Proposal for Project Funding
Submitted To Neighbourhoods Alive
By North End Community Renewal Corporation

North End Ambassadors Project (NEAP/2006)

NECRC
NORTH END
COMMUNITY
RENEWAL CORP.

Partnerships:

NECRC
Selkirk Ave BIZ
Mozaic Market BIZ
Neighbourhoods Alive!
City of Winnipeg
Community Based Agencies
Corporate Sponsors

NECRC
509 Selkirk Ave
Winnipeg, MB, R2W 2M6
Contacts:
Robert Neufeld
Phone: 927-2331
Email: robert@necrc.org
Betty Juselius
Phone: 927-2307
Email: betty@necrc.org

Phone: 927-2307
Email: betty@necrc.org

North End Ambassador Project

Table of Contents

A. Executive Summary 3

B. Community Economic Development

Rationale 3
Purpose of Ambassadors 3
Ambassador Training Program 4
Community Surveys 5

C. Industry Description 6

D. Consumer Description 7

E. Marketing Plan 7

F. Operations & Administration

Partnership Base 7
Governance 8
Management & Staffing 8
Financial Administration 8

G. Start-up Schedule 8

H. Financial 10

I. References 11

J. Appendices

Ambassador "PATH" 12
NEAP Program Manager Job Description 13

A. Executive Summary

The initial concept for the North End Ambassador Project (NEAP) was derived from the work of the North End Safety Network and through a series of community consultations hosted by the North End Community Renewal Corporation (NECRC) in November and December 2003 in which stakeholders expressed concerns regarding their perception of personal safety in the North End. Project stakeholders have been identified as North End residents, businesses, and agencies/organizations.

In April 2004, NECRC received a funding grant from the Winnipeg Foundation to support the creation of NEAP business plan.

NEAP will work together with existing North End groups and programs, as well as residents, businesses, and agencies/organizations to enhance community safety and image.

The overall goal/mandate of the project is to assist in making the North End a safer and healthier place to live, work, and visit.

B. Community Economic Development

Rationale

Security is vital to the health of communities and to many the ideal way to strengthen community security is for communities to produce it themselves[1]. Although the kind of security that matters to people is individual and subjective, over the long run some of the most important effects of producing security may be their impact on the character of social relationships they create both within threatened communities and between threatened communities and others. By empowering citizens and community groups to regulate the conduct of one another and strangers by taking control of their streets, the "social capital" of the neighbourhood is enhanced by directing these efforts at building durable and effective social relationships[2].

This is not to say that community-based security initiatives occur in isolation of other systems, but rather in order to make community-oriented policing work it must work in partnership with all stakeholders. The idea of community policing qualifies as a strategic concept because it seeks to redefine the ends as well as the means of policing, and to restructure the most important internal and external working relationships that the police rely on to achieve their goals. With respect to the ends of policing, the concept retains the fundamental goal of reducing crime, but it also includes preventing crimes from occurring (rather than simply reacting to them after the fact), reducing fear as well as crime, and providing courteous, responsive service to citizens[3].

As such, NEAP will strive to provide a sense of enhanced security for the community by the community.

Purpose of Ambassadors

The very presence of an Ambassador is a deterrent to potential criminal activity. The Ambassador can act as the "eyes and ears" of the police and is in a position to report on crime incidents and suspicious events without direct involvement. The Ambassador can also report on graffiti and other vandalism, evidence of drug dealing, abandoned vehicles, and so on.

An Ambassador supports positive communication and relationship building within the neighbourhood, building strong connections that could lead to improved relations with minority groups. The Ambassador's visibility promotes a sense of safety amongst local residents.

The North End community has clearly indicated that it wants a community based, non-confrontational means to improve security and to present a warm and welcoming place to live, visit and conduct business.

Ambassador Training Program

Training for the Ambassador program will closely model the Downtown Ambassador Watch program and will include the following (may vary according to North End needs):

- Orientation
  - Review of job description
  - Review North End patrol boundaries
  - Review rules and regulations
  - Review personnel policy
- Procedures for dealing with IPDA/Panhandlers
- Procedure for dealing w/unconscious/injured person
- Safewalk Protocol
- Radio Protocol
- Procedure on Code Red
- Explanation of statistics
- Customer Service
- Notebook Taking
- Report Writing
- Leadership
- Team Building
- Health and Safety
  - First Aid/CPR
  - Schizophrenia Orientation
  - Alzheimer Orientation
  - Reaching Equality Workshop
- Police Related training
- Community Based Policing
- Gang Awareness
- How to Conduct Safety Audits/CPTED

- Personal Safety
- Powers of Observation
- Applicable By-laws
- Self-defence training
- Powers of Arrest
- Conflict Resolution/Mediation training
- Stress Management-Kinesiology
- Liquor Control Board laws

The Ambassadors will patrol designated North End boundaries/routes in teams of 2 individuals. The Ambassadors will be dressed in identifiable/visible uniforms and outfitted with the following relevant equipment:

- 2-Way radios
- First Aid kits
- Cellular telephone

Community Surveys

Surveys were administered to stakeholders comprised of North End residents, businesses, and agencies/organizations to determine the operational details of the foot-patrol program.

Surveys were conducted in St. John's, Luxton, Burrows Central, William Whyte, Dufferin, Dufferin Industrial, and Lord Selkirk Park areas. The results of the survey were as follows:

Question	Percentage
Do you support the idea of an "Ambassador" foot patrol program in the North End?	100%
Which of the following best describes your role as a North End stakeholder?	
• North End Resident	56%
• Work or own a business in North End	18%
• Work at agency/organization in North End	25%
What age range do you fall into?	
• 18 to 29	11%
• 30 to 49	55%
• 50 to 64	18%
• 65 or Older	18%
What is your gender?	
• Female	54%
• Male	45%
What day(s) of the week would the Ambassador foot patrol program be the most needed or best used?	
• Monday	0%
• Tuesday	0%
• Wednesday	0%

• Thursday	9%
• Friday	28%
• Saturday	24%
• Sunday	9%
• 7 Days a Week	28%
What time(s) of the day would the Ambassador foot patrol program be the most needed or best used?	
• Morning	5%
• Afternoon	16%
• Evening	42%
• Night	21%
• 24 Hours a Day	16%
What time(s) of the year would the Ambassador foot patrol program be the most needed and/or best used?	
• Spring	8%
• Summer	8%
• Fall	0%
• Winter	0%
• Year-round	83%
What responsibilities and/or duties of an ambassador are the most important to you?	
• "Extra set of eyes and ears"	6%
• Unsafe buildings, places or spaces	11%
• Reporting sex trade workers	9%
• Visible presence	3%
• Provide general assistance	12%
• North end services/resources	12%
• Intoxicated people	11%
• Pan handling	15%
• First Aid/CPR	11%
• Patrol North End businesses	11%
Is it important to you that the Ambassador be trained?	
• Yes	100%
• No	0%
If the North End Ambassador Project was set up as a training program, what type of future work or job(s) would you like the Ambassadors to be trained for?	27%
• Canadian Armed Forces	55%
• WPS or RCMP	55%
• Corrections	82%
• Security Guard	9%
• Bar "Bouncer"	36%
• Probation Officer	18%
• Armoured Car guard	18%
• Bodyguard	9%
• N/A	

C. Industry Description

There are several Ambassador programs operating in the City of Winnipeg, including the Downtown Watch Ambassador Program, the West End Biz Ambassador Program and the Exchange District Ambassador Program. Each of these programs targeted areas where criminal activity prevailed and residents and/or visitors felt unsafe. The Ambassador program in each area has successfully restored a sense of well-being and safety, and ambassadors have established strong supporting relationships with Police Services.

It is has been made clearly evident that safety is on the minds of many North Enders. The April 20, 2006 Edition of The Times published an article (titled "Prowler Protection") that made reference to the North End Schools Safer Corridors Project designed to protect elementary school students from *prowling* johns. Outreach and volunteer workers patrol the streets near local schools, develop trusting relationships with sex trade workers allowing them to gain information that is useful for helping and possibly rescuing young children who are forced into the sex trade. Their presence is a deterrent to johns who have been seen circling the city blocks near William Whyte, Nijimahkwa and David Livingstone schools.

D. Consumer Description

The primary consumers of NEAP will be largely comprised of community volunteers. Each volunteer will be provided with substantial training that will enhance their skills and open doors to potential careers in the policing and security fields.

Ancillary consumers of NEAP will include the following North End stakeholders who will directly benefit from a community-based foot patrol program:

- Residents
- Area Businesses and Associations
- Agencies & Organizations
- Neighbourhood Coalitions and Associations
- Police Services
- Schools

E. Marketing Plan

NECRC brought together a group of stakeholders in April 2006 to create a "PATH" (a tool used to identify goals for NEAP – See Appendix A). This was the next step, following extensive surveying, to discover the feasibility of a NEAP and to see who would actively provide ongoing support from concept to inception. The outcomes were very positive and particular attention was given to marketing and promoting NEAP.

NEAP will be promoted and marketed in the following ways:

1. The Mosaic Biz and Selkirk Biz presidents, through their appropriate business newsletters, will promote NEAP, as will NECRC through its community newsletter.
2. Articles will be written for the Winnipeg Free Press and The Winnipeg Sun, as well as The Times.
3. CBC Radio and Native Communications Inc. will also be contacted to do interviews.
4. The NEAP Program Manager will do presentations to local resident association groups, local schools and community centres, and local agency coalitions to promote NEAP as well as to recruit Ambassadors.
5. A NEAP brochure will be developed and widely distributed within the North End.

F. Operations & Administration

Partnership Base

NEAP will be community driven and host a diverse range of partners who will be ongoing contributors to the success of the program. Key partnerships have already been established with members of Police Services and the Downtown Ambassador Watch Program who will provide valuable input and guidance in the design of NEAP as it develops specifically to meet North End needs. Other significant partners include the Mosaic Biz and the Selkirk Biz. North End agency service providers, local area residents, and resident association representatives also make up the partnership base.

Governance

NEAP will be governed by a Steering Committee comprised of representatives from the following stakeholder groups:

- North End Residents
- Police Services
- Local Service Providers and Agencies
- Resident Associations
- Mosaic Biz
- Selkirk Biz
- Downtown Ambassador Watch Program representative

Management & Staffing

A full-time Program Manager will manage NEAP on a daily basis.

- NEAP will be located at the Community Police offices on 1085 Main Street.
- Staff, outside the Program Manager, will be volunteer-based until such time funding has been identified for additional paid staff.
- Accountability – The Program Manager will report to NECRC/PATH Employment Development Director, .

- Training - The Program Manager or other facilitator will deliver training for the Ambassadors.
- Communication will include monthly reports and updates on program progress, ongoing meetings with the Steering Committee and other stakeholders.

Financial Administration

North End Community Renewal Corporation will provide financial administration for NEAP for the first two years of the program, along with in kind support. It is anticipated that after the second year, the Mosaic and Selkirk Biz's will assume full responsibility for NEAP, including all costs, program administration and supervision of NEAP.

G. Start-Up Schedule

Workplan	Timeline
Hire Program Manager, provide orientation to NEAP and related committee members	July 2006
Develop a NEAP to specifically meet the needs of the North End community. 1. Research other community models with similar community demographics (i.e. West End Biz and Exchange District Ambassador programs). 2. Plan and execute one event inviting local community residents to provide input in how NEAP should be delivered. 3. Plan and execute one event inviting local business members to provide input in how NEAP should be delivered. 4. Evaluate research and event outcomes and write summation report. 5. Draft program outline and training curriculum. Identify additional instructors or facilitators as required. 6. Develop marketing and promotional fundraising strategy.	July – August 2006
1. Deliver presentations to community groups, organizations and schools to begin Ambassador recruitment process. 2. Advertise, interview and select Ambassador recruits. 3. Develop draft patrol schedules, establish boundaries, and so on.	September – October 2006
Provide Ambassador Training	November - December 2006 - first group
NEAP Program Administration, Supervision and Training.	Ongoing to June 2007

H. Financial - NEAP Sustainability

- NECRC will submit a long-term funding proposal to NA! for their January 2007 intake based upon the success of the NEAP pilot project to that point in time
- Selkirk Avenue BIZ and Mosaic Market BIZ are key stakeholders but do not have the financial capacity to provide long-term sustainable funding support to the NEAP
- NECRC will seek other government funding sources to cost-share the NEAP with NA! (for example: National Crime Prevention Centre may be a good-fit as a potential future funder of the project)

NEAP Program Budget 2006

North End Ambassador Project (Year-1 Draft Budget)	
REVENUE	
Funder	**Amount**
Neighbourhoods Alive!	$50,000
Selkirk Avenue BIZ	$1,000
Mosaic Market BIZ	$5,000
Community Incentive Program	$10,000
Community Services Council	$10,000
Community-Based Agencies	$5,000
Corporate Sponsors	$19,000
Total Revenue Amount	$100,000
EXPENSES	
Project Expense	**Amount**
Project Manager/Coordinator	$50,000
Office Expenses □ Rent ($12,000) □ Office Supplies ($3,000) □ Computers, Phone, Internet, Fax ($6,000) □ Furniture ($3,000) □ Computer Tech Support ($1000)	$25,000
Program Supplies □ Radios ($12,000) □ Uniforms ($3,000) □ Licences & Permits ($5,000)	$15,000
NECRC Supervision □ Path Counselling – NECRC ($3,000) □ Program Supervision - ($7,000)	$10,000
Total Expenses Amount	$100,000

As per the budget, NECRC is respectfully requesting $50,000.00 from Neighbourhoods Alive!

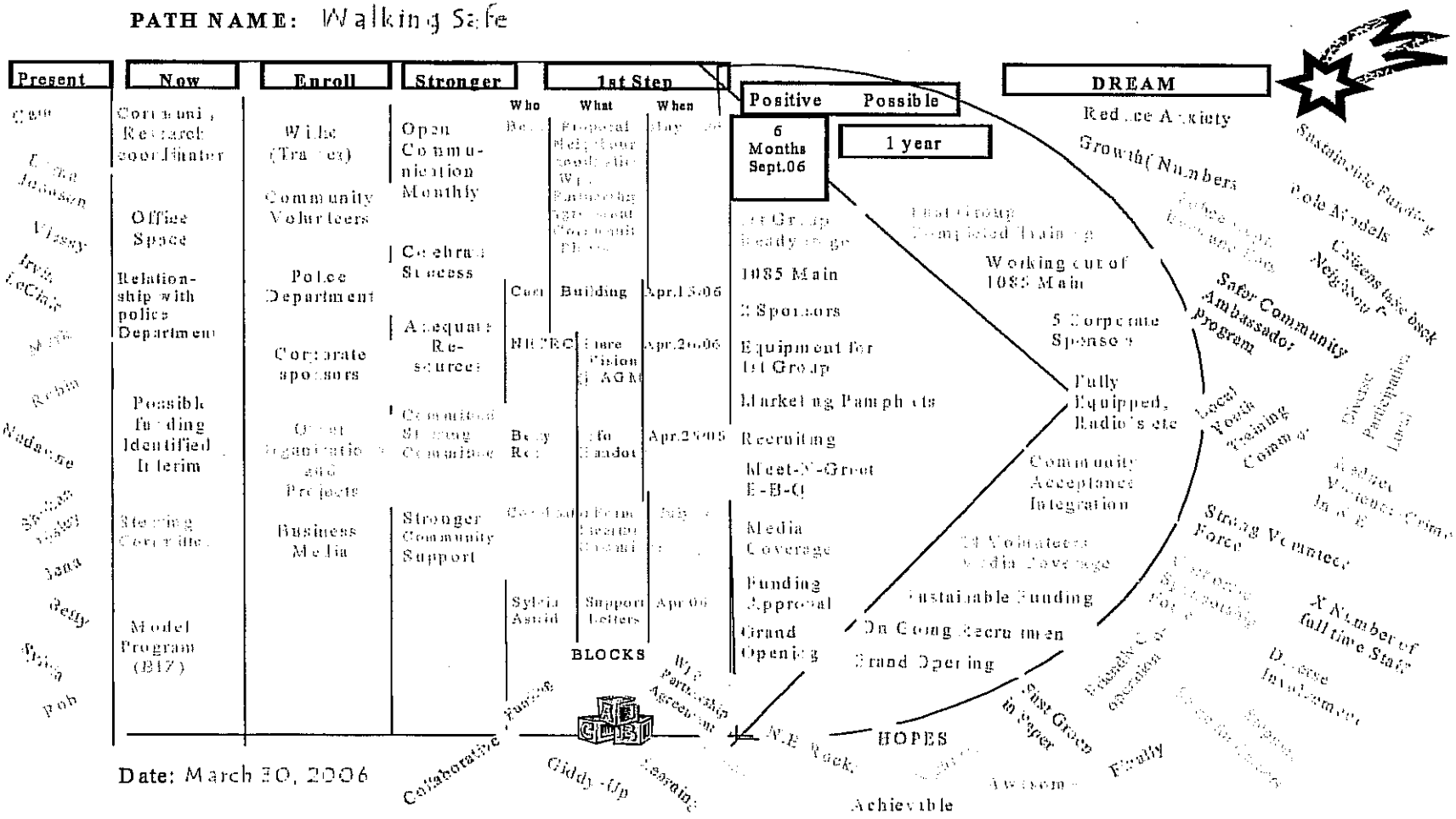
References

1 Moore, Mark H. 1999. "Security and Community Development" In *Urban Problems and Community Development*, edited by Ronald F. Ferguson and William T. Dickens, 293-332. Washington: Brookings Institution Press

2 Putnam, Robert D. 1995. "Bowling Alone: America's Declining Social Capital" *Journal of Democracy* 6 (January): 65-78.

3 Sparrow, Malcolm, Mark H. Moore, and David M. Kennedy. 1990. *Beyond 911: A New Era for Policing*. Basic Books.

PATH NAME: Walking Safe



Appendix B

NEAP PROGRAM MANAGER
JOB DESCRIPTION
(in addition to those noted in the WORK PLAN)

1. Administration And Program Management
    a. Compiles the annual budget for the NEAP Steering Committee in consultation with the NECRC Employment Development Director.
    b. Ensures program operates within budget.
    c. Plans and organizes Steering Committee meetings.
    d. Ensures statistics are accurately compiled by volunteer supervisors and submitted on a timely basis. Provides summary reports for Steering Committee.
    e. Orders uniforms and supplies.
    f. Identifies opportunities for NEAP safety program(s). Prepares and manages NEAP funding applications and reports.
    g. Negotiates and manages details as they pertain to any contracting out of the services of NEAP Ambassadors.
    h. Coordinates and manages details as they pertain to any additional safety programs including the expansion of NEAP.
    i. Oversees the general management of NEAP Ambassadors and volunteers.
    j. Provides leadership, direction, motivation and support to NEAP Volunteer Supervisors.
    k. Identifies new training needs and delivers or assists in delivery of training sessions as required.
    l. Recruits and conducts interviews and reviews for NEAP Ambassadors.
    m. Handles personnel and performance issues as they arise and be responsible for documentation and communication to the NECRC Employment Development Director and Steering Committee as required.
    n. Maintains an up-to-date Ambassador Guide for use by volunteer staff.
    o. Recommends future policies, rules or procedures for the program to the Steering Committee.

2. Programs Development and Information Dissemination
    a. With respect to safety issues, researches and advocates to assist with problems experienced by the North End business community. Serves as a liaison between the businesses, Winnipeg Police Services and all applicable agencies.
    b. Re-evaluates all safety programs on a timely basis to determine future status and direction.
    c. Facilitates information flow by responding to requests for information, including conducting presentations as needed to promote, share and educate the public and special interest groups and organizations about NEAP and other safety programs.

3. Other
    a. Coordinates and facilitates community events and fundraising activities as they relate to NEAP.
    b. Represents NEAP on various committees as may be required with respect to North End safety issues.
    c. Other duties as may be assigned from time to time at the discretion of the NECRC Employment Development Director.