CITY OF NANAIMO
THE HARBOUR CITY



BUSINESS PLAN 2027

Legislative Services and Communications ADMINISTRATION

DEPARTMENT OVERVIEW

Legislative Services, Communications and the Mayor's Office provide legislative, policy and administrative expertise and services to Council, City departments and the public.

Legislative Services ensures the City conducts its business in compliance with provincial legislation and City bylaws. The department is responsible for running civic elections, alternative approval processes 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.

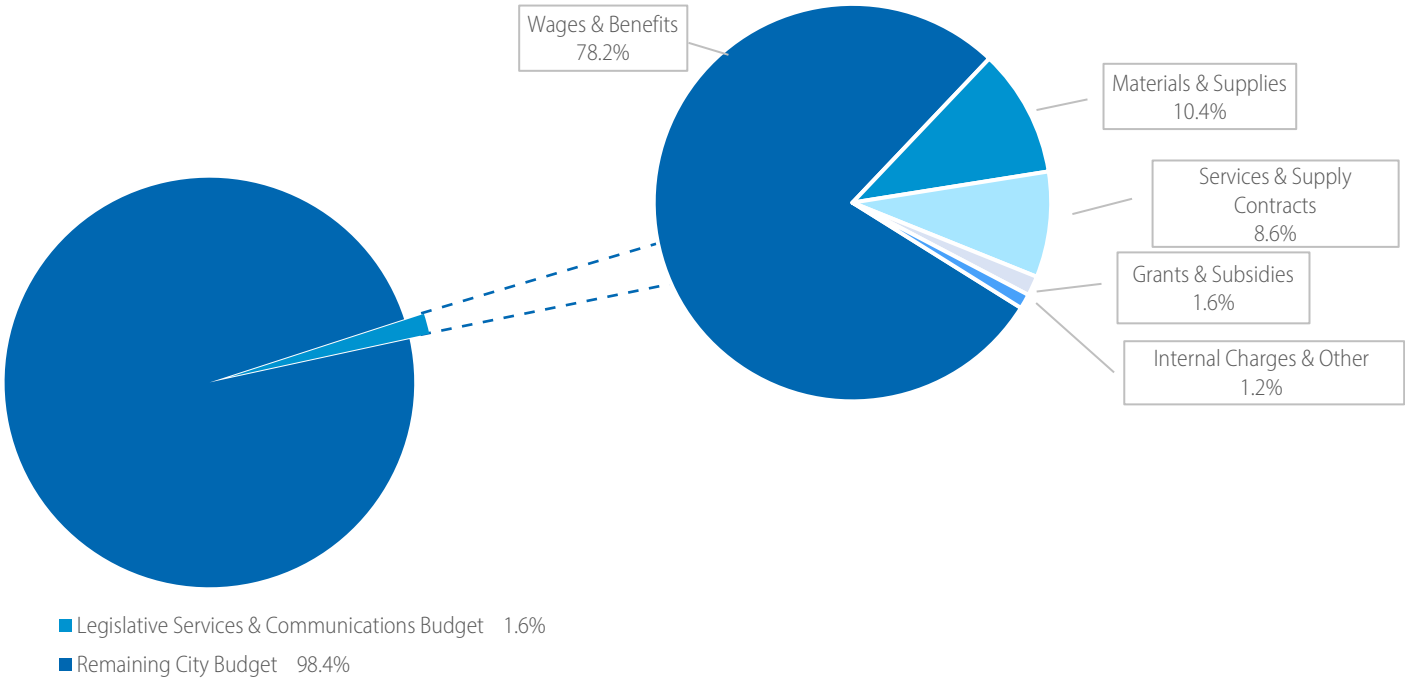
The Communications department supports Council-approved initiatives and ongoing City operations and programs. Communications issues news releases, manages the City's social media channels, supports public engagement activities and shares announcements with the public through digital, print and paid media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

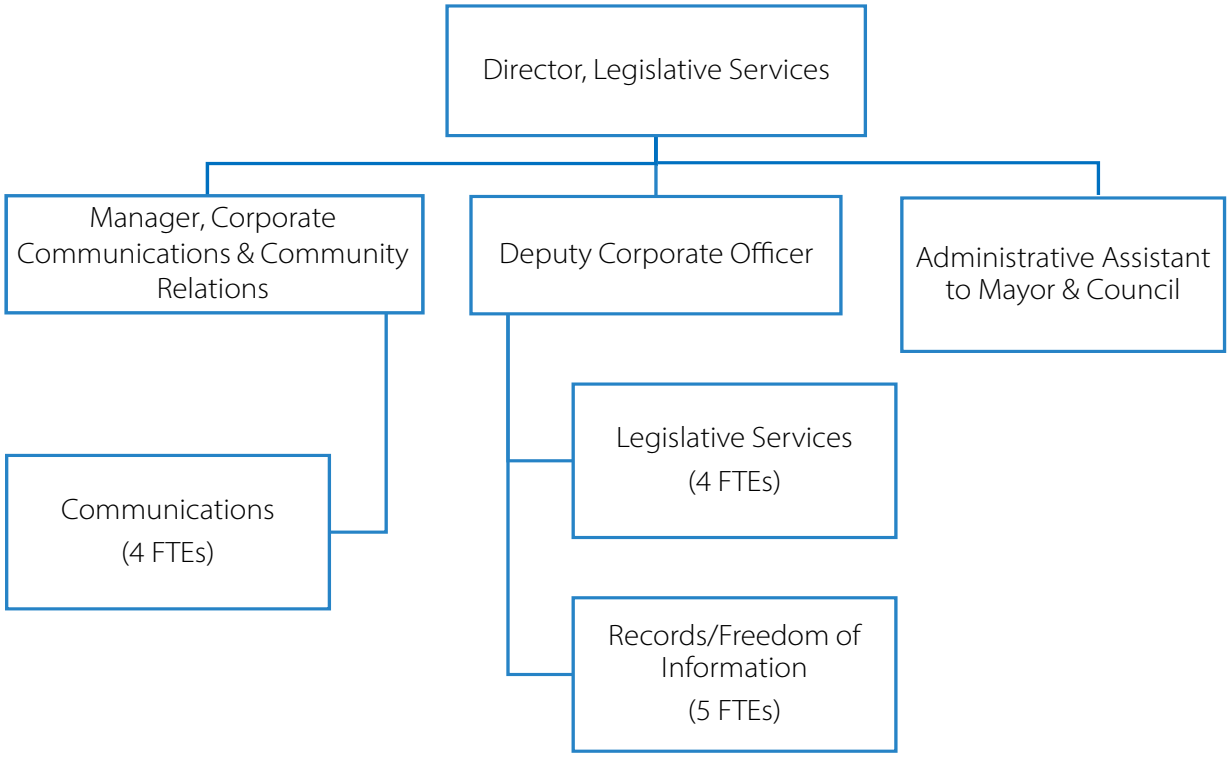
The Mayor's Office provides services to City Council and the public and oversees planning and organization of special initiatives such as Bastion lighting requests, birthday or anniversary greetings from the Mayor, Patron of the City and Freedom of the City ceremonies, flag raising ceremonies and inaugural Council meetings.

The core services are:

- Legislative services
- Communication services
- City Council and public support

Department's Share of the Operating Expense Budget: $3.8 M




Director, Legislative Services
Manager, Corporate Communications & Community Relations
Deputy Corporate Officer
Administrative Assistant to Mayor & Council
Communications
(4 FTEs)
Legislative Services
(4 FTEs)
Records/Freedom of Information
(5 FTEs)

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 the decisions made at Council meetings take into account all statutory prerequisites.

The Legislative Services department conducts local government elections, by-elections, alternative approval processes 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. The section coordinates meetings, prepares and distributes agendas, minutes and other meeting materials and tracks outstanding tasks resulting from Council and Committee resolutions, advertises and coordinates appointments to Council-appointed committees and provides other departments and the public with information regarding Council decisions and procedures. The Legislative Support team provides a primary communications link between City Council, staff and the community.

Records/Information and Privacy Support

The Records/Information and Privacy Support 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 partner-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's public engagement platform, website and active social media channels.

Communications collaborate 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, podcast and video production.

Staff provide proactive communication support on emerging issues, collaborate with City agencies and partners on key initiatives and prepare members of Council and subject matter experts for media interviews.

Mayor's Office

The Mayor's Office provides information, guidance and direction to the public and others concerning a wide variety of civic matters and procedures and coordinates the distribution and response to all correspondence and invitations received by City Council. The Office provides daily support to the Mayor, including preparing materials and information for media inquiries and meetings with the public and other stakeholders.

The Office prepares and distributes correspondence and documentation of a highly confidential nature and follows up on pending matters. Additional responsibilities include arranging meetings with higher levels of government, organizing travel, accommodation and other arrangements for the Mayor and Councillors when attending out-of-town meetings and conferences (e.g. UBCM, AVICC, FCM and VIEA), and coordinating special projects (e.g. hosting bi-yearly the Association of Vancouver Island Coastal Communities conference).

2026 ACHIEVEMENTS

Legislative Support

- Continued support for Council, committee meetings and Public Hearings
- Meetings as of August 1, 2026: 23 Council/Public Hearings, 13 In Camera Council meetings, 21 Committee meetings
- Supported the Municipal Security Issuing process to approve borrowing for the Public Works Yard Updates
- Worked with Snuneymuxw First Nation, the Provincial Government and the Regional District of Nanaimo to enable Snuneymuxw First Nation members living on reserve to participate in City elections
- Planning, coordinating and administering the 2026 Municipal General Election to be held on October 17, 2026
- Assisted various departments with the following bylaws and policies:
  - "Respectful Spaces Amendment Bylaw 2026 No. 7381.02"
  - Housekeeping bylaws related to the termination of land use contracts
  - Amendments to "Bylaw Notice Enforcement Bylaw 2012, No. 7159"
  - "Fees and Charges Amendment Bylaw 2025, No. 7336.14"
  - Housekeeping amendments to the "General Election Bylaw 2011 No. 7129"
- Implemented updates to Council and Committee reports templates and the Report Writers' Guide

Records, Information and Privacy Support

- Ongoing support to the Corporate Officer for the dissolution of the Nanaimo Systems Planning Organization.
- Supported the Deputy Corporate Officer in researching, drafting and implementing the Use and Acceptance of Electronic Signatures Policy.
- Amended ADM-003 Records Management Policy (Appendix ADM-003c: Auto-Deleted Data) to include web form submissions from the www.nanaimo.ca website, setting deletion at 29 calendar days after submission. Worked with IT to remove a significant volume of data older than 29 days.
- Led a City-wide review and cleanup of SharePoint sites in collaboration with IT. A total of 96 sites and sub-sites were reviewed, resulting in 57 being decommissioned and 31,185 transitory records removed.



- Coordinated with IT on RFSOQ 4056, including defining project scope, drafting the Request for Statement of Qualifications and evaluating 26 submissions.
- Modernized the Records Management Program style guide and updated Records Resources.
- Continued advancement and refinement of the City's Privacy Impact Assessment (PIA) process, including improvements to templates, guidance and overall process efficiency
- Enhanced coordination processes with IT and Supply Chain Management to ensure PIAs are identified and completed for new software, systems and initiatives prior to implementation.
- Provided ongoing support to departments in the completion of PIAs, including review, guidance and follow-up to address privacy risks and ensure compliance with legislative requirements.
- Supported ongoing delivery of the Freedom of Information (FOI) processes, including management of high and complex file volumes, coordination with various departments and adherence to statutory timelines.
- Continued administration of the City's claims management process, including coordination with departments and the City's liability insurer, the Municipal Insurance Association of BC (MIABC), and monitoring of claim trends and file progression.

- Improved tracking and organization of FOI, claims, and PIA files to support reporting, workload management and program oversight.
- Supported the continued operation of the Data Privacy and Security Committee, including preparation of agendas and minutes, tracking of action items and coordination of PIA updates.
- Continued improvements and updates to the Video Surveillance of Civic Property Policy to reflect current practices and organizational charts.

Records Management Statistics (as of August 1, 2026)

- 127 boxes of physical records securely destroyed
- 20,102 records securely destroyed in the EDRMS
- 44,012 records securely destroyed in windows file share (234 GB)
- 34 active users in Laserfiche (EDRMS)

FOI, Claim & PIA Statistics (as of August 1, 2026):

- 229 Freedom of Information (FOI) requests received
- 36 active claims, with 27 claims opened and 29 closed in 2026
- Two Data Privacy and Security Committee meetings held
- 44 Privacy Impact Assessments opened and 19 completed in 2026

Communications

- Provided strategic advice to senior management and Council on emerging matters, policy initiatives, projects and programming
- Supported the City's government relations and advocacy activities
- Collaborated with various departments on their public engagement needs
- Filmed and produced videos to inform, educate, increase awareness, market services and make announcements
- Supported and enhanced Council-related information with the public through the weekly e-newsletter (My Nanaimo This Week), news releases and content on social media.
- Continued communications and engagement support for all City departments, such as:
  - Beban Park's 50th Anniversary
  - Reducing recycling contamination
  - Public Works Day
  - Woodgrove area plan
  - General construction and road closures
  - Park closures or cautions
  - Citywide Parking Review and Bylaw Update
  - Community Works Yard Update Project (formerly Public Works Yard Update Project)
  - Our Coastal City – Sea Level Rise Management Plan
  - Paid on-street parking downtown reinstated
  - Pre-Zoning for Social Housing
  - Car Trunk Sale
  - Rental Tenant Relocation Assistance Project
  - Climate Hazard Assessment Mapping Project
  - Country Club Urban Centre Mobility Upgrades
  - Third Street Complete Street Project
  - NAC Upgrade
- Collaborated with external agencies on partner projects such as the Departure Bay Forcemain and Hammond Bay Utilities Upgrades (RDN) and the Downtown Nanaimo Transit Exchange (RDN and BC Transit).
- Worked with the Finance department to develop a number of annual documents including the printed newsletter (inserted with tax notices), budget book and annual report.
- Along with the Finance department, received the Canadian Award for Financial Reporting for the 2024 Annual Report and the Award for Outstanding Achievement in Annual Financial Reporting for the 2024 Popular Annual Financial Report.
- Targeted audience segments with interest-specific communication activities (e.g. posting bids to more business-oriented sites such as LinkedIn)
- Began updating www.nanaimo.ca with a focus on user experience and accessibility. The project involves working with IT and an external contractor to update the look and navigation of the website along with updating existing pages for clarity and accessibility to ensure a smooth transition. The updated website is expected to launch in Q4 of 2026.
- Continued to grow the audience on the City's social media channels (as of June 21, 2026):
  - Facebook Followers: 24,772 (up from 20,709 in 2025)
  - 3.8 million @cityofnanaimo page views on Facebook
  - Instagram Followers: 8,266 (up from 7,106 in 2025)

- 279,400 views of @cityofnanaimo content on Instagram
- LinkedIn Followers: 7,160 (up from 6,000+ in 2025)
- 81,686 views of City of Nanaimo content on LinkedIn

Mayor's Office

- Processed 36 proclamations in 2025 and 33 as of July 2026
- Programmed 98 Bastion lighting requests in 2025 and 91 as of July 2026
- Coordinated the Patron of the City Ceremony for recipient Brian Cornborough
- Coordinated the Nanaimo Pride Week launch ceremony/flag raising ceremony at City Hall
- Edited and updated the standardization of City of Nanaimo flag sizing and design (Coat of Arms)
- Ensured compliance with Council's conference budget limits as of July 2026
- Coordinated 30th Anniversary Friendship Cities with dignitaries from Saitama, Japan
- Coordinated 9 flag raising ceremonies at City Hall for various groups as of July 2026

2027 OPPORTUNITIES AND CONSIDERATIONS

Legislative Services

- Council, committee meetings and Public Hearings support
- Ongoing eScribe improvements to increase efficiency with an anticipated migration to eScribe version six in 2027
- Continue to modernize bylaws to ensure they align with Council's stated strategic goals, priorities and policy objectives
- Continued collaboration with IT on the M365 Migration Project through Phase 1 (Discovery) and Phase 2 (Pilot), including providing recommendations on future-state records management and information governance, as well as guidance and support for current-state records cleanup.
- Conduct a review and update of the Records Management Policy Suite.
- Continue to enhance the Records Management Program by reviewing and refining existing procedures and developing new procedures to support the City's Corporate Records program.
- Consolidate and enhance records disposition procedures into a single manual, including developing procedures for transferring records to the Nanaimo Archives.
- Further streamlining of the PIA process, including exploration of simplified intake methods and more user-friendly templates, development of a repository of pre-assessed tools/systems to reduce duplication of PIA effort, and integration of emerging requirements (e.g., AI use, CASL considerations) into PIA processes and guidance.
- Identify opportunities to further streamline FOI, claims, PIA tracking and administrative processes, leveraging advancements in AI and the approved use of Copilot.
- Ongoing implementation of mandatory virtual records, information and privacy training for all City Staff, and development of further training to complement the records management project and associated policies.
- Ongoing implementation of auditing procedures that support the Records Management and Privacy Management Programs.
- Continue to develop training and refine policy and guidelines for staff around the appropriate use of emerging AI technologies.

Communications

- Continue to improve accessibility for all website users by adopting plain language standards, using graphics to clarify and communicate non-verbally, ensuring alt-text is used for images and implementing other best practices
- Explore and test new ways to better reach and engage with our audience
- Provide strategic advice and practical support to Council on emerging matters, policy initiatives, advocacy activities, campaigns and intergovernmental relations
- Maintain positive relationships with the media and seek opportunities to promote Nanaimo's strengths in local and external markets

- Work with Snuneymuxw First Nation to develop content for the City website relating to the Nation and land acknowledgement
- Collaborate with and support departments to meet their analog and digital public engagement needs
- Continue bi-weekly podcast episodes focusing on important and trending topics or highlighting the people that work in the City of Nanaimo
- Continue to participate in Emergency Operations Centre (EOC) training to stay updated on protocols and procedures
- Review and update the City's Corporate Communications Plan and Crisis Communications Plan to reflect existing and emerging communication trends

Mayor's Office

- Support Council and the public by responding to incoming inquiries, preparing and providing information materials, managing all conference attendance details and ceremonies
- Coordinate and manage complex calendars, meetings, appointments, and event schedules
- Primary point of contact between elected officials, staff, government agencies, community organizations and the public
- Undertake special event projects when required
- Liaison between other elected officials, senior leadership, staff, external stakeholders and citizens, responding to inquiries and facilitating the timely exchange of information
- Assist with ceremonial events, proclamations, community recognition programs and public engagements (i.e. Flag raisings, Freedom of the City and or Patron of the City queries or applications)
- Ensure discretion and confidentiality when handling sensitive, political related matters
- Organize the Inaugural Council meeting ceremony following the 2026 Municipal General Election
- In the planning stages through 2026 for the 2027 Association of V.I. Coastal Communities Conference (AVICC) in Nanaimo
- Maintain accurate records, files, and tracking for correspondence, projects and requests
- Manage priorities and commitments effectively in an ever-changing daily environment
- Ensure the Mayor is informed, organized, prepared on strategic priorities as well as events
- Ensuring Action Item assigned tasks from Council meetings are completed in a timely manner

2027 KEY INITIATIVES

Legislative Services

Strategic Priority: Implementing City Plan
IAP Priority Action #118 – Establish and support the Advisory Committee on Accessibility and Inclusiveness as required by the Accessibility BC Act.
IAP Priority Action #120 – Continue to explore and implement existing and emerging technologies to improve access to City services online, via phone and in person for citizens with audio-visual accessibility needs.
Strategic Priority: Maintaining and Growing Current Services
Identify opportunities to further streamline FOI, claims, PIA tracking and administrative processes, leveraging advancements in technology.

Strategic Priority: Capital Projects
Supporting Capital Projects that require elector approval through either Alternative Approval Process or Referendum.
Strategic Priority: Communicating with the Community
Continue to explore and implement innovative tools to increase accessibility and clarity for meetings and meeting materials.
Governance and Corporate Excellence
Continue to enhance the Records Management Program by reviewing, refining and developing processes, policies and procedures.
Ongoing implementation of mandatory virtual records, information and privacy training for all City Staff, and development of further training to complement the RM project and associated policies.
Further streamline the PIA process, including exploration of simplified intake methods and more user-friendly templates, as well as integration of emerging requirements into PIA processes and guidance.

Communications

Strategic Priority: Implementing City Plan
IAP Priority Action #111 – In partnership with Snuneymuxw First Nation, continue to review and prioritize updates to/new – historical signage in areas of significance to Snuneymuxw First Nation.
IAP Priority Action #187 – Create a coordinating visual brand and general narrative for Nanaimo in partnership with Tourism Nanaimo and the Nanaimo Prosperity Corporation.
Strategic Priority: Communicating with the Community
Explore and implement emerging or innovative communications tools that will increase audience reach and engagement.
Improve accessibility for all website users by adopting plain language standards, using graphics to clarify and communicate non-verbally, ensuring alt-text is used for images and implementing other best practices. Develop staff training to support these efforts.

PROPOSED OPERATING BUDGET

	2026 Approved Budget	2027 Draft Budget	2028 Draft Budget	2029 Draft Budget	2030 Draft Budget	2031 Draft Budget
Revenues						
Communications	$ -	$ -	$ -	$ -	$ -	$ -
Legislative Services	125,651	13,300	-	13,835	181,622	14,400
Annual Operating Revenues	**$ 125,651**	**$ 13,300**	**$ -**	**$ 13,835**	**$ 181,622**	**$ 14,400**
Expenditures						
Communications	$ 693,335	$ 722,017	$ 753,914	$ 777,865	$ 797,193	$ 817,135
Legislative Services	3,413,200	3,102,456	3,144,122	3,243,235	3,886,642	3,401,221
Annual Operating Expenditures	**$ 4,106,535**	**$ 3,824,473**	**$ 3,898,036**	**$ 4,021,100**	**$ 4,683,835**	**$ 4,218,356**
Net Annual Operating Expenditures	**$ 3,980,884**	**$ 3,811,173**	**$ 3,898,036**	**$ 4,007,265**	**$ 4,502,213**	**$ 4,203,956**
Staffing (FTEs) - Budgeted	17.0	17.0	17.0	17.0	17.0	17.0

** For 2026 funding for the new CUPE contract and management increases is budgeted in committed contingency under Corporate Services*

	2026 Approved Budget	2027 Draft Budget	2028 Draft Budget	2029 Draft Budget	2030 Draft Budget	2031 Draft Budget
Expenditure Summary						
Wages & Benefits	$ 2,978,283	$ 2,989,595	$ 3,062,730	$ 3,147,508	$ 3,426,631	$ 3,300,348
Services & Supply Contracts	612,478	328,102	314,135	343,975	654,090	364,077
Materials & Supplies	409,380	397,972	408,986	413,952	483,390	430,601
Internal Charges & Other	46,380	46,390	47,274	48,158	49,516	50,314
Grants & Subsidies	60,014	62,414	64,911	67,507	70,208	73,016
Annual Operating Expenditures	**$ 4,106,535**	**$ 3,824,473**	**$ 3,898,036**	**$ 4,021,100**	**$ 4,683,835**	**$ 4,218,356**