

NOTICE OF MEETING
BOARD OF DIRECTORS AND MEMBERS
CITYHOUSING HAMILTON CORPORATION

REGULAR MEETING

Date: TUESDAY, April 22nd, 2025
Time: 10:00am – 12noon
Webex link – Board members join via Webex
invite in your calendar

Place: **Special Notice: (Hybrid / City Hall, 1st**
Floor, Room 192 & will be held via
WebEx conferencing and live streamed
only on YouTube for public access:
<https://www.youtube.com/live/cN7EUuda17I>
CHH website, Agenda Material link:
[April 22 2025 Agenda Material](#)

AGENDA revised:

- 1) Call to Order**
- 2) Conflict of Interest Declaration**
- 3) Delegation Request**
 - a) Rose Hamilton respecting Safety and Security at First Place Hamilton Seniors Residence
- 4) Confirmation of Minutes**
 - a) Special meeting held on February 18, 2025
 - b) Audit & Finance meeting held February 14, 2025
- 5) Finance**
 - a) Office of the Auditor General, CHH Investigation Summary (Report CHH25012 / AUD25004)
 - b) Operating Variance (Expenses, February 2025) (Report #25009)
- 6) Strategy Quality Improvements / Operations**
 - a) 2023-2027 Strategic Plan Annual Progress Update (Report #25011)
 - b) Strategic Communications Plan Annual Progress Update (Report #25013)

c) Vacant Unit Monthly Update, March 2025 (Report #25010)

7) CEO Written Updates

- 1.0** Appointment of Officer, Signing Authority, COO and CPO (attached)
- 2.0** Shareholder meeting March 3, 2025, Resolution for 2023 Financial Statements and Appointment of Auditors for 2024 (attached)
- 3.0** Tenants First Team approved meeting minutes of January 14, 2025 (attached)
- 4.0** Election Officer, Vice President (vacated seat), nomination(s) at next Board meeting
- 5.0** Board Communications: Feb. 18th, Feb. 20th, Mar. 17th, Mar. 25th, Apr. 9th, 2025

8) PRIVATE AND CONFIDENTIAL

a) Future Foundations (Report #23022(c))

NOTE: Discussion of Report #23022(c), in closed session is subject to the following requirement(s) Pursuant to Section 9.3, Sub-sections (c) and (k) of the City of Hamilton's Procedural By-law 21-021; and, Section 239 (2), Sub-sections (c) and (k) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to:

- (c) a proposed or pending acquisition or disposition of land by the municipality or local board.

RATIONALE FOR CONFIDENTIALITY

This report is being considered in Closed Session as it contains confidential information related to proposed redevelopments which include acquisition and disposition.

RATIONALE FOR MAINTAINING CONFIDENTIALITY

Staff are recommending that the report / recommendation(s) / appendices remain confidential, as it contains confidential information related to proposed redevelopments which include acquisition and disposition.

b) Coordinated Community Resolution Strategy Update #2 (Report #24032(b))

NOTE: Discussion of this Confidential Report #24032(b) in closed session is subject to the following requirement(s) of the requirement(s) of the City of Hamilton's Procedural By-law and the *Ontario Municipal Act, 2001*:

- ***as amended***, as the subject matter pertains to personal matters about an identifiable individual(s), including City employees – CityHousing Hamilton.

RATIONALE FOR CONFIDENTIALITY

This report is being considered in Closed Session as it contains information related to identifiable individual(s), including City employees –CityHousing Hamilton.

Staff are recommending that Report #24032(b), remain confidential, as the primary subject matter pertains to personal matters about an identifiable individual(s).

9) Adjournment



To be Approved BoD on Apr. 22, 2025

MEETING MINUTES
BOARD OF DIRECTORS AND MEMBERS
CITYHOUSING HAMILTON CORPORATION

Date: **Tuesday, Feb. 18, 2025**

Time: **Board Meeting**
10:00am – 12noon

Location: Hybrid / City Hall, 1st Floor, room 192

Meeting: **Special Meeting**

Place: **Special Notice: (Hybrid / City Hall, 1st Floor, Room 192 & will be held via WebEx conferencing and live streamed only on YouTube for public access:**
CHH Feb18 2025 YouTube Link
CHH website, Agenda Material:
CHH Feb18 2025 Agenda Material Link

Present: Director-Councillor Nrinder Nann, *President*
~~Director-Citizen Christine Griffith, *Vice-President*~~
 Director-Councillor Tammy Hwang, *Treasurer*
 (Virtual)
 Adam Sweedland, CEO/Secretary
 Director-Councillor Tom Jackson (Virtual)
 Director-Councillor Cameron Kroetsch
~~Director-Councillor Alex Wilson~~
 Director-Citizen Karl Andrus (Virtual)
 Director-Citizen Adriana Harris
 Director-Citizen Alice Plug-Buist (Virtual)

Regrets: VP C. Griffith, Cllr A. Wilson,

Also Present: CHH Staff: A. Warren-Ritchie, S. Botham, B. Lilley, A. Warren-Ritchie; (Virtual, Webex): B. Kinaschuk, L. Ward, G. McLaughlin
 Other City Depts: Housing Division, P. Homerston, K. Harrington
 Guest for Item:
 Public: (YouTube access provided)

1. Call to Order (Quorum is five)

President-Councillor N. Nann, called the meeting to order at 10:00am

“The City of Hamilton is situated upon the traditional territories of the Erie, Neutral, Huron-Wendat, Haudenosaunee and Mississaugas. This land is covered by the Dish With One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes. We further acknowledge that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation.

Today, the City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and we recognize that we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners and caretakers.”

- the Chair proceeded with Roll Call at the beginning of the meeting.

2. Conflict of Interest Declaration

In response of a call from the President for conflict-of-interest declarations:

NONE

3. Confirmation of Minutes

a) Special meeting held on November 26, 2024

Moved by Director-Councillor C. Kroetsch, seconded by Director-Citizen A. Harris and carried to approve November 26, 2024 minutes as presented.

4. Finance / Asset Renewal

a) 2025 Budget Presentation (Operating & Capital Replacement and Reserve Budget)

The Board was in receipt of 2025 Budgets Power Point Presentation from CEO/Secretary dated February 18, 2025.

CEO Adam Sweedland introduced the slide show gave an overview of report highlighting vacancies and the current. Chief Finance Officer, Rochelle Desouza presented the operating budget, Revenue and Expenses. Manager, Asset Renewal, Bernice Lilley presented the Replacement and Reserve budget and allocation, highlighting 3.3% increase over 2024.

The presentation slideshow included but not limited to:

- Overview of CHH Services and 2024 highlights
- Summary of 2025 Staffing Complement
- 2025 Operating Budget
- 2025 Capital (Replacement and Reserve) Budget
- Update on Canda Mortgage Housing Corporation Co-Investment Fund
- CityHousing Hamilton Reserves

It was moved by Treasurer-Councillor T. Hwang, seconded by Director-Citizen A. Harris, and carried:

That the power point be **received** for information.

b) Proposed 2025 CHH Operating, Replacement & Reserve Budget (Report #25003)

The Board was in receipt of Report #25003 from CEO/Secretary dated February 18, 2025.

Rochelle Desouza, CFO and Bernice Lilley, Manager referenced the power point presentation in item 4a and recommendations noted in report.

It was moved by Treasurer-Councillor T. Hwang, seconded by Director-Citizen A. Harris, and carried:

That Report #25003 be received for information and the following recommendation(s) **approved**:

- a. That the Board approve Report #25003 CityHousing Hamilton Corporation 2025 Operating Budget and Capital (Replace and Reserve) Budget; and
- b. That the Chief Executive Officer be delegated authority to approve in-year changes to the expenditures in the Capital (Replace and Reserve) budget to address unanticipated emergency projects and report back to the Board with details of any such reallocation.

c) Mortgage Renewal, 101 Broadway Ave. Hamilton

The Board was in receipt of Report #25004 from CEO/Secretary dated February 18, 2025.

Rochelle Desouza, CFO highlighted the details of the loan and the recommendations.

It was moved by Director-Citizen A. Harris, seconded by Director-Councillor Kroetsch, and carried:

That Report #25004 be received and **approved** as follows:

1. CityHousing Hamilton Corporation (CHH) hereby authorizes the Ministry to solicit and arrange on its behalf such Mortgage(s) or Mortgage facilities with a lender or its authorized agent (the “Lender”) as it deems necessary, appropriate or advisable for the project identified above and for the maturity date aforementioned;
2. CHH hereby agrees to be bound to the Lender for such mortgage purposes and upon the terms and conditions contained in the said Mortgage, or any amendments thereto, and CHH hereby further agrees to mortgage its property and assets to secure its present and future obligations under the said Mortgage, or any amendments thereto, to the Lender, as deemed necessary or advisable;
3. CHH hereby authorizes the designated signing Officers to enter into such agreement or agreements amending the terms of the said Mortgage and to deliver to the Lender such document or documents as may be deemed necessary, advisable or required by the Lender to give effect thereto; and
4. CHH hereby confirms that this Resolution has been ratified and approved by its Board of Directors and it agrees to deliver this Resolution to the Ministry and to the Lender; and the Housing Provider further confirms that this Resolution shall continue in force and effect until written notice to the contrary is delivered to the Lender and the Ministry with receipt acknowledged by the Lender and the Ministry.

5. Strategy Quality Improvements / Operations

a) Vacant Unit Monthly Update, January 2025

The Board was in receipt of Report #25005 from CEO/Secretary dated February 18, 2025.

Amanda Warren-Ritchie, Manager Strategy & Quality Improvements gave the progress target of reaching 2% by the end of December 2024. The current vacancy rate is estimated to be 2.2%.

Staff are requested to report back to the Board options with future backlog plan on how to sustain targets and be proactive for the 2026 reserve budget.

It was moved by Director-Citizen A. Harris, seconded by Director-Councillor C. Kroetsch, and carried:

That Report #25005, Vacant Unit Monthly Update – January 2025 be **received** for information.

b) Procurement Update

The Board was in receipt of Report #25006 from CEO/Secretary dated February 18, 2025.

Adam Sweedland, CEO gave background and revisions to the service level agreement draft to address risk factors such as timelines, procurement exception, fair wage policy and will continue collaboration and provide the Board with any related recommendations.

It was moved by Director-Citizen K. Andrus, seconded by Director-Citizen A. Harris, and carried:

That Report #25006 Procurement update be **received** for information.

c) Establishing a Non-Profit Corporation with Charitable Status

The Board was in receipt of Report #25007 from CEO/Secretary dated February 18, 2025.

Adam Sweedland, CEO reviewed the background consultation with legal counsel information. Amanda Warren-Ritchie, Manager of Strategy Quality Improvements, reviewed the recommendations.

It was moved by Director-Citizen K. Andrus, seconded by Director-Councillor C. Kroetsch, and carried:

That Report # 25007 Establishing a Non-Profit Corporation with Charitable Status be received for information and the following recommendation(s) **approved**:

- (i) That CityHousing Hamilton Board of Directors approve the establishment of a non-profit corporation with charitable status for the purposes of supporting tenant services and programs and enhancing CHH's housing portfolio, to be governed in accordance with the *Corporations Act* and legislation applicable to organizations with charitable status; and
- (ii) Subject to approval by the Board of Directors, CHH request confirming approval from the City of Hamilton as the sole shareholder of CHH.

6. CEO Written Update

- 1.0** Tapestry Community Capital
- 2.0** CHH All Staff Day (November 15, 2024)
- 3.0** Tenants First Team approved minutes, November 12, 2024 (attached)
- 4.0** Outstanding Business Item – Procurement
- 5.0** Board Communications, Jan. 20, 23; Feb. 5, 7 and 10, 2025

Adam Sweedland, CEO gave an overview of each item.

It was moved by Director-Citizen A. Harris, seconded by Director-Citizen A. Plug-Buist, and carried:

That the CEO Updates and Communications be **received** for information or discussion purposes.

7 In-Camera / Confidential

Motion moved by Director-Citizen K. Andrus, seconded by Director-Councillor T. Jackson and carried to move In-Camera for items 7a and 7b at 11:03am.

Attendees (at 11:05am) for Item 7a: N. Nann, C. Kroetsch, A. Harris, A. Sweedland, A. Warren-Ritchie, T. Herechuk (recorder); (Virtual): T. Hwang, T. Jackson, A. Plug-Buist, K. Andrus.

a) Transformational Technology Project (Report # 25008)

NOTE: Discussion of this Confidential Report in closed session is subject to the following requirement(s) of the of the City of Hamilton's Procedural By-law and the *Ontario Municipal Act, 2001*:

- (i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization

RATIONALE FOR CONFIDENTIALITY

This report is being considered in Closed Session as it contains confidential information related to proposed purchasing of new housing software specific to one vendor.

RATIONALE FOR MAINTAINING CONFIDENTIALITY

Staff are recommending that the report / recommendation(s) / appendices) remain confidential, as the subject matter could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

The Board was in receipt of Report #25008 from CEO/Secretary dated February 18, 2025.

Amanda Warren-Ritchie, Manager, gave an overview of the report.

It was moved by Director-Citizen A. Harris, seconded by Treasurer-Councillor T. Hwang and carried:

That Report #25008 remain confidential; and

That Report #25008 be received for information and the recommendation(s) **approved** as noted in the Report.

Attendees (at 11:16am) for Item 7a: N. Nann, C. Kroetsch, A. Harris, A. Sweedland, A. Warren-Ritchie, T. Herechuk (recorder); (Virtual): T. Hwang, T. Jackson, A. Plug-Buist, K. Andrus
Noted: Director-Councillor C. Kroetsch left meeting at 11:27am.

b) Organizational Updates and Structure Review (Report #23007b)

NOTE: Discussion of this Confidential Report in closed session is subject to the following requirement(s) of the requirement(s) of the City of Hamilton's Procedural By-law and the *Ontario Municipal Act, 2001*:

- as amended, as the subject matter pertains to personal matters about an identifiable individual, including City employees – CityHousing Hamilton or labour relations or employee negotiations.

RATIONALE FOR CONFIDENTIALITY

This report is being considered in Closed Session as it contains information related to identifiable staffing positions and a potential organizational restructuring.

Staff are recommending that Report #23007b, Organizational Updates and Structure Review remain confidential, as the primary subject matter pertains to personal matters about an identifiable individual(s).

The Board was in receipt of Report #23007(b) from CEO/Secretary dated February 18, 2025.

Adam Sweedland, CEO gave an overview of the report.

It was moved by Director-Councillor T. Jackson, seconded by Director-Citizen K. Andrus and carried:

That Report #23007(b) remain confidential; and

That Report #23007(b) be received for information and the recommendation(s) **approved** as noted in the Report.

Motion moved by Director-Citizen A. Harris, seconded by Director-Citizen K. Andrus and carried to move in public session at 11:32am.

8. Adjournment at 11:33am

Motion by Director-Citizen A. Harris, seconded by Director-Citizen K. Andrus and carried that the meeting be adjourned.

TAKEN AS READ AND APPROVED

**Nrinder Nann, PRESIDENT
CityHousing Hamilton Corporation**

*Teresa Herechuk
CityHousing Hamilton Corporation
February 18, 2025*

AUDIT & FINANCE COMMITTEE

CITYHOUSING HAMILTON CORPORATION


Date: Friday February 14, 2025
Time: N/A
Place: By email

Email sent (Attendees): Councillor Tammy Hwang – Treasurer
Pilar Homerston – Service Manager, Hsg. Ser.
Kelly Harrington – Hsg. Officer, Hsg. Ser.
Bernice Lilley, Manager Asset renewal
Adam Sweedland, CEO
Rochelle Desouza, CFO
Teresa Herechuk – Web-ex host

Re: CHH Board meeting date, February 18, 2025

AUDIT COMMITTEE MEETING MINUTES:

Item	Title	ACTION
1)	Report 25003 – Proposed Operating & Replace and Reserve Budget 2025 Rochelle Desouza, summarized the report and the findings.	.
2)	Report 25004 – Mortgage Renewal 101 Broadway Rochelle Desouza, summarized the report and the findings.	
3)	Adjournment with no changes or action items from the email.	
	TAKEN AS READ AND APPROVED	
	TAMMY HWANG, TREASURER CityHousing Hamilton Corporation	
	Rochelle Desouza, CFO CityHousing Hamilton Corporation February 14, 2025	

Date:	April 22, 2025
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Brigitte Minard Deputy Auditor General, City of Hamilton Charles Brown Auditor General, City of Hamilton
Submitted by:	Delta Consulting Group Canada Ltd. Charles Brown Auditor General, City of Hamilton
Signature	
Subject:	Accounts Payable Special Investigation: CityHousing Hamilton (Fraud and Waste Report #73367) (CHH25012/AUD25004)
Report Type:	Recommendation

Recommendation(s):

- 1) That the Management Responses as detailed in Appendix "A" to Report CHH25012/AUD25004 **BE APPROVED**.
- 2) That the CEO of CityHousing Hamilton **BE DIRECTED** to implement the management responses (attached as Appendix "A" to Report CHH25012/AUD25004) and report back to the Board of Directors by November 2025 on the nature and status of actions taken in response to the special investigation report.

Executive Summary:

- A special investigation was conducted to investigate an alleged fraudulent payment of over \$552,000 from March 2024.
- One of the CHH's vendors was victim of a Business Email Compromise Fraud.



- The special investigation found process weaknesses and impacts from the February 2024 cyber security incident as major factors.
- Ultimately CityHousing Hamilton (CHH) incurred losses of over \$552,000 due to fraudulent activity, with \$417,000 recovered to date.
- The OAG notes that this is third incident of this nature at the City of Hamilton and its boards and agencies.
- OAG is making recommendations to address the investigation findings.

Background:

This matter was initially reported to the Office of the Auditor General in March 2024.

A police report was filed in late March 2024 by CityHousing Hamilton, thus requiring the OAG to inform Council of the matter. Confidential Report AUD24003 (Auditor General Reporting of Serious Matters to Council (Case #73367) went to the Audit, Finance and Administration Committee in April 2024. The CHH CEO handled communications with the CHH Board of Directors.

Analysis

As a result of a Serious Matter reported to the Audit, Finance, and Administration Committee in April 2024 (Confidential Report AUD24003), the Office of the Auditor General (OAG) engaged investigative and forensic accounting specialists, Delta Consulting Group Canada Ltd. (Delta Consulting), to conduct an investigation on behalf of the Office of the Auditor General.

The purpose of this special investigation was to investigate an alleged fraudulent payment of over \$552,000 processed by the CityHousing Hamilton's (CHH) Accounts Payable group in late March 2024. The OAG also requested that Delta Consulting provide the OAG with recommendations based on their investigation findings in order to improve processes.

Due to the materiality of the amount, and the fact that the special investigation findings are process focused and similar in nature to audit recommendations, the OAG has decided to provide a high-level summary of the investigation and share the recommendations and management responses publicly, as an audit report would be shared.

The special investigation found weaknesses in the manual processes that were in place for finance and accounts payable due to the impacts of the cyber security incident and ultimately CHH incurred losses of over \$552,000 due to fraudulent activity.

A formal report, attached as Appendix “A” to Report CHH25012/AUD25004, summarizes the control weaknesses uncovered in the above investigation and contains the Office of the Auditor General’s observations, recommendations and management’s responses and planned course of action to those recommendations.

Overall, OAG has made seven recommendations to improve controls within the Accounts Payable processes at CHH, with a focus on vendor information changes.

Management responses were received for all recommendations. Overall management agreed with six of the seven recommendations and are implementing an alternative action for the seventh recommendation. We are requesting that the CHH Board of Directors direct staff to report back on their progress on management response implementation to the Board of Directors in November 2025.

Consultation:

Internal CHH Departments: CEO’s Office, CHH Legal Counsel.

External: City of Hamilton Financial Services Division, Legal and Risk Management Services Division.

Appendix “A” to Report CHH25012/AUD25004 includes responses from the CEO at CityHousing Hamilton.

Financial and Legal/Risk Considerations: While losses of about \$552,000 were incurred, about \$417,000 has since been recovered due to the investigative efforts by the OAG and City of Hamilton Legal Services, and subsequently followed up by CHH’s CEO and Legal Counsel.

Next Steps and Milestones: Not applicable.

Strategic Alignment:

This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities:

- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Supporting Presentations and Appendices:

Appendix "A" to Report CHH25012/AUD25004 – Accounts Payable Special Investigation: CityHousing Hamilton Investigation Summary (Fraud and Waste Report #73367)

BM/cps



**Office of the
Auditor General**
City of Hamilton

Accounts Payable Special Investigation: CityHousing Hamilton Investigation Summary (Fraud and Waste Report #73367)



**CityHousing Hamilton Corporation Board of Directors - April 22, 2025
Audit, Finance and Administration Committee - May 1, 2025**

Charles Brown, Auditor General
Brigitte Minard, Deputy Auditor General
Delta Consulting Group

Contents

Investigation Summary	3
1. Supervision	4
Recommendation 1	5
Management Response	5
2. Documentation of Fraud Risks Needed	5
Recommendation 2	5
Management Response	5
3. Vendor Banking Information.....	6
Recommendation 3	6
Management Response	6
4. Capital EFT Payments Were Not Reviewed	6
Recommendation 4	7
Management Response	7
5. Up-to-Date Signing Authorities Not Maintained.....	7
Recommendation 5	7
Management Response	7
6. Centralization of Accounts Payable.....	8
Recommendation 6	8
Management Response	8
7. Need for Specialized Training	9
Recommendation 7	9
Management Response	9

Investigation Summary

In March 2024, shortly after the City of Hamilton’s cyber security incident (a ransomware attack), CityHousing Hamilton (CHH) realized two vendors had their electronic funds (EFT) payment amounts transposed in the data that was submitted to the bank, resulting in one vendor being paid about \$137,000 instead of about \$552,000 (an underpayment of about \$415,000) and the other vendor being paid about \$552,000 instead of about \$137,000 (an overpayment of about \$415,000). Manual workaround processes had been put in place for finance and accounts payable due to the impacts of the cyber security incident.

As a result, CHH was in touch with both of these vendors to resolve the error. However, one of the vendors informed CHH that they had not received any funds at all. Subsequent enquiries led to the discovery that this vendor’s banking information had been changed by someone unknown to them, and funds diverted to a different bank account that was not a CHH bank account.

CHH Finance informed the Office of the Auditor General (OAG) of the incident, and CHH reported the matter to the Hamilton Police Service. A confidential “Serious Matter” Report was then provided to Council in April 2024 (AUD24003). The OAG engaged Delta Consulting Group Canada Ltd. (Delta Consulting) to complete an investigation on behalf of the Office of the Auditor General.

The investigation found that CHH had fallen victim to a “Business Email Compromise” scam. An imposter, posing as the vendor, contacted CHH Finance staff via email to change the banking information. Due to a combination of human error, poor process, and elevated risks from workaround procedures put in place in response to the cybersecurity incident the \$552,000 payment was approved for electronic transfer and paid.

In fact, the vendor that did not receive payment had emailed CHH about two weeks prior to the fraudulent incident as a precautionary measure, advising CityHousing Hamilton that they had experienced a security breach and asking CHH to call them if any requests to change their banking were made. Notwithstanding the warning, the imposter’s request to CHH for banking changes were processed, and funds were electronically transferred to a bogus bank account.

A business email compromise (BEC) scam is a type of cybercrime where attackers gain access to and/or make use of a company’s email system. The main components include:

- **Unauthorized access:** Attackers may obtain access to the target’s email system, either by stealing login credentials or using other methods.
- **Impersonation:** Once the attacker is inside, they study communication patterns and identify key people.

- **Social Engineering:** The attacker then uses the information obtained to impersonate trusted individuals in the company and send fraudulent emails that seem legitimate.
- **Deceptive Requests:** The fraudulent email contains a request to do something that is “urgent” (e.g. transfer money) or make changes to banking information.
- **Financial Loss:** The target may not detect the scam and may comply with the request. If changes to banking information were made, payment is sent to the attacker’s bank account.

Source: ChatGPT, December 18, 2023, search term: “explain business email compromise scam in plain language”, edited and summarized by Office of the Auditor General for initial use in Report AUD24001.

The investigation included the use of multiple Norwich Orders, which is a court order that compels a third party to produce evidence in its possession – in this case account information for any bank that was in receipt of the funds procured by fraud. This allowed deposit and banking transaction and ownership details to be obtained. The transferred electronic funds were traced initially to a bank account in another city and province, from which they were depleted. OAG continued to use Norwich Orders to follow the monies transferred to other banks until substantial funds were located in one particular bank account, which were frozen through the use of a Mareva Injunction.

Ultimately about \$417,000 of funds have been recovered through the combined efforts of the OAG, our investigator Delta Consulting, City Hamilton Legal Services, CHH, and CHH’s legal counsel.

The Hamilton Police Service have been provided with our investigation report for use in their investigation, and the OAG, with the assistance of Delta Consulting, set out to identify how procedures could be improved to prevent future occurrences, and to minimize such risk. This report summarizes our findings and conclusions.

Seven recommendations have been made, the observations and corresponding recommendations are included below:

1. Supervision

Observation

The finance staff at CityHousing were not properly supervised, with risky transactions, as elaborated upon below, not subject to review.

Recommendation 1

We recommend that CityHousing implement a senior level (non-union) supervisor position that requires the supervisor to possess suitable accounting credentials and experience, to assist in the supervision of the finance staff's work.

Management Response

Agree.

CityHousing Hamilton Corporation Board of Directors has approved an FTE to add a Manager (title yet to be determined) position to support the Chief Financial Officer. They will be required to possess appropriate accounting credentials (i.e. CPA or equivalent). Recruitment is expected to be completed in Q4 2025.

Expected Completion: November 2025.

2. Documentation of Fraud Risks Needed

Observation

CityHousing Finance did not properly consider the elevated risks, of both fraud and error, associated with the Cyber Incident as it pertained to making Capital vendor payments by EFT.

Recommendation 2

We recommend that CityHousing Finance document a set of procedures to mitigate the risks of fraud and error as it pertains to vendor Capital payments made by EFT.

Management Response

Agree.

CityHousing Hamilton updated its a procedure to guide capital payments made by EFT during an emergency to mitigate risks. These updated procedures are being reviewed and will be formalized. The normal (i.e. not associated with the cyber security incident) procedure for capital payments are currently being reviewed as part of the organization's transition back to Arcori Financial.

Estimated Completion: June 2025.

3. Vendor Banking Information

Observation

The lack of controls around changes to vendor banking information poses a significant fraud risk. The OAG found that there was an inadequate segregation of duties and inadequate review.

Recommendation 3

We recommend that vendor banking information be stored securely and locked for editing and that adequate segregation of duties be implemented for this process.

Management Response

Agree.

The functions of verifying banking information will shift from the FAI (as described below) to the Sr. Risk & Compliance Officer, a non-union position under recruitment and expected to be in place by June 2025.

Pending recruitment, the following system is used. Vendor banking information is view-only for all Finance staff but editable by only the Financial Assistant II (FAII) who have no responsibility or control over vendor payment. Currently, the Financial Assistant I (FAI) or Financial Coordinator will verify vendor banking following the established process (includes calling the vendor and verifying HST and banking information. CFO validates the vendor changes and communicate these to the FAII to update in the system. The Financial Assistant I would then process the capital payments based on the updated and validated banking information.

Estimated Completion: June 2025.

4. Capital EFT Payments Were Not Reviewed

Observation

We observed that vendor Capital EFT payments, for material dollar amounts, were not being reviewed at multiple stages of the process, which increases the risk of both fraud and error being undetected.

Recommendation 4

We recommend that the key banking file be reviewed for accuracy and that all vendor Capital EFT payments be authorized/endorsed by the appropriate signing officers prior to their release.

Management Response

Agree.

Currently, the CFO or Financial Coordinator reviews every invoice to every payment prior to release and signs to demonstrate review. The two signing authorities are each required to take an audited approach (10% of invoices) to their review.

Responsibility for this control will reside with the future Manager and allow for another level of audited review by CFO prior to signing off.

Expected Completion: November 2025.

5. Up-to-Date Signing Authorities Not Maintained

Observation

The bank agreement for signing authorities for wire payments required [any] three signatures for payments over \$10,000. The signing authorities included a former CEO and two employees not included in the bank agreement were also provided authorization to approve EFT payments without the bank agreement being updated. The signatures also did not require the CFO or CEO to authorize payments over a specific dollar amount (such as \$100,000).

Recommendation 5

We recommend that bank agreements be reviewed and updated whenever employee responsibilities change and whenever changes in employment impact employees who are added or removed from positions with signing authority. We also recommend that CityHousing consider requiring the CFO or CEO to be one of the signing officers for payments over a predetermined threshold.

Management Response

Agree.

CHH will implement this recommendation following an analysis to determine the appropriate predetermined threshold.

Estimated Completion: December 2025.

6. Centralization of Accounts Payable

Observation

The matter at hand is the third vendor fraud experienced by the City and its boards and agencies in less than one year. The OAG recently completed control walk-throughs of the accounts payable departments at each of the Hamilton Public Library, Corporate Accounts Payable, and CityHousing locations. Control deficiencies were identified in all three departments, and that processes are not executed in a consistent manner.

Recommendation 6

We recommend that the City consider centralizing Accounts Payable or key functions performed by Accounts Payable such that resources can be used most efficiently and processes can be harmonized. We recommend that, at a minimum, the processes associated with new vendor additions and vendor banking changes that are not already centralized be considered for centralization.

Management Response

Alternative To Be Implemented.

Without understanding the details of such an arrangement, CityHousing Hamilton Corporation (CHH) does not agree with this recommendation. However, CHH sees value in the spirit and substance of this recommendation and suggests periodically working with the City’s Accounts Payable team to review its practices, share knowledge and harmonize procedures where appropriate.

CHH has been approved to procure and implement a new and comprehensive tenant and financial software system which is widely used by similar organizations and includes enhanced financial controls. As a large landlord, CHH has complex accounts payable needs ranging from vendors for capital projects, routine service contracts to individual tenants, averaging 350 invoices per week. The system is designed to handle this volume but also include flexibility to be able to issue refund payments quickly to individual, often vulnerable, tenants.

Estimated Completion: January 2027.

7. Need for Specialized Training

Observation

Consistent with the OAG's previous investigation findings, business email compromise is a common tool used by scammers to phish or lure fraudulent payments. In this case, the scammer created an illegitimate email account, the sole difference being the pluralized form of the word "constructions", and requested payments be made to a fraudulent bank account.

During our investigation, it was clear that CityHousing Finance did not fully appreciate the potential fraud risks associated with EFT vendor payments in general, and more specifically the risks associated with updating banking information; therefore, CityHousing Finance did not govern itself accordingly.

Recommendation 7

We recommend that all Accounts Payable staff dealing with vendor information change and payments processing receive additional training on risks related to business email compromise and the need to independently verify vendor information changes in order to avoid further losses to the City.

Management Response

Agree.

Current staff are required to complete all mandatory training offered through the City of Hamilton. There is no outstanding training related to cyber security at this time. In addition, this team includes discussions about fraud at its bi-weekly meetings.

CHH is also implementing a comprehensive training program which will be offered through My Learning Connection and will require staff to complete training and sign off on a variety of policies and procedures.

Estimated Completion: September 2025.



Office of the Auditor General

City of Hamilton

Charles Brown CPA, CA
Auditor General

Brigitte Minard CPA, CA, CIA, CGAP, CFE
Deputy Auditor General

Phone: 905-546-2424 ext. 2257

Email: auditorgeneral@hamilton.ca

Website: hamilton.ca/audit



SPEAK UP – Reporting Fraud and Waste

Online: hamilton.ca/fraud

Phone: 1-888-390-0393

Mail: PO Box 91880, West Vancouver, BC
V7V 4S4

Email: cityofhamilton@integritycounts.ca

Fax: 1-844-785-0699

Copies of our audit reports are available at: hamilton.ca/audit

Alternate report formats available upon request.



Office of the
Auditor General
City of Hamilton

Report CHH25012/AUD25004

Item 5a, CHH BoD, April 22, 2025

Accounts Payable Special Investigation:

CityHousing Hamilton Investigation Summary (Fraud and Waste Report #73367)



Charles Brown, Auditor General
Ken Froese, Delta Consulting Group

CityHousing Hamilton Corporation Board of Directors - April 22, 2025
Audit, Finance and Administration Committee - May 1, 2025

- Gained an understanding of the incident, an alleged fraudulent payment of over \$552,000.
- Gained an understanding of operational processes regarding Accounts Payable.
- Procured Delta Consulting Group Canada Ltd. to complete the investigation on our behalf, while providing investigation support and maintaining oversight of the investigation process to ensure quality and value were received.



- A legitimate vendor contacted CHH to warn of a security issue at their company and be on the lookout for any requests for changes to banking information.
- Two weeks later an imposter posing as this same vendor (who was owed \$137,000) emailed CHH to change the vendor's bank account details used for electronic funds transfer. The banking changes were processed diverting any future payments to the fraudster's account .
- In error, the vendor was set up to be paid \$552,000 - an amount owed to a different vendor.
- The \$552,000 was sent to the imposter's account which was discovered when the real vendor that was owed \$552,000 received payment for only \$137,000



- The incident was reported to the Auditor General who informed Council in a confidential “Serious Matters Report”. CHH informed Hamilton Police.
- With the assistance of Delta Group and the City’s Legal Services, funds were traced to multiple bank accounts through Norwich Orders – a court order that compels a third party to produce relevant documents – in this case bank account information
- Some \$417,000 of funds were located and frozen by court order
- Through the issuance of summons to appear by the OAG, multiple witnesses were interviewed. Cooperation was secured with one key individual to return the funds. To date \$417,000 has been returned.
- The OAG has provided its information and reports to Hamilton Police to further their investigation



Ken Froese, Senior Managing Director
Delta Consulting Group Canada Ltd.



Delta Consulting - Investigation Summary

- Delta Consulting Background
- Investigation Mandate from OAG: investigate alleged fraudulent payment of over \$552,000.
 - Review of documentation, interviews with relevant staff and vendors, obtaining Norwich Orders, Mareva Injunction.
 - What happened, what was recovered.
 - Investigation findings and recommendations.
 - What internal control issues may have contributed to the issue.
 - What the current risk environment is for these type of issues.

- 1) We recommend that CityHousing implement a senior level (non-union) supervisor position that requires the supervisor to possess suitable accounting credentials and experience, to assist in the supervision of the finance staff's work.
- 2) We recommend that CityHousing Finance document a set of procedures to mitigate the risks of fraud and error as it pertains to vendor Capital payments made by EFT.
- 3) We recommend that vendor banking information be stored securely and locked for editing and that adequate segregation of duties be implemented for this process.
- 4) We recommend that the key banking file be reviewed for accuracy and that all vendor Capital EFT payments be authorized/endorsed by the appropriate signing officers prior to their release.



- 5) We recommend that bank agreements be reviewed and updated whenever employee responsibilities change and whenever changes in employment impact employees who are added or removed from positions with signing authority. We also recommend that CityHousing consider requiring the CFO or CEO to be one of the signing officers for payments over a predetermined threshold.
- 6) We recommend that the City consider centralizing Accounts Payable or key functions performed by Accounts Payable such that resources can be used most efficiently and processes can be harmonized. We recommend that, at a minimum, the processes associated with new vendor additions and vendor banking changes that are not already centralized be considered for centralization.
- 7) We recommend that all Accounts Payable staff dealing with vendor information change and payments processing receive additional training on risks related to business email compromise and the need to independently verify vendor information changes in order to avoid further losses to the City.



- Seven recommendations were made to the CityHousing Hamilton.
 - Management agreed with six of seven recommendations and are implementing an alternative action for the seventh recommendation.
- Management is currently working on implementing their management responses.
- OAG is recommending that the Board of Directors directs the CEO to report back with a status update by November 2025.





THANK YOU

Date:	April 22, 2025
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Rochelle Desouza, Chief Financial Officer
CEO/Secretary	Adam Sweedland
Signature	
Subject:	Operating Variance Report (Expenses, February 2025) (Report #25009)
Report Type:	Information

Recommendation(s):

That Report #25009, be **received** for information.

Executive Summary:

This report provides an overview of 2025 operating expenses to date. Because of continued limitations in the tenant software, NEC/Northgate, revenues are not included in this report.

Background and Additional Information:

Summarized consolidation Operating expenses results as of February 28, 2025, shown below:



Consolidated	Budgeted	Actual	Variance	Annual Budget
	YTD Feb 2025	YTD Feb 2025	YTD Feb 2025	2025
EXPENSES				
3 Administration-Salaries/Wages/Benefits	3,107,111	3,100,000	7,111	18,642,668
4 Administration-Bad Debts	79,970	60,000	19,970	479,819
5 Administration-Insurance	437,083	410,795	26,287	2,622,497
6 Administration-Other	449,505	112,641	336,864	2,697,027
7 Materials and Services	2,711,334	2,873,721	(162,387)	16,268,004
8 Utilities	2,058,012	2,172,404	(114,392)	12,348,070
Property Taxes	91,084	92,000	(916)	546,504
Amortization and Mortgage Interest	1,659,440	932,571	726,869	9,956,637
Allocated to Capital Services	1,720,477	1,720,476	0	10,322,859
TOTAL EXPENSES	12,314,014	11,474,609	839,406	73,884,085

Details on significant variances are discussed below.

Administration Salaries, Wages and Benefits

Staffing costs are accrued – actual cost will be entered in March; complements are continuously reviewed to ascertain appropriate staffing levels, but gapping exists from vacant positions. Positions which work on new development are funded as a capital cost to the respective projects in each quarter.

Administration Bad Debt⁴

Bad Debts are based on an accrual. Actual Bad Debts are calculated in November.

Administration Insurance

Insurance shows a favorable variance to the budget of \$26,287. Costs are as per actual invoices paid.

Administration Other

Seasonal variance in cost as many expenses are incurred in the latter part of the year.

Materials and Services

Operating expenses relating to Materials and Services show an unfavorable variance to the budget of (\$162,387). The chart below shows a distribution of total materials and services costs among the main cost categories:



Particulars	Budgeted	Actual	Variance	Annual Budget
	YTD Feb 2025	YTD Feb 2025	YTD Feb 2025	2025
Building Operating	731,653	262,396	469,257	4,389,921
Unit Turnovers/Vacancies	410,423	982,536	(572,114)	2,462,536
Painting Operating	47,194	112,987	(65,793)	283,166
Roofing Operating	56,749	19,138	37,611	340,496
Life Systems Operating	133,620	133,737	(118)	801,717
Elevators Operating	95,199	35,691	59,508	571,194
Equipment Operating	48,576	75,899	(27,323)	291,458
Plumbing Operating	105,307	128,091	(22,784)	631,842
Heating and Ventillation Operating	132,473	160,126	(27,653)	794,837
Grounds Operating	322,670	407,672	(85,001)	1,936,021
Electrical Operating	75,484	66,971	8,513	452,903
Building Security Operating	220,540	275,263	(54,723)	1,323,237
Waste Removal Operating	72,941	11,176	61,765	437,645
Supplies	212,699	202,036	10,663	1,276,196
HST Expenses- Material and Services	45,806	-	45,806	274,835
TOTAL MATERIALS & SERVICES	2,711,334	2,873,721	(162,387)	16,268,004

Unit Turnovers in 2025 which are over and above the Property Managers budgets will be renovated through the Poverty Reduction Fund 2025. CHH spent more in this quarter to maintain the goal of 2%.

Building Security, HVAC and Grounds are categories driving significant variances. Management is reviewing this work to look for opportunities for efficiency and cost reductions.

Utilities

This budget line is estimated as per Ministry of Municipal Affairs and Housing (MMAH) benchmark indices and utilities are trending within budget. There have been significant savings in utilities due to the building automation systems and the grants received from the province towards green energy. Budgets are distributed equally between the 12 months of the year. February actuals reflect an expected seasonal variance.

Consultation:

Internal CHH Departments:
External: n/a



Financial and Legal/Risk Considerations:

Next Steps and Milestones:

Strategic Alignment:

This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities:


- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Supporting Presentations and Appendices:

None

AS/rd



Date:	April 22, 2025
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Amanda Warren-Ritchie Manager, Strategy & Quality Improvement
CEO/Secretary	Adam Sweedland
Signature	
Subject:	2023-2027 Strategic Plan Annual Progress Report (Report #25011)
Report Type:	Information

Recommendation(s):

That Report #25011, 2023-2027 Strategic Plan Annual Progress Report be **received** for information.

Executive Summary:

This report summarizes strategic plan activities CityHousing Hamilton Corporation (CHH) achieved in 2024. The approved strategic plan is a five-year road map with four key priorities:

- Empower tenants with the support and services they need to thrive
- Preserve and upgrade CHH's current housing stock
- Development new and inclusive affordable mixed housing while building strong and successful multi-generational communities
- Strengthen our people and performance

CHH's strategic plan outlines deliverables to advance these priorities and support the broader housing objectives of the City of Hamilton.

Report 25011 outlines detailed progress on the deliverables established in 2024 to meet the strategic objectives.

Appendix A to Report 25011 provides a summary of progress by deliverable.

Background and Additional Information:

This report provides an update on the progress made in implementing the 2024 deliverables needed to achieve these strategic priorities.

Priority # 1: Empower tenants with the support and services they need to thrive.

Strategy # 1: Foster equitable, diverse, and inclusive communities within CHH.

2024 Deliverables:

- The Inclusion, Diversity, Equity and Accessibility (IDEA) roadmap is developed. The goal is to identify areas of strength and growth and establish a foundation to embed IDEA principles in CHH's work. *(complete)*;
- The tenants' need assessment commences to identify realities and needs relating to EDI in CHH communities. *(in progress)*.

In February 2024 CHH hired an Equity Specialist. This position developed a CHH specific IDEA roadmap (Report #24020) to work collectively with tenants and staff to ensure services, policies and programs echo the needs of CHH communities at present and in the future.

CHH also began the work to develop a tenant survey to continuously assess and address evolving tenant needs. Tenants will be able to access this survey, available in multiple formats and languages, at any time following the receipt of services. The information will aid in providing a solid foundation for fostering improved services and empowering tenants to include their voice and build a sense of belonging within the community.

Strategy #2: Prioritize safety and security for tenants and work collaboratively to develop community safety plans in CHH buildings and neighbourhoods.

2024 Deliverables:

- Collaborate with stakeholders and partners committed to supporting tenant safety *(complete)*;
- Review current safety policies and procedures to ensure increase responsiveness and accountability to tenants' safety *(complete)*; and

- Develop and provide educational workshops and resources for tenants on safety in homes (*in progress*).

The Supervisor of Community Safety has been working with internal and external stakeholders to address tenants' safety needs. Community safety and engagement sessions events were held at select properties. Working with the Equity Specialist and the Supervisor, Partnerships and Engagement, tenants were guided through ways to enhance personal safety and create a safe community.

Staff also presented the results of Crime Prevention Through Environmental Design (CPTED) audits. Tenants offered feedback through question and answers sessions, as well as through a tenant survey of their safety experiences. This internal collaboration ensured safety was discussed through a wholistic lens, respecting tenants lived experiences. The Senior Community Liaison Officer from Hamilton Police Services was also present, sharing materials about safety for seniors, dating, and fraud protection.

Current safety policies and procedures are being reviewed to ensure they align with the needs of tenants and contribute to both responsiveness and accountability in addressing safety concerns. Educational workshops have also started at a variety of CHH properties to give tenants resources and knowledge to understand their part in creating a safer community.

Strategy #3: Develop community partnerships to provide appropriate resources, programs, and services for our tenants.

2024 Deliverables:

- Develop a Tenants First Advisory committee which will provide guidance/advice on the Tenant's First refresh approach and participate in decision making within CHH communities (*complete*).

The Tenants First Team (TFT, CHH's tenant-led advisory committee) was established in June, 2024. The committee developed its terms of reference and annual work plan for review and approval by the Board of Directors. This initiative incorporates critical tenant perspectives and feedback into CHH decision making, policy development and programming.

The TFT committee also created a new member interview guide, and a recruitment and selection process. Staff provided training to the TFT committee on the strategic plan and sought feedback on CHH's development strategy. The TFT helped co-develop

CHH's first communication strategy which was subsequently approved by the Board in September 2024. Lastly, the TFT committee developed a 2025 workplan to focus on other initiatives identified in CHH strategic plan, including community safety and security.

Priority # 2: Preserve and upgrade CHH's current housing stock.

Strategy # 1: Provide timely and responsive maintenance to CHH's portfolio.

2024 Deliverables:

- Quality improvements have been made in respect to technology solutions and invoicing (*initiated*)
- CHH achieves a 2% vacancy rate (*complete*)
- CHH works steadily on updating service contracts (*in progress*)

In February 2024, the City of Hamilton (City) experienced a cyber incident which impacted CHH significantly. CHH lost access to its tenant software, NEC, and financial system, Arcori. In response, CHH shifted its focus from making technology enhancements to developing manual processes and work arounds. CHH built many manual processes to manage rent calculations, vacancies and case management. CHH transitioned internal and external maintenance work to its AssetPlanner software. CHH minimized tenant disruption throughout and prioritized business continuity as much as possible.

Since the cyber incident, CHH has been working to rebuild its impacted systems. Arcori is now operational. However, NEC is still not completely functional and staff have not been able to resume normal use of this software.

CHH invested significant resources to successfully implement its revised vacancy renewal and management plan. The plan addressed a large backlog of 476 vacant units and established a sustainable approach to achieve and maintain a 2% target by December 2024. CHH effectively cleared the backlog and met the 2% target. Moving forward, CHH will continue to monitor this work closely to maintain industry standard vacancy rates.

CHH has been steadily working to update and modernize its 50+ external service contracts to provide efficient and effective services to its communities and access a range of quality materials and supplies. This work was impacted by the cyber incident and staff were forced to extend many contracts. However, this work continues again.

CHH also received Board approval to leverage public procurement completed by its two main sector associations: Housing Services Corporation and Ontario Non-profit Housing Association.

Strategy # 2: Develop plans and build CHH's capacity to address its aging stock incrementally.

2024 Deliverables:

- CHH develop asset management for properties (*complete*); and
- Develop a portfolio management approach with a focus on preventative maintenance and demand capital action plan (*in progress*).

In 2024, CHH focused on building a strong foundation to manage its aging stock through strategic planning and capacity building. One of the key deliverables was the completion of the asset management plan. CHH worked with the Corporate Asset Management Division of the City to create a framework to guide long-term maintenance and investment decisions and meet the CITY's obligations under Ontario Regulation 588/17 (Asset Management Planning for Municipal Infrastructure).

CHH also began developing a coordinated portfolio management approach with an emphasis on integrating preventative maintenance considerations into long term decision making. It also realigned a dedicated staff resource to support unplanned and emergency capital projects, including projects funded through Councillors' area-rating funds.

Strategy #3: Repair and renew 63% of CHH's units with funding support of \$194 million from CMHC and other stakeholders

2024 Deliverables:

- CHH's asset renewal team continues to monitor scope, design, procurement, and complete the capital projects identified in its CMHC Repair & Renewal plan and adjusts accordingly to ensure metrics are met and maintained (*in progress*); and
- CHH purposefully identifies additional funding opportunities to augment or increase CHH's ability to safeguard its assets and increase long-term sustainability (*in progress*).

CHH entered into an agreement with the City and Canada Mortgage and Housing Corporation (CMHC) in which all three parties made substantial funding commitments

totaling approximately \$196M. It includes several outcomes to be achieved by the end of 2028:

- CHH must ensure its work impacts approximately 4,500 units (or 63%) within specific communities;
- CHH must achieve energy consumption and greenhouse gas emission reductions of 25% (compared to 2017 baseline levels); and
- CHH must achieve a 20% increase in accessibility in units and 100% increase in common areas.

CHH developed a comprehensive project plan (a scheduled list of projects) to support its ability to achieve the outcomes required in this agreement incremental over the term of the agreement. The Board receives annual updates on CHH's progress on these metrics.

The Board receives semi-annual updates on CHH's spending progress and year-end reporting requirements.

Strategy #4: Implement energy and environmentally sustainable strategies to create efficiencies within tenants' units and all CHH properties.

2024 Deliverables:

- A building automation technician is hired to ensure building automation systems are working effectively to achieve intended outcomes (*in progress*); and
- Identify opportunities to improve energy efficiency and tenant comfort through innovating solutions and/or funding opportunities (*complete*).

CHH is committed to enhancing energy efficiency and environmental sustainability across its properties. The building automation technician ensures building automation systems are performing optimally and achieve intended outcomes such as reduced energy waste, and improved overall building performance.

In June 2024, the Board approved a confidential report identifying additional funding opportunities and a new proposal to increase energy efficiencies, improve tenant comfort and reduce greenhouse gas emissions in some communities. In 2025, CHH was advised it was successful in its application to secure a \$10M grant from Natural Resources Canada to support a \$27M deep energy retrofit at two townhouse communities.

Priority #3: Develop new and inclusive affordable mixed housing while building strong and successful multi-generational communities.

Strategy #1: Pursue current development projects to ensure success.

2024 Deliverables:

- CHH's project team completes two development projects and remains (or exceeds) on schedule for the construction of two 2025 projects (*complete*);
- CHH purposefully reaches out to funders, supporters, and stakeholders to champion affordable housing solutions in Hamilton (*complete*).

2024 Project Updates:

- **257 King William Street** was completed and opened in October. CHH entered into an agreement with Indwell Community Homes to operate the property and serve a tenant population transitioning coming from homelessness and other high acuity needs.
- **106 Bay Street North** was completed and opened in December. This 55-unit passive-house infill project is operated by CHH and emphasizes sustainability by connecting and encouraging tenants to embrace car-free living and participate in alternative and sustainable transportation methods. Partnerships with Communauto and Hamilton Bike Share allow tenants to access these services onsite for reduced costs.
- **55 Queenston Road** is one of two passive-house buildings being built on the former City Motor Hotel site located at the current Queenston traffic circle. CHH is on track to achieve substantial completion and open to tenants in June/July 2025.
- **1620 Main Street East** is the second of the two buildings at the City Motor Hotel site. This is CHH's first building constructed using a panelized modular mass timber system. Despite beginning later, CHH is on track to achieve substantial completion and open to tenants ahead of its original schedule and as early as June/July 2025.

The [Development and Revitalization](#) section of CHH's landing page on the City's website was launched. This provides detailed stories and project updates relevant to the communities being added to CHH's housing inventory.

CHH secured innovation funding from the Federation of Canadian Municipalities for its high-performance, all electric, solar-integrated, volumetric modular project at 257 King William - one of the firsts of its kind.

CHH is a core member of the Hamilton is Home coalition of affordable housing developers to advocate for new funding streams, reductions in prohibitive charges and policy changes to support its collective affordable development goals.

Strategy #2: Develop a socially sustainable 20-year long-term housing strategy for Hamilton that focuses on inclusivity, multigenerational living, mixed income housing, and community revitalization.

2023 Deliverables:

- Obtain Board approval for a long-term strategy and action plan to guide CHH's development activities (*complete*);
- Re-establish the Portfolio Management Committee (PMC) to support and advance CHH's development strategy (*complete*); and
- CHH completes analysis of CHH's housing stock to identify and evaluate redevelopment opportunities (*complete*).

CHH engaged a consultant team to develop a comprehensive decision-making framework for long-term development of affordable housing and establish clear directions for this work. In November 2024, the Board approved "Future Foundations" as the guiding strategy for how CHH will deliver ambitious growth. It includes:

- A long-term outlook for public housing growth in Hamilton
- A framework of guiding principles
- A series of strategies for revitalization, acquisition, and development
- A 10-year action plan

The development strategy supports the vision of the Board for achieving scaled renewal and growth that is socially, financially, and ecologically sustainable.

In 2023, the Portfolio Management Committee (PMC) was re-established with a revised and primary focus to advance the development strategy and support streamlined decision-making related to the 10-year action plan.

The 10-year action plan provides an analysis of housing needs and identifies potential development opportunities within CHH's existing portfolio of assets. Collectively, the

strategy and action plan create a solid foundation for the ambitious delivery of new inventory of housing throughout Hamilton.

Priority # 4: Strengthen our people and performance.

Strategy #1: Embed equity, diversity and inclusivity across CityHousing Hamilton.

2024 Deliverables:

- The Equity Specialist supports this work along with IDEA efforts undertaken with tenants (Priority 1, Strategy 1); *(complete)*
- CHH completes a needs assessment to understand employee needs as they relate to IDEA *(initiated)*
- Staff, including people leaders, receive IDEA training and education *(in progress)*

Refer to comments under Priority 1, Strategy 1.

IDEA training and education commenced for people leaders and staff within CHH, marking an important step towards fostering an inclusive and equitable workplace culture. The training focuses on equipping staff with the knowledge, skills, and awareness needed to navigate and address issues related to diversity and inclusion in their daily work.

In addition, CHH is delivering “Brave Space” training. This training encourages staff to engage with discomfort in a constructive way, allowing for growth, self-reflection, and a deeper understanding of diverse perspectives.

Together, these initiatives are designed to empower people leaders and staff to actively promote inclusivity, challenge biases, and contribute to a more respectful and supportive work environment for all.

Strategy # 2: Continue to build an organizational culture of quality improvement, high performance, operational excellence, and results-based accountability.

2024 Deliverables:

- Leadership champions a tenant first culture *(in progress)*
- Develop and deliver training and orientation to support staff safety, health, and wellness *(in progress)*
- Develop an annual operational planning process and reporting structure to support the successful implementation of the strategic plan *(complete)*

- Improve and streamline integration between software solutions, SharePoint sites for teams and rolling out audit enhancements tools and metrics (*in progress*)
- Continue to streamline internal process improvement strategies to achieve and maintain a 2% vacancy rate, including reviews of policies and departmental workflows (*complete*)

It is critical to CHH's success to have a leadership team which believes in and champions a "tenants first" culture at CHH. This ensures tenants' needs always remain at the core of organizational decisions and actions.

Several initiatives were designed to reinforce this culture, including staff focus groups, updated messages and the development of CHH's three service pillars: high quality tenant experience, excellence in portfolio management and optimal organizational performance. These service pillars align well with staff functions and all staff are able to identify how their individual contributions support one (or more) of the service pillars.

Additionally, CHH developed specific training and orientation programs to support staff. Programs such as CHH's 'lunch and learns' which included themes such as career development within CHH (e.g. skills needed to move into people leadership or a project management, resume and interviewing skills), staff safety, health, and wellness are currently in progress and ongoing. These underscore CHH's commitment to creating a supportive and safe work environment.

CHH completes an annual operational planning process and has finalized an updated reporting structure to support the successful execution of the strategic plan and ensure that progress is tracked effectively.

CHH is focused on improving and streamlining the integration of software solutions and tools to enhance operational efficiency. While the integration between software solutions has yet to begin, SharePoint sites for teams are currently in progress, and the rollout of audit enhancement tools and metrics is also underway.

Finally, CHH completed a review of its policies and departmental workflows to streamline internal processes to achieve and sustain a 2% vacancy rate. These initiatives reflect CHH's ongoing commitment to operational excellence and continuous improvement, driving measurable results in all areas of the organization.

Strategy 3: Implement a communication plan that effectively informs and engages tenants, staff, and community stakeholders

2024 Deliverables:

- CHH develops a strategic communications plan (*complete*)
- CHH's internal communication embeds the tenants first culture principles and includes an intentional change management approach (*in progress*)
- CHH's external communications strategy focuses on building a positive CHH brand through revised signage, targeted community-based campaigns, highlighting collaborations and partnerships, seeking sponsorships, and promoting effective media relations (*in progress*)

In 2024, CHH committed to enhancing communication strategies to strengthen engagement with tenants, staff, and community stakeholders. A key achievement has been the completion of its strategic communications plan ("ConnectingCHH"), which sets a clear framework for how CHH communicates both internally and externally.

As part of the plan, CHH's internal communication efforts embed a tenants first culture, ensuring staff understand CHH, as an organization, is committed to prioritizing tenants' needs. Regular and purposeful communications are sent to all staff to highlight CHH's work and achievements that demonstrate the culture CHH is trying to build. It is also adopting a purposeful change management approach to guide the organization through transitions.

Externally, CHH's communications strategy is evolving. In 2024, CHH worked with Mohawk College's The Agency which consolidates students from graphic design and marketing to participate and design in real world projects. Students presented ideas to leadership to refresh and apply CHH's current branding more effectively with an emphasis on building a positive CHH brand. These will support future communication efforts to build connections with the broader community, raise awareness of CHH's initiatives, and foster positive relationships with external stakeholders. Together, these communication strategies will enhance CHH's ability to inform, engage, and inspire action among its diverse audience.

Strategy #4: Strengthen the organization's financial sustainability and funding base to support our mandate

2024 Deliverables:

- CHH incrementally increases funding to support its needs and achieves its 5-year strategic plan (*in progress*)

In 2023, CHH worked with the City to implement an interim subsidy funding model change for 2024. This resulted in a significant and immediate increase in funding for 2024. The City also committed to working with CHH to retain an external consultant to complete a comprehensive financial analysis of CHH. This analysis will look at CHH's long term financial needs with the intention of determining a funding model to CHH's financial sustainability into the future. This project was delayed with the cybersecurity incident. A request for proposals was issued. Responses are currently under evaluation and the contract is expected to be awarded in Q2 2025 and completed in Q3/Q4. Accordingly, this delay is expected to result in a recommendation to be referred to the 2027 City budget year.

CHH leadership team meets regularly to review the operational progress on the strategic priorities to ensure resources are allocated to achieve our priorities and strategies. Continued refinement and analysis will occur to ensure our strategic priorities are tailored to CHH's emerging needs and opportunities with the housing environment in Hamilton. The strategic plan's most important goal is to support the current and future generations of tenants who count on CHH to provide high quality housing.

Consultation:

All CHH Departments

Financial and Legal/Risk Considerations:

N/A

Next Steps and Milestones:

November 2025: Planning to commence to build 2027-2031 Strategic Plan

April 2026: 2023-2027 Strategic Plan Annual Update

Strategic Alignment:

This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities:

- FLOURISHING COMMUNITIES: Empower Tenants with the support and services they need to thrive:
- PRIDE IN HOME: Preserve and upgrade CHH's current housing stock.

- NEIGHBOURHOOD REVITALIZATION: Develop new and inclusive affordable mixed housing that builds strong and successful multi-generational communities.
- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Supporting Presentations and Appendices:

Appendix A: Summary of 2023-2027 Strategic Plan Progress

Appendix B: Power point slideshow, 2023-2027 Strategic Plan Annual Progress

AS/amw

Priority	Strategies	2024 Deliverables	Status
Priority # 1: Empower tenants with the support and services they need to thrive.	Strategy # 1: Foster equitable, diverse, and inclusive communities within CHH.	The IDEA (Inclusion, Diversity, Equity and Accessibility) Roadmap is developed. The goal is to learn areas of strength and growth, and to establish buy-in/investment towards working through an IDEA lens/culture.	Complete
		The tenants' need assessment commences to identify realities and needs relating to EDI in CHH communities	In progress
	Strategy #2: Prioritize safety and security for tenants and work collaboratively to develop community safety plans in CHH buildings and neighbourhoods.	Collaborate with stakeholders and partners who are committed to supporting tenants' safety	Complete
		Review current safety policies and procedures to ensure increase responsiveness and accountability to tenants' safety	Complete
		Develop and provide educational workshops and resources for tenants on measures to be safe in home	In progress
	Strategy #3: Develop community partnerships to provide appropriate resources, programs, and services for our tenants.	Develop a Tenants First Advisory committee which will provide guidance/advise on the Tenant Refresh approach and participate in decision making within CHH communities	Complete
Priority # 2: Preserve and upgrade CHH's current housing stock.	Strategy # 1: Provide timely and responsive maintenance to CHH's portfolio.	Quality improvements have been made in respect to technology solutions and invoicing	Initiated
		CHH achieves a 2% vacancy rate	Complete
		CHH works steadily on updating service contracts	In progress
	Strategy # 2: Develop plans and build CHH's capacity to address its aging stock incrementally.	CHH develop asset management plan for properties	Complete
		Develop a portfolio management approach with a focus on preventative maintenance and demand capital action plan	In progress
	Strategy #3: Repair and renew 63% of CHH's units with funding support	CHH's asset renewal team continues to monitor scope, design, procurement and complete the capital projects identified in the CMHC Repair and Renewal plan and	In progress

	of \$194 million from CMHC and other stakeholders	adjusts accordingly to ensure metrics are met and maintained	
		CHH purposefully identifies additional funding opportunities to augment or increase CHH's ability to safeguard its asset and increase long-term sustainability	In progress
	Strategy #4: Implement energy and environmentally sustainable strategies to create efficiencies within tenants' units and all CHH properties	A building automation technician is hired to ensure building automation systems are working effectively to achieve intended outcomes.	In progress
		Identify opportunities to improve energy efficiency and tenant comfort through innovative solutions and/or funding opportunities	Complete
Priority #3: Develop new and inclusive affordable mixed housing while building strong and successful multi-generational communities.	Strategy #1: Pursue current development projects to ensure success.	CHH's project team completes two development projects and remains on or ahead of schedule for the construction of two 2025 projects	Complete
		CHH purposefully reaches out to funders, supporters and stakeholders to champion affordable housing solutions in Hamilton	Complete
	Strategy #2: Develop a socially sustainable 20-year long-term housing strategy for Hamilton that focuses on inclusivity, multigenerational living, mixed income housing, and community revitalization.	Obtain Board approval for a long-term strategy and action plan to guide CHH's development activities	Complete
		Re-establish the Portfolio Management Committee to support and advance CHH's development strategy	Complete
		CHH complete analysis of CHH's housing stock to identify and evaluate redevelopment opportunities	Complete
Priority # 4: Strengthen our people and performance.	Strategy #1: Embed equity, diversity and inclusivity across CityHousing Hamilton	The equity specialist supports this work along with IDEA efforts undertaken with tenants (Priority 1, Strategy 1);	Complete
		CHH completes a needs assessment to understand employee needs as they related to IDEA	Complete
		Staff, including people leaders, receive IDEA training and education	In progress

	Strategy # 2: Continue to build an organizational culture of quality improvement, high performance, operational excellence, and results-based accountability.	Leadership champions Tenant First culture	In progress
		Develop and deliver training and orientation to support staff safety and health and wellness	In progress
		Develop an annual operational planning process and reporting structure to support the successful implementation of the strategic plan	Complete
		Improve and streamline integration between software solutions, SharePoint sites for teams and rolling out audit enhancement tools and metrics	In progress
		Continue to streamline internal process improvement strategies to achieve and maintain a 2% vacancy rate, including reviews of policies and departmental workflows	Complete
	Strategy 3: Implement a communication plan that effectively informs and engages tenants, staff and community stakeholders	CHH develops a strategic communications plan (Connecting CHH)	Complete
		CHH's internal communications embed the tenants first culture principles and include an intentional change management approach	In progress
		CHH's external communications strategy focuses on building a positive CHH brand through revised signage, targeted community-based campaigns, highlighting collaborations and partnerships, seeking sponsorships and promoting effective media relations	In progress
	Strategy #4: Strengthen the organization's financial sustainability and funding base to support our mandate	CHH incrementally increases funding to support its needs and achieves its 5-year strategic plan	In progress



Empower
tenants with the
support and
services they
need to thrive.



Flourishing Communities



Equity Specialist Hired

Tenant Surveys

Safety Engagement

Policy & Procedure Review

Photo: Vanier Swag Day where surveys were employed to learn language data and ask tenants what programs and partnerships were of value to them.

CityHousing Hamilton – Tenants First Team



Preserve and
upgrade CHH's
current housing
stock.

—

Pride in Home

Vacancy Management
Capital Improvements
Preventative Maintenance

**Asset Management
Plan**
**Portfolio Management
Approach**



Left: before and after
photos of 95 Hess
Street corridors
following in-house
painter project; Right:
photos of complete
unit turnover





**Energy Efficiency
Retrofits**

Develop new and inclusive affordable mixed housing while building strong and successful multi-generational communities.

—

Neighbourhood Revitalization



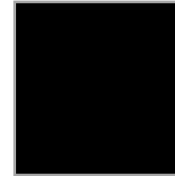
257 King William St

Opened in October.



106 Bay St N

Opened in December.



55 Queenston Rd

On track to open in June or July 2025.



1620 Main Street

On track to open ahead of schedule and as early as June or July 2025.

Future Foundations



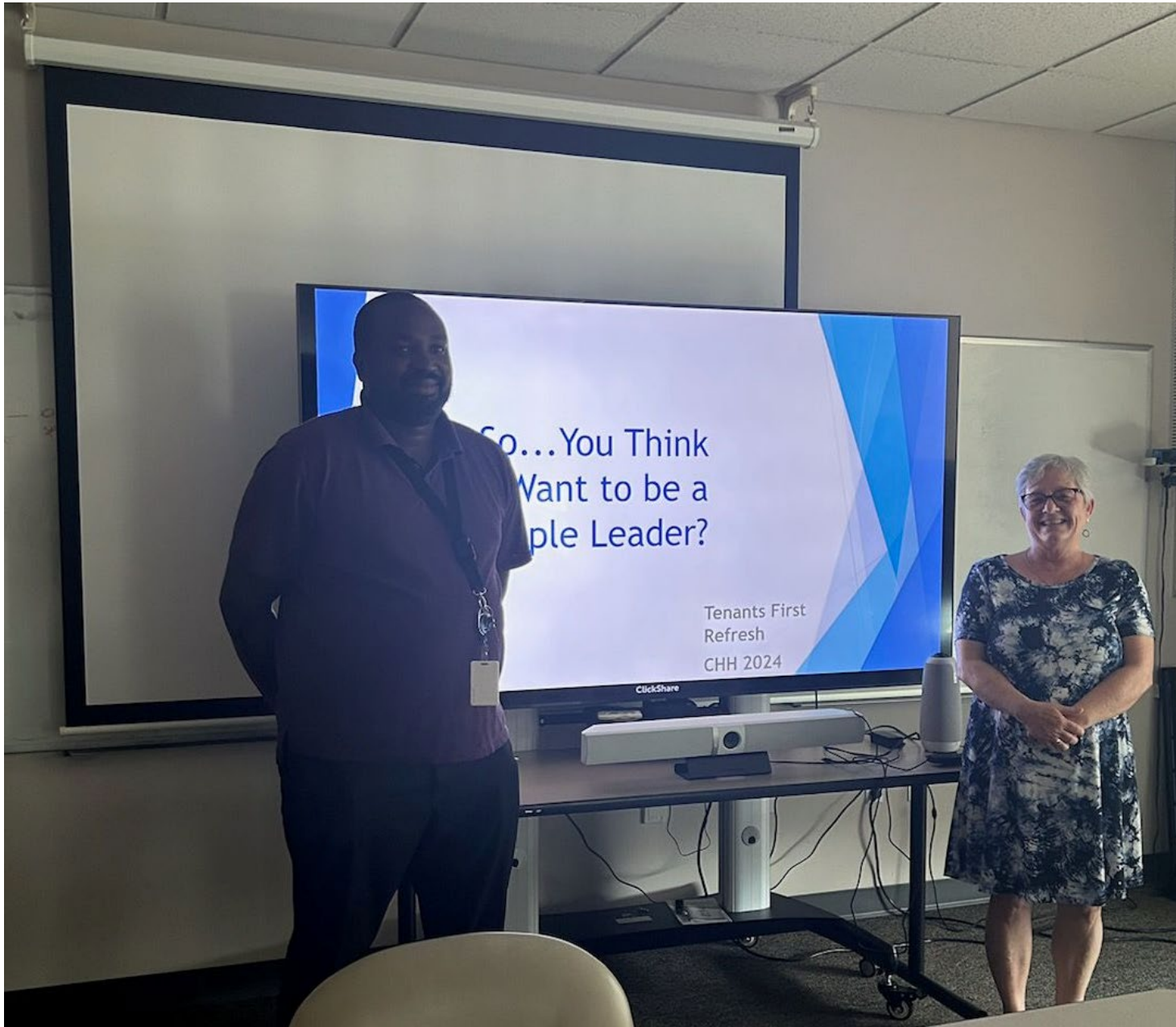
Strengthen our
people and
performance.

—

A Whole Team Approach



Welcoming New Staff



**Staff
Lunch'n'Learns**

Software Solutions

Vacancy Rate

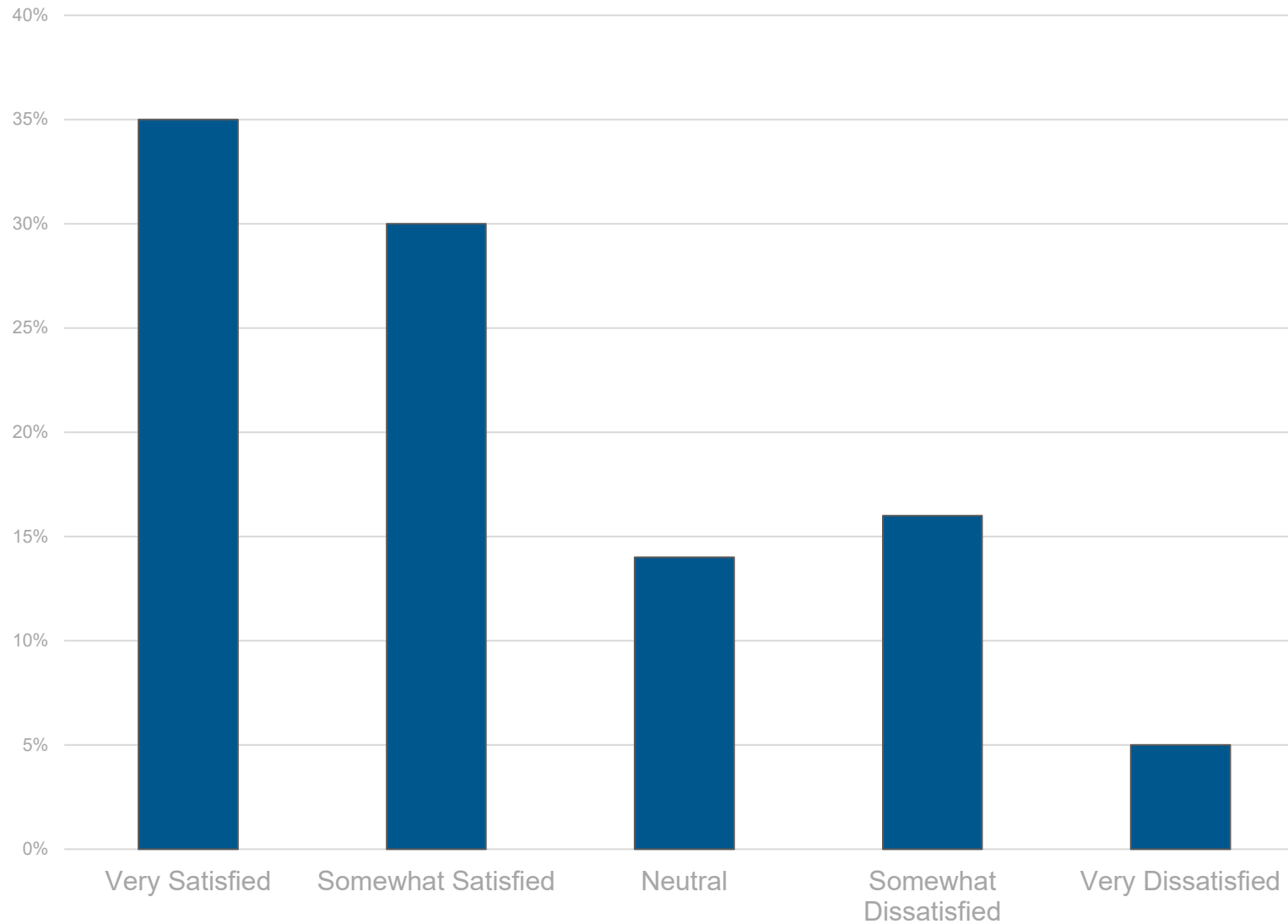
**IDEA Training –
Brave Space**

Social Committee

**Staff Focus
Groups**

Communications





Employee Engagement

—
How satisfied or dissatisfied are you overall with communications to staff?

Media Sentiment

37%

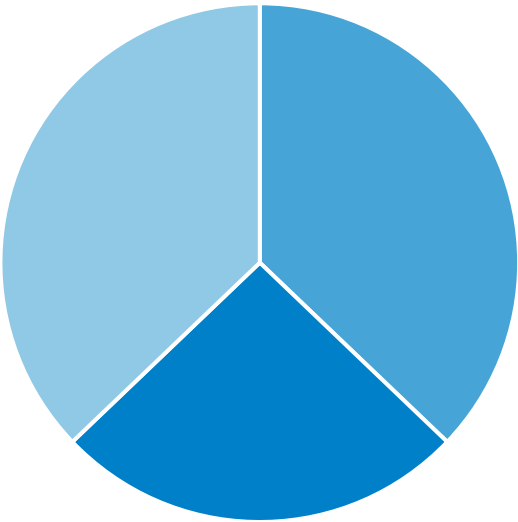
Positive

26%

Neutral

37%

Negative



2023

50%

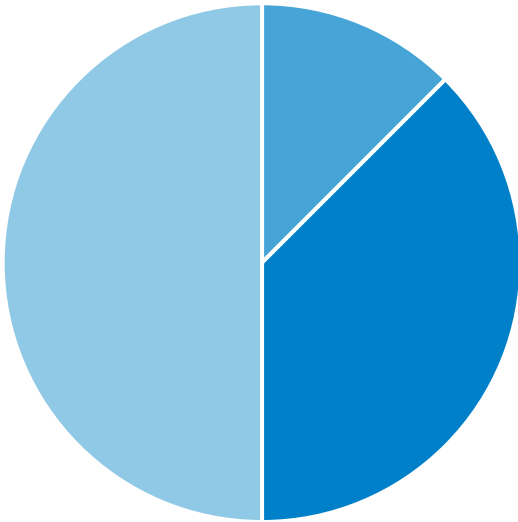
Positive

37%

Neutral

13%

Negative



2024

64%

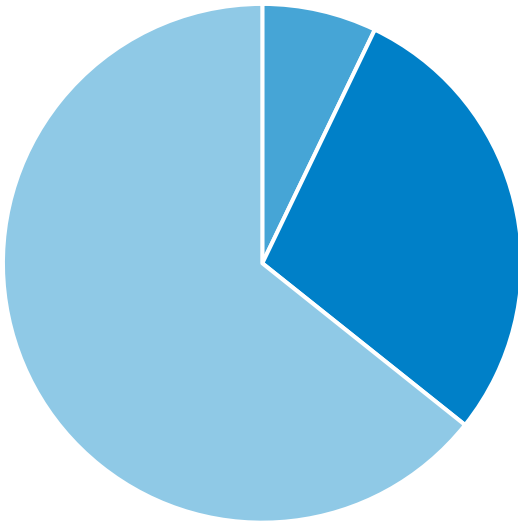
Positive

29%

Neutral

7%

Negative



2025

Scorecard

Priority Area	Deliverables	In Progress	Complete
Flourishing Communities	6	2	4
Pride in Home	9	6	3
Neighbourhood Revitalization	5	0	5
A Whole Team Approach	12	7	5
Totals	32	15	17
Previous Totals	32	24	8

Strategic Plan Annual Progress

Thank you.



Date:	April 22, 2025
Report to:	President and Board of Directors CityHousing Hamilton Corporation
Prepared by:	Amanda Warren-Ritchie Manager, Strategy & Quality Improvement Connor Jay Communications Coordinator
CEO/Secretary	Adam Sweedland
Signature	
Subject:	2024-2027 Strategic Communications Plan Annual Progress Report (Report #25013)
Report Type:	Information

Recommendation(s):

That Report #25013 2024-2027 Strategic Communications Plan Annual Progress Report be received for information.

Executive Summary:

This report summarizes strategic communications activities CityHousing Hamilton Corporation (CHH) achieved in 2024.

In 2024, communications activities focused on:

- Supporting the Chief Executive Officer (CEO) in providing regular staff communications to ensure staff are informed about organizational news, as well as news from individual departments.
- Collaborating with City of Hamilton communications staff to support mutual goals such as building openings, media releases, briefing notes to support Mayor and senior staff.
- Creating standardized and accessible templates to help departments produce time-sensitive and routine communications that adhere to brand standards and incorporate accessibility and plain language best practices.
- Event coordination and planning for building openings of 257 King William St. and 106 Bay St N. as well as Natural Resources Canada Greener Neighbourhoods Pilot Program Funding Announcement for 980 Upper Ottawa St. And Cranbrook Dr./Greendale Dr. townhomes.
- Provide advice and training to internal staff on a variety of communications to improve readability and accessibility.
- Began process of improving tenant facing forms, letters, policies to be designed and written with accessibility and plain language in mind.
- Began the development of an engagement and communications toolkit.
- Established internal content calendar to keep staff informed about CHH news.
- Developed a CHH specific social media and media relations policy.
- Made changes to CityHousing Hamilton pages on hamilton.ca to improve tenant/community stakeholder experience.
- Created and published CHH's 2023 annual report.

The report outlines the detailed progress CHH made on the deliverables established in 2024 to meet the strategic objectives. Appendix A to Report 25013 provides a summary of progress by deliverable.

Background and Additional Information:

ConnectingCHH is CHH's first comprehensive strategic communications plan. It is a three-year road map with achievable milestones and targets to guide how CHH delivers:

- Tenant communications and marketing;
- Digital brand and design;
- Internal communications and staff engagement; and
- External communications and media relations.

The plan implements and relies upon a data-driven approach to strategic communications by measuring effectiveness through key performance indicators (KPI)

to drive content and tactical decision making, internal and external surveys, and qualitative and experiential feedback.

ConnectingCHH addresses Priority 4, Strategy 3 of CityHousing Hamilton's 2023-2027 Strategic Plan: Implement a communications plan that effectively informs and engages our people.

CHH's strategic priorities are the following:

- Priority # 1: Empower tenants with the support and services they need to thrive;
- Priority # 2: Preserve and upgrade CHH's current housing stock;
- Priority # 3: Develop new and inclusive affordable mixed housing while building strong and successful multi-generational communities; and
- Priority # 4: Strengthen our people and performance.

This report provides an update on the progress made in implementing the 2024 deliverables needed to achieve these strategic priorities.

Priority #1: Tenants First Focus

Outcome #1: Communications are prepared, structured, formatted and meet accessibility needs (including literacy levels, disabilities, languages) and embed principles of equity and inclusivity.

2024 Deliverables

- Improve and standardize CHH's collection of information through surveys identifying language preferences. *(In progress)*
- Ongoing review of all standard correspondence to plain language and accessibility across platforms, and languages. More than 250 standard forms and letters have been inventoried. A working group has been assembled to provide a holistic perspective on changes. *(In progress)*
- 48% of staff trained on AODA requirements to improve communications. Extra learning opportunities being offered on screen readers, accessible PDFs, Microsoft Office accessibility tools. *(In progress)*
- Annual Inclusivity, Diversity, Equity, and Accessibility (IDEA) audit of tenant communications is in progress. *(In progress)*

Outcome #2: All CHH tenants have access to the information they need, when they need it, about services, initiatives, programming, changes, etc.

- A policy, standard operating procedure, and toolkit is being developed with input from multiple departments that engage tenants to offer holistic input. Have

developed standard templates to create consistent visual communications. *(In progress)*

- Communications Coordinator hired. *(Complete)*
- Content calendar has been developed in collaboration with the development, partnership development & support services, and asset renewal departments. Work is ongoing to identify tenant stories and events to promote. The currently focus is on engaging staff to establish this as a regular practice. *(In progress)*

Outcome #3: CHH promotes tenant success as a key metric of its own brand and reputation

- Tenants have been nominated for garden awards, and senior volunteer awards. *(In progress)*
- Narrative storytelling has been incorporated into 2023 and 2024 annual reports. The 2024 annual report includes a letter from Tenants First Team chair. *(Complete)*

Outcome #4: CHH's brand reflects its commitment to equity, diversity and inclusivity

- Community signage has been inventoried and will go the Tenants First Team for feedback in May. *(In progress)*

Outcome #5: Tenants are encouraged to provide feedback on services, programming, initiatives and other issues easily through accessible channels

- Beginning to use surveys more frequently and, exploring opportunities and platforms for regular collection of tenant feedback. *(In progress)*

Priority #2: Digital Focus

Outcome #1: Information is available and accessible by tenants through a variety of digital sources in real time, meeting accessibility needs and personal preferences

- CHH identified a mailing platform. Working to inventory existing newsletters, develop content and touchpoints for tenant signups. *(In progress)*

Outcome #2: Digital sources are flexible and either augment or replace some traditional communication methods

- Secured poster cabinets have been installed in communities that needed them. Poster boards were replaced with poster cabinets, and in some cases they were relocated to improve visibility. *(In progress)*

Outcome #3: CHH communicates in formats and through channels which are consistent with and expected of housing and service providers in the community for the benefit of tenants, staff, partners and other interested stakeholder

- Updated social media policy has been implemented, and a platform has been identified to support social media management. Currently developing graphics, key themes, and a content calendar. Additionally, CHH has purchased photography equipment to ensure high-quality imagery will support social media presence and improve overall communications. *(In progress)*

Outcome #4: CHH's website acts as a 'digital front door' to provide a level of service and information comparable to other service channels (e.g. phone, in person) and with a user-friendly interface

- Analyzing website analytics to establish baseline. CHH will consult the Tenants First Team to identify opportunities for improvement from tenants' perspective. Regular changes are being made in collaboration with City web counterparts to make continuous improvements. *(In progress)*

Outcome #5: CHH's website is compatible and capable of adding add future tenant self-serve portal(s)

- Assessing self-serve models and will undertake survey of tenant preferences that will inform changes to website. *(In progress)*

Priority #3: People and Performance Focus

Outcome #1: CHH Staff have access to the information they need, when they need it, to do their jobs properly and effectively

- Training on SharePoint is on-going. Team SharePoint sites are being developed for departments that have not yet migrated. Organizational communications are being posted on CHHnet, centralizing information for staff. *(In progress)*

Outcome #2: Staff can communicate and provide feedback to the organization's leadership respecting personal privacy preferences

- Staff anonymous feedback mechanism implemented on SharePoint. *(Complete)*

Outcome #3: CHH Staff are recognized and celebrated for their efforts and successes which promote the Tenants First culture and its three service pillars

- Regular CEO updates are posted on SharePoint at least monthly. *(Complete)*

- A staff spotlight series has been launched to showcase staff excellence with effort underway to share successes more broadly across teams. Some departments are more successful in sharing achievements than others. *(In progress)*
- Annual CHH excellence award not started. *(Not started)*

Outcome #4: CHH is actively contributing to building a positive brand and reputation publicly through storytelling that focuses on people (staff, tenants, partners) and their achievements and successes

- Content calendar established and maintained. Posting brief stories on hamilton.ca about development projects. *(Complete)*
- Positively worked with City media relations to ensure media coverage of recent building openings and funding announcements. *(In progress)*

Outcome #5: CHH addresses reactionary issues swiftly and with transparency, accountability and adaptability

- Service level agreement with City of Hamilton are being negotiated. *(In progress)*
- CHH specific media relations policy updated and implemented. *(Complete)*
- Crisis communications policy and procedure being developed, with particular attention to how emergency communication needs are assessed and escalated to leadership, CEO, and Board. *(In progress)*

Consultation:

All CHH Departments

Financial and Legal/Risk Considerations:

N/A

Next Steps and Milestones:

April 2026: Strategic Communications Plan 2025 Annual Progress Report

Strategic Alignment:

This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities:

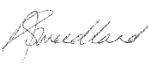
- FLOURISHING COMMUNITIES: Empower Tenants with the support and services they need to thrive:
- PRIDE IN HOME: Preserve and upgrade CHH's current housing stock.
- NEIGHBOURHOOD REVITALIZATION: Develop new and inclusive affordable mixed housing that builds strong and successful multi-generational communities.

- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Supporting Presentations and Appendices:

Appendix A – Strategic Communications Plan 2024 Scorecard

AS/amw

Date:	April 22, 2025
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Amanda Warren-Ritchie Manager, Strategy & Quality Improvement
CEO/Secretary	Adam Sweedland
Signature	
Subject:	Vacant Unit Monthly Update – March 2025 (Report #25010)
Report Type:	Information

Recommendation(s):

That Report #25010, Vacant Unit Monthly Update – March 2025 be **received** for information.

Executive Summary:

CityHousing Hamilton (CHH) adopted its current Vacancy Management and Reset Plan on April 25, 2023, and committed to regularly reporting its progress towards reaching its new target of 2% (142 units) by the end of December 2024.

CHH currently uses a manual tracking and monitoring process for its vacant unit turnovers. The current vacancy rate is 1.82% **(130 units)**.

There are two high-level processes involved in vacancy management: *unit turnover* and *tenant placement*.

For the unit turnover process (the process from receipt of a vacant unit to making it available to rent), staff manually track new and future vacant units and issue and monitor work orders.



For the tenant placement process (the process from the point of an available unit to a tenant's move-in), staff have been able to continue this work with modifications to workflow. The City of Hamilton's centralized wait list continues to be accessible by CHH staff, as is CHH's internal market unit waitlist. However, all other steps in this process, such as rent calculations and lease preparation are being completed manually.

Refer to available data under Background and Additional Information.

Background and Additional Information:

The data provided herein are based on manual tracking. CHH began manually tracking data as a result of the cyber security incident and have worked methodically to rebuild missing data and have established a medium-high level of confidence in the data presented below and continue to work to achieve a high level of confidence.

Table 1 – Quarterly and Monthly Full Inventory Reporting

Classification	Sub-classification	Q1 2024**	Q2 2024**	Q3 2024**	Q4 2024**	Jan 2025**	Feb 2025**	March 2025**
Occupied	RGI	4489	4518	4619	4856	4933	4955	4969
	Market	1750	1745	1749	1760	1761	1737	1730
Pending Move-in	n/a	180	155	148	101	93	110	91
Vacant	n/a	458	408	312	216	160	145	130
Unavailable	Large Scale Projects	101	105	101	38	24	24	65
	Development	191	191	191	171	171	171	171
Total Requirement		7122	7122	7122	7142	7142	7142	7142
Vacancy Rate*		6%	5.49%	4%	2.6%	2.2%	2.01%	1.82%

*Vacancy Rate excludes units classified as Pending Move-in and Unavailable

** Manually tracking – data is subject to human error and is updated/adjusted when necessary

Table 2 – Vacant Unit Status



Month	Active Renovation Underway	Inspected and W/O pending	Needs Inspection	Total
Jan	155	0	5	160
Feb	130	0	15	145
March	134	0	8	142

Move-ins vs. Move-outs:

CHH had 70 Move-ins for March and Tenant Placement staff have 91 units on offer with scheduled move-in dates for March and April.

2025: CHH rented 174 homes up to March 31.

2024: CHH rented 734 homes up to December 31.

2023: CHH rented 559 homes in total (a 25% increase over 2022 with 444).

Tenant Move-outs number in March was 59.

2025: Move outs to Mar were 114 (basically on average with estimate of 40/month)

2024: Move outs to Dec were 476 (basically on par with estimated annual average of 480).

2023: Move outs were 497 (slightly exceeding the estimated annual average).

Special City Funding:

The City of Hamilton approved funding to address a point in time backlog of 476 units to be completed by end of December 2024.

As of March 31, 2025, CHH has completed 100% or all 476 units originally identified. CHH will no longer provide reporting on this subset of the overall vacant units.

Consultation:

Internal CHH Departments: Finance, Operations, Maintenance

External: n/a

Financial and Legal/Risk Considerations:

Vacant units are funded through the annual operating budget and is augmented with additional funding from the City of Hamilton's Poverty Reduction Fund (\$1M annually until 2027) and Council Direction of April 2023 (one-time \$3.7M until Dec 2024).

Financial progress reporting is unavailable at this time.



Next Steps and Milestones:

May 2025: April vacancy report will be presented to Board.

Strategic Alignment:

This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities:

- PRIDE IN HOME: Preserve and upgrade CHH's current housing stock.
- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Supporting Presentations and Appendices:

None.

AS/awr



Date:	April 22, 2025
Report to:	Board of Directors CityHousing Hamilton Corporation
Prepared by:	Adam Sweedland, Chief Executive Officer
Signature:	
Subject:	CEO Updates and Communications
Report Type:	Information (to be received)

Recommendation(s):

That the CEO Updates and Communications be **received** for information or discussion purposes.

Updates:

1.0 Appointment of Officer, Signing Authority, Chief Operating Officer and Chief Portfolio Officer (attached)

2.0 Shareholder meeting March 3, 2025, Resolution for 2023 Financial Statements and Appointment of Auditors for 2024 (attached)

3.0 Tenants First Team

Approved minutes from the Tenants First Team (TFT) meeting on January 14, 2025 (attached).

The TFT last met on March 11, 2025, and its next scheduled meeting is May 13, 2025.

4.0 Election Officer, Vice President

Vacated seat, nomination(s) at next Board meeting

5.0 Board Communications

The following Board Communications were sent to the Board of Directors via email since the last Board meeting:

- Date: March 25, CONFIDENTIAL, CHH matter
- Date: February 18, Media Release – CHH Vacancy Rate (attached)
- Date: February 20, Board Director resignation (personal reasons) – Vice President/Citizen member C. Griffith
- Date: March 17, Update – 181 Jackson St. W. incident, CONFIDENTIAL (police investigation)
- Date: April 9, Staff announcement – Corporate Leadership Team (attached)

Strategic Alignment:

This report supports the following 2023-2027 CityHousing Hamilton Strategic Priorities;

- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Appendices

- Signing Authority for COO and CPO
- Shareholder resolution dated March 3, 2025
- Tenant First Team minutes, January 14, 2025
- Emails dated Feb. 18, Mar. 17 and Apr. 9, 2025

AS/as

APPOINTMENT OF OFFICER
FOR
CITYHOUSING HAMILTON CORPORATION

On a motion by: _____, seconded by: _____ and
carried, it was resolved that:

1. The following Director be appointed as Officer(s) with signing authority.

Chief Portfolio Officer:

CPO, CityHousing Hamilton
Sean Botham

Chief Operations Officer:

COO, CityHousing Hamilton
Leanne Ward

CITYHOUSING HAMILTON CORPORATION
(the "Corporation")

RESOLUTION OF THE SOLE SHAREHOLDER OF THE CORPORATION

WHEREAS the City of Hamilton is the sole shareholder of the Corporation ("Sole Shareholder");

AND WHEREAS the Sole Shareholder is authorized to hold shares in the Corporation and to exercise the rights attributed thereto, pursuant to Subsection 203(1) of the *Municipal Act*, 2001, SO 2001, c25 ("**Act**"), but the Corporation is not an Offering Corporation within the meaning ascribed to that term in the *Business Corporations Act*, R.S.O. 1990, c. B.16 ("**OBCA**");

AND WHEREAS the Council of the City of Hamilton are sitting as representatives of the Sole Shareholder of the Corporation;

NOW THEREFORE the Council of the City of Hamilton, acting in its capacity as representative of the Sole Shareholder of the Corporation, RESOLVES AS FOLLOWS:

1. FINANCIAL STATEMENTS OF THE CORPROATION

BE IT RESOLVED:

That the financial statements of the Corporation for the fiscal year ended December 31, 2023 together with the auditor's report (attached hereto as Appendix "A"), be and the same are hereby received and approved.

2. APPOINTMENT AND REMUNERATION OF AUDITOR

BE IT RESOLVED:

That the undersigned, being the Sole Shareholder, hereby authorizes the Directors of the Corporation to appoint an auditor for the Corporation for the 2024 fiscal year at such remuneration as may be fixed by the Directors of the Corporation, the Directors of the Corporation being hereby authorized to fix such remuneration.

THE FOREGOING RESOLUTIONS are hereby consented to by the Sole Shareholder of the Corporation entitled to vote on such resolutions and are hereby passed as resolutions of the Corporation pursuant to the *OBCA*.

DATED as of this 3rd day of March 2025.

CITY OF HAMILTON

Per: _____
A. Horwath
Mayor

Per: _____
M. Trennum
City Clerk

**Meeting Minutes
Tenants First Team
CityHousing Hamilton**

Date:	Tuesday, January 14, 2025
Time:	5:30pm – 7:30pm
Meeting:	Regular Meeting
Location:	181 Main St W., 3rd Floor, Classrooms 3/4
Present:	Chair – Lisa Burton Member – Jim Zhao Member – Malcolm Purdy (virtual) Member – Marylou Purdy (virtual) Member – Mike Hallman Member – Terry Daly Member – Marie Dynes Member – Tesha Sylvester CHH Staff – Adam Sweedland, CEO CHH Staff – Leanne Ward, Manager of Operations CHH Staff – Tina Santarelli, Tenant Support Worker, Lead CHH Staff – Carlie Weeks, Partnership Development Advisor CHH Staff – Adrian McKenzie, Equity Specialist CHH Staff – Connor Jay, Communications Coordinator CHH Staff – Alison MacKenzie, Senior Project Manager
Regrets:	Member – Don Mallette Member – Kim Cruz CHH Staff – Gillian McLaughlin, Manager of Partnership Development & Support Services
Guests:	None

1. Call to Order (Quorum is six)

Chair – Lisa Burton proceeded with Traditional Land Acknowledgement for the City of Hamilton.

Lisa Burton called the meeting to order at 5:30pm.

A) The Chair proceeded with Roll Call at the beginning of the meeting, calling out each member’s name and having the attending member say “present”.

2. Confirmation of Minutes

Regular meeting held on November 12, 2024. Members were in receipt of the meeting minutes.

Minute approval: *none opposed*.

3. 2025 Work Planning

Tina Santarelli led a reflection exercise on the Tenants First Team's work in 2024.

2024 Tenants First Team Accomplishments:

- Created tools and processes for the TFT
 - Terms of Reference
 - New Member Process
 - Member Manual
 - Elected a Chair and Vice-Chair
- Provided feedback on CHH strategies
 - Communications Strategy
 - Development Strategy
- Received training
 - CHH Governance
 - Strategic Plan

What worked well/what were members proud of last year?

- We got the Tenants First Team going.
- Communications and Development Strategy feedback sessions – enjoyed papers on the wall, moving around the room; found some items needed their own category.
- We got on track doing what we need to do.
- I have been retired for years and enjoy being back on a team; there is value in what we are here for and finding other people with similar problems; problems are being put in front of us; there are lots of words, but it is not a problem for me; I know we are doing something worthwhile.
- I appreciate knowing it is an option to have additional support with reviewing materials if we feel overwhelmed.
- I have an idea to have a video with our meeting highlights.
 - I would like to see videos on our progress for other tenants to see; we need somewhere to store information that is accessible.
 - CHH has a YouTube channel.
 - We would need information in different languages for accessibility – can add closed captioning.
- I like being a member of the team; in my community there are few people who speak English; there are many different languages spoken in our communities; addressing problems in buildings is important; we live in CHH and can reflect our opinions to the leadership.

Alison MacKenzie led the 2025 work planning discussion.

- At the last meeting on November 12, Members received training on the 2023-2027 Strategic Plan, which includes several items Members have brought up as important issues and opportunities for improvement.

- Discussed potential focus areas for 2025:
 - Inclusion, Diversity, Equity and Accessibility
 - Tenant languages and translation/interpretation
 - RZone procedures for CHH (respect and responsibility in CHH spaces)
 - Community Safety
 - Education, engagement, and CPTEDs
 - Communications
 - Signage standards, forms and letters, 2024 Annual Report, ad hoc items
 - Development Strategy
 - Items arising out of CHH's Development Strategy, including building proposals
 - CHH's 25th Anniversary
 - Planning campaign/celebrations for 2026
- CHH's Complaints Process – TBD

Members agreed on the work plan items above. The 2025 work plan will be drafted and presented at the next scheduled meeting on March 11, 2025.

Attachment:

- [Work Plan 2025](#)

4. Member Manual and Launch

Alison MacKenzie presented an updated version of the Tenants First Team Member Manual.

The Manual was updated based on the Tenants First Team's feedback at the November 12 meeting, including:

- a) Escalating concerns about staff response to Supervisors or Managers;
- b) Informing tenants of need to continue reporting new issues as some tenant matters take a significant time to resolve with the Landlord and Tenant Board;
- c) Option to submit a complaint online:
<https://www.hamilton.ca/form/tenant-complaint-form>; and
- d) CHH staff must keep tenant matters confidential.

Member Manual was approved. However, Member suggested lowering the reading level. Alison MacKenzie to make reading level revisions.

In addition, based on feedback from November 12, training on the Landlord and Tenant Board process has been added to the 2025 meeting schedule.

Attachment:

- [Tenants First Team Member Manual](#)
- [2025 Meeting Schedule](#)

Connor Jay shared opportunities to share the Tenants First Team more broadly with the community, including information on the CHH website, a media release, mail out, and posters.

Members discussed the following:

- Media release – would like it to include all CHH efforts to make this a better place to live
 - Would like to see it on CHCH
- Posters/post cards – would like to see posters at each property with a bulletin board and mailed/delivered door to door; use simple language; tenants can inquire directly or direct them to CHH's webpage with information on it
 - Staff suggested having a dedicated email address for the Tenants First Team
 - Discussed how different communities communicate using different methods; as an English speaker from the Chinese community, lots of people come to me for information; people in my community use WeChat to share information

5. Conflict of Interest and Code of Conduct Training

Adam Sweedland presented training on Conflict of Interest and Code of Conduct.

Presentation included:

- CHH's Conflict of Interest and Code of Conduct Policies
- Examples of Conflict of Interest
- Declaring and Addressing Conflicts of Interest
- Examples of Code of Conduct Issues
- Raising and Addressing Code of Conduct Complaints

Members were provided with an Acknowledgement Form to sign off on having received the information provided to them related to Member expectations.

Attachments:

- [Conflict of Interest and Code of Conduct Training](#)
- [Acknowledgement Form](#)

6. Next Meeting

Next meeting is March 11th from 5:30-7:30pm at 181 Main St W.

Tentative agenda items include:

- 1) Work Plan Item #1 (TBD – Community Safety)
- 2) Inclusion, Diversity, Equity, and Accessibility (IDEA) Training

Adjournment at 7:10pm.

*Alison MacKenzie
CityHousing Hamilton
January 14, 2025*

CEO, ADAM SWEEDLAND WILL SEND AN EMAIL TO THE BOARD IN ADVANCE OF THE MAY MEETING FOR THE CALL OF NOMINATION(S):

VICE CHAIRMAN / VICE PRESIDENT

The role of the Vice Chairman is to learn the duties of the president and act as Chairman when the Chairman is absent or when called to the Chair by the Chairman.

The duties of the Chairman include:

- Chair at least one Director meeting on an annual basis;
- Assume duties as assigned;
- Act as acting Chairman should the Chairman step down from his/her position to ensure proper succession; and
- Ensure ongoing Director Membership development.

Herechuk, Teresa

Subject: FW: Staffing Announcement: CityHousing Hamilton Corporation - Leadership Staff Announcements

From: Herechuk, Teresa **On Behalf Of** Sweedland, Adam

Sent: Wednesday, April 9, 2025 3:13 PM

To: CHH Board of Directors

Cc: Board Councillor Office

Subject: Staffing Announcement: CityHousing Hamilton Corporation - Leadership Staff Announcements

Good afternoon Board of Directors, in March, CityHousing Hamilton Corporation (CHH) concluded recruitment for three important new roles within its organizational structure. With the successful candidates now settling into these new roles, I am pleased to share the following update:

Chief Portfolio Officer

Sean Botham was selected as the Chief Portfolio Officer (CPO), effective March 17, 2025. Sean provides executive level leadership to the newly formed Portfolio Management Division at CHH. The Portfolio Management Division includes asset renewal, development, and the soon-to-be-formed, building systems and preventative programs sections. This captures the continuum of efforts needed to responsibly and sustainably manage CHH's housing and related assets: preserving, repairing, replacing, building, and acquiring.

Sean brings several years of progressive experience at CHH to his new role. He previously served with the asset renewal team and, for the past seven years, has led CHH's development team which has delivered seven significant development projects to date, including Canada's first passive house tower retrofit, a commercial-to-residential conversion, Hamilton's first volumetric modular multi-unit residential building, and a large scale public-private partnership redevelopment in the east end of the City.

Chief Operating Officer

Leanne Ward was selected as the Chief Operating Officer (COO), effective March 17, 2025. Leanne provides executive level leadership to the refreshed Operations Division. The Operation Division includes the following teams: maintenance, tenancy administration, partnership development & support services and property management (formerly operations). This includes responsibility for all aspects of the day-to-day services and supports delivered directly to tenants.

Leanne has a background in social work and brings a wealth of knowledge to the new role, including extensive experience in several areas at CHH. She has served tenants through many lenses including community development, tenancy administration, property management culminating in progressive leadership roles, most recently, Manager of Operations.

Both these new roles report to the Chief Executive Officer (CEO) and work to eliminate barriers and silos that often frustrate employees in their efforts to support tenants. As part of

the new CHH leadership team, they will support the CEO in driving a unified and holistic vision.

Coordinator, Board Governance and Administration

Teresa Herechuk was selected as the Coordinator, Board Governance and Administration (Coordinator), effective March 24, 2025. Teresa is focused on optimizing board governance processes, monitoring compliance and administration and supporting the CEO in fulfilling their corporate secretary functions.

Teresa has been with CHH since 2007 serving as the Administrative Assistant II to the CEO. She has been providing support to the Board since that time and is very experienced, knowledgeable and organized. She has also previously served as the acting administrative coordinator for the general manager of the planning and economic development at the City of Hamilton.

The Administrative Assistant II will be realigned to support the confidential administrative needs of the new CHH leadership team collectively. This position is currently in recruitment.

The new CHH leadership team will include the CEO, COO, CPO and Chief Financial Officer, Rochelle Desouza. It will be supported by Amanda Warren-Ritchie, Manager of Strategy & Quality Improvement and Teresa Herechuk in her new role as Coordinator.

New General email address: Office of the CHH Corporate Leadership Team
officeoftheCHH.CLT@hamilton.ca

I am personally thrilled to welcome Sean, Leanne and Teresa to their new roles. And I am very grateful for the collective experience and expertise of the CHH leadership team as CHH evolves to better address the ever-changing and increasingly complex issues as the City's largest affordable housing provider.

Thanks,
Adam

Adam Sweedland *(he/him)*

Chief Executive Officer
CityHousing Hamilton Corporation
City of Hamilton
55 Hess St. S., PO Box 2500, 23rd Floor
Hamilton, ON L8N 4E5
905.523.8496 ext. 4604
Mobile: 289.260.6538
Adam.Sweedland@hamilton.ca



<https://www.hamilton.ca/people-programs/cityhousing-hamilton;>



 Please consider the environment before printing this e-mail.

Confidentiality Notice This email, including any attachments accompanying its transmission, may contain information that is privileged and confidential. It is intended only for the above-named recipient(s). If you are not the intended recipient, please notify us by telephone or return email immediately and permanently delete this email and contents from your system without making a copy. Any unauthorized use, copying, reliance or disclosure of this email is unauthorized and prohibited.

Herechuk, Teresa

Subject: FW: CHH Board Communication: Media Release: CityHousing Hamilton drives vacancy rate down, improving affordable housing availability

From: Sweedland, Adam <Adam.Sweedland@hamilton.ca>

Sent: Tuesday, February 18, 2025 12:11 PM

To: CHH Board of Directors

Subject: CHH Board Communication: Media Release: CityHousing Hamilton drives vacancy rate down, improving affordable housing availability

Good afternoon CityHousing Hamilton President and Board Members...

I'm sharing the media release below (and attached) which was prepared in collaboration with the City of Hamilton's communication team. It highlights the commitment and efforts of both organizations to address this longstanding issue.

Thank you,

Adam



MEDIA RELEASE

For Immediate Release

February 18, 2025

CityHousing Hamilton drives vacancy rate down, improving affordable housing availability

HAMILTON, ON – CityHousing Hamilton (CHH) has reduced its annual vacancy rate to an all-time low of 2.2% (161 units) over 18 months, successfully clearing a backlog of nearly 500 units and improving access to affordable housing in Hamilton.

For years, CHH has struggled to keep pace with the number of vacant units, reaching an unacceptable vacancy rate peak of over 9% (649 units) in early 2023.

Implementing process changes

In spring 2023, CHH made significant changes to address this long-standing issue, including:

- **New tracking and monitoring processes and timelines** to oversee the status of vacant units more effectively;
- **Centralized oversight of vacancy renovations** for better coordination and efficiency;
- **A revised budgeting approach** to ensure an annual baseline of funding is protected to support projected unit turnovers for the year; and
- **A new reserve fund** to help offset unplanned cost pressures in future years.

“The City of Hamilton is doing everything we can to get people housed as fast as we can,” said Mayor Andrea Horwath. “We all know it’s easier, faster, and more cost effective to preserve and upgrade a home than it is to build a new one, which is why I am so pleased that nearly 500 units have been made available through CityHousing Hamilton’s work, providing many more Hamiltonians with a safe and affordable place they are proud to call home.”

Recognizing the importance of CHH’s role as the largest provider of affordable housing in Hamilton, the City of Hamilton provided additional funding to help CHH tackle the problem. This support allowed CHH to eliminate a point-in-time backlog of approximately 476 homes, reducing the total number of vacant homes to approximately 161 units – just over a 2% vacancy rate.

“I want to extend deep appreciation to CHH staff who have addressed many system changes to enable this progress, and their work in the pursuit of being part of the solution in a housing crisis,” said Nrinder Nann, President, CityHousing Hamilton Board and Ward 3 Councillor. “Each of these renovated units is a home that someone can afford and can build a life. This is another step towards reducing housing insecurity in Hamilton.”

Added accessibility features

As part of these improvements, CHH also took the opportunity to enhance accessibility features in many homes, including the use of higher-quality materials designed to better withstand long-term wear and tear in purpose-built rental properties.

On average, approximately 40-50 units within CHH’s housing portfolio become vacant each month, with required work ranging from a simple coat of paint to extensive repairs beyond regular wear and tear.

“Our mission at CityHousing Hamilton is to provide affordable housing that tenants can be proud of, and there has never been a time when the need for us to step up has been louder,” said Adam Sweedland, CEO, CityHousing Hamilton. “I am immensely proud of the entire team and extend my sincere thanks to everyone involved, including the City of Hamilton, under the leadership of Mayor Andrea Horwath and President of the CityHousing Hamilton Board, Councillor Nrinder Nann.”

The 2% vacancy rate brings CityHousing Hamilton in line with the average vacancy rate in Ontario’s affordable housing sector.

Quick Facts:

- CHH rented a record 734 homes in 2024 (compared to 559 in 2023, and 444 in 2022).
- In spring 2023, City Council approved \$3.8 million in special funding to support CHH in reducing vacancy rates.
- CHH generates approximately 2/3 of its revenue from residential rent, with the remaining 1/3 from sources such as commercial rents and government subsidies to keep rent affordable.

Additional Resource:

- [CityHousing Hamilton Webpage](#)

Media Contact:

City of Hamilton Media Relations

mediarelations@hamilton.ca

Adam Sweedland (he/him)

Chief Executive Officer

CityHousing Hamilton Corporation

55 Hess St. S., PO Box 2500, 23rd Floor

Hamilton, ON L8N 4E5

905.523.8496



 **Please consider the environment before printing this e-mail.**

This message, including any attachments, is privileged and intended only for the stated recipient. This material may contain confidential or personal information and may be subject to the privacy provision of the Municipal Freedom of Information and Protection of Privacy Act. This material must not be distributed, copied, disclosed to anyone else or used for any unauthorized purpose. If you are not the intended recipient or have received this message in error, please notify me immediately and delete the original transmission permanently, including any attachments, without making a copy.



****CONFIDENTIAL****

Date: Tuesday April 22, 2025

Report to: CityHousing Hamilton
Board of Directors

Submitted by: Adam Sweedland
Chief Executive
Officer/Secretary

Prepared by: Sean Botham
Chief Portfolio Officer
Peter Vander Klippe
Acting Manager,
Development

Subject: PRIVATE / CONFIDENTIAL

8) PRIVATE AND CONFIDENTIAL

a) Future Foundations - April 2025 (Report #23022(c))

NOTE: Discussion of Report #23022(c), in closed session is subject to the following requirement(s) Pursuant to Section 9.3, Sub-sections (c) and (k) of the City of Hamilton's Procedural By-law 21-021; and, Section 239 (2), Sub-sections (c) and (k) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to:

- (c) a proposed or pending acquisition or disposition of land by the municipality or local board.

RATIONALE FOR CONFIDENTIALITY

This report is being considered in Closed Session as it contains confidential information related to proposed redevelopments which include acquisition and disposition.

RATIONALE FOR MAINTAINING CONFIDENTIALITY

Staff are recommending that the report / recommendation(s) / appendices remain confidential, as it contains confidential information related to proposed redevelopments which include acquisition and disposition.



****CONFIDENTIAL****

Date: Tuesday April 22, 2025

Report to: CityHousing Hamilton
Board of Directors

Submitted by: Adam Sweedland
Chief Executive
Officer/Secretary

Prepared by: Adam Sweedland
Chief Executive
Officer/Secretary

Subject: PRIVATE / CONFIDENTIAL

8) PRIVATE AND CONFIDENTIAL

**b) Coordinated Community Resolution Strategy, Update #2
(Report #24032(b))**

NOTE: Discussion of this Confidential Report in closed session is subject to the following requirement(s) of the City of Hamilton's Procedural By-law and the Ontario Municipal Act, 2001:

- as amended, as the subject matter pertains to personal matters about an identifiable individual(s), including City employees –CityHousing Hamilton.

RATIONALE FOR CONFIDENTIALITY

This report is being considered in Closed Session as it contains information related to identifiable individual(s), including City employees –CityHousing Hamilton.

Staff are recommending that Report #24032(b), remain confidential, as the primary subject matter pertains to personal matters about an identifiable individual(s).