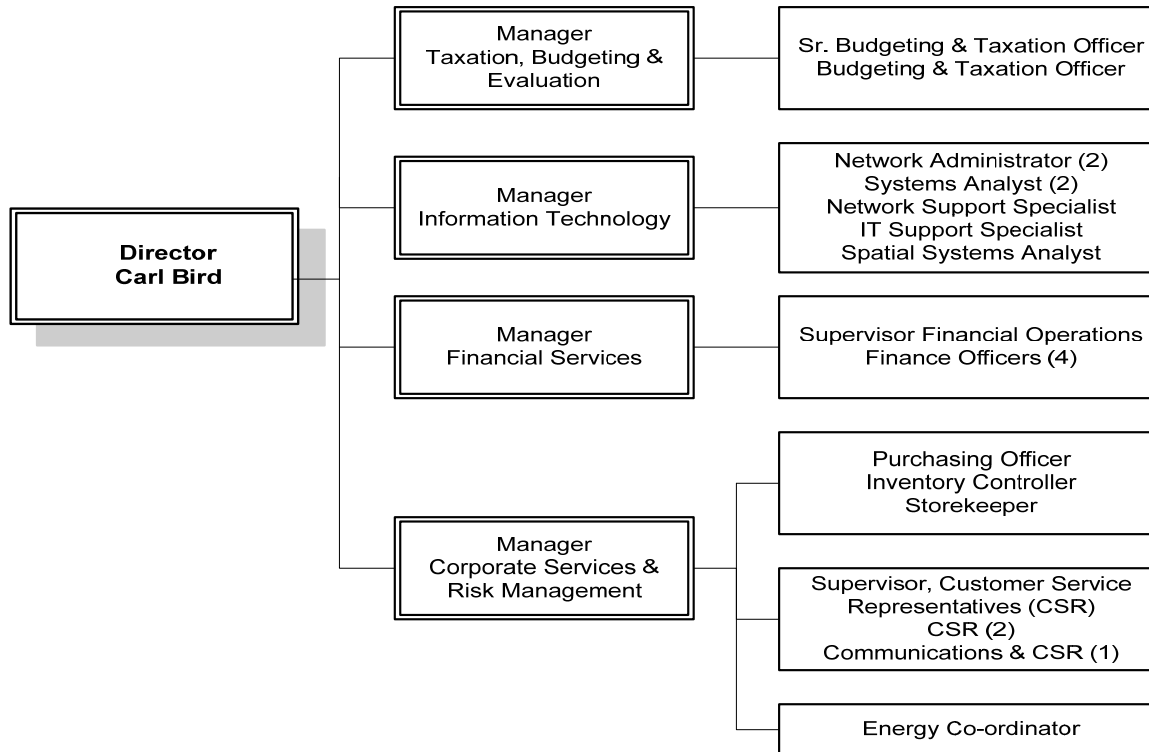


GENERAL FUND - Corporate Services

DEPARTMENT STAFFING



Staffing Summary

	2013 Actual	2014 Budget	2014 Forecast	2015 Budget	2016 Budget	2017 Budget	Notes
Directorate	4.00	4.00	4.00	4.00	4.00	4.00	
Financial Services	6.04	6.00	6.00	6.00	6.00	6.00	
Corporate Services & Risk Mgt.	8.65	8.34	8.34	8.67	8.34	8.67	
Information Technology	8.00	8.00	9.00	9.00	9.00	9.00	(1)
	26.69	26.34	27.34	27.67	27.34	27.67	
Permanent Positions	26.00	26.00	27.00	27.00	27.00	27.00	
Part-time/casual	0.69	0.34	0.34	0.67	0.34	0.67	
	26.69	26.34	27.34	27.67	27.34	27.67	

Note:

(1) Starting 2014, Geomatics Officer is under Information Technology instead of Public Works & Engineering.

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.

2014 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, 2014. 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 two of the properties listed on the original 2013 tax auction list
- 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, 2013
- Received the [Canadian Award for Financial Reporting and the Award for Popular Annual Financial](#) Report for the fiscal year ended December 31, 2013

2015/2016/2017 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
- Streamline the assessment and taxation program and provide better information to the public around the process.

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
- 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:

- Ensure management and staff obtain adequate training and coaching regarding customer service



- Prepare an audited financial report by May 31, 2015 that qualifies for GFOA's Canadian Award for Financial Reporting
- Prepare a multi-year budget document for 2016 - 2018, 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
- Review the General Assessment of the City's tax base that was conducted in 2013
- Continue to implement the Development Incentive Program and modify it where necessary
- 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 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						
	2013 Actual (\$000's)	2014 Budget (\$000's)	2014 Forecast (\$000's)	2015 Budget Recommended (\$000's)	2016 Budget (\$000's)	2017 Budget (\$000's)
Revenue						
Grants	125	125	172	125	125	125
User Charges	701	654	678	655	655	655
	826	779	850	780	780	780
Expenditures (By Division)						
Directorate	961	901	863	896	915	934
Information Technology	1,919	2,265	2,049	2,526	2,656	2,756
Financial Services	685	691	690	722	739	752
Procurement Services	1,766	1,779	1,775	1,866	1,904	1,963
	5,330	5,636	5,377	6,009	6,214	6,405
Net Revenue (Expenditures)	(4,504)	(4,857)	(4,527)	(5,229)	(5,434)	(5,625)
Expenditures (By Object)						
Wages & Benefits	2,964	3,066	3,007	3,290	3,384	3,488
Other O&M	2,366	2,570	2,370	2,719	2,830	2,916
	5,330	5,636	5,377	6,009	6,214	6,405
Details of Other O&M						
General Services	733	856	632	866	879	889
Materials	341	370	405	411	423	435
Maintenance	563	580	580	661	732	777
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M	5	5	5	6	7	7
Others (Insurance)	725	759	748	775	791	808
	2,366	2,570	2,370	2,719	2,830	2,916



GENERAL FUND - Corporate Services

Directorate Budget	2013 Actual (\$000's)	2014 Budget (\$000's)	2014 Forecast (\$000's)	2015 Budget Recommended (\$000's)	2016 Budget (\$000's)	2017 Budget (\$000's)	Note
Revenue							
Grants	125	125	172	125	125	125	
	125	125	172	125	125	125	
Expenditures (By Activity)							
Labour Relations	14	22	21	22	22	23	
Legislation & Governance	175	162	146	164	167	171	
Property Assessment & Taxes	336	317	313	300	307	313	(1)
Financial Reporting & Analysis	436	400	383	410	419	427	
	961	901	863	896	915	934	
Net Revenue (Expenditures)	(836)	(776)	(691)	(771)	(790)	(809)	
Expenditures (By Object)							
Wages & Benefits	545	551	513	559	575	590	
Other O&M	416	350	351	337	340	344	
	961	901	863	896	915	934	
Details of Other O&M							
General Services	402	337	337	323	326	330	
Materials	6	5	5	5	5	5	
Maintenance	8	8	8	9	9	9	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	416	350	351	337	340	344	
Note							
(1)	The City has signed the assessment authority agreement with GNWT until May 31, 2018. In 2013 the City conducted 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, scanners, and copiers 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 resources 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
- Geographical information systems and tools that present information from a spatial perspective
- Back-end systems that support diverse services such as traffic lights, ice-making equipment, building controls, digital call logging, and security cameras

2014 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, server base, and file storage systems 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 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

- 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
- Providing technical and logistical support and assistance for City Hall renovations
- Upgrading and enhancing cityExplorer by migrating the service to new technology to provide more intuitive and powerful services and adding new information and integrations
- Enhancing the Cityworks solution to better meet City needs and supporting its adoption in all City divisions
- Providing ongoing technical 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
- Introducing See-Click-Fix to streamline problem reporting by citizens
- Replacing the key fob system in City Hall with a higher-capacity solution and expanding the implementations to other City facilities
- Implementing power management and server rack upgrades in the City Hall server room
- Expanding public access internet services to the Somba K'e Plaza
- Renegotiating the City's internet service contracts to a lower-cost, higher-capacity solution
- Migrating the City's cell phone services to a new provider and replacing City cell phone hardware at no extra cost
- Coordinating a complete re-design of the City's information website to provide more intuitive access to information, support multiple platforms, and enhance the user's interactive experience
- Launching the City's Open Data services
- Piloting Automatic Vehicle Location (AVL) services to provide real-time transit bus information online
- Coordinating the acquisition and deployment of a proof-of-concept laptop in the new MED vehicle
- Providing technical support and direction for the selection, acquisition, and installation of meeting management software
- Implementing a webcam at the BETTY House construction site
- Facilitating the implementation of Council meeting webcast services



GENERAL FUND - Corporate Services

- Providing project management services and technical support for the computer-aided dispatch service
- Entering into a multi-year agreement for the supply and support of the City's multi-function devices to ensure the organization's evolving printing, scanning, and copying requirements are met as efficiently as possible

2015/2016/2017 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
- Supply technical leadership and support for ongoing information technology projects within the civic organization
- Provide efficient, effective, and timely geomatics services to citizens and stakeholders

2015/2016/2017 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
- 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
 - Expanding the Open Data offerings to make more City data readily available to stakeholders
 - Concluding the burn-in phase of the Communications Infrastructure implementation
 - 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
 - Creating a three-dimensional model of the City's geographic data
 - Providing technical support for the deployment of computer-aided dispatch at the Fire Hall
 - Capturing additional datasets for integration into City maps, cityExplorer, and Cityworks
 - Renewing the public access services at the Library
 - Refreshing the Emergency Operations Centre equipment
 - Providing leadership and support of the information technology components of the new Water Treatment Plant
 - Replacing the MED in-car computers and in-car cameras

GENERAL FUND - Corporate Services

Information Technology Budget

	2013 Actual (\$000's)	2014 Budget (\$000's)	2014 Forecast (\$000's)	2015 Budget Recommended (\$000's)	2016 Budget (\$000's)	2017 Budget (\$000's)	Notes
Revenue							
User Charges	1	-	-	-	-	-	
	1	-	-	-	-	-	
Expenditures (By Activity)							
Maintenance	1,103	1,314	1,188	1,468	1,560	1,624	
Installation	183	249	225	264	276	287	
Training & Support	490	544	492	608	628	647	
System Development	143	159	143	185	192	198	
	1,919	2,265	2,049	2,526	2,656	2,756	
Net Revenue (Expenditures)	(1,918)	(2,265)	(2,049)	(2,526)	(2,656)	(2,756)	
Expenditures (By Object)							
Wages & Benefits	1,063	1,122	1,122	1,276	1,316	1,351	
Other O&M	856	1,143	927	1,250	1,340	1,405	(1)
	1,919	2,265	2,049	2,526	2,656	2,756	
Details of Other O&M							
General Services	176	401	188	420	427	432	
Materials	123	168	165	175	188	203	
Maintenance	555	572	572	653	723	768	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	2	3	3	3	3	3	
Others	-	-	-	-	-	-	
	856	1,143	927	1,250	1,340	1,405	

Notes:

- (1) The new communication infrastructure was commissioned in late 2014 and the annual maintenance cost will be about \$202,000 from 2015 onwards.



GENERAL FUND - Corporate Services

Information Technology Performance Measures

	Projected 2013	Actual 2013	Projected 2014	Forecasted 2015	Forecasted 2016	Forecasted 2017
Workload Indicators						
No. of IT staff	8	8	8.5	9	9	9
No. of servers	82	87	89	83	83	83
Physical	35	37	31	26	26	26
Virtual	47	50	58	57	57	57
No. of client workstations	142	142	144	146	148	150
No. of public access workstations	8	8	8	8	8	8
No. of laptops	56	47	47	55	58	59
Administration	23	22	20	22	24	24
Elected Officials	6	5	5	6	6	6
Dedicated	20	11	13	18	19	20
Loaners	4	4	4	4	4	4
iPads	3	5	5	5	5	5
No. of cell phones	76	64	58	61	64	67
No. of scanners	15	15	5	4	3	2
No. of special purpose computer systems	61	55	68	71	75	79
No. of security cameras	53	53	58	73	78	83
No. of applications supported	571	773	821	810	805	808
Desktop (core)	24	28	29	27	27	27
Desktop (specialized)	231	316	345	335	333	331
Server / Backend	128	188	195	192	192	192
CityView	12	15	15	15	15	15
CityWorks	7	6	7	7	7	7
Class	16	16	16	16	16	16
Diamond/eEnterprise	44	46	46	46	46	46
FDM	8	8	8	8	8	8
GeoWare	14	14	14	14	14	14
GIS	49	96	102	100	94	94
IVR	2	2	2	2	2	2

(cont'd...)

GENERAL FUND - Corporate Services

Information Technology Performance Measures (cont'd)

	Projected 2013	Actual 2013	Projected 2014	Forecasted 2015	Forecasted 2016	Forecasted 2017	Notes
No. of applications supported (cont'd)							
Web	21	22	21	23	23	23	
WorkTech	5	5	0	0	0	0	
Operating Systems	10	11	11	10	8	8	
Growth			10	15	20	25	
No. of work orders opened	5,468	5,563	5,841	6,133	6,440	6,762	
No. of work orders closed	5,511	5,504	5,779	6,068	6,372	6,690	
% of work orders closed	101%	99%	99%	99%	99%	99%	
No. of web site visitors (City)	546,512	568,213	614,123	646,521	680,857	717,278	
No. of page views (City)	6,230,045	6,222,194	12,386,634	12,976,870	13,617,198	13,914,457	
Efficiency Measures							
Average infrastructure cost per user (desktop/laptop)	\$3,160	\$3,500	\$4,222	\$4,492	\$4,613	\$4,757	(1)
Average infrastructure cost per client device	\$2,192	\$2,498	\$3,207	\$3,426	\$3,513	\$3,610	
Average support cost per user	\$3,971	\$4,379	\$4,738	\$5,080	\$5,170	\$5,291	
Average support cost per client device	\$2,901	\$3,306	\$3,669	\$3,932	\$3,980	\$4,043	
Effectiveness Measures							
% of users receiving updated PC	25%	25%	25%	25%	25%	25%	
Web site visitors per day (City)	1,497	1,557	1,683	1,771	1,865	1,965	
Informational Site	1,408	1,466	1,578	1,657	1,739	1,826	
eBusiness	43	47	60	69	79	91	
eConnect	46	44	45	46	47	48	
Web site visits per day (City)	3,301	3,484	4,150	4,759	5,460	6,264	
Informational Site	3,104	3,290	3,940	4,531	5,211	5,992	
eBusiness	89	91	108	124	143	164	
eConnect	107	103	102	104	106	108	

Notes:

- (1) In mid-2014 the IT Division absorbed the Geomatics Officer position, contributing to higher average costs. As well, the significant increase in the number of applications adopted throughout the organization increased server, storage, and software maintenance costs, also contributing to higher average per user costs.



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.

2014 Highlights

The highlights of the Financial Services Division include:

- Implementation of a new software program for compiling the annual financial statements
- Continued progress toward a more cost-effective and environmentally responsible Accounts Payable function, as demonstrated by an increase of electronic funds transfer payments from 1895 in 2013 to a projected 2000 in 2014
- Continued progress toward a more cost-effective and environmentally responsible Utilities function, as demonstrated by an increase in e-billing service from 1473 accounts to a projected 1650 accounts in 2014
- Cross training of Division staff to ensure continuity of service during employee absences
- Automation of the Accounts Payable Visa statement processing
- Improved internal controls over lottery licenses using the Class program
- Continued management of external collection costs, resulting in a projected 100% recovery of collection costs for 2014

2015/2016/2017 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
- Continue to provide cross training to Division staff in order to ensure continuity of service during employee absences
- Development of the Tangible Capital Assets inventory tool to track

acquisition, betterment and disposal events and identify capital replacement requirements

- 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.

2015/2016/2017 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
- 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				2015	2016	2017
	2013	2014	2014	Budget	Budget	Budget
	Actual	Budget	Forecast	Recommended	Budget	Budget
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Revenue						
User Charges	196	187	187	186	186	186
	196	187	187	186	186	186
Expenditures (By Activity)						
Cash Receipts & Collections	113	114	114	130	132	134
Cash Management	102	102	102	82	85	87
Customer Invoicing	171	172	172	160	160	160
Financial Analysis and Reporting	153	155	154	161	166	170
Lottery Licensing	12	12	12	26	27	28
Public Information/Inquiry	60	61	61	85	88	90
Vendor Payments	74	75	75	78	81	83
	685	691	690	722	739	752
Net Revenue (Expenditures)	(489)	(504)	(503)	(536)	(553)	(566)
Expenditures (By Object)						
Wages & Benefits	576	587	582	606	626	642
Other O&M	109	104	107	116	113	110
	685	691	690	722	739	752
Details of Other O&M						
General Services	21	26	19	26	26	26
Materials	87	78	88	90	87	84
Maintenance	-	-	-	-	-	-
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M	-	-	-	-	-	-
Others	-	-	-	-	-	-
	109	104	107	116	113	110



GENERAL FUND - Corporate Services

Financial Services Performance Measures							
	Projected 2013	Actual 2013	Projected 2014	Forecasted 2015	Forecasted 2016	Forecasted 2017	Notes
Workload Indicators							
Accounts Payable and Disbursements							
No. of accounts payable invoices processed	11,500	11,262	11,200	11,200	11,200	11,200	
No. of Visa card transactions processed	5,500	5,177	5,600	5,800	6,000	6,000	
No. of Visa card disbursements	12	12	12	12	12	12	
No. of electronic fund transfer disbursements	1,700	1,895	2,000	2,100	2,200	2,200	
No. of accounts payable cheques issued	1,200	957	1,000	950	900	900	
Cash Receipt and Collections							
No. of cash receipts issued	53,000	51,252	52,200	52,500	52,500	52,500	
Customer Invoicing							
No. of utility customer accounts	5,400	5,412	5,450	5,500	5,550	5,550	
No. of tax customer accounts	5,450	5,460	5,500	5,550	5,600	5,600	
No. of tax certificates issued	600	588	600	600	600	600	
No. of accounts receivable invoices processed	9,300	8,254	8,200	8,200	8,200	8,200	
Financial Analysis and Reporting							
No. of annual reports printed	1,000	1,000	0	0	0	0	(1)
Lottery Licensing							
No. of lottery licences issued	265	331	330	330	330	330	
Efficiency Measures							
Accounts Payable and Disbursements							
Cost per procurement transaction							
- Visa	\$3.25	\$3.25	\$3.15	\$2.82	\$2.84	\$2.92	(2)
- Electronic funds transfer	\$3.04	\$3.04	\$3.10	\$3.18	\$3.24	\$3.33	(2)
- Cheques	\$4.29	\$4.29	\$4.57	\$4.74	\$4.82	\$4.92	(2)
Customer Invoicing							
Cost to process and mail a utility invoice	\$1.27	\$1.44	\$1.67	\$1.76	\$1.78	\$1.81	
Cash conversion cycle (No. of days)	50	50	50	50	50	50	
Financial Analysis and Reporting							
Cost to produce the annual reports	\$22,000	\$17,272	\$0	\$0	\$0	\$0	(3)

(cont'd...)

GENERAL FUND - Corporate Services

Financial Services Performance Measures (cont'd)

	Projected 2013	Actual 2013	Projected 2014	Forecasted 2015	Forecasted 2016	Forecasted 2017	Notes
Effectiveness Measures							
Accounts Payable and Disbursements							
No. of A/P invoices paid more than 30 days after statement date	400	1313	1200	1200	1200	1200	
Cash Management							
Average rate of return on investments	2.00%	2.60%	2.50%	2.50%	3.00%	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)	120	120	120	120	120	120	
Utility (net 21 days)	60	39	40	40	40	40	
Other (net 30 days) - not including land sales	90	90	90	90	90	90	
No. of utility accounts balances transferred to taxes	200	247	200	200	200	200	
No. of tax/utility accounts using pre-authorized payment services	3,650	3,701	3,750	3,800	3,800	3,800	
No. of utility accounts using e-billing service	675	1,473	1,650	1,750	1,850	1,900	(4)
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	23	20	20	20	20	

Notes:

- (1) Starting in 2014, annual reports are no longer printed. Annual reports are available on the website.
- (2) Cost for disbursement only; assumes same procurement cost for all methods.
- (3) Starting in 2014, the annual reports are produced in house.
- (4) 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 four staffed positions at City Hall.

2014 Highlights

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

- Ensured all summer staff were given customer service and driver training. Training on customer service was completed by the City's own staff
- Performed perpetual enumerations which made it possible to correct multiple minor inaccuracies with quantity, description, maximum/minimum and order vendor information
- Completed 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%
- Re-configured and re-warehoused the blue storage building to optimize storage space
- Participated in the City Hall renovation project and looked after the many furniture and signage requirements that resulted from the renovation
- Worked on several corporate culture initiatives including:
 - Startup of corporate culture committee
 - Set up employee feedback survey
 - Planning and coordination of informational presentations by managers and directors
 - Educational session for all employees on RRSPs and retirement savings
 - Staff barbecue event for all employees
- Completed several new two-year standing offer agreements with

various trades

- Worked with IT Division on a review of all printing processes to identify opportunities to reduce the number of printers and amount of money spent City-wide on printing
- Continued training City staff on US Bank Visa automated reconciliations. This will save a great deal of time in Accounts Payable
- Worked toward streamlining the reconciliation process for cardholders and accounts payable for our Visa card program
- Worked with IT Division on the new "Bidding Opportunities" webpage that will launch along with the new website
- Completed preparatory work on the new inventory software system which will be up and running in 2015

2015/2016/2017 Goals

The goals of the Corporate Services & Risk Management 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

2015/2016/2017 Objectives

The objectives of the Corporate Services & Risk Management Division are to:

- Complete work on electronic requisitions, a process whereby requisitions can be filled out and sent via email
- Continue with customer service training for all City staff, including summer students, who will also receive driver training
- Continue training City staff on the online Visa reconciliation process for all cardholders, providing cost and time savings to the City and its employees
- Prepare all approved assets for a fall auction
- Continue to raise awareness of ergonomic issues among City staff
- Continue painting and maintenance projects in the warehouse area of City Stores
- Work with the City's procurement card provider to better utilize the card program and provide cost and time savings to the City and its employees
- Be more "green" in the 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				2015	2016	2017
	2013	2014	2014	Budget	2016	2017
	Actual	Budget	Forecast	Recommended	Budget	Budget
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Revenue						
User Charges	504	467	491	469	469	469
	504	467	491	469	469	469
Expenditures (By Activity)						
Customer Services	361	374	373	392	400	412
Material Purchasing	227	231	231	243	247	255
Inventory Management	162	178	177	187	190	196
Risk Management	801	801	799	839	857	883
Common costs	214	196	195	205	209	216
	1,766	1,779	1,775	1,866	1,904	1,963
Net Revenue (Expenditures)	(1,262)	(1,312)	(1,284)	(1,396)	(1,435)	(1,494)
Expenditures (By Object)						
Wages & Benefits	780	806	790	849	867	905
Other O&M	986	974	985	1,016	1,037	1,058
	1,766	1,779	1,775	1,866	1,904	1,963
Details of Other O&M						
General Services	134	93	88	97	100	102
Materials	124	119	146	141	143	144
Maintenance	-	-	-	-	-	-
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M	3	3	3	3	4	4
Others (Insurance)	725	759	748	775	791	808
	986	974	985	1,016	1,037	1,058

GENERAL FUND - Corporate Services

Corporate Services & Risk Management Performance Measures

	Projected 2013	Actual 2013	Projected 2014	Forecasted 2015	Forecasted 2016	Forecasted 2017	Notes
Workload Indicators							
Inventory:							
Issuances	6,400	7,082	7,100	7,150	7,200	7,250	
Inventory line items received	1,700	690	825	810	835	815	
Year-end inventory value (000s)	510	463	475	465	485	475	(1)
Procurement:							
Number of purchase orders issued	375	345	300	275	265	250	(5)
Procurement card transactions (PCT)	6,858	6,738	6,900	7,000	7,100	7,200	(2)
Value of PCT (000s)	1,550	1,409	1,750	1,850	1,925	2,000	(2)
Number of cards issued	88	84	84	87	90	90	
Risk Management:							
Number of insurance incidents	20	18	13	20	20	20	(3)
Number of incidents turning into claims	12	6	6	10	10	10	
Business Licences:							
Number of Business Licences issued	1,780	1,672	1,900	2,000	2,050	2,075	(4)
Efficiency Measures							
Inventory:							
Annual inventory turnover	2.9	3.5	3.4	3.5	3.3	3.5	
% of inventory line items received and stored within 2 working days	85%	85%	90%	95%	95%	97%	

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.
- (5) Purchase order quantities are expected to drop as transaction limits on VISA cards have been raised.



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.

2014 Highlights

The highlights of the Community Energy Plan include:

- Retrofitted five facilities with LEDs for exterior lighting (80 fixtures)
- Implemented a solar power pilot project at the Baling Facility
- This was the City's last year to achieve its 2004 to 2014 targets
- One million litres of oil has been saved by the Pool's pellet boiler
- Completed engineering design on two pellet boiler installations
- Began the Community Energy Plan renewal process

2015/2016/2017 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 the impact of the increase in energy costs during the construction of the water treatment plant
- Reduce the City of Yellowknife's greenhouse gas emissions by 2%, until a new target is adopted
- Support the community in its effort to reduce emissions beyond the 6% achieved in the first energy plan
- Actively support the development of alternative energy markets, including wood pellets and solar energy
- Diversify energy sources used for heating, away from fossil fuels
- Decrease the City's energy costs by using local energy sources
- Work with City facilities managers to optimize the energy performance and monitoring of their facilities

- Evaluate the legislative changes required to permit innovative financing mechanisms for green energy retrofits

2015/2016/2017 Objectives

The objectives of the Community Energy Plan are to:

- Continue to investigate the business case for using waste biomass or larger scale power generation in City facilities
- Reduce energy costs by installing a pellet boiler at Pumphouse #1
- Continuously upgrade to more energy-efficient interior and exterior lighting
- Support the upgrade to more energy-efficient options during capital projects (e.g. waste heat recovery at Community Arena)
- Expand the energy monitoring program for City facilities

THIS PAGE LEFT BLANK INTENTIONALLY

