

# Chief Administrative Officer

## 2026 Operating Budget Overview

September 25, 2025



# Agenda

1. Organization Chart
2. Department Overview
3. Divisions Overview
4. Variances
5. Accomplishments and Priorities

# Department Organizational Chart



# CAO's Office

## Department Overview

- The Chief Administrative Officer (CAO) is responsible for the efficient management of the municipal administration of the Corporation.
- The department provides advice and guidance to City Council, leadership to Senior Staff (SMT) and all City Departments.
- The department provides administrative services and corporate supports to all City Departments.
- The department consists of the following divisions: CAO Administration, Legal Services, and Clerk's Office.



# Department Financial Summary

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
<b>Revenue</b>						
Grants	(11)	(2)	(11)	(166)	(155)	1409%
User Fees, Licenses and Fines	(3,885)	(1,517)	(3,299)	(3,156)	143	(4%)
<b>Total - Revenue</b>	<b>(3,896)</b>	<b>(1,519)</b>	<b>(3,310)</b>	<b>(3,322)</b>	<b>(12)</b>	<b>0%</b>
<b>Expenses</b>						
Salaries, Wages and Benefits	5,135	2,962	5,726	6,921	1,195	21%
Materials, Training, Services	326	237	394	403	10	2%
Contracted Services	711	439	984	970	(14)	(1%)
Rents and Insurance	3,592	2,759	3,278	3,340	63	2%
Debt, Lease and Financial	43	24	38	37	(1)	(2%)
Transfer to External Clients	456	154	327	362	35	11%
Interfunctional Adjustments	1,157	461	627	(187)	(814)	(130%)
<b>Total - Expenses</b>	<b>11,420</b>	<b>7,036</b>	<b>11,373</b>	<b>11,846</b>	<b>473</b>	<b>4%</b>
<b>Grand Total</b>	<b>7,524</b>	<b>5,517</b>	<b>8,063</b>	<b>8,524</b>	<b>461</b>	<b>6%</b>

*Figures are shown in thousands of dollars (000s)*

# Preliminary Department 2025 to 2026 Budget Variance

Account	Draft Budget 2026	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget Variance
<b>Revenue</b>				
Grants	(166,00)	(11,000)	(155,000)	1409%
<b>Expenses</b>				
Interfunctional Adjustments	(187,110)	626,891	(814,001)	-130%

*Figures are shown in thousands of dollars (000s)*

# Administrative Overview

Responsible for the efficient management of the municipal administration, working in close collaboration with the Mayor and Council. The CAO provides advice to City Council, leadership to senior staff and the City's 8 other departments and is responsible for the overall management of the City.

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
<b>Expenses</b>						
Salaries, Wages and Benefits	410	234	436	465	29	7%
Materials, Training, Services	93	84	116	111	(5)	(4%)
Contracted Services	0	0	4	3	(1)	(13%)
Rents and Insurance	0	0	2	0	(2)	(100%)
Interfunctional Adjustments	(34)	(17)	(34)	(41)	(7)	22%
<b>Total - Expenses</b>	<b>468</b>	<b>300</b>	<b>523</b>	<b>538</b>	<b>15</b>	<b>3%</b>
<b>Grand Total</b>	<b>468</b>	<b>300</b>	<b>523</b>	<b>538</b>	<b>15</b>	<b>3%</b>

*Figures are shown in thousands of dollars (000s)*

# Legal Services Overview

Provides legal advice and support to Departments and Council on various Municipal legal matters. The Legal Services Division also consists of the Provincial Offences Administration and Prosecution, Realty Services and Insurance & Risk Management.

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
<b>Revenue</b>						
User Fees, Licenses and Fines	(2,854)	(960)	(2,361)	(2,221)	140	(6%)
<b>Total - Revenue</b>	<b>(2,854)</b>	<b>(960)</b>	<b>(2,361)</b>	<b>(2,221)</b>	<b>140</b>	<b>(6%)</b>
<b>Expenses</b>						
Salaries, Wages and Benefits	1,893	1,134	2,204	2,506	302	14%
Materials, Training, Services	65	40	79	71	(8)	(10%)
Contracted Services	596	244	680	473	(207)	(30%)
Rents and Insurance	3,592	2,759	3,276	3,340	64	2%
Debt, Lease and Financial	37	21	33	30	(3)	(8%)
Transfer to External Clients	321	124	267	270	3	1%
Interfunctional Adjustments	795	445	469	1	(469)	(100%)
<b>Total - Expenses</b>	<b>7,298</b>	<b>4,766</b>	<b>7,008</b>	<b>6,691</b>	<b>(317)</b>	<b>(5%)</b>
<b>Grand Total</b>	<b>4,445</b>	<b>3,806</b>	<b>4,647</b>	<b>4,470</b>	<b>(176)</b>	<b>(4%)</b>

*Figures are shown in thousands of dollars (000s)*



# Legal General

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
<b>Revenue</b>						
User Fees, Licenses and Fines	0	0	(94)	0	94	(100%)
<b>Total - Revenue</b>	<b>0</b>	<b>0</b>	<b>(94)</b>	<b>0</b>	<b>94</b>	<b>(100%)</b>
<b>Expenses</b>						
Salaries, Wages and Benefits	340	219	528	537	9	2%
Materials, Training, Services	4	5	7	7	(0)	(0%)
Contracted Services	161	38	300	100	(200)	(67%)
Interfunctional Adjustments	(22)	(17)	(33)	(40)	(7)	20%
<b>Total - Expenses</b>	<b>484</b>	<b>245</b>	<b>801</b>	<b>603</b>	<b>(198)</b>	<b>(25%)</b>
<b>Grand Total</b>	<b>484</b>	<b>245</b>	<b>707</b>	<b>603</b>	<b>(103)</b>	<b>(15%)</b>

*Figures are shown in thousands of dollars (000s)*

# Insurance & Risk Management

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
<b>Revenue</b>						
User Fees, Licenses and Fines	(112)	(0)	(1)	0	1	(100%)
<b>Total - Revenue</b>	<b>(112)</b>	<b>(0)</b>	<b>(1)</b>	<b>0</b>	<b>1</b>	<b>(100%)</b>
<b>Expenses</b>						
Salaries, Wages and Benefits	139	85	154	286	132	86%
Materials, Training, Services	3	2	6	5	(0)	(7%)
Contracted Services	0	0	15	0	(15)	(100%)
Rents and Insurance	3,476	2,698	3,150	3,250	100	3%
Debt, Lease and Financial	3	0	3	0	(3)	(100%)
Interfunctional Adjustments	20	414	279	(183)	(462)	(166%)
<b>Total - Expenses</b>	<b>3,641</b>	<b>3,198</b>	<b>3,606</b>	<b>3,358</b>	<b>(247)</b>	<b>(7%)</b>
<b>Grand Total</b>	<b>3,528</b>	<b>3,198</b>	<b>3,605</b>	<b>3,358</b>	<b>(246)</b>	<b>(7%)</b>

*Figures are shown in thousands of dollars (000s)*

# Realty Services

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
<b>Revenue</b>						
User Fees, Licenses and Fines	(1,160)	(174)	(506)	(451)	55	(11%)
<b>Total - Revenue</b>	<b>(1,160)</b>	<b>(174)</b>	<b>(506)</b>	<b>(451)</b>	<b>55</b>	<b>(11%)</b>
<b>Expenses</b>						
Salaries, Wages and Benefits	441	226	410	402	(8)	(2%)
Materials, Training, Services	14	5	20	17	(3)	(16%)
Contracted Services	236	107	196	169	(27)	(14%)
Rents and Insurance	0	0	1	0	(1)	(100%)
Debt, Lease and Financial	0	0	0	0	0	
Interfunctional Adjustments	797	47	224	224	0	
<b>Total - Expenses</b>	<b>1,488</b>	<b>385</b>	<b>850</b>	<b>811</b>	<b>(39)</b>	<b>(5%)</b>
<b>Grand Total</b>	<b>328</b>	<b>211</b>	<b>344</b>	<b>360</b>	<b>16</b>	<b>5%</b>

*Figures are shown in thousands of dollars (000s)*

# Provincial Offences Act

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
<b>Revenue</b>						
User Fees, Licenses and Fines	(1,581)	(785)	(1,760)	(1,770)	(10)	1%
<b>Total - Revenue</b>	<b>(1,581)</b>	<b>(785)</b>	<b>(1,760)</b>	<b>(1,770)</b>	<b>(10)</b>	<b>1%</b>
<b>Expenses</b>						
Salaries, Wages and Benefits	972	605	1,113	1,281	168	15%
Materials, Training, Services	44	28	47	43	(4)	(9%)
Contracted Services	199	99	169	204	35	21%
Rents and Insurance	116	61	125	90	(35)	(28%)
Debt, Lease and Financial	35	21	30	30	0	
Transfer to External Clients	321	124	267	270	3	1%
<b>Total - Expenses</b>	<b>1,686</b>	<b>938</b>	<b>1,751</b>	<b>1,918</b>	<b>167</b>	<b>10%</b>
<b>Grand Total</b>	<b>105</b>	<b>153</b>	<b>(9)</b>	<b>148</b>	<b>157</b>	<b>(1,788%)</b>

*Figures are shown in thousands of dollars (000s)*

# Office of the City Clerk



Responsible for all statutory duties sanctioned by the Province, including the management of City records and archives, responding to requests made under the Municipal Freedom of Information and Protection of Privacy Act, Secretariat to Council and its Committees, Registering Vital Statistics, Returning Officer for Municipal Elections, Signing Officer for the City, and administration of Provincially Legislated Program and Services.

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
<b>Revenue</b>						
Grants	(10)	(2)	(11)	(11)	0	
User Fees, Licenses and Fines	(223)	(56)	(148)	(178)	(30)	20%
<b>Total - Revenue</b>	<b>(233)</b>	<b>(58)</b>	<b>(159)</b>	<b>(189)</b>	<b>(30)</b>	<b>19%</b>
<b>Expenses</b>						
Salaries, Wages and Benefits	1,138	666	1,275	1,411	136	11%
Materials, Training, Services	51	41	57	92	34	59%
Contracted Services	62	83	71	267	196	276%
Debt, Lease and Financial	1	0	0	1	1	
Transfer to External Clients	135	30	60	92	32	53%
Interfunctional Adjustments	71	(29)	70	(198)	(268)	(383%)
<b>Total - Expenses</b>	<b>1,458</b>	<b>792</b>	<b>1,534</b>	<b>1,664</b>	<b>130</b>	<b>8%</b>
<b>Grand Total</b>	<b>1,225</b>	<b>734</b>	<b>1,374</b>	<b>1,475</b>	<b>101</b>	<b>7%</b>

*Figures are shown in thousands of dollars (000s)*

# Records & Archives

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
<b>Revenue</b>						
Grants	0	0	0	(11)	(11)	
<b>Total - Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(11)</b>	<b>(11)</b>	
<b>Expenses</b>						
Salaries, Wages and Benefits	0	0	433	452	19	4%
Materials, Training, Services	14	11	11	12	1	10%
Contracted Services	11	6	11	11	1	5%
<b>Total - Expenses</b>	<b>25</b>	<b>17</b>	<b>455</b>	<b>476</b>	<b>21</b>	<b>5%</b>
<b>Grand Total</b>	<b>25</b>	<b>17</b>	<b>455</b>	<b>465</b>	<b>10</b>	<b>2%</b>

*Figures are shown in thousands of dollars (000s)*

# Municipal Law Enforcement and Licensing

Provides investigation and law enforcement services for all divisions of the Corporation. The MLEL services include administration and enforcement of many of the regulatory municipal by-laws and certain Provincial legislation. Service examples include municipal licensing, property standards, zoning, animal control, noise, parking control and alteration of grade.

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
<b>Revenue</b>						
Grants	(1)	0	0	(155)	(155)	
User Fees, Licenses and Fines	(809)	(501)	(789)	(757)	32	(4%)
<b>Total - Revenue</b>	<b>(809)</b>	<b>(501)</b>	<b>(789)</b>	<b>(912)</b>	<b>(123)</b>	<b>16%</b>
<b>Expenses</b>						
Salaries, Wages and Benefits	1,695	929	1,810	2,538	728	40%
Materials, Training, Services	118	73	142	130	(12)	(9%)
Contracted Services	53	112	229	227	(3)	(1%)
Debt, Lease and Financial	5	3	5	7	1	27%
Interfunctional Adjustments	325	62	121	51	(70)	(58%)
<b>Total - Expenses</b>	<b>2,195</b>	<b>1,177</b>	<b>2,308</b>	<b>2,952</b>	<b>645</b>	<b>28%</b>
<b>Grand Total</b>	<b>1,386</b>	<b>676</b>	<b>1,518</b>	<b>2,040</b>	<b>522</b>	<b>34%</b>

*Figures are shown in thousands of dollars (000s)*

# Accomplishment and Priorities – Administration

2025 Accomplishments - Administration	2026 Priorities - Administration
Continued Implementation of the City's Housing Pledge	Creation of new Department (Victoria Manor) and orient new Director/Administrator
Spring Ice Storm – Emergency Event – led EOC for storm recovery and City-wide clean up	Complete the review of all Council policies (and associated MDs) for this term of Council
Leading/preparing the Cultural Transformation initiative for the City	Complete and/or update MOUs (partnership agreements) between the City and various outside agencies and partners
Advanced the SMT Strategic Plan corporate priorities: <ul style="list-style-type: none"><li>• Customer Experience</li><li>• Climate Change</li><li>• Digital Transformation and Modernization</li></ul>	Continued advancement of the City's Strategic Plan



# Accomplishment and Priorities – Clerk's Office

2025 Accomplishments - Clerk's Office	2026 Priorities - Clerk's Office
Successful implementation of the By-Election	Preparation and Implementation of the 2026 Municipal Election
Electronic Process Improvements for the Freedom of Information Requests	Continued enhancements to electronic processing to improve Customer Service
Council Policy Review	Completion of the Council Policy Review for this term of Council
Planning for 25 <sup>th</sup> City Anniversary	Implementation of the 25 <sup>th</sup> City Anniversary

# Accomplishment and Priorities – Records and Archives

2025 Accomplishments - - Records and Archives	2026 Priorities - Records and Archives
Repatriation of 13 linear meters of Fenelon Township archival records from the provincial Archives of Ontario	Records audit of all city departments for both physical and electronic records to better deliver services
Repatriation of 15 linear meters of archival records from the University of Trent	Successful application to Young Canada Works for a 2-year internship grant
Planning/Staff Chair for 25 <sup>th</sup> City Anniversary	Implementation of the 25 <sup>th</sup> City Anniversary

# Accomplishment and Priorities – Municipal Law Enforcement and Licensing

2025 Accomplishments - MLEL	2026 Priorities - MLEL
Animal Pound Services agreement. (multi-year options)	Review and implement new citywide sign by-law
Partner in Encampment Protocols, education and enforcement	Partner in Administrative Monetary Penalties System (AMPS) research as an MLE enforcement option
STR licensing program implementation, secured multi-year grant to support program expansion	Review MLE policy and processes with the intention of providing service descriptions and transparency
Public parking space expansion by approximately 23 spaces in Lindsay, private property agreement	Continued updates and reviews of City By-laws and enforcement process improvements

# Accomplishment and Priorities – Legal Services

2025 Accomplishments - Legal Services	2026 Priorities - Legal Services
Drafted and restructured partnership agreements/MOUs	Assist in Cultural Transformation program implementation
Legal advice to the Coboconk Chamber of Commerce in support of the Summit Wellness Centre construction project	Co-Lead in Climate Change Program

# Accomplishment and Priorities – Provincial Offences

2025 Accomplishments - Provincial Offences	2026 Priorities - Provincial Offences
Manager of Provincial Offences recognized by the Municipal Court Managers' Association	Digital Transformation
Revenue Recovery in excess of \$1.58M	Efficient use of reduced court time

# Accomplishments and Priorities - Realty Services

2025 Accomplishments - Realty Services	2026 Priorities - Realty Services
Approximately \$110,000.00 in land sales as of September 2025	Land acquisitions to support improvements to municipal infrastructure and further master plans (i.e. cultural)
Assistance to the Roads Database Project	Assistance to the Coboconk Chamber in leasing the Summit Wellness Centre

# Accomplishments and Priorities – Insurance and Risk Management

2025 Accomplishments - Insurance & Risk Management	2026 Priorities - Insurance & Risk Management
Procurement of quotes for the general insurance program for 2026, to ensure rates are competitive	Collaboration with Customer Services to provide information to the public that is timely, complete, and sets expectations appropriately
Support IT: Cyber security risk management as an ongoing program	Enhanced data transfer process to ensure the division has the information they need in order to respond to claims in a timely manner

# Questions?



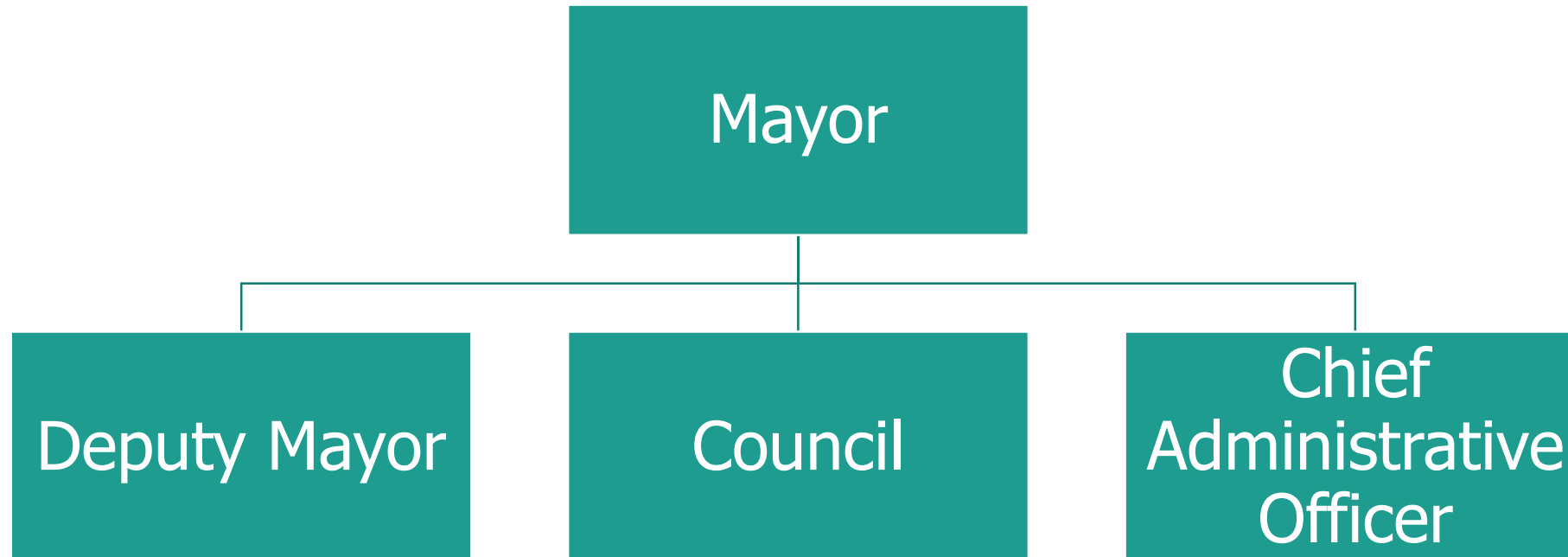
# Mayor and Council

## 2026 Operating Budget Overview

September 25, 2025



# Department Organizational Chart - Council



# Council Overview

- Consists of the Mayor and 8 Councilors, one serving as Deputy Mayor.
- Makes decisions to ensure services offered by the City meets the needs of the community.
- Adopts the municipal budget, allocating resources and services to balance needs of the community with fiscal responsibility.
- Council governs the Municipality, deciding on By-Laws and policies that deal with issues concerning the community and act as stewards for their wards.



# Department Financial Summary - Council

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
<b>Expenses</b>						
Salaries, Wages and Benefits	593	298	612	614	2	0%
Materials, Training, Services	49	37	76	76	0	
<b>Total - Expenses</b>	<b>642</b>	<b>335</b>	<b>688</b>	<b>691</b>	<b>2</b>	<b>0%</b>
<b>Grand Total</b>	<b>642</b>	<b>335</b>	<b>688</b>	<b>691</b>	<b>2</b>	<b>0%</b>

*Figures are shown in thousands of dollars (000s)*

# Accomplishment and Priorities

2025 Accomplishments	2026 Priorities
Completion of the Summit Wellness Centre construction project	Develop and launch the City's Climate Change Strategy
Completion of the Deputy Mayor's Customer Service Initiative (2024-25)	Lead and support the celebrations for the City's 25th Anniversary
Invested in After-Hours Clinics and other Primary Care services and practitioner recruitment/retention	Work with the Federal Department of Defence to support the Arctic Over-the-Horizon Radar project
Adopted new 10-year comprehensive Long-Term Financial Plan	Refresh of the Community Safety and Well-Being Plan (with <i>Vital Signs</i> program)
Executed partnership agreements with community organizations (KLAG, KLMA, Community Foundation, Maryboro Lodge)	Complete and implement the City's Growth Management Strategy and supporting Master Servicing and Transportation Plans
Navigate and communicate 2025 Ice Storm and Wildfires Response and Recovery	Continued review and investment in health and primary care supports.