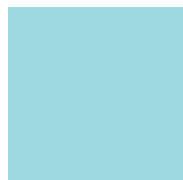




# Downtown Winnipeg BIZ Strategic Plan 2010



**Image &  
Cleanliness**



**Communications,  
Marketing, Housing  
& Business  
Development**



**Events &  
Promotions**



**Parking,  
Transit &  
Transportation**



**Community  
Safety**



**Administration**

## 2010 Strategic Plan

This 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.

### Our Vision for 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.

### Our Vision 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 Winnipeg BIZ Guiding Operational Goals

#### 1. Ensuring 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 more quickly

Encouraging the broad participation of downtown stakeholders, businesspeople and others 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 we serve, harness their creative ideas, and create a synergy that leads to the further revitalization of downtown.

#### 3. Advocacy of 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 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 the strategic goals and objectives of its

existing core functions to ensure they are current and that our initiatives are reinvigorated to drive change more quickly. The Three-Year Plan that commenced in 2008 is 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**

### **General Goals and Objectives**

A. Maintaining, training and recruiting quality, skilled, committed staff is 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 and enhanced partnerships and through the natural growth of the BIZ budget based on the arrival of new BIZ members.

### **Programming Goals and Objective**

1. To enhance downtown safety in the promotion of downtown as a unique destination for employment, shopping, dining and entertainment to attract people downtown.

2. To address panhandling and disorderly behaviour issues through a comprehensive and multifaceted approach involving community and business stakeholders.

3. To identify the strengths of 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 that 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 that 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, attracts people to the city centre, and encourages 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 key downtown business areas.

ii. Support alternative (rapid) transit solutions, Transit Oriented Development (TOD) that facilitates better, timelier access to and from downtown to increase student and suburban visits. 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, and other traffic /parking signs which will foster a stronger PR and business climate downtown.

10. The BIZ often is asked its position on various downtown issues and opportunities. In addition, the BIZ maintains certain positions that 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 in dealing with the increased costs and resulting market gap issues.

ii. Maintaining the level of support and promote cultural and recreational amenities reflective of the community.

iii. The private sector to develop / locate downtown, through the implementation of the above principles and other public incentives and policies to address “market gap” issues, such as Tax Increment Financing and other tax policies.

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), and to ensure that “:Downtown First” policy is maintained in the 2010 Plan Winnipeg review and plan formulation.

v. Continuing to promote the importance of mixed-use development in our downtown wherever possible, especially along pedestrian oriented routes.

vi. Encouraging the City of Winnipeg to reinvest the Winnipeg Parking Authority surplus revenue back into downtown in a manner supportive of downtown parking and transportation, promotional and image strategies.

vii. To advocate for the closing of the Walkway system loop.

viii. Encouraging stakeholders to create secondary and development plans for the districts of our downtown, from a development and land-use perspective. Invest in plan making.

ix. 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).

x. To support the creation of the WPS Cadet program as a means to placing more police patrols on downtown sidewalks.

## Updates to Strategic Plan, 2010

### Image and Cleanliness Committee

1. To ensure all image elements are maintained at the highest level at all times. Train crews to do regular inventory / assessment as well as continue to set aside funds for repairing and replacing damaged pieces.
2. To work with the city to create a committee of city departments that meet quarterly to review and share capital and maintenance thrusts, and to coordinate infrastructure investment in terms of priorities and smart streets approach downtown.
3. To concentrate on a few do-able projects that create a WOW factor / value and add to downtown place making:
  - a. Art on the Avenue: 2010 Artist in Residency Planter Installation Project
  - b. Bistro Seating Arrangements for gathering and relaxing downtown
  - c. Park Enhancement Initiatives for Millennium Library Park and other small pocket parks
  - d. Lighting of trees, buildings and other elements for aesthetics and safety improvement.
4. To support other initiatives that are important—stakeholders and owners should participate at a high level: murals; flag initiative; toilets.
5. To advocate and/or create coordinated “complete streets” enhancements of key pedestrian and traffic routes downtown:
  - a. Broadway
  - b. Portage Avenue
  - c. Graham Mall
  - d. Main Street
  - e. Other
6. To sustain focus on projects related to litter, cleanliness, building appearance, etc., that build pride in owners to take charge of their streets:
  - a. Continue the revitalized Neon Broom Program, including cost sharing cigarette ash receptacles / displaying a-frame messages.
  - b. Continue to increase business participation regarding safety, cleanliness and maintenance of their streets. Use Spring Clean Up Events as a catalyst.
  - c. Expand public relations anti-litter campaign in partnership with Take Pride Winnipeg!
7. To continue and expand existing projects that are working and are supported by the community (in order of priority):
  - a. Expanded maintenance and cleanliness program (downtown Clean Team maintenance and promotions)
  - b. Flowers and vegetation – hanging flower baskets, flower planters, plants for winter interest at street level

- c. Restaurant patio design
  - d. Banners defining downtown business districts as per Downtown Banner Strategy
8. Through greater partnerships, to plan, advocate and/or facilitate moving forward on complex projects that are significant to downtown:
- a. Portage Avenue Lighting Plan
  - b. Neon District Plan
  - c. Portage Ave Flag Initiative
  - d. Public Washroom Strategy
9. To organize events to celebrate our successes and create awareness of downtown image projects.

## Communications and Marketing

1. To continue developing the BIZ as the consistent, “go to” voice for the business community in the promotion, revitalization and ongoing improvement of downtown.
2. To 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. To develop a stakeholder-driven public relations strategy regarding downtown safety to change negative public safety perception issues.
4. To integrate into materials the importance that tourism plays downtown to leverage funding from sources to support our programming.
5. To further promote the new “Do Downtown” 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. To stage and grow the commercial realtor tour and print market research tool, Downtown Trends 2010, in partnership with our stakeholders.
7. To amalgamate BIZ brochures related to business listings, restaurant and shopping into one high-quality Downtown Magazine with an emphasis on leveraging partners and increased distribution building on the positives of the Urbanite Magazine.
8. To adopt the Downtown Retail Strategy and begin implementation with all stakeholders, by allocating seed money to demonstrate BIZ leadership and leverage required resources.

## Events and Promotions

1. To continue and develop Graham Avenue Street Festival in conjunction with the new Manitoba Hydro building.
2. To evolve and develop Ciclovía and Lights on Broadway to draw tens of thousands of Winnipeggers during summer months.
3. To continue to host the BIZ concert series and street festival component.
4. To continue supporting Chinatown festivals and concerts celebrating the uniqueness of this downtown district with local partners. 5. To fully develop the downtown Christmas theme and partner with the Festival of Lights (new large-scale event coming downtown in 2010); while maintaining support for the Santa Claus Parade.

6. To continue to develop the Downtown Living Tour/marketing initiatives.

## Parking, Transit and Transportation

1. To sustain the free Downtown Spirit shuttle bus marketing program, including Spirit Week and Spirit Restaurant Tours, in partnership with Winnipeg Transit and other stakeholders.

2. To continue to aggressively promote availability and regulations for downtown parking, through the Downtown Parking Guide. To extend the reach and distribution by providing guides at event venues/with event tickets.

3. To continue to counter negative feelings regarding downtown parking by promotionally distributing courtesy blue loonies along with “Blue Loonie for You” parking brochures. To roll out the refreshed Blue Loonie marketing materials to participating businesses. To continue to pursue new participants in the Blue Loonie program.

4. To explore the possibility of upgraded modes of public transportation for the purpose of luring and moving people in and around downtown (e.g. more frequent Spirit Bus).

5. In coordination with the City of Winnipeg and the Parking Authority, to continue to promote the way-finding system in Walkways to the general public while making brochures readily available.

6. With the recent introduction of the new downtown parking meters and in consultation with stakeholders, to continue to set the foundation for a new loyalty/validation program that integrates transit/parking and/or retail.

7. In conjunction with the Canadian Parking Authority and other stakeholders, to encourage participation in promote the Parking Facility Certification Program.

8. To continue to advocate for transit oriented development, a downtown parking plan, on-street parking rate changes and altered loading zones as well as undertake pertinent transportation related research.

9. To support recent downtown related transportation initiatives such as rapid transit and bicycle lanes.

10. To expand Ciclovía (dates and route) to plan another WOW event in 2010 in conjunction with the City of Winnipeg and other partners, sponsors and stakeholders.

11. In partnership with downtown businesses, the city of Winnipeg and the Parking Authority, to implement bike racks/lockers in key areas downtown.

## Community Safety

1. To continue the process of achieving our goal in doubling the number of full time Watch Ambassadors in 2008. This will be accomplished through continued partnerships and commercializing of the Watch Program.

2. To grow a core of Ambassadors that focus on public relations and customer service through the hiring of skilled Watch, as well as the development of a hospitality stream in the volunteer Watch program.

3. To grow and maintain a third downtown shift of up to six Watch Ambassadors with a dedicated police resource that will monitor 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, break-ins, drug trafficking and over-serving of alcohol.

4. To nurture and grow the new DSN Network, and promote successes of the DSN broadly to the public.

5. To engage the corporate community in raising more dollars for the Change for the Better Program, allowing more homeless and those at risk to enter into employment opportunities with the BIZ with the support of our social agencies.

6. To organize a series of educational workshops targeting downtown retailers.
7. To obtain permanent funding for the continuation of BIZ Outreach program and ensure quality and effective service to those that we serve.
8. To continue to support the University of Winnipeg Indigenous Police Preparation program by forming partnership with the Volunteer Watch program positions and emphasizing employment with the Watch program.
9. To continue to partner with Main Street Program / Project in the coordinated delivery of Outreach Services.

## Administration

1. To finalize downstairs renovations with remaining office relocation reserve budget, re-allocate any surplus funds.
2. To provide a one percent cost of living allowance (COLA), approximately (\$5,180.00 + MERCS / Benefits) for head office staff.
3. To provide additional incremental increases will be provided to staff to maintain competitive salary ranges for all positions, subject to satisfactory performance reviews, at an average of 2 percent, (\$10,360.00 plus + MERCS / Benefits).
5. To continue to provide a continuous learning environment by encouraging and supporting staff to undertake training and skill improvements in areas of importance, as well as attending national and international downtown conferences to network, promote our city and downtown, leverage ideas and maintain a high and positive motivation level of our staff and board.
6. To maintain additional staffing support in critical months of increased programming (summer).
7. To review areas of advocacy on items affecting downtown and our members to ensure the positions of the BIZ are not only current but well understood, providing management and staff confidence and direction. Ensure specific measurable are identified for specific action items for priority areas of advocacy in 2010.
8. To move towards the integration of a computerized punch clock / payroll calculation software/ system allowing for greater office efficiency, quality control and minimization of administration resources using current processes. Allocate approx 3500 for the one time implementation costs for software and hardware under the office relocation fund, and allocate approx. 3500 annual costs to the administration budget.
9. To begin investigating the acquisition of GPS handheld systems for Watch and Clean Team members to more accurately record, track and electronically archive incidents and downtown maintenance issues in the public realm which will lead to minimizing of report writing, enhancement of analysis techniques and betterment of overall tracking and reporting with stakeholders.
10. To continue planning for the replenishment of the BIZ reserves funds, specifically in the areas of equipment replacement reserves, to be allocated from any year end surplus.
11. To budget for a 2010 city claw back of BIZ levy in an amount of \$17,000.00
12. To undertake the development of the BIZ by creating a strategic plan for 2011-2013 in 2010.
13. To measure the effectiveness of our programs over the last three years. BIZ administration and board will engage our members, stakeholders and the public and ask them if our programs are making a difference in the areas related to our mandate. We will solicit ideas, take a moment to reflect and appreciate, and reconfirm our partnerships and through this gain energy and momentum to carry our organization forward, again re-focused for the next three years.

# Image and Cleanliness

## Updates to Strategic Plan, 2010

**Goal: Improve the visual quality of downtown Winnipeg and enhance the pedestrian experience through physical improvements, street beautification and cleanliness, for the benefit of those who work, shop, visit and live downtown.**

<b>OBJECTIVES</b>	<b>TASKS/PROJECTS</b>	<b>MEASURABLES</b>
<p><b>OBJECTIVE 1</b></p> <p>To partner with stakeholders to continue to implement and improve the year-round cleanliness and maintenance program for our downtown streets, parks and walkway systems.</p>	<ul style="list-style-type: none"> <li>• To maintain the current funding partnership with Public Works and other potential stakeholders for a full-time/year-round Downtown BIZ Clean Team (Maintenance and Promotions) of up to 23 full-time staff during the summer months and eight full-time staff during the winter months in addition to the Maintenance Coordinator.</li> <li>• To seek sponsorship from Winnipeg Transit for a year round bus shelter cleaning program.</li> <li>• To maintain an efficient operating system, whereby significant maintenance and cleanliness issues are taken care of on a timely basis.</li> <li>• To continue to implement the Promotions Crew as part of the Clean Team. Ensure a minimum of four distinguishable staff are hired yearly, aimed at entertaining downtown visitors and consulting with BIZ members while enforcing the importance of cleanliness through example.</li> <li>• To pursue an aggressive public relations campaign regarding litter, in partnership with Take Pride Winnipeg!</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure the downtown is consistently clean and green.</li> <li>• To continue to increase positive public perceptions around bus shelter cleanliness. In 2009, 80% of respondents felt that downtown bus shelters are cleaner than usual this year.</li> <li>• To substantially increase the public perception of downtown cleanliness by 50% by 2010. 2004 = 37% felt it was not clean 2007 = 18% felt it was not clean</li> </ul>

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p><b>OBJECTIVE 1</b></p> <p>To partner with stakeholders to continue to implement and improve the year-round cleanliness and maintenance program for our downtown streets, parks and walkway systems.</p>	<ul style="list-style-type: none"> <li>• To ensure the BIZ purchases, maintains and replaces essential equipment and supplies to undertake year round maintenance:               <ul style="list-style-type: none"> <li>Repairs and upkeep</li> <li>Distinguishable and new, large, equipment purchases</li> <li>Supplies and other materials</li> <li>Logos on equipment</li> </ul> </li> <li>• To record items regularly in the maintenance log that are in need of repair on downtown streets and sidewalks (including buildings that are in violation of building and maintenance codes) and provide this information to the respective city departments to expedite response/ repairs.</li> <li>• To promote priority cleaning areas on downtown streets seasonally through a litter log.</li> </ul>	<ul style="list-style-type: none"> <li>• To sit down with the city bi-annually to review the maintenance log.</li> <li>• Four litter logs posted on the BIZ website yearly.</li> </ul>
<p><b>OBJECTIVE 2</b></p> <p>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>	<ul style="list-style-type: none"> <li>• To continue to implement and visibly promote on an annual basis to the general public a renewed Neon Broom “May I Pamper You” program that focuses on areas of most need such as cigarette litter.</li> </ul>	<ul style="list-style-type: none"> <li>• To cost share cigarette receptacles with BIZ members.</li> </ul>



OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p><b>OBJECTIVE 3</b></p> <p>To partner with other agencies and stakeholders in order to advocate for and implement streetscape and building enhancements, which improve the overall image of the downtown.</p>	<ul style="list-style-type: none"> <li>• To continue to implement a coordinated year-round, downtown-wide banner strategy by integrating places, events and themes.</li> <li>• To continue to maintain a hanging basket program for Portage Avenue in the summer followed by a winter greenery and mini light display.</li> <li>• To extend plant displays to include spring/fall and winter interest.</li> <li>• To increase vegetation at street level to soften the pedestrian environment, perhaps along parking lot edges or up blank walls.</li> <li>• To annually plant colourful flowers on Portage Avenue, Graham Avenue and Main Street.</li> <li>• To implement tree, facade and flag lighting in various locations downtown when possible.</li> <li>• To continue to paint surfaces through visually intriguing means, as an effective anti-graffiti tool.</li> <li>• To advocate for the creation of contemporary, historically sensitive, aesthetic and accessible streetscapes throughout the downtown when sidewalk lifecycle budgets permit.</li> </ul>	<ul style="list-style-type: none"> <li>• To mount banners for year five of the Downtown Banner Strategy.</li> <li>• To continue to maintain existing banners, such as the Gateway, Portage Ave, Graham Mall and Chinatown banners.</li> <li>• 106 jumbo baskets filled both summer and winter of each year on Portage Avenue.</li> <li>• Tree lighting mounted in at least two zones per year.</li> <li>• Assist at least three businesses yearly to create anti-graffiti shutters downtown.</li> <li>• To continue to support a Master Plan for Broadway.</li> </ul>

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p><b>OBJECTIVE 4</b></p> <p>To advocate and implement enhancements that improves the image of the key downtown traffic routes, such as Portage Ave, Graham Ave, Main Street and Broadway.</p>	<ul style="list-style-type: none"> <li>• To facilitate downtown patios by providing technical and resource assistance to restaurateurs.</li> <li>• To loan café chairs and tables to businesses to create informal patio settings along building frontages.</li> <li>• In participation with the Parking and Transportation Committee, continue to advocate for the removal of the pedestrian barricades at the corner of Portage and Main.</li> <li>• Advocate for coordinated “complete streets” enhancements of key pedestrian and traffic routes in the downtown.</li> <li>• Downtown BIZ to pursue a seat on UDAC.</li> <li>• Advocate for an increase to the City’s Downtown Streetscape Improvement budget.</li> </ul>	<ul style="list-style-type: none"> <li>• To facilitate the creation of at least one new permanent patio yearly.</li> <li>• To achieve life at street level through at least 15 informal seating arrangements yearly.</li> <li>• Removal of barricades with the consensus of the stakeholders.</li> <li>• In collaboration with Winnipeg Transit, to continue to implement image and marketing enhancements on Graham Avenue, including sandwich boards, ornamental lighting, flowers, etc.</li> <li>• 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.</li> <li>• Letter sent to the Planning Department regarding following through with a complete streets plan.</li> </ul>

## OBJECTIVES

### OBJECTIVE 5

To enhance public spaces and buildings through art and technology in order to create a vibrant and engaging downtown image.

## TASKS/PROJECTS

- To explore ideas related to the Neon District.
- To develop a Downtown Parks Programming model, focusing on the Millennium Library Park.
- To support / assist with the rejuvenation of small park spaces in the downtown.
- To continue to work with stakeholders on the implementation of the Master Lighting Plan for Portage Avenue.
- To explore the feasibility of the Portage Ave flag initiative.
- To continue to celebrate Manitoba art through Art on the Avenue.

## MEASURABLES

- Direction for Neon District determined.
- Support the new Millennium Library Park through advocating for sponsors, purchasing site furniture and assisting with maintenance, programming and other aspects.
- Celebrate new park spaces and other initiatives through events/promotions.
- To see the Lighting Master Plan achieved.
- To mount flags in three locations as a pilot.
- Continue new art displays on Portage Avenue through partnerships with organizations such as the Winnipeg Arts Council.

# Communications and Marketing

## Updates to Strategic Plan, 2010

**Goal One:** To 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.

<b>OBJECTIVES</b>	<b>TASKS/PROJECTS</b>	<b>MEASURABLES</b>
<p><b>OBJECTIVE</b></p> <p>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><b>Marketing Campaign</b></p> <ul style="list-style-type: none"> <li>• 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.”</li> </ul> <p><b>Publications</b></p> <ul style="list-style-type: none"> <li>• To develop a downtown magazine that encompasses all shopping, dining, entertainment and news in downtown.</li> <li>• To complete distribution and promotion of entertainment and shopping guides that have already been printed.</li> </ul> <p><b>Print Advertising</b></p> <ul style="list-style-type: none"> <li>• To run ads as needed to support the BIZ’s mandate and vision.</li> </ul> <p><b>Radio Advertising</b></p> <ul style="list-style-type: none"> <li>• To run a radio campaign encouraging downtown use leading up to the holidays. BIZ Program Promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a strong brand and campaign through appropriate media.</li> <li>• Conduct a citywide survey to evaluate the campaign.</li> <li>• Gauge feedback from businesses and track distribution.</li> <li>• Increase awareness in the 2010 Member Survey</li> <li>• To combine the Memo, Menu, Mode and Merge guides into one publication as a downtown magazine to be published 2-3 times/year</li> <li>• Explore a partnership with arts, cultural and entertainment venues to promote shopping and dining.</li> <li>• Print ads as needed based on budget and mandate.</li> <li>• Achieve a good frequency and reach in spots.</li> </ul>

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p><b>OBJECTIVE</b></p> <p>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><b>BIZ Program Promotion</b></p> <ul style="list-style-type: none"> <li>• To promote key BIZ programs to BIZ members and the public.</li> </ul> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>• To enhance and redesign the website to be more user friendly, provide more services that promote downtown use, and encourage revisits.</li> </ul> <p><b>Mingle e-newsletter</b></p> <ul style="list-style-type: none"> <li>• To continue to promote downtown events through the weekly e-newsletter.</li> <li>• To expand the distribution list through displays and contests, e.g. at Goldeyes or Moose games.</li> </ul> <p><b>Promotional Items</b></p> <ul style="list-style-type: none"> <li>• To produce and distribute free promotional items which promote the downtown brand and website.</li> </ul> <p><b>Marketing Initiatives</b></p> <ul style="list-style-type: none"> <li>• To take advantage of marketing opportunities that arise during the year which support our objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote two programs.</li> <li>• Add pages and features that promote downtown use.</li> <li>• Increase visits to the website by 20% by 2010.</li> <li>• Gauge comments.</li> <li>• Add Mingle to home page and give prominence</li> <li>• Increase the number of e-mail addresses in our database to 10,000 by end of 2010.</li> <li>• Gauge feedback through a user survey.</li> <li>• Continue to receive requests for events to be added to our listings.</li> <li>• Distribute minimum 500 promotional items.</li> </ul>

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p><b>OBJECTIVE</b></p> <p>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><b>Holiday Promotion</b></p> <ul style="list-style-type: none"> <li>• To develop a program to promote downtown for the holidays in order to attract more people to shop and enjoy downtown.</li> </ul> <p><b>Merchant Loyalty Program</b></p> <ul style="list-style-type: none"> <li>• To research a merchant loyalty program or downtown card concept.</li> </ul> <p><b>Online Social Networking</b></p> <ul style="list-style-type: none"> <li>• To develop prominence on the Internet through social networking sites like Facebook, Twitter and YouTube.</li> </ul>	<ul style="list-style-type: none"> <li>• To add to the unique holiday feeling downtown through a program, event, display or activity.</li> <li>• To evaluate a downtown card concept.</li> <li>• To research partnerships with the Winnipeg Parking Authority's parking card.</li> <li>• To create a "real life" Downtown Peggy to post on YouTube.</li> <li>• To increase fans on Facebook to 2000</li> <li>• Collect 20% more e-mail addresses for business members by 2010.</li> <li>• Continue profiling new businesses</li> </ul>
<p><b>Target Audience</b></p> <p><b>Primary:</b> Regular Downtown users ("Downtowners"), Workers, Residents, Students, "Culture Vultures"</p> <p><b>Secondary:</b> Visitors/Tourists, Suburbanites/Potential Users, Potential Investors</p>		

**Goal Two: To communicate with downtown businesses and Winnipeggers about downtown Winnipeg and Downtown BIZ initiatives.**

<b>OBJECTIVES</b>	<b>TASKS/PROJECTS</b>	<b>MEASURABLES</b>
<p><b>OBJECTIVE 1</b></p> <p>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><b>BIZ Newsletter</b></p> <ul style="list-style-type: none"> <li>• To provide information about downtown and the BIZ to business members through new downtown magazine (as mentioned above).</li> </ul> <p><b>Annual Report and Annual General Meeting</b></p> <ul style="list-style-type: none"> <li>• To provide members with information about the BIZ initiatives over the year and involve them in the voting process at the AGM.</li> </ul> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>• To enhance the website to provide more services, information and value for members and have them be more actively involved.</li> </ul> <p><b>Mingle E-Newsletter</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <p><b>Marketing Workshops</b></p> <ul style="list-style-type: none"> <li>• To sponsor workshops for BIZ members to learn more about marketing e.g. Manitoba Marketing Network and Retail Council of Canada.</li> </ul> <p><b>BIZ Services Card</b></p> <ul style="list-style-type: none"> <li>• To redesign and distribute a quick reference card of all the services the BIZ provides for members.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish broad downtown distribution network.</li> <li>• Provide a succinct summary of the past year in a colourful, easy-to-read format that is distributed to each member.</li> <li>• Increase AGM attendance to 200.</li> <li>• Increase member familiarity in 2010 member survey.</li> <li>• Increase value to members.</li> <li>• Increase member visits and participation.</li> <li>• Collect 20% more e-mail addresses for business members by 2010.</li> <li>• Continue profiling new businesses</li> <li>• Sponsor 15 or more members to workshops.</li> <li>• Organize and sponsor new media workshop for BIZ members</li> <li>• Increase membership calls.</li> <li>• Gauge awareness and involvement of BIZ members.</li> </ul>

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p><b>OBJECTIVE 2</b></p> <p>To respond to requests for downtown data and inquiries related to BIZ programs and services.</p>	<ul style="list-style-type: none"> <li>• To promptly provide information on the downtown and the BIZ.</li> <li>• To ensure the resources are in place to provide the requested information.</li> <li>• If the BIZ is unable to provide it, to supply another source for the individual to contact.</li> </ul>	<ul style="list-style-type: none"> <li>• To respond to all requests within 24 - 48 hours.</li> <li>• Provide useful contacts.</li> </ul>
<p><b>Target Audience</b></p> <p>Downtown Businesses, Government, Investors in downtown, Stakeholders, Downtown consumers, Potential downtown consumers, Students, Other BIZ-type groups, Interested individuals</p>		
<p><b>OBJECTIVE 3</b></p> <p>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><b>Media Releases</b></p> <ul style="list-style-type: none"> <li>• To send out regular media releases to publicize Downtown BIZ initiatives and programs.</li> </ul> <p><b>News Conferences</b></p> <ul style="list-style-type: none"> <li>• To host news conferences, when applicable, to promote projects and programs.</li> </ul> <p><b>Media Interviews</b></p> <ul style="list-style-type: none"> <li>• To provide media interviews to offer the downtown viewpoint on issues affecting BIZ members and BIZ programming.</li> </ul> <p><b>Media Monitoring</b></p> <ul style="list-style-type: none"> <li>• To monitor media coverage relevant to downtown and the BIZ.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide key downtown information to the media on all annual BIZ programs, surveys, etc.</li> <li>• To respond to media calls promptly in order to meet their deadlines.</li> <li>• Gain regular, positive, media coverage about downtown and the BIZ.</li> <li>• 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.</li> <li>• Collect key media coverage (particularly print and television) to make available on the BIZ website.</li> <li>• Show video sample(s) of positive media stories at the AGM, Board meetings and other applicable places.</li> </ul>

**Goal Three: To promote downtown living in order to increase the number of residents living in the downtown, thereby providing a 24-to-seven customer base for the business community.**

<b>OBJECTIVES</b>	<b>TASKS/PROJECTS</b>	<b>MEASURABLES</b>
<p><b>OBJECTIVE</b></p>	<p><b>Downtown Living Marketing</b></p>	<ul style="list-style-type: none"> <li>• To survey participants in order to gauge feedback.</li> </ul>
<p>To partner with stakeholders and develop a downtown living marketing campaign</p>	<ul style="list-style-type: none"> <li>• To promote downtown living via various marketing initiatives including—by not limited to—TV, radio, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• To gauge realtor feedback.</li> </ul>
	<p><b>Downtown Living Open House</b></p>	<ul style="list-style-type: none"> <li>• To continue with the Tour</li> </ul>
	<ul style="list-style-type: none"> <li>• To host realtors and/or interested downtown condo buyers to a tour that highlights downtown businesses, attractions, living opportunities, benefits and community services.</li> </ul>	<ul style="list-style-type: none"> <li>in 2010 attracting 30% more visitors (2007- 3000) and gauge the feedback of the BIZ program to homebuyers and potential homebuyers related to our marketing initiatives.</li> </ul>

# Events and Promotions

## Updates to Strategic Plan, 2010

**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><b>OBJECTIVE 1</b></p> <p>To create and partner with other stakeholders to establish downtown festivals and events.</p>	<p><b>Out to Lunch concert series</b></p> <ul style="list-style-type: none"> <li>• To continue series at two additional concerts at various locations, to make 14 shows.</li> <li>• To continue to work with Chinatown concert series.</li> <li>• To continue to develop and improve the Out to Lunch Street Festival component created in 2009.</li> <li>• To continue to develop the busker program which occurs in the Downtown Walkway system in the winter months beginning January.</li> </ul> <p><b>Young Artists on the Avenue</b></p> <ul style="list-style-type: none"> <li>• To 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.</li> <li>• Make more of an impact and centralize the artwork to grow appeal and program recognition.</li> </ul> <p><b>Doors Open Winnipeg</b></p> <ul style="list-style-type: none"> <li>• To partner with Heritage Winnipeg in promoting the historical buildings in our downtown to the general public.</li> </ul>	<ul style="list-style-type: none"> <li>• To undertake people counts at select events and develop sound marketing plans that will continue to attract more people to the events based on survey feedback. Increasing participants by 10% to 20% a year.</li> <li>• Increase sponsorship of the event by an additional \$2000 in 2010.</li> <li>• Get more people and media out to view artwork, gain better recognition for program.</li> <li>• Continue to structure artwork in a specific location/area (i.e.the Walkway system and pack it with student art and vibrant noticeable hanging backdrops</li> <li>• Achieving a partnership leading to increases participating buildings, visits and volunteers.</li> <li>• Make sure participating BIZ members are aware of program and how we give back to them.</li> </ul>

## OBJECTIVES

### OBJECTIVE 1

To create and partner with other stakeholders to establish downtown festivals and events.

### OBJECTIVE 2

To act as a technical intermediary with the City of Winnipeg for groups wanting to host events and festivals in downtown.

### OBJECTIVE 3

To encourage businesses in the zone to participate with cooperative downtown marketing, projects, promotions, festivals and events.

## TASKS/PROJECTS

### Star Treatment

- Award a minimum of five VIP packages at fundraising events or as BIZ promotions. Focus on partnering with downtown event charities.

### Chess in the Park

- Continue and grow the event to engage more chess players and continue to educate and promote event using new venue at Air Canada Park as Merchant Park is no longer available.

### City Lights Cruise and Cruz In Downtown

- Continue partnership with Pony Corral and Fabulous 50's Car Club to increase weekly visits during the summer.
- Sustain family festivities program concept.

### Santa Claus Parade

- Work with new event coordinators for the Jaycees/ Hydro event to aid them in the creation family festivities and programming prior to parade.

## MEASURABLES

- 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 chess pro give lessons to the general public.

- To continue an event tournament component for the program launch.

- As part of committee recommendation, continue to partner and promote an event that's a weeknight event. Further promote & 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.

- Continue involvement in parade with BIZ Float and procession.

- Make the BIZ a more recognizable sponsor.

<b>OBJECTIVES</b>	<b>TASKS/PROJECTS</b>	<b>MEASURABLES</b>
<p><b>OBJECTIVE 3</b></p> <p>To encourage businesses in the zone to participate with cooperative downtown marketing, projects, promotions, festivals and events.</p>	<p><b>Festival du Voyageur/River Trail</b></p> <p><b>Fringe Theatre Festival</b></p> <ul style="list-style-type: none"> <li>• Continue support specifically for transportation of volunteers.</li> </ul> <p><b>Major Events Support</b></p> <ul style="list-style-type: none"> <li>• Partner with large and/or national/international-calibre events held downtown to promote and/or assist in production e.g. Homecoming 2010.</li> </ul> <p><b>Freeze Frame International Kid's Festival</b></p> <ul style="list-style-type: none"> <li>• Continue support of downtown venue and concert/children's entertainers.</li> </ul> <p><b>New Events</b></p> <ul style="list-style-type: none"> <li>• To continue development of 2 new events downtown in 2010: Lights on Broadway &amp; Ciclovía,.</li> </ul> <p><b>CIBC Run for the Cure</b></p> <ul style="list-style-type: none"> <li>• Continue to work with organizers and liaise with city officials in logistics and support event in-kind if requested</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to allocate resources to allow us to better promote the event and bring people downtown.</li> <li>• River trail transferred to Safety &amp; Development Committee</li> <li>• Delivery of 1600 blue loonies to volunteers in support of their transportation to/from festival</li> <li>• Partner with major 2010 events occurring downtown where the BIZ is recognized as one of the main proponents of the event.</li> <li>• Ex. Homecoming 2010, Festival of Lights, Olympic Torch Run.</li> <li>• Continue support and promotion of both events in downtown from onset to completion working with partners, stakeholders, and other biz departments to see to their success</li> <li>• Financial support of event discontinued upon no request.</li> </ul>

## OBJECTIVES

### OBJECTIVE 3

To encourage businesses in the zone to participate with cooperative downtown marketing, projects, promotions, festivals and events.

## TASKS/PROJECTS

### Downtown Alive! Fundraiser

#### Kiosk Program

- Implement the on-street vendor booths by working with special events and biz members to participate in promoting their business during special events and information opportunities to liven up the street atmosphere.

## MEASURABLES

- Program Discontinued in 2008 and other new initiatives created

- Program restructured in 2008, utilizing kiosks for special events, biz events, & information booths per committee

- Use kiosks as national event promoters

- Use the kiosks for info or visitor booths at various downtown locations.

**Goal Two: To promote downtown living in order to increase the number of residents living in the downtown, thereby providing a 24-to-seven customer base for the business community.**

<b>OBJECTIVES</b>	<b>TASKS/PROJECTS</b>	<b>MEASURABLES</b>
<p><b>OBJECTIVE</b></p>	<p><b>Downtown Living Marketing</b></p> <ul style="list-style-type: none"> <li>• To promote downtown living via various marketing initiatives including—by not limited to—TV, radio, etc.</li> </ul> <p><b>Downtown Living Open House</b></p> <ul style="list-style-type: none"> <li>• To host realtors and/or interested downtown condo buyers to a tour that highlights downtown businesses, attractions, living opportunities, benefits and community services.</li> </ul>	<ul style="list-style-type: none"> <li>• To survey participants in order to gauge feedback.</li> <li>• To gauge realtor feedback.</li> <li>• To continue with the Tour in 2010 attracting 30% more visitors (2007- 3000) and gauge the feedback of the BIZ program to homebuyers and potential homebuyers related to our marketing initiatives.</li> </ul>

# Parking, Transit and Transportation

## Updates to Strategic Plan, 2010

**Goal:** To work closely with the City of Winnipeg’s Public Works, Transit and PP&D departments, as well as with private stakeholders, to review all parking, transit and transportation issues and provide solutions in response to stakeholder concerns.

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p><b>OBJECTIVE 1</b></p> <p>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>	<p><b>Promote</b></p> <ul style="list-style-type: none"> <li>• To promote the Blue Loonie program until the time is right to evolve the blue loonie into a “smart card” (loyalty/validation program that integrates transit/parking and/or retail).</li> <li>• Distribution of approximately 5000 “Blue Loonie for You” brochures and loonies per year to the public.</li> <li>• Update and enhance the Blue Loonie program through new marketing material and increased communication/ support directed towards participating businesses.</li> <li>• To promote free and easy public transportation through a Spirit Bus Marketing Plan as well as through Spirit Week, Spirit Restaurant Tours and other seasonal promotions (possibly to be done during winter months).</li> </ul>	<ul style="list-style-type: none"> <li>• Once Transit has developed their technology, develop “smart card” prototype if feasible.</li> <li>• To gauge retailer and public feedback on Blue Loonie Program to ensure program is still useful. Increase awareness of program. In 2008, 66% of downtown workers were aware of the program.</li> <li>• Continue to increase businesses in the Blue Loonie program.</li> <li>• Recommendations gleaned by 2006 Spirit Bus survey promoted and implemented.</li> <li>• Awareness of Spirit Bus among non-users increased. In 2008, 93% of downtown workers had heard of the Downtown Spirit.</li> <li>• Spirit ridership increased.</li> <li>• Establish support from the business community for the Spirit Bus (including business participation in posters/ brochures as well as sponsor support).</li> </ul>

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p><b>OBJECTIVE 1</b></p> <p>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>	<ul style="list-style-type: none"> <li>• Send a letter to the City/ Winnipeg Transit, laying out our findings regarding the Spirit Restaurant Tour and keeping the issue of increased frequency of the bus and other front and center.</li> <li>• Request that Transit update Navigo specifically for the Spirit Bus, including a direct link to the Downtown BIZ website.</li> <li>• Promote the Weather Protected Walkway System (including the way finding system).</li> <li>• Promote the availability of parking spaces to businesses and downtown visitors.</li> <li>• Deliver approximately 20,000 Parking Guides to the public through a layered approach, focused on providing the guide at event venues/with event tickets.</li> </ul>	<ul style="list-style-type: none"> <li>• In conjunction with city, continue to distribute new brochure as well as undertake other image, event and marketing initiatives to promote the use of the walkway system (such as new “W” elevator decals for 2010).</li> <li>• To distribute the “Fresh Approach to Downtown Parking” brochures to area businesses, gauging public response to the information.</li> <li>• Members who feel there is enough parking increased by 15% each year (from 41% in 2007).</li> <li>• To place interactive parking information on the BIZ website and annually register 500 visits on the website.</li> </ul>



OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p><b>OBJECTIVE 2</b></p> <p>To advocate for beneficial downtown parking, transit and transportation policies.</p>	<ul style="list-style-type: none"> <li>• Continue to advocate for closing the loop in the Weather-Protected Walkway System.</li> <li>• Advocate for pedestrian access to Portage and Main and other key areas downtown.</li> <li>• Advocate for various downtown cycling concerns, maintaining a seat on the Active Transportation Committee.</li> <li>• Continue to advocate for a portion of Winnipeg Parking Authority revenue to circulate back to the downtown towards parking, transportation, litter, image, safety and other.</li> <li>• To maintain a seat for the BIZ on the Parking Authority Board.</li> <li>• Advocate for changes to downtown loading zones when appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of cycling amenities, including bike lanes.</li> <li>• Parking Authority not running a deficit.</li> </ul>
<p><b>OBJECTIVE 3</b></p> <p>In partnership with stakeholders, to undertake and/or participate in critical research to support initiatives which improve downtown transportation, parking and circulation needs.</p>	<p><b>Research</b></p> <ul style="list-style-type: none"> <li>• To continue to research transit oriented development.</li> <li>• To continue to research a downtown parking plan.</li> <li>• To continue to pursue the topic of changes to on-street vs off-street parking rates.</li> <li>• Other research as identified.</li> </ul>	
<p><b>OBJECTIVE 4</b></p> <p>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><b>Create</b></p> <ul style="list-style-type: none"> <li>• In partnership with the City of Winnipeg and in conjunction with downtown businesses, to increase downtown cycling infrastructure in recognition of this alternative mode of transportation to, in and from downtown.</li> </ul>	<ul style="list-style-type: none"> <li>• Install bike racks and other cycling facilities in key areas downtown.</li> </ul>

## Community Safety 2009 Action Plan

**Goal:** To improve and promote downtown as a safe destination for shopping, dining and entertainment in order to attract people downtown.

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p><b>OBJECTIVE 1</b></p> <p>Through partnerships Private, Public and Corporate community to increase a visible uniformed presence, which will act as tourism ambassadors, outreach and “safety” officers.</p>	<ul style="list-style-type: none"> <li>• Increase Watch with BIZ funding &amp; partnerships. Include mobile patrol (van) and bike patrol.</li>   <li>• Include Customer Service, Promotion team to Watch.</li>   <li>• Maintain the overnight shift patrol to include a mobile patrol &amp; bikes in the summer:               <ul style="list-style-type: none"> <li>• MPI – Auto theft prevention</li> <li>• Hydro - Safe walk</li> <li>• MLCC – CFTB program</li> <li>• WCB – Safe work</li> </ul> </li>   <li>• Expand hours to include nights</li> </ul>	<ul style="list-style-type: none"> <li>• Increase Watch by 10 by 2010.</li>   <li>• Maintain a mobile Patrol for overnight shift WPA provide a vehicle</li>   <li>• Add one patrol unit for the evening shift.</li>   <li>• Add one person to the Customer service team (2), via respective volunteers compliment for 2010.</li>   <li>• Starting with volunteers</li>   <li>• Maintain a 4-6 staff Watch team for the AM shift.</li>   <li>• This is being done at times with the addition of volunteers</li>   <li>• Distribute 10,000 vehicle safety audits</li>   <li>• Maintain number of SafeWalks at 1000</li> </ul>
<p><b>OBJECTIVE 2</b></p> <p>Maintain the BIZ Outreach Program Special Constable initiative, to address disorderly aggressive behaviour, and to assist the needs of people living on the streets.</p>	<ul style="list-style-type: none"> <li>• Emphasize the assistance component of the Outreach, and the programs in general.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain staffing levels at 10 Outreach.</li> </ul>

<b>OBJECTIVES</b>	<b>TASKS/PROJECTS</b>	<b>MEASURABLES</b>
<p><b>OBJECTIVE 2</b></p> <p>Maintain the BIZ Outreach Program Special Constable initiative, to address disorderly aggressive behaviour, and to assist the needs of people living on the streets.</p>	<ul style="list-style-type: none"> <li>• Work with the social agencies that assist the homeless.</li> <li>• Increasing Watch patrols by creating a funding partnership with downtown hotels, U of W and other.</li> <li>• Recruit, encourage &amp; support visible minority participation in the program. U of W IPPP – 17 aboriginal students in 2009-2010</li> <li>• Assistance to WFPS &amp; WPS as needed.</li> <li>• Develop a plan to assist frequent users.</li> <li>• Develop permanent funding partnerships for 2010 to continue with the program.</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsor a BIZ Christmas dinner.</li> <li>• Provide 500 bottles of water and 500 snack bars to the homeless.</li> <li>• Deal with 1,800 IPDA's.</li> <li>• Assist WFPS with 200 IPDA calls.</li> <li>• Reduce WFPS waiting time for assistance with IPDA's, average time has been 10 minutes.</li> <li>• Maintain a 10-30 percent visible minority.</li> <li>• Raise sustainable and permanent funding.</li> </ul>
<p><b>OBJECTIVE 3</b></p> <p>Continue to grow the volunteer and Watch program through partnerships: Universities, Colleges, High Schools, Law Enforcement Academies, others.</p>	<ul style="list-style-type: none"> <li>• Create a Watch promotional video with current testimonials and messages from the Chief or Mayor. Develop a video and send to all Winnipeg high schools, and related training programs., option to have Red River crecom student do it.</li> </ul>	<ul style="list-style-type: none"> <li>• Grow volunteer program to 160 volunteers.</li> <li>• 13,000 volunteer hours annually.</li> </ul>



OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p><b>OBJECTIVE 4</b></p> <p>Continue to promote awareness and education to address homelessness and panhandling.</p> <p><b>OBJECTIVE 5</b></p> <p>To continue to work with the Winnipeg Police Service and support Policing and Crime Prevention initiatives.</p>	<ul style="list-style-type: none"> <li>• Create a new education &amp; awareness campaign on not giving to panhandlers i.e. use BIZ kiosks at problem locations &amp; have it staffed by agency or homeless person, with all proceeds going to create employment and support to agency.</li> <li>• To supporting WPS Mounted Horse Patrol.</li> <li>• Host Counter Action presentations for businesses. Identity theft workshop in October.</li> <li>• Host 30 Safety presentations to BIZ members.</li> <li>• CPTED training for business experiencing vandalism/theft problems.</li> <li>• Lobby for increased police presence downtown (or auxiliary program)</li> <li>• Obtain Security Guard Licence &amp; be an In-house provider.</li> </ul>	<ul style="list-style-type: none"> <li>• Host a meeting of partners to determine if funding can be accessed to connect Outreach, MOST and Housing First, initiatives in an attempt to help 200 street people off the street.</li> <li>• Outreach are involved with WPS &amp; Crown via Project Breakaway.</li> <li>• Add question to our BIZ research survey.</li> <li>• Weekly kiosk on downtown streets.</li> <li>• Continuation of program</li> <li>• Increase police presence.</li> <li>• All Watch staff working under contract will have security guard status.</li> </ul>

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p><b>OBJECTIVE 6</b></p> <p>To represent downtown business interests in supporting and participating with organizations that has been established to address issues of safety.</p> <p><b>OBJECTIVE 7</b></p> <p>To address petty crime issues, i.e. smash &amp; grabs and vehicle vandalism through the creations of a Downtown Safety Network (DSN), comprised of public and private stakeholders.</p>	<ul style="list-style-type: none"> <li>• Support WPS in efforts to create a CCTV presence in the downtown</li> <li>• To participate in/on Community Crown Prosecutor Model</li> <li>• Others as identified</li> <li>• Work with WPS in obtaining their endorsement for the DSN, and work with all downtown stakeholders.</li> <li>• Create a database of all DSN providers in downtown area, including all downtown cameras.</li> <li>• Put the WPS crime stats up on the BIZ website to demonstrate reality vs. perception challenges.</li> <li>• In partnership with MPI create a cost effective, colourful poster reminding people not to leave valuables in their vehicles in problem areas. MPI have made a few changes to signage</li> <li>• Create a sticker or key chain tag with important contact information, i.e. WPS, Outreach etc. New # safe stickers and new MPI stickers on auto theft in September of 2009</li> <li>• Launch a PR campaign for the new # SAFE program. To record a 50% increase in calls to the BIZ.</li> </ul>	<ul style="list-style-type: none"> <li>• To have CCTV implemented</li> <li>• Clear indication that our involvement is leading to input to improved policies or procedures in addressing current issue</li> <li>• Grow the DSN with the following initiatives: <ul style="list-style-type: none"> <li>• Quarterly meetings 5 meetings per year</li> <li>• Training and safety workshops on crime prevention. 5 workshops per year</li> </ul> </li> <li>• E-Alert System done</li> </ul>