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# Department / Division Overviews

# City Manager

**Department:** *City Manager*

**City Manager:** *Deborah Dubenofsky*



## What function(s) does the City Manager's Office serve?

- The City Manager's Office provides management and administrative leadership for all departments to support Council's goals, including excellence in customer service, strengthening the Corporation's centres of excellence, good governance, and ensuring that the City of Brampton is the premier employer and municipal service provider in our province.
- Directly reporting to the City Manager's Office are the Internal Audit and Human Resources divisions, and government relations. The City Manager's office is also responsible for managing the Flower City Strategy. (Note: Human Resources has been reported as a standalone division for the purpose of the budget presentation)

## Goals and Objectives

To provide visionary leadership as Brampton continues its evolution to a strong and vibrant City with an exceptional quality of life for its residents and businesses. The delivery of the Department's services will be organized around the following performance goals:

- Service / Operational Excellence
- Fiscal Responsibility
- Environmental Stewardship and Responsible Growth Management
- Customer Service and Community outreach
- Employer of Choice – A Skilled and Motivated Workforce

## 2012 Service Initiatives

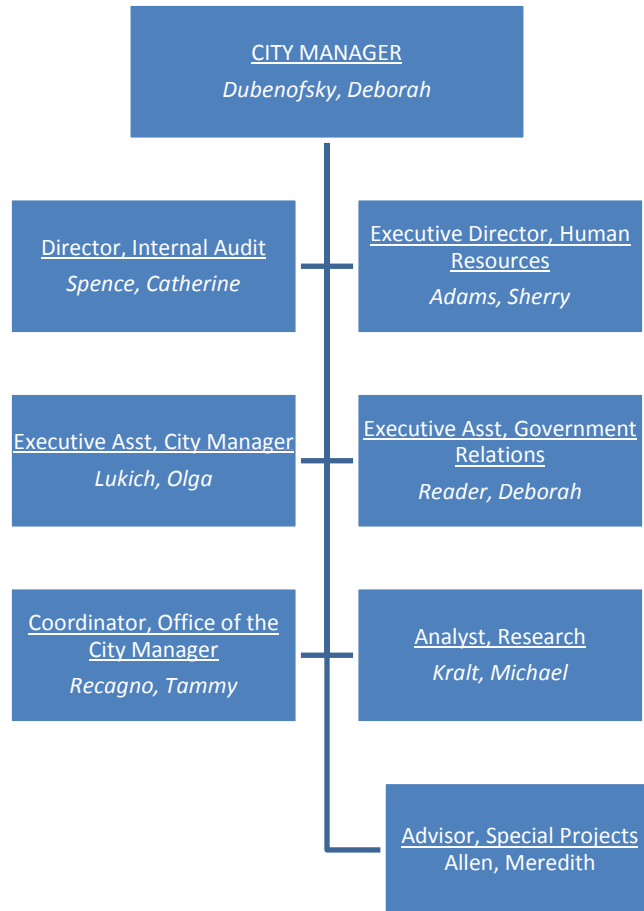
- The City Manager advises and directs the Senior Management Team and the Directors of Human Resources and Internal Audit in carrying out the 2012 initiatives shown in each department's section of the budget book

# City Manager

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- Refer to Divisional sections (Internal Audit and Human Resources) for their Service Initiatives

## Organizational Structure



# City Manager

## Current Budget Financial Summary

(\$000s)	VARIANCE				
	2011 BUDGET	2011 ACTUALS*	2012 BUDGET	2012 BUDGET VS 2011 BUDGET	% CHANGE
<b><u>DIVISIONAL BREAKDOWN</u></b>					
CITY MANAGER'S OFFICE	\$940	\$951	\$951	\$12	1.2%
INTERNAL AUDIT	\$990	\$1,016	\$979	(\$11)	-1.2%
<b>Net Expenditures</b>	<b>\$1,930</b>	<b>\$1,967</b>	<b>\$1,930</b>	<b>\$0</b>	<b>0.0%</b>
<b><u>BREAKDOWN BY CATEGORY</u></b>					
Labour Expenditures	\$1,842	\$1,832	\$1,839	(\$3)	-0.2%
Other Expenditures	\$88	\$135	\$91	\$3	3.7%
<b>Total Expenditures</b>	<b>\$1,930</b>	<b>\$1,967</b>	<b>\$1,930</b>	<b>\$0</b>	<b>0.0%</b>
Gross Revenues	\$0	\$0	\$0	\$0	-
<b>Net Expenditures</b>	<b>\$1,930</b>	<b>\$1,967</b>	<b>\$1,930</b>	<b>\$0</b>	<b>0.0%</b>

\*Forecast year- end actuals based on August 31<sup>st</sup>, 2011 actual results

Note: Figures in the table may not add due to rounding

## 2012 Net Expenditures by Division



# City Manager

## 2012 Budgeted Expenditures by Type

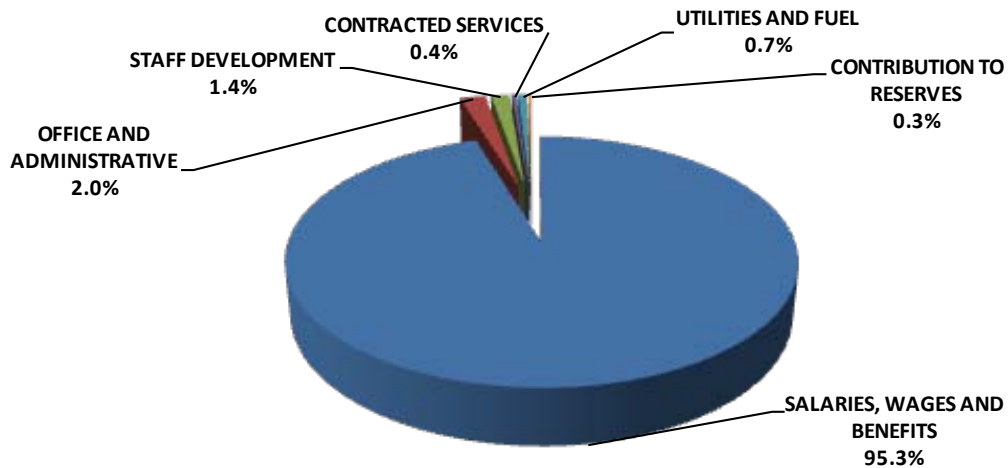
(\$000s)	2011 BUDGET	2011 ACTUALS*	2012 BUDGET	VARIANCE	
				2012 BUDGET VS 2011 BUDGET	% CHANGE
<b>EXPENDITURES BY TYPE</b>					
SALARIES, WAGES AND BENEFITS	\$1,842	\$1,832	\$1,839	(\$3)	-0.2%
OFFICE AND ADMINISTRATIVE	\$38	\$38	\$39	\$1	1.5%
STAFF DEVELOPMENT	\$25	\$25	\$27	\$3	11.0%
CONTRACTED SERVICES	\$9	\$57	\$7	(\$2)	-22.2%
UTILITIES AND FUEL	\$13	\$13	\$13	\$0	0.0%
CONTRIBUTION TO RESERVES	\$3	\$3	\$5	\$2	66.7%
<b>Total Expenditures by Type</b>	<b>\$1,930</b>	<b>\$1,967</b>	<b>\$1,930</b>	<b>\$0</b>	<b>0.0%</b>

\*Forecast year- end actuals based on August 31<sup>st</sup>, 2011 actual results

Note: Figures in the table may not add due to rounding

Contracted Services: 2011 year-end forecast actuals includes a one-time unanticipated expenditure for recruitment costs in the Internal Audit Division.

## 2012 Budgeted Expenditures by Type



# City Manager

## Staffing Complement

DIVISIONS	2011 COMPLEMENT	RECOMMENDED ADDITIONS	2012 COMPLEMENT
CITY MANAGER'S OFFICE	5	0	5
INTERNAL AUDIT	8	0	8
<b>DEPARTMENT TOTAL</b>	<b>13</b>	<b>0</b>	<b>13</b>

SOURCE: HUMAN RESOURCES (as of Oct. 31/11)

\*Includes F/T and conversions to F/T

## Capital Budget Summary

(\$000s)	2008	2009	2010	2011	2012
CITY MANAGER	\$0	\$5	\$5	\$3	\$5
<b>Total Approved Capital</b>	<b>\$0</b>	<b>\$5</b>	<b>\$5</b>	<b>\$3</b>	<b>\$5</b>

Note: Based on approved Capital Budgets

Note: Figures in the table may not add due to rounding

# City Manager: Internal Audit Overview

**Division:** *Internal Audit*

**Director:** *Catherine Spence*



## What function(s) does the Internal Audit Division serve?

- The Internal Audit Division is responsible for providing an independent and objective assessment of the City of Brampton activities by providing a variety of services to the Corporation.
- Through auditing and consulting services, Internal Audit evaluates and helps enhance corporate governance, risk management, stewardship, accountability and control.
- Internal Audit conducts financial, operational, compliance, information systems audits, and other special audits/reviews/investigations, for the benefit of city departments and related Boards, and to help departments meet their business objectives.
- The Division also offers consulting and control advice to enhance the efficiency and effectiveness of city processes by providing city departments with guidance and assistance relating to the implementation of controls in new or existing processes and systems.

## Goals/Objectives

- Provide a systematic, disciplined and objective approach that evaluates and improves the effectiveness of minimizing risk and the management of internal controls.
- Develop an annual comprehensive risk based work plan and allocate Internal Audit resources to the areas of greatest need which provides the highest quality of value added service to the Corporation.
- Deliver sound, factual and value added recommendations to city departments.
- Performs all audit activity in compliance with the International Standards for the Professional Practice of Internal Auditing and the Code of Ethics adopted by the Institute of Internal Auditors.

# City Manager: Internal Audit Overview

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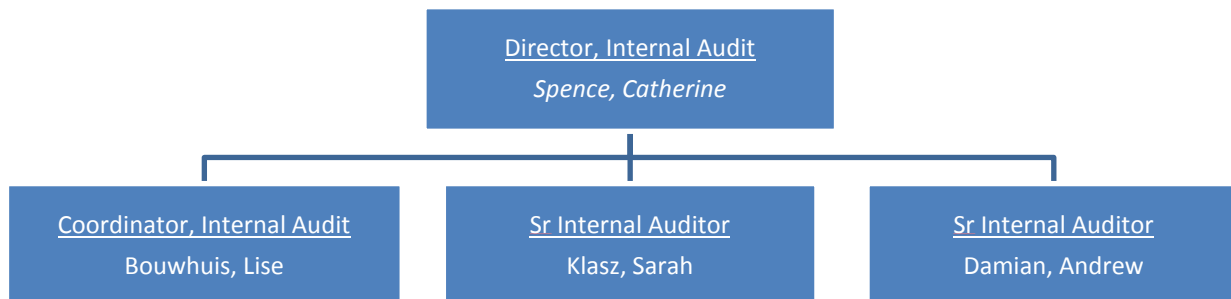
## Service Drivers

- To provide the City Manager and Senior Management Team with the necessary recommendations to maintain the highest standards of stewardship and due diligence over corporate processes and public funds.
- Reviewing effectiveness and efficiency of key controls and the reliability and integrity of financial, managerial and operational information. Included is identifying and assessing key risks, compliance to corporate and departmental policies and procedures, assessing compliance to relevant legislation and safeguarding of assets.

## 2012 Service Initiatives

- Continue to provide independent and objective auditing and consulting services to help departments meet their business objectives.

## Organizational Structure



# City Manager: Internal Audit Overview

## Current Budget Financial Summary - Division

(\$000s)	VARIANCE				
	2011 BUDGET	2011 ACTUALS*	2012 BUDGET	2012 BUDGET VS 2011 BUDGET	% CHANGE
<b><i>BREAKDOWN BY CATEGORY</i></b>					
Labour Expenditures	\$957	\$936	\$943	(\$15)	-1.5%
Other Expenditures	\$33	\$80	\$36	\$3	10.0%
<b>Total Expenditures</b>	<b>\$990</b>	<b>\$1,016</b>	<b>\$979</b>	<b>(\$11)</b>	<b>-1.2%</b>
Gross Revenues	\$0	\$0	\$0	\$0	-
<b>Net Expenditures</b>	<b>\$990</b>	<b>\$1,016</b>	<b>\$979</b>	<b>(\$11)</b>	<b>-1.2%</b>

\*Forecast year- end actuals based on August 31<sup>st</sup>, 2011 actual results

Note: Figures in the table may not add due to rounding

Other Expenditures: 2011 year-end forecast actuals includes a one-time unanticipated expenditure for recruitment.



# Current Budget Highlights



# City Manager: Current Budget Highlights

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## Consolidated Change from 2011 (\$000s)

	<b>2012 Budget vs. 2011 Budget</b>	<b>Category Description</b>
<b>CORE ADJUSTMENTS</b>		
> Compensation - Adjustments to reflect actual costs and Fringe/WSIB rates	(3)	Compensation Adjustments
> Operating expenditure adjustments to reflect actuals and forecasted actuals		
- Administrative expenses	3	Service
<b>SUBTOTAL, CORE ADJUSTMENTS</b>	<b>0</b>	

<b>TOTAL, NET EXPENDITURE CHANGE</b>	<b>0</b>
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<b>DEFERRED PRIORITIES</b>
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> Senior IT Auditor (1 Contract to F/T)	11	Service
<b>SUBTOTAL, DEFERRED PRIORITIES</b>	<b>11</b>	

# Capital Budget and Forecast



**2012 CAPITAL BUDGET & 2013 - 2021 CAPITAL FORECAST (\$000)**

	2012	Capital Forecast									Total 2012-2021	
		2013	2014	2015	2016	2017	2018	2019	2020	2021		
<b>City Manager's Office</b>												
Minor Capital – City Manager's Office	3	3	3	3	3	3	3	3	3	3	3	30
Minor Capital – Internal Audit	2	2	2	2	2	2	2	2	2	2	2	20
<b>City Manager's Office - Total</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$50</b>
<b>Grand Total</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$50</b>

# City Manager: 2012 Capital Budget - Project Detail Summaries

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**Program / Project: Minor Capital – City Manager's Office (#1199)**

**2012 Budget (\$000s): \$3**

**PROGRAM / PROJECT DESCRIPTION**

Minor Capital projects are for relatively small expenditures that do not fit into any unique capital project, but do meet the tangible capital asset eligibility criteria and must be capitalized and depreciated. They may be planned or unexpected expenditures and as a result are grouped into one project to provide flexibility in funding each department's unique operational needs.

**PROPOSED FUNDING SOURCES (\$000s)**

Contribution from Operating Budget \$3

<b>CASH FLOW (\$000s)</b>	<b>2012</b>	<b>2013</b>	<b>Beyond</b>
	\$ 3		

<b>OPERATING IMPACT - INCREMENTAL (\$000s)</b>	<b>2012</b>	<b>2013</b>	<b>Beyond</b>
Expenses	\$ 0	\$ 0	\$ 0
Revenues			\$ 0
<b>Net (Marginal)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Net (Cumulative)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b># Of Employees</b>			<b>0</b>

PROJECT	TITLE	WARD(S) / LOCATION	AMOUNT
121199-001	Minor Capital	City Wide City Hall	\$3

# City Manager: 2012 Capital Budget - Project Detail Summaries

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**Program / Project: Minor Capital – Internal Audit (#1399)**

**2012 Budget (\$000s): \$2**

**PROGRAM / PROJECT DESCRIPTION**

Minor Capital projects are for relatively small expenditures that do not fit into any unique capital project, but do meet the tangible capital asset eligibility criteria and must be capitalized and depreciated. They may be planned or unexpected expenditures and as a result are grouped into one project to provide flexibility in funding each department's unique operational needs.

**PROPOSED FUNDING SOURCES (\$000s)**

Contribution from Operating Budget \$2

CASH FLOW (\$000s)	2012	2013	Beyond
	\$ 2		

OPERATING IMPACT - INCREMENTAL (\$000s)	2012	2013	Beyond
Expenses	\$ 0	\$ 0	\$ 0
Revenues			\$ 0
<b>Net (Marginal)</b>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
<b>Net (Cumulative)</b>	\$ 0	\$ 0	\$ 0
<b># Of Employees</b>			0

PROJECT	TITLE	WARD(S) / LOCATION	AMOUNT
121399-001	Minor Capital	City Wide City Hall	\$2