



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: 2025 Budget – Service Partnership Funding Model
Report To: Chair and Members, Niagara Police Service Board
Report Date: 2024-10-09

Recommendation(s)

That the Niagara Police Service Board (Board):

1. Direct the Chief of Police to prepare a Memorandum of Understanding (MOU) with Crime Stoppers of Niagara (Crime Stoppers), Kristen French Child Advocacy Centre (KFCAC), and Victim Services Niagara (VSN) for a 3-year term effective January 1, 2025, for Board consideration.
2. Direct the Niagara Regional Police Service (Service) to prepare an MOU with Niagara Safety Village (Safety Village) for a 2-year term effective January 1, 2025, for Board consideration.
3. And direct the Chief of Police to include a clause in the MOUs to adjust the funding for years 2026 and 2027 with an inflationary increase.
4. Approve Service partnership funding for the 2025 Operating Budget as follows:
 - a. Crime Stoppers - \$50,000.00
 - b. KFCAC - \$100,000.00
 - c. Safety Village - \$50,000.00
 - d. VSN - \$75,000.00
5. Approve Service partnership funding for the 2026 Operating Budget as follows:
 - a. Crime Stoppers - \$50,000.00
 - b. KFCAC - \$100,000.00
 - c. Safety Village - \$25,000.00
 - d. VSN - \$100,000.00
6. Approve Service partnership funding for the 2027 Operating Budget as follows:

- a. **Crime Stoppers - \$50,000.00**
- b. **KFCAC - \$112,500.00**
- c. **VSN - \$112,500.00**

Key Facts

- The purpose of this report is to provide the Board with recommendations resulting from the Service partnership application review process for consideration.
- On July 26, 2024, the Service sent the 4 Service partnership agencies, Crime Stoppers, KFCAC, Safety Village, and VSN applications to complete; all were returned by the due date.
- A committee of seven Service members with close ties with each of the agencies was formed to evaluate the applications submitted based on a criteria matrix that determined the agency alignment to the Service’s mandate and Board’s Strategic Plan.
- The recommendations based on the scoring results have been included in this report, and where consideration for funding for 2025 remains unchanged from 2024 due to the possible financial hardship on the agencies with a late announcement regarding a funding change.

Financial Considerations

The agencies were advised that the maximum funding available is currently capped at \$275,000.00 for this 3-year application process. Further, the agencies were advised that each funding year is established annually as part of the Service’s Operating Budget process and subject to Niagara Regional Council approval of the Consolidated Levy Budget.

For the 2025 budget year, the Committee is recommending continuing the same level of funding for each agency as these agencies depend on the Service for financial support and any changes at this late date could result in financial hardship for 2025.

The following is the recommended term period and funding for the three-year term period as outlined in the application, subject to approval of the annual Operating Budget for each of the term years.

Agency	2025	2026	2027	Additional Resources
Crime Stoppers	\$50,000.00	\$50,000.00	\$50,000.00	1 FT Constable Coordinator
KFCAC	100,000.00	100,000.00	112,500.00	NA
Safety Village	50,000.00	25,000.00	-	0.5 FT CORE Officer
VSN	75,000.00	100,000.00	112,500.00	NA
Maximum Funding Per Annum	\$275,000.00	\$275,000.00	\$275,000.00	NA

It is recommended that the Board consider adding a clause to adjust the funding for years 2026 and 2027 with an inflationary increase.

According to the application instructions, funding will be allocated as follows:

First Installment: January 1 20xx*	45%
Second Installment: July 1, 20xx	45%
Final Installment: Final Report Submission	10%

*The first installment payment date is subject to Council approval of the Service Operating Budget.

Analysis

At the July 25, 2024, meeting, the Board approved the Service's recommendation to implement a funding model framework that required each agency to apply for funding through the submission of an application. The application included the following elements:

- a summary of the agency;
- the programs offered that support the mandate of the Service and the Community, and/or the alignment to the Board's Strategic Plan;
- the specific skills offered by the agency that augment the skills offered by the Service;
- any projects or initiatives the agency was considering as an enhancement;
- performance indicators, including a baseline value and target values for 2025;
- a detailed financial summary of funding requested for each year 2025, 2026, and 2027; and
- submission of financial statements.

The applications were sent on July 26, 2024, to all 4 agencies with a due date of August 31. The Service received an application from each of the 4 agencies within the stated due date (Appendices 1 - 4). Due to the resource commitment to completing the application for all parties, a 3-year term period was established.

On September 12, 2024, a committee was formed to review the applications and score each application based on the responses provided. The committee of 7 included the Inspector of Investigative Support Services, Staff Sergeant (S/Sgt) Major Crime Unit, S/Sgt Special Victims Unit, S/Sgt Community Engagement, Executive Officers to Deputy Chiefs, and the Finance Unit (Finance) Manager. These members were selected due to their frequent interaction with 1 or 2 of these agencies and therefore brought valuable insight to the review process.

The committee reviewed each application and scored the submission against a matrix (Appendix 5) prepared by Finance. A weighted score was determined where a pre-determine threshold was established on the degree of alignment to the Service mandate under the Community Safety and Policing Act, 2024 (CSPA) and/or to the Board's

Strategic Plan. The weighted score and its degree of alignment for each agency is provided in the table below:

Application Item	Weighted Score	Degree of Alignment
Crimes Stoppers	49	Strong
KFCAC	52	Strong
Safety Village	26	Adequate
VSN	52	Strong

The review process by the committee has resulted in 3 of the 4 agencies demonstrating a strong alignment with the Service mandate under the and the Board’s Strategic Plan. Although the Safety Village results did not have a high degree of alignment with the Service mandate nevertheless, the committee agreed that it did support the Board’s Strategic Plan.

In addition, all four agencies provided financial statements. Except for one agency, three agencies provided audited financial statements. Upon review of the information provided, Finance had no concerns regarding the financial stability of these four agencies.

It is recommended that the Board continue to fund 3 agencies for the 3-year period; Crime Stoppers, KFCAC and VSN; and where funds are redistributed in year 3 from Safety Village to KFCAC and VSN. For the Safety Village, an alignment to the Service’s mandate under the CSPA was not found. Although, the committee identified an alignment to the Board’s Strategic Plan by educating our youth on personal safety and injury prevention, the Board should consider that a better alignment exists with the newly formed Police Foundation (Foundation) mandate to support programs that keep our communities safer. Therefore, the committee recommends continued support for the Safety Village from the Operating Budget for years 2025 and 2026, but then transition the funding support to the Foundation mid 2026; enabling the Foundation time to stabilize its operations.

In conclusion, the Service conducted an application process for the four agencies currently receiving funding from the Service’s Operating Budget. The intent of this process was to formalize this funding arrangement through the establishment of an MOU between the two parties outlining the responsibilities by each party, funding, and measurable performance metrics to evaluate the effectiveness of the partnership.

Alternatives Reviewed

An alternative funding option to consider for community partners is support from the newly created Foundation, it is the Boards intention that any donations to community partners be funded by the monies raised by the Foundation; this could include funding to support community partners currently dependent on the Service’s Operating Budget. Service partnerships that meet the mandate of the Foundation, which is focused on community programs that build safer communities could be eligible for funding from this alternate source.

Relationship to Police Service/Board Strategic Priorities

The budget preparation process is conducted in consideration of regional objectives, with efforts to balance the information requirements of the Region as outlined in the Municipal Act with the accountabilities of the Board under the CSPA.

Relevant Policy Considerations

- Municipal Act
- Community Safety and Policing Act
- Region By-Law 2017-63 Budget Control for the Regional Municipality of Niagara
- By-Law 412-2024 Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service
- 2022-2025 Strategic Plan

Other Pertinent Reports

Not Applicable.

This report was prepared by Laura Rullo, Director of Finance and Asset Management and recommended by Luigi Greco, Deputy Chief, Support Services.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

- Appendix 1 Crime Stoppers Niagara Application Response
- Appendix 2 Kristen French Child Advocacy Centre Application Response
- Appendix 3 Niagara Safety Village Application Response
- Appendix 4 Victim Services Niagara Application Response
- Appendix 5 Service Partnership Funding Agreements Application Matrix

Appendix 1: Service Partnership Application

Program Name:

Niagara Crime Stoppers

Crime Stoppers of Niagara is a non-profit organization that partners with the community, law enforcement, and the media to provide an anonymous platform for citizens to report information about crimes. The program offers rewards for tips that lead to arrests or solve cases, helping to enhance public safety in the Niagara Region. It relies on community involvement and support to operate effectively, encouraging individuals to play an active role in crime prevention while ensuring their anonymity.

Application Response:

What specific programs in your organization support the mandate of the Police and the community.

Crime Stoppers of Niagara's Programs Supporting the Mandate of Police and Community Safety

1. Tip-Line Program:

Crime Stoppers of Niagara's core program, the anonymous tip-line, directly supports the Niagara Regional Police Services by providing a secure and confidential platform for citizens to report information about crimes. This program encourages community members to share valuable information without fear of retribution, leading to increased arrests, case resolutions, and enhanced public safety. The anonymity and reward structure foster community participation, empowering residents to take an active role in crime prevention.

2. "Be Aware...Take Care: A Safety Guide for Our Community" Presentation:

In partnership with the Niagara Elder Abuse Prevention Network, Crime Stoppers of Niagara co-hosts the "Be Aware...Take Care" presentation, which educates the public on recognizing and preventing frauds, scams, and elder abuse. This program aligns with the police mandate by equipping the community, particularly older adults, with the knowledge and tools to protect themselves both online and offline. The accompanying safety guide booklet, distributed free to attendees, provides additional resources, including a list of contacts for agencies that support older adults, further strengthening community safety.

3. Elder Abuse Awareness Campaign:

Crime Stoppers of Niagara is committed to raising awareness about elder abuse, a critical issue in our community. Through educational campaigns and collaboration with law enforcement and community organizations, we aim to protect vulnerable older adults and ensure they have access to the resources and support they need. This initiative directly supports police efforts to safeguard this at-risk population.

4. Human Trafficking Awareness Program:

Recognizing the growing concern of human trafficking in our region, Crime Stoppers of Niagara has developed an awareness program to educate the public about the signs of human trafficking and how to report suspicious activities. This program supports the police mandate by helping to identify and rescue victims, disrupt trafficking operations, and bring perpetrators to justice.

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Identify the impact your agencies programs have on the community and the alignment with the Police Service Board Strategic Plan or the adequate and effective policing functions.

Crime Stoppers of Niagara's programs are integral to enhancing public safety, fostering community engagement, and supporting the strategic goals of the Niagara Regional Police Services (Service). Our initiatives align with the Board's 2022-2025 Strategic Plan and contribute to the effective policing functions outlined by the Police Service Board.

1. Public Safety:

The anonymous tip-line program directly impacts public safety by enabling community members to report criminal activity without fear of retaliation. By providing law enforcement with critical information, the tip-line helps solve crimes, prevent further offenses, and bring perpetrators to justice. This program directly supports the Board's goal of enhancing public safety through effective crime prevention and resolution.

2. Community Engagement & Collaboration:

Crime Stoppers of Niagara's educational initiatives, such as the "Be Aware...Take Care" presentation, Elder Abuse Awareness Campaign, and Human Trafficking Awareness Program, are designed to educate and empower the community. These programs foster collaboration between citizens, law enforcement, and community organizations, promoting a shared responsibility for safety and security. This aligns with the Board's goal of strengthening community engagement and collaboration, ensuring that residents are active participants in maintaining a safe environment.

3. Continuous Improvement & Organizational Continuity:

Our commitment to continuous improvement is reflected in the ongoing evaluation and enhancement of our programs to meet the evolving needs of the community. By staying informed about emerging crime trends and adapting our educational content accordingly, Crime Stoppers of Niagara ensures that our programs remain relevant and effective. This approach aligns with the NRPS's goal of continuous improvement, contributing to the overall effectiveness and efficiency of policing services in the region.

4. Member Wellness & Resiliency:

While Crime Stoppers of Niagara primarily focuses on public safety and community engagement, our programs indirectly support the Service's goal of member wellness and resiliency by alleviating some of the burden on law enforcement. By providing valuable crime-related information through our tip-line, we enable police officers to focus on investigative and enforcement activities, reducing stress and enhancing their ability to serve the community effectively.

Highlight specific skills offered by your agency that would augment the skills offered by the Police Service.

1. Expertise in Community Outreach and Public Education:

Crime Stoppers of Niagara excels in community engagement and public education, with a proven track record of raising awareness about critical issues such as elder abuse, human trafficking, and fraud prevention. Our ability to develop and deliver targeted educational programs, such as the "Be

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Aware...Take Care" presentation, augments the police's outreach efforts by equipping the public with the knowledge and tools they need to protect themselves and others.

2. Specialized Communication Strategies:

Our organization is skilled in crafting and disseminating messages that resonate with diverse community groups, encouraging them to participate in crime prevention efforts. Through our anonymous tip-line program, we have honed the ability to communicate effectively with individuals who may be hesitant to engage directly with law enforcement, thereby extending the reach of police services.

3. Anonymity and Trust Building:

One of Crime Stoppers of Niagara's core strengths is maintaining the anonymity of tipsters, which fosters trust and encourages individuals to report crimes that they might otherwise be reluctant to disclose. This skill is crucial in reaching segments of the population who may fear retaliation or have a lack of trust in traditional law enforcement channels. Our ability to maintain confidentiality augments police investigations by providing access to information that might not be obtained through other means.

Crime Stoppers of Niagara significantly benefits the Service by providing valuable financial support. Tips from Crime Stoppers have led to the recovery of hundreds of thousands of dollars in illicit funds. These funds are turned over to the province, which allocates them to local police services through grants. The Service consistently secured these grants, thanks to the substantial amounts of recovered money they contribute to the province.

Identify what specific project or initiative your agency is considering as an enhancement.

At this time, Crime Stoppers of Niagara is not considering a specific new project or initiative as an enhancement. Instead, the funding requested through this grant is crucial to sustaining our ongoing operations and the impactful programs we currently deliver to the community.

Our primary focus remains on maintaining and expanding our core initiatives, such as the anonymous tip-line program, the "Be Aware...Take Care" presentation, Elder Abuse Awareness Campaign, and Human Trafficking Awareness Program. Continued funding will ensure that these essential programs remain robust and effective, allowing us to support the Niagara Regional Police Service in its mission to protect and serve the community.

By sustaining our operations, we can continue to provide vital services that enhance public safety, engage the community, and support the strategic goals of the Niagara Regional Police Service.

Crime Stoppers of Niagara has maintained a long-standing partnership with the Service, receiving funding support for over 10 years. Historically, we have received \$50,000 annually, with \$40,000 allocated towards office expenses and one full-time employee, and \$10,000 dedicated to promotion. At that time, our primary focus was the operation of the anonymous tip-line program.

However, our organization has significantly expanded its scope and capacity over the years. We now employ three full-time employees and one part-time employee, and we have broadened our program offerings to include the "Be Aware...Take Care" presentation, the Elder Abuse Awareness Campaign, and the Human Trafficking Awareness Program, in addition to the ongoing tip-line program.

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Given the expansion of our activities and the increased demands on our resources, we are seeking an increase in funding to ensure that we can sustain and enhance these critical programs. The requested funds will be used to cover the salaries of our expanded team, operational expenses, and the continued development and promotion of our educational and outreach initiatives.

Our activities are ongoing, and the funding we request will support our efforts over the coming year, ensuring that we can continue to provide valuable services to the community in alignment with the goals of the Niagara Regional Police Service.

Type of Performance Metric:	Annual Target
Number of Activities/Services Delivered per annum	110
% Administration Costs to Total Agency Costs	14%
Number of Interactions with Community Members per annum	31,000
Number of Interactions with Niagara Regional Police Officers per annum	2,100
Anonymous Tips in the Tip-Line	1,500
Tips that lead to Arrest	41
Cases Cleared from Tip Information	28
Charges Laid from Tip Information	104
Drugs Seized from Tip Information	140,000
Guns Seized from Tip Information	5
Ill-gotten gains (\$) retrieved from Tip Information	\$62,000

Funding Request:	2025	2026	2027
Personnel	\$80,750	\$83,000	\$85,000
Education & Awareness	31,450	32,600	33,750
Training	4,900	5,000	5,100
Equipment & IT	10,177	10,400	10,600
Other:	30,920	31,500	32,100
Total – Annual Request	\$158,197	\$162,500	\$166,550

Appendix 2: Service Partnership Application

Program Name:

Kristen French Child Advocacy Centre

Brief Summary of Your Organization:

At the Kristen French Child Advocacy Centre, we help victims become children again.

At the Centre, we transform lives by providing a safe and supportive environment where children and youth can speak about their experiences to professionals, heal from adverse childhood experiences and build resilience so they can overcome the debilitating effects of childhood trauma and realize their potential.

Establishment in 2008, the Centre is a charitable, community supported organization serving Niagara's 12 municipalities helping children, youth and families cope with the life altering impact of physical or sexual abuse, neglect, or of being an unwilling witness to violence.

The Centre provides a child-focused and private environment, providing a safe and non-threatening place for children and youth to disclose their experience of abuse to specially trained teams from the Niagara Regional Police (Service) and Family and Children's Services Niagara who respectively, investigate to determine criminal charges and protection needs.

In addition, the Centre offers a range of support services designed to help young victims heal, including one-on-one counselling, play therapy, and social support programs like art therapy and therapeutic yoga. In addition to direct support services, KFCAC operates Camp Acorn, Niagara's first and only trauma-informed day camp, and the 'Kids First Project,' an Education & Outreach service aimed at prevention that delivers no-cost presentations to school boards from kindergarten to grade 12, addressing a variety of critical issues including human trafficking, and internet safety.

The Centre's commitment to offering low-cost or no-cost services through fundraising and donor support ensures that all children and youth in Niagara have access to the help they need.

Application Response:

What specific programs in your organization support the mandate of the Police and the community.

The Kristen French Child Advocacy Centre offers several programs that align with the mandate of the Niagara Regional Police and benefit the community by addressing crime prevention, law enforcement, and victim support:

Child Abuse Investigation Support (Victim Support): KFCAC provides a child-focused, private environment where children and youth can safely disclose their experiences of abuse to specially trained teams from the Niagara Regional Police Service and Family and Children's Services Niagara. This collaboration ensures that investigations are conducted in a non-threatening environment, reducing the trauma for young victims and supporting the police in determining criminal charges.

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For investigations, the NRPS currently has access to dedicated private office space, an observation room, two interview rooms, use of common areas and two private waiting rooms.

One-on-One Counselling and Therapeutic Programs (Victim Support): The Centre offers a range of therapeutic services, including individual counselling, play therapy, art therapy, and therapeutic yoga. These programs help young victims heal from the trauma of abuse, neglect, or witnessing violence, contributing to crime prevention by addressing the long-term effects of childhood trauma and reducing the likelihood of future victimization or criminal behaviour. All children and youth under 18 who come through an investigation can access these programs and services at no cost and without a wait list.

Education & Outreach (Crime Prevention): The Kid's First Project delivers no-cost presentations to school boards from kindergarten to grade 12, focusing on prevention and education around issues such as human trafficking, and internet safety. In 2023, we delivered 580 presentations in 65 schools to 3,139 students in Niagara. By educating children and youth, the Kids First Project supports the police mandate of crime prevention and public safety. Through our social media presence, we reinforce these messages in efforts to prevent future occurrences.

These programs highlight KFCAC's commitment to supporting the Niagara Regional Police in their mission to maintain public safety, prevent crime, and assist victims in the Niagara community.

Identify the impact your agencies programs have on the community and the alignment with the Police Service Board Strategic Plan or the adequate and effective policing functions.

The programs offered by the Kristen French Child Advocacy Centre (KFCAC) have a significant impact on the Niagara community, directly aligning with the Niagara Regional Police Service Board's Strategic Plan, particularly in the areas of Public Safety and Community Engagement and Collaboration.

Public Safety: KFCAC's programs are instrumental in enhancing public safety by addressing the needs of children and youth who have been victims of abuse, neglect, or have witnessed violence. These services contribute to the overall safety of the community by:

Supporting Victims of Crime: KFCAC provides a safe, child-friendly environment where young victims can disclose their experiences to law enforcement and child protection agencies. This ensures that cases are investigated thoroughly and that victims receive the necessary protection and support, which aligns with the Police Service's function of assisting victims of crime.

Reducing Trauma and Preventing Future Victimization: Through trauma-informed counselling, play therapy, and social support programs like art therapy and therapeutic yoga, KFCAC helps children and youth heal from their traumatic experiences. This not only aids in their immediate recovery but also reduces the likelihood of long-term psychological issues that could lead to future victimization or criminal behaviour, thus contributing to crime prevention.

Providing Trauma-Informed Training and Expertise: The Centre's specialized skills in handling trauma cases ensure that investigations are conducted in a manner that minimizes re-traumatization, leading to more effective and accurate outcomes in criminal investigations. This expertise augments the NRP's capabilities in dealing with sensitive cases involving young victims.

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Community Engagement and Collaboration: KFCAC's commitment to community engagement and collaboration is evident through its extensive partnerships and outreach programs, which are vital to the Police Service Board's strategic focus:

Multidisciplinary Collaboration: KFCAC works closely with the Niagara Regional Police, Family and Children's Services, and other key partners to ensure a coordinated response to cases of child abuse and neglect. This collaboration enhances the effectiveness of law enforcement efforts and ensures that victims receive comprehensive care, aligning with the strategic goal of fostering strong community partnerships.

Education and Outreach through the Kids First Project: By providing no-cost educational presentations to schools, KFCAC raises awareness about abuse, neglect, and violence, empowering children and youth with the knowledge and resources to protect themselves and seek help when needed. This proactive approach supports community safety by preventing crime before it occurs and fostering a culture of awareness and vigilance.

Camp Acorn and Other Social Support Programs: Programs like Camp Acorn provide a safe and supportive environment for children who have experienced trauma, helping them build resilience and confidence. These programs not only support individual healing but also contribute to the overall well-being of the community, fostering a safer and more supportive environment for all residents.

Alignment with Strategic Plan: KFCAC's programs are deeply aligned with the Police Service Board's Strategic Plan by enhancing public safety through victim support and crime prevention and by fostering community engagement through collaboration with key partners and educational outreach. The Centre's work ensures that the most vulnerable members of the community—children and youth—are protected, supported, and empowered, contributing to a safer and more resilient Niagara.

Highlight specific skills offered by your agency that would augment the skills offered by the Police Service.

The Kristen French Child Advocacy Centre offers specialized skills that complement and augment the work of the Niagara Regional Police Service (NRP), particularly in the areas of child-centred trauma care, therapeutic intervention, and community education:

Child-centred Trauma Expertise: The Centre's staff are trained in trauma-informed care, ensuring that all interactions with children and youth are conducted with an understanding of the impact of trauma. This expertise helps reduce re-traumatization during the investigation process and promotes a supportive environment for victims, which can lead to more effective and accurate disclosures.

Therapeutic Intervention and Healing: The Centre offers a range of therapeutic programs, including one-on-one counselling, play therapy, art therapy, and therapeutic yoga. These services are designed to help young victims process their trauma, build resilience, and begin the healing process. The Centre's ability to provide ongoing, specialized therapeutic support ensures that victims receive the care they need beyond the initial police intervention, addressing the long-term effects of trauma.

Multidisciplinary Collaboration: The Centre has extensive experience working within a multidisciplinary framework, coordinating with various agencies such as Family and Children's

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Services, the Family Counselling Centre and Victim Services. This collaboration ensures a holistic approach to each case, allowing the NRP to focus on law enforcement while KFCAC supports the emotional and psychological needs of the victims.

Community Education and Prevention: Through the Kids First Project, the Centre delivers educational presentations to schools and the broader community, promoting awareness and prevention of abuse and violence among children and youth. This proactive approach supports the police mandate of crime prevention by educating the community and equipping children with the knowledge and skills to protect themselves and report harmful situations.

By offering these specialized skills, KFCAC enhances the NRP's ability to effectively investigate and respond to cases involving young victims, ensuring a comprehensive approach to public safety and victim support in Niagara.

Identify what specific project or initiative your agency is considering as an enhancement.

The Kristen French Child Advocacy Centre is interested in being selected as an expansion site for the Child Victim Witness Program (CVW) through the Ministry of the Attorney General. This initiative is aimed at establishing the Centre as a provider of the Child Victim Witness Program in Niagara, while also forging stronger relationships with the Crown Attorney's Office, the Victim Witness Assistance Program (VWAP), and Victim Services Niagara to deliver comprehensive and immediate support to child and youth victims.

Project Overview

Objective: To implement the Child Victim Witness Program at the Centre, providing specialized support for young victims throughout the judicial process and enhancing collaboration with key partners to ensure a seamless, trauma-informed response to cases involving child and youth victims.

Impact on Young Victims and the Niagara Regional Police

This project will have a profound impact on young victims in Niagara by providing them with the necessary support to navigate the judicial process, recover from trauma, and rebuild their lives. The CVW program will offer a safe, nurturing environment where victims can receive emotional and psychological care, as well as practical assistance such as court preparation, ensuring they are fully supported throughout their involvement in the legal system.

By implementing the CVW program, the Centre will enhance the Niagara Regional Police's ability to protect and serve the community. The program will:

Streamline Investigations: With the Centre providing comprehensive support to young victims, NRP officers can focus on their investigative duties, knowing that the victims are receiving expert care and guidance through the judicial process.

Improve Case Outcomes: The trauma-informed care provided by KFCAC will help reduce re-traumatization during investigations and court proceedings, leading to more accurate disclosures and stronger case outcomes.

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Strengthen Community Relations: By collaborating with the Centre, the NRPS will be seen as part of a broader, coordinated effort to protect and support vulnerable children and youth, enhancing trust and cooperation within the community.

This initiative represents a significant step forward in supporting young victims in Niagara and strengthening the partnership between KFCAC and the Niagara Regional Police, ensuring a comprehensive, trauma-informed approach to child and youth victimization.

If the Centre is successful in being named the provider for the CVW program, funding will be provided by the Ministry of the Attorney General.

Type of Performance Metric:	Annual Target
Number of Activities/Services Delivered per annum	6
% Administration Costs to Total Agency Costs	20%
Number of Interactions with Community Members per annum	3,800
Number of Interactions with Niagara Regional Police Officers per annum	300
Number of CAU Investigations at Centre	142
% of CAU Investigations at Centre	65%
Community Education & Safety Presentations	65

Funding Request:	2025	2026	2027
Personnel	\$62,000	\$74,200	\$90,355
Education & Awareness	5,000	7,000	10,000
Training	-	-	-
Equipment & IT	6,000	6,125	6,278
Other: Facility Expenses	27,000	27,675	28,367
Total – Annual Request	\$100,000	\$115,000	\$135,000

Appendix 3: Service Partnership Application

Program Name:

Niagara Safety Village

Brief Summary of Your Organization:

The Niagara Safety Village is a non-profit regional education facility. serving all 12 municipalities in Niagara. Our mission is to provide a safe and controlled environment in which to teach safety education to the residence of Niagara with our priority being school age children. Schools from across Niagara book into the Safety Village 3 classes per day from JK/SK to grade 8. Our curriculum is based on the Ministry of Education guidelines under personal safety and injury prevention. In our police classroom this includes topics such as pedestrian safety, stranger danger awareness, bike safety, cyberbullying, internet safety. This curriculum has been approved by the School Boards we serve. Each class is one hour long in which 30 minutes is spent in the classroom with the other 30 minutes is in our miniature village, where the students are taught how to cross at the cross walk and the stop lights and then depending on the grade in the village, they either drive the pedal cars or on the bikes to reinforce what was taught in the classroom. The village opened their doors 20 years ago, and we continue to increase the number of students coming to the village. We are unique in our partnerships which include the Niagara Regional Police Service, the Fire Chief's of Niagara, Niagara E.M.S., Niagara College, and the 4 School Boards.

Application Response:

What specific programs in your organization support the mandate of the Police and the community.

In support of the mandate of the N.R.P.S. the Safety Village's programs are proactive in teaching not only school children but the residents in Niagara to reduce injuries and death. We serve the communities in Niagara through providing our Seniors Safety Seminars 6 times a year. We have 3 weeks of Summer camp for low income families. 2 weeks are bike safety, and one week of a Girl's Leadership Camp. Funding for these camps is provided by Canadian Tire, Welland Jump Start. Community Living also come in with their clients, and we provide education sessions for Autism Niagara Families. Throughout the year we also have special events. All of these programs foster positive lifetime relationships between children, families and the Emergency Services.

Highlight specific skills offered by your agency that would augment the skills offered by the Police Service.

Since the opening of the Niagara Safety Village, 20 years ago, we have had over 85,000 students and community members come to the village for Safety Education. Our priority is delivering safety prevention programs to all ages. Our partnerships are most important to us, and our Corporate Sponsors in our miniature village support our programs. Sharp Bus Lines have given us a bus in which we teach how to escape from a bus. CAA has provided security cameras for the village, Niagara College provide personnel to do our snow plowing and grass cutting at no cost to the village. In alignment with the P.S.B.'s strategic plan of developing and enhancing relationships with youth, we are doing this consistently as our schools book into the village. Having a uniformed police officer delivering our curriculum, provides a setting for children who may not have had a chance to speak one on one with an officer.

Identify what specific project or initiative your agency is considering as an enhancement.

Appendix 3: Service Partnership Application

Over the past 2 years since Covid, we have had a waiting list of schools trying to book into the village, especially in the spring. With that in mind we now will only be booking our JK/Sk students in from January to March. These children are very young, and are unable to pedal our pedal cars so that the outside portion of the class has been difficult. In consulting with the teachers, we now will be able to provide more hands on education in the classroom. This will still include crosswalks, and pedestrian safety as we have stop lights in our classroom. There will also be more hands on teaching methods set up. This will allow us to offer more days for our older classes to come in, in the spring. We are also partnering with C.A.A. to provide safety education programs for new immigrants to Niagara. We have many children with new immigrant families coming to the village with their schools, and realize there is a gap that needs to be filled in teaching Safety Education and develop a relationship with our uniformed personnel. The guidance departments in our Secondary Schools, do not have the personnel they once had. I know for my co-op students coming in from grade 11 and 12, they do not know the hiring process, for the 3 emergency services, and do not know what education is required to be a viable candidate with the services. I would like to have a one or two day forum, for these students who may be interested in emergency services. The village would be set up that each of the 3 services would have a classroom, to present the recruiting process, and also available to answer any questions. I would be working with the 4 school boards, NRPS, Fire Services, and E.M.S. We would also have Niagara Student Transportation Services at the table as we would require busing from the 12 Municipalities.

We will be starting our JK/SK programming in February 2025. We already have schools booked in for February and March. I have met with C.A.A. in the past month to discuss our program for new immigrants. The CAA has been working with the Folk Arts Centre in St. Catharines and will be speaking with them to determine what they feel is a priority in safety education for these families. C.A.A. will be able to provide transportation to the Safety Village from the Centre. Once we identify the priorities we will develop the curriculum that we will be delivering to these families. We will then approach other Folk Arts Centres across Niagara to offer this new program. The time frame will be late fall or in the first of the year for 2025. I would be looking at May 2025 to have an information session for the grade 11 and 12 students who are interested in the emergency services for a career.

Type of Performance Metric:	Annual Target
Number of Activities/Services Delivered: students per annum	4,000
% Administration Costs to Total Agency Costs	6.0%
Number of Interactions with Community Members per annum	1,500
Number of Interactions with Niagara Regional Police Officers: classes	222
Teachers and Parents	17

Funding Request:	2025	2026	2027
Personnel	\$50,000	\$55,000	\$60,000
Education & Awareness	1,000	1,200	1,400
Training	10,000	10,000	10,000
Equipment & IT	-	-	-
Other	7,000	8,000	9,000
Total – Annual Request	\$68,000	\$74,200	\$80,400

Appendix 4: Service Partnership Application

Program Name:

Victim Services Niagara

Brief Summary of Your Organization:

Victim Services Niagara (VSN) is a non-profit organization partially funded by the Ministry of Children, Community and Social Services. VSN supports victims/survivors/witnesses/ and their family by providing emotional support, practical assistance, and system navigation in the aftermath of a crime, tragedy, or disaster. These supports are available to those who live or are visiting the Niagara Region 24 hrs a day, 7 days a week. Highly trained staff supported by volunteers, provide critical incident stress reaction and grief support, safety planning, system navigation, and community referrals to those in need.

Application Response:

What specific programs in your organization support the mandate of the Police and the community.

The programs and services provided by Victim Services Niagara (VSN), directly correlate with the police mandate of serving and protecting residents and visitors within the Regional Municipality of Niagara. All cases referred to VSN become a part of the Victim Crisis Assistance Ontario (VCAO) program. Through this program VSN offers phone and on scene support 24hrs a day, 7 days a week to victims/survivors/witnesses/family members of a crime, tragedy, or disaster. VSN will provide emotional support, practical assistance, and system navigation in the aftermath of a crime or tragic event to individuals who are living in or visiting the Niagara Region. During the 2023-2024 fiscal year VSN received 1591 unique cases which equated to 1764 clients served. NRPS provided 946 of the 1591 cases referred. For the first quarter of this new fiscal year (April 1st – July 31st 2024-2025), VSN has received 837 unique cases translating to 1120 clients served. NRPS has provided 475 of the 837 referrals, which illustrates the increasing need and strength of the collaboration.

Referrals for sudden deaths and assistance with death notifications including suicide, age or medical related, and motor vehicle fatalities are the highest number of cases referred for tragic circumstance. VSN provided assistance in 189 sudden death cases in the 2023-2024 fiscal year and 84 cases in the first quarter of the 2024-2025 fiscal year. Supporting clients in these scenarios often requires emotional support, system navigation and referrals for funeral arrangements, coroner information, emergency scene clean up funding, and financial support. VSN provides these supports to meet the family's needs while police focus on the requirements of the investigation.

Victim Services offers practical assistance in many ways, including through the Ministry's Victim Quick Response Program+ (VQRP+). This program is designed by the Ministry to support direct victims, immediate family members, and witnesses in the immediate aftermath of violent crimes by providing short-term financial support for essential expenses. This program is meant to lessen the impact of the crime, enhance their safety, and meet the immediate practical needs that arise after a crime has taken place. VSN staff assess each referral for risk, need, and eligibility for this program. If appropriate, staff will assist the victim/survivor in completing the steps to apply for the items or services needed. Staff will apply for necessary funding, advocate with the Ministry for the allocation of said funding, purchase necessary items and provide follow ups with the victim/survivors to ensure all needs are met. During the 2023-2024 fiscal year, VSN was successful in getting 1076 applications approved through the VQRP+ program.

Appendix 4: Service Partnership Application

When clients identify as being fearful or are at high risk of revictimization, VSN will offer individualized Safety Planning to lessen the risk and empower the victims/survivors to take back control of their safety. Each safety plan is created with the victim/survivor to ensure their needs are met. Safety planning is a client-centered process that recognizes the client's autonomy as they know themselves, their situation, and the accused best. VSN staff guide the conversation to ensure all aspects of safety are being reviewed including the individual's safety in the community, in their home, at work/school, and while travelling. Staff then provide suggestions for safety items or routine changes that may be effective in keeping them safe while continuing with their daily lives. VSN staff completed 730 safety plans in the 2023-2024 fiscal year.

When a client is deemed high risk due to repeated incidents of stalking, trafficking, physical, or sexual abuse, a Mobile Tracking Emergency Response System (MTERS) application can be completed if the victim/survivor consents. This GPS tracking system is monitored by the Eyez-on alarm company, who will connect with the NRPS Communication Unit immediately, when the alarm button is activated by the victim. Communications receives the call and dispatches police, ensuring the officers are equipped with all of the necessary information surrounding the victim's current location, identity, risk, and history. VSN also gets an alert and follows up with Communications, detectives, and the victim to ensure safety, make any adjustments to their plan, home safety items, or refer to safe shelter options as necessary. Although this is a Victim Services led program, assigned representatives from the Niagara Regional Police Services, Gillian's Place, and Birchway Niagara collaborate to review each application for approval. This committee also reviews the case load on a quarterly basis to assess risk and compliance with program's policies, to determine whether the victim/survivor continues with the program. In 2023-2024, 15 applications were reviewed, with 13 of those resulting in installation and onboarding to the program.

Victim Services and the Niagara Regional Police Human Trafficking Unit are currently waiting for grant approval for a collaborative program which provides funding for a VSN designated staff to work with the HTU. This designated worker provides victims/survivors of HT with immediate access to trauma-informed, client centered supports. This collaboration is aimed at empowering the individuals to reach the goals they have set for themselves such as exiting, meeting their basic needs, and going to treatment. VSN and the HTU have been successful for the last 2 years in receiving the grant dollars to sustain this valuable program; however, the funding is contingent on a successful grant application through the Ministry each year. In the last fiscal year (2023- 2024), VSN assisted in 54 cases of human trafficking with 6 of them being referrals from the NRPS. For the first quarter of 2024-2025 we have received 43 cases and 14 of them have been referrals from NRPS. This pattern demonstrates the value and increasing need for secured funding dedicated to this project.

Highlight specific skills offered by your agency that would augment the skills offered by the Police Service.

Victim Services Niagara responds to referrals through a trauma informed, victim centered lens 24hrs a day, 7 days a week, throughout the Niagara Region. When appropriate, as deemed by the victim this approach provides wraparound services in coordination with the NRPS and other community partners. Victims/survivors are connected to the aforementioned programs, which intentionally supports police by minimizing the time needed to make multiple referrals and assist with system navigation. Having VSN work on the social or human services pieces, allows room for NRPS members to focus on the needs of the investigation and the safety of the larger community. Victim Services bridges a gap between the victim/survivor and community supports by advocating and acting as a liaison for targeted referrals and access to longer term supports. NRPS can be assured

Appendix 4: Service Partnership Application

community resources and next steps are reviewed with every referral we receive, as well as follow ups will be made by staff to ensure individuals are successfully connected to supports. Providing a 360- degree approach to victim care, attempts to reduce the amount of repeat calls and incidents of revictimization. This collaboration of services ensures both VSN and NRPS are upholding the Victim’s Bill of Rights.

Identify what specific project or initiative your agency is considering as an enhancement.

In the Spring of 2024, the Niagara Regional Police Special Victim’s Unit approached VSN to collaborate in a Missing Person Return to Support Discussion initiative. This program is not in Niagara currently but is being used in the UK and within the GTA. Member’s within SVU have been receiving training and literature on this project allowing them to spearhead the initiative. Both VSN and SVU feel it would be a valuable addition to our services because the goal is to reduce the number of persons who go missing by running or being lured away and being victimized.

The second initiative VSN would like to implement, is a 24 hr staffing model. This model will utilize paid staff equipped with the necessary background and training to respond to and answer the crisis line after office hours and on weekends. The current VSN budget allows for 4 permanent full-time staff which includes 3 front line staff who respond to and administer all programs that come in and out of the VSN office and then there is also an Executive Director. There is a 0.5 position which is a contract staff person who manages volunteers and their training. Reflecting on the stats listed throughout this application it is apparent VSN operates on a bare minimum, skeleton crew especially when taking into consideration we cover referrals for victims/survivors living in or visiting the Niagara Region 24hrs a day.

Type of Performance Metric:	Annual Target
Number of Activities/Services Delivered per annum	10,000
% Administration Costs to Total Agency Costs	12.8%
Number of Interactions with Community Members per annum	6,000
Number of Interactions with Niagara Regional Police Officers per annum	5,000
Mobile Tracking Emergency Response Program Applications per annum	17
Victim Quick Response Program + Applications Completed per annum	1,200

Funding Request:	2025	2026	2027
Personnel	\$139,600	\$143,150	\$146,700
Education & Awareness	3,500	3,500	3,500
Training	3,500	3,500	3,500
Equipment & IT	8,000	8,700	9,500
Other	7,300	7,600	7,950
Total – Annual Request	\$161,900	\$166,450	\$171,500

Appendix 5: Service Partnership Funding Agreements Application Matrix

Service Partnership Panel Review– Scoring Rubric

1. Poor Response – Information provided little or no explanation to support the question posed (lacked coherency or relevancy).
2. Satisfactory Response – Information conveyed a somewhat explanation to support the question posed.
3. Good Response – Provided information in accordance with the question posed (writing coherent and relevant).

Evaluation Criteria:

Adequate and Effective Policing Functions:

1. Crime Prevention;
2. Law Enforcement;
3. Maintaining the public peace;
4. Emergency Response; and
5. Assistance to victims of crime.

Police Service Board 2022 - 2025 Strategic Plan

Appendix 5: Service Partnership Funding Agreements Application Matrix

Assessment Criteria	Poor (1)	Satisfactory (3)	Good (5)
1. Brief Summary of Organization	A vague description of the agency mandate. History, community partners and community reach, programs offered, the community the agency services not included	Provided an adequate description of the agencies mandate, history, community partners and community reach, programs offered, detailed the community the agency services	Provided a clear description of the agencies mandate, history, community partners and community reach, detailed programs offered, detailed the community the agency services
2. Specific Programs in Your Organization Support the mandate of Police and the community	No alignment with any of the adequacy and effective functions	Identifies specific programs that clearly alignment with one of the adequacy and effective functions	Identifies specific programs that clearly alignment with more than one of the adequacy and effective functions
3. Identify the impact your agencies programs have on the community and the alignment with the Police Service Board Strategic Plan and effective policing functions	Unable to provide examples on impact OR a clear alignment to one strategic plan initiative	Provides one impact example OR provides a clear alignment to one strategic plan initiative	Provides more than one impact example plus provides a clear alignment to one strategic plan initiative
4. Highlight Specific Skills Offered by your Agency that augment the skills offered by the Police Service	Unable to provide specialized skills that augment skills offered by Police Service	Provides one skill set which augments skills offered by Police Service	Provides more than one skill set which augments skills offered by Police Service
5. Identify what specific project or initiative your agency is considering as an enhancement/ Detail the activities and the timeframe	No specific project or initiative provided	Specific initiative identified but no details or timeframe provided	Specific Project identified with detail activities and timeframe

Appendix 5: Service Partnership Funding Agreements Application Matrix

Assessment Criteria	Poor (1)	Satisfactory (3)	Good (5)
6. Outcomes and Performance Metrics	Less than 3 Performance Metrics not clearly aligned with Agency mandate/ difficulty with collecting data and verifying data	3 Performance Metrics align with Agency mandate/ data can be collected data and verified	More than 3 Performance Metrics align with Agency mandate/ data can be collected data and verified
7. Financial Information	Did not provide any financial information	Provided some information related to Agencies financial performance	Provided financial statements and other supportive information

Score Results:

Degree of Alignment	Score Range
Poor	< 22
Adequate	23-42
Strong	>42