# 2025 Program Summary
# Office of the Chief Information Security Officer

## Description

Cyber resiliency and intelligence are keys to success in securing 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.

The Office of the Chief Information Security Officer's **vision** is to advance our position as a Global Leader in Urban Cyber Innovation.  Our **mission** is to deliver world class cyber services to the City of Toronto and continue reinforcing its cyber posture and resilience.

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

Our **strategy** is to continue building cyber resiliency and cyber intelligence capabilities into the City of Toronto and its agencies and 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 (CISO) 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.
- 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.*

*For further information about Office of the Chief Information Officer, please visit: https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/office-of-the-chief-information-security-officer/.*

# What Service We Provide

## Cyber Governance

**Who We Serve:** All City Divisions, Agencies and Corporations, Councillors, and the Public

**What We Deliver:**

- Strategy, governance, risk management, and advisory accountabilities across the City's divisions and its agencies and corporations.
- Cyber culture, awareness, and training.
- Cyber risk management and support the operationalization of programs and cloud initiatives.
- Provide oversight for cyber compliance and focus on enhancing overall cyber practices.
- Detection, prevention, and mitigation strategies for cyber risk including safeguarding the critical infrastructure of the City and its agencies and corporations.

**How Much Resources (gross 2025 operating budget):** $12.2 million

## Business Resilience (including Modernization, Recovery)

**Who We Serve:** All City Divisions, Agencies and Corporations, Councillors, and the Public

**What We Deliver:**

- Enhanced business resilience and support for processes that drive seamless business operations.
- Comprehensive cyber risk assessments and robust measures to protect against unauthorized access to business applications.
- Expertise and review of potential technology suppliers including their products and services.
- Protection to safeguard personal and health information of City staff and the public.

**How Much Resources (gross 2025 operating budget):** $22.9 million

# Budget at a Glance

**2025 OPERATING BUDGET**

| $Million | 2025 | 2026 | 2027 |
|---|---|---|---|
| Revenues | $0.6 | $0.0 | $0.0 |
| Gross Expenditures | $35.1 | $36.6 | $37.7 |
| Net Expenditures | $34.5 | $36.6 | $37.7 |
| Approved Positions | 96.0 | 93.0 | 93.0 |

**2025 - 2034 10-YEAR CAPITAL PLAN**

| $Million | 2025 | 2026-2034 | Total |
|---|---|---|---|
| Gross Expenditures | $9.4 | $7.8 | $17.2 |
| Debt | $9.4 | $7.8 | $17.2 |

Note: Includes 2024 carry forward funding

## How Well We Are Doing – Behind the Numbers

**Mandatory cyber awareness training completed yearly for all staff**

| Year | Value |
|------|-------|
| 2021 Actual | 85% |
| 2022 Actual | 92% |
| 2023 Actual | 88% |
| 2024 Target | 85% |
| 2024 Projected | 94% |
| 2025 Target | 85% |
| 2026 Target | 85% |
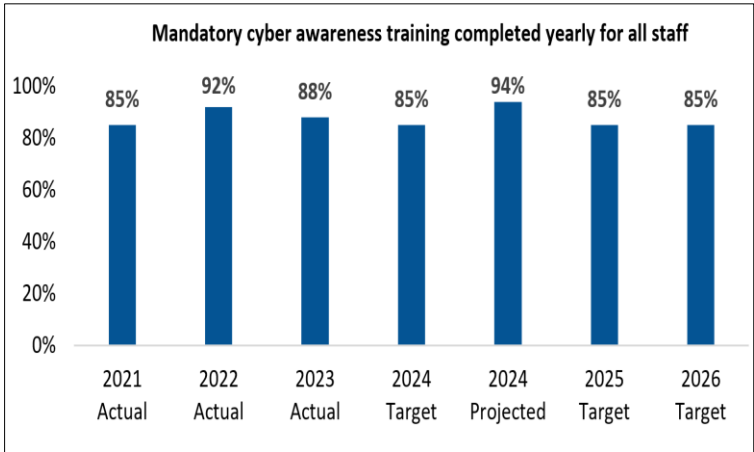
- Cyber awareness training is provided to all City employees and contractors accessing the City's network. Over 36,000 users have completed the training in 2024.

- The training covered topics such as password security, social engineering, internet of things, social media best practices and mobile security.

- The cyber awareness program achieved a 6% year-over-year increase in user completion rates, reflecting its growing impact and effectiveness.

**Enterprise cyber risk assessments completed within SLA**

| Year | Value |
|------|-------|
| 2021 Actual | 80% |
| 2022 Actual | 90% |
| 2023 Actual | 99% |
| 2024 Target | 90% |
| 2024 Projected | 97% |
| 2025 Target | 90% |
| 2026 Target | 90% |
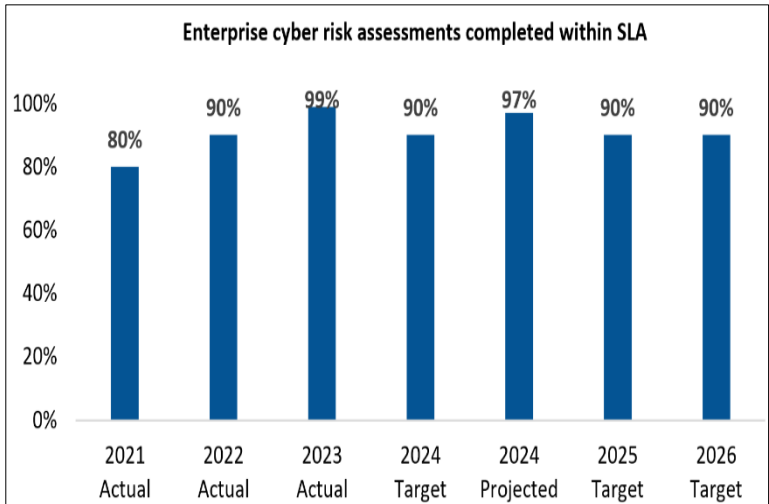
- Cyber risk assessments play a critical role in protecting software and applications which help safeguard the City's sensitive data and maintain operational resilience.

- The Office of the Chief Information Security Officer consistently enhanced its processes and proactively engaged with divisions, surpassing the defined Service Level Agreement (SLA) target.

- Starting in 2025, the new and enhanced funding of $1.7 million will expand cyber services to agencies and corporations, maintaining the 90% SLA target despite the increased scope.

## How Well We Are Doing

| Service | Measure | 2022 Actual | 2023 Actual | 2024 Target | 2024 Projection | Status | 2025 Target | 2026 Target |
|---|---|---|---|---|---|---|---|---|
| **Outcome Measures** | | | | | | | | |
| **Cyber Governance** | % of scheduled vulnerability scans completed per quarter | 100% | 100% | 100% | 100% | ● | 100% | 100% |
| | % of existing endpoints monitored by the threat management solution (servers, workstations, mobiles) | 88% | 91% | 90% | 92% | ● | 95% | 95% |
| **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% | ● | 100% | 100% |
| **Service Level Measures** | | | | | | | | |
| **Cyber Governance** | Inquiries responded and/or actioned within one business day | 94% | 97% | 100% | 100% | ● | 100% | 100% |
| | Cyber service requests responded within two business days | 96% | 97% | 90% | 98% | ● | 90% | 90% |
| | Cyber policies, procedures and standards review requests from City divisions and its agencies and corporations actioned within ten business days | 100% | 100% | 90% | 100% | ● | 100% | 100% |
| | Mandatory cyber awareness training completed yearly for all staff | 92% | 88% | 85% | 94% | ● | 85% | 85% |

| Service | Measure | 2022 Actual | 2023 Actual | 2024 Target | 2024 Projection | Status | 2025 Target | 2026 Target |
|---|---|---|---|---|---|---|---|---|
| **Other Measures** | | | | | | | | |
| **Cyber Operations** | Standard Cyber Incident Management Response Targets<br>• Priority 1: 2 business hours<br>• Priority 2: 8 business hours (1 day)<br>• Priority 3: 24 business hours (3 days)<br>• Priority 4: 48 business hours (6 days) | 100% | 100% | 100% | 100% | 🟢 | 100% | 100% |
| | Ad-hoc cyber security vulnerability scans scheduled within 24 hours *(based on approved change window, scans are scheduled after normal office hours)* | 100% | 100% | 90% | 100% | 🟢 | 90% | 90% |
| | New assets added for vulnerability scanning within four hours *(based on assets requests received)* | 90% | 90% | 90% | 100% | 🟢 | 90% | 90% |
| | Addition/changes for security scans within two business days<br>*(based on approved user lists for addition/change)* | 90% | 90% | 90% | 100% | 🟢 | 90% | 90% |
| | Enterprise cyber risk assessments completed within 12 weeks* | 90% | 99% | 90% | 97% | 🟢 | 90% | 90% |

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

**2024 Projection to 2024 Target Comparison**
🟢 **80-100% (MET TARGET)** 🟡 **70 - 79% (LOW RISK)** 🔴 **69% and Under (REQUIRES ATTENTION)**

## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

- In May 2024 City Council adopted the report on "Extending the Mandate of the City's Chief Information Security Officer (EX14.3)", which provided visibility into the City agencies and corporations cyber practices to effectively identify and mitigate cyber risks.
- Implemented comprehensive cyber services, empowering multiple agencies and corporations to strengthen their cyber security posture.
- Integrated over 20 additional business applications, achieving a 200% increase in cyber monitoring compared to the previous year.
- Enhanced data storage and access for cyber solutions by over 100%, supporting historical analysis and endpoint monitoring for the City and its agencies and corporations.
- Achieved significant success with the Cyber Security Awareness Month (CSAM) campaign, driving high engagement both at CSAM booths across the City and through digital communications.
- Trained over 36,000 City employees in cyber awareness during 2024, with a 6% year-over-year increase in completion rates. Delivered cyber awareness training to all City employees, contractors, and vendors accessing the City's network.
- Increased employees cyber professional development by over 170% in 2024, underscoring the City's commitment to empowering staff with the knowledge and skills required to address evolving cyber threats. Strengthened the workforce through continuous learning, fostering employee engagement, retention and a culture of resilience and adaptability.
- Transitioned responsibility of privacy screening and Privacy Impact Assessments to the City Clerk's Office under Corporate Information Management Services, consolidating privacy functions for greater efficiency and enhancing privacy oversight to uphold public trust.
- Designed the largest municipal Cyber Command Center in the country with rigorously defined requirements, setting a new standard for municipal cyber defense infrastructure and enhancing cybersecurity capabilities.

### Key Challenges and Risks

- Rapidly evolving threat landscape increases exposure to sophisticated cyber-attacks.
- Legacy technologies requiring replacement and delays in deploying City technology solutions poses challenges for integrating cyber services and tools City-wide.
- Decentralized cyber functions across the City and its agencies and corporations create fragmented cyber security practices, increased vulnerabilities, and challenges to effectively safeguard against evolving cyber threats.

### Priority Actions

**Enhance Cyber Foundation**

- Strengthen the cyber workforce.
- Expand strategic partnerships.
- Drive the advancement and impact of cyber awareness initiatives.

**Expand Cyber Services**

- Extend cyber services to agencies and corporations.
- Enhance cyber threat detection and response.
- Strengthen cyber risk management.

**Strengthen Business Resilience**

- Build Cyber Command Centre.
- Improve cyber maturity.
- Enrich cyber intelligence capabilities.
- Strengthen resilience of critical infrastructure.

## 2025 BUDGET

1. The 2025 Operating Budget for Office of the Chief Information Security Officer of $35.127 million gross and $34.526 million net for the following services:

**Service:**

|  | Gross Expenditures ($000s) | Revenue ($000s) | Net Expenditures ($000s) |
|---|---|---|---|
| Office of the Chief Information Security Officer | $35,127.2 | $601.1 | $34,526.1 |
| **Total Program Budget** | **$35,127.2** | **$601.1** | **$34,526.1** |

- The 2025 staff complement comprised of 96.0 operating positions.

2. The 2025 Capital Budget for the Office of the Chief Information Security Officer with cash flows and future year commitments totaling $17.156 million as detailed by project in Appendix 5a.

# 2025
# OPERATING BUDGET

## 2025 OPERATING BUDGET OVERVIEW

**Table 1: 2025 Operating Budget by Service**

| (In $000s) | 2023 Actual $ | 2024 Budget $ | 2024 Projection* $ | 2025 Base Budget $ | 2025 New / Enhanced $ | 2025 Budget $ | Change v. 2024 Budget $ | % |
|---|---|---|---|---|---|---|---|---|
| **By Service** | | | | | | | | |
| **Revenues** | | | | | | | | |
| Office of CISO | (1.0) | 565.1 | 418.4 | 601.1 | | 601.1 | 35.9 | 6.4% |
| **Total Revenues** | **(1.0)** | **565.1** | **418.4** | **601.1** | | **601.1** | **35.9** | **6.4%** |
| **Expenditures** | | | | | | | | |
| Office of CISO | 29,698.0 | 33,376.3 | 31,236.7 | 33,412.2 | 1,715.0 | 35,127.2 | 1,750.9 | 5.2% |
| **Total Gross Expenditures** | **29,698.0** | **33,376.3** | **31,236.7** | **33,412.2** | **1,715.0** | **35,127.2** | **1,750.9** | **5.2%** |
| **Net Expenditures** | **29,699.0** | **32,811.1** | **30,818.3** | **32,811.1** | **1,715.0** | **34,526.1** | **1,715.0** | **5.2%** |
| **Approved Positions**\*\* | **82.0** | **80.0** | **N/A** | **92.0** | **4.0** | **96.0** | **N/A** | **N/A** |

\* 2024 Projection based on 9 Month Variance

\*\*YoY comparison based on approved positions

### KEY DRIVERS

**Total 2025 Budget** expenditures of $35.127 million gross reflects an increase of $1.750 million compared to the 2024 budget, predominantly arising from:

- New and enhanced request to extend cyber services to agencies and corporations following the direction by City Council to Extending the Mandate of the City's Chief Information Security Officer (EX14.3) which requires additional staffing support, cyber license subscription and professional services ($1.715 million) and

- Conversion of external resources to 12 additional positions offset by a budget reduction in external professional services with net zero financial impact.

### EQUITY IMPACTS OF BUDGET CHANGES  ***

**No significant equity impacts:** The changes in the Office of the Chief Information Security Officer's 2025 Operating Budget do not have any significant equity impacts.

## 2025 OPERATING BUDGET KEY COST DRIVERS

The 2025 Net Operating Budget for the Office of the Chief Information Security Officer of $34.526 million is $1.715 million, or 5.2% higher than the 2024 Net Budget. Table 2 below summarizes the key cost drivers for the 2025 Budget.

**Table 2: 2025 Key Cost Drivers**

| (In $000s) | 2025 | | | | 2026 Annualized impact (Net) |
|---|---|---|---|---|---|
| | Revenues | Gross | Net | Positions** | |
| **2024 Projection*** | **418.4** | **31,236.7** | **30,818.3** | **80.0** | **N/A** |
| **2024 Budget** | **565.1** | **33,376.3** | **32,811.1** | **80.0** | **N/A** |
| **Key Cost Drivers:** | | | | | |
| *Operating Impacts of Capital* | | | | | 571.9 |
| *Salary & Benefits* | | | | | |
| Salary & Benefits Adjustments | | (58.6) | (58.6) | | 27.0 |
| Conversion of External Resources to In-house Services | | (0.0) | (0.0) | 12.0 | 0.0 |
| *Non-Salary Inflation* | | | | | |
| Inflationary Impacts on Professional Services and License Subscriptions | | 339.3 | 339.3 | | 129.2 |
| *Revenue Increase* | | | | | |
| Increase Recovery from Reserve | 35.9 | 35.9 | | | |
| *Other Changes* | | | | | |
| Increase in Demand for Cyber Security Services | | 322.5 | 322.5 | | 876.9 |
| **Sub-Total - Key Cost Drivers** | **35.9** | **639.2** | **603.2** | **12.0** | **1,605.0** |
| **Affordability Measures** | | **(603.3)** | **(603.3)** | | **114.4** |
| **Total 2025 Base Budget** | **601.1** | **33,412.2** | **32,811.1** | **92.0** | **1,719.4** |
| **2025 New / Enhanced** | | **1,715.0** | **1,715.0** | **4.0** | **333.1** |
| **2025 Budget** | **601.1** | **35,127.2** | **34,526.1** | **96.0** | **2,052.6** |
| **Change from 2024 Budget ($)** | **35.9** | **1,750.9** | **1,715.0** | **16.0** | **N/A** |
| **Change from 2024 Budget (%)** | **6.4%** | **5.2%** | **5.2%** | **20.0%** | **N/A** |

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

## Key Base Drivers:

**Salary and Benefits:**
- Adjustments are primarily due to one less working day in 2025.
- Conversion of external resources to 12 permanent operating positions offset by a budget reduction in external professional services with net zero financial impact.

**Non-Salary Inflation:**
- Inflationary impacts on the cost of external professional services and license subscriptions.

**Revenue Changes:**
- Increase recovery from reserve for temporary Development and Growth Services positions.

**Other Changes:**
- Increase in demand for cyber security services to support City divisions, agencies and corporations.

**Affordability Measures:**

**Table 3: Offsets and Efficiencies**

| (In $000s) | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Recommendation | Savings Type | Equity Impact | 2025 | | | | 2026 (Incremental) | | |
| | | | Revenue | Gross | Net | Positions | Gross | Net | Positions |
| Better Contract Pricing | Efficiencies | No Impact | | (603.3) | (603.3) | | 114.4 | 114.4 | |
| **Total Affordability Measures** | | | | **(603.3)** | **(603.3)** | | **114.4** | **114.4** | |

- Efficiency measures are specific actions taken by the Office of the CISO that achieve cost reductions without impacting service levels. Additional savings of $0.603 million from contract negotiation on license subscriptions and professional services have been identified.

**New and Enhanced Service Priorities:**

**Table 4: New / Enhanced Requests**

| New / Enhanced Request | 2025 | | | | 2026 Annualized Gross | Equity Impact | Supports Key Outcome / Priority Actions |
|---|---|---|---|---|---|---|---|
| | Revenue | Gross | Net | Positions | | | |
| **In $ Thousands** | | | | | | | |
| 1 Extend Cyber Services to Agencies and Corporations | | 1,715.0 | 1,715.0 | 4.0 | 2,048.1 | None | To meet City Council's directives for the Chief Information Security Officer's extended mandate to expand cyber services to agencies and corporations. |
| **Total New / Enhanced** | | **1,715.0** | **1,715.0** | **4.0** | **2,048.1** | | |

**Note:**

1. For additional information, please refer to Appendix 3 for the 2025 New and Enhanced Service Priorities.

## 2026 AND 2027 OUTLOOKS

**Table 5: 2026 and 2027 Outlooks**

| (In $000s) | 2025 Budget | 2026 Incremental Outlook | 2027 Incremental Outlook |
|---|---|---|---|
| **Revenues** | | | |
| Elimination of Recovery from Reserve | | (601.1) | |
| **Total Revenues** | **601.1** | **(601.1)** | |
| **Gross Expenditures** | | | |
| Salary & Benefits Adjustments | | (574.0) | 35.4 |
| Operating Impacts of Capital Projects | | 571.9 | 306.4 |
| Increase in Demand for Cyber Security Services | | 991.3 | 500.7 |
| Inflationary Impacts on Professional Services and License Subscriptions | | 129.2 | 126.0 |
| Extend Cyber Services to Agencies and Corporations | | 333.1 | 147.4 |
| **Total Gross Expenditures** | **35,127.2** | **1,451.5** | **1,115.9** |
| **Net Expenditures** | **34,526.1** | **2,052.6** | **1,115.9** |
| | | | |
| **Approved Positions** | **96.0** | **(3.0)** | |

## Key Outlook Drivers

The 2026 Outlook with total gross expenditures of $36.578 million reflects an anticipated $1.451 million or 4.1% increase in gross expenditures above the 2025 Operating Budget. The 2027 Outlook expects a further increase of $1.116 million or 3.1% above the 2026 Outlook.
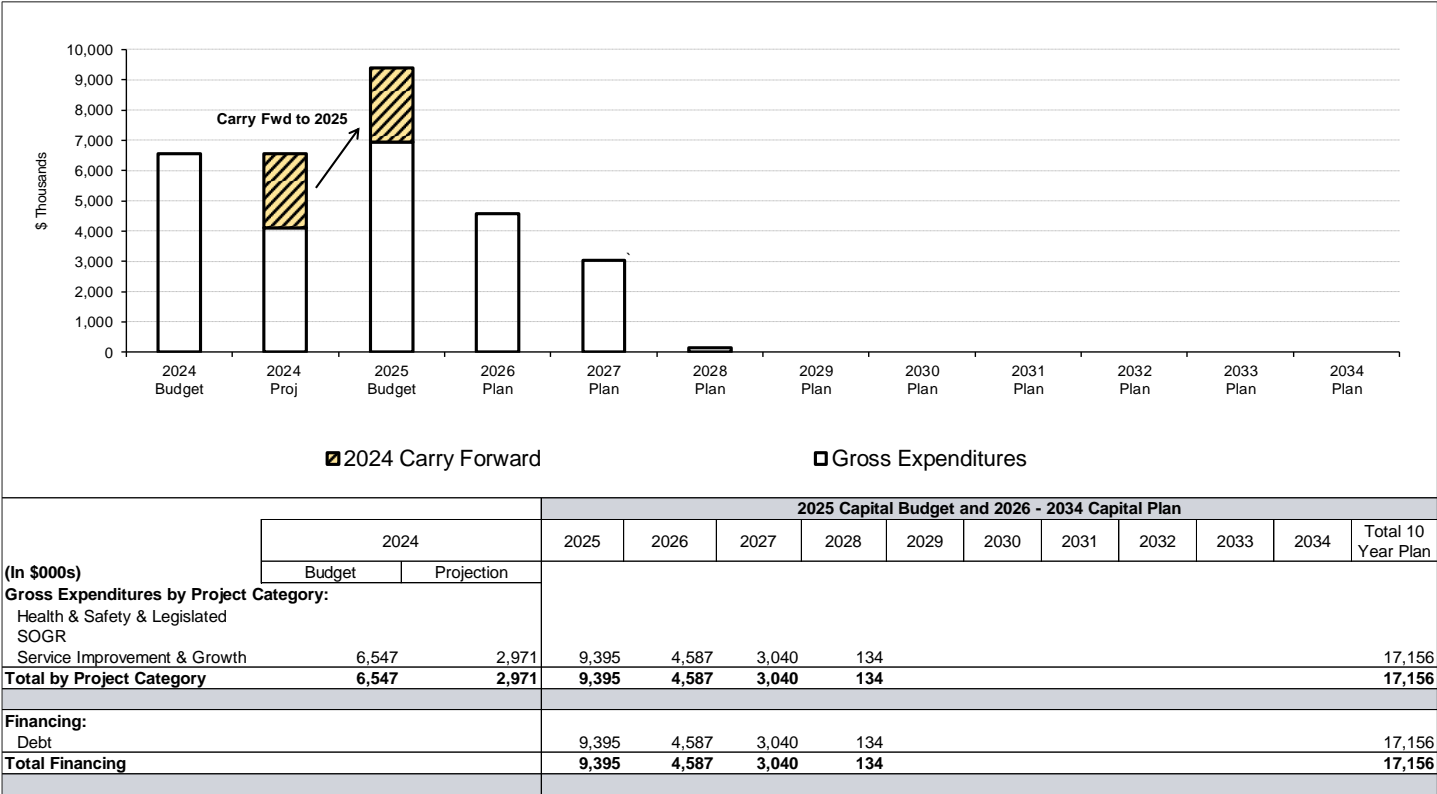
These changes arise from the following:

- **Revenue Changes:** Elimination of reserve recovery for temporary Development and Growth Services positions following project completion in December 2025.

- **Salary and Benefit Adjustments:** Elimination of temporary Development and Growth Services positions following project completion in December 2025 with full-year savings in 2026, which is partially offset by benefits increases.

- **Operating Impacts of Capital:** Operating costs including professional services and license subscriptions for enhancement projects to 2026.

- **Corporate Pressures:** Volume increases in demand for cyber solutions (e.g. subscriptions and professional services) to expand services to City divisions, agencies and corporations.

- **Inflationary Impacts:** Price increases in cyber solutions, such as subscriptions and professional services.

- **Extend Cyber Services to Agencies and Corporations:** Base budget pressure associated with the annualization of salaries and benefits for four additional positions, along with additional cyber license subscription and professional services due to prior year decisions.

# 2025 – 2034
# CAPITAL BUDGET AND PLAN

## 2025 – 2034 CAPITAL BUDGET AND PLAN OVERVIEW

**Chart 1: 10-Year Capital Plan Overview**



| (In $000s) | 2024 | | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | Total 10 Year Plan |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Budget | Projection | | | | | | | | | | | |
| **Gross Expenditures by Project Category:** | | | | | | | | | | | | | |
| Health & Safety & Legislated | | | | | | | | | | | | | |
| SOGR | | | | | | | | | | | | | |
| Service Improvement & Growth | 6,547 | 2,971 | 9,395 | 4,587 | 3,040 | 134 | | | | | | | 17,156 |
| **Total by Project Category** | **6,547** | **2,971** | **9,395** | **4,587** | **3,040** | **134** | | | | | | | **17,156** |
| | | | | | | | | | | | | | |
| **Financing:** | | | | | | | | | | | | | |
| Debt | | | 9,395 | 4,587 | 3,040 | 134 | | | | | | | 17,156 |
| **Total Financing** | | | **9,395** | **4,587** | **3,040** | **134** | | | | | | | **17,156** |

*2025 Capital Budget and 2026 - 2034 Capital Plan*

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## Project Updates ($0.435 Million)

The 2025-2034 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2025-2033):

- An increase of $6.633 million to support the growth of the Cyber Foundation and cyber services due to extending cyber services to agencies and corporations as per City Council direction.
- A decrease of $1.644 million in Digitization Support Services as the Centralized Login Platform initiative was transferred to Technology Services Division in 2024.
- A decrease of $4.554 million in the creation of the Cyber Command Centre, as 50% of the cost is now included in the ModernTO project as part of the Corporate Real Estate Management's 10-Year Capital Plan.

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**Note:**

For additional information, please refer to Appendix 5 for a more detailed listing of the 2025 and 2026-2034 Capital Budget and Plan by project and Appendix 7 for Capacity to Deliver Review.

**2025 – 2034 CAPITAL BUDGET AND PLAN**

### $17.2 Million 10-Year Gross Capital Program

| A Well-Run-City | Infrastructure |
|---|---|
| $9.2M<br>53.5% | $8.0M<br>46.5% |
| • Implementation cost for new cyber initiatives to detect, protect and respond to cyber threats. | • Managed Security Service Provider Infrastructure<br>• Infrastructure cost for new cyber initiatives to detect, protect and response to cyber threats. |

### How the Capital Program is Funded

| City of Toronto | | Provincial Funding | Federal Funding |
|---|---|---|---|
| $17.2 M<br>100% | | $0 M<br>0% | $0 M<br>0% |
| Debt | $ 17.2 M | | |

## OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2025 Capital Budget will result in an overall operating impact of $0.878 million net arising from completing the Cyber Foundation and Digitization Support Services projects, as shown in Table 6 below.

**Table 6: Net Operating Impact Summary**

| Projects | 2025 Budget | | 2026 Plan | | 2027 Plan | | 2028 Plan | | 2029 Plan | | 2025-2029 | | 2025-2034 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | $000s | Positions | $000s | Positions | $000s | Positions | $000s | Positions | $000s | Positions | $000s | Positions | $000s | Positions |
| **Previously Approved** | | | | | | | | | | | | | | |
| Cyber Foundation | | | 368.4 | | 102.9 | | | | | | 471.3 | | | |
| Digization Support Services | | | 203.5 | | 203.5 | | | | | | 407.0 | | | |
| **Sub-Total: Previously Approved** | | | **571.9** | | **306.4** | | | | | | **878.3** | | | |
| **Total (Net)** | | | **571.9** | | **306.4** | | | | | | **878.3** | | | |

Previously Approved projects

- The expected completion for both Cyber Foundation and Digitization Support Services projects will result in net operating costs of $0.572 million in 2026 and an incremental $0.306 million increase in 2027 to sustain the system and associated initiatives.

# APPENDICES

# Appendix 1

## 2025 Operating Budget by Category

| Category (In $000s) | 2022 Actual | 2023 Actual | 2024 Budget | 2024 Projection* | 2025 Budget | 2025 Change from 2024 Budget | |
|---|---|---|---|---|---|---|---|
| | $ | $ | $ | $ | $ | $ | % |
| Contribution From Reserves/Reserve Funds | | | 565.1 | 418.4 | 601.1 | 35.9 | 6.4% |
| Sundry and Other Revenues | | (1.0) | | | | | |
| **Total Revenues** | | **(1.0)** | **565.1** | **418.4** | **601.1** | **35.9** | **6.4%** |
| Salaries and Benefits | 11,093.2 | 14,375.9 | 17,197.9 | 15,434.7 | 19,495.1 | 2,297.2 | 13.4% |
| Materials & Supplies | 0.8 | 3.0 | 20.0 | 5.0 | 20.0 | | |
| Equipment | 236.8 | 209.3 | 40.7 | 15.9 | 40.7 | | |
| Service and Rent | 10,158.0 | 15,109.9 | 16,117.6 | 15,781.1 | 15,571.4 | (546.2) | (3.4%) |
| **Total Gross Expenditures** | **21,488.7** | **29,698.0** | **33,376.3** | **31,236.7** | **35,127.2** | **1,750.9** | **5.2%** |
| **Net Expenditures** | **21,488.7** | **29,699.0** | **32,811.1** | **30,818.3** | **34,526.1** | **1,715.0** | **5.2%** |

*Projection based on 9 Month Variance

# Appendix 2

## Summary of 2025 Service Changes

## N/A

# Appendix 3

## Summary of 2025 New / Enhanced Service Priorities Included in Budget

| Form ID | | Corporate Services | Adjustments | | | | 2026 Plan Net Change | 2027 Plan Net Change |
|---|---|---|---|---|---|---|---|---|
| Category | Equity Impact | Program - Office of the Chief Information Security Officer | Gross Expenditure | Revenue | Net | Approved Positions | | |
| 33293 | | Extend Cyber Services to Agencies and Corporations | | | | | | |
| 74 | No Impact | **Description:** | | | | | | |

Funding of $1.715 million gross and net for 4 permanent positions and associated operating costs to expand cyber services to City agencies and corporations. This fulfills the City Council direction in the Extending the Mandate of the City's Chief Information Security Officer Report (EX14.3) adopted by Council on May 22, 2024.

**Service Level Impact:**

<u>Current:</u>
Agencies and corporations (A&C) currently operate without the division's cybersecurity Service Level Agreement (SLA), resulting in inconsistent support, oversight, and risk management, depending on their independent resources.

<u>Future:</u>
Starting in 2025, the cybersecurity SLA will extend to A&C, providing:
- Defined service standards for risk management, incident response, and monitoring;
- Access to advanced cybersecurity solutions and governance;
- Continuous oversight to align with the City's cybersecurity strategy and resilience goals.

This initiative will standardize protection, enhance threat response, and unify risk management citywide.

**Equity Statement:**

No significant impact.

| Service: CY-Office of CISO | Gross Expenditure | Revenue | Net | Approved Positions | 2026 Plan Net Change | 2027 Plan Net Change |
|---|---|---|---|---|---|---|
| Staff Prepared Budget Changes: | 1,715.0 | 0.0 | 1,715.0 | 4.00 | 333.1 | 147.4 |
| BC Requested Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Mayor Proposed Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Amendments: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Total Budget: | 1,715.0 | 0.0 | 1,715.0 | 4.00 | 333.1 | 147.4 |
| | | | | | | |
| **Staff Prepared Budget:** | **1,715.0** | **0.0** | **1,715.0** | **4.00** | **333.1** | **147.4** |
| **Budget Committee Requested :** | **0.0** | **0.0** | **0.0** | **0.00** | **0.0** | **0.0** |
| **Mayor Proposed:** | **0.0** | **0.0** | **0.0** | **0.00** | **0.0** | **0.0** |
| **Amendments:** | **0.0** | **0.0** | **0.0** | **0.00** | **0.0** | **0.0** |
| **New/Enhanced Service Priorities:** | **1,715.0** | **0** | **1,715.0** | **4.00** | **333.1** | **147.4** |

| Summary: | Gross Expenditure | Revenue | Net | Approved Positions | 2026 Plan Net Change | 2027 Plan Net Change |
|---|---|---|---|---|---|---|
| **Staff Prepared Budget:** | **1,715.0** | **0.0** | **1,715.0** | **4.00** | **333.1** | **147.4** |
| **Budget Committee Requested:** | **0.0** | **0.0** | **0.0** | **0.00** | **0.0** | **0.0** |
| **Mayor Proposed:** | **0.0** | **0.0** | **0.0** | **0.00** | **0.0** | **0.0** |
| **Amendments:** | **0.0** | **0.0** | **0.0** | **0.00** | **0.0** | **0.0** |
| **New/Enhanced Service Priorities:** | **1,715.0** | **0.0** | **1,715.0** | **4.00** | **333.1** | **147.4** |

# Appendix 4

## Operating Program Provincial/Federal Funding Streams by Program

## N/A

# Appendix 5

**2025 Capital Budget;
2026 - 2034 Capital Plan Including Carry Forward Funding**

| Projects (In $000s) | 2025 Budget | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | 2030 Plan | 2031 Plan | 2032 Plan | 2033 Plan | 2034 Plan | 2025 - 2034 Total | Health & Safety & Legislated | SOGR | Growth & Improved Service |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Cyber Foundation | 2,921 | 3,748 | 2,441 | | | | | | | | 9,110 | | | 9,110 |
| Digitization Support Services | 1,474 | 839 | 599 | 134 | | | | | | | 3,046 | | | 3,046 |
| Cyber Command Centre | 5,000 | | | | | | | | | | 5,000 | | | 5,000 |
| **Total Expenditures (including carry forward from 2024)** | **9,395** | **4,587** | **3,040** | **134** | | | | | | | **17,156** | | | **17,156** |

# Appendix 5a

**2025 Cash Flow and Future Year Commitments Including Carry Forward Funding**

| Projects (In $000s) | 2025 Budget | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | 2030 Plan | 2031 Plan | 2032 Plan | 2033 Plan | 2034 Plan | Total 2025 Cash Flow & FY Commits | Previously Approved | Change in Scope | New w/ Future Year |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Cyber Foundation | 2,922 | 3,748 | 2,441 | | | | | | | | 9,110 | 2,478 | 6,633 | |
| Digitization Support Services | 1,474 | 839 | 599 | 134 | | | | | | | 3,046 | 4,690 | (1,644) | |
| Cyber Command Centre | 5,000 | | | | | | | | | | 5,000 | 9,554 | (4,554) | |
| **Total Expenditure (including carry forward from 2024)** | **9,396** | **4,587** | **3,040** | **134** | | | | | | | **17,156** | **16,722** | **435** | |

# Appendix 5b

**2026 - 2034 Capital Plan**

**N/A**

# Appendix 6

## Reporting on Major Capital Projects: Status Update

## N/A

# Appendix 7

## Capacity to Deliver Review

The 10-year Plan has been developed with consideration of historically demonstrated capacity to deliver within any given year of a 10-Year Plan. In addition, a review was undertaken to ensure budgets align with the capacity available in the market to deliver on capital projects and assets.

A key component in determining an appropriate level of annual cash flow includes evaluating historical capacity to deliver by project categories (Chart 3 below) and assessing projected 2024 underspending that will be carried forward into the 2025-2034 Capital Budget and Plan to complete capital work.

### Chart 3 – Capacity to Deliver
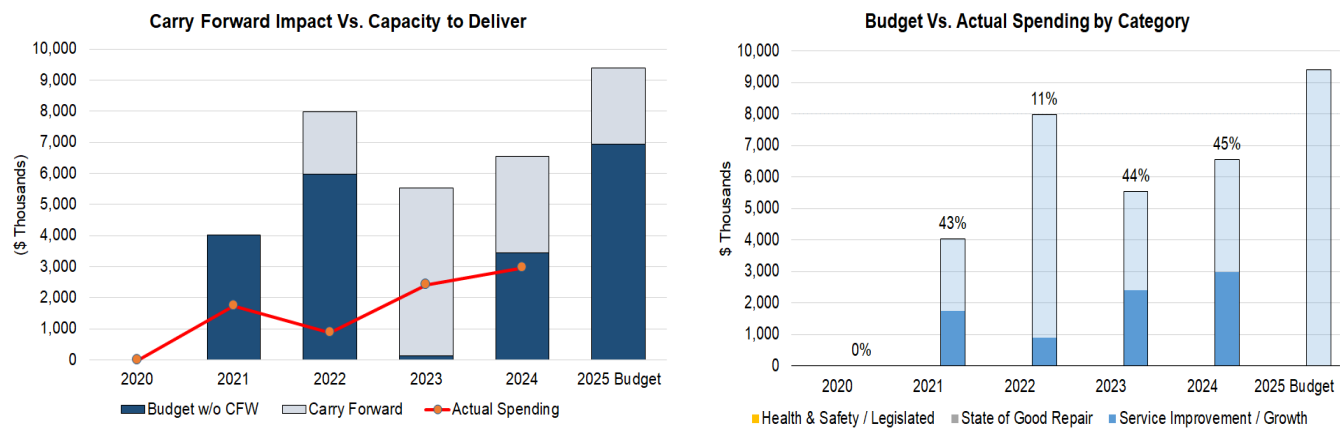


### Impact of Capacity to Deliver Review on the 10-Year Plan

The Office of the Chief Information Security Officer's actual spending over the previous four years, from 2021 to 2024, has averaged $2.004 million per year, a 36% spend rate.

Based on the review of historical capital spending and an assessment of capacity to deliver, $2.447 million in capital spending originally cash allocated for 2024 has been deferred to 2025.

The projected spending for 2024 as of the third quarter ending September 30, 2024, is $2.971 million or 45% of the 2024 Capital Budget of $6.547 million. Challenges in spending are due to project delay resulting from realignment of the roadmap of the *Vulnerability Management* project to meet the evolving needs of client programs.

The division has been actively collaborating with vendors, the Technology Services Division, the Purchasing and Materials Management Division, and stakeholder divisions to develop and execute detailed  workplans, ensuring the effective utilization of 2025 funding.

## Appendix 8

### Summary of Capital Delivery 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
### 2025 Operating Budget

### Corporate Specific Reserve / Reserve Funds

| Reserve / Reserve Fund Name (In $000s) | Reserve / Reserve Fund Number | Withdrawals (-) / Contributions (+) | | |
|---|---|---|---|---|
| | | 2025 $ | 2026 $ | 2027 $ |
| **Beginning Balance** | | **39,296.2** | **9,044.4** | **(20,989.6)** |
| Development Application Review | XR1307 | | | |
| *Withdrawals (-)* | | | | |
| Office of the Chief Information Security Officer ~ Withdrawals - Operating | | (601.1) | | |
| Other Program ~ Withdrawals - Operating | | (29,891.2) | (30,034.0) | (30,218.9) |
| *Contributions (+)* | | | | |
| **Total Reserve / Reserve Fund Draws / Contributions** | | **8,803.9** | **(20,989.6)** | **(51,208.6)** |
| Other Program / Agency Net Withdrawals & Contributions | | | | |
| Interest Income | | 240.5 | | |
| **Balance at Year-End** | | **9,044.4** | **(20,989.6)** | **(51,208.6)** |

Note: The division's reliance on this reserve fund in future years is anticipated to be reduced through a combination of corporate financial strategies and the implementation of the new Development Review Fee model to recover costs of providing planning and development review services.

# Appendix 11

## Glossary

**Approved Position:**  Permanent or temporary positions that support the delivery of City services and service levels in annual budget.

**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 Deliver:** Ability to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

**Capital Budget and Plan:** A Capital Budget and Plan is the City's 10-year strategy to acquire/build assets or extend the useful lives of existing assets. The Capital Budget is the first year of approved cash flows and future year's commitments and the remaining nine years include project estimates.

**Capital Delivery 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 provide services.

**Operating Impact of Completed Capital Projects:** The Operating Budget Impact of Capital is the change in operating expenditure and/or revenue, which is projected to occur during the implementation of a capital project and/or when a capital project is completed. These changes should be documented on a Business Case Form in the appropriate category.

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

**Salary and Benefits Adjustment:**  General increases related to contractual obligations, such as cost of living, step increases, performance for pay and progression pay.

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

**Tax Supported Budget:** Budget funded by property taxes.

**User Fees:** Includes all program-generated fees and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).