



Downtown Winnipeg BIZ
2011–2013 Strategic Plan
Updated for 2012

Executive Summary

INTRODUCTION

Every three years, the Downtown Winnipeg BIZ undergoes a “gut check” and seeks comprehensive feedback from our members, the general public and our BIZ Board and staff toward the renewal of our strategic plan. These consultations took place in 2010, in preparation of the 2011-2013 strategic plan.

The renewal of the BIZ’s three-year strategic plan has been an exercise in reflecting on what the Downtown BIZ has accomplished (Appendix 1) and where the downtown has progressed over the last three years and most importantly, it clearly articulates where we are going as an organization.

This three-year plan provides renewed focus and identifies the BIZ’s goals, objectives and tasks; measures the benchmarks of those tasks; and eventually evaluates the overall impact of our programs in our key focus areas. The general theme presented in this plan is to quicken the change taking place in our downtown through the coordination of more resources, increased partnerships and advocacy.

This 2012 update provides a glimpse of what has been achieved in the first year of our three-year plan (2011) and sets forth the direction for 2012

BIZ BACKGROUND

Every business in our zone is a BIZ member and is subject to pay a BIZ levy. Businesses pay approximately 1.3 to 1.7 percent of their Assessed Rental Value (ARV) towards the BIZ levy.

The BIZ levy is collected by the City of Winnipeg upon approval of the BIZ budget and is forwarded from the city to the BIZ in June. Our fiscal year begins in January and ends in December.

The BIZ levy is set and determined by the BIZ Board and ultimately voted on at our Annual General Meeting, along with plans for programming and initiatives for the next year as set out in our strategic plan. All members on the city’s ARV rolls are invited to attend.

Crown Corporations, government offices, not-for-profit and charitable organizations are not subject to the BIZ levy, as per a City By-Law but many of these organizations support the Downtown BIZ through grants and sponsorship.

BIZ MANDATE AND VISION

The Downtown BIZ is an entity of the City of Winnipeg, created under a City By-Law. The mandate provided by the City of Winnipeg is as follows:

Our Mandate (From the City By-Law)

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

The mandate of the BIZ as set out by the City of Winnipeg is quite broad and all encompassing. Within this mandate, the BIZ has carved out its own unique role in the development and advancement of our downtown, based on situational factors related to downtown stakeholders as well as the capacity and deliverable strengths of the BIZ itself.

Specifically, the current vision and direction of the Downtown BIZ is as follows:

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

The Downtown BIZ is the host and voice of the downtown and has accomplished much as an organization. The BIZ has established itself as a community leader and a hardworking host but our work is far from over.

The majority of our members view the Downtown BIZ as more than just a provider of services. They see us as a key champion and voice in the advancement of our downtown and understand that positive collaboration with stakeholders will help in creating wonderful places to work, shop, live and play; all necessary in creating a vibrant and dynamic downtown.

At this time, the Board of Directors of the Downtown BIZ feels that the organization is doing its share and effectively delivering on our vision but is only limited by its resources and ability to influence change. This refreshed strategic plan represents a reinvigorated approach to our plan so that we can do more over the next three years.

VISION OF OUR DOWNTOWN: ARE WE THERE YET?

The Downtown BIZ's role in the development of our downtown is shaped by the collective energies and visions shared by our stakeholders. **Our vision of our downtown** this year was re-affirmed by the Board:

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.

Proposed Enhancement

A thriving downtown neighbourhood with sidewalks vibrant with people, seven days a week and at all hours of the day, visiting unique entertainment, culture, arts, heritage, retail, destinations with people living downtown, and a street culture which reflects our ethnic and social diversity together, leading 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.

No doubt there has been significant progress in the revitalization of Downtown Winnipeg, which can be quantified in numbers:

- More than 72,000 people come downtown to work every day, with more than 5,000 new office workers downtown since 1999.
- More than 40,000 students come downtown to learn every year.

- Almost 16,000 people live downtown; in 2004 less than 12,000 people lived downtown.
- Downtown is the fastest growing high-income neighbourhood in the city.
- Over 130,000 people live within a 7-minute drive of downtown.
- 893 housing units have been constructed since 2005, with over 800 more units planned.
- More than 2.8 million tourists visit Winnipeg each year with the majority of overnight visitors staying at one of downtown's 19 hotels.
- Winnipeg hosted 181 meetings and conventions with over 52,000 delegates representing \$49 million in direct expenditures in 2010.
- There are 4 million annual visits to The Forks.
- There are about 1.5 million annual visits to the Millennium Library, up .5 million from 2008.
- There are over 1 million annual visits to the MTS Centre, the 13th busiest venue in North America.
- There are more than 300,000 annual visits to Shaw Park (ball park).
- More than \$1.7 billion has been invested downtown since 1999.
- Over 24 million shoppers visit downtown retailers every year.
- More than 900,000 people attend downtown events every year.
- 13.5 million people visit downtown arts and entertainment venues every year.
- Winnipeg is the only city in Canada outside of Ottawa to host a national museum (Canadian Museum for Human Rights, to be completed in 2013).

For more information, visit:

www.downtownwinnipegbiz.com/resource/file/DBIZ_Trends_2010.pdf

Overall, there is general consensus that there has been significant progress in the development of our downtown but it's not "there" yet, even though we have seen that the downtown is slowly turning a corner. As such, the Downtown BIZ Board of Directors feels we have not yet reached our downtown vision.

Decades of decline can only be reversed by decades of revitalization and reinvigorated approaches to developing and renewing our downtown. With the continued commitment of our stakeholders and government agencies, we are fully confident we will get there.

Focus for 2011-2013:

A BALANCED APPROACH TO OBTAINING RESOURCES TO DO MORE OURSELVES

1. The BIZ is a well-balanced organization that focuses on the general themes of its mandate. Sustaining our core programs that work and growing them where appropriate and necessary:
 - a. Community Safety
 - b. Image & Cleanliness
 - c. Communications & Marketing
 - d. Events & Promotions
 - e. Transportation, Parking & Transit
 - f. Advocacy & Business Development
2. There is an eagerness for the BIZ organization to do more, because we care and we can. There is a need for more resources so that the BIZ can “do more” in prioritized areas of our mandate.
3. Increased partnerships and sponsorships. In 2011, all downtown crown corporations and non-BIZ levy paying institutions and significant sponsors will be formally approached to help us do more in addressing core issues in our downtown (e.g. community safety).
4. The BIZ will specifically utilize this contribution to leverage increased support of government funding in the core areas (e.g. community safety and cleanliness) wherever possible.
5. Small increases in BIZ levy to accommodate inflationary costs as approved by the Board annually and/or taking into account the BIZ budget’s revenue derived from increased assessed Annual Rental Values (ARV) because of representation of new businesses
6. As more and more people come downtown to live, work and play, we’ll see more businesses wanting to develop downtown in response to this increased traffic. As a result, there will be a need for the BIZ to simply do more, particularly in the areas of safety and litter control. Therefore, the BIZ proposes to absorb net increases in assessed Annual Rental Values (ARV) of new BIZ members into the BIZ budget, as a means to grow our program and keep pace with a growing downtown.
7. Redirecting approximately \$40,000 in current resources from programs that are not working, no longer relevant, and/or support is no longer required to the above areas of focus. Resources to be redirected:
 - a. Walk this Way walkway busker series
 - b. Portage Avenue Flags
 - c. Young Artist on The Avenue
 - d. Chess in the Court
 - e. Cruz In Downtown and other downtown events for which seed funding from the BIZ is not critical
 - f. Public washroom decals pilot
 - g. General murals
 - h. Neon broom program will come to an end and be replaced with a more aggressive initiative that will focus on the image concerns of the public about storefronts while engaging business owners

- i. Expand the successful Downtown Spirit Restaurant Tour promotions into a larger restaurant event
- j. Increase financial partnership with property owners willing and able to enhance downtown safety

3. Increased Advocacy and Planning

The continued proper planning and development of our downtown as a vibrant place to work, live and play – better know as “placemaking” – will enable the BIZ to better achieve its core vision as an organization. As such, the BIZ needs to advocate more strongly to all levels of government, with the support and participation from relevant stakeholders, so that there is continued planning and physical and social improvements to our downtown.

Image and Cleanliness

1. Submit a funding request to the City of Winnipeg for the BIZ to take on the task of garbage removal and recycling from downtown sidewalks.
2. Sustain litter and cleanliness programs that build pride in owners to take ownership of their streets, such as cost-shared cigarette butt receptacles and Earth Day/Spring Clean Up Events.
3. Meet with local businesses to generate awareness of ongoing cleanliness issues that are directly related to their operations (e.g. bulky waste, food stuffs) and to find methods of either reducing or eliminating such issues.
4. Carry on the issue-driven Cleanliness/Maintenance subcommittee of the Image Committee and develop an action plan for 2012.
5. Enhance cleanliness during the week by funding a second-shift during the summer and fall months (until 7:30pm), effectively extending litter cleanup, graffiti removal, and power washing duties for an additional five hours/day.
6. Seek out and initiate service contracts with companies that have a vested interest in downtown infrastructure and cleanliness, such as Recycle Everywhere, CBS Outdoor, MTS Allstream, OMG, etc., with the intent of creating a cleaner downtown by providing additional and/or enhanced street-level services.
7. Sustain image programs with a primary focus on “wow” factor programs that create real and perceived change, while also attracting partners and resources:
 - a) Portage Hanging Flower Baskets
 - b) Graham Mall Tree Vault Baskets
 - c) Millennium Library Park Site Furniture
 - d) Portage Marble Project
 - e) Lit Sculptures on Broadway
8. Through partnerships, continue to facilitate moving forward on complex projects that are significant to our downtown such as the Portage Ave Master Lighting Plan and the Higgins & Main Underpass Lighting Design Project.
9. Place greater emphasis on the role of property and business owners in addressing negative storefront image challenges, by encouraging Storefront Décor and Façade Improvement Initiatives.
10. Place increased attention on maintaining image elements, including banners, to the highest level at all times, setting aside funds for repairing and replacing damaged and outdated pieces.
11. Continue to purchase and install site furniture on priority downtown streetscapes as needed, including bike racks, cigarette butt receptacles, sandwich boards, planters, benches and waste receptacles.
12. Maintain and expand (as needed) existing projects that are working and are supported by the community:
 - a) Restaurant patio design
 - b) Portage Ave bistro seating arrangements
 - c) Banner strategy

Communications and Marketing

1. Move away from generic downtown marketing campaigns intended to draw people downtown, until sufficient products/destinations are physically created, e.g. Downtown Sports, Hospitality and Entertainment District (SHED), and become more engaged and focused in promoting and connecting the reasons why people come downtown as per #2.
2. Put a greater focus around marketing and event-based marketing initiatives which will:

- a. Engage and involve BIZ members and stakeholders to work together, as much as possible:
 - i. Arts/culture/museums/other institutions
 - ii. Restaurants/bars/clubs/pubs
 - iii. Retailers
 - iv. Professional services
 - v. Housing (developers, realtors)
 - vi. Hoteliers
 - b. Leverage advertising dollars: see a 60 percent leverage ratio to BIZ budget, including in-kind marketing units, to develop more significant and partnership-driven marketing thrusts, e.g. year-round Downtown Living Marketing Campaign
 - c. Can be directly measured in bringing people downtown, encouraging them to stay downtown to shop, dine, live, work and play, and changing the perceptions that people have about the downtown
3. Directly engage in social media, advancing the BIZ's Downtown Peggy, Facebook presence, and all other web-based approaches.. Saturate the downtown with a visible and active social media presence.

Events and Promotions

1. Move away from financially supporting downtown events/festivals, which would occur without BIZ funding anyways and maintain our in-kind support related to marketing, safety, maintenance and administrative support services in order to redirect resources to key areas, such as:
 - a. Grow ManyFest (formerly Lights on Broadway) as the city and downtown's signature event
 - i. Formulate a coordinated sponsorship fundraising campaign in order to establish these events as new core downtown events
 - b. Create and/or expand and/or partner with one new event per year, drawing an additional 10,000 people per year, through partnerships
 - i. Continue with the Downtown Living Flag event, which was a success in 2011
 - ii. Create the first annual Downtown Living Jets Logo event
 - c. Create and/or expand and/or partner with a sponsor to develop a new event. and/or children's programming to engage children ages 6–12 to visit and be active downtown
 - d. Grow the Downtown Restaurant Week event, into two or more events for 2012

Parking, Transit and Transportation

1. In partnership with downtown businesses, the City of Winnipeg and the WPA, implement bike racks and other cycling facilities in key areas in the downtown.
2. Provide support to the Events Committee to grow Ciclovía in order to enable another WOW event in 2012.
3. Maintain the Blue Loonie Program, continue the Blue Loonie Grant Program and focus on handing out a minimal amount of blue loonies each year to solve a particular problem (e.g. when a group requests loonies to attend a downtown event).
4. In consultation with stakeholders, continue to work towards setting the foundation for a new Loyalty/Validation Program that integrates transit/parking and/or retail.

5. Continue to extend the reach and distribution of the Downtown Parking Guide by providing the parking guide to arts and cultural venues with event tickets. Continue to look beyond the parking guide to other options such as smart phone apps.
6. Sustain the Spirit Free Shuttle Bus marketing program, including Spirit Week, in partnership with Winnipeg Transit and other stakeholders.
7. Continue to advocate for Transit-oriented Development (TOD), downtown pedestrian issues, on-street parking rate changes, a downtown parking plan as well as undertake pertinent transportation related research.
8. Support recent downtown related transportation initiatives such as rapid transit and cycling lanes.
9. Study and advocate for improved surface lots in the downtown, ensuring that lots meet current maintenance by-laws and strive to create new means to achieve higher design standards for surface parking lots.
10. Raise the bar on downtown parking facilities and promote superior facilities to the public through the new Gold Star Standard Parking Program.
11. In partnership with the Winnipeg Parking Authority (WPA), communicate downtown parking changes to BIZ members and the public. Create and promote a Saturday parking promotion when the time is right. Listen to and communicate with the BIZ members on downtown parking and transportation concerns through casual coffee sessions.
12. In coordination with the City of Winnipeg and the WPA, continue to assist the public in finding their way throughout the Weather Protected Walkway System, making brochures readily available and adding signage where necessary.

Community Safety

1. Ensure that the Panhandling and Homelessness Committee continues to be issue-driven, with a primary focus on creating new approaches and advocating for change in addressing homelessness, poverty, panhandling and loitering issues:
 - a. Place a greater emphasis on addressing poverty, homelessness and panhandling through employment, education and advocacy
 - b. Create a permanent committee – with a focus of adopting the Portage Avenue Alive Initiative (Anti-Loitering Pilot Project) as the best practice in managing gang activity and loitering, as a means in raising funds for programming on Portage Avenue, to address safety challenges
 - i. Obtain Use of Street Permits to manage loitering and to encourage the usage of sidewalks and positive loitering:
 - Utilize kiosks to promote downtown and Change for the Better Program
 - Regular sidewalk sales
 - Community events
 - Replacement of public benches with BIZ member controlled-seating and patio tables
 - Music and busking
 - ii. Greater collaboration between private security and Watch
 - iii. Greater communication between Watch and WPS/Cadets
2. The Downtown Security Network (DSN) membership will serve as the broader based member-driven group that focuses on feedback, education and direction. Continue to grow the Downtown Security Network membership and camera database:
 - a. Set up quarterly meetings or more, with downtown building owners to communicate and provide safety information

- b. Set up quarterly workshops or more, with downtown stakeholders to provide training and information on issues of safety and security
 - c. Coordinate and promote downtown safety resources via a “one-stop shop” through the DSN website, which will include information via the blog, as well as information on training workshop notices and safety tips
3. In 2012, undertake a public and BIZ member survey to evaluate public safety perceptions and to determine if the Cadet Program and the Portage Avenue Alive project has been effective and if not, immediately review the BIZ’s strategy related to this area.
4. Transition the Outreach program over to the Cadets, in a collaborative approach with WPS and all levels of government.
5. Take a leadership role in advocating for a permanent solution to the homeless issues on downtown streets through the creation of supportive housing and employment programs.
6. Continue to meet with the Chief of Police and WPS to advocate for more police presence on the street as the immediate mechanism in dealing directly with public safety perceptions associated with panhandling and homelessness. This will include advocating for more resources for WPS.
7. Increase fundraising and awareness of the Change for the Better program through a corporate challenge, in order to promote and support employment programs like Mission: Off the Streets Team (MOST). Engage BIZ members in the promotion of Change for the Better.
8. Maintain the successful downtown overnight/morning shift of Watch ambassadors, which monitors the downtown in the early morning hours to help reduce thefts, break-ins, drug trafficking, etc.
9. Grow the Watch volunteers by 30 percent per year and continue to evolve the program through the following strategies:
 - a. Support Winnipeg high schools in their creation of the Career Internship Program (CIP)
 - b. Build on the University of Winnipeg indigenous police preparation program, and other providers
10. Grow the customer service/tourism program by 2 additional positions per year, building on these positions through the volunteer program, as well as sourcing of other funding.

Improving Downtown Safety: Indicators

1. Is public perception improving from year-to-year?
2. Is downtown crime decreasing from year-to-year?

Advocacy and Downtown Planning

The Downtown BIZ Board of Directors and its members value the importance of downtown advocacy and the need for a voice and champion to bring awareness to the various economic and social challenges of our downtown. The BIZ identifies what issues are at play in our downtown, develops a position and when a window of opportunity presents itself, the BIZ will champion these positions.

While there are a number of advocacy areas that are important to the BIZ, priority areas which deserve more attention will have a thought-out, partnership-based strategy to quicken the change needed in our downtown. This may involve the allocating of resources to develop business plans, in partnership with stakeholders.

1. The need to create a Sports, Hospitality and Entertainment District (SHED).
2. In these top areas, we will have a pro-active advocacy plan, which will be guided and overseen by an Executive Committee.
3. Develop promotional initiatives to raise awareness, educate and advocate, such as webinars, speaker series, promotional literature, speaking engagements and more.

Advocate more strongly in key areas, particularly:

- Safety and Police and foot patrol presence.
- Development of our districts (TIF and development plan-driven).
- Addressing the homeless/poverty issues through a “Housing First” approach.
- Other key priorities.

2011 Update

- Safety, housing and transportation forums held in Fall of 2011.
- Provincial election forum held in 2011, which led to a commitment by the NDP of 50 dedicated police downtown.
- CEOs for Downtown Sleepout and Tim Richter’s presentation on Calgary’s Homelessness Plan raised significant awareness about the solutions to ending homelessness in Winnipeg.
- Opening of the Bell Hotel highlights the importance of supportive housing.
- Several editorials in the Free Press, Winnipeg Real Estate News, Lifestyles 55 Magazine and blogs averaging 400-500 readers per blog.

Administration

2011-2013 Strategic Plan: 2012 Updates

1. BIZ administration has grown by three additional positions (in-house Marketing and Design Coordinator, Project Assistant and Marketing Consultant) over the last six years to deal with increased workloads and greater focus in the implementation of our mandate. The recommendations for the next three years are as follows:
 - a. Continue to evolve the role of a permanent and self-sustaining position, the Marketing Consultant position, to focus on the creation of marketing vehicles for our BIZ members to participate in, leveraging dollars and facilitating the direct involvement of sector-related business members, through initiatives like the Downtown Winnipeg magazine, Downtown Living Marketing Campaign, Downtown Wedding Service Guide, use of social media and so on and so forth
 - b. Increase resources to make the Project Assistant position year-round
2. Continue to provide competitive and inflationary salary increases to BIZ staff.
3. Provide valuable take-away information and incentives for Board members at each meeting in appreciation of their time and energy.
 - a. To host an annual orientation and planning process with all Board members to ensure new Board members are kept up-to-date on BIZ goals, objectives and vision and incremental achievements during the three-year plan
 - b. To organize two educational and input seminars for BIZ committee chairs outlining their roles and responsibilities and provide overall support to help the chairs of each committee and staff execute and implement the BIZ's Strategic Plan and so that they are able to efficiently manage their respective committees
 - c. To establish an educational/advocacy program where speakers will be brought in to talk about important downtown issues for 20 minutes prior to each board meeting, e.g. "Housing First" for the homeless, TIFs (tax development policy(s), downtown parking, rapid transit and transit-oriented development, expansion of the Winnipeg Convention Centre, policing, planning, etc.)
 - d. International Downtown Association (IDA) webinars are a means of tapping into best practices of our BIZ colleagues from across North America. The BIZ, in partnership with stakeholders, will host 5-7 webinars for BIZ committees, staff and board members, as well as for other BIZ's and stakeholders
4. Core BIZ committees have evolved into feedback sessions with general BIZ members and stakeholders empowered to oversee the plan/budget of that core area. However, over the years, various subcommittees have been developed specific to a particular issue/program which has led to greater engagement and direct BIZ member input on the specifics of those initiatives and has helped in leveraging dollars from the external partners (e.g. DSN). Over the next year, the BIZ should evaluate the need for other core program committees and/or more issue-driven ones, allowing for greater and sustained participation.

Community Safety

2011-2013 Strategic Plan: 2012 Updates

Goal One: 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>OBJECTIVE 1</p> <p>Through partnerships with the private, public and corporate community, increase a visible uniformed presence that will act as tourism ambassadors, outreach and “safety” officers.</p> | <ol style="list-style-type: none"> 1. Increase Watch with BIZ funding & partnerships. <ul style="list-style-type: none"> ○ MPI – Auto theft prevention ○ Hydro – SafeWalk ○ MLCC – CFTB program ○ WCB – Safe work 2. Maintain a Watch summer bike patrol program. 3. Maintain the successful downtown overnight shift of Watch ambassadors, which will monitor the downtown in the early morning hours to help reduce thefts, break-ins, drug trafficking, etc. | <ul style="list-style-type: none"> • Maintain overnight mobile patrol unit. • Distribute 10,000 MPI vehicle safety audits. • Maintain 10 person bike patrol unit. • Maintain SafeWalks at 1,000. • Survey Watch to ensure positive atmosphere, achieve a 90 percent satisfaction level. |
| <p>OBJECTIVE 2</p> <p>Transition the BIZ Outreach program over to the Winnipeg Police Service Cadet Unit.</p> | <ol style="list-style-type: none"> 1. Ensure the Cadets maintain the benchmarks set by the Outreach program. 2. Funding (TBD) will only be transferred over to WPS provided they maintain the existing benchmarks. 3. BIZ funding for 2012 will be used to maintain the Outreach until the Cadets have been trained and are ready for street duty – tentative date: June 2012. | <ul style="list-style-type: none"> • Deal with 3500 IPDAs/year. • Continue to reduce WFPS waiting time to 10 minutes • 10 Cadets dedicated to downtown issues. • This complement would be in addition to current and future Cadet Numbers (we would want this in writing). • Daily communication with the Watch team and Watch directing the Cadets to “troubled” areas via radio dispatch or communication process. • Participate in the 958-SAFE (#SAFE) campaign. |

Community Safety

| OBJECTIVES | TASKS / PROJECTS | MEASURABLES |
|---|---|---|
| <p>OBJECTIVE 2, continued</p> <p>Transition the BIZ Outreach program over to the Winnipeg Police Service Cadet Unit.</p> | <ul style="list-style-type: none"> • Continued ... | <ul style="list-style-type: none"> • Cadets to engage in Outreach functions, including but not limited to: <ul style="list-style-type: none"> • Connecting clients with service providers (housing, social & mental health workers, employment, etc.) • Working with the Downtown Crown Prosecutor • Handing out supplies which will help people survive on the street • Engage in community building |
| <p>OBJECTIVE 3</p> <p>Continue to grow the Watch volunteer program through partnerships with universities, colleges, high schools, law enforcement academies, etc.</p> | <ol style="list-style-type: none"> 1. Maintain an atmosphere of excellence for staff – Wall of Fame, Star Performance social functions, training and other initiatives. 2. Create a Watch promotional video with current testimonials and messages from the Chief of Police or the Mayor. 3. Continue to support the CIP through the Louis Riel and River East/Transcona School Division as well as school divisions offering placement experience. 4. Offer volunteer program to University of Winnipeg, RRC as well as other education institutions that require a work experience component. 5. Grow the customer service program to encourage more opportunities for volunteers. | <ul style="list-style-type: none"> • Develop a video and send to all Winnipeg high schools, and related training programs/schools • Grow the volunteer numbers by 30%. • Increase the volunteer hours by 30% annually. • Grow the customer service/promotion team from 4-6 positions. |

Community Safety

| OBJECTIVES | TASKS / PROJECTS | MEASURABLES |
|--|---|---|
| <p>OBJECTIVE 4</p> <p>Continue to promote awareness and education to address homelessness and panhandling.</p> | <ol style="list-style-type: none"> 1. Place a greater emphasis on addressing poverty, homelessness and panhandling through employment, education and advocacy through this new broad-based committee consisting of community representatives. 2. Increase fundraising and awareness for the Change for the Better program and organize a corporate challenge that will fund and support employment programs like Mission: Off the Streets Team (MOST) and engage BIZ members to promote the event to their employees. 3. Continue to promote education and awareness on not giving to panhandlers, e.g. utilize BIZ kiosks at problem locations & have kiosks staffed. | <ul style="list-style-type: none"> • Organize a corporate challenge like the CEO Sleepout. • Increase funding collected through CFTB by 30%. • Identify a corporate partner to expand the CFTB outside of the downtown. • Reduce to 10% from current 15% of people who give to panhandlers as a result of the education campaign. |
| <p>OBJECTIVE 5</p> <p>Continue to work with the Police Chief/WPS to advocate for more police presence on the street as the immediate mechanism to directly deal with public safety perceptions associated with panhandling and homelessness. This will include advocating for more resources for WPS.</p> | <ol style="list-style-type: none"> 1. Lobby for increased & sustained police foot patrol presence in the downtown. 2. Support WPS in lobbying city to increase the number of police officers so that there is a permanent police foot patrol presence on downtown streets. 3. Support the WPS Cadet program and lobby city to increase the number of Cadets and presence in downtown. 4. Continue to support WPS in their efforts to increase CCTV presence in the downtown. 5. Request WPS to play a larger role in the DSN. | <ul style="list-style-type: none"> • Establish a permanent WPS foot patrol presence in the downtown. • Ensure Cadets have a permanent foot patrol presence on the downtown streets. • Increase CCTV where it's needed to address safety in our downtown. • Clear indication that our involvement is leading to input to improved policies or procedures in addressing current issues. |

Community Safety

| OBJECTIVES | TASKS / PROJECTS | MEASURABLES |
|--|--|---|
| <p>OBJECTIVE 6</p> <p>To represent downtown business interests by supporting and participating with organizations that exist to address issues of safety.</p> | <ol style="list-style-type: none"> 1. Utilize the DSN as the broader based member-driven group which focuses on feedback, education and direction: <ul style="list-style-type: none"> • Host quarterly meetings, or more, with downtown building owners to communicate and provide safety information • Host quarterly workshops, or more, with downtown stakeholders to provide training and information on issues of safety and security • Co-ordinate and promote downtown safety resources via a one-stop shop: through the DSN website 2. Continue to provide safety presentations to member businesses. 3. Continue to promote #SAFE program. | <ul style="list-style-type: none"> • Conduct 50 safety presentations for BIZ members. • Clear indication that our involvement is leading to input and influence to improved policies or procedures in addressing current issues. |
| <p>OBJECTIVE 7</p> <p>Create a permanent committee – with a focus of adopting the Portage Avenue Alive Project as the best practice in managing gang activity and loitering, as a means in raising funds for the goals related to increasing Watch patrols and programming on Portage Avenue, to address safety challenges.</p> | <ol style="list-style-type: none"> 1. Use the Portage Avenue Alive initiative and implement the program for the rest of Portage Avenue. <ol style="list-style-type: none"> a. Obtain Use of Street Permits to manage loitering and to encourage the usage of sidewalks, positive loitering b. Utilize kiosks to promote the downtown and the Change for the Better Program c. Regular sidewalk sales & community events d. Replacement of public benches with BIZ member controlled seating and patio tables e. Music and busking f. Greater collaboration between private security and Watch | <ul style="list-style-type: none"> • Creation of a permanent committee – with a focus of adopting the Portage Avenue Alive Project: <ul style="list-style-type: none"> - Kiosks out on street staffed by Watch ambassadors - Buskers - More tables & chairs - Increased in sidewalk sales • Clear indication that our involvement is leading to input to improved policies or procedures in addressing current issues. |

Portage Avenue Alive: Anti-Loitering Strategy
Summary of Actions

| Action | Lead | Cost | Date |
|--|--|---|------|
| <p>1. Removing public loitering spaces, creating more vegetation – To temporarily remove the benches on all the planters in front of Portage Place leaving fewer spaces for gang members to loiter and to add decorative fencing around planter edges protecting vegetation and creating positive design elements for pedestrians.</p> <p>2. To add more seating in public spaces by adding private patios and tables on Portage Avenue, controlled by business and property owners.</p> | <p>City of Winnipeg PPD & Parks (capital and planning) BIZ (planning and install)</p> <p>Property, Business Owners</p> | <p>Approx. 3,000 per planter</p> <p>\$500 per block</p> | |
| <p>3. Patrol presence – To increase the presence of Watch at kiosks during the day and additional patrols during the evening to address evening perceptions of safety and providing greater comfort level for pedestrians and discouraging drug selling activity.</p> | <p>BIZ and Property, Business Owners City of Winnipeg</p> | <p>TBD</p> | |
| <p>4. Policing – To have WPS Community Foot Patrols commit to having a regular presence on Portage Avenue during this pilot in order to make it uncomfortable for negative loiters.</p> | <p>WPS</p> | <p>TBD</p> | |
| <p>5. Arrests – To encourage WPS to continue with the WPS Bike Patrols and Street Crime Unit as well as targeted projects to arrest criminals dealing drugs, illegally panhandling and public intoxication on Portage Avenue.</p> <p>6. For WPS to place a recognizance order/undertakings to the officer in charge on all individuals arrested on Portage Avenue, restricting them from returning to Portage Avenue. Upon their return, have WPS re-arrest the individual and further tried for breaching the order, with the support of the</p> | <p>WPS</p> <p>WPS</p> <p>Department of Justice</p> | <p>TBD</p> | |

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|---|--|--|-----------------------------------|--|
| <p>7. Patrols, To enlist the support of the Downtown Community Crown Prosecutor to work with WPS during this period of arrest.</p> | | | | |
| <p>8. Education – To host a series of community expos in front of Portage Place during the summer promoting resources available to those living downtown with a focus on youth, healthy living, staying in school, outreach and safety.</p> | | <p>Portage Place City of Winnipeg BIZ Other</p> | <p>TBD</p> | |
| <p>9. Positive loitering – To create festive sidewalk events on Portage Avenue during the summer to promote positive loitering (i.e. downtown pedestrians) through buskers, performers, arts groups, sidewalk sales, patios, etc. A sidewalk permit will be required from the City of Winnipeg. This will allow the BIZ Watch to manage the sidewalk for this pilot.</p> | | <p>BIZ and Property, Business Owners</p> | <p>\$175,000</p> | |
| <p>10. Cleanliness – To provide enhanced and regular sidewalk cleaning on Portage from 7am to 11pm, 6 days a week, including power washing, sidewalk scrubbing (deodorizing), litter cleanup, etc.</p> | | <p>BIZ</p> | <p>BIZ Budget \$50,000.00</p> | |
| <p>11. Outreach – To assist in “connecting” with young gang members, panhandlers and those with social issues on Portage Avenue, to ultimately help them off the street and into a better permanent environment.</p> | | <p>City of Winnipeg, Community Services BIZ</p> | <p>\$60,000.00</p> | |

Image and Cleanliness

2011-2013 Strategic Plan: 2012 Updates

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.

| OBJECTIVES | TASKS / PROJECTS | MEASURABLES |
|---|--|--|
| <p>OBJECTIVE 1</p> <p>To partner with all relevant stakeholders to continue to implement, expand and improve the year-round cleanliness and maintenance program for our downtown streets, parks and walkway systems.</p> | <ul style="list-style-type: none"> • Expand current funding partnerships with Public Works and other potential stakeholders for a full-time/year-round Downtown BIZ Metro Enviro-Team of at least 20 full-time staff during the summer months and 12 full-time staff during the winter months in addition to the Maintenance Coordinator. • Develop and improve the Anti-Graffiti strategy through the acquisition of additional funding, pertinent equipment and specialised training. • Present an Enhanced Garbage Collection and Litter Action Strategy to City Council in 2012. • Obtain a core sponsor for the Clean Team. • Maintain and increase the sponsorship arrangement with Winnipeg Transit to continue the year-round bus shelter cleaning program. • Promote an efficient operating system whereby significant maintenance and cleanliness issues are taken care of on a timely basis. • Continue the issue driven Cleanliness/Maintenance sub-committee of the Image committee. • Continue to pursue an aggressive PR campaign regarding litter and recycling, in partnership with organizations like Take Pride Winnipeg! and Recycle Everywhere. | <ul style="list-style-type: none"> • To succeed in leveraging 30% more resources from the city and stakeholders by 2013. • To continue to increase positive public perceptions around bus shelter cleanliness. In 2009, 80% of respondents felt that downtown bus shelters are cleaner than prior year. • Leverage \$25-50,000 per year. • Maintain a 24-hour clean priority. • Meet with the subcommittee four times a year. • To continue to substantially increase the public perception of downtown cleanliness. <i>2004 = 37% felt it was not clean</i> <i>2007 = 18% felt it was not clean</i> <i>2010 = 25% felt it was not clean</i> <i>By 2013 = Goal: Less than 10%</i> |

| OBJECTIVES | TASKS / PROJECTS | MEASURABLES |
|---|--|--|
| <p>OBJECTIVE 1, continued</p> <p>To partner with stakeholders to continue to implement, expand and improve the year-round cleanliness and maintenance program for our downtown streets, parks and walkway systems.</p> <p>OBJECTIVE 2</p> <p>In partnership with stakeholders, build pride among business and building owners while encouraging them to address negative storefront image challenges.</p> | <ul style="list-style-type: none"> • To ensure the BIZ purchases, maintains and replaces essential equipment and supplies to undertake year-round maintenance: <ul style="list-style-type: none"> • Repairs and upkeep • Distinguishable, new and large equipment purchases • Supplies and other materials • Logos on equipment • To promptly report items to 311 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. • To explore funding and partnerships necessary to undertake a Downtown Façade Improvement Program and/or Competition, in conjunction with renewal efforts. • To pursue a new strategy to educate, inspire and assist (guidelines, ideas and funds) downtown street level businesses in enhancing their storefront displays. • Incorporate specific items such as photographic panels and holiday decorations in the storefront display program where appropriate. • Organize events to celebrate our successes and create awareness of downtown image projects. | <ul style="list-style-type: none"> • To work in conjunction with the Cleanliness/ Maintenance sub-committee and achieve an 85% implementation rate for reported maintenance issues. • Four litter logs posted on the BIZ website yearly. • To counter negative impressions related to derelict buildings and other image concerns. • 2010 = 48% of BIZ members felt that addressing derelict buildings was a critical issue. • Annually target 5-10 storefronts within one block for image improvement. |

| OBJECTIVES | TASKS / PROJECTS | MEASURABLES |
|--|--|--|
| <p>OBJECTIVE 3, continued</p> <p>To partner with other agencies and stakeholders in order to advocate for and implement “placemaking” projects – streetscape and building enhancements – which improve the overall image of the downtown.</p> | <ul style="list-style-type: none"> • Ensure all image elements are maintained to the highest level at all times. Train crews to do regular inventory/assessment and repair damaged pieces. • To continue to implement a coordinated year-round, downtown-wide banner strategy by integrating places, events and themes. Engage graphic design students in banner design competitions whenever possible. • To provide helpful banner design recommendations to groups pursuing banner placement downtown. • To continue to maintain a WOW hanging basket program for Portage Avenue in the summer followed by a winter display. • To extend plant displays to include spring/fall and winter • To increase vegetation at street level to soften the pedestrian environment, perhaps along parking lot edges or up blank columns. • To continue to annually plant colourful flowers on Portage Avenue, Graham Avenue and Main Street. • To commit to providing colourful coats of paint (and applying logos) on appropriate surfaces when needed to keep the downtown streetscape clean and bright. • To advocate for the creation of contemporary, historically sensitive, aesthetic and accessible streetscapes throughout the downtown when sidewalk lifecycle budgets permit. | <ul style="list-style-type: none"> • To continue to see improvements to Broadway and other key downtown streetscapes. • To complete the Downtown Banner Strategy. • To see existing banners, such as the Gateway, Portage Ave, Graham Mall and Chinatown banners maintained throughout the next three years. • To see 102 jumbo baskets filled each year in the summer and lit displays implemented in the winter on Portage Avenue. • 1 major planting installation completed annually. • To see at least 15 tree vault flower baskets installed yearly. • To see a Master Plan for Broadway move ahead. |

Image and Cleanliness

| OBJECTIVES | TASKS / PROJECTS | MEASURABLES |
|--|--|--|
| <p>OBJECTIVE 4</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"> • To provide technical and resource assistance to restaurateurs who are pursuing a downtown patio. • To make a “How to Patio Guide” made available on our website. • To loan café chairs and tables to businesses to create informal patio settings along building frontages and along key pedestrian areas. • 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. • Advocate for coordinated “complete streets” enhancements of key pedestrian and traffic routes in the downtown. • Advocate for and help architecture firms in achieving their visions downtown. • Downtown BIZ to pursue a seat on UDAC. • Advocate for an increase to the City’s Downtown Streetscape Improvement budget. | <ul style="list-style-type: none"> • To see at least two new patios installed on downtown sidewalks each summer. • To achieve increased pedestrian traffic at street level through by creating at least 15 informal seating arrangements yearly. • Removal of barricades with the consensus of the stakeholders. • 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. |

Image and Cleanliness

| OBJECTIVES | TASKS / PROJECTS | MEASURABLES |
|--|---|--|
| <p>OBJECTIVE 5</p> <p>To enhance public spaces and buildings through art and technology in order to create a vibrant and engaging downtown image.</p> | <ul style="list-style-type: none"> • To pursue projects related to the Neon District, such as the Higgins & Main Underpass Lighting Design Project. • To develop a Downtown Parks Programming model, focusing on the Millennium Library Park. • To drive interest and awareness in new downtown parks such as Millennium Library Park through events/promotions, brochures, providing site furniture for sponsorship, etc. • To facilitate the implementation of Lights on Broadway. • To continue to work with stakeholders on the implementation of the Master Lighting Plan for Portage Avenue. • To implement tree, façade, storefront and other decorative lighting in various locations downtown when possible. • To continue to celebrate Manitoba art and enhance the experience of Portage Ave through Art on the Avenue installations that create a WOW response. • To explore and promote opportunities for artist groups to set up studios and galleries in vacant stores in downtown malls/walkways. | <ul style="list-style-type: none"> • To see the Higgins & Main Underpass Lighting Design Project underway by 2013. • Complete the plan and identify funding sources for 2011-2012. • To raise \$60,000 by 2013 for Millennium Library Park site furnishings. • To see the first of a series of lit Broadway median sculptures underway in 2012. • To see the Portage Ave Lighting Master Plan achieved in 2011-2013. • Five to eight lighting installations achieved annually. • To see the Portage Marble Project completed on Portage Ave in 2012 and maintained for a period of at least 3-5 years. • When the time is right, host a meeting with property owners and artists to determine feasibility. |

Communications & Marketing

2011-2013 Strategic Plan: 2012 Updates

Goal One: To promote the unique downtown offerings and attractions 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</p> <p>To develop a comprehensive and measurable communications and marketing plan to attract people downtown and encourage people downtown to use the services such as shopping, dining and entertainment.</p> <p>TARGET AUDIENCE:</p> <p>Primary: Regular Downtown users (“Downtowners”), Workers, Residents, Students, “Culture Vultures,” Tourists</p> <p>Secondary: People living in neighbourhoods around downtown / potential users, potential investors</p> | <p>Marketing Campaign</p> <ul style="list-style-type: none"> To develop a marketing campaign that promotes all of 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.” To involve BIZ members wherever possible in marketing efforts and leverage dollars. Use online social media (BIZ’s Facebook page, Downtown Peggy, Twitter, etc.) to promote all the positive things happening downtown, from events to great restaurants and shops, and foster ownership for downtown. <p>Downtown Winnipeg magazine</p> <ul style="list-style-type: none"> To continue to create and distribute two issues of the Downtown Winnipeg magazine. To promote downtown entertainment, services, shopping and dining to encourage downtown tourists, workers, visitors and residents to use downtown. To tell the great stories about downtown and promote downtown people and businesses. | <ul style="list-style-type: none"> Establish a strong brand and campaign through appropriate media. Conduct a citywide survey to evaluate the campaign in 2013. (Results from 2011 survey pending) Explore a partnership with arts, cultural and entertainment venues to promote shopping and dining. Increase visits/followers to Downtown Peggy’s website, BIZ Facebook and Twitter by 100% each year. DowntownPeggy.com 2010: 111 average visits/day; 2011: 176 visits/day 2012 Goal: 250 visits/day Establish a solid distribution channel for the magazine. Grow advertising in the magazine in order to get closer to a break-even cost for the magazine by end 2012 and re-evaluate the magazine in 2012. Survey participating/profiled downtown businesses and advertisers in 2012. |

Communications & Marketing

| OBJECTIVES | TASKS / PROJECTS | MEASURABLES |
|--|--|--|
| <p>OBJECTIVE 1, continued</p> <p>To develop a comprehensive and measurable communications and marketing plan to attract people downtown and encourage people downtown to use the services such as shopping, dining and entertainment.</p> | <p>Downtown Dining Guide</p> <ul style="list-style-type: none"> • To create and distribute a complete, user-friendly guide to downtown dining that encourages downtowners to dine downtown. <p>Holiday Promotion</p> <ul style="list-style-type: none"> • To promote unique downtown merchandise, the convenience of the indoor walkway system, and downtown restaurants to encourage more people (especially downtown workers) to do their Christmas shopping downtown. • To position downtown as “holiday central” through promoting events and creating a festive atmosphere. • To take advantage of the crowds coming to the Festival of Trees & Lights over two weeks to encourage them to shop and eat downtown. | <ul style="list-style-type: none"> • Gauge feedback from businesses and increase awareness in Member Survey. • Track distribution. • Survey participating BIZ members following the holiday season to gauge reaction to the BIZ’s initiatives and traffic. • Increase Facebook participation of “Pledge to Shop Downtown for the Holidays”: <ul style="list-style-type: none"> ○ 2009: 250 ○ 2010: 589 (goal was 350) ○ 2012: 1000 • Subjective evaluation of the level of holiday spirit downtown. |

Communications & Marketing

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

| OBJECTIVES | TASKS / PROJECTS | MEASURABLES |
|---|---|--|
| <p>OBJECTIVE 1</p> <p>To communicate with and provide pertinent information to businesses within the BIZ boundaries in regards to BIZ activities, advocacy positions and downtown happenings.</p> <p>TARGET AUDIENCE:</p> <p>Downtown Businesses, Government, Investors in downtown, Stakeholders, Downtown consumers, Potential downtown consumers, Students, other BIZ-type groups, interested individuals.</p> | <p>BIZ E-Newsletter</p> <ul style="list-style-type: none"> To provide information about downtown and the BIZ to business members and workers at least four times a year via e-mail. <p>Annual Report and Annual General Meeting</p> <ul style="list-style-type: none"> To inform members about BIZ initiatives over the year and involve them in the voting process at the AGM. To investigate how to attract more BIZ members to the AGM. <p>Website</p> <ul style="list-style-type: none"> To enhance the website to provide more member-focused services, information and value for members and have them be more actively involved. <p>Special BIZ Member E-mails</p> <ul style="list-style-type: none"> To communicate pertinent downtown information, events and news to all businesses within the downtown zone in order to keep them up to date with what is happening downtown. <p>BIZ Services Card</p> <ul 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"> To send out four e-newsletters in 2012. Gauge feedback in the next BIZ member survey. Provide a succinct summary of the past year in a colourful, easy-to-read format that is distributed to each BIZ member. Increase AGM attendance from 150 to 300 people by 2013. Increase member familiarity in next member survey. Increase value to members. Increase visits to business services pages by 20% by 2013. To have as close to 100% as possible of e-mail addresses for business members by 2012. Increase membership calls to the front desk. |

Communications & Marketing

| OBJECTIVES | TASKS / PROJECTS | MEASURABLES |
|--|---|---|
| <p>OBJECTIVE 1, continued</p> <p>To communicate with and provide pertinent information to businesses within the BIZ boundaries in regards to BIZ activities, advocacy positions and downtown happenings.</p> <p>OBJECTIVE 2</p> <p>To respond to requests for downtown data and inquiries related to BIZ programs and services.</p> <p>OBJECTIVE 3</p> <p>To engage the media as “the voice of downtown” to promote various BIZ initiatives and projects and be the voice of the business community related to downtown issues, challenges and opportunities.</p> | <p>New Business Visits</p> <ul style="list-style-type: none"> • To visit new businesses within a month of their opening with a welcome package and information about the BIZ. <ul 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. <p>Media Releases</p> <ul style="list-style-type: none"> • To send out regular media releases to publicize Downtown BIZ initiatives and programs. • To help BIZ members promote their positive stories to the media. <p>News Conferences</p> <ul style="list-style-type: none"> • To host news conferences, when applicable, to promote projects and programs. <p>Media Interviews</p> <ul style="list-style-type: none"> • To provide media interviews to offer the downtown viewpoint on issues affecting BIZ members and BIZ programming. <p>Media Monitoring</p> <ul style="list-style-type: none"> • To monitor media coverage relevant to downtown and the BIZ. | <ul style="list-style-type: none"> • Track number of new businesses visited. • Write and promote two business profiles per month <ul style="list-style-type: none"> • To respond to all requests within 24-48 hours. • Embody the BIZ’s positioning as a friendly and hardworking host and our tagline “Can we get you anything?” <ul style="list-style-type: none"> • Provide key downtown information to the media on all annual BIZ programs, surveys, etc. • Track number of BIZ members assisted with media promotion. • 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. • Track positive and negative stories. |

Communications & Marketing

Goal Three: To undertake planning and research economic development initiatives that support and sustain small business growth in the downtown.

| OBJECTIVES | TASKS / PROJECTS | MEASURABLES |
|--|---|---|
| <p>OBJECTIVE 1</p> <p>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> | <ul style="list-style-type: none"> • 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 • With the support of the Downtown Council, participate in developing a downtown indicators report card to track changes, promote positives and work towards addressing critical challenges. • Promote downtown business opportunities and market information to key stakeholders and potential companies by developing and distributing an annual profile (electronic and print): Downtown Trends market research report. • 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 Indoor Walkway system. • To regularly update the report card/indicators. • Development and distribution of 4,000 reports every two years (2012). • To implement the strategy. • To attract 8-16 retailers as a result of this initiative by 2013. |
| <p>OBJECTIVE 2</p> <p>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> | <ul style="list-style-type: none"> • To work with downtown stakeholders in implementing a retail vision, marketing plan and recruitment strategy for the Sports, Hospitality and Entertainment District (SHED). | |

Events & Promotions

2011-2013 Strategic Plan: 2012 Updates

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</p> <p>To create and partner with other stakeholders to establish downtown festivals and events.</p> | <p>Out to Lunch concert series</p> <ul style="list-style-type: none"> To continue the series and grow the street festival component, including the Farmers Market on Edmonton Street and Graham Avenue. To continue to support the Chinatown concert series and street festival. <p>ManyFest</p> <ul style="list-style-type: none"> To continue to build on the successful ManyFest festival and attract thousands of people downtown for a wonderful event experience. <p>Festival of Trees & Lights</p> <ul style="list-style-type: none"> To partner with and support the Festival in its new downtown location. | <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 10% to 20% a year. Re-establish sponsorship of the event in 2012. Hold minimum two street festival concerts in 2012. Source out new concert areas to extend lunchtime series to cover more downtown locations. Establish sponsors and partners in order to host the event annually. See an increase in attendance estimate numbers. Extend Kids Zone to increase attendance. Establish a main act for Big Dance on Broadway to entice sponsorship and increase attendance. To help the Festival increase attendance over previous years. |

Events & Promotions

| OBJECTIVES | TASKS / PROJECTS | MEASURABLES |
|---|---|---|
| <p>OBJECTIVE 1, continued</p> <p>To create and partner with other stakeholders to establish downtown festivals and events.</p> | <p>Star Treatment</p> <ul style="list-style-type: none"> To award VIP packages at fundraising events and as BIZ promotions. Focus on partnering with downtown event charities. <p>Sports</p> <ul style="list-style-type: none"> To support the two prominent downtown sports teams: the Winnipeg Jets and the Winnipeg Goldeyes. <p>Santa Claus Parade</p> <ul style="list-style-type: none"> Develop daytime family festivities and programming prior to evening parade. Involve downtown businesses more in the event. <p>Fitness in the Park</p> <ul style="list-style-type: none"> Expand on weekly noon-hour Yoga in the Park sessions to include an additional Zumba in the Park noon-hour fitness session. (two fitness sessions per week) <p>Downtown Cinema</p> <ul style="list-style-type: none"> Implement a summer movie in the park series to promote family activity and attendance downtown. Develop regular revenue ideas to contribute to the cost of movie and promotion, e.g. beverage and popcorn sales | <ul style="list-style-type: none"> Smaller packages so more can be given out. Establish new sponsorship package to pre-book/assemble a minimum of 12 packages. Establish relationship with each team to promote BIZ and upcoming BIZ events via cross promotion and promo tables at games. Increase BIZ involvement. Make the BIZ a more recognizable sponsor. Allocate more resources to allow us to promote businesses to the thousands of people attending the event. To see and increase regular noon-hour attendance of fitness classes. Gauge feedback from fitness class attendees. Establish sponsors/and or partners to host a summer movie in the park series. To undertake people counts at each movie and develop sound marketing plan that will continue to attract more people to the event in hopes of expand location of the event. |

Events & Promotions

| OBJECTIVES | TASKS / PROJECTS | MEASURABLES |
|--|---|--|
| <p>OBJECTIVE 3</p> <p>To encourage businesses in the zone to participate with cooperative downtown marketing, projects, promotions, festivals and events.</p> | <p>Restaurant Month</p> <ul style="list-style-type: none"> To continue to run the “Let’s Do Lunch/Dinner Downtown” promotion for two months in the spring and summer. To encourage downtown workers to get out of their office and explore what downtown has to offer. <p>Kiosk Program</p> <ul style="list-style-type: none"> 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. <p>Portage Alive</p> <ul style="list-style-type: none"> Continue to animate Portage Avenue by booking buskers throughout the year and build on the Summer Sidewalk Sales downtown. Develop and expand on downtown busking program. To support the Watch and Enviro team initiatives by promoting positive activity and attendance on downtown Portage Avenue and surrounding areas. Hold a spring busk-off competition to improve quality and quantity of downtown buskers. Promote local BIZ members through expansion of sidewalk sales and Portage Ave. activities. | <ul style="list-style-type: none"> To involve 30 restaurants in two restaurant events in March and July of 2012. Gauge feedback from and attendance to restaurants. <ul style="list-style-type: none"> Use kiosks as national event promoters. Use the kiosks for info or visitor booths at various downtown locations. Use kiosks to create active and inviting atmosphere for various downtown locations and events. <ul style="list-style-type: none"> Gauge the level of participation by businesses in the sidewalk sales. Increase BIZ member involvement. To see regular downtown activity during peak times and increase pedestrian traffic. To support am, noon and pm busking times through expansion of busking locations. Establish sponsors and/or partners in order to host programming year-round (outside on Portage during summer months, inside Portage Skywalk during winter months). |

Events & Promotions

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.

| OBJECTIVES | TASKS / PROJECTS | MEASURABLES |
|--|--|--|
| <p>OBJECTIVE</p> <p>To partner with stakeholders and develop a downtown living marketing campaign.</p> | <p>Downtown Living Marketing</p> <ul style="list-style-type: none"> • To create and maintain a website dedicated to showcasing downtown living and acting as a ‘one-stop shop’ for the living options downtown. • To create a yearlong marketing plan supported by partners that will promote the new downtown living website and downtown living generally. <p>Downtown Living Open House/Tours</p> <ul style="list-style-type: none"> • To host realtors and/or interested downtown condo buyers to a tour that highlights downtown housing, in addition to businesses, attractions, benefits and community services. | <ul style="list-style-type: none"> • To gain buy-in from partners. • Establish measurables once marketing plan is established. • Gauge feedback from realtors, homebuyers and potential homebuyers. |

Parking, Transit & Transportation

2011-2013 Strategic Plan: 2012 Updates

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>OBJECTIVE 1</p> <p>PROMOTE</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"> • Maintain 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). • Distribute blue loonies, focused on situations where the blue loonie solves a problem. • Engage the public to submit requests for blue loonies through the Blue Loonie Grant Program, selecting most worthy causes and providing blue loonies. • Produce 25,000 additional blue loonie tokens to ensure adequate stock for participating banks or produce an alternate interim loyalty piece such as parking coupons. • To promote free and easy public transportation through Spirit Bus marketing as well as through Spirit Week. • Inform the City/Winnipeg Transit of our Spirit Bus promotions, keeping the issue of increased frequency of the bus and other improvements front and center. | <ul style="list-style-type: none"> • Once Transit has developed their technology, to see a “smart card” prototype developed, if feasible. • Distribute approximately 3,000 blue loonies per year. • Help a minimum of 15 groups come downtown per year. • To have blue loonie purchases running smoothly through the banks. • Awareness of Spirit Bus among non-users increased. In 2008, 93% of downtown workers had heard of the Downtown Spirit. • Spirit ridership increased. In 2011, there was a 17% ridership increase for Spirit Week from 2010. • Establish support from the business community for the Spirit Bus (including business participation in posters/brochures as well as sponsor support). |

Parking, Transit & Transportation

| OBJECTIVES | TASKS / PROJECTS | MEASURABLES |
|---|---|---|
| <p>OBJECTIVE 2</p> <p>ADVOCATE, continued</p> <p>To advocate for beneficial downtown parking, transit and transportation policies.</p> | <ul style="list-style-type: none"> • Continue to advocate for the expansion and implementation of the Rapid Transit plan. • Continue to advocate for taxation policies and other measures which support better urban design relating to downtown parking. • Advocate and research downtown pedestrian issues and in particular pedestrian access to Portage and Main. • Work on establishing more collaborative processes with the city to deal with our concerns. • Advocate for finalization and implementation of the Downtown Parking Plan. • Advocate for various active transportation concerns in the downtown, maintaining a seat on the Active Transportation Committee. • 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. • To maintain a seat for the BIZ on the Winnipeg Parking Authority Board. • Other advocacy as identified. | <ul style="list-style-type: none"> • Seeing Winnipeg’s Rapid Transit system complete and expanded. • Reduced surface parking lots and more mixed use public parking garages. • Creation of AT facilities downtown. |
| <p>OBJECTIVE 3</p> <p>RESEARCH & COMMUNICATE</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> | <ul style="list-style-type: none"> • Listen to and communicate with members and the public on downtown parking and transportation concerns through regular casual coffee sessions. • Educate members and the public on cycling in the downtown. • Solicit feedback from BIZ member around their needs for downtown loading zones, bike facilities, pedestrian environments, parking, transit, cycling, etc. | <ul style="list-style-type: none"> • To hold at least four coffee sessions yearly. • To hold at least two downtown cycling sessions yearly. |

Parking, Transit & Transportation

| OBJECTIVES | TASKS / PROJECTS | MEASURABLES |
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| <p>OBJECTIVE 3</p> <p>RESEARCH & COMMUNICATE, continued</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> | <ul style="list-style-type: none"> • Research and communicate loading zone changes to the Winnipeg Parking Authority. • Survey Rapid Transit users upon completion of the first phase of the system. • Continue to research transit oriented development. • Other research as identified. | <ul style="list-style-type: none"> • To see improvements in terms of placement and number of loading zones downtown. |
| <p>OBJECTIVE 4</p> <p>CREATE</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> | <ul style="list-style-type: none"> • 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. • Provide support to the Events Committee to see Ciclovía continue, growing partners, sponsors and stakeholders. | <ul style="list-style-type: none"> • To see bike racks and other cycling facilities implemented in key areas downtown. |