Staff Report to Council

Office of the Chief Administrative Officer

FILE: 01-0450-01/25

REPORT DATE:	November 14, 2025	**MEETING DATE:**	November 24, 2025
TO:	Mayor and Council		
FROM:	Mark Roberts, Chief Administrative Officer		
SUBJECT:	**2026 Draft Business Plan - Council and CAO**		

CHIEF ADMINISTRATIVE OFFICER REVIEW/APPROVAL:



RECOMMENDATION(S):

THAT Council:

A. Receive for information the Council and CAO 2026 Draft Business Plan and Staff Report as presented on November 24, 2025 meeting of Council; OR

B. Other.

PURPOSE

The purpose of this report is to present the 2026 Draft Business Plan for Council and CAO.

☒ Information Report ☐ Decision Report ☐ Direction Report

DISCUSSION

EXECUTIVE SUMMARY

Each fall, the City of Pitt Meadows carefully deliberates on community programming, service goals, and the allocation of resources for the coming year. This process thoughtfully balances the needs and requests of the community to ensure that the financial plan supports the desired service levels. The result is the City's Proposed Corporate Business Plan, which is presented to Council for review and deliberation. This plan represents staff's best recommendations for key initiatives, departmental budgets, and the City's five-year financial plan.

The annual planning process ensures that the City's work remains aligned with Council's strategic priorities, is achievable within the annual budget, and is responsive to the needs of the community. The Plan also serves as a guiding framework to help the City stay on track and within budget, while functioning as a reporting and communication tool between the City and its citizens—fostering transparency, accountability, and fiscal responsibility.

When deliberating business plans and budgets, Council must continuously weigh and prioritize a range of community needs, recognizing that it is preferable an increase in service levels is supported by corresponding revenues. The City strives to maintain an appropriate balance between responding to service requests, minimizing tax increases, and ensuring sustainable, long-term investment in infrastructure. The ultimate goal of this process is to safeguard the long-term viability of the community and the services the City provides, mitigate significant risks where practicable, spend tax dollars responsibly, and preserve the high quality of life enjoyed by all citizens.

DEPARTMENT OVERVIEW

CITY COUNCIL

Pitt Meadows City Council is the local elected body responsible for governing our City and stewarding Pitt Meadows' economic, social, and environmental well-being. Ultimately accountable to its citizenry, Council's main responsibilities include establishing policies, bylaws, strategic priorities, service levels for the benefit of the community and provides direction to the Chief Administrative Officer (CAO). Council is also responsible for ensuring that the policies they have established are implemented and administered effectively, efficiently, and fairly.

Operating Budget: $551,100

Capital Budget: $0

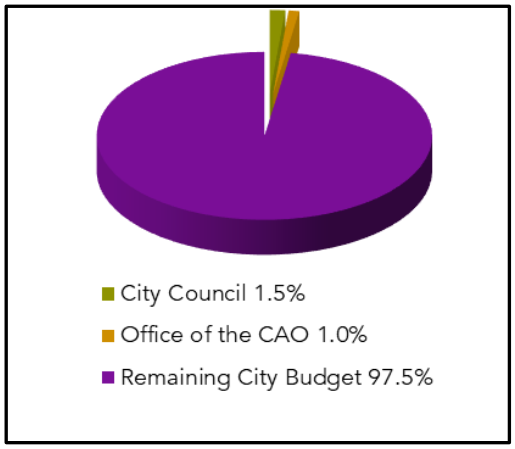
OFFICE OF THE CAO

The CAO is appointed by, and is directly accountable to, City Council. As the Council's only direct employee, the CAO is responsible for the day-to-day operations of the City and oversight of its corporate departments and divisions in accordance with the objectives, policies, and plans approved by Council. The CAO is also responsible for keeping Council up to date on corporate matters, providing guidance and advice to Council, and ensuring policies and bylaws are enforced, or updated when needed.

Operating Budget: $380,700

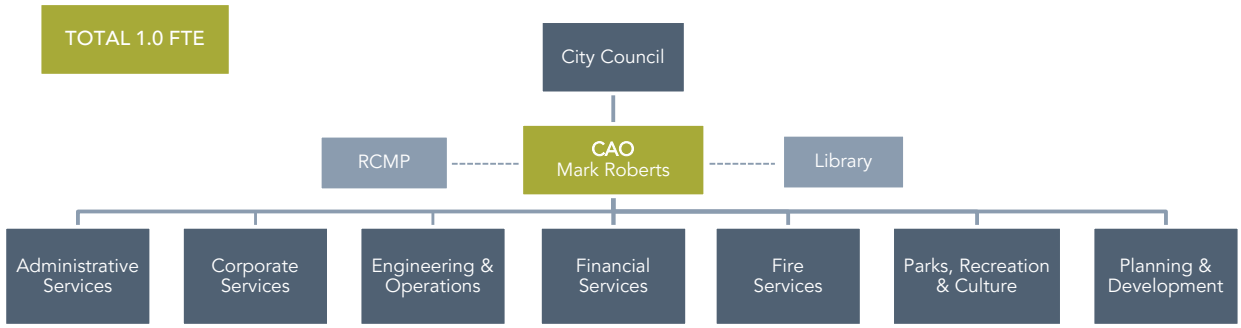
Capital Budget: $0

% Share of overall City Budget:



Staff Complement

CHIEF ADMINISTRATIVE OFFICER



Forecasted Position Adjustments

Although no position adjustments have been identified to directly support Council or the Office of the CAO, some individual department business plans have forecasted areas that may require additional resources in the future.

Unless Council approves a new service or a service level increase with associated resources, staff will strive to absorb additional resources within the existing approved budget, primarily through efficiency gains achieved by continuous improvement initiatives.

Deferred Projects

Identified by individual Department Business Plans.

KEY MESSAGES FROM THE CAO

2026 Budget

The proposed 2026 budget maintains current levels of service, as well as provides a responsible number of initiatives designed to improve livability and ensure sustainability of the City's infrastructure.

Development of the draft Financial Plan began with assessments of both the internal and external operating environments, providing the necessary context for the resulting budgets. The internal review was guided by Council's Strategic Plan, with a focus on developing business, work, and financial plans that align with and support Council's strategic initiatives. In addition, the updated Asset Management Plan, now in its third year, continues to evaluate annual funding targets, the adequacy of reserve balances, and updated asset replacement values. As anticipated, significant inflation over the past few years has continued to adversely affect the City's ability to meet annual capital savings targets and maintain sufficient reserves. The external review examined the broader economic climate, changes to senior government policies affecting local governments, regional priorities, and environmental considerations.

The proposed 2026 budget has been adjusted to reflect a more cautious approach in response to the changing economic environment and the ongoing cost escalations the City continues to face. This year has once again presented significant challenges and required multiple budget iterations, ultimately resulting in this proposal. Throughout the process, staff have worked collaboratively to identify solutions that maintain quality service delivery while ensuring that the proposed tax increase remains prudent and well-justified. While the 2026 budget is modestly lower from the 2025 approved plan, the remaining proposed increase is necessary to support the City's long-term resilience and adaptability. It is important to note that the proposed 2026 budget also incorporates the cost of the 24th RCMP member that is needed to adhere to an appropriate police-to-population ratio, as well as adhere to the requirements of Ministerial approval for an autonomous RCMP detachment structure.

While this proposed budget and the associated tax increase reflects maintaining existing service levels, notable priorities in the plan, are:

1. Public Safety
2. Climate Change
3. Growth
4. Continuous Improvements
5. Asset Management
6. ḳiċəẏ̓ (Katzie) First Nation Relationship
7. Community Projects

1. **PUBLIC SAFETY**

Council's 2022 – 2026 Strategic Plan includes significant focus on Public Safety. With that, the 2026 Business Plans have incorporated a number of initiatives to meet Council's public safety goals:

Autonomous RCMP Detachment

The new detachment is anticipated to become operational in Q2 2026.

Collaboration with the Major Projects team is underway to ensure coordinated planning, efficient integration, and a seamless transition to operational readiness for the new facility. Key areas of focus include early engagement during final walkthroughs and warranty periods, as well as the establishment of preventative maintenance contracts aligned with long-term operational requirements.

The transition of policing administrative services is well underway and encompasses the procurement of equipment, implementation of IT systems, establishment of external service contracts, and recruitment of both staff and volunteers.

Preparatory efforts will also include the development and testing of contingency plans to mitigate potential disruptions, ensuring service continuity and sustained community engagement. These initiatives will establish a strong foundation for the first-year review by the Operations Strategies Branch (OSB) and support the successful launch of a new organizational culture and identity.

A comprehensive strategic plan will be developed in 2026 to align with the priorities of the new detachment, the City of Pitt Meadows, and the ḏiċəẏ (Katzie) First Nation. This plan will define clear goals, performance measures, and community safety priorities, providing a roadmap for service delivery and organizational development during the detachment's initial years of autonomy.

To strengthen the continuity of community policing, during the first year of autonomy a structured volunteer base and comprehensive outreach program will be established to reinforce trust with residents, local businesses, and the ḏiċəẏ (Katzie) First Nation. The focus will be on maintaining visible and responsive policing through consistent neighbourhood presence, proactive engagement, and accessible communication.

Fire Department

- **A Community Risk Assessment** was undertaken in 2025 to identify the primary hazards and vulnerabilities within the City of Pitt Meadows. This assessment provides a foundation for developing effective risk reduction policies and actions aimed at hazard mitigation, emergency response, municipal business continuity, and disaster recovery.

- **Implementation of 24-Hour Duty Shifts** occurred in January 2025 that supports improved work-life balance for firefighters and has shown to enhance mental health and overall wellness. Additionally, the new staffing model increases operational efficiency and reduces the frequency and complexity of shift handovers.

- **Fire Service Master Plan and Mission Statement** will be developed, recognizing that significant organizational and community changes have occurred since the last plan was completed in 2020. The primary purpose of this initiative is to establish a comprehensive, long-term strategy that aligns with community risk profiles, public safety objectives, corporate priorities, and Council-approved budget allocations.

Emergency Management

As the City continues to strengthen its preparedness and response capabilities, the Emergency Management Department will focus on the following key priorities:

- Onboard New Emergency Program Manager.
- Update/develop Emergency Management Response Plans.
- Host Emergency Management Workshops tailored to specific stakeholder groups.
- Develop an Emergency/Continuity Management (ECM) Program Framework to provide an overall structure and strategy to ensure the City's response and recovery approach is consistent and effective.

2. CLIMATE CHANGE

Climate change remains both a global and local challenge, and its impacts are becoming even more evident. Our summers are growing hotter and drier, while our winters continue to be warmer and wetter. The rising frequency and intensity of extreme weather events demand a thoughtful and sustained response to protect the livability of our community, improve air quality, and safeguard natural ecosystems. Without continued, decisive action, these climate trends are projected to accelerate in the coming years, becoming increasingly difficult and costly to manage.

Recognizing this ongoing trend, the 2026 Business Plan includes key initiatives to strengthen our ability to identify and prioritize potential actions, while carefully evaluating their benefits and financial requirements alongside other competing priorities.

Climate Action Strategy was developed and endorsed by Council on September 9, 2025, to guide efforts in reducing greenhouse gas (GHG) emissions and strengthening local resilience to climate-related threats. The strategy sets clear GHG reduction targets and identifies supporting actions, such as applying a climate lens to decision-making, initiating a Green Fleet Plan, and participating in an Energy Manager program.

Irrigation Study is anticipated to be completed by the end of 2025 that aims to balance the needs of flood management and irrigation, an increasingly challenging goal. Completion of the detailed irrigation study and the updated drainage model will help inform potential next steps.

Urban Forest Strategy actions continue to be implemented, with a 2026 focus on implementing a Tree Management Bylaw, reviewing development permit guidelines for appropriate planting species, and developing a funding strategy to increase and maintain the urban forest canopy on public lands.

3. GROWTH

Taxation generated by population growth continues to be allocated, by priority, to operational cost increases, growth-related projects, long-term strategic initiatives, and service level enhancements.

Looking ahead over the next five years, a notable slowdown in taxation revenue from growth is anticipated until new developments come online. Attracting and supporting new development will remain a key priority to help moderate future tax increases, alleviate operational cost increases and offset emerging unfunded pressures, including those related to climate change mitigation and adaptation. Below are some key initiatives in the 2026 Business Plan that aim to stimulate new development or address housing affordability.

Civic Centre Masterplan is under preparation for the future redevelopment of the civic centre area, with a sustainable and cost-effective framework, with focus areas anticipated to include a market assessment and feasibility study.

North Lougheed Area Plan engagement with q̓iċəy̓ **(**Katzie) First Nation continues, as we look to advance the completion of the North Lougheed Area Plan together, supporting the objectives of both communities.

Heron's Nest Affordable Housing construction is underway on the 115-unit below-market rental housing development, which includes a 150-space childcare facility, in partnership with Metro Vancouver. The project is expected to be completed by spring 2027.

Fraser River Foreshore Review involves reviewing properties along the Fraser River, west of Osprey Village, to consider potential future uses.

Complete Communities Project evaluated how well residents can access housing, services, amenities, and transportation within their neighborhoods. The goal is for most people to meet daily needs within a 15–20 minute walk from home. The assessment compared current conditions with future scenarios to identify ways to make the community more complete and connected. Findings will help the City plan for additional housing, improve access to services, use infrastructure more efficiently, and guide where future growth should occur.

Provincial Housing Legislation has been imposed by the Provincial Government, in part, requiring City's to achieve a provincial housing target and, in Pitt Meadows case, requiring the construction of 727 new housing units over the next five years. Although the City continues to raise serious and well-founded objections to the scale of this target given the unique constraints facing us, the intention of the legislation is to increase growth and improve affordable housing in the Province.

4. CONTINUOUS IMPROVEMENT AND EFFICIENCIES

The City undertakes various processes and initiatives to assist the City with efficient and effective service delivery to the community, an important commitment to strive for continuous improvement.

Divisional Service Reviews. Reviews are conducted on an annual basis primarily by an independent third party. Below are the divisions that were recently selected for review:

- **Human Resources.** In 2026, the department will engage a consultant to review the Human Resources Division's structure, processes, and workflows to identify efficiencies and improve service delivery.

- **Communications.** In 2025, a consultant was engaged with the goal of enabling the Communications Division to implement targeted strategies that strengthen internal processes, enhance service offerings, improve staff understanding of these services, and increase the effectiveness of the City's communication channels. The assessment will evaluate the Division's structure, processes, and workflows to identify opportunities to improve efficiency and overall service delivery. Recommendations are anticipated in early 2026.

Fire Services Training. The Fire Department members will lead the FireSmart Program delivery to the community and will support the q̓ićəy̓ (Katzie) First Nation as they work to establish their own FireSmart program. This program is a vital component of an effective fire prevention strategy and, accordingly, members will receive training in key focus areas, including conducting FireSmart assessments.

Structural Protection Unit (SPU) Interface Fire Training will also occur in 2026. As the City continues to expand its inventory of SPU equipment, department-wide training is essential to

ensure all members are familiar with and able to effectively utilize the equipment when deployed.

ERP System. Finance and Information Technology will jointly lead the replacement of multiple City applications, primarily those impacting financial records, including Payroll. The project will be delivered in multiple phases, allowing staff to review findings and determine next steps for the selection and implementation of a new system. It is anticipated that the project will take approximately five years to complete and will result in significant efficiencies while replacing increasingly outdated and unreliable systems that expose the City to undesired risk.

Water Services Review. Continue to incorporate outcomes resulting from the review, including:

- Update and refine the budget model;
- Investigate discrepancies between water purchased and water billed;
- Explore the implementation of seasonal water rates; and
- Explore the establishment of an Extreme Weather Reserve Fund.

Procurement Initiatives.

- For 2026, staff will perform a review of Solid Waste services to help inform the 2026 Request for Proposal, as well as identify opportunity for process improvements to maximize revenues and contain costs.
- Develop master agreements for multiple goods and services as well as performing a cost recovery analysis of existing contracts.

AI Pilot Project. Intended to leverage AI to improve efficiency, responsiveness, and sustainability in City operations, while enhancing the quality of services for residents. The initiative aims to identify high-impact use cases, deploy suitable AI solutions, and evaluate outcomes for scalability.

Bylaw Services. The Bylaw Office continued to implement best practices, including evaluating the feasibility of utilizing license plate recognition technology to enhance parking enforcement.

5. ASSET MANAGEMENT

Monitor the City's capital reserves as part of the Asset Management Plan strategy, ensuring adequate funding to meet future asset replacement and renewal needs. Adhere to consultant's recommendations to achieve annual targets to avoid essential service disruption and related costly outcomes.

6. ḵiċəy̓ (KATZIE) FIRST NATION RELATIONSHIP

The City's relationship with ḵiċəy̓ (Katzie) First Nation continues to be a key priority as identified in Council's 2022 – 2026 Strategic Plan. KFN's input and feedback play a vital role in strengthening our partnership, as we advance multiple and often complex initiatives. Included in our 2026 Business Plan and building on progress made in 2025 are the following initiatives:

- KFN Servicing Agreements;
- Harris Road grade separation;
- Proposed CP Logistics Park opposition;
- KFN IR1 Secondary Access;
- Indigenous Cultural Events (Red Dress Day; National Day for Truth & Reconciliation);
- Providing Emergency Management and FireSmart Program support;
- North Lougheed Area Plan Engagement Agreement;
- Transition to an independent RCMP detachment;
- Co-creation of City entrance signage near Pitt River Bridge;
- Design automated trash racks for Kennedy Road Pump Station;
- Coordinated strategies/plans:
  - Climate Action Strategy;
  - Environmental Inventory Management Strategy;
  - Invasive Species Management Plan; and
  - Accessibility Committee and Plan

7. COMMUNITY PROJECTS

The 2026 Work Plan features key community projects that will meaningfully enhance the quality of life for our residents:

Pitt Meadows Athletic Park (PMAP)

- The expansion of Pitt Meadows Athletic Park will progress in 2026 with the construction of a double synthetic turf field and a covered multi-sport facility, pending the outcome of the tendering process.

- The installation of electric vehicle (EV) charging stations at the new Pitt Meadows Athletic Park facility are planned.

- An outreach and engagement plan will be developed to explore sponsorship and naming rights opportunities.

Harris Road Grade Separation advocacy efforts with senior levels of government and key stakeholders continue to address the project funding gap for this vital infrastructure initiative and to advance the City toward project implementation. This strategic investment will deliver significant benefits not only to the City of Pitt Meadows, but also to the broader region and to national and international trade.

Rail Monitoring and Alert System includes implementing portable signs to alert motorists of blockages at the Harris Road rail crossing, and monitoring blockages to ensure adherence to established regulations.

Pump Stations. The designs and regulatory approval processes for the Kennedy and Baynes Pump Stations are progressing in light of the $3.65 million Provincial grant that has been obtained.

Harris Road Complete Street Feasibility Study includes a variety of improvements such as: multi-use path, Harris/Hammond intersection, Civic Centre crossing upgrade, and protected bike lanes. Securing grant funding will allow enable the successful implementation.

PMSS Artificial Field Decommissioning to coordinate removal of City-owned temporary infrastructure (portable change rooms, bleachers, and soccer goals) to support the PMSS school and field replacement.

YPK Airport continues to grow, delivering significant community, local, and regional economic benefits.

- Completed
  - Hangar construction.
  - North Side Apron / Aircraft Tie Down area
  - Phase 1 of Baynes Road walking trail beautification, landscaping, and lighting

- Ongoing construction
  - Golden Ears Airpark and Golden Arrow Hangars
  - Fill site for Liberty Inc. hangar/light industrial development
  - Baynes/Ford Road airport development (2/3 complete of fill phase)

- Begin construction
  - Pacific Aircraft Services and Liberty Inc. commercial hangars
  - Advance Waterfront;
  - Baynes/Ford Road airport development projects

PROPOSED OPERATING BUDGET

COUNCIL BUDGET

	2025 Adopted Budget	2026 Proposed Budget	Proposed Changes for 2026		2027 Proposed Budget	2028 Proposed Budget	2029 Proposed Budget	2030 Proposed Budget
Expenses								
Indemnity & Benefits	$ 465,300	$ 475,500	$ 10,200	2.2%	$ 492,200	$ 509,700	$ 527,400	$ 545,400
Municipal Business	33,000	33,200	200	0.6%	33,200	33,300	33,300	33,400
Memberships	19,000	19,800	800	4.2%	20,400	21,000	21,600	22,200
Phones & Devices	5,000	5,000	-	0.0%	5,000	5,000	5,000	5,000
Community Relations	16,800	16,800	-	0.0%	16,800	16,800	16,800	16,800
Other	800	800	-	0.0%	800	800	800	800
	539,900	551,100	11,200	2.1%	568,400	586,600	604,900	623,600
Net Operating Expenses	**$ 539,900**	**$ 551,100**	**$ 11,200**	**2.1%**	**$ 568,400**	**$ 586,600**	**$ 604,900**	**$ 623,600**
Key Budget Changes for 2026:								
Salaries and Benefits			10,200					
Memberships			800					
Other			200					
Change in Net Operating Expenses			**$ 11,200**					

CAO BUDGET

	2025 Adopted Budget	2026 Proposed Budget	Proposed Changes for 2026		2027 Proposed Budget	2028 Proposed Budget	2029 Proposed Budget	2030 Proposed Budget
Expenses								
Office of the CAO	$ 368,500	$ 380,700	$ 12,200	3.3%	$ 392,300	$ 404,400	$ 416,900	$ 429,800
	368,500	380,700	12,200	3.3%	392,300	404,400	416,900	429,800
Net Operating Expenses	**$ 368,500**	**$ 380,700**	**$ 12,200**	**3.3%**	**$ 392,300**	**$ 404,400**	**$ 416,900**	**$ 429,800**
Key Budget Changes for 2026:								
Salary and Benefits			12,200					
Change in Net Operating Expenses			**$ 12,200**					

PROPOSED CAPITAL BUDGET

None.

DECISION PACKAGE(S)

None.

PUBLIC PARTICIPATION

☒ Inform ☐ Consult ☐ Involve ☐ Collaborate ☐ Empower

KATZIE FIRST NATION CONSIDERATIONS

Referral ☐ Yes ☒ No

SIGN-OFFS

Written by:	**Reviewed by:**
Kerrie Dykeman, Executive Assistant to Mayor and CAO	Mark Roberts, Chief Administrative Officer

---

ATTACHMENT(S)

None.