CITY OF NANAIMO
THE HARBOUR CITY



BUSINESS PLAN 2027

Finance

CORPORATE SERVICES

DEPARTMENT OVERVIEW

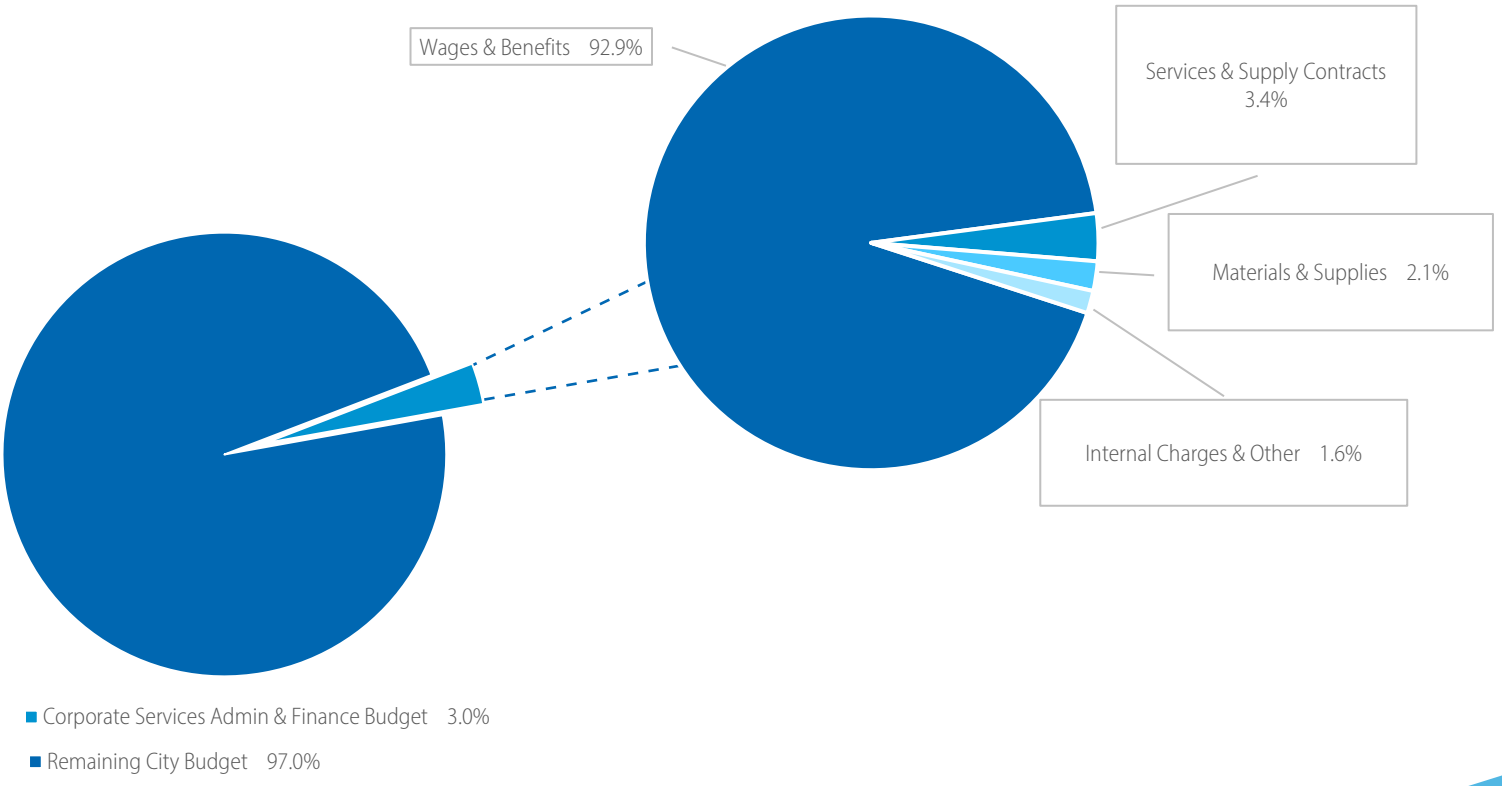
The Finance Department provides strategic financial leadership and stewardship to support the City's long-term financial sustainability and service delivery objectives. The department safeguards the City's financial assets, develops and implements sound financial management practices and provides expert advice and support to departments across the organization.

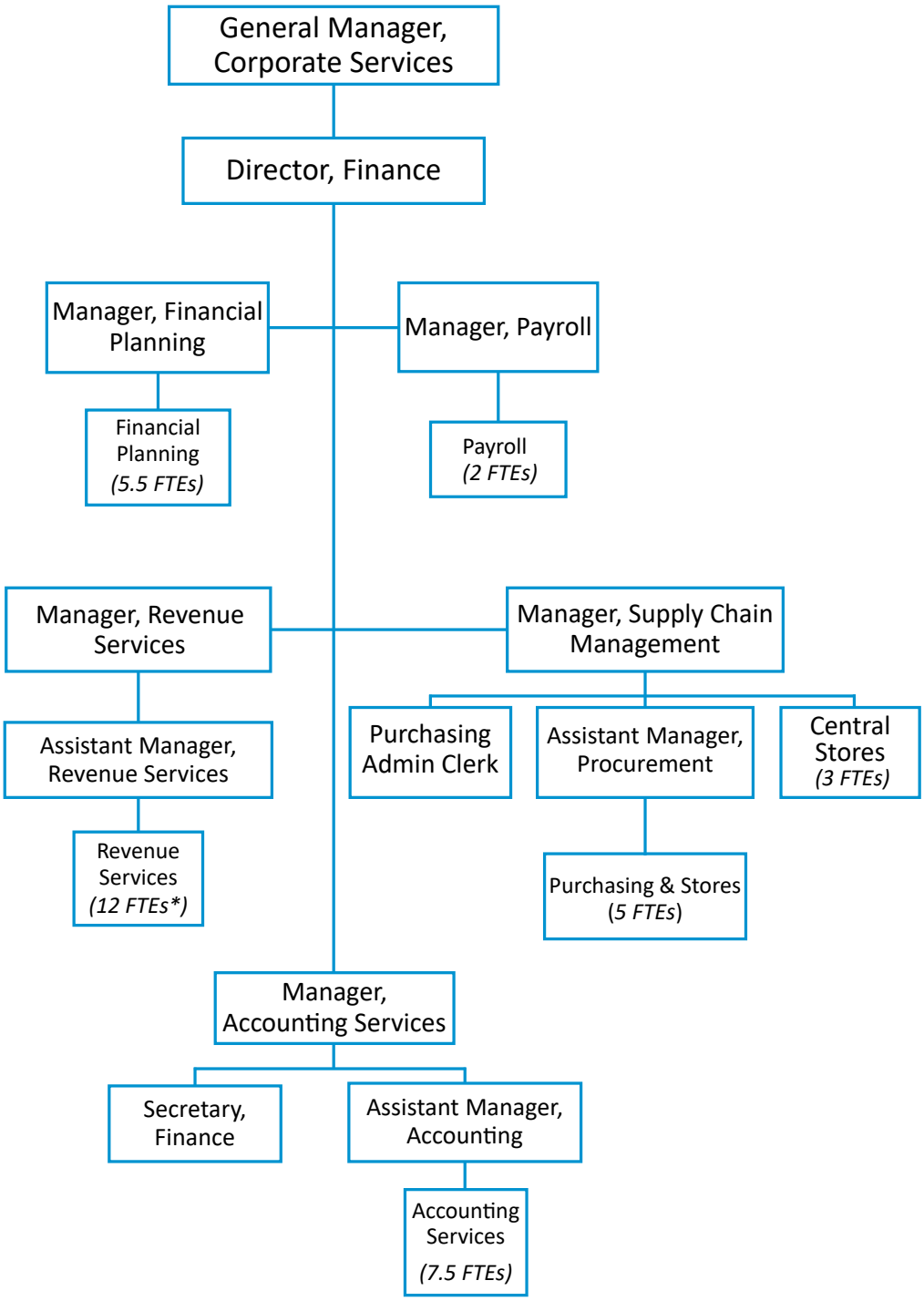
The department is responsible for financial planning and reporting, internal controls, revenue management, payroll administration, procurement and supply chain services and ensuring compliance with applicable legislation, regulations and corporate policies. Through effective financial management, the department supports Council and administration in making informed decisions that balance current service delivery needs with future priorities.

Core Services:

- Accounting Services
- Financial Planning Services
- Payroll Services
- Revenue Services
- Supply Chain Management, Inventory and Asset Disposal Services

Department's Share of the Operating Expense Budget: $7.1 M





*Includes two Water Meter Readers funded from Water

LEVEL OF SERVICE

Accounting Services

- Manages financial reporting and accounting functions, including accounts payable
- Oversees cash management
- Prepares the City's annual financial statements
- Administers property insurance

Financial Planning Services

- Develops and maintains the City's 5-Year Financial Plan
- Conducts long-term financial planning and analysis
- Applies for and manages senior government grants
- Supports the development of business cases
- Maintains and updates asset management models

Payroll

- Processes bi-weekly payroll
- Ensures compliance with payroll reporting requirements

Revenue Services

- Manages property tax billing and collections
- Maintains property information and property transfers
- Manages user rate billings and collections
- Handles accounts receivable
- Dog licensing
- Maintains cemetery records and coordinates interment

Supply Chain Management

- Oversees departmental purchases to ensure compliance with the City's Procurement and Sustainable Procurement Policies
- Facilitates procurement process
- Maintains appropriate inventory levels to meet operational requirements
- Coordinates the distribution and disposal of end-of-life assets
- Manages Supply Chain related reporting requirements

	2024	2025
Number of invoices processed by Accounts Payable	23,750	23,447
Assessment Base	$31.98B	$32.4B
Amount of Property Taxes Levied	$260M	$283M
Number of Tax Folios	39,651	39,685
Number of Permanent Employees	740	780
Purchase Orders Issued Over $10,000	940	N/A
Purchase Orders Issued Under $5,000	478	N/A
RFX Documents	311	231
RFX Document Value	Not tracked	$32,533,436
Contract Amendments	Not tracked	243
Contract Amendment Value	Not tracked	$20,800,877
Asset Recoveries	Not tracked	19
Asset Recovery Value	Not tracked	$78,927

2026 ACHIEVEMENTS

- The City received the Government Finance Officers Association's Canadian Award for Financial Reporting (CAnFR) and Popular Annual Financial Reporting (PAFR) Award for its 2024 annual financial reports. These awards recognize organizations that produce high-quality, accessible and understandable financial reporting.
- Accounting Services continued expanding the use of electronic funds transfer (EFT) payments, converting additional vendors from cheque payments to EFT. This initiative reduces processing time, lowers postage costs and improves overall payment turnaround times.
- Staff from all Finance sections continued to collaborate with consultants on the implementation and testing of the Unit4 Enterprise Resource Planning (ERP) system.
- As part of the Unit4 implementation, staff reviewed and refined existing business processes and procedures to align with the new system, improving data quality, operational efficiency and the overall user experience.
- Developed a comprehensive suite of Supply Chain Management training materials to support staff readiness and a smooth transition to Unit4.
- Incorporated the transition of the Fleet warehouse to a perpetual inventory management system as part of the Unit4 implementation.
- Redesigned and enhanced the process for managing incoming purchase requests to support improved efficiency and alignment with Unit4 workflows.
- Updated the City's Purchase Order Terms and Conditions in consultation with internal departments and Legal Services to reflect current industry standards and strengthen contractual clarity, consistency and risk management.
- Supported the update of the City's Development Cost Charge (DCC) Bylaw and the development of the new Amenity Cost Charge (ACC) Bylaw and established new reserve funds to support the implementation of the bylaws.



- Conducted internal and external customer surveys to gather feedback, identify opportunities for improvement and better align Supply Chain Management services with stakeholder needs and expectations.
- Statutory completion of the following:
  - 2026 – 2030 Financial Plan Bylaw
  - 2026 Property Tax Rates Bylaw
  - 2026 User Rates Bylaws
  - 2025 Annual Financial Statements
  - 2025 Annual Municipal Report
  - 2025 Statement of Financial Information Report

2027 OPPORTUNITIES AND CONSIDERATIONS

- Continue the overhaul of Supply Chain Management's Standard Operating Procedures and formalize a Procurement Manual for organization-wide distribution, ensuring standardized procurement policies and procedures.
- Explore the possibility of implementing a Vendor Performance Management program to help track and improve supplier performance, reducing risks and ensuring accountability.
- Explore the possibility of developing a Supplier Code of Conduct to set clear expectations for ethical practices and compliance, aligning suppliers with City's values.
- Continue to pursue innovative approaches to integrate sustainability into the City's procurement processes in 2027.
- Explore opportunities to strengthen supplier engagement by hosting trade shows, open house events and "How to Do Business with the City" workshops. These initiatives aim to remove barriers and encourage greater vendor participation.
- Commit to achieving the prestigious Achievement in Excellence Procurement Award by maintaining high standards, fostering transparency and driving continuous improvement.
- Continue to review and update Financial Policies and develop new policies where needed.
- Explore opportunities to enhance the asset management models and improve the 20-year investment plan model.

Submitted the following grant applications:

Amount	Organization	Purpose	Decision
$30,000	Community Emergency Preparedness Fund - Emergency Operations Centres Equipment and Training	Contract Staff to Support EOC Training and Education	Awarded
$30,000	Situation Table Supplemental	Nanaimo Acute Response (N-ART) (Situation Table)	Awarded
$15,000	BC Healthy Communities - Age Friendly Communities Projects	Seniors Program Guide	Awarded
$45,000	BC Hydro - Energy Manager Program	Energy Manager Contract Jan 2026 -Mar 2026	Awarded
$6,000	BC Hydro - SEMP Bonus Action	Complete Studies for 3 Additional Buildings	Awarded
$2,500	BC Hydro	BCH-12358 Lighting Studies: Port Theatre (house lights, City Hall)	Awarded
$23,008	Government of Canada Youth - Canada Summer Jobs	Summer Student Grant Program	Awarded
$206,876	Ministry of Children and Family Development	Camp Sunsation and Integration	Awarded
$15,000	FIFA World Championship	Family Fan Fest	Awarded
$144,445	2026 Firesmart	Firesmart Activities 2027 (includes Temporary Firesmart Coordinator)	Awarded
$31,570,400	Build Communities Strong Fund Direct Delivery Stream	Community Works Yard	Pending

Amount	Organization	Purpose	Decision
$13,870	BC Hydro Incentive Fund Agreement	BCH-14933 Lighting Studies: City Hall/Beban Centennial	Pending
$34,905	BC Hydro Incentive Fund Agreement	BCH-14754 Beban Pool VFDs (2); CMA 91)	Pending
$10,000	BC Hydro Regreening	East Wellington Park	Awarded
$140,000	FCM Green Municipal Fund Growing Canada's Community Canopies	Urban Forestry Management Strategy Update	Awarded
$20,000	Kal Tire Replay	Barney Moriez Improvement	Pending
$100,000	Tennis Canada	Beban Park Sports Court Resurfacing	Awarded
$4,572,400	Build Communities Strong Fund Direct Delivery Stream	Loudon Park Improvement	Pending
$754,750	Build Communities Strong Fund Local Impact Stream Local	NAC Water Feature & Lobby Renos	Pending
$2,662,000	Green Municipal Fund	Community Efficiency Financing (Third Party)	Pending
$1,140,000	Active Transportation Fund - Capital Project Stream	Bowen Bike Lane Expansion	Pending
$1,000,000	Build Communities Strong Fund Local Impact Stream Local	Madsen Active Transportation	Pending
$40,000	Public Notification & Evacuation Route Planning	Neighbourhood Evacuation Route Planning	Not Awarded
$125,000	Green Municipal Fund - Safe and Active School Routes	Active School Travel Plan Implementation	Not Awarded
$2,329,200	Canada Housing Infrastructure Fund - Direct Delivery System	Millstone Trunk Sewer System	Not Awarded
$7,000,000	Canada Community Building Fund 2025 Strategic Priorities Fund	Beban Complex Major HVAC Renewal	Not Awarded

2027 KEY INITIATIVES

Strategic Priority: Implementing City Plan

IAP Priority Action #25 – Evaluate funding constraints to meet infrastructure renewal and upgrade demands and support implementation of the updated DCC Bylaw

Strategic Priority: Maintaining and Growing Current Services

Continue to monitor supply chain risks and develop mitigation strategies to protect service continuity.

Continue to work closely with departments to align procurement strategies with operational and service delivery needs.

Support the successful implementation of the Unit4 ERP system, including post-implementation stabilization, process optimization and user support.

Strategic Priority: Capital Projects

Provide financial analysis and funding strategies for the development of major capital projects, including:

- Waterfront Walkway
- South End Community Centre
- Community Works Yard (formerly Public Works Yard)
- RCMP Expansion

Continue to support the Integrated Project Delivery (IPD) model being utilized for the Community Works Yard and RCMP Expansion projects.

Continue to coordinate procurement planning meetings with departments to align on 2027 initiatives and ensure timely and strategic market engagement.

Strategic Priority: Communicating with the Community

Continue conducting debrief sessions with proponents to provide feedback, promote transparency and support continuous improvement in procurement practices.

Continue to strengthen communication with the community by improving clarity, consistency and accessibility of information, while exploring new communication channels and methods to enhance public engagement and reach diverse audiences.

Governance and Corporate Excellence

Maintain award-winning financial reporting practices that provide clear, accurate, transparent and accessible financial information to Council, staff and the community.

Continue to enhance procurement practices, templates, training and resources to promote consistency, compliance and effective risk management across the organization.

Continue implementation of sustainable procurement practices in alignment with Council policies, corporate objectives and environmental, social and economic sustainability goals.

Maintain compliance with applicable trade agreements, procurement policies and ethical standards for all City procurements.

Ensure suppliers and vendors are treated fairly and equitably by facilitating open, transparent and competitive procurement processes.

Prepare and present updates to the City's Asset Management Plan and 20-Year Investment Plan, including recommendations to support long-term infrastructure sustainability and financial planning.

Continue to identify opportunities for process improvement, automation and digital transformation to increase operational efficiency and improve customer service.

Identify and pursue grant funding opportunities to support strategic initiatives and reduce reliance on taxation.

PROPOSED OPERATING BUDGET

	2026 Approved Budget	2027 Draft Budget	2028 Draft Budget	2029 Draft Budget	2030 Draft Budget	2031 Draft Budget
Revenues						
Corporate Services Administration	$ -	$ -	$ -	$ -	$ -	$ -
Financial Services	133,100	140,000	141,400	142,814	144,241	145,683
Supply Chain Management	2,000	3,000	3,030	3,060	3,091	3,122
Annual Operating Revenues	**$ 135,100**	**$ 143,000**	**$ 144,430**	**$ 145,874**	**$ 147,332**	**$ 148,805**
Expenditures						
Corporate Services Administration	$ 318,223	$ 364,586	$ 377,337	$ 387,387	$ 396,456	$ 405,777
Financial Services	4,842,678	5,109,304	5,333,714	5,469,682	5,616,137	5,761,971
Supply Chain Management	1,507,091	1,617,845	1,689,342	1,742,891	1,785,854	1,834,907
Annual Operating Expenditures	**$ 6,667,992**	**$ 7,091,735**	**$ 7,400,393**	**$ 7,599,960**	**$ 7,798,447**	**$ 8,002,655**
Net Annual Operating Expenditures	**$ 6,532,892**	**$ 6,948,735**	**$ 7,255,963**	**$ 7,454,086**	**$ 7,651,115**	**$ 7,853,850**
Staffing (FTEs) - Budgeted	45.0	45.0	45.0	45.0	45.0	45.0

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

***Corporate Services Administration includes the General Manager, Corporate Services*

	2026 Approved Budget	2027 Draft Budget	2028 Draft Budget	2029 Draft Budget	2030 Draft Budget	2031 Draft Budget
Expenditure Summary						
Wages & Benefits	$ 6,199,128	$ 6,586,333	$ 6,876,513	$ 7,067,744	$ 7,255,860	$ 7,452,141
Services & Supply Contracts	211,075	241,868	247,264	252,577	260,692	262,729
Materials & Supplies	148,470	152,555	163,467	164,306	164,305	167,884
Internal Charges & Other	109,319	110,979	113,149	115,333	117,590	119,901
Annual Operating Expenditures	**$ 6,667,992**	**$ 7,091,735**	**$ 7,400,393**	**$ 7,599,960**	**$ 7,798,447**	**$ 8,002,655**