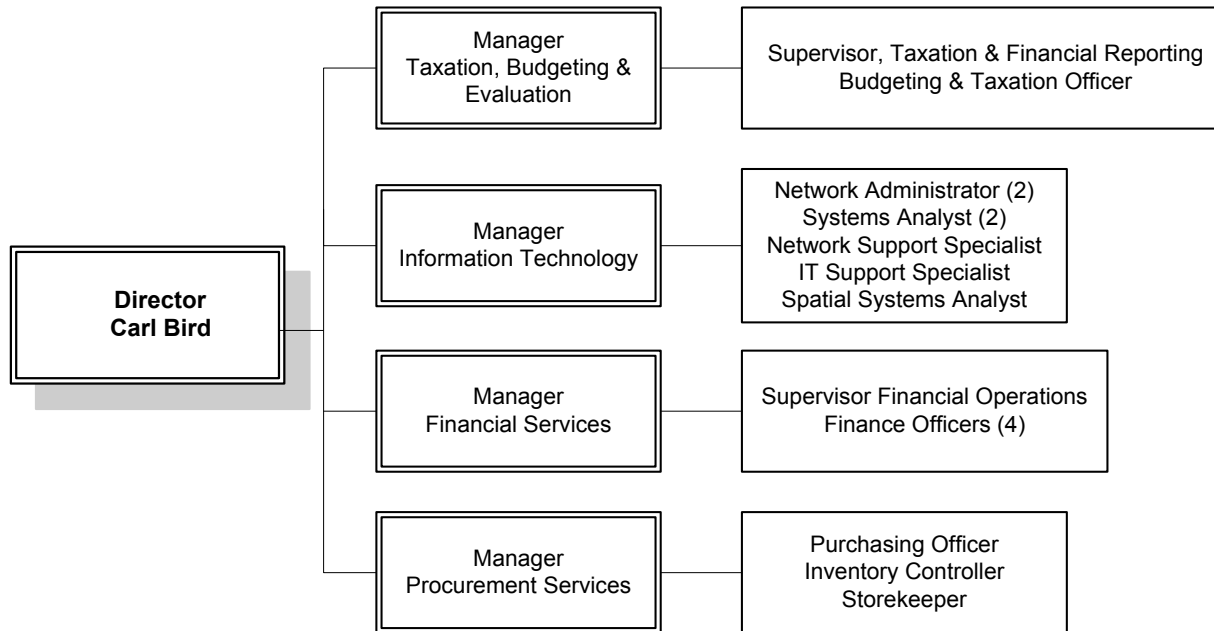


GENERAL FUND - Corporate Services

DEPARTMENT STAFFING



Staffing Summary

	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2014 Budget	2015 Budget
Directorate	3.50	3.00	3.00	3.00	3.00	3.00	4.53	4.53	5.00	5.00	5.00	4.00	4.00	4.00	4.00
Financial Services				9.96	9.94	9.91	8.38	8.35	8.35	8.35	8.35	6.31	6.04	6.04	6.04
Accounting	5.30	5.30	5.30												
Treasury	5.53	5.53	5.53												
Procurement Services	4.00	4.00	4.00	4.00	4.00	4.35	4.00	4.32	4.35	4.00	4.35	4.00	4.31	4.00	4.31
Information Technology	5.00	5.00	5.00	6.00	6.00	7.00	7.00	7.00	8.29	8.28	8.00	8.00	8.00	8.00	8.00
	23.33	22.83	22.83	22.96	22.94	24.26	23.91	24.20	25.99	25.63	25.70	22.31	22.35	22.04	22.35
Permanent Positions	23.03	22.53	22.53	22.53	22.53	23.53	23.53	23.53	25.00	25.00	25.00	22.00	22.00	22.00	22.00
Part-time/ casual	0.30	0.30	0.30	0.43	0.41	0.73	0.38	0.67	0.99	0.63	0.70	0.31	0.35	0.04	0.35
	23.33	22.83	22.83	22.96	22.94	24.26	23.91	24.20	25.99	25.63	25.70	22.31	22.35	22.04	22.35

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.

2012 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, 2012. 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 100% of the properties listed on the original 2012 tax auction list
- Developed and enhanced the Yellowknife Municipal Price Index to assist in budget development
- Improved and enhanced the presentation of financial statements as it pertains to the recommendations of the Public Sector Accounting Board for Tangible Capital Asset Accounting and for Financial Statement Presentation
- Achieved an unqualified audit opinion on the financial statements for the year ending December 31, 2011
- Received the Canadian Award for Financial Reporting and the Award for Popular Annual Financial Report for the fiscal year ended December 31, 2009
- Enhanced the quarterly financial reporting process to provide better information to Administration and Council on progress towards Council's goals and objectives
- Completed an Asset Management Plan to be presented to new Council during 2013 – 2015 budget deliberations
- Obtained Council's approval for borrowing \$20 million to finance a new water treatment plant; this frees up Gas Tax for other capital projects

- Received third reading of the Yellowknife Condominium Corporation No. 8 Local Improvement Borrowing By-law, which enables the City to borrow up to \$15.7 million on behalf of ratepayers of Northlands Mobile Home Park to fix the crumbling water mains and sewer lines
- Implemented the Development Incentive Program
- Coordinated the multi-year communication infrastructure initiative
- Provided technical and logistical support and assistance for One-Stop Shopping.

2013/2014/2015 Goals

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

Affordability

- 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.

Enhancing our Built Environment

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

Building Social Capital (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
- Complete the integration of the payroll and financial systems
- Continue to update the taxation manual.



GENERAL FUND - Corporate Services

Continuous Improvement

- 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:

- Prepare an audited financial report by May 31, 2013 that qualifies for GFOA's Canadian Award for Financial Reporting

- Prepare a multi-year budget document for 2013/2014/2015, 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
- Amend the Tax Administration By-law to clarify the criteria for tax exemption eligibility
- Amend the Tax Administration By-law to discourage land speculation.

Department Budget

	2011 Actual (\$000's)	2012 Budget (\$000's)	2012 Forecast (\$000's)	2013 Budget Recommended (\$000's)	2014 Budget (\$000's)	2015 Budget (\$000's)
Revenue						
Grants	20	-	-	-	-	-
User Charges	407	326	395	396	396	396
	427	326	395	396	396	396
Expenditures (By Division)						
Directorate	950	947	882	857	860	855
Information Technology	1,664	1,721	1,715	1,963	2,143	2,214
Financial Services	801	833	659	661	673	683
Procurement Services	1,310	1,336	1,347	1,374	1,391	1,435
	4,726	4,836	4,603	4,855	5,066	5,187
Net Revenue (Expenditures)	(4,298)	(4,510)	(4,208)	(4,459)	(4,671)	(4,792)
Expenditures (By Object)						
Wages & Benefits	2,735	2,804	2,518	2,563	2,608	2,684
Other O&M	1,991	2,032	2,085	2,292	2,458	2,504
	4,726	4,836	4,603	4,855	5,066	5,187

GENERAL FUND - Corporate Services

Directorate Budget

	2011 Actual (\$000's)	2012 Budget (\$000's)	2012 Forecast (\$000's)	2013 Budget Recommended (\$000's)	2014 Budget (\$000's)	2015 Budget (\$000's)	Note
Revenue							
Grants	20	-	-	-	-	-	
User Charges	125	125	129	125	125	125	(1)
	145	125	129	125	125	125	
Expenditures (By Activity)							
Labour Relations	14	14	13	12	12	12	
Legislation & Governance	206	173	161	156	157	156	
Property Assessment	220	331	308	299	300	299	(1)
Financial Reporting & Analysis	511	430	400	389	390	388	
	950	947	882	857	860	855	
Net Revenue (Expenditures)	(805)	(822)	(753)	(732)	(735)	(730)	
Expenditures (By Object)							
Wages & Benefits	641	636	548	536	544	553	
Other O&M	310	311	334	320	316	302	
	950	947	882	857	860	855	

Note

(1) The City has signed the assessment authority agreement with GNWT until May 31, 2014.



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.

2012 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, 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 One-Stop Shopping
- Coordinating the implementation of the CityWorks solution for asset and work management
- 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
- Coordinating procurement card processing improvements
- Implementing direct scan-to-document management repository capabilities
- Upgrading the public access services at the Library
- Providing technical input and support for the CityView implementation to streamline permit processing
- Implementing a status keeping solution for Municipal Enforcement staff
- Installing additional security cameras in City facilities to protect the City's citizens, staff, and property
- Coordinating the multi-year Communications Infrastructure initiative.

2013/2014/2015 Goals

The goals of the Information Technology Division are to:

- Provide focused and reliable 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.

2013/2014/2015 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
- Provide technical and educational support and effective email management tools to expand compliance with accepted document management practices
- Embrace a centralized computing paradigm to provide a greener and more manageable approach to service provision
- 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
 - Standardizing and consolidating wireless network devices and configurations for enhanced security and reliability
 - 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
 - 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 One-Stop-Shopping initiative
 - Reviewing the City's document management requirements vis-à-vis its current tools and developing a roadmap for the next decade
 - Digitizing existing aerial photography collections for inclusion in the City's electronic data infrastructure
 - 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
 - Expanding the key fob system throughout City Hall and to other City facilities



GENERAL FUND - Corporate Services

- Finalizing cable management upgrades and implementing rack and storage changes to advance the server room environment to a “clean” status, and upgrading the room’s electrical and cooling systems and backup power capacity
- Migrating the GeoWare application to City-standard hardware and software platforms
- Completing the Automated Permitting implementation
- Deploying automated ticket writing and data capture capabilities
- Leading a corporate-wide digital signature implementation.

Information Technology Budget

	2011 Actual (\$000's)	2012 Budget (\$000's)	2012 Forecast (\$000's)	2013 Budget Recommended (\$000's)	2014 Budget (\$000's)	2015 Budget (\$000's)	Note
Revenue							
User Charges	3	-	1	-	-	-	
	3	-	1	-	-	-	
Expenditures (By Activity)							
Maintenance	867	887	883	1,131	1,259	1,309	
Installation	177	191	190	187	207	212	
Training & Support	481	497	495	500	520	532	
System Development	139	147	146	146	157	161	
	1,664	1,721	1,715	1,963	2,143	2,214	
Net Revenue (Expenditures)	(1,661)	(1,721)	(1,714)	(1,963)	(2,143)	(2,214)	
Expenditures (By Object)							
Wages & Benefits	987	1,027	1,014	1,032	1,056	1,082	
Other O&M	677	694	701	931	1,087	1,132	(1)
	1,664	1,721	1,715	1,963	2,143	2,214	

Notes:

- (1) The new communication infrastructure will be commissioned in 2013 and the maintenance cost will be in the range of \$142,000 in 2013 to \$202,000 from 2014 onwards.

GENERAL FUND - Corporate Services

Information Technology Performance Measures

	Projected 2011	Actual 2011	Projected 2012	Forecasted 2013	Forecasted 2014	Forecasted 2015	Notes
Workload Indicators							
No. of IT staff	8	8	8	8	8	8	
No. of servers	52	51	66	70	66	66	
Physical	32	32	36	36	31	31	(1)
Virtual	20	19	30	34	35	35	
No. of client workstations	135	138	140	142	144	146	
No. of public access workstations	12	8	8	8	8	8	
No. of laptops	51	45	52	60	69	79	
Administration	21	20	22	24	26	28	
Elected Officials	10	10	10	10	10	10	
Dedicated	12	9	14	20	27	35	
Loaners	6	4	4	4	4	4	
iPads	2	2	2	2	2	2	
No. of handhelds	35	35	40	38	36	34	(2)
No. of cell phones	50	50	58	58	58	58	(3)
No. of scanners	33	28	25	20	15	10	(4)
No. of special purpose computer systems	43	48	55	60	63	66	(5)
No. of security cameras	43	43	48	53	58	63	
No. of applications supported	341	437	474	470	459	459	(6)
Desktop (core)	19	22	22	23	23	23	
Desktop (specialized)	213	209	229	225	223	223	
Server / Backend	0	32	32	32	31	31	(7)
CityView	0	0	8	8	8	8	
CityWorks	0	0	6	6	6	6	
Class	13	13	15	15	15	15	
Diamond/eEnterprise	46	44	44	46	45	45	
FDM	7	8	8	8	8	8	
GeoWare	14	14	14	14	14	14	
GIS	0	58	61	59	59	59	(7)
IVR	2	2	2	2	2	2	
Web	19	19	18	18	18	18	
WorkTech	0	5	5	5	0	0	(7)
Operating Systems	8	11	10	9	7	7	
No. of work orders opened	4,908	4,960	5,208	5,468	5,742	6,029	
No. of work orders closed	4,857	5,016	5,267	5,530	5,807	6,097	
% of work orders closed	99%	101%	101%	101%	101%	101%	(8)
No. of web site visitors (City)	373,497	383,748	410,655	431,824	454,116	477,592	(cont'd...)
No. of page views (City)	4,547,065	4,872,247	6,485,162	6,815,965	7,163,964	7,530,083	



GENERAL FUND - Corporate Services

Information Technology Performance Measures (cont'd)

	Projected 2011	Actual 2011	Projected 2012	Forecasted 2013	Forecasted 2014	Forecasted 2015	Notes
Efficiency Measures							
Average infrastructure cost per user	\$3,362	\$3,381	\$3,335	\$3,123	\$3,244	\$3,200	(7)
Average infrastructure cost per client device	\$2,106	\$2,125	\$2,065	\$2,012	\$2,173	\$2,226	
Average support cost per user	\$3,899	\$3,944	\$3,823	\$3,935	\$3,957	\$3,872	(7)
Average support cost per client device	\$2,728	\$2,729	\$2,566	\$2,701	\$2,776	\$2,776	
Effectiveness Measures							
% of users receiving updated PC	25%	25%	25%	25%	25%	25%	
Web site visitors per day (City)	1,023	1,051	1,125	1,183	1,244	1,308	
Informational Site	955	979	1,046	1,098	1,153	1,211	
eBusiness	29	29	35	38	42	46	
eConnect	39	43	44	47	49	51	
Web site visits per day (City)	2,677	2,753	2,906	3,054	3,211	3,375	
Informational Site	2,554	2,621	2,746	2,883	3,027	3,179	
eBusiness	47	47	63	69	76	84	
eConnect	77	85	97	102	107	113	

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) A modest decline in City-owned smartphones is anticipated as employees gradually adopt the bring-your-own-device approach.
- (3) Cell phone numbers will rise more quickly than expected due to unforeseen demand for shared and emergency phones.
- (4) 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.
- (5) Special systems growth has been revised to reflect a rapid increase in computer-based solutions throughout the organization.
- (6) The number of supported applications grew rapidly due to vendor re-packaging and client acquisitions.
- (7) Applications were reorganized in 2012 to more accurately reflect the growing portfolio; this category was added.
- (8) A concerted effort will be made to clear the backlog of workorders.

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.

2012 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
- Involvement of staff in cross-training sessions to ensure continuity of workflow in the event of prolonged absences
- 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 1398 in 2011 to a projected 1594 in 2012
- Implementation of an automated utility meters reading system, improving accuracy and reducing staff time and processing costs
- Continued management of external collection costs, resulting in a projected 100% recovery of collection costs for 2012
- Coordination with Public Works Water and Sewer Division to purchase meter readers capable of direct download to financial software.

2013/2014/2015 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
- 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
- Centralize the management of funding agreements
- Diligently continue to collect outstanding amounts owed to the City.

2013/2014/2015 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
- Proceed 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
- Create a register for all grant applications and funding agreements; track events of each
- 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

	2011 Actual (\$000's)	2012 Budget (\$000's)	2012 Forecast (\$000's)	2013 Budget Recommended (\$000's)	2014 Budget (\$000's)	2015 Budget (\$000's)	Note
Revenue							
User Charges	190	201	176	182	182	182	
	<u>190</u>	<u>201</u>	<u>176</u>	<u>182</u>	<u>182</u>	<u>182</u>	
Expenditures (By Activity)							
Cash Receipts & Collections	199	149	118	109	111	113	
Cash Management	54	124	98	98	101	103	
Customer Invoicing	138	193	153	165	165	164	
Financial Analysis and Reporting	226	185	146	148	152	155	
Lottery Licensing	21	14	11	11	12	12	
Public Information/Inquiry	84	80	63	58	60	61	
Vendor Payments	78	88	70	71	73	75	
	<u>801</u>	<u>833</u>	<u>659</u>	<u>661</u>	<u>673</u>	<u>683</u>	
Net Revenue (Expenditures)	<u>(611)</u>	<u>(632)</u>	<u>(483)</u>	<u>(479)</u>	<u>(491)</u>	<u>(501)</u>	
Expenditures (By Object)							
Wages & Benefits	691	724	558	570	586	599	(1)
Other O&M	111	109	102	91	87	84	
	<u>801</u>	<u>833</u>	<u>659</u>	<u>661</u>	<u>673</u>	<u>683</u>	

Note

(1) Starting in 2012, customer services function is under Communications & Economic Development.

GENERAL FUND - Corporate Services

Financial Services Performance Measures

	Projected 2011	Actual 2011	Projected 2012	Forecasted 2013	Forecasted 2014	Forecasted 2015	Notes
<u>Workload Indicators:</u>							
Accounts Payable and Disbursements							
No. of accounts payable invoices processed	11,605	11,944	11,435	12,000	12,000	12,000	
No. of Visa card transactions processed	5,884	5,910	5,487	6,000	6,000	6,000	
No. of Visa card disbursements	12	12	12	12	12	12	
No. of electronic fund transfer disbursements	1,186	1,398	1,594	1,700	1,750	1,800	
No. of accounts payable cheques issued	1,788	1,386	1,273	1,200	1,150	1,100	
Cash Receipt and Collections							
No. of cash receipts issued	52,688	52,782	52,982	53,500	54,000	54,500	
Customer Invoicing							
No. of utility customer accounts	5,300	5,269	5,304	5,400	5,450	5,500	
No. of tax customer accounts	5,300	5,303	5,395	5,450	5,500	5,550	
No. of tax certificates issued	573	579	629	600	600	600	
No. of accounts receivable invoices processed	10,332	10,159	9,484	11,000	11,500	12,000	
Financial Analysis and Reporting							
No. of annual reports printed	1,000	1,000	1,000	1,000	1,000	1,000	(1)
Lottery Licensing							
No. of lottery licences issued	280	261	264	265	265	265	
<u>Efficiency Measures:</u>							
Accounts Payable and Disbursements							
Cost per procurement transaction							
- Visa	\$3.06	\$3.06	\$3.15	\$3.25	\$3.35	\$3.46	(2)
- Electronic funds transfer	\$2.88	\$2.88	\$2.96	\$3.04	\$3.13	\$3.21	(2)
- Cheques	\$4.08	\$4.08	\$4.18	\$4.29	\$4.43	\$4.55	(2)
Customer Invoicing							
Cost to process and mail a utility invoice	\$1.22	\$1.22	\$1.24	\$1.27	\$1.28	\$1.31	
Cash conversion cycle (No. of days)	50	50	50	50	50	50	
Financial Analysis and Reporting							
Cost to produce the annual reports	\$21,500	\$22,162	\$21,787	\$15,000	\$15,000	\$15,000	(1)

(cont'd...)



GENERAL FUND - Corporate Services

Financial Services Performance Measures (cont'd)

	Projected 2011	Actual 2011	Projected 2012	Forecasted 2013	Forecasted 2014	Forecasted 2015	Notes
<u>Effectiveness Measures:</u>							
Accounts Payable and Disbursements							
No. of A/P invoices paid more than 30 days after statement date	332	497	416	400	400	400	
Cash Management							
Average rate of return on investments	1.37%	1.42%	1.66%	2.00%	2.50%	2.50%	
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	148	150	120	120	120	
Utility (net 21 days)	58	52	58	60	60	60	
Other (net 30 days) - not including land sales	72	80	90	90	90	90	
No. of utility accounts balances transferred to taxes	250	190	200	200	200	200	
No. of tax/utility accounts using pre-authorized payment services	3,572	3,521	3,600	3,650	3,700	3,700	
Financial Analysis and Reporting							
Avg. no. of days reconciliations completed late	30	30	30	30	30	30	
Lottery Licensing							
No. of lottery statements outstanding	10	23	20	20	20	20	

Notes:

- (1) In-house production of Annual Reports beginning in 2012.
- (2) Cost for disbursement only; assumes same procurement cost for all methods.

PROCUREMENT SERVICES 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.

2012 Highlights

The highlights of the Procurement Services Division include:

- Performed perpetual enumerations which made it possible to correct multiple minor inaccuracies with quantity, description, maximum/minimum and order vendor information
- Designed floor layout plan in readiness for upgrade to front, main warehouse. This will involve shifting existing shelving and combining with new shelving scheduled for 2013.
- Did some substantial inventory shuffling in the outdoor warehouse and compound to accommodate winter, spring and summer storage of the air condition/heating unit for Ruth Inch Memorial Pool and windows, kitchen supplies, boiler and parts for the Wildcat Café
- Added many new inventory items, such as medical supplies for the Fire Division; worked with Public Works Department to establish new products and maximum/minimum inventory for facility parts; now carrying different grades of oil for the mechanics and air filters for the Multiplex
- Divisional employees received procurement related training; two employees are now certified as forklift instructors
- Replaced rotten cribbing in compound which was then graded for proper drainage and packed
- Replaced incandescent lights in the warehouse with fluorescent ones, greatly reducing electrical consumption
- Consulted with IT Division regarding replacement of the Inventory software. A more user-friendly system has been sourced; anticipate implementation by Jan 1/14
- Contributed divisional funding and assisted in sourcing new multi-function printers for Administration and the Customer Service staff

- Worked toward streamlining the reconciliation process for cardholders and accounts payable for our VISA card program
- Worked with IT Division to upgrade the 'Bidding Opportunities' page on the City's website
- Hired and trained a new Purchasing Officer as previous employee had resigned
- 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.

2013/2014/2015 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.

2013/2014/2015 Objectives

The objectives of the Procurement Services Division are to:

- Renovate 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%
- Continue to work toward an online VISA reconciliation process for all cardholders, greatly reducing data entry time for the Accounts Payable clerk
- Establish and maintain a one-month pre-drawn filter system for the fleet, reducing mechanics' downtime while waiting for filters to be collected
- Prepare all approved assets for a spring auction



GENERAL FUND - Corporate Services

- 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
- Assist with conversion to the One-Stop Shopping initiative at City Hall and the planned future renovation of the building.

Procurement Services Budget	2011	2012	2012	2013	2014	2015
	Actual	Budget	Forecast	Budget	Budget	Budget
	(\$000's)	(\$000's)	(\$000's)	Recommended	(\$000's)	(\$000's)
				(\$000's)		
Revenue						
User Charges	89	-	89	89	89	89
	89	-	89	89	89	89
Expenditures (By Activity)						
Material Purchasing	216	216	217	221	221	234
Inventory Management	155	151	153	157	155	166
Risk Management	745	763	770	785	801	817
Common costs	194	205	207	210	214	218
	1,310	1,336	1,347	1,374	1,391	1,435
Net Revenue (Expenditures)	(1,221)	(1,336)	(1,258)	(1,285)	(1,302)	(1,346)
Expenditures (By Object)						
Wages & Benefits	416	417	398	425	423	449
Other O&M	894	919	949	949	968	986
	1,310	1,336	1,347	1,374	1,391	1,435

GENERAL FUND - Corporate Services

Procurement Services Performance Measures

	Projected 2011	Actual 2011	Projected 2012	Forecasted 2013	Forecasted 2014	Forecasted 2015	Notes
Workload Indicators							
Inventory							
Issuances	5,400	5,949	5,733	5,750	5,800	5,850	
Inventory line items received	800	1,383	1,718	1,725	1,750	1,800	
Year-end inventory value (000s)	420	383	485	500	505	510	
Procurement							
Number of purchase orders issued	350	350	360	360	375	380	
Procurement card transactions (PCT)	8,000	7,341	6,700	8,000	8,000	8,000	(1)
Value of PCT (000s)	1,775	1,611	1,553	2,000	2,000	2,000	(1)
Number of cards issued	85	90	90	95	95	95	
Risk Management							
Number of insurance incidents	20	18	15	20	20	20	(2)
Number of incidents turning into claims	10	13	10	10	10	10	
Efficiency Measures							
Inventory							
Annual inventory turnover	2.2	3.6	3.5	3.5	3.5	3.5	
% of inventory line items received and stored within 2 working days	85%	80%	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) Procurement card transactions and values may increase as we move toward automation in the next year or two.
- (2) Insurance claims are very difficult to predict. These can vary drastically from year to year and we have little control over the variables which affect them.

