



# Recovery and Rebuild Life after a Cyberincident

Claire Bennett & Costa Tsangarakis

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# Land Acknowledgement

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

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

Source: [City of Hamilton](#)

# Where and What is Hamilton?

- Hamilton, Ontario is a port-city on the south-western side of Lake Ontario with a population of nearly 600 000 people.
- Known as "The Hammer" or "Steeltown" for its industrial roots.
- Hamilton boasts over 100 waterfalls
- Canada's Nine Hours Movement league began in Hamilton in 1872.
- The first ever telephone exchange in the British Empire by the Bell Telephone Company in 1879.
- Flo Lawrence, known as the first celebrity movie star was born in Hamilton in 1886.
- In 1925, Canada's first set of traffic lights was installed at King and Main streets.
- Canada's first Tim Hortons opened on Ottawa Street in 1964.



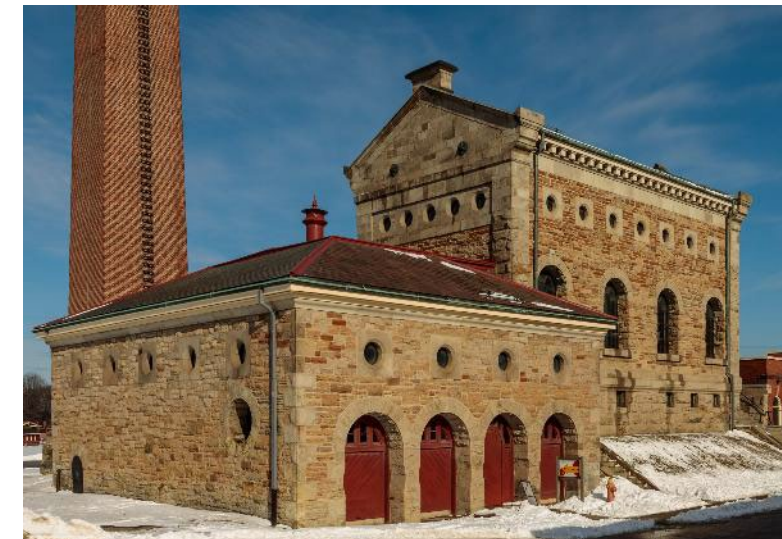
Credit: Vidioman, Public domain, via Wikimedia Commons

Credit: Jelly Brothers, Hamilton Municipalities Map Print

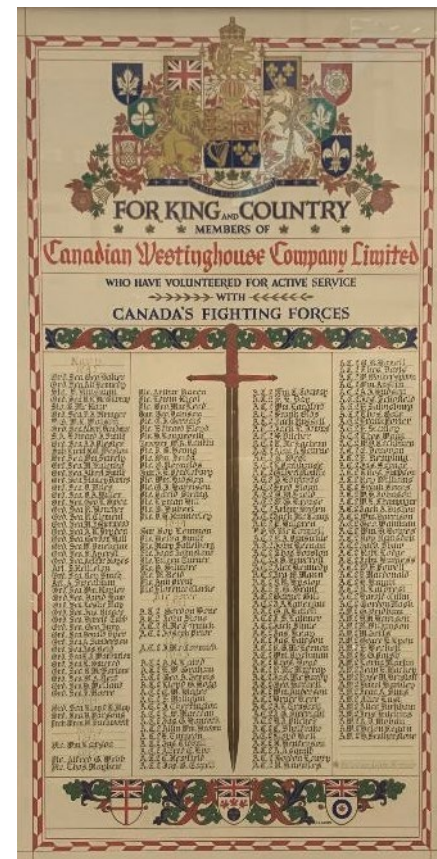
# Hamilton Civic Museums

1. Battlefield House Museums & Park National Historic Site
2. Dundurn National Historic Site
3. Fieldcote Memorial Park & Museum
4. Griffin House National Historic Site
5. Hamilton Children's Museum
6. Hamilton Military Museum
7. Hamilton Museum of Steam & Technology National Historic Site
8. Whitehern Historic House & Garden National Historic Site

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- Hamilton & Scourge National Historic Site
  - Downtown Hamilton Visitor's Experience Centre



# Historical Collections



**February 25, 2024.**

*aka the Incident.*  
*aka “Cyber”*

# What happened?

February 25, 2024  
cybercriminals  
launched a complex  
ransomware attack on  
the City of Hamilton's  
systems through an  
external internet-  
facing server.

80% of City's IT  
systems were  
impacted and  
Museum  
Collections data  
deemed  
unrecoverable.

A ransom of  
approximately  
\$18.5 million CAD  
was demanded in  
exchange for a  
decryption tool.

On advice of law  
enforcement, the  
City opted not to  
pay the ransom.

The City contained  
the cybersecurity  
incident within two  
days. Post event  
21 priority build  
better projects  
identified including  
replacement of  
CMS.



*“We expect our public systems to be strong, secure, and dependable. This incident highlights that the city fell short of that standard - and we’re not okay with that. But we acted swiftly, and we’re moving forward with focus and determination.”*

*This is also a clear and indisputable reminder that timely investments in public infrastructure help prevent far more costly reactive responses down the line. The City of Hamilton is rebuilding with resilience and future-proofing in mind, while strengthening our systems, improving protections, and ensuring better service and safeguards for our entire community.”*

- Mayor Andrea Horwath

Fieldcote - Catalog Records - 976.420

File Edit View Record Tools Help

Collections - Fieldcote - Catalog Records

SHIRT 976.420 8/21/2019

Object Information Supplemental Information Images Multimedia Associations

Main Information Physical Desc History / Use Extended Information

Catalog #  Component Parts  Accession #   
 Category PERSONAL ARTIFACTS Class CLOTHING-OUTERWEAR  
 Object Name SHIRT Alt Name Dress Shirt  
 Title   
 Artist/Maker John Forsyth Artist Dates   
 Description One off-white coloured cotton shirt with one translucent plastic button on the left lapel and two button holes. Cuffs have two buttonholes. Collar is folded and has a buttonhole on each side; interior of collar has a white coloured tag with orange coloured text that reads: "FORMAL WEAR"; then black coloured text that reads "by / John Forsyth / MADE IN CANADA". Discolourations throughout, most prominently at sleeves and collar.  
 Material COTTON CLOTH -PLASTIC  
 Date Made  Place Made   
 Location 240 Burlington Street \_\_22.2.2\_\_F99  
 Handling  Object Status   
 Web Ready?  Record Status

Print Help

Field Help

Added by jmeake on 8/21/2019 9:23:02 AM Updated by jmeake on 8/21/2019 10:09:58 AM

ntos) (Y:) > CULTURE DIVISION > 1.Proficio Artifact Photos >

Name	Date modified	Type
Archaeology Collection	10/27/23 11:33 AM	File folder
Art folders to double check	8/23/23 12:48 PM	File folder
Battlefield	1/10/24 4:26 PM	File folder
City Hall Display	9/23/22 3:05 PM	File folder
Civic	2/02/24 2:45 PM	File folder
Corporate	2/14/24 12:04 PM	File folder
Dundurn	1/02/24 12:38 PM	File folder
Exhibit	10/21/23 12:47 PM	File folder
Fieldcote	2/20/24 11:42 AM	File folder
Griffin	6/21/23 1:45 PM	File folder
Hamilton	5/19/22 3:30 PM	File folder
HMM	1/25/24 9:14 AM	File folder
HMST	1/30/24 1:57 PM	File folder
Inventory Non-Artifact	9/22/22 4:16 PM	File folder
Nash Jackson	7/25/23 4:10 PM	File folder
Newsletter	10/27/23 11:36 AM	File folder
Program Manager things	11/24/23 8:14 AM	File folder
Public Inquiries	2/14/24 8:27 AM	File folder
reports made in 2023	9/05/23 11:36 AM	File folder
Scourge	10/31/23 3:12 PM	File folder
WHHG	1/18/24 2:02 PM	File folder
2009.17.15 Catalog Report	7/27/21 10:47 AM	Microsoft Edge PDF
2023.12.07 Birth Certificate Treatment Report	12/21/23 3:56 PM	Microsoft Word Doc
2023.12.08 Certificate Treatment Report	12/21/23 4:08 PM	Microsoft Word Doc

nt connected) Sync status: Error






**Respond & Rebuild.**

# Responding


We Are Here



**Scope Assessment**


- What was lost?
- What was needed?
- How long might it take to rebuild?

2024




**Council Approval and Reporting**

- Council approves \$3.5 million to support rebuild over 5 years



**Build the Team**

- Senior Curator, Collections & Monuments
- Project Manager, Heritage
- Six collections staff hired and begin the work



**Database**

- Early in 2025 Argus was selected as an appropriate replacement for Proficio
- Customization and implementation



**Getting the house in order**

- Operational supplies procured
- Digitization equipment
- Internet access within historic homes secured



**Building Better**

- Launch of City's first Public Portal
- Comprehensive back up planning

2029+

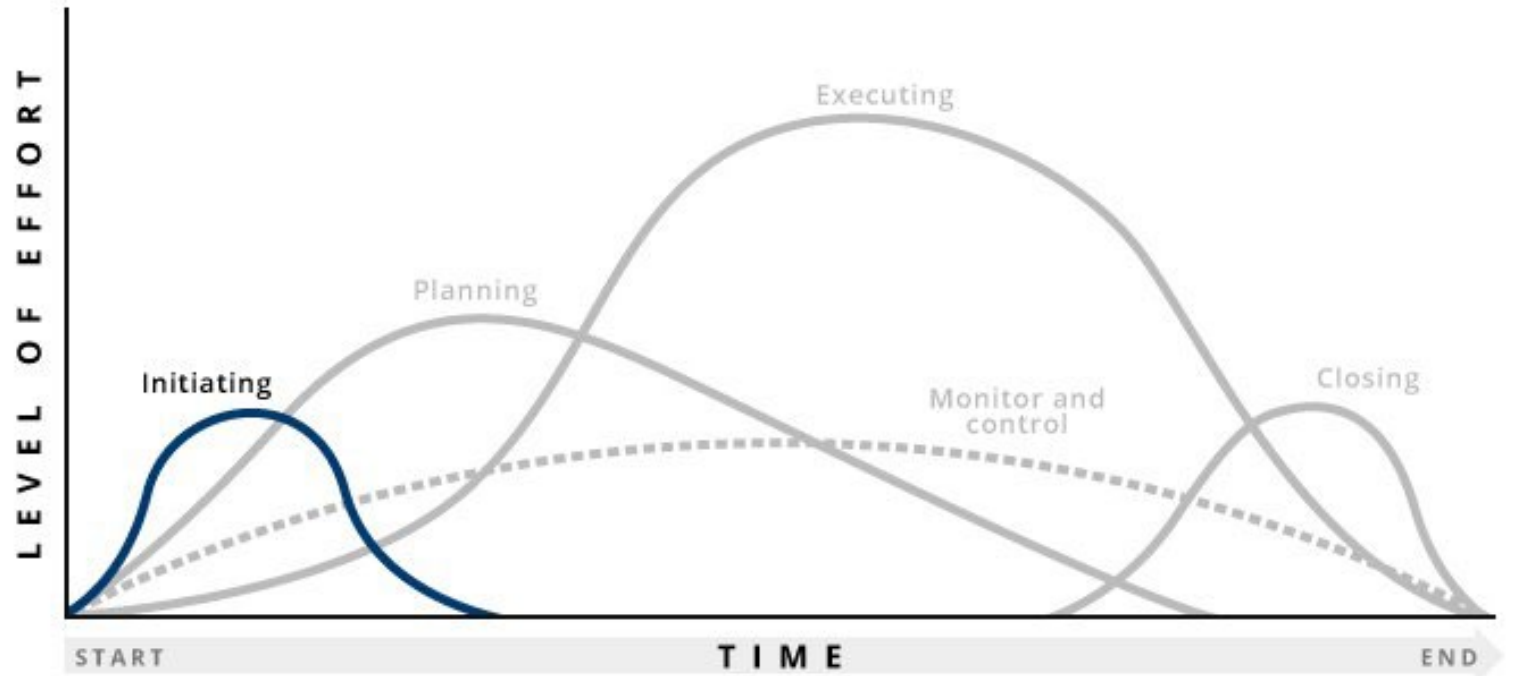
# Project Management Lens

## Phase 1 – CMS Implementation

- Focused on IT-implementation such as security, single-sign-on, integration with City servers.

## Phase 2 – Governance & Enhancements

- Establishing a structure framework for CMS deployment, including governance, customization of the solution and integration with existing workflows.
- With focus on the physical inventory; inclusive of digitization of records and photo-documentation of artifacts.
- With focus on the development of the Public Portal and communications with the public.




# Case Study – Dundurn Castle





# Where are we now?

The screenshot shows a web browser window with the URL <https://5171.lucideahost.com/argus/final/Collections/Object?lang=en-CA>. The page header includes the Hamilton logo and a navigation menu. The main content area is titled "SEARCHING OBJECT" and features a search bar with "Object ID" selected and "2026\*" entered. Below the search bar are buttons for "BASIC", "BOOLEAN", "ADVANCED", "COMMAND", and "SAVED SEARCH". A toolbar contains icons for "Add", "RapidAdd", "Delete", "Import", "Print", "Replace", "Find Related", "Saved List Options", "Generate Barcode", and "An". A message indicates "Found 46 record(s)". A table displays search results with columns for "IMAGE", "OBJECT ID", "SYNOPSIS", "LOCATION", and "DESCRIPTION".

	IMAGE	OBJECT ID	SYNOPSIS	LOCATION	DESCRIPTION
1		2026.1.1	medal   Civic Collection   1888	Burlington Street.01 Collections Workspace.Mobile shelving unit	Silver award. Main body of medal is oblong up of several divided sections. Moulded in shape of open book in centre, encircled by border. Vertical laurel branches to left and right. Engraved floral design above and below. £ and S protrude from outer edge on left and right; connected by suspension ring has engraved scrollwork pattern. Straight pin on reverse bar.
2		2026.2.1	kit bag   Civic Collection		Kit bag
3		2026.3.1	military cap		



# Lessons Learned

- Balancing day-to-day with project
- Rebuilding trust
- Rebuild vs Modernize
- Day-to-day task monotony
- Scope creep
- Balancing service delivery with project reality
- Digital hurdles
- Staff retention
- Starting from scratch can be positive!





**Questions?**