City of Hamilton Canada-wide Early Learning and Child Care Access and Inclusion Framework

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Canada-wide Early Learning and Child Care (CWELCC) Overview

On March 28, 2022, the federal and provincial governments signed the <u>Canada-wide Early</u> <u>Learning and Child Care (CWELCC) agreement</u>, aimed at making child care more affordable for families and increasing compensation for eligible child care staff.

Ontario's Ministry of Education's goals under the CWELCC agreement are in alignment to the <u>priorities for the Early Years System in Hamilton</u> — affordability, accessibility, inclusion and quality.

The Ministry of Education and City of Hamilton's CWELCC goals align by focusing on:

- 1. **Quality**: ensuring the delivery of high-quality child care, as defined in the <u>Child Care and</u> <u>Early Years Act, 2014 (CCEYA)</u>.
- 2. Child and family-focused: increasing affordability for parents/guardians.
- 3. **Protection of child care spaces**: protection of for-profit and not-for-profit child care spaces in the province.
- 4. **Efficient administration:** accomplished through an efficient administrative plan, collecting necessary information from licensees to support a timely enrolment and implementation of the CWELCC plan.

The CWELCC plan is designed to provide high-quality, affordable, accessible and inclusive licensed child care programs to support Ontario's children, families, employers, early years professionals and the child care sector. The CWELCC agreement will provide funding to reduce child care fees for families with children 0 to 6 years of age to an average of \$12/day by March 2026.

Child Care Space Allocations

The Ministry of Education approved the following allocations for new child care spaces for the City of Hamilton. These spaces support the Ministry of Education's directed growth plan under CWELCC to meet child care needs in Hamilton. These allocations are as follows:

Total space allocation*					
Allocation	2022	2023	2024	2025	2026
Total spaces	195	488	314	388	302
School-based	49	107	49	49	0
Community-based	146	381	265	339	302

*All numbers are subject to change based on Ministry of Education approval.

*UPDATE: On March 31, 2025, the Ministry of Education released an update memorandum outlining the outcome of a space recalibration exercise that was completed for all regions across Ontario. The City of Hamilton has had a reduction to space targets, as a result of this exercise. Below is the updated allocation for community-based spaces for 2025 and 2026.

	Ministry Child Care Space Allocations					
	2025				2026	
	Original	Revised	Change	Original	Revised	Change
Community Based Spaces	339	246	9 3	302	106	196
School Based Spaces	49	49	0	0	0	0

Under the new CWELCC funding guidelines, municipalities are required to maintain the Ministry of Education's threshold for child care spaces which is currently 80% not-for-profit and 20% for-profit in the City of Hamilton.

Phase 1: Access, Socio-economic and Demographic Analysis

Hamilton's Approach to Access and Inclusion

Ontario's provincial target access rate (the ratio of child care spaces to children) is 37% by 2026. This is equivalent to one affordable child care space for every 2.7 children aged 0-5. Upon implementation of Canada Wide Early Learning and Child Care, the City of Hamilton had an access rate of 31% across full-day (infant, toddler and preschool) programs. With the current space allocation, city-wide the City of Hamilton is on track to exceed the 37% provincial target access.

The City of Hamilton is committed to ongoing engagement with families, child care providers, and other members of the community to ensure access and inclusion plans meet the needs of the community it's intended to serve.

Access and inclusion considerations are as follows:

Access equity: Provide comparable access to child care spaces across the City of Hamilton for the 0-3.8 age group by allocating spaces where the need is greatest.

Directed growth spaces for priority populations (in no particular order): As determined by the Ministry of Education, the City of Hamilton will ensure that child care spaces are allocated based on socio-economic factors to support child care needs in priority populations, including:

- Children living in low-income families
- Children of newcomers to Canada
- Official language minorities (Francophone)¹
- Children with special needs and children needing enhanced or individual supports
- Indigenous children, Black and other racialized children

Accessibility: Providing a wide range of opportunities for learning, play and inquiry in physical and teaching environments across diverse, flexible settings and contexts.

¹ A principal of access & inclusion to maintain or grow French language spaces for ages 0-5.

Participation and Belonging: The intentional and instructional approach that enables children to actively engage in purposeful ways in all parts of the day including play, learning activities and social interactions.

Equity: Making sure everyone has what they need to succeed by removing barriers that disadvantage some groups over others. Children should have equitable access to early learning opportunities that support them in purposeful participation as engaged learners that are competent, capable of complex thinking, curious, and rich in potential.

Special Needs Resourcing (SNR): Ensuring that licensed child care programs across the City of Hamilton can deliver the appropriate level of service for children with special needs, including staff, adaptive equipment and resources. The City of Hamilton is committed to delivering responsive, high-quality, accessible and increasingly inclusive early-learning opportunities for children and their families.

Fee subsidy: Child care fee subsidy helps families with the cost of licensed child care programs. It is an essential support for many parents and caregivers that helps to balance the demands of a career and family, enabling them to participate in the workforce or pursue education or training.

Workforce: The early years and child care sector continues to experience recruitment and retention challenges with Registered Early Childhood Educators (RECEs). A high-quality early years and child care system requires a comprehensive human resources workforce strategy, including fair compensation for RECEs.

The following guiding principles and foundational documents are embedded into all Children's and Community Services:

- Hamilton Early Years Equity, Diversity, Inclusion and Belonging Policy (English, French)
- Hamilton Parent's Charter of Rights
- <u>Charter of Rights for Children and Youth</u>
- How Does Learning Happen: Ontario's Pedagogy for the Early Years
- Hamilton's Early Years Quality Program

Priority Wards

The City of Hamilton determined priority wards based on identified socio-economic and demographic indicators, as well as licensed child care access rates for the 0-3.8 age group in each ward. All wards across Hamilton have been identified as needing child care spaces under the expansion plan. Expansion will be prioritized based on priority populations in identified wards.

List of Wards by Priority	2023 Child Care Access Rates
Ward 6 - East Mountain	9.0%
Ward 7 - Central Mountain	19.0%
Ward 3 - Hamilton Centre	26.0%
Ward 4 - East Lower Hamilton	17.0%

Ward 11 - Glanbrook	19.0%
Ward 5 - Redhill	25.0%
Ward 2 - Downtown	39.0%
Ward 13 - Dundas	27.0%
Ward 9 - Upper Stoney Creek	32.0%
Ward 12 - Ancaster - Flamborough West	36.0%
Ward 8 - West-Central Mountain	42.0%
Ward 1 - Chedoke-Cootes	43.0%
Ward 14 - Far West Mountain	61.0%
Ward 10 - Lower Stoney Creek	50.0%
Ward 15 - Flamborough East-Waterdown	51.0%

It is important to note that there may be modifications to prioritization of wards as the analysis continues. Please note, the prioritization of wards has been updated to reflect the 2021 census data.

Hamilton's CWELCC expansion plan was shared with Council and submitted to the Ministry in February 2023. The Ministry of Education approved this plan in May 2023.

Phase 2: Community Engagement

The City of Hamilton's goal is to ensure that the voices of families are heard and that their child care needs are met.

City staff identified key services and resources in our priority wards, such as community organizations, institutions, and associations. The City of Hamilton will be engaging with these key community partners in these wards through a community engagement process.

Approach to Community Engagement

City staff have and will continue to reach out to community partners with existing relationships with diverse communities to work collaboratively on community engagement. The goal is to better understand child care needs and identify barriers that may exist for these families. The engagement outcomes will inform city-wide directed growth through to 2026.

Appendix A is circulated to community partners to invite them to participate in the Community Engagement Partnership Opportunity.

This approach to community engagement is an integral part of implementing the City of Hamilton's Access and Inclusion Framework at a local level, as it will assist with:

- Including the voices of the community and families to determine how child care services can meet their needs.
- Cultivating meaningful engagement experiences to authentically hear from the community and families.

- Focusing on the voices of diverse and underserved populations who were identified as priority populations.
- Collaborating efforts, which include engagement through multiple community-based organizations that have existing relationships with identified priority populations to provide authentic and meaningful engagement experiences.

The feedback gained from the community engagement with families is valued and will inform child care expansion plans throughout the CWELCC implementation.

Key Community Partners

The early years sector plays a key role in expansion. In phase one of the Access and Inclusion Framework, City staff consulted the following groups:

City of Hamilton

- Consolidated Municipal Service Manager Advisory Committee
- Equity and Engagement Advisory Committee
- Special Needs Resource Committee

Community Partners

- Francophone Service Providers
- Hamilton School Boards
- Indigenous Service Providers

Phase 3: CWELCC Directed Growth Application

Overview

The application and evaluation process will enable CWELCC directed growth for prospective licensees to open new child care programs and existing licensees to expand current child care programs or open new child care programs. The application and evaluation processes were finalized in 2023, with the first city-wide directed growth application being released in October 2023. The second city-wide directed growth application took place in April 2024 to determine all 2024 child care spaces.

The city-wide directed growth application opened in January 2025, and will remain open until all 2025 and 2026 space allocations have been awarded. The application process also includes a the Directed Growth Infrastructure Funding application, detailed in the next section. On March 31, 2025, the Ministry announced the Early Learning and Child Care Infrastructure Fund, complementing the Start Up Grant. This fund is available only to not-for-profit licensees applying for directed growth.

Please note: Submitting a Directed Growth Application does not guarantee participation in CWELCC.

The directed growth application prompts all licensees to reflect and share their experience regarding the following:

Inclusion policies:

- Do you have an inclusion policy?
- How will your program ensure that the needs of the priority populations are being met?
- How do you ensure hiring practices are inclusive and equitable?

Access policies:

- What types of resources does your organization have to support instructional and facility accessibility (i.e., barrier-free access)?
- How will you ensure your locations are accessible to priority populations? What are your strategies for barrier-free access to child care?

Budget information:

- Is your program financially viable?
- Do your child care base and non-base fees meet the Ministry of Education's <u>capped rates</u> as outlined in the Child Care Early Years Act?
- What are your staff salaries?

Program information:

- How will the number of spaces and age groups you are offering meet the needs of the community and priority populations?
- Do you provide flexible care to families as it relates the days and hours offered?
- Describe your program's wait list policy. Are there any families that are prioritized?

Quality:

- What is your program statement?
- What is your programs quality framework and vision?
- What community partners do you work with for resources and supports? What is your strategy for collaboration?
- How are you aligned with the principals of equity, diversity, inclusion and belonging?
- What are your staff recruitment and retention strategies?

Evaluation Criteria

Applications will be evaluated based on:

- **Ward Location:** Priority given to wards with access rates below 37%, but city-wide applications are welcome.
- **Physical Location:** Considerations include safe access, outdoor space and parking availability.
- Alignment with the City of Hamilton's CWELCC Access & Inclusion Framework.
- Ministry Ratios: Maintain an 80/20 ratio of Not-for-Profit to For-Profit child care spaces.
- **Financial Viability:** Must show sustainability using the provided budget template, including:
 - Covering operational costs and debts
 - Maintaining growth and flexibility
 - Meeting family needs

Directed Growth Infrastructure Funding

Announced on March 31, 2025, the Directed Growth Infrastructure Funding consists of two funding streams:

- Start Up Grant
- Early Learning and Child Care Infrastructure Fund

These funding programs support the creation of new, licensed child care spaces that align with the City of Hamilton's Access and Inclusion Framework. The amount awarded under each program will vary depending on eligibility criteria and available funding.

The goal of this funding is to help offset the upfront costs of developing new child care spaces in alignment with the CWELCC Directed Growth Application. Funding must be used for projects that result in new full-day licensed spaces for children aged 0 to 4 years, and the opening date must fall within two years of the application date, no later than December 31, 2026, as per Ministry of Education guidelines.

Important: School-based programs are not eligible for Directed Growth Infrastructure Funding, as they follow a separate capital process through the school board. This includes any child care programs for kindergarten and school-aged children during school hours.

If an applicant withdraws from CWELCC or ceases operations, the City of Hamilton will recover the allocated infrastructure funding and return it to the Ministry of Education as part of its regular financial reporting.

For additional details, please refer to our <u>CWELCC Directed Growth Infrastructure Agreement</u> <u>Sample</u> posted to our <u>website</u>.

Start Up Grant

This grant can be used to offset the initial costs required to expand or create spaces, such as equipment and leasehold improvements. The funding can be used for retrofits, renovations, or expansion projects but cannot be used to purchase land or buildings.

Grant amounts:

- Centre-based applicants: Up to \$350,000 per 20 child care spaces created
- Home child care applicants: Up to \$1,200 per CWELCC space created, to a maximum of \$7,200 per provider

Eligible Expenses

- Eligible expenses for **centre-based** child care recipients include:
 - Play-based materials, equipment and furnishings (both indoors and outdoors) as outlined in <u>Section 19 of O. Reg. 137/15</u> under the <u>Child Care and Early Years</u> <u>Act, 2014 (CCEYA)</u>.

- Non-consumable supplies/equipment to support the ongoing regular operations of the child care program (for example, appliances, IT, supplies to support learning environments while adhering to health and safety requirements)
- Renovations, additions or repairs to licensed child care facilities or potential child care facilities as approved by the City of Hamilton
- Outdoor space modifications required due to expansion, to comply with <u>Section</u> <u>24 of O. Reg. 137/15</u> under the <u>Child Care and Early Years Act, 2014 (CCEYA)</u>.
- Leasehold improvements
- Eligible Expenses for **home-based** child care recipients include:
 - Play-based materials, equipment and furnishings (both indoors and outdoors) as outlined in <u>Section 19 of O. Reg. 137/15</u> under the <u>Child Care and Early Years</u> <u>Act, 2014 (CCEYA)</u>, that can be transferred between home child care licensees as required.

Ineligible Expenses (Both Centre and Home-Based)

- Land or building purchases
- Debt servicing (loan principal, interest, etc.)
- Property taxes
- HST
- Expenses related to children aged 5–12 years
- School-based programs or spaces
- Operating expenses
- For home-based child care: indoor and outdoor renovations or structural changes

Early Learning and Child Care (ELCC) Infrastructure Fund

This funding is available only to not-for-profit, centre-based child care licensees. It complements the Start Up Grant by funding larger community-based infrastructure projects focused on expanding full-day licensed spaces for children aged 0 to 4.

The following are ineligible for this fund:

- Home child care agencies
- For-profit licensees
- School-based child care programs

Eligible Expenses

- Purpose-built new construction, renovations, retrofits and additions to community-based child care facilities. This includes expenses incurred through the planning, design and building stages of these projects
- Land or building purchases
- Play-based materials, equipment and furnishings (both indoors and outdoors) as outlined in <u>O. Reg. 137/15</u> under the <u>Child Care and Early Years Act, 2014 (CCEYA)</u>.
- Non-consumable supplies/equipment (for example, appliances, IT equipment, supplies to support learning environments while adhering to health and safety requirements)

- Outdoor play space that are required as a result of the creation of new child care spaces so that the licensee continues to comply with <u>Section 24 of O. Reg. 137/15</u>
- Leasehold improvements

Ineligible Expenses

- Debt-related costs, including principal and interest payments related to capital loans, mortgage financing and operating loans
- Lease costs
- Property taxes
- Asset amortization
- Operating expenses
- Any expenses related to children aged 5 to 12
- School-based or licensed home child care spaces
- HST

Funding allocation will be determined at the time of project approval in alignment with Ministry of Education guidelines and available funding.

Licensed Home Child Care

Home child care licensees must obtain written confirmation from the City of Hamilton that their proposed homes align with the CWELCC Directed Growth Strategy before receiving any funding.

Funding agreements must include a commitment to maintain the approved number of child care spaces through the CWELCC agreement term, regardless of any changes in the provider's licensed capacity prior to March 31, 2026.

Per Regulation <u>Update 138/15</u>, "Any unused capacity (i.e., inactive homes) will be designated as "unassigned capacity" and HCCAs² will not be permitted to open homes using their unassigned capacity. If licensees wish to open these homes, and they are enrolled in CWELCC, they will be required to demonstrate that a service system manager³ has advised that these homes will be eligible for CWELCC before they are assigned to a service system area."

Accountability

As part of the Directed Growth Application, applicants must include a planned opening date for their new licensed full-day child care spaces. All projects must be completed no later than December 31, 2026, or within two years from the date the Infrastructure Agreement is signed, whichever comes first.

² Home Child Care Agencies

³ City of Hamilton

Funding Approval Considerations

When reviewing applications for Directed Growth Infrastructure Funding, the City of Hamilton will evaluate the following factors:

- Availability of operating funding
- Program's ability to access other funding sources
- · Existing licensed and operational capacity
- Investment in quality programming
- Long-term program viability
- Overall program budget and financial history
- A secured location legally zoned for child care
- Square footage of the proposed site (for 2023 applications only)

Upon Approval of Infrastructure Funding

Once an application is approved, City staff will collaborate with the funding recipient to support the creation of new child care spaces. After the site is licensed, the licensee must enter into a funding agreement with the City of Hamilton. Please refer to the <u>City of Hamilton's CWELCC</u> <u>Guideline</u> for more details.

To access Infrastructure Funding, the licensee must agree to:

- Participate in CWELCC for at least seven years after opening the new child care spaces (from the first day of operation).
- Spend the allocated funding between the date the Infrastructure Agreement is signed and December 31, 2026.
- Prioritize the creation of licensed full-day spaces for children aged 0 to 4 years, specifically for priority populations as outlined in this document.

Procurement Requirements

If the licensee uses the funding to purchase goods, services, or both, they must follow a procurement process that ensures best value for money. At a minimum, this includes:

• Obtaining at least three quotes for any construction, capital improvements, equipment, or fixtures.

Withdrawal or Closure

If the licensee withdraws from CWELCC or ceases their operations, the City of Hamilton will recover the funding and return it to the Ministry of Education as part of regular financial reporting processes.

For additional details, please refer to our <u>CWELCC Directed Growth Infrastructure Agreement</u> <u>Sample</u> posted to our <u>website</u>.

Start Up Grant vs. Early Learning and Child Care Infrastructure Fund – Eligible Costs Comparison

ltem	Start Up Grant	Early Learning & Child Care Infrastructure Fund
Play materials, equipment, and furnishings (indoor and outdoor)	Х	х
Non-consumable supplies/equipment to support operations	х	х
Renovations, retrofits, or additions to licensed full day child care centres	х	x
Changes to outdoor play space that are required as a result of the expansion of child care spaces	Х	Х
Leasehold improvements	Х	Х
Purpose-built, new construction to create new centre-based licensed child care spaces		х
Purchase of land or buildings		Х

Phase 4: Space Creation and Evaluation

Phase 4 of the City of Hamilton Access and Inclusion Framework is not a stand-alone phase. It is an ongoing part of our Access and Inclusion Framework where we evaluate and monitor our framework.

The City of Hamilton is committed to ensuring the entirety of the allocated spaces to the City be utilized in the community.

Evaluation and Monitoring of the Framework

A research-based accountability (RBA) framework will be used to evaluate and monitor City of Hamilton's Access and Inclusion Framework⁴. RBA provides a simple and action-based approach to community-based initiatives. In addition to mandated Ministry of Education data elements (i.e., counts and impact), the RBA framework outlined in the table below identifies how City Staff will evaluate and monitor the access and inclusion goals during the implementation of CWELCC.

⁴ Friedman, Mark (2005). Trying hard is not good enough. Victoria, BC: Trafford Pub.

What impact will Hamilton's Access and Inclusion Framework have?						
Population Indicator	Ratio of spaces to children 0-3.8 years of age in Hamilton					
	Quantity	Quality				
	How much was completed?	How well was it completed?				
Effort	# of new child care spaces and directed-growth spaces for priority populations in priority neighbourhoods	% change in ratio of spaces to children 0-3.8 years of age in Hamilton by type of care				
	# of new licensees joining Hamilton's system	% change of new spaces based on priority neighbourhood targets by type of care				
	# of licensees providing diverse, flexible and/or inclusive services	% of Hamilton families with children 0-3.8 years participating in CWELCC including special needs resourcing and fee subsidy				
	# of families participating in CWELCC and # receiving special needs resourcing and fee	% change in children waiting for child care				
	subsidy	% of staff pressures in the system (operating				
	<pre># of children on waitlists for child care # of engagement activities with priority</pre>	capacity/licensee engagement) % of newly licensed operators participating in				
	populations to inform expansion	Hamilton's Quality Program				
	# of ECEs and non-ECE professionals in workforce and RECE salary ranges	% change in ECE and non-ECE professionals in workforce and average RECE salary change				
	# of new community partnerships to cultivate diverse, flexible and inclusive child care	% of third-party child care partnerships in the system that cultivate diverse, flexible and inclusive child care				
How are Hamilton's families, children, educators and early years system better off?						
	37% access rate (i.e., one affordable child car	e space for every 2.7 children ages 0-5 years)				
	% of new spaces based on Ministry of Education priority neighbourhood targets by type of care					
	% of priority populations access rates in priority neighbourhoods					
	% of Francophone spaces in proportion to population is maintained or increased for ages 0-5					
Effect	Cost: Benefit for families in Hamilton participating in CWELCC including SNR and fee subsidy					
	% of child care at full operating and/or licensed capacity in the system					
	% of for-profit vs. not-for-profit enrolled in CWELCC					
	Increase and retention in ECE and non-ECE workforce ⁵ and % of RECE change in average salary over time.					
	Diversity of workforce as indicated from Knowing Our Numbers ⁶					

 ⁵ Early Years Community HR Workforce Committee. RBA population indicators. City of Hamilton: n.p.
 ⁶ Akbari & McCuaig (2023). Knowing our numbers: a community approach to understanding the ECE workforce. University of Toronto: n.p.

Conclusion

The City of Hamilton is committed to a child care system that is accessible for all children and their families. This plan aims to support affordable child care for all populations, including, but not limited to, children living in low-income families, children with special needs and those needing enhanced or individual supports, Indigenous children, Black and other racialized children, children of newcomers to Canada, and official language minorities.

Community engagement is integral to the Access and Inclusion Framework, which seeks input from families to tailor child care services to their needs.

This document guides Hamilton's space creation process via the Directed Growth Application. Applicants are assessed based on program quality, long-term sustainability, and responsiveness to priority populations. Through start up grants, financial assistance is provided to create new child care spaces. As System Service Managers, we will establish funding agreements with new child care providers and provide ongoing support through our early years quality team and community partners.

Appendix A



Healthy & Safe Communities Department Children's & Community Services Division 28 James Street North, 6th Floor Hamilton ON LBR 2K1

Community Engagement Partnership Opportunity

As part of the local implementation of the <u>Canada-Wide Early Learning and Child Care</u> (<u>CWELCC</u>) plan, the City of Hamilton's Children's and Community Services Division is seeking your assistance in reaching the community your organization serves to better support their child care needs. The CWELCC plan seeks to increase child care access and create new targeted child care spaces for identified priority populations. This work is guided through <u>Hamilton's Access and Inclusion Framework</u>.

Through this collaborative effort, we would like to honour the relationship your organization has with these identified populations by inviting your organization to take the lead on this community engagement.

This will be a compensated opportunity to ensure your organization's efforts are acknowledged and respected.

Guidelines for Community Engagement

- Intended for families from priority populations serving children below 6 years of age.
- Engagement can be completed in any manner to best suit your organization's needs and the community you serve.
- Engagement must be completed using informed consent (e.g. written, verbal, or as relevant to the community you serve).
- In a collective commitment to transparency, the City of Hamilton and the partnering
 organization agree to share the outcome of this engagement and how it will be used.
- Engagement must be completed in a safe and accessible space.

The City of Hamilton is seeking the following information:

- Understanding child care needs (full or part-time, age of care, type of care)
- Types of child care preferences (home or centre-based)
- · Resources that would better support finding or learning about child care options
- Previous attempts or challenges accessing quality child care
- Sense of belonging experienced in child care programs
- Culturally responsive programming
- Inclusion of children with differing abilities

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City of Hamilton's Community Engagement Support

With your organization's guidance, we will make every effort to remove any possible barriers to community engagement based on your previous experiences with families, including:



After community engagement is completed, the City of Hamilton will:

- Accept and review the results of your engagement.
- Provide a report back to your organization and the families involved.
- · Use the information to inform current and future child care expansion plans.

Organizational Considerations

- Do you have the willingness and capacity to take on this community engagement?
- Can you incorporate this engagement with an existing community event or initiative that is already scheduled to take place?
- What would you need from the City of Hamilton to make this a meaningful engagement opportunity for the population you serve?
- · Can your organization commit to the timeline set out by the City of Hamilton?

Timeline

Our goal is to complete all community engagement by October 2023.

Next Steps

To move forward with this community engagement opportunity with us, please email <u>cwelcc@hamilton.ca</u> by end of day on Monday, July 31, 2023.

If you have additional questions or require further information please reach out to Kornelia Banach at <u>Kornelia.Banach@hamilton.ca</u> 905-546-2424 x 4881 or Brenda Bax at <u>Brenda.Bax@hamilton.ca</u> 905-546-2424 x 4120.

Thank you in advance for your consideration. We look forward to hearing from you.

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