# Staff Report to Council

Corporate Services - Communications and Civic Engagment Division

FILE: 01-0450-01/26

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|---|---|---|---|
| **REPORT DATE:** | October 23, 2026 | **MEETING DATE:** | November 23, 2026 |
| **TO:** | Mayor and Council | | |
| **FROM:** | Tia O'Grady, Manager of Communications and Civic Engagement | | |
| **SUBJECT:** | **2027 Draft Business Plan - Communications and Civic Engagement Division** | | |

**CHIEF ADMINISTRATIVE OFFICER REVIEW/APPROVAL:** M. Roberts / November 3, 2026

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**RECOMMENDATION(S):**

THAT Council:

A. Receive for information the Communications and Civic Engagement division's 2027 Draft Business Plan and Staff Report as presented at the November 23, 2026 Council Meeting; OR

B. Other.

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## PURPOSE

To present the 2027 Draft Business Plan for the Communications and Civic Engagement Division.

☒ Information Report ☐ Decision Report ☐ Direction Report

## DISCUSSION

### DIVISION OVERVIEW

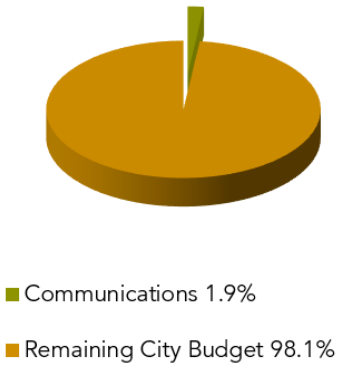
The Communications and Civic Engagement division works to: enhance public trust; translate complex issues into understandable and useful information; engage the right people at the right time; navigate divergent community views; promote two-way dialogue; and provide strategic communications and promotional activities, corporate communications, issues management, crisis and emergency communications, brand strategy, and media relations. Services and

functions include: development of communications strategies, campaigns and civic engagement plans; development of City brand and language guidelines; media relations and issues management; website and social media administration; digital and print advertising; report production; photography; videography and video production; graphic design; and delivery of corporate events.

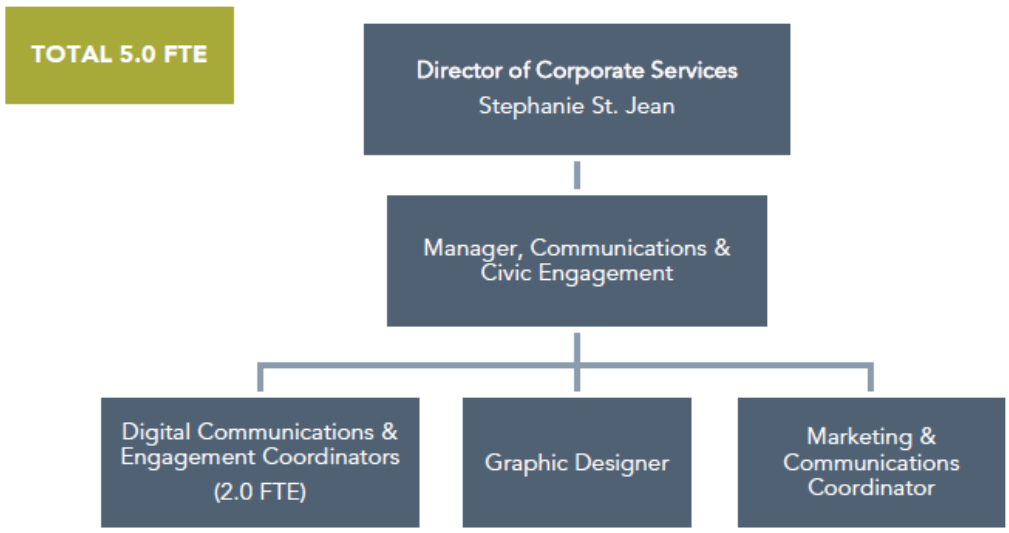
**Operating Budget:** $748,000

**Capital Budget:** $18,000

**% Share of overall City Budget:** 1.9%




**Staff Complement:**




**Forecasted Position Adjustments**

None.

**Key Performance Measures**

The following table highlights key divisional statistics:

| **Performance Measure** [Strategic Priority] | **2025 Actual** | **2026 Forecast** | **2027 Forecast** |
|---|---|---|---|
| **City Talks Email Newsletter recipients** (subscribers) [Corporate Pride] | N/A | 960 | 1,300 |
| **Voyent Alert recipients** (subscribers) [Public Safety] | 1,370 | 1,810 | 2,200 |
| **Media releases issued** [Corporate Pride] | 12 | 22 (election year) | < 20 |
| **Facebook followers** [Corporate Pride] | 8,380 | 9,390 | 9,900 |
| **Instagram followers** [Corporate Pride] | 4,525 | 5,290 | 5,900 |

**Deferred Projects**

As a result of priorities that emerged throughout the year, the following 2026 business plan initiatives were deferred:

- **CRISIS COMMUNICATIONS PROTOCOLS AND CHANNELS.** Some review, revisions and process development took place in 2026, with further work to explore and continue in 2027.

**2026 Achievements (Top 3)**

- **COMMUNICATIONS SUPPORT AND CORPORATE EVENT FOR NEW PITT MEADOWS AUTONOMOUS RCMP DETACHMENT.** Strengthened collaboration between the City and RCMP through coordinated communications, clearer processes and shared information. Worked closely with RCMP partners to plan and deliver the May 2026 ribbon-cutting event of the new Pitt Meadows RCMP detachment, including event coordination, media relations and promotional activities. Established ongoing communications protocols and a shared understanding of roles and responsibilities with RCMP E-Division Communications to support coordinated media relations, public communications and information sharing. *[Public Safety – Police]*

- **WEBSITE ACCESSIBILITY PROJECT AND WEBSITE IMPROVEMENTS.** Advanced and completed phase 2 of the City's website accessibility project, incorporating a more modern look and feel while improving accessibility, back-end functionality and front-

facing navigation to better serve the community and align with the City's strategic priorities. *[Corporate Pride – Service Excellence]*

- **IMPROVE INTERNAL COMMUNICATIONS PROCESSES, IDENTIFY AND SHARE THE DIVISION'S SERVICE OFFERINGS AND FUNCTIONS.** Advanced internal communications and service awareness through improvements to internal processes and City communications channels, including the launch of the City's new email newsletter. Continued efforts to strengthen staff understanding of the division's services and functions and how to access communications support. *[Corporate Pride – Service Excellence]*

**Key Challenges for 2027**

- **INTERNAL CHANGE MANAGEMENT AND CENTRALIZATION OF COMMUNICATIONS.** Continuing to advance the centralization of communications and implement recommendations from the 2025 communications review will require ongoing change management, cross-departmental collaboration and clear internal processes. Balancing competing priorities while building staff awareness and adoption of centralized communications practices will remain a focus in 2027.

- **UNPLANNED WORK REQUESTS AND CRISIS COMMUNICATIONS.** Crisis communications and unplanned, time-sensitive work requests occur each year alongside planned initiatives and priorities. Responding to these demands requires flexibility and the ability to adjust scheduled work while maintaining service delivery. In years with additional city-wide activities, unexpected issues and crises, or heightened public engagement, balancing planned initiatives with timely requests requires particular attention to coordination and prioritization.

- **SOCIAL MEDIA MANAGEMENT AND MONITORING.** Managing the City's social media channels continues to be a significant challenge given the volume of public comments and direct messages, increasingly negative online discourse, and the need for ongoing monitoring and timely responses. Balancing these demands alongside other communications priorities, while navigating the limitations of available monitoring tools and resources, requires ongoing attention to ensure public inquiries are addressed appropriately and the City's online presence remains responsive and aligned with corporate priorities.

**Key Initiatives 2027**

| Strategic Priority | Initiative |
|---|---|
| Principled Governance – Fiscal Stewardship and Accountability | **BUDGET CYCLE AND TAX DOLLARS VIDEO.** Produce a clear, accessible public education video that explains the City's annual budget cycle, how property tax revenue is allocated and the municipal services it supports. The video will build on the Taxes and Services campaign by helping residents better understand how City funding decisions are made and how tax dollars support day-to-day community services and infrastructure. |
| Community Spirit and Well-Being –<br>• Pride and Spirit<br>• Recreation | **WEBSITE ACCESSIBILITY AND USABILITY IMPROVEMENTS – PHASE THREE**. Continue partnering with the City's website service provider to implement Phase Three of the website accessibility and usability improvement project. This phase will further enhance accessible content authoring, back-end functionality, and public-facing navigation to support an inclusive, user-friendly website aligned with the City's strategic priorities.<br><br>**PARKS, RECREATION AND CULTURE COMMUNICATIONS PORTFOLIO INTEGRATION**. Continue integrating and refining the Parks, Recreation and Culture communications portfolio within the Communications and Civic Engagement division to support coordinated planning, consistent processes and effective service delivery. This work will include development of marketing and communications plans for priority initiatives, along with ongoing enhancements to the Program Guide and other promotional processes. |
| Corporate Pride –<br>• Employee Excellence<br>• Corporate Culture<br>• Service Excellence<br>• Resources<br>• Desirable Employer | **DIVISION INTAKE AND WORKFLOW AUTOMATION PROJECT.** It is recommended that the City retain an external IT service provider to implement a standardized digital intake and workflow process for Communications and Civic Engagement requests. The project will automate request capture, approvals, assignment, and work creation, improving visibility, accountability, reporting, and administrative efficiency.<br><br>**STAFF PROCESS AND RESOURCE FOR CITY APPAREL AND MERCHANDISE**. Develop and share an internal process for a coordinated approach to ordering City apparel and merchandise, taking into consideration existing processes used by various departments.<br><br>**COMMUNICATIONS AND CIVIC ENGAGEMENT WORKSPACE AND FILE MANAGEMENT**. Work with Legislative Services to set up the division's workspace/organization in the City's records management |

| Strategic Priority | Initiative |
|---|---|
| | database. Create a standard operating procedure related to this project.<br><br>**WEBSITE EDITOR TRAINING**. Deliver internal training for City staff who update the website, reflecting recent accessibility-related changes to the website's content management system, publishing processes, website editing standards and best practices. The training will support consistent page updates and help staff use the website back end effectively, consistently and more confidently.<br><br>**REVIEW AND UPDATE AND/OR DEVELOP NEW STAFF BRANDED RESOURCES**. Develop enhanced City brand guidelines for internal and external audiences. Continue to assess our branded resources and adjust to modernize and support staff. |
| Public Safety –<br><br>• Police<br>• Fire<br>• Emergency Preparedness | **PLANS, PROCESSES AND TEMPLATES FOR EMERGENCY AND CRISIS COMMUNICATIONS**. In coordination with the Emergency Management division, develop an updated crisis communications plan and emergency communications plans, processes and templates, including designed assets.<br><br>**COMMUNICATIONS ACTIVITY PLAN FOR FIRE PREVENTION AND COMMUNITY SAFETY PUBLIC EDUCATION**. Develop a coordinated communications activity plan, and annual calendar, with Fire Services to support fire prevention and community safety public education throughout the year.<br><br>**PITT MEADOWS RCMP COMMUNICATIONS COLLABORATION AND CONNECTED COMMUNITIES INITIATIVE.** Continue refining communications and media processes with Pitt Meadows RCMP to support timely, coordinated and consistent public information. Deliver the monthly Connected Communities initiative in partnership with the RCMP to promote community safety, awareness and positive engagement with residents. |

## PROPOSED OPERATING BUDGET

| | 2026 Adopted Budget | 2027 Proposed Budget | Proposed Changes for 2027 | | 2028 Proposed Budget | 2029 Proposed Budget | 2030 Proposed Budget | 2031 Proposed Budget |
|---|---|---|---|---|---|---|---|---|
| Expenses | | | | | | | | |
| Communications | $ 717,100 | $ 748,000 | $ 30,900 | 4.3% | $ 593,500 | $ 613,300 | $ 633,300 | $ 654,400 |
| | 717,100 | 748,000 | 30,900 | 4.3% | 593,500 | 613,300 | 633,300 | 654,400 |
| **Net Operating Expenses** | **$ 717,100** | **$ 748,000** | **$ 30,900** | **4.3%** | **$ 593,500** | **$ 613,300** | **$ 633,300** | **$ 654,400** |
| **Key Budget Changes for 2027:** | | | | | | | | |
| Salary and Benefits | | | 27,500 | | | | | |
| Professional Services | | | 3,300 | | | | | |
| Other | | | 100 | | | | | |
| **Change in Net Operating Expenses** | | | 30,900 | | | | | |

## PROPOSED CAPITAL BUDGET

| | | | | | | |
|---|---|---|---|---|---|---|
| DV132 - COMMUNICATIONS | | | | | | |
| 210061 - WEBSITE LIFECYCLE MAINTENANCE | $ 10,000 | $ 130,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 170,000 |
| 250019 - Corporate Videos | $ - | $ 11,800 | $ - | $ 11,800 | $ - | $ 23,600 |
| 270013 - Division Intake and Workflow Automation Project | $ 8,000 | $ - | $ - | $ - | $ - | $ 8,000 |
| **DV132 - COMMUNICATIONS Total** | **$ 18,000** | **$ 141,800** | **$ 10,000** | **$ 21,800** | **$ 10,000** | **$ 201,600** |

## DECISION PACKAGE(S)

None.

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## PUBLIC PARTICIPATION

☒ Inform ☐ Consult ☐ Involve ☐ Collaborate ☐ Empower

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## KATZIE FIRST NATION CONSIDERATIONS

Referral ☐ Yes ☒ No

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## SIGN-OFFS

**Written by:**

Tia O'Grady,
Manager of Communications and Civic Engagement

**Reviewed by:**

Stephanie St. Jean,
Director of Corporate Services

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## ATTACHMENT(S):

None.