



CITY OF VANCOUVER

ADMINISTRATIVE REPORT

Report Date: September 16, 2008
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Meeting Date: October 2, 2008

TO: Standing Committee on City Services and Budgets

FROM: Project Civil City Commissioner in Consultation with the General Manager of Community Services

SUBJECT: Ambassador Program Expansion (Other Areas)

RECOMMENDATIONS

- A. THAT Council instruct staff to negotiate and enter into a one-year sole-source contract with the Mount Pleasant Commercial Improvement Society (BIA) for expansion of the Ambassador Program, as outlined in Appendix A of this report, on the terms acceptable to the General Manager of Community Services; source of funds to be the carry-forward funding from the 2007 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.

- B. THAT Council instruct staff to negotiate and enter into one-year sole-source contracts with the following BIA associations:

Vancouver Chinatown BIA Society
Kerrisdale Business Association
Robson Street Business Association, and
Strathcona Business Improvement Association

for expansion of programs delivering *ambassador services*, each as outlined in Appendix B of this report, on the terms acceptable to the General Manager of Community Services; source of funds to be the carry-forward funding from the 2007 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.

- C. AND FURTHER THAT subject to approval of Recommendations A and B, and Considerations D and E, Council allocate the remaining balance of Ambassador Program funds proportionally (based upon each BIA association's current expenditures on existing patrols) to all Council-approved contracts, including those outlined in Appendix C that were approved by Council in July 2008.

CONSIDERATION

- D. THAT Council instruct staff to negotiate and enter into one-year sole-source contracts with the following BIA Associations:

Collingwood Business Improvement Association
Hastings North Business Improvement Association, and
Victoria Drive Business Improvement Association

for expansion of paid semi-professional programs delivering *ambassador services* under the Guardian model, as outlined in Appendix D of this report, on the terms acceptable to the General Manager of Community Services; source of funds to be the carry-forward funding from the 2007 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.

- E. THAT Council instruct staff to negotiate and enter into a one-year sole-source contract with the Commercial Drive Business Society for expansion of a paid professional program delivering *ambassador services*, as outlined in Appendix D of this report, on the terms acceptable to the General Manager of Community Services; source of funds to be the carry-forward funding from the 2007 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.

GENERAL MANAGER'S COMMENTS

The General Manager of Community Services recommends approval of A to C.

The General Manager of Community Services puts forward Consideration D and E should Council wish to consider approval of additional contracts for *ambassador services* outlined in this Report.

COUNCIL POLICY

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.

In April 2008, Council approved the expansion of the DV BIA Ambassador Program within the Downtown Business Improvement Area, and instructed staff to proceed with formal notification to all neighbourhood Business Improvement Areas (BIAs) regarding the possibility of further expansion of the Ambassador Program, or other similar programs, and to report back on the needs assessment and recommendations for contracts with other eligible business improvement associations, and funding approval.

In July 2008, Council approved the expansion of the Ambassador Program in six additional Business Improvement Areas, and instructed staff to report back, after completion of all needs assessments, regarding disposition of the remaining \$313,876 program funding not allocated to the sole-source contracts approved at that time.

SUMMARY AND PURPOSE

This report responds to Council's instruction to report back on the disposition of the remaining \$313,876 of the \$500,000 in contract funding approved by Council in December 2007 for the expansion of the Ambassador Program and ambassador services within qualifying Business Improvement Areas.

DEFINITIONS

The term 'Ambassador Program' means the trademarked Downtown Ambassador Program created by the Downtown Vancouver Business Improvement Association, currently delivered by Genesis Security.

The term 'ambassador services' (in lowercase) referenced in Council's resolution of July 10, 2008, means safety and security patrols, other than the Ambassador Program, that perform the services associated with the Ambassador Program. In other words, the patrols perform 'Ambassador-like' services without actually being the Ambassador Program.

BACKGROUND

In December 2007, Council passed a motion to support in principle the expansion of the Ambassador program within the DV BIA boundaries 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.

In April 2008, Council approved the expansion of the DV BIA Ambassador Program within the Downtown Business Improvement Area at a cost of up to \$237,000, source of funds to be the 2008 Operating Budget as approved by Council in 2007, and instructed staff to proceed with formal notification to all neighbourhood Business Improvement Areas (BIAs) regarding the possibility of further expansion of the Ambassador Program, or other similar programs, and to report back on the needs assessment and recommendations for contracts with other eligible business improvement associations, and funding approval.

In June 2008, after consultation with the BIAs, staff reported back with recommendations for approval of six contracts for expansion of the Ambassador Program, and one contract for

delivery of a 'similar' program using volunteer patrols. Staff advised that consideration of up to eight additional areas would have to await staff's report back in fall after the completion of needs assessments in those areas.

In July 2008, Council approved contracts with six BIAs for the expansion of the Ambassador Program in their respective BIA areas at a cost of \$186,124. A proposed contract to deliver a volunteer-based program was not approved. Council also instructed staff to report back, after completion of the required needs assessments, regarding potential programs in remaining areas, and disposition of funds. The terms and conditions for the programs were approved by Council in December 2007 and are attached for reference as Appendix E.

DISCUSSION

Overview of Needs Assessment Submissions

At the time of the June 24, 2008 report, needs assessments had yet to be completed in eight BIAs due to the scheduling of City observers. These 'outstanding' BIAs have since completed and submitted their assessments. As noted in the table below, one of the outstanding assessments is based on delivery of the Ambassador Program; five of the assessments are based on provision of professional patrols delivering varying degrees of ambassador services; and, two of the assessments are based on provision of ambassador services using paid patrols under the Collingwood Guardian model. In addition, the Victoria Drive BIA (not approved for contract in July 2008) has revised and re-submitted their previous assessment based on delivery of the Collingwood Guardian model. This brings to three the total assessments based on provision of services using the Guardian model.

	Name of BIA	Type of Program
1	Mount Pleasant BIA	Ambassador Program
2	Chinatown BIA	Professional patrols
3	Commercial Drive BIA	Professional patrols
4	Kerrisdale BIA	Professional patrols
5	Robson Street BIA	Professional patrols
6	Strathcona BIA	Professional patrols
7	Collingwood BIA	Non-professional paid patrols: Guardian model (CPC/VPD)
8	Hastings North BIA	Non-professional paid patrols: Guardian model (CPC/VPD)
9	Victoria Drive BIA	Non-professional paid patrols: Guardian model (CPC/VPD)

Table 1: Service Proposals Received - by Program-type

Staff have reviewed all nine outstanding assessments. The assessments demonstrate that there is considerable ongoing need in several BIAs, with other BIAs having critical need at certain locations or time periods.

Needs Assessment Review

Council's directions stipulate needs assessments as a requirement for BIAs wishing to provide the Ambassador Program or ambassador services. Needs assessments are reports containing a) results of an audit and b) a review and assessment of need and cost based on the audit,

supporting data and special risk factors. Staff have reviewed and evaluated each report in terms of a) assessed need and b) the extent to which proposed services respond to the need and meet Ambassador Program criteria.

Review of submitted materials indicates that significant street disorder issues occur in all nine BIAs. There is substantial overlap in issues across areas but in combinations and degrees of intensity that are unique to each community. Accordingly, their respective patrol programs have similar components, but with varying emphasis depending on the issues addressed. All needs assessments are on file with the City Clerk.

The total cost of addressing the assessed need in the nine areas is \$337,015. As projected in June, 2008, contracting with BIAs to *fully address* the assessed need in 15 BIAs would exceed the \$500,000 in program funding approved by Council in December 2007.

Applying the approach approved by Council in July, staff recommend that the initial allocation of funds for contracts outlined in this Report be determined by applying the same 'proportional lift' as that approved in July. Any balance remaining can be allocated by applying an additional lift sufficient to exhaust the fund. The proposed method is discussed in detail later in this Report.

Criteria for Evaluation of Proposed Ambassador Services

The criteria used by staff to evaluate the current ambassador service proposals are substantially the same as those referenced in the June 24, 2008 Council Report. Two Ambassador Program activities, related to the BC Safe Streets and Trespass Acts, are now specifically referenced in the checklist used by staff to evaluate proposed services. (Because the contracts approved in July 2008 were all for expansion of the Ambassador Program, the clarification of criteria at this stage is not problematic) The nine BIAs were made aware of the revised criteria, which are attached as Appendix F.

In addition, proposals for the Ambassador Program or ambassador services were evaluated with reference to Council's instruction to report back with recommendations based on the original terms and conditions. Those terms and conditions, outlined in the December 2007 Council Report, are summarized in Appendix E.

Evaluation of Proposed Ambassador Services

Staff have evaluated the nine proposed programs as outlined in the table below. A summary of the evaluations follows the table. All programs involve paid patrols.

	Recomm.	Consideration
Professional Patrol: Ambassador Program		
Mount Pleasant Commercial Improvement Society	X	

Professional Patrol: ambassador services		
Strathcona Business Improvement Association	X	
Kerrisdale Business Association	X	
Robson Street Business Association	X	
Vancouver Chinatown BIA Society	X	
Semi-Professional Patrol: Guardian model		
Collingwood Business Improvement Association		X
Hastings North Business Improvement Association		X
Victoria Drive Business Improvement Association		X
Professional Patrol: ambassador services		
Commercial Drive Business Society		X

Table 2: Staff recommendations by BIA

Recommended Programs

Staff are recommending the following five programs for City contracts because they reflect the breadth of services that are consistent with the Ambassador Program, use trained professionals, and have a demonstrated track record.

1 BIA: Professional Patrol – Ambassador Program

The Mount Pleasant Commercial Improvement Society is the only BIA association, other than those already approved for contracts in July 2008, that intends to introduce the Ambassador Program in its area at this time. The association delivered a complete needs assessment and its proposed Ambassador Program expansion corresponds in all respects to the Ambassador Program model. While the Ambassador Program is not yet underway in Mount Pleasant, the Ambassador Program has a demonstrated track record based on its operation in other areas.

4 BIAs: Professional Patrol – ambassador services

Four BIA patrol programs meet all, or substantially all, contract criteria. Staff note that non-Ambassador programs delivering ambassador services will be required to collect data consistent with the Ambassador Program. However, as the programs may collect data by different means (e.g. hand-held devices, hand-written notes, etc.) these methods will need to be reconciled in order to ensure the collection of comparable data for the purposes of program evaluation. The BIAs are proposing to deliver ambassador services through professional service providers as follows:

Strathcona Program

A key attribute of the Ambassador model is that patrol duties are carried out primarily on foot. Although the Strathcona BIA delivers ambassador services employing a unique combination of foot and bicycle patrols with some limited vehicle use (in occasional instances where patrol-personnel safety might be a concern) their program has significant on-street community interaction. The BIA clearly demonstrated its program's track record and strong match with ambassador service duties.

Kerrisdale Program (Daytime component)

Staff note that a significant portion of the Kerrisdale BIA patrol budget is dedicated towards *overnight* bike patrol shifts that are primarily focused on deterring vandalism, diverging somewhat from the intent and delivery of ambassador services. However, assessment indicated the duties performed during their *daytime* shifts correspond closely with ambassador services. The Kerrisdale program is therefore recommended for its *daytime* component only.

Robson Street Program

Staff found slight differences between the Robson Street BIA patrol program and ambassador services as defined in this Report, as follows: 1. assisting the homeless, 2. detailed data collection and 3. BIA-specific training. Overall, staff determined that the Robson Street patrol program substantially performs the prescribed ambassador services. The BIA is actively working towards enhancing its data collection methodology and its BIA-specific training module.

Chinatown Program

Staff had initial concerns around some key elements of the Chinatown BIA patrol program, specifically around training, data collection and tracking, and action taken under the Trespass Act. Questions have since been clarified, indicating that the program does meet basic requirements in the prescribed areas.

Programs for Consideration

The following four programs are put forward for consideration noting that these programs have successfully engaged the local community, BIAs and Community Policing Centres in developing and carrying out solutions for street disorder issues. Community engagement in addressing disorder issues is a key goal of Project Civil City. While programs vary in some respects to the Ambassador Program, they offer the opportunity to support programs dedicated towards reducing street disorder in a greater number of communities.

3 BIAs: Semi-Professional Paid Patrol – Guardian model (CPC/VPD)

Three BIA associations propose to deliver ambassador services through the 'Guardian' model. While generally a strong match with the Ambassador Program, the programs proposing services using the Guardian model diverge somewhat from ambassador services, having adapted particular aspects of their patrols to best fit the needs of their individual areas as follows.

Collingwood Guardian Program

The 'Guardian' program undertakes most of the range of prescribed ambassador services. Like Ambassadors, patrol personnel are paid, but they do not have the same level of training as fully-professional security guards. Training of personnel is less intensive than that taken by Ambassadors, and they do not actively engage in enforcing the Trespass Act under owner/business authorizations as does the Ambassador Program. The program has been in operation for approximately seven months and appears to have a good track record in dealing with disorder issues. Services would be delivered under sub-contract to the Collingwood Community Policing Centre.

Hastings North Guardian Program

The Hastings North BIA (HNBIA) would deliver exactly the same ambassador services as the Collingwood Guardian Program. The services would be delivered by the HNBIA through a subcontract with the Hastings North Community Policing Centre, which would liaise with, and be guided by, the Collingwood Guardian Program. Because of its substantial size which also includes a light industrial area, the HNBIA also proposes to use bicycles with its foot patrol in order to respond to calls in a timely manner. Although the Guardian Program is not yet underway in Hastings North, the Guardian Program has a track record based on its operation in Collingwood.

Victoria Drive Guardian Program

Since coming before Council in July 2008, the Victoria Drive BIA has adopted the Guardian model for service delivery. Like Hastings North, the Victoria Drive BIA would deliver exactly the same ambassador services as the Collingwood Guardian Program. The services would be delivered by the Victoria Drive BIA under subcontract to the South Vancouver Community Policing Centre; however in this case, bicycles will not be used because of the smaller size of the BIA. Discussions with the BIA and South Vancouver Community Policing Centre have indicated a strong partnership and commitment to implementing the Guardian Program by December 2008. Although the Guardian Program is not yet underway on Victoria Drive, as noted above, the Guardian Program has track record based on its operation in Collingwood.

1 BIA: Professional Patrol – ambassador services*Commercial Drive Program*

After several months of research and development, the Commercial Drive BIA implemented a new patrol program in June 2008. Because the program has only been in place for a relatively short period of time, their proposal merits consideration noting that it exhibits a very strong match with ambassador service duties and is staffed with professionally trained patrollers. While the program has only been in place for a few months, community feedback is positive and therefore staff are putting this program forward for Council's consideration.

Program Tracking and Evaluation

The Council-prescribed program attributes are intended to produce consistent outcomes for the City's investment in the Ambassador Program and ambassador services. Overall, BIA programs generally matched ambassador service attributes outlined by Council. However, in the area of data collection, reporting and monitoring, staff noted that the Ambassador Program employs very specific technology for recording, transmitting, tracking and analyzing observed disorder incidents and conditions. As not all BIAs currently have access to this technology, staff evaluated their programs relative to their ability to record, track and analyze the required data using other methods.

If Council proceeds with contracts, staff monitoring and evaluation requires that BIAs track and submit data on a monthly basis during the pilot period with reference to the Cooperative Performance Measures. In addition, if the program continues after the pilot period, it will be increasingly important to develop and implement a web-based interface, or other similar system, for data input and retrieval related to the provision of ambassador services, for the

use of VPD, City of Vancouver, and ambassador service providers. Such a multi-user web application could result in the more effective deployment of City services and would allow the City to track incidents over time. Work on this initiative is currently at an exploratory stage.

Allocation Formula and Disposition of Remaining Funds

In July 2008, Council approved 'proportional allocation' as the method for determining contract values for qualifying BIAs. This approach assumes that current expenditures on patrols reflect the priority the BIA places on safety and security; on this basis, the calculation of a 'lift' proportional to current patrol expenditures is deemed a reasonable allocation of Council's limited resource.

Applying proportional allocation, Council in July approved contract amounts totalling \$186,124 for ambassador services proposed by six BIAs based on a proportional 'lift' of 40%. Applying the same formula and percentage 'lift' to the nine proposed programs outlined in this Report, the combined contract amount would be \$277,310, reducing the original \$500,000 fund to \$36,566. As per Council's instruction, this relatively small amount could be completely exhausted by applying a lift of 3% to all 15 contracts (i.e. to all the potential contracts referenced in this Report and all the contracts approved by Council in July). Contract amounts are listed in Column B of Appendices A, B, and C respectively, and in Column A of Appendix D.

If Council approves only those five BIAs listed in Recommendations A and B, then, using the same formula and 40% lift, the combined contract amount for these services would total only \$177,862, leaving \$136,014 of the original \$500,000 fund. Disposition of the remaining \$136,014 would be achieved by applying a lift of 14.5% to the six BIAs approved in July 2008 and the five BIAs listed in Recommendations A and B. Contract amounts are listed in Column A of Appendices A and B and C.

Staffing Resources

In December 2007, Council approved a temporary Planner 1 position to aid in the development and implementation of the Ambassador Program Expansion. The temporary position is scheduled to conclude in April 2009. However, as part of the 2009 budget process, staff are proposing to extend the position in order to address the increased workload created by growth in the number of BIAs city-wide, as well as the continued work required to monitor and report back to Council on the Ambassador Program Expansion.

FINANCIAL IMPLICATIONS

In 2007, Council approved one-time funding of \$872,000 for the expansion of the Ambassador Program for the DV BIA (\$237,000) and other BIA areas outside the Downtown core (\$635,000), the latter including \$90,000 staffing and office costs for a one-year temporary Planner I position, \$500,000 for program costs, and \$45,000 for technology and vehicle costs (RTS#7074). All items except the temporary Planner 1 position were subject to report back.

In July 2008 Council approved \$186,124 towards the expansion of the Ambassador Program to six BIAs outside the Downtown core. This reduced the \$500,000 fund for program costs to \$313,876. In addition to the six BIAs approved in July, nine other BIAs have also come forward with proposals to expand either the Ambassador Program or ambassador services. There are two scenarios for disposition of the remaining \$313,876:

Scenario 1:

If Council approves contracts with the five BIAs put forward as recommendations *and* the four BIAs put forward for consideration, then maximum contract amounts would be determined by allocating: for each of the nine BIA contracts a 40% lift proportional to current expenditures on patrols and all 15 BIA contracts an additional proportional lift of 3%. The total lift of 43% for each of the 15 BIAs would leave a balance of \$1,808.

Scenario 2:

If Council approves contracts with only the five BIAs put forward as recommendations, then maximum contract amounts would be determined by allocating: for each of the five recommended BIA contracts a 40% lift proportional to current expenditures on patrols and 11 BIA contracts (which includes the six BIA contracts approved in July) an additional proportional lift of 14.5%. The total lift of 54.5% to each of the 11 BIA contracts would leave a balance of \$4,068.

Staff note that all City contracts would be with the BIAs and not with the professional security companies and/or Community Policing Centres providing patrol staff. Staff also recognize that while the two scenarios above provide maximum contract amounts, final maximum contract amounts are dependent on Council approvals.

Council has already approved an allocation of \$237,000 for extension of the Ambassador Program to provide night time coverage in the DV BIA from 10:30pm to 7am. 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, subject to review of follow-up audits at the conclusion of the pilot. Experience from the pilot programs will enable staff to advise Council on actual program needs and funding requirements.

CONCLUSION

Staff have reviewed needs assessments from the eight remaining BIAs proposing to contract for expansion of the Ambassador Program or for the provision of ambassador services. Victoria Drive BIA, not approved in July 2008, has since re-submitted its assessment based on a revised service model. Of the nine service proposals submitted, staff have recommended five for contracts because they either fully or substantially meet eligibility criteria. The other four BIAs' service proposals are put forward as consideration items; these proposals, while generally a strong match with Council's objectives, either have yet to establish a track record or differ in some respects from the Ambassador Program, having adapted aspects of their patrols to best fit the needs of their individual areas.

* * * * *

EXPANSION OF AMBASSADOR PROGRAM - BIA ASSOCIATIONS

Name of BIA Association	Proposed Contract Services	Current Year Security (patrols only)	Column A (Lift of 40% and 14.5%)	Column B (Lift of 40% and 3%)
Mount Pleasant Commercial Improvement Society	<p>Column A: Total hours per year: 1,092 (Approximately 21 hrs/wk towards a weekly 40 hr. shift with 1 Ambassador)</p> <p>Column B: Total hours per year: 844 (Approximately 17 hrs. per week towards a weekly 40 hr. shift with 1 Ambassador)</p>			
		\$30,000	\$16,350	\$12,900
<i>TOTAL</i>		\$30,000	\$16,350	\$12,900

* All expanded patrol hours will be scheduled by the City in consultation with individual BIAs to address evolving circumstances and seasonal needs.

EXPANSION OF AMBASSADOR SERVICES PROGRAMS - BIA ASSOCIATIONS

Name of BIA Association	Proposed Contract Services*	Current Year Security (patrols only)	Column A (Lift of 40% and 14.5%)	Column B (Lift of 40% and 3%)
Vancouver Chinatown BIA Society	<p>Column A: Total hours per year: 1,211</p> <p>Column B: Total hours per year: 832 (Two 8-hour shifts/week with 1 patroller)</p>	\$40,000	\$21,800	\$17,200
Kerrisdale Business Association	<p>Column A: Total hours per year: 1,664 (Four 8-hour shifts/week with 1 patroller)</p> <p>Or</p> <p>Column B: Total hours per year: 1,248 (Three 8-hour shifts/week with 1 patroller)</p>	\$73,500	\$40,058	\$31,605
Robson Street Business Association	<p>Column A: Total hours per year Peak Season: 2,110 over 25 weeks)</p> <p>Total hours per year Off-Peak Season: 1,470 over 27 weeks)</p>	\$125,656	\$68,483	\$54,032

	<p>Or</p> <p>Column B: Total hours per year Peak Season: 1,750 (Additional 70 patrol hours/wk for 25 weeks)</p> <p>Total hours per year Off-Peak Season: 1,080 (Additional 40 patrol hours/wk for 27 weeks)</p>			
Strathcona Business Improvement Association	<p>Column A: Total hours per year: 3,835</p> <p>Column B: Total hours per year: 3,028</p>	\$175,500	\$95,648	\$75,465
TOTAL		\$414,656	\$225,989	\$178,302

* All expanded patrol hours will be scheduled by the City in consultation with individual BIAs to address evolving circumstances and seasonal needs.

BIA ASSOCIATIONS APPROVED FOR CONTRACTS JULY 2008

Name of BIA Association	Current Year Security (patrols only)	Column A (Lift of 40% and 14.5%)	Column B (Lift of 40% and 3%)
Cambie Village Business Association	\$5,000	\$2,725	\$ 2,150
South Hill (Fraser Street) Business Association	\$30,000	\$16,350	\$12,900
Gastown Business Improvement Society	\$126,000	\$68,670	\$54,180
South Granville Business Improvement Association	\$83,308	\$45,403	\$35,822
Davie Village Business Improvement Association (West End BIA)	\$138,303	\$75,375	\$59,470
Yaletown Business Improvement Association	\$82,700	45,072	\$35,561
TOTAL	\$465,311	\$253,595	\$200,083

* All expanded patrol hours will be scheduled by the City in consultation with individual BIAs to address evolving circumstances and seasonal needs.

BIA ASSOCIATIONS FOR CONSIDERATION

Name of BIA Association	Proposed Contract Services*	Current Year Security (patrols only)	Column A Maximum Contract Amount (Lift of 40% and 3%)
Collingwood Business Improvement Association	Total hours per year: 600 (Three 5-hour shifts with 2 Guardians for an additional five months of coverage in order to provide year round service)	\$34,500	\$14,835
Hastings North Business Improvement Association	Total hours per year: 780 (Three 5-hour shifts with 2 Guardians for 26 weeks)	\$50,000	\$21,500
Victoria Drive Business Improvement Association	Total hours per year: 832 (Two 4-hour shifts/week with 2 Guardians year round)	35,000	\$15,050
Commercial Drive Business Society	Total hours per year: 2,080 (40 hours/week with 2 patrollers from November to April)	129,120	\$55,522
TOTAL		\$248,620	\$106,907

* All expanded patrol hours will be scheduled by the City in consultation with individual BIAs to address evolving circumstances and seasonal needs.

ORIGINAL TERMS AND CONDITIONS

BIAs providing 'ambassador services' must do so in accordance with original terms and conditions as outlined and approved by Council in December 2007 (RTS 7074).

Ambassador services programs:

1. Will have a consistent approach towards the achievement of City goals re: street disorder;
2. Will have a proactive and collaborative relationship with other City services;
3. Will complement a City investment in a coordinated and broad approach (supported across communities just as problems exist across neighbourhoods);
4. Will be based on a tested model with consistent and proven benefits;
5. Will include established training; and
6. Will provide consistent monitoring, accountability, and streamlined reporting

CHECKLIST FOR AMBASSADOR SERVICES

- 1 Assisting the public with directions and inquiries about the district, its businesses and its services.
- 2 Conducting a safe-walk service to escort employees and visitors to their vehicles, where safety might be a concern.
- 3 Responding to calls concerning specific incidents (suspicious persons, tourists with special needs, first aid situations and similar events).
- 4 Assisting homeless persons and providing them with directions to the shelter and free food locations, as well as making contact with rehabilitation centres and outreach workers.
- 5 Providing an effective street presence, monitoring and deterring criminal activities in parking facilities and other areas accessible to the public.
- 6 Documenting crime and "quality of life" concerns and reporting instances to appropriate agencies, assisting with preventative measures, and tracking data for benchmarking purposes.
- 7 Completing accurate and concise daily incident reports on issues attended to, conducting follow-up with other agencies to affect problem resolution, and tracking data for benchmarking purposes.
- 8 Informing people of the Safe Streets Act and other relevant legislation and by-laws.
- 9 Familiarity with the BC Trespass Act, its application, and taking appropriate action when necessary.