

Hamilton’s Community Safety and Well-Being (CSWB) Plan System Advisory Leadership Table (SALT) TERMS OF REFERENCE

Last Update: March 5, 2026
Membership a/o: May 13, 2026

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1. PURPOSE

As per the *Community Safety and Policing Act 2019*, municipalities are required to prepare and adopt a Community Safety and Well-Being Plan. The aim of Community Safety and Well-Being plans is to ensure all residents in the community feel safe, have a sense of belonging and can meet their needs for education, healthcare, food, housing, income, and social and cultural expression.

Hamilton's Community Safety and Well-Being Plan offers a framework for partners working together to promote safety and well-being for all residents. This framework includes a series of guiding principles that will be applied in all aspects of the plan as well as six local priorities where opportunities for action have been identified. These local priorities include hate incidents, violence, mental health, and stigma, substance use, housing and homelessness and access to income. The plan aims to address emerging risks and systemic challenges associated with these priorities through three interconnected focus areas: System Capacity, Equitable Access and Availability of Services and Community Safety.

Successful implementation of this plan involves taking an integrated approach working across a wide range of sectors to address local priorities related to crime and complex social issues. As such, the System Advisory Leadership Table brings together various sectors' perspectives to provide strategic advice and direction on the development and implementation of the Community Safety and Well-Being (CSWB) Plan.

2. OBJECTIVES

The Community Safety and Well-Being System Advisory Leadership Table will guide and support the implementation of the plan.

To support the implementation of the CSWB Plan the System Advisory Leadership Table will:

- Champion initiatives within organizations and across networks.
- Oversee activities, make key decisions, and drive the strategic direction.
- Create performance measures to monitor and evaluate the success of the plan.

3. GUIDING PRINCIPLES

The guiding principles for the CSWB Plan provide strategic and practical direction for our partnership and our actions, shaping how we work together and with the community.

- **Truth and Reconciliation:** Upholding Indigenous rights and sovereignty through development of initiatives that address historical and systemic barriers, while supporting decolonization.
- **Diversity, Equity, Inclusion & Accessibility:** A foundation built on equity, inclusion, diversity, anti-racism, and accessibility.

- **Community Engagement:** Inclusive engagement through trusted channels.
- **Data & Evaluation:** Evidence-informed action & implementation plan, key success measures
- **Sustainability:** Sustainable resources to support actions through new and existing funding.
- **System Collaboration:** Collaborate to improve service coordination, client experience, and outcomes.

Expanded details on the guiding principles available in Appendix 2 of this document.

4. ACCOUNTABILITY

The City of Hamilton is responsible for meeting all legislative requirements outlined by the Ministry of the Solicitor General. The SALT Co-Chairs will work closely with the City of Hamilton and City Council to inform progress of the CSWB plan, The CSWB SALT will communicate its progress publicly through the City of Hamilton website. The Senior Project Manager, Community Strategies, at the City of Hamilton will provide backbone support and coordinate the CSWB Plan.

5. MEMBERSHIP

A. Selection and Term

Members of the Community Safety and Well-Being (CSWB) System Advisory Leadership Table (SALT) are from local organizations and sectors committed to enhancing local outcomes for all members of the community.

As a condition of membership, members are required to sign the SALT Terms of Reference. This Terms of Reference and the corresponding membership group is active September 1st, 2025, to September 1st, 2027.

B. Membership Composition

The composition of the Community Safety and Well-Being (CSWB) System Advisory Leadership Table (SALT) is guided by the Membership Matrix set out in Appendix 3 of this Terms of Reference. The Membership Matrix identifies intended representation by sector and role to support balanced system leadership, equity-informed participation, and alignment with legislative requirements. Membership appointments, designations, and use of delegates shall be consistent with the Membership Matrix, as amended.

C. Roles

Participants in formal activities carried out by the CSWB System Advisory Leadership Table are categorized as follows:

- **Members** are all individuals described in Section 1.A. and listed in Appendix Item 4.
- **Co-Chairs** are members of the table selected to serve in a steering and leadership capacity. Co-Chairs terms will be reviewed in the same cycle as the Terms of Reference. Co-Chairs will be selected in accordance with the Terms of Reference decision-making process.
- **Delegates** are individuals attending SALT meetings representing the organization of a member. Delegation is permitted on occasion but should not replace consistent participation by the primary member.
- **Work group Participants** are individuals from organizations and networks providing supports to specific priorities identified by SALT membership. Work group Participants are not required to be Members. Members are not required to be Work group Participants.
- **Backbone Support Staff** are individuals assigned to support the coordination, administration, and communication of SALT activities and meetings. Backbone Support Staff work closely with the Co-Chairs for strategic leadership and direction.

Individuals serving in any of the identified roles must declare conflicts of interest in which either they, or their organization, may have a direct financial, vested interest, or defined benefit not inferred from their professional capacity in serving the SALT. Conflicts of interest must be declared to Co-Chairs in any circumstance where a conflict is reasonably perceived.

D. Responsibilities

Individual responsibilities: All SALT members must commit to achieve the objectives of the Community Safety and Well-Being (CSWB) Plan. Individual members are required to possess the following:

- Ability to think system-wide and strategically.
- Familiarity with the Hamilton's education, health, justice and social service sectors.
- Commitment to serve a broad range of needs experienced by community members.
- Commitment to champion the priorities of the plan within their own organization and in the broader community.
- Willingness to identify and implement mutually reinforcing activities that align with the CSWB's objectives.
- Capacity to attend regular meetings and fulfill identified member roles.

Organizational responsibilities: In addition to individual member criteria, the respective organizations and networks of participating members are required to:

- Commit and contribute to the purpose and objectives, and shared measurement system to progress collective efforts of the table.
- Enable a designate to represent the organization or network when the member representative is not available.
- Actively contribute to the work of the SALT (e.g., support staff time to participate in its work groups, and activities).
- Align the work of their organization or network to support CSWB Purpose and Objectives where appropriate.

To ensure effective collaboration and representation of the varying networks, collaboratives, and committees operating to community members across Hamilton, table members are required to represent the interest of any networks, collaboratives, and committees led by themselves or their staff persons. It is the responsibility of every table member to communicate and collaborate with staff members in their organization.

Community responsibilities: CSWB SALT members belong to a community of professionals contributing to the broader Community Safety & Well-being Planning Framework, as mandated under the [Community Safety and Policing Act 2019](#) . The City of Hamilton and community partners have developed a [Community Safety and Well-Being \(CSWB\) Plan for Hamilton](#). The Community Safety and Well-Being Plan aims to create the community conditions where:

- Everyone is safe and has a sense of belonging.
- Everyone has access to services.
- Individuals and families can meet their needs for education, health care, food, housing, income, and social and cultural expression.

6. MEETINGS

A. Schedule & Format

SALT meetings will initially be held bi-monthly. Work group meeting regularity will be determined based on the availability of work group participants and the urgency of the work group priority. Meeting format (i.e., in-person, virtual, etc.) will be determined at the discretion and interest of membership.

Meeting dates will be scheduled based on the greatest availability member representatives. All administrative logistics relating to scheduling meetings (i.e., agendas, facility bookings, etc.) will be completed by backbone support staff with approval from the SALT Co-Chairs.

All meeting dates, decision-making processes, and requests for action will be shared with at least 72-hours notice. Backbone Support Staff work closely with Co-Chairs for strategic leadership and direction in meeting preparation (i.e., agendas, guest speakers, etc.) and facilitation.

B. Attendance & Participation

Members or their delegates are expected to regularly attend SALT meetings to ensure continuity and progress of the table. Members are required to inform backbone support staff if they are unable to attend a meeting or if their delegate will be attending in their place.

Members may appoint a delegate to attend in their absence. A delegate is an individual who can be entrusted to participate in SALT decision-making processes on their behalf. It is the

responsibility of individual members to prepare their delegates with the information and context required to fully participate in table meetings.

Member attendance will be reviewed annually by backbone support staff. Members with low attendance will be engaged to review their capacity and interest to continue serving the table in a member role.

7. DECISION-MAKING

A. Conditions

SALT members must make informed decisions in accordance with the Purpose and Objectives of the CSWB Plan. SALT agrees to use a consensus decision-making process in which members will collectively decide on priority activities with support or acceptance by all.

As part of the consensus-building process, members will be provided with accurate, up-to-date information with opportunity for active participation and facilitated discussion. Discussion will be safe and transparent with members able to speak openly about the concerns to enable discussion and resolution.

Use of the decision-making process is required for all formal decisions. Formal decisions are those which directly impact the strategic direction of the SALT and CSWB plan and/or a significant impact on backbone support staff. Any member can request that a vote be called for a decision, where necessary. Members with a conflict of interest in a formal decision are not permitted to cast a vote.

B. Voting

Quorum of at least 51% of members will be required for all formal decision-making. Quorum will be assessed by Co-Chairs prior to opening any decision-making process. When quorum is not achievable, Co-Chairs must defer decisions to either the next scheduled meeting or to be cast online for member vote. In cases of any online vote, at least 72-hours available for member response.

Co-Chairs may employ formal and informal methods to collect votes and achieve consensus. In any voting method, each member will have one (1) vote. If disqualified votes due to conflicts reduce the voting body below quorum, the decision must be deferred or managed via alternative processes.

C. Resolving Conflicts and Complaints

In circumstances where SALT members are unable to reconcile their differing informed opinions in accordance with the Purpose and Objective of the CSWB Plan, members agree to take the following steps:

- Attempt to resolve these issues within the meeting. If this is not possible in a reasonable manner, a date will be set to enable a facilitated mediation.
- Members will engage in a facilitated mediation delivered by an independent mediator, if appropriate.
- If facilitated mediation does not resolve the conflict, Co-Chairs may elect to address the conflict with the SALT for additional voting.

Any conflict among members identified, through the formal decision-making process or otherwise, will be resolved at the direction of the Co-Chairs.

8. ADMINISTRATION

A. Co-Chairs

The SALT will be Co-Chaired by a City of Hamilton representative and 1 other member of SALT, per term, committed to realizing and promoting the Purpose and Objectives. Co-Chairs must possess the time and ability to build connections and actively engage with other local networks, as well as having experience or interest in collective impact and systems coordination.

Co-Chairs terms will be reviewed in the same cycle as the Terms of Reference. Co-Chairs will be selected in accordance with the decision-making process defined in Section 8.B.

Co-Chairs are expected to fulfill the following activities:

- Collaborate with the CSWB Senior Project Manager to develop and approve meeting agendas.
- Lead and facilitate meetings, and discussion.
- Support consensus-building and resolve conflicts and complaints.
- Shares and promotes the CSWB Plan and its priorities with others in the community.

B. Co-Chair Elections

Election of Co-Chairs will take place every 2 years when the Terms of Reference are reviewed, next due September 2027. All System Advisory Leadership Table members will be asked if they wish to run for the position of Co-Chair.

The City Co-Chair representative will be appointed by the city. The additional SALT Co-Chair(s) will be elected by the SALT membership. Those interested will be provided sufficient time (2 weeks) to put their names forward and to make a statement to the Senior Project Manager via email about their interest in being Co-Chair.

If only two members puts their names forward to run for a position:

- If two members choose to run for the position of Co-Chair, then those members will be acclaimed.

If more than two members put their name forward to run for a position:

- If more than two members choose to run for a position, an election shall take place through an online voting platform. Members will have the opportunity to choose their top two choices.
- The candidate with the highest number of votes will be elected.

In the event of a tie

- In the event of a tie, candidates can choose to withdraw, and/or all candidates can resubmit their interest statement with more and/or different information.
- Another election shall take place through an online voting platform.
- This process is repeated until a vote is not tied.

C. Backbone Support Staff

The City of Hamilton will assign staff members to support the coordination, administration, and communication of SALT activities and meetings. Backbone Support Staff will work closely with the Co-Chairs seeking strategic leadership and guidance.

Backbone Support Staff are expected to fulfill the following activities:

- Communicate meeting schedules.
- Receive guidance and support the Co-Chairs.
- Ensure ongoing updates to SALT processes.
- Coordinate communication and distribution of meeting materials.
- Create and maintain a digital resource for members to access relevant resources.

D. System Advisory Leadership Table Evaluation

SALT will assess the performance, progress, and effectiveness through regular evaluation. Evaluation results will be shared with representatives for discussion and interpretation. Evaluations will occur in the same cycle as the Terms of Reference, next due September 2027.

9. RELATED TABLES AND SUPPORTING STRUCTURES

A. Work Groups

New initiatives or projects that require dedicated resourcing from SALT members must be approved by the SALT. Where necessary, new initiatives or projects may require the formation of a table work group.

Work group participation is comprised of individuals from organizations and networks providing supports to specific priorities identified by SALT membership. Work Group Participants are not required to be Members. Members are not required to be Work Group Participants. While individual members are not required to participate in work groups, their organizations are expected to support work groups through staff contribution, where possible.

In circumstances where a work group is approved by SALT, backbone support staff will provide an open call to members identifying the capacity, expertise, and interest, as outlined via an Expression of Interest. The Expression of Interest will provide clear details outlining the work group commitments and needs (i.e., participant qualifications, requirements, timelines, and time commitment, etc.). A sample of an Expression of Interest suitable for these purposes is included as Appendix Item 5.

Work group participants are expected to fulfill the following activities:

- Ensure regular attendance at work group meetings.
- Assist with the development, planning, and implementation of work group plans and related activities.
- Provide input and recommendations to backbone support staff.

Work groups will be supported by backbone support staff consistent with the duties described in Section 4.B. Work groups are expected to provide updates to the SALT at least once annually.

B. CSWB Internal Coordination Table

The Community Safety and Well-Being (CSWB) Internal Coordination Table is comprised of representatives from relevant City of Hamilton departments, including but not limited to Hamilton Fire Department and Hamilton Paramedic Services.

The Internal Coordination Table supports the implementation of Hamilton's CSWB Plan by facilitating coordination, information-sharing, and alignment across municipal departments with roles in community safety and well-being.

While SALT provides system-level leadership, advice, and endorsement of priorities, the Internal Coordination Table functions as a complementary internal mechanism to support operational alignment and implementation within the municipal corporation. The Internal Coordination Table does not replace SALT’s mandate or decision-making role but serves as an additional support to advance shared CSWB objectives.

10. MEMBER ENDORSEMENT

Members of the SALT are asked to endorse these Terms of Reference. An endorsement is a form of public support or approval. Member endorsement indicates the Member’s individual commitment and interest to strengthen the Purpose and Objectives of SALT, as defined by the Terms enclosed.

The act of signing Terms of Reference has been shown to increase compliance and accountability for those in its scope.

I am pleased to support Hamilton’s System Advisory Leadership Table in its Purpose and Objectives, as defined by the Terms enclosed. I will exercise my responsibilities as a member to the best of my ability.

Name

Organization

Signature

Date

11. Appendix 1: Glossary/Definitions

Belonging: is when each individual is supported, respected, and valued for their identity and unique traits that make them different from each other. ([University of Saskatchewan, 2020](#)) Similarly, a sense of community belonging represents the social attachment of individuals and reflects social engagement and participation within communities. ([Statistics Canada, 2016](#))

Collective impact: is a disciplined cross-sector approach to solving complex issues on a large scale. ([Tamarack, 2022](#)) Successful collective impact initiatives typically have five conditions that together produce true alignment and lead to powerful results: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support organizations. ([Kania and Kremer, SSIR, 2011](#))

Consensus: is reached when most group members develop, and agree to support, a decision in the best interest of the community. Consensus decision making is based on the premise that everyone's voice is worth hearing and that all concerns that come from a place of integrity are valid. The consensus-building process is based on thoughtful, respectful, fulsome deliberation and an intention to find the best possible decision that suits the group. ([Tamarack, 2017](#))

Health: a state of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity. ([World Health Organization, 2021](#))

Senior leader: is an individual who holds a position of leadership and influence within their organization. Senior leaders have the authority to make decisions on behalf of their organization to support the work and function of the Network.

Well-being: is a positive state experienced by individuals and societies. Like health, it is a resource for daily life and is determined by social, economic, and environmental conditions. ([World Health Organization, 2021](#))

12. Appendix 2: Guiding Principles

Truth and Reconciliation

- **Upholding Indigenous rights and sovereignty:** Develop initiatives that address historical and systemic barriers and support decolonization.
- **Acknowledge Historical Injustices:** Recognize the impact of colonization and 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 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 those with 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:** among agencies while safeguarding privacy and consent.
- **Strengthening Indigenous data governance:** by ensuring Indigenous-led organizations manage and analyze data impacting their communities.
- **Ensuring equity drives data collection** and analysis to guide our decisions and actions.

- **Collaborating with post-secondary institutions and research:** Aligning 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 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 sale successful programs.

System Collaboration

- **Align existing City strategies and plans with the CSWB Plan:** To ensure a more cohesive and strategic approach.
- **Engaging with all 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.

13. Appendix 3: Membership Matrix

This Membership Matrix forms an integral part of the System Advisory Leadership Table Terms of Reference (TOR) and may be amended through the TOR review process. Additional members may be permitted at the expressed discretion of the Co-Chairs.

Category	Representation	Designation
City of Hamilton	Children's and Community Services	Director or designate
	Community Strategies	Manager or designate
	Housing Services	Manager or designate
	Indigenous Relations	Director or designate
	Ontario Works	Director or designate
	Public Health Services	Director or designate
Educational Institutions	Conseil scolaire Viamonde	Senior staff representative
	Hamilton-Wentworth Catholic District School Board	Senior staff representative
	Hamilton-Wentworth District School Board	Senior staff representative
	McMaster University	Senior staff representative
	Mohawk College	Senior staff representative
Emergency Services and Justice Institutions	Hamilton Fire Department	Senior staff representative
	Hamilton Paramedic Services	Senior staff representative
	Hamilton Police Services	Senior staff representative
	Hamilton Police Services Board	Board member or designate
Health Institutions	Greater Hamilton Health Network	Senior staff representative
	Hamilton Health Sciences	Senior staff representative
	St. Joseph's Healthcare Hamilton	Senior staff representative
Social and Community Service Sector Partners	2SLGBTQI+ Services	1-2 community agency senior staff representatives
	Anti-Oppression/Anti-Racism Services	1-2 community agency senior staff representatives
	Children and Youth Services	1-2 community agency senior staff representatives
	Community Health Services	1-2 community agency senior staff representatives
	Community Justice Services	1-2 community agency senior staff representatives
Social and Community Service Sector Partners, cont.	Custodial Services to Children/Youth	1-2 community agency senior staff representatives
	Disability & Accessibility Services	1-2 community agency senior staff representatives
	Food Security Services	1-2 community agency senior staff representatives

	Funding & Investment Services	1-2 community agency representatives
	Indigenous Community Services	1-2 community agency representatives
	Mental Health & Addictions Services	1-2 community agency senior staff representatives
	Poverty Reduction Services	1-2 community agency senior staff representatives
	Settlement & Newcomer Services	1-2 community agency senior staff representatives
	Shelter and Housing Services	1-2 community agency senior staff representatives
	Violence and Gender-Based Violence Prevention Services	1-2 community agency senior staff representatives

14. Appendix 4: Membership List (as of May 13, 2026)

Member	Representation Requirement
Arwinder Kaur Community Liaison Officer, Conseil scolaire Viamonde	Educational Institution, Conseil scolaire Viamonde
Bryan Shone Executive Director, Hamilton Child and Family Supports	Social and Community Service Sector Partner, Custodial Services to Children/Youth
Caitlin Craven, Executive Director, Hamilton Centre for Civic Inclusion	Social and Community Service Sector Partner, Anti-Oppression/Anti-Racism Services
Chelsea Kirkby Vice President, Strategic Initiatives and Program Development, YWCA Hamilton	Social and Community Service Sector Partner, Children and Youth Services
Dan Brooks Executive Director, John Howard Society of Hamilton, Burlington and Area	Social and Community Service Sector Partner, Community Justice Services
Danielle Blake Manager, Housing Focused Street Outreach, City of Hamilton	City of Hamilton, Housing Services
David Hennick* Superintendent, Hamilton Police Services	Emergency Services and Justice Institution, Hamilton Police Services
Donna Zan Executive Director, Catholic Children's Aid Society of Hamilton	Social and Community Service Sector Partner, Custodial Services to Children/Youth
Erin Cameron Dean of the School of Interdisciplinary Programs and Community Services, Mohawk College	Educational Institution, Mohawk College
Erin Griver Senior Director Organizational Standards and Sector Relations, Mission Services of Hamilton <i>and</i> Representing Member of Hamilton's Anti- Human Trafficking Steering Committee	Social and Community Service Sector Partner, Poverty Reductions Services
Gerry Smith Superintendent of Student Achievement, Equity, and Student Engagement, Hamilton-Wentworth District School Board	Educational Institution, Hamilton-Wentworth District School Board

Member	Representation Requirement
Jessica Chase* Director, Childrens and Community Services City of Hamilton	City of Hamilton, Children's and Community Services
Katelyn Laforme Director, Indigenous Relations, City of Hamilton	City of Hamilton, Indigenous Relations
Kathy Peters Executive Director, Greater Hamilton Health Network	Health Institution, Greater Hamilton Health Network
Kayla Willet Associate Director, Community Engagement & Programming, United Way Halton & Hamilton	Social and Community Service Sector Partner, Funding & Investment Services
Kim Ciavarella Executive Director, Banyan Community Services	Social and Community Service Sector Partner, Mental Health & Addictions Services
Lindsay Beckham Co-Executive Director, Hamilton Community Legal Clinic	Social and Community Service Sector Partner, Community Justice Services
Loubna Moric Director, Programs Against Domestic Violence and Sexual Abuse, Community Initiatives, Centre de Sante Communautaire Hamilton Niagara	Social and Community Service Sector Partner, Community Health Services
Lyndon George Executive Director, Hamilton Anti-Racism Resource Centre	Social and Community Service Sector Partner, Anti-Oppression/Anti-Racism Services
Mary Puntillo Clinical Director, Schizophrenia and Community Integration Services, St. Joseph's Healthcare Hamilton	Health Institution, St. Joseph's Healthcare Hamilton
Melissa Biksa Director, Epidemiology, Wellness, and Communicable Disease, City of Hamilton	City of Hamilton, Public Health Services
Monique Lavallee Executive Director, Niwasa Kendasaawin Teg	Social and Community Service Sector Partner, Indigenous Community Services
Nicki Glowacki Chief Operating Officer, YMCA Hamilton, Burlington, Brantford	Social and Community Service Sector Partner, Children and Youth Services
Rachel Courey Regional Program Manager,	Social and Community Service Sector Partner, Shelter and Housing Services

Member	Representation Requirement
Indwell	
Rachelle Ihekwoaba Manager, Community Strategies, City of Hamilton	City of Hamilton, Community Strategies
Robin St. Jean Board Member, Hamilton Police Services Board	Emergency Services and Justice Institution, Hamilton Police Services Board
Sarah Ricker Sergeant, Hamilton Police Services	Emergency Services and Justice Institution, Hamilton Police Services
Stuart Beumer Director, Ontario Works, City of Hamilton	City of Hamilton, Ontario Works
Sue Phipps, Executive Director, Canadian Mental Health Association	Social and Community Service Sector Partners, Mental Health & Addictions Services
Sue Taylor Executive Director, Interval House	Social and Community Service Sector Partner, Shelter and Housing Services
Tessa McFadzean Director, Women's Services, Good Shepherd <i>and</i> Representing Member of the Women Abuse Working Group	Social and Community Service Sector Partner, Violence and Gender-Based Violence Prevention Services
Tom Cooper Director, Hamilton Roundtable for Poverty Reduction	Social and Community Service Sector Partner, Poverty Reduction Services
Toni Kovach Superintendent of Education, Hamilton-Wentworth Catholic District School Board	Educational Institution, Hamilton-Wentworth Catholic District School Board
Victoria Bomberry Indigenous Data & Systems Analyst, Coalition of Hamilton Indigenous Leadership	Social and Community Service Sector Partner, Indigenous Community Services

*Denotes Co-Chair

Vacancies

Category	Representation	Designation
Health Institutions	Hamilton Health Sciences	Senior staff representative
Social and Community Service Sector Partners	2SLGBTQI+ Services	2 community agency senior staff representatives
	Community Health Services	1 community agency senior staff representative
	Disability & Accessibility Services	2 community agency senior staff representatives
	Food Security Services	2 community agency senior staff representatives
	Funding & Investment Services	1 community agency representative
	Settlement & Newcomer Services	2 community agency senior staff representatives
	Violence and Gender-Based Violence Prevention Services	1 community agency senior staff representative

CSWB System Advisory Leadership Table – Backbone Support Staff

Name	Title	Contact
Daniel Ridsdale	Senior Project Manager, Community Strategies	Daniel.Ridsdale@hamilton.ca
Kristy Tadeson	Senior Project Manager, Community Strategies	Kristy.Tadeson@hamilton.ca
Mohammad Al Khateb	Senior Project Manager, Community Strategies	Mohammad.ALKhateb@hamilton.ca
Shawna Scale	Community Strategies Specialist	Shawna.Scale@hamilton.ca