

**Section I – Items for Board of Directors Action**

**TO:** Chair and Members of the Executive Committee  
Friday, May 9, 2025 Meeting

**FROM:** Linda Charlebois, Director, Corporate Services

**RE: MEMORANDUM OF UNDERSTANDING FOR  
CYBERSECURITY MANDATE OF THE CITY OF  
TORONTO**

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**KEY ISSUE**

Seek approval of a Memorandum of Understanding (MOU) between Toronto and Region Conservation Authority (TRCA) and the City of Toronto (the City) in response to Toronto City Council's decision to expand the mandate of the Chief Information Security Office (CISO). The MOU will establish the terms and conditions of a collaboration between the two organizations in working towards common cybersecurity goals.

**RECOMMENDATION:**

**IT IS RECOMMENDED THAT the Memorandum of Understanding for Cybersecurity be approved.**

**BACKGROUND**

In May 2024, Toronto City Council adopted City Council Decision EX14.3 - Extending the Mandate of the City's Chief Information Security Officer with a goal to effectively identify and mitigate cyber risks in the City's wider cybersecurity network which includes agencies and corporations.

Under this mandate, the City requested that TRCA, in collaboration with the CISO, formulate organizational cybersecurity frameworks aligned with the following objectives:

- Provide the necessary information, access and visibility into their cyber security programs to facilitate the cybersecurity risk management partnership with the CISO;
- Operationalize CISO's recommendations to mitigate identified risks identified in the cybersecurity risk management partnership with CISO;
- Engage in consultation with the CISO on all initiatives that could potentially affect cybersecurity, including but not limited to rates of

- compliance, remediation plans and strategies aimed at reducing risks and promoting compliance, and
- Engage with CISO in the event of a cybersecurity incident or data breach affecting the agency or corporation, and to work with CISO to contain, mitigate and resolve the cybersecurity incident or data breach.

The full directive outlining the relationship to TRCA is included in Attachment 1. The CISO presented this request to TRCA through its Memo of May 23, 2024. The letter is included in Attachment 2.

On November 8, 2024, a report providing a Cybersecurity Update – Response to City of Toronto Expansion of CISO Mandate was provided to TRCA’s Board of Directors. The report outlined the scope of the new mandate for the Chief Information Security Office for the City, and the request being made for TRCA and other agencies and partners of the City to align programs and participate in shared cybersecurity activities.

Further, the report confirmed TRCA’s support for the overall program and identified two actions for TRCA:

1. Negotiate a Memorandum of Understanding to guide TRCA’s commitment and support for the goals of the expanded mandate of the CISO; and
2. Negotiate a Professional Services Agreement (PSA) – to provide a framework for potential cybersecurity services to be delivered by the City of Toronto through CISO.

At Board of Directors Meeting, held on November 8, 2024, Resolution #A 164/24 was approved as follows:

IT IS RECOMMENDED THAT the Cybersecurity Update – Response to City of Toronto Expansion of CISO Mandate report be received for information.

TRCA staff have informally supported CISO activities, contributed to its initial report to City Council in November 2024, and explored opportunities to extend City services to complement TRCA’s cybersecurity program. TRCA and City staff have also completed the development of the Memorandum of Understanding for the Cybersecurity Mandate.

The MOU document is included in Attachment 3.

## **RATIONALE**

The MOU for the CISO's Cybersecurity Mandate provides a framework for the ongoing support of the expanded mandate of the CISO. The MOU outlines:

- The term of agreement and renewal periods;
- The review period for Confirmation Program updates and any changes in services or mandate;
- Criteria for monitoring TRCA's compliance with the goals of the CISO mandate, including:
  - Scope of information sharing through the Confirmation Program to support Council reporting;
  - Consultation on cybersecurity program changes; and
  - Engagement of the CISO to provide advisory services, and for support in the event of a cybersecurity incident.

TRCA supports the mandate's goals and continues to collaborate with the CISO to meet City Council's reporting requirements. The MOU defines specific terms and expectations of the partners and is distinct from any professional services agreement for cybersecurity services, which TRCA may or may not engage in at its discretion.

## **Relationship to TRCA's 2023-2034 Strategic Plan**

This report supports the following Pillars and Outcomes set forth in TRCA's 2023-2034 Strategic Plan:

### **Pillar 4 Service Excellence:**

4.1 A strong and skilled workforce

### **Pillar 4 Service Excellence:**

4.2 Provide and manage an efficient and adaptable organization

## **FINANCIAL DETAILS**

As noted in the November 2024 report to the Board, the identified projects and immediate operational services for the Cybersecurity and Data Protection Program (015-16) will be funded through deferred contributions to reserves. ITRM continues to work with Strategic Business Planning and Performance to determine ongoing operational funding strategies.

The opportunity to outsource portions of the program to the City of Toronto

through the CISO will potentially enable TRCA to relieve a portion of this budget pressure, while also gaining access to tier-one applications and services. TRCA may also be able to leverage existing City of Toronto contracts for cybersecurity services to deploy services independently.

ITRM is continuing to evaluate the potential cost savings and operational impacts of outsourcing multiple cybersecurity services to the City.

## **DETAILS OF WORK TO BE DONE**

MOU must be executed between TRCA's Chair, Chief Executive Officer, and CISO.

Following the execution of the agreement, TRCA will:

- Continue to participate in meetings of the Executive Cyber Risk Management Group (ECRMG);
- Work with City staff in the CISO to complete the formal Onboarding process for the Confirmation program; and
- Continue to collaborate with City staff on cybersecurity activities within the scope of the program.

TRCA and City staff will continue to develop the Professional Services Agreement (PSA), which will provide the framework for potential cybersecurity services to be delivered by the City of Toronto through the CISO. The PSA will outline:

- The terms and conditions for outsourcing cybersecurity services to the City through the CISO, including:
  - General responsibilities and roles in service delivery;
  - Service Level Agreements for support and access to services; and
  - Protection of privacy, confidentiality and custody of information.

TRCA and City staff will continue to develop individual Statements of Work (SOW) for cybersecurity services to be provided by the City. Each SOW will detail the specific service delivery terms, operational requirements and standard procedures for each service of interest to TRCA. The PSA and SOW's will be executed following TRCA's procurement policy as a standard IT Agreement.

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**Date: March 4, 2025**

**Attachments: 3**

Attachment 1: City Council Decision - EX14.3.pdf

Attachment 2: Letter to City of Toronto Agencies - EX14.3.pdf

Attachment 3: City of Toronto CISO – MOU for Cybersecurity.pdf