

A large, abstract graphic consisting of several overlapping, curved bands of blue in various shades, creating a sense of movement and depth. The bands curve from the top left towards the bottom right.

**2023**

# **Business Plan**

**CITY ADMINISTRATION**

Legislative Services &  
Communications



## DEPARTMENT OVERVIEW

Legislative Services and Communications collectively serve as the communication hub between Council, its advisory bodies, staff and the public.

The Legislative Services department provides legislative, policy and administrative expertise and services to Council, City Committees, Boards and City departments and ensures the City conducts its business in compliance with provincial legislation and City bylaws. The department is responsible for running civic elections, by-elections and referendums, and oversees the administration of Council and Committee meetings. In addition, it is responsible for records management services and public records access requests under the Freedom of Information and Protection of Privacy Act.

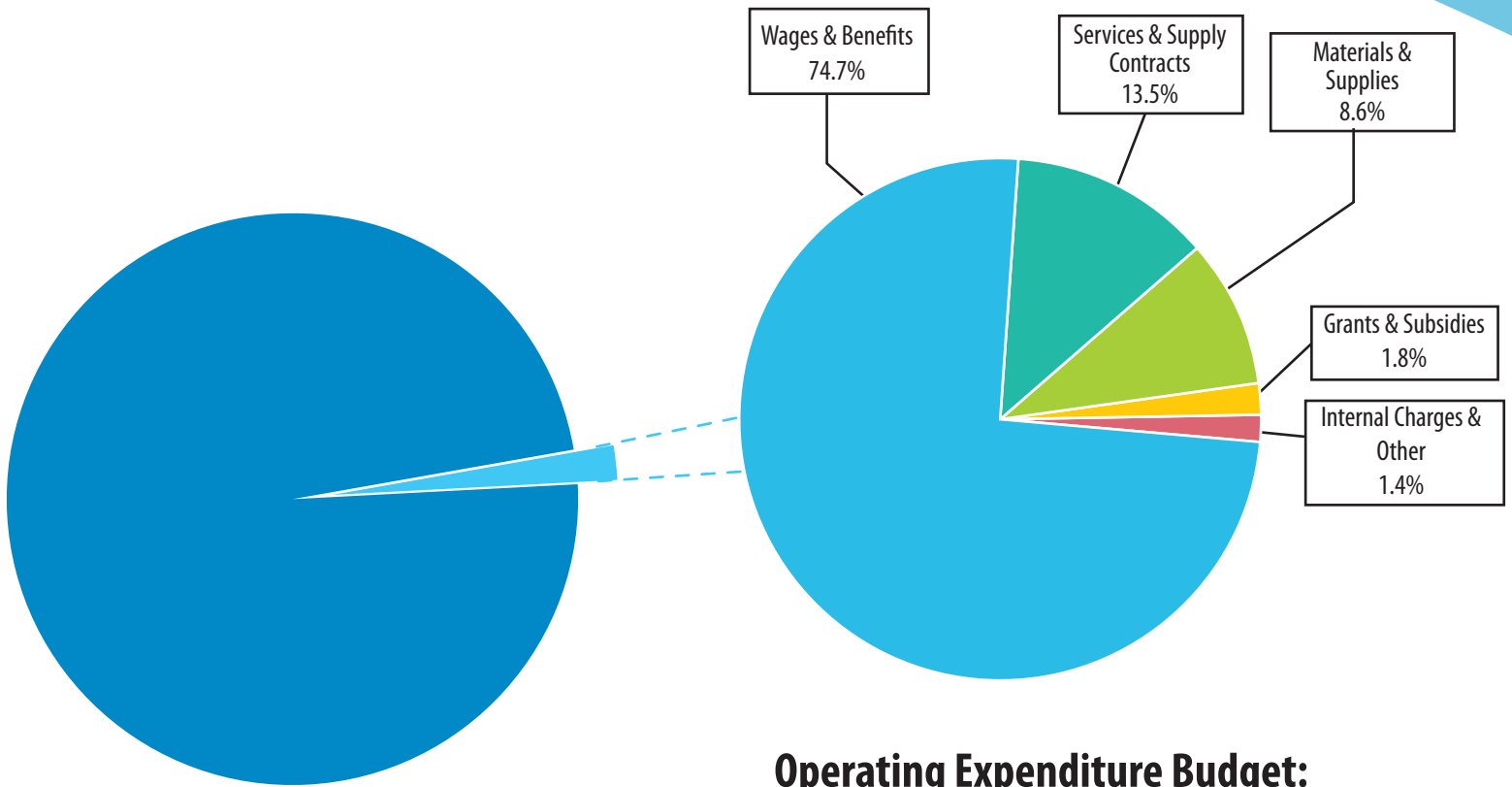
The Communications department supports Council-approved initiatives and ongoing City operations and programs. Communications issues news releases, manages the City's social media channels, supports public engagement activities and shares announcements with the public through digital, print and paid media channels.

### The core services are:

- Legislative services
- Communication services

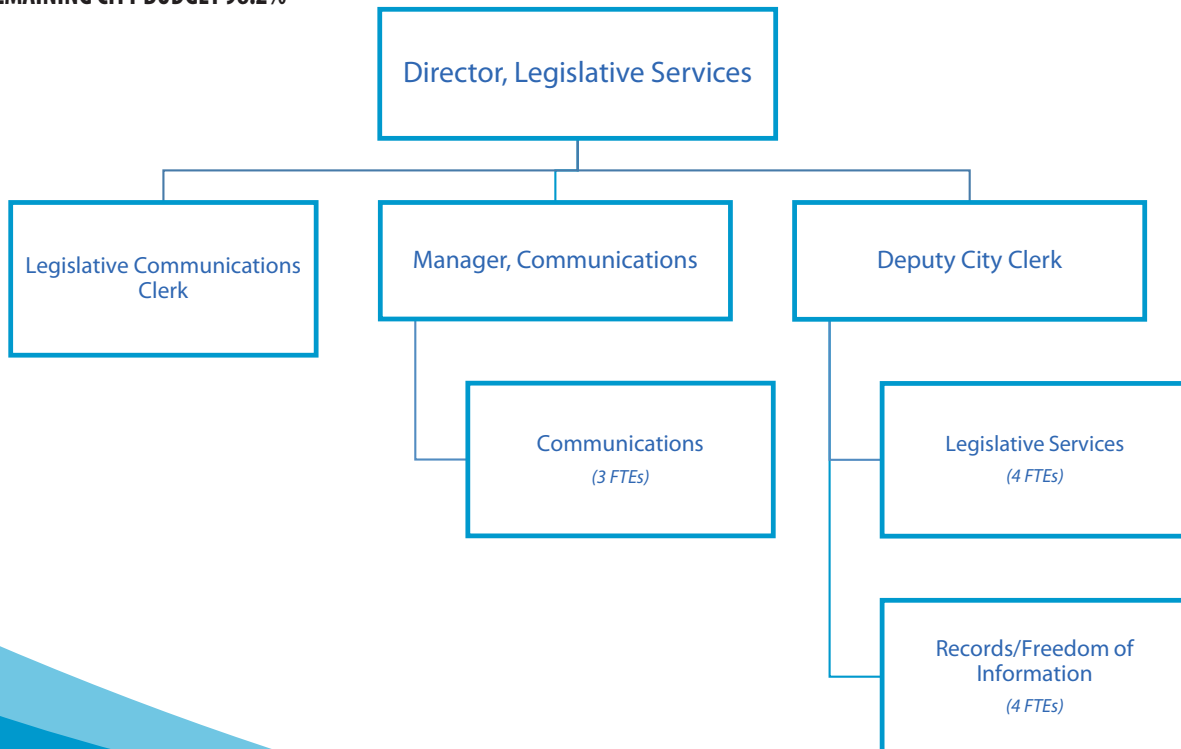


# DEPARTMENT'S SHARE OF THE BUDGET



**Operating Expenditure Budget:**  
\$ 3,198,616

- LEGISLATIVE AND COMMUNICATION SERVICES 1.8%
- REMAINING CITY BUDGET 98.2%



# LEVEL OF SERVICE

## Legislative Services

The Director of Legislative Services is responsible for ensuring that Council conducts its meetings in compliance with all statutory requirements and that decisions made at Council meetings take into account all statutory prerequisites.

The Legislative Services department conducts local government elections, by-elections, and referendums; acts as the official signatory for the City; conducts research for other City departments and Council; and maintains a registry of all bylaws and Council policies.

Additional responsibilities of the Legislative Services department include the following:

### Legislative Support

The Legislative Support section oversees meeting logistics and documentation for all Council, Committee and Public Hearing meetings. This includes coordinating meetings; preparing and distributing agendas and other meeting materials; recording and distributing minutes; tracking outstanding tasks resulting from Council and Committee resolutions; advertising and coordinating appointments to Council-appointed committees, commissions and boards; and providing information to other departments and the public regarding Council decisions and general procedural matters.

### Records/Information and Privacy

The Records/Information and Privacy section coordinates and maintains the City's corporate Records Management Program and systems; retains all legal documents (e.g. contracts, agreements, leases, etc.); and accepts liability claims against the City of Nanaimo, maintaining claim files in coordination with the City's liability insurer, the Municipal Insurance Association of British Columbia.

The section is responsible for implementation and oversight of the City's Privacy Management Program, which includes ensuring compliance with the Freedom of Information and Protection of Privacy Act, providing mandatory training to all staff on privacy matters, ensuring privacy impact assessments are completed for all new or updated City initiatives and reviewing and improving policies related to records management and privacy protection.

## Communications

The Communications department promotes and supports Council-approved initiatives and ongoing City projects with internal, public and stakeholder-focused information, engagement and outreach activities. This includes providing strategic advice and communications planning, reputational risk assessment and management, and editorial and creative services. Communications provides information to the public through news releases, news conferences, virtual town halls, the City website, Bang the Table (public engagement platform), and four active social media channels.

Communications collaborates with all City departments to support public events and initiatives including event planning, marketing, campaign development and creative services including photography, graphic design, social media outreach and video production. Staff provide proactive communications support on emerging issues, collaborate with agencies and partners on key initiatives and prepare members of Council and subject matter experts for media interviews.

# 2022 ACHIEVEMENTS

## Legislative Services

### Elections

- Facilitated, planned, prepared for and executed the 2022 General Local Election, in addition to regular job duties. This included:
- Recruitment, training and appointment of over 200 election officials
- Logistics for 12 locations including coordinating contracts, site layouts, site visits, etc.
- Updates to “General Election Bylaw 2011 No. 7129”
- Voting machine RFP preparation and award
- Overseeing elections budget
- Entering into cost sharing agreement with School District #68
- Nomination packages and elector organization endorsement package preparation and filing
- Preparation and publication of legislated notices
- Registering voters
- Ballot preparation
- Preparation and printing of voting books
- Coordinating advertising and public engagement including election videos and handouts
- Organizing voting location supplies
- Facilitation and coordination of mail ballot voting
- Development of safety procedures for COVID-19 in conjunction with HR
- Determination of preliminary and official election results
- Overseeing and coordinating the inaugural meeting
- Supporting Council’s orientation

### Meetings

- Continued assessment and modification of meeting processes due to the COVID-19 pandemic.
- Continued support for Council, committee meetings and Public Hearings.

- Updated the City’s Committee Operating Guidelines.
- Facilitated and supported virtual and hybrid Council, committee meetings and Public Hearings.
- Meetings as of August 1, 2022: 19 Council/Public Hearings, 13 In Camera meetings, 28 Committee meetings

### Records

- Completed the Records Management pilot project (Phase 6 of the Records Management Project). Pilot departments have reorganized their shared drives and ingested all shared drive records into the Laserfiche environment.
- Staff continued to learn and test permissions and functions of Laserfiche, including working through Laserfiche Aspire Training.
- Planning for Phase 7 of the Records Management Project, which includes review of the pilot project, incorporating lessons learned, and preparing communications and change management tools in anticipation of the next phase.
- Records statistics as of July 27, 2022:
- 108 boxes of physical records securely destroyed in February 2022
- 162,466 records ingested into Laserfiche from 3 departments
- 45 active users in Laserfiche

### FOI & Privacy

- Privacy Impact Assessment procedures and templates were updated to align with recent legislation changes, ensuring the City is in line with current legislation and improving privacy awareness and accountability.
- Privacy Protection Schedule was updated to align with recent legislation changes and provided to Purchasing to ensure all contracts are in line with legislation and proponents are aware of privacy requirements.
- Developed virtual mandatory FOI and Privacy training for all City Staff.

# 2022 ACHIEVEMENTS

- Freedom of Information (FOI) requests as of July 27, 2022: 132 requests received
- Privacy/Information Security Committee meetings held as of July 2022: 6
- Privacy Impact Assessments as of July 2022: 15 opened in 2022, 11 completed in 2022

## Claims & Risk Assessment

- Coordinated with the Municipal Insurance Association of BC (MIABC) to schedule and plan liability risk assessments for the Stadium District and Departure Bay Beach accessibility ramp. Inspections to take place in the fall and will inform the City on ways to improve safety in these areas as well as reduce liability risk.
- Conducted a successful pilot project of 10 staff in coordination with IT and MIABC to trial Canadian Internet Registry Authority's (CIRA) Cybersecurity Awareness Training which will be provided to additional City employees in 2023.
- Claims as of July 27, 2022: 34 active claims, 46 opened in 2022, 38 closed in 2022.

## Bylaw/Policy Renewal Project

### *Council Policies*

- Assisted with the re-development of the Leisure Economic Access Policy
- Council Spending and Amenities Policy Amendment

### *Administrative Policies*

- Compiled and modernized all Administrative Policies
- Assisted Human Resources with the repeal of several outdated policies

### *Bylaws*

- Repealed 100 outdated bylaws dating back to 1875
- Completed the Master Bylaw Registry where 6,161 bylaws were recorded consisting of 5,251 Regulatory Bylaws, 644 Zoning Bylaws, 215 OCP Bylaws, and 51 older Improvement District Bylaws (pre amalgamation)
- 19 Bylaws were abandoned

- Re-tooling of the Parks and Recreation Regulation and Associated policies
- Drafted a new Code of Conduct Bylaw, Ethics Commissioner Establishment Bylaw & Elected Officials Oath of Office Bylaw (to regulate the conduct for Council and Committee Members, establish an Ethics Commissioner position and embed the Code of Conduct foundational principles within the Oath of Office)
- Drafted a new Public Notice Bylaw (to provide for alternate means of publication)
- Updated Council's Procedure Bylaw (to authorize the holding of electronic meetings and expand the number of Council or Committee members that could participate remotely)
- Assisted with the new Business Licence Bylaw

## Communications

- Provided strategic advice to senior management and Council on emerging matters, policy initiatives, projects and programming.
- Collaborated with various departments on their digital public engagement needs and continued to increase use of the City's public engagement software through training.
- Filmed and produced videos (including monthly "Out and About" series) to inform, educate, increase awareness, market services and make announcements.
- Supported Legislative Services with the 2022 Election communications and graphic design needs.
- Supported the City's government relations and advocacy activities.
- Worked with the Finance Department on ways to enhance the annual budget and tax-related communications.
- Received the Canadian Award for Financial Reporting for the 2020 Annual Report, produced by the Communications and Finance departments.
- Continued to inform the public about COVID-19 public health orders and directives.

## 2022 ACHIEVEMENTS

- Participated in Emergency Operations Centre (EOC) training to stay updated on protocols and procedures.
- Supported and enhanced Council-related information for the public by producing Council and Committee meeting summaries, a weekly e-newsletter (My Nanaimo This Week) and other media.
- Supported Community Planning's REIMAGINE NANAIMO communication activities through email blasts, news releases, advertising and social media.
- Supported the Mayor's Leaders' Table, assisting in the production and design of the final reports.
- Reinstated website management group and processes.
- Communications 2022 Analytics and Metrics (as of July 26, 2022):
  - Facebook Followers: 17,888
  - Twitter Followers: 16,186
  - Instagram Followers: 4,914
  - Media Requests: 240
  - Videos: 21
  - News Releases and Statements: 69
  - My Nanaimo This Week Newsletter: 30
  - Council & Committee Meeting Summaries: 30

## 2023 CONSIDERATIONS AND OPPORTUNITIES

### Legislative Services

- 2022 General Local Election close out, evaluation and appraisal.
- Implementation of the Code of Conduct Bylaw.

### Legislative Support

- Council and committee meeting support.
- eScribe and other meeting documentation training for Council.
- Ongoing eScribe training for staff.

- Supporting committees formed through the 2022-2026 Council Strategic Plan. Includes committee mandate and objectives development, terms of reference development, training and recruitment.
- New Council member Committee Chair training.
- Transition to electronic meeting materials for Council and committees.

### Records/Information & Privacy

- Complete Phase 7 of the Records Management Project, which involves reviewing the pilot project and incorporating lessons learned into planning for Phase 8.
- Initiate Phase 8 of the Records Management Project, which involves full implementation of Laserfiche to all City departments.
- Transition mandatory FOI and Privacy training to a virtual format for all City Staff, and develop further training to complement the RM Project and associated policies.
- Implement Cybersecurity Training, in coordination with IT, to all City staff to increase the City's cyber awareness and increase security.
- Ongoing completion of Privacy Impact Assessments for all new projects and initiatives.
- Council orientation as it relates to FOI, Privacy, and records management responsibilities.

### Bylaw/Policy Renewal Project

- Continue to modernize bylaws to ensure they align with Council's stated strategic goals, priorities and policy objectives.
- Undertake a review of the City's agreements, contracts and leases for the purposes of developing a tracking and filing system, with procedures, in preparation for migration to the Electronic Document Records Management System.

# 2023 CONSIDERATIONS AND OPPORTUNITIES

## Communications

- Update City Corporate Communications Plan to renew and reflect focus on Council and Administrative priorities.
- Reflect City Plan: Nanaimo Reimagined goals, values and priorities, including diversity and inclusion commitments, in communications materials and approaches through use of language, images and design elements.
- Update and align branding to ensure consistency across departments and materials
- Proactively engage and collaborate with city-sponsored entities (Tourism Nanaimo, Nanaimo Prosperity Corporation), community organizations, agencies and institutions to align and coordinate priority issues and initiatives to enhance and support Nanaimo's reputation.
- Support implementation of the Downtown Safety Action Plan.
- Provide strategic advice and practical support to Council on emerging matters, policy initiatives, advocacy activities, campaigns and intergovernmental relations.
- Maintain positive relationships with media and seek opportunities to promote Nanaimo's strengths in local and external markets.
- Improve accessibility to online documents with adaptive technologies.
- Centralize approval of marketing materials.
- Provide orientation to communications products and services to new employees as appropriate to their roles.
- Collaborate with and support departments to meet their digital public engagement needs and continue to increase use of Bang the Table.
- Participate in Emergency Operations Centre (EOC) training to stay updated on protocols and procedures.
- Support and enhance Council-related information with the public through weekly e-newsletter, My Nanaimo This Week and other media.



















# 2023 KEY INITIATIVES

## City Plan

### Legislative Services

Initiative	Connected Goal
2022 General Local Election close out evaluation and appraisal.	 
eScribe and other meeting documentation training for Council, ongoing eScribe training for staff.	
Supporting committees formed through the 2022-2026 Council Strategic Plan.	    
New Council member Committee Chair training.	 
Transition to electronic meeting materials for Council and committees.	
Complete phase 7 & initiate phase 8 (full implementation) of the Records Management Project.	  

## City Plan: Nanaimo Reimagined Five City Goals



**A GREEN NANAIMO:**  
Resilient & Regenerative Ecosystems



**A HEALTHY NANAIMO:**  
Community Wellbeing & Livability



**A CONNECTED NANAIMO:**  
Equitable Access & Mobility



**AN EMPOWERED NANAIMO:**  
Reconciliation, Representation & Inclusion










**A PROSPEROUS NANAIMO:**  
Thriving & Resilient Economy

# 2023 KEY INITIATIVES

## City Plan

### Legislative Services

Initiative	Connected Goal
Transition FOI & privacy training to virtual format & expand to incorporate records management policies & training.	  
Implement Cybersecurity Training to all staff, in coordination with IT.	
Ongoing completion of Privacy Impact Assessments for all new projects and initiatives.	
Council orientation (FOI, Privacy & Records Management).	
Bylaw Renewal Project - continue to modernize bylaws to ensure they align with Council's stated strategic goals, priorities and policy objectives.	

## City Plan: Nanaimo Reimagined Five City Goals



**A GREEN NANAIMO:**  
Resilient & Regenerative Ecosystems



**A HEALTHY NANAIMO:**  
Community Wellbeing & Livability



**A CONNECTED NANAIMO:**  
Equitable Access & Mobility



**AN EMPOWERED NANAIMO:**  
Reconciliation, Representation & Inclusion




**A PROSPEROUS NANAIMO:**  
Thriving & Resilient Economy

# 2023 KEY INITIATIVES

## City Plan

### Legislative Services


Initiative	Connected Goal
Undertake a review of the City's agreements, contracts and leases for the purposes of developing a tracking and filing system.	

## Operational

- Implementation of the Code of Conduct Bylaw

## City Plan

### Communications

Initiative	Connected Goal
Update City Corporate Communications Plan to renew and reflect focus on Council and Administrative priorities.	

## City Plan: Nanaimo Reimagined Five City Goals





- 
**A GREEN NANAIMO:**  
Resilient & Regenerative Ecosystems
- 
**A HEALTHY NANAIMO:**  
Community Wellbeing & Livability
- 
**A CONNECTED NANAIMO:**  
Equitable Access & Mobility
- 
**AN EMPOWERED NANAIMO:**  
Reconciliation, Representation & Inclusion
- 
**A PROSPEROUS NANAIMO:**  
Thriving & Resilient Economy

# 2023 KEY INITIATIVES

## City Plan

### Communications

Initiative	Connected Goal
<p>Reflect City Plan: Nanaimo Relmaged goals, values and priorities, in communications materials and approaches through use of language, images and design elements.</p>	
<p>Proactively engage and collaborate with city-sponsored entities (Tourism Nanaimo, Nanaimo Prosperity Corporation), community organizations, agencies and institutions to align and coordinate priority issues and initiatives to enhance and support Nanaimo's reputation.</p>	
<p>Support implementation of the Downtown Safety Action Plan.</p>	
<p>Maintain positive relationships with the media and seek opportunities to promote Nanaimo's strengths in local and external markets.</p>	

## City Plan: Nanaimo Relmaged Five City Goals



**A GREEN NANAIMO:**  
Resilient & Regenerative Ecosystems



**A HEALTHY NANAIMO:**  
Community Wellbeing & Livability



**A CONNECTED NANAIMO:**  
Equitable Access & Mobility



**AN EMPOWERED NANAIMO:**  
Reconciliation, Representation & Inclusion







**A PROSPEROUS NANAIMO:**  
Thriving & Resilient Economy

# 2023 KEY INITIATIVES

## City Plan

### Communications

Initiative	Connected Goal
<p>Provide strategic advice and practical support to Council on emerging matters, policy initiatives, advocacy activities, campaigns and intergovernmental relations.</p>	
<p>Participate in Emergency Operations Centre (EOC) training to stay updated on protocols and procedures.</p>	
<p>Improve accessibility to online documents with adaptive technologies.</p>	
<p>Collaborate with and support departments to meet their digital public engagement needs and continue to increase use of Bang the Table.</p>	

## City Plan: Nanaimo Reimagined Five City Goals



**A GREEN NANAIMO:**  
Resilient & Regenerative Ecosystems



**A HEALTHY NANAIMO:**  
Community Wellbeing & Livability



**A CONNECTED NANAIMO:**  
Equitable Access & Mobility



**AN EMPOWERED NANAIMO:**  
Reconciliation, Representation & Inclusion




**A PROSPEROUS NANAIMO:**  
Thriving & Resilient Economy

# 2023 KEY INITIATIVES

## City Plan

### Communications

Initiative	Connected Goal
<p>Support and enhance Council-related information with the public through weekly e-newsletter, My Nanaimo This Week, and other media.</p>	

### Operational

- Update and align branding to ensure consistency across departments and materials.
- Centralize approval of marketing materials.
- Provide orientation of communications products and services to new employees as appropriate to their roles.

## City Plan: Nanaimo Reimagined Five City Goals



**A GREEN NANAIMO:**  
Resilient & Regenerative Ecosystems



**A HEALTHY NANAIMO:**  
Community Wellbeing & Livability



**A CONNECTED NANAIMO:**  
Equitable Access & Mobility



**AN EMPOWERED NANAIMO:**  
Reconciliation, Representation & Inclusion



**A PROSPEROUS NANAIMO:**  
Thriving & Resilient Economy

# PROPOSED OPERATING BUDGET

	2022	2023	2024	2025	2026	2027
	Approved Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
<b>Revenues</b>						
Communications	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Legislative Services	82,999	-	-	-	101,960	-
<b>Annual Operating Revenues</b>	<b>\$ 82,999</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 101,960</b>	<b>\$ -</b>
<b>Expenditures</b>						
Communications	\$ 523,195	\$ 522,015	\$ 532,453	\$ 543,103	\$ 553,961	\$ 565,042
Legislative Services	2,696,199	2,676,601	2,430,316	2,478,892	2,877,019	2,579,691
<b>Annual Operating Expenditures</b>	<b>\$ 3,219,394</b>	<b>\$ 3,198,616</b>	<b>\$ 2,962,769</b>	<b>\$ 3,021,995</b>	<b>\$ 3,430,980</b>	<b>\$ 3,144,733</b>
<b>Net Annual Operating Expenditures</b>	<b>\$ 3,136,395</b>	<b>\$ 3,198,616</b>	<b>\$ 2,962,769</b>	<b>\$ 3,021,995</b>	<b>\$ 3,329,020</b>	<b>\$ 3,144,733</b>
Staffing (FTEs) - Budgeted*	16.0	16.0	16.0	16.0	16.0	16.0

\*Includes one FTE that reports to CAO

	2022	2023	2024	2025	2026	2027
	Approved Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
<b>Expenditure Summary</b>						
Wages & Benefits	\$ 2,365,549	\$ 2,390,525	\$ 2,342,029	\$ 2,388,869	\$ 2,536,843	\$ 2,485,380
Services & Supply Contracts	459,393	432,078	248,699	253,673	466,187	263,922
Materials & Supplies	293,569	274,305	268,347	273,715	319,414	284,771
Utilities	-	-	-	-	-	-
Internal Charges & Other	42,809	43,634	44,459	45,317	46,907	47,798
Debt Servicing	-	-	-	-	-	-
Grants & Subsidies	58,074	58,074	59,235	60,421	61,629	62,862
<b>Annual Operating Expenditures</b>	<b>\$ 3,219,394</b>	<b>\$ 3,198,616</b>	<b>\$ 2,962,769</b>	<b>\$ 3,021,995</b>	<b>\$ 3,430,980</b>	<b>\$ 3,144,733</b>

## Proposed Changes

A business case for a Records Management Clerk position has been prepared for Council's consideration for inclusion in the 2023 – 2027 Financial Plan.