

2008-2010

DOWNTOWN BIZ STRATEGIC PLAN



downtown

WINNIPEG BIZ CAN WE GET YOU ANYTHING?

Review of our Previous Plan and the Launch of our New One

In 2005, the Downtown Winnipeg BIZ introduced Strategic Planning into its overall operations. The goals of the exercise were to define the key direction to be pursued by the organization from 2005 until 2007. This direction was primarily formulated on a successful prior track record with significant and current input and feedback from its members and the public. Based on these areas of importance, over the last three years the BIZ Board and management allocated both its capital resources as well as its human resources to get the job done.

This three-year plan ends in 2007 and it's now time to revisit the effectiveness of that plan and to set forth a refreshed one.

After analysis and consultation, considering what worked and learning from our experiences, an updated three year plan will guide the BIZ programming and policy from 2008 until 2010.

The plan will have the confidence of the Board and BIZ members while providing the focus and direction to the BIZ management and staff. It will build on the successful experiences of the prior plan as the BIZ contributes towards a renewed downtown Winnipeg. The renewal process also presents an opportunity for the BIZ to revisit its vision and mandate, which currently are as follows:

Our Vision of Our Downtown

A vibrant and thriving downtown neighbourhood that is alive with unique entertainment, culture, arts, heritage, retail, housing and street culture which reflects our ethnic and social diversity and together leads to the creation and expansion of business, a strong tax base and employment opportunities that will excite our youth and attract even more people to the heart of our city.

Focus for Our BIZ

Especially for people who are downtown, the Downtown Winnipeg BIZ is the **friendly and hardworking host** that improves the perception of downtown by providing a welcoming environment keeping things clean and safe and advocating for change.

Our Mandate (From the City Bylaw)

- To promote, maintain, improve and beautify the downtown
- To undertake and promote economic development
- To attract and encourage the development of new businesses in the zone
- To undertake other actions to carry out its mandate

Downtown BIZ Guiding Operational Goals

1. Ensuring the “Front End” Resources and Policies are Current and in Place.

The BIZ serves the business community and stakeholders that fund its operations. A high level of trust and faith is bestowed on the BIZ, to do the job and do it exceptionally right, transparently and in a manner accountable to them. Maintaining this trust by promoting our accomplishments and responding to challenges is the nature of a successful organization.

2. Enhancing Business and Stakeholder Participation in BIZ Activities and Initiatives, to Drive Change Quicker.

Encouraging the broad participation of stakeholders, businesspeople and others within the downtown to take part in the development and implementation of BIZ initiatives is fundamental to ensuring our plan is current. This will create an inclusive process that will empower the people that we serve, harness their creative ideas, and create a synergy that will lead to the further revitalization of our downtown.

3. Advocacy of the Critical Downtown Revitalization Principles and the Development of Local Capacity.

The principles of downtown revitalization are well known and accepted widely as factors to the re-birth of downtowns across North America. CentrePlan, the City of Winnipeg’s downtown master plan, emphasizes the critical factors and values instrumental for success. The promotion, advocacy and our firm position of these principles, throughout the BIZ core functions, is imperative to sustaining the revival of our downtown. In all instances the principles of partnership, capacity building, understanding and addressing business concerns is paramount.

4. Developing a Three-Year Plan and Setting Measurable Results Related to our Goals, Objectives and Activities.

Using the principles herein, the BIZ will on a regular basis revisit its strategic goals and objectives of its existing core functions to ensure that they are current and strategic and that our initiatives are reinvigorated in order to drive change more quickly. The Three-Year Plan, commencing in 2008, will be the guiding document for the BIZ until the end of 2010. In preparation of the 2011 to 2013 Action Plan, the BIZ will again conduct a review through a strategic and consultative process in 2010.

2008 to 2010 Guiding Programming Goals and Objectives

- A. **Maintaining, training and recruiting quality, skilled, committed staff** is the key to moving the BIZ mandate forward. Maintaining a competitive workplace is critical to the success of the BIZ.
- B. **Growing BIZ resources to undertake enhanced programming** is essential. This can be achieved through new enhanced partnerships and natural growth of the BIZ budget based on the arrival of new BIZ members.
 - 1. To **enhance downtown safety** in the promotion of the downtown as a unique destination for employment, shopping, dining and entertainment in order to attract people downtown.
 - 2. **To address the panhandling and disorderly behaviour** issues through a comprehensive and multifaceted approach involving community and business stakeholders.
 - 3. To identify the strengths of the downtown. **Marketing and promoting the unique downtown experience** in order to attract people, create positive perceptions of the city centre and encourage downtown use of retail, services, dining and entertainment.
 - 4. To **communicate with downtown businesses** and city residents about downtown Winnipeg and Downtown BIZ initiatives, which contribute to a positive and healthy downtown.
 - 5. **Advocate for policies and programs for the creation of market rate residential housing** located and in close proximity to downtown and to promote downtown living.
 - 6. To undertake **business development initiatives which focus on market research and promotion, recruitment and retention** that support and sustain small business growth.
 - 7. To **stage and support festivals, events and fun street activities** that promote downtown Winnipeg, attract people to the city centre, and encourage them to visit downtown again.
 - 8. To **improve the visual quality of downtown** Winnipeg and enhance the pedestrian experience through physical improvements, proper lighting of streets and buildings, street beautification and cleanliness for the benefit of those who work, shop, visit or live downtown.
 - 9. To undertake parking and transportation promotional initiatives and advocate for **strengthened downtown parking and transportation policies**.

- i. Pedestrian and vehicular linkages that encourage movement between the key downtown business areas.
- ii. Support alternative (rapid) transit solutions that facilitate better, timelier access to and from the downtown to increase student and suburban visits. And more public parking garages (mixed use) in key areas, reducing surface parking lots (taxation policies).
- iii. Encourage adequate parking that does not separate active use with massive parking lots.
- iv. Increasing street parking time-frame from one to two/three hours.
- v. Increased cycling facilities (lanes, storage).
- vi. Loading zone changes required by BIZ members.

10. The BIZ often is asked its position on various downtown issues and opportunities. In addition the BIZ maintains certain position which upon research feels is critical to the long-term health of the business community and its downtown. The BIZ provides these positions openly providing direction and to its members. The BIZ will advocate for the continued revitalization of our downtown, including but not limited to:

- i. Promoting the maintenance of historic buildings with modern interiors and new structures of architectural merit and the provision of grants and subsidies to assist the private sector.
- ii. Maintaining the level of support and promote cultural and recreational amenities reflective of the community.
- iii. The private sector to locate downtown, through the implementation of the above principles and other city incentives and policies to address “market gap” issues.
- iv. Continuing to promote CentrePlan and the “downtown first” policy. Maintain support for CentreVenture and continue to refine and improve the city's development process (permits, zoning, and design review).
- v. Continuing to promote the importance of mixed-use development in our downtown wherever possible.
- vi. Encouraging the City of Winnipeg to reinvest the Winnipeg Parking Authority surplus revenue back into the downtown in a manner supportive of downtown parking and transportation, promotional and image strategies.
- vii. To advocate and support the development of a downtown satellite office for Greyhound/Beaver Bus Lines.
- viii. To advocate for the closing of the Walkway system loop.
- ix. Take a lead in encouraging stakeholders to create a vision for the districts of our downtown, from a development and land-use perspective. Invest in plan making.
- x. To support the expansion of the Winnipeg Convention Centre, and encourage the enhanced physical integration of the new building into the downtown environment (design, pedestrian, commercial and transit environment and other).

Did We Achieve Our Guiding Goals and Objectives?

The guiding goals, objectives and ensuing programming are what drive the BIZ, keep it focused and allow the organization to measure if the BIZ mandate is being achieved. To assess how affective the BIZ has been over the course of the 2005 to 2007 plan, the areas were compressively reviewed. Findings are found in the 2004 to 2007 Strategic Plan Review document found on the BIZ web site.

- a. Staff input via planning sessions and meeting
- b. Committee input at meetings and strategic planning sessions
- c. BIZ members input through consultations and surveys
- d. Public input via surveys

Did We Implement The Tasks?

The BIZ implemented 86 percent of the programs identified in the plan—105 tasks/initiatives related specifically to programming. Some tasks were implemented over a period of days, while others over months. Tasks not achieved are a result of:

1. Program not being viable
2. Required partner not ready or
3. BIZ ran out of time and/or resources to implement.

This guide in no way determines the effectiveness (positive or negative) of the respective program staff and management. It simply provides a synopsis of the effectiveness of the BIZ in targeting and implementing the appropriate projects, which are deemed to achieve its goals and objectives.

Image and Cleanliness Committee

23/26 Tasks Achieved 89 percent implementation rate

Communications and Marketing Committee

31/35 Tasks Achieved 89 percent implementation rate

Events and Promotions Committee

16/17 Tasks Achieved 94 percent implementation rate

Transportation, Parking and Transit Committee

15/20 Tasks Achieved 75 percent implementation rate

Community Safety Committee

20/26 Tasks Achieved 77 percent implementation rate

The majority of BIZ Members (83 percent) rated the Downtown BIZ's performance in meeting its mandate as either excellent (21 percent) or good (62 percent). This is virtually unchanged from 2004. Excellent rating is up 3 percent.

2008 Strategic Plan Highlights

Image and Cleanliness

1. To sustain the new litter initiative through enhanced training and quality control.
 - Shift resources to the times when needed, e.g. evenings.
2. To continue to work with the Mission: Off the Streets (MOST) program as an effective litter tool and mechanism to employ street people, and continue to work with Siloam Mission in the raising of sponsorship dollars for the initiative.
3. To partner with stakeholders and develop and implement an aggressive anti-loitering campaign.
4. Continue with the BIZ snow removal program and begin to build to other streets in the downtown.
5. Continue with WOW programming (banners, flowers, lighting, murals, art, other).
6. To work with Public Works; Planning, Property and Development and other city entities to establish a priority list for complete sidewalk beautification and street renewal.
7. To work with stakeholders in the implementation of the Portage Avenue Master Lighting Plan, advocating for a public private partnership for implementation.

Communications and Marketing

1. Continue developing the BIZ as the consistent voice for the business community in the revitalization and improvement of our downtown.
2. Develop a public relations strategy promoting the services the BIZ provides and the accomplishments of our programs and staff, especially in the areas of cleanliness, safety and advocacy.
3. Develop a stakeholders' driven public relations strategy regarding downtown safety in changing the negative public safety perception issue.
4. Integrate into materials the importance that tourism plays in our downtown, and in leveraging funding from sources to support our programming.
5. To develop a marketing campaign that promotes all the things to do downtown, with a focus on shopping and dining that will entice visitors to come early and stay late after "the show."

6. Continue to grow the commercial realtor tour and commence *Downtown Trends* number two market research tool.

Events and Promotions

1. To evolve the new Graham Avenue Mall Festival in conjunction with the opening of Manitoba Hydro in 2008.
2. To investigate and begin creating the framework for a new downtown, weekend event that will draw tens of thousands of Winnipeggers during summer months.
3. Continue to evolve the BIZ concert series and begin creating an evening component.
4. To involve the BIZ programming more in the most important event of the year, the Santa Claus Parade.
5. Continue to grow the Downtown Living Tour/marketing initiatives.

Transportation, Parking and Transit

1. To continue taking a lead role in the marketing of the Free Downtown Spirit Bus with the participation of the stakeholders.
2. Continue to advocate on behalf of members' issues e.g. loading zones, construction, parking meters.
3. Renew and keep current parking maps.
4. Promote bike transit and improvement in downtown bike racks and storage facilities.
5. In partnership with the Parking Authority, initiate a "Best Practices" program for parkade owners, awarding certification and promoting the program to the public.

Community Safety

1. Begin the process of doubling the number of full time Watch Ambassadors in 2008. This will be accomplished through continued partnerships and commercializing of the Watch Program.
2. Create a core of Ambassadors that will focus on public relations and customer service. The hiring of skilled Watch, as well as the development of a hospitality stream in the volunteer Watch program will accomplish this.

3. Create a third downtown shift of six Watch Ambassadors with a dedicated police resource(s), which will monitor the downtown in the early morning hours. Part of this initiative will include a downtown Watch surveillance team of two people trained by Winnipeg Police Service (WPS) to observe and contact WPS immediately regarding thefts and break-ins and drug trafficking, and over serving of alcohol.
4. To advocate for and if required create a downtown wide private/public sector safety network, comprised of a downtown-wide camera system and security patrols dedicated to the protection and security of downtown people, buildings and public spaces.
5. Organize a series of educational workshops targeting downtown retailers.
6. Focus on implementing car vandalism programming to reduce car vandalism, (smash and grabs) in the downtown.
7. Continue the new Outreach program and ensure quality and effective service to those that we serve.

Administration

1. The BIZ head office will be expanding and locating to larger premises in 2008 to deal with positive stress of growing programming and staff in the areas of Safety and Litter Control.
2. A three percent cost of living allowance will take place in 2008 for all staff.
3. Additional incremental increases will be provided to staff to maintain competitive salary ranges for all positions, subject to satisfactory performance reviews.
4. The BIZ will continue to provide a continuous learning environment by encouraging and supporting staff to undertake training and skill improvements in areas of importance.
5. Additional staffing support in critical months of increased programming (summer) through an increase in casual and skilled staff support.
6. Establish a committee (Executive or other) to take charge in managing and moving forward the advocacy area agreed upon, providing direction to committees and staff. Ensure specific measurables are identified.
7. In 2009 begin planning for the replenishment of the BIZ reserves funds, specifically in the areas of equipment replacement reserves.

<p>Objective 2 In partnership with stakeholders, to build pride among business and building owners while encouraging them to take charge of cleanliness/greenness on their building frontages.</p>	<ol style="list-style-type: none"> 1. To continue to implement and visibly promote on an annual basis to the general public a renewed Neon Broom "May I Pamper You" program which focuses on areas of most need such as cigarette litter. 2. To award three businesses with the Order of the Neon Broom for the best-kept buildings/properties. 3. In partnership with Take Pride Winnipeg!, develop and implement initiatives to encourage involvement of businesses in litter removal, cleaning, flower planting and maintenance initiatives (e.g. "May I Help," Fall and Summer Clean-up events). 	<ul style="list-style-type: none"> • To distribute cigarette receptacles to BIZ members yearly. • To see businesses increasingly involved in enhancing and cleaning their buildings/properties. • To reduce cigarette litter in the downtown through a public awareness campaign on cigarette litter prevention. • To have at least 100 business people participate in each Clean-up event.
<p>Objective 3 To partner with other agencies and stakeholders to advocate for and implement streetscape and building enhancements, which improve the overall image of the downtown.</p>	<ol style="list-style-type: none"> 1. Advocate for and/or purchase additional litter control infrastructure and site furnishings (waste and cigarette ash receptacles, benches, newspaper boxes, etc) and increase garbage truck collections throughout the downtown, in partnership with the business community and city departments. 2. To continue to implement a coordinated year-round, downtown-wide banner strategy by integrating places, events and themes. 3. To continue to maintain a hanging basket program for Portage Avenue in the summer followed by a winter greenery and mini light display. 4. To extend floral displays to include spring and fall. 5. To annually plant colourful flowers on Portage Avenue, Graham Avenue and Main Street. 6. To implement tree and facade lighting in various locations downtown. 7. To continue to explore and support alternative venues and forms of mural art, as an effective anti-graffiti tool, while enhancing forgotten or undesirable surfaces. 	<ul style="list-style-type: none"> • Increase the number of garbage receptacles in the downtown area by ten percent/year; have garbage picked up twice a week on major downtown streets. • Continue to see site furniture added to the Broadway streetscape and other key pedestrian areas. • Mount banners for year's three to five of the Downtown Banner Strategy. • Continue to maintain existing banners, such as the Gateway, Chinatown. • 96 jumbo baskets filled both summer and winter of each year on Portage Avenue. • Tree lighting mounted in at least two locations per year. • One small building façade lit per year. • Flags on Portage lit in 2008. • Ten painted signal boxes on Portage Avenue completed in 2008. • Assist at least three businesses yearly to create anti-graffiti shutters downtown.

<p>Objective 3 Continued To partner with other agencies and stakeholders to advocate for and implement streetscape and building enhancements, which improve the overall image of the downtown.</p> <p>Objective 4 To advocate and implement enhancements that improves the image of the key downtown traffic routes such as Portage and Graham Avenues, Main Street and Broadway.</p>	<ol style="list-style-type: none"> 8. To advocate for the creation of contemporary, historically sensitive, aesthetic and accessible streetscapes throughout the downtown when sidewalk lifecycle budgets permit. 9. To facilitate downtown patios by providing technical and resource assistance to restaurateurs. 10. To rent and/or gift café chairs and tables to businesses to create informal patio settings along building frontages. <ol style="list-style-type: none"> 1. In participation with the Parking and Transportation Committee, advocate for the removal of the pedestrian barricades at the corner of Portage and Main. 2. Advocate for “complete streets” enhancements of key pedestrian and traffic routes in the downtown. 	<ul style="list-style-type: none"> • In partnership with PPD, Transit, Public Works, CentreVenture, the Province, Broadway stakeholders and others, to develop and implement a Master Plan for Broadway. • To facilitate the creation of three summer patios yearly. • To achieve life at street level through informal seating arrangements. • Removal of barricades with the consensus of the stakeholders. • In collaboration with Winnipeg Transit, to continue to implement image and marketing enhancements on Graham Avenue, including sandwich boards, ornamental lighting, etc. • To see improvements pertaining to proper notification, construction site cleanliness, adequate tree protection, community involvement and high design standards when the City undertakes enhancements on key streets.
<p>Objective 5 To enhance public spaces and buildings through art and technology in order to create a vibrant, engaging, downtown image.</p>	<ol style="list-style-type: none"> 1. To continue to pursue opportunities for a downtown wall of fame to honour local and visiting celebrities as well as key events and accomplishments in our city and downtown. 2. To maintain the rejuvenated atmosphere in Merchant Park through ongoing aesthetic improvements. 	<ul style="list-style-type: none"> • Begin implementation of wall of fame. • To maintain a user friendly, visually appealing environment in Merchant Park which encourages uses such as chess tournaments.

<p>Objective 5 Continued To enhance public spaces and buildings through art and technology in order to create a vibrant, engaging, downtown image.</p>	<ol style="list-style-type: none"> 3. To continue to work with stakeholders on the implementation of the Master Lighting Plan for Portage Avenue. 4. To continue to celebrate Manitoba art through Art on the Avenue Sculpture Walk. 	<ul style="list-style-type: none"> • To see the Lighting Master Plan achieved. • Maintain and increase large sculptures and other art forms on Portage Avenue and Graham Avenue through partnerships.
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Communications and Marketing Committee Proposed 2008 Action Plan

Goal One: Promote the unique downtown experience in order to attract people downtown, create positive perceptions of the city centre and encourage downtown use of shopping, services, dining and entertainment.

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p>Objective 1 To develop a comprehensive and measurable communications and marketing plan, including a downtown brand that will attract people downtown to use the services such as shopping, dining and entertainment.</p>	<p>Marketing Campaign</p> <p>1. To develop a marketing campaign that promotes all the things to do downtown, with a focus on shopping and dining that will entice visitors to come early and stay late after "the show."</p> <p>Publications: Downtown Handbook</p> <p>2. To create and distribute a guide to downtown entertainment, services, shopping and dining which provides downtown information to encourage downtown tourists, workers, visitors and residents to use downtown.</p> <p>Downtown Dining Guide</p> <p>3. To create and distribute a complete, user-friendly guide to downtown dining that encourages downtowners to dine downtown.</p> <p>Print Advertising:</p> <p>4. To run ads as needed to support the BIZ's mandate and vision.</p> <p>Radio Advertising</p> <p>5. To run a radio campaign encouraging downtown use leading up to the holidays.</p> <p>Downtown Magazine</p> <p>6. To support the downtown magazine, <i>Urbanite</i>, to tell great stories about downtown and promotes downtown businesses.</p> <p>BIZ Program Promotion</p> <p>7. To promote key BIZ programs to BIZ members and the public.</p> <p>Website</p> <p>8. To enhance and redesign the website to be more user friendly, provide more services that promote downtown use, and encourage revisits.</p>	<ul style="list-style-type: none"> • Establish a strong brand and campaign through appropriate media. • Conduct a citywide survey to evaluate the campaign. • Explore a partnership with arts, cultural and entertainment venues to promote shopping and dining. • Explore a partnership with the Exchange District BIZ to promote shopping. • Gauge feedback from businesses. • Track distribution. • Increase awareness in the 2010 Member Survey. • Print ads as needed based on budget and mandate. • Achieve a good frequency and reach in spots. • Run two ads in <i>Urbanite</i>. • Promote two programs. • Add pages and features that promote downtown use. • Increase visits to the website by 20 percent by 2010. • Gauge comments.

<p>Objective 1 Continued To develop a comprehensive and measurable communications and marketing plan, including a downtown brand that will attract people downtown to use the services such as shopping, dining and entertainment.</p>	<p>Downtown BUZZ weekly events e-newsletter</p> <p>9. To continue to promote downtown events through the weekly e-newsletter.</p> <p>10. To expand the distribution list through displays and contests e.g. at Goldeyes or Moose games.</p> <p>Promotional Items</p> <p>11. To produce and distribute free promotional items which promote the downtown brand and website.</p> <p>Marketing Initiatives</p> <p>12. To take advantage of marketing opportunities that arise during the year which support our objectives.</p> <p>Holiday Promotion</p> <p>13. To develop a program to promote downtown for the holidays in order to attract more people to shop and enjoy downtown.</p> <p>Merchant Loyalty Program</p> <p>14. To research a merchant loyalty program or downtown card concept.</p>	<ul style="list-style-type: none"> • Increase the number of e-mail addresses in our database by 20percent by 2010. • Gauge feedback through a user survey. • Continue to receive requests for events to be added to our listings. • Add new features and redesign the e-newsletter based on the new BIZ brand. • Distribute minimum 500 promotional items. • To add to the unique holiday feeling downtown through a program, event, display or activity. • To evaluate a downtown card concept. • To research partnerships with the Winnipeg Parking Authority's parking card.
<p>Target Audience</p> <p>Primary: Regular Downtown users (“Downtowners”), Workers, Residents, Students, “Culture Vultures”</p> <p>Secondary: Visitors/Tourists, Suburbanites/Potential Users, Potential Investors</p>		

Goal Two: Communicate with downtown businesses and Winnipeggers about downtown Winnipeg and Downtown BIZ initiatives.

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p>Objective 1 To maintain effective communication with and provide pertinent information to businesses within the BIZ boundaries in regards to BIZ activities, advocacy positions and downtown happenings.</p>	<p>BIZ Newsletter</p> <ol style="list-style-type: none"> To provide information about downtown and the BIZ to business members and workforce through a revised quarterly newsletter. To implement a new design, name and layout based on the new Downtown BIZ brand. <p>Annual Report and Annual General Meeting</p> <ol style="list-style-type: none"> To provide members with information about the BIZ initiatives over the year and involve them in the voting process at the AGM. <p>Website</p> <ol style="list-style-type: none"> To enhance the website to provide more services, information and value for members and have them be more actively involved. <p>Weekly Event E-mails</p> <ol style="list-style-type: none"> To send the e-newsletter to all businesses within the downtown zone in order to keep them up to date with what is happening downtown. <p>Marketing Workshops</p> <ol style="list-style-type: none"> To sponsor workshops for BIZ members to learn more about marketing e.g. Manitoba Marketing Network and Retail Council of Canada. <p>BIZ Services Card</p> <ol style="list-style-type: none"> To redesign and distribute a quick reference card of all the services the BIZ provides for members. 	<ul style="list-style-type: none"> Maintain member familiarity in 2010 member survey. Establish broader downtown distribution network. Implement the new design. Provide a succinct summary of the past year in a colourful, easy-to-read format that is distributed to each member. Maintain minimum AGM attendance of 150. Increase member familiarity in 2010 member survey. Increase value to members. Increase member visits and participation. Collect 20percent more e-mail addresses for business members by 2010. Add a feature for new businesses. Sponsor 15 or more members to workshops. Increase membership calls. Gauge awareness and involvement of BIZ members.
<p>Objective 2 To respond to requests for downtown data and inquiries related to BIZ programs and services.</p>	<ol style="list-style-type: none"> To promptly provide information on the downtown and the BIZ. To ensure the resources are in place to provide the requested information. If the BIZ is unable to provide it, to supply another source for the individual to contact. 	<ul style="list-style-type: none"> To respond to all requests within 24 - 48 hours. Provide useful contacts.

Target Audience
Downtown Businesses, Government, Investors in downtown, Stakeholders, Downtown consumers, Potential downtown consumers, Students, Other BIZ-type groups, Interested individuals

<p>Objective 3 To engage the media to promote various BIZ initiatives and projects and be the voice of the business community related to downtown issues.</p>	<p>Media Releases 1. To send out regular media releases to publicize Downtown BIZ initiatives and programs.</p> <p>News Conference 2. To host news conferences, when applicable, to promote projects and programs.</p> <p>Media Interviews 3. To provide media interviews to offer the downtown viewpoint on issues affecting BIZ members and BIZ programming.</p> <p>Media Monitoring 4. To monitor media coverage relevant to downtown and the BIZ.</p>	<ul style="list-style-type: none"> • Provide key downtown information to the media on all annual BIZ programs, surveys, etc. • To respond to media calls promptly in order to meet their deadlines. • Gain regular, positive, media coverage about downtown and the BIZ. • Remain established as a “go-to” organization regarding downtown issues, ensuring the majority of media related to downtown initiatives and issues are quoted on by the BIZ. • Collect key media coverage (particularly print and television) to make available on the BIZ website. • Show video sample(s) of positive media stories at the AGM, Board meetings and other applicable places.
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Goal Three: Undertake business development initiatives that support and sustain small business growth in the downtown.

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p>Objective 1 To establish a single point of contact for current and future downtown retailers who require strategic downtown information for start-up, expansion or sustaining purposes.</p>	<ol style="list-style-type: none"> 1. With stakeholders to gather regular market intelligence to better understand the current and changing downtown retail market via <ul style="list-style-type: none"> • Pedestrian Counts • Intercept Surveys • Workforce Surveys • Public Surveys • Other. 2. With the support of downtown stakeholders, participate in developing an annual downtown indicators report card to track changes, promote positives and work towards addressing critical challenges. 3. Promote downtown business opportunities and market information to key stakeholders and potential companies by developing and distributing an annual profile (electronic and print), <i>Downtown Trends</i>. 4. Connect downtown retailers with business support groups, mentors and resource providers. 	<ul style="list-style-type: none"> • Undertake pedestrian counts along key areas of Portage and Graham Avenues and the Walkway system. • To regularly update the report card/indicators. • Development and distribution of 4,000 reports. • To create workshops, mentoring and networking opportunities for BIZ members.

<p>Objective 2 To develop and promote a long-term vision for retail in downtown Winnipeg targeting specific areas and undertake retail recruitment initiatives with key partners.</p>	<p>1. To work with downtown stakeholders in developing a retail vision, marketing plan and recruitment strategy for Graham and Portage Avenues.</p>	<ul style="list-style-type: none"> • To have an agreed upon vision/plan for retail. • To attract 8 to 16 retailers as a result of this initiative by 2009.
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Events and Promotions Committee Proposed 2008 Action Plan

Goal One: Stage and support events that promote downtown Winnipeg, attract people to the city centre, and encourage them to visit downtown again.

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p>Objective 1 To create and partner with other stakeholders to establish downtown festivals and events.</p>	<p>Out to Lunch concert series</p> <ol style="list-style-type: none"> 1. Continue series and add two more concerts at various locations, to make 14 shows. 2. Continue work with Chinatown concert series. 3. Continue, grow and improve the busker street program(s). Suggested improvements based on 2007 survey results: <ul style="list-style-type: none"> • More events in general. • Engage more people to stay downtown into the early evening and after work show. • Develop a bazaar-type atmosphere by including the BIZ kiosks at the concert sites, upon support of the vendors. <p>Young Artists on the Avenue</p> <ol style="list-style-type: none"> 4. Evolve the YATA program to fit better with our strategic plan and BIZ mandate. Make the program more engaging and more involved to the public. Make more of an impact and centralize the artwork to grow appeal and program recognition. <p>Doors Open Winnipeg</p> <ol style="list-style-type: none"> 5. Partner with Heritage Winnipeg in promoting the historical buildings in our downtown to the general public. <p>Star Treatment</p> <ol style="list-style-type: none"> 6. Award a minimum of five VIP packages at fundraising events or as BIZ promotions. Focus on partnering with downtown event charities. <p>Chess in the Park</p> <ol style="list-style-type: none"> 7. Continue and grow the event transferred from the Image Committee to engage more chess players and continue to educate and promote the event using the Merchant Park venue. 	<ul style="list-style-type: none"> • To undertake people counts at each event and develop sound marketing plans that will continue to attract more people to the events based on survey feedback. Increasing participants by 10percent to 20percent a year. • Increase sponsorship of the event by an additional \$5000 in 2008. • Add an evening concert component to the series during the Out for Lunch Concert event. • Get more people and media out to view artwork, gain better recognition for program • Plan to structure artwork on one street and pack it with student art • Achieving a partnership leading to increases participating buildings, visits and volunteers. • Make sure participating BIZ members are aware of the program and how we give back to them. • Partner with more events as sponsors to show more people the downtown via the star treatment way. • Smaller packages so more can be given out. • To increase the number of attendees by 20 percent. • Continue to have the chess pro available to give lessons to the public. • To add a tournament component to the event.

<p>Objective 2 To act as a technical intermediary with the City of Winnipeg for groups wanting to host events and festivals in the downtown.</p>	<p>City Lights Cruise and Cruz In Downtown</p> <ol style="list-style-type: none"> 1. Continue partnership with Pony Corral and Fabulous 50's Car Club to increase weekly visits during the summer. 2. Sustain family festivities program concept. <p>Santa Claus Parade</p> <ol style="list-style-type: none"> 3. Develop daytime family festivities and programming prior to evening parade. <p>Festival du Voyageur/River Trail</p> <ol style="list-style-type: none"> 4. Increase profile with River Trail programming. <p>Fringe Theatre Festival</p> <ol style="list-style-type: none"> 5. Continue support specifically for transportation of volunteers. <p>National Event Support</p> <ol style="list-style-type: none"> 6. Partner with international-calibre events held downtown to promote and/or assist in production e.g. The Brier. <p>Freeze Frame International Kid's Festival</p> <ol style="list-style-type: none"> 7. Continue support of downtown venue and concert/children's entertainers. <p>New Events</p> <ol style="list-style-type: none"> 8. Investigate possible existing or new significant event(s) that could be held downtown to draw tens-of-thousands of people. <p>CIBC Run for the Cure</p> <ol style="list-style-type: none"> 9. Continue to work with organizers and liaise with city officials in logistics. 	<ul style="list-style-type: none"> • As part of committee recommendation, continue to partner and promote an event that is a weeknight event. Further promote and get more people out. • To continue the creation of family programming to increase the number of families attending the event. • Evolve and grow the family fun zone and make more of an impact with additional programming. • Do more at the event, be involved in the parade. • Make the BIZ a more recognizable sponsor. • Allocate more resources to allow us to better promote the event and bring people downtown. <ul style="list-style-type: none"> • Partner with one major event downtown where the BIZ is recognized as a proponent of the event. • Partner with the Brier and the Country Music Awards in 2008. <ul style="list-style-type: none"> • To attract or develop one new event to downtown in 2008. • Research existing events (past and future) that could be held downtown, identify proponents, meet with same and determine partnership opportunities. • Look at doing a welcome event for Manitoba Hydro like the Graham Mall Festival of 2007. • Continue to support, promote event in downtown.
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<p>Objective 3 To encourage businesses in the zone to participate with cooperative downtown marketing, projects, promotions, festivals and events.</p>	<p>Downtown Alive! Fundraiser</p> <ol style="list-style-type: none"> 1. To create a celebrative, networking event for downtown businesses. <p>Street Vendor Pilot Project</p> <ol style="list-style-type: none"> 2. Implement the ten on-street vendor booths by working with BIZ members to participate in promoting their business and liven up the street atmosphere. 	<ul style="list-style-type: none"> • Create new event for 2009 and build on the success platform of 2007. • Raise \$20,000 for the Downtown Winnipeg Biz and charity. • Ten operating kiosks on downtown streets for four or more months in 2008. • Utilize Kiosks as national event promoters e.g. the Brier. • Utilize the kiosks as info or visitor booths in the skywalk system.
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Goal Two: Encourage downtown living in order to increase the number of residents living in the downtown thereby providing a 24/7 customer base for the business community.

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p>Objective 1 To partner with stakeholders and develop a downtown living marketing campaign</p>	<p>Downtown Living Marketing</p> <ol style="list-style-type: none"> 1. To promote downtown living via various marketing initiatives including—but not limited to—TV, radio, etc. <p>Downtown Living Open House</p> <ol style="list-style-type: none"> 2. To host realtors and/or interested downtown condo buyers to a tour that highlights downtown businesses, attractions, living opportunities, benefits and community services. 	<ul style="list-style-type: none"> • To survey participants in order to gauge feedback. • To gauge realtor feedback. • To continue with the tour in 2008 attracting 30 percent more visitors (2007: 3000) and gauge the feedback of the BIZ program to homebuyers and potential homebuyers related to our marketing initiatives.

Transportation, Parking and Transit Committee Proposed 2008 Action Plan

Goal: Work closely with the City of Winnipeg's Public Works, Transit and PPD departments as well as with private stakeholders to review all parking, transit and transportation issues and provide solutions in response to stakeholder concerns.

OBJECTIVE	TASKS/PROJECTS	MEASURABLES
<p>Objective 1 <i>Promote</i> To develop programs with merchant and stakeholder participation which promote availability, accessibility and convenience of parking and transit as well as promote the use of downtown services and pedestrian areas.</p>	<ol style="list-style-type: none"> 1. To sustain and promote the Easy Streets Blue Loonie program until the time is right to evolve the blue loonie into a "smart card" (in partnership with the Winnipeg Parking Authority). 2. Distribution of approximately 5000 "Blue Loonie for You" brochures and loonies per year to the public. 3. To promote free and easy public transportation through a Free Downtown Spirit Bus Marketing Plan. 4. Promote the Weather Protected Walkway System (including the way-finding system). 5. Promote the availability of parking spaces to businesses and downtown visitors. 6. In partnership with the Parking Authority, initiate a "Best Practices" program for parkade owners, awarding "certification" and promoting the program to the public. 7. Post best practices and Canadian Parking Association (CPA) accreditation requirements on our website and send out a helpful hints e-newsletter to applicable businesses. 	<ul style="list-style-type: none"> • Once the Parking Authority has developed the technology for the smart card, develop smart card prototype. • To gauge retailer and public feedback on Blue Loonie Program to ensure program is still useful. • Recommendations gleaned by 2006 Spirit Bus survey promoted and implemented. • Awareness of Spirit Bus among non-users increased, measured by on-street survey in 2008. • Free Downtown Spirit Bus ridership increased. • Establish support from the business community for the Spirit Bus (including business participation in posters, brochures and sponsorship support) • In conjunction with City, distribute new brochure as well as undertake other image, event and marketing initiatives to promote the use of the Walkway system. • To distribute the "Fresh Approach to Downtown Parking" brochures to area businesses, gauging public response to the information. • Members who feel there is enough parking increased by 15 percent (from 41percent in 2007). • To place interactive parking information on the BIZ website and annually register 500 visits on the website. • Downtown parkades certified.

<p>Objective 2 <i>Advocate</i> To advocate for beneficial downtown parking, transit and transportation policies.</p>	<ol style="list-style-type: none"> 1. Advocate for changes to the Free Downtown Spirit Shuttle Bus. 2. Advocate for the advancement of the Rapid Transit plan. 3. Advocate for increasing street parking time frame from one to two/three hours throughout the downtown. 4. Advocate for taxation policies and other measures, which support better urban design relating to downtown parking. 5. Advocate for closing the Walkway system loop 6. Advocate for pedestrian access to Portage and Main and other key areas downtown. 7. Advocate for various downtown cycling concerns. 8. Advocate for a portion of Winnipeg Parking Authority revenue to circulate back to the downtown towards parking, transportation, litter, image, safety and other. 9. Advocate for a Greyhound/Beaver Bus Line downtown satellite office should Greyhound leave the downtown. 10. To maintain a seat for the BIZ on the Parking Authority Board. 	<ul style="list-style-type: none"> • To realize an improved/user-friendly Free Spirit Shuttle Bus service (i.e., additional routes, extended hours and increased frequency). • Opinion Editorial written regarding Rapid Transit. • Have meeting with public official (councillor or mayor) regarding Rapid Transit. • Parking meters programmed to allow for longer stays. • Increase satisfaction of members with parking and increased public perception of parking. • Reduce surface parking lots and more mixed-use public parking garages.
<p>Objective 3 <i>Research</i> In partnership with stakeholders, to undertake and/or participate in critical research to support initiatives which improve downtown transportation, parking and circulation needs.</p>	<ol style="list-style-type: none"> 1. Research where parking garages are needed today and tomorrow. 2. Research short-term car rentals. 3. Research spending power of pedestrians vs. cars. 4. Research performance based parking, including increased on street parking rates. 5. Conduct cycling survey looking at who cycles downtown, where and why. 	<ul style="list-style-type: none"> • Creation of cycling amenities. • Parking Authority not running a deficit.

<p>Objective 4 <i>Create</i> Provide amenities which support alternative modes of public and active transportation for the purpose of luring and moving people in and around downtown.</p>	<p>1. To increase downtown cycling infrastructure in recognition of this alternative mode of transportation to, in and from downtown.</p>	<ul style="list-style-type: none">• Install bike racks and other cycling facilities in key areas downtown.
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Community Safety Committee Proposed 2008 Action Plan

Goal: Promote downtown as a safe destination for shopping, dining and entertainment in order to attract people downtown.

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p>Objective 1 Through partnerships with the private, public and corporate community to increase a visible uniformed presence, which will act as tourism ambassadors, outreach and "safety" officers.</p>	<ol style="list-style-type: none"> 1. Increase Watch with BIZ funding and partnerships. Include mobile patrol (van) and Bike Patrol, Customer Service, promotion team to Watch. <ul style="list-style-type: none"> • MPI-Auto theft prevention • Hydro-SafeWalk • MLCC-Change for the Better (CFTB) • WCB-SafeWalk • Expand hours to include nights 	<ul style="list-style-type: none"> • Increase Watch by 20 by 2010. • Implement a mobile patrol in 2007. • Develop a 2-person promotion team, plus respective volunteer compliment. • Distribute 10,000 vehicle safety audits . • Maintain SafeWalk numbers • 2008 develop a business plan for funding.
<p>Objective 2 Maintain the BIZ Outreach program initiative, to address disorderly aggressive behaviour, and to assist the needs of people living on the streets.</p>	<ol style="list-style-type: none"> 1. Emphasize the assistance component of the Outreach. 2. Work with the social agencies that assist the homeless. 3. Recruit, encourage and support visible minority participation in the program. 4. Assistance to WFPS and WPS. 	<ul style="list-style-type: none"> • Maintain staffing levels • Sponsor a BIZ Christmas dinner. • Occasionally provide food and beverages. • Deal with 1,800 IPDAs. • Assist WFPS with 200 IPDA calls. • Reduce WFPS waiting time for assistance with IPDAs. • Develop a plan to assist frequent users.
<p>Objective 3 Continue to market the volunteer Watch program through partnerships: Universities, Colleges, High Schools, Law Enforcement Academies, others.</p>	<ol style="list-style-type: none"> 1. Update the brochure and Watch promotional videos with current testimonials and messages from the Chief or Mayor. 2. Continue to support the CIP through The Louis Riel and River East/Transcona School Division, as well as school divisions offering placement experience. 3. Offer Volunteer program to NWLEA, RRC as well as other education institutions, requiring the work experience component. 4. Create a Customer Service Hospitality component to Watch to encourage more opportunities for volunteers. 5. Maintain an incredible atmosphere of excellence – Wall of Fame, Star Performance, social functions and training. 	<ul style="list-style-type: none"> • Maintain volunteer program at 100 to 150 volunteers. • 10,000 volunteer hours annually. • Accept 4 CIP students yearly and offer summer employment opportunities. • Develop a new customer service training program.

<p>Objective 4 Continue to promote awareness and education to address homelessness and panhandling.</p>	<ol style="list-style-type: none"> 1. Reorganize the CFTB program 2. Advocate to finding alternative solutions for homelessness. 3. Create a partnership to help create education and awareness on not giving to panhandlers i.e. use BIZ kiosks at problem locations and have it staffed by agency or homeless person, with all proceeds going to create employment and support to agency. 4. Set a goal to raising money for the homeless and get the message out, create a chart or image to get the public – something they can see and relate to and get businesses involved in raising funds. 	<ul style="list-style-type: none"> • Survey members and the public on effectiveness of the CFTB program. • Reduce to 20percent from current 23percent of people who give to panhandlers. • Raise \$15,000 a year by 2010.
<p>Objective 5 To continue to work with the Winnipeg Police Service and support Policing and Crime Prevention initiatives.</p>	<ol style="list-style-type: none"> 1. Supporting WPS Mounted Horse Patrol. 2. Counter Action presentations for businesses. 3. CPTED training for businesses experiencing vandalism/theft problems. 4. Lobby for increased police presence in the downtown and ensure the Community Police Office maintains a presence in the downtown. 5. Create a database of all security providers in the downtown area. 6. Obtain security guard licence and be an in-house provider. 7. Support WPS in efforts to create a CCTV presence in the downtown. 	<ul style="list-style-type: none"> • 20 Safety presentations to include information on CPTED, Counter Action, BIZ programs. • Establish a Downtown Security Network or Committee with a focus of establishing the start of a CCTV network in the downtown. • All Watch staff working under contract will have security guard status. • Raise \$10,000 sponsorship for the WPS Mounted Horse patrol unit. • Ensure WPS Service Centre stays open.
<p>Objective 6 To represent downtown business interests in supporting and participating with organizations that has been established to address issues of safety.</p>	<ol style="list-style-type: none"> 1. To participate in/on: <ul style="list-style-type: none"> • Law Enforcement Torch Run • Community Crown Prosecutor Model • Project breakaway • Others as identified. 	<ul style="list-style-type: none"> • Clear indication that our involvement is leading to input to improved policies or procedures in addressing current issues.

<p>Objective 7 To address petty crime issues, i.e. smash and grabs and vehicle vandalism through the creation of a Downtown Safety Network comprised of public and private stakeholders.</p>	<ol style="list-style-type: none"> 1. Work with WPS in identifying problem locations. 2. Support businesses experiencing problems with integrated increased patrols. 3. Provide businesses with safety tips on crime prevention. 4. Develop partnerships to improve lighting and/or provide CCTV. 5. Advocate for MPI to re-institute a multi-million dollar building security enhancement grant program for property owners to implement capital improvements, which will lead to a decrease in car vandalism and crime in downtown parking lots. 6. Put the WPS crime stats up on the BIZ website to demonstrate reality vs. perception challenges. 7. Evaluate the opportunity of increasing Watch patrols and a mobile patrol unit, by creating a funding partnership with downtown hotels, others, to cost share in hiring additional coordinated security through an enhanced Watch program. This would include working with the Parking Authority in dealing with their Parkade challenges. 8. While MPI is considering whether or not to continue with the Vehicle Safety Audit, the BIZ recommends keeping the program for special attention areas. 9. In partnership with MPI create a cost effective, colourful poster reminding people not to leave valuables in their vehicles in problem areas. Distribute as a feature in the BIZ newsletter or flyer that the Watch could distribute, and have MPI adopt as the new billboard. 10. Create a sticker or key chain tag with important contact information, i.e. WPS, Outreach etc. 	<ul style="list-style-type: none"> • Create an overnight shift to patrol to include a mobile patrol and bikes in the summer. • Develop a best practice policy for parkades and parking lots. • Implementation. • Implementation. • Business Plan Development and preliminary buy-in and implementation. • Implementation. • Implementation. • Implementation.
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