CITY OF NANAIMO
THE HARBOUR CITY



BUSINESS PLAN 2027

Information Technology

CORPORATE SERVICES

DEPARTMENT OVERVIEW

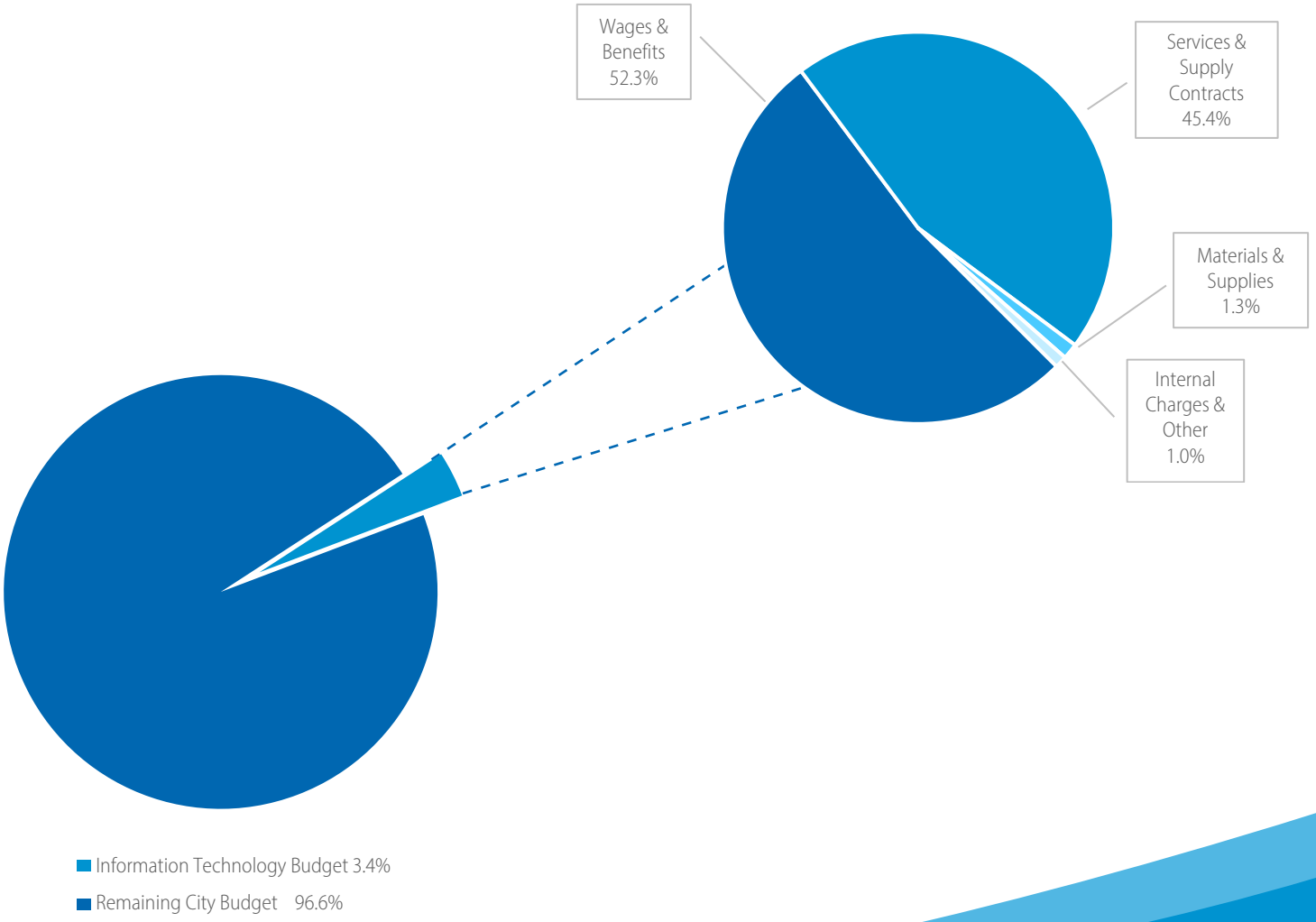
The Information Technology (IT) and Geographic Information System (GIS) department enable the digital services that residents, businesses and City staff rely on every day. From online permits and financial reporting to web-based mapping and asset management, the department helps ensure municipal services remain accessible, secure and responsive to community needs.

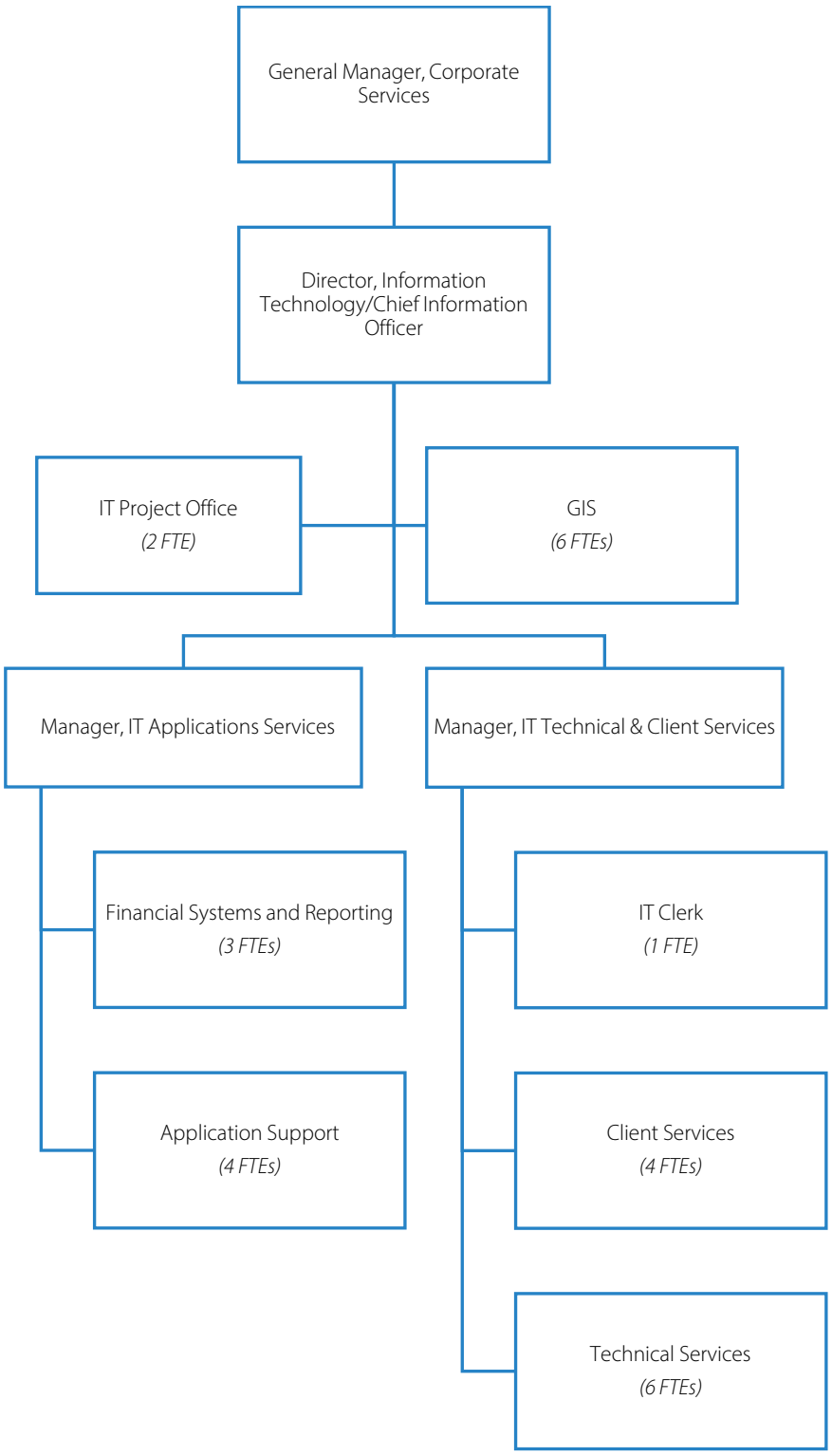
The IT and GIS department is a team of 29 professionals who partner with all City departments to understand business challenges and deliver technology solutions that support the City's strategic objectives.

IT and GIS Core Services include:

- Applications Support
- Client Support Services
- Geographic Information Systems (GIS)
- Financial Systems and Reporting (FS&R)
- Project Management Office
- Technical Support Services

Department's Share of the Operating Expense Budget: $8.0 M




General Manager, Corporate Services
Director, Information Technology/Chief Information Officer
IT Project Office
(2 FTE)
GIS
(6 FTEs)
Manager, IT Applications Services
Manager, IT Technical & Client Services
Financial Systems and Reporting
(3 FTEs)
Application Support
(4 FTEs)
IT Clerk
(1 FTE)
Client Services
(4 FTEs)
Technical Services
(6 FTEs)

LEVEL OF SERVICE

From registering for swim lessons to exploring city amenities on interactive web-maps, digital services are embedded into the everyday experiences of staff and the community. Technology is no longer a support function; it is a strategic enabler of municipal service delivery. IT and GIS provide the digital foundation that allows every department to serve residents efficiently and effectively.

The department oversees a comprehensive portfolio that includes:

- The voice, video and data networks providing reliable, secure access to information and City services.
- Enterprise software applications that facilitate all municipal operations.
- A web-based mapping service, that includes hundreds of geospatial layers such as zoning and City infrastructure and is relied upon for community planning and public information.
- Technology infrastructure enables more than 1,100 staff to deliver services across 22 municipal facilities.

IT and GIS is a Team of Teams—a collective of specialists united by a shared mission: To enable the City's strategic goals through reliable, innovative and user-friendly technology.

Team: Applications Support

Responsible for the City's digital services including Nanaimo.ca, the utilization of Microsoft's productivity suite and custom-built solutions relied upon by staff and the public.

Team: Client Support Services

Staffed by client-centric problem solvers who are committed to supporting their colleagues' use of technical solutions and managing the lifecycle all PCs, laptops and mobile devices.

Team: Financial Systems and Reporting (FS&R)

Leads the development and support of the digital services responsible for all financial processes, procurement, HR, payroll, asset management, revenue operations and land management solutions that support permitting, inspections, licensing and property information.

Team: Geographic Information Systems (GIS)

Stewards of the City's GIS web-mapping services that help residents, businesses and staff explore maps and analyze data to make informed decisions about the community.

Team: Project Management Office (PMO)

Department leadership for major technology initiatives and project delivery governance. The PMO vets all requests and executes those that best align with the organization's strategic goals.

Team: Technical Services

Responsible for the stability, scalability and security of the City's voice, video and data network, mission critical operating systems and data resiliency.

2026 ACHIEVEMENTS

Applications Support

Delivered a new elector management system that facilitated the administration of voter information and supported election operations.

Partnered with Communications to redesign the City's website, creating a more accessible and user-friendly online experience.

Initiated the migration of the City's staff communication and collaboration portal to a modern, platform that provides improved reliability, security and long-term sustainability.

Client Support Services

Sustained staff access to digital resources by responding and resolving over 5,000 technical service issues and requests.

Enabled a modern and reliable digital work environment by deploying more than 400 technology assets, including PCs, laptops, printers, tablets and smartphones.

Ensured the election's staff and voting locations had the necessary technology devices and services.

Financial Systems and Reporting

Led the multi-year implementation of the City's new Enterprise Resource Platform (ERP) and continuous improvements to the permit and approvals' digital systems and tools.

2026 achievements include:

- Modernized the City's business operations through the implementation of the new ERP, improving the management of financial, procurement, payroll, human resources and asset management processes.
- Enhanced the building and development permit process through web-based tools that streamlined submission, review and approval workflows.

Geographic Information Systems

Enhanced the Corporate Asset Management System (CAMS) Fleet implementation to support the annual Commercial Vehicle Safety Audit.

Released the 2025 3D model of the City, enabling the City and development community to visualize and showcase future projects and initiatives.

Deployed an improved GIS Open Data Portal to provide citizens and business with the opportunity to access a wealth of geographic information pertaining to our community.

Project Management Office

Project leadership for several critical infrastructure and enterprise technology initiatives, including:

- Completing the Vancouver Island Conference Centre's audio, video and network modernization program, enhancing its ability to host world-class events.
- The Network Transition project that is future-proofing the City's network to facilitate the increasing rise in digital service demand.
- M365 Discovery and Phase One of the migration project that will modernize the City's digital work environment.

Technical Support Services

Improved public safety efforts and effectiveness with the expansion and modernization of the City's CCTV system.

Raised operational effectiveness for teammates in departments such as Engineering and Facilities with technical improvements in traffic management, building controls and secure remote access.

Ensured the City's network infrastructure has the capacity to support the continual increases in demand by upgrading key components such as the firewalls, storage, data centre servers and switching infrastructure at Beban Park, Public Works, Bowen Park, Nanaimo Ice Centre and Nanaimo Aquatic Centre.

2027 OPPORTUNITIES AND CONSIDERATIONS

The department plays a critical role in enabling the delivery of municipal services. IT and GIS focuses on providing exceptional digital services, maintaining reliable technology infrastructure and advancing innovative solutions that improve the service delivery and value to the community.

Reliable, secure and easy-to-use digital services are essential to municipal operations and the following strategic pillars guide the department's efforts:

- Exceptional Digital Experiences
- Operational Excellence
- Transformative Innovation

Exceptional Digital Experiences

Design intuitive, customer-centred digital services that make it easier for residents, businesses, staff and partners to access and use City services. The objectives include:

1. Improve the building and development permit process with a streamlined, web-based submission-to-approval portal that includes an automated plan check service.
2. Optimize asset utilization by enabling departments such as Parks and Facilities to replace their paper-based process with mobile digital tools.
3. Reduce the frequency and duration of technical issues experienced by staff through the implementation of a new service desk platform.

Operational Excellence

Exceptional digital services require a secure and stable network and an empowered technical team focused on continuous improvement and prepared to immediately restore service in the event of a degradation or outage. The objectives include:

1. Protect critical municipal services, public information and citizen data by continually strengthening cyber resilience through technical controls, employee awareness training, incident response preparedness and collaborations with trusted partners such as the Canadian Centre for Cyber Security.
2. Maximize digital service usability by focusing on system stabilization followed by ongoing system improvements.
3. Invest in expanding the skills and expertise of IT and GIS teams to ensure the sustainability and scalability of the City's digital services.

Transformative Innovation

Technology is changing how municipalities plan, deliver services and engage with the community. IT and GIS is helping the organization embrace innovative solutions to enhance decision-making, reduce administrative efforts, improve community engagement and create better outcomes with every interaction. The objectives include:

1. Modernize the City's digital environment to improve organizational effectiveness and enhance service delivery to the community.
2. Pursue continuous operational improvement through AI-powered tools and automation technologies that reduce repetitive tasks and accelerate service delivery.
3. Strengthen organizational capacity for innovation through governance, training and change management practices that are tailored to help staff embrace, adopt and utilize the new technologies.

2027 KEY INITIATIVES

Strategic Priority: Social, Health and Public Safety Challenges
Support the responsible use and expansion of security-camera technology, balancing public safety needs with privacy and security requirements.
Provide GIS data and field tools to support the Fire Rescue, Community Safety Officers, Bylaw Officers and Social Planning teams.
Improve emergency mapping and location-information services for planning and response to major incidents.
Strategic Priority: Maintaining and Growing Current Services
Continue to evolve GIS capabilities to support data-driven community planning, infrastructure management and operational decision-making.
Stabilize and optimize the enterprise resource planning system (ERP) including launching mobile, digital time-entry processes for all staff.
Enable faster, transparent permit and approval services by modernizing digital workflows and application tracking capabilities.
Implement corporate asset management digital tools (CAMS) to improve asset planning and maintenance for teams in Public Works, Parks and Facilities.

Strategic Priority: Capital Projects
Upgrade the City's network infrastructure to improve data communications reliability, resilience and service continuity.
Manage the City's workstation asset lifecycle to ensure staff have current, secure and reliable technology devices.
Strategic Priority: Communicating with the Community
Work with Communications to make the City's website and digital services easier to access, navigate and use.
Provide timely, accessible (GIS) mapping and location-based information that is available for public use, while supporting transparency and informed decision making.
Governance and Corporate Excellence
Continually strengthen and mature the City's network cyber defenses.
Partner with Legislative Services to ensure technology initiatives comply with Provincial and Federal legislative standards.
Partner with Finance to ensure the City's credit card transaction processes comply with the Payment Card Industry (PCI) standards.

PROPOSED OPERATING BUDGET

	2026 Approved Budget	2027 Draft Budget	2028 Draft Budget	2029 Draft Budget	2030 Draft Budget	2031 Draft Budget
Revenues						
IT Administration	$ -	$ -	$ -	$ -	$ -	$ -
IT Application Services	-	-	-	-	-	-
IT Technical & Client Services	-	-	-	-	-	-
Geographic Information Services	-	-	-	-	-	-
Annual Operating Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures						
IT Administration	$ 594,186	$ 641,587	$ 662,913	$ 679,962	$ 696,452	$ 712,571
IT Application Services	2,586,280	2,532,048	2,332,323	2,592,491	2,689,389	2,788,382
IT Technical & Client Services	3,307,199	3,718,537	3,954,162	4,046,711	4,239,818	4,339,921
Geographic Information Services	967,722	1,153,582	1,202,132	1,241,826	1,277,932	1,315,221
Annual Operating Expenditures	**$ 7,455,387**	**$ 8,045,754**	**$ 8,151,530**	**$ 8,560,990**	**$ 8,903,591**	**$ 9,156,095**
Net Annual Operating Expenditures	**$ 7,455,387**	**$ 8,045,754**	**$ 8,151,530**	**$ 8,560,990**	**$ 8,903,591**	**$ 9,156,095**
Staffing (FTEs) - Budgeted	29.0	29.0	29.0	29.0	29.0	29.0

** 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	$ 3,987,947	$ 4,208,757	$ 4,378,133	$ 4,509,736	$ 4,630,986	$ 4,757,128
Services & Supply Contracts	3,284,720	3,653,362	3,586,867	3,861,253	4,078,068	4,200,625
Materials & Supplies	112,860	106,705	108,044	109,955	112,875	114,980
Internal Charges & Other	69,860	76,930	78,486	80,046	81,662	83,362
Annual Operating Expenditures	**$ 7,455,387**	**$ 8,045,754**	**$ 8,151,530**	**$ 8,560,990**	**$ 8,903,591**	**$ 9,156,095**