



City of Hamilton

EMERGENCY & COMMUNITY SERVICES COMMITTEE

AGENDA

Meeting #: ECS 25-005
Date: May 22, 2025
Time: 1:30 p.m.
Location: Council Chambers
Hamilton City Hall
71 Main Street West

Jessica Versace, Legislative Coordinator (905) 546-2424 ext. 3993

1. **CALL TO ORDER**
2. **CEREMONIAL ACTIVITIES**
3. **APPROVAL OF AGENDA**
(Added Items, if applicable, will be noted with *)
4. **DECLARATIONS OF INTEREST**
5. **APPROVAL OF MINUTES OF PREVIOUS MEETING**
 - 5.1 May 1, 2025
6. **DELEGATIONS**
7. **ITEMS FOR INFORMATION**
 - 7.1 HSC25019

Hamilton Fire Department 2024 Annual Report (City Wide)

This Item includes a Presentation

8. ITEMS FOR CONSIDERATION

8.1 HSC24025(b)

Canada-Wide Early Learning and Child Care – 2025 and 2026 Child Care Space Allocation Update and 2025 Funding Changes (City Wide)

8.2 HSC25012

2025 Community Safety and Well-Being Plan (City Wide)

This Item includes a Presentation

9. MOTIONS

10. NOTICES OF MOTION

11. PRIVATE AND CONFIDENTIAL

12. ADJOURNMENT



EMERGENCY AND COMMUNITY SERVICES COMMITTEE MINUTES ECS 25-004

1:30 p.m.

May 1, 2025

Council Chambers (Hybrid)

Hamilton City Hall

71 Main Street West

Present: Councillor N. Nann (Chair)
Councillor B. Clark (Acting Chair)
Councillors T. Hwang, T. Jackson, C. Kroetsch and A. Wilson
(Virtual)

**Absent
with Regrets:** Councillor M. Wilson – City Business

1. CALL TO ORDER

Committee Chair Nann called the meeting to order at 1:30 p.m.

2. CEREMONIAL ACTIVITIES

There were no Ceremonial Activities.

3. APPROVAL OF THE AGENDA

(Hwang/Kroetsch)

That the agenda for the May 1, 2025, meeting of the Emergency and Community Services Committee be approved, as presented.

CARRIED

4. DECLARATIONS OF INTEREST

There were no Declarations of Interest.

5. APPROVAL OF MINUTES OF PREVIOUS MEETING

5.1 March 20, 2025

(Hwang/Jackson)

That the Minutes of the March 20, 2025, meeting of the Emergency and Community Services Committee, be adopted, as presented.

CARRIED

6. DELEGATIONS

6.1 Kevin Gonci, Mohawk Sports Park Council, respecting the Mohawk Sports Park Revitalization Project

Kevin Gonci, Mohawk Sports Park Council, addressed the Committee respecting the Mohawk Sports Park Revitalization Project, with the aid of a PowerPoint Presentation.

(i) (Jackson/Kroetsch)

That Kevin Gonci be provided an additional 5 minutes to complete his delegation.

Result: MOTION, CARRIED by a vote of 6 to 0, as follows:

Absent	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 13	Councillor Alex Wilson

(ii) (Jackson/Hwang)

That the delegation from Kevin Gonci, Mohawk Sports Park Council, respecting the Mohawk Sports Park Revitalization Project, be received.

CARRIED

8. ITEMS FOR CONSIDERATION

**8.1 HSC18026(b)
Group Purchasing Services (City Wide)**

(Hwang/Jackson)

That Report HSC18026(b), dated May 1, 2025, respecting the Group Purchasing Services (City Wide), be received, and the following recommendations be approved:

- (a) That Council approve the single source procurement, pursuant to Procurement Policy #11 – Non-competitive Procurements, for food, cleaning and related supplies and equipment, for Macassa and Wentworth Lodges, Recreation Division, Kings Forest Golf Club, Sackville Seniors Centre and Red Hill Family Centers and laundry and linen supplies for Macassa and Wentworth Lodges until May 30, 2030, and
- (b) That the General Manager, Community Services Department be authorized to negotiate, enter into and execute a contract or amendment(s) to the City's existing agreement and any ancillary documents required to give effect thereto with Complete Purchasing Services Inc. and their vendors, in a form satisfactory to the City Solicitor

Result: MOTION, CARRIED by a vote of 6 to 0, as follows:

Absent	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 13	Councillor Alex Wilson

**8.2 HSC25024
Long-Term Care Delegated Authority (Ward 7 and Ward 13)**

(A. Wilson/Jackson)

That Report HSC25024, dated May 1, 2025, respecting the Long-Term Care Delegated Authority (Ward 7 and Ward 13), be received, and the following recommendations be approved:

- (a) That the General Manager, Healthy and Safe Communities, or their delegate, be authorized and directed to negotiate, enter into, and execute, on behalf of the City, all agreements associated with the long-term care homes and seniors' services including any amendments, extensions, ancillary or associated documents, and reports, including but not limited to agreements respecting funding, research, data sharing, confidentiality, software, medical director/attending physician/dentistry services, professional services, student practicums, supplies and goods, services and professional services, and temporary staffing provided that any associated costs to the City do not exceed \$250,000, are within budget, and are in a form satisfactory to the City Solicitor;
- (b) That the Senior Administrator, Long Term Care – Healthy and Safe

Communities or their designate be delegated the authority to negotiate, enter into, and execute, on behalf of the City, all agreements associated with the long-term care homes and seniors' services including any amendments, extensions, ancillary or associated documents, and reports, including but not limited to agreements respecting funding, research, data sharing, confidentiality, software, medical director/attending physician/dentistry services, professional services, student practicums, supplies and goods, services and professional services, and temporary staffing, provided that any associated cost to the City does exceed \$75,000 and is within budget, and that they are in a form satisfactory to the City Solicitor, and;

- (c) That the Senior Administrator, Long Term Care Division be delegated authority to respond to long-term care associated surveys from various parties and provide feedback on behalf of the City to the Ministry of Long-term Care, the Ministry of Health, Ontario Health, associated Ontario Health Teams, health service providers, professional associations, or other governing body regarding legislative requirements, regulations, guidelines, or policies impacting long-term care.

Result: MOTION, CARRIED by a vote of 6 to 0, as follows:

Absent	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 13	Councillor Alex Wilson

8.3 HSC25028

Sole Source of Solar Panel Ambulance Initiative (City Wide)

(Hwang/Kroetsch)

That Report HSC25028, dated May 1, 2025, respecting the Sole Source of Solar Panel Ambulance Initiative (City Wide), be received, and the following recommendations be approved:

- (a) That Council APPROVE the single source procurement of ACETECH™ SOLAR panels and Vehicle Intelligence Module with optional Automatic Vehicle Location (AVL) for the City's ambulance fleet as identified in Report HSC25028 until December 31, 2032, pursuant to Procurement Policy #11 – Non-Competitive Procurements;
- (b) That the Chief of the Hamilton Paramedic Service or their designate, BE AUTHORIZED AND DIRECTED to negotiate, enter into, and

execute, any agreements, amendments, extensions, ancillary documents, and necessary associated documents with FERNO Canada Inc. with content acceptable to the General Manager of Healthy and Safe Communities or designate and in a form satisfactory to the City Solicitor; and;

- (c) That the Chief of the Hamilton Paramedic Service or their designate, BE AUTHORIZED to execute amendments to any Contracts executed and any ancillary documents as required with content acceptable to the General Manager of Healthy and Safe Communities or designate and in a form satisfactory to the City Solicitor if a supplier(s) identified in this Report (HSC25028) undergoes a name change.

Result: MOTION, CARRIED by a vote of 5 to 1, as follows:

Absent	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 6	Councillor Tom Jackson
No	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 13	Councillor Alex Wilson

9. MOTIONS

There were no Motions.

10. NOTICE OF MOTIONS

There were no Notice of Motions.

11. PRIVATE AND CONFIDENTIAL

There were no Private and Confidential.

12. ADJOURNMENT

There being no further business, the Emergency and Community Services Committee meeting was adjourned, at 2:24 p.m.

Respectfully submitted,

Jessica Versace
Legislative Coordinator
Office of the City Clerk

Councillor N. Nann
Chair, Emergency and Community
Services Committee



City of Hamilton Report for Information

To:	Chair and Members Emergency and Community Services Committee
Date:	May 22, 2025
Report No:	HSC25019
Subject/Title:	Hamilton Fire Department 2024 Annual Report
Ward(s) Affected:	City Wide

Recommendations

That Report HSC25019 respecting the Hamilton Fire Department 2024 Annual Report **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to update Council and the community about work achieved by the Hamilton Fire Department in 2024.
- Appendix A includes a summary of key achievements and metrics, an update to the 10-Year Service Delivery Plan, highlights about trends, technologies, and improvements, projects and initiatives that contributed to building a safer and healthier community through engagement with residents, business, and property owners.
- 2024 was an incredibly busy year, where the Hamilton Fire Department responded to 40,529 emergency incidents, nearly doubling its 2023 call volume.
- The cybersecurity incident on February 25, 2024 disabled some of the city's IT systems. Essential Emergency services were maintained, however it greatly impacted day-to-day operations and systems (i.e. data collection and records management system), requiring significant time and labour-intensive effort to devise and implement temporary solutions.
- These temporary solutions have limitations in their ability to gather and analyse data; therefore, the 2024 Annual Report does not reflect the typical robust data shared in previous reports.

Financial Considerations

N/A

Background

Annually, the Hamilton Fire Department provides a report or progress update on work performed and goals achieved. All initiatives are informed and guided by the [2019-2028 10-Year Service Delivery Plan](#).

Examples of key metrics and accomplishments realized in 2024 include:

- Responded to 40,529 emergency incidents, including structure fires, motor vehicle accidents, burning complaints, medical calls, rope rescues, hazardous materials events, explosions, etc.
- Fire Prevention Inspectors conducted 2,376 inspections to support Ontario Fire Code compliance.
- Facilitated training sessions resulting in 517 National Fire Protection Association (NFPA) certifications.
- The Emergency Management Program provided 11 training sessions for 138 participants that included delivery of provincial accredited Incident Management System courses.
- Activated the City's Emergency Operations Centre (EOC) for 309 days in 2024 to coordinate and manage the response to the Cybersecurity Incident. The work of the EOC included ensuring the incident was quickly contained, that City services continued to meet community needs, and prompt development of activities and plans associated with recovery and protecting against future incidents were undertaken.
- Saved \$1.8M on the purchase of new fire trucks using an innovative Spot Buy approach, supporting Council's priority of reducing taxpayer burden.
- Reviewed and approved 21 Emergency Response Plans for large scale public events held in the city.
- Progressed towards completion of action items in the 10-Year Service Delivery Plan. By year-end 2024, 45% of action items were complete, 34% were in progress (of those in progress, 70% were at least 60% complete.)
- Received \$55K of in-kind donations through partnerships and community safety initiatives which assist efforts to keep residents safe by providing smoke and carbon monoxide (CO) alarms to Hamilton residents at no cost.
- Provided fire and life-safety education (using kiosks and/or a Fire Safety Trailer) at 364 public events across the city.
- Responded to over 300 media inquiries / interactions, assisting with Council's priority of responsiveness and transparency.

Analysis

Legal Implications – N/A

Corporate Policy Implications – N/A

Staffing Considerations – N/A

Alternatives

N/A

Relationship to Council Strategic Priorities

The Hamilton Fire Department's 2024 Annual Report aligns and supports Council's strategic priorities of Safe and Thriving Neighbourhoods and Responsiveness and Transparency - specifically proactive communication.

Previous Reports Submitted

Previous related reports and plans include:

- [2023 Hamilton Fire Department Annual Report](#)
- [2023 Community Risk Assessment](#)
- [2019-2028 Hamilton Fire Department 10 Year Service Delivery Plan \(PDF, 16.33 MB\)](#)

Consultation

This report was developed with the input and collaboration from all Divisions within the Hamilton Fire Department.

Appendices and Schedules Attached

Appendix A: 2024 Hamilton Fire Department Annual Report

Prepared by: Debbie Spence, Executive Officer
Community Services Department, Hamilton Fire Department

Chioma Oyekanmi, Senior Project Manager
Community Services Department, Hamilton Fire Department

Submitted and recommended by: David Cunliffe, Fire Chief
Community Services Department, Hamilton Fire Department



2024

HAMILTON FIRE DEPARTMENT

ANNUAL REPORT



STRONG
for **YOU**

www.hamilton.ca/fire

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Budget and Departmental Divisions

2024 Budget

Description of Hamilton Fire Department Divisions

Message from the Fire Chief

I would like to begin by expressing my gratitude and appreciation to the dedicated staff of the Hamilton Fire Department for their outstanding efforts in 2024. Their skill, resilience, and adaptability were instrumental in successfully navigating the challenges posed by the cyber incident. Despite obstacles, staff were able to develop both short and long-term solutions while simultaneously maintaining day-to-day operations. They continued to make progress on key projects outlined in the Hamilton Fire Department 10-Year Service Delivery Plan as well as priorities within their respective divisions. All of this was accomplished while managing a significant increase in emergency incidents.



I would also like to extend thanks to staff across the Corporation, particularly those who supported the Emergency Operations Centre and Information Technology (IT) staff whose focused efforts were invaluable during the critical early weeks and months following the cybersecurity incident that happened on February 25, 2024.

While this annual report reflects a great deal of challenging work accomplished in 2024, it is notably different from previous reports in one key aspect - the absence of complete and comprehensive data. The Hamilton Fire Department is known for its robust data-driven approach, which is crucial to help guide decisions about service delivery. Unfortunately, due to the impacts of the cybersecurity incident, we were unable to fully recover lost data, or collect comprehensive new data for the entire year in a format that would facilitate easy analysis. Nevertheless, there was enough data to illustrate that 2024 was a busy and successful year. Case in point - we responded to 40,529 emergency incidents, nearly doubling the 21,160 incidents in 2023.

Beyond increased call volumes, other notable accomplishments included the critical improvements and efficiencies led by our Mechanical & Stores Division, our Emergency Management and Planning teams managing the cybersecurity incident response at the Emergency Operations Centre, learning sessions delivered by our Training Division which resulted in 517 Certifications, the proactive and responsive efforts of Fire Prevention in supporting businesses, property owners, and residents, and the excellent collaboration of the Administration team in support of all divisions.

I encourage the community and staff to take the time to review this report and reflect on the incredible work that was completed in 2024. Once again, thank you to all who contributed, and please stay safe.

For fire safety education resources, please visit www.hamilton.ca/fire or follow us on X @HamiltonFireDep.

Fire Chief David Cunliffe

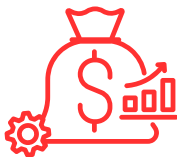
Key Metrics



Fire Operations staff (full-time and volunteer firefighters) **responded to 40,529 emergency incidents** in 2024 - a 48% increase from 2023.



802 fire prevention inquiries and reviews completed in 2024.



Saved \$1.8M through the new Spot Buy approach (process to purchase new firefighting apparatus).



Completed **2,376 fire prevention inspections** to support Ontario Fire Code compliance.

Received and responded to **300+ media enquiries.**



Emergency Management Program provided 11 training sessions (i.e., Incident Management System courses) **for 138 participants.**



Facilitated training sessions resulting in **517 National Fire Protection Association (NFPA) certifications.**

Activated the City's Emergency Operations Centre for 309 days in 2024 to coordinate and manage the response to the Cybersecurity Incident.



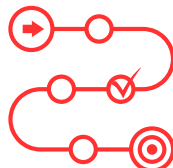
Received **\$55K of in-kind donations through partnerships and community safety initiatives** that provided smoke and carbon monoxide alarms for risk reduction programs and were distributed to residents.



Participated in a **total of 364 events** educating and assisting the community on fire prevention, including the "Smoke Alarms, Make Them Work for You" campaign.



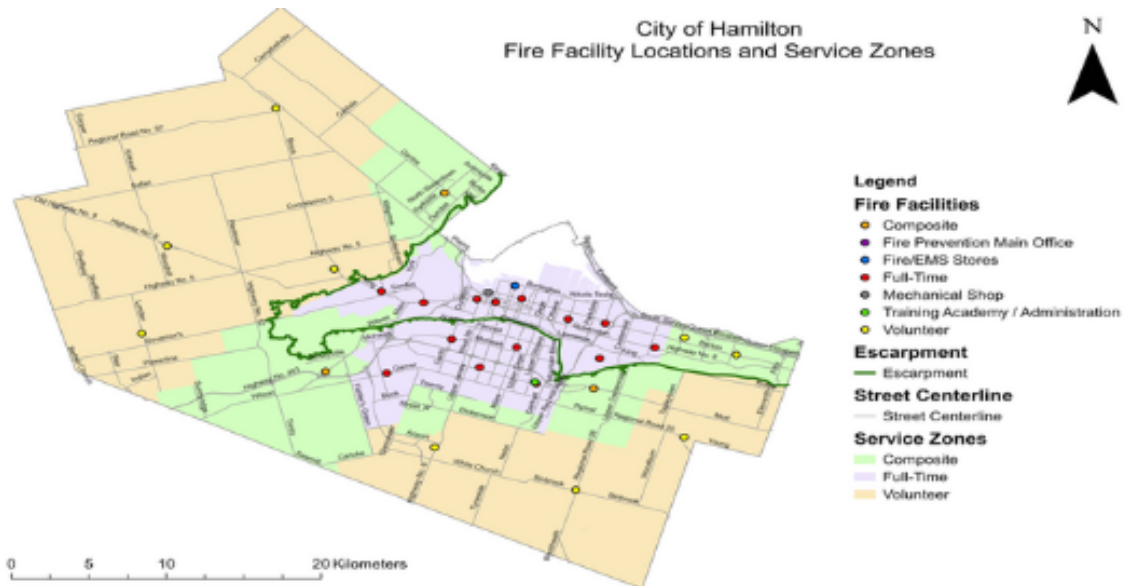
Completed 45% of action items in the Hamilton Fire Department's 10-Year Service Delivery Plan.



Reviewed and approved 21 Emergency Response Plans for large scale public events held in the city.



About the Hamilton Fire Department



Levels of Service

The Hamilton Fire Department is an all-hazards, composite (full-time and volunteer firefighters) service that serves a city of 569,353 (reference: GRIDS) people across an area of approximately 1,200 sq kms. Fire Protection and Rescue Services are delivered via three (3) levels: full-time firefighter emergency response services in urban areas, volunteer firefighter emergency response services in rural areas, and composite (both full-time and volunteer firefighters) emergency response service for suburban areas of the city. The Hamilton Fire Department operates out of 30 locations across the city with 26 emergency response stations made up of either full-time or volunteer firefighters.

Services

In addition to firefighting and emergency response, the Hamilton Fire Department provides a range of services that are regulated and described in the City's Establishing and Regulating (E&R) By-law (19-034). Services currently provided include:

- fire suppression, fire prevention, fire safety education,
- rescue and hazardous materials response,
- emergency medical response services in accordance with a tiered-response agreement with Hamilton Paramedic Service,
- mitigation and prevention of risk created by the presence of unsafe levels of carbon monoxide and safety education related to the presence of those levels,
- communication in respect of any matter described in (a)-(d),
- training of persons involved in the provision of any services described in (a)-(d),
- training of persons involved in the provision of any services described in (a)-(e) in accordance with National Fire Protection Association (NFPA) standards, and
- delivery of all services described in (a)-(f) above.

Departmental Divisions

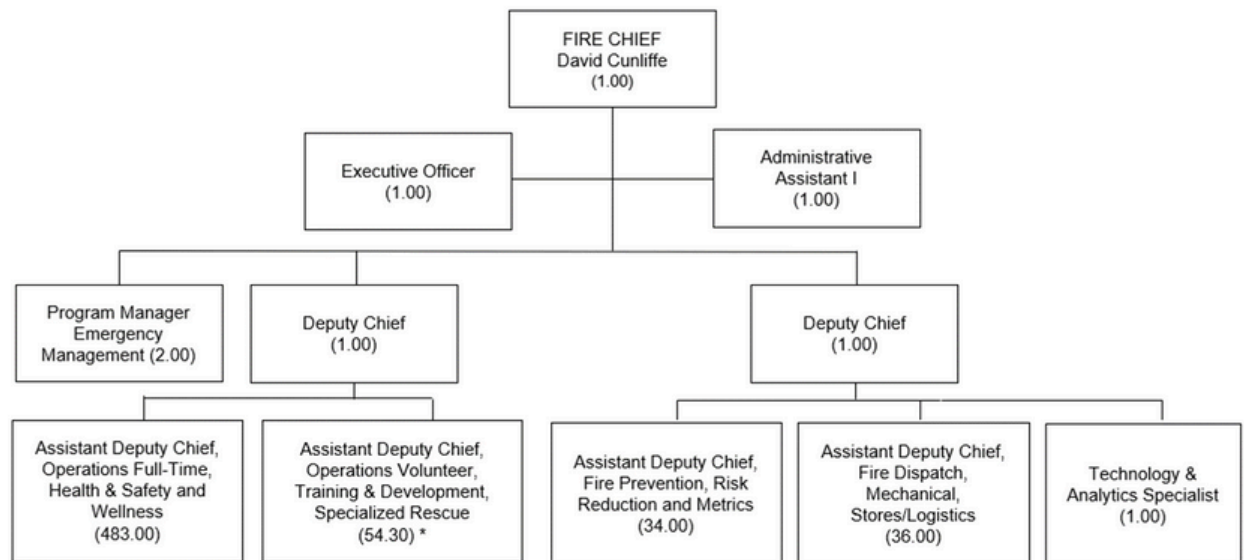
The Hamilton Fire Department is composed of the following divisions: (alpha order)

- Administration (i.e., Leadership team),
- Emergency Management,
- Fire Dispatch,
- Fire Operations: Full-time and Volunteer firefighters,
- Fire Prevention,
- Mechanical & Stores, and
- Training.

A detailed description of divisions is found on page 25-26.

Organizational Chart and Staffing

HAMILTON FIRE DEPARTMENT



* includes 39.30 FTE
Volunteer Firefighters
= 300 Head Count

Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2023	9.00	590.30	599.30	65.59:1
2024	9.00	606.30	615.30	67.37:1
Change	0.00	16.00	16.00	



Highlights

Key Achievements

Despite the significant challenges posed by the cybersecurity attack, particularly the complete loss of the Department's Records Management System, staff across all divisions were able to maintain day-to-day operations, mitigate impacts, and make significant progress.



Fire Dispatch and Fire Operations teams handled and responded to 40,529 emergency incidents in 2024, a 48% increase from 21,160 incidents in 2023. These efforts contributed to life-saving interventions, injury reduction, and minimized property loss.

Fire Dispatch staff and fill-in operators worked extended hours following the cybersecurity incident to ensure 2,689 calls were processed using manual dispatch procedures.

Members of the Fire Dispatch Division and operations support staff advanced preparations for the Next Generation 9-1-1 (NG-911) project.



40,529 emergency incidents



2,689 calls dispatched using manual procedures

Key Achievements



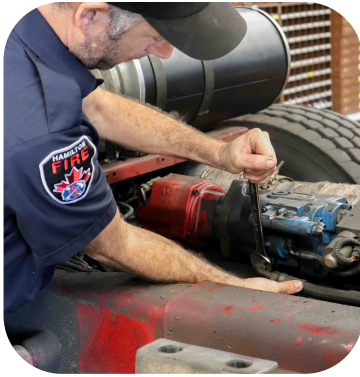
Fire Service Women Ontario's (FSWO), 2024 Training Symposium held in Hamilton.

Fire Chief David Cunliffe presenting FSWO President and Acting Captain, Pike Krpan with a Legacy Leadership Award.

The Hamilton Fire Department remained actively engaged with the Fire Service Women Ontario (FSWO) organization having two (2) Hamilton Fire Department personnel sitting on the board of directors and committees. In 2024 Hamilton hosted the FSWO Training Symposium which was the largest to date with over 200 people in attendance from across Canada and the U.S. This event is an opportunity for women across North America to network and participate in education sessions covering a broad range of theoretical learning and practical training.

Fire Service Women Ontario's 2024 Training Symposium was hosted in Hamilton

Key Achievements



The Mechanical, Stores, and Facilities teams, through collaboration and continuous improvement, maintained a fleet of 265 apparatus, optimized warehouse operations and implemented numerous facilities upgrades to enhance safety, efficiency, and organization in multiple facilities.

Fire Prevention staff handled a high volume of calls for service, conducted over 2,376 inspections, and attended multiple community events. Staff also led a comprehensive campaign to enhance public awareness about fire safety and smoke and carbon monoxide (CO) alarm compliance.

Training Division officers successfully organized and facilitated varied training sessions resulting in 517 provincial certifications recognized by the Office of the Fire Marshal (OFM), ensuring Fire Operations personnel met the core competencies for advanced firefighting, technical rescue, and emergency medical response.



The Emergency Management team activated the Emergency Operations Center (EOC) in February and sustained its operation throughout the year, ensuring continuity of operations and delivery of essential city services.

Staff reviewed and approved 21 Emergency Response Plans for large scale public events held in the city.

Maintained 265+ apparatus



2,376 inspections conducted



517 NFPA certifications obtained through OFM

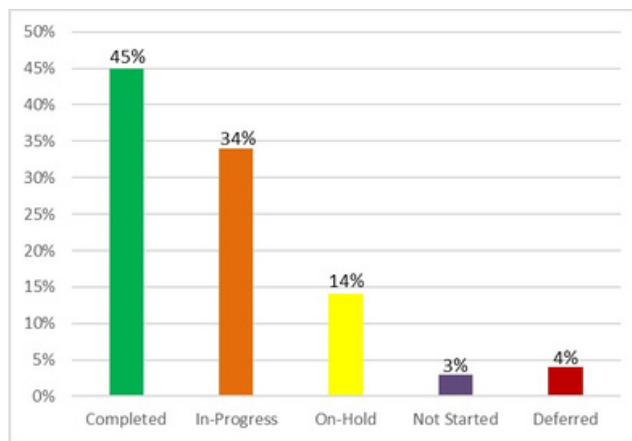
21 Emergency Response Plans reviewed and approved



10-Year Service Delivery Plan Updates

The Hamilton Fire Department's 10-Year Service Delivery Plan (2019 – 2028) was approved by Council in June 2019 (Report HSC19026). Designed as a living document, the initial Plan outlined 12 objectives and 98 individual actions to guide future improvements.

Since the Plan's inception in 2019, significant progress has been made despite major challenges, including the pandemic and, more recently, the cybersecurity incident in 2024.



Status as of December 31, 2024

As of December 31, 2024, the status of actions highlighted in the Plan are as follows: 45% of actions complete, 34% in progress (70% of these are at least 60% complete), 14% on hold, 3% not started, 4% deferred.

The initial expectation of achieving 65% completion by the end of 2024 was impacted by the cyber incident. Responding to the cybersecurity incident resulted in a shift in work to ensure service continuity and community safety and impacted expected work in 2024.

The actions that are 45% complete primarily align with the guiding principles of Optimized Service Delivery and Reduced Risk for a Healthier and Safer Community. Actions currently in progress are evenly distributed across all four (4) guiding principles (innovative and effective use of technology, revenue generation opportunities, existing resources utilized to maximum potential and enhanced customer value proposition).

Actions that remain on hold or that are not yet started were either scheduled to begin in 2024 then delayed due to the cybersecurity incident or were planned to begin after 2024. Some of the on- hold actions require reassessment, particularly those in the area of technology-related improvements.



Plan is at mid-point

Mid point assessment planned for 2025

Trends, Technology and Improvements

Past Loss and Trends

Important note/reminder: The cybersecurity incident greatly impacted the records management system (data collection), requiring implementation of temporary solutions. These temporary solutions have limitations in their ability to gather and analyze data; therefore, the 2024 Annual Report does not reflect the typical robust data shared in previous reports.



40,529 Emergency Incident responses

48% increase in incidents compared to 2023

A significant portion of the increase in emergency incidents appears to be correlated to the Hamilton Fire Department's return to the pre-pandemic Tiered Response protocol for medical emergencies.

500+ Fires

300+ Structure Fires

The number of fires and structure fires in 2024 continued to trend at the same level as the past three years and were comparable to 2023 numbers (i.e., in 2023 there were 513 fires and 299 structure fires).

Residential buildings continue to have the most fires in comparison to other property types.

Types of Fires

We continue to see more larger scale structure fires. Fires are also burning hotter and faster with the fires consuming more of the involved structure and the adjacent buildings, resulting in high level of damage and loss.

4 Fire Related Deaths

The City experienced four (4) civilian deaths and 24 civilian injuries.



Technology

In response to cybersecurity incident impacts, temporary solutions were required to mitigate operational disruptions. In Q2, with the assistance of IT, the Administration team developed temporary solutions to assist with the loss of technology and systems.



New Records Management System

As a result of the loss of the existing Records Management System (RMS), with the support of the Emergency Operations Centre a new vendor, First Due, was secured at the end of Q4 and staff began planning the implementation with a phased roll out approach to begin in 2025.

NG-911

Staff continued to advanced preparations for the Next Generation 9-1-1 (NG-911) project, which included:

- Installation of new NG-911 data lines into both primary and backup Public Safety Answering Point (PSAP) centres ensuring full redundancy and backup capabilities,
- Signing a partnership agreement with St. Catherines Fire to serve as the backup PSAP for 911 calls, and
- Installation of a new call handling system equipment in the Public Safety Answering Point (PSAP) centres to support the switch to the enhanced NG-911 service.

Equipment and Apparatus

New Apparatus

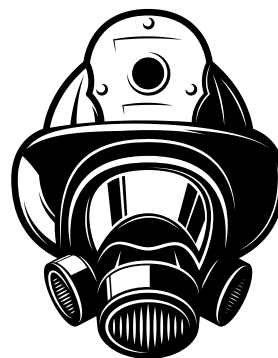
Using the new Spot buy process, the Hamilton Fire Department efficiently and cost-effectively purchased four (4) new apparatus: three (3) urban pumpers and one (1) rural pumper.



Self Contained Breathing Apparatus (SCBA) Testing

Completed equipment testing for SCBA masks:

- 807 G1 FIT facepieces
- 805 MSA G1 facepieces flow
- 804 MSA half masks



Improvements and Efficiencies

Improved Procurement Process resulting in efficiencies and cost savings

Implemented a new (Council Approved) Spot Buy Approach for Apparatus:

As a result of an approved staff report outlining a new Spot Buy approach that included input and support from the City's Procurement Division, the Hamilton Fire Department was able to save time and money by purchasing four (4) firefighting apparatus directly off vendor lots resulting in cost savings of \$1,830,135. The apparatus were added to the operational fleet within six (6) months compare to industry lead times currently approaching three (3) years.

Enhanced Workspaces for Fire Prevention

New workspaces were installed in Fire Prevention to enhance efficiency and organization.

Mechanical, Stores & Facilities Division Improvements included:

Parts Area Continuous Improvements

- Continued the vehicle parts inventory continuous improvement project, expanding storage with increased shelf space. Inventory was organized by division (EMS/Fire) and type and new inventory spreadsheets were created following the loss of our inventory system to the cybersecurity incident.

Mechanical Division (Station 13) Reconfiguration

- The Mechanical Division team reconfigured Station 13 to enable year-round non-destructive testing of aerial truck ladders, optimized shop space by relocating task-specific equipment to auxiliary storage such as sea containers when not in use.

Asset Management and Workflow Enhancements

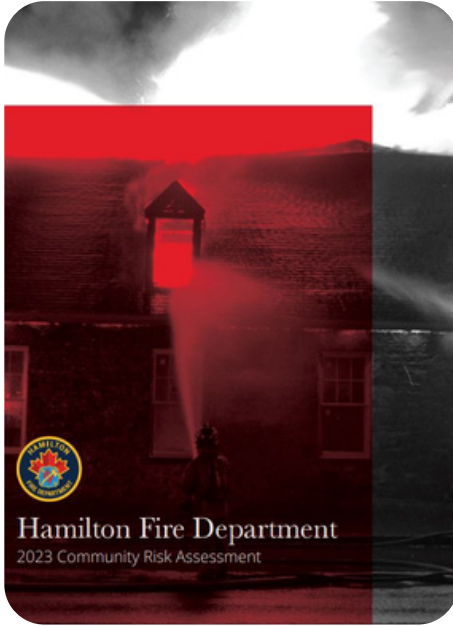
- Following the loss of the comprehensive asset management program due to the cybersecurity incident, Stores personnel implemented workflow enhancements and incremental improvements in storage, efficiency, and asset management processes, optimizing warehouse operations.

Facilities Improvements

- Facilities staff made improvements that supported workplace safety and wellness and overall efficiency to several fire stations with improvements and enhancements that included restoration of flooring, interior and exterior painting, exterior security upgrades such as adding lighting and gates, installation of new SCBA compressor, a refresh of an existing storage shed, pouring new apparatus bay concrete, exterior sidewalk replacements and new exterior walkways, setting up a new gymnasium, installation of new Air Conditioning, new overhead doors, replacement of HVAC system components, and flat roof replacement.

Building a Safer and Healthier Community

Projects



Completed and presented the City of Hamilton Community Risk Assessment Report (CRA).

CRAs are unique to each community and are a critical and foundational tool used to comprehensively assess and document current and future fire risk based on a range of features and profiles.

Identified risks and trends are then used to inform decisions about the three (3) lines of defense, which include fire safety education; fire safety standards and enforcement; and emergency response (delivery of Fire Protection and Rescue Services). The Hamilton Fire Department uses this information to determine which risks we need to prioritize and how best to manage and reduce them.

Regular Reporting on Fire Related Incidents at Encampments

With the assistance of Fire Operations, began providing weekly and monthly reports of fire related incidents involving encampments to the Housing & Homelessness team as a component of the city-wide Encampment Team report to support Council's priority of safe and thriving neighbourhoods.

Projects completed by Emergency Management staff included:

- Updated contact information and data on the Critical Infrastructure List.
- A Council approved By-law 24-027 - the updated Emergency Plan - presented via a staff report and included the Vulnerable Sector Unit.
- Completed 11 compliance items for the development of the Emergency Management program. Compliance items are required under the Emergency Management and Civil Protection Act. The 11 compliance items were submitted to the Emergency Management Ontario and our Emergency Management Program Committee (Mayor, Senior Leadership Team etc.) and included (Regulation 380/04) Appointment of Emergency Management Program Coordinator, Emergency Management Program Committee, Hazard Identification Risk Analysis, Critical Infrastructure List, Municipal Emergency Plan, Municipal Emergency Control Group, Emergency Operations Centre, Emergency Information Officer, Public Education, Emergency Management Program Annual Review and Emergency Management Program By-law.

Staff Training

Full-Time Firefighting Operations: Training and Exams Completed in 2024

Provincial legislation requires prescribed competency training including written and practical examinations. In 2024, while simultaneously navigating the impacts of the cybersecurity incident, the Training Division organized and facilitated training sessions that resulted in 517 individual certifications recognized by the Ontario Fire Marshal:

Type of Training/Certification	Number of Staff that Participated (received certification)
NFPA 1001 Firefighter Level I	10
NFPA 1001 Firefighter Level II	10
NFPA 1002 Fire Apparatus Driver/Operator	81
NFPA 1006 Rope Level II	104
NFPA 1006 Water Rescue Operations	16
NFPA 1021 Fire Officer Level I	173
NFPA 1031 Fire Inspector and Plans Examiner	24
NFPA 1035 Fire & Life Safety Educator	39
NFPA 1041 Fire Instructor Level II	12
NFPA 1072 Haz Mat Operations	32
NFPA 1521 Incident Safety Officer	16

*NFPA: National Fire Protection Association



Successfully administered a new Acting Captain Training Program for candidates who passed the 2024 Officer Promotional Exam. This five-day program covers report writing, note-taking, incident command, policy review, and relevant provincial legislation, including the Highway Traffic Act and the Occupational Health & Safety Act.

Conducted a full-time firefighter recruit class with 16 recruits. This was the first cohort to receive Fire & Life Safety Educator training and certification (1st Line of Defense) and Water Rescue Operations Level training and certification. This initiative enhances workforce skills, cross-trains front-line staff to expand their role in public safety education and maximizes resource utilization.

Conducted a full-time recruit classes for Fire Prevention Inspectors (8), Mechanics (4), and Dispatch staff (4).

Successfully completed a volunteer firefighter recruit class and certified ten (10) recruits in advanced firefighter skills, hazardous materials operations, and ice and rope rescue specialty qualifications.

Technical Rescue & Response Training/Resources

- Certified instructors to deliver a new Water Rescue program, successfully conducting Hamilton Fire Department's first Operations Level training for new recruits in 2024.
- Machine Rescue training for extricating entrapped patients is in development.
- Designed and Published a Lithium-Ion Battery response and Battery Packaging protocol Policy for staff.
- Conducted maintenance training for Ice Rescue, Confined Space Rescue, Hazardous Materials, and Rope Rescue responders.

Awareness and Education Campaigns

Fire Prevention staff organized and implemented two (2) major awareness campaigns:

1. Smoke Alarms - Make Them Work for You campaign:

- Worked with Corporate Communications to promote the campaign through local and social media, enhancing public awareness and emphasizing the importance of testing smoke alarms.



- Introduced the "Townhouse Tuesdays" pilot program, where firefighting crews distributed campaign educational materials, including door hangers, to selected townhouse complexes every Tuesday in September and October.
- Partnered with over 20 community organizations to promote key messaging and content while participating in community events.

2. Fire Prevention Week (October 6-12, 2024):

- Delivered Fire Safety Training/Education using the Fire Safety Trailer to three (3) elementary schools from October 8-10, 2024.
- Attended multiple events and collaborated with community partners such as Hamilton District Apartment Association, Hamilton Wentworth Catholic District School Board, all Private Schools within Hamilton, Forge Football Club, Limeridge Mall etc., to set-up information kiosks and distribute fire prevention materials and raise awareness among residents.
- Provided four (4) Fire Safety kits to the community, including one distributed to the Indigenous community.

* See additional education and awareness efforts on page 22



Awareness and Education

Collaborated on provincial and national campaigns

Assisting Businesses, Property Owners and Residents

The Fire Prevention team handled a high volume of calls for service and inquiries, completing 2,376 inspections.

(Please note: due to the cybersecurity attack and the resulting loss of the Records Management System, the reported figures do not fully capture the total workload. These numbers reflect the most accurate data available.)



- Handled 802 Fire Prevention related inquiries / reviews including file searches, fire safety plan reviews, spill procedure reviews, disconnection of services, outdoor patio reviews, special events application (SEAT) reviews, pyrotechnic approval reviews, alternative solution reviews, emergency response plan reviews, freedom of information request etc.
- Staff worked on a total of 25 legal appeals and complex enforcement cases necessitating involvement of the Ontario Fire Marshal.

2024: Inspections completed by Type

Inspection Call Types	Number of Inspections Completed
Action Requests Inspections (demolition, building clearance, Carbon Monoxide Non-Compliance Notice (CONN), Smoke Alarm Non-Compliance Notice (SANN), encampments, special occasions permit etc.)	1293
Paid Service Inspections (commercial, licensed and private home daycare, open air burning, store & trailer, group home etc.)	233
Vulnerable and Residential Care Occupancies (including fire drills)	297
License Inspections (eating establishments, rental housing by-law, industrial, AGCO etc.)	533
Multi-Agency Task Force Inspection	20
TOTAL	2376

Supporting Staff - Safety and Wellness

The Hamilton Fire Department is committed to providing ongoing support for all staff to enhance their well-being, promoting a healthy, safe, and resilient work environment.

Programs or events that provided enhanced support to staff in 2024 included:

Peer Team Support

Facilitated training session for Peer Team members on Applied Suicide Intervention Skills Training (ASIST).

Enhanced Respiratory Equipment

Updated the Respiratory Protection Program to include MSA G1 Self Contained Breathing Apparatus (SCBA) and respirators, to enhance firefighter protection in hazardous environments.

Staff Development and Growth

Hired additional training staff to support ongoing growth and development of department personnel.

Mental Health Support

Continued to provide mental health and wellness support through partnership with Wounded Warriors Canada to provide an additional layer of support for all Hamilton Fire Department staff. These programs are available at no cost to staff and are in addition to the City's Employee Assistance Program (EAP).



Family and Community Support

Hosted two (2) 'Family Night' evenings for volunteer and full-time new recruits to share information about support services available to the partners, spouses, and families of new employees.

Worked towards fostering a more inclusive fire service by enhancing Inclusion, Diversity, Equity and Accessibility initiatives. Collaborated with the Indigenous Committee to raise awareness and provide education on Indigenous communities, aiming to improve diversity and ensure a workforce that reflects the community. The Indigenous Committee now participates in Family Nights for both full-time and volunteer recruits.

Collaborating, Engaging and Communicating



The Hamilton Fire Department increased its active community engagement, by building relationships with diverse groups and communities including Indigenous communities. This included gaining a deeper understanding of Indigenous culture, principles and practices by attending and supporting several Indigenous events including sacred fires, a sunrise ceremony for the Day of Truth and Reconciliation, and Indigenous Veteran's Day. Additionally, the department actively included and recognized the Indigenous community within Hamilton Fire Department-led events/activities such as graduation ceremonies and family wellness nights.

Funding & In-Kind Donations

To support Fire Prevention efforts, in-kind donations valued at approximately \$55K were received through partnerships and community safety initiatives. These contributions provided additional smoke and carbon monoxide (CO) alarms for risk reduction programs and distribution to residents.

Engaging through Community Events

In 2024 staff across the Hamilton Fire Department participated in 364 events and activities that educated and assisted the community, including (broken down below by division and event types):

- Fire Prevention attended and participated in 53 events, with 32 public education presentations, 19 Fire Safety Trailer demonstrations, and two (2) Hamilton Arson Prevention Program for Children (HAPPC) events.
- Fire Operations (full-time firefighters) participated in a total of 260 events, with 171 events involving fire truck and firefighter attendance, and 89 station tours.
- Operations (Volunteers) participated in a total of 51 events, with 37 events involving fire truck and firefighter attendance, and 14 station tours.
- On October 14, 2024, the Department re-initiated the Hamilton Fire Department Thanksgiving Open House at all fire stations, with Fire Prevention distributing fire safety smoke and carbon monoxide (CO) alarm safety materials to attending residents.
- On October 19, 2024, the Fire Prevention Division partnered with Rona at the Waterdown and Barton locations to distribute fire safety smoke and carbon monoxide (CO) alarm safety materials to residents.
- The Training Division led the Future Firefighters in Training (FFIT) camp on October 4-6 at the Multi-Agency Training Centre. This program is aimed at empowering women and diverse youth (16-24) with firefighting information and hands-on participation opportunities to foster interest in a career in the fire service.
- Hamilton Fire Department staff continued to work in collaboration with other City Divisions/Departments including Indigenous Relations, Recreation, Public Works, and Risk Management.



Connecting with the community

364 events attended

Community Collaboration and Support

- The Hamilton Fire Department actively engaged in various community events, with Volunteer firefighters organizing a clothing drive to support the community.



The Emergency Management & Planning team engaged and assisted community partners:

- Provided support for the evacuation of a significant fire at the YMCA on July 22, 2024.
- Provided public education at nine (9) community events including partners such as, Senior Centers, Indigenous groups, Red Cross, youth engagement personnel etc.
- Engaged with the Emergency Preparedness and Response Advisory Committee that included emergency services agencies, hospitals, utility providers, private industry, the education sector, and non-governmental organizations.
- Participated in community partner exercises such as the Provincial Government, Hamilton Airport, McMaster University, and Hamilton Health Sciences.
- Conducted eleven (11) training sessions for 138 participants to receive provincial accreditation on the Incident Management System.



Media and Social Media

- Responded to 300+ media enquiries.
- Developed and distributed 54 Media Releases.
- Conducted 12 (monthly) interviews with Cable 14.
- Developed multiple radio and print media campaigns.
- Launched a paid Instagram campaign to promote the Thanksgiving Open Houses (October 9–14, 2024), reaching 65,645 people with 127,327 views and 4,655 interactions. This is one of our highest-performing social media campaigns to date.
- In November 2024, the Hamilton Fire Department launched a new, secure Fire Incidents Dashboard at www.hamilton.ca/HFDIncidentsDashboard replacing the @HFD_Incidents feed on X (formerly twitter) that provides residents with real-time updates on active emergencies.



9:06 AM · Nov 14, 2024 · 62K Views

Social Media Highlights

Instagram

Posts: 57

Engagements: 5,070 with 2,437 likes

Impressions: 203,435

In 2024, the focus was using Instagram, and despite posting less frequently than last year, saw higher engagement rates.

Top organic social posts (not including paid posts for awareness campaigns) included:

Instagram Stories on:

- Fireworks Safety
- New Fire Incidents Dashboard
- Future Firefighters in Training Camp

Instagram Reel on:

- Thanksgiving Open Houses Are Back
- Fire Prevention Week
- Test Your Smoke Alarm Day
- Emergency Preparedness Week 1
- Emergency Preparedness Week 2
- Thanksgiving thanks from the Chief

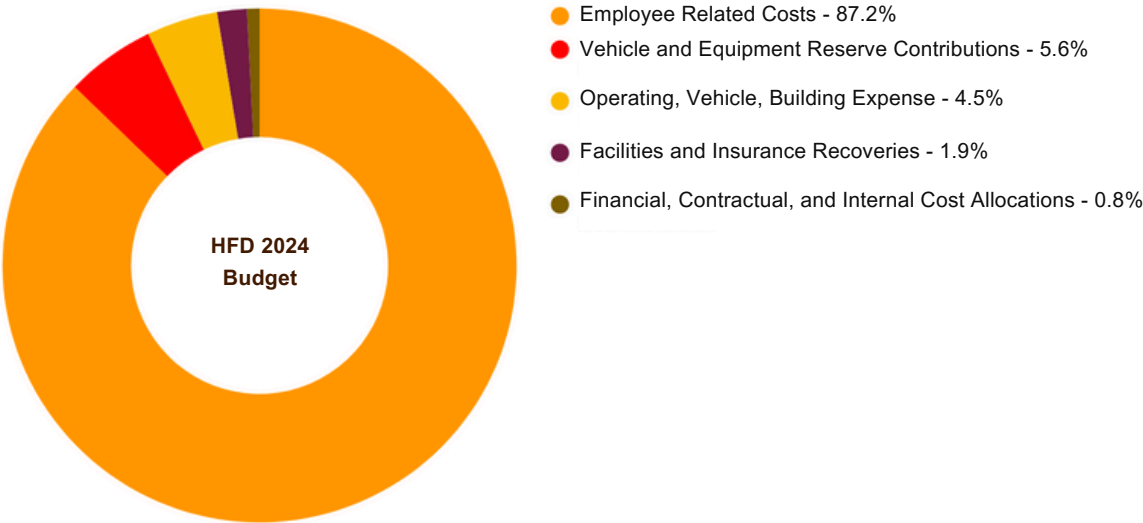


@HamiltonFireDep

Budget and Department Overview

2024 Budget

The Hamilton Fire Department approved budget for 2024 totaled \$107,623,200.



2024 Budget by Category

Categories	Total
Employee Related Costs	94,923,700
Vehicle and Equipment Reserve Contributions	6,135,600
Operating, Vehicle, Building Expense	4,879,600
Facilities and Insurance Recoveries	2,039,600
Financial, Contractual, and Internal Cost Allocations	856,200
User Fees	-1,211,500
Hamilton Fire Department - 2024 Budget	107,623,200

Budget Highlights

- The collection of user fees was impacted by the cybersecurity incident resulting in a 54% decrease (shortfall of \$1.2M) in expected revenues.
- The 2024 Budget introduced business cases and enhancements for Fire Services for the first time in years, leading to the hiring of new staff.

Description of Divisions

Leadership Team: includes the Fire Chief, Executive Officer, Deputy Fire Chiefs and Assistant Deputy Fire Chiefs, facilities and asset management staff and various administrative staff. The Administration team is responsible for developing and maintaining the overall strategy and operations of the entire Department. Some of the specific responsibilities include budget oversight and management, policy development, asset and risk planning and management, data collection and analysis, facilities and technology planning and management, ensuring compliance and required communication with regulatory bodies (i.e., Ontario Fire Marshal, Ministry of Health, Ministry of Transportation etc.) and various standards (i.e., National Fire Protection Association).

Fire Dispatch: receives, dispatches, manages and oversees all emergency and non-emergency calls related to Fire Services provided in the City of Hamilton. Acts as the liaison between front-line operations staff and the required internal and external resources.



Emergency Management: provides management and oversight of the City's Emergency Management Program, including the Emergency Operations Centre, emergency plan development, training, exercises, and public education on emergency response and preparedness to enhance the City's disaster resiliency.

Mechanical and Stores: operates an Emergency Services Fleet Services Centre and a Stores/Logistics Centre that provide oversight and management of all apparatus (vehicles) for both the Hamilton Fire Department and the Hamilton Paramedics Service, equipment, and wide range of assets.



Description of Divisions



Firefighting Operations: includes all full-time and volunteer firefighters who provide responses to a range of items such as emergency response for fires, medical calls, motor vehicle collisions, alarm conditions, gas leaks, and carbon monoxide alarm calls. In addition, this team/division provides specialized rescue services such as rope rescues, confined space rescue, ice rescue, Remote Piloted Aircraft Systems (drones), and hazardous materials operations.

Fire Prevention: oversees prevention, Ontario Fire Code inspections, enforcement, and public fire safety education including fire drills for vulnerable occupancies, response to public complaints or concerns, property inspections, licensing, fire safety approvals and permits, and public awareness campaigns.



Training Division: provides both theory-based and practical skills training for staff. Skills include firefighting operations, technical rescue incidents, and emergency medical response. Oversees and manages all legislatively required training, exams, and certification of staff, organizes and provides training for new recruit classes, trains all staff on new apparatus, equipment, and specialties as required, and leads programs related to attracting and retaining staff (i.e. Future Firefighters in Training (FFIT), Wounded Warriors).



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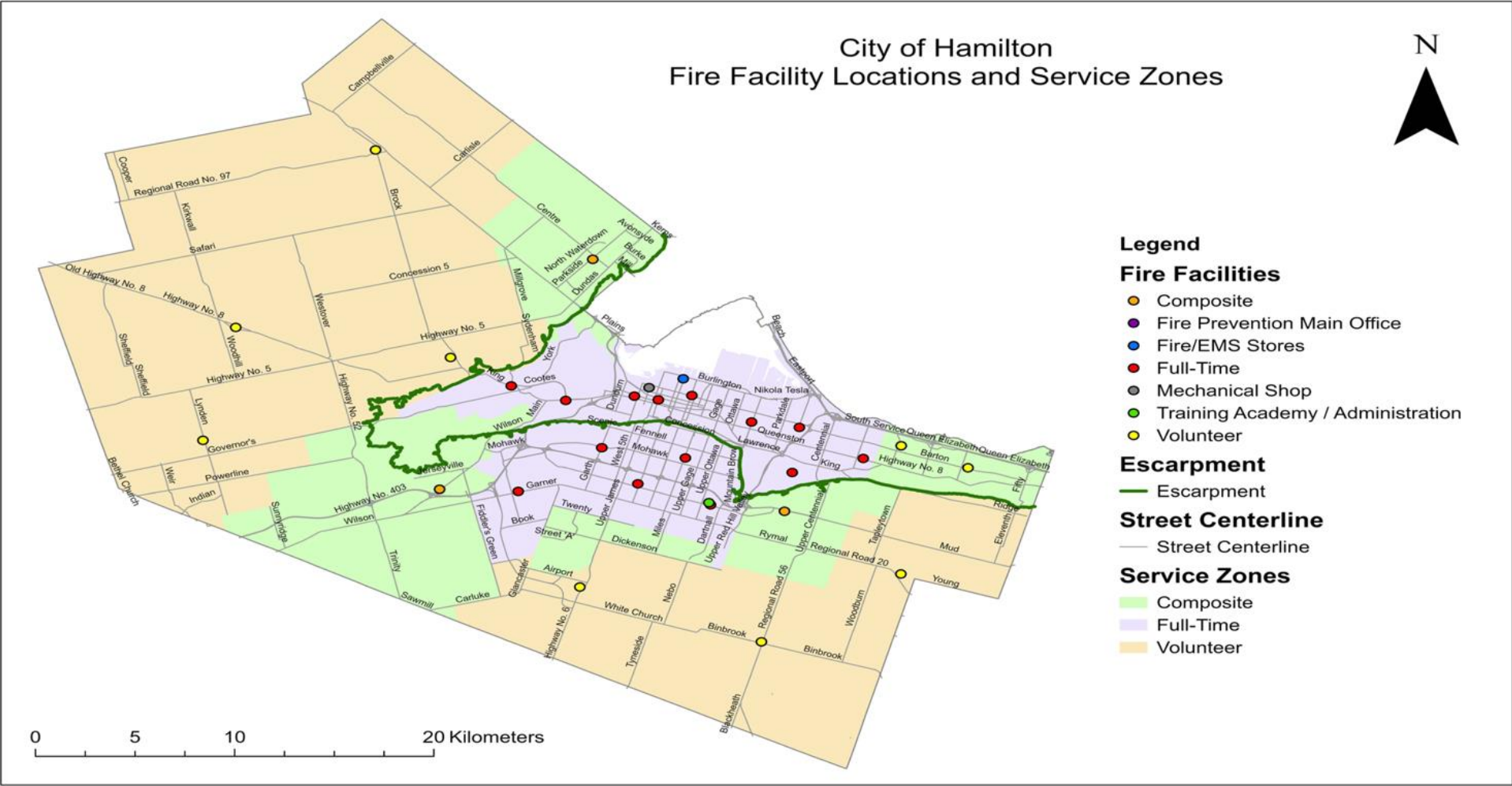
STRONG
for **YOU**



HAMILTON FIRE DEPARTMENT'S 2024 ANNUAL REPORT

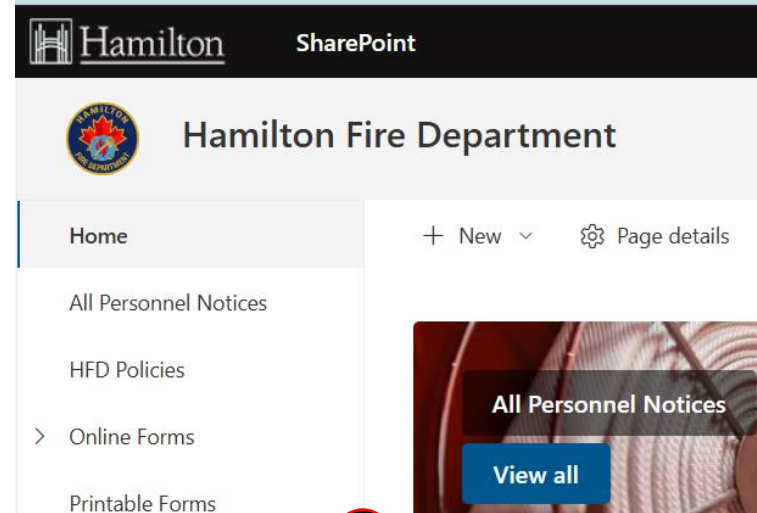
May 22, 2025

Hamilton Fire Department Overview



2024: A Year in Review & Key Achievements

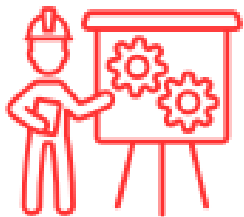
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2024 Key Metrics



Fire Operations staff (full-time and volunteer firefighters) **responded to 40,529 emergency incidents** in 2024 - a 48% increase from 2023.



Facilitated training sessions resulting in **517 National Fire Protection Association (NFPA) certifications**



Saved \$1.8M through the new Spot Buy approach (process to purchase new firefighting apparatus).

Activated the City's Emergency Operations Centre for 309 days in 2024 to coordinate and manage the response to the Cybersecurity Incident.



Received **\$55K of in-kind donations** through partnerships and community safety initiatives that provided smoke and carbon monoxide alarms for risk reduction programs and were distributed to residents.



Completed **2,376 fire prevention inspections**

Received and responded to **300+ media enquiries**



Emergency Management Program provided 11 training sessions (i.e., Incident Management System courses) **for 138 participants.**

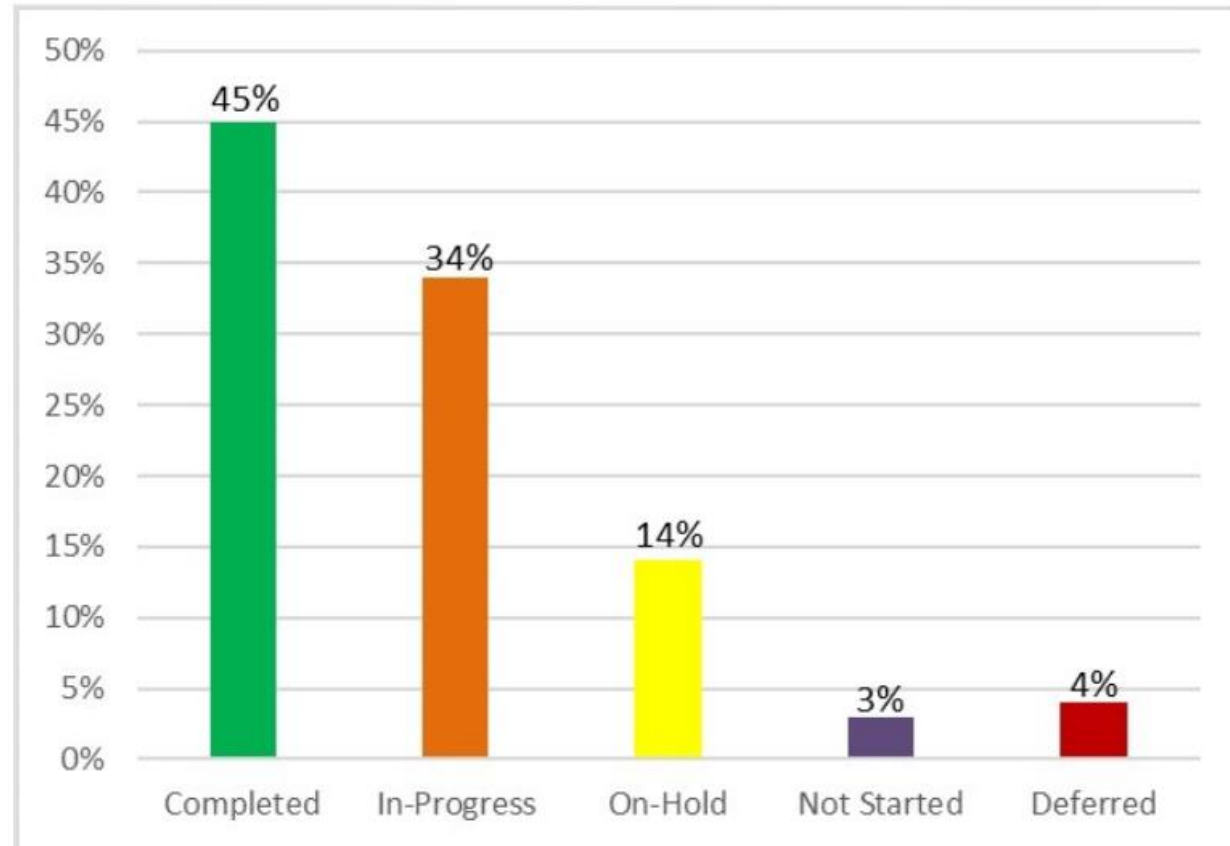
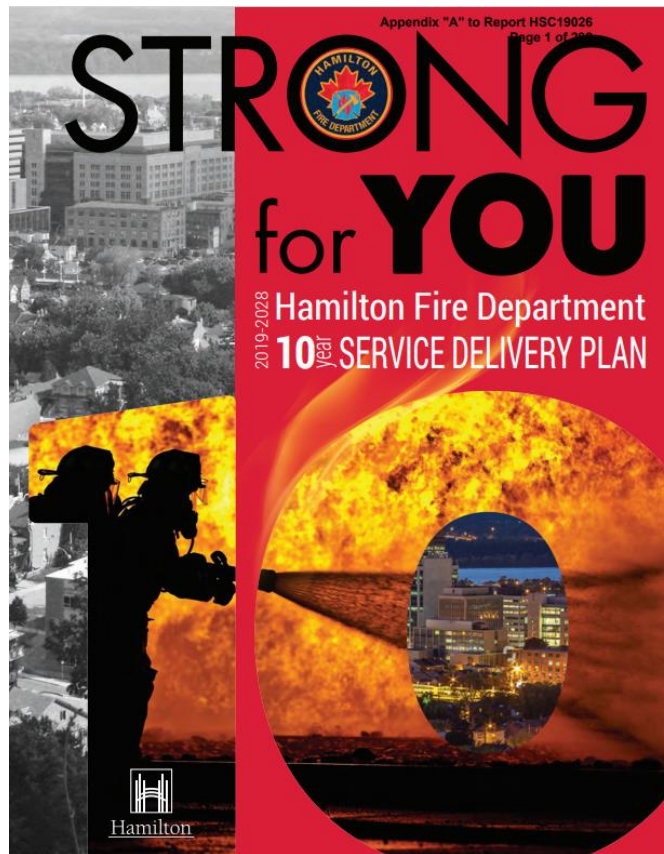


Participated in a **total of 364 events** educating and assisting the community on fire prevention, including the "Smoke Alarms, Make Them Work for You" campaign



Status of 10-Year Service Delivery Plan

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Status as of December 31, 2024

Trends and Past Loss

	2024	2023	2022
# of Fires	500+	513	500
# of Structure Fires	300+	299	328
# of Non-Structure Fires (i.e., vehicles, grass, rubbish etc.)	200+	214	172
Civilian Injuries as a Result of Fires	24	24	28
Deaths as a Result of Fires	4	3	8

Technology

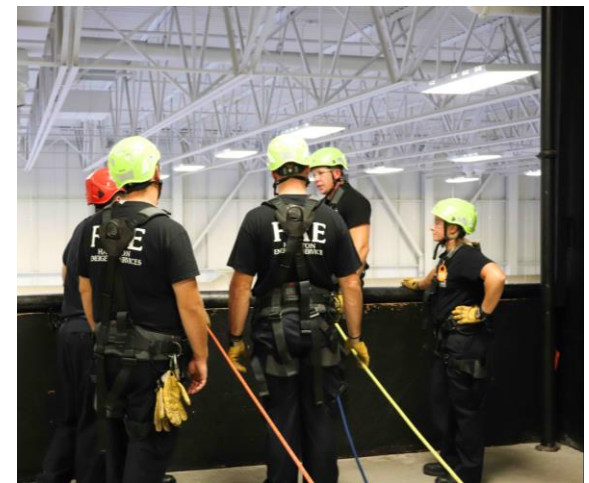


new Records
Management System

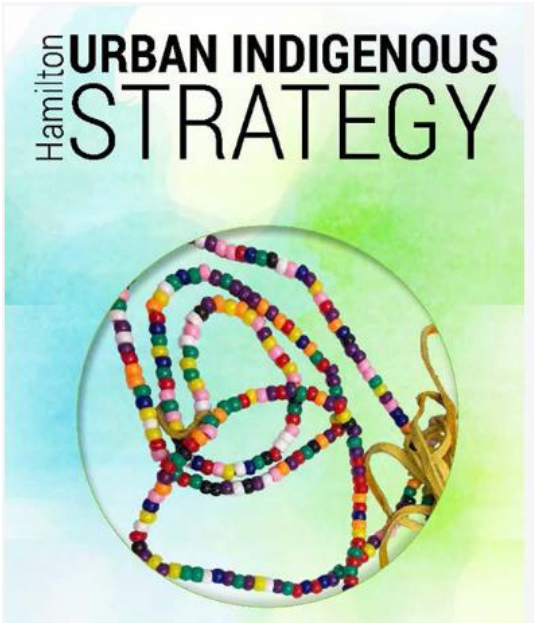


NG-911

Efforts to Build a Safer Community



Collaboration, Engagement & Communication



Hamilton Fire Department promotes Fire Safety Week

CHCH News 153K subscribers

3 0 Share Download Save



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altego_music • MEET ME HALFWAY X I...

cityofhamilton 🍂Thanksgiving Open Houses are back!🍂

To wrap up this year's Fire Prevention Week activities, we'll be holding open houses from 1-4pm on Monday, Oct 14 at participating fire stations in #HamOnt.

Bring the family to check out some equipment demonstrations, chat with fire fighters, take photos with the trucks, and more!

Each fire station will also be collecting non-perishable food items for donation to the local food bank.

Hamilton Fire Department @HamiltonFireDep

We're live! The new Hamilton Fire Department (HFD) Incidents Dashboard is here—get timely information on active incidents that the Hamilton Fire Department is responding to across the city. Access the dashboard now via hamilton.ca/HFDIncidentsDa...

hamilton.ca/HFDIncidentsDashboard

STRONG TO YOU



Hamilton

THANK YOU



City of Hamilton Report for Consideration

To: Mayor and Members
Emergency and Community Services Committee

Date: May 22, 2025

Report No: HSC24025(b)

Subject/Title: Canada-Wide Early Learning and Child Care – 2025 and 2026 Child Care Space Allocation update and 2025 Funding Changes

Ward(s) Affected: City Wide

Recommendations

- 1) The Ministry of Education Infrastructure 100% provincial funding of \$1,629,121 **BE APPROVED.**
- 2) The General Manager of Healthy and Safe Communities or designate **BE DIRECTED** to execute a funding or ancillary agreement with the Ministry of Education that is satisfactory to the City Solicitor.

Key Facts

- On March 31, 2025, the Ministry released an updated memorandum (see Appendix “A”) outlining the outcome of their child care space recalibration exercise resulting in a reduction of 289 new child care spaces for Hamilton.
- Canada Wide Early Learning and Child Care cost-based funding, administrative and start up grant funding was reduced by \$2,757,207 because of the reduction in the child care space targets.
- The Ministry announced new Infrastructure funding of \$1,629,121, with a goal of increasing inclusion in child care for underserved communities through the creation of new, licensed child care spaces for not-for-profit licensed child care centres.
- The Province of Ontario and the Federal Government continue to negotiate the extension of the Canada Wide Early Learning and Child Care plan beyond March 31, 2026.

HSC24025(b) Canada-Wide Early Learning and Child Care – 2025 and 2026 Child Care
Space Allocation update and 2025 Funding Changes
Page 2 of 8

- The demand for accessible, affordable, high quality child care in Hamilton continues to exceed available spaces, and the City of Hamilton remains committed to increasing access in alignment with our access and inclusion goals.
- Divisional staff will monitor the impacts of these changes and will keep families, child care operators, and Council updated on any further changes or impacts.

Financial Considerations

In addition to the space recalibration, the March 31st Ministry memo also announced new Early Learning and Child Care (ELCC) Infrastructure funding for Hamilton for 2025. Hamilton will receive \$1,629,121 to support not-for-profit licensed child care operators to increase inclusion in child care for underserved communities. This funding will support the creation of the new, licensed, full-day child care spaces, which are included in Hamilton's child care space allocations. This funding is a complement to the current Start-Up Grant program, and supports additional infrastructure costs, including planning and design stage expenditures, as well as the purchase of land or buildings.

The Ministry has also adjusted 2025 funding allocations, and the following chart provides highlights of these changes:

Funding Type	2025 Hamilton's Allocation		
	Original	Revised	Change
Cost Based Funding (to support operational child care spaces)	\$ 143,787,480	\$ 142,531,450	\$ (1,256,030)
Administration	\$ 3,223,315	\$ 3,219,753	\$ (3,562)
Start Up Grants (to support creation of new spaces)	\$ 3,728,700	\$ 2,231,085	\$ (1,497,615)
Total	\$ 150,739,495	\$ 147,982,288	\$ (2,757,207)
NEW Infrastructure Funding (to support new not-for-profit spaces)	\$ -	\$ 1,629,121	\$ 1,629,121

Staff have completed an analysis on the \$2,757,207 reduction in funding and are confident it relates to the reduction of spaces due to the recalibration exercise. There are no FTE impacts because of these changes and staff are consulting legal services to create an Infrastructure Agreement which will be included in the directed growth application for new child care spaces.

Background

On March 28, 2022, the Province of Ontario signed the Canada-Wide Early Learning and Child Care (CWELCC) agreement with the federal government. The goal of this initiative is to ensure more families across Ontario have access to safe, affordable, and high-quality child care. The Canada-Wide Early Learning and Child Care plan will be phased in by March 2026, with the average cost of child care for eligible children 0 to 6 years reduced to \$12 per day.

Hamilton is in year four of implementation and the following provides an overview of the accomplishments to date.

2022 Accomplishments:

- By November 1, 2022, a total of 214 out of 223 eligible child care licensees enrolled in the CWELCC plan. Hamilton achieved a 96% enrollment rate compared to the provincial average of 92%.
- Child Care fees were reduced by 25% for families retroactively to April 1, 2022, resulting in an estimated savings of \$3,600 per child.

2023 Accomplishments:

- Reduced child care fees by 52.75%, saving families an average of \$9,149 annually per child.
- Developed an Access and Inclusion Framework to direct new child care space growth in Hamilton's licensed child care system to best serve the needs of the community.
- Launched a directed growth application process for Licensees to apply for new child care spaces in Wards 6,7,3 and 4, which had the lowest access rates resulting in 381 new child care spaces.
- Provided general operating funding to support Early Childhood Educator recruitment and retention, increasing the average salary across the system to \$22.45/hour.

2024 Accomplishments:

- Hamilton's early years community including those enrolled in the Canada Wide Early Learning and Child Care plan reaffirmed their commitment to Equity, Diversity, Inclusion, and Belonging, by signing off on the City's Equity, Diversity, Inclusion and Belonging (EDIB) Policy for the early years system.
- Implemented the Ministry's Child Care Workforce Strategy, which increased the salaries of eligible Early Childhood Educators by approximately \$3.00/hour.
- Implemented two successful professional development days for more than 2,000 early years professionals.
- Approved 265 new community-based child care spaces, prioritizing Wards 2, 4, 5, 6, 7, 8, 9, and 11, because these wards continue to have lower access rates.

2025 Accomplishments To-date:

- Child Care Fees reduced to \$22.00 per day for participating Licensees resulting in an average family saving \$10,640 annually per child.
- Implemented new cost-based funding for Licensees participating in the Canada Wide Early Learning and Child Care plan.
- There are approximately 1,381 Early Childhood Educators working in Licensed programs participating in the CWELCC program. Average hourly wage has increased to \$28.04.
- Launched the directed growth applications for new child care spaces for both 2025 and 2026 focusing on all wards with an access rate of less than 37%.

On April 22, 2025, Minister of Education Paul Calandra released a letter to families to inform them that the current term of the federal child care initiative is coming to an end on March 31, 2026 (see Appendix "B"). Minister Calandra expressed Ontario's

HSC24025(b) Canada-Wide Early Learning and Child Care – 2025 and 2026 Child Care Space Allocation update and 2025 Funding Changes

Page 4 of 8

commitment to see an extension of the program that would allow the province to succeed in achieving \$10/day child care beyond March 31, 2026, and indicated that without adequate federal funding, families could see child care rise. Currently, Hamilton has not yet received details on its 2026 funding or any future funding impacts for existing or new spaces.

Analysis

Canada Wide Early Learning and Child Care Access and New Space Allocations

In December 2022, the Ministry of Education released a draft Access and Inclusion Framework alongside child care space targets with a goal to open 86,000 new child care spaces in Ontario with a 37% access rate by the end of 2026. This means one affordable child care space for every 2.7 children aged 0 to 5 years by the end of 2026.

Division staff completed a review of current child care access rates across the city, analysis of socio-economic and demographic indicators, to ensure priority populations (i.e. children living in low-income families, children of newcomers to Canada, official language minorities, children with special needs, and Indigenous, Black and other racialized children) have access to inclusive child care options.

In January 2023 the Division submitted a Canada Wide Early Learning and Child Care (CWELCC) Space Reporting Template to the Ministry who approved the following in May 2023.

Ministry Child Care Space Allocations -Hamilton			
Year	School Based Allocation	Community Based Allocation	Total
2022	49	146	195
2023	196	180	376
2024	49	333	382
2025	49	295	344
2026	-	220	220
Total	343	1,174	1,517

Progress reports were submitted quarterly to the Ministry of Education and the recalibration of spaces was announced by the Ministry on March 31, 2025. The reallocation of spaces used data submitted in October 2024, through a ministry request to all 47 Service System Managers. A Communication Update from March 2025 (see Appendix "C") provides detailed rationale on the progress report and ministry decision.

The City's recalibrated new spaces for 2025 and 2026 are in the chart below:

HSC24025(b) Canada-Wide Early Learning and Child Care – 2025 and 2026 Child Care
Space Allocation update and 2025 Funding Changes

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	Ministry Child Care Space Allocations - Hamilton					
	2025			2026		
	Original	Revised	Change	Original	Revised	Change
Community Based Spaces	339	246	↓ 93	302	106	↓ 196
School Based Spaces	49	49	0	0	0	0

Among the 47 Service System Managers across Ontario, Hamilton is one of 27 who had spaces reduced. A total of 16 Service System Managers received increased spaces, and the remaining four saw no change to their space allocations.

Based on these new child care space targets, Hamilton will achieve an access rate of 37% using all spaces currently licensed in the system. If we consider the Canada Wide Early Learning and Child Care spaces only, our access rate for affordable child care in Hamilton will be 32% by the end of 2026.

Pressures in the Canada Wide Early Learning and Child Care system

Shortages of Early Childhood Educators

Recruitment and retention challenges continue in Hamilton, and across the province. Operating capacity is monitored by City staff and can provide some quantitative information on staffing, as it reflects the number of spaces currently operating based on staff to children ratios. In April 2025, all full day programs providing infant, toddler, and preschool care are operating at 90% of their total licensed capacity. To increase operating capacity to 100%, 115 more Registered Early Childhood Educators would be required.

The Division leads an Early Years Human Resources committee that includes broad representation of the Early Years community and post-secondary institutions. This committee will continue to prioritize recruitment and retention strategies for Early Childhood Educators.

Demand for new child care spaces

The directed growth application process for applying for new child care spaces under the Canada Wide Early Learning and Child Care plan started in 2023. The demand for new child care spaces in Hamilton continues to exceed the available spaces. The following chart provides a snapshot on the number of applications received, compared to the total number of spaces approved based on funding availability and space targets.

HSC24025(b) Canada-Wide Early Learning and Child Care – 2025 and 2026 Child Care
Space Allocation update and 2025 Funding Changes

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Year	Total Licensee directed growth applications	Total Licensee spaces requested	Total Licensees approved	Total Licensed spaces approved
2022*	N/A	N/A		195
2023	17	1,450	11	381
2024	29	1,799	9	265
2025 to date			4	119
Total	46	3,249	24	765

2022 spaces created through increased licensed space approvals for existing Licensees plus new Licensees enrolling in the Canada Wide Early Learning and Child Care plan

The demand for child care is demonstrated by both the number of directed growth applications and through waitlist data. There are currently no data systems that collect system wide wait list information. Each Licensee has their own wait list information and policies. We know families place their children on multiple wait lists which leads to duplication across the system. To help inform this report, division staff surveyed Licensees offering full day child care (Infant, Toddler and Preschool age groups).

The following chart highlights current wait list numbers.

Total Licensees offering full day child care for children aged 0 to 5 years.	Total Wait List (Infant, Toddler and Preschool spaces that provide child care to children aged 0 to 5 years)
154	54,366*

*Given the demand for care, many families are on multiple waiting lists for child care, and therefore, this total wait list count is inflated due to duplication of children across multiple wait lists.

Legislated Requirements

The City of Hamilton is the Service System Manager for the Early Years System as required by the Child Care and Early Years Act, 2014. While the Service System Manager responsibilities is for the 0 to 12 years age groups, the focus of this report is on the Canada Wide Early Learning and Child Care plan, which focuses on the 0 to 5 years age group.

Next Steps

Division staff are currently updating the directed growth application and general information on the city's web pages to reflect the revised child care space targets, and to ensure transparency with the public. As the demand for affordable, high-quality child care continues to exceed available spaces, Division staff will continue to share data and advocate to the Ministry of Education for additional child care space targets and associated funding, with the goal of increasing access to child care in Hamilton.

HSC24025(b) Canada-Wide Early Learning and Child Care – 2025 and 2026 Child Care Space Allocation update and 2025 Funding Changes

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Staff remain committed to working closely with community partners, such as the Consolidated Service System Management Advisory table, to inform priorities and successfully implement the Canada Wide Early Learning and Child Care plan at a local level.

Alternatives

Not applicable

Relationship to Council Strategic Priorities

Sustainable Economic & Ecological Development

Affordable high quality child care is an economic driver supporting families to work or attend school. Access to affordable, high-quality child care has been shown to increase labour market participation, especially for women.

Safe & Thriving Neighbourhoods

Providing affordable, accessible, high quality child care in neighbourhoods where families live creates a sense of community where children can thrive developmentally and successfully transition to school.

Previous Reports Submitted

- (HSC22035) Canada-Wide Early Learning and Child Care Funding Update - June 2022
- (HSC22035(a)) Canada-Wide Early Learning and Child Care Update - February 2023
- (HSC22035(b)) Canada-Wide Early Learning and Child Care - September 2023
- (HSC24025) Ontario Child Care Workforce Strategy, Canada-Wide Early Learning and Child Care Funding - May 2024
- (HSC24025(a)) Canada-Wide Early Learning and Child Care New Funding Formula, Emerging Issues Funding, and One Time Administration Funding - November 2024

Consultation

- David Trevisani, Manager - Finance and Administration, Corporate Services
- Rehan Tanvir, Business Administrator - Finance and Administration, Corporate Services
- Patricia D'Souza, Solicitor, Legal and Risk Management Services, Corporate Services
- Consolidated Municipal Service Manager Advisory group which includes representation of Child Care Licensees, EarlyON Child and Family Centres, School Boards, Mohawk College, Public Health, Recreation and Special Needs Resourcing agencies.

Appendices and Schedules Attached

Appendix A: Ministry Memo: Updates to Child Care Funding, March 31, 2025

Appendix B: Minister letter to Families, April 22, 2025

Appendix C: Communication Update, April 2025

Prepared by: Brenda Bax, Manager, Early Years,
Healthy and Safe Communities Department,
Children's and Community Services

**Submitted and
recommended by:** Jessica Chase, Director Healthy and Safe Communities
Department, Children's and Community Services

**Ministry of Education
Early Years and Child Care Division**

315 Front Street West, 11th Floor
Toronto ON M5V 3A4

**Ministère de l'Éducation
Division de la petite enfance et de la
garde d'enfants**

315, rue Front Ouest, 11^e étage
Toronto ON M5V 3A4



2025: EYCC01

TO: Consolidated Municipal Service Managers (CMSMs) and
District Social Services Administration Boards (DSSABs)

FROM: Holly Moran, Assistant Deputy Minister
Early Years and Child Care Division

DATE: March 31, 2025

SUBJECT: **Updates to 2025 Ontario Child Care and Early Years Funding Guidelines**

Thank you for your ongoing leadership and commitment as we continue to invest and make strides in our work together to deliver affordable, accessible, inclusive and high-quality child care to Ontario's families.

Further to the memo communication of November 26, 2024, regarding the *Ontario Child Care and Early Years Funding Guidelines* ("the Guidelines"), I am writing with additional updates to support municipal planning for 2025 and beyond, including:

- Results of the Canada-wide Early Learning and Child Care (CWELCC) space target recalibration exercise;
- Information on the Early Learning and Child Care Infrastructure Fund;
- Updated 2025 Allocations;
- Updates to the Guidelines.

Note: for support with questions on funding/service system planning, please find the Early Years Support Request form here ([link](#)).

Details are provided here in the following sections.

Space Target Recalibration

The recalibration exercise has been completed to best position Ontario to achieve its space creation target of 86,000 net new CWELCC spaces by the end of 2026 and ensure support for more children and families. This was accomplished by providing all CMSMs/DSSABs with

more achievable targets and moving related operating funding to areas where capacity to grow the CWELCC system is demonstrably more acute. The recalibration was based on information received from CMSMs/DSSABs in October 2024. As a result, 16 (out of 47) CMSMs/DSSABs will see increased space creation targets and 27 will see reduced space creation targets, with the remaining 4 CMSMs/DSSABs seeing no change, reflecting a relative on-the-ground capacity for growth.

The recalibration exercise resulted in adjusted auspice targets by CMSM/DSSAB to support Ontario in achieving the overall space creation target of 86,000 spaces while working towards the 70% (or higher) proportion of not-for-profit licensed child care spaces for children aged 0 to 5 by the end of the current CWELCC Agreement. Adjusted auspice targets by CMSM/DSSAB can be found under Appendix A. CMSMs/DSSABs should maintain or exceed their not-for-profit space targets, in alignment with the updated Chapter 2, Division 1 of the Guidelines.

For clarity, maximizing the likelihood of achieving the 86,000 space creation target requires some flexibility to adjust plans. As such, CMSMs/DSSABs will be allowed to shift spaces between setting and age groups, as long as their overall space creation targets are met, and their overall cost-based funding expenditures do not exceed their allocations. For example, CMSMs/DSSABs could shift spaces from community-based into school-based settings (which are typically less expensive than the community-based equivalent) to increase their financial flexibility, which could also allow CMSMs/DSSABs to accommodate younger age groups (which are typically more expensive than spaces for older age groups).

Three space allocation schedules by CMSM/DSSAB are being provided (Appendix A). These schedules reflect the space data (broken down by year, by setting, by auspice and age group distribution) used to make funding and space targets line-up, based on growth capacity information gathered from CMSMs/DSSABs.

- Schedule 1 – Revised CWELCC Space Targets by Setting;
- Schedule 2 – Revised Auspice Targets; and
- Schedule 3 – Assumed age-group distributions used for calculating the cost-based funding (to support CMSMs'/DSSABs' financial planning).

Note that 'Schedule 1 - Revised CWELCC Space Targets by Setting' includes a revised target for 2024. Variances between actual space counts as of December 31, 2024, and the revised 2024 target – where one exists – will be carried forward to 2025 as follows:

- If the revised 2024 space target is greater than the actual CWELCC-enrolled space count as of December 31, 2024, then the difference should be added to the revised 2025 space target (meaning, the CMSM/DSSAB can create more spaces than its revised 2025 space target).

- If the revised 2024 space target is less than the actual CWELCC-enrolled space count as of December 31, 2024, then the difference should be subtracted from the revised 2025 space target (meaning, the CMSM/DSSAB can create less spaces than its revised 2025 space target).

Early Learning and Child Care Infrastructure Fund

In February 2025, Ontario and Canada finalized the 2024-2025 Early Learning and Child Care Infrastructure Fund Action Plan. Ontario is now providing CMSMs/DSSABs with guidance to begin implementation.

The ELCC Infrastructure Fund supports infrastructure projects with a goal of increasing inclusion in child care for underserved communities through the creation of new, licensed child care spaces. The ELCC Infrastructure Fund supports not-for-profit licensed child care centres in alignment with Ontario's Access and Inclusion Framework and will complement the Start-up Grant program (please see the updated Chapter 5 of the Guidelines, which now includes information on ELCC Infrastructure Fund in part 2).

The ELCC Infrastructure Fund envelope of about \$135.1 million for 2025 is being distributed to CMSMs/DSSABs as follows:

- **Base Allocation:** \$70.5 million distributed equally across all CMSMs/DSSABs (a flat amount of \$1,500,000 per CMSM/DSSAB).
- **Proportional Allocation:** \$64.6 million distributed proportionally based on each CMSM's/DSSAB's share of the revised 2025 and 2026 community-based child care space targets.

In July 2025, CMSMs/DSSABs will be required to report to the ministry on the ELCC Infrastructure Fund funding. This report-back may be used to support ministry assessment of local progress and ability to commit funding by December 2025.

Updated 2025 Child Care Allocations

The 2025 Start-up Grants and Cost-Based Funding Allocations, which enable the creation and operation of new spaces, have been updated to ensure the funding is directed to the service areas aligning with recalibrated space targets. CWELCC administration funding allocations have also been updated accordingly. ELCC Infrastructure Fund Allocations are new for 2025.

Please find attached (see Appendix B), which includes:

- the revised 2025 Cost-Based Funding, Start-up Grants, and Administration Allocations, and
- the new 2025 ELCC Infrastructure Fund Allocations.

Guidelines Accessible Online

The updated Guidelines are now available on the Ministry-hosted website ([link](#)). Each chapter of the Guidelines can be accessed individually, along with other documents such as all the Questions and Answers related to Cost-Based Funding and the 2025 Funding Allocations Technical Paper. Going forward, the Guidelines section of the website will be updated to reflect the current versions of all chapters and supporting documents, and older versions will be added to the archive section as they are replaced. We hope this makes it easier to find up-to-date guidance from the Ministry.

The full Guidelines were provided to CMSMs/DSSABs in November 2024. Following that release – with the exception of Chapter 5 to accommodate the introduction of the ELCC Infrastructure Fund – there have been small changes and minor updates that have been incorporated into the chapters. Please see Appendix D for an outline of these changes.

Next Steps:

Transfer Payment Agreement Amendment

To ensure alignment with these updates, Transfer Payment Agreements for 2025 will be amended and shared with CMSMs/DSSABs. These amendments will reflect the latest changes outlined in this memo and updated guidelines. Since this is a recalibration, some CMSMs/DSSABs will see adjusted cash flows to align with their reduced allocations, resulting in cash flow impacts.

Additionally, the 2025 Transfer Payment Agreements noted that allocations for Cost-Based Funding, Administration, and EarlyON included funding from the Canada-Ontario Early Learning and Child Care (ELCC) Agreement. As such, allocations beyond March 31, 2025, were partially contingent on the extension of the ELCC Agreement.

We can now confirm that, with the ELCC Agreement extended, related funding for April to December 2025 will proceed as outlined in the Transfer Payment Agreements.

Amended agreements and the corresponding payments based on these updates are expected to follow in the coming months.

We want to reiterate our sincerest appreciation for your continued partnership as we work towards improving and strengthening child care and early years programs and services in Ontario.

Sincerely,

Original signed by:



Holly Moran
Assistant Deputy Minister
Early Years and Child Care Division

cc: Matthew DesRosiers, Director, Funding Branch
Whitney Wilson, Director, Early Years Branch
Karen Puhlmann, Director, Child Care Branch

Appendix A: Schedule 1 - Revised CWELCC Space Targets by Setting

EFIS ID	CMSM/DSSAB	Total spaces				School-based spaces				Community-based spaces			
		3-year total	2024	2025	2026	3-year total	2024	2025	2026	3-year total	2024	2025	2026
	ONTARIO	60,429	28,073	15,367	16,989	10,046	4,274	3,106	2,666	50,383	23,799	12,261	14,323
200	City of Brantford	937	206	195	536	412	83	113	216	525	123	82	320
201	City of Cornwall	227	0	76	151	0	0	0	0	227	0	76	151
202	City of Greater Sudbury	210	164	36	10	113	98	15	0	97	66	21	10
203	City of Hamilton	715	278	331	106	98	0	98	0	617	278	233	106
204	City of Kawartha Lakes	466	104	98	264	44	44	0	0	422	60	98	264
205	City of Kingston	456	236	55	165	122	122	0	0	334	114	55	165
206	City of London	1,779	1,024	629	126	375	23	352	0	1,404	1,001	277	126
207	City of Ottawa	2,147	1,273	276	598	83	83	0	0	2,064	1,190	276	598
208	City of Peterborough	396	130	153	113	26	13	13	0	370	117	140	113
209	City of St. Thomas	335	66	65	204	0	0	0	0	335	66	65	204
210	City of Stratford	461	49	208	204	137	49	88	0	324	0	120	204
211	City of Toronto	12,387	4,528	3,445	4,414	1,321	421	450	450	11,066	4,107	2,995	3,964
212	City of Windsor	1,781	1,089	486	206	581	386	195	0	1,200	703	291	206
213	County of Bruce	400	343	11	46	0	0	0	0	400	343	11	46
214	County of Dufferin	368	298	48	22	44	44	0	0	324	254	48	22
215	County of Grey	515	52	220	243	195	10	29	156	320	42	191	87
216	County of Hastings	494	236	185	73	122	98	24	0	372	138	161	73
217	County of Huron	264	21	80	163	0	0	0	0	264	21	80	163
218	County of Lambton	678	243	171	264	186	88	49	49	492	155	122	215
219	County of Lanark	170	43	27	100	0	0	0	0	170	43	27	100
220	County of Lennox & Addington	226	94	50	82	13	13	0	0	213	81	50	82
221	County of Northumberland	235	137	34	64	49	0	0	49	186	137	34	15

EFIS ID	CMSM/DSSAB	Total spaces				School-based spaces				Community-based spaces			
		3-year total	2024	2025	2026	3-year total	2024	2025	2026	3-year total	2024	2025	2026
222	County of Oxford	445	130	184	131	176	0	88	88	269	130	96	43
223	County of Renfrew	490	490	0	0	162	162	0	0	328	328	0	0
224	County of Simcoe	3,698	802	1,918	978	303	127	49	127	3,395	675	1,869	851
225	County of Wellington	1,209	522	289	398	128	64	0	64	1,081	458	289	334
226	District Municipality of Muskoka	311	136	25	150	0	0	0	0	311	136	25	150
227	Municipality of Chatham-Kent	260	130	62	68	59	49	0	10	201	81	62	58
228	Norfolk County	307	100	139	68	98	0	98	0	209	100	41	68
229	Regional Municipality of Durham	1,998	1,241	397	360	1,111	354	397	360	887	887	0	0
230	Regional Municipality of Halton	981	194	176	611	634	194	176	264	347	0	0	347
231	Regional Municipality of Niagara	3,348	1,633	483	1,232	627	503	124	0	2,721	1,130	359	1,232
232	Regional Municipality of Peel	10,768	5,183	3,234	2,351	722	308	195	219	10,046	4,875	3,039	2,132
233	Regional Municipality of Waterloo	3,223	1,502	790	931	403	0	137	266	2,820	1,502	653	665
234	Regional Municipality of York	4,541	4,359	91	91	724	542	91	91	3,817	3,817	0	0
235	United Counties of Leeds & Grenville	637	183	112	342	198	175	23	0	439	8	89	342
236	United Counties of Prescott and Russell	242	207	32	3	70	44	26	0	172	163	6	3
300	Algoma District Services Administration Board	225	54	40	131	64	0	0	64	161	54	40	67
301	District of Cochrane Social Services Administration Board	244	89	60	95	126	59	26	41	118	30	34	54
302	District of Nipissing Social Services Administration Board	186	0	80	106	15	0	15	0	171	0	65	106
303	District of Parry Sound Social Services Administration Board	111	56	25	30	25	0	25	0	86	56	0	30
304	District of Sault Ste Marie Social Services Administration Board	129	55	3	71	87	23	0	64	42	32	3	7
305	District of Timiskaming Social Services Administrations Board	30	15	10	5	0	0	0	0	30	15	10	5
306	Kenora District Services Board	964	296	198	470	190	84	93	13	774	212	105	457
307	Manitoulin-Sudbury District Services Board	90	29	31	30	72	11	31	30	18	18	0	0
308	Rainy River District Social Services Administration Board	149	0	13	136	53	0	8	45	96	0	5	91
309	District of Thunder Bay Social Services Administration Board	196	53	96	47	78	0	78	0	118	53	18	47

Appendix A: Schedule 2 - Revised Auspice Targets

EFIS ID	CMSM/DSSAB	Licensed spaces for children aged 0 to 5 years old as of December 31, 2023 (enrolled and not-enrolled)				Revised 3-year CWELCC space targets (totals from Schedule 1)					Projected total spaces for children aged 0 to 5 years old as of December 31, 2026 (enrolled and not-enrolled)			
		Total	For Profit	Not-For-Profit*	NFP/Target	Total	For Profit	Not-For-Profit*	NFP/Target	What this means for each CMSM/DSSAB	Total	For Profit	Not-For-Profit*	NFP/Total
		A = B + C	B	C	C/A	D = E + F	E	F	F/D		G = A + D	H = B + E	I = C + F	I / G
	ONTARIO	340,452	98,208	242,244	71%	60,429	21,420	39,009	65%	At least 39,009 spaces of the 60,429-space target should be provided to not-for-profit licensees	400,881	119,628	281,253	70%
200	City of Brantford	2,927	680	2,247	77%	937	214	723	77%	At least 723 spaces of the 937-space target should be provided to not-for-profit licensees	3,864	894	2,970	77%
201	City of Cornwall	1,798	24	1,774	99%	227	0	227	100%	All spaces in your 227-space target should be provided to not-for-profit licensees	2,025	24	2,001	99%
202	City of Greater Sudbury	4,234	85	4,149	98%	210	0	210	100%	All spaces in your 210-space target should be provided to not-for-profit licensees	4,444	85	4,359	98%
203	City of Hamilton	13,924	3,145	10,779	77%	715	387	328	46%	At least 328 spaces of the 715-space target should be provided to not-for-profit licensees	14,639	3,532	11,107	76%
204	City of Kawartha Lakes	1,097	0	1,097	100%	466	98	368	79%	At least 368 spaces of the 466-space target should be provided to not-for-profit licensees	1,563	98	1,465	94%
205	City of Kingston	3,172	907	2,265	71%	456	119	337	74%	At least 337 spaces of the 456-space target should be provided to not-for-profit licensees	3,628	1,026	2,602	72%
206	City of London	10,872	1,951	8,921	82%	1,779	483	1,296	73%	At least 1,296 spaces of the 1,779-space target should be provided to not-for-profit licensees	12,651	2,434	10,217	81%
207	City of Ottawa	31,323	4,798	26,525	85%	2,147	483	1,664	78%	At least 1,664 spaces of the 2,147-space target should be provided to not-for-profit licensees	33,470	5,281	28,189	84%
208	City of Peterborough	3,102	236	2,866	92%	396	90	306	77%	At least 306 spaces of the 396-space target should be provided to not-for-profit licensees	3,498	326	3,172	91%
209	City of St. Thomas	1,581	156	1,425	90%	335	42	293	87%	At least 293 spaces of the 335-space target should be provided to not-for-profit licensees	1,916	198	1,718	90%
210	City of Stratford	1,271	0	1,271	100%	461	0	461	100%	All spaces in your 461-space target should be provided to not-for-profit licensees	1,732	0	1,732	100%

EFIS ID	CMSM/DSSAB
211	City of Toronto
212	City of Windsor
213	County of Bruce
214	County of Dufferin
215	County of Grey
216	County of Hastings
217	County of Huron
218	County of Lambton
219	County of Lanark
220	County of Lennox & Addington
221	County of Northumberland
222	County of Oxford
223	County of Renfrew

Licensed spaces for children aged 0 to 5 years old as of December 31, 2023 (enrolled and not-enrolled)				Revised 3-year CWELCC space targets (totals from Schedule 1)					
Total	For Profit	Not-For-Profit*	NFP/Target	Total	For Profit	Not-For-Profit*	NFP/Target	What this means for each CMSM/DSSAB	
A = B + C	B	C	C/A						
67,755	19,502	48,253	71%	12,387	5,034	7,353	59%	At least 7,353 spaces of the 12,387-space target should be provided to not-for-profit licensees	
8,699	2,199	6,500	75%	1,781	801	980	55%	At least 980 spaces of the 1,781-space target should be provided to not-for-profit licensees	
1,352	433	919	68%	400	252	148	37%	At least 148 spaces of the 400-space target should be provided to not-for-profit licensees	
1,491	651	840	56%	368	276	92	25%	At least 92 spaces of the 368-space target should be provided to not-for-profit licensees	
1,679	583	1,096	65%	515	269	246	48%	At least 246 spaces of the 515-space target should be provided to not-for-profit licensees	
2,518	445	2,073	82%	494	97	397	80%	At least 397 spaces of the 494-space target should be provided to not-for-profit licensees	
1,005	0	1,005	100%	264	88	176	67%	At least 176 spaces of the 264-space target should be provided to not-for-profit licensees	
2,628	98	2,530	96%	678	167	511	75%	At least 511 spaces of the 678-space target should be provided to not-for-profit licensees	
1,827	146	1,681	92%	170	0	170	100%	All spaces in your 170-space target should be provided to not-for-profit licensees	
946	190	756	80%	226	65	161	71%	At least 161 spaces of the 226-space target should be provided to not-for-profit licensees	
1,254	57	1,197	95%	235	0	235	100%	All spaces in your 235-space target should be provided to not-for-profit licensees	
1,527	24	1,503	98%	445	139	306	69%	At least 306 spaces of the 445-space target should be provided to not-for-profit licensees	
1,454	146	1,308	90%	490	115	375	77%	At least 375 spaces of the 490-space target should be provided to not-for-profit licensees	

Projected total spaces for children aged 0 to 5 years old as of December 31, 2026 (enrolled and not-enrolled)			
Total	For Profit	Not-For-Profit*	NFP/Total
G = A + D	H = B + E	I = C + F	I / G
80,142	24,536	55,606	69%
10,480	3,000	7,480	71%
1,752	685	1,067	61%
1,859	927	932	50%
2,194	852	1,342	61%
3,012	542	2,470	82%
1,269	88	1,181	93%
3,306	265	3,041	92%
1,997	146	1,851	93%
1,172	255	917	78%
1,489	57	1,432	96%
1,972	163	1,809	92%
1,944	261	1,683	87%

EFIS ID	CMSM/DSSAB
224	County of Simcoe
225	County of Wellington
226	District Municipality of Muskoka
227	Municipality of Chatham-Kent
228	Norfolk County
229	Regional Municipality of Durham
230	Regional Municipality of Halton
231	Regional Municipality of Niagara
232	Regional Municipality of Peel
233	Regional Municipality of Waterloo
234	Regional Municipality of York
235	United Counties of Leeds & Grenville
236	United Counties of Prescott and Russell

Licensed spaces for children aged 0 to 5 years old as of December 31, 2023 (enrolled and not-enrolled)				Revised 3-year CWELCC space targets (totals from Schedule 1)				
Total	For Profit	Not-For-Profit*	NFP/Target	Total	For Profit	Not-For-Profit*	NFP/Target	What this means for each CMSM/DSSAB
A = B + C	B	C	C/A					
10,256	3,617	6,639	65%	3,698	2,003	1,695	46%	At least 1,695 spaces of the 3,698-space target should be provided to not-for-profit licensees
3,909	1,442	2,467	63%	1,209	549	660	55%	At least 660 spaces of the 1,209-space target should be provided to not-for-profit licensees
810	188	622	77%	311	115	196	63%	At least 196 spaces of the 311-space target should be provided to not-for-profit licensees
2,393	148	2,245	94%	260	0	260	100%	All spaces in your 260-space target should be provided to not-for-profit licensees
1,689	317	1,372	81%	307	0	307	100%	All spaces in your 307-space target should be provided to not-for-profit licensees
19,449	7,457	11,992	62%	1,998	203	1,795	90%	At least 1,795 spaces of the 1,998-space target should be provided to not-for-profit licensees
20,483	9,825	10,658	52%	981	347	634	65%	At least 634 spaces of the 981-space target should be provided to not-for-profit licensees
8,690	1,947	6,743	78%	3,348	445	2,903	87%	At least 2,903 spaces of the 3,348-space target should be provided to not-for-profit licensees
31,122	14,138	16,984	55%	10,768	5,784	4,984	46%	At least 4,984 spaces of the 10,768-space target should be provided to not-for-profit licensees
17,372	2,550	14,822	85%	3,223	328	2,895	90%	At least 2,895 spaces of the 3,223-space target should be provided to not-for-profit licensees
39,776	18,928	20,848	52%	4,541	1,901	2,640	58%	At least 2,640 spaces of the 4,541-space target should be provided to not-for-profit licensees
1,682	392	1,290	77%	637	271	366	57%	At least 366 spaces of the 637-space target should be provided to not-for-profit licensees
2,860	159	2,701	94%	242	38	204	84%	At least 204 spaces of the 242-space target should be provided to not-for-profit licensees

Projected total spaces for children aged 0 to 5 years old as of December 31, 2026 (enrolled and not-enrolled)			
Total	For Profit	Not-For-Profit*	NFP/Total
G = A + D	H = B + E	I = C + F	I / G
13,954	5,620	8,334	60%
5,118	1,991	3,127	61%
1,121	303	818	73%
2,653	148	2,505	94%
1,996	317	1,679	84%
21,447	7,660	13,787	64%
21,464	10,172	11,292	53%
12,038	2,392	9,646	80%
41,890	19,922	21,968	52%
20,595	2,878	17,717	86%
44,317	20,829	23,488	53%
2,319	663	1,656	71%
3,102	197	2,905	94%

EFIS ID	CMSM/DSSAB
300	Algoma District Services Administration Board
301	District of Cochrane Social Services Administration Board
302	District of Nipissing Social Services Administration Board
303	District of Parry Sound Social Services Administration Board
304	District of Sault Ste Marie Social Services Administration Board
305	District of Timiskaming Social Services Administrations Board
306	Kenora District Services Board
307	Manitoulin-Sudbury District Services Board
308	Rainy River District Social Services Administration Board
309	District of Thunder Bay Social Services Administration Board

Licensed spaces for children aged 0 to 5 years old as of December 31, 2023 (enrolled and not-enrolled)			
Total	For Profit	Not-For-Profit*	NFP/Target
A = B + C	B	C	C/A
621	0	621	100%
1,543	156	1,387	90%
2,125	246	1,879	88%
570	29	541	95%
1,462	89	1,373	94%
601	0	601	100%
978	20	958	98%
573	0	573	100%
347	0	347	100%
1,705	104	1,601	94%

Revised 3-year CWELCC space targets (totals from Schedule 1)				
Total	For Profit	Not-For-Profit*	NFP/Target	What this means for each CMSM/DSSAB
D = E + F	E	F	F/D	
225	122	103	46%	At least 103 spaces of the 225-space target should be provided to not-for-profit licensees
244	15	229	94%	At least 229 spaces of the 244-space target should be provided to not-for-profit licensees
186	54	132	71%	At least 132 spaces of the 186-space target should be provided to not-for-profit licensees
111	26	85	77%	At least 85 spaces of the 111-space target should be provided to not-for-profit licensees
129	0	129	100%	All spaces in your 129-space target should be provided to not-for-profit licensees
30	0	30	100%	All spaces in your 30-space target should be provided to not-for-profit licensees
964	0	964	100%	All spaces in your 964-space target should be provided to not-for-profit licensees
90	0	90	100%	All spaces in your 90-space target should be provided to not-for-profit licensees
149	0	149	100%	All spaces in your 149-space target should be provided to not-for-profit licensees
196	0	196	100%	All spaces in your 196-space target should be provided to not-for-profit licensees

Projected total spaces for children aged 0 to 5 years old as of December 31, 2026 (enrolled and not-enrolled)			
Total	For Profit	Not-For-Profit*	NFP/Total
G = A + D	H = B + E	I = C + F	I / G
846	122	724	86%
1,787	171	1,616	90%
2,311	300	2,011	87%
681	55	626	92%
1,591	89	1,502	94%
631	0	631	100%
1,942	20	1,922	99%
663	0	663	100%
496	0	496	100%
1,901	104	1,797	95%

*All home child care agency licensees are deemed to be not-for-profit licensed child care, regardless of auspice -- CWELCC Agreement (p. 1.0.3.)

Appendix A: Schedule 3 - Assumed age-group distributions used for calculating the cost-based funding (to support CMSMs’/DSSABs’ financial planning)

		Centres*					Home child care**				
EFIS ID	CMSM/DSSAB	Total	Infant	Toddler	Preschool	Kindergarten	Family Age Group	Total	Less than 2 years	2 to 3 years	4 to 5 years
200	City of Brantford	100%	4%	15%	38%	43%	0%	100%	29%	68%	3%
201	City of Cornwall	100%	4%	16%	30%	47%	3%	100%	8%	77%	15%
202	City of Greater Sudbury	100%	6%	19%	39%	35%	1%	100%	35%	62%	3%
203	City of Hamilton	100%	5%	17%	34%	44%	0%	100%	27%	59%	14%
204	City of Kawartha Lakes	100%	6%	15%	34%	45%	0%	NA	NA	NA	NA
205	City of Kingston	100%	6%	20%	38%	35%	1%	100%	20%	73%	7%
206	City of London	100%	7%	17%	36%	40%	0%	100%	22%	75%	3%
207	City of Ottawa	100%	3%	14%	32%	51%	0%	100%	32%	55%	13%
208	City of Peterborough	100%	5%	15%	37%	43%	0%	100%	29%	62%	9%
209	City of St. Thomas	100%	8%	15%	35%	41%	1%	100%	30%	66%	4%
210	City of Stratford	100%	5%	12%	37%	43%	3%	NA	NA	NA	NA
211	City of Toronto	100%	7%	18%	41%	34%	0%	100%	27%	44%	29%
212	City of Windsor	100%	7%	18%	38%	37%	0%	100%	30%	51%	19%
213	County of Bruce	100%	2%	26%	49%	23%	0%	100%	31%	55%	14%
214	County of Dufferin	100%	4%	20%	31%	44%	1%	100%	14%	73%	13%
215	County of Grey	100%	4%	25%	41%	30%	0%	100%	22%	72%	6%
216	County of Hastings	100%	6%	15%	36%	42%	1%	100%	17%	53%	30%
217	County of Huron	100%	6%	16%	37%	39%	2%	100%	45%	44%	11%
218	County of Lambton	100%	6%	14%	42%	38%	0%	100%	19%	77%	4%
219	County of Lanark	100%	3%	17%	37%	42%	1%	100%	34%	60%	6%
220	County of Lennox & Addington	100%	5%	20%	30%	45%	0%	100%	18%	64%	18%
221	County of Northumberland	100%	5%	14%	31%	49%	1%	100%	21%	63%	16%
222	County of Oxford	100%	4%	12%	35%	49%	0%	100%	25%	64%	11%
223	County of Renfrew	100%	5%	25%	35%	33%	2%	100%	22%	72%	6%

EFIS ID	CMSM/DSSAB
224	County of Simcoe
225	County of Wellington
226	District Municipality of Muskoka
227	Municipality of Chatham-Kent
228	Norfolk County
229	Regional Municipality of Durham
230	Regional Municipality of Halton
231	Regional Municipality of Niagara
232	Regional Municipality of Peel
233	Regional Municipality of Waterloo
234	Regional Municipality of York
235	United Counties of Leeds & Grenville
236	United Counties of Prescott and Russell
300	Algoma District Services Administration Board
301	District of Cochrane Social Services Administration Board
302	District of Nipissing Social Services Administration Board
303	District of Parry Sound Social Services Administration Board
304	District of Sault Ste Marie Social Services Administration Board
305	District of Timiskaming Social Services Administrations Board
306	Kenora District Services Board
307	Manitoulin-Sudbury District Services Board
308	Rainy River District Social Services Administration Board
309	District of Thunder Bay Social Services Administration Board

Centres*						Home child care**			
Total	Infant	Toddler	Preschool	Kindergarten	Family Age Group	Total	Less than 2 years	2 to 3 years	4 to 5 years
100%	3%	17%	35%	45%	0%	100%	30%	48%	22%
100%	6%	21%	42%	31%	0%	100%	19%	70%	11%
100%	2%	19%	46%	33%	0%	100%	18%	35%	47%
100%	8%	17%	42%	32%	1%	100%	50%	50%	0%
100%	6%	14%	27%	52%	1%	NA	NA	NA	NA
100%	6%	16%	36%	42%	0%	100%	28%	54%	18%
100%	5%	18%	35%	42%	0%	100%	40%	48%	12%
100%	5%	17%	39%	39%	0%	100%	20%	71%	9%
100%	4%	18%	41%	37%	0%	100%	33%	60%	7%
100%	3%	12%	24%	61%	0%	100%	25%	68%	7%
100%	4%	17%	40%	39%	0%	100%	34%	58%	8%
100%	7%	18%	34%	38%	3%	100%	23%	70%	7%
100%	1%	16%	33%	50%	0%	100%	23%	72%	5%
100%	16%	27%	46%	11%	0%	NA	NA	NA	NA
100%	8%	21%	39%	31%	1%	100%	25%	75%	0%
100%	9%	18%	42%	28%	3%	100%	29%	56%	15%
100%	1%	17%	38%	41%	3%	100%	28%	44%	28%
100%	9%	22%	40%	27%	2%	100%	34%	56%	10%
100%	10%	21%	44%	13%	12%	100%	18%	57%	25%
100%	4%	22%	39%	24%	11%	NA	NA	NA	NA
100%	8%	18%	30%	23%	21%	100%	38%	54%	8%
100%	12%	26%	51%	7%	4%	NA	NA	NA	NA
100%	7%	21%	43%	28%	1%	100%	26%	74%	0%

* These percentages reflect age-group distribution of all CWELCC-enrolled spaces in the service area for each CMSM/DSSAB as of November 30, 2024.

** These percentages reflect age distribution of all CWELCC eligible children enrolled in home child care in the service area for each CMSM/DSSAB as of December 31, 2023 (best information available at the time of recalibration).

Appendix B: ELCC Infrastructure Fund Allocation

EFIS ID	CMSM/DSSAB	January to March 2025	April to December 2025	2025 Total
200	Corporation of the City of Brantford	358,012	1,772,693	2,130,705
201	City of Cornwall	426,436	2,111,495	2,537,931
202	City of Greater Sudbury	277,905	1,376,047	1,653,952
203	The City of Hamilton	273,733	1,355,388	1,629,121
204	Corporation of the City of Kawartha Lakes	417,256	2,066,047	2,483,303
205	Corporation of the City of Kingston	368,859	1,826,406	2,195,265
206	Corporation of the City of London	561,615	2,780,837	3,342,452
207	City of Ottawa	689,285	3,412,992	4,102,277
208	Corporation of the City of Peterborough	388,051	1,921,436	2,309,487
209	Corporation of the City of St. Thomas	436,449	2,161,076	2,597,525
210	Corporation of the City of Stratford	272,064	1,347,124	1,619,188
211	City of Toronto	3,346,981	16,572,572	19,919,553
212	Corporation of the City of Windsor	537,416	2,661,017	3,198,433
213	Corporation of the County of Bruce	265,389	1,314,070	1,579,459
214	Corporation of the County of Dufferin	-	1,500,000	1,500,000
215	Corporation of the County of Grey	264,554	1,309,939	1,574,493
216	Corporation of the County of Hastings	381,376	1,888,382	2,269,758
217	Corporation of the County of Huron	381,376	1,888,382	2,269,758
218	Corporation of the County of Lambton	443,959	2,198,262	2,642,221
219	County of Lanark	358,012	1,772,693	2,130,705
220	County of Lennox & Addington	332,144	1,644,609	1,976,753
221	County of Northumberland	292,925	1,450,418	1,743,343
222	County of Oxford	-	1,500,000	1,500,000
223	County of Renfrew	-	1,500,000	1,500,000
224	County of Simcoe	774,398	3,834,430	4,608,828
225	County of Wellington	345,495	1,710,717	2,056,212
226	District Municipality of Muskoka	305,441	1,512,394	1,817,835
227	Corporation of the Municipality of Chatham-Kent	321,296	1,590,897	1,912,193
228	The Corporation of Norfolk County	292,925	1,450,418	1,743,343
229	Regional Municipality of Durham	-	1,500,000	1,500,000
230	Regional Municipality of Halton	-	1,500,000	1,500,000
231	Regional Municipality of Niagara	1,296,758	6,420,897	7,717,655
232	Regional Municipality of Peel	1,981,835	9,813,053	11,794,888
233	Regional Municipality of Waterloo	1,055,605	5,226,825	6,282,430
234	Regional Municipality of York	-	1,500,000	1,500,000
235	United Counties of Leeds & Grenville	405,575	2,008,202	2,413,777
236	United Counties of Prescott & Russell	-	1,500,000	1,500,000
300	Algoma District Services Administration Board	292,925	1,450,418	1,743,343
301	District of Cochrane Social Service Administration Board	272,898	1,351,256	1,624,154
302	District of Nipissing Social Services Administration Board	342,157	1,694,190	2,036,347
303	District of Parry Sound Social Services Administration Board	-	1,500,000	1,500,000
304	District of Sault Ste Marie Social Services Administration Board	-	1,500,000	1,500,000
305	District of Timiskaming Social Services Administration Board	264,554	1,309,939	1,574,493
306	Kenora District Services Board	514,052	2,545,328	3,059,380
307	Manitoulin-Sudbury District Social Services Administration Board	-	1,500,000	1,500,000
308	Rainy River District Social Services Administration Board	332,144	1,644,609	1,976,753
309	District of Thunder Bay Social Services Administration Board	306,276	1,516,526	1,822,802
PROVINCIAL TOTAL		20,178,131	114,911,984	135,090,115

Appendix C: 2025 Total Child Care Allocations (Revised January 2025)

EFIS ID	CMSM/DSSAB	Revised	Unchanged	Revised	Revised	New	Unchanged	Revised	Revised
		Cost-Based Allocation	Cost-Based Allocation Holdback	Total Cost-Based Allocations	Start-up Grants	ELCC Infrastructure Fund	Local Priorities Allocation	Administration Allocation	2025 Total Child Care Allocation
200	Corporation of the City of Brantford	27,880,719	570,080	28,450,799	1,582,162	2,130,705	5,879,164	693,427	38,736,257
201	City of Cornwall	18,176,685	397,788	18,574,473	1,391,302	2,537,931	5,245,112	571,230	28,320,048
202	City of Greater Sudbury	57,306,922	3,328,432	60,635,354	204,023	1,653,952	10,223,437	1,079,003	73,795,769
203	The City of Hamilton	140,901,369	1,630,081	142,531,450	2,231,085	1,629,121	33,064,094	3,219,753	182,675,503
204	Corporation of the City of Kawartha Lakes	13,629,431	558,263	14,187,694	1,683,515	2,483,303	3,387,865	398,157	22,140,534
205	Corporation of the City of Kingston	33,231,474	348,658	33,580,132	1,447,902	2,195,265	6,307,386	719,910	44,250,595
206	Corporation of the City of London	117,316,966	1,363,052	118,680,018	2,652,293	3,342,452	23,447,411	2,399,284	150,521,458
207	City of Ottawa	375,742,462	7,115,880	382,858,342	4,137,927	4,102,277	57,495,575	6,085,602	454,679,723
208	Corporation of the City of Peterborough	35,351,301	558,415	35,909,716	1,665,087	2,309,487	6,125,889	709,834	46,720,013
209	Corporation of the City of St. Thomas	19,435,400	718,278	20,153,678	1,736,166	2,597,525	4,318,741	484,700	29,290,810
210	Corporation of the City of Stratford	15,526,178	457,203	15,983,381	421,208	1,619,188	2,949,874	384,029	21,357,680
211	City of Toronto	1,171,886,535	19,092,766	1,190,979,301	40,050,276	19,919,553	209,041,809	19,043,764	1,479,034,703
212	Corporation of the City of Windsor	114,301,409	2,887,240	117,188,649	3,270,941	3,198,433	20,936,706	2,161,200	146,755,929
213	Corporation of the County of Bruce	20,310,021	644,445	20,954,466	375,138	1,579,459	2,874,809	383,617	26,167,489
214	Corporation of the County of Dufferin	19,034,489	176,957	19,211,446	289,580	1,500,000	2,463,032	362,694	23,826,752
215	Corporation of the County of Grey	17,941,309	265,905	18,207,214	1,829,621	1,574,493	4,007,731	461,904	26,080,963
216	Corporation of the County of Hastings	30,245,344	356,499	30,601,843	1,368,925	2,269,758	5,924,790	674,736	40,840,052
217	Corporation of the County of Huron	11,970,935	198,379	12,169,314	1,599,273	2,269,758	2,478,369	321,460	18,838,174

EFIS ID	CMSM/DSSAB	Revised	Unchanged	Revised	Revised	New	Unchanged	Revised	Revised
		Cost-Based Allocation	Cost-Based Allocation Holdback	Total Cost-Based Allocations	Start-up Grants	ELCC Infrastructure Fund	Local Priorities Allocation	Administration Allocation	2025 Total Child Care Allocation
218	Corporation of the County of Lambton	28,934,895	970,512	29,905,407	1,904,210	2,642,221	7,811,513	781,908	43,045,259
219	County of Lanark	12,860,349	516,999	13,377,348	835,834	2,130,705	2,954,102	390,074	19,688,063
220	County of Lennox & Addington	9,816,380	242,662	10,059,042	663,402	1,976,753	2,529,214	325,996	15,554,407
221	County of Northumberland	14,777,830	543,944	15,321,774	322,487	1,743,343	3,039,965	380,239	20,807,808
222	County of Oxford	16,435,055	335,973	16,771,028	914,811	1,500,000	4,002,663	482,617	23,671,119
223	County of Renfrew	25,194,719	421,691	25,616,410	-	1,500,000	4,160,781	480,159	31,757,350
224	County of Simcoe	118,741,738	960,873	119,702,611	15,836,534	4,608,828	18,342,201	2,152,567	160,642,741
225	County of Wellington	71,383,681	430,150	71,813,831	2,062,602	2,056,212	9,420,068	984,356	86,337,069
226	District Municipality of Muskoka	10,258,599	351,090	10,609,689	741,062	1,817,835	2,426,283	310,272	15,905,141
227	Corporation of the Municipality of Chatham-Kent	27,876,908	1,081,180	28,958,088	578,722	1,912,193	7,391,752	714,745	39,555,500
228	The Corporation of Norfolk County	16,575,419	769,507	17,344,926	375,138	1,743,343	4,167,041	463,669	24,094,117
229	Regional Municipality of Durham	198,055,589	2,631,981	200,687,570	-	1,500,000	29,258,431	3,255,525	234,701,526
230	Regional Municipality of Halton	210,853,610	2,267,079	213,120,689	2,283,736	1,500,000	23,873,777	2,927,195	243,705,397
231	Regional Municipality of Niagara	148,213,057	1,659,691	149,872,748	8,537,355	7,717,655	19,759,619	2,117,264	188,004,641
232	Regional Municipality of Peel	469,764,667	4,025,665	473,790,332	32,634,825	11,794,888	79,172,798	7,926,149	605,318,992
233	Regional Municipality of Waterloo	173,407,311	4,095,551	177,502,862	7,613,330	6,282,430	25,265,386	3,086,523	219,750,531
234	Regional Municipality of York	507,639,510	10,219,064	517,858,574	-	1,500,000	61,688,944	6,863,654	587,911,172
235	United Counties of Leeds & Grenville	25,076,492	188,473	25,264,965	2,796,644	2,413,777	3,789,378	465,625	34,730,389
236	United Counties of Prescott & Russell	28,169,481	1,222,648	29,392,129	59,232	1,500,000	4,206,192	567,785	35,725,338
300	Algoma District Services Administration Board	10,651,412	493,046	11,144,458	373,383	1,743,343	2,648,432	307,156	16,216,772
301	District of Cochrane Social Service Administration Board	21,409,693	1,441,437	22,851,130	305,376	1,624,154	5,439,218	550,424	30,770,302

EFIS ID	CMSM/DSSAB	Revised	Unchanged	Revised	Revised	New	Unchanged	Revised	Revised
		Cost-Based Allocation	Cost-Based Allocation Holdback	Total Cost-Based Allocations	Start-up Grants	ELCC Infrastructure Fund	Local Priorities Allocation	Administration Allocation	2025 Total Child Care Allocation
302	District of Nipissing Social Services Administration Board	31,385,981	1,329,021	32,715,002	988,522	2,036,347	5,518,800	594,067	41,852,738
303	District of Parry Sound Social Services Administration Board	8,910,252	216,559	9,126,811	26,325	1,500,000	2,850,056	320,415	13,823,607
304	District of Sault Ste Marie Social Services Administration Board	21,080,094	478,403	21,558,497	8,775	1,500,000	4,035,407	439,596	27,542,275
305	District of Timiskaming Social Services Administration Board	11,503,209	484,964	11,988,173	98,721	1,574,493	3,591,781	354,827	17,607,995
306	Kenora District Services Board	24,782,885	443,095	25,225,980	2,066,551	3,059,380	4,063,259	431,790	34,846,960
307	Manitoulin-Sudbury District Social Services Administration Board	10,707,862	427,995	11,135,857	-	1,500,000	3,621,872	350,673	16,608,402
308	Rainy River District Social Services Administration Board	9,755,231	583,206	10,338,437	631,812	1,976,753	2,002,392	232,645	15,182,039
309	District of Thunder Bay Social Services Administration Board	27,055,957	1,110,752	28,166,709	427,789	1,822,802	7,506,550	712,006	38,635,856
PROVINCIAL TOTAL		4,531,466,815	80,611,532	4,612,078,347	151,023,600	135,090,115	760,709,669	79,124,225	5,738,025,956

Appendix D: Updates to Guideline Chapters

Highlights of changes since the November 2024 release.

Chapter 1:

- Added ELCC Infrastructure Fund to the list of enveloped allocations with no flexibility to transfer funds in and out (see section 2.J. Financial Flexibility).
- Updated to clarify the process for releasing the operating holdback. The operating capacity holdback will now be released through the regular financial reporting and reconciliation process, based on actuals. Requests and supporting documentation are required if mid-year access to the holdback is needed (see section 2.N Cost-Based Allocation Holdback).

Chapter 2, Division 1:

- Updated to align with changes in auspice requirements stemming from the recalibration exercise (see section 1.C.3).

Chapter 2, Division 2:

- As per the CWELCC Cost-Based Funding Guidelines released in August 2024, eligible centres/agencies enrolled as of **August 14th** are eligible for legacy top-up, and spaces newly enrolled in 2025 are eligible for growth top-up.
 - The November 2024 release of this Guideline erroneously listed this date as “August 8th.”
- **The updated January release of Chapter 2, Division 2: CWELCC Cost-Based Funding Guideline corrects this to state “August 14th” in all instances.**

Chapter 3:

- For clarity in eligibility requirements, the purpose section of the Capacity Building section has been updated (see section 7.3.A Purpose).

Chapter 5:

- Now includes information on ELCC Infrastructure Fund in part 2.

Chapter 7:

- Updated to reflect ELCC Infrastructure Fund requirements, adding EFIS expenditure and service data reporting requirements (see section 1.F Infrastructure Programs and 2.K Infrastructure Programs).
- Clarified the Start-up Grants service data definitions to specify that reported spaces should include those both fully and partially funded by Start-up Grants. The number of net new child care spaces should only be reported in the calendar year the project was completed (see section 2.K Infrastructure Programs).

2025 Funding Allocations Technical Paper

- Additionally, along with the updated Guidelines, the 2025 Funding Allocations Technical Paper, which describes the formulae and criteria used to calculate child care funding allocations to CMSMs/DSSABs has been posted to the Ministry website.

Ministry of Education

Minister

315 Front Street West
Toronto ON M7A 0B8**Ministère de l'Éducation**

Ministre

315, rue Front Ouest
Toronto ON M7A 0B8

April 22, 2025

Dear Parents,

As you may be aware, the current term of the federal child care initiative is coming to an end on March 31, 2026.

Ontario has informed the federal government that we would like to see an extension of the program that would allow the province to succeed in achieving \$10/day child care beyond March 31, 2026. Ontario has indicated that we remain committed to our share of the funding to assure we can make this happen.

At this point, the federal government has not indicated its willingness to fully fund its portion to deliver on its promise of \$10/day child care in Ontario. Without adequate funding, Ontario families could see fees rise above \$22/day starting April 1, 2026, and continue to rise thereafter.

However, we are hopeful that the federal government will step up with stable and adequate funding for Ontario families before the federal program expires.

I will continue to keep you informed so that you can plan accordingly.

Sincerely,

A blue ink signature of Paul Calandra, written in a cursive style.

The Honourable Paul Calandra
Minister of Education



COMMUNICATION UPDATE

TO:	Mayor and Members City Council
DATE:	April 15, 2025
SUBJECT:	Canada-Wide Early Learning and Child Care – 2025 and 2026 Child Care Space Allocation update and 2025 Funding Changes (City Wide)
WARD(S) AFFECTED:	City Wide
SUBMITTED BY:	Jessica Chase, Director, Children's and Community Services Division Healthy and Safe Communities Department
SIGNATURE:	

The purpose of this communication update is to advise Council of recent changes announced by the Ministry of Education regarding the new community-based child care space allocations initially announced in 2023 and operating funding under the Canada-Wide Early Learning and Child Care plan as a result of a recent recalibration exercise undertaken by the Province.

On March 31, 2025, the Ministry released an updated memorandum outlining the outcome of their child care space recalibration exercise. As a result of this Ministry exercise, Hamilton is one of 27 out of 47 Service System Managers that have received notice of a decreased allocation in Canada-Wide Early Learning and Child Care spaces. The City of Hamilton's new child spaces for 2025 and 2026 have been decreased by 289 spaces.

The Province and the City of Hamilton are entering the fourth year of implementing the Canada-Wide Early Learning and Child Care plan. The goal of the plan is to ensure more families across Ontario have access to safe, affordable, and high-quality child care with the average cost of child care for eligible children 0 to 6 years old, reduced to approximately \$12 per day by March 2026. Ontario's Ministry of Education has also set a target access rate (the ratio of available child care spaces to children) of 37% by 2026 for this age group. This is equivalent to one affordable child care space available for every 2.7 children. Hamilton's current access rate is 34%, with a projection to reach a 37% access rate by end of 2026.

Service System Managers have been aware that the Ministry was conducting a recalibration exercise in order to ensure that the province could deliver on their

SUBJECT: Canada-Wide Early Learning and Child Care – 2025 and 2026 Child Care Space Allocation update and 2025 Funding Changes (City Wide) Page 2 of 4

commitment of having 86,000 new childcare spaces in Ontario open and operating by December 2026, a requirement of the Canadian bi-lateral agreement with the Province of Ontario.

The reallocation announced on March 31st used data submitted in October 2024, through a ministry request where all 47 Service System Managers were asked to submit progress reports for new CWELCC spaces and report on the number of spaces that were committed, planned and undetermined The Ministry defined these statuses as follows:

1. Committed Spaces - net new spaces that are approved and have a fully executed service system agreement.
2. Planned Spaces - net new spaces for which operators (including prospective operators) have already communicated space expansion/creation plans to the Service System Manager.
3. Undetermined - net new spaces that do not meet the definition of committed or planned.

In the October report submission, Hamilton reported all 2024 spaces as committed. Using the Ministry's provided status definitions, and with the understanding that spaces needed to be operational by December 2025 and December 2026 respectively, Hamilton reported 558 of the remaining 641 spaces as undetermined, as our 2025 directed growth application process had not yet opened up. It was noted at that time to the Province that Hamilton would achieve their allotted spaces by provincial deadlines and that the division was in the process of finalizing the details of its 2025 and 2026 directed growth application. Municipalities across the province took individualized approaches to their application process and there were no specific ministry-directed deadlines associated with the application process. The Ministry indicated at the outset that the recalibration process was "unlikely to result in a widespread redistribution of spaces."

As of the March 31st communication, the City of Hamilton has been advised that new child care spaces for the City have been recalibrated as follows:

	Ministry Child Care Space Allocations					
	2025			2026		
	Original	Revised	Change	Original	Revised	Change
Community Based Spaces	339	246	↓ 93	302	106	↓ 196
School Based Spaces	49	49	0	0	0	0

SUBJECT: Canada-Wide Early Learning and Child Care – 2025 and 2026 Child Care Space Allocation update and 2025 Funding Changes (City Wide) Page 3 of 4

As mentioned, the City of Hamilton's 2025 and 2026 community-based space allocations have been reduced by a total 289 spaces. Among the 47 Service System

Managers across Ontario, Hamilton is one of 27 who had spaces reduced. A total of 16 Service System Managers received increased spaces, and the remaining 4 saw no change to their space allocations.

Hamilton's directed growth application for 2025 opened on January 7, 2025. To date 4 Licensees have had their applications approved for a total of 119 new affordable spaces. Directed growth applications are accepted on a first come first serve basis and will remain open until all 2025 and 2026 space allocations are approved. All applications are evaluated using the division's Access and Inclusion Framework, prioritizing wards with lower access rates. The division's Access and Inclusion Framework can be found at [Hamilton/CWELCC](#).

NEW INFRASTRUCTURE FUNDING ANNOUNCED FOR HAMILTON

In addition to the space recalibration, the March 31st memo also announced new ELCC Infrastructure funding for Hamilton for 2025 Hamilton will receive \$1,629,121 to support not-for-profit licensed child care operators to increase inclusion in child care for underserved communities. This funding will support the creation of the new, licensed, full-day child care spaces, which are included in Hamilton's child care space allocations. This funding is a complement to the current Start-Up Grant program, and supports additional infrastructure costs, including planning and design stage expenditures, as well as the purchase of land or buildings.

The Ministry has also adjusted 2025 funding allocations, and the following chart provides highlights of these changes:

Funding Type	2025		
	Original	Revised	Change
Cost Based Funding (to support operational child care spaces)	\$ 143,787,480	\$ 142,531,450	\$ (1,256,030)
Administration	\$ 3,223,315	\$ 3,219,753	\$ (3,562)
Start Up Grants (to support creation of new spaces)	\$ 3,728,700	\$ 2,231,085	\$ (1,497,615)
NEW Infrastructure Funding (to support new not-for-profit spaces)	\$ -	\$ 1,629,121	\$ 1,629,121

SUBJECT: Canada-Wide Early Learning and Child Care – 2025 and 2026 Child Care Space Allocation update and 2025 Funding Changes (City Wide) Page 4 of 4

Staff have completed a preliminary analysis to the changes in funding and have confirmed the reduction to cost based funding and start up grant funding correlates to the reduction in child care space allocations.

The City of Hamilton has consistently maintained that all targeted CWELCC spaces are needed in Hamilton and would be achieved by the required provincial deadlines. In addition, Hamilton has consistently requested additional child care spaces in order to meet the demand demonstrated through our directed growth application process. Although staff are still inquiring about the details of the reallocation and surrounding process, it does not appear that there is opportunity to appeal the Ministry's March 31st reallocation decision, however future opportunity may arise for additional allocations, depending on progress made towards provincial commitments. City staff will take every opportunity to advocate to the Ministry of Education for expansion of CWELCC spaces and funding to address our growing demand. Staff will continue to request additional spaces and will pursue every opportunity through municipal-provincial tables and OMSSA membership to advocate for critical capacity in the child care sector, recommend advocacy by Mayor and Council towards this same goal and will keep Council updated on status and progress.

Next Steps:

1. A Consideration Report recommending the acceptance of the new Infrastructure funding will be presented at the May 22, 2025, Emergency and Community Services Committee.
2. A Canada Wide Early Learning and Child Care Communication Update will be released to the Early Years Community in Hamilton.
3. The City will develop a process for the allocation of the new Infrastructure funding.
4. The City will continue to keep our 2025 and 2026 directed growth application process open and will assess any impacts to that process resulting from this announcement.

Should you require further information on the Canada-Wide Early Learning and Child Care plan, please contact Jessica Chase, Director, Children's Services and Community Services Division at 905-973-4938 or via email at Jessica.Chase@hamilton.ca.



City of Hamilton Report for Consideration

To:	Mayor and Members Emergency and Community Services Committees
Date:	May 22, 2025
Report No:	HSC25012
Subject/Title:	2025-2029 Community Safety and Well-Being Plan
Ward(s) Affected:	(City Wide)

Recommendations

- 1) That the 2025-2029 Community Safety and Well-Being (CSWB) Plan **BE APPROVED**;
- 2) That staff **BE DIRECTED** to submit the 2025-2029 CSWB Plan to the Ministry of the Solicitor General by July 1, 2025, as presented; and
- 3) That staff **BE DIRECTED** to report back on progress of the CSWB Plan to the Emergency and Community Services Committee in Q2 2026 and annually thereafter.

Key Facts

- Under the *Community Safety and Policing Act, 2019*, municipalities must submit the revised plans to the Ministry of the Solicitor General by July 1, 2025, for work that covers 2025-2029.
- The revision process aligned with the provincial framework and was informed by extensive community engagement, a municipal scan, and supporting data analysis.
- The revision process confirmed the continued relevance of the six original priorities including: hate incidents, substance use, violence, housing and homelessness, mental health and stigma, and access to income.
- The revision process also considered emerging community issues which led to the identification of three integrated focus areas: system capacity, equitable access and service availability, and community safety.
- The System Advisory Leadership Table (SALT), co-chaired by the City of Hamilton and Hamilton Police Services, provided strategic guidance through the

review of engagement findings and data, with a commitment to strengthening its governance structure to support implementation going forward.

- Next steps include strengthening the governance model, building tools for data and decisions, and starting action planning with a community workshop in Fall 2025.

Financial Considerations

Not applicable

Background

Mandated under the *Community Safety and Policing Act, 2019*, Ontario municipalities must develop and implement CSWB plans that focus on addressing root causes of community safety challenges. Hamilton's first CSWB Plan was approved by Council in June 2021 (HSC19032(b)) and identified six priorities: hate incidents, substance use, violence, housing and homelessness, mental health and stigma, and access to income.

Since the approval, significant progress has been made in advancing community safety and well-being through collaborative efforts across sectors. Highlights include:

- Launched Hamilton Community Assistance and Resource Engagement System (C.A.R.E.S.) Situation Table – The city's first multisectoral risk intervention table to support youth and families with coordinated services.
- Delivered Building Safer Communities Grant Program – Funded initiatives to prevent youth gun and gang violence.
- Advanced Gender-Based Violence Prevention – Declared Gender-Based Violence an epidemic and funded initiatives through the Woman Abuse Working Group.
- Completed Gender-Based Safety Audit – Partnered with YWCA Hamilton to identify safety improvements for women and gender-diverse individuals.
- Implemented Anti-Hate Initiatives – Launched community reporting tools and education campaigns to address hate and racism.
- Expanded Housing and Shelter Supports – Added over 270 shelter beds and launched a Tenant Support Team for eviction prevention.
- Strengthened Mental Health Coordination – Completed a system review and secured leadership to improve mental health response.

As of April 2024, municipalities were required to revise their CSWB plans to reflect evolving needs and submit an updated version to the Ministry of the Solicitor General by July 1, 2025. The revision process involved extensive engagement with community members, partners, and an analysis of local and national data trends to ensure the plan remains relevant and effective.

Analysis

The revision process followed a structured, data-driven approach incorporating various engagement and research methods:

- **Community Engagement:** Conversations with action tables, service providers, community agencies, and the public. A public survey through Engage Hamilton gathered broad feedback from nearly 1,000 residents, while targeted, agency-led engagement was conducted with equity-deserving groups and individuals with lived experience. Creative activities also captured youth perspectives on safety and belonging.
- **Asset Map:** Identified City-led and community-led strategies, networks, and planning tables that support safety and well-being outcomes, highlighting opportunities to strengthen alignment, coordination, and collective impact across systems.
- **Municipal Scan:** Reviewed CSWB Plans from Ottawa, Windsor, Toronto, York Region, and Edmonton to identify best practices, emerging trends, and lessons learned - particularly around governance models, funding sources, and implementation approaches.
- **Data Strategy:** The City collaborated with Muflehun, a Public Safety Canada-funded data resource centre, to analyze Hamilton's risk factors, service gaps, and demographic trends to ensure an evidence-based approach to priority setting. This work was further supported by local data sources, including Hamilton's Community Health Status Report 2024, developed by Hamilton Public Health Services.
- **System Advisory Leadership Table Review:** The System Advisory Leadership Table (SALT), comprised of representatives from key sectors including health, education, social services, policing, and housing, reviewed engagement findings and shaped the strategic direction of the revised plan.

What We Heard, Learned, and Insights:

Engagement and data review confirm that all six priorities – hate incidents, substance use, violence, housing and homelessness, mental health and stigma, and access to income – remain relevant, with increased urgency and stronger connections. Emerging concerns such as social isolation, food insecurity, encampments, and public safety were also identified. Voices from people with lived experience and service providers emphasized the need for stronger coordination, more equitable access to services, and better integration between City-led and community-driven efforts. These insights directly informed the focus areas outlined below:

1. **System Capacity** – Strengthening alignment within the City of Hamilton and across community-led strategies to improve coordination, reduce duplication, and mobilize shared resources more effectively.
2. **Equitable Access and Availability to Services** – Reducing barriers to critical services such as housing, food insecurity mental health support, and crisis intervention.

-
3. **Community Safety** – Addressing issues related to violence, discrimination, and social cohesion to foster inclusive, safe public spaces.

Capacity and Resource Challenges

The need in the community is greater than the available resources, and there is no provincial funding to support the implementation of this plan. While we appreciate the Public Safety Canada funding (ending March 2026), it's important to work together to identify available resources, as there will be no more funding.

The CSWB staff team currently operates with limited permanent staffing (0.5 FTE Manager and 1.0 FTE Senior Project Manager), focusing on core functions:

- Co-chairing and supporting the CSWB System Advisory Leadership Table
- Leading 1–2 multi-sector initiatives each year, as directed by Council and the Leadership Table
- Reporting annually to Council and meeting provincial requirements
- Participating in community tables related to CSWB priorities.

The current work is primarily funded by Public Safety Canada, which has helped launch initiatives like Hamilton's first multi-year grant program, the Hamilton C.A.R.E.S. Situation Table, and system-wide training in anti-oppression and trauma-informed care.

Looking ahead, without ongoing funding or more staff, the team's ability to maintain momentum, meet reporting needs, and support gender-based violence and hate prevention initiatives will be impacted.

Next Steps – Action Planning:

After submitting the 2025-2029 CSWB Plan to the Ministry of the Solicitor General, an action planning workshop will be held in Fall 2025. The workshop will focus on setting clear actions, performance measures, and strategies to support the plan's three focus areas. The team is exploring partnerships to align the workshop with other community initiatives, such as Hamilton Roundtable for Poverty Reduction. The process will be guided by collaboration across sectors. Staff will report back on progress of the 2025-2029 CSWB Plan to the Emergency and Community Services Committee in Q2 2026 and annually thereafter.

Alternatives

Increased investment would strengthen multi-sector collaboration, enhance community engagement, and accelerate action across priority areas, including gender-based violence and hate response.

Relationship to Council Strategic Priorities

The revised CSWB Plan directly supports several 2022–2026 Council Strategic Priorities by addressing root causes of social issues, improving system coordination, and strengthening community well-being:

-
- **Safe & Thriving Neighborhoods:** The Plan supports the creation of safer, more inclusive communities by addressing core social determinants such as housing, mental health, substance use, and income security. Through coordinated strategies and system-wide collaboration, it aims to reduce violence, hate incidents, and social isolation while fostering community belonging and public safety in shared spaces.
 - **Responsiveness & Transparency:** The Plan prioritizes inclusive engagement and transparent decision-making. It reflects insights gathered from residents, community organizations, and equity-deserving groups through surveys, partner-led consultations, and creative engagement with children. It also sets the foundation for clear governance and public reporting structures to track progress, demonstrate accountability, and adapt strategies in response to evolving needs.
 - **Sustainable Economic & Ecological Development:** The CSWB Plan promotes long-term system transformation by advocating for collaborative resource planning, equity-based funding, and strategic alignment of City and community initiatives. This includes supporting sustainable service delivery models and reducing fragmentation in the human services system, which contributes to overall economic resilience and reduced strain on emergency and crisis response systems.

Previous Reports Submitted

- HSC19032(a) Community Safety and Well-Being Plan Approval 2021
- HSC23015 Community Safety and Well-Being Plan Annual Report 2023
- HSC24015 Community Safety and Well-Being Annual Report May 2024
- HSC24050 Community Safety and Well-Being Progress Report December 2024

Consultation

The 2025-2029 CSWB Plan was developed in consultation with the following internal and external partners:

City of Hamilton Departments and Divisions	Healthy and Safe Communities Department <ul style="list-style-type: none"> • Indigenous Relations Division • Housing Services Division • Public Health Services Division • Children's and Community Services Division • Transit (HSR) Division • Economic Development Division • Housing Secretariat Division
Provincial and Federal Agencies	<ul style="list-style-type: none"> • Ministry of the Solicitor General • Public Safety Canada

Community Partners	<ul style="list-style-type: none"> • United Way Halton and Hamilton • Hamilton Police Services • BGC Hamilton-Halton • Centre de santé communautaire Hamilton/Niagara • City School by Mohawk College • Eva Rothwell Centre • Good Shepherd Centres • Hamilton Roundtable for Poverty Reduction • Hamilton Urban Core Community Health Centre • Interval House of Hamilton • Mishka Social Services • Neighbour to Neighbour Centre • Niwasa Kendaaswin Teg • YWCA Hamilton
Committees and Networks:	<ul style="list-style-type: none"> • Hamilton's Child and Youth Network • Age Friendly Collaborative • Building Safer Communities Collaborative • Hamilton Immigration Partnership Council • Hamilton Roundtable for Poverty Reduction • HamOnt Youth Steering Committee
Committees and Networks (cont.)	<ul style="list-style-type: none"> • Housing and Homelessness Action Plan • Seniors at Risk Collaborative • Street Youth Planning Collaborative • Frontline Advisory Committee • Woman Abuse Working Group

Appendices and Schedules Attached

Appendix A: 2025-2029 Hamilton's Community Safety and Well-Being Plan

Prepared by: Rachelle Ihekwoaba, Manager – Community Strategies
Healthy and Safe Communities Department, Children's and
Community Services Division

Mohammad Al Khateb, Senior Project Manager –
Community Safety and Well Being, Healthy and Safe

Communities Department, Children's and Community
Services Division

**Submitted and
recommended by:**

Jessica Chase, Director – Children's and Community
Services, Healthy and Safe Communities Department

Hamilton's Community Safety & Well-Being Plan 2025-2029





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01

EXECUTIVE SUMMARY

Hamilton's Community Safety and Well-Being (CSWB) Plan 2025-2029 builds on the initial plan established in 2021, incorporating updated data, community insights, and emerging focus areas aligned with Ontario's Community Safety and Well-Being Planning Framework. The plan takes a collaborative, action-oriented approach to enhancing safety, reducing risk, and improving the well-being of all residents.

Under the Community Safety and Policing Act, 2019, municipalities must develop a CSWB plan to address the root causes of social issues affecting community safety. Municipalities are also required to submit revised CSWB plans to the Ministry of the Solicitor General by July 1, 2025. This revised plan results from community engagement, data analysis, and multi-sector collaboration to reflect Hamilton's evolving needs.

In 2024, the City of Hamilton initiated a comprehensive review of its CSWB Plan to ensure it continues to reflect the evolving needs, challenges, and opportunities in the community.

The revision process included:

- City-wide community engagement through surveys, focus groups, and lived experience input
- Data analysis of population trends
- Asset mapping and a municipal scan to identify alignment and best practices.

The review confirmed that the six original CSWB priorities are still relevant, urgent, and inter-connected: hate incidents, substance use, violence, housing and homelessness, mental health and stigma, and access to income. They continue to reflect the community's most pressing needs and remain important alongside new priorities identified in the review. A renewed strategic structure, introduced later in this plan, will guide how these issues will be addressed.



Key Enhancements

- **Updated Focus Areas & Actions:** The plan builds on the 2021 CSWB Plan with a refined approach to better address emerging risks and systemic challenges. This will be achieved through three interconnected focus areas:
 - o System Capacity
 - o Equitable Access and Availability of Services
 - o Community Safety
- **Stronger Governance and System Leadership:** While the System Advisory Leadership Table (SALT) is already in place, this plan clarifies its role in oversight, accountability and strategic coordination.
- **Evidence-Based & Community-Driven:** We have strengthened data collection, evaluation and engagement to ensure our actions are responsive and evidence-based.
- **Strategic Alignment:** This plan enables stronger integration with existing City of Hamilton strategies, plans and community-led initiatives to maximize impact.
- **Ongoing Indigenous Engagement:** Structured revisions will follow to reflect ongoing Indigenous engagement and input.

Next Steps & Accountability

- **System Leadership Table Oversight:** The Table will continue to provide overarching governance, coordination, and accountability for the Plan. The table will guide implementation across the three focus areas, ensure cross-sector alignment, and foster shared leadership among partners. Enhancing SALT's role will also include deeper engagement with underrepresented voices and ongoing integration of partner feedback to support long-term systems change.
- **Annual Progress Reporting:** Transparent annual progress updates will continue to be provided through publicly accessible reports. A data dashboard will be developed and maintained to support real-time monitoring of community indicators tied to the goals of the Plan. An evaluation tool will be integrated into this process to help track performance, measure outcomes, and guide responsive adjustments throughout implementation.
- **Strategic Partnerships:** The plan will strengthen connections between City-led strategies and community-led initiatives. There is an opportunity to better coordinate efforts, share data, use resources more effectively, and develop stronger policies. Building these partnerships will also support joint advocacy, reduce duplication, and help expand successful approaches across systems.
- **Community Collaboration:** Community partners will continue to help guide how the CSWB Plan is put into action, including creating clear steps and ways to measure progress. Voices of people with lived experience will be involved throughout the process. Ongoing collaboration with service providers will ensure the Plan reflects the needs of Hamilton's diverse communities. Regular public updates will support accountability and transparency.

Hamilton's CSWB Plan 2025-2029 is a shared commitment between municipal government, community organizations, service providers and residents to create a safer, more inclusive and resilient Hamilton for all.

02

HAMILTON AT A GLANCE Demographic Overview



Hamilton is situated upon the traditional territories of the Erie, Neutral, Huron-Wendat, Haudenosaunee and Mississaugas.

THE **5th**
LARGEST
MUNICIPALITY
IN ONTARIO

HAMILTON SPANS
1,118 sq. km
WITH A POPULATION DENSITY OF
APPROX. **550 PEOPLE** PER SQ. KM²

2023
POPULATION OF
615,244
RESIDENTS³

PROJECTED TO GROW TO
809,661
BY 2046
reflecting ongoing
urban expansion and
demographic shifts.⁴

AGE DISTRIBUTION

Hamilton has an aging population. The senior population is the fastest-growing age group, highlighting the need for age-friendly services, healthcare accessibility, and housing options that accommodate aging residents.



SENIORS
(65+) make up
17.3%
of the population
surpassing the
16% of children and
youth under 15⁵

RACIAL DIVERSITY

The city has seen growing diversity in its newcomer population, with significant representation from South Asian, Black, Chinese, Filipino, and Middle Eastern communities.

Hamilton's increasing diversity underscores the importance of inclusive policies, culturally responsive services, and anti-racism initiatives.

IN 2021 **27.4%**
OF HAMILTON RESIDENTS
identified as belonging to a
racialized group⁶



IMMIGRATION & NEWCOMERS

Hamilton continues to be a destination for newcomers and refugees, contributing to the city's economic and cultural vibrancy. The city's policies and programs aim to enhance newcomer integration, access to employment, and social inclusion.



INDIGENOUS POPULATION

Hamilton is home to a growing Indigenous population, including First Nations, Métis, and Inuit residents.

Indigenous communities contribute significantly to the city's cultural and social fabric while also facing disproportionate barriers in healthcare, housing, and economic security. Strengthening partnerships with Indigenous-led organizations remains a priority for advancing reconciliation.



LANGUAGE

While English remains the dominant language, Hamilton is home to a notable Francophone population and a wide array of multilingual communities⁵.

Language diversity presents both opportunities and challenges in ensuring equitable access to services, education, and community engagement.



Hamilton's evolving demographic landscape drives the focus areas of Hamilton's CSWB Plan 2025-2029, reinforcing the need for **equity-driven, inclusive, and community-responsive** solutions to support the city's growing and diverse population.

03

THE ROLE OF COMMUNITY SAFETY AND WELL-BEING PLANS

Provincial Mandate and Framework

The Community Safety and Policing Act, 2019², mandates that all municipalities in Ontario develop and implement a Community Safety and Well-Being (CSWB) Plan. This requirement recognizes that proactive, collaborative, and preventive approaches are essential for improving safety and well-being.

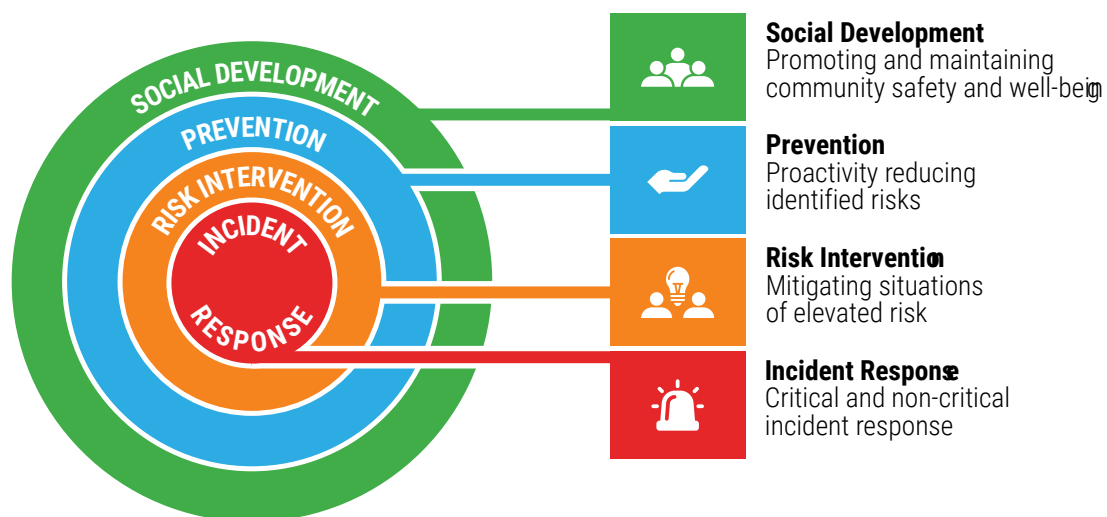
CSWB Plans play a crucial role in supporting organizations by enhancing system planning and building organizational capacity. This approach enables organizations involved in health, social services and safety to better coordinate their efforts, utilize resources more effectively, and implement sustainable interventions that address both immediate and long-term community needs. These plans also establish a structural framework that enhances service efficiency and strengthens community resilience and safety.

The CSWB Planning Framework is designed to:

- Shift focus from reactive emergency response to proactive risk prevention.
- Foster multi-sector collaboration between municipalities, police, health and social service providers, and community organizations.
- Address root causes of social issues that impact safety and well-being.
- Ensure that all residents feel safe, included and have access to necessary supports.

FOUR PILLARS OF THE COMMUNITY SAFETY AND WELL-BEING PLANNING FRAMEWORK

The framework emphasizes four key areas for addressing community safety and well-being:



Key Requirements for Municipalities

Municipalities are required to:

- Develop a CSWB Plan in collaboration with multiple sectors.
- Conduct community engagement to identify local priorities and needs.
- Establish governance and accountability mechanisms to oversee plan implementation.
- Align local strategies with the provincial CSWB framework to ensure coordination.
- Report progress and ensure transparency through ongoing evaluation and public updates.

Hamilton's CSWB Plan 2025-2029 is built on this provincial framework, ensuring a structured, evidence-based approach that reflects community needs while aligning with Ontario's vision for safer, healthier and more inclusive communities.



04

HAMILTON CSWB 2021 PLAN ACCOMPLISHMENTS

Since the approval of CSWB Plan in 2021, Hamilton has made significant progress in enhancing the safety and well-being of its residents. These advancements have been achieved through a combination of collaborative initiatives initiated by the CSWB Plan and contributions from System Advisory Leadership Table (SALT) member organizations. This collective work which addresses the key priority areas is reflected in a wide range of categories such as programs, training, advocacy, service enhancements, funding, community engagement and partnerships.

Key accomplishments include:

- **Enhancing Community Safety and Well-Being Governance**

- o Expanded committee representation to ensure diverse perspectives in planning and implementation.
- o Strengthened relationships across sectors to address service gaps.

- **Indigenous representation**

- o SALT membership now includes representation from the Coalition of Hamilton Indigenous Leadership (CHIL), Niwasa Kendaaswin Teg, and the City of Hamilton's newly formed Indigenous Relations Division.

- **Implementing Community Safety Initiatives**

- o Building Safer Communities (BSC) Grant: Provided nearly \$2.5 million multi-year funding for community agencies to implement initiatives aimed at reducing youth gun and gang violence in Hamilton.
- o Hamilton C.A.R.E.S.: Launched Hamilton's first multisectoral risk intervention situation table, connecting more than 20 community partners to support youth and families to the support resources they need.

- **Addressing Gender-Based Violence**

- o Hamilton City Council Action: Declared a gender-based violence epidemic, and allocated funding to the Woman Abuse Working Group to identify strategies to address gender-based and intimate partner violence in Hamilton.
- o Gender-Based Safety Audit: Conducted in partnership with the YWCA, resulting in recommendations to address safety concerns of women and gender-diverse individuals in public spaces. The findings and recommendations will be used to inform the next steps in creating a more inclusive city for women and gender-diverse individuals in Hamilton.

- **Anti-Hate and Anti-Racism Initiatives**

- o WeSupportHamilton.ca: A community-driven platform for reporting hate incidents and accessing resources, developed by the Hamilton Anti Racism Resource Centre and Hamilton Centre for Civic Inclusion, in partnership with the community.
- o Hamilton for All Campaign and Anti-Hate Toolkit: Created in collaboration with Hamilton Immigration Partnership Council, Anti-Hate Coalition and the community to promote awareness and empower residents to take action against discrimination.
- o Canadian Institute for Health Research Grant: Partnered with McMaster University, Hamilton Anti-Racism Resource Centre, Empowerment Squared and Hamilton's Youth Strategy, on a research study to explore the effects of racism and discrimination on youth mental health.

- **Mental Health Crisis Response**

- o Conducted a review of the mental health crisis response system in Hamilton and other jurisdictions to enhance coordination and improve outcomes.
- o Secured funding for a designated senior leadership role to work with the Greater Hamilton Health Network to advance mental health initiatives.

- **Capacity Building and Community Engagement**

- o Collaborate 2024: Building Connections for a Resilient Community: A capacity-building and professional development event for human services practitioners, hosted in partnership with Mohawk College's Challenge 2025 to enhance networking and resource sharing among frontline providers.
- o Held community education sessions on topics including the Canada Disability Benefit, Indigenous justice, queer justice, and housing rights.
- o Implemented equity, diversity and inclusion and trauma-informed care training across organizations.

- **Housing and Homelessness**

- o Housing and Shelter Expansion: Added over 270 temporary shelter beds and launched a Tenant Support Team for eviction prevention.⁷

While these accomplishments demonstrate progress and momentum, gaps and emerging needs remain. Hamilton's CSWB Plan 2025-2029 builds on these achievements while adapting to new challenges and priorities identified through community engagement and data analysis.

05

GUIDING PRINCIPLES

Hamilton's CSWB Plan 2025-2029 is grounded in key principles that promote equity, sustainability, and collaboration across all initiatives. These principles ensure inclusive, data-driven, and community-led approaches that respond effectively to Hamilton's evolving needs.

First established through extensive community consultations in 2021, these guiding principles have been refined through discussions at the CSWB System Advisory Leadership Table and extensive community consultation that took place during the 2025 revision process. This iterative approach ensures the CSWB Plan remains responsive, relevant and effective.



Truth and Reconciliation

- **Upholding Indigenous rights and sovereignty:** Develop initiatives that address historical and systemic barriers, while supporting decolonization.
- **Acknowledge Historical Injustices:** Recognize the impacts of colonization and work to address disparities in Indigenous communities.
- **Engage Indigenous Communities:** Collaborate with Indigenous communities to co-develop the CSWB Plan, respecting their knowledge and culture.
- **Promote Healing and Cultural Safety:** Prioritize restorative justice, trauma-informed support and culturally safe services



Diversity, Equity, Inclusion and Accessibility

- **Strengthening anti-racism, anti-oppression, and decolonization efforts:** Embed these values in decision-making processes to address systemic barriers comprehensively.
- **Ensuring diverse representation in governance:** This principle emphasizes the importance of including individuals with lived experience and Indigenous leadership, to reflect the true diversity of our community.
- **Embedding equity-based funding criteria:** Ensure criterion of funding fosters more equitable and accessible opportunities for service providers and communities, to enable a fairer distribution of resources.

Community Engagement

- **Offering multiple avenues for participation:** Ensure accessibility across all communities.
- **Amplifying voices of lived experience:** Prioritize those directly impacted to ensure they are involved in decision-making.
- **Partnering with trusted organizations and leaders:** Create safe spaces for meaningful dialogue.
- **Ensuring transparency and accountability:** Using community feedback to drive action.
- **Coordinating engagement efforts across sectors:** Reduce duplication and maximize impact.



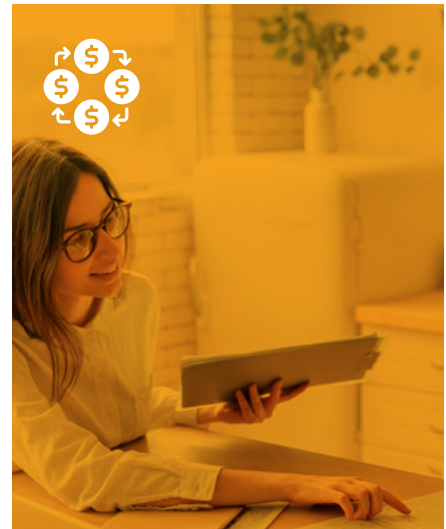


Data and Evaluation

- **Piloting and scaling targeted initiatives:** Expanding programs with measurable, proven success.
- **Enhancing data coordination:** Improve data-sharing among agencies while safeguarding privacy and consent.
- **Strengthening Indigenous data governance:** Ensure Indigenous-led organizations manage and analyze data impacting their communities.
- **Ensuring equity in data collection:** Use data to guide equitable decision-making and actions.
- **Collaborating with post-secondary institutions and research bodies:** To support ongoing evaluation and knowledge-sharing.

Sustainability

- **Fostering collaborative funding approaches:** Reducing competition among service providers.
- **Sharing resources and training:** Strengthen sector-wide capacity.
- **Building and strengthening partnerships:** Support long-term collaboration and capacity-building.
- **Addressing historical funding disparities in Indigenous communities:** Advocate for necessary resources.
- **Enhance grant-writing and partnership efforts:** Expand funding opportunities to scale successful programs.



System Collaboration

- **Align existing City strategies and plans with the CSWB Plan:** To ensure a more cohesive and strategic approach.
- **Engaging with community-led initiatives:** Foster two-way communication between planning tables to strengthen partnerships, share insights and align efforts.
- **Enhancing cross-sectoral collaboration:** Improve service accessibility through shared resources, co-located services and streamlined information sharing to improve effectiveness.

06

SYSTEM ADVISORY LEADERSHIP TABLE

The System Advisory Leadership Table (SALT) is a mandated multisectoral group that brings together government agencies, community organizations, and institutional leaders to work together on community safety and well-being. SALT helps break down silos, improve coordination, and align efforts across different sectors.

To better reflect the community and include more voices, SALT expanded its membership to include more diverse perspectives. One key step was including the City's Director of Indigenous Relations. This helped bring Indigenous knowledge and experiences into the work, making the group's discussions and decisions more inclusive. It's an important milestone in helping SALT better serve the whole community.

The membership includes the following:

- Banyan Community Services
- City of Hamilton:
 - o Children's and Community Services
 - o Housing Services
 - o Indigenous Relations
 - o Public Health Services
- Centre de santé communautaire Hamilton Niagara
- Coalition of Hamilton Indigenous Leadership
- Conseil scolaire Viamonde
- Good Shepherd Centres
- Hamilton Centre for Civic Inclusion
- Hamilton Child and Family Supports
- Hamilton Community Legal Clinic
- Hamilton Health Sciences
- Hamilton Police Services
- Hamilton Police Services Board
- Hamilton Roundtable for Poverty Reduction
- Hamilton Wentworth Catholic District School Board
- Hamilton Wentworth District School Board
- Indwell
- McMaster University
- Mohawk College
- Niwasa Kendasaawin Teg
- St. Joseph's Healthcare Hamilton
- United Way Halton & Hamilton
- Women Abuse Working Group
- YWCA Hamilton

07

UPHOLDING INDIGENOUS LEADERSHIP AND VOICES

Hamilton is committed to fostering meaningful and respectful relationships with Indigenous Peoples. Indigenous voices, rights, and leadership are integral to the development and implementation of the CSWB Plan.

The CSWB Plan recognizes the unique histories, rights, and experiences of First Nations, Inuit, and Métis communities, and acknowledges the ongoing impacts of colonialism. It supports reconciliation, self-determination, and equity.

While the 2025–2029 CSWB Plan reflects early engagement with leaders in the Urban Indigenous community in Hamilton, it does not yet fully reflect the voices and priorities of Indigenous communities. The CSWB team in partnership with SALT are working with the Indigenous Relations team to define next steps and create a respectful, trauma-informed approach to engagement.

As part of this commitment, the CSWB System Advisory Leadership Table is exploring the engagement of an Indigenous consultant to:

- Reflect on the work completed to date,
- Assess alignment with Indigenous priorities, and
- Guide culturally appropriate next steps.

Given that this work has not yet been undertaken, we recognize there are limitations to the approach and actions identified in this plan that may not fully reflect Indigenous communities.

The work forward will ensure Indigenous leadership, knowledge systems, and community-defined approaches to safety and well-being are fully embedded into the CSWB's actions and evaluation. This approach is rooted in trust, respect, and a commitment to ensuring Indigenous-led solutions shape the work ahead.

08

REVISION PROCESS: INSIGHTS AND FINDINGS

Hamilton's CSWB Plan was revised using two main approaches: community engagement and data analysis. This process was designed to ensure that the revised plan is based on both strong evidence and the real-life experiences of people in Hamilton.

Key components of the process included

- **Asset Map:** Developed to identify local strategies, networks, and groups already supporting safety and well-being.
- **Municipal Scan:** Five comparable municipalities were selected and CSWB plans reviewed to identify priorities, best practices, and key lessons.
- **Data Analysis:** A group of community and institutional representatives reviewed multiple data sources, to identify key risks and opportunities across CSWB priority areas.
- **Community Engagement:** Engagement activities gathered input from residents, community organizations, and service providers. These included: partner network conversations, agency-led discussions with vulnerable populations, a public survey, and creative engagement with children through the Art of Belonging initiative.

Throughout the process, the System Advisory Leadership Table (SALT) provided guidance and validation by reviewing data and engagement findings, identifying emerging risks, and making final recommendations.

By integrating diverse voices with local evidence, the revised 2025–2029 CSWB Plan reflects Hamilton's collective priorities and reinforces the city's commitment to collaborative, equity-driven solutions for community safety and well-being.

Asset Map

As part of the CSWB Plan review, a comprehensive asset mapping exercise identified strategies, networks, and working groups that support community safety and well-being across Hamilton. This work highlighted opportunities to better align, amplify, and integrate efforts across sectors.

The asset map is organized into three categories:

System-Level Coordination: Cross-cutting strategies and governance structures that support citywide planning and policy alignment across CSWB priorities.

CSWB Priority-Related Connections: Collaborative initiatives aligned with one or more CSWB priorities, contributing to outcomes in areas such as mental health, housing, substance use, and violence prevention.

Additional Connections: Focused groups addressing specific issues or populations, such as seniors, climate resilience, or digital inclusion.

Many strategies, tables or networks intersect categories, reflecting the complexity and interconnectedness of community needs.

In total, the asset map includes 60 connections.

Key Findings

The asset map identified that there is an opportunity for better system coordination and alignment between City-led and community-led initiatives and strategies, with the potential to reduce duplication and increase impact. It also highlighted the importance of having shared goals across sectors to foster a unified approach to community safety and well-being. This improved alignment would enhance resource efficiency, service coordination, and the collective impact of CSWB efforts.

SYSTEM LEVEL COORDINATION

Hamilton's Youth Strategy	Hamilton's Indigenous Health Strategy	Community Safety and Well-Being System Advisory Leadership Table
Hamilton's Youth Serving Agency Network	Hamilton's Climate Action Strategy	Communaute, Francophone Accueillante
Hamilton's Plan for an Age-Friendly Community	Hamilton Immigration Partnership Council	Greater Hamilton Health Network Partnership Council
Hamilton's Urban Indigenous Strategy	Hamilton C.A.R.E.S Situation Table	Hamilton Community Benefits Network
Housing and Homelessness Action Plan	Hamilton's Child and Youth Network	Hamilton Anchor Institutions Leadership
Hamilton's Housing Sustainability and Investment Roadmap	Interagence – Table de Concertation Francophone de Hamilton (Hamilton Francophone Roundtable)	Human Services and Justice Coordinating Committee

CSWB PRIORITY-RELATED CONNECTIONS

HATE INCIDENTS

Hamilton Anti-Hate Coalition
Hamilton Anti-Racism Resource Centre
Hate Crime Case Review Team
Hamilton Police Race and Identity Based Strategy
Hate Prevention and Mitigation Initiative

MENTAL HEALTH AND STIGMA

Infant and Early Years Mental Health Committee
Youth with Complex Suicide Needs Table
Greater Hamilton Health Network Mental Health and Addictions Secretariat

HOUSING AND HOMELESSNESS

Women's Housing Planning Collaborative
Housing and Homelessness Advisory Committee
Encampment Response Team
Rapid Intervention Support Team
Hamilton is Home Alliance
Housing Secretariat - Community Partnership Action Table

SUBSTANCE USE

Hamilton Drug Strategy
Greater Hamilton Health Network Mental Health and Addictions Secretariat

ACCESS TO INCOME

Hamilton Roundtable for Poverty Reduction
Hamilton's Food Advisory Committee
Living Wage Network
Hamilton Food Strategy

VIOLENCE

Woman Abuse Working Group
Building Safer Communities Collaborative
Elder Abuse Network
Violent Threat Risk Assessment Table
Anti-Human Trafficking Coalition

ADDITIONAL CONNECTIONS

Street Youth Planning Collaborative	Hamilton Recreation Master Plan	Professional Aboriginal Advocacy Network Group
Hamilton's Senior Advisory Committee	Hamilton's Early Years Plan	CMSM Early Years Advisory
Age Friendly Collaborative	City of Hamilton Digital Strategy	Early Years Equity and Engagement Advisory Group
Hamilton Paramedic Service Master Plan	Hamilton Public Health's Annual Service Plan	Heat Strategy
Hamilton Fire Department 10 Year Service Delivery Plan	Circle of Beads	Hamilton Health Coalition
10-Year Downtown Hamilton Revitalization Strategy	Hamilton Trans Health Coalition	

Disclaimer: This snapshot is intended as a starting point for ongoing development. It is considered an evergreen resource and may evolve over time to reflect new insights or community tables.

Municipal Scan of CSWB Plans

A review of CSWB Plans from five comparable municipalities (Ottawa, Windsor, York, Toronto, and Edmonton) was conducted. The results identified common challenges and priorities, including:

- Poverty and financial security
- Mental health
- Crime and violence
- Anti-racism and equity measures
- Housing and homelessness solutions
- Reconciliation efforts

Key Findings

The shared priorities show a clear trend: communities are tackling complex social issues with more holistic and integrated approaches to safety and well-being.

Successful CSWB plans are characterized by several key elements:

- **Integrated governance:** Strong collaboration between government, non-profits, and community groups forms a foundation for coordinated and sustained action.
- **Community engagement:** Meaningful engagement ensures initiatives are rooted in local realities and responsive to diverse needs.
- **Resource allocation:** Targeted funding and dedicated human resources are essential to the success and sustainability of CSWB efforts.
- **Data-driven strategies:** Evidence-informed planning and evaluation help shape effective interventions and track outcomes.
- **Anticipating challenges:** Lessons from other municipalities reveal persistent challenges such as securing long-term funding, coordinating across systems, and addressing systemic inequities in service delivery.

Insights from the scan offer Hamilton opportunities to align its work with national best practices and proactively address gaps or barriers to implementation.

Data Analysis

A Data Strategy Working Group was created to guide the data analysis, making sure the plan is based on evidence, best practices, and a strong understanding of Hamilton's needs. The group included representatives from organizations across the community, including:

- City of Hamilton:
 - o Children's and Community Services
 - o Housing Services
 - o Housing Secretariat
 - o Public Health Services
 - o Economic Development
 - o Transit (HSR)
- Good Shepherd Centre
- Greater Hamilton Health Network
- Hamilton Centre for Civic Inclusion
- Hamilton Community Foundation
- Hamilton Police Service
- Hamilton Wentworth Catholic District School Board
- Hamilton Anti-Racism Resource Centre
- Social Planning and Research Council
- Workforce Planning Hamilton
- YWCA Hamilton

The Data Strategy Working Group analyzed key data sources, including the Hamilton Public Health Community Health Status Report 2024. This report provides an overview of residents' health, emphasizing social determinants, health inequities, and key indicators. It served as a vital, evidence-based resource that helped identify community trends, challenges, and disparities, enabling the group to prioritize strategies that respond to the most pressing needs of Hamilton's diverse populations.

The group also partnered with the Muflehun Resource Centre, a research and policy organization funded by Public Safety Canada, that uses a public health approach to address complex social issues and build community resilience.

Through the CREWS (Community Resilience, Empowerment, and Well-being Support) Project²³, Muflehun worked with the Data Strategy Working Group to analyze 75 socio-ecological factors across areas like health, safety, education, and social cohesion.

Using local data, community context, and interviews with group members, the CREWS Profiles identified key risks and protective factors across the six CSWB priorities. These insights helped shape the group's final recommendations for the revised Plan.

Key Findings

The Data Strategy Working Group, using insights from the 2024 Public Health Community Health Status Report and CREWS Profiles developed in partnership with Muflehun, identified the following key priorities and areas of focus for the revised CSWB Plan:

- **Address unmet care needs:** Many marginalized communities face barriers to essential services due to limited availability of culturally appropriate care and uncoordinated access to supports like housing, mental health, and social services.
- **Support anti-racist and anti-oppressive actions:** Rising hate-motivated incidents and systemic inequities disproportionately impact racialized and vulnerable populations, calling for stronger, targeted measures to address racism and oppression.
- **Enhance affordable access to services:** Low-income residents continue to experience poorer health and social outcomes, highlighting the need for expanded access to affordable housing, income supports, and services addressing food insecurity.
- **Expand mental health and addictions services:** Increased demand and limited funding have strained mental health and addiction services, with urgent action needed to address opioid-related harms and improve system-wide coordination.
- **Support healthy child and youth development:** Gaps in early childhood and youth supports can lead to long-term challenges. A coordinated approach is needed to help children and youth thrive across developmental stages.
- **Improve public safety and community belonging:** When people see social challenges in public spaces, it can make them feel unsafe or divided from others. To help everyone feel safer and more connected, we need to make public spaces feel secure and welcoming, and support ways for people to build stronger relationships in their communities.





Community Engagement

Community Engagement was designed to gather insights from a diverse range of people living and working in Hamilton. A variety of engagement methods were used to capture community priorities, lived experiences and recommendations for enhancing safety and well-being in Hamilton.

The engagement approach included:

- **Community partner conversations:** Direct discussions with members of diverse tables and networks connected to the CSWB Plan, aimed at understanding key issues and challenges faced across sectors. This included discussions with the following tables:
 - Age Friendly Collaborative
 - Building Safer Communities Collaborative
 - Child and Youth Network
 - Hamilton Immigration Partnership Council
 - Hamilton Roundtable for Poverty Reduction
 - HamOnt Youth Steering Committee
 - Housing and Homelessness Action Plan
 - Seniors at Risk Collaborative
 - Street Youth Planning Collaborative Frontline Advisory Committee
 - Woman Abuse Working Group

- **Focused agency-led discussions:** Local organizations, working with the City of Hamilton, led engagement activities with with vulnerable communities and residents with lived experience, to make sure their voices were heard and included.

Partners collaborated:

- BGC Hamilton Halton
 - Centre de santé communautaire Hamilton Niagara
 - City School by Mohawk College
 - Eva Rothwell
 - Good Shepherd Centre
 - Hamilton Roundtable for Poverty Reduction
 - Hamilton Urban Core Community Health Centre
 - Interval House
 - Mishka Social Services
 - Neighbour 2 Neighbour
 - Niwasa
 - YWCA Hamilton
- **Public survey on Engage Hamilton:** An online survey available to the public to collect broad-based feedback on community priorities.
 - **Art of Belonging Initiative:** A creative engagement initiative where children contributed drawings on the theme of belonging, offering unique insights into children's perspectives on inclusion and safety.



Key Findings:

Between October 2024 and January 2025, community engagement efforts gathered input from partner organizations, agencies, and Hamilton residents.

Community partner conversations: Discussions with local networks confirmed that all six CSWB Plan priorities from 2021 (hate incidents, substance use, violence, housing and homelessness, mental health and stigma, and access to income) remain relevant, with increasing urgency and interconnectedness. Emerging challenges included social isolation and food security.

Agency-led engagement:

- Community agencies engaged individuals from equity-deserving groups and communities with lived experience. All six CSWB priorities were seen as important, with housing and homelessness noted as the most urgent, followed by mental health. Participants emphasized that the priorities are deeply interconnected and difficult to rank.
- Emerging concerns raised included service access, affordability, food security, and barriers experienced by newcomers, youth, and seniors. Participants strongly emphasized the need for continued inclusion of lived experience voices in shaping the plan.

Public survey on Engage Hamilton: Nearly 1,000 survey responses were gathered; of which housing ranked as the top priority. Emerging concerns included crime, encampments, safety and homelessness, highlighting the need for coordinated action to address both existing and evolving challenges in Hamilton.

Children's perspective on belonging: Children from Hamilton childcare centres participated in an activity where they drew pictures reflecting their thoughts on belonging. Their artwork emphasized the importance of care, kindness and inclusivity, highlighting actions like helping friends, sharing and offering support. Belonging was also linked to inclusive environments, ensuring everyone feels accepted, has someone to play with and can participate in group activities.



09

HAMILTON'S CSWB PLAN MOVING FORWARD 2025-2029

The updated CSWB Plan lays out a clear path for action. The System Advisory Leadership Table (SALT) will continue to lead this work, with clearer roles, stronger accountability, and more support for collaboration. The plan also strengthens its commitment to Indigenous-led planning, ensuring Indigenous communities have the voice and resources to guide decisions. These changes support a new way of working, built around three connected focus areas: System Capacity, Equitable Access and Service Availability, and Community Safety. This approach helps partners work together, break down barriers, and tackle the root causes of issues like poverty, housing, violence, and discrimination—so we can build safer, healthier communities for everyone.

Actions to Strengthen SALT Governance

To strengthen governance, the Terms of Reference for the SALT will be reviewed and updated to:

- Clarify SALT's mandate, roles, and governance model, including authority, responsibilities, and alignment with member organizations.
- Establish expectations around participation, communication, and resource commitment.
- Expand and diversify membership to ensure voices with lived experience and priority-area organizations are represented and engaged.
- Embed CSWB priorities into internal planning across member organizations and create mechanisms for regular feedback and alignment.
- Strengthen collaborative infrastructure through shared data, evaluation frameworks, co-location of services, and joint funding strategies.
- Establish shared accountability by developing performance indicators, timelines, and outcomes to monitor and report on implementation progress.

These actions will help ensure SALT remains a strong, coordinated leadership advisory body—supporting clear, accountable implementation of the CSWB Plan and advancing shared priorities across the community.



Actions to Strengthen Indigenous-Led Planning and Participation

Hamilton's CSWB Plan is committed to advancing safety and well-being through meaningful partnership with Indigenous communities. As implementation moves forward, the following actions will guide the CSWB's ongoing work, in alignment with the City's Urban Indigenous Strategy:

- Ensure that Indigenous-led organizations and representatives have a central role in shaping actions, reinforcing self-determination and Indigenous governance in community safety work.
- Collaborate with Indigenous community partners and the City's Indigenous Relations team to co-develop an engagement approach and data strategy rooted in Indigenous ways of knowing and community-defined priorities.
- Identify and advocate for resources to strengthen Indigenous-specific supports, with a focus on trauma-informed, culturally grounded programming that responds to the lived realities of Indigenous Peoples in Hamilton.
- Consult with an Indigenous specialist to support critical reflection on the CSWB Plan next steps.

Through these actions, Hamilton aims to build deeper trust, advance reconciliation, and ensure that Indigenous voices continue to shape and strengthen the City's approach to safety and well-being.

A New Approach Through Focus Areas

Guided by community input and data, the revised CSWB Plan introduces three connected focus areas that bring a more coordinated and strategic approach to improving safety and well-being in Hamilton.

These focus areas build on the six original priorities from the 2021 Plan—hate incidents, substance use, violence, housing and homelessness, mental health and stigma, and access to income. Within these six priorities, new and growing concerns like food insecurity and social isolation will also be addressed.

An important shift in the 2025–2029 Plan is how we, as a community, engage in this work. Rather than addressing each issue in isolation, the revised approach recognizes how challenges are connected. It encourages stronger collaboration, reduces duplication, and supports actions that are community-led, equity-focused, and easier to carry out together.

This shift helps move beyond reacting to individual problems and working collectively as individuals and as a system toward addressing root causes like poverty, discrimination, and lack of access to services—leading to more sustainable, long-term solutions.

FOCUS AREAS

1. System Capacity

This focus area strengthens how City and community partners work together. It aligns planning, improves coordination, reduces duplication, and builds systems that are more responsive and accountable. It helps address mental health and stigma, substance use, and access to income through more connected, resourced, and accountable systems.

2. Equitable Access and Service Availability

This focus area works to remove barriers and create fair, clear pathways to essential services—like housing, mental health support, food, and crisis intervention. It focuses on improving service navigation, cultural responsiveness, and accessibility, especially for equity-deserving groups, including newcomers, seniors, and youth. It addresses issues like housing and homelessness, income support, and food insecurity.

3. Community Safety

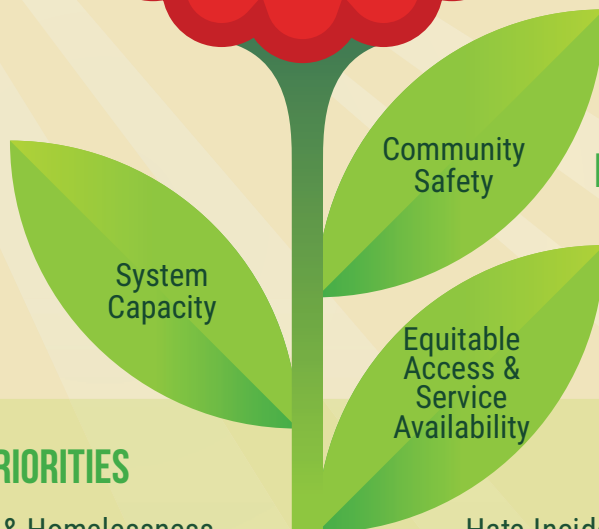
This focus area promotes both prevention and response strategies to reduce harm and build a sense of belonging and safety. It includes actions to address hate, violence, discrimination, and safety concerns in public spaces. The goal is to strengthen inclusion, reduce gender-based violence, and support safer, more connected communities.

A more detailed description of the three focus areas is found below in the following section.

COMMUNITY SAFETY & WELL-BEING ECOSYSTEM



ENABLING FACTORS



FOCUS AREAS

PRIORITIES

Housing & Homelessness

Mental Health & Stigma

Access to Income

Hate Incidents

Substance Use

Violence

GUIDING PRINCIPLES



Focus Area #1: System Capacity

Current State: Hamilton's human services system is under pressure from growing social needs, limited funding, and fragmentation. While the CSWB Plan cannot fully fund or integrate the entire system, it can support efforts to better coordinate and align programs and services. By working together, CSWB members can help maximize existing system capacity and drive more effective responses.

What We Heard:

- Clear goals and actions across strategies and ways to demonstrate collective accountability for community safety and well-being are needed.
- System-level gaps include: the need for greater service integration, program funding and resources, data collection and collective commitment to addressing policy-related issues.

KEY INSIGHTS FROM NATIONAL AND PROVINCIAL DATA

- **Social assistance and health integration improve health outcomes:** A coordinated approach that integrates social assistance programs with health services has been shown to improve physical and mental health outcomes. For instance, participants in both social assistance and health programs experienced a 30% improvement in health within six months.⁸
- **Housing and health services for homeless populations yield positive results:** Combining housing with health services for homeless individuals significantly improves health outcomes, with a 50% reduction in emergency medical visits and a 30% decrease in substance abuse after one year.⁹
- **Long wait times for mental health services:** As of 2020, the average wait time for mental health services for youth in Ontario was around 710 days, which has worsened in many regions. The demand for services significantly outpaces available resources. These long wait times reflect broader systemic issues impacting the mental health care system. In Ontario, average wait times for counselling and therapy are around 67 days, with more intensive treatment services averaging 92 days.¹⁰

KEY INSIGHTS FROM LOCAL DATA (HAMILTON-SPECIFIC)

- **Rising homelessness:** An estimated 1,693 Hamilton residents experienced homelessness in October 2023. That year, homelessness ranged from 1,465 to 1,985 individuals per month (as of October 2023). This was up sharply from 2020, which had a monthly range from 864 to 1,105 individuals.¹¹
- **Sharp increase in opioid-related deaths:** Hamilton's opioid-related death rate increased by 446% from 2005-2022.¹¹ The rate of opioid-related deaths decreased in 2023 and 2024 after peaking in 2022 but remains high and trends are consistently higher than the province.¹²
- **Increased hospitalizations for mental health conditions (2012- 2021):**
 - o Schizophrenia-related hospitalizations increased by 37.7%¹¹
 - o Substance use-related disorders hospitalizations increased by 46.1%¹¹
 - o Other adult personality disorders hospitalizations increased by 77.5%¹¹
- **Hamilton's Francophone community** consists of 9,005 individuals with French as their mother tongue and 50,125 bilingual residents. This highlights the need for robust French-language infrastructure.¹³ Hamilton supports this with institutions such as two school boards (Conseil Scolaire Viamonde and Conseil Scolaire Catholique Mon Avenir) operating five schools, a cultural centre (Centre francophone de Hamilton), a health centre (Centre de santé communautaire Hamilton/Niagara), and other services like daycare centres, language services (Collège Boréal) and Employment Centre (Options Emploi). The 6.5% bilingual population (50,125 people) further necessitates bilingual staff and resources to meet demand.¹⁴
- **Gender-based violence** continues to be an epidemic in Hamilton, with police responding to 12,042 domestic and intimate partner violence (DV/IPV) calls and laying 3,514 related charges in 2024.¹⁵ Despite these numbers, the issue remains significantly underreported – studies indicate that 90% of sexual assaults and 70% of domestic violence incidents go unreported.¹⁶
- **Homelessness and poverty** disproportionately affect certain groups in Hamilton, with 22% of households led by single mothers living in core housing need—significantly higher than the citywide average of 13%.¹⁷ Additional data was drawn from the Housing Needs Assessment (HNA) Tool, developed by the Housing Assessment Resource Tools (HART). This tool uses 2021 Census data to identify core housing needs and support evidence-based housing planning which highlights similarly elevated housing vulnerability among Indigenous-led, youth-led (under 24), Black-led, and women-led households.¹⁷

Note: The information provided is in the form of descriptive statistics that may not fully reflect the health experiences of a community. This descriptive information requires contextualization through shared dialogue to gain a deeper understanding of these complex issues. It is important to acknowledge that data are not perfect, and we must consider the limitations of what data alone can tell us. Refer to the 'About this Report' section of Hamilton's Community Health Status Report for more information regarding the use and limitations of data (visit www.Hamilton.ca/HealthData).

ONGOING INITIATIVES AND ACTIONS

- **Coordinating City and Community Efforts:** City staff are working to better align City strategies with community-led initiatives to improve coordination, make better use of resources, and increase collective impact on safety and well-being..
- **Strengthening Governance and System Leadership:** The CSWB governance model is being enhanced to focus more effectively on securing resources and shaping policies that support long-term system change.
- **Advancing Gender-Based Safety:** An action plan will be developed to implement recommendations from the YWCA-led Gender-Based Safety Audit, aiming to improve safety for women and gender-diverse individuals across Hamilton.
- **Improving Mental Health Access and Collaboration:** The Greater Hamilton Health Network (GHHN) Mental Health Secretariat is coordinating services, advocating for resources, and building cross-sector partnerships to support mental health and well-being.
- **Promoting Health Equity:** GHHN partners are working on health equity initiatives to reduce gaps in health outcomes and access across diverse populations in Hamilton.
- **Responding to Substance Use:** Staff supporting Hamilton's Drug Strategy are focused on prevention, harm reduction, treatment, and recovery to support residents affected by substance use.
- **Tackling Poverty and Financial Insecurity:** The Hamilton Roundtable for Poverty Reduction is advocating for improvements to income security, social assistance, and access to a living wage.
- **Addressing Gender-Based Violence:** The Woman Abuse Working Group is working to close service gaps for women experiencing abuse and is leading efforts to increase awareness, training, and education about gender-based and intimate partner violence.

GOAL STATEMENT:

By 2029, Hamilton will enhance cross-sector collaboration among CSWB member organizations, strengthening knowledge sharing, coordination and integration of programs and services and efforts, in order to increase system capacity.

- **Support joint efforts across sectors** to strengthen system capacity and respond to a range of community safety and well-being needs. This includes better coordination, shared learning, and identifying opportunities to align or streamline services where possible.
- **Improving widespread training adoption** which will increase service providers' capacity in cultural competency, trauma-informed care and crisis intervention.
- **Sharing and aligning efforts to secure long-term funding**, including advocating for financial sustainability through a mix of government, grant and private sector contributions.
- **Developing a fully operational Community Safety and Well-Being dashboard** which will provide relevant and updated community-level data that drives informed decision-making and tracks progress.

Focus Area #2: Equitable Access and Service Availability

Current State: Inequitable access to income support, food, housing, and mental health care creates barriers to timely support. Individuals with complex needs face additional challenges navigating multiple service pathways, limiting access to essential care.

What We Heard:

- Improved service coordination is needed to provide low-barrier access and additional holistic wraparound supports.
- Increased awareness of available services and supports for both service providers and residents is needed.
- Greater engagement with individuals with lived experience is necessary to design effective solutions.
- Equity-deserving communities face disproportionate gaps in specialized healthcare services.
- A Housing First approach should be prioritized.
- Food security is an emerging concern, including affordability, access to nutritious food and the need for more food support programs.

KEY INSIGHTS FROM NATIONAL DATA

Low-income Canadians face significant barriers to accessing healthcare, including transportation difficulties, lack of affordable services and long wait times. These factors contribute to poorer health outcomes, such as higher rates of chronic diseases and mental health issues¹⁸.

KEY INSIGHTS FROM LOCAL DATA (HAMILTON-SPECIFIC)

- Approximately 8% of Hamilton residents were living in poverty in 2020, young adults aged 18-24 years old experiencing the highest rate of poverty at 13.7%.¹¹
- In 2021, more than one in five households in Hamilton lived in unaffordable housing. Between 2020 and 2023, Homelessness increased in Hamilton with over 1,400 individuals identified as homeless in each month in 2023.¹¹
- Unintentional poisoning and intentional self-harm are the primary causes of death for individuals aged 20 to 44, accounting for 39.3% and 11.1% of deaths in that age group, respectively.¹¹
- Food insecurity affected 27.3% of Hamilton households in 2023, up from 18.1% in 2022.¹⁹
- Hamilton residents in low-income areas are nearly three times more likely to die from diabetes, five times more likely to self-harm, and six times more likely to experience assault.¹¹
- With 6.4% of the population speaking French, ensuring equitable access to adapted services in French is essential. This is particularly important for the 2.4% of immigrants and 3.9% of recent immigrants who are Francophone, many of whom may face language barriers.²⁰

Note: The information provided is in the form of descriptive statistics that may not fully reflect the health experiences of a community. This descriptive information requires contextualization through shared dialogue to gain a deeper understanding of these complex issues. It is important to acknowledge that data are not perfect, and we must consider the limitations of what data alone can tell us. Refer to the 'About this Report' section of Hamilton's Community Health Status Report for more information regarding the use and limitations of data (visit www.Hamilton.ca/HealthData).

ONGOING INITIATIVES AND ACTIONS

- **Greater Hamilton Health Network (GHHN) and the City of Hamilton's Mental Health Crisis Response Integration:** A review of Hamilton's mental health crisis system led to new funding for a senior leadership role to enhance coordination with service providers.
- **Hamilton's Anti-Racism Resource Centre (HARRC):** Promotes social justice, raises awareness of systemic racism and operates to reduce racial disparities in health and other essential services. In partnership, the Hamilton Centre for Civic Inclusion (HCCI) and HARRC also operate an online community hate reporting tool.
- **Hamilton C.A.R.E.S Situation Table:** Explores opportunities for multisectoral planning to provide holistic, wraparound services for individuals and families.
- **Hamilton Immigration Partnership Council (HIPC):** Connects newcomers to community resources to improve equitable access to affordable housing, food, employment and healthcare.
- **Empowerment Squared and Hamilton Child and Family Supports:** Collaborating to support newcomer and marginalized families, with a focus on Black and racialized children and youth to address systemic barriers and promote positive outcomes.
- **Hamilton's Drug Strateg:** A comprehensive, coordinated approach that focuses on prevention, treatment, harm reduction and recovery for residents suffering from addiction.

GOAL STATEMENT:

By 2029, Hamilton aims to strengthen seamless, equitable access to prevention and early intervention services among CSWB members by:

- **Embedding equitable practices into local policies,** such as applying an equity lens when developing funding models or considering waitlist policies. This ensures that all future community planning and resource decisions actively prioritize inclusion and remove barriers for equity-deserving groups.
- **Enhancing service navigation supports** to streamline referrals and reduce wait times for individuals with complex needs.
- **Exploring technology** to improve knowledge-sharing and timely access to support services for both residents and providers.
- **Collaborating to develop service offerings** that improve access to services, supports and resources (e.g. low barrier services, community hubs).

Focus Area #3: Community Safety

Current State: Community safety in Hamilton is shaped by a complex set of factors. While some residents express concerns about increasing crime and demand greater security, others face daily threats rooted in systemic discrimination, racism, and oppression. Hate-motivated actions, gender-based violence, and rising incidents of targeted attacks against racialized and 2SLGBTQI+ communities contribute to a growing sense of unsafety. At the same time, violence and mental health-related crises continue to impact individuals and families. A balanced approach is needed—one that distinguishes between the root causes of violence (e.g., poverty, trauma, and service gaps) and those of hate (e.g., racism, oppression, anti-immigrant sentiment, misogyny, and anti-trans rhetoric). Effective community safety requires responses that address both through equity-driven, community-informed, and coordinated action.

What We Heard:

- Unhoused individuals face significant safety risks due to lack of housing and supports.
- Residents identified rising hate, gun violence, property crime, and unsafe public spaces – especially near encampments – such as major safety concerns.
- Social isolation, lack of belonging, and the need for stronger community ties were noted as contributing factors to perceptions of unsafety.
- There was a strong call to address the rise in discrimination, racism, and anti-trans rhetoric, which contribute directly to feelings of unsafety and exclusion.
- Community feedback also emphasized that hate incidents and violent crime must be understood and addressed as distinct issues with different root causes.

KEY INSIGHTS FROM NATIONAL DATA

- **Sense of belonging is linked to better health outcomes:** Research indicates that higher levels of belongingness are associated with improved health outcomes, including better self-assessed health and lower rates of chronic diseases.²¹

KEY INSIGHTS FROM LOCAL DATA (HAMILTON-SPECIFIC)

- Since 2020, police-reported hate crimes in Hamilton have increased by 175%, primarily targeting the Black community, as well as the Jewish, Muslim, and LGBTIQ+ communities (lesbian, gay, bisexual, transgender, intersex, queer or questioning).¹¹
- Hate incidents targeting sexual orientation and gender identity rose by 433% (12 occurrence) between 2019 and 2023, primarily targeting the Two-Spirit and LGBTIQ+ community.¹¹
- Gender-based violence, rooted in misogyny, is increasingly being recognized as a hate crime. The Women Abuse Working Group (WAWG) is advocating for Gender-Based Violence (GBV) and Intimate Partner Violence (IPV) to be formally classified as hate crimes and counted in hate crime statistics—framing them as critical public safety issues. In 2024, Hamilton police responded to 12,042 domestic violence/intimate partner violence calls and laid 3,514 related charges, underscoring the urgent need for systemic change.¹⁵
- Suicide and homicide are leading causes of death for young adults, with homicide rates reaching a record high in 2021.¹¹

- In 2021, Hamilton had 250.6 emergency visits per 100,000 for assault injuries, significantly higher than the Ontario average of 192.8 per 100,000. These injuries show considerable inequities in socioeconomic conditions.¹¹
- In 2024, Hamilton saw firearm-related offences surge significantly, reaching 692 incidents, representing a 38% rise over 2023. At the same time shootings also rose sharply, with 60 incidents reported in 2024, an alarming 71% increase compared to the year before.²²

Community safety involves integration and social cohesion, which can be supported by understanding Francophone immigrants need. The statistics indicate the need for community programs addressing cultural adaptation, housing, and employment, especially for recent immigrants (67.3%). Hamilton's designation as a Welcoming Francophone Community under Canada's Action Plan for Official Languages, announced in 2019, aims to enhance integration, which can reduce isolation and improve safety outcomes.

Note: The information provided is in the form of descriptive statistics that may not fully reflect the health experiences of a community. This descriptive information requires contextualization through shared dialogue to gain a deeper understanding of these complex issues. It is important to acknowledge that data are not perfect, and we must consider the limitations of what data alone can tell us. Refer to the 'About this Report' section of Hamilton's Community Health Status Report for more information regarding the use and limitations of data (visit www.Hamilton.ca/HealthData).

ONGOING INITIATIVES AND ACTIONS

- **Hamilton Anti-Racism Resource Centre (HARRC):** Provides education, support, and advocacy for individuals impacted by racism, and supports systemic change through partnerships and research.
- **Downtown Hamilton Creative Placemaking Grant Program:** Launched through the City's Planning and Economic Development Department, provides funding for new, community-led placemaking projects that temporarily animate outdoor public spaces in a designated area of Downtown Hamilton. These placemaking initiatives allow residents to feel ownership of public space and use it in a way that is specific to community needs.
- **Rapid Intervention Support Team (RIST):** A collaborative initiative supporting individuals experiencing homelessness, mental health challenges, or addiction issues. RIST was established with funding from the Ontario government's Community Safety and Policing Grant Program, bringing together various community organizations to offer wraparound case management.
- **NPAAMB Indigenous Youth Employment and Training:** funded by Hamilton's Building Safer Communities grant initiative supports Indigenous youth at risk of or exiting gang involvement with culturally grounded training and certification in the field of sport.
- **Suspension Alternate Program:** funded by Hamilton's Building Safer Communities Grant supports youth in accessing culturally and linguistically responsive services. Working in partnership with the YMCA, Centre de Sante Communautaire Hamilton Niagara is providing this alternate school suspension program to French-speaking students in Hamilton to assist them with accessing support and services and reintegrating into school after a suspension.

- **Community Resource Development:** Creating public education tools for residents and businesses to connect individuals in need with appropriate services.
- **Hamilton's Building Safer Communities Grant initiative:** Multi-year funding for youth-focused programs aimed at preventing gun and gang violence, supporting organizations like BGC Hamilton, YMCA, YWCA, Empowerment Squared, Centre De Sante Communautaire Hamilton Niagara, NPAAMB Indigenous Youth Employment and Training, Niwasa Kendaaswin Teg, STAC Hamilton and Wesley.
- **YWCA Gender-Based Safety Audit:** Recommendations from this audit will inform future planning to improve public safety for women and gender-diverse individuals.
- **Woman Abuse Working Group (WAWG):** Works to address service gaps and increase awareness around gender-based and intimate partner violence, which are recognized as forms of hate and oppression rooted in misogyny.

GOAL STATEMENT:

By 2029, Hamilton will foster a safer, more inclusive community through the CSWB by working together to:

- **Reduce hate crimes, assault, homicide and property crime rates** through multisector interventions that target the root causes of violence and hate.
- **Confronting racism, oppression, and systemic discrimination** through anti-hate and anti-oppression strategies that ensure equity and dignity for all communities.
- **Increasing residents' sense of safety and belonging** through inclusive public spaces, community engagement, and cultural expression.
- **Expanding community-led safety programs and crisis response initiatives** to support diverse needs in culturally responsive and trauma-informed ways.

09

CALL TO ACTION

A Message from the CSWB System Advisory Leadership Table

The work being done within our Hamilton community—day in and day out—is truly remarkable. Residents, organizations, and partners are the driving force behind real, positive change, and the impact of these efforts cannot be overstated. The dedication, passion, and commitment to making Hamilton a safer, healthier, and more connected city is deeply appreciated by all.

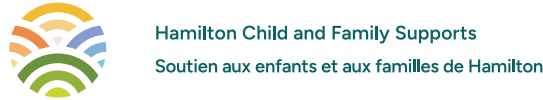
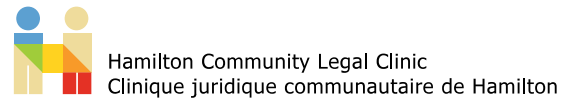
In these challenging times, social cohesion has never been more important. Strong communities are built on relationships—on people stepping up for one another, supporting neighbours, and finding strength in collaboration. However, we are also witnessing increasing divisions and polarization that threaten the very fabric that holds us together.

So, the question is: What does it mean to be a good neighbour? Being a good neighbour means showing up—not just in times of crisis, but in everyday moments. It means recognizing that the challenges we face—whether poverty, housing insecurity, mental health struggles, or community safety—are not isolated issues. They are interconnected, complex, and require collective solutions.

The Community Safety and Well-Being System Advisory Leadership Table is committed to working collaboratively with the community to address these challenges. Many are now facing homelessness, food insecurity, and financial hardship—challenges that were once unimaginable to them. The reality is that the systems in place are being stretched, and the need for support is growing.

This call to action is for the entire community. True impact comes from collaboration—when everyone, from residents to organizations and sectors, works together to break down silos and align efforts for the greater good. Together, we can build a stronger, more supportive network that meets people where they are, ensuring that no one is left behind.

As a community, the path forward is clear: Lead with compassion, strengthen collaborations, amplify efforts, and move forward with urgency. Be intentional in bridging divides, fostering connections, and taking action to ensure Hamilton is a place where everyone is supported, valued, and safe. The work ahead requires all of us, and together, we can create lasting change.



10

PUTTING THE PLAN INTO ACTION

As we move forward with implementing Hamilton's Community Safety and Well-Being Plan, our commitment to creating a safer, more inclusive and equitable city remains stronger than ever. To build a future where every individual feels secure, valued and supported, we must take deliberate steps to review, enhance and evolve the systems that guide our work.

The next phase of this plan will focus on reviewing and enhancing the governance model to ensure that decision-making is transparent, inclusive and responsive to the needs of all community members. A key priority will be actively including those with lived experience—individuals whose perspectives must be at the heart of our actions. Their insights will be invaluable in shaping the future of community safety, ensuring that the services we provide are not only effective but compassionate and aligned with the real needs of those most impacted by issues of safety and well-being.

Another critical component of our implementation plan is our continued commitment to a community-led approach to safety and well-being. Community partners and residents are best positioned to identify issues, develop culturally appropriate solutions and drive sustainable changes. By fostering ownership, trust and collaboration, we will ensure that diverse voices are heard, social connections are strengthened, and collective responsibility for safety and well-being is reinforced.



To support evidence-informed decision-making and accountability, we will develop a comprehensive data strategy and evaluation plan. This will enhance our ability to track progress, measure success and hold ourselves accountable. By focusing on data-driven decision-making, we can ensure that our efforts are making a meaningful impact and are responsive to emerging needs and challenges.

At the heart of this plan is a commitment to long-term system change. Sustainable improvements in community safety require more than just short-term interventions they will require enhanced service coordination across sectors. By breaking down silos and strengthening partnerships between local government, social services, law enforcement and community organizations, we can create a seamless, efficient and accessible support network that addresses the root causes of safety and well-being concerns.

Community cohesion is another fundamental priority. Through intentional initiatives, our aim is to create a Hamilton where everyone feels safe, has a sense of belonging and sustainably has opportunities to thrive—whether through education, healthcare, food security, housing, income stability or cultural and social expression.

Safety is not just the absence of crime but also the presence of trust, connection and belonging. Through this work, we will create an environment where every individual in Hamilton is valued, included and empowered to contribute to the collective good. This commitment to belonging will help to build a stronger and more resilient community.

As we move forward, we are excited about the opportunities ahead. Together, through collaboration, accountability and a shared vision for a safer and more inclusive Hamilton, we will continue building a city where all individuals can thrive.



11

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2025–2029 Community Safety and Well-Being Plan

Emergency & Community Services Committee

May 22, 2025

Presenters:

Paul Hamilton, Deputy Chief, Hamilton Police Services
Rachelle Ihekwoaba, Manager Community Strategies, City of Hamilton
Bryan Shone, Executive Director, Hamilton Child and Family Supports

Healthy & Safe Communities Department
Children's and Community Services Division, Community Strategies

Recommendations

1. That the 2025-2029 Community Safety and Well-Being (CSWB) Plan **BE APPROVED**;
2. That staff **BE DIRECTED** to submit the 2025-2029 CSWB Plan to the Ministry of Solicitor General by July 1, 2025, as presented; and
3. That staff **BE DIRECTED** to report back on progress of the CSWB Plan to the Emergency and Community Services Committee in Q2 2026 and annually thereafter.

What is the Province of Ontario's Legislative Mandate?

Established under the Community Safety and Policing Act, 2019, the legislation requires all Ontario municipalities to prepare, adopt, and implement a plan to enhance community safety.

This process includes forming an **advisory committee**, **identifying priority risks**, installing **implementation teams**, and a **data and decision support tool**.

How does CSWB align with Council Priorities?

Safe & Thriving Neighborhoods

Responsiveness & Transparency

Sustainable Development

System Advisory Leadership Table

Hamilton's Plan

First plan approved June 2021, with six key priorities:

HATE INCIDENTS

VIOLENCE

**MENTAL HEALTH
AND STIGMA**

SUBSTANCE USE

**HOUSING AND
HOMELESSNESS**

**ACCESS TO
INCOME**

Key Accomplishments

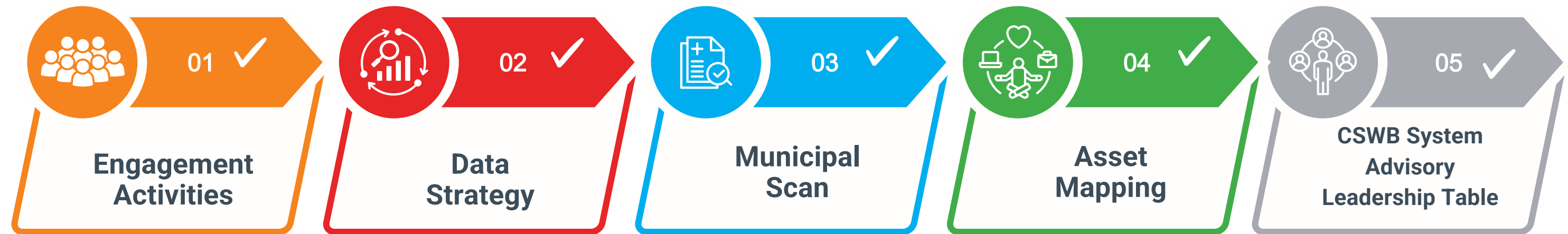
- **Enhancing CSWB Governance**
 - 60% increase in Advisory Committee representation
 - Indigenous leadership and participation enhanced
- **Hamilton C.A.R.E.S.**
 - 20+ community partners, 130+ professionals trained
 - Weekly case discussions for high-risk youth interventions
- **Building Safer Communities**
 - \$2.5M+ invested in 9 collaborative programs
 - 1,100+ youth engaged, 300+ sessions delivered
- **Tackling Gender-Based Violence**
 - \$130K to Women Abuse Working Group
 - \$100K for safety audit
 - Community Safety definition adopted

Key Accomplishments

- **Confronting Hate with Action**
 - WeSupportHamilton.ca platform launched
 - Hamilton for All campaign
 - Anti-Hate Toolkit & Belonging Pledge
- **Leading Mental Health Crisis Response**
 - Service review completed
 - Funding for designated leadership
- **Housing & Shelter Supports**
 - 270+ temporary shelter beds added
 - Tenant Support Team launched

Mandated Revision & Reporting Timelines

As of April 1, 2024, municipalities must review or revise CSWB plans. The revised CSWB Plan will be submitted to the Ministry of the Solicitor General by July 1, 2025, upon Council approval.



Community Engagement Highlights

- **10+ conversations** with City-led or community driven networks and action tables
- **12 agency-led** engagements with equity-deserving communities
- **Nearly 1,000** responses to the public survey via Engage Hamilton
- Art of Belonging creative activity gathered children's perspectives

What We Heard

- All six 2021 priority areas remain relevant – with increased urgency and interconnection
- Community feedback raised additional concerns: food insecurity, social isolation, public safety, encampments
- Strong calls for:
 - Better coordination across systems
 - More equitable access to services
 - Stronger alignment between City and community efforts

CSWB Plan Moving Forward

System Capacity

Align City and community efforts to improve coordination, reduce duplication, and mobilize shared resources

Equitable Access and Service Availability

Remove barriers to critical services like housing, food, mental health, and crisis support

Community Safety

Address violence, hate, and discrimination while fostering inclusion, belonging, and safer public spaces

CSWB Plan Moving Forward

Guiding Principles

- Truth and Reconciliation
- Diversity, Equity, Inclusion and Accessibility
- Community Engagement
- Data and Evaluation
- Sustainability
- System Collaboration

Capacity and Resource Needs

- **Current staffing:**
 - 0.5 FTE Manager + 1.0 FTE Senior Project Manager
- **Time-limited funding**
 - Building Safer Communities Fund ends March 2026
- **Additional Investment Enables:**
 - Robust data infrastructure
 - Integration of lived experience into planning and delivery
 - Continued work on GBV and anti-hate response

Next Steps

- **July 2025** – Submit 2025 – 2029 CSWB Plan to the Ministry of the Solicitor General
- **Q3 2025**– Host community action planning workshop to co-develop performance measures and implementation strategies
- **Q2 2026** – Report back to Emergency and Community Services Committee with progress update



THANK YOU