2024 Budget Notes
Office of the Chief Information Security Officer

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Description

Cyber resiliency and intelligence are keys to success in helping to secure the City of Toronto against emerging threats. In an ever-changing cyber threat environment, resiliency will allow the City to explore and onboard new technologies rapidly in a safe manner.

Vision: To cement our position as a Global Leader in Urban Cyber Innovation.

Mission: To deliver world class cyber services to the City of Toronto and continue reinforcing its cyber posture and resilience.

- Cyber Governance Risk & Compliance
- Identity Protection
- Cyber Threat Management
- Cyber Awareness
- Critical Infrastructure Protection

Strategy: To continue building cyber resiliency and cyber intelligence capabilities into the City of Toronto and its agencies & corporations to predict, prevent and respond to emerging cyber threats.

Why We Do It

In addition to the societal benefits, the Office of the Chief Information Security Officer continues to fulfill its mandate to:

- Minimize the impact of cyber incidents that result in financials loss, reputational damage, service disruption, legal liability and loss of life through the delivery of relevant cyber governance;
- Support the City's strategic priorities of keeping Toronto moving and building resilience by contributing to improvement initiatives; and
- Promote financial sustainability by containing costs through automated, efficient and/or streamlined processes.

The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.

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What Service We Provide

<u>**Cyber Services**</u>

Cyber Government

Who We Serve: All City Divisions, Agencies & Corporations, Councillors, and the Public
What We Deliver:
- Strategy, governance, risk management, and advisory accountabilities across the City's divisions and its agencies & corporations;
- Cyber culture, awareness and training;
- Cyber risk management and support the operationalization of programs and cloud initiatives;
- Modernizing infrastructure, oversight over cyber compliance, and enhancing the cyber practice;
- Detection, prevention, and mitigation of cyber risk including the City's critical infrastructure.

How Much Resources (gross 2024 operating budget): $10.4 million

Business Resilience (including Modernization, Recovery)

Who We Serve: All City Divisions, Agencies & Corporations, Councillors, and the Public
What We Deliver:
- Improve business resilience and support the processes enabling business transactions;
- Assess risk and protect against unauthorized access for business applications;
- Protection to safeguard personal and health information of City staff and the Public.

How Much Resources (gross 2024 operating budget): $23.5 million

Budget at a Glance

2024 OPERATING BUDGET

$Million	2024	2025	2026
Revenues	$0.0	$0.0	$0.0
Gross Expenditures	$33.9	$35.6	$36.4
Net Expenditures	$33.9	$35.6	$36.4
Approved Positions	84.0	84.0	81.0

2024 - 2033 10-YEAR CAPITAL PLAN

$Million	2024	2025-2033	Total
Gross Expenditures	$13.8	$14.3	$28.1
Debt	$13.8	$14.3	$28.1

Note: Includes 2023 carry forward funding

How Well We Are Doing – Behind the Numbers

Mandatory cyber awareness training completed yearly for all staff
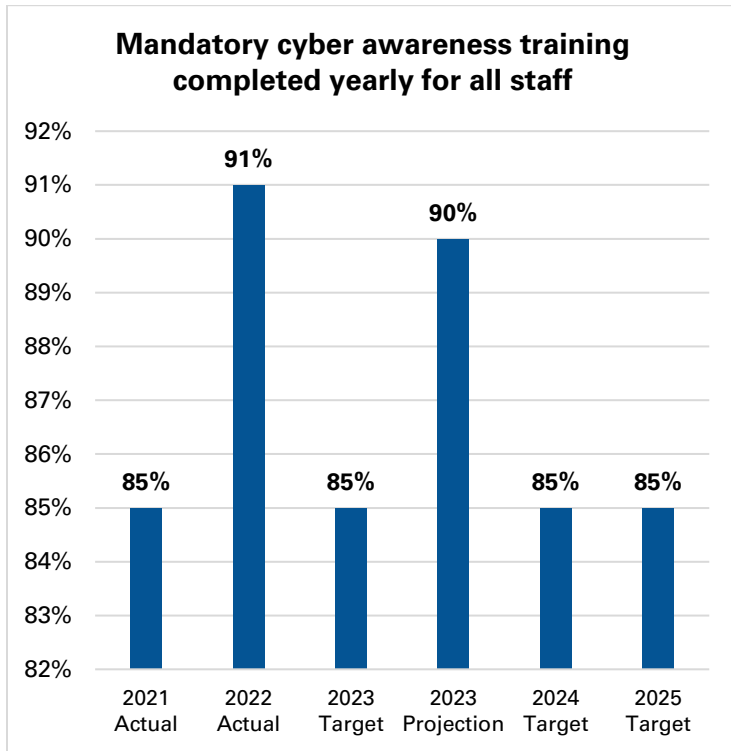
- Over 28,100 hours of training were provided in 2023 as part of the cyber awareness campaign which included all City employees, contractors, and vendors accessing the City's network.
- This represents a year-over-year increase in training hours of 22%.
- The training covered topics such as how to detect malicious emails, ransomware, social engineering, physical security, and safe web browsing.

Enterprise cyber risk assessments completed within 12 weeks
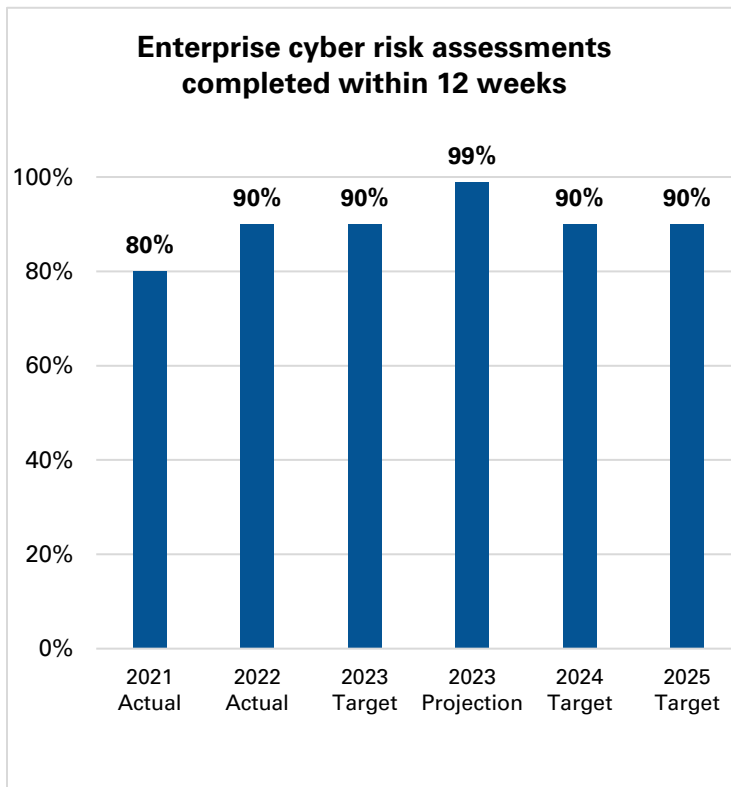
- This Service Level Agreement (SLA) measures the time it takes for the Office of the Chief Information Security Officer to complete various critical cyber security risk assessments per project.
- These cyber risk assessments help ensure the cyber security of software and applications which help safeguard the City's sensitive data and maintain operational resilience.
- The 2023 SLA actual has consistently overachieved its annual target of 90% for the last two years.

How Well We Are Doing

Service	Measure	2021 Actual	2022 Actual	2023 Target	2023 Projection	Status	2024 Target	2025 Target
Outcome Measures								
Cyber Governance	% of scheduled vulnerability scans completed per quarter	100%	100%	100%	100%	🟢	100%	100%
	% of existing endpoints monitored by Threat Management solution (servers, workstations, mobiles)	88%	88%	90%	91%	🟢	90%	90%
Business Resilience	% of risk assessments conducted for critical risk projects	100%	100%	100%	100%	🟢	100%	100%
	% of investigations reviewed within 30 days	100%	100%	90%	100%	🟢	90%	90%
Service Level Measures								
Cyber Governance	Inquiries responded and/or actioned within one (1) business day	100%	94%	100%	97%	🟡	100%	100%
	Cyber service requests responded within two (2) business days	90%	96%	90%	99%	🟢	90%	90%
	Cyber policies, procedures and standards review requests from City divisions and agencies and corporations actioned within ten (10) business days	90%	100%	90%	100%	🟢	90%	90%
	Mandatory cyber awareness training completed yearly for all staff	85%	91%	85%	90%	🟢	85%	85%

Service	Measure	2021 Actual	2022 Actual	2023 Target	2023 Projection	Status	2024 Target	2025 Target
Other Measures								
Cyber Operations	Standard Cyber Incident Management Response Targets • Priority 1: 2 business hours • Priority 2: 8 business hours (1 day) • Priority 3: 24 business hours (3 days) • Priority 4: 48 business hours (6 days)	100%	100%	100%	100%	🟢	100%	100%
	Ad-hoc security vulnerability scans scheduled within 24 hours *(based on approved change window, scans are scheduled after normal office hours)*	90%	90%	90%	100%	🟢	90%	90%
	New assets added for vulnerability scanning within 4 hours *(based on assets requests received)*	90%	90%	90%	90%	🟢	90%	90%
	Addition/ changes for security scans within 2 business days *(based on approved user lists for addition/change)*	90%	90%	90%	90%	🟢	90%	90%
	Enterprise cyber risk assessments completed within 12 weeks*	80%	90%	90%	99%	🟢	90%	90%

*Assessments include: cloud, threat risk, technical security, architecture reviews, critical infrastructure, vulnerability management, penetration testing, code scanning and privacy impact assessments.
Assessments timeline initiated after requirements elicitation is completed and project documentation is delivered by divisions.

2023 Projection to 2023 Target Comparison
🟢 **100% (MET TARGET)**　　🟡 **70 - 99% (LOW RISK)**　　🔴 **69% and Under (REQUIRES ATTENTION)**

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- Published the City's Cyber Incident Response Plan which provides the overall strategy to respond to cyber incidents. Additionally, a Cyber Incident Response Plan has been developed specifically for agencies and corporations.
- Refreshed cyber policies to reflect the continuously evolving technologies and cyber threats.
- Provided over 28,000 hours of cyber training and led multiple cyber awareness activities throughout the year to foster a culture of cyber security across the City. With the increase of cyber awareness training, the City has seen a reduction of 35% of employees clicking on malicious emails.
- Cyber Security Awareness Month campaign witnessed a great turnout for its booth events and engagement for its digital communications.
- Improved the City's cyber threat monitoring, management, and incident response services including the City's critical infrastructure.
- Expanded cyber services to agencies and corporations to enhance their protection against cyber threats.
- Decreased the time to respond to cyber incidents by using enhanced automation processes.
- Refined key risk indicators and key performance indicators which resulted in greater operational efficiency and improved mitigation strategies.
- Enhanced the City's procurement process for technology related initiatives by embedding privacy and cyber requirements into early stages of procurement to ensure suppliers deliver products and consistent with industry best practices. This strategy emphasizes the integration of modern cyber security and risk management practices into the procurement, design and development of systems.
- Public online webinar conducted to aim at educating residents about measures undertaken by the City to safeguard collected data, emphasizing the aspects of privacy and cyber.

Key Challenges and Risks

- Decentralized cyber functions across the City of Toronto.
- Challenges in talent recruitment and retention related to the global shortage of cyber resources.
- Legacy technology poses challenges when integrating cyber tools to meet industry standards.
- Limited talent pool of cyber resources to implement cyber initiatives.
- Preparedness of the organization to implement and sustain new cyber technology

Priority Actions

Enhance Cyber Foundation

- Critical In-House Resources
- Corporate Strategic Initiatives
- Strategic Relationships
- Cyber Awareness

Expand Cyber Services

- Identity Management
- Management of Privileged Accounts
- Cyber Threat Detection & Response
- Cyber Risk Management

Strengthen Business Resilience

- Audit Remediation
- Cyber Maturity Improvement
- Protection and Cyber Security Operations
- Critical Infrastructure

CITY STAFF PREPARED BUDGET

The City Manager and Chief Financial Officer and Treasurer have prepared the following budget:

1. The 2024 Operating Budget for Office of the Chief Information Security Officer of $33.873 million gross and $33.873 million net for the following services:

Service:

	Gross Expenditures ($000s)	Revenue ($000s)	Net Expenditures ($000s)
Office of the Chief Information Security Officer	$33,872.7	$0.0	$33,872.7
Total Program Budget	**$33,872.7**	**$0.0**	**$33,872.7**

- The 2024 staff complement of 84.0 positions comprised 84.0 operating positions.

2. The 2024 Capital Budget with cash flows and future year commitments totaling 28.109 million as detailed by project in Appendix 5a.

2024
OPERATING BUDGET

2024 OPERATING BUDGET OVERVIEW

Table 1: 2024 Operating Budget by Service

(In $000s)	2022 Actual	2023 Budget	2023 Projection*	2024 Base Budget	2024 New / Enhanced	2024 Budget	Change v. 2023 Budget	
By Service	$	$	$	$	$	$	$	%
Revenues								
Office of CISO		3,000.0					(3,000.0)	(100.0%)
Total Revenues		**3,000.0**					**(3,000.0)**	**(100.0%)**
Expenditures								
Office of CISO	21,488.7	38,704.4	30,858.9	33,872.7		33,872.7	(4,831.7)	(12.5%)
Total Gross Expenditures	**21,488.7**	**38,704.4**	**30,858.9**	**33,872.7**		**33,872.7**	**(4,831.7)**	**(12.5%)**
Net Expenditures	**21,488.7**	**35,704.4**	**30,858.9**	**33,872.7**		**33,872.7**	**(1,831.7)**	**(5.1%)**
Approved Positions**	**80.0**	**82.0**	**N/A**	**84.0**		**84.0**	**N/A**	**N/A**

* 2023 Projection based on 9 Month Variance

**YoY comparison based on approved positions

KEY DRIVERS

Total 2024 Budget expenditures of $33.873 million gross reflects a decrease of $4.832 million compared to the 2023 budget, predominantly arising from:

- Cyber initiatives deferrals to future years, and
- Line-by-line reviews to align with business needs, partially offset by
    - Operating impacts of capital projects;
    - Cyber license subscriptions and professional services increases due to expanding cyber services and inflationary impacts; and
    - Increased salaries and benefits due to inflationary increases as well as 2 working days in 2024.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in the Office of Chief Information Security Officer's 2024 Operating Budget do not have any significant equity impacts.

2024 OPERATING BUDGET KEY COST DRIVERS

The 2024 Net Operating Budget for Office of the Chief Information Security Officer of $33.873 million is $1.832 million or 5.1% lower than the 2023 Net Budget. Table 2 below summarizes the key cost drivers for the 2024 Budget.

Table 2: 2024 Key Cost Drivers

(In $000s)	2024				2025 Incremental Costs
	Revenues	**Gross**	**Net**	**Positions****	
2023 Budget	3,000.0	38,704.4	35,704.4	82.0	N/A
2023 Projection*		30,858.9	30,858.9	N/A	N/A
2023 Budget (excl. COVID)	3,000.0	38,704.4	35,704.4	82.0	N/A
Key Cost Drivers:					
Operating Impacts of Capital		866.7	866.7		2,152.8
Salary & Benefits					
Salaries & Benefits Adjustments		335.0	335.0		77.9
Creation of Positions				2.0	
Non-Salary Inflation		283.3	283.3		122.2
Revenue Decrease	(3,000.0)		3,000.0		
Other Changes		2,383.8	2,383.8		740.5
Sub-Total - Key Cost Drivers	**(3,000.0)**	**3,868.8**	**6,868.8**	**2.0**	**3,093.6**
Affordability Measures:					
Line by Line/Matching Actuals		(3,957.0)	(3,957.0)		(1,404.9)
Better Pricing		(186.2)	(186.2)		25.0
Deferrals		(4,557.3)	(4,557.3)		7.1
Sub-Total - Affordability Measures		**(8,700.6)**	**(8,700.6)**		**(1,372.8)**
Total 2024 Budget		**33,872.7**	**33,872.7**	**84.0**	**1,720.8**
Change from 2023 Budget ($)	**(3,000.0)**	**(4,831.7)**	**(1,831.7)**	**N/A**	**N/A**
Change from 2023 Budget (%)	**(100.0%)**	**(12.5%)**	**(5.1%)**	**N/A**	**N/A**

*Based on 9 Month Variance
**YoY comparison based on approved positions

Key Base Drivers:

Operating Impacts of Capital:

- Cyber license subscriptions and professional services for Cyber Foundation and Digitization Support Services Projects.

Salaries & Benefits:

- Adjustments reflect 2 additional working days 2024, and year-over-year increases in salaries and benefits. Additionally, two senior positions have been eliminated to create four cyber analyst positions in response to business needs for a net increase of 2 positions on a permanent basis.

Non-Salary Inflation:

- Inflationary impacts of professional services and annual license subscriptions.

Revenue Changes:

- Removal of one-time 2023 recovery from reserve for Cyber Foundation that is no longer required based on current assessment of the business needs.

Other Changes:

- Mainly due to cyber license subscriptions increases due to expanding services to agencies and corporations.

Affordability Measures:

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Table 3: Offsets and Efficiencies

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($000s)									
Recommendation	**Savings Type**	**Equity Impact**	**2024**				**2025 (Incremental)**		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Deferral of Cyber Initiatives	Base Savings	No Impact		(4,557.3)	(4,557.3)		7.1	7.1	
Line-by-Line Review	Base Savings	No Impact		(3,957.0)	(3,957.0)		(1,404.9)	(1,404.9)	
Better Contract Pricing	Base Savings	No Impact		(186.2)	(186.2)		25.0	25.0	
Total Affordability Measures				**(8,700.6)**	**(8,700.6)**		**(1,372.7)**	**(1,372.7)**	

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- $4.557 million in cyber initiative deferrals to future years to align with evolving business requirements arising from the changing priorities in the cyber industry.
- $3.957 million base savings, mainly in professional services, through line-by-line reviews to align with business needs.
- $0.186 million for negotiated better contract prices.

2025 & 2026 OUTLOOKS

Table 5: 2025 and 2026 Outlooks

($000s)	2024 Budget	2025 Incremental Outlook	2026 Incremental Outlook
Gross Expenditures			
Operating Impacts of Capital		2,152.8	921.3
Salaries & Benefits		77.9	(509.4)
Line-by-Line Review		(1,404.9)	
Inflationary Impact		122.2	201.9
Better Pricing		25.0	26.4
Deferral		7.1	(7.1)
Growth		740.5	167.6
Total Gross Expenditures	**33,872.7**	**1,720.8**	**800.6**
Net Expenditures	**33,872.7**	**1,720.8**	**800.6**
Approved Positions	**84.0**		**(3.0)**

Key Outlook Drivers

The 2025 Outlook with total gross expenditures of $35.594 million reflects an anticipated $1.721 million or 5.08% increase in gross expenditures above the 2024 Operating Budget. The 2026 Outlook expects a further increase of $0.801 million or 2.25% above 2025 gross expenditures.

These changes arise from the following:

Impacts of 2024 and 2025 Decisions
- Growth in 2025 and 2026 reflects the additional cyber solutions required to increase the detection and response against evolving cyber threats to enhance the protection of the City's digital assets and increase the City's cyber posture.

Salaries and Benefits
- Impacts of 260, 262, 261 working days in 2023, 2024, and 2025 respectively and inflationary impacts of benefits;
- Deletion of 3.0 positions due to completion of the initiatives for the Concept-2-Key project in January 2026 with full-year impact of savings in 2026.

Line-by-Line
- 2025 reflects planned efficiencies for integrated platforms and automated processes.

Non-Salary Inflationary Impacts
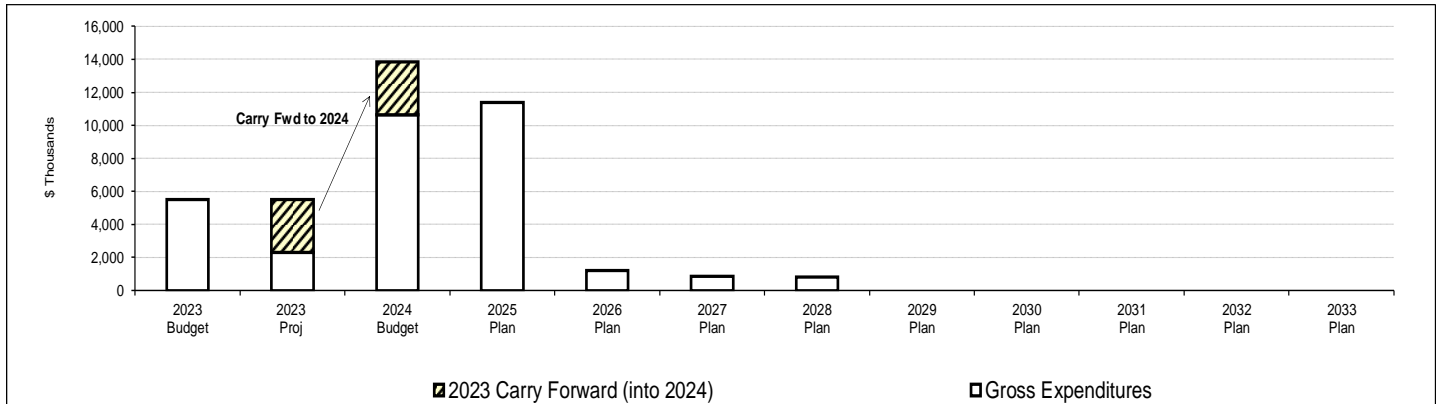- Price increases in cyber license subscriptions and professional services.

Growth
- Expansion of existing cyber services to additional agencies and corporations.

2024 – 2033
CAPITAL BUDGET AND PLAN

2024   2033 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

In $000's	2023		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total 10 Year Plan
	Budget	Projection											
Gross Expenditures by Project Category:													
Health & Safety & Legislated													
SOGR													
Service Improvement & Growth	5,528	2,544	13,835	11,402	1,218	849	805						28,109
Total by Project Category	**5,528**	**2,544**	**13,835**	**11,402**	**1,218**	**849**	**805**						**28,109**
Financing:													
Debt			**13,835**	**11,402**	**1,218**	**849**	**805**						**28,109**
Reserves/Reserve Funds													
Development Charges													
Provincial													
Federal													
Debt Recoverable													
Other Revenue													
Total Financing			**13,835**	**11,402**	**1,218**	**849**	**805**						**28,109**

Header: **2024 Capital Budget and 2025 - 2033 Capital Plan**

Changes to Existing Projects
($4.99 Million)

The 2024-2033 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2024-2032):

- $4.02 million funding increase for *Digitization Support Services* to implement cyber initiatives to detect, protect and respond to evolving cyber threats.
- $0.97 million increased funding for the *Cyber Foundation* in both 2024 and 2025.

Note:

For additional information, please refer to Appendix 5 for a more detailed listing of the 2024 and 2025-2033 Capital Budget & Plan by project; Appendix 7 for Capacity to Spend Review;

2024 – 2033 CAPITAL BUDGET AND PLAN

$28.11 Million 10-Year Gross Capital Program

A Well-Run-City	Infrastructure
$9.5 M 34%	$18.6M 66%
• Implementation cost for new cyber initiatives to detect, protect and respond to evolving cyber threats.	• Managed Security Service Provider (MSSP) Infrastructure • Cyber Forensics • Infrastructure cost for new cyber initiatives to detect, protect and response to evolving cyber threats.

How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
$28.1M **100%**		**$0M** **0%**	**$0M** **0%**
Debt	$ 28.1 M		

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2024 Capital Budget will impact the 2025 Operating Budget by a total of $5.229 million, as shown in Table 6 below.

Table 6: Net Operating Impact Summary

Projects	2024 Budget		2025 Plan		2026 Plan		2027 Plan		2028 Plan		2024-2028		2024-2033	
	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Cyber Foundation	1,032.5		1,949.3		258.7						3,240.6		3,240.6	
Digitization Support Services	(166.0)		203.5		662.6						700.1		700.1	
Total (Net)	**866.5**		**2,152.8**		**921.3**						**3,940.7**		**3,940.7**	

Previously Approved projects

- The aggregate net operating costs for both Cyber Foundation and Digitization Support Services projects will result in an incremental operating increase of $0.867 million in 2024, $2.153 million in 2025 and $0.921 million in 2026.

APPENDICES

Appendix 1

2024 Operating Budget by Category

Category (In $000s)	2021 Actual $	2022 Actual $	2023 Budget $	2023 Projection* $	2024 Budget $	2024 Change from 2023 Budget $	2024 Change from 2023 Budget %	2024 Change from 2023 Projection $	2024 Change from 2023 Projection %
Contribution From Reserves/Reserve Funds			3,000.0			(3,000.0)	(100.0%)		
Total Revenues	**0.0**		**3,000.0**			**(3,000.0)**	**(100.0%)**		
Salaries and Benefits	7,393.1	11,093.2	16,953.0	14,410.9	17,288.0	335.1	2.0%	2,877.2	20.0%
Materials & Supplies	0.0	0.8	39.2	10.0	20.0	(19.2)	(49.0%)	10.0	100.0%
Equipment	186.1	236.8	40.7	85.0	40.7			(44.3)	(52.1%)
Service and Rent	8,242.2	10,158.0	21,671.6	16,353.1	16,524.0	(5,147.6)	(23.8%)	170.9	1.0%
Contribution To Reserves/Reserve Funds			0.0			(0.0)	(100.0%)		
Inter-Divisional Charges	1.2								
Total Gross Expenditures	**15,822.6**	**21,488.7**	**38,704.4**	**30,858.9**	**33,872.7**	**(4,831.7)**	**(12.5%)**	**3,013.7**	**9.8%**
Net Expenditures	**15,822.6**	**21,488.7**	**35,704.4**	**30,858.9**	**33,872.7**	**(1,831.7)**	**(5.1%)**	**3,013.7**	**9.8%**

*Projection based on 9 Month Variance

Appendix 2

Summary of 2024 Service Changes

N/A

Appendix 3

Summary of 2024 New / Enhanced Service Priorities Included in Budget

N/A

Appendix 4

Summary of 2024 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 5

**2024 Capital Budget;
2025 - 2033 Capital Plan Including Carry Forward Funding**

(In $000s)	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2024 - 2033 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Cyber Command Centre	8,777	8,777									17,554			17,554
Cyber Foundation	3,190	1,372	204								4,766			4,766
Digitization Support Services	1,868	1,253	1,014	849	805						5,789			5,789
Total Expenditures (including carry forward from 2023)	**13,835**	**11,402**	**1,218**	**849**	**805**						**28,109**			**28,109**

Appendix 5a

2024 Cash Flow and Future Year Commitments Including Carry Forward Funding

(In $000s)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total 2024 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Cyber Command Centre	8,777	8,777									17,554	17,554		
Cyber Foundation	3,190	1,373	204								4,766	3,796	970	
Digitization Support Services	1,868	1,253	1,014	849	805						5,789	1,773	4,016	
Total Expenditures (including carry forward from 2023)	**13,835**	**11,402**	**1,218**	**849**	**805**						**28,109**	**23,123**	**4,986**	

Appendix 5b

2025 - 2033 Capital Plan

N/A

Appendix 6

**Reporting on Major Capital Projects: Status Update**

N/A

Appendix 7

Capacity to Spend Review

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten-year capital plan. A review was undertaken to ensure budgets align with the Office of Chief Information Officer's ability to spend and the markets capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 3 below) as well as the level of projected 2023 underspending that will be carried forward into 2024 to complete capital work.

Chart 3 – Capacity to Spend
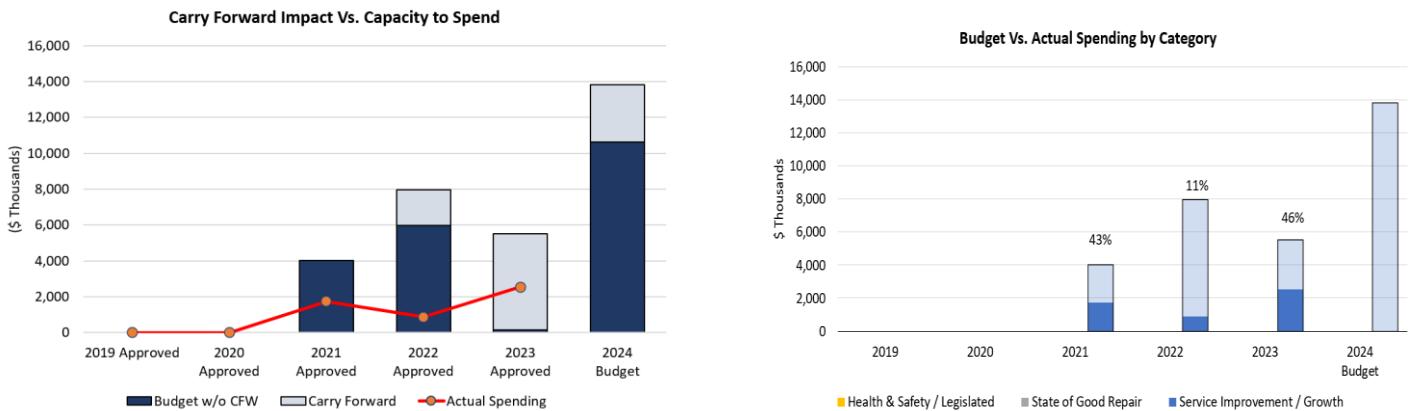
Capacity to Spend Review Impact on the 10-Year Plan

- The Office of Chief Information Security Officer's actual spending over the previous three years, from 2021 to 2023, has averaged $1.725 million per year or 34%.

- The projected spending for 2023 is $2.544 million or 46% of the 2023 Council Approved Capital Budget of $5.528 million. Challenges in spending for projects are mainly due to delays in procuring the cyber security tools as a result of recruitment challenges and difficulties in attracting cyber talent. The unspent cash flow funding of $3.203 million has been carried forward into 2024 to continue and complete the required capital work for the Cyber Foundation project.

- The 2024 Capital Budget includes a total cash flow funding of $13.835 million, the funding increase is primarily due to the 2023 carry-forward of $3.203 million for the Cyber Foundation project.

Appendix 8

Summary of Capital Needs Constraints

N/A

Appendix 9

Capital Program Provincial/Federal Funding Streams by Project

N/A

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

N/A

Appendix 11

Glossary

Approved Position: Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

Actuals: An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

Capacity to Spend: Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget: A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

Capital Needs Constraints: The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

Complement: Positions that support the delivery of City services and service levels as approved by Council.

Efficiencies: Reductions in the cost of delivering a service without a reduction in service level.

New / Enhanced Service Priorities: New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

Operating Budget: An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

Operating Impact of Completed Capital Projects: The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

Rate Supported Budget: Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

State of Good Repair (SOGR): The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes.

Tax Supported Budget: Budget funded by property taxes.

User Fees: Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).