



**NOTICE OF MEETING CITYHOUSING HAMILTON
BOARD OF DIRECTORS AND MEMBERS
AGENDA
REGULAR MEETING**

Date: April 21, 2026
To: Board of Directors
CityHousing Hamilton Corporation
Time: 10:00am – 12noon
Place: City Hall, 71 Main St. West, 2nd Floor, Council Chambers and will be held via WebEx conferencing and live streamed only on YouTube for public access:

YouTube for public access:

[youtube.com April 21 2026](https://youtube.com/April212026)

CHH website, Agenda Material link

[CHH Board website](#)

AGENDA

- 1) Call to Order**
- 2) Conflict of Interest Declaration**
- 3) Confirmation of Minutes**
 - a) Special meeting held, March 10, 2026
 - b) Portfolio Management Committee minutes and Terms of Reference:
 - o 2024, February 27, March 8, May 27, July 23, September 10
 - o 2025, September 19
 - o Terms of Reference dated, October 24, 2023
- 4) Delegation request**
 - a) Scarlett Gillespie respecting 430 Cumberland – building access insecure
- 5) Finance**
 - a) Operating Variance, February 2026 (Report #26008)

b) Follow up to Auditor General (OAG) CHH Investigation Report 25012/AUD25004 (Report #25012(a))

6) Strategy Quality Improvements / Operations

- a) Strategic Communications Plan Annual Progress Update 2026 (Report #26010)
- b) Comprehensive Tenant Success Plan Proposal (Public Health Nurse) Analysis (Report 26011)
- c) CHH Delegation Policy (Report #26006(a))

7) CEO Written Updates

- 1.0 Vacancy Unit Monthly Data Update, (March) 2026 (attached)
- 2.0 Building Up Community Benefits Demonstration
- 3.0 Safe Apartment By-law Compliance
- 4.0 Tenant First Team, meeting held on January 13, 2026 minutes (attached)
- 5.0 GTHA Community Housing Collaborative
- 6.0 CHH 25th Anniversary event
- 7.0 Board Communications (attached):
 - 1. March 20, 2026 – Email, Confidential, incident on Hess Street
 - 2. March 25, 2026 – Email, Fire at First Place unit

8) PRIVATE AND CONFIDENTIAL

a) Litigation Update (verbal)

NOTE: Discussion of Litigation Update (verbal) in closed session is subject to the following requirement(s) Pursuant to Section 9.3(e) of the City of Hamilton Procedural By-law No. 21-021 and Section 239(2)(e) of the *Municipal Act, 2001*, as amended, the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the City, including CityHousing Hamilton Corporation.

RATIONALE FOR CONFIDENTIALITY

This information is being considered in Closed Session as it contains confidential information related to litigation or potential litigation.

RATIONALE FOR MAINTAINING CONFIDENTIALITY

Staff are recommending that the verbal information / recommendation(s) remain confidential, as it contains confidential information related to litigation or potential litigation.

b) Strategic Review of Shareholder Direction (Report #25018(a))

NOTE: Discussion of Report #25018(a), in closed session is subject to the following requirement(s) Pursuant to Section 9.3(k) of the City's

Procedural By-law No. 21-021, as amended, and Section 239(2)(k) of the *Municipal Act, 2001*, as amended, the subject matter pertains to a position, plan, procedure, criteria, or instruction to be applied to negotiations by or on behalf of the municipality or local board, including CityHousing Hamilton Corporation.

RATIONALE FOR CONFIDENTIALITY

This report is being considered in Closed Session as it contains confidential information related to future negotiations.

RATIONALE FOR MAINTAINING CONFIDENTIALITY

Staff are recommending that the report / recommendation(s) / appendices remain confidential, as it contains confidential information related to future negotiations.

c) Development Strategy – April 2026 Update (Report #23022(c))

NOTE: Discussion of Report #23022(c), in closed session is subject to the following requirement(s) Pursuant to Section 9.3(c) and (k) of Procedural By-law 21-021 and Section 239(2)(c) and (k) of the *Municipal Act, 2001*, as amended, the subject matter pertains to a proposed or pending acquisition or disposition of land and related negotiation positions, including CityHousing Hamilton Corporation.

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.

9) Adjournment

Board Approved on April 21, 2026

MEETING MINUTES
BOARD OF DIRECTORS AND MEMBERS
CITYHOUSING HAMILTON CORPORATION

Date: **Tuesday, March 10, 2026**

Time: **Board Meeting**
1:30pm – 3:30pm

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

Meeting: **Special Meeting**

Place: City Hall, 71 Main St. West, 1st Floor, Room 192 and will be held via WebEx conferencing and live streamed only on YouTube for public access (AV support in attendance):
YouTube_CHH Board link:

CHH website, Agenda Material link:

Present: Director-Councillor Nrinder Nann, *President*
Director-Citizen Adriana Baker, *Vice-President*
Director-Councillor Tammy Hwang, *Treasurer*
Adam Sweedland, CEO/Secretary
~~Director-Councillor Tom Jackson~~
Director-Councillor Cameron Kroetsch
Director-Councillor Alex Wilson (virtual)
Director-Citizen Karl Andrus
Director-Citizen Alice Plug-Buist
Newly appointed, Director-Citizen Minda Richardson (virtual)

Regrets: T. Jackson

Also Present: CHH Staff: A. Warren-Ritchie, S. Botham, L. Ward, C. Morgan
Other City Depts: Housing Division, K. Harrington
Guest(s):
Public: YouTube access provided – Streaming

AV supports: MacLean Media Systems Inc

1. Call to Order (Quorum is five) 1:31pm

President-Councillor N. Nann, called the meeting to order at 1:31pm

“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.” City of Hamilton’s Rzone policy (includes CityHousing Hamilton meetings).

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

ADDITIONS TO THE AGENDA:

ADDED ITEM 5a, Approval for delegation urgent request to present to the March 10, 2026 Board meeting: Jelena Vermilion respecting 430 Cumberland - ongoing security issues, MFIPPA violations, disrespect of tenants including gender-based harassment, and privacy concerns

Motion by VP-Citizen A. Baker, seconded by Director-Citizen K. Andrus and carried to add delegation to item 5a.

Chair proceeded to have delegation present to the Board first before item 3. Noted in minutes under Item 5a.

The Chair called a recess at 1:35pm due to meeting disruption. The meeting resumed at 1:46pm.

2. Conflict of Interest Declaration

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

NONE.

3. Election / Appointment Update, Citizen Member

- a) Resolution of the Sole Shareholder, as of March 3, 2026

Moved by Treasurer-Councillor T. Hwang, seconded by VP-Citizen A. Baker and carried to approve Resolution of the Sole Shareholder as presented.

- b) Resolution on Appointment of Board of Directors, Updated

Moved by VP-Citizen A. Baker, seconded by Treasurer-Councillor T. Hwang and carried to approve Resolution on Appointment to the Board, Minda Richardson as presented.

4. Confirmation of Minutes

a) Regular meeting held February 10, 2026

Moved by VP-Citizen A. Baker, seconded by Director-Citizen K. Andrus and carried to approve February 10, 2026 minutes as presented.

b) Audit and Finance meeting held February 3, 2026

Moved by VP-Citizen A. Baker, seconded by Director-Councillor C. Kroetsch and carried to approve February 3, 2026 minutes as presented.

5. Added Delegation

a) Jelena Vermilion respecting 430 Cumberland - ongoing security issues, MFIPPA violations, disrespect of tenants including gender-based harassment, and privacy concerns.

Chair approved additional time of five minutes to complete presentation.

Jelena Vermilion addressed the Board respecting 430 Cumberland - ongoing security issues, MFIPPA violations, disrespect of tenants including gender-based harassment, and privacy concerns and presented photographs and videos.

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

That the delegation from Jelena Vermilion respecting 430 Cumberland ongoing security issues, MFIPPA violations, disrespect of tenants including gender-based harassment, and privacy concerns be received.

6. Strategy Quality Improvements / Operations

a) Amended Vendor Contracts – Authorization (Report #24006(a))

The Board was in receipt of Report #24006(a) from CEO/Secretary dated March 10, 2026.

CEO, Adam Sweedland, provided an overview of the report, highlighting the recommendation to amend the wording to clarify the use of the term “preferred vendors,” as outlined in the report.

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

That Recommendation (ii) in Report 24006 as approved by the Board of Directors on February 13, 2024, BE AMENDED by adding the words “preferred vendors and” as follows:

“That the Board of Directors approve the use of preferred vendors and vendors procured through a public procurement process by community housing sector organizations, ONPHA and HSC.”

b) Safe and Vibrant CHH – 5 Year Strategic Plan (Report #26007)

The Board was in receipt of Report #26007 from CEO/Secretary dated March 10, 2026.

COO, Leanne Ward, presented a power point slideshow, including but not limited to:

- Vision
- Strategic Goals
- Targeted Outcomes
- Where are we today, data
- Tenant Survey Data
- Additional Documents reviewed
- Focus Areas: 1, 2, 3 and 4
- Community Safety Plans
- Risk Analysis
- Target and Evaluation and Reporting Framework

The Board requested that the Tenant First Team review the five-year plan and enhance tenant communications by providing a condensed priority-point presentation tailored to the specific needs of each building, with particular attention to security. The Board further requested that a closed-session discussion be scheduled at a future meeting to identify building-specific issues and establish priorities.

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

1. That Report 26007 Safe and Vibrant CHH: A 5 Year Strategic Plan **BE APPROVED** by the Board of Directors for CityHousing Hamilton Corporation as its five-year strategic plan for safety and security; and
2. That staff **BE AUTHORIZED AND DIRECTED**, subject to applicable financial policies and controls, to take the steps necessary to advance the action plan items embedded within the report.
3. That staff **BE DIRECTED** to deliver a community report on an annual basis and complete a comprehensive review every two years and report back to the Board on its progress.

7. CEO Written Updates

- 1.0 Vacancy Unit Monthly Data Update, January 2026** (attached)
- 2.0 Tenant First Team**, meeting held on January 13, 2026
- 3.0 Board Communications 2025:**
 1. February 24, 2026 – Email, Shareholder Meeting scheduled for March 3, 2026 (attached)

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

That the CEO Written Updates, be **received** for information.

8. PRIVATE / Confidential

Motion moved by Director-Councillor C. Kroetsch, seconded by VP-Citizen A. Baker and carried to move In-Camera for item 8a at 2:51pm.

Attendees (at 2:56pm) for **Item 8a**: C. Kroetsch, T. Hwang, K. Andrus, A. Plug-Buist, N. Nann, A. Baker, A. Sweedland, L. Ward, A. Warren-Ritchie, S. Botham, C. Morgan, T. Herechuk (recorder)
(Virtual attendees): A. Wilson
Guests for Item 8a (virtual): Sujit Choudhry, Barrister & Solicitor, Circle Barristers

C. Kroetsch exited meeting at 3:36pm

a) Legal Consultation on Delegation Policy (Report #26006)

NOTE: Discussion of Report #26006 in Closed Session pursuant to Section 9.3(f) of the City of Hamilton Procedural Bylaw 21021 and Section 239(2)(f) of the Municipal Act, 2001, as the subject matter pertains to advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

- Including CityHousing Hamilton Corporation

The Board was in receipt of Report #26006 from CEO/Secretary dated March 10, 2026.

CEO, Adam Sweedland gave an overview of report.

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

That Confidential Report #26006 remain confidential, be **received**, and that recommendations (a) and (b) therein be **approved**.

Motion moved by Director-Citizen K. Andrus, seconded by VP-Citizen A. Baker and carried to move in public session at 3:46pm.

IN PUBLIC SESSION

Motion moved by Director-Citizen K. Andrus, seconded by VP-Citizen A. Baker and carried:

That Item 8a, Confidential Report #26006 remain confidential, be **received** and that recommendations (a) and (b) therein be **approved**, including direction to the Chief Executive Officer to report back to the Board of Directors with the final Delegation Policy.

9. Adjournment at 3:46pm

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

TAKEN AS READ AND APPROVED

**Nrinder Nann, PRESIDENT
CityHousing Hamilton Corporation**

*Teresa Herechuk
CityHousing Hamilton Corporation
March 10, 2026*

PORTFOLIO MANAGEMENT COMMITTEE

CITYHOUSING HAMILTON CORPORATION

Date: February 27, 2024
Time: 2:15 to 4:00
Place: City Hall, 8th Floor, Room 830

Attendees

Members:

Councillor Director Nrinder Nann
 Director Karl Andrus
 Director Alice Plug-Buist
 Director Christine Griffith
 Manager, Development Sean Botham

Support:

CFO Rochelle Desouza
 Development Coordinator Samantha Blackley

Guests:

Laura Berazadi, Colliers
 Heather Brown, USI
 Josh Neubauer, USI
 Christine Fang-Denissov, USI

Regrets:

Councillor Director Cameron Kroetsch
 Councillor Director Alex Wilson
 CEO Adam Sweedland

PORTFOLIO MANAGEMENT COMMITTEE MEETING MINUTES:

Item	Title	ACTION
1)	Scope and Intent – Staff, Colliers, USI Discussion of potential deliverables of the project.	Develop a clear evaluation framework outlining CHH development priorities
2)	Engagement – Staff, Colliers, USI Discussion of how to ensure exemplary stakeholder engagement.	Identify stakeholders and groups for visioning workshops
3)	Partnership – Staff Discussion of reference models for partnerships.	
4)	Strategy – Staff, Colliers, USI Discussion on establishing values, priorities, and outcomes.	
5)	Adjournment	
TAKEN AS READ AND APPROVED		



	<p>Sean Botham, Manager, Development CityHousing Hamilton Corporation February 27, 2024</p>
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PORTFOLIO MANAGEMENT COMMITTEE

CITYHOUSING HAMILTON CORPORATION

Date: March 8, 2024
Time: 11:00 to 1:00
Place: City Hall, 8th Floor, Room 816

Attendees

Members:

Councillor Director Alex Wilson
 Councillor Director Cameron Kroetsch
 CEO, Adam Sweedland
 Manager, Development Sean Botham

Support:

Development Coordinator Samantha Blackley

Guests:

Heather Brown, USI
 Josh Neubauer, USI
 Christine Fang-Denissov, USI

Regrets:

Councillor Director Nrinder Nann
 Director Karl Andrus
 Director Alice Plug-Buist
 Director Christine Griffith

PORTFOLIO MANAGEMENT COMMITTEE MEETING MINUTES:

Item	Title	ACTION
1)	Introductions – Staff, Colliers, USI, NBLC Discussion of roles.	
2)	Scope and Intent – Staff, Colliers, USI, NBLC Discussion of potential deliverables of the project.	
3)	Adjournment	
TAKEN AS READ AND APPROVED		
	Sean Botham, Manager, Development CityHousing Hamilton Corporation March 8, 2024	

PORTFOLIO MANAGEMENT COMMITTEE

CITYHOUSING HAMILTON CORPORATION

Date: May 27, 2024
Time: 1:30 to 4:30
Place: City Hall, 1st Floor, Room 192

Attendees

Members:

Councillor Director Nrinder Nann
Councillor Director Alex Wilson
Councillor Director
Cameron Kroetsch
Director Karl Andrus
Director Alice Plug-Buist
Director Christine Griffith
CEO Adam Sweedland
Manager, Development Sean Botham

Support:

CFO, Rochelle Desouza
Manager, Operations Leanne Ward
Development Coordinator Samantha Blackley

Guests:

Director, Climate Change Initiatives Lynda Lukasik
Josh Neubauer, USI
Christine Fang-Denissov, USI
Heather Brown, USI
Matthew Bennett, NBLC
Gulsvert Dela Cruz, NBLC
Laura Berazadi, Colliers

Regrets: None

PORTFOLIO MANAGEMENT COMMITTEE MEETING MINUTES:

Item	Title	ACTION
1)	Deliverables – Staff, Colliers Discussed consultant roles and approach to establishing a strategy.	
2)	Acquisitions – Staff, Colliers Discussed role of acquisitions.	
3)	Draft Priorities – Staff, Colliers, USI, NBLC Discussed approach to establishing priorities.	
4)	Redevelopment Prototypes – Staff, Colliers, USI, NBLC Discussed examples of potential types of projects.	
5)	Adjournment	
TAKEN AS READ AND APPROVED		
	Sean Botham, Manager, Development CityHousing Hamilton Corporation May 27, 2024	

PORTFOLIO MANAGEMENT COMMITTEE

CITYHOUSING HAMILTON CORPORATION

Date: July 23, 2024
Time: 1:00 to 3:00
Place: City Hall, 1st Floor, Room 192

Attendees

Members:

Councillor Director Nrinder Nann
Director Karl Andrus
Director Christine Griffith
CEO Adam Sweedland
Manager, Development Sean Botham

Support:

CFO, Rochelle Desouza
Manager, Operations Leanne Ward
Development Coordinator Samantha Blackley

Guests:

Christine Fang-Denissov, USI
Heather Brown, USI
Matthew Bennett, NBLC
Gulsvart Dela Cruz, NBLC
Nick Michael, NBLC

Regrets:

Councillor Director Alex Wilson
Councillor Director Cameron Kroetsch
Director Alice Plug-Buist

PORTFOLIO MANAGEMENT COMMITTEE MEETING MINUTES:

Item	Title	ACTION
1)	Proforma – Staff, NBLC Discussion on financials.	
3)	Existing Portfolio – Staff, USI Discussion on strategy for existing buildings.	
4)	Structure of Strategy – Staff, USI, NBLC Discussed framework for final deliverable.	
5)	Adjournment	
TAKEN AS READ AND APPROVED		
	Sean Botham, Manager, Development CityHousing Hamilton Corporation July 23, 2024	

PORTFOLIO MANAGEMENT COMMITTEE

CITYHOUSING HAMILTON CORPORATION

Date: September 10, 2024
Time: 2:00 to 4:00
Place: City Hall, 1st Floor, Room 192

Attendees

Members:

Councillor Director Nrinder Nann
 Councillor Director Alex Wilson
 Councillor Director Cameron Kroetsch
 Director Karl Andrus
 Director Alice Plug-Buist
 Director Christine Griffith
 CEO Adam Sweedland
 Manager, Development Sean Botham

Support:

Manager, Operations Leanne Ward
 Development Coordinator Samantha Blackley

Guests:

Josh Neubauer, USI
 Christine Fang-Denissov, USI
 Matthew Bennett, NBLC
 Gulsvert Dela Cruz, NBLC

Regrets: None

PORTFOLIO MANAGEMENT COMMITTEE MEETING MINUTES:

Item	Title	ACTION
1)	Priorities – Staff, USI Discussion on areas of focus.	
2)	Proforma – Staff, NBLC Discussion on financials.	
3)	Approaches – Staff, USI Discussion on enabling strategies.	



4)	Prototypes – Staff, USI Discussion of concept options.	Board Report November 26, 2024
5)	Adjournment	
	TAKEN AS READ AND APPROVED	
	Sean Botham, Manager, Development CityHousing Hamilton Corporation September 10, 2024	

PORTFOLIO MANAGEMENT COMMITTEE

CITYHOUSING HAMILTON CORPORATION

Date: September 19, 2025
Time: 9:30am to 11:30am
Place: Hybrid / City Hall, 8th Floor, Room 830

Hybrid Attendees

Members:

Director Karl Andrus, Chair
 Councillor Director Alex Wilson, Vice Chair
 Director, Alice Plug-Buist
 Councillor Director Cameron Kroetsch
 Councillor Director Nrinder Nann
 CEO Adam Sweedland (ex-officio and non-voting)
 Manager, Development (Acting) Peter Vander Klippe (ex-officio and non-voting)

Support:

CFO Rochelle Desouza
 CPO Sean Botham
 Teresa Herechuk - Hybrid host
 Chrystel Morgan - Minutes

Guests:

Graeme Stewart, ERA Architects
 Ya'el Santopinto, ERA Architects

Regrets: None

PORTFOLIO MANAGEMENT COMMITTEE MEETING MINUTES:

Item	Title	ACTION
1)	<p>Governance</p> <p>Terms of Reference direct that a Chair and Vice Chair be elected (Report # 23022 from October 24, 2023).</p> <p>Election:</p> <ul style="list-style-type: none"> - Director Karl Andrus – Chair - Councillor Director Alex Wilson – Vice Chair 	<p>Produce a roadmap for future meetings.</p> <p>Return with a package of minutes from previous meetings.</p>
2)	<p>CONFIDENTIAL</p> <p>Motion to move to confidential meeting by Director Karl Andrus and seconded by Director Alice Plug-Buist.</p>	

2) a)	<p>Partnerships - CHH Staff</p> <p>Updates on partnerships.</p>	
2) b)	<p>Acquisitions - CHH Staff</p> <p>Update on conditional offer.</p>	
2) c)	<p>CMHC Repair Program - CHH Staff and ERA Architects</p> <p>Update on three streams of delivery.</p> <p>Motion by Director Councillor Wilson to move back to public meeting. Seconded by Director Alice Plug-Buist</p>	<p>Establish evaluative framework for the Repair Program.</p>
3)	<p>Adjournment</p> <p>Motion by Director Councillor Wilson to adjourn meeting. Seconded by Director Alice Plug-Buist.</p>	
TAKEN AS READ AND APPROVED		
KARL ANDRUS, CHAIR CityHousing Hamilton Corporation		
<p>Sean Botham, CPO CityHousing Hamilton Corporation September 19, 2025</p>		

TERMS OF REFERENCE FOR THE CHH PORTFOLIO MANAGEMENT SUB-COMMITTEE

I. PURPOSE

- a. The CityHousing Hamilton Portfolio Management Sub-Committee (the “PMC”) assists the Board of Directors (“Board”) of CityHousing Hamilton (“CHH”) in fulfilling its oversight responsibilities relating to development and revitalization.
- b. In particular, the PMC assists and advises the Board by reviewing:
 - i. Building portfolio related issues of strategic importance that are expected to require more considerable discussion; and
 - ii. The Development Strategy planning process.

II. COMPOSITION, OPERATIONS AND ACCOUNTABILITY OF THE PMC

- a. The PMC shall comprise:
 - i. A minimum of three (3) Board members who are elected officials;
 - ii. A minimum of one (1) Board members who are community members;
 - iii. The CEO of CHH (ex-officio and non-voting); and
 - iv. The Manager of Development at CHH (ex-officio and non-voting).
- b. The voting members of the PMC shall elect a Chair and a Vice-Chair.
- c. Supporting experts engaged in work on the specific area of focus will be invited to attend as needed in capacity as subject matter experts and for the purposes of coordination, and may include but are not limited to:
 - i. Staff from CHH;
 - ii. Staff from City of Hamilton divisions, including Housing Services, Housing Secretariat, Planning, Real Estate, Finance, etc.; and
 - iii. Consultants.
- d. The PMC shall meet on an ad hoc basis, as required for strategy and planning purposes, with meetings initiated by the PMC Chair, with guidance on timing provided by Staff.
- e. The Manager of Development or their designate shall act as the primary liaison for the PMC and provide administrative support to the PMC.

III. RESPONSIBILITIES AND DUTIES OF THE COMMITTEE

- a. The PMC shall:
 - i. Maintain minutes of its meetings; and
 - ii. Provide recommendations, incorporated into, and brought through Staff reports to the Board.

- b. Recommendations required are for:
 - i. The focus areas of strategic importance related to the CHH portfolio; and
 - ii. The establishment of vision, goals, and principles related to development and revitalization.

CityHousing Hamilton Report for Information

Date: April 21, 2026

To: Board of Directors
CityHousing Hamilton Corporation

Subject/Title: Operating Variance for February 2026

Report No: 26008

Prepared by: Rochelle Desouza, CFO

CEO/Secretary: Adam Sweedland

Recommendation(s)

That the Operating Variance for February 2026 Report (26008) **BE RECEIVED** for information.

Executive Summary

This report provides an overview of 2026 operating income and expenses to February 2026.

Key Facts

- There is an unfavourable variance of (\$356,005).
- The highest drivers in revenue are subsidy and rent supplement.
- The highest drivers in expenses are utilities, salary and benefits and materials and services.

Background and additional information

Summarized consolidation Operating results as of February 28, 2026 are in the below table.

	Consolidated	Budgeted	Actual	Variance	Annual Budget
		YTD Feb 2026	YTD Feb 2026	YTD Feb 2026	2026
	<u>REVENUE</u>				
1	Operating Revenue	8,015,702	8,158,229	142,527	48,094,214
2	Government Subsidies	4,066,115	3,869,003	(197,112)	24,396,691
	Other	367,507	530,149	162,642	2,205,042
	TOTAL REVENUE	12,449,325	12,557,381	108,056	74,695,947
	<u>EXPENSES</u>				
3	Administration- Salaries/Wages/Benefits	3,591,045	3,854,841	(263,795)	21,546,272
4	Administration-Bad Debts	81,053	43,361	37,692	486,320
5	Administration-Insurance	461,590	376,517	85,073	2,769,539
6	Administration-Other	460,452	317,417	143,034	2,762,711
7	Materials and Services	2,638,551	2,793,910	(155,360)	15,831,304
8	Utilities	2,126,521	2,472,362	(345,842)	12,759,123
	Property Taxes	93,240	92,840	400	559,440
	Amortization and Mortgage Interest	1,237,155	1,202,420	34,735	7,422,932
	Allocated to Capital Services	1,759,718	1,759,718	(0)	10,558,306
	TOTAL EXPENSES	12,449,325	12,913,386	(464,062)	74,695,947
	NET SURPLUS/DEFICIT	-	(356,005)	(356,005)	-

Analysis

Details of Revenue in the chart below:

	REVENUE DETAILS	Budgeted	Actual	Variance	Annual Budget
		YTD Feb 2026	YTD Feb 2026	YTD Feb 2026	2026
1	<u>Operating Revenue</u>				
	Residential Rent	7,892,540	8,004,177	111,637	47,355,242
	Commercial Rent	123,162	154,052	30,890	738,972
	Tenant Recoveries	89,568	67,517	(22,050)	537,407
	Other	277,939	462,631	184,692	1,667,635
	TOTAL OPERATING REVENUE	8,383,209	8,688,378	305,168	50,299,256
2	<u>City of Hamilton Subsidy</u>				
	Rent/Operating Subsidy	3,883,129	3,723,519	(159,609)	23,298,771
	Rent Supplement Subsidy	182,987	145,484	(37,503)	1,097,920
	TOTAL CITY OF HAMILTON SUBSIDY	4,066,115	3,869,003	(197,112)	24,396,691
	TOTAL REVENUE	12,449,325	12,557,381	108,056	74,695,947

Operating Revenue ¹

Net operating revenue is showing a favourable variance to budget of \$305,168. Revenue is budgeted as per benchmarking factors as provided by Ministry of Municipal Affairs and Housing. For commercial rent there are two units vacant at 89 King and 181 Main.

City of Hamilton Subsidy ²

There is an unfavourable variance for subsidy of \$197,112. The budgets for 2026 have been received from the Service Manager and CHH will compare them in May to analyze where the differences exist. Subsidies are reconciled at year end when CHH completes the Annual Information return. Currently income reflects actuals received.

Administration Salaries, Wages and Benefits ³

Staffing costs are actual. 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, new model in place October 6, 2025. There continues to be work related to restoring data and systems following the cyber incident and there is one additional temporary position to support this critical work. In addition, there are some salary continuation obligations following staff departures. CHH also incurs costs related to staff off on LTD and WSIB.

Administration Bad Debt ⁴

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

Administration Insurance ⁵

Insurance shows a favourable variance to the budget of \$85,073. Costs are as per actual invoices paid.

Administration Other ⁶

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

Materials and Services ⁷

Operating expenses relating to Materials and Services show an unfavourable variance to the budget of (\$155,360). 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 2026	YTD Feb 2026	YTD Feb 2026	2026
Building Operating	610,902	620,469	(9,567)	3,665,412
Unit Turnovers/Vacancies	439,759	551,377	(111,618)	2,638,553
Painting Operating	44,324	3,758	40,566	265,942
Roofing Operating	57,465	30,818	26,647	344,787
Life Systems Operating	139,174	174,061	(34,887)	835,043
Elevators Operating	109,769	39,211	70,558	658,616
Equipment Operating	51,380	57,805	(6,425)	308,282
Plumbing Operating	111,358	169,034	(57,676)	668,148
Heating and Ventilation Operating	133,723	217,681	(83,959)	802,336
Grounds Operating	337,343	345,034	(7,691)	2,024,057
Electrical Operating	74,972	44,257	30,715	449,832
Building Security Operating	230,822	358,107	(127,285)	1,384,934
Waste Removal Operating	73,179	21,518	51,661	439,074
Supplies	224,381	160,779	63,602	1,346,289
TOTAL MATERIALS & SERVICES	2,638,551	2,793,910	(155,360)	15,831,304

Unit Turnovers in 2026 which are over and above the operation budgets will be renovated through the Poverty Reduction Fund 2026. Management is reviewing unit turnover processes and timelines, not just to achieve the 2% vacancy target but also to find efficiencies and cost reductions.

Building Security, HVAC and Plumbing are categories driving significant variances. In addition to unit turnovers, management is reviewing this work to look for opportunities for efficiency and cost reductions. However, some of these costs cannot be avoided and are incurred to for the health and safety of tenants and staff.

Utilities⁸

This budget line is estimated in accordance with the Ministry of Municipal Affairs and Housing (MMAH) benchmark indices. Actual utility costs have increased at rates exceeding those benchmarks. Despite achieving significant utility savings through the implementation of building automation systems and the receipt of provincial grants supporting green energy initiatives, utility expenditures continue to trend unfavourably as utility providers implement rate increases above benchmark assumptions. The annual budget is evenly phased across the twelve months. While February actuals reflect an anticipated seasonal variance, current year-to-date trends indicate a projected unfavorable variance to budget by year-end.

Consultation

Internal CHH Departments:

Leanne Ward, COO

Sean Botham, CPO

External: n/a

Financial and Legal/Risk Considerations

While some cost pressures, such as utility rate increases, are externally driven, not remaining within the approved operating budget poses risks to the organization's financial sustainability by reducing financial flexibility and potentially requiring the use of reserves. Persistent unfavorable variances may increase scrutiny from funders and regulators, impact future funding eligibility, and create structural budget pressures in subsequent years.

Budget overruns can also necessitate service adjustments or deferred maintenance and may affect confidence in financial planning and oversight. CHH understands the importance of proactive monitoring and mitigation to maintain fiscal responsibility and has implemented a monthly monitoring program to reduce the deficit.

Relationship to Strategic Priorities

This recommendation(s) will strategically enforce/improve A WHOLE TEAM APPROACH: Strengthen our people and performance, due to enhancement of fiscal responsibility which impacts not just the internal operations of CHH but the tenants who reside in our properties.

Appendices and Schedules Attached

None

CityHousing Hamilton Report for Information

Date: April 21, 2026

To: Board of Directors
CityHousing Hamilton Corporation

Subject/Title: Follow up to Auditor General (OAG) CHH Investigation Report 25012/AUD25004

Report No: 25012(a)

Prepared by: Rochelle Desouza,
Chief Financial Officer, CityHousing Hamilton

CEO/Secretary: Adam Sweedland

Recommendation

That the Management Responses and actions as directed in Appendix A to Report #25012 as updated report #25012(a) **BE RECEIVED**.

Executive Summary

The Office of the Auditor General (OAG) had recommended that the CEO of CityHousing Hamilton implement the management responses (attached as Appendix “A” to Report CHH25012/AUD25004) and report back to the Board of Director on the nature and status of actions taken in response to the special investigation report.

An update is provided in Appendix B. Of the seven recommendations, five are completed and two are in progress with temporary workarounds pending the implementation of the new Yardi Software system that will go live on January 1, 2027.

Key Facts

- CHH had a fraud investigation which was reported to the OAG in March 2024.
- The investigation resulted in seven recommendations for CHH.
- Five of the recommendations are complete with two having a work around pending the switch to the new Yardi Software system.

Background and additional information

Overall, OAG had made seven recommendations to improve controls within the Accounts Payable processes at CHH, with a focus on vendor information changes. Management yet agrees with six of the seven recommendations and are implementing an alternative solution/action for the seventh recommendation

Consultation

CHH Operations, CHH Strategy and Quality Improvement, CHH Portfolio were consulted

Financial and Legal/Risk Considerations

The processes implemented will overall reduce the overall gaps in the process and reduce the fraud risk. However, CHH's CEO and CHH's legal counsel continue to deliver on the matter of the incident of March 2024.

Relationship to Strategic Priorities


This recommendation(s) will strategically enforce/improve A WHOLE TEAM APPROACH: Strengthen our people and performance, due to enhancement of internal controls that not only increase security for CHH but also for payments made to our vendors.

Previous Reports Submitted

Appendix A: Report 25012/AUD25004 – CHH Investigation Summary

Appendices and Schedules Attached

Appendix B: Report 25012(a), Follow up on OAG recommendations Report 25012/AUD25004 (Fraud and Waste Report #73367)

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 Delta Consulting Group Canada Ltd.
Submitted by:	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

CHH Board, April 21, 2026
Item 5b, Report 25012(a)
Appendix B

-----previously
CHH BoD, April 22, 2025 / Item5a
Report CHH25012 / AUD25004
Appendix "A" to Report AUD25004

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

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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

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Auditor General

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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

Area	Observation	Recommendation	Management Response	Completed Date
Supervision	The finance staff at CityHousing were not properly supervised, with risky transactions, as elaborated upon below, not subject to review.	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.	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.	Completed Hired Manager, Finance April 20, 2026 start date.
Documentation of Fraud Risks Needed	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.	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.	CityHousing Hamilton updated its 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 is currently being reviewed as part of the organization’s transition back to Arcori Financial.	Completed. Since June 2025, CHH verifies each bank account before the release of not just Capital payments but also Operating payments. This is done by either the Senior Risk and Compliance Officer or Financial Coordinator or the CFO. Starting May 2026, this process will be completed by the Manager, Finance or the CFO.

Appendix B

Report #25012(a), Follow up on OAG recommendations Report 25012/AUD25004 (Fraud and Waste Report #73367)

<p>Vendor Banking Information</p>	<p>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.</p>	<p>We recommend that vendor banking information be stored securely and locked for editing and that adequate segregation of duties be implemented for this process.</p>	<p>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.</p>	<p>Completed Since September 2025, Senior Risk and Compliance Officer stores the information and is the only staff who can process EFT information in the system. The Financial Coordinator is the back-up.</p>
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Appendix B

Report #25012(a), Follow up on OAG recommendations Report 25012/AUD25004 (Fraud and Waste Report #73367)

<p>Capital EFT Payments Were Not Reviewed</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>Completed Since November 2025, either the Financial Coordinator or SRCO or CFO review each EFT and checks batch invoices before release for both Operating and Reserve. In addition, Managers are required to check invoices before their approval. At the time of approval of invoices, the CFO and/or Manager of Finance review all invoices over \$5,000.</p>
<p>Up-to-Date Signing Authorities Not Maintained</p>	<p>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</p>	<p>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</p>	<p>CHH will implement this recommendation following an analysis to determine the appropriate predetermined threshold.</p>	<p>Completed CHH will update its Banking agreement once a year in November. In municipal election year, will update in November and again in June of the following year due to timing of Citizen members being appointed to the Board. Starting January 2027, something will be built in the Yardi system to have the CFO or CEO approve payments over \$50,000.</p>

Appendix B

Report #25012(a), Follow up on OAG recommendations Report 25012/AUD25004 (Fraud and Waste Report #73367)

	<p>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).</p>	<p>payments over a predetermined threshold.</p>		<p>Currently The CFO or designate is verifying higher value payments upon reviewing EFT file and back-ups</p>
<p>Centralization of Accounts Payable</p>	<p>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</p>	<p>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.</p>	<p>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</p>	<p>This recommendation was one CHH did not agree but provided an alternative solution.</p> <p>In Progress with a work around solution Starting January 2027, the new software has features built in. Currently only the Senior Risk and Compliance Officer and Financial Coordinator are allowed to set up new vendors within the system, this process will continue into the new software.</p>

Appendix B

Report #25012(a), Follow up on OAG recommendations Report 25012/AUD25004 (Fraud and Waste Report #73367)

	<p>not executed in a consistent manner.</p>		<p>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.</p>	
<p>Need for Specialized Training</p>	<p>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</p>	<p>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.</p>	<p>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.</p>	<p>Completed Since September 2025 CHH has adhered to all training sent out by IT. The SRCO and Financial Coordinator are the only two staff who can enter EFT information. They are trained how to check for areas of the bank routing numbers and to phone the respective parties, to double verify the information.</p>

Appendix B

Report #25012(a), Follow up on OAG recommendations Report 25012/AUD25004 (Fraud and Waste Report #73367)

	<p>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.</p>			
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CityHousing Hamilton Report for Information

Date: April 21, 2026

To: Board of Directors
CityHousing Hamilton Corporation

Subject/Title: **Strategic Communications Plan Annual Progress Update (2026)**

Report No: 26010

Prepared by: Amanda Warren-Ritchie,
Manager, Strategy & Quality Improvement
Connor Jay,
Communications Coordinator, Strategy & Quality Improvement

CEO/Secretary: Adam Sweedland

Recommendation(s)

That Report #26010, 2024-2027 Strategic Communications Plan Annual Progress Update (2026) be received for information.

Executive Summary

This report summarizes strategic communications activities CityHousing Hamilton Corporation (CHH) achieved in 2025.

In 2025, 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.
- Event coordination and planning for building openings of 106 Bay St N., 55 Queenston Rd, and 1620 Main St. E.
- Provide advice and training to internal staff on a variety of communications to improve readability and accessibility.
- Developed plain language and accessible design training to be rolled out to teams in 2026.
- Introduced a communications toolkit with style guidance.
- Made changes to CityHousing Hamilton pages on hamilton.ca to improve tenant/ community stakeholder experience.
- Created and published CHH's 2024 annual report.

Analysis

CityHousing Hamilton continues to make improvements to existing communications activities and implement new tactics to achieve deliverables and carry out the strategic priorities.

ConnectingCHH was developed in response to this feedback and focuses on three primary strategic areas:

Tenants First Focus

Deliver tenant communications that:

- meet the accessibility needs of all tenants;
- reflect CHH's commitment to equity, diversity, and inclusivity in all communities; and
- highlight inspirational and uplifting tenant-led efforts, initiatives, successes and acts of kindness.

Digital Focus

Deliver communications to engage tenants, staff, and partners through:

- developing and promoting the use of multiple digital communications;
- a website which acts as a 'digital front door' to welcome tenants with the information they need with a user-friendly experience; and
- supporting future opportunities to add tenant-facing self-service portals.

People and Performance Focus

Deliver communications that:

- celebrates staff achievements and promotes a Tenants First culture;
- promotes cohesion, collaboration, and mutual understandings;
- encourages and enables staff feedback and suggestions for process or organizational improvements;
- addresses reactionary issues with transparency, accountability, and adaptability; and
- proactively tells our stories to the public by highlighting CHH achievements and examples of community leadership.

Outcome	Number of deliverables	Complete	In progress
Tenants First Focus	11	9	2
Digital Focus	11	6	5
People and Performance Focus	10	8	2

Background and additional information

Communications, broadly defined, was identified as a strategic priority in CityHousing Hamilton’s (CHH) 2023-2027 Strategic Plan. ConnectingCHH specifically addresses Priority 4, Strategy 3: Implement a communications plan that effectively informs and engages our people. ConnectingCHH is CityHousing Hamilton’s first comprehensive communications, branding, and digital content strategy.

Several important themes informed ConnectingCHH, including:

- An overwhelming desire for CHH to better control its narrative through storytelling;
- A critical need to address a multitude of accessibility needs in all tenant-facing communications (from standard letters to ad hoc notices to newsletters);
- A need to address stigma by applying an equity, diversity, and inclusivity lens to CHH branding and communications;
- Diversifying the communications channels and methods;
- Improving service and knowledge between internal departments; and
- A coordinated and consistent approach to addressing reactive issues with accountability, transparency, and adaptability.

Consultation

All CHH departments and City of Hamilton communications team.

Financial and Legal/Risk Considerations

N/A

Relationship to Strategic Priorities

ConnectingCHH specifically addresses Priority 4, Strategy 3: Implement a communications plan that effectively informs and engages our people.

Appendix A

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.

2025 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. *(In progress)*

- Extra learning opportunities being offered on screen readers, accessible PDFs, Microsoft Office accessibility tools in coordination with the City. *(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 was developed to improve and standardize tenant communications. *(In progress)*
- 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. *(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 2024 annual report. The 2024 annual report includes a letter from Tenants First Team chair. *(Complete)*
- Tenant success stories being shared with staff on a regular basis. *(In progress)*

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

- Community signage feedback review conducted by the Tenant's First Team. *(Completed)*
- Accessibility improvements made to tenant and community stakeholder communications. *(In progress)*

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

- Supporting survey use 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

- Mass communications email platform is in development. *(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

- Social media to be introduced in September, 2026. *(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

- Website redevelopment plan currently being developed. *(In progress)*

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

- YARDI project advancing targeting January 2027 implementation. *(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

- Team SharePoint sites developed for departments. *(Complete)*
- 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. *(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. *(Complete)*



Strategic Priorities

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



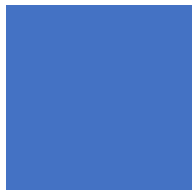
Tenant Communications and Marketing

- Meet the accessibility needs of tenants
- Reflect IDEA
- Tell stories



Internal Communications and Staff Engagement

- Celebrate staff
- Promote a tenants first culture
- Encourage and enable staff feedback



Digital, Brand and Design

- Develop digital communications channels
- Make a digital front door website
- Support tenant-facing self-service



External Communications and Media Relations

- Address issues with transparency, accountability, and adaptability
- Proactively tell our stories

Several important themes informed ConnectingCHH

- An overwhelming desire for CHH to better control its narrative through storytelling;
- A critical need to address a multitude of accessibility needs in all tenant-facing communications (from standard letters to ad hoc notices to newsletters);
- A need to address stigma by applying an equity, diversity, and inclusivity lens to CHH branding and communications;
- Diversifying the communications channels and methods;
- Improving service and knowledge between internal departments; and
- A coordinated and consistent approach to addressing reactive issues with accountability, transparency, and adaptability.

In 2025, 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.
- Event coordination and planning for building openings of 106 Bay St N., 55 Queenston Rd, and 1620 Main St. E.
- Provide advice and training to internal staff on a variety of communications to improve readability and accessibility.
- Developed plain language and accessible design training to be rolled out to teams in 2026.
- Introduced a communications toolkit with style guidance.
- Made changes to CityHousing Hamilton pages on hamilton.ca to improve tenant/ community stakeholder experience.
- Created and published CHH's 2024 annual report.

Where we are going

Continued training around plain language and accessibility

Continuing to offer learning opportunities and provide support for improving plain language and accessibility in documents.

Introducing multi-channel communications

Scaling multi-channel digital communications to better serve stakeholders and quarterly print newsletter

Capital projects communications framework

Rolling out a consistent process and toolkit to guide communication around development and capital repair projects.

Revised tenant handbook

Redesigning the tenant handbook and tenant materials to better meet tenant needs throughout their tenancy.

Improving our web experience

Making improvements to our website to support organizational priorities.



Questions

CityHousing Hamilton Report for Information

Date: April 21, 2026

To: Board of Directors
CityHousing Hamilton Corporation

Subject/Title: **Comprehensive Tenant Success Plan Proposal (Public Health Nurse) Analysis**

Report No: 26011

Prepared by: Leanne Ward,
Chief Operating Office

CEO/Secretary: Adam Sweedland

Recommendation(s)

- a) That Report #26011, Comprehensive Tenant Success Plan Proposal (Public Health Nurse) Analysis be **received** for information or discussion purposes.

Executive Summary

This report reviews the “Comprehensive Tenant Success Plan” proposal for hiring a public health nurse to provide services at the four corner properties including 181 Jackson St W, 95 Hess St S, 200 Jackson St W and 191 Main St W. It provides a detailed overview and comparison of existing programs and staff roles currently providing service to those properties against the services that the plan proposed that the public health nurse could provide. It concludes that there are eleven areas of duplication between the services proposed and existing services and it does not identify

any obvious gaps in service. As such, it is not recommended that CHH move forward with the “Comprehensive Tenant Success Plan” proposal.

Background and additional information

In June 2023, the CHH Board of Directors received an unsolicited presentation outlining a “Comprehensive Tenant Success Plan” that was intended to inform a potential pilot at the “four corners” at CHH – 181 Jackson St W, 95 Hess St S, 200 Jackson St W and 191 Main St W. In October 2023, the CHH Board received an update which recommended other options be explored before considering how this proposal could potentially benefit CHH tenants.

The proposal cited that many CHH tenants residing at these addresses experience social isolation and limited health literacy and life skills, resulting in higher medical acuity and more frequent emergency room use, among other concerns.

The presentation suggested the introduction of a public health nurse role at CHH that would, with the support of the Tenant Support Worker, take on the function of assessing tenants for inclusion on a small, high acuity caseload. The nurse would provide functions such as basic wound care, head to toe assessments, medication review/education, connections to community support/primary care providers, triaging to appropriate health care avenues (emergency room, urgent care, outpatient clinics etc.), harm reduction, and early identification of health issues.

The goals of the program included eviction prevention, decreased first-responder use, appropriate emergency department use, reduced repair costs/avoidance of major damage/incidents and increased property longevity, decreased hospitalization rates due to early detection of chronic ailments, increased lifespan of high acuity tenants and overall improved quality of life for tenants.

At the time that this proposal was introduced, CHH was at the beginning stages of designing a major organizational staff restructuring, and there had also been service

enhancements implemented by community partners in these buildings. The leadership team felt that introducing a new role at this time did not make sense, given the large-scale changes that were to come. Additionally, it was noted that many of the proposed functions of the public health nurse role were either already being filled by existing job roles, would be filled by future new job roles or as a function of the partnerships that CHH had in place at the four corners. As a result, leadership recommended deferring a review of the proposal until the restructuring was complete.

CHH officially launched the new organizational model on October 6, 2025, and as such, we have revisited this proposal to determine if it would serve to fill any existing gaps in the current operating model.

Analysis

Over the month of March 2026, the Chief Operating Officer, with support from the Manager, Community Safety and Support and the Supervisor, Partnerships and Engagement, undertook a review of the prospective services in the Comprehensive Tenant Success Plan Proposal and compared it with existing staff roles and programs available to the tenants of the four corner properties. The purpose of the review was to look for duplication and any potential gaps that the addition of a public health nurse role could fill.

The following chart details the comparison. It should be noted that many of the services listed are located at a particular one of the four locations, however, are open to tenants of all four properties.

Program	Location & Frequency	Intention/Goal of Program	Duplication or n/a with plan proposal
Shelter Health General Practitioner Doctor (for tenants without their own primary care physicians)	95 Hess St S 2x weekly	<ul style="list-style-type: none"> • Head to toe assessments • Basic wound care • Medication review • Triage to appropriate health services • Early identification of ailments • Reduction of emergency room use 	Duplication
Community Paramedics Program	200 Jackson St W Bi-weekly 95 Hess St S Start date pending	<ul style="list-style-type: none"> • Taking basic vitals – blood pressure etc. • Education and triage to appropriate health care services • Early identification of ailments • Reduction of emergency room use 	Duplication
Tenant Services Coordinator (TSC) - (CHH)	181 Jackson St W 1x weekly 95 Hess St S 1x weekly	<ul style="list-style-type: none"> • Referrals to community supports and primary health care providers • Housing stability and eviction prevention • Education and harm reduction 	Duplication
Intensive Case Manager (ICM) - (CHH)	All four properties on a case by case referral basis	<ul style="list-style-type: none"> • Intensive support for high acuity tenants • Referrals to community supports and 	Duplication

		<p>primary health care providers</p> <ul style="list-style-type: none"> • Housing Stability and eviction prevention • Education and harm reduction 	
Project Manager, Coordinated Community Resolutions - (CHH)	All four properties	<ul style="list-style-type: none"> • Round table coordination of services for tenants • Analysis of community needs and trends • Recommendations for service growth and expansion in four corners communities 	Duplication
St. Joseph's Health Care Worker	181 Jackson St W	<ul style="list-style-type: none"> • For specific tenants with high acuity • Mental health support • Addiction and harm reduction support • Housing stability and eviction prevention 	Duplication
Narcotics Anonymous	181 Jackson St W 1x weekly	<ul style="list-style-type: none"> • Addiction support • Abstinence based 12 step program 	Duplication
Home Management	181 Jackson St W 1x weekly 95 Hess St S 1x weekly	<ul style="list-style-type: none"> • Development of life skills • Can help reduce repair cost/avoidance of major damage/improved longevity of units and buildings as they teach tenants 	Duplication

		to care for their homes	
Ontario Works & Ontario Disability Support Program	181 Jackson St W 1x weekly 95 Hess St S 1x weekly	<ul style="list-style-type: none"> • Tenant quality of life (income stability) • Eviction prevention 	n/a
Service Canada	Ad hoc	<ul style="list-style-type: none"> • Tenant quality of life (income stability) • Eviction prevention 	n/a
Tax Clinics (CHH)	181 Jackson St W Weekly in tax season 200 Jackson St W Weekly in tax season	<ul style="list-style-type: none"> • Tenant quality of life (income stability) • Eviction prevention 	n/a
SPCA	Ad Hoc	<ul style="list-style-type: none"> • Tenant quality of life 	n/a
Pet Pantry	95 Hess St S 1x weekly	<ul style="list-style-type: none"> • Tenant quality of life 	n/a
Brain and Body Works Group (Alzheimers)	200 Jackson St W 1x weekly	<ul style="list-style-type: none"> • Tenant quality of life • Reduce social isolation • Mental health and healthy aging support 	Duplication
Healthy Aging Fitness	200 Jackson St W	<ul style="list-style-type: none"> • Tenant quality of life 	Duplication

	1x weekly	<ul style="list-style-type: none"> • Reduce social isolation • Physical health and healthy aging support 	
Stretch Your Mind Jeopardy/Trivia	200 Jackson St W 2x weekly	<ul style="list-style-type: none"> • Tenant quality of life • Reduce social isolation • Mental health and healthy aging support 	Duplication
Art Social	181 Jackson St W 1x weekly	<ul style="list-style-type: none"> • Tenant quality of life • Reduce social isolation 	n/a
Wesley Breakfast Distribution	181 Jackson St W 1x weekly	<ul style="list-style-type: none"> • Food security 	n/a
Wesley Lunch Distribution	181 Jackson St W 1x weekly	<ul style="list-style-type: none"> • Food security 	n/a
Affordable Meals	181 Jackson St W 1x weekly	<ul style="list-style-type: none"> • Food security 	n/a
Brunch	181 Jackson St W 1x weekly	<ul style="list-style-type: none"> • Food security 	n/a
Mandarin Social	181 Jackson St W 1x weekly	<ul style="list-style-type: none"> • Tenant quality of life • Reduce social isolation 	n/a
Games Night/St. Joe's	181 Jackson St W 3x weekly	<ul style="list-style-type: none"> • Tenant quality of life • Reduce social isolation 	n/a

Games Tenant Led Group	181 Jackson St W 1x weekly	<ul style="list-style-type: none"> • Tenant quality of life • Reduce social isolation 	n/a
Learn to Play Bridge	200 Jackson St W 1x weekly	<ul style="list-style-type: none"> • Tenant quality of life • Reduce social isolation 	n/a
Kiwanis Bingo	200 Jackson St W 1x weekly	<ul style="list-style-type: none"> • Tenant quality of life • Reduce social isolation 	n/a
Railroad Euchre	200 Jackson St W 1x weekly	<ul style="list-style-type: none"> • Tenant quality of life • Reduce social isolation 	n/a
Social Time	200 Jackson St W 1x weekly	<ul style="list-style-type: none"> • Tenant quality of life • Reduce social isolation 	n/a
Volunteering with Dignity	200 Jackson St W Bi weekly	<ul style="list-style-type: none"> • Tenant quality of life • Reduce social isolation 	n/a
Movie Night with Rec	Bi weekly	<ul style="list-style-type: none"> • Tenant quality of life • Reduce social isolation 	n/a
Art Marking with Art Gallery of Hamilton	1x monthly	<ul style="list-style-type: none"> • Tenant quality of life • Reduce social isolation 	n/a
HPL Tech Help	1x monthly	<ul style="list-style-type: none"> • Tenant quality of life • Reduce social isolation 	n/a

As outlined in the above chart, there are eleven areas that represent duplication with the proposed public health nurse role at the four corners. Specifically, services provided by the Shelter Health Network Primary Care Physician, the Community Paramedics



Program, St. Joseph's Health Care, and direct tenant support from CHH's own Tenant Services Coordinator and Intensive Case Managers represent the largest areas of overlap. As indicated, CHH is currently working with the Community Paramedics program to expand their program into 95 Hess St S. Additionally, there do not appear to be any obvious service gaps between what is proposed and what is already existing.

It should also be noted that historically, CHH did have a public health nurse seconded to its portfolio. However, Hamilton Public Health and CityHousing Hamilton made the mutual decision to discontinue the service, given the duties the nurse was performing were more aligned with primary care as opposed to public health's mandate of education, disease prevention and management, and health promotion. The targets originally intended for the role were not consistently achieved. As such, it is very unlikely funding for a position like this would be forthcoming and CHH is not able to fund it from within its current budget and operating model.

Therefore, given the analysis, it is not recommended that CHH move forward with this specific proposal for the four corners.

However, it should be noted that our Community Safety and Support team, particularly the Partnerships and Engagement section, have established a positive working relationship with Hamilton Public Health and are already engaged in conversations about how they can potentially support health based programming in some other CHH communities, particularly family communities, where there are significantly fewer programs and services available to tenants.

Also, as part of the work of Safe and Vibrant CHH, CHH's strategic plan for safety and security in our communities, and through the work of our Project Manager, Coordinated Community Resolutions, we are monitoring statistics related to community health (in particular EMS statistics) at the four corners and continue to explore any programming options that may offer services that are unique to what is already offered in this community.

Consultation

Internal CHH Departments:

Gillian McLaughlin & Carlie Weeks – Community Safety & Support, Operations CHH

External:

None applicable

Financial and Legal/Risk Considerations

No identified financial or legal risks related to this report.

Relationship to Strategic Priorities

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

- FLORISHING COMMUNITIES: Empower tenants with the support and services they need to thrive.
- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Appendices and Schedules Attached

None.

CityHousing Hamilton Report for Consideration

Date: April 21, 2026

To: Board of Directors
CityHousing Hamilton Corporation

Subject/Title: **Delegation Policy** for CityHousing Hamilton Board Meetings

Report No: **26006(a)**

Prepared by: Adam Sweedland
Chief Executive Officer, CityHousing Hamilton

CEO/Secretary: Adam Sweedland

Recommendation(s)

- a) That the Delegation Policy for CityHousing Hamilton Board Meetings attached as Appendix A to Report 26006(a) **BE APPROVED**.

Executive Summary

CityHousing Hamilton Corporation (CHH) allows stakeholders to make delegations to the Board of Directors from time to time. CHH has never formally adopted a policy or procedure for doing so and, instead, has generally followed the provisions of the City of Hamilton's procedural by-law, which was not created to apply to CHH. This has caused challenges for CHH in managing delegation requests.

In considering an approach suitable for CHH, staff conducted an environmental scan of other municipally owned housing providers and found, among its comparator group, each model can essentially be classified as being one of the following systems:

- No delegations were permitted to the Board of Directors (“Closed System”);
- A staff managed access system similar to the practice set out in the City of Hamilton’s procedural by-law which staff have largely followed (“Risk Managed Open System”); or
- A Board Chair managed system relying heavily on agenda relevance (“Democratic Open System”).

Report 26006 recommends the CHH Board adopt a “democratic open system” which aligns delegations to public agenda items to promote relevancy and timeliness for decision making and is managed by the Board Chair through established rules of order and decorum.

Key Facts

- CHH values accountability and transparency and believes its decisions are more effective when informed by tenants’ voices and perspectives.
- CHH does not have a policy or approach which adequately balances its commitment to hearing from tenants with its obligations to protect privacy for others and promote a safe and respectful environment for tenants and staff.
- The absence of a structured approach has been challenging for CHH.
- Report 26006(a) includes a recommendation to consider a policy which reflects the most open system for allowing delegations but focuses on ensuring tenant feedback is relevant to the public agenda items for the meeting and adheres to rules of order and decorum.

Background and additional information

CHH, like most municipally owned housing providers, is governed by the Ontario Business Corporations Act and is specifically deemed not to be a board or agency of the municipality. Except to the extent set out in the shareholder direction, CHH is not subject to the provisions of the Municipal Act, 2006, nor is it legislatively required to hold its meetings in public or allow third party delegations. However, CHH, like many other municipally owned housing providers, hold open meetings demonstrating transparency and accountability in decision-making expected from organizations receiving public funding and uphold these values by encouraging third party delegations, particularly tenants.

Analysis

Staff reviewed the different approaches employed by CHH's comparator group of municipally owned housing providers to determine if there are best practices that stand out as achieving an optimal balance of transparency with consideration to risk management related to protecting privacy and a respectful workplace.

The different approaches currently being used can largely be summarized as following one of three approaches:

- No delegations were permitted to the Board of Directors (“Closed System”);
- A staff managed access system similar to the 2025 Draft Policy (“Risk Managed Open System”); or
- A Chair managed system relying heavily on agenda relevance (“Democratic Open System”).

The recommended policy follows the “democratic open system” used by some other large local housing corporations. This model encourages advance notice of delegations but also invites delegates at the call of the Chair. Delegations are restricted to public agenda items only. This promotes feedback and perspectives which are relevant and timely for the Board’s decision-making.

Staff administrative involvement in delegations is limited to receiving advance requests, confirming relevancy to a public agenda item and building the delegation list for the Chair. The Chair confirms at the meeting if there are any additional delegations to be added and manages the delegations in real time by ensuring adherence to an established criteria and rules of order and decorum.

Alternatives

The Board could direct staff to implement one of the other systems described in this Report. These other systems are not being recommended for the reasons noted.

In addition, the legal implications related to a closed system have not been fully explored.

Consultation

The Tenants First Team was consulted on the 2025 Draft Policy in May 2025. The Tenants First Team has not been explicitly consulted in the recommended policy in Report 26006 but the feedback from 2025 included (i) a strong belief that delegations were an important tool for the Board to understand an issue and (ii) agreement there needs to be limitations on what can be shared or considered in delegations.

External counsel was consulted and that feedback has been incorporated into the recommended policy.

Financial and Legal/Risk Considerations

There are no financial or staffing implications associated with the recommendation(s).

Allowing public delegations carries some risk to the organization, such as impacting existing or future judicial or tribunal matters or impairing the organization's ability to meet its legal obligations to staff and tenants related to privacy and respectful environments, including the workplace. This makes it imperative to include limitations

which can be reasonably managed in real time, as well as clearly outline the consequences of non-compliance.

Relationship to Strategic Priorities

Discuss how the recommendation(s) will strategically enforce/improve that priority (why this report is being brought forward).

- FLORISHING COMMUNITIES: Empower tenants with the support and services they need to thrive.
- PRIDE IN HOME: Preserve and upgrade CHH's current housing stock.
- A WHOLE TEAM APPROACH: Strengthen our people and performance.

Previous Reports Submitted

Bullet list of reports that relate to this topic/subject/issue. Hyperlinks should point to public facing.

Appendices and Schedules Attached

Appendix A: <Title>

Appendix B: <Title>

CityHousing Hamilton Corporation



CATEGORY	01 - Administration	DATE APPROVED: <i>April 21, 2026</i>
POLICY	Delegation to Board of Directors	LAST REVIEWED: <i>n/a</i>
		NEXT REVIEW DATE: <i>April 2028</i>

1.0 POLICY STATEMENT AND PURPOSE

CityHousing Hamilton Corporation (CHH) is a legal entity governed by the provisions of Ontario Business Corporations Act and is not subject to the open meeting requirements of the Municipal Act. However, CHH values and encourages input from stakeholders, including tenants, community partners and other stakeholders to strengthen its understanding of current issues and its ability to implement and maintain effective and equitable operational policy.

CHH provides a range of mechanisms for stakeholder input, including allowing stakeholders to delegate to the Board of Directors (the Board) subject to the terms of this policy.

Stakeholders may delegate to the Board to share their perspective on a posted public agenda item for a scheduled CHH Board meeting.

Delegations are intended to improve the information available to the Board of Directors to fulfill its mandate to set operational policy. Delegations are not intended to be a conflict resolution mechanism or to submit complaints. CHH has existing mechanisms for escalating and resolving complaints, in addition to a range of legal options for tenants and stakeholders. In addition, delegations cannot be used as a forum to present information or resolve matters already under review by a legal dispute resolution body.

Principles of the Delegation Policy:

- Open and transparent decision-making.
- Benefit to stakeholders and the Board;
- Respect for procedural fairness and CHH policy;
- Provide equitable access.

2.0 SCOPE

This policy applies to all tenants, staff, and stakeholders of CHH. It outlines the terms and conditions on which persons, groups of persons, or organizations may delegate on a publicly posted agenda item for a scheduled meeting of the CHH Board.

3.0 POLICY

The policy emphasizes timely stakeholder feedback and information for recommendations to be considered by the Board on public agenda items at the same meeting. Delegations allow the Board to hear directly from those affected by its decisions and reinforce CHH's commitment to open, transparent decision-making. The agenda and reports for meetings will be posted on CHH's website by 4:00 p.m. on the Tuesday immediately preceding the scheduled meeting date.

Any person, group of persons, or organization wishing to address the Board should submit a written request to CHH and indicate the agenda item on which the delegation will be made and the manner of delegating.

Any person, group of persons, or organization, who wishes to appear as a delegation to address the Board may delegate:

- a. Orally in-person or virtually; or
- b. Through pre-recorded video; or
- c. Through written submission.

Stakeholders may only make one delegation per public agenda item at a meeting. However, they may delegate on more than one public agenda item and should submit a separate request to speak to each item to do so.

Stakeholders wishing to delegate on a matter unrelated to a public agenda item will be directed to the appropriate channel or resources to attempt to address their concerns first, including putting concerns in writing for review by the CHH senior leadership team. In the event the stakeholder continues to wish to delegate directly to the Board, the Coordinator will add the delegation to the delegation list, noting it is not related to a public agenda item at the current meeting, and the Board will be asked to consider approving the delegation for a future meeting date.

At the start of a Board meeting at which quorum has been confirmed, the Chair will ask whether anyone attending the meeting in person wishes to make a delegation on any public agenda item. Stakeholders who have not submitted a request to speak in advance can identify themselves at that time to be added to the delegation list.

Delegations may speak and present for no longer than five (5) minutes. The delegate(s) may request more time subject to Board approval. An extension of up to five (5) minutes may be granted with the approval of a majority of the members of the Board present.

In the event the delegation list exceeds five (5) individuals, the Chair may seek Board approval to shorten or limit the speaking time to ensure all delegations can be heard and the Board has an opportunity to ask questions with consideration given to the remaining items to be discussed on the full agenda.

Members of the Board can ask questions of the delegations and staff for clarification purposes only and not for debate.

Regardless of the method of delegating, no delegation shall:

- Discuss matters primarily unrelated to the item(s) for which they requested to speak.
- Identify staff, tenants, or vendors and their employees by name or in any other way that makes them identifiable.
- Discuss or raise matters related to staff which would be more appropriately addressed confidentially through labour relations policies and procedures.
- Discuss matters which are already the subject to an application, action or other resolution process initiated through a court or tribunal or quasi-judicial body to which the

delegation is a party. For example, these would include, but not be limited to, matters before the Landlord and Tenant Board, Human Rights Tribunal of Ontario, Ontario Divisional Court, the City of Hamilton's Social Housing Review Panel, etc.

- Make allegations of a violation of the Code of Conduct or the Municipal Conflict of Interest Act by a member of the Board. The delegate will be advised of the ways to bring such allegations to the attention of the Integrity Commissioner.

Delegations which do not comply with the foregoing may be declined, warned, or stopped from continuing at the Chair's direction. The Chair may, at any time, pause the delegation to seek clarity from staff if needed. The Chair may also seek the Board's approval to refer delegations to future meetings if, in the Chair's opinion, the delegate is not discussing matters relevant to a current public agenda item.

Quorum

The Chair must have confirmed quorum is present prior to proceeding with hearing any delegations. In the event quorum was not achieved or is lost, the meeting will be cancelled and either (i) rescheduled or (ii) the agenda items will be moved to the next scheduled meeting. Delegates will be advised of the new dates and may choose to change their manner of delegating, if necessary, to accommodate the new meeting date.

Order and Decorum During Delegations

The Chair is responsible for ensuring all parties in attendance behave in a respectful manner and do not make disparaging or damaging comments towards any tenant, stakeholder, board members or CHH staff.

No person in attendance in-person or virtually at a Board meeting may:

- i) Be disrespectful or disrupt the meeting in any manner;
- ii) Use offensive language or language which is discriminatory in nature based on an individual's race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status, disability, or any other protected grounds for services under the Human Rights Code, R.S.O 1990, c. H.19, as amended;

- iii) Address remarks to anyone but the Chair;
- iv) Interrupt a person who has the floor;
- v) Speak about or distribute materials related to any subject other than the subject for which they have received approval to address with the Board; or
- vi) Contravene a decision of the Chair in applying the rules of procedure.

Delegates must have electronic devices (e.g., phone, computer) set to a non-audible function during the Board meeting. Delegates may not bring food or beverages, water excepted, into the room where an in-person meeting is held.

City of Hamilton RZone Respectful Environment Policy (RZone)

To support a respectful workplace and environmental for all, the City of Hamilton's RZone procedure applies to Board meetings and addresses incidents of inappropriate behavior, verbal aggression, hate incidents and/or violence by a delegate or member(s) of the public, directed at a Board member, employee or member(s) of the public.

The Chair will request any person acting in a manner contrary to the rules set forth above or meeting the definitions of inappropriate behaviour in the RZone policy to correct the behaviour and act in accordance with these rules and inform the person that the City of Hamilton's RZone policy may be enforced if the inappropriate or contravening behaviour continues.

If a delegate persists in conducting themselves in a manner contrary to the rules set forth above, or if, in the opinion of the Chair, a delegate appears to pose a threat to the safety of themselves or others, the Chair may call a recess, at which time any livestream/video recording will be stopped. The Chair may seek advice from staff as needed and/or may expel the person from the meeting and, if required, request the help of security and/or Police to do so.

Any delegate who has been expelled from a meeting for failing to conduct themselves in accordance with the rules, may be restricted to delegating in writing or pre-recorded video submissions only, as follows:

1. First expulsion for a period of three (3) months;

2. Second expulsion within a six-month period shall be restricted for a period of six (6) months; and
3. Third expulsion within a twelve-month period shall be restricted for a period of twelve (12) months.

Education and Communication

CHH will inform tenants, stakeholders, and staff of the Delegation Policy and expectations by posting on the CHH website.

Accountability

Delegations will be included in the meeting minutes and form part of the CHH public record.

4.0 PROCEDURE

Any person interested in delegating to the CHH Board of Directors is encouraged to complete the 'Request to Speak to Board of Directors' form available on the CHH website.

Delegates should submit their request, together with any supporting material, no later than 4:00 p.m. on the Friday immediately preceding the scheduled Board meeting for which the related agenda item has been posted, to the Coordinator, Board Governance and Administration (Coordinator). The Coordinator will confirm the delegation relates to a public item posted on the agenda, assist the delegate as needed and ensure the delegate's name is added to the delegation list.

The 'Request to Speak to the Board of Directors' Form must include:

- Name(s) of all delegates;
- Agenda Item(s) for the delegation;
- Method of delegating; and
- Contact information (name, address, email and/or phone number).

Delegates will receive confirmation of the addition of their delegation request to the meeting agenda before the Board meeting by the coordinator. Delegates will be provided with a copy of CHH's Delegation Policy and RZone Policy in advance of their delegation.

If the request cannot be approved for reasons set out in this policy, the delegate will be informed of the reason(s) and provided with information on re-submitting a delegation request where appropriate. This information will be provided to the Chair as information.

Notwithstanding this procedure, stakeholders may also attend scheduled meetings and indicate their desire to speak to a public agenda item when the request for delegations are called by the Chair.

5.0 RESPONSIBILITY

It is the responsibility of CHH's Chief Executive Officer (CEO) to ensure tenants, staff, the Board of Directors, and stakeholders of CHH are aware of this policy.

6.0 DEFINITIONS

Board of Directors:

A group of individuals appointed through a City of Hamilton approved select process to develop, implement, and monitor how an organization meets its organizational outcomes. CHH operates with an independent Board of Directors.

Board Meeting:

A scheduled meeting of CityHousing Hamilton's Board of Directors that is IN-PERSON / VIRTUAL / HYBRID where a quorum of members is present.

Delegate:

A delegate is a stakeholder approved to speak to the Board on a public agenda item. A delegate's presentation is referred to as the delegation.

Hybrid:

A proceeding where some members participate virtually and some members participate in-person.

Stakeholder:

A stakeholder includes a tenant (including a member of household) residing in a CHH community,

a community partner or service provider, a neighbouring resident, a funder, a developer or anyone on behalf of themselves or an organization which has identified a public agenda item for which they believe they have unique and useful perspectives.

Quorum:

CityHousing Hamilton Corporation’s by-laws establishes quorum as being a majority of the duly-appointed board members. Meetings which do not have quorum are rescheduled or deferred to the next scheduled regular meeting.

7.0 REFERENCES AND RELATED POLICIES

- CityHousing Hamilton Complaints Policy
- City of Hamilton Code of Conduct
- City of Hamilton RZone Respectful Environments Policy
- Human Rights Code
- Municipal Conflict of Interest Act
- Business Corporations Act

8.0 ATTACHMENTS

N/A

9.0 HISTORY

- Approved by CHH Senior Management Team on March 4, 2026.

10. ACKNOWLEDGMENTS

- Informed by feedback from the Tenants First Team in March 2025.
- Prepared by Amanda Warren-Ritchie, Adam Sweedland and Teresa Herechuk in February 2026
- Reviewed by external counsel in March 2026.

CityHousing Hamilton Report for Information

Date: April 21, 2026

To: Board of Directors, CityHousing Hamilton Corporation

Subject/Title: **CEO Updates and Communications**

Report No: CEO Updates

Prepared by: Adam Sweedland, CEO, CityHousing Hamilton

CEO/Secretary: Adam Sweedland

Recommendation(s)

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

Updates:

1.0 Vacancy Unit Monthly Data Update and Information, March 2026 (attached).

The vacancy rate was 2.32%.

2.0 Building Up Community Benefits Demonstration

CityHousing Hamilton is advancing a partnership with Building Up, a non-profit social enterprise contractor that creates paid pathways into the skilled trades for individuals facing barriers to employment. The partnership includes two streams of work. The first supports vacancy unit turnovers, with dedicated, trained crews helping supplement existing contractor capacity for painting, patching, cleaning, and light repairs following tenant move out. The second is a pilot in-suite repair

program for occupied units. It uses a coordinated single-entry model to complete targeted repairs, minor upgrades, and standardized inspection and data capture that can inform follow-up work orders and capital planning. Building Up is also starting the process of actively recruiting its trainees from the CHH tenant base, creating direct opportunities for residents to gain paid, practical experience and move toward long term careers in the trades. Overall, the partnership improves service delivery while advancing inclusive employment objectives.

3.0 Safe Apartment By-law Compliance

CityHousing Hamilton has completed registration of its applicable residential portfolio under the City of Hamilton's Safe Apartment Buildings By-law and embedded a coordinated compliance framework across the organization. Effective January 1, 2026, the By-law established an annual registration and inspection regime for eligible apartment buildings, along with requirements for operating plans, building evaluations, tenant communications, and service request processes. CHH already delivers these areas to a high standard across its portfolio, and the new framework formalizes and strengthens that work. CHH worked closely with the City through a pre-launch pilot to help shape implementation and support operational readiness. CHH has since completed required submissions, aligned By-law requirements with existing business processes, and incorporated identified remediation needs into planned maintenance and multi-year capital programs. Tenant communications, annual inspection readiness, and ongoing compliance monitoring are now in place. SAB compliance is now part of steady-state operations, with clear accountability and a structured approach to maintaining regulatory alignment.

4.0 Tenant First Team

The Tenants First Team met on March 10, 2026, and approved its meeting minutes of January 13, 2026 (attached). The Tenants First Team is in the process of finalizing its annual work plan which will focus activities around three themes: property conditions, community safety and communications. Its next scheduled meeting is on May 12, 2026.

5.0 GTHA Community Housing Collaborative

The GTHA Community Housing Collaborative brings together the region's six largest public housing providers: CityHousing Hamilton, Durham Housing Corporation, Halton Community Housing Corporation, Peel Housing Corporation, Toronto Community Housing, and Housing York. The Collaborative was established to advance a shared agenda for the stewardship, renewal, and expansion of community housing as essential regional infrastructure. Collectively, its members represent more than 81,500 homes, serve over 150,000 tenants, account for approximately 40% of Ontario's public housing stock, and steward assets exceeding \$20 billion.

Its first initiative, The Public Housing Dividend: Building Economic Resilience & Social Value, is a first of its kind research partnership with a major Canadian bank. Using agent-based modelling across the GTHA, the study will quantify the economic, fiscal, and social returns of public housing investment, including both capital repair and new development. The work is intended to build a stronger evidence base for positioning public housing investment as a critical infrastructure priority that supports productivity, affordability, health, and long-term community wellbeing.

6.0 CHH 25th Anniversary event

To mark this milestone, CHH is hosting a Tenant Appreciation Picnic on May 30, 2026, at Gage Park. This event will celebrate the diverse communities and cultures our tenants bring to Hamilton and recognize the important role they play

in shaping the city. We anticipate welcoming more than 500 tenants and community members to this inclusive, family-friendly celebration.

7.0 Board Communications

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

- March 20, 2026: Email, Confidential: incident on Hess Street
- March 25, 2026: Email, Fire at First Place

Relationship to Strategic Priorities

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

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

Appendices and Schedules Attached

Attachment: Vacancy Unit Data, March 2026

Attachment: Tenants First Team, January 13, 2026 minutes

Attachment: Email 2026 dated, March 20, Confidential, incident on Hess Street; Email, March 25, Fire at First Place

March 2026 Vacancy Data

Classification	Subclassification	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Jan 2026	Feb 2026	Mar 2026
Occupied	RGI	4983	5012	5112	5036	5043	5050	5047
	Market	1741	1700	1618	1607	1550	1548	1582
Pending Move-in	n/a	91	76	99	154	214	218	221
Vacant	n/a	130	159	198	219	209	200	166
Unavailable	Large Scale Projects	65	63	65	76	76	76	76
	Development	132	132	70	70	70	70	70
Total Requirement		7142	7142	7162	7162	7162	7162	7162
Vacancy Rate*		1.82%	2.22%	2.76%	3%	2.92%	2.79%	2.32%

*Vacancy rate excludes pending move-ins and unavailable units

Key points:

- CHH had 12 move-ins in March.
- There are 221 units on offer with move-in dates expected in March and April.
- There were 18 move-outs in March – *below the monthly average of 40.*
- CHH experienced a loss of current contractors providing unit turnovers but is in the process of finalizing the contract award to onboard new and additional vendors.
- The CMHC rental vacancy rate for the Hamilton area was 3.1% in March. Local Housing Corporation comparators across the province had an average vacancy rate of 2.8%.

TFT Approved March 10, 2026

**Meeting Minutes
Tenants First Team
CityHousing Hamilton**

Date: **Tuesday, January 13, 2026**
Time: **5:30pm – 7:30pm**
Meeting: **Regular Meeting**

Location: **181 Main St W., 3rd Floor, Classrooms 3/4**

Present: Chair – Lisa Burton
Member – Darlene Tolman
Member – Cassandra Bozzo
Member – Taryn Goudie
Member – Edith Chavez
Member – James Kemp
Member – Masooda Alekozai
Member – Terry Daly
Member – Maria Kouki
Member – Sidra Zarar

CHH Staff – Adam Sweedland, CEO
CHH Staff – Leanne Ward, COO
CHH Staff – Gillian McLaughlin, Manager Community
Safety & Support
CHH Staff – Carlie Weeks, Supervisor of Partnerships
and Engagement
CHH Staff – Lauri Donovan, Tenant Engagement
Coordinator
CHH Staff – Laura Buchner, Tenant Engagement
Coordinator
CHH Staff – Carey Lavigne, Community Safety Liaison

Regrets: Vice Chair – Kim Cruz
Member – Rikki Grey

Guests: N/A

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 5:43 pm.

- A) Chair requested that rather than a regular roll call, that members and staff go around the table and introduce themselves and give a brief introduction.

2. Confirmation of Minutes

Hand over and year end meeting held on November 11, 2025. Members were in receipt of the meeting minutes.

Minute approval: *none opposed*.

3. CHH Organizational/Strat Plan Overview

Adam Sweedland presented a general overview of CHH Organizational Structure & Strategic Plan.

Presentation included:

- Explanation of the various divisions of CHH
- Financial overview of CHH funding
- History of CHH accomplishments
- Awards & Recognition
- Vision & Mission
- Tenants First Refresh Plan
- CHH Board of Directors

Members shared their reflections, such as the importance of pride in home.

Member questions included how much input members have with the Board of Directors, how CHH's plans relate to the housing crisis and if there is transitional housing provided through CHH.

4. Annual work plan for 2026

Adam shared an overview of the accomplishments of the 2025 Tenants First Team, noted that safety and security remains a priority in 2026.

Brainstorming session: members shared some of their observations since the “change over”:

- Lack of communication.
- Old notices not being removed.
- Increased security concerns.
- Safety concerns such as snow not being removed in a timely manner.
- No updates being communicated while waiting for projects to be completed.
- Lack of response to phone calls and voicemails.
- A chatbot for general questions was suggested.
- Concerns about unhoused community members sheltering in stairwells.
- Parking concerns – unknown cars and visitors
- Suggestion to have communications in additional languages.
- Need for improvement of the condition of units.
- Safety issues caused by lack of maintenance such as exposed insulation and unfinished basements.
- Suggestion to provide designated parking for service providers such as PSWs etc.
- Outdated appliances and the hazards posed by them (fire hazard oven)
- Need to make changes to Annual Unit Inspection (AUI) process.

Adam noted need to bring back revitalisation projects – ensuring all units are “touched”.

Member brought up maintenance concerns; specifically, about basements having exposed nails and insulation, leading to a discussion about finishing basements. Leanne and Adam explained that finishing basements is not feasible due to financial restraints and the potential of tenants creating bedrooms in the basement. Leanne noted that concerns such as exposed nails and/or insulation should be reported to maintenance for repair.

Chair – Lisa suggested doing an audit of all CHH properties to ensure accessibility standards. This suggestion was supported by other members.

Members asked if it is acceptable to share feedback from other tenants at other properties. Chair – Lisa encouraged members to think of their role within Tenant’s First as representatives of their communities.

Leanne shared that AUI process will be updated to be more of a meeting and discussion with tenants rather than strictly an inspection.

Shared that changes are being made to maintenance procedures, discussion around tracking cosmetic updates etc.

Draft workplan to be prepared for next meeting for members to review.

5. Conflict of Interest & Terms of Reference

Terms of reference document was shared at previous meeting.

Attachment:

- [Terms of Reference.docx | Sync.com](#)

Adam Sweedland provided presentation on code of conduct and conflict of interest.

Attachment:

- <https://ln5.sync.com/dl/047d3eef0#kpwkeazy-e56agcy4-pb3wn7bu-hkbsidk2>

6. Chair and Vice Chair Elections:

Chair – Lisa Burton explained that her term has come to an end. At next meeting in March nominations will be accepted for both chair and vice chair positions.

Chair – Lisa reminded members that the chair will attend meetings monthly – every other month for TFT and on opposite months attend meetings with CHH staff for agenda planning. Chair position can also include meeting with the board of directors and giving presentations.

Chair – Lisa – Reminded members to forward questions or agenda items to chair three weeks before meeting.

Member asked if email addresses could be shared amongst the TFT, members confirmed that emails can be shared amongst the committee.

Member brought up concerns about unit modification requests. Gillian suggested an overview of policies and procedures.

Leanne suggested that reviewing policy and procedures be added to work plan.

6. Next meeting

The next Tenants First Team meeting is scheduled for March 10 from 5:30-7:30pm at 181 Main St W.

Adjournment at 7:18 pm.

*Laura Buchner
CityHousing Hamilton
January 13, 2026*

Herechuk, Teresa

Subject: FW: Confidential Update: CityHousing Hamilton Board update on shooting incident

From: Sweedland, Adam <Adam.Sweedland@hamilton.ca>
Sent: Friday, March 20, 2026 9:44 AM
To: Board of Directors
Cc: Herechuk, Teresa <Teresa.Herechuk@hamilton.ca>
Subject: Confidential Update: CityHousing Hamilton Board update on shooting incident

Good morning CityHousing Hamilton President Nann and Board Members...

You may have received news through the local media of a shooting incident which occurred earlier this morning on Hess Street. [REDACTED]

[REDACTED]

... we will have additional staff onsite and available for any tenants who may have concerns or require assistance or support. We will also remind staff of the supports available to them should they have any concerns.

I will share any further update when and if received.

Thanks, Adam

Adam Sweedland (he/him)
Chief Executive Officer
CityHousing Hamilton Corporation

55 Hess Street South, 23rd Floor
Hamilton, ON L8N 4E5
905.523.8496



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Herechuk, Teresa

Subject: FW: Update: CityHousing Hamilton - Fire at First Place

From: Sweedland, Adam <Adam.Sweedland@hamilton.ca>
Sent: March 25, 2026 12:24 PM
To: Board of Directors
Subject: Update: CityHousing Hamilton - Fire at First Place

Good morning CityHousing Hamilton President and Board...

I am writing to inform you of a fire which took place on the [REDACTED] at First Place early this morning. The fire originated [REDACTED]. While the cause has not yet officially been confirmed, it is suspected to be arson, [REDACTED]. Tenants from three units were taken to the hospital because of smoke inhalation. Tenants have returned to their units and no tenants will be displaced.

The restoration contractor is currently on-site and has begun work to clean the hallway. They have inspected every unit on the floor and documented some light soot but no major interior damage which require immediate relocation. We will work with tenants impacted as necessary if relocation does become necessary.

I will share further updates as they become available to me.

Thank you,

Adam

Adam Sweedland (he/him)
Chief Executive Officer
CityHousing Hamilton Corporation

55 Hess Street South, 23rd Floor
Hamilton, ON L8N 4E5
905.523.8496



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****CONFIDENTIAL****

Date: Tuesday April 21, 2026

Report to: CityHousing Hamilton
Board of Directors

Submitted by: Adam Sweedland
Chief Executive
Officer/Secretary

Prepared by: Adam Sweedland
Chief Executive Officer

Subject: PRIVATE / CONFIDENTIAL

8) PRIVATE AND CONFIDENTIAL

a) Litigation Update (verbal)

NOTE: Discussion of Litigation Update (verbal) in closed session is subject to the following requirement(s) Pursuant to Section 9.3(e) of the City of Hamilton Procedural By-law No. 21-021 and Section 239(2)(e) of the *Municipal Act, 2001*, as amended, the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the City, including CityHousing Hamilton Corporation.

RATIONALE FOR CONFIDENTIALITY

This information is being considered in Closed Session as it contains confidential information related to litigation or potential litigation.

RATIONALE FOR MAINTAINING CONFIDENTIALITY

Staff are recommending that the verbal information / recommendation(s) remain confidential, as it contains confidential information related to litigation or potential litigation.

****CONFIDENTIAL****

Date: Tuesday April 21, 2026

Report to: CityHousing Hamilton
Board of Directors

Submitted by: Adam Sweedland
Chief Executive
Officer/Secretary

Prepared by: Adam Sweedland
Chief Executive Officer

Subject: PRIVATE / CONFIDENTIAL

8) PRIVATE AND CONFIDENTIAL**b) Strategic Review of Shareholder Direction (Report #25018(a))**

NOTE: Discussion of Report #25018(a), in closed session is subject to the following requirement(s) Pursuant to Section 9.3(k) of the City's Procedural By-law No. 21-021, as amended, and Section 239(2)(k) of the *Municipal Act, 2001*, as amended, the subject matter pertains to a position, plan, procedure, criteria, or instruction to be applied to negotiations by or on behalf of the municipality or local board, including CityHousing Hamilton Corporation.

RATIONALE FOR CONFIDENTIALITY

This report is being considered in Closed Session as it contains confidential information related to future negotiations.

RATIONALE FOR MAINTAINING CONFIDENTIALITY

Staff are recommending that the report / recommendation(s) / appendices remain confidential, as it contains confidential information related to future negotiations.

****CONFIDENTIAL****

Date: Tuesday April 21, 2026

Report to: CityHousing Hamilton
Board of Directors

Submitted by: Adam Sweedland
Chief Executive
Officer/Secretary

Prepared by: Sean Botham
Chief Portfolio Officer

Subject: PRIVATE / CONFIDENTIAL

8) PRIVATE AND CONFIDENTIAL**a) Development Strategy (Report #23022(c))**

NOTE: Discussion of Report #23022(c), in closed session is subject to the following requirement(s) Pursuant to Section 9.3(c) and (k) of Procedural By-law 21-021 and Section 239(2)(c) and (k) of the *Municipal Act, 2001*, as amended, the subject matter pertains to a proposed or pending acquisition or disposition of land and related negotiation positions, including CityHousing Hamilton Corporation.

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.