



**REGIONAL MUNICIPALITY OF NIAGARA
POLICE SERVICES BOARD**

PUBLIC MINUTES

Thursday, January 25, 2007

**Niagara Police Services Board
Board Room 4th Floor, 110 James Street, St. Catharines**

CALL TO ORDER

The Public Meeting of the Niagara Police Services Board commenced at 9:05 a.m.

ROLL CALL

MEMBERS PRESENT:

Mr. L. Iggulden, Chair
Mr. D. Martin, Vice Chair
Mr. B. Bentley
Mr. B. Smeaton (depart at 12:20 p.m.)
Mr. L. Tufford (depart at 12:00 p.m.)
Mr. M. Woodhouse

OTHERS PRESENT:

Chief of Police W.E. Southall
Deputy Chief of Police G. Beaulieu, Ops Support/Business Services
Superintendent G. Dagenais, Patrol Services
A/Superintendent G. Watkinson, Emerg/Investigative Support Services
Superintendent D. Parrent, Field Services
Inspector J. Matthews, Policing Standards
Inspector G. Skatfeld, Executive Services
Inspector B. Wright, Emergency Services
S/Sgt. R. Bleich, District 8
S/Sgt. S. McLean, Attendance Management
Sgt. G. Hyatt, O/C Forensics
P.C. G. Horne, Firearms Officer
Mr. A. Gladwish, A/Director/Consultant, Information & Communication Technology
Ms. M. George, A/Director, Business Services
Ms. L. DiDonato-DeChellis, A/Manager Finance
Mr. C. Fisher, Manager, Facilities, Fleet & Supply
Ms. D. Stevenson, Manager, Information Systems
Mr. S. Paterson, Fleet Supervisor

Mr. W.B. McKaig, Board Solicitor (at 11:00 a.m.)
Ms. D. Morton, Executive Director
Ms. S. Taylor, Executive Assistant

Mr. L. Bousfield, Manager, Property & Facility Management, Region of Niagara

PRESENTATION:

Inspector D. D'Amico, SPIRIT Project, & family

DECLARATIONS OF CONFLICT/PECUNIARY INTEREST

1. **Election of Chair**

Chair Iggulden requested the Board defer the elections for Chair and Vice-Chair until the February Board meeting as confirmation is pending on two appointments to the Police Services Board – one provincial and one citizen appointment.

Moved by: D. Martin
Seconded by: L. Tufford

That the election of the Chair of the Niagara Police Services Board be deferred to the February 22, 2007 Board meeting.

Carried.

2. **Election of Vice Chair**

Chair Iggulden requested the Board defer the elections for Chair and Vice-Chair until the February Board meeting as confirmation is pending on two appointments to the Police Services Board – one provincial and one citizen appointment.

Moved by: D. Martin
Seconded by: L. Tufford

That the election of the Vice Chair of the Niagara Police Services Board be deferred to the February 22, 2007 Board meeting.

Carried.

MINUTES OF PREVIOUS MEETINGS

3. Minutes of the Public Board Meeting held Wednesday, December 13, 2006.

Moved by: M. Woodhouse
Seconded by: L. Tufford

That the Minutes of the Public Board Meeting held Wednesday, December 13, 2006 be adopted as circulated.

Carried.

REPORTS FROM THE BOARD CHAIRPERSON

Chair Iggulden reported:

OAPSB/OACP Zone 4 Meeting

A reminder that the Ontario Association of Police Services Boards and the Ontario Association of Chiefs of Police will hold its quarterly zone meeting in Norfolk County on Tuesday, February 13, 2007.

Upcoming Meetings

- Licencing Committee – Thursday, February 8 at 8:30 a.m., PSB boardroom;
- Human Resources Committee – Thursday, February 8 at 9:30 a.m., PSB boardroom;
- Finance Committee – Tuesday, February 20 at 8:30 a.m., PSB boardroom;
- Next Board meeting – Thursday, February 22 at 8:30 a.m., PSB boardroom.

REPORTS FROM THE CHIEF OF POLICE

Chief of Police Southall reported:

2007-2009 Business Plan

The internal and external forums, with the exception of the Town of Fort Erie, have been completed as the first phase of the 2007-09 Business Plan. The Fort Erie forum has been rescheduled to be held at a Town Council session with the planned break-out sessions, all of which can be viewed through the Cogeco coverage. The Chief thanked the Board members who have attended the sessions, noting all have gone well. The attendance numbers are far better than the previous business plan process, with extremely beneficial sessions and accompanying good press. The results of the forums will be summarized after the Fort Erie session, and it is anticipated both the business plan and the budget will be completed by the end of March.

Marijuana Grow-Ops

The '1,000 Officer' grant implementation with the deployment of members to the Intelligence Unit to meet the grant requirements has had a positive impact on the 2006 estimated street value total of \$7,384,350 of seized marijuana plants. The 2007 statistics to date (January 25),

| | |
|---|--------------|
| Total estimated street value seized | \$1,064,000; |
| Total estimated value of equipment seized | 35,000. |

Statistics – Homicides, Robberies & Traffic Fatalities

Statistics for 2007:

| | |
|--------------------------|----------------------|
| Homicides..... | 0 (2006 – 4); |
| Robberies..... | 17, 5 (29%) cleared; |
| Traffic fatalities | 2 (2006 – 3). |

R.I.D.E. Statistics

RIDE spot checks were conducted at various locations throughout the Region during the 2006 holiday season with 7,091 vehicles stopped, 379 roadside tests conducted, 87 12-hour licence suspensions and 26 arrests for the period.

Special Enforcement Unit

The NRPS Special Enforcement Unit has been implemented with a focus on traffic enforcement. An update will be presented at the February Board meeting.

Task Force Inspects Licenced Establishments

On December 29, 2006, a multi-agency task force conducted inspections of numerous liquor licenced establishments within the City of Niagara Falls. The Task Force consisted of members of the Alcohol and Gaming Commission, the Canada Border Service Agency, and Niagara Regional Police Service. Two establishments were issued "warnings" due to a minor infraction at each location, and two males were arrested for being intoxicated in a public place after leaving a licenced establishment.

Sudden Death in Fort Erie Field

On January 20, 2007, a passerby discovered a body of a 38-year-old male in a field approximately 100 metres south of the QEW roadway near Gilmore Rd., Fort Erie. The deceased male's vehicle was later discovered in a ditch near Bowen Road and the QEW. A post mortem exam has concluded the cause of death was determined to be hypothermia: foul play is not suspected. 5 District CIB are continuing the investigation into the sudden death, while the OPP continue to investigate the collision.

Former Winery Employee Charged in Large Scale Fraud

On January 5, 2007, a former Andres Wines employee was arrested and charged with a number of fraud-related offences committed between June 23, 1994 and July 27, 2005, while she was employed by the company as an accountant. The offences relate to the unauthorized transferring of large sums of money to a bank account in the United States. Investigators were assisted by the U.S. Justice Department and the Canadian Department of Justice in consultation with the local Crown Attorney's office. The fraud is valued at over \$7.4 million and is believed to be among the largest financial fraud cases ever investigated by the Niagara Regional Police Service.

PRESENTATIONS

4. **NRPS Promotion – Inspector**

The Board considered Service report 19/2007 dated January 15, 2007 providing formal introduction to NRPS Inspector Daniel D'Amico, newly promoted effective December 17, 2006, and currently assigned as Officer-in-Charge of Project SPIRIT.

Chief Southall introduced Inspector D'Amico's wife, Leanne, his sons Braden and Reilly, and his parents, Mike and Norma. The Chief then outlined the Inspector's significant contributions to the Service and the community over his twenty-one year career. Deputy Chief Beaulieu further supported the contributions of the 'police professional' to the positive evolution of the Service, noting Inspector D'Amico's continuing hockey prowess in the NRPS in-house league.

Chair Iggulden, on behalf of the Board, expressed congratulations to Inspector D'Amico and his family, noting that those at the rank of Inspector will be important leaders in the future of the Service, and wished him continued success and safety.

Moved by: B. Bentley
Seconded by: B. Smeaton

That the presentation be received.

Carried.

DEPUTATIONS

A. **CONSENT AGENDA**

5. **PSB MEMBERS - Re-Appointments**

The Board considered a letter dated December 18, 2006 from Pam Gilroy, Regional Clerk, Regional Municipality of Niagara, providing the names of the three four-year term re-appointments of Regional Councillors Bob Bentley, Douglas Martin and William Smeaton to the Board, pursuant to Section 27, subsection 7(9)(a) of the *Police Services Act*, effective December 14, 2006.

6. **Canadian Association of Police Boards - CAPB National**
The Board considered the *CAPB National* dated December 2006 providing the Board with holiday wishes and national news pertaining to police governance including information updates regarding the federal and provincial governments and upcoming events pertaining to civilian oversight of Canadian policing.

Chief Southall noted an article on page 2 about the Federal Government's plans to arm border guards. Member Bentley suggested it might be an opportune time to raise this matter as well as other border issues with our local area Members of Parliament.
7. **Ontario Association of Police Services Boards – OAPSB Bulletin Board**
The Board considered the *OAPSB Bulletin Board* dated December 2006 providing the Board with holiday wishes and notable news items relating to provincial policing from a civilian oversight.

Chief Southall highlighted an article on page 5 with respect to the introduction of legislation dealing with enforcement of drug-impaired driving. As a result, costs are reflected as part of the NRPS 2007 current budget.

Vice-Chair Martin noted that on the same page there was a legislative update on Bill 14, which has been approved to reform the Justice of Peace system. He indicated this was a direct result of the lobbying efforts made by the OAPSB during its annual Queen's Park Day event. Member Bentley cited a recent example involving a case in Hamilton involving hundred's of thousands of dollars that was tossed out of court due to an "unreasonable delay" because no judges were available.
8. **Niagara Parks Police – 2006 Fourth Quarter Report on Special Constables**
The Board considered Report 17/2007 dated January 9, 2007 submitted by Mr. John Kernahan, General Manager, Niagara Parks Commission, providing the Board with information relating to complaints, use of force, discipline and arrests associated to the Special Constables employed through the Niagara Parks Police for the fourth quarter, period October 1 to December 31, 2006, and amending report dated January 11, 2007 from Chief of Police T. Berndt relative to the same period.

Member Bentley noted a clerical error in the dates that appeared in the report. He requested that Chief Berndt be notified for appropriate correction.
9. **Annual Report – Elder and Vulnerable Adult Abuse**
The Board considered Service report 32/2007 dated January 4, 2007 providing the Board with Service compliance to the adequacy standard concerning elder and vulnerable adult abuse, the Service's written procedures and Service compliance thereto, a summary of training afforded to members in this regard, a summary of the steps taken by the Service to evaluate responses to such abuse and a summary of issues raised and/or discussed with community partners, pursuant to Board By-law 213-2000.

Member Smeaton acknowledged the importance of Service initiatives to respond to elder abuse and commended police staff for their leadership in these matters.
10. **Annual Report – Stolen or Smuggled Firearms**
The Board considered Service report 33/2007 dated January 10, 2007 providing the Board with Service compliance to the adequacy standard, the Service's written procedures on and processes for undertaking and managing investigations into stolen or smuggled firearms, a summary of the written procedures and Service compliance relative to investigations and confirmation of the availability of Service member training, pursuant to Board By-law 211-2000.

11. **Annual Report – Collection, Preservation and Control of Evidence and Property**
The Board considered Service report 26/2007 dated January 12, 2006 providing the Board with Service compliance to the adequacy standard respecting the collection, preservation and control of evidence and property, a summary of the written procedures and Service compliance relative to the subject, and the result of the annual audit of the property and evidence held by the Service, pursuant to Board By-law 212-2000.
12. **Quarterly Report – Policing Standards Unit – Administration of the Public Complaints System**
The Board considered Service report 1/2007 dated January 5, 2007 providing the Board with information relating to the investigations of alleged police misconduct reported by members of the public for the third quarter, period July 1 through September 30, 2006 and statistical yearly comparison, pursuant to Board By-law 173/1997.
13. **Quarterly Report – Policing Standards Unit – Administration of the Public Complaints System**
The Board considered Service report 2/2007 dated January 5, 2007 providing the Board with information relating to the investigations of alleged police misconduct reported by members of the public for the fourth quarter, period October 1 through December 31, 2006 and statistical yearly comparison, pursuant to Board By-law 173/1997.

The Board asked if there were any items and/or issues of concern. Chief Southall advised that overall she was extremely pleased with the Professional Standards unit and noted that total conduct complaints have decreased by 26% while the number of complaints withdrawn was reduced by 42%.

14. **Special Fund – November 2006**
The Board considered Service report 4/2007 dated December 15, 2006 providing the Board with the activities within the Special Fund for the period of November 1-30, 2006.
15. **Special Fund – December 2006**
The Board considered Service report 21/2007 dated January 12, 2007 providing the Board with the activities within the Special Fund for the period of December 1 - 31, 2006.

Moved by: D. Martin
Seconded by: L. Tufford

That the Special Fund reports, Items 14. and 15., be referred to the In-Camera session for clarification;

And further, the information be received.

Carried.

NEW BUSINESS

16. **2007 NRPS Capital Budget and 9-Year Forecast**
Chief Southall provided the Board with Service report 36-2007 dated January 8, 2007, being an overview of the Niagara Regional Police capital budget, and highlighted each project from the proposed 2007 capital program. She provided a brief explanation and identified potential risks associated with each project.

With respect to the police accommodation strategy, Chief Southall introduced a phased facilities forecast to be completed over a three-year term. Phase I includes central property and evidence, central courts, #1 District (St. Catharines), #2 District (Niagara Falls), #5 District (Fort Erie), and #8 District (Grimsby). She noted that a phased approach would provide flexibility for the Service to move forward, starting with a cost-benefit analysis of police facilities. At that stage, options ranging from status quo to amalgamation can be explored.

Member Smeaton expressed concern about the potential closing or relocation of #2 District in Niagara Falls. He advised the Board that while he supports the process for investigation he strongly opposes the potential closure of a significant policing facility in the Region's tourism core. Chief Southall anticipates that a decision with respect to separate or combined facilities for #1 District (St. Catharines) and #2 District (Niagara Falls) to be made in early spring/late summer 2007. At that time, an operational recommendation will be presented to the Police Services Board for its consideration and public debate.

Chief Southall indicated that she has met with local Members of Provincial Parliament to discuss funding opportunities for police facilities in Niagara through Infrastructure Ontario. The Province recently extended its OSIFA Loan Program to provide financing for local police buildings, by providing affordable loans to build and renovate local police infrastructure. She is hopeful the Province will support NRPS facilities.

After a lengthy discussion, the Board agreed that as part of a due diligence process, it will investigate all options and see what the "real" costs are. It will consider communication and education of the general public, gathering functional data to foster an understanding of the police budget, as well as considering the functionality of the service, residential demands on service and deployment costs of each. The Board's decision will be based on a review of factual information and analysis to ensure policing services meet the needs of the community it serves.

The Board noted that funding must be determined for submission to the Region to continue with the process, and unanimously supported the following motion:

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| Moved by: | L. Tufford |
| Seconded by: | M. Woodhouse |

That subject to approval by Regional Council of the consolidated Capital Budget, the following be approved with regard to the 2007 Police Service Capital Budget and forecast:

- 1. A total Capital expenditure budget for the projects in the 2007 Police Service Capital Program of up to \$28,150,000;**
- 2. Capital financing for the 2007 Capital Program to be comprised of transfers from the Police Capital Levy Reserve and Vehicles and Equipment Replacement Reserve Fund of \$1,455,000 and \$1,100,000 respectively, and debenture financing of \$25,595,000, with allocations by project as indicated on Appendix 1;**
- 3. The Capital Forecast be received as a guideline for the development of future Capital Budgets.**

Carried.

17. 2007 NRPS Current Budget

The Board considered Service report 37/2007 dated January 20, 2007 providing the Board with the 2007 Police Service and Board consolidated current budget.

Chair Iggulden highlighted the 2007 budget impact. He stated that the proposed total net expenditure budget increase is 5.66%. There has been a reduction in revenues of approximately \$1.5 million or 1.47%, which brings the total gross expenditures to 4.19%. The NRPS request for program changes equate to 0.57% and primarily relate to Project SPIRIT. The non-discretionary costs are 0.43% with the personnel costs before program changes at 3.19%.

Chief Southall provided an overview and highlighted total program changes of \$585,000, which are largely a result of Project SPIRIT. She also indicated an additional \$10,000 has been earmarked for a Regional social marketing plan to address traffic/road safety initiatives.

Chief Southall identified various risks and opportunities in 2007. Some of the most significant challenges noted were related to disability management, the impact of retirements, civilian job evaluation process, transition of SPIRIT, and various investigative issues involving task forces, special projects and emerging issues with child abuse and youth crime. However, she indicated there were an equal number of opportunities for efficiencies and a realignment of resources through the Special Enforcement Unit, use of temporary employees, attendance support program, Project SPIRIT, and facilities.

The Board expressed concern about the ongoing liabilities in personal costs as a result of attendance management issues and related overtime costs. Chief Southall advised that this matter would be dealt with as part of a separate report to the Board on this issue.

It was noted that the Region has set a target of a 3.5% net budget increase. However, the Service differs in comparison with other Regional departments, as the police do not have revenue increases as a potential source for budget reduction.

Chief Southall distributed a schedule of expenditures showing a comparison of the 2005 actual budget to the 2006 year-to-date (as at November 2006) forecast. The Board expressed concern about approving a budget until the actual year-end numbers were known. Chief Southall advised that the actual year-end report should be available through the Region in early February 2007.

Moved by: D. Martin
Seconded by: M. Woodhouse

That the item be tabled;

And further, that a separate public meeting be arranged upon receipt of the 2006 actual year-end budget.

Carried.

18.

R.I.D.E.

The Board considered Service report 24/2007 dated January 4, 2007 requesting the Board to authorize its Chair to execute the required R.I.D.E. grant interim report, Schedule B, relevant to the 2006 provincial grant, as required.

Moved by: B. Smeaton
Seconded by: M. Woodhouse

That the Board's Chair be authorized to execute the interim financial status report, Schedule B, to the 2006-2007 R.I.D.E. Grant and forward same to the Ministry of Community Safety and Correctional Services.

Carried.

19. **Capital Project #PO0101 - Award of Tender 2006-T-14 NRPS Dive Van Body Fabrication – Follow Up Report**

The Board considered Service report 20/2007 dated January 12, 2007 providing the Board with information requested in the original Service report deferred at its December 13, 2006 meeting regarding the award of Tender 2006-T-14, Dive Van Body Unit, Capital Project #PO0101, to Weldexperts Inc., respecting the replacement of the existing dive van unit specialty unit to transport and store the equipment associated with the NRPS Dive Team.

Moved by: B. Smeaton
Seconded by: M. Woodhouse

That the Board:

1. **Receive for information a follow-up report to previous Report 255/2006 considered December 13, 2006;**
2. **Approve a cancellation of Tender #2006-T-14 for the fabrication of the Dive Van Body for the Niagara Regional Police Service.**

Carried.

20. **NRPS 2007 Vehicle Replacements**

The Board considered Service report 18/2007 dated January 8, 2007 requesting the Board approve the initiation of Capital Project ZPO0701, Vehicles, to meet the vehicle replacement needs of the Police Service and to take advantage of the pricing through the Police Co-operative Purchasing Group (PCPG).

Member Bentley questioned the use of alternate options to offset fuel costs, including the types of vehicles used and alternate fuel sources such as diesel. With respect to police vehicles, Chief Southall advised that vehicles must meet required “police package” standards. However, she indicated that as a “pilot project”, the Service would consider the use of a diesel type or gasoline/electric hybrid vehicle for administrative purposes.

Moved by: D. Martin
Seconded by: L. Tufford

That the Board:

1. **Approve the initiation of Capital Project ZPO0701, Vehicles, in an amount up to \$1,100,000 to be funded with the Vehicle and Equipment Replacement Reserve funds;**
2. **Approve the purchase of seven (7) Ford Crown Victoria Police Cruisers from the Police Purchasing Cooperative Tender at a total cost of \$195,818.00 plus applicable taxes;**
3. **Approve the purchase of twenty-three (23) Chevrolet Impalas for uniformed, investigative and administrative purposes from the Police Purchasing Cooperative Tender at a total cost of \$533,051.00 plus applicable taxes.**

Carried.

21. **NRPS IT Equipment Replacement – Capital Project ZPO0705**

The Board considered Service report 22/2007 dated January 11, 2007 requesting the Board approve the initiation of Project ZPO0705, IT Equipment Replacement from the 2007 Service Capital Budget and purchase the identified equipment.

Moved by: L. Tufford
Seconded by: D. Martin

That the Board:

1. **Approve the initiation of Project ZPO0705, IT Equipment Replacement, with a capital expenditure budget of up to \$500,000.00 and financing for the project to consist of Police Capital Levy approval of up to \$500,000.00;**
2. **Approval to purchase from HP Canada the storage hardware listed in the attached quote #CAN-79182-01 in the amount of \$11,918.45 plus applicable taxes from funds allocated in ZPO0609 IT Equipment Replacement;**
3. **Approval to purchase from HP Canada the HP MSL 6000 Ultrium 960 Tape Drive and Support listed in attached quote CAN-794490-01 in the amount of \$9,785.10 plus applicable taxes.**

Carried.

22. **NRPS Project PO0501 Network Upgrades**

The Board considered Service report 25/2007 dated January 11, 2007 requesting the Board approve the purchase of replacement equipment for the core network switch, to support access to crucial emergency Service applications.

Moved by: D. Martin
Seconded by: B. Bentley

That the Board approve the acceptance of Quotation Q13395 from Net Cyclops Inc. in the amount of \$27,736.40 plus applicable taxes, funds allocated in account PO0501 Network Upgrades.

Carried.

23. **2007 Annual Awards Ceremony**

The Board considered Service report 3/2007 dated January 10, 2007 providing the Board with an invitation to the 2007 annual Awards Ceremony scheduled for May 31, 2007 to recognize citizens and police service members who have been recommended for commendations and long-service awards to members.

Moved by: D. Martin
Seconded by: B. Smeaton

That the information be received.

Carried.

24. **Canadian Association of Police Boards (CAPB) – 2007 Membership**

The Board considered a memorandum dated January 15, 2007 from Deb Morton, Executive Director, requesting the Board renew its membership in the Canadian Association of Police Boards for the year 2007, distribute the 2006 CAPB Conference Report and provide advance notice to the Board of the 2007 CAPB Annual Meeting and Conference

Moved by: M. Woodhouse
Seconded by: L. Tufford

That the Board renew its membership in the CAPB for the year 2007;

And further, that the information on the 2006 and year 2007 conferences be received.

Carried.

25. **Board – 2007 Committee Representation**

The Board considered a memorandum dated January 10, 2007 from Deb Morton, Executive Director, requesting the Board's confirmation of membership on its various standing committees as outlined on the attached list.

Moved by: B. Smeaton
Seconded by: B. Bentley

That the item be deferred to the February 22, 2007 meeting.

Carried.

26. **Board – 2006 Annual Report on Board Activities**

The Board considered a memorandum dated January 8, 2007 from Deb Morton, Executive Director, providing the Board with the 2006 annual statistical report on Board activities.

Moved by: D. Martin
Seconded by: B. Smeaton

That the information be received;

And further, that the report be forwarded to Regional Council for information purposes.

Carried.

27. **RMON 2007 Budget Approval Process – Interim Spending Limits**

The Board considered a memorandum dated January 10, 2007 to the Corporate Services Committee providing the authority to incur costs for 2007 operations prior to approval of the 2007 budget, pursuant to the *Municipal Act*, of an interim levy equivalent to 50% of the prior year's budget. The purchase of capital items designated as new capital rather than the continuation of an existing project are to be excluded from the above restriction.

Moved by: D. Martin
Seconded by: L. Tufford

That the information be received.

Carried.

28. **Police Security Costs – RMON Joint Board of Management– CL 1-2007.01.18; CS 1-2007.01.10**
The Board considered a letter dated January 19, 2007 from Peter Partington, RMON Regional Chairman, providing the Board with the resolution approved by the Corporate Services Committee at its January 18, 2007 meeting that the Joint Board of Management Niagara Area Courts is not prepared to support the reimbursement of court security costs incurred by the Niagara Regional Police Service in its provision of court security at Niagara's Provincial Offences courts.

Chief Southall advised that she would be monitoring police costs in 2007 and anticipates an increase in POA revenue in comparison to 2006.

Moved by: M. Woodhouse
Seconded by: L. Tufford

That the information be received.

Carried.

29. **PAO 2007 Police Employment Conference**
The Board considered notice of the 2007 Police Employment Conference to be held in Toronto on March 5 and 6, 2007.

Moved by: B. Smeaton
Seconded by: B. Bentley

That any Board member wishing to attend the 2007 Police Employment Conference contact the Board's Executive Director to arrange.

Carried.

ADJOURNMENT

The meeting adjourned at 12:27 p.m.

Chairperson

Executive Director