

Responsible Hospitality Institute & Old Strathcona Task Force Recommendations

F
4
b
C

Recommendation:

That Community Services Committee recommend to City Council:

1. That Attachment 1 of the August 31, 2006, Corporate Services Department report 2006COG007 (Old Strathcona Task Force – Action Plan Recommendations to Administration) be approved in principle, and that budget packages be submitted for consideration in the budget processes for 2008 and 2009 (Attachments 4 and 5 of the August 31, 2006, Corporate Services Department report 2006COG007).
2. That the recommendations as outlined in Responsible Hospitality Institute Planning for Development document (Attachment 2 of the August 31, 2006, Corporate Services Department report 2006COG007) be approved in principle, and that a budget package be submitted for consideration in the 2007 budget process (Attachment 3 of the August 31, 2006, Corporate Services Department report 2006COG007).
3. That Administration be directed to review and report back on alternate sources of revenue to support the Responsible Hospitality Institute program.

(Attachment 1). The approach represents a unification of work undertaken by Administration to support the Whyte Avenue area with the recommendations of the Responsible Hospitality Institute (RHI) consultation (Attachment 2).

Previous Council/Committee Action

In October 2002, City Council approved, as part of the Old Strathcona Project (the Incident on Whyte Avenue the Morning of July 2, 2001), the following motion:

“Establish a Task Force to develop long term viable options to retain the spirit, character, heritage and community wellness of the area. Membership to include residents, not for profits, business operators, commercial property owners and City of Edmonton/EPS staff. The Task Force would be expected to make recommendations to the Administration within two years.”

Report

- The Old Strathcona Task Force report was approved in principle by Senior Management Team (SMT) on February 16, 2006. SMT approved, in principle, the Strategies and Action Plans presented by the OSIST and the OSTF, and directed that departments prepare high level reviews of the action plan items with strategic level costing, identifying risks and conflicts, with OSIST to report back to SMT. One of the recommendations was to support the implementation of a Responsible Hospitality Panel Process and SMT agreed to fund the process which was

Report Summary

- The approach outlined in the recommendations of this report will allow City Council to provide direction to the Old Strathcona Integrated Service Team (OSIST) and Administration to undertake the recommended actions resulting from consultation with the Old Strathcona Task Force (OSTF)

implemented in May, June and July of this year.

- The Responsible Hospitality Process is a proven structured process having been successfully implemented in other municipalities with similar issues/concerns with respect to the Hospitality Industry staying strong and vital while being a contributing factor to the life of the overall community.
- Corporate Services through the Office of Public Involvement played a co-ordination role. A diverse work team was struck including Business Associations, community, Edmonton Police Service; Old Strathcona Hospitality Association and Community Services representatives. Through the efforts of this group a total of over 100 stakeholders from the four distinct sectors (Hospitality, Safety; Development; Community) were involved in the development of the RHI recommendations.
- As the RHI Final Report indicates, the themes that emerged from the Roundtables and the Leadership Summit were consistent and explicit. Expectations of systemic communication, cooperation, consensus, collaboration and commitment must be evident from all sectors to move forward and not be mired in the past focused on problems and issues but rather on the future with a focus on solutions.
- As can be seen from the review of both set of recommendations (RHI and OSTF) there is considerable overlap providing an insight in the multi layered nature of the issues and challenges being

experienced by Old Strathcona, both from a community and a business point of view. Single departmental/business solutions have not worked to date. It has been demonstrated through the experience of other municipalities that unless substantive change in how cities/businesses provide services and programs in communities that play a hospitality role in the fabric of the city, the challenges and issues fester and eventually result in loss of sustainability and disharmony.

Budget/Financial Implications

- Additional funds (\$410,000 including the three fte positions outlined in Attachment 2) are required to support the recommendations in the RHI plans. The appropriate budget service package will be submitted in the 2007 budget process. A breakdown of the OSTF 2008 and 2009 service packages are shown in Attachment 4 and 5.

Justification of Recommendation

1. Over the past four years OSIST along with the community and other regulators have recognized that the Hospitality Industry plays a vital part in the vibrancy of the City. That brings challenges, one of which is that the City of Edmonton has to make systemic change in how services are delivered to meet the needs of a 24/7 city, and particularly related to the Hospitality areas within the city both existing and emerging.
2. Approval of these recommendations will bring the necessary resources to bear on supporting and integrating existing efforts to address these challenges.

Without these three positions and the operational costs the integration and the systemic change identified in a number of efforts, including the OSTF/OSIST recommendations, RHI final report, Bar Safety and the Alberta Gaming and Liquor Control Commission's Violence In and Around Licenced Premises Final Report will not be realized.

3. To ensure program sustainability, it is desirable to have a separate and dedicated source of funding for this program.

Background Information Attached

1. [Old Strathcona Task Force – Action Plan Recommendations to Administration \(Summarized Version\)](#)
2. [RHIPP – Edmonton Leadership Summit-Planning for Development Summary of Recommendations](#)
3. [RHI Program Recommendations for Consideration in 2007 Budget](#)
4. [Old Strathcona Task Force – Recommendations for Consideration in 2008 Budget](#)
5. [Old Strathcona Task Force – Recommendations for Consideration in 2009 Budget and Beyond](#)

Background Information Available on Request

1. Old Strathcona Task Force – Action Plan Recommendations to Administration (Detailed Version)
2. Responsible Hospitality Institute – Edmonton Final Report
3. Participants of the RHIP Process
4. Old Strathcona Task Force Membership

Others Approving this Report

- L. Benowski; General Manager Planning and Development
- L. Cochrane; General Manager, Community Services
- W. D. Burn; General Manager, Asset Management and Public Works
- C. Stolte; Acting General Manager, Transportation
- M. Boyd; Edmonton Police Services

Old Strathcona Task Force - Action Plan Recommendations to Administration

Updated: August 22, 2006

2006COG007

Attachment 1

Actions With Administration Responsibility		Lead	Time	One-Time	Ongoing	Additional
		Department(s)	Frame	Costs	Costs	Staff Resources
Action 4(b):	Continue to support compliance with the existing ARP so that all new buildings must maintain an historical theme.	P&D	Ongoing Activity	\$0	\$0	None
Action 5(d):	Promote all the festivals - encourage more festivals for the whole family.	Corp. Serv.	Ongoing Activity	\$0	\$0	None
Action 5(f):	Support the increased use of the Old Strathcona Branch.	EPL	Ongoing Activity	\$0	\$0	None
Action 6(a):	Encourage outdoor seating for restaurants in a variety of ways.	P&D	Ongoing Activity	\$0	\$0	None
Action 6(c):	Explore increased transit and taxis at closing time of the bars.	Transp. / P&D	Ongoing Activity	\$10,000	\$0	None
Action 6(d):	Support a strong Hospitality Association to take responsibility for patrons.	Comm. Serv.	Ongoing Activity	\$0	\$0	None
Action 7(c):	Continue to restrict licensed premises by legislative measures available.	P&D	Ongoing Activity	\$0	\$0	None
Action 8(a):	Promote existing processes established to address complaints (e.g. noise).	P&D	Ongoing Activity	\$0	\$0	None pending results of review
Action 8(d):	Utilize Old Strathcona Integrated Service Team's community forums to build awareness of common issues and potential solutions.	OSIST	Ongoing Activity	\$0	\$0	None
Action 9(a):	Continue to enforce Bylaws and other regulations that restrict building heights, number of units per lot, requirements for parking space per unit.	P&D	Ongoing Activity	\$0	\$0	Based on projected growth
Action 11(b):	Adopt a block program for cleanliness, security.	Comm. Serv.	Ongoing Activity	\$3,000	\$0	None
Action 12(a):	Enforce the bylaw with respect to the responsibility of owners to maintain sidewalks.	P&D	Ongoing Activity	\$0	\$0	None
Action 12(e):	Continue to work with the Old Strathcona Outreach Worker and EPS to manage panhandlers.	EPS / Comm. Serv.	Ongoing Activity	\$0	\$0	Required to research and create implementation plan
Action 12(f):	Support increased building maintenance by landowners and operators.	P&D	Ongoing Activity	\$0	\$15,000	Scheduling of Municipal Enforcement Officers
Action 12(g):	Encourage owners to eliminate nooks and crannies to prevent camps.	P&D	Ongoing Activity	\$0	\$20,000	One temporary Development Officer to complete assessment
Action 12(h):	Improve period lighting on side streets and increase illumination in the alleys.	Transp.	Ongoing Activity	\$0	\$0	None
Action 14(a):	Explore the feasibility of a Public Art Gallery, considering the Armoury.	AM&PW / Comm. Serv.	Ongoing Activity	\$0	\$0	None
Total - Ongoing Actions				\$13,000	\$35,000	

Old Strathcona Task Force - Action Plan Recommendations to Administration

Updated: August 22, 2006

2006COG007

Attachment 1

Actions With Administration Responsibility		Lead	Time	One-Time	Ongoing	Additional
		Department(s)	Frame	Costs	Costs	Staff Resources
Action 2(a):	Fund a process for consultation with the Responsible Hospitality Institute (RHI) to determine best practices; expected outcome the establishment of a Responsible Hospitality Panel.	Corp. Serv. / OSIST	Short Term	\$30,000	\$0	Representation on working team; responsibilities to work with a Hospitality Resource Panel
Action 5(c):	Restore the Armouries to a community based space.	AM&PW	Short Term	\$0	\$0	None
Action 7(a):	Explore the expansion of the Farmers' Market onto 83 Avenue and extending operating times.	AM&PW / Comm. Serv.	Short Term	\$0	\$0	None
Action 8(c):	disruption of neighbours.	AM&PW	Short Term	\$0	\$0	None
Action 10(a):	Develop architectural historical guidelines for residential development.	P&D	Short Term	\$50,000	\$0	Required to manage project consultant
Action 10(b):	Increase provincial dollar support for existing heritage buildings.	P&D	Short Term	\$0	\$0	None
Action 11(a):	Establish pedestrian-only zones, well lit sidewalks and back alleys, bike lanes, pedestrian scrambles; closing selected streets.	Transp.	Short Term	\$60,000	\$0	Variable: Alley lighting and pedestrian phases within existing resources
Action 11(c):	artwork.	Transp.	Short Term	\$25,000	\$0	Short-term additional resource
Action 13(c):	washing, graffiti removal.	OSIST	Short Term	\$0	\$0	None
Total - Short Term Actions				\$165,000	\$0	

Old Strathcona Task Force - Action Plan Recommendations to Administration

Updated: August 22, 2006

2006COG007

Attachment 1

Actions With Administration Responsibility		Lead	Time	One-Time	Ongoing	Additional
		Department(s)	Frame	Costs	Costs	Staff Resources
Action 3(a):	Old Strathcona, the Old Strathcona Integrated Service Team will explore what the Not-For-Profit groups need to encourage their efforts.	Comm. Serv.	Medium Term	\$50,000	\$0	Required to work with consultant and facilitate recommendations
Action 5(b):	Increase the perception of safety by a highly visible police presence, in the early evening hours.	EPS	Medium Term	\$0	\$133,000	One EPS Sergeant plus six Community Service Officers
Action 6(b):	Continue to support a highly visible police presence and bar closing.	EPS	Medium Term	\$0	\$133,000	One EPS Sergeant plus six Constables
Action 6(e):	Enforce through business licenses that all Bars / Lounges / Nightclubs have a Computer Identity System. **** Note: Not unanimous within Task Force.	P&D	Medium Term	\$0	\$0	Required to research and create implementation plan
Action 8(b):	Report how the existing concentration of bars and capacity limits on bar seat numbers impact on residential enjoyment of the neighbourhood and apply these learnings.	P&D	Medium Term	\$100,000	\$0	Required to manage project consultant
Action 8(e):	Establish an inter-agency enforcement team to be comprised of EPS; Fire; AGLC; Planning and Development and Bylaw Services.	EPS	Medium Term	\$0	\$90,000	Costs to be determined; assume full-time representative of each agency
Action 11(d):	Expansion of litter pickup to include avenues adjacent to Whyte Avenue.	AM&PW / Transp.	Medium Term	\$40,000	\$125,000	Additional staff required
Action 11(e):	Increase the atmosphere of pleasant sidewalks by appropriate enforcement of no bikes, boards and blades.	Transp.	Medium Term	\$20,000	\$0	Short-term additional resource
Action 12(b):	Provide hanging baskets in summer.	Comm. Serv. / AM&PW	Medium Term	\$0	\$0	None
Action 12(d):	Develop and implement a panhandling strategy to better manage panhandling.	EPS	Medium Term	\$27,000	\$0	Assume 16 weeks, full-time activity
Action 13(a):	Ensure that ashtrays are provided at strategic spots.	AM&PW	Medium Term	\$25,000	\$10,000	Will have impact on current staffing levels
Action 13(b):	Provide automated public washrooms along the avenue at strategic spots.	AM&PW	Medium Term	\$300,000	Unknown	Additional maintenance staff required
Action 14(b):	Further development of the south end of End of Steel Park.	Comm. Serv. / AM&PW	Medium Term	\$50,000	\$0	None
Action 14(c):	Provide permanent play structure in one of the close by parks.	Comm. Serv. / AM&PW	Medium Term	\$70,000	\$0	None
Total - Medium Term Actions				\$682,000	\$491,000	

Old Strathcona Task Force - Action Plan Recommendations to Administration*Updated: August 22, 2006***2006COG007**

Attachment 1

Actions With Administration Responsibility		Lead	Time	One-Time	Ongoing	Additional
		Department(s)	Frame	Costs	Costs	Staff Resources
Action 1(a):	Old Strathcona Integrated Service Team will develop partnerships to investigate the	P&D	Long Term	\$300,000	\$0	Required to manage project consultant
Action 4(a):	guidelines.	P&D	Long Term	\$50,000	\$0	Required to manage project consultant
Action 9(b):	Clarify the impact of Smart Choices relative to density in neighbourhoods.	P&D	Long Term	Unknown	Unknown	Unknown at this time
Action 13(d):	Trail co-ordination.	Transp.	Long Term	\$1,380,000	\$0	None
Total - Long Term Actions				\$1,730,000	\$0	

RESPONSIBLE HOSPITALITY INSTITUTE
 EDMONTON LEADERSHIP SUMMIT
PLANNING FOR DEVELOPMENT
 SUMMARY OF RECOMMENDATIONS
 JULY 2006

Report 2006COG007
 Attachment 2

RECOMMENDATIONS /SIX MONTH MILESTONES	LINKAGE TO OTHER INITIATIVES	WHO	SYSTEMIC CHANGE REQUIRED	RESOURCES/ SOURCES
1. Formalize a Network that Plans for Development				
a. Create a formalized network(Responsible Hospitality Panel –RHP) amongst city and provincial representatives from safety, enforcement, planning and community services to better “plan, manage and police hospitality zones” including Whyte Ave and other emerging districts.	Old Strathcona Task Force (OSTF) Strategy #2			
b. Representatives can be appointed or recognized by the city council and serve as an on-going resource to evaluate and/or recommend policy on dining, entertainment, events and implications of mixed use development in all parts of the city.				
c. The RHP can will conduct information gathering “roundtables” in different hospitality zones through out the city and organize an annual “leadership summit” to develop updates and new actions plans as shifts occur in the market.	OSTF strategy 8(d)			
d. Utilize the networks among RHP alliances for information dissemination and feedback.				
e. Establish a full time co-coordinator to facilitate the RHP stakeholders in planning for and implementing the RHP action plan				1 fte (City l) \$100,000mid level manager leveling and or resources
Six month milestone- Twenty individuals (five from each of four perspectives) will agree to serve a two year term as part of the RHP leadership and a formal mission with specific responsibilities and reporting process to city council and other organizations will be defined.			<ul style="list-style-type: none"> • Work team to develop terms of reference and reporting responsibilities and then recruit to those expectations with SMT/CC support. 	

2. Recognize Hospitality, dining and Entertainment as an Integrated Economic Engine				
a. Expand the concept of Old Strathcona Hospitality Association to include businesses from other areas of the city and consider a more expansive name. i.e. Edmonton Hospitality and Event Management Association				
b. Draft a list of best practices and policies to be shared with safety stakeholders and included in a cooperatively drafted safety plan template	OSTF strategy #2/3/6(d) See 3 (f) below			
c. Mandate a safety plan comprised of these components as a requirement of a business license as needed based on type of program activity in the business (i.e. restaurant, night club with DJ, music, etc.).				
d. Develop collaborative education and training programs such door/floor security, responsible beverage service and a management training covering risk management, marketing and community relations.	OSTF Strategy #3/6(d)			
e. Create an economic impact survey that documents contributions of the hospitality sector, including employment and social contributions. Such documentation lays groundwork for funding from other sources	OSTF Strategy #1 OSTF Strategy #8(b)			
f. Develop and implement hospitality Business Orientation that provides the step by step process of opening a business with a panel or agency representatives in attendance to answer questions.				
g. Conduct an inventory and prepare a directory of all education and training programs specifically to hospitality and event management and staff.				
Six month milestone – a formal association will be established, with leadership identified and a budget set for a staffing function to carry-out day-to-day activities. A schedule of education programs will be set. A meeting with the “code team” (3a) will be held to finalize “best practices” for a safety plan.				

<p>3. A Coordinated Approach to Licensing, Education and Enforcement</p>				
<p>a. Formalize a “code team” of regulatory and enforcement agencies under the auspices of licensing to centralize communication on calls for service, inspection violations and other incidents. Management support (MEO)</p> <ul style="list-style-type: none"> -develop systems to monitor infractions -track infractions & set “review barriers” -pre-notification to “problem establishments” -EAT intervention Management -establish acceptable standards i.e. <ul style="list-style-type: none"> -“crush index’ -“sticking to the floor” index - gang member presence - evidence of gang members wearing colors - evidence of “barred” presence -evidence of over-serving -validation of “code training” involvement - validation of “3 strikes you’re out” policy advisement -validation of previous infractions/charges/convictions/ (important not to wait for violation convictions – these can be perpetuated through the courts for 2-3 years. 	<p>EPS OSTF strategy #8(e)</p>	<p>EPS, Licensing, Enforcement & Investigation, AGLC CHA, Health Canada and ERD (fire)</p>	<p>Municipal Enforcement Officers (MEO) Business License & taxi inspectors +regular shift schedules to include shifts on Thurs/Fri//Sat/Holiday Sundays to include 8 hours shifts ending at 4 p.m. + in most cases 2 MEO’s working as a team</p>	<p>1 fte MEO \$90,000 MEO’s x2 8pm-4pm Shift differential Weekend premium pay Stat. holiday premium pay</p>
<p>b. Collect “last drink data” to identify patterns of where individuals arrested for alcohol related incidents had their last drink and utilize an “Early Assistance Team” with representatives from the code team and business peers to assess and provided strategies for compliance</p>		<p>Municipal Licensing Code Team MEO</p>	<p>Establish a process for collecting “last drink data” of offenders and creating a data base for this info: +establish a “benchmark” for notifying problem establishments +establish a protocol for “reform” of problem establishments – with violation outcomes + establish a protocol for informing insurance provider & land owners of “deviant behavior” by problem establishments +establish a benchmark for advising insurance providers & land owners of consequences through municipal licensing of problem establishment behaviors & consequences</p>	

c. Involve hospitality businesses, insurance and community representative to define specific criteria for improved business performance and utilize indicators to conduct early interventions and mentoring when businesses move off course.			Establish protocols for advising business, insurance, land owners & community of representatives whenever “early intervention” or “business license review” processes are being implemented. Ensure that their role/responsibility is clarified.	
d. By enforcing violations of basic behavior by-laws that are offensive or threaten safety such as public urinations, jay walking, littering, vandalism reductions in overall crime rates will follow		As in 3 a	Include these violations in “data” collected re: problem business locations. Ensure that “last drink” data is not tainted by this information as it may not be at all relevant.	
e. On occasion and during peak periods deploy mobile units to assist with arrest processing.		EPS		
f. Capture some of the successful management strategies used by the University and West Edmonton Mall security and apply them to developing best practices for public spaces.	See 2 (b) above		This should be captured by best practice research	
g. Organize regular Hospitality Roundtables with businesses to present recent incidents and to develop improved communication.		RHP/Hospitality Association	Will need to evolve overtime and be driven by the industry	
h. Establish an Early Assistance Team (EAT) with a pool of mentors among business owners and managers recognized for being responsible and experienced operators. When identified, an at-risk business is provided an option to have a risk assessment with recommendations for improvement, or to face more intensive investigations and possible sanctions. In addition, the EAT, with representations from the four stakeholder groups would serve as a mediator in conflicts between businesses and residents.	OSTF strategy #8(a)		Will require that there be some consequences or teeth to this initiative to ensure its effectiveness.	
Six month milestone –The code team will be established, with representatives from city agencies, university and college security and Provincial agencies. The group will define procedures of maintaining a database of incident reports and work with licensing to prepare annual summaries for license renewal. A meeting with the hospitality alliance will be held and an “early assistance” process will be defined, with a group of “mentors”			This will require “operational time” to gauge potential success Leveling the playing field for businesses requires persistence and time to create reliability	

identified.				
4. Management of the Street as a Venue				
a. establish a strategy that manages Friday and Saturday night like they are an event similar to the Fringe Festival. Deploy the necessary resources to manage crowds and their impacts (trash, noise, public facilities, traffic and pedestrian flow.) apply the same standards and safety plans that are used for event management.	OSTF strategy #5(b)	City of Edmonton all departments plus EPS	Ensure a standard level of support (equivalent to daytime, Monday to Friday) for the tens of thousands of people that use public streets, patronize businesses and are employed on evenings and weekends. Ensure that all city staff inclusive of MEO's and EPS are working "normal shifts" ending at 4pm on Thurs/Fri./Sat/stat holiday Sundays to avoid over time pay and to meet the needs of citizens & visitors. Edmonton is NOT an 8am-4pm Monday to Friday City. Shift differential and weekend premium pay will be required.	
b. Consolidate funds in a line item budget in the City budget for operating the street as a venue			Manage the public street in a fashion similar to other public facilities, with an inclusive budget for all maintenance and services. i.e. Kinsman or Churchill Square.	
c. Consider establishing a "venue management" position for Whyte Avenue with similar resources and authority as an event manager for festivals, coordinating services, staffing and mobilization of what is required. The integrated Services Team to be modified to assume this role, but managed by an individual with more authority and access to resources as required.	OSTF strategy #8(c)	OSIST	A facility manager, working with the OSIST, would be responsible for: <ul style="list-style-type: none"> * identifying needs & gaps * coordinating services * preparing operational, maintenance and capital budgets. 	.75 to 1.0fte Facility Manager for Whyte Ave.
c. Form a collaborative task force among the Arts Council, Old Strathcona Hospitality Association and Old Strathcona Business Association to develop a process to add street entertainment and integrate local talent into hospitality venues, further enhancing Whyte Avenue as an entertainment destination highlighting local talent, not in the theatres but in the clubs and on the sidewalk.	OSTF strategy #5(d)/5(e)	OSACC/OSBA/Arts Council/OSHA/	This would require <ul style="list-style-type: none"> • regular meetings of the afore mentioned groups • some research and a compilation of available performers and venues. 	
d. Establish a process for auditing and licensing street entertainers to assure diversity and appeal to various audiences, schedule in specific locations to avoid impediments to pedestrian flow and minimize impacts from sound.		Community Services/ OSBA/Arts Council/OSHA	The collaborative task force that helps promote a variety of local entertainment will work with Community Services to determine locations and performers. This will require: <ul style="list-style-type: none"> • determination of performance types to attract varied audiences. • exclusive programming control of the "street", complete with permits and enforcement. 	
e. Develop and implement a comprehensive egress plan for the street.	OSTF strategy #6©		Address barriers to "emptying the streets" in stages of: <ul style="list-style-type: none"> • what can be done immediately. i.e. more taxis, private 	

			<p>transportation options, street cleaning activity...</p> <ul style="list-style-type: none"> • what services or regulatory changes need to be added. i.e. transportation, staggered hours, turning up the lights... 	
<p>Six Month Milestone – The Integrated Service Team will be vested with the authority and resources to coordinate development of a plan to manage Whyte Avenue as an “event venue” and a working task force will be established to approve street entertainment.</p>				
<p>5. Patron Responsibility Campaign</p>				
<p>a. Utilize the diverse leadership of the RHP to draft a community covenant/code of conduct for both behaviors in establishments and on the street. Consider involving oil field employers in this process since many of those involved in incidents are non-residents coming from the fields.</p>		RHP	<p>Requires a Public Involvement Process and regular media advertising of Code of Conduct. Need to include as part of 5b.</p>	<p>Ongoing media advertising, posters \$100,000.00?</p>
<p>b. Implement a social marketing campaign to educate general public about social norms. Consider partnership between Alberta Drug and Alcohol Abuse commission and all Professional Sports Teams to deliver message to sports fans about post-game behavior.</p>	<p>OSTF strategy #6(f)</p>	<p>AADAC, Oilers, Eskimos, COE (Communications), RHP</p>	<p>Will require time for partnership development that does not currently exist and development of co-ordinated plan.</p>	<p>Partnership support (workplan)</p>
<p>c. Evaluate availability of public facilities and use better signage to direct people to those that are available or add additional “porta-johns” on busy nights strategically locating in parking lots and garages.</p>	<p>OSTF strategy # 13 (b)</p>	<p>COE (AMPW, TRANS., CORP.(Special Events)</p>	<p>Use of porta-johns for hospitality areas outside of special events is a new approach and would require determination of how many and where to locate for best use as well as an addition to maintenance budget. This would provide an opportunity as while to assess use and operating issues that would emerge while the “one to two years for research , selection and acquisition of locations, communications and construction etc.” is underway as identified in OSTF strategy 13(b)</p>	<p>Ongoing cost of porta-johns</p> <p>\$20,000.00</p> <p>Annually for 10 portable toilets for 8 months in 5 locations</p>
<p>d. Conduct annual student orientation with local colleges and post the community covenant in first edition of school papers when students return to campus.</p>	<p>U of A</p>	<p>RHP,OSHA,OSBA, EPS, CS</p>		<p>Cost of creating Orientation Package and</p>

				Presentation, Presentation Time
e. Expand upon the efforts of OSHA and other's posters "Respect the Street" etc. Consider New Zealand's model "We're here to serve drinks, not drunks" to educate patrons about business supported limits.	See 5B (Social Marketing)	AADAC, OSHA, Oilers, Esks, COE (Communications)	Needs to be part of a co-ordinated Social Marketing Plan.	See 5B
f. Utilize security cameras in specific "high risk" areas to monitor behavior and establish awareness of consequences – "this area is monitored by a security camera- think before you act."	See 2c	Businesses, RHP, Code Team		
g. Utilize highly visible mobile processing for enforcement public by-laws, pedestrian crossing, litter, public urinations, etc. Encourage add-on sanctions from employers and university for violators.		Code Team	Mobile Processing would require change in processing procedures. Add-on: Would require the establishment of a process (similar to the identification and education of Johns) to identify and educate offenders of liquor/Bylaw offences/violations.	Cost of mobile units
h. Establish a coordinated late-night transportation system, including improved taxi service, use of designated "Transport Stand" for drop-off and pick-up by taxis, shuttles, limos and other private services, intervention training for valet and parking lot staff and better signage and mapping of parking availability.	See 4e above See 2d & 2g	RHP, Transportation, Taxi Commission Code Team (education)	Would require a city-wide approach to establishing weekend late night transportation plan that required all impacted partners to be involved.	Cost of Training Requirements (Ongoing budget \$???)
Six Month Milestone – A formal "community covenant/code of conduct" will be developed and a media advocacy campaign to coordinate public service messages, news stories, posters, hospitality establishment menu, tent cards, and rest room notices about public conduct.				

Summary of additional resources being recommended:

Staff	1e-\$100,000; 3a 90,000; 4c 100,000 +	\$290,000+
Operating	5a \$100,00; 5c 20	120,000
Capital	To be determined over time and included in capital budget process as a line item for Old Strathcona as a composite	
Total		\$410,000

Responsible Hospitality Program Recommendations for Consideration in 2007 Budget

Recommendation	Lead Department(s)	One-Time Costs	Ongoing Costs	Additional Staff Resources
Recommendation 1: Full-time coordinator to facilitate the newly-established Responsible Hospitality Panel.	Corporate Services	\$0	\$100,000	Will require clerical support
Recommendation 2: Full-time Municipal Enforcement Officer to facilitate / support the work of a newly-established "Code Team".	Planning and Development	\$0	\$90,000	Shift differential for evenings and weekends to accommodate 24/7 shifts
Recommendation 3: Full-time coordinator to support existing OSIST team and to implement the management of the Avenue as a public venue on a 24/7 basis.	Corporate Services	\$0	\$100,000	Will require clerical support
Recommendation 4: Resources to develop an ongoing media advertising campaign that promotes the community covenant / code of conduct for behaviours, both in establishments and on the Avenue.	Planning and Development	\$100,000	\$0	Will require approximately \$20,000 in subsequent years to maintain
Recommendation 5: Provision of porta-johns on a temporary basis in order to have enough time to evaluate need and location of more permanent public facilities.	AM&PW	\$20,000	\$0	
Total Cost		\$120,000	\$290,000	Grand Total = \$410,000*

* This is being submitted in one service package.

Old Strathcona Task Force - Recommendations for Consideration in 2008 Budget

Actions With Administration Responsibility	Lead Department(s)	Time Frame	One-Time Costs	Ongoing Costs	Additional Staff Resources
Action 10(a): Develop architectural historical guidelines for residential development.	P&D	Short Term	\$50,000	\$0	Required to manage project consultant
Action 11(a): Establish pedestrian-only zones, well lit sidewalks and back alleys, bike lanes, pedestrian scrambles; closing selected streets.	Transp.	Short Term	\$60,000	\$0	Variable: Alley lighting and pedestrian phases within existing resources
Action 11(c): Clean up back alleys by placing restrictions on parking, and developing attractive artwork.	Transp.	Short Term	\$25,000	\$0	Short-term additional resource
Total - Short Term Actions			\$135,000	\$0	

Old Strathcona Task Force - Recommendations for Consideration in 2009 Budget and Beyond

Actions With Administration Responsibility	Lead Department(s)	Time Frame	One-Time Costs	Ongoing Costs	Additional Staff Resources
Action 3(a): Recognizing that the Not-For-Profit organizations in Old Strathcona play a vital role in Old Strathcona, the Old Strathcona Integrated Service Team will explore what the Not-For-Profit groups need to encourage their efforts.	Comm. Serv.	Medium Term	\$50,000	\$0	Required to work with consultant and facilitate recommendations
Action 5(b): Increase the perception of safety by a highly visible police presence, in the early evening hours.	EPS	Medium Term	\$0	\$133,000	One EPS Sergeant plus six Community Service Officers
Action 6(b): Continue to support a highly visible police presence and bar closing.	EPS	Medium Term	\$0	\$330,000	One EPS Sergeant plus six Constables
Action 8(b): Report how the existing concentration of bars and capacity limits on bar seat numbers impact on residential enjoyment of the neighbourhood and apply these learnings.	P&D	Medium Term	\$100,000	\$0	Required to manage project consultant
Action 11(d): Expansion of litter pickup to include avenues adjacent to Whyte Avenue.	AM&PW / Transp.	Medium Term	\$40,000	\$125,000	Additional staff required
Action 11(e): Increase the atmosphere of pleasant sidewalks by appropriate enforcement of no bikes, boards and blades.	Transp.	Medium Term	\$20,000	\$0	Short-term additional resource
Action 12(d): Develop and implement a panhandling strategy to better manage panhandling.	EPS	Medium Term	\$27,000	\$0	Assume 16 weeks, full-time activity
Action 13(a): Ensure that ashtrays are provided at strategic spots.	AM&PW	Medium Term	\$25,000	\$10,000	Will have impact on current staffing levels
Action 13(b): Provide automated public washrooms along the avenue at strategic spots.	AM&PW	Medium Term	\$300,000	Unknown	Additional maintenance staff required
Action 14(b): Further development of the south end of End of Steel Park.	Comm. Serv. / AM&PW	Medium Term	\$50,000	\$0	None

Action 14(c):	Provide permanent play structure in one of the close by parks.	Comm. Serv. / AM&PW	Medium Term	\$70,000	\$0	None
Action 1(a):	Recognizing Old Strathcona as a business area comprised of diverse interests, the Old Strathcona Integrated Service Team will develop partnerships to investigate the demographic and economic drivers that will influence the recruitment and retention of businesses to sustain the long-term viability of the Whyte Avenue area.	P&D	Long Term	\$300,000	\$0	Required to manage project consultant
Action 4(a):	Undertake a study to determine the level of support to have consistent architectural guidelines.	P&D	Long Term	\$50,000	\$0	Required to manage project consultant
Action 9(b):	Clarify the impact of Smart Choices relative to density in neighbourhoods.	P&D	Long Term	Unknown	Unknown	Unknown at this time
Action 13(d):	Support the further development of the area infrastructure beginning with Multi-Use Trail co-ordination.	Transp.	Long Term	\$1,380,000	\$0	None
Total - Medium and Long Term Actions				\$2,412,000	\$598,000	