



**City of Hamilton**  
**GENERAL ISSUES COMMITTEE**  
**ADDENDUM**

**Meeting #:** 24-011  
**Date:** June 19, 2024  
**Time:** 9:30 a.m.  
**Location:** Council Chambers (GIC)  
Hamilton City Hall  
71 Main Street West

Angela McRae, Legislative Coordinator (905) 546-2424 ext. 5987

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**5. COMMUNICATIONS**

5.1 Correspondence respecting Encampments, from the following individuals:

- a. Amanda Weegar
  - \*a. Amanda Weegar - REVISED
- \*e. Nancy Hindmarsh
- \*f. Ryan Bukoski, Butlers Management Services
- \*g. David Carnovale, Arbor Memorial Inc.
- \*h. Lauren Mackenzie
- \*i. Julie Gordon
- \*j. Susie Braithwaite, International Village BIA
- \*k. Sandra Hudson
- \*l. Dina D'Ermo
- \*m. Frances Fuccillo

\*n. Mary-Lynn O'Hagan

\*o. Jo-Anne Ballarano

\*p. Meredith Evans

\*q. Andrew Tziatis

\*r. Ali M. Gardezi

- \*5.2 Correspondence respecting Item 10.5 - Major Hosted Tourism Event Opportunities (PED23129(b)), from the following individuals:

Recommendation: Be received and referred to consideration of Item 10.5.

\*a. Greg Dunnett, President and CEO, Hamilton Chamber of Commerce

\*b. Tim Potocic, President Sonic Unyon Records

- \*5.3 Correspondence from Joshua Weresch, respecting Item 7.2 - Circle of Beads request for an elected seat on the City's Council for Indigenous Peoples

Recommendation: Be received and referred to consideration of Item 7.2.

## 6. DELEGATION REQUESTS

- 6.2 Delegation Requests respecting Encampments, for today's meeting, from the following individuals:

\*c. Dave Edwards (In-Person)

\*d. Jordan Nicholson (Pre-Recorded Video)

\*e. Jodi Formosi (In-Person)

\*f. Margaret Kneulman (In-Person)

\*g. Mark Rotsaert (In-Person)

\*h. Nancy Hindmarsh (In-Person)

\*i. Christine O'Brien (In-Person)

\*j. Michael Norman (Virtually)

\*k. Shelly Hong (In-Person)

- \*6.3 Kojo Dampsey, respecting Item 7.2 - Delegation on Indigenous Elected Seat on Council (In-Person) (For today's meeting)

## 7. DELEGATIONS

- 7.1 Hafeez Hussain, respecting Putting Taxpayers First - Navigating City Hall (Virtually) (Approved June 5, 2024)

- \*a. Hafeez Hussain, respecting Putting Taxpayers First - Navigating City Hall (Virtually) (Approved June 5, 2024) - The Delegate has requested that their delegation be moved to the July 8, 2024 General Issues Committee meeting.

- 7.4 Delegations respecting Encampments, from the following individuals:

- d. Denise Hancock (In-Person) (Approved June 5, 2024)

- \*a. Denise Hancock - WITHDRAWN

## 8. STAFF PRESENTATIONS

- 8.2 Cybersecurity Incident Impact Update (CM24004) (City Wide)

- \*a. Cybersecurity Incident Impact Update (CM24004) (City Wide)

## 10. DISCUSSION ITEMS

- 10.8 Affordable Housing Development Project Stream Q1 2024 Results (HSC23028(e) / FCS23055(c) / PED23099(e)) (City Wide)

- \*a. Affordable Housing Development Project Stream Q1 2024 Results (HSC23028(e) / FCS23055(c) / PED23099(e)) (City Wide)

*Please refer to Item 14.6 for Confidential Appendix "A" to this Report.*

## 12. NOTICES OF MOTION

- \*12.1 Declaration of Emergency in the Area of Affordability

- \*12.2 Representation by the Urban Indigenous Community at City Council

## 14. PRIVATE AND CONFIDENTIAL

\*14.5 Canadian Union of Public Employees Local 1041, Ratification of Collective Agreement (HUR24015) (City Wide)

Pursuant to Section 9.3, Sub-section (d) of the City's Procedural By-law 21-021, as amended, and Section 239(2) sub-section (d) of the *Ontario Municipal Act, 2001*, as amended, as the subject matters pertain to labour relations or employee negotiations.

\*14.6 Confidential Appendix "A" to Item 10.8 - Affordable Housing Development Project Stream Q1 2024 Results (HSC23028(e) / FCS23055(c) / PED23099(e)) (City Wide)

Pursuant to Section 9.3, Sub-section (i) of the City's Procedural By-law 21-021, as amended, and Section 239(2) sub-section (i) of the *Ontario Municipal Act, 2001*, as amended, as the subject matters pertain to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the City or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;

*Please see Item 10.8 for Report HSC23028(e) / FCS23055(c) / PED23099(e) - Affordable Housing Development Project Stream Q1 2024 Results.*

**From:** Amanda Weegar [REDACTED]  
**Sent:** Thursday, June 13, 2024 5:39 PM  
**To:** McRae, Angela <[Angela.McRae@hamilton.ca](mailto:Angela.McRae@hamilton.ca)>  
**Subject:** Re: Delegation to the General Issues Committee - Bayfront Encampments

**External Email:** Use caution with links and attachments

**Revised Communication for GIC June 19<sup>th</sup> :**

Hello,

I have written numerous of times to the [unsheltered@hamilton.ca](mailto:unsheltered@hamilton.ca) in regards to the encampments in the North End, specifically the Bayfront Park area and it seems that as time goes on, the issues are just increasing. Majority of these encampments go against the encampment protocol. There are clusters larger than 5 tents, tents are occupying a larger space than what is to be allowed, there are many tents within 5 meters of sidewalks, some tents are utilizing the light poles to assist with the tying of their tarps, there is human feces, crack/meth pipes and needles throughout the grounds, there is garbage everywhere, there is open drug use and just as recent of this morning (May 21st ) I personally witnessed a few folks passed right out on the grounds, others "tweaking" out on drugs and two other individuals literally going to the washroom right out in the open. This is absolutely unacceptable!

The "solutions" the City have in place are broken and evidently NOT working. The crime in our area has yet again increased as Cameron should be well aware of. It is not just theft of our property anymore; it is escalating to home invasions and being physically threatened with weapons. Let's not forget the murder that happened in April at Pier 4 too. Daily something is happening to a resident of the North End. Daily.

There were 14 trespassing notices issued on May 6th for the encampments located at the Bayfront and there has yet to be any follow through with this. What is the point of having bylaws or encampment protocols if they are not being enforced. Why are there no mandatory SLA's to be abided by the City and Hamilton Police Service to rectify known infractions. I have escalated my concerns to Michelle Baird and David McKenzie and still have received no results. Within the most recent City's weekly report, (June 3<sup>rd</sup> - June 9<sup>th</sup>) Bayfront Park is stated numerous of times. There has been clean up every day from Monday June 3<sup>rd</sup> – Friday June 7<sup>th</sup>, the investigation, and submissions of trespassing notices are also sitting in the same status from the weekly reports that were issued well over a month ago. How is this approach helping anyone at this point? The simple answer...it is not. We need and must investigate other solutions. Previously, majority ruled on sanctioned sites. Why was this approach ignored? Why were Hamiltonians being ignored and continue to be ignored?

Please do something about this. The current process you have is failing. The law is not being adhered to, the bylaws are not being enforced, and the encampment protocol is not being enforced and/or working either. It's as if our city is in a state of a complete anarchy. It is truly terrifying.

We ALL need to feel safe. Housed and unhoused.

The LAW needs to apply to EVERYONE EQUALLY.

Thank you kindly,  
Amanda Weegar

**From:** Nancy Hindmarsh <[REDACTED]>  
**Sent:** June 13, 2024 3:30 PM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)  
**Subject:** Re: Written submissions for June 19 General Issues Committee

**External Email:** Use caution with links and attachments

Please confirm receipt of these submissions.

The encampment protocol is arbitrary and unfair. It was made without thought to its residents' health and security of their person.

The protocol and its realization and execution has resulted in indecent conditions.

The protocol is not commensurate with humanitarian standards in the face of crisis. It is unreasonable and can be argued as against the law.

The encampments are a disastrous solution to the disastrous housing emergency.

It is long over due the Red Cross be called in, private security and toilets and garbage collection for a start. It is apparent there is money in the protocol budget.

Compassion must guide the City's management of this protocol. Any other emergency would call for it.

Some encampment residents live with rent eviction, poor mental health and addictions. The City must treat all encampment residents with main concerns for their dignity, health, safety and it must provide targeted meaningful help.

Hamilton has an opportunity to set standards and produce fair and decent outcomes that could be replicated across Canada.

Respectfully submitted.

Nancy Hindmarsh  
[REDACTED]

**Wentworth Standard Condominium Corporation 381**

June 12, 2024

**ENCAMPMENT AT CITY HALL**

Dear Mayor Horwath, Councillor Kroetsch and Chief Bergen,

I am writing on behalf of the Board of Directors of the Wentworth Standard Condominium Corporation 381 (Core Lofts) located at 66 Bay Street South regarding the prior encampment at City Hall.

The board of directors is sympathetic to the housing crisis and respects the right to protest in front of City Hall. The protest had evolved into a situation with elevated crime which had made the neighbourhood unsafe.

The decline at the City Hall property resulted in increased costs to residents for a security guard and repairing vandalism. The encampment reduced personal safety amongst some of the residents. Cleanliness declined due to the blowing of garbage and dumping of trash on the property.

To summarize the impact, below are a few examples of criminal activity which resulted in extra repair and security costs:

- A trespasser made entry to the garage and attempted to break into cars on March 8 along with a resident interaction during an attempted bicycle theft
- The next day, another trespasser made entry to the garage and hid behind a truck, scaring a resident. Drug paraphernalia was found as well approximately \$2000 in damage to the garage doors
- Trespassing and open drug use by individuals from the encampment on March 12, 15, 16, 19, 25 and 26

To date, the encampment has cost residents approximately an extra \$5000 in security and vandalism repairs. Continuing with private security is not sustainable, specially to those residents on fixed income. This does not include the time spent asking trespassers to leave, arranging security and repairs. It's difficult to assess a value to the emotional toll of residents who do not feel safe.

In the case that the encampment occurs again in the future, the board will be requesting a property tax rebate on behalf of residents.

We thank you for your understanding and cooperation regarding this matter and hope to see the City of Hamilton and Hamilton Police take action to reduce these crime trends.

**Kind Regards,  
Butlers Management Services**

Ryan Bukoski  
Property Manager  
ryan@butlersmanagement.com





June 14, 2024

To: Members of General Issues Committee  
Re: Wellington Park Encampment

Dear Members of the General Issues Committee:

I am writing to you on behalf of Dodsworth & Brown Funeral Home – Robinson Chapel, located at 15 West Ave. N., Hamilton, ON L8L 5B9, which has been owned and operated by Arbor Memorial since 1981. As the Chief Operating Officer for Arbor Memorial, I'm writing today to share some of the significant impacts on our business and our staff associated with the encampment in Wellington Park. I want to be clear that we understand the complexities of homelessness and the need for compassion and support for those experiencing it. In parallel, it is our responsibility to address the health, safety, and well-being of our staff and the families we serve during their times of grief.

Arbor Memorial's primary concern is ensuring that the families we serve are provided with the dignity, respect, and privacy they deserve as they bid farewell to their loved ones. Many of the families we serve are in the midst of mourning, and our goal is to ensure that their experience at our funeral home does not add to their emotional burden. This means that our facilities must be clean and properly maintained, and that the environment is as calm and orderly as possible. Activities and conditions stemming from the encampment are currently resulting in significant cleanliness and maintenance challenges on our property for our staff, contributing to a more distressing environment for the families we serve and for our staff.

We recognize the challenges inherent in addressing homelessness and the need for comprehensive solutions that balance compassion with practicality. Arbor Memorial is committed to our community, and we believe there are further opportunities in the short-term to enhance our community's well-being.

We respectfully urge City Council to uphold its commitment outlined in its Encampment Protocol and provide additional health and safety, maintenance, and response measures to encampments. By implementing measures to ensure the safety and dignity of all residents, we can create a more compassionate and supportive community for everyone.

Thank you for your attention to this matter.

Sincerely,

David Carnovale  
Chief Operating Officer, Arbor Memorial  
[dcarnovale@arbormemorial.com](mailto:dcarnovale@arbormemorial.com)

**From:** Lauren MacKenzie <[REDACTED]>  
**Sent:** June 14, 2024 8:32 PM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)  
**Subject:** North end nuisances

**External Email:** Use caution with links and attachments

Dear Clerk,

I'd like to share with you my experience of living in the North End since the encampment protocol has taken effect.

We used to live at [REDACTED] in [REDACTED]. As more and more tents popped up in the area more, more unhoused people would make their way into our building for shelter.

Residents were too scared to use the front entrance because of the unpredictable state of these unhoused people. More often than not, these people were heavily intoxicated and quick to yell at or physically block residents.

Being buzzed in by naïve residents was also a common occurrence, which lead to unsheltered people sleeping under the stairwells, on the rooftop balcony, and a lot of theft.

My husband and I had our bikes stolen from the bike room, neighbours had their storage locker broken into, and our building's recycling bins were often missing. There were people snooping around the premises daily. Bi-law and non-emergency like was called frequently, and not much was done.

I thought moving into a house would have ensured a little more safety but I don't think that's the case anymore (we're on [REDACTED])! You see, I have 2 young children (3 and 7 months), and my husband works away from home from time to time (Toronto Fire). Knowing that the people living in the tents are stealing from neighbours at night, and even breaking and entering, is very unnerving.

I've attempted to walk through Bayfront park with my 7 month old and it's a filthy mess. Increased amounts of garbage, including drug paraphernalia and stolen goods litter the once beautiful and attractive green space near Hutch's. There is a noticeable increase in birds and their excrement. And on warm windy days you can smell human urine in the air.

The public bathrooms are risky to use now - especially with a toddler - as you never know who you're going to run into in there. It's simply not safe nor sanitary.

I once witnessed a woman punching her dogs in the face while screaming at them. I've seen verbal altercations in the afternoon between tent dwellers. Drug use or people passed out from

who know what. Police, Hamilton Fire, ambulances! I've seen many people roaming around the neighborhood carrying furniture, garbage bins, or riding a bill while carrying another.

There have been reports by neighbours of being chased by tent dogs that were not on leash. My neighbour recently had 2 bikes stolen from their backyard.

It feels like law enforcement cannot provide adequate support because they are called after the fact. I do not feel safe knowing we are essentially a target everyday.

I hope this email brings about some change.

Thank you for reading,  
Laken

To: Members of General Issues Committee  
From Julie Gordon, business owner, International Village BIA  
CC: Susie Braithwaite – Executive Director International Village BIA  
RE: Additional Encampment Protocol Considerations with respect to Wellington Park.

Dear Members of Council,

My husband I own a property on King Street East between Wellington and Spring Street, in The International Village BIA. I run a bookstore, and we live in the apartment above. The ongoing encampment in nearby Wellington Park has increasingly impacted both our personal lives and our business.

Over the last year we have seen an increase in disruptive behavior on the street. Every day we deal with people yelling in fits of anger, confronting pedestrians, and stumbling around in extreme states of intoxication. I have on several occasions witnessed people smoking drugs in front of my shop during business hours. Last summer, we were continually cleaning up human feces and drug paraphernalia from the back of our property – a problem we solved by putting in expensive fencing. For many years, I put a bargain book cart outside my shop in the summer months to attract customers. I have had to discontinue the practice after incidents where the book cart was knocked over or books were removed and tossed all over the street. In recent months, our property has been tagged with graffiti and several neighbours on our block have had their windows smashed. While some might argue that this is the price of owning a business downtown, I have run my shop here for twelve years, and prior to last year, incidents like this were rare, but now they are almost a daily event.

Many businesses in The International Village BIA are experiencing challenges related to encampments, but none more so than Dodsworth and Brown Funeral Home, which is located directly behind Wellington Park (Our BIA Chair Herb Wodehouse outlined these issues in a letter to the general issues committee dated May 14,2024). Due to the sensitive nature of this business, I would like to see an amendment to the protocol that restricts proximity of encampments to funeral homes. With respect to Wellington Park in particular, it is also adjacent to a major bus stop, across the street from the seniors' residences of First Place and sits at the highly visible entrance to our downtown business district.

I understand that encampments are part of a much larger problem, for which there is no easy solution. However, in the short term, I would ask council to consider assigning specific sites for encampments and look at ways to provide encampment dwellers with the services they need. Currently, we are asking desperate, vulnerable people, many of whom have serious addiction and mental health issues, to live in outdoor public spaces, without even the most basic amenities (i.e. washrooms, running water or heat) and to co-exist in these spaces with area residents. It is not surprising that frustration and anger has been escalating on both sides.

I thank you for your time and I hope you will take these concerns into consideration going forward.

Julie Gordon  
Owner/J.H. Gordon Books



hamiltoninternationalvillage.ca

June 17<sup>th</sup>, 2024

To: Members of General Issues Committee  
 From: Susie Braithwaite – Executive Director International Village BIA  
 CC: Herb Wodehouse - Chair International Village BIA  
 RE: Encampment Protocol

Dear Members of Council (General Issues Committee):

At the last GIC meeting that spoke to the encampment protocol on May 15<sup>th</sup>, the chair of our board Herb Wodehouse offered some recommendations and comments regarding the encampment at Wellington Park in a written delegation. As long-standing Executive Director of International Village BIA, I would like to echo his feedback as well as add my own comments surrounding this issue. Now that City of Hamilton staff are recommending that encampments are not allowed within 100m of funeral homes, I want to express my support of this recommendation and speak to how the encampment at Wellington Park has negatively impacted our BIA.

Everyday, the BIA is dealing with issues arising from this encampment. The most concerning issue is how this encampment is negatively impacting our businesses and especially Dodsworth and Brown Funeral Home in which the encampment is located directly in front of. The funeral home has lost a massive amount of business in funeral services as people simply do not want to mourn their family members where there is a lack of cleanliness and often drug use and illegal and threatening activities happening in broad daylight. We are constantly hearing from other businesses in that area that they are also losing business due to these mis-managed issues that have been placed on their doorsteps.

Often there are more tents than the encampment protocol states are allowed. The grass is extremely long and the BIA has had to ask that the City of Hamilton cut it where they can so to avoid ticks and uncleanliness of the area especially being located right beside one of the busiest bus stops on the B-line. Speaking of cleanliness, there is always personal belongings and garbage strewn throughout the park from the encampments which is greatly concerning especially considering this encampment is located at the entranceway to both our BIA and Downtown Hamilton. When the BIA asked why there is a fire-pit allowed we were told to respectfully contact Hamilton Fire about that.

This park was meant to be a place where family members and friends of those who have passed on can sit by the fountain and gardens and take a moment to grieve their lost loved ones and for seniors from First Place to get outside to soak up some sun and enjoy the park across the street. This encampment has taken those options away from them as they do not feel safe doing so anymore given these circumstances especially over the last 12-14 months.

195 Main St, East, Suite 100 Hamilton, ON L8N 1H2

info@hamiltoninternationalvillage.ca • (905) 522-1778

f @internationalvillage.bia t @HamIntVillage i @internationalvillagebia



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hamiltoninternationalvillage.ca

Today, I ask members of council to accept the recommended amendment to the encampment protocol to treat funeral homes as you have cemeteries so to avoid having encampments like Wellington Park encroach on similar spaces. Dodsworth and Brown has been a huge part of our community in downtown since 1867 for over 157 years. They have volunteered on our board for decades and are a large contributor to our community. If something isn't done soon, we are very worried about the future of this staple in downtown.

We understand that people are homeless and need a place to go, but it seems cruel to have them located in an area where they are subject to long grass and unkempt surroundings right on the doorsteps of businesses that don't have the means to properly manage this crisis. And it is unfair to ask these businesses to try to deal with these issues that they are constantly having to manage. Daily, they are forced to clean up human feces, garbage, personal belongings and needles from their properties all stemming from this encampment location at Wellington Park.

Better management of this situation needs to be considered by the City of Hamilton regarding encampments so that all parties involved can succeed. I urge council members to accept the recommendation presented today to not allow encampments within 100m of funeral homes and to try to find a better solution for all.

Sincerely,

A handwritten signature in blue ink, appearing to read "Susie Braithwaite".

Susie Braithwaite  
Executive Director - International Village BIA  
Cc: Herb Wodehouse, Chair

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195 Main St, East, Suite 100 Hamilton, ON L8N 1H2

info@hamiltoninternationalvillage.ca • (905) 522-1778

 @internationalvillage.bia  @HamIntVillage  @internationalvillagebia

**From:** Sandra Hudson [REDACTED]  
**Sent:** Monday, June 17, 2024 12:02:53 PM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca) <[clerk@hamilton.ca](mailto:clerk@hamilton.ca)>  
**Subject:** Encampments at Bayfront Park

**External Email:** Use caution with links and attachments

I live on [REDACTED] which backs onto the hill leading into Bayfront Park there are tents right in the trees behind my back garden which is way too close there is no need for them to be so close to our property . We can hear yelling and swearing frequently which is unnerving. There are 5 single senior women living alone in this area who are feeling unsure about their safety. There has been theft and stolen Hydro. The tents have lots of garbage and there is concern about rats and we also suspect they are using the area for a toilet.

I request as a tax paying citizen you immediately remove the tents in this area to another area there is no need for them to be here.

Yours respectively Sandra Hudson [REDACTED]

Written submission dated Monday, June 17<sup>th</sup>, 2024  
to the General Issues Committee for Wednesday, June 19<sup>th</sup>, 2024

Issues with encampment at the Delta Parkette and personal thought on Gage Park

Since, January 2024, I have sent at least 5 complaints ( once it got too much to avoid ) to the unsheltered staff and the office of Ward 3 about the encamped at the Delta Parkette. When it was suggested to me that I call the Hamilton Police Service too, I contacted them regarding the Parkette.

We all know those at the Parkette are trespassing on that property. We all know that it is not a feasible property for any kind of encampment. So my question is, if it is illegal for the tents and people to be there, why are they still there. If the City is waiting for the Police to evacuate the Parkette, I was informed by the Police that there are only 2 officers for the entire City to force the encamped to vacate that property. Is there no other way, as was accomplished in front of City Hall.

Never seen before, we have seen a major increase in bike thefts, (expensive bikes being repainted in these alleyways and probably resold) people doing drugs in the alleyways close to the Parkette ( 2 alleyways on Grosvenor Avenue South leading to Balmoral on one side and Ottawa Street on the other). These have been reported to the Police, without any consequences for those committing these acts of theft and drugs.

The Dollarama, I am sure the Office of Ward 3 and the Police have heard, have had to deal with the encamped stealing and bad behaviour.

I read in Nrinder Nann's newsletter about the pop up in Gage Park with the main issue being the encamped, tents, bad behaviour, theft etc. I have not walked in Gage Park since I heard about the tents and where they are located.

The City must be looking not only to the people who live in the tents, but to how it is affecting the people in the surrounding areas. Solutions to these many issues are of utmost importance. One thought is to make sure the distribution of the tents ( if that is the way it has to be) are not all in Ward 2 and 3, to distribute to parks or City property in Ward 4, 5 and others.

Dina D'Ermo





**From:** Frances Fuccillo [REDACTED]  
**Sent:** June 17, 2024 4:43 PM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca); [REDACTED]  
**Subject:** The effect of homelessness on my neighbourhood

**External Email:** Use caution with links and attachments

A few notes from a concerned citizen in regards to the homelessness on the East Ave., South and Hunter Ave., East area(bishop park)

~

Currently as of 4:05 PM June 17, 2024 At bishop park on the corner of east and hunter, there is now a total of five large size tents that are not properly spaced apart. Compared to other parks like Victoria Park Bishop is very small and there is not room for five large tents in the vicinity.

Furthermore, there is also an issue with massive amounts of garbage including but not limited to: human and animal waste, needles, rubber IV bands, and other drug paraphernalia(glass).. that of which has brought rats and likely other infestations that are unknown to the civilians, making it very unsanitary and unsafe to walk in the park and surrounding area.

On the note of human waste, a couple residing in one of the tents at Bishop Park had thrown a bucket full of faeces and other bodily waste over the fence surrounding the park on the date of June 6, 2024. There was an email sent out already regarding this incident and the picture to multiple other email address, however, I would like to include this as a point of the extreme urgency concerning these issues, and I will also include a picture as proof.

~

This morning at 6 AM approximately at the address of [REDACTED] in the back of the apartment which is private property, another incident had also occurred.

There was a man and a woman assuming homeless sitting directly behind my back door of my apartment, which is also next to my bedroom window, rustling and talking loudly. Politely, I told them that they need to leave, that they were on private property, and quickly they refused to leave the property along with the response that they were "waiting for someone". Shortly there after the superintendent of 94 and 96 East Ave. S. had come out to deal with the problem and proceeded to tell them sternly to leave and once he did that, they began to swear and argue with him loudly. They then proceeded to pull out a pair of scissors as a weapon. When the superintendent felt the need to grab his own protection for his safety, they finally ran off when seeing his means to protect

Himself.

Shortly after the man and the woman had left the back of the apartment, three more individuals, also commonly seen hanging around Bishop Park, were on the front property of the apartment close to the front door, obviously intoxicated on some thing going through the garbage and looking for drugs on the ground . They too loudly and volatilely argued with the superintendent when asked to leave.

The police were called and did arrive, but they were too late and all the individuals had already left.

~

Trespassing on private property in the area along with using drugs in public, defecating in public, littering, noise violations before and after specific times, and safety concerns due to these individuals having weapons and being extremely intoxicated on different drugs is a common problems that the community are facing of this small neighbourhood that used to at one time be very peaceful, clean, and enjoyable for the many families with children and animals that reside in the area

(Here's a photo of the faeces thrown over the fence)



**From:** mary-lynn o'hagan [REDACTED]  
**Sent:** June 18, 2024 8:39 AM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)  
**Subject:** Bayfront Encampments

**External Email:** Use caution with links and attachments

Your Worship, City councillors and City staff

I am a long-term home owner on Ferrie St W. backing on to Bayfront park. Living here has given me a sense of pride, community and safety...until recently.

Like many of my neighbours I have fallen victim to the lawlessness of the encampments, which are directly below my property on the treed north side entrance to Bayfront park. My garden shed has been broken into on numerous occasions, items stolen, ransacked and left out to be ruined by the elements and most recently, my electrical supply hijacked by them running an extension cord to their encampment.

In total this has cost me approx \$1000 in out of pocket expenses for repairs, replacement and excess hydro.

That unfortunately is the least of my concerns. The filth, the garbage, the drugs, the public defecating, the swearing and violence are making this a very unpleasant place to call home. We will soon be adding rats to the list of problems facing us. I am one of five single senior females backing onto these atrocious conditions, it is just not safe.

The encampments should be moved, if not elsewhere more appropriate in the city, then at the very least to the south side of the park away from residential properties.

Something must be done to end this situation **permanently** and restore our neighbourhood and our safety.

Respectfully,  
Mary-Lynn O'Hagan

**From:** Jo-Anne Ballarano [REDACTED]  
**Sent:** June 18, 2024 10:17 AM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)  
**Subject:** Proposed Changes to Encampment Protocol

**External Email:** Use caution with links and attachments

Further to the proposed changes to the Encampment Protocol I would like to suggest the following, as these are observed encampments that impact public use of park spaces.  
Suggested restricted areas should include:

1. Museums, particularly the Children's Museum in Gage Park.
2. The inclusion of bicycle pump track in the list of athletic facilities.
3. Public/City maintained garden areas. Currently a large encampment has decimated a bulb garden near the Gage Park greenhouse, an area enjoyed by many in the spring but now unviable.
4. The Children's garden area in Gage Park. Community gardens have been included as places on which tents cannot be established, but the Children's Garden is a resource that should have a perimeter similar to schools and playgrounds. It is a source of enjoyment for families as well as a wonderful educational resource.

Thank you for consideration of these specific locations to be included in the Protocol.

Jo-Anne Ballarano

[REDACTED]  
[REDACTED]

From: Meredith Evans [REDACTED]  
Sent: June 18, 2024 10:33 AM  
To: [clerk@hamilton.ca](mailto:clerk@hamilton.ca)  
Subject: Encampments-my experience as a residence-for GIC Mtg on June 19 2024

External Email: Use caution with links and attachments

Written correspondence for: City of Hamilton, GIC Meeting, June 19, 2024, 5.0 Communications

I understand that the City of Hamilton is trying to deal with the complex issues associated with homelessness and encampments. However, I don't feel that encampments have a place in our community parks, especially Bayfront Park. The protocol allows encampments, though a short distance away, to back onto residences; in my case along Bay St N and Ferrie St W. I do not think this should be allowed. I have a fence but not all home owners are as fortunate.

I no longer feel safe in my own home, yard or neighborhood. The north side of Harbour Dr has experienced a disturbing number of incidents. It's easy to wander up from encampments and into backyards, esp. as spring//summer plants grow. This has resulted in home and shed break-ins, including with a weapon, and destruction and theft of property. Large tents and tarps and smaller scattered tents allow for storage of stolen goods including bikes and propane tanks.

I have contacted police on numerous occasions and had them visit or call; a person wielding a knife directly behind my property; last Thursday a loud aggressive altercation. Recently a person, in this section of the park, was accosted with a baseball bat and another threatened with a knife on Bay St N during the day. I have also contacted the fire department regarding open fires and propane tanks.

I've been told by police to lock up the back of my house and my shed when working in my front yard. I do a visual check of my yard each morning. I no longer feel comfortable sitting out in my backyard at night, even with my lights on. When on the street now, I watch to see if people are casing the neighbourhood. I'm more aware when walking and cross the road or step into the street when I feel uncomfortable about people in front/behind/approaching me. These are new and disturbing experiences for me.

At a recent North End Neighbours meeting a police officer stated that officers do not park and walk through Bayfront encampments after dark "because they are concerned for officer safety without backups available."

Parents of young children in our area have expressed to me that they no longer take their children to play in the open grass space on the north side of Harbour Dr or other areas with encampments. They are worried about needles and drugs.

It is uncomfortable walking up/down the Bayfront Park sidewalk. Tents and barking dogs are sometimes close. People, under the influence of alcohol/drugs, wander from their tents across the sidewalk and the roadway. This is a dangerous situation for all. Litter sometimes accumulates around the garbage can that abuts the sidewalk.

In summary, the encampments in Bayfront Park and near residential homes, including mine, have made me feel wary and unsettled. I do not feel as safe in my home, yard and neighbourhood as I have in the past.

Meredith Evans



**From:** Andrew Tziatis [REDACTED]  
**Sent:** June 18, 2024 10:52 AM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)  
**Subject:** Request to submit written letter for General Issues Meeting - June 19

**External Email:** Use caution with links and attachments

Good morning, while I cannot attend the General Issues Meeting tomorrow, I am hoping to have my written submission available for review and consideration regarding Encampments and the upcoming review of the existing protocol.

**Dear Officials and Participants of the General Issues Committee,** I am a resident of Delta West. While I understand that encampments and homelessness are city-wide issues, I am writing to express my urgent concern regarding the homeless encampments in Delta Park and Gage Park, and the significant impact they are having on my community.

Firstly, I want to acknowledge the intention of compassion and care that the Hamilton Encampment Protocol and Unsheltered Hamilton aim to provide for those experiencing homelessness. However, it is becoming increasingly clear that there is a need to re-evaluate what is included in the protocol and, more importantly, whether any of these guidelines are enforceable by any government body or the police. Many community members and I have personally experienced how Local Council, City Hall, Hamilton Police, and Unsheltered Hamilton point to each other, with none seemingly capable or willing to enforce the guidelines within the Encampment Protocol—even when the violations and broken laws are clear for all willing to look.

Homelessness is a complex issue, often resulting from a combination of factors such as economic hardship, mental health challenges, and a lack of affordable housing. The formation of encampments is a visible manifestation of these underlying issues, and addressing these challenges requires support from provincial and federal resources. However, I urge our Local Council to ensure that the rules, guidelines, and an enforceable framework put accountability and responsibility in the hands of a single group that can enforce them.

My community is asking for change by coming together as a collective. I invite you to read statements from Delta West residents and see that over 280 residents are willing to put their names behind a petition seeking change: [Petition Link](#). Key concerns in our area can be captured under the themes of Crime, Litter, and Public Safety.

### **Crime**

Over the past year, especially over the last six months, crime in our community has escalated significantly. While each of these incidents has been reported to the police, the following examples illustrate what Delta West residents have had to endure:

- A neighbour on Rosslyn St S had personal items stolen from his vehicle. He confronted an individual in the Delta Park encampment who identified himself as the leader who maintained a logbook of stolen items from our neighbourhood. While some items were returned, it is deeply troubling that such organized crime is occurring and maintained under the current protocol.
- A neighbour on King St. experienced a break-in during daylight hours, where items were stolen from the home while their family and a service person were present. Such

incidents have understandably heightened fear for personal safety and the security of our properties.

- Over two evenings in May, more than 15 houses were targeted by thieves entering backyards to get into sheds, garages, and storage areas. Stolen items included tents, propane tanks, bikes, plants/planters, and tools. Some residents were able to retrieve stolen items from the Delta Park encampment and one thief was caught in progress—directly attributing these crimes to this group of individuals.
- On June 17, directly adjacent to the baseball diamonds in Gage Park where children as young as 3 years old were playing, a man attempting to stop an assault on an encampment resident was himself stabbed. This along with increasing violent crime events is shaking our community.

### **Litter**

Litter and waste generated by the residents of the encampments are overwhelming our parks and neighbourhood. Within the encampment, litter presents an extremely dangerous situation for all right now and will have a residual impact as this garbage leaches into our local environment, undermining the efforts of our community to build and maintain a beautiful Delta West. Both Gage Park and Delta Park are becoming littered with garbage, including a very concerning amount of used needles, drug paraphernalia, and bodily waste. This not only compromises cleanliness and safety but also burdens taxpayers with risk and the absolute costs of cleanup, diminishing our ability to enjoy these public amenities. Examples illustrating what Delta West residents have had to deal with include:

- In May, after an evening of elevated activity, a bag containing a broken glass drug pipe, a blade/knife, and what appeared to be stolen electronics was found in front of a neighbour's home, a block from the encampment. While on city property, the neighbour had to clean up the items.
- Throughout the first half of the year, residents in Delta West have found human feces packed in bags or containers on their lawns and in/around Gage Park. Areas that should be enjoyed by all are increasingly being avoided by residents and visitors to our beautiful Gage Park.
- The amount of litter around encampments contradicts the Litter Management efforts initiated by Ninder Nann within Ward 3. While it appears that initial audits on this program are occurring, the impact it could have on our 2024 taxes to offset the cost of people and equipment will affect all of us in Hamilton.

### **Public Safety**

Most importantly, dangerous situations attributed to the residents of the encampments within Gage Park and Delta Park have been reported. Examples illustrating what Delta West residents have had to deal with include:

- In one situation, a neighbour's daughter was verbally accosted while waiting for the bus on her way to school by a Delta Park encampment resident during what was thought to be a drug/mental health episode. The stress this put on our young community member resulted in a fear of walking to the bus, shopping at area businesses, and spending time enjoying Gage Park.
- There have been many situations where a couple residing in the encampments have either engaged in expletive-filled arguments or horrendous screaming episodes while walking through our community. These situations occur at all hours of the day, affecting our children as they walk home from school, play outside on weekends, or try to rest at night.

### **Proposed Actions**

I propose the following actions to address this urgent issue:

1. **Enhanced Coordination with Police:** Ensure that police resources are adequately allocated to address the crime associated with the encampments, and ensure everyone abides by the law, and those not are being dealt with.
2. **Community Engagement and Transparency:** Hold regular town hall meetings with residents to update them on actions being taken and to gather feedback.
3. **Re-evaluation of the Encampment Protocol:** Reassess the current protocol to find a balance that includes enforceable guidelines that prioritize residents' quality of life and place ownership in one organization, not shared between multiple entities. Moreover, this revision for the protocol needs to clarify the definition of "shelter" - living in tents, left to deal with addiction and mental health crisis, and enabled to build a shadow order outside societal norms is not "compassion", it's inhumane.

I am seeking your leadership and support to resolve this matter effectively. Thank you for your attention to this critical issue. It's no longer clear what the priorities of this council are as this situation has become worse for the majority on account of a very small minority.

Sincerely,  
Andrew Tziatis

**From:** Popeyes Hamilton <[info@popeyesstore.ca](mailto:info@popeyesstore.ca)>  
**Sent:** Friday, June 14, 2024 2:46 PM  
**To:** Thomas Allen [REDACTED]  
**Cc:** Steve Kulakowsky [REDACTED]; Smith, Steve [REDACTED]; Core Urban Inc. Accounting [REDACTED]; David Sauve [REDACTED]; Francis Zanetti [REDACTED]; [Ward2@hamilton.ca](mailto:Ward2@hamilton.ca) <[Ward2@hamilton.ca](mailto:Ward2@hamilton.ca)>; [cameron.kroetsch@hamilton.ca](mailto:cameron.kroetsch@hamilton.ca) <[cameron.kroetsch@hamilton.ca](mailto:cameron.kroetsch@hamilton.ca)>; [REDACTED] [abuck@hamiltonpolice.ca](mailto:abuck@hamiltonpolice.ca) <[abuck@hamiltonpolice.ca](mailto:abuck@hamiltonpolice.ca)>; [hasnain.khan@hamilton.ca](mailto:hasnain.khan@hamilton.ca) <[hasnain.khan@hamilton.ca](mailto:hasnain.khan@hamilton.ca)>; [joey.mccullough@hamilton.ca](mailto:joey.mccullough@hamilton.ca) <[joey.mccullough@hamilton.ca](mailto:joey.mccullough@hamilton.ca)>; [liesl.thomas@hamilton.ca](mailto:liesl.thomas@hamilton.ca) <[liesl.thomas@hamilton.ca](mailto:liesl.thomas@hamilton.ca)>  
**Subject:** Safety Concerns and Request for Increased Support

Dear Thomas,

I hope this email finds you well.

As dissociation regarding the challenges faced by businesses due to the homeless population, I wanted to update you on a recent concerning development.

Since our discussion, our store has unfortunately experienced two significant incidents:

- On Friday, June 7th, an individual experiencing homelessness was observed using the restroom facilities (urinate) outside the front of the store door in an unintended manner. The store manager contacted the local authorities, but unfortunately, they were unable to respond at that time. To ensure a safe and welcoming environment for all customers, the manager politely requested the individual to relocate. This situation caused some frustration.
- A stabbing involving a homeless individual occurred within our store premises. The police collected the video footage from us. We informed this incident to **Kelly Booth** and gave her Police incident #
- One of our employees was assaulted by a group of homeless people outside the store. When he finished his shift and went home. They assaulted him because he called the police because their concerning behaviour ( they were disturbing the customers in the store for money )
- On weeks ago, our store experienced a theft incident. A group of three individuals used pepper spray to obscure the cashier's view and subsequently stole money from her. We have provided the relevant security footage to the police department.
- The store managers have raised concerns regarding the back alley door. They report that the back door is left open for extended periods throughout most days. Unfortunately, this has resulted in another instance of a missing green waste bin from the alley. Attached are a few reference photos for your review.
- Additionally, staff & customers are frequently getting harassed for money & all the other issues. which creates an unwelcome atmosphere.

The safety of our staff and customers is paramount, and these incidents highlight the increasing difficulty of operating a safe business environment. We raised our concerns to these departments. Please see the list below.

1) . **Ward 2 councillor Mr Cameron Kroetsch's office**

- Phone: [905-546-2197](tel:905-546-2197)
- Email: [ward2@hamilton.ca](mailto:ward2@hamilton.ca)
- 

2) .**The Hamilton Business Centre**

- Name - Mr. Keith
- [REDACTED]

3) .**Downtown Hamilton BIA (Business Improvement Area )**

- Name - Emily Walsh
- [REDACTED]
- Email - [info@downtownhamilton.org](mailto:info@downtownhamilton.org)

4). **Patrol Officer Department**

- Name - Kristian Nicolecta
- [REDACTED]

5). **Crime Management**

- Name - Alex Buck (Manager)
- (905)540-5093
- Email - [abuck@hamiltonpolice.ca](mailto:abuck@hamiltonpolice.ca)

We would like to express our sincere appreciation to **Officer Kristian** for recently visiting our store. His presence contributes significantly to maintaining a safe and secure environment for both our employees and customers. To further enhance security measures, we respectfully request the possibility of increased patrols in the area surrounding our store.

As discussed, securing a meeting with the city mayor, **Andra Horwath**, would be highly beneficial. Her involvement and influence are crucial in addressing the challenges faced by businesses in our area and implementing solutions for a safer environment.

We believe a collaborative approach with the city's support is essential.

I would be grateful if you could assist us in scheduling a meeting with **Mayor Horwath**.

Thank you for your time and continued support.

Sincerely,

Ali M. Gardezi

A solid black rectangular box used to redact the signature of Ali M. Gardezi.

[info@popeyesstore.ca](mailto:info@popeyesstore.ca)

June 13, 2024

Dear Members of Hamilton City Council,

I am writing on behalf of the Hamilton Chamber of Commerce to express our strong support for Hamilton's bids to host the JUNO Awards in 2026 or 2027, the 2026 Brier Canadian Men's Curling Championship, and the 2027 and 2029 Canada Wide Science Fairs. As the representative body for Hamilton's business community, we understand the profound positive impact these prestigious events can have on our city.

Hamilton has a proven track record of successfully hosting major events, as evidenced by the overwhelming success of the 2021 and 2023 Grey Cups and the 2024 RBC Canadian Open. These events have brought significant economic benefits, fostered community spirit, and showcased Hamilton's capacity to host large-scale national events.

Each of these events would not only showcase our great city but also bring substantial economic and social impact to our community.

Hosting the JUNO Awards would elevate Hamilton's cultural profile while bringing substantial economic impact. With our rich musical heritage and vibrant arts scene, Hamilton is perfect for this celebration, drawing visitors, media attention, and local business engagement.

Similarly, the 2026 Brier Canadian Men's Curling Championship would continue to showcase Hamilton's passion for sports. While the 2027 and 2029 Canada Wide Science Fairs would underscore Hamilton's commitment to education, innovation, and youth development, aligning with our strategic vision for growth.

We strongly believe that these events would not only enhance Hamilton's reputation but also provide significant economic, cultural, and social benefits. The Hamilton Chamber of Commerce is ready to support these bids in any way possible and is confident in our city's ability to deliver unforgettable experiences for all attendees.

Thank you for considering these remarkable opportunities to showcase Hamilton's strengths and celebrate our vibrant community.

Sincerely,



Greg Dunnett  
President and CEO, Hamilton Chamber of Commerce

120 King Street West  
Plaza Level  
Hamilton, ON L8P 4V2  
[www.hamiltonchamber.ca](http://www.hamiltonchamber.ca)

**Office:** (905) 522-1151  
**Fax:** (905) 522-1154  
[hcc@hamiltonchamber.ca](mailto:hcc@hamiltonchamber.ca)





June 13.2024

Dear Ryan McHugh (Tourism Culture Division),

On behalf of Sonic Unyon Records please accept this letter of support for the City of Hamilton Tourism Departments application to Caras for the bid to bring the Junos Awards back to Hamilton. We are 100% in favor of this incredible awards show to come back to Hamilton and grace our large venues with the best talent from around the world. The Juno awards animate our downtown and venues throughout the city. The economic impact and awareness to the city that the Juno Awards bring is incredibly important to the vibrancy of the city's music scene.

Our tourism department has fully embraced the music culture in Hamilton and their bid will reflect this desire to have Hamilton streets filled with music and talent from across Canada. Please strongly consider Hamilton as the next home to the Juno awards in 2026/2027.

We are fully committed to supporting the City of Hamilton and the Caras organization from the top down with our volunteerism and activations within Hamilton.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Tim Potocic".

Tim Potocic  
President, Sonic Unyon Records





June 13.2024

Dear Ryan McHugh (Tourism Culture Division),

On behalf of Sonic Unyon Records please accept this letter of support for the City of Hamilton Tourism Departments application to The Brier Curling Championships. We are 100% in favor of this incredible events presence in Hamilton. The Brier Championship animate our downtown and major venues throughout the city. The economic impact, awareness and cultural impact to the creative industries to the city that the Brier bring is incredibly important to the vibrancy of the city's sport and cultural scene.

Our tourism department has fully embraced the culture in Hamilton and their bid will reflect this desire to have Hamilton streets filled with fans from across Canada. Please strongly consider Hamilton as the next home to the Brier Championships.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Tim Potocic".

Tim Potocic  
President, Sonic Unyon Records

18 June 2024

To the members of the city's General Issues committee:

I write as a life-long Hamiltonian on Between the Lakes Purchase Treaty No. 3's lands, living here with my wife and 4 children. I write as a Christian, one of German heritage, a White cis-het male.

I write to ask that you continue the conversation with the members of Circle of Beads supporting their request for an elected seat on the city's council for Indigenous peoples. As published in the *Hamilton Spectator* on the 21<sup>st</sup> of February and the 12<sup>th</sup> of June, 2024, this elected seat would represent the whole community better. I urge you to support, clearly, unequivocally, and publicly, Circle of Beads' request for an elected seat on council for Indigenous peoples, beginning with an advisory position created in the interim with a clear, express view of moving reasonably from an advisory to an elected capacity.

Thank you for your time and attention to these matters. I look forward to your actions in these regards.

Respectfully,

Joshua Weresch, M. Div.

Ward 8

Submitted on Wed, 06/12/2024 - 15:00

Submitted by: Anonymous

Submitted values are:

**Committee Requested**

Committee  
General Issues Committee

Will you be delegating in-person or virtually?  
In-person

Will you be delegating via a pre-recorded video?  
No

**Requestor Information**

Requestor Information  
Dave Edwards

Preferred Pronoun  
he/him

Reason(s) for delegation request  
encampments in parks

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
Yes

Submitted on Fri, 05/31/2024 - 10:43

Submitted by: Anonymous

Submitted values are:

**Committee Requested**

Committee  
General Issues Committee

Will you be delegating in-person or virtually?  
Virtually

Will you be delegating via a pre-recorded video?  
Yes

**Requestor Information**

Requestor Information  
Jordan Nicholson

Preferred Pronoun  
she/her

Reason(s) for delegation request  
Allowing encampments in public parks has completely ruined community resident's quality of life. I spoke about these issues a year ago, and I'm back again because they have only gotten worse since then. Our mental and physical safety are in danger.

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
No

**From:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)  
**To:** [McRae, Angela](#); [Kolar, Loren](#); [Blen-Bruzon, Dami](#)  
**Subject:** FW: Webform submission from: Request to Speak to a Committee of Council  
**Date:** Friday, June 14, 2024 3:46:31 PM

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**Magda Green**

*Administrative Assistant II to the City Clerk*  
Office of the City Clerk, Corporate Services  
**City of Hamilton**  
[magda.green@hamilton.ca](mailto:magda.green@hamilton.ca)

City Hall is located on the ancestral territory of the Haudenosaunee Confederacy, the Anishinaabe and many other Indigenous peoples. It is also covered by the Dish with One Spoon Wampum agreement, which asks that all sharing this territory do so respectfully and sustainably in community.

---

**From:** City of Hamilton <[hello@hamilton.ca](mailto:hello@hamilton.ca)>  
**Sent:** June 14, 2024 3:44 PM  
**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)  
**Subject:** Webform submission from: Request to Speak to a Committee of Council

**External Email:** Use caution with links and attachments

Submitted on Fri, 06/14/2024 - 15:44

Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee  
General Issues Committee

Will you be delegating in-person or virtually?  
In-person

Will you be delegating via a pre-recorded video?  
No

## Requestor Information

Requestor Information  
Jodi Formosi

[Redacted]  
[Redacted]  
[Redacted]

[REDACTED]  
[REDACTED]  
Preferred Pronoun  
she/her

Reason(s) for delegation request

Wish to express my grave concerns regarding the failure of the City to protect the citizens and respect the Taxpayers' entitlement to a safe and clean environment.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No

The sender designated this message as non-commercial mandatory content with the following note:

[Change communication preferences](#)

71 Main Street West  
Hamilton, ON, L8P 4Y5  
Canada

**From:** City of Hamilton <[hello@hamilton.ca](mailto:hello@hamilton.ca)>

**Sent:** June 17, 2024 1:00 PM

**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)

**Subject:** Webform submission from: Request to Speak to a Committee of Council

**External Email:** Use caution with links and attachments

Submitted on Mon, 06/17/2024 - 12:59

Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee

General Issues Committee

Will you be delegating in-person or virtually?

In-person

Will you be delegating via a pre-recorded video?

No

## Requestor Information

Requestor Information

Margaret Kneulman



Reason(s) for delegation request

Public health and safety in regards to drug paraphernalia and loose aggressive dogs at encampments at encampments

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No

**From:** City of Hamilton <[hello@hamilton.ca](mailto:hello@hamilton.ca)>

**Sent:** June 17, 2024 7:54 PM

**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)

**Subject:** Webform submission from: Request to Speak to a Committee of Council

**External Email:** Use caution with links and attachments

Submitted on Mon, 06/17/2024 - 19:53

Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee

General Issues Committee

Will you be delegating in-person or virtually?

In-person

Will you be delegating via a pre-recorded video?

No

## Requestor Information

Requestor Information

Mark Rotsaert



Preferred Pronoun

they/them

Reason(s) for delegation request

Encampment in backyard and need some thing to be done in a manner that respects the individuals of these encampments.

We where broken in to our house while my son was asleep

They stole our car and drove it around the corner and parked the car with our belongings and a weapon in the back of the car .

We have lived with these encampments since COVID and have given them space

We are seeing a larger amount of crime open

use of drugs and a sense that the situation is getting worse . The Harbor West Go Station has turned in



to a crime and open use of drugs with the station being used for toilet.

We respect the social workers the police and the Hamilton city workers that deal with these people every day.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No

**From:** City of Hamilton <[hello@hamilton.ca](mailto:hello@hamilton.ca)>

**Sent:** June 18, 2024 9:57 AM

**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)

**Subject:** Webform submission from: Request to Speak to a Committee of Council

**External Email:** Use caution with links and attachments

Submitted on Tue, 06/18/2024 - 09:56

Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee

General Issues Committee

Will you be delegating in-person or virtually?

In-person

Will you be delegating via a pre-recorded video?

No

## Requestor Information

Requestor Information

Nancy Hindmarsh



Preferred Pronoun

she/her

Reason(s) for delegation request

Hamilton encampments protocol

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No

**From:** City of Hamilton <[hello@hamilton.ca](mailto:hello@hamilton.ca)>

**Sent:** June 18, 2024 10:12 AM

**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)

**Subject:** Webform submission from: Request to Speak to a Committee of Council

**External Email:** Use caution with links and attachments

Submitted on Tue, 06/18/2024 - 10:12

Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee

General Issues Committee

Will you be delegating in-person or virtually?

In-person

Will you be delegating via a pre-recorded video?

Yes

## Requestor Information

Requestor Information

Christine O'Brien

[REDACTED]

Reason(s) for delegation request

I would like to speak about the issue of the tents in the park on Vansitmart and Barton Street in Hamilton.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No

**From:** City of Hamilton <[hello@hamilton.ca](mailto:hello@hamilton.ca)>

**Sent:** June 18, 2024 11:09 AM

**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)

**Subject:** Webform submission from: Request to Speak to a Committee of Council

**External Email:** Use caution with links and attachments

Submitted on Tue, 06/18/2024 - 11:08

Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee

General Issues Committee

Will you be delegating in-person or virtually?

Virtually

Will you be delegating via a pre-recorded video?

No

## Requestor Information

Requestor Information

Michael Norman

[REDACTED]

Preferred Pronoun

he/him

Reason(s) for delegation request

To speak to the impacts of encampments and the encampment protocol on my family and neighborhood. I would prefer to speak to this in person but as a fulltime power wheelchair user and recipient of homecare services, I am unable to ensure my availability.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No

**From:** City of Hamilton <[hello@hamilton.ca](mailto:hello@hamilton.ca)>

**Sent:** June 18, 2024 12:04 PM

**To:** [clerk@hamilton.ca](mailto:clerk@hamilton.ca)

**Subject:** Webform submission from: Request to Speak to a Committee of Council

**External Email:** Use caution with links and attachments

Submitted on Tue, 06/18/2024 - 12:00

Submitted by: Anonymous

Submitted values are:

## Committee Requested

Committee

General Issues Committee

Will you be delegating in-person or virtually?

In-person

Will you be delegating via a pre-recorded video?

No

## Requestor Information

Requestor Information

Shelly Hong



Preferred Pronoun

she/her

Reason(s) for delegation request

Voice concerns on encampments

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No

Submitted on Tue, 06/18/2024 - 08:17

Submitted by: Anonymous

Submitted values are:

**Committee Requested**

Committee  
General Issues Committee

Will you be delegating in-person or virtually?  
In-person

Will you be delegating via a pre-recorded video?  
No

**Requestor Information**

Requestor Information  
Kojo Dampety

Preferred Pronoun  
he/him


Reason(s) for delegation request  
Delegating on Indigenous elected seat on Council.

Will you be requesting funds from the City?  
No

Will you be submitting a formal presentation?  
No



# INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	June 19, 2024
<b>SUBJECT/REPORT NO:</b>	Cybersecurity Incident Impact Update (CM24004) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Carrie Brooks-Joiner (905) 973 0993 Jenn Hohol (905) 546-2424 Ext. 7857 Brian McMullen (905) 546-2424 Ext. 4549
<b>SUBMITTED BY:</b>	Mike Zegarac, General Manager Emergency Operations Centre Director
<b>SIGNATURE:</b>	

## COUNCIL DIRECTION

Not applicable

## INFORMATION

Report CM24004 provides an overview of the cybersecurity incident, the costs incurred to May 28, 2024, the preliminary forecast costs, the impact on services and technology and identifies next steps.

## OVERVIEW OF THE CYBERSECURITY INCIDENT

On Sunday, February 25, 2024, the City of Hamilton (City) experienced a cybersecurity incident that resulted in the disabling of a majority of the City's Information Technology Systems and Infrastructure. The Emergency Operations Centre (EOC) was activated the evening of Sunday, February 25 upon confirmation of a cybersecurity incident. The City's insurer and team of cybersecurity experts (including CYPFER, Deloitte LLP and legal counsel) were engaged to support the response, ongoing recovery and rebuilding efforts.

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OUR Vision: To be the best place to raise a child and age successfully.

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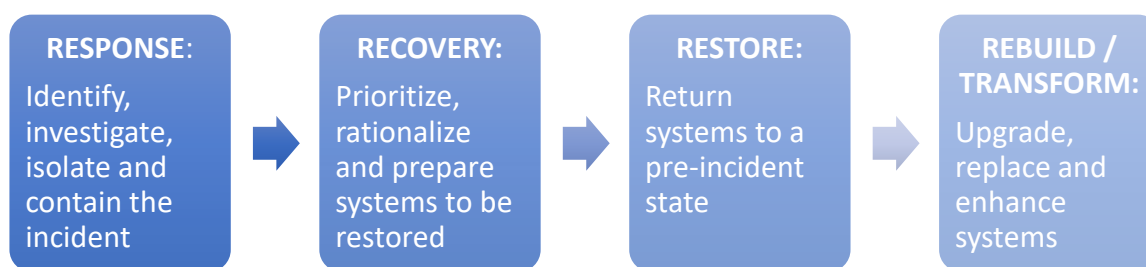
## **SUBJECT: Cybersecurity Incident Impact Update (CM24004) (City Wide) – Page 2 of 7**

The City, in collaboration with external experts, took intentional and purposeful actions to contain the incident, protect the community and staff and ensure the continued delivery of critical services. Throughout the incident, the City maintained core programs and services to the community, with additional services gradually resuming as it was safe and secure to do so.

The City is committed to making thoughtful, intentional and incremental improvements aimed at achieving a state superior to that before the incident.

Informed by the external experts, the full recovery process is expected to extend over many months. The City will progress through four main phases of effort as outlined in Figure 1 below.

**Figure 1: Response, Recovery, Restore and Rebuilt / Transform**



The City's work in the Response Phase focused on containment and isolation of the City's Information Technology infrastructure to prevent the cyber criminals from inflicting further damage. City staff also responded to the disruption of services with the development of manual and alternative processes, where possible, to continue to provide internal support to impacted service areas in an effort to limit the extent of service impacts to the public and internally.

In March 2024, the Mayor and City Manager confirmed that the City had:

- Contained the cybersecurity incident;
- Determined through forensic analysis that there was no evidence that personal data or information has been compromised;
- Not paid a ransom, and;
- Shifted from the Response Phase to the Recovery Phase.

Services and applications continue to be made available as it is safe and secure to do so.

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**SUBJECT: Cybersecurity Incident Impact Update (CM24004) (City Wide) – Page 3 of 7**

As the City continues to bring back applications and work through the Recovery and Restore phases, the City is presented with a unique opportunity to build back its infrastructure stronger and better in the Rebuild / Transform Phase. Where applications can be recovered, restored or rebuilt staff are currently working to assess each application to determine whether it should be restored as status quo and returned to pre-incident state, improved by enhancing what previously existed (continuous improvement) or transformed. This is being done using the foundations of a customer-centric experience and optimizing an enterprise approach. This analysis is ongoing.

The City's focus has moved from immediate Response to the Recovery, Restore and Rebuild / Transform Phases. Building back stronger is being done with a focus on the customer and employee experience, enterprise solutions and efficiency and increasing resilience to protect against future incidents.

Work is underway to analyze applications and processes and is anticipated to identify opportunities to transform services and work processes. These opportunities will be detailed in future reports to Council including the identification of cost implications, funding strategies and timelines. Examples include telephone infrastructure replacement, point-of-sale system replacement and time and attendance system implementation.

In addition, staff is aware that as a consequence of the cyber security incident, there may be delays to existing capital projects and other initiatives. Staff is reviewing this and will report back to Council on projects that may have been delayed and any potential impacts.

**FINANCIAL IMPACT – COSTS INCURRED**

All goods and / or services acquired during the EOC activation, to date, have followed City policy and procedures, including the Procurement Policy. The financial impacts are being tracked across the four phases: Response, Recovery, Restore and Rebuild / Transform. It is important to note that some financial impacts may cross more than one of these phases. However, for the purposes of simplifying reporting, financial impacts have been assigned to the most relevant phase.

Tables 1 and 2 summarize the preliminary financial impacts related to this incident reported as of May 28, 2024 by phase and cost category.

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**SUBJECT: Cybersecurity Incident Impact Update (CM24004) (City Wide) – Page 4 of 7**

Table 1 – Cybersecurity Incident Preliminary Financial Impact - by Phase

Phase	Cost Categories	Estimated \$
Response	<ul style="list-style-type: none"> <li>• External Experts</li> <li>• Other Related Costs</li> </ul>	\$1,480,657
Recovery	<ul style="list-style-type: none"> <li>• External Experts</li> <li>• Infrastructure</li> <li>• Staffing</li> </ul>	\$1,522,145
Restore	<ul style="list-style-type: none"> <li>• External Experts</li> <li>• Infrastructure</li> </ul>	\$1,657,124
Rebuild / Transform	<ul style="list-style-type: none"> <li>• External Experts</li> <li>• Infrastructure</li> </ul>	\$1,055,000
Total		\$5,714,926

Table 2 – Cybersecurity Incident Preliminary Financial Impact - by Cost Category

Category	Estimated \$
External Experts	\$2,943,950
Infrastructure	\$1,718,192
Staffing	\$924,752
Other Related Costs	\$128,032
Total	\$5,714,926

Response Phase financial impacts relate to the City's efforts to protect systems and to provide services with as little disruption as possible in the initial period following the cybersecurity incident. Examples include the purchase of additional storage server capacity and equipment such as printers and cell phones to facilitate service continuity during the initial response period. Early in the Response Phase, limitations in payment processes resulted in relatively small amounts of lost revenue in Recreation and Waste Disposal.

Financial impacts for the Recovery and Restore Phases include activities related to the testing, restoration and recovery of the various systems impacted. Future financial impacts in this area are anticipated.

The financial impacts of the Rebuild / Transform Phase include rebuilding applications and data, redesigning to meet the needs of business areas and migration to future state infrastructure that is responsive to customer needs and provides improved user experiences. Future financial impacts in this area are anticipated.

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**SUBJECT: Cybersecurity Incident Impact Update (CM24004) (City Wide) – Page 5 of 7**

The annual operating costs and capital project costs in Tables 1 and 2 will be absorbed in 2024 budgets and reported to Council in future budget variance reports with applicable funding from existing capital work-in-progress projects or reserves, where available.

**FORECAST COSTS**

With a plan to continue to modernize, digitize and strengthen City's services, there were plans to invest a substantive amount to support this work which was forecasted as \$33.6 M 2025-2033 tax and rate budgets. These investments were planned to further Council's Responsiveness and Transparency Priority and the related customer experience outcomes, strengthen the City's cyber security and support transformative improvements in service delivery. Staff is reviewing the alignment of the current and forecasted investments in an effort to assess opportunities to leverage funding to support and accelerate the response to the cyber incident.

Though most applications can be recovered, restored and rebuilt there are some applications that are unrecoverable, meaning the database or application cannot be re-established or are at end of life, resulting in temporary manual or alternate processes to limit the impact on the services where possible. This is the case for key applications which are required to support the City's business management systems, processes for permits and licensing, records management in some areas and more. Appendix "A" to Report CM24004 outlines unrecoverable, impacted or end-of-life applications that have been identified to date, the service impact and the mitigations in place.

Guided by external experts, the City enhanced its cybersecurity following the incident. This included the rollout of various security enhancements to help strengthen the City's IT infrastructure to protect against potential future threats. The external experts have identified additional cyber resilience initiatives.

The estimated financial impact of cyber resilience and rebuild / transform efforts will be included in future reports to Council along with funding strategies, updates on impacted services, timelines and instances where planned projects can be accelerated and strengthen the City's systems against future incidents. Funding strategies may leverage previously approved funding for technology and security-related projects, appropriate reserves and may reprioritize some capital projects to minimize the impacts on the tax levy and rate budgets.

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**SUBJECT: Cybersecurity Incident Impact Update (CM24004) (City Wide) – Page 6 of 7**

To date, staffing requirements to support the Response, Recovery and Restore phases have been addressed by changing work plans, short-term assignments and contracting of external expertise. Going forward, dedicated staff will be required to advance the Rebuild / Transform Phase. The review of impacted systems and services as part of this Phase will support a customer-centric enterprise focus and, in turn, transform how the City provides services. Work is underway to identify such transformational projects and to firm-up costs, staffing requirements and timelines. Details and recommendations will be brought to Council in future reports.

## TECHNOLOGY IMPACTS

The cybersecurity incident affected the City's technology which includes approximately 228 unique applications that are needed to deliver City services to varying degrees. Each application is being brought back on a service-based priority basis.

A high-level summary of the number of applications and their status in the recovery process is below:

- 228 applications impacted;
- 45% of total applications restored to date;
- 48 critical impacted applications; and
- 60% of critical impacted applications restored to date.

The City has implemented multiple short-to-mid-term mitigation solutions to limit service disruptions. Some mitigation strategies include the introduction of interim or new technology solutions such as BambooHR that was put in place to post and receive applications for City of Hamilton jobs and QuickBooks, DocuSign and Plooto which form the interim accounts payable solution. Mitigation strategies put in place have a range of associated costs that have been tracked and outlined in the financial impacts and Tables 1 and 2 of Report CM24004.

## NEXT STEPS

As the City continues to bring back applications and work through the Recovery and Restore phases, the City is presented with a unique opportunity to build back its infrastructure stronger and better in the Rebuild/Transform Phase. Where applications can be recovered, restored, or rebuilt, staff are currently working to assess each application to determine whether it should be restored as status quo and returned to pre-incident state, improved by enhancing what previously existed (continuous improvement), or transformed. This is being done using the foundations of a customer-centric experience and optimizing an enterprise approach. This analysis is currently in progress.

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**SUBJECT: Cybersecurity Incident Impact Update (CM24004) (City Wide) – Page 7 of 7**

The City's focus has moved from immediate Response to the Recovery, Restore and Rebuild/Transform Phases. Building back stronger is the objective, with a focus on the customer and employee experience, enterprise solutions and efficiency, and increasing cyber resilience to protect against future incidents. Work is underway to analyse applications and processes and is anticipated to identify opportunities to transform services and work processes.

These opportunities will be detailed in future reports to Council. Reporting back will include the identification of cost implications, funding strategies, updates on impacted services, timelines and instances where planned projects can be accelerated and strengthen the City's systems against future incidents. Funding strategies may leverage previously approved funding for technology and security-related projects, appropriate reserves, and may reprioritize some capital projects to minimize the impacts on the tax levy and rate budgets.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report CM24004 – Unrecoverable and Impacted Applications

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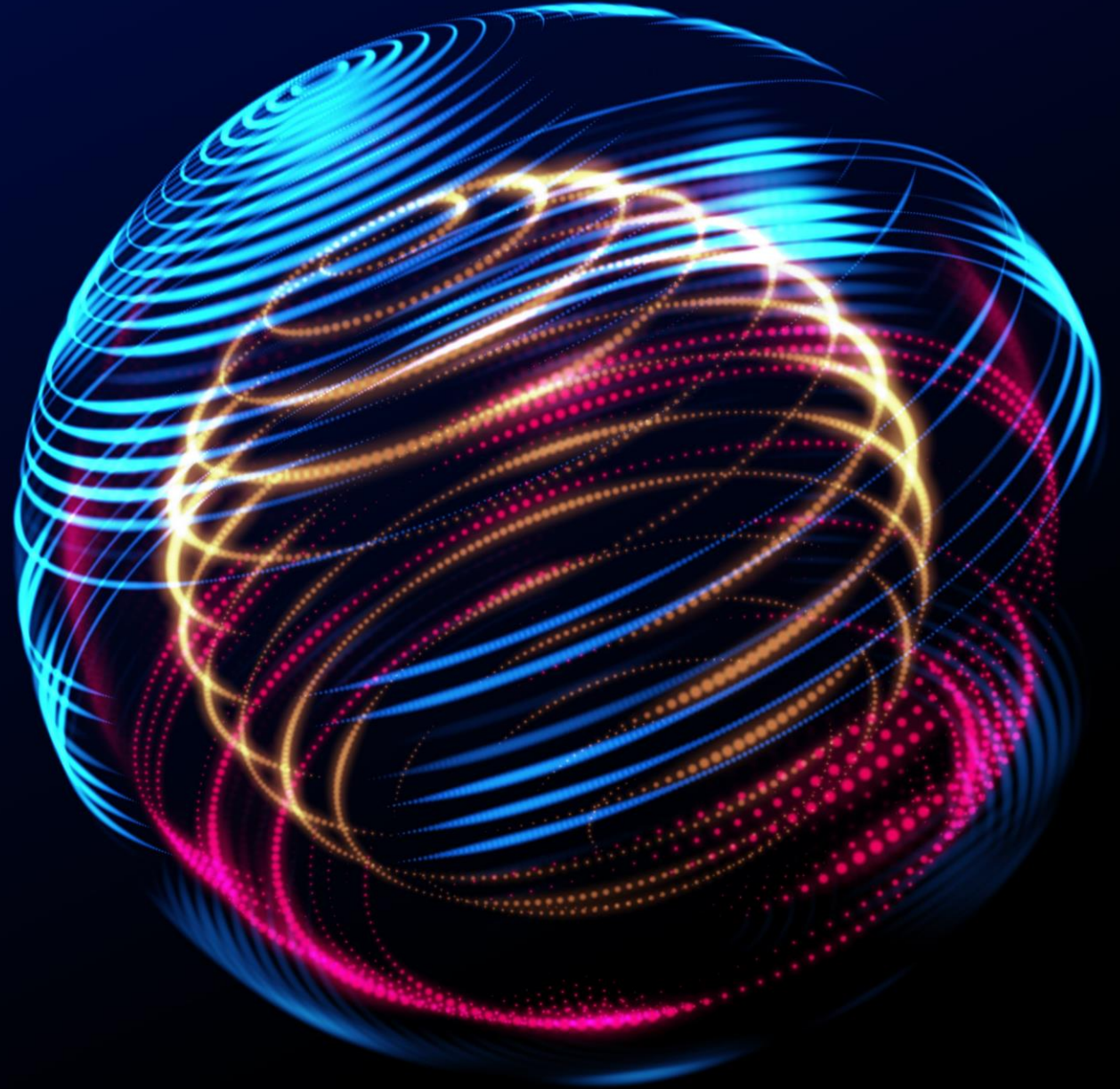
**Unrecoverable and Impacted Applications  
Based on the Best Information as of June 10, 2024**

<b>System Name</b>	<b>Current Status of Application</b>	<b>Impact and Mitigation Measures</b>
<b>Permit Applications and Licensing</b>	Unrecoverable	<b>Internal/External:</b> Internal and External <b>Description:</b> The City is currently relying on manual processes; processes may be delayed.
<b>Fire Department Records Management</b>	Unrecoverable	<b>Internal/External:</b> Internal <b>Description:</b> At end of life and was to be replaced. The Fire Department is fully functional though currently relying on manual processes.
<b>Asset Management</b>	Project Impacted	<b>Internal / External:</b> Internal <b>Description:</b> The cybersecurity incident has impacted the Project through the loss of access to completed work product and existing data.
<b>Public Health Inspection Application</b>	Unrecoverable	<b>Internal / External:</b> Internal and External <b>Description:</b> The City is currently reliant on manual processes.
<b>Traffic Signal System Management</b>	Unrecoverable	<b>Internal / External:</b> External <b>Description:</b> The system is sustainable in its current form and traffic lights are fully functional through manual intervention at each traffic signal.
<b>Business Management Application Suite</b>	Unrecoverable (Finance / Procurement) End of Life (Human Resources)	<b>Internal / External:</b> Internal <b>Description:</b> The City has established manual processes or interim solutions to limit impacts.
<b>Museum Collections Management Application</b>	Unrecoverable	<b>Internal / External:</b> Internal and External <b>Description:</b> Data is unrecoverable. The application can be restored.
<b>Utility Locate Application</b>	Unrecoverable	<b>Internal / External:</b> Internal and External <b>Description:</b> Delays in service. All incoming tickets are being forwarded to a contractor as an interim solution.
<b>Fire Department Paging and Alert System</b>	End of Life	<b>Internal / External:</b> Internal <b>Description:</b> Currently relying on manual processes which is not sustainable.
<b>Corporate Customer Relationship Management (CRM) Platform</b>	End of Life	<b>Internal / External:</b> Internal and External <b>Description:</b> Limited direct access to City employees through telephone. Mitigation in place for public to interact with City staff through CCC and email.
<b>Facility Management Application</b>	End of Life	<b>Internal / External:</b> Internal <b>Description:</b> System has been restored but is currently at end-of-life and requires upgrading to align to the new cyber standard.
<b>Point of Sale (POS) System</b>	End of Life	<b>Internal / External:</b> Internal and External <b>Description:</b> The City of Hamilton uses multiple solutions to process payments, including this end-of-life software.

# Deloitte's Cyber Incident Recovery and Rebuild Services

City of Hamilton  
General Issues Committee

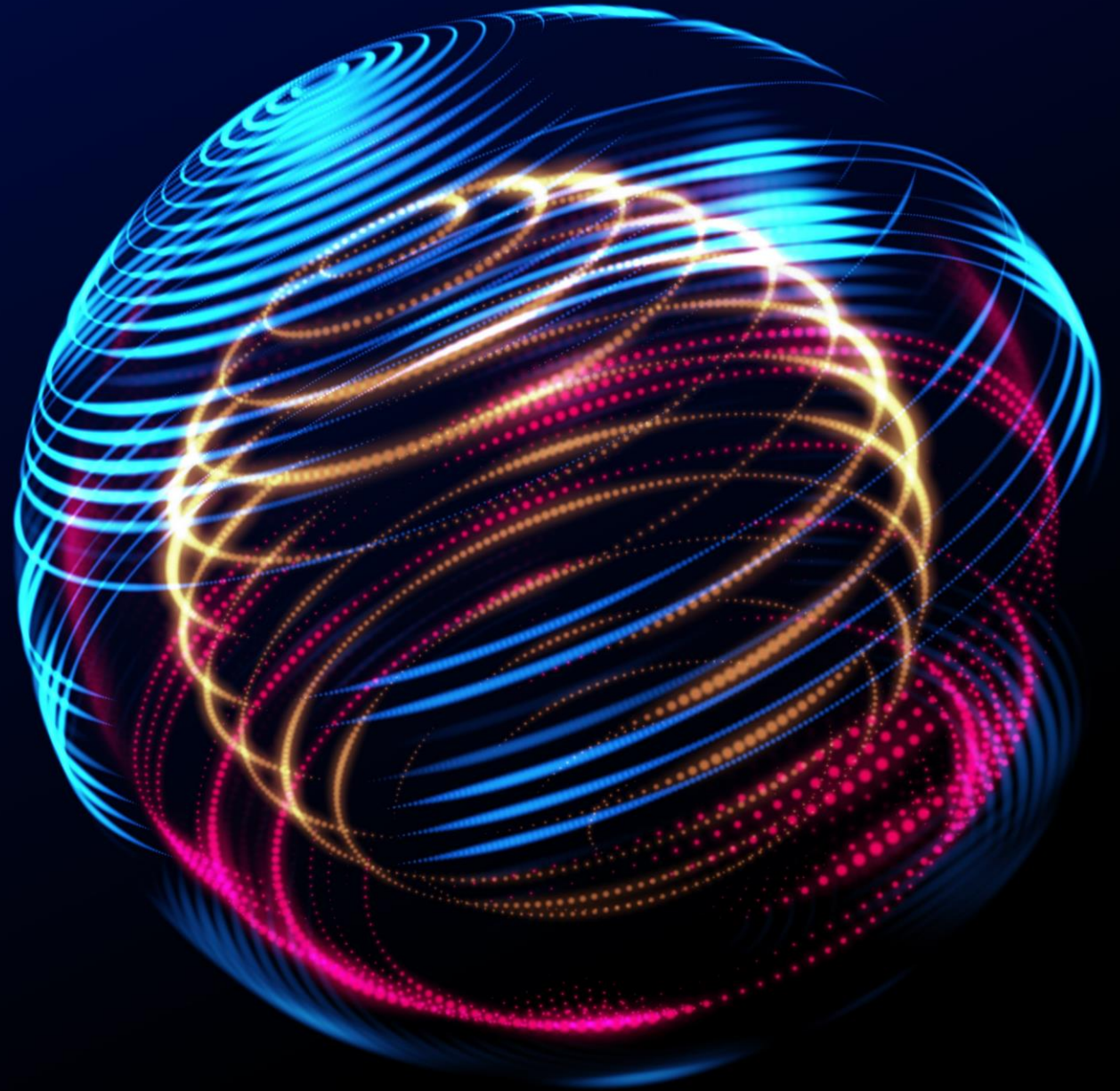
June 19<sup>th</sup>, 2024





# Opening Remarks and Brief Introductions

Marnie Cluckie, City Manager



On February 25th, The City of Hamilton (“the City”) experienced a cybersecurity breach and ransomware attack that disabled many of the City’s IT systems

The City took **swift action** to **protect systems** and data

- Activated Emergency Operations Centre (EOC).
- Engaged a team of experts, insurer, legal counsel, and relevant authorities.
- Investigated to determine what systems were impacted.
- Contained the breach within **2 days**.
- Based on thorough forensic analysis, there is **no evidence that people’s personal data or information** has been compromised.

Cyber Incidents are on the rise, particularly extortion and attacks causing disruption to network, systems and device access



### **Financially Motivated**

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97% of cyber attacks in North America are financially motivated. <sup>[1]</sup>



### **Sophisticated Threats**

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Individuals or groups that intentionally cause harm to digital devices or systems are constantly enhancing their capabilities to carry out an attack undetected.



### **High-Value Targets**

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Government organizations are a high-value target for cyber crime. <sup>[2]</sup>

[1] For the period November 1, 2022, to October 31, 2023. Verizon DBIR Report 2024.

[2] Based on information provided in Sophos' The State of Ransomware Report 2023.

Cyber Incidents affect all levels of government and total billions of dollars in associated costs

## ATTACK TARGETS



69%

of organizations at the **local/provincial/federal** level on average have experienced a ransomware attack in the last year across North America, **up 3% compared to the average** across all industries and sectors. <sup>[1]</sup>

## RANSOMWARE COST



 **\$3.0 Billion**

is the estimated **total cost associated with ransomware incidents in Canada**, which includes an estimate of the loss caused by business interruption. <sup>[2]</sup>

[1] Sophos State of Ransomware 2023 report

[2] Canadian Cyber Incident Response Centre (CCIRC)

Deloitte was engaged for restoration and recovery activities, to advise on interim solutions, and to enable business continuity and future resilience

### **RECOVERY & RESTORE**

Prioritizing and rationalizing across the entire application portfolio.

### **REBUILD/TRANSFORM**

Enterprise planning that supports the desired future state of the City.

### **CYBER RESILIENCE**

Strategy and roadmap reflecting the City's ideal cybersecurity future state.

### **COMMUNICATIONS**

Proactive and reactive recovery plan communications strategy across internal and external stakeholders.

The City, in collaboration with external experts, responded as efficiently and effectively as possible

**Deliberate and intentional** approach to enable **service continuity** and best meet the needs of the community and staff

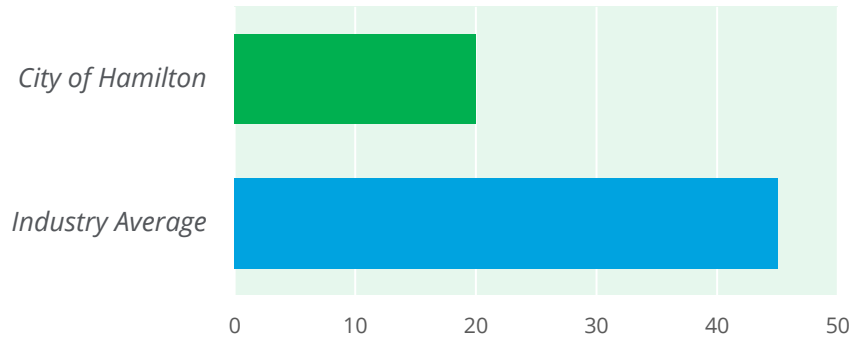
### **Initial response key milestones**

- Immediately contained the incident.
- Isolated impacted systems and created a new clean environment.
- Added enhanced monitoring on all systems.
- Initiated enhanced security measures.
- Prioritized recovery efforts on the most critical systems, particularly public health and safety.
- Following immediate efforts, prioritized core services and identified remaining recovery efforts required.

The effectiveness of the City's response to the attack was above the industry average

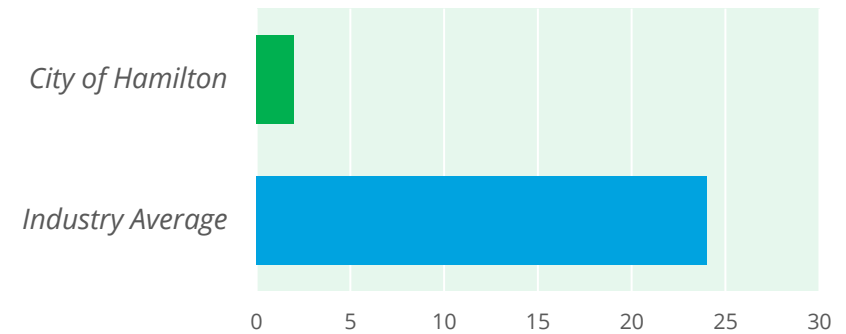
## INCIDENT METRICS

Time for the City to *detect* the incident  
**20 days**



For the City, the threat actor moved **faster** than the **average of 45 days**, demonstrating increased sophistication.

Time for the City to *contain* the incident  
**2 days**



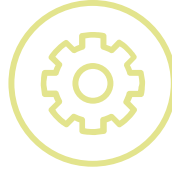
For the City, the Response team **moved swiftly** to understand the threat and take appropriate actions, containing the active threat **in 2 days**.

Throughout the response, the City has taken a customer-centric approach to deliver core programs and services to the community, with more coming back regularly



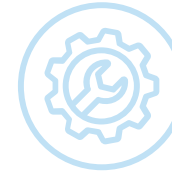
**CORE**

Maintained critical services throughout.



**ADAPTING**

Supporting services through recovery or interim solutions.



**CONTINUOUS UPDATES**

Continuing to bring back applications regularly to further enhance service delivery.



Navigating a high level of impact, the City has been applying a strategic approach to restoration

## Magnitude of Business Impact

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The City has experienced a high level of operational impact due to the cyber incident.

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The City has restored many of its critical applications that serve the public.

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The City is strategically restoring services, identifying core systems, and considering immediate needs and the future state of City services.

The primary focus has been on critical components and fast-tracking priority systems and functionality

### SERVICE RESTORATION

Ranked against impact/risk<sup>[1]</sup>:

1. Health & Safety
2. Council Priorities Alignment
3. Legislative/Contractual
4. Services Impact

### PRIORITIZATION CONSIDERATIONS

- Organizational Impact
- Financial Impact
- Public Trust

### RESTORATION PROGRESS

228

approximate applications impacted

45%

of total applications restored

48

of critical impacted applications

60%

of critical impacted applications restored

[1] No impact, minimal (alternatives available), medium, high.

## Observations to-date

### **Impact**

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A significant breach that has had, and will continue to have, detrimental impacts to City services.

### **Budget**

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Many key activities that need to happen are included in previously approved operating and forecasted capital budgets.

### **Timeline**

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Years not months for full recovery, sometimes requiring interim processes.

### **Opportunity**

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Build back stronger (customer-centric approach, improved service and efficiency, enhanced cyber resilience).

### **Infrastructure**

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Much of what needs to happen now (cyber and IT) was already planned.

### **Go-forward approach**

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Decisions need to continue to balance key priorities, safety and security, speed, functionality and cost.

# Moving forward on the path to Restore, Rebuild, Transform and Cyber Resilience

## **UNRECOVERABLE/ IMPACTED APPLICATIONS**

Restore lost functionality.

## **END-OF-LIFE APPLICATIONS**

Replace end-of-life applications (IT improvements or transformation) to enhance customer and staff experience.

## **CYBER RESILIENCE**

Short-term and mid-term cybersecurity enhancements and transformation activities to protect from future attacks.

Next steps will lead with a focus on customer and staff experience, protecting against future incidents, and approaching everything through a lens of resilience

## **SERVICE AND IT ROADMAP**

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Partnering with the City to drive both immediate service restoration and enable long-term customer service enhancements.

## **CYBERSECURITY ROADMAP**

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Evaluate the City's current cybersecurity roadmap, identify enhancements, and deliver actionable recommendations.

## Key considerations for the City's continued success

### **Invest in the future**

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Embrace opportunity to build back stronger.

### **Build resilience**

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Protect against future incidents.

### **Increase organizational agility and capacity**

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Innovate service delivery models.

### **Decrease procurement timeline**

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More agile models while maintaining the public interest.

### **Facilitate efficient decision-making**

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Enhance administration delegation of authority.

### **Focus on staff**

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Recognize staff capacity limitations to maintain existing services.

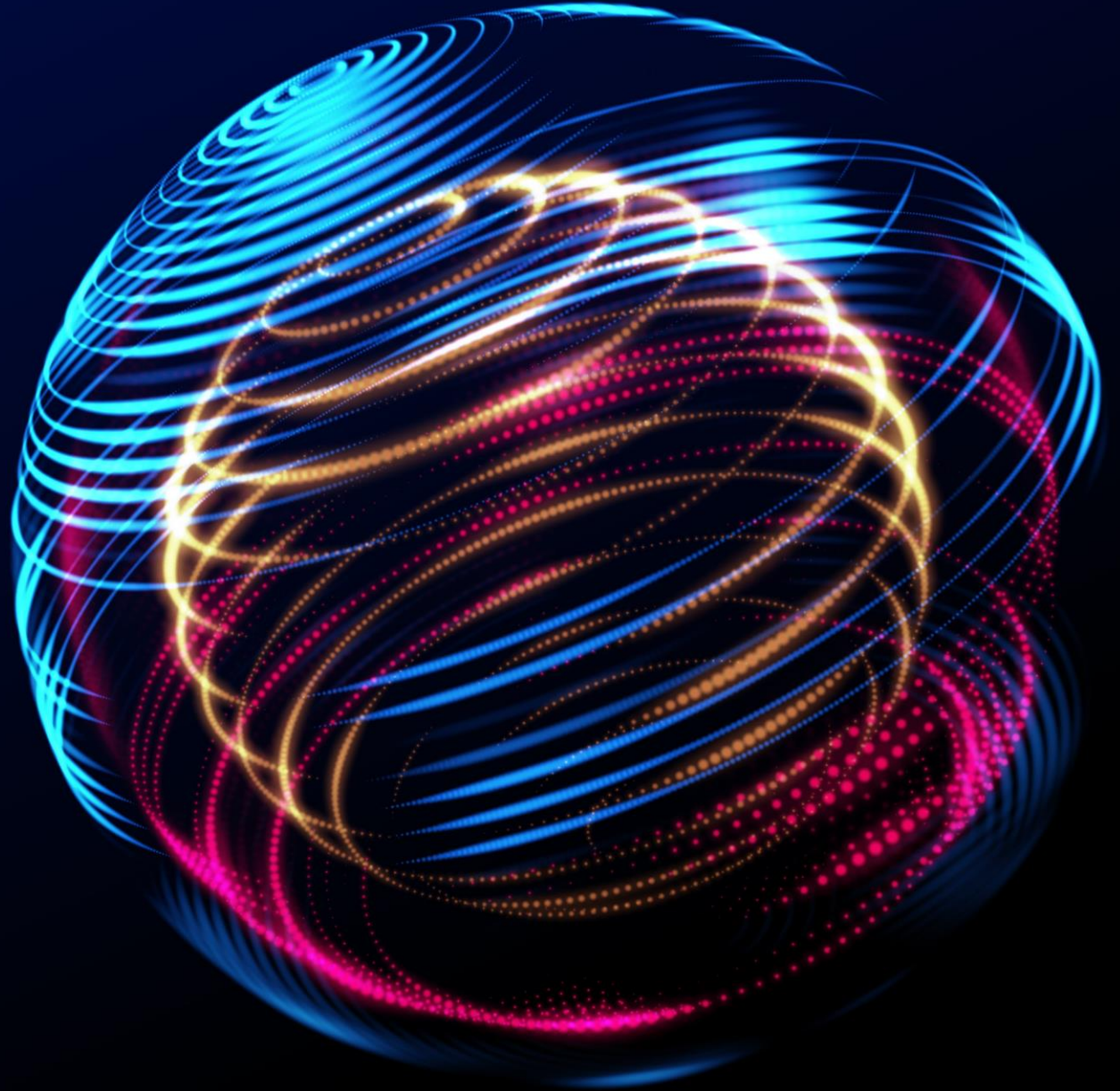
Moving forward  
with the City's  
large-scale effort  
to **build back  
stronger than ever**

## SUMMARY

- Cyber incidents are on the rise in Canada, and Government organizations are a high-value target.
- The City took swift action to protect systems, and based on thorough forensic analysis, there is no evidence that people's personal data or information has been compromised.
- The City has taken a customer-centric approach in its response to deliver core programs and services to the community.
- The City has an unprecedented opportunity to build back stronger and modernize.
- There are key considerations to facilitate the City's continued success.

Thank You

Questions?






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# INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	June 19, 2024
<b>SUBJECT/REPORT NO:</b>	Affordable Housing Development Project Stream Q1 2024 Results (HSC23028(e)/FCS23055(c)/PED23099(e)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Justin Lewis (905) 546-2424 Ext. 4026 Brian McMullen (905) 546-2424 Ext. 4549 Anita Fabac (905) 546-2424 Ext. 1258
<b>SUBMITTED BY:</b>	Grace Mater General Manager Healthy & Safe Communities Department
<b>SIGNATURE:</b>	
<b>SUBMITTED BY:</b>	Mike Zegarac General Manager Corporate Services Department
<b>SIGNATURE:</b>	
<b>SUBMITTED BY:</b>	Steve Robichaud Acting General Manager Planning & Economic Development Department
<b>SIGNATURE:</b>	

**Discussion of matters contained in Appendix “A” of this Report in closed session is subject to the following requirement(s) of the City of Hamilton’s Procedural By-law and the *Ontario Municipal Act, 2001*:**

- a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive

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**SUBJECT: Affordable Housing Development Project Stream Q1 2024 Results  
(HSC23028(e)/FCS23055(c)/PED23099(e)) (City Wide) Page 2 of 6**

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position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

### **RATIONALE FOR CONFIDENTIALITY**

Through the Affordable Housing Development Project Stream (Project Stream), staff are reporting on the allocation of funding to non-profit housing developers for development costs associated with the creation of new affordable housing units. While the evaluation criteria for the Project Stream is public, the city is unable to share details surrounding how each project was and scored, and the corresponding funding.

Consistent with confidentiality surrounding the affordable housing project proposals, subsection 239(2)(i) of the *Municipal Act, 2001*, S.O.2001, c.25 a trade secret or scientific, technical, commercial, financial, or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization can be considered in a meeting closed to the public. In addition, Appendix "A" to Report HSC23028(e)/FCS23055(c)/PED23099(e) contains confidential information that the non-profit housing developers have shared regarding their affordable housing development projects, which have been evaluated against the evaluation criteria which can be considered in a meeting closed to the public. Potential implications for disclosing the results of this report publicly could have a reputational impact on the organizations that received a lower score, as well as community partnerships may diminish as the perception may be that the City is untrustworthy if they learn about their evaluation through a public report rather than directly from staff, in addition to legal and ethical concerns regarding staff disclosing of community partners sensitive information without prior consent.

As part of the Project Stream process, the City is required to evaluate each affordable housing proposal received through the Project Stream in alignment with the City's Procurement Policy. Report HSC23028(e)/FCS23055(c)/PED23099(e) contains the evaluated Q1 Project Stream results, included in the confidential attachment as Appendix "A". Staff will proceed with executing Municipal Contribution Agreements for the projects that have satisfied the evaluation criteria as presented in Appendix "A" to Report HSC23028(e)/FCS23055(c)/PED23099(e). The information shared in Appendix "A" of this report should remain confidential until staff have received approval to meet with each of the non-profit housing developers to share the results of their proposals and enter into municipal contribution agreements.

Once the agreements are executed, and future evaluations are conducted, staff will report via a Communication Update to the Mayor and Members of Council.

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**SUBJECT: Affordable Housing Development Project Stream Q1 2024 Results  
(HSC23028(e)/FCS23055(c)/PED23099(e)) (City Wide) Page 3 of 6**

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**RATIONALE FOR MAINTAINING CONFIDENTIALITY**

The rationale for maintaining confidentiality is the same as the rationale for confidentiality explained above. In addition, given the non-profit housing developer's requirement for confidentiality, considering Appendix "A" to Report HSC23028(e)/FCS23055(c)/PED23099(e) in public session and disclosing the Q1 Results of the Project Stream prior to staff communicating with the non-profit and charitable organizations, could disclose confidential information regarding the projects and lead to a disruption in the project's development.

**INFORMATION**

In April 2023, Council approved Report HSC23038/FCS23055/PED23099 the Housing Sustainability and Investment Roadmap, which was developed as a "whole-of-Hamilton" approach to solving the housing crisis facing our community and subsequently approved the Affordable Housing Development Project Stream (Project Stream) process (Report HSC23038(b)/FCS23055(a)/PED23099(b)), including an evaluation process (Report HSC23038(d)/FCS23055(b)/PED23099(d)). The outlined evaluation process offers a systemic approach for assessing Project Stream applications, with an emphasis on prioritizing projects scheduled to commence construction within the next five years.

The evaluation process reviewed submissions from eligible non-profit housing developers proposing affordable housing development projects aligned with the program's criteria, the Housing Sustainability and Investment Roadmap, and the Housing and Homelessness Action Plan. Through the evaluation and proposed funding, the outcome provides some forecasting to the possible requirements for rent supplements (tax levy supported) and acquiring funding for wraparound or health supports as new developments secure capital funding for construction and the timeline for occupancy is better understood. It also enables smaller pre-development grants to move eligible projects toward construction-ready status.

During the initial intake, twenty-six eligible submissions were received from non-profit and charitable organizations, proposing a total of 1,620 potential affordable and supportive housing units for diverse populations in Hamilton. In recent history, new affordable and supportive housing developments have only been feasible when non-profit organizations secure capital funding beyond their own equity or project revenue, e.g. Rapid Housing Initiative, CMHC Co-Investment Program, and other Upper-level government funding programs. The confidential attachment, Appendix "A" to Report HSC23028(e)/FCS23055(c)/PED23099(e), contains the evaluated outcomes of the projects which determined each project's potential feasibility, and the amount and origin of municipal funding allocated to each project.

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**SUBJECT: Affordable Housing Development Project Stream Q1 2024 Results  
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The Affordable Housing Project Stream funding sources that are currently available include:

- the Council-approved the Affordable Housing Funding Program (report HSC23003) which provides \$4 million annually to support new not-for-profit affordable housing, which will be fully expended; and,
- the Council-approved \$10.3 million annually for three years for supportive housing projects (report HSC23041(g)), of which \$4.1 million is recommended for grants.

Any remaining amounts available in the Supportive Housing Account and the Affordable Housing Fund will be allocated to support affordable housing and supportive housing projects through subsequent evaluations of the Project Stream.

Municipal funding and support are proposed based on the current phase of each project and the alignment of municipal funding guidelines. Appendix “A” to report HSC23028(e)/FCS23055(c)/PED23099(e) outlines the detailed allocation of funding sources for each of the eligible project proposals received through the Q1 intake of the Project Stream and the proposed amount of a forgivable grant contribution.

For projects to be eligible for supportive housing funding, projects must be focused on people with a history of homelessness, provide wraparound supports, and accept tenants based on the city’s By Name Priority List. For the supportive housing projects, the funding being recommended allows the projects to move closer to shovel-ready status with the recommended funds being used for a variety of pre-development activities, including planning designs, required planning studies, and other site-specific requirements.

Funding of projects through the Affordable Housing Funding Program is for developments where rent supplements have already been approved by council and do not require funding for supports. Any new supportive housing project that secures capital build funding may be required to secure approval for rent supplements, operating subsidy and/or support subsidies, which will be subject to future reports.

### **Summary of Q1 Results**

From the initial Project Stream intake and evaluation:

- 26 eligible project submissions within the City of Hamilton;
- Eight project submissions (five affordable housing and three supportive housing) met the shovel-ready benchmark of the Project Stream criteria, representing the potential for 551 new affordable and/or supportive units. Due to the limited funding available through the Affordable Housing Fund, only three of the five eligible affordable housing projects can receive capital funding before the fund is

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**SUBJECT: Affordable Housing Development Project Stream Q1 2024 Results  
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fully expended. The remaining two eligible affordable housing projects will be prioritized for future available funding. All three of the qualifying supportive housing projects were awarded funding. The Housing Secretariat is proceeding with developing Municipal Contribution Agreements for their affordable and supportive housing funding requests.

- While these projects are shovel-ready from a construction point of view, some still require additional capital funding from upper levels of government, rent supplements, operating subsidies, and/or support service funding (tax levy and/or upper-level government support) for the projects to proceed to construction and be financially viable
- The shovel-ready projects have the potential to start construction in 2024 with occupancy in 2025 with the appropriate funding secured.
- Six project submissions in the supportive housing stream qualified for pre-development grants to move their projects toward shovel-ready status. These projects, while still in the early stages, represent 386 supportive housing units.
- One of the successful Affordable Housing projects and all of the successful Supportive Housing projects are eligible for funding from the Housing Accelerator Fund (HAF) upon receiving their Building Permit. Appendix “A” identifies the amount projects are eligible for from HAF.
- As of June 1, 2024 per Provincial Legislation, qualified non-profit housing providers are eligible for the exemption of development charges, parkland dedication, and community benefit charges. Appendix “A” includes an estimate of the value of these exemptions for each project. A formal assessment of all projects is currently underway by the Planning and Economic Development Department to finalize these values.
- Twelve project proposals require further support to meet the minimum Project Stream benchmarks.

The Housing Secretariat will continue to collaborate with every eligible affordable and supportive housing developer who has submitted a proposal, with the goal to secure 1,620 new affordable/supportive units through the 26 eligible projects in addition to supporting any additional proposals submitted through subsequent evaluation intake periods.

### **Future Project Stream Intake Funding**

Future Project Stream intakes are intended to occur quarterly, subject to the availability of funding. The Project Stream application process remains open at all times.

Council approved the Housing Accelerator Fund application and program Report HSC23017/FCS23062/PED23143 which will include 45% of the Housing Accelerator

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Fund (HAF) surplus (determined at the time of the next HAF payment) allocated to the Affordable Housing Funding Program to support capital investment in the development of new non-profit led affordable housing developments. It is expected that the next Project Stream intake will benefit from the Housing Accelerator Fund surplus.

Staff are coordinating with the Planning and Economic Development Department to approve and waive the Planning Application Fees for eligible non-profit housing developers, as previously approved by Council Report PED16098 as well as providing additional municipal support for these projects where possible. The Housing Secretariat continues to work with the Planning and Economic Development Department to ensure a coordinated approach to support projects with all available City-led housing incentives, such as any municipal programs offered through Invest in Hamilton. Additionally, staff are coordinating with the Climate Change Initiatives team to apply for a \$1 million reserve fund to support projects meeting the 2024 Climate Change Reserve guidelines.

The Housing Secretariat continues to seek out new funding opportunities to support these developments as well as continue to advocate to other orders of government for additional/new funding. The Hamilton Community Foundation has announced \$50 million over the next ten years to be invested in affordable housing in Hamilton. Staff are collaborating with the Hamilton Community Foundation to determine how the City's contribution can be stacked with available funding through the Hamilton Community Foundation to support the viability of approved projects through the Project Stream.

Construction and operation of new affordable and supportive housing units require active investments from municipal, provincial, and federal governments. Traditionally, municipalities are one of the last funders to the table, covering the construction shortfall, issuing grants to a particular project, donating property, waiving fees, etc. The Project Stream provides an opportunity for the municipality to be one of the first funders at the table and to continue supporting projects through to the close-out phase of the project lifecycle.

The Project Stream provides a transparent intake process for affordable and supportive housing projects enabling the City to identify projects that meet the City's objectives. This allows for strategic planning and implementation of these projects throughout the term of Council. This streamlined process will accelerate construction once capital build funding becomes available and enhances the capacity for non-profit organizations to leverage additional funding from other orders of government and funders.

## **APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" – Q1 2024 Affordable Housing Development Project Stream Results  
(Confidential)

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# CITY OF HAMILTON

## NOTICE OF MOTION

General Issues Committee: June 19, 2024

**MOVED BY COUNCILLOR M. SPADAFORA .....**

### **Declaration of Emergency in the Area of Affordability**

WHEREAS, the City of Hamilton acknowledges that the challenges of affordability can be precursors to poor physical and mental health outcomes, barriers to higher learning, facilitating addictions, participation in crime, and homelessness;

WHEREAS, the City of Hamilton acknowledges that the challenges of affordability arise from the increased cost of living, inflation, and various taxes from the federal, provincial, and municipal levels of government;

WHEREAS, Mayor Andrea Horwath, in her Mayoral Directive to Staff on August 31, 2023, recognized the high cost of living in an inflationary time;

WHEREAS, Tax Freedom Day – the day of the year when the average Canadian family has earned enough money to pay the various taxes imposed on it from the federal, provincial, and municipal government upfront – was even later this year, on Monday, June 19;

WHEREAS, according to the Bank of Canada, Ontario CPI (Total) recently peaked at 8.1% in June 2022 – representing a 39-year high dating back to 1983 – and is currently now at 2.7%;

WHEREAS, according to the Hamilton Family Health Team, nearly 12% of Hamilton households report food insecurities with nearly 20,000 Hamiltonians accessing a food bank every month, including 6,000 children;

WHEREAS, according to Hamilton Food Share, the number of Hamilton households that access food banks and hunger relief programs increased by approximately 40% from 2022 to 2023 resulting in the City of Hamilton allocating \$1.25 million in the 2024 budget and over \$600,000 in grant funding for food banks and hunger relief programs;

WHEREAS, the Federation of Canadian Municipalities has passed a motion urging the federal government to provide emergency funding to food banks and food rescue agencies as well as recognize the system issues involved in food bank usage, including affordability;

WHEREAS, an analysis of Hamilton real estate prices over the past 10 years on Listing.ca shows an increase of 95.4% – essentially a doubling in just one decade – resulting in fewer Hamiltonians being able to afford either a mortgage downpayment and/or ongoing mortgage payments;



WHEREAS, according to the Canada Mortgage and Housing Corporation (CMHC), the median household income after taxes in Hamilton is \$66,103;

WHEREAS, a recent Zoocasa study on housing affordability has found the Hamilton-Burlington area to be the third least affordable region in Canada and the tenth least affordable region in North America;

WHEREAS, the REALTORS Association of Hamilton-Burlington report that the median sale price for single detached homes has risen to \$880,000 in the first quarter of 2024;

WHEREAS, fewer and fewer Hamiltonians can afford to purchase a home using various housing affordability metrics to determine affordability including the Housing Affordability Index, Gross Debt Service (GDS) ratio, and Total Debt Service (TDS) ratio;

WHEREAS, Equifax Canada indicates that, in Ontario, mortgage delinquency rates soared by 135.2% above pre-COVID-19 pandemic levels, that in the first quarter of 2024 the total mortgage balance reaching severe delinquency – which is 90 days or more without payment – has surpassed \$1 billion for the first time ever, that mortgage borrowers filing for bankruptcy have ballooned by 76.4%, and that those who renewed their mortgage in the fourth quarter of 2023 saw their monthly mortgage payment increase on average by \$680;

WHEREAS, the federal government recently passed a motion in the House of Commons on Tuesday, June 11, 2024, that raised the capital gains inclusion tax rate from 50% to 67% for not only corporations and trusts, but for individuals who have annual capital gains in excess of \$250,000, an amount that is much more easily attainable given the high cost of homes compared to the time period of 1988 to 1989, the last time the capital gains inclusion tax rate was at 67% and when the average cost of a home in Hamilton was under \$150,000 according to the Canada Mortgage and Housing Corporation (CMHC);

WHEREAS, the CBC has reported that since the federal government's fuel levy was introduced in 2019, the carbon tax has added 17.6 cents to the cost of a litre of gasoline;

WHEREAS, the City of Hamilton recognizes that municipal emergencies in Ontario are declared by the head of council as per the process detailed in the Emergency Management and Civil Protections Act; and

WHEREAS, the City of Hamilton acknowledges that the declaration of an emergency does not immediately result in a municipality receiving any additional funds or resources from senior levels of government.

**THEREFORE BE IT RESOLVED:**

- (a) That the Mayor formally issue a declaration of emergency in the area of affordability, as per the procedure outlined in the Emergency Management and Civil Protection Act;
- (b) That the Mayor send correspondence to the Premier of Ontario requesting that the provincial government commit to fully funding gaps, including but not limited to, the areas of social services, affordable housing, transportation, and other infrastructure;
- (c) That the Mayor send correspondence to the Prime Minister of Canada requesting the federal government commit to fully funding gaps, including but not limited to, the areas of affordable housing, housing for refugees, transportation, and other infrastructure.

# CITY OF HAMILTON

## NOTICE OF MOTION

General Issues Committee: June 19, 2024

**MOVED BY COUNCILLOR C. KROETSCH.....**

### **Representation by the Urban Indigenous Community at City Council**

WHEREAS City Council is currently made up of 15 Councillors and 1 Mayor, a total of 16 members;

WHEREAS members of the urban Indigenous community, represented by the Circle of Beads, have asked the City of Hamilton to support their request for the City to ask the Province of Ontario to have changes made to the *Municipal Act* to permit a member of Hamilton's urban Indigenous community to be a voting member of City Council;

WHEREAS the Circle of Beads has asked, while Council awaits word from the Province about that request, that it establish an interim advisory seat (non voting) on Council for a member of Hamilton's urban Indigenous community;

WHEREAS there are governance, legal, and other implications to honouring these requests that the municipality must fully explore before Council formally considers them;

WHEREAS First Nations in Canada have specific and distinct relationships with the Federal and Provincial levels of governments through the Indian Act;

WHEREAS according to the National Association of Friendship Centres, as of 2021, approximately 88% of Indigenous people in Ontario live in urban settings, which means that a majority of Indigenous peoples live their lives with no direct local representation with respect to the services they access most;

WHEREAS City Council approved the Urban Indigenous Strategy (UIS) presented to, endorsed, and fully supported by the General Issues Committee on July 8, 2019 and committed to "having a trusting relationship with Indigenous communities where we communicate and work together appropriately to address the unique needs and issues of Indigenous people";

WHEREAS, within the UIS, there was direct acknowledgement of ongoing and historical oppression including many unique barriers related to health, poverty, justice, employment, and intergenerational trauma;

WHEREAS City Council has made a commitment to supporting Indigenous rights and history;

WHEREAS Land Theme Action 8 in the UIS, a short term goal meant to be achieved by the City in 1-2 years, reads, “Understand how concepts such as the Doctrine of Discovery affect municipal decision making and develop tools to reform those processes”;

WHEREAS the City of Halifax, Nova Scotia, after approving a motion to its Regional Council on October 23, 2023, is currently investigating and considering the development of an Indigenous council seat, specifically a Mi'kmaw seat; and

WHEREAS the Province of Nova Scotia has set a precedent by the addition of a Provincial seat in their legislature for a Mi'kmaw representative since 1992.

THEREFORE, BE IT RESOLVED:

That City staff in the Indigenous Relations and Legal Services Divisions report back to a future General Issues Committee on recommendations and information related to the following:

- (a) The City’s statutory responsibilities to Indigenous communities, the responsibilities of the Provincial and Federal governments, and an identification of any limitations in the *Municipal Act* and other legislation including an analysis that addresses the requests made by the Circle of Beads to Council on February 14 and June 19, 2024;
- (b) The outstanding actions in the Urban Indigenous Strategy (UIS) that include an identification of any ongoing work towards closer collaboration and involvement throughout the municipal decision making process as it relates to the urban Indigenous community and other Indigenous leaders and representative organizations; and
- (c) The ongoing work the City is doing with respect to Truth and Reconciliation best practices including a scan of the work being done by other municipalities across Canada and ongoing work through the Federation of Canadian Municipalities with respect to urban Indigenous communities and other Indigenous leaders and representative organizations.