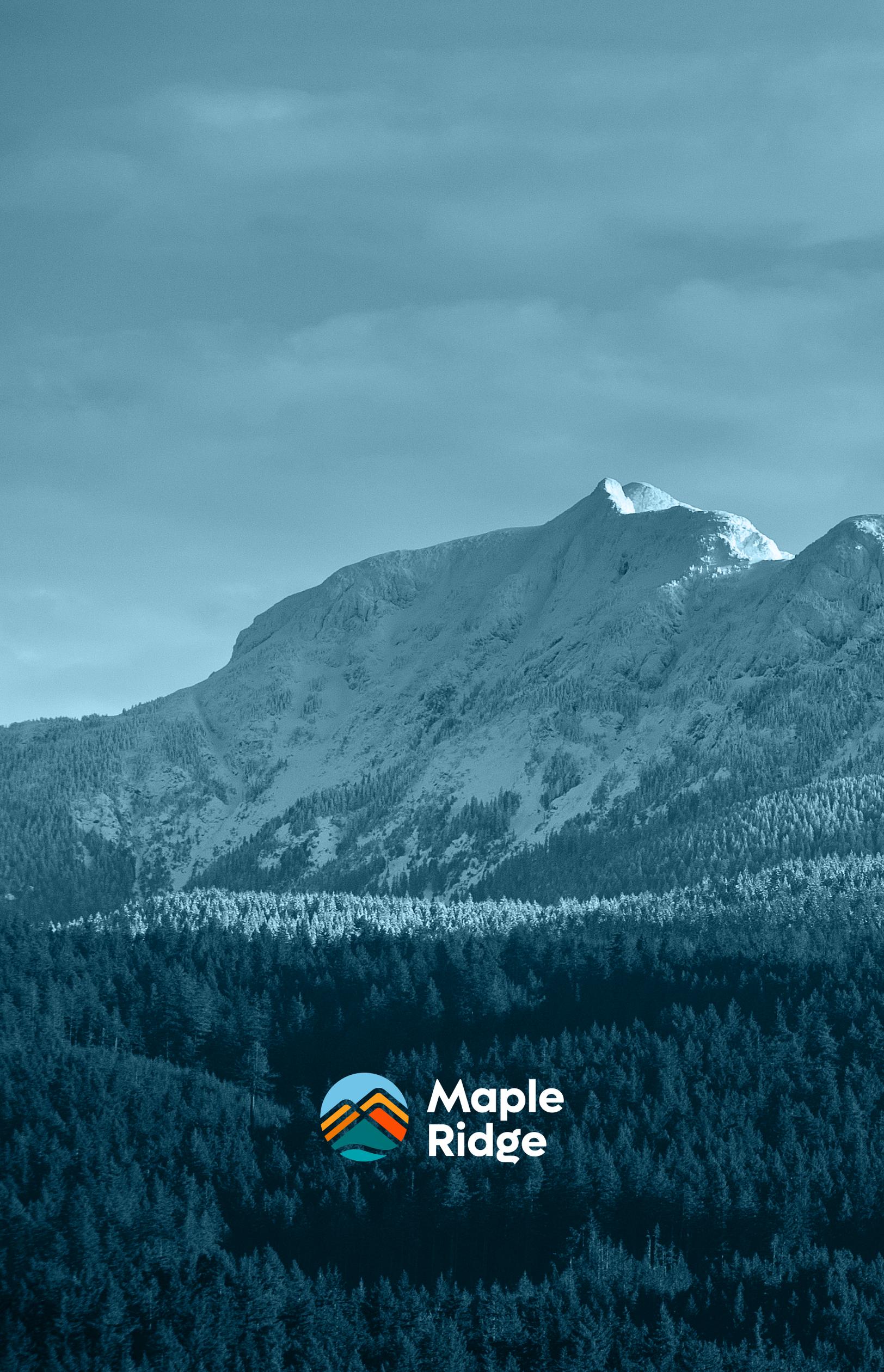
The next five years present an opportunity to build upon the strong foundation we have established. While our current plan has led to significant strides in employee engagement, equity, diversity, and professional development, we recognize that growth is an ongoing process. The future of Maple Ridge will not be shaped by leadership alone—it will be shaped by every employee who contributes their passion, skills, and ideas to our shared success.

As we move forward, collaboration will be at the heart of this process.

We will engage employees across all departments, ensuring that every voice is heard and every perspective is valued. Through a series of focus groups, feedback sessions, and interactive discussions, we will work together to define the priorities and opportunities that will guide us into the future.

YOUR VOICE MATTERS

The success of any strategic plan lies in the engagement of the people it serves. That's why we are committed to creating multiple avenues for employees to share their insights, experiences, and aspirations. Whether through structured focus groups, town halls, surveys, or



**Maple
Ridge**