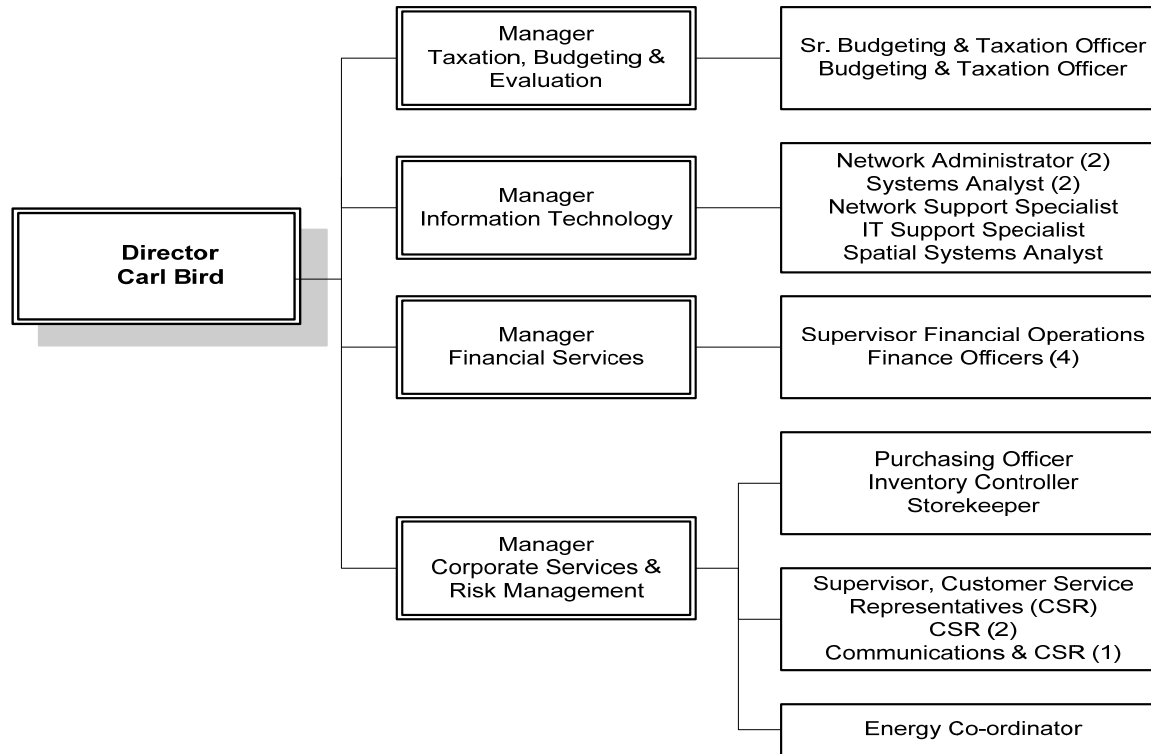


GENERAL FUND - Corporate Services

DEPARTMENT STAFFING



Staffing Summary

	2012 Actual	2013 Budget	2013 Forecast	2014 Budget	2015 Budget	2016 Budget	Notes
Directorate	4.00	4.00	4.00	4.00	4.00	4.00	
Financial Services	6.31	6.04	6.04	6.00	6.00	6.00	
Corporate Services & Risk Mgt.	4.00	4.31	8.65	8.34	8.65	8.34	(1)
Information Technology	8.00	8.00	8.00	8.00	8.00	8.00	
	22.31	22.35	26.69	26.34	26.65	26.34	
Permanent Positions	22.00	22.00	26.00	26.00	26.00	26.00	
Part-time/ casual	0.31	0.35	0.69	0.34	0.65	0.34	
	22.31	22.35	26.69	26.34	26.65	26.34	

Note:

(1) In 2012 Customer Services Representatives were under City Clerk but, starting in 2013, they are under Corporate Services & Risk Management.

CORPORATE SERVICES DIRECTORATE

The Corporate Services Department is responsible for four service areas: Information Technology; Financial Services; Taxation, Budgeting and Evaluation; and Purchasing and Risk Management. The managers who head each of these divisions report to the director, who sets the course for the department, and provides a level of advice and support to the municipality that is typically associated with the role of chief financial officer.

2013 Highlights

The highlights of the Corporate Services Directorate include:

- Receipt of the Distinguished Budget Presentation Award from GFOA for the fiscal year beginning January 1, 2013. In order to receive this award, a government unit must publish a document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device
- Property owners and/or lien holders paid off outstanding taxes on all but one of the properties listed on the original 2013 tax auction list
- Took the first steps to enhancing community engagement into the budget process
- Improved and enhanced the presentation of financial statements as it pertains to the recommendations of the Public Sector Accounting Board for Financial Statement Presentation
- Achieved an unqualified audit opinion on the financial statements for the year ending December 31, 2012
- Received the Canadian Award for Financial Reporting and the Award for Popular Annual Financial Report for the fiscal year ended December 31, 2012
- Enhanced the quarterly financial reporting process to provide better information to Administration and Council on progress towards Council's goals and objectives
- Obtained Council's approval for borrowing \$23.8 million to finance a new water treatment plant; this frees up Gas Tax for other capital projects
- Obtained via a competitive process low cost borrowing of \$15.7 million on behalf of ratepayers of Northlands Mobile Home Park to fix the crumbling water mains and sewer lines

2014/2015/2016 Goals

The Corporate Services Directorate will support the goals of the City as follows:

Building a Sustainable Future

- Maintain and provide accurate and timely taxation information so that information needs, both internal and external, are well served
- Work closely with the City's assessor to produce certified tax rolls as specified in the *Property Assessment and Taxation Act (PATA)*
- Manage the Senior and Disabled Tax Relief programs
- Define and streamline the tax exemption process for NGOs.

Stewards of our Natural and Built Environment

- Work closely with Planning and Development and Communications and Economic Development on initiatives to increase the City's tax base
- Work closely with Planning and Development and Communications and Economic Development on relationships with the diverse business and residential districts within the City

Enhancing Communications and Community Engagement

- Work closely with the City's lawyer so that the City is following PATA when collecting tax arrears and conducting the tax auction
- Further enhance community engagement regarding the budget process
- Continue to update the taxation manual.

Creating and Sustaining Meaningful Relationships

- Provide leadership to all divisions within the Corporate Services Department.
- Provide timely and reliable financial forecasts to Administration, Audit Committee and Council
- Provide financial information support to the organization in a manner which is up-to-date and timely so that departments can better manage their budgets and expenditures



GENERAL FUND - Corporate Services

- Continue to improve performance measures as a tool to monitor progress in achieving Council's goals and inform citizens about the effectiveness and efficiency of the City's programs and services.

The following actions will be undertaken to support the goals and objectives outlined above:

- Prepare an audited financial report by May 31, 2014 that qualifies for GFOA's Canadian Award for Financial Reporting
- Prepare a multi-year budget document for 2015 - 2016, incorporating the asset management plans for next ten years, that reflects the goals and objectives of Council and qualifies for the Distinguished Budget Presentation Award
- Conduct a General Assessment of the City's tax base for the 2014 tax year
- Continue to implement the Development Incentive Program
- Assist Planning and Lands in the marketing of Engle Business District and other commercial and residential developments
- Implement the local improvement recovery through the tax levies in both Niven Lake Phase VII and Northlands Mobile Home Park
- Amend the Tax Administration By-law to clarify the criteria for tax exemption eligibility
- Amend the Tax Administration By-law to discourage land speculation.

GENERAL FUND - Corporate Services

Department Budget	2012	2013	2013	2014	2015	2016
	Actual	Budget	Forecast	Budget	Budget	Budget
	(\$000's)	(\$000's)	(\$000's)	Recommended	(\$000's)	(\$000's)
				(\$000's)		
Revenue						
Grants	-	-	-	-	-	-
User Charges	390	772	833	779	781	781
	390	772	833	779	781	781
Expenditures (By Division)						
Directorate	891	862	884	901	905	922
Information Technology	1,713	1,972	1,832	2,265	2,364	2,450
Financial Services	673	666	696	691	711	725
Procurement Services	1,354	1,732	1,774	1,779	1,843	1,875
	4,631	5,232	5,186	5,636	5,823	5,971
Net Revenue (Expenditures)	(4,242)	(4,460)	(4,353)	(4,857)	(5,043)	(5,191)
Expenditures (By Object)						
Wages & Benefits	2,553	2,942	2,931	3,066	3,209	3,280
Other O&M	2,078	2,290	2,255	2,570	2,614	2,692
	4,631	5,232	5,186	5,636	5,823	5,971
Details of Other O&M						
General Services	603	740	682	856	844	856
Materials	343	305	343	370	381	368
Maintenance	402	496	496	580	609	671
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M	4	5	4	5	6	7
Others (Insurance)	725	744	730	759	775	790
	2,078	2,290	2,255	2,570	2,614	2,692



GENERAL FUND - Corporate Services

Directorate Budget							
	2012	2013	2013	2014	2015	2016	
	Actual	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	Recommended	(\$000's)	(\$000's)	
				(\$000's)			
Revenue							
Grants	-	-	-	-	-	-	
User Charges	129	125	125	125	125	125	(1)
	129	125	125	125	125	125	
Expenditures (By Activity)							
Labour Relations	13	12	13	22	25	26	
Legislation & Governance	163	157	161	162	167	170	
Property Assessment	311	301	309	317	312	318	(1)
Financial Reporting & Analysis	404	391	401	400	401	408	
	891	862	884	901	905	922	
Net Revenue (Expenditures)	(763)	(737)	(759)	(776)	(780)	(797)	
Expenditures (By Object)							
Wages & Benefits	549	541	519	551	570	584	
Other O&M	342	320	365	350	335	338	
	891	862	884	901	905	922	
Details of Other O&M							
General Services	327	307	352	337	321	324	
Materials	6	5	5	5	5	5	
Maintenance	8	8	8	8	9	9	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	342	320	365	350	335	338	

Note

(1) The City has signed the assessment authority agreement with GNWT until May 31, 2014. In 2013 the City conducts general assessment for 2014 taxation year.

INFORMATION TECHNOLOGY DIVISION

The Information Technology Division is responsible for all aspects of the City's information technology infrastructure. This includes:

- the secure and reliable network that connects workstations, laptops, mobile devices, printers and scanners at sites throughout the City and provides users with access to essential software tools, integrated data sources, and the Internet
- databases that house and protect extensive data collections across the corporation
- software applications that streamline processes and service delivery
- websites that extend electronic information access and online services to staff and citizens
- telephone, cellphone, and voice mail services that facilitate communication and collaboration
- public workstations and wireless services that expand public computing and Internet access
- back-end systems that support diverse services such as traffic lights, ice-making equipment, building controls, digital call logging, and security cameras.

2013 Highlights

The highlights of the Information Technology Division include:

- Sustaining efforts to grow and protect the City's information technology infrastructure, including:
- Implementing upgrades to the network infrastructure and server base to provide increased capacity, improved reliability, and standardized security to meet expanding demands
- Providing ongoing maintenance of anti-spam, anti-virus, anti-malware and web content filtering services to protect client productivity and the City's infrastructure
- Coordinating major software upgrades to provide effective tools for operations throughout the organization
- Managing ongoing hardware renewals to provide staff with appropriate tools at minimum cost
- Continuing with the creation of a secondary site as a component of the City's business continuity measures

- Upgrading and enhancing cityExplorer by migrating the service to new technology to provide more intuitive and powerful services and adding new information and integrations
- Providing technical and logistical support and assistance for City Hall renovations
- Enhancing the CityWorks solution to better meet City needs
- Integrating multiple network management tools to provide increasingly granular insight into the City's network and to advance towards a proactive and predictive approach to network management
- Continuing server virtualization as a greener, more efficient operational paradigm, and expanding desktop virtualization
- Expanding mobile computing capabilities by deploying additional computers and laptops in public safety vehicles
- Supporting procurement card processing improvements
- Providing technical input and support for the CityView implementation to streamline permit processing
- Installing additional security cameras in City facilities to protect the City's citizens, staff, and property
- Coordinating the multi-year Communications Infrastructure initiative
- Expanding the key fob system throughout City Hall and to other City facilities
- Digitizing existing aerial photography collections for inclusion in the City's electronic data infrastructure
- Implementing cable management and server rack upgrades in the City Hall server room
- Migrating the GeoWare application to City-standard hardware and software platforms
- Acquiring and deploying two Smart Boards in City Hall meeting rooms

2014/2015/2016 Goals

The goals of the Information Technology Division are to:

- Provide focused, reliable, and sustainable information technology infrastructure that is responsive to current City requirements and proactive in anticipation of future requirements
- Provide secure, high-availability network services
- Support the efficient and effective operation of all information systems



GENERAL FUND - Corporate Services

- Supply technical leadership and support for ongoing information technology projects within the civic organization

2014/2015/2016 Objectives

The objectives of the Information Technology Division are to:

- Supply ongoing leadership to support and sustain the City's information technology infrastructure
- Provide City employees with the appropriate hardware and software tools to enable them to do their jobs efficiently and effectively, including:
 - Acquiring and deploying new and replacement components in a timely and cost-effective manner
 - Supporting, upgrading, and maintaining the City's corporate and desktop software applications
 - Providing prompt and knowledgeable responses to client issues and requests for assistance
 - Assisting client departments in reviewing and refining processes and procedures to ensure they are obtaining maximum benefit from existing systems
 - Encouraging clients to become more independent in their use of information technology resources in order to increase their efficiency and effectiveness and improve their levels of satisfaction with their tasks
 - Providing clients with additional tools and resources to enable them to better utilize the City's information technology infrastructure
- Enhance the capabilities of cityExplorer and further expand its use throughout the organization and among the citizens of Yellowknife by developing further integrations with existing applications and data, responding to client feedback and requests in a structured manner, and adhering to industry-standard practices for collecting and maintaining data
- Grow mobile workforce opportunities to improve employee productivity and provide more effective service delivery
- Adopt increasingly stringent industry-standard security and data protection practices and procedures
- Maintain and enhance infrastructure, inventory, and knowledge base documentation
- Conclude the Communications Infrastructure implementation, and champion the initiative to encourage clients to utilize the features to expand and enhance mobile service delivery
- Manage all information technology projects in a positive and professional manner, including:
 - Enhancing transparent and accountable network visibility, management and reporting
 - Leading a business process optimization initiative to leverage the capabilities of the City's core financial and municipal systems
 - Expanding and improving the implementation of security cameras throughout the city to protect citizens, staff, and property
 - Establishing an Open Data paradigm to make City data more readily available to stakeholders
 - Implementing a website redesign to update its look and feel and add new functionality to support multiple platforms and enhance the user's interactive experience
 - Continuing to develop a secondary site to support business continuity and disaster recovery
 - Providing technical leadership and support for the City's social media presence
 - Coordinating the acquisition, deployment, and adoption of the information technology infrastructure components required to support the City Hall renovations
 - Creating a three dimensional model of the City's geographic data
 - Providing technical support for the Computer Aided Dispatch deployment at the Fire Hall
 - Reviewing the City's document management requirements vis-à-vis its current tools and developing a roadmap for the next decade
 - Selecting and deploying multifunction devices to meet the organization's evolving printing and scanning requirements
 - Capturing additional datasets such as trees, signs, flags, sport fields, playground structures, lift station and Pumphouse equipment, culverts, ditches, and traffic lights for integration into City maps, cityExplorer, and CityWorks
 - Supporting the Automated Vehicle Location (AVL) pilot
 - Providing technical support and guidance for the implementation of a new Lands Database
 - Coordinating the replacement of the City's electronic signs
 - Renewing the public access services at the Library
 - Completing the Automated Permitting implementation

GENERAL FUND - Corporate Services

- Deploying automated ticket writing and data capture capabilities
- Leading a corporate-wide digital signature implementation
- Providing input into the development of an Information Technology Strategic Plan
- Deploying a second UPS unit in the City Hall server room to enhance reliability and protect equipment during electrical events
- Replacing the MED in-car computers and in-car cameras
- Deploying security cameras to monitor the City's information technology infrastructure in isolated areas
- Providing an enhanced teleconferencing solution for City staff and elected officials

Information Technology Budget

	2012 Actual (\$000's)	2013 Budget (\$000's)	2013 Forecast (\$000's)	2014 Budget Recommended (\$000's)	2015 Budget (\$000's)	2016 Budget (\$000's)	Note
Revenue							
User Charges	1	-	1	-	-	-	
	<u>1</u>	<u>-</u>	<u>1</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Expenditures (By Activity)							
Maintenance	985	1,134	1,053	1,314	1,371	1,421	
Installation	163	188	174	249	260	269	
Training & Support	437	503	467	544	567	588	
System Development	128	147	137	159	166	171	
	<u>1,713</u>	<u>1,972</u>	<u>1,832</u>	<u>2,265</u>	<u>2,364</u>	<u>2,450</u>	
Net Revenue (Expenditures)	<u>(1,712)</u>	<u>(1,972)</u>	<u>(1,831)</u>	<u>(2,265)</u>	<u>(2,364)</u>	<u>(2,450)</u>	
Expenditures (By Object)							
Wages & Benefits	1,029	1,041	1,048	1,122	1,180	1,209	
Other O&M	684	931	784	1,143	1,184	1,241	(1)
	<u>1,713</u>	<u>1,972</u>	<u>1,832</u>	<u>2,265</u>	<u>2,364</u>	<u>2,450</u>	
Details of Other O&M							
General Services	160	320	174	401	402	409	
Materials	128	122	121	168	179	167	
Maintenance	394	488	488	572	601	662	
Utility - Fuel	-	-	-	-	-	-	
Utility - Power	-	-	-	-	-	-	
Vehicle O&M	2	2	2	3	3	3	
Others	-	-	-	-	-	-	
	<u>684</u>	<u>931</u>	<u>784</u>	<u>1,143</u>	<u>1,184</u>	<u>1,241</u>	

Notes:

- (1) The new communication infrastructure will be commissioned in 2014 and the maintenance cost will be about \$202,000 from 2014 onwards.



GENERAL FUND - Corporate Services

Information Technology Performance Measures

	Projected 2012	Actual 2012	Projected 2013	Forecasted 2014	Forecasted 2015	Forecasted 2016	Notes
Workload Indicators							
No. of IT staff	8	8	8	8	8	8	
No. of servers	66	58	82	74	71	71	(1)
Physical	36	28	35	30	30	30	
Virtual	30	30	47	44	41	41	
No. of client workstations	140	140	142	144	146	148	
No. of public access workstations	8	8	8	8	8	8	
No. of laptops	52	49	56	65	75	83	
Administration	22	22	23	25	27	29	
Elected Officials	10	7	6	6	6	6	
Dedicated	14	14	20	27	35	41	
Loaners	4	4	4	4	4	4	
iPads	2	2	3	3	3	3	
No. of cell phones	58	71	76	73	76	79	
No. of scanners	25	25	15	10	5	5	(2)
No. of special purpose computer systems	55	52	61	65	68	71	
No. of security cameras	48	48	53	58	63	68	
No. of applications supported	474	547	571	559	557	557	(3)
Desktop (core)	22	22	24	24	24	24	
Desktop (specialized)	229	227	231	228	227	227	
Server / Backend	32		128	128	128	128	
CityView	8		12	12	12	12	
CityWorks	6	7	7	7	7	7	
Class	15	15	16	16	16	16	
Diamond/eEnterprise	44	44	44	44	43	43	
FDM	8	8	8	8	8	8	
GeoWare	14	14	14	14	14	14	
GIS	61	47	49	49	49	49	
IVR	2	2	2	2	2	2	
Web	18	19	21	20	20	20	
WorkTech	5	5	5	0	0	0	
Operating Systems	10	10	10	7	7	7	
No. of work orders opened	5,208	5,140	5,468	5,741	6,028	6,329	
No. of work orders closed	5,267	5,346	5,511	5,787	6,076	6,380	
% of work orders closed	101%	104%	101%	101%	101%	101%	
No. of web site visitors (City)	410,655	442,615	546,512	626,806	718,151	823,019	
No. of page views (City)	6,485,162	6,980,459	6,230,045	6,251,121	6,267,280	6,285,055	(cont'd)

GENERAL FUND - Corporate Services

Information Technology Performance Measures (cont'd)

	Projected 2012	Actual 2012	Projected 2013	Forecasted 2014	Forecasted 2015	Forecasted 2016
Efficiency Measures						
Average infrastructure cost per user	\$3,335	\$3,379	\$3,160	\$3,723	\$3,702	\$3,699
Average infrastructure cost per client device	\$2,065	\$2,272	\$2,192	\$2,693	\$2,735	\$2,737
Average support cost per user	\$3,823	\$3,940	\$3,971	\$4,256	\$4,222	\$4,223
Average support cost per client device	\$2,566	\$2,896	\$2,901	\$3,184	\$3,170	\$3,174
Effectiveness Measures						
% of users receiving updated PC	25%	25%	25%	25%	25%	25%
Web site visitors per day (City)	1,125	1,213	1,497	1,717	1,968	2,255
Informational Site	1,046	1,135	1,408	1,619	1,862	2,141
eBusiness	35	35	43	50	55	60
eConnect	44	43	46	48	51	53
Web site visits per day (City)	2,906	3,022	3,301	3,475	3,653	3,842
Informational Site	2,746	2,862	3,104	3,259	3,422	3,593
eBusiness	63	64	89	103	113	125
eConnect	97	95	107	113	118	124

Notes:

- (1) 2013 server numbers are higher than originally anticipated due to temporary duplication to facilitate the migration to a new domain and the establishment of a secondary site.
- (2) Scanner numbers are now expected to decline as processes reduce the amount of paper documents and clients move to multi-function devices for large volume scanning.
- (3) The number of supported applications grew rapidly due to vendor re-packaging and client acquisitions.



FINANCIAL SERVICES DIVISION

The Financial Services Division is responsible for the utilities, accounting, and lottery licensing functions in accordance with established legislation and by-laws. The employees in this division track and report the City's revenues, expenditures, assets and liabilities. They also provide customer service and information to the public on a wide range of issues.

2013 Highlights

The highlights of the Financial Services Division include:

- Conversion of the reception, front counter and business licensing and permits duties into an independent customer service unit
- Continued development of the Tangible Capital Assets inventory tool to track acquisition, betterment and disposal events and identify capital replacement requirements
- Continued progress toward a more cost-effective and environmentally responsible Accounts Payable function, as demonstrated by an increase of electronic funds transfer payments from 1513 in 2012 to a projected 1700 in 2013
- Implementation of an automated utility meters reading system, improving accuracy and reducing staff time and processing costs
- Implemented e-billing service for City utility accounts with 675 customers signed up.
- Continued management of external collection costs, resulting in a projected 100% recovery of collection costs for 2013

2014 Goals

The goals of the Financial Services Division are to:

- Continue to provide courteous and helpful assistance to customers and access to City financial services
- Continue to improve the internal controls within the division
- Provide cross training to Division staff in order to ensure continuity of service during employee absences
- Improve the administration of Lottery By-law No. 4092
- Continue to safeguard and manage the City's financial resources prudently

- Continue to maintain accurate and timely financial records in accordance with generally accepted accounting principles, such that the needs for financial information, both internally and externally are well served
- Control City owned Tangible Capital Assets on a real-time basis
- Diligently continue to collect outstanding amounts owed to the City.

2014 Objectives

The objectives of the Financial Services Division are to:

- Continue to develop and improve sound financial procedures for the utilities, accounts receivable, accounts payable and cash receipt functions to improve customer service, facilitate training of staff and streamline processes between departments
- continue with widespread implementation of paperless billing option for Utilities and Accounts Receivable customers
- Take advantage of automation capability of Accounts Payable Visa statement processing
- Explore integration of Emergency Services document management system with financial systems
- Continue involvement of staff in training and cross-training sessions on financial procedures
- Continue to support integration of financial systems with work management software
- Maintain transaction procedures conforming to current Payment Card Industry standards.

GENERAL FUND - Corporate Services

Financial Services Budget

	2012 Actual (\$000's)	2013 Budget (\$000's)	2013 Forecast (\$000's)	2014 Budget Recommended (\$000's)	2015 Budget (\$000's)	2016 Budget (\$000's)
Revenue						
User Charges	171	182	184	187	187	187
	171	182	184	187	187	187
Expenditures (By Activity)						
Cash Receipts & Collections	111	110	115	114	117	120
Cash Management	100	99	103	102	105	108
Customer Invoicing	168	166	174	172	177	181
Financial Analysis and Reporting	151	149	156	155	159	162
Lottery Licensing	12	12	12	12	12	13
Public Information/Inquiry	59	59	61	61	62	64
Vendor Payments	73	72	75	75	77	78
	673	666	696	691	711	725
Net Revenue (Expenditures)	-502	(484)	(513)	(504)	(525)	(538)
Expenditures (By Object)						
Wages & Benefits	561	575	573	587	609	626
Other O&M	112	91	123	104	102	99
	673	666	696	691	711	725
Details of Other O&M						
General Services	25	26	21	26	26	26
Materials	87	66	102	78	76	73
Maintenance	-	-	-	-	-	-
Utility - Fuel	-	-	-	-	-	-
Utility - Power	-	-	-	-	-	-
Vehicle O&M	-	-	-	-	-	-
Others	-	-	-	-	-	-
	112	91	123	104	102	99



GENERAL FUND - Corporate Services

Financial Services Performance Measures

	Projected 2012	Actual 2012	Projected 2013	Forecasted 2014	Forecasted 2015	Forecasted 2016	Notes
<u>Workload Indicators:</u>							
Accounts Payable and Disbursements							
No. of accounts payable invoices processed	11,435	11,090	11,500	11,500	11,500	11,500	
No. of Visa card transactions processed	5,487	5,088	5,500	6,000	6,000	6,000	
No. of Visa card disbursements	12	12	12	12	12	12	
No. of electronic fund transfer disbursements	1,594	1,513	1,700	1,750	1,800	1,850	
No. of accounts payable cheques issued	1,273	1,294	1,200	1,150	1,100	1,050	
Cash Receipt and Collections							
No. of cash receipts issued	52,982	52,193	53,000	53,500	54,000	54,000	
Customer Invoicing							
No. of utility customer accounts	5,304	5,368	5,400	5,450	5,500	5,500	
No. of tax customer accounts	5,395	5,395	5,450	5,500	5,550	5,600	
No. of tax certificates issued	629	628	600	600	600	600	
No. of accounts receivable invoices processed	9,484	9,140	9,300	9,500	9,500	9,500	
Financial Analysis and Reporting							
No. of annual reports printed	1,000	1,000	1,000	1,000	1,000	1,000	
Lottery Licensing							
No. of lottery licences issued	264	274	265	265	265	265	
<u>Efficiency Measures:</u>							
Accounts Payable and Disbursements							
Cost per procurement transaction							
- Visa	\$3.15	\$3.10	\$3.25	\$3.35	\$3.46	\$3.53	(1)
- Electronic funds transfer	\$2.96	\$2.96	\$3.04	\$3.13	\$3.21	\$3.27	(1)
- Cheques	\$4.18	\$4.18	\$4.29	\$4.43	\$4.55	\$4.65	(1)
Customer Invoicing							
Cost to process and mail a utility invoice	\$1.24	\$1.24	\$1.27	\$1.28	\$1.31	\$1.34	
Cash conversion cycle (No. of days)	50	50	50	50	50	50	
Financial Analysis and Reporting							
Cost to produce the annual reports	\$21,787	\$21,787	\$22,000	\$22,000	\$22,000	\$22,000	

(cont'd...)

GENERAL FUND - Corporate Services

Financial Services Performance Measures (cont'd)

	Projected 2012	Actual 2012	Projected 2013	Forecasted 2014	Forecasted 2015	Forecasted 2016	Notes
<i>Effectiveness Measures:</i>							
Accounts Payable and Disbursements							
No. of A/P invoices paid more than 30 days after statement date	416	416	400	400	400	400	
Cash Management							
Average rate of return on investments	1.66%	1.66%	2.00%	2.50%	2.50%	3.00%	
No. of days positive cash balance	365	365	365	365	365	365	
Cash Receipts and Collections							
Average days revenue outstanding							
Tax (net 60 days)	150	150	120	120	120	120	
Utility (net 21 days)	58	58	60	60	60	60	
Other (net 30 days) - not including land sales	90	90	90	90	90	90	
No. of utility accounts balances transferred to taxes	200	160	200	200	200	200	
No. of tax/utility accounts using pre-authorized payment services	3,600	3,600	3,650	3,700	3,700	3,700	
No. of utility accounts using e-billing service	N/A	N/A	675	745	820	900	(2)
Financial Analysis and Reporting							
Avg. no. of days reconciliations completed late	30	30	30	30	30	30	
Lottery Licensing							
No. of lottery statements outstanding	20	25	20	20	20	20	

Notes:

- (1) Cost for disbursement only; assumes same procurement cost for all methods.
 (2) The e-billing option for utilities became available in May 2013.



CORPORATE SERVICES & RISK MANAGEMENT DIVISION

The Procurement Services Division is responsible for purchasing, insurance claims and coverage, and the operation of City Stores where the City's inventory is warehoused and managed. The insurance work involves communicating claims and coverage information between the City's insurers and the user departments. Purchasing tasks include coordinating the procurement of goods and services for City departments through the issuance of tenders, requests for proposals (RFPs), purchase orders, or inventory. The Division also oversees the Customer Service function, with 4 staffed positions at City Hall.

2013 Highlights

The highlights of the Corporate Services & Risk Management Division include:

- As part of a corporate restructuring, the Division was expanded and now includes the Customer Service Representatives and also the Energy Coordinator.
- Performed perpetual enumerations which made it possible to correct multiple minor inaccuracies with quantity, description, maximum/minimum and order vendor information
- Received and installed all the new shelving for the changes in the Stores area. Changed the indoor warehouse around to accommodate more inventory items.
- Moved old file storage into outdoor (heated) storage to make more room in the warehouse.
- Worked through issues related to implementation of "Storeroom" which is the inventory portion of the new "CityWorks" program. Start-up anticipated in early 2014.
- Worked on and contributed divisional resources for the upcoming City Hall renovation project.
- Completed several new 2 year Standing Offer Agreements with various trades.
- Received full training and then began training City staff on US BANK VISA automated reconciliations. This will save much time for A/P area.
- Worked toward streamlining the reconciliation process for cardholders and accounts payable for our VISA card program

- Worked with IT Division to add a 'Contract Awards' page on the City's website
- Worked with PW staff throughout (and after) the Water Treatment Plant tender process.
- Worked with CS staff on the Betty House RFP.
- Set up training for managers/supervisors on our insurance program, allowing the City to realize the full benefits of the rebates offered by our insurance provider.

2014/2015/2016 Goals

The goals of the Procurement Services Division are to:

- Contribute to the strength of the City's financial position through efficient and responsive materiel management, including acquisitions, inventory, storage, distribution, and disposal
- Administer claims and ensure the City's interests are looked after by working closely with the City's insurers, adjusters and insurance brokers, while ensuring fair treatment of claimants
- Provide expertise and guidance in the procurement of both operational and capital budget items
- Participate as corporate team members in identifying and developing good supplier partnerships, and providing excellent customer service to both internal and external customers.
- Institute and maintain a corporate-wide customer service training program with an emphasis on adoption of a customer service attitude as a premier part of the City's corporate culture.

2014/2015/2016 Objectives

The objectives of the Procurement Services Division are to:

- Complete renovation to front main warehouse, placing new shelving which will allow an increase to inventory shelving space of three rows; this represents an increased storage capacity of approximately 40%.
- Rearrange compound storage to maximize usage of the space and make it easier to issue/receive pipe lengths.
- Continue training City staff on the online VISA reconciliation process for all cardholders, providing cost/time savings to the City of Yellowknife and its employees.

GENERAL FUND - Corporate Services

- Prepare all approved assets for a Fall auction
- Continue to raise awareness on ergonomic issues for City staff
- Continue painting/maintenance projects in the warehouse area of City Stores
- Work with the City of Yellowknife's procurement card provider to better utilize the card program and provide cost/time savings to the City of Yellowknife and its employees
- Be more 'Green' in procurement of goods and services wherever possible
- Seek out educational opportunities for all divisional employees
- Update the City's various contracts via legal review
- Schedule involvement in capital purchases with all departments so that projects can be looked after in a timely manner that meets the needs of the various departments



GENERAL FUND - Corporate Services

Corporate Services & Risk Management Budget				2014	2015	2016	
	2012	2013	2013	Budget	Budget	Budget	Note
	Actual	Budget	Forecast	Recommended	Budget	Budget	
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
User Charges	89	465	523	467	469	469	(1)
	89	465	523	467	469	469	
Expenditures (By Activity)							
Customer Services	-	354	363	374	387	394	(1)
Material Purchasing	219	223	229	231	240	244	
Inventory Management	153	159	163	178	184	187	
Risk Management	774	786	805	801	829	844	
Common costs	208	210	215	196	203	206	
	1,354	1,732	1,774	1,779	1,843	1,875	
Net Revenue (Expenditures)	(1,265)	(1,267)	(1,251)	(1,312)	(1,374)	(1,406)	
Expenditures (By Object)							
Wages & Benefits	414	785	791	806	850	861	(1)
Other O&M	940	947	983	974	993	1,013	
	1,354	1,732	1,774	1,779	1,843	1,875	
Details of Other O&M							
General Services	91	87	136	93	95	97	
Materials	122	113	115	119	121	122	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	2	3	2	3	3	4	
Others (Insurance)	725	744	730	759	775	790	
	940	947	983	974	993	1,013	

Notes:

- (1) Starting in 2013, Customer Service Representatives are under Corporate Services & Risk Management. This division now looks after the business licensing function.

GENERAL FUND - Corporate Services

Corporate Services & Risk Management Performance Measures

	Projected 2012	Actual 2012	Projected 2013	Forecasted 2014	Forecasted 2015	Forecasted 2016	Notes
Workload Indicators							
Inventory:							
Issuances	5,733	6,376	6,400	6,500	6,550	6,600	
Inventory line items received	1,718	1,698	1,700	1,725	1,750	1,800	
Year-end inventory value (000s)	485	471	510	515	520	525	(1)
Procurement:							
Number of purchase orders issued	360	391	375	400	410	420	
Procurement card transactions (PCT)	6,700	6,711	6,858	7,522	7,964	8,180	(2)
Value of PCT (000s)	1,553	1,518	1,550	1,700	1,800	1,850	(2)
Number of cards issued	90	85	88	90	92	94	
Risk Management:							
Number of insurance incidents	15	18	20	20	20	20	(3)
Number of incidents turning into claims	10	12	12	10	10	10	
Business Licences:							
Number of Business Licences issued	1,600	1,666	1,780	1,927	2,007	2,059	(4)
Efficiency Measures							
Inventory:							
Annual inventory turnover	3.5	3.4	2.9	3.5	3.5	3.5	
% of inventory line items received and stored within 2 working days	85%	85%	85%	90%	95%	95%	
Effectiveness Measures							
Procurement:							
% of goods/services purchased through the Procurement Division	85%	85%	85%	85%	85%	85%	
% of goods/services purchased locally	85%	85%	85%	85%	85%	85%	

Notes:

- (1) The inventory dollar will continue to increase gradually over the next few years because of the following:
 - a) Continue to add medical supplies for Fire & Ambulance Division; max/min quantities to be determined.
 - b) Completed adjusting max/min quantities for indoor inventory; now working on outside inventory.
 - c) Continue to add petroleum/oils/lubricants for mechanics; max/min quantities to be determined.
 - d) Still carrying over a large quantity of rear brooms for sweepers; this should slowly drop over the next couple of years.
- (2) Procurement card transactions and values may increase as we move toward automation in the next year or two.
- (3) Insurance claims are very difficult to predict. They can vary drastically from year to year and we have little control over the variables that affect them.
- (4) Includes 33 complementary licences in 2012, 39 in 2013, 47 in 2014, 52 in 2015, and 54 in 2016.



COMMUNITY ENERGY PLAN

According to Yellowknife's 2009 Energy Profile, the community as a whole spends an estimated \$164 million on energy annually and has a per capita emissions level of almost twice the national average. Within the framework of rising fuel prices and Canada's commitment to reduce emissions, the City has developed a Community Energy Plan (CEP) that was adopted by Council in 2006. The scope of the CEP includes a focused effort to reduce emissions and energy use within City operations and to support the community in its effort to do the same.

2013 Highlights

The Community Energy Plan highlights include:

- Completion of the fifth and last milestone of the Partners for Climate Protection program. This is an important step signifying the City's commitment to implementing its greenhouse gas reduction plan and continually monitoring progress.
- A number of energy efficiency projects, including lighting upgrades at the Multiplex, Pool and City Hall
- Completion of a review of technical guidelines for ice rinks, optimizing the energy efficiency of our existing infrastructure
- Completion of feasibility assessments for installing pellet boilers at Pumphouse #1 and the Multiplex.

2014/2015/2016 Goals

The goals of the Community Energy Plan are to:

- Update targets, forecasts and action areas of the Energy Plan for 2015 and beyond
- Reduce City operations emissions by 20% by 2014 over 2004 levels by improving energy efficiency and adopting renewable energy for municipal operations
- Support the community in its effort to reduce emissions by 6% by 2014 over 2004 levels
- Reduce City operational energy use by 10% by 2014 over 2004 levels
- Actively support the development of alternative energy markets, including wood pellets

- Decrease the City's energy costs using local energy sources
- Examine waste biomass opportunities
- Examine the potential of biodigestion to produce energy
- Evaluate and implement landfill gas emission reduction initiatives
- Work with City facilities managers to improve the energy performance and monitoring of their facilities
- Evaluate the legislative changes required to permit innovative financing mechanisms for green energy retrofits
- Complete the third installment of Yellowknife's Energy Inventory.

2014/2015/2016 Objectives

The objectives of the Community Energy Plan are to:

- Develop the business case to utilize waste biomass in City facilities
- Complete final designs on biomass heating systems for Pumphouse #1 and a cluster of City buildings surrounding the Multiplex
- Upgrade to more energy-efficient interior and exterior lighting
- Support the upgrade to more energy-efficient options during capital projects (e.g. adding to insulation during the pool's roof replacement)
- Expand the energy monitoring program for City facilities.

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