



CITY OF VANCOUVER

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ADMINISTRATIVE REPORT

Report Date: April 4, 2008
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Meeting Date: April 17, 2008

TO: Standing Committee on Planning and Environment

FROM: Project Civil City Commissioner in consultation with the General Managers of Community Services and Corporate Services

SUBJECT: Ambassador Program Expansion

RECOMMENDATIONS

- A. That Council instruct staff to negotiate and enter into a one year sole-source contract with the Downtown Vancouver Business Improvement Association (DVBIA) for an extension to the Ambassador Program for night coverage from 10:30 pm to 7am as outlined in this report at a maximum cost of \$237,000, on the terms acceptable to the General Manager of Community Services; source of funds to be the 2008 Operating Budget as approved by Council in 2007, it being understood that no legal relations are hereby created and none shall arise hereunder until the agreement is drawn to the satisfaction of the Director of Legal Services and executed by her on behalf of the City; and

FURTHER THAT Council instruct staff to report back on the Ambassador Program extension within one year of execution of the contract.

- B. That Council instruct staff to proceed with formal notification to all neighbourhood Business Improvement Areas (BIAs) regarding the possibility of further expansion of the Ambassador Program, and to report back on the needs assessment and recommendations for contracts with other eligible business improvement associations, and funding approval.

CITY MANAGER'S COMMENTS

The City Manager supports Recommendations A and B.

COUNCIL POLICY

December 2006, Council passed a resolution making a commitment to the Project Civil City initiative which supports projects which result in safer streets, increased civic pride, and builds partnerships between businesses and their communities.

In December 2007, Council expressed support in principle for the expansion of the DV BIA Ambassador Program within the Downtown Business Improvement Area as well as to other commercial districts.

SUMMARY and PURPOSE

This report seeks Council approval to proceed with a sole source contract for Ambassador Program expansion in the Downtown Vancouver Business Improvement Area and Council direction to proceed with the notification and review of possible further expansion to other commercial areas outside the Downtown Vancouver Business Improvement Area.

BACKGROUND

Since 1989, Council has enacted by-laws to establish 20 business improvement areas throughout the City. The business improvement areas are managed and promoted by Council-approved non-profit associations of commercial property owners and business tenants. The owners and businesses join together to improve the economic vitality of their business district, playing a role in tourism development, area marketing and promotion, public realm management, and streetscape enhancement.

In 1998, the Downtown Vancouver Business Improvement Association introduced what is known as the Downtown Ambassadors program. Ambassadors, recognizable by their distinctive uniform, provide a range of services, including information support to tourists and other users, liaison with business, and, through their visible presence, discouragement of street disorder. They monitor street activities for emergencies and potential problems and provide valuable linkages to other services including the police, ambulance, city and social agencies.

In December 2007, Council passed a motion to support in principle the expansion of the Ambassador program within the DV BIA boundaries at a cost of up to \$237,000 with the funding to be allocated in the 2007 Contingency Reserve, subject to a report back from the DV BIA addressing issues of program need and expected results.

Council also approved in principle the expansion of the Ambassador Program into other BIA areas up to a maximum cost of \$500,000, subject to a report back on further consultation with the BIAs, individual area need, applicability of the Ambassador Program, and expected results. Council also approved the creation of a temporary staff position for one year to oversee the development of the area expansion.

DISCUSSION

Following Council's instruction in December, staff has undertaken the following work:

- Needs assessment criteria for the Ambassador Program expansion have been developed and an assessment of the DV BIA area has been undertaken as outlined in this report;
- Interviews with all neighbourhood BIAs have been held to determine their status with respect to current and planned programs and the level of interest in the Ambassador Program;
- Staff have proceeded with the classification of the temporary position to support the Ambassador Program endorsed by Council, and the hiring process is now complete. The new Planner will be in place by the beginning of May.

Determining the Needs in Each Commercial Area

The following outlines the process for evaluation of each commercial area, to determine the extent and nature of problems/activities that the Ambassador Program could potentially address, including:

- i) an audit of the area, conducted by the Ambassador Program in the area at the time or day or night proposed by the local business improvement association and including a minimum of two full 'shifts' or time periods for which the program is proposed; oversight of this audit is provided by the City's corporate security services and representative(s) of the local business improvement association. The audits will be conducted with input and advice of the local BIA association.
- ii) supporting data/documentation from the local BIA association, including community surveys, disorder data, etc. that would assist in clarifying the specifics of need.
- iii) an assessment of the number of Ambassador hours required to meet the need on a yearly basis.
- iv) any special factors that may affect the number of Ambassadors required for certain time periods and/or at certain locations. For example, shifts during non-daylight hours, or at locations with significantly higher incidence of higher-risk street activity. A determination under this paragraph is made, with input from the DV BIA's Ambassador Program managers, the local BIA, and the VPD.

This needs assessment determines the degree of issues in the area potentially addressed through the Ambassador Program. In consultation with local business improvement associations, needs assessments for City expansion of the Ambassador Program beyond the Downtown Vancouver BIA will be conducted in all commercial areas.

For the Downtown Vancouver Business Improvement Area, Council has already approved in principle contracting for the proposed night time extension of Ambassador services based on the initial needs assessment outlined in the December report. A more detailed assessment is summarized below.

Downtown Vancouver BIA Area Expansion - Needs Assessment

The Downtown Vancouver Business Improvement Association operates the Ambassador Program with 16 Ambassadors alternating shifts from 7am to 10:30 pm, seven days a week. The DV BIA is a busy and populated area with street disorder issues occurring around the clock.

At the City's request the DV BIA has submitted a needs assessment for the proposed expansion of the Program to provide night time coverage from 10:30pm to 7am. The detailed assessment and supporting data is attached as Appendix A. The following is a summary of that assessment.

Summary of Needs Assessment

Audit

The audit was conducted over 4 nights during the time period from 10:30pm to 7:00am. The first audit was a preliminary one conducted by Ambassador personnel the nights of March 1 and 3, 2008, without city oversight. The second audit took place on the nights of April 1 and 2, 2008, and was overseen by a senior member of the City's internal security staff who accompanied the Ambassadors as they conducted the audit.

To conduct the audit, Ambassadors collected data on incidents and issues that Downtown Ambassadors typically address, and would also address in the proposed night time expansion. The Ambassadors used their regular data recording instruments and instructions for collecting data.

Overview of Audit Data

The audit data shows that there is significant work that Ambassadors typically do and significant activity that they would be able to record to help police with deployment. For example, over the course of the two nights with, and two nights without, city oversight, there were a total of 4 specific incidents where the Ambassadors acted as 'eyes and ears' and consequently six individuals were arrested by police for theft from auto, break and enter, possession of drugs, impaired driving, being in a state of intoxication in a public place and persons arrested on warrants. Ambassadors patrolling private property in the cases noted above assisted police by discovering criminal activity enabling police to make the arrests. There was also a heavy incidence of homeless people sleeping in the area and Ambassadors can be effective in providing assistance to those individuals by directing them to appropriate resources.

Supporting Data

The Needs Assessment supplements audit data by including results from the DV BIA's public and membership surveys for the years 2005 through 2008. The survey results tabulate responses in various categories relating to street disorder issues, providing an overview of member and public perceptions. This data supports an assessment of need for extension of Ambassador Services to night time hours.

Ambassador Requirement and Cost

Ambassadors have experience working in the evenings after dark and during those times work in pairs. They have access to radio and cell phones to call for assistance. In addition, their parent security company, Genesis Security, monitors their channel. For overnight work in the Downtown Vancouver Business Improvement Area, the size and requirement to work in pairs translates to four people, three Ambassadors and a supervisor for the 10:30pm to 7:00am hours. Genesis also maintains a mobile patrol in the area free of charge.

Based on the foregoing, the estimated cost of supplying three Ambassadors and a supervisor is \$237,000 including the 15% administrative overhead.

It should be noted that if the City decides to contract with the Downtown Vancouver Business Improvement Association to provide Ambassadors during the night time, the current needs assessment will also provide the baseline for the ongoing evaluation and tracking of work and results. Tracking will be done regularly during the contract period to identify trends, provide pertinent information to police and other City departments, and to gauge interim results. Near the end of the pilot contract period, a follow-up audit would be done using the same criteria as the initial assessment. All of the assessments will be used to report back the results of the expansion.

Staff Evaluation of Audit

A senior member of the City's internal security staff accompanied the Downtown Ambassadors for 2 nights, April 1 and April 2 between 10:30 pm and 7 am. The role of the City staff person was to observe the conduct of the audit and to verify that the data reported is accurate.

Staff observed the Ambassadors recording data on the numbers of sleepers, buskers, panhandlers, transients, drug dealers, drug users and person(s) with mental health issues throughout the downtown core. In addition, patrols were also conducted of parking garages and parking lots with a view to identify any vehicles exhibiting signs of forced entry or theft-from-auto (TFA) or any vehicles recently reported stolen. During both evenings no TFA's or stolen vehicles were discovered.

All contacts or observations made by Ambassadors during these patrols are entered into hand-held PDAs. At the end of their shifts this data is downloaded into a spreadsheet and forwarded to their Manager for analysis. During the 2 nights staff observed a total of 161 reports/contacts, broken down as follows:

- 9 buskers
- 4 drug dealers
- 4 drug users
- 3 mental health
- 40 panhandlers
- 43 sleepers
- 27 transients
- 31 parking lot patrols

The observed reports/contacts closely correspond with the data recorded by the Ambassadors as reported in the Needs Assessment submitted by the Downtown Vancouver Business

Improvement Association (Appendix A). Slight variances are likely due to differing interpretations of the incident.

Staff also commented positively on the professionalism of the observed Ambassador personnel. They are well equipped, well trained and very knowledgeable about their areas of responsibility as well as their legal obligations and limitations. All of the dealings or contacts the Ambassadors had with transients, panhandlers or business people were courteous and professional. The Ambassadors also appeared to have a very good working relationship with the Vancouver Police.

Conclusions From Needs Assessment and Review

Based on this assessment (which confirms the preliminary assessment presented to Council in December), staff recommend that Council instruct staff to negotiate and enter into a sole-source contract for the Downtown Vancouver Business Improvement Area extension of Ambassador services between 10:30 pm and 7:00 am in order to address growing 'night issues' and that the extension include the addition of 3 Ambassadors and 1 Supervisor each night, and the cost of program administration, at a total cost not to exceed \$237,000. Services to be covered in the contract are generally outlined in Appendix B.

Because of the location and the nature of the Downtown Vancouver Business Improvement Area the needs in that area are significantly greater than in most other BIA areas. This is illustrated by the Downtown Vancouver Business Improvement Association's budget of \$680,500 for the Ambassador Program for the 2008-2009 fiscal year. Staff's initial review of comparable expenditures by other BIA associations indicates that, depending on need and ability to contribute, a proportionate increase in services through similar contract arrangements for those areas is possible within the \$500,000 allocated by Council. The results of the Program expansion will be monitored and reported back to Council in one year at which time Council may decide on any further expansion.

Initial Consultation with Neighbourhood Business Improvement Associations

Staff have completed initial consultations with all the neighbourhood Business Improvement Associations. All the BIAs noted some level of street disorder and the need for comparable services in their areas. To date, 3 BIAs have already adopted the Ambassador Program and believe that expansion of those programs to provide increased levels of service may be warranted. 5 other areas are considering adoption of the Program; and 3 are currently reviewing their service models to determine whether the Ambassador Program is appropriate for their area. In addition, 4 areas have established safety and security programs and these programs may be available to provide expanded services along this model.

More consultation is needed with neighbourhood BIAs, and staff will be proceeding with a presentation of what has been learned to date, the needs assessment process, and a draft prioritization process for expansion of these services through City contracts with neighbourhood BIAs. The process will take into account need, ability to pay, current security-related contribution levels and the Council funding allocation limit of \$500,000. Based on input, staff will refine a neighbourhood BIA prioritization process and conduct needs assessments of interested individual areas. Staff will also examine the issues raised by the BIAs in the initial consultations and, in particular, those areas where existing Ambassador-like programs aim to

achieve the same outcomes and address similar issues as the Ambassadors Program. Staff will report back to Council in June or July when this work is complete.

FINANCIAL IMPLICATIONS

Council approved one-time funding of \$737,000 in 2007 for the Ambassador Program subject to report back. This report allocates \$237,000 to fund a sole-source contract with the Downtown Business Improvement Association. A further \$500,000 available to expand the program in other areas is subject to report back. Should Council in future decide to negotiate contracts for Ambassador services beyond the one year pilot phase as a permanent program, it will result in an annual cost of up to \$737,000 in the 2009 Operating Budget.

CONCLUSION

The Ambassadors Program has been very successful in maintaining a more secure and welcoming environment on downtown streets. In recognition, the Meeting Professionals International BC Chapter has selected the Downtown Ambassadors Program as the recipient of this year's National Meetings Industry Day Award. The Program also provides assistance to street individuals. The audit described in this report indicates that the area would benefit from the presence of Ambassadors during the night to maintain a sense of safety, prevent crime and provide assistance to homeless.

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Needs Assessment

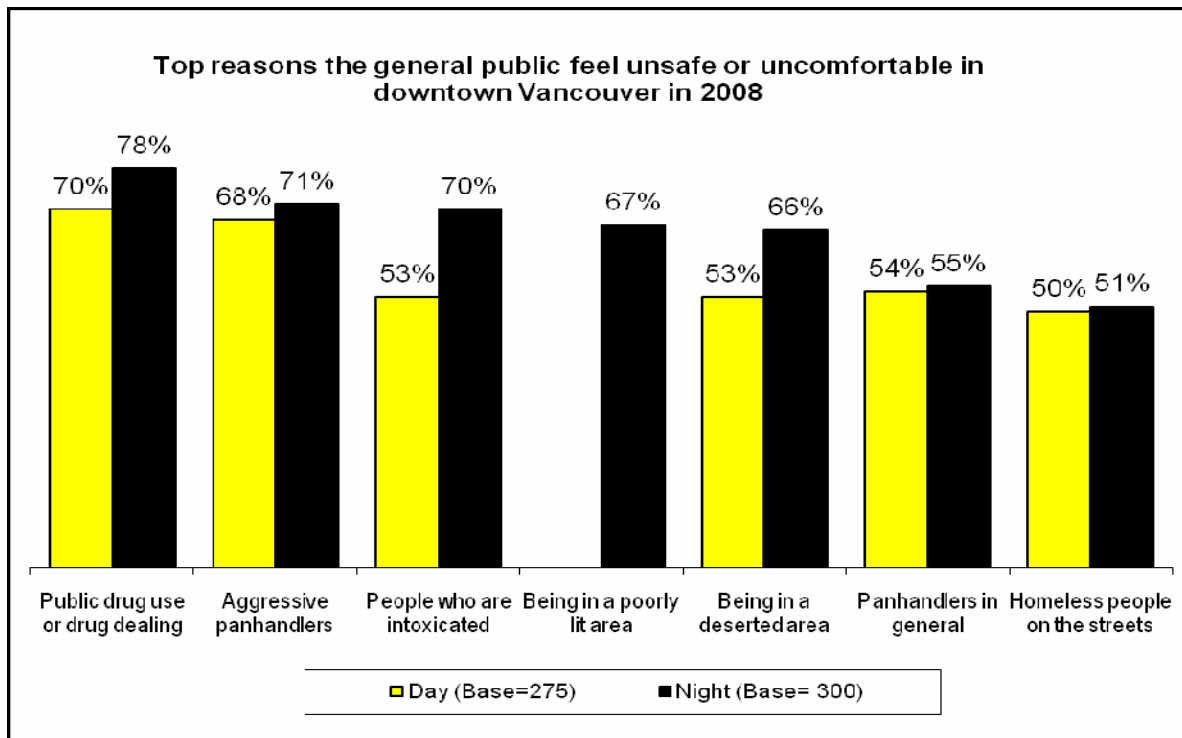
1. Supporting Material:

This appendix contains data and information divided into two areas. First the survey materials for the last three years showing the types of concerns downtown businesses have and how they apply to the night time. Secondly the DV BIA Ambassadors conducted two sets of night time assessments of activity, the initial one without city supervision and the second one with city supervision. Both are provided along with graphical representations of the information.

Survey Data: The survey data is divided into DV BIA survey and General Public Surveys. The comparable charts are presented one after the other for comparison purposes. The charts are generally self explanatory and are as follows:

Challenges	2005 Most Serious Problem %	2006 Most Serious Problem %	2007 Most Serious Problem %	2008 Most Serious Problem %
Homeless people on the streets	14	16	22	26
Panhandlers in general	15	12	13	12
Crime	16	12	11	12
Aggressive panhandlers	13	11	12	10
Public drug use or drug dealing	22	22	19	9
Overflowing dumpsters				4
Graffiti, litter & unsightly surroundings	3	4	1	2
Squeegee incidents	1	1	0	0
Skateboarding	1	0	0	0
Busking and street vending	0.4	0	0	0

What do you dislike most about downtown Vancouver? <i>(Base=500)</i>				
Homeless people on the streets	4	5	9	15
Panhandlers in general/Aggressive panhandlers	8	5	8	9
Downtown eastside	3	3	2	9
Not safe (gangs/drugs/violence/crime)	1	1	4	8
Public drug use or drug dealing	3	4	5	4



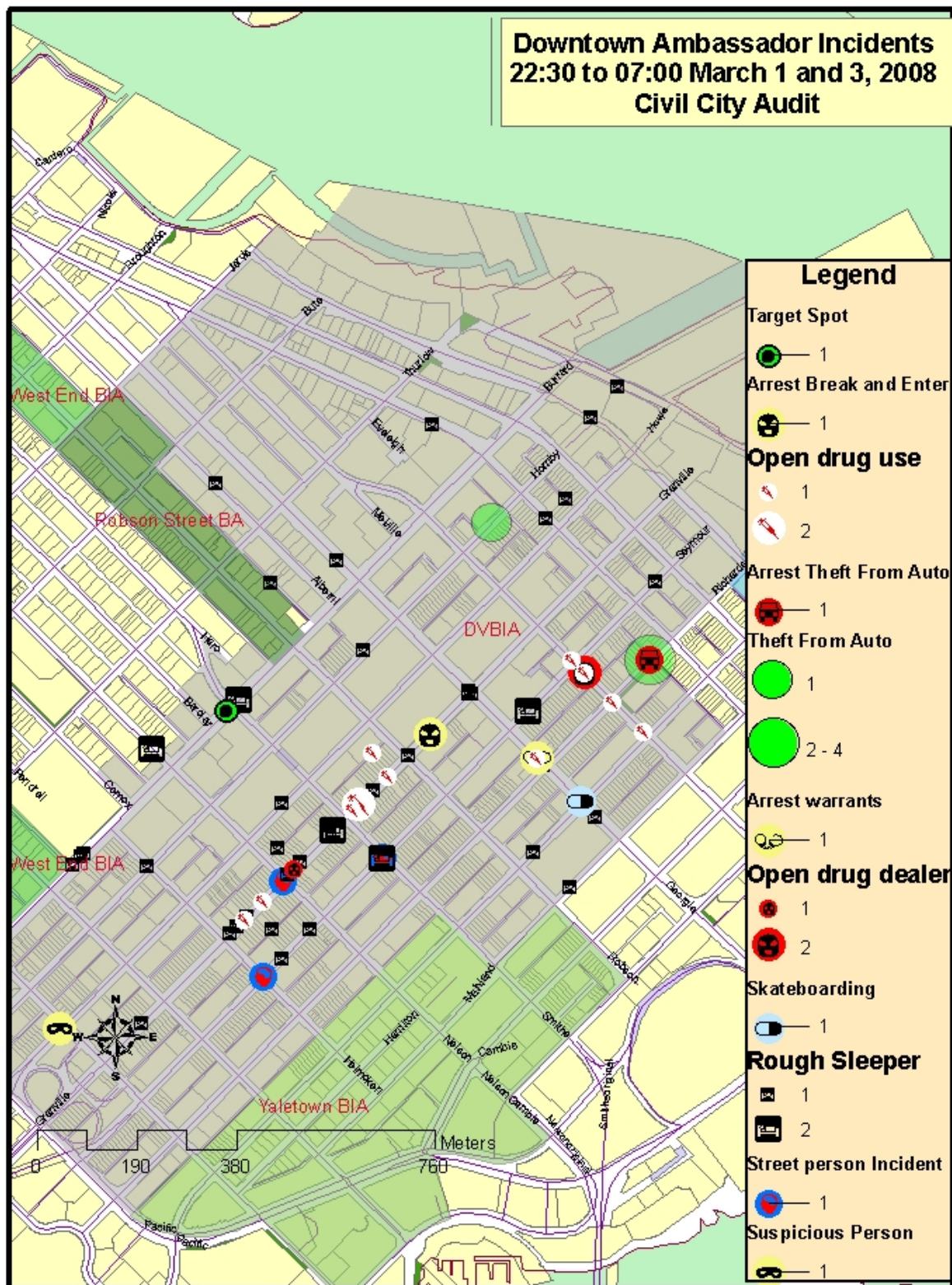
Reasons members feel unsafe or uncomfortable at night	2005 (Base=162) % rating 4 or 5	2006 (Base=144) % rating 4 or 5	2007 (Base=139) % rating 4 or 5	2008 (Base=174) % rating 4 or 5
Public drug use or drug dealing	79	85	82	68
Aggressive panhandlers	68	75	73	58
People who were intoxicated	58	66	64	54
Lack of police presence	54	64	63	43
Being in a deserted area	63	69	58	54
Homeless people on the streets	47	46	53	51
Being in a poorly lit area	65	71	51	53
Panhandlers in general	44	45	40	41
Prostitution	33	42	35	29
Squeegee people incidents	29	30	24	17
Graffiti, litter or unsightly surroundings	22	25	20	21

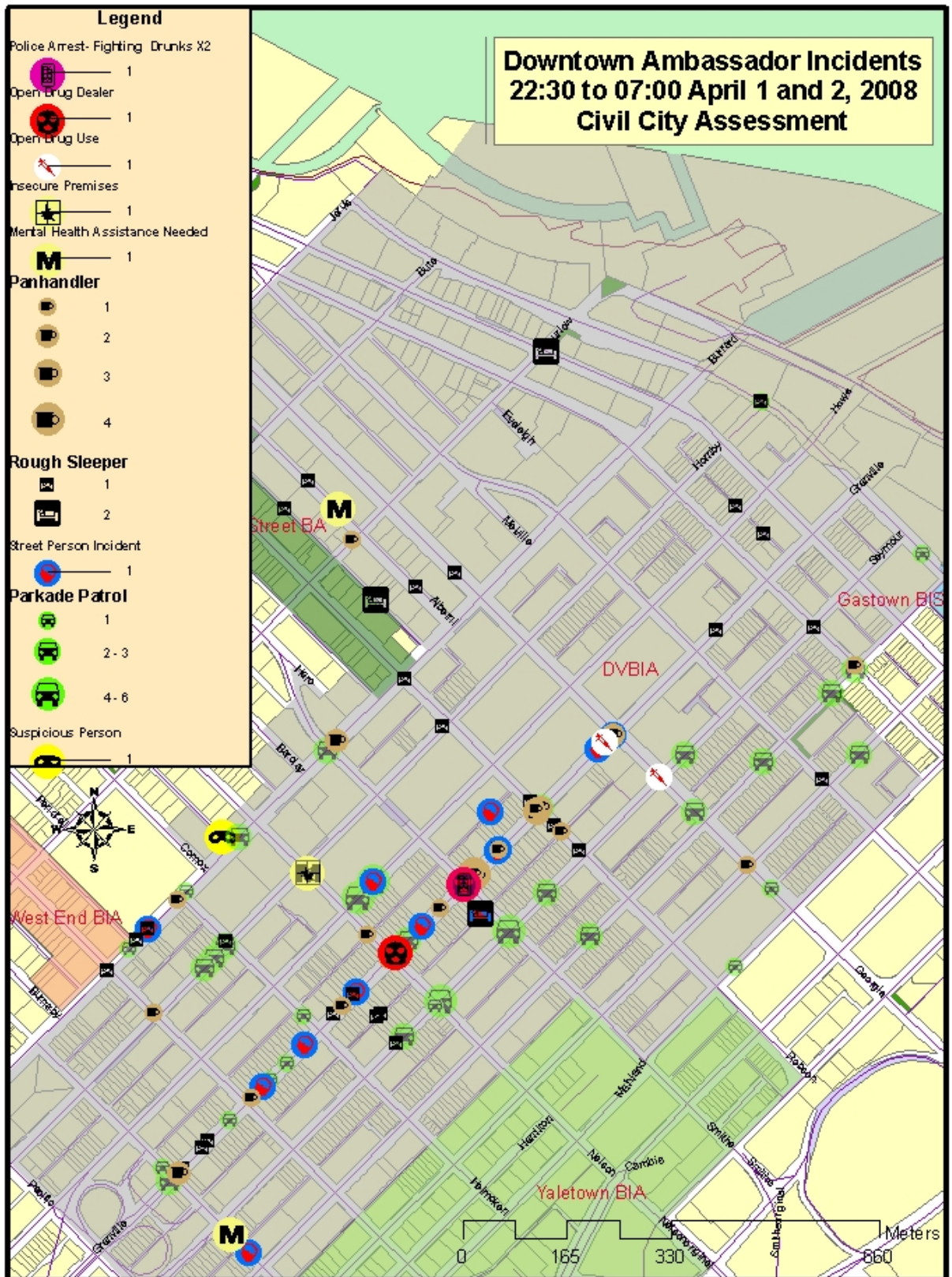
- Poorly lit areas frighten 63% of women compared to 48% of men.
- Homeless people on the streets is more disquieting to women (56%) compared to men (48%).
- Seven in ten of women (69%) are afraid of being in a deserted area as contrasted to 46% of men.

Reasons members feel unsafe or uncomfortable at night	2005 (Base=273) % rating 4 or 5	2006 (Base=258) % rating 4 or 5	2007 (Base=294) % rating 4 or 5	2008 (Base=300) % rating 4 or 5
Public drug use or drug dealing	70	77	79	78
Aggressive panhandlers	68	70	71	71
People who are intoxicated	58	59	63	70
Being in a poorly lit area	56	65	64	67
Being in a deserted area	51	65	66	66
Panhandlers in general	44	49	54	55
Homeless people on the streets	38	41	50	51
Lack of police presence	43	50	47	45
Squeegee people incidents	34	45	41	44
Graffiti, litter or unsightly surroundings	29	35	37	42
Prostitution	37	39	38	38

2. Night Time Audits:

Downtown Ambassadors in plain clothes conducted an assessment of activity from 10:30pm to 7:00am on March 1 and March 3. The following graphical representation shows the data collected mapped to the DVBIA area and provides a clear example of work that was and can be done in the area during the expansion time period. Below the map is the raw data for the two nights and a data set for the month of February 2008 between 7:00am and 11:30pm to provide some comparisons. Following this is the city supervised map and data comparison. The two sets are shown to establish fairness with independent city oversight. The former data is relevant, but was not intended as a rigorous record of work that could be addressed by ambassadors. Nevertheless it is instructive and helpful in assessing need.





Raw Data: the data below shows the two-day assessment conducted on March 1 and 3 that was not overseen by city staff. The city overseen data is also indicated for the two-day period April 1 and 2. For comparison purposes activity for the month of February (29 days) between the hours of 0:700 and 22:30 is shown.

Explanation of data collected	Incident Reporting	March 1 and 3, 2 days total.	City overseen data April 1 and 2, 2 days total.	Month of February 2008 comparison data, 29 days.
		22:30 to 07:00	22:30 to 07:00	07:00 to 22:30
	Assist Police	0	0	0
	Business Assist	0	0	0
	Call VPD	0	0	11
	Complaint	0	0	0
	Event open drug dealing	6	4	0
	Disturbance	0	0	0
	Event open drug use	20	4	26
	Found Property	0	0	0
	Call Ambulance	0	0	5
	General Assist	0	0	0
	Hazard	0	0	0
	Event Vendor/Busker	0	0	0
	Late Entry	0	0	0
	Medical Assist	0	0	1
	Event panhandler	0	37	85
	Safewalk	0	0	11
	Meet + Greet	0	0	761
	Crime Prevention (auto) Notice	0	0	8
	Insecure Premises	0	1	0
	Event Skateboard	3	0	23
	Trespass	0	0	0
	Trespass call VPD	0	0	0
	Theft From Auto found	1	0	50
	Event Street Person	4	23	120
	Parking Meter broken	0	0	1
	Squeegee Removal	0	0	0
	Stolen Auto Recovery	0	0	1
	Susp. Person	0	1	7
	Susp Activity	1	0	0
	Suspicious Auto	0	0	0
	Target Spot	1	0	8
	Event Sleeper	73	44	162
	Garbage Excessive	0	0	16
	Garbage: Overflowing Dumpster	0	1	15
	Parkade Patrol	18	71	3900
	Street Person Assist	0	0	15
	Motor Vehicle Assist	0	1	3
	Needles	0	0	0
	Call Police: Assault	0	0	1
	Call Police: Break + Enter	2	0	0
	Call Police: Graffiti / Mischief	0	2	0
	Call Police: Robbery	0	0	0
	Call Police: TFA	1	0	0
	Call Police: Theft of Auto	0	0	0
	Call Police: Theft Under	0	0	0
	Call Police: Warrant / Breach	1	0	1
These are situations where Ambassadors have observed or responded to incidents or have conducted checks. Except where it is indicated that police were called, generally the work is done by ambassadors unless a higher authority is required. Some of the data is relayed to police in periodic reports to assist with their knowledge of street incidents and deployment.				
These are situations where Ambassadors have observed crimes in progress and called police to deal with the matter				

From the data there is significant activity in the 22:30 to 07:00 time period that Downtown Ambassadors have been shown to be effective in addressing. The assessments were conducted in plain-clothes which means that many of the data collections elements were not exercised because much of their data arises from on street interactions with people approaching them. Nevertheless, the intent is to assess the total quantity of work that is out there.

Cost of services to meet the need: The estimate of work and the size of the area as well as the requirement for this period to work in pairs after dark requires three ambassadors and one supervisor per night to effectively address the needs. The cost of this is \$237,000 which includes a 15% administrative overhead to support the program expansion.

Downtown Ambassador® Services and Performance Measures

Overview

The Downtown Ambassadors® perform work that is well defined and measurable. The success of the program comes when there are interfaces between the Ambassadors, civic departments and police that are well developed, targeted, data supported, with built-in communications and next-day access to information and where action results.

The Ambassador Expansion, as approved by City Council, requires base measures (part of a needs analysis) to be in place as part of the application process. The measures are the same as the usual work done by Ambassadors, but done over the course of a day in a more systematic and intensive way. It is expected that this base measure process will be done by existing Downtown Ambassadors® under the direction of the DVBIA and overseen by city staff. It is expected that this measure will indicate more incidents than would normally be reported because it is measuring observations to estimate needs and not responses to problem incidents. For example, Ambassadors on regular duties would only record an incident where they intervened or were called to handle a situation. In the base measure process, there would be no calls and no intervention so they would be recording, in some instances, potential work.

Data Collection and Access

Access to Information currently is by weekly or monthly spreadsheet or map. Part of the proposal to Council was to develop a web interface to sync data from PDAs at a remote location to a server database. Through this method access for police and city departments is then possible on a same-day or next-day basis. This area is crucial to having good data, with timely access to ensure that agreed measures are acted upon, feedback is in place and results are obtained.

Some areas with existing ambassador services will require measurements of work for the times outside of their current hours and it may not make sense to measure some of that work because it is already being done in the existing time frame. For example, measuring street maintenance work and results in areas where this is already underway is not a good use of the expansion time.

Types of Work

The work that Ambassadors do is categorized under the headings: Incident Reporting, Best Foot Forward, Parking Patrols, Stolen Auto Checks, Visitor Information, Street Person Assistance and Meet and Greets. Each of these categories is defined and data is collected on a PDA by ambassadors in response to situations they encounter, directed activities, calls for assistance from businesses, or spontaneous encounters with street people or visitors.

Best Foot Forward (BFF): This is scheduled work where Ambassadors are assigned areas to record instances of graffiti on public and private property, news boxes needing cleaning or repair, post office boxes needing to be repaired/cleaned, as well as poles, benches, other street structures that require maintenance and broad range of other maintenance issues.

For news boxes an agreement is reached with engineering to focus on a small four to six block area and then perform a follow up three days after notice from engineering is received by the news outlet. This is an established and functional process that does not overwhelm engineering with hundreds of problem news boxes per month.

Under the performance measures, the BFF base measure is used as the going-in indicator. The Operations Manager contracted to the DV BIA will consult with engineering on target areas based on the worst blocks derived from the base measure. The data collection on those blocks will be scheduled and the designated Engineering staff member advised when data is available to access on the web server. Engineering will issue the notices and advise the Operations Manager when to schedule the compliance audit. The Operations Manager will advise Engineering when the audit data is available on the web server. The process will iterate until compliance is achieved and then new targets will be selected.

The performance measure is in two parts:

1. A results audit will be scheduled and done (supervised by the city in a similar manner to the base measure) using the original base measure criteria. A comparison of the base measure and results audit will be done to determine effectiveness. The expected result is a decrease in those maintenance issues that were jointly targeted by Engineering and the Ambassador program.
2. The DV BIA, the Executive Director of the BIA where the work is done, and Engineering will comment on the function and effectiveness from their perspective. The expected result is satisfaction with the results of item 1 and the process of communications and targeting.

Parking Checks: This is work done by Ambassadors as part of their routine patrol in a BIA area. Some BIAs prefer that ambassadors not enter underground or indoor parking areas and prefer Ambassadors stay visible on the streets so not every BIA will participate in this measure.

The initial base measure is for Ambassadors to record instances of observed thefts from auto (broken glass, punched door locks, etc) and debris associated with disorder such as drug use, urine and feces. Police will be asked to provide a month's data on theft of auto, (TOA) and theft from auto (TFA) in the lots. A reported/not reported ratio for theft from auto will be established, if possible, based on the number of events reported to police and number discovered by Ambassadors (typically this about a ratio of 1 to 5). The parking companies, police and/or property managers will be provided with ongoing data and routine monthly extracts over the course of the expansion program. It is expected that companies will take steps to protect their property, police will react to acute situations and that Ambassadors, through routine patrols, will discourage the base measure incidents.

The performance measure is in three parts:

1. A results audit will be scheduled and done (supervised by the city in a similar manner to the base measure) using the original base measure criteria. A comparison of the base measure and results audit will be done to determine effectiveness. The expected result is a decrease in those issues that were identified in the base measure.

2. Data from police will be requested for a month for TFA and TOA and compared to the base measure data as well as the neighbourhood data to see if there is a result that is better than the neighbourhood change (If TFA in Hastings Sunrise went up by 5% while the BIA parking lots within that area went down by 5% that would indicate a positive result.)
3. Police and parking companies will be asked to comment on the effectiveness of the patrols and results from their perspective.

Visitor Interactions: Visitor interactions occur when Ambassadors provide information of varying kinds to visitors, residents or tourists.

People ask for directions, transit information, locations of types of businesses or specific businesses. They also ask for information on attractions, events and general information. Ambassadors provide maps and tourism brochures as well. As 311 is developed, Ambassadors can connect directly from the street to civic information on the net or call 311 on behalf of someone who needs assistance. This is a key component of Ambassador service as many people do not know the resources, information or where to find what they are looking for.

Performance measures in this area will not have a base for comparison as this is a service and not a response to problems.

1. The performance is measured based on how often the service is used.

Stolen Auto Checks: Ambassadors are able to check suspicious vehicles (parked unusually, multiple tickets, broken windows, loose wires, messy insides) against a list of stolen vehicles.

This is a service and as such a base measure is not possible.

1. The performance measurement is the number of stolen automobiles recovered in the area.

Street Person Assistance: Ambassadors are trained to provide street people with information regarding free food locations, shelter and referrals to various agencies. Under the proposed Ambassador expansion there is the possibility of developing an interface with the Ambassadors, Ministry of Employment and Income Assistance, MEIA, and the City of Vancouver Housing Team.

The base measure is the number of street people sleeping on the street or apparently in need of assistance for mental health or other problems. This is not a measure of incidents such as panhandling. This is a developmental area and while the base measure is simply to establish the relationships, it will require some refinement. There is the possibility of beginning to track specific homeless individuals for the purpose of getting them assistance. This has to be worked out to address civil liberties and privacy concerns, but is consistent with the process used in Times Square in New York to identify and help the so called "anchor individuals."

Currently, progress in this area is based on a new set of measures regarding advice, referrals, transportation, food, clothing and other assistance to individuals. Measurement can be achieved in three ways.

1. A results audit will be scheduled and done (supervised by the city in a similar manner to the base measure) using the original base measure criteria. A comparison of the base measure and results audit will be done to determine effectiveness. The expected result is a decrease in those issues that were identified in the base measure.
2. Referrals and other assistance will be documented and tracked over the time period.
3. MEIA (should they participate), the City Housing Team and the Executive Director of the area BIA will provide their views on the effectiveness of the program component and their ability to react to the information provided by the Ambassadors.

Meet and Greet: This occurs when Ambassadors connect with area businesses to introduce the program, learn about their businesses and any problems they are experiencing. There is no applicable base measure as this is a service and a relationship building product. Data from this is used to determine coverage of the area to ensure businesses are receiving service and physical presence. Some BIA's prefer to keep this activity to a minimum to keep Ambassadors visible on the streets.

Incident Reporting: Ambassadors respond to calls from businesses, requests for assistance from the public, assigned hot spot patrol and specific incidents they may encounter as they walk through an area. They collect information on a wide variety of work. The following list changes to add new items from time to time and provides examples of the work they do and the data they collect. Note: Ambassadors do not make arrests, but do call police who may arrest if a crime has been committed.

Arrest: Assault	Garbage: Excessive
Arrest: Break + Enter	Garbage: Overflowing Dumpster
Arrest: Graffiti / Mischief	Hazard
Arrest: Robbery	Hotspot Patrol
Arrest: TFA	Illegal Vendor/Busker
Arrest: Theft of Auto	Insecure Premises
Arrest: Theft Under	Media
Arrest: Warrant / Breach	Medical Assist
Assist Police	Meet + Greet
Bike Maintenance	Motor Vehicle Assist
Call Ambulance	Needles
Call Made	New Information
Call VPD	Parkade Patrol
Carryover Report	Parking Meter broken
Complaint	Project: Delivery
Compliment	Project: Displaced Persons
Crime Prevention (auto) Notice	Project: Special Detail
Event Busker	Property Recovery
Event drug dealer	Responded: No Incident
Event drug user	Safewalk
Event panhandler	Stolen Auto Recovery
Event Skateboard	Street Person Assist
Event Sleeper	Surveillance of
Event Squeegee	Suspicious Auto
Event Street Person	Target Spot
	Theft from Auto

The most commonly shared information is theft from auto locations, panhandlers, open drug use, open drug trafficking, street person incidents, squeegee incidents and skateboarding. This information is shared with police to assist in deployment.

A base measure is straightforward to obtain in the commonly shared categories and these are the types of events that have significant impact on people's sense of comfort and safety. In the UK research has been done to establish the concept of reassurance policing wherein police work with communities and private groups to identify those aspects of disorder that most affect people in their daily lives. Not surprisingly, it is often not crime, but the nuisance that on a daily basis affects the person comfort as they travel to local shopping, to the bus and around the neighbourhood.

Measurement can be achieved in three ways.

1. A results audit will be scheduled and done (supervised by the city in a similar manner to the base measure) using the original base measure criteria. A comparison of the base measure and results audit will be done to determine effectiveness. The expected result is a decrease in those issues that were identified in the base measure.
2. Referrals and other assistance will be documented and tracked over the time period.

The Executive Director of the area BIA and Police will provide their views on the effectiveness of the program component.