



District of Maple Ridge

TO: His Worship Mayor Ernie Daykin
and Members of Council

FROM: Chief Administrative Officer

MEETING DATE: August 25, 2014

FILE NO:

MEETING: CoW

SUBJECT: Maple Ridge Commercial and Industrial Strategy Draft Implementation Plan - Update

EXECUTIVE SUMMARY:

Council has been engaged in the development of a Commercial and Industrial Strategy since 2011. The recommendations of the Strategy are intended to improve, enhance, or expand the land base for employment and economic opportunities within the community.

On June 9, 2014, Council gave consideration to a staff report that provided a framework for evaluating the various recommendations within the Strategy. The framework included key themes including:

- A. Establishing Priorities, Pacing and Timing.
- B. Reporting, Business Planning and Budget
- C. Staff complement
- D. Strategic Alignment

The June 9, 2014 report also identified a number of actions that reflected Council direction provided on December 3, 2013 and January 20, 2014.

On July 21, 2014, Council was presented with an overview of the Strategy within its larger policy context, which includes the Official Community Plan and supporting policy documents such as the Maple Ridge Economic Development Strategy. Council requested specific changes to the Strategy, and the inclusion of certain considerations in the Implementation Plan. The following resolutions were passed:

That the Commercial & Industrial Strategy, prepared for the District of Maple Ridge by GP Rollo and Associates be amended and brought back to the August 25, 2014 Committee of the Whole Meeting for endorsement.

That the staff recommendation to complete the Implementation Plan for the Commercial and Industrial Strategy based on the framework outlined in the report dated July 21, 2014 and titled "Maple Ridge Commercial and Industrial Strategy Draft Implementation Plan" be forwarded to the August 25, 2014 Committee of the Whole Meeting for consideration and endorsement.

This report will outline Council's request for certain amendments in both the Strategy and the Implementation Plan. Based on previous Council direction provided on December 3, 2013 and January 20, 2014, and the framework for implementation established in the June 9, 2014 staff

report, an Implementation Plan Framework has been created for the identified action items. This chart will be expanded to include all strategies in the final Implementation Plan, which will be presented to Council in the fall of 2014.

RECOMMENDATION:

1. That the Commercial & Industrial Strategy, prepared for the District of Maple Ridge by GP Rollo and Associates, dated August 2014, be endorsed as amended, and
2. That staff be directed to prepare the Implementation Plan for the Commercial and Industrial Strategy based on the framework outlined in the report dated August 25, 2014, and titled "Maple Ridge Commercial and Industrial Strategy Draft Implementation Plan - Update".

DISCUSSION:

Draft Strategy Revisions: At the July 21, 2014 Workshop, Council directed the following changes to the Commercial and Industrial Strategy that have been incorporated into the document:

1. Change the word "Recommendations" to "Strategies" throughout the document.
2. It was noted that in the Strategy the consultant identified specific areas within the community that did not align with the area planning boundaries of the Official Community Plan. This discrepancy, which was useful for analytic purposes, was evident on map Figures 3, 8, and 10. To resolve this matter, an explanatory text box was added that states "Identified areas do not reflect planning area boundaries indicated in the Maple Ridge Official Community Plan". A similar explanatory text box was added to Figure 4, section 4.3.2 (core East), Figure 5, and Figure 6, which states "Identified area does not reflect planning area boundaries indicated in the Maple Ridge Official Community Plan."
3. Population projections are removed from Section 6.5.1 to read as follows:

6.5.1 Demand in the East

In addition to the Urban Reserve, the East part of Maple Ridge includes land that will remain rural, and is therefore projected to grow modestly in the coming decades. Additional commercial space demand in the East is estimated at about 27,000 square feet by 2042.

4. Introductory text in Section 5.1.1. is changed as follows:

5.1.1 Population

The District's population projections in the Official Community Plan and Regional Context Statement are estimated at 118,000 by 2041. For analytical purposes, however, the population projections of Metro Vancouver's Regional Growth Strategy will be used, as noted in Table 18 below. The projections from the Regional Growth Strategy combine estimates from all of Metro Vancouver's member municipalities. These projections are considered the most comprehensive available and have been used to assess demand for the District's commercial and industrial land supply.

5. A further request was to include in the Strategy illustrative information from previous work provided by GP Rollo. Specifically this request was the inclusion of a pie chart showing

intensity of land use and jobs based on various forms of industrial activity. Further examination of earlier work and discussion with the consultants indicates that this information is not available and therefore, it has not been included in these revisions.

6. To better reflect the language of the Official Community Plan, the Strategy has been modified to use term Urban Area Boundary, where appropriate.

Council has been provided with hardcopies of the revised Strategy which is also available at the following link: <https://www.mapleridge.ca/DocumentCenter/View/922>

Council Discussion items from July 21, 2014 Workshop

Thornhill Urban Reserve. The Thornhill Urban Reserve is indicated as a potential area for employment growth once the required triggers for urban levels of development are met, as set out in the Maple Ridge Official Community Plan. Council directed that a slope analysis map of Thornhill be provided that distinguishes between slopes of greater than and less than 10 percent¹. This map is appended to this report as Appendix B. A cursory review of this information reveals that further analysis would be required to determine the suitability of these lands for employment generating purposes. However, it appears that with lot grading, there are pockets of land of 10 to 50 hectares (25 to 124 acres) that may be suitable sites with sufficient lot area to meet District needs.

Timelines: Council directed that the timelines of the Implementation Plan need to be clearly defined, as follows:

1. Immediate: “now” to the 2 year time horizon;
2. Short-term: between 2 and 4 years;
3. Medium-term: between 5 and 10 years; and
4. Long-term: over 10 years

An approach for the implementation of the Strategy is attached as a matrix as Appendix A, using the priorities established by Council at the December 3, 2013 and January 20, 2014 Council Workshops. This approach allows for the workplan to focus on priority challenges, but also recognizes the need for flexibility to be able to shift this focus due to changing priorities and new opportunities. The following considerations, reviewed previously by Council, have been included in the framework:

- A. **Establishing Priorities, Pacing and Timing.** The Commercial and Industrial Strategy contains numerous recommendations that provide the District with a “road map” for Commercial and Industrial growth. Some of these recommendations can be addressed in the immediate and short term, while others are medium or longer term priority items that require further dialogue and consideration in light of community goals and objectives. The identified action items in the Implementation Framework reflect previously passed Council resolutions directing the specific works be undertaken.
- B. **Reporting, Business Planning and Budget.** A schedule of regular reporting with updates is suggested to reaffirm priorities and action items. Budget considerations in support of these priorities need to be part of the Department’s Business Plan, and reviewed annually by Council.

¹ It is understood that slopes of less than 10 percent would be required for employment generating sites. However, it was clear from investigation that due to the high variability of slopes, potential sites could be established with lot grading. For this reason, slopes of less than 15 percent were established as a threshold for analytical purposes.

- C. **Staff complement.** Although the Commercial and Industrial Strategy is largely the responsibility of the Planning Department, other departments, such as Strategic Economic Initiatives, and Engineering will be involved, and may take the lead on specific projects.
- D. **Strategic Alignment.** The Commercial and industrial Strategy is intended to respond to the most pressing community needs as identified by Council and reflected in corporate policies. Recognizing that these may change over time, there is likely to be some shifting of priorities in response to new information or new conditions. In addition, new opportunities may emerge, such as senior agency grant programs, which could prompt a revised focus in strategic direction.

NEXT STEPS:

Revisions to the Commercial and Industrial Strategy have been made, based on Council’s comments from the July 21, 2014 workshop meeting. Upon endorsement of the Strategy, the next steps will be the preparation of a draft Implementation Plan for all of the strategies contained within the Commercial and Industrial Strategy. This draft Implementation Plan will be presented to Council for consideration in the fall of 2014. For Council’s review, the proposed Implementation Framework illustrating the identified action items of the Implementation Plan has been attached as Appendix A.

CONCLUSION:

Creating a District wide Commercial and Industrial Strategy is the culmination of several years of policy work and dialogue in the District of Maple Ridge. While further work is needed to implement the recommendations of the Strategy, a process and a framework for completion is provided for Council consideration.

A process has been outlined for proceeding with the Implementation of the Strategy. If the initial priorities as outlined in this report are approved by Council, the required works may begin. It is recognized that additional priorities will be established through regular updates and the business planning cycle.

“Original signed by Diana Hall”

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 Planner

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

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

“Original signed by J.L. (Jim) Rule”

Concurrence: J. L. (Jim) Rule
 Chief Administrative Officer

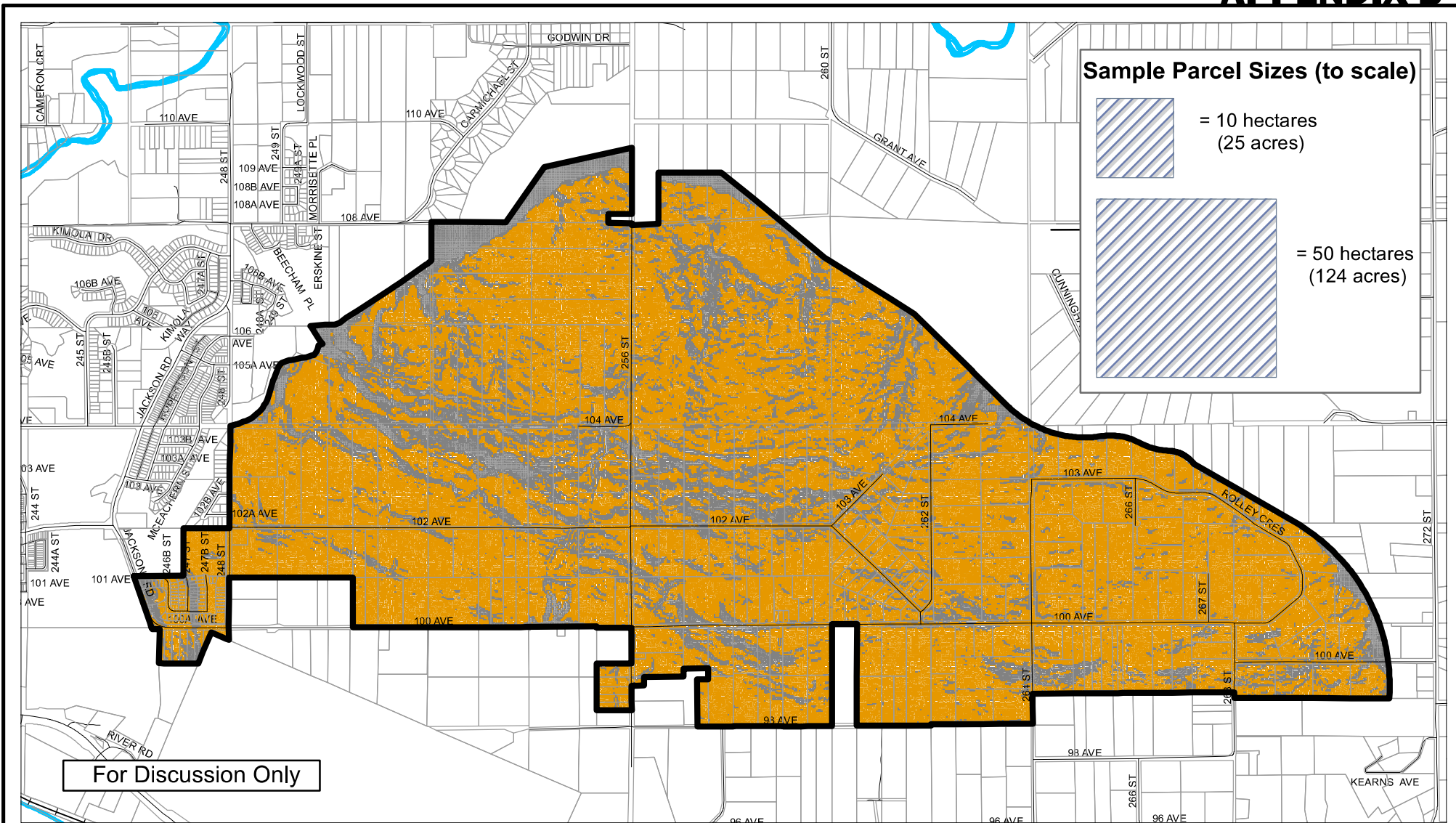
The following appendices are attached hereto:
 Appendix A: Implementation Plan Matrix
 Appendix B: Thornhill Slope Analysis.

Link to Strategy: <https://www.mapleridge.ca/DocumentCenter/View/922>

APPENDIX A

Commercial and Industrial Strategy – Implementation Plan Framework showing previous December 3, 2013 and January 29, 2014 Council decisions

Immediate Term = "now" to the 2 year time horizon					
Issue	Council Resolution	A: Priority, Pacing, & Timing	B: Reporting, Business Planning, & Budget	C: Staff Complement	D Strategic Alignment
Ministry of Transportation lands	<ul style="list-style-type: none"> That staff be directed to obtain a more detailed site analysis to determine feasibility as employment generating lands, or applicant undertakes this work, 	Immediate or Short term Private Sector interests in developing this property may prompt applicants to prepare feasibility studies in advance of implementation plan completion. This initiative is supportable.	Initial estimate provided by consultant for all potential employment generating lands in the range of \$45,000 to \$50,000. If feasibility study provided by applicant, costs will be assumed by applicant and application to be considered on its own merits. This budget request will form part of the Planning Department Business Planning considerations.	Departmental Lead: Planning, Departmental Support: Strategic Economic initiatives.	Depending on outcome of feasibility study, may support the identification of more employment generating lands.
128th and 232nd lands	Same as above.	Same as above.	Same as above.	Same as above.	Same as above.
Commercial Node at 248th Street and Dewdney Trunk Road	Create a commercial node at 248 th and DTR,	Immediate (application in process)	Same as above.	Departmental Lead: Planning, With support from Strategic Economic Initiatives.	Supports the strategic options of the Strategy.
Albion Industrial Area	Direct staff to work with land owners in Albion Industrial Area Create an incentive program that considers infrastructure, lot consolidation, and mitigation of existing conditions	Immediate	2015 Business Planning Cycle	Department Lead: Strategic Economic Initiatives Department	Supports the strategic options of the Strategy.
Expanding Live/work opportunities	Review regulations for home occupations.	Immediate	2015 Business Planning Cycle	Departmental Lead: Planning,	Supports the strategic options of the Strategy.
Short Term= between 2 to 4 years					
Issue	Council Resolution	A: Priority, Pacing, & Timing	B: Reporting, Business Planning, & Budget	C: Staff Complement	D Strategic Alignment
Lougheed Highway East and West of Kwantlen First Nations land	Same as above.	Short term	Same as above.	Departmental Lead: Planning, Departmental Support: Strategic Economic initiatives.	Same as above.
Medium Term = between 5 to 10 years					
Issue	Council Resolution	A: Priority, Pacing, & Timing	B: Reporting, Business Planning, & Budget	C: Staff Complement	D Strategic Alignment
Long Term = over 10 years.					
Issue	Council Resolution	A: Priority, Pacing, & Timing	B: Reporting, Business Planning, & Budget	C: Staff Complement	D Strategic Alignment
Urban Reserve	That staff be directed to obtain a more detailed site analysis to determine feasibility as employment generating lands.	Long term or component of Area Plan Timing may shift based on milestones and triggers. Short term slope analysis conducted indicating potential sites may be available.	Timing dependent on OCP policy. Costs estimates to be included in Area Planning budget.	Departmental Lead: Planning, Departmental Support: Strategic Economic initiatives.	Depending on outcome of feasibility study, may support the identification of more employment generating lands.
Abermethy & 203rd. ALR & RGS	That this site be considered as a long term venture once other options are explored	Long term	n/a	Departmental Lead: Planning, Departmental Support: Strategic Economic initiatives.	May support the identification of more employment generating lands.

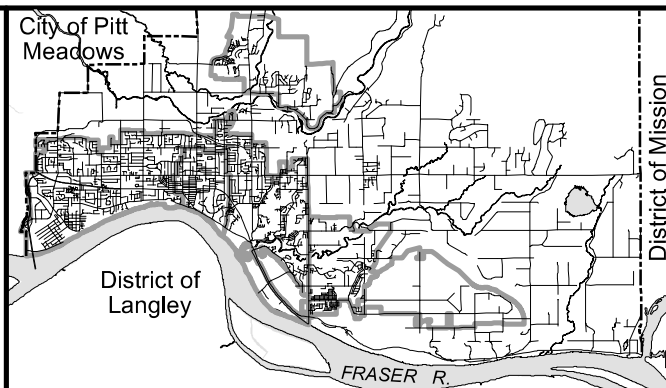


Thornhill

Percent Slope

- 1%-15%
- 16%+

Scale: 1:22,000



Thornhill Slope Analysis

CORPORATION OF THE DISTRICT OF MAPLE RIDGE
PLANNING DEPARTMENT

DATE: Aug 20, 2014 FILE: Thornhill Version 2 BY: SM