Staff Report to Council

Fire and Rescue Service

FILE: 01-0450-01/26

REPORT DATE:	November 01, 2026	**MEETING DATE:**	November 24, 2026
TO:	Mayor and Council		
FROM:	Chris Miley, Acting Fire Chief		
SUBJECT:	**2027 Draft Business Plan - Fire and Rescue Service**		

CHIEF ADMINISTRATIVE OFFICER REVIEW/APPROVAL: M. Roberts / November 13, 2026

RECOMMENDATION(S):

THAT Council:

A. Receive for information the Fire & Rescue Service 2027 Draft Business Plan and Staff Report as presented at the November 24, 2026 Council Meeting; OR

B. Other.

PURPOSE

To present the 2027 Draft Business Plan for the Fire and Rescue Service.

☒ Information Report ☐ Decision Report ☐ Direction Report

DISCUSSION

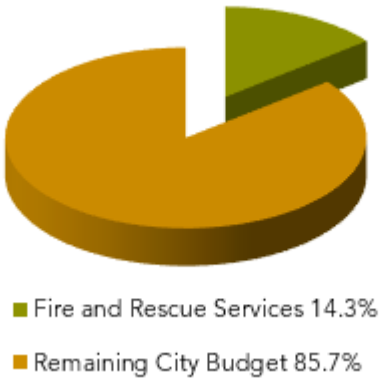
DEPARTMENT OVERVIEW

The Pitt Meadows Fire & Rescue Service operates as a full-service fire department providing service to the community through preservation of life, property and the environment. This is accomplished through a robust prevention and inspection program, emergency preparedness, and public education. The department is staffed 24 hours, seven days a week by four-to-five person suppression crews, supplemented by a dedicated contingent of paid-on-call firefighters as required.

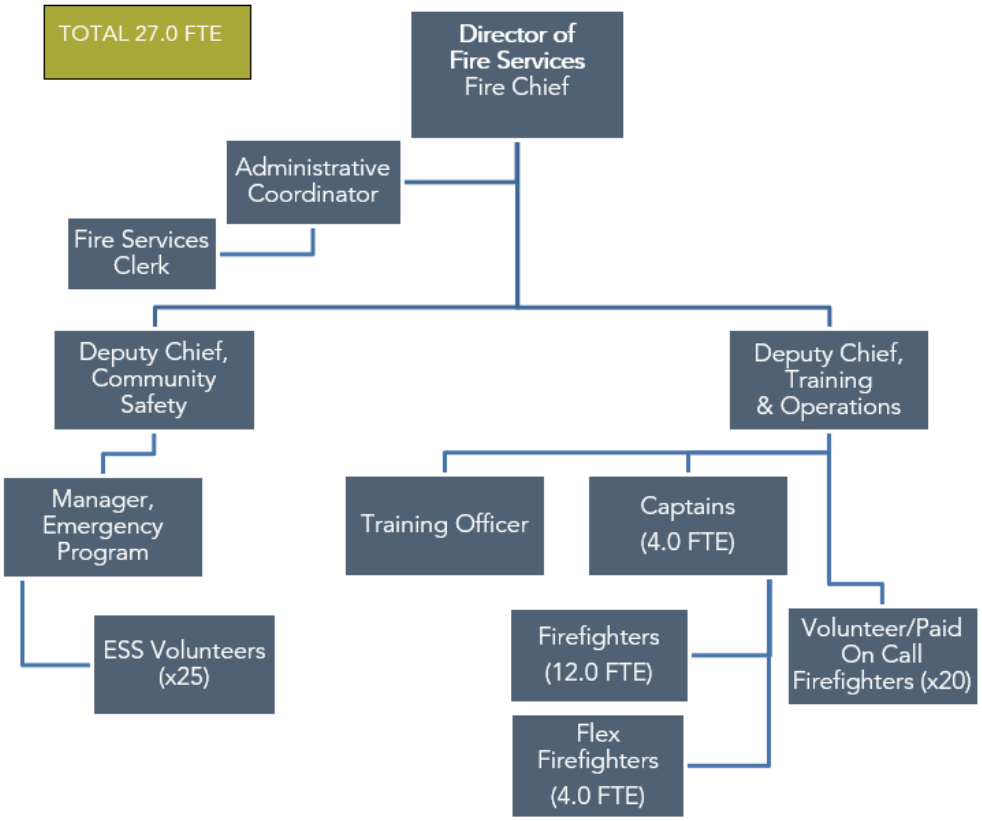
Operating Budget: $5,621,100.00

Capital Budget: $100,900.00

% Share of overall City Budget: 14.3%



Staff Complement:



Forecasted Position Adjustments

None.

Key Performance Measures

The following table highlights key divisional statistics:

Performance Indicator *Public Safety – Fire* and *Regulatory*	**2025 Actual**	**2026 Forecast**	**2027 Forecast**
Fire Department Emergency Calls for Service	992	1037	1100
Fire Prevention - Regular Inspections Conducted	526	684	700
Fire Prevention - Business License Inspections Conducted	16	22	25
Pre-Fire Plans Created or Updated	26	37	40
Fire Prevention - Development & Planning Permits Reviewed			

Deferred Projects

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

- **CONDUCT AIRPORT RESPONSE TRAINING**. The airport firefighting training could not be conducted in 2026 as originally planned as the training provider was unable to accommodate us into their 2026 schedule. We will endeavour to schedule this training for 2027. However, Airside Vehicle Operator's Permit - Type D or, "AVOP-D" training was successfully completed by all department members in 2026; this is a special license that allows the permit holder to drive a vehicle anywhere on an airport's airfield, including active runways and taxiways.
- **UPDATE DEPARTMENTAL OPERATIONAL GUIDELINES.** There are a large number of operational guidelines to update, and while some were completed, the balance will be reviewed and updated in 2027.

2026 Achievements (Top 3)

- **IMPLEMENTED A NEW RESCUE 1 CAREER RESPONSE MODEL** to support the ongoing development of Rescue apparatus drivers. The goal of this initiative is to provide new career Rescue 1 drivers with valuable experience when responding to emergency calls. *[Public Safety – Fire]*
- **COMPLETED PROCUREMENT PHASE FOR THE DEPARTMENT'S NEW QUINT AERIAL APPARATUS.** The project has received Council approval and has proceeded to the manufacturing stage, with delivery of the completed apparatus expected within approximately 3.5 years. *[Public Safety – Fire]*

- **COMPLETED WILDLAND STRUCTURE PROTECTION PROGRAM TRAINING.** This credential qualifies firefighters to work on Structure Protection Units if deployed during active wildfire seasons. The 2025-2026 FireSmart grant was utilized to fund this training. *[Public Safety – Fire]*

Key Challenges for 2027

- **OVERTIME COST PRESSURES.** Firefighter overtime expenditures continue to present a significant challenge, reflecting the need to maintain required minimum staffing levels, training requirements, and coverage for unplanned absences. The department will continue to review scheduling and operational practices to manage these pressures while preserving reliable public safety service.

- **PAID-ON-CALL FIREFIGHTER SUSTAINABILITY.** Maintaining a reliable paid-on-call firefighter complement remains an ongoing challenge, as recruitment, retention, availability, and training requirements continue to evolve across the fire service. The department will assess options to support a sustainable staffing model that maintains effective emergency response capacity and service levels for the community.

Key Initiatives 2027

Strategic Priority	Initiative
Public Safety – Fire	**REVIEW AND IMPLEMENTATION OF FIRE MASTER PLAN RECOMMENDATIONS.** The consultant will be completing the Fire Services Master Plan in early 2027; several initiatives will flow from these recommendations.
Principled Governance – Fiscal Stewardship and Accountability	**FIRE SERVICES DELIVERY REVIEW.** An internal working group will conduct a comprehensive analysis of Fire & Rescue service delivery costs, operational practices, and future expenditure pressures to identify opportunities for efficient, sustainable, and cost-effective operations. The review will examine scheduling practices, minimum staffing and coverage requirements, training obligations, unplanned absences, and organizational factors contributing to firefighter overtime. The intent of this initiative is to assess opportunities to improve resource utilization and cost management while maintaining reliable emergency response and public safety.
Public Safety – Fire (Q1-Q2)	**UPDATE COUNCIL POLICY C038 - FIRE & RESCUE - SERVICE LEVEL ESTABLISHMENT & LIMITATIONS.** This policy has not been updated since 2016 and requires a full review and refresh as it is significantly outdated.

Principled Governance – First Nations Relationship	**INCREASE COLLABORATION WITH KATZIE FIRST NATION ON FIRE PREVENTION AND FIRESMART INITIATIVES.** Indigenous grant funding will be utilized to fund a portion of this initiative.
Public Safety – Fire *Principled Governance – Meaningful Engagement*	**ENHANCE AND EXPAND FIRE PREVENTION AND PUBLIC EDUCATION INITIATIVES TO BETTER REACH TARGETED COMMUNITY GROUPS.** DC, Fire Prevention and Community Safety will be working to continue to develop the department's public education program.

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
Revenue	$ (141,600)	$ (149,000)	$ (7,400)	-5.2%	$ (152,400)	$ (156,000)	$ (159,700)	$ (163,600)
Expenses								
Administration & Operation Support	5,078,000	5,384,000	306,000	6.0%	5,653,100	5,907,300	6,170,900	6,454,500
Fire Prevention & Training	10,200	10,400	200	2.0%	10,600	10,900	11,200	11,500
Paid on Call System	220,200	219,700	(500)	-0.2%	225,900	232,200	238,600	245,100
Apparatus & Equipment	129,400	156,000	26,600	20.6%	160,800	165,500	170,500	175,600
	5,437,800	5,770,100	332,300	6.1%	6,050,400	6,315,900	6,591,200	6,886,700
Net Operating Expenses	**$5,296,200**	**$5,621,100**	**$ 324,900**	**6.1%**	**$5,898,000**	**$6,159,900**	**$6,431,500**	**$6,723,100**
Key Budget Changes for 2027:								
Service Agreement and Permit Revenue			(7,400)					
Salary and Benefits			343,500					
E-Comm & Dispatch Fee for Service			(47,400)					
Equipment and Fleet Operating and Maintenance			36,000					
Other			200					
Change in Net Operating Expenses			**$ 324,900**					

PROPOSED CAPITAL BUDGET

DV221- Fire	2027	2028	2029	2030	2031	Total
090020 – Firefighter Protective Clothing/Gear	$56,200	$57,900	$59,600	$61,400	$63,200	**$289,300**
190091 – Quint Fire Apparatus Replacement			$2,389,000			**$2,389,000**
190092 – Duty Chief Vehicle Replacement 2017 Ford F150		$90,000				**$90,000**
230022 – Fire Equipment Replacement	$44,700	$46,000	$47,400	$48,900	$50,400	**$237,400**
230023 – Hydrostatic Testing of SCBA Bottles		$5,600				**$5,600**

DV221- Fire	2027	2028	2029	2030	2031	Total
270029 – F011 2011 Pierce Arrow XT Fire Engine Replacement		$250,000			$1,850,000	**$2,100,000**
270030 – F016 2021 Ford Explorer Replacement					$92,000	**$92,000**
FIRE Total	**$100,900**	**$449,500**	**$2,496,000**	**$110,300**	**$2,055,600**	**$5,212,300**

DECISION PACKAGE(S)

None.

PUBLIC PARTICIPATION

☒ Inform ☐ Consult ☐ Involve ☐ Collaborate ☐ Empower

KATZIE FIRST NATION CONSIDERATIONS

Referral ☐ Yes ☒ No

SIGN-OFFS

Written by:	**Reviewed by:**
Sandie Mallan, Administrative Coordinator	Chris Miley, Acting Director of Fire Services

ATTACHMENT(S):

None.