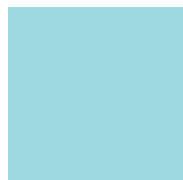




Downtown Winnipeg BIZ Strategic Plan 2011 - 2013



**Image &
Cleanliness**



**Communications
& Marketing**



**Events &
Promotions**



**Parking,
Transit &
Transportation**



**Community
Safety**



**Advocacy
& Business
Development**

2011 - 2013 Strategic Plan

Executive Summary

INTRODUCTION

Every three years, the Downtown Winnipeg BIZ undergoes a “gut check” and seeks comprehensive feedback from our members, the general public, the BIZ Board, and the BIZ staff toward the renewal of our Strategic Action 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 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. Our general theme is to quicken change through more resources and increased partnerships and advocacy.

SUMMARY AND KEY IMPROVEMENTS TO BIZ OPERATIONS OVER THE NEXT 3 YEARS

2011 Budget

1. The anticipated BIZ Budget will increase from \$2.755 million to \$3.372 million in 2011, a proposed 22.3 per cent (\$528,000) increase in expenditures.
2. It is proposed that this increase in budget / expenditures will be allocated as follows:
 - a. 54 per cent raised through partnerships and sponsors, related to a Safety initiative
 - b. 46 per cent through the BIZ levy, primarily for safety: Watch expansion
 - i. The BIZ will freeze the ARV rate at 2009 levels and the 2010 estimated ARV levels. An increase in assessed rental values (from 89 million in 2009 to 107 million in 2011 - 93 new businesses) will result in a net increase of \$244,000 in BIZ levy. A majority of our BIZ members will pay the same amount as they did in 2009 (if their assessed values remain the same).

Direction, Resources and Goals

1. Increase the financial support of non-BIZ members, by 50 per cent.
2. Significantly grow the BIZ programs and services strategically when the total downtown assessed rental values (ARV) increase, through new BIZ members, as per 2011 budget.
3. Add approximately 10 new Downtown Watch patrols during the evening, focused on traffic generators (e.g. events) to improve evening safety perceptions.
4. Implement the Portage Avenue Alive Project: Increase Watch presence by 5 to 10 Watch while adding event, art and musical programming on Portage Avenue (at a total cost of \$250-\$500,000), funded by property owners on Portage and stakeholders, to address the panhandling and loitering issues, Monday to Friday, 7am to 11pm. (APPENDIX 2)
5. Lobby for the continuation and funding of the BIZ Outreach Patrol Program.
6. Grow the BIZ litter and cleanliness programs by 30 per cent through more City support.
7. Re-direct approximately \$40,000 in cash and staff resources from “good to great” Image / Event projects in 2011, such as Lights on Broadway, Ciclovía, Out to Lunch, and other existing and successful program areas.
8. Re-focus BIZ committees on specific issues to quicken change in those areas, e.g. homelessness and panhandling, and Portage Avenue loitering.
9. Re-focus our marketing efforts and expenditures on specific reasons why people come downtown as opposed to generic reasons, until such time as clear downtown destinations are created and marketed.
10. Continue to mentor, support and grow the skill and knowledge base of our staff and board members.

Advocacy

Advocate more strongly in key areas, particularly:

1. Safety and Police and foot patrol presence.
2. Development of our districts (TIF and development plan-driven)
3. Addressing the homeless / poverty issues through a “housing first” approach
4. Other key priorities (APPENDIX 3)

BUSINESS IMPROVEMENT ZONE - 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 per cent 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 is January to December.

The BIZ levy is set by the BIZ Board and voted on at our Annual General Meeting, along with the next year plan. All members on the city's ARV rolls are invited to attend, via mail.

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

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 - City By-law

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

While the mandate of the BIZ dictated by the City of Winnipeg is broad and all encompassing, the BIZ has carved out its role within this mandate, based on situational factors of the downtown stakeholders, as well as deliverable strengths of the BIZ itself.

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

*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.***

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 continues.

The BIZ is, and the majority of BIZ members view the Downtown BIZ as, more than a provider of services. The BIZ is this, and much more. The BIZ represents the keeper of the vision, the voice which celebrates and champions the downtown and reminds stakeholders that the development of our downtown has to occur in a collaborative manner and that only through the creation of wonderful places for people to work, shop, live and play will our downtown continue to be revitalized, enabling the BIZ to better achieve its mandate as an organization.

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

VISION OF OUR DOWNTOWN - ARE WE THERE YET?

What drives the role and vision of the Downtown BIZ as an organization is our vision for our downtown, which is 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.

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 under 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 366 more 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
- An estimated 50,000 delegates attended nearly 200 meetings/conventions in Winnipeg in 2009
- 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 CanWest Park (ball park)
- More than \$1.7 billion has been invested downtown since 1999
- More than 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 2012)

For more information, visit: www.downtownwinnipegbiz.com/resource/file/DBIZ_Trends_2010.pdf

Overall there is general consensus that while there has been significant progress, our downtown is not "there" yet, albeit the downtown is slowly turning the corner. As such, the Downtown BIZ Board feels we have not yet reached our downtown vision.

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

A BALANCED APPROACH TO OBTAINING RESOURCES TO DO MORE OURSELVES

a. The BIZ is a well-balanced organization focusing on the general themes of its mandate. Maintaining our core programs, which are working, and growing them where appropriate.

- i. Community Safety
- ii. Image, Cleanliness & Maintenance
- iii. Communications & Marketing
- iv. Events & Promotions
- v. Parking, Transit & Transportation
- vi. Advocacy & Business Development

b. There is an eagerness for the BIZ organization to do more, because we care and we can. The need for more resources, and significantly more, in the next three years, in order for the BIZ to “do more” in prioritized areas, is critical.

c. 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. safety).

d. The BIZ will specifically utilize this contribution to leverage increased support of government funding in the core areas (e.g. safety and cleanliness) wherever possible.

e. Small increases in BIZ Levy to accommodate inflationary costs as approved by the Board annually and / or taking into account the BIZ budget revenue derived from increased Assessed Annual Rental Values (ARV), representing new businesses and / or increased Assessed Annual Rental Values.

f. As more and more people come downtown to live, work and play, more new businesses will arrive downtown to respond 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 of new BIZ members into the BIZ budget, as a means to grow our program and keep pace with a growing downtown.

g. Re-directing approximately \$40,000 in current resources from programs that are either not working, no longer relevant, or support is no longer required to the above areas of focus. Resources to be redirected:

- i. Walk this Way walkway busker series
- ii. Portage Avenue Flags
- iii. Young Artist on The Avenue
- iv. Chess in the Court
- v. Cruz In Downtown and other downtown events for which seed funding from the BIZ is not critical
- vi. Public washroom decals pilot
- vii. General murals
- viii. 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
- ix. Expanding the successful Downtown Spirit Restaurant Tour promotions into a larger restaurant event
- x. Increased 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. And as such, the BIZ needs to advocate more strongly for continued planning and physical and social improvements and change to our downtown, at all levels of government and in support and participation with other stakeholders.

Significant Proposed Changes to the Strategic Plan, 2011 - 2013

Image and Cleanliness

1. Downtown litter perceptions have turned the corner. But it's clear that there is a need to continue moving forward to address the litter challenges identified.
 - a. The BIZ will need to continue to find more resources to do more, as historically, the City has not been able to, other than partnering with the BIZ.
 - i. Increased City support and financial contribution
 - ii. Finding a financial sponsor of the Clean Team
 - b. It is anticipated that the BIZ will need to increase its litter maintenance resources by 30 per cent, net, in order to continue to change perceptions and address the current gaps.
 - c. In 2011, the BIZ will prepare an Enhanced Litter Action Strategy and make presentations to City Hall in an attempt to leverage more resources from various city departments with a mandate to clean the downtown.
 - d. The most effective way to encourage people not to litter is through fines and education. Current by-laws are not enforced and education is minimal, other than what the BIZ undertakes annually. The BIZ will work with the City and the new Cadet program and others to focus on enforcing existing litter by-laws.
 - e. A new issues-based Litter and Maintenance Committee which will focus on overall litter and maintenance will be created to drive this direction in a collaborative manner with all City departments.
 - f. The BIZ will need to put a greater emphasis on the role of property and business owners in addressing negative storefront image challenges, by investing and evolving the direction of such programs like the Neon Broom Program, and encouraging Façade Improvement and Storefront Décor Programs.
2. Facilitate the creation / implementation of the Lights on Broadway fundraising campaign.
3. Focus only on "wow" factors for Image initiatives: programs that create real and perceived change, while also attracting partners and resources.

Communications and Marketing

1. To 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 be more 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 per cent 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 to shop, dine, live, work and play, and changing the perceptions of people.

3. Directly engage in social media, advancing the BIZ's Downtown Peggy, Facebook presence, and other web-based approaches, to be the most social media saturated downtown in Canada.

Events and Promotions

1. Move away from financially supporting downtown events/festivals, which will occur without BIZ seed cash funding, and maintaining 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 Lights on Broadway and Ciclovía as the city's and downtown's signature events

- 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.

Parking, Transit and Transportation

1. The BIZ's role will continue to focus on creating a strong working relationship with the Winnipeg Parking Authority (WPA) in addressing members' concerns as well as educating our members on the importance of a well-balanced parking program.

2. In partnership with the WPA, create and promote a modern Saturday parking promotion.

3. Implement the Parking Certification Program, and if not successful, commence an initiative for the City to enforce current maintenance by-laws and create new means to achieve a higher design standard for surface parking lots.

4. Evaluate the need for this committee in which programs are marketing and image-related—and have this committee become more issues-driven; e.g. parking certification, parking plan, other.

5. Research and advocate for downtown pedestrian issues.

Community Safety

1. To evolve the downtown safety committee into an issue-driven committee, with a primary focus on creating new approaches and advocating for change and leveraging resources to address homelessness, poverty and panhandling and loitering issues.

a. Place a greater emphasis on addressing poverty, homelessness and panhandling through employment, education and advocacy, and create a new community-based, multi-stakeholder leadership group with this sole focus.

b. Create a permanent committee with a sole focus of adopting the Portage Avenue Alive Anti-Gang/Loitering Pilot as the best practice in managing gang issues/loitering, and as a means to raise funds to increase Watch patrols and programming on Portage Avenue, to address safety challenges.

- i. Add 8-10 new Watch from 7:30am to 11:30pm

1. Greater collaboration between private security and Watch
2. Greater communication between the Downtown Watch and Winnipeg Police Service
- ii. Obtain Use of Street Permits to manage loitering and to encourage the usage of sidewalks (i.e. positive loitering):
 1. Utilization of BIZ's kiosks to promote downtown and the Change for the Better program
 2. Regular sidewalk sales
 3. Community events
 4. Replacement of public benches with BIZ member controlled seating and patio tables
 5. Music and buskers
2. Utilizing the new Downtown Security Network (DSN) Committee as the broader based member-driven Safety committee, which focuses on feedback, education and direction to the BIZ.
3. In 2011/2012 undertake a mid-term public and BIZ member survey to evaluate public safety perceptions and to determine if the Cadet Program and the Portage Avenue Alive Anti-Gang/Loitering Pilot have been effective, and if not immediately, review the BIZ's strategy related to this area.
4. Grow the DSN by minimum 50 per cent per year, in the next three years, and utilize the DSN as the broad-based safety committee.
5. Sustain and grow the Outreach program by 50 per cent within three years, in a collaborative approach with Winnipeg Police Service (WPS), and all levels of government.
6. Grow the Watch volunteer program by 30 per cent per year.
7. Grow the customer service volunteer program to 2 full-time positions per year, over the next 3 years.

Advocacy and Downtown Planning

Advocacy on a broad base of downtown issues which the BIZ can champion and make a difference is important to the Downtown BIZ board and its members. The BIZ identifies these areas, develops a position, and when the 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 change. This may involve allocating 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 others.

Administration

Strategic Plan 2011 - 2013

1. BIZ administration has grown by three additional positions (in-house design and marketing co-ordinator, project assistant, and marketing consultant) over the last six years, to deal with increased workloads and greater focus. The recommendations for the next three years are as follows:
 - a. Continue to evolve the role of a permanent and self-sustaining position, marketing consultant, to focus on creating marketing vehicles for our BIZ members to participate in, leveraging dollars and facilitating the direct involvement of sector-related business members: Downtown Winnipeg magazine, Downtown Living Marketing Campaign, Downtown Wedding Service Guide, Social Media, other.
 - b. Increase resources to make the project assistant position year-round.
2. Continue to provide competitive and inflationary salary increase to BIZ staff.
3. Provide valuable take-aways 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 current 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 roles / responsibilities and providing overall support to help the Chair and Staff execute the BIZ Strategic Plan, and efficiently manage their respective committees.
 - c. To establish an educational / advocacy program whereby speakers will be brought in to talk about important downtown issues, for 20 minutes prior to each board meeting, for example - Housing First, for the homeless, TIFs (Tax Development Policy(s), downtown parking, Rapid Transit / TOD, Expansion of the Winnipeg Convention Centre, Policing, Planning, Transportation.
 - 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 committee, staff and board members, as well as for other BIZes 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. But over the years, various subcommittees have been developed, issue / program specific, which has led to greater engagement and direct BIZ member input on the specifics of those initiatives, and leveraging dollars from the 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.

Image and Cleanliness

Strategic Plan 2011 - 2013

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 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 Clean Team of at least 20 full-time staff during the summer months and 11 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 specialized training. • Present an Enhanced Litter Action Strategy to City Hall in 2011. • Obtain a core sponsor for the Clean Team. • Maintain and increase the sponsorship arrangement with Winnipeg Transit for a 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. • Create an issue-driven Cleanliness / Maintenance sub-committee of the Image committee. • Continue to pursue an aggressive public relations campaign regarding litter and recycling, in partnership with Take Pride Winnipeg! 	<ul style="list-style-type: none"> • Succeed in leveraging 30% more resources from the city and stakeholders by 2013. • 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. • Implement the improved strategy. • Leverage \$25-50,000 per year. • Implement the program. • Maintain a 24 hour clean priority. • Meet four times per year. • To continue to substantially increase the public perception of downtown cleanliness. 2004 = 37% felt it was not clean 2007 = 18% felt it was not clean 2010 = 25% felt is was not clean By 2013 = Goal: Less than 10%

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>	<ul style="list-style-type: none"> • 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 and new, large, equipment purchases • Supplies and other materials • Logos on equipment • 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. • Promote priority cleaning areas on downtown streets seasonally through a litter log. 	<ul style="list-style-type: none"> • Improve results and image of the Clean Team. • Sit down with the City bi-annually to review the maintenance log, in conjunction with the Cleanliness / Maintenance sub-committee and achieve an 85% implementation rate. • Four litter logs posted on the BIZ website annually.
<p>OBJECTIVE 2</p> <p>In partnership with stakeholders, to build pride among business and building owners while encouraging them to address negative storefront image challenges.</p>	<ul style="list-style-type: none"> • Explore funding and partnerships necessary to undertake a Downtown Façade Improvement Program, in conjunction with renewal efforts. • Pursue a new strategy to educate, inspire and assist downtown street level businesses in enhancing their storefront displays. 	<ul style="list-style-type: none"> • Counter negative impressions related to derelict buildings and other image concerns. <p>2010 = 48% of BIZ members felt that addressing derelict buildings was a critical issue.</p> <ul style="list-style-type: none"> • In 2011, target 5 to 10 storefronts within one block for image improvement. • Gauge feedback in the next BIZ member survey.

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p>OBJECTIVE 2, continued</p> <p>In partnership with stakeholders, to build pride among business and building owners while encouraging them to address negative storefront image challenges.</p>	<ul style="list-style-type: none"> • Incorporate specific items such as photographic panels and holiday decorations in the storefront display program where appropriate. • Continue to implement the Promotions Crew, ensuring a minimum of four distinguishable staff are hired yearly, aimed at entertaining and engaging with downtown visitors in a fun and creative way as well as consulting with BIZ members while enforcing the importance of image and cleanliness through example. • Cost share cigarette receptacles with BIZ members. • Continue to explore installing cigarette receptacles at bus shelters with Transit. • In partnership with Take Pride Winnipeg!, implement initiatives to encourage involvement of businesses and the public in litter removal, cleaning, flower planting and maintenance initiatives (e.g. Summer Clean Up Events). • Working with stakeholders, continue to implement strategies around public toilets, particularly in the North Main area, as identified by the planning department. 	<ul style="list-style-type: none"> • Ensure window displays provide high visual impact. • Increase the effectiveness of the Promotions Crew for members and visitors. • Install at least 40 new receptacles by 2012. • Reduce cigarette litter in the downtown (inc. bus stops) through a public awareness campaign on cigarette litter prevention. • Have at least 400 people participate in yearly spring clean up events. • See short-term and long-term public toilet solutions pursued, promoted and evaluated on a continual basis. • Achieve a three-year funding commitment from portable toilet partners.

OBJECTIVES

OBJECTIVE 3

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.

TASKS/PROJECTS

- Advocate for, purchase and/ or provide recommendations for additional litter control infrastructure and site furnishings (waste and cigarette ash receptacles, recycling bins, bike racks, benches, sandwich boards, planters, newspaper boxes, etc.) and increase garbage truck collections throughout the downtown, in partnership with the business community and City departments.
- Investigate the possibility of an improved year-round garbage collection service utilising an enhanced BIZ Clean Team.
- Ensure all Image elements are maintained to the highest level at all times. Train crews to do regular inventory / assessment and repair damaged pieces.
- Continue to implement a coordinated year-round, downtown-wide banner strategy by integrating places, events and themes. Focus on engaging graphic design students in banner design competitions.
- Provide helpful banner design recommendations to groups pursuing banner placement downtown.
- Continue to maintain a WOW hanging basket program for Portage Avenue in the summer followed by a winter display.
- Extend plant displays to include spring/fall and winter interest.
- Increase vegetation at street level to soften the pedestrian environment, perhaps along parking lot edges or up blank columns.

MEASURABLES

- See an increase in the number of garbage receptacles in the downtown area by 10% a year and have garbage picked up two times or more per week on major downtown streets.
- Install well-designed and useful bike racks downtown.
- Make presentations to Public Works.
- Continue to see improvements to Broadway and other key downtown streetscapes.
- Complete the Downtown Banner Strategy by 2013.
- See existing banners, such as the Gateway, Portage Avenue, Graham Mall and Chinatown banners maintained throughout the next three years.
- See more visually effective banners on display downtown.
- Install 102 jumbo baskets both summer and winter on Portage Avenue.
- 1 major install in 2011.
- Install at least 14 new tree base baskets in 2011.

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> <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"> • Continue to annually plant colourful flowers on Portage Ave, Graham Avenue and Main Street. • Commit to providing colourful coats of paint (and applying logos) on appropriate surfaces to keep the downtown streetscape clean and bright. • Advocate for the creation of contemporary, historically sensitive, aesthetic and accessible streetscapes throughout the downtown when sidewalk lifecycle budgets permit. • Provide technical and resource assistance to restaurateurs who are pursuing a downtown patio. • Make a “how to patio guide” available on our website. • Loan café chairs and tables to businesses to create informal patio settings along building frontages and in key pedestrian areas. • In participation with the Parking and Transportation Committee, continue to advocate for the removal of the pedestrian barricades at 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. • 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"> • Implement the program. • Pursue improvements when needed. • See a Master Plan for Broadway move ahead. • See ongoing patios installed on downtown sidewalks. • Increase assistance to BIZ members. • Achieve life at street level through at least 15 informal seating arrangements yearly. • Removal of barricades with the consensus of the stakeholders. • 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.

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

- Pursue projects related to the Neon District, such as the Higgins Underpass Design Project.
- Develop a Downtown Parks Programming model, focusing on the Millennium Library Park.
- Drive interest and awareness in new downtown parks such as Millennium Library Park through events / promotions, brochures, providing site furniture for sponsorship, etc.
- Facilitate the creation / implementation of the Lights on Broadway fundraising campaign / implementation.
- Continue to work with stakeholders on the implementation of the Master Lighting Plan for Portage Avenue.
- Implement tree, facade and other decorative lighting in various locations downtown when possible.
- Continue to celebrate Manitoba art and enhance the experience of Portage Avenue through Art on the Avenue installations that create a WOW response.
- Explore and promote opportunities for artist groups to set up studios and galleries in vacant stores in downtown malls / walkways.

MEASURABLES

- See the project underway by 2013.
- Complete the plan and identify funding sources for 2011-2012.
- Raise \$60,000 by 2013 for the Millennium Library Park site furnishings.
- See 100 Broadway median trees lit in 2011.
- See the plan achieved in 2011-2013.
- 5-8 lighting installations achieved in 2011.
- To see the Portage Planter Project completed on Portage Avenue in 2010 and maintained for a period of approximately five years.
- In 2011, to host a meeting(s) with property owners and artists to determine feasibility.

Communications and Marketing

Strategic Plan 2011 - 2013

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>Marketing Campaign</p> <ul style="list-style-type: none"> • 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.” • To involve BIZ members where 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. <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. 	<ul style="list-style-type: none"> • Establish a strong brand and campaign through appropriate media. • Conduct a citywide survey to evaluate the campaign. • Explore a partnership with arts, cultural and entertainment venues to promote shopping and dining. • Increase visits/followers to Downtown Peggy’s website, BIZ Facebook and Twitter by 100% each year. <p>2010: 50-200 visits / day to DowntownPeggy.com 2011: Goal: 100-400 visits / day</p> <ul style="list-style-type: none"> • Establish a solid distribution channel for the magazine. • Grow advertising in the magazine in order to attain a break-even cost for the magazine by 2012. • Gauge feedback from downtown businesses. • Gauge feedback from businesses and increase awareness in Member Survey. • Track distribution.

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>Print Advertising</p> <ul style="list-style-type: none"> • To run ads as needed to support the BIZ's mandate and vision. <p>Website</p> <ul style="list-style-type: none"> • To enhance and revamp the website to be more user-friendly, provide more services that promote downtown use, and encourage revisits. <p>Mingle weekly events e-newsletter</p> <ul style="list-style-type: none"> • To continue to promote downtown events and news through the weekly e-newsletter. • To expand the distribution list through displays and contests. <p>BIZ Program Promotion</p> <ul style="list-style-type: none"> • To promote key BIZ programs to BIZ members and the public: <ul style="list-style-type: none"> -Change for the Better -#SAFE/SafeWalks -Cleanliness programs <p>Promotional Items</p> <ul style="list-style-type: none"> • To produce and distribute free promotional items which promote the downtown brand and website. <p>Marketing Initiatives</p> <ul style="list-style-type: none"> • To take advantage of marketing opportunities that arise during the year which support our objectives. <p>Downtown Bridal</p> <ul style="list-style-type: none"> • To promote downtown as "wedding central" through a downtown wedding services guide. 	<ul style="list-style-type: none"> • Print ads as needed based on budget and mandate. • Add pages and features that promote downtown use. • Increase visits to the website by 50% by 2013. 2009: 66,000 visits 2010: 102,000 visits • Increase the number of e-mail addresses in our database by 50% by 2013. 2010: 12,000 subscribers • Gauge feedback through a user survey. • Raise awareness and more funds for Change for the Better. • Increase number of calls by 20% to #SAFE/958-SAFE. • Change cleanliness perceptions. • Distribute minimum 1000 promotional items each year. • To gain enough advertisers and partners to break-even on the publication.

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>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. 	<ul style="list-style-type: none"> • Survey a selection of 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” from 250 (2009) to 350 in 2011. • Subjective evaluation of the level of holiday spirit downtown.
<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>		

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>BIZ Newsletter</p> <ul style="list-style-type: none"> • To provide information about downtown and the BIZ to business members and workers through one issue in the spring. <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. <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 print one newsletter in 2011. • 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%. • To have as close to 100% as possible of e-mail addresses for business members by 2012. • Increase membership calls to the front desk. • Track number of new businesses visited. • Write and promote two business profiles per month.

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p>OBJECTIVE 2</p> <p>To respond to requests for downtown data and inquiries related to BIZ programs and services.</p>	<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. 	<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?"
<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>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>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"> • 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.

Events and Promotions

Strategic Plan 2011 - 2013

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>Ciclovía / Lights on Broadway</p> <ul style="list-style-type: none"> • To continue to build on the successful Ciclovía / Lights on Broadway events 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. <p>Star Treatment</p> <ul style="list-style-type: none"> • To award a minimum of five VIP packages at fundraising events or as BIZ promotions. Focus on partnering with downtown event charities. 	<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 2011. • Hold minimum three street festival concerts in 2011. • Establish sponsors and partners in order to host the event annually. • See an increase in attendance estimate numbers. • To help the Festival increase attendance over previous years. • Make sure participating BIZ members are aware of the program and how we give back to them. • Smaller packages so more can be given out.

OBJECTIVES

OBJECTIVE 1, continued

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.

TASKS/PROJECTS

Chess in the Park

- To allow the chess sets to be used organically by anyone interested.

Sports

- To support the two prominent downtown sports teams: the Manitoba Moose and the Winnipeg Goldeyes.

Santa Claus Parade

- Develop daytime family festivities and programming prior to evening parade.
- Involve downtown businesses more in the event.

Local Event Support

- To support local events with in kind contributions of event promotion through BIZ channels, Watch support and Clean Team support.

National Event Support

- Partnering with international-calibre events held downtown to promote and/or assist in production e.g. The Brier

New Events

- To research existing events (past and future) that could be held downtown, identify proponents, meet with same and determine partnership opportunities.

MEASURABLES

- To see regular use of the chess sets.

- 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 support minimum five downtown events per year.

- Partner with one major event downtown where the BIZ is recognized as a proponent of the event.

- To establish a "welcome" program with storefront businesses for big events and conferences.

- Identify 4-6 possible events in 2011.

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 build on the successful Downtown Spirit Restaurant Tours to create a winter version of the event, profiling and driving traffic to downtown restaurants. • 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. 	<ul style="list-style-type: none"> • To involve 30 restaurants in a restaurant event in the winter of 2011. • Gauge feedback from and attendance to restaurants. • 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.

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
OBJECTIVE	Downtown Living Marketing	• To gain buy-in from partners.
To partner with stakeholders and develop a downtown living marketing campaign	• To create a yearlong marketing plan supported by partners.	• Establish measurables once marketing plan is established.
	Downtown Living Open House	• Gauge feedback from realtors, homebuyers and potential homebuyers.
	• 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.	

Parking, Transit and Transportation

Strategic Plan 2011 - 2013

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, selecting most worthy causes and providing blue loonies. • Produce 25,000 additional blue loonie tokens to ensure adequate stock for participating banks. • To promote free and easy public transportation through Spirit bus marketing as well as through Spirit Week. • Expand the successful Downtown Spirit Restaurant Tours. • 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 3,000 blue loonies per year. • Help a minimum of 15 groups to come downtown by 2013. • To have blue loonie purchases running smoothly through the banks. • Increase Spirit ridership. Spirit Week ridership in 2008 = 7,170; 2010 = 7,863. 2013 goal = 9,000. • Establish support from the business community for the Spirit bus (including business participation in posters/brochures as well as sponsor support). • Through tours, provide ongoing opportunities for downtown workers (particularly non-users) to ride the Spirit bus. • To see ongoing improvements to Spirit bus services.

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p>OBJECTIVE 1</p> <p>PROMOTE, continued</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"> • In coordination with the City of Winnipeg and the Parking Authority, continue to assist the public with way-finding throughout the Weather Protected Walkway System, making brochures readily available and adding signage where necessary. • In partnership with the Winnipeg Parking Authority, to create and promote a modern Saturday Parking Promotion. • Continue to create a strong working relationship with the Winnipeg Parking Authority in addressing members' parking concerns as well as educating our members on the importance of a well-balanced parking program. • Promote the availability of parking spaces to businesses and downtown visitors, exploring new modes such as smart phone apps and interactive parking information on the BIZ website. • Deliver approximately 30,000 Parking Guides to the public yearly through a layered approach, focused on providing the guide to arts & cultural venues / with event tickets. • To implement the Parking Certification Program, and if not successful, commence an initiative for the City to enforce current maintenance by-laws and create new means to achieve a higher design standard for surface parking lots. 	<ul style="list-style-type: none"> • To see ongoing upgrades to "W" signage, including stickers implemented in elevators. • To distribute a minimum of 3,000 brochures annually. • To produce promotional material around the changes to Saturday Parking in 2011. • To see an increased number of members who feel there is enough parking downtown. <p>2007 = 41% / 2010 = 49% Goal for 2013 = 70%</p> <ul style="list-style-type: none"> • Increase satisfaction of members with parking and increase public perception of parking. • To increase visits to parking web page by 20% by 2013. • To track distribution of brochures. • To see safer, cleaner and more aesthetic parkades and surface lots achieved. • To see overall downtown parking conditions continue to be improved. In 2010, 36% of members felt that parking conditions were better. Goal for 2013 = 50%.

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p>OBJECTIVE 2</p> <p>ADVOCATE</p> <p>To advocate for beneficial downtown parking, transit and transportation policies.</p>	<ul style="list-style-type: none"> • Continue to advocate for improvements to the Free Spirit Shuttle Bus. • 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 for downtown pedestrian issues and in particular pedestrian access to Portage and Main. • 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 Parking Authority Board. • Other advocacy as identified. 	<ul style="list-style-type: none"> • To realize an improved/user-friendly Free Spirit Shuttle Bus service (i.e., additional routes, extended hours and increased frequency). • To see Winnipeg's Rapid Transit system complete and expanded. • To reduce surface parking lots and more mixed use public parking garages. • To achieve improved pedestrian conditions. • To implement the plan. • To see ongoing AT facilities created downtown. • To see ongoing image, transportation and safety investments downtown.

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<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 the public on downtown parking and transportation concerns through regular casual coffee sessions. • Solicit feedback from BIZ members around their needs for downtown loading zones, bike facilities, pedestrian environments, parking, transit, cycling, etc. • Research and communicate loading zone changes to the Winnipeg Parking Authority. • Continue to research transit oriented development. • Survey rapid transit users upon completion of the first phase of the system. • Other research as identified. 	<ul style="list-style-type: none"> • To hold at least four coffee sessions in 2011. • To evaluate results and respond as needed. • To see improvements in terms of placement and number of loading zones downtown. • To evaluate and promote results.
<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. • To implement Ciclovía on an annual basis.

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p>OBJECTIVE 3</p> <p>Continue to grow the volunteer program through partnerships: Universities, Colleges, High Schools, Law Enforcement Academies, others.</p>	<ul style="list-style-type: none"> • Create a Watch promotional video with current testimonials and messages from the Chief or Mayor. • Continue to support the CIP through The Louis Riel and River East/Transcona School Division, as well as school divisions offering placement experience. • Offer volunteer program to U of W, RRC as well as other education institutions requiring work experience for students. • Grow the Customer Service to encourage more opportunities for volunteers. 	<ul style="list-style-type: none"> • Send video to all Winnipeg high schools, and related training programs. • Grow volunteer numbers by 30% annually. 2010: 300. • Increase the volunteer hours by 30% annually. 2010: 14,000. • Grow the customer service/ tourism program to 2 full-time positions per year, over the next 3 years.
<p>OBJECTIVE 4</p> <p>Place a greater emphasis on addressing poverty, homelessness and panhandling through employment, education and advocacy.</p>	<ul style="list-style-type: none"> • Create a new broad-based community committee with this sole focus. • Develop an action plan for 2011. • Increase fundraising and awareness of Change for the Better to include a corporate challenge: to promote employment programs like Mission: Off the Streets Team (MOST), and engage BIZ members to promote it amongst their employees. • Continue to promote education and awareness on not giving to panhandlers, i.e. use BIZ kiosks at problem locations. 	<ul style="list-style-type: none"> • Re-launch CFTB program to include a corporate challenge. • Increase funding collected through CFTB by 30% per year. 2010: \$7,000. • Identify a corporate partner to take the CFTB outside of the downtown in 2011. • Reduce to 10% from current 15% of people who give to panhandlers as a result of the education campaign. • Organize 30 days of programming in 2011.

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p>OBJECTIVE 5</p> <p>Continue to meet 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>	<ul style="list-style-type: none"> • Lobby for increased police presence in the downtown. • Support WPS in lobbying City to increase the number of police officers to establish a permanent police foot patrol presence on downtown streets. • Support the WPS Cadet program and lobby City to increase the number of Cadets and presence in downtown. • Continue to support WPS in efforts to increase CCTV presence in the downtown. 	<ul style="list-style-type: none"> • Establish a permanent WPS foot patrol presence of 20-30 in the downtown. • Ensure 20-30 Cadets have a permanent presence on the downtown streets. • Increase CCTV where it's needed to address safety in our downtown.
<p>OBJECTIVE 6</p> <p>To represent downtown business interests in supporting and participating with organizations that has been established to address issues of safety.</p>	<ul style="list-style-type: none"> • Continue to support and work with the Community Crown Prosecutor to address issues of safety in our downtown. • Maintain a PR campaign for the #SAFE program. • Utilize the DSN as the broader-based member driven which focuses on feedback, education and direction. <ul style="list-style-type: none"> • Set up quarterly meetings, or more, with downtown building owners to communicate and provide safety information. • Set up 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. 	<ul style="list-style-type: none"> • Clear indication that our involvement is leading to improved policies or procedures in addressing current issues, moving a significant number of people off the street. • Increase calls to the #SAFE by 20%.

OBJECTIVES	TASKS/PROJECTS	MEASURABLES
<p>OBJECTIVE 7</p> <p>Create a permanent committee – with a focus of adopting the Portage Avenue Alive (Portage Avenue Anti-Loitering Pilot Project) as the best practice in managing gang activity and negative loitering, as a means to raise funds to increase Watch patrols and programming on Portage Avenue, to address safety.</p>	<ul style="list-style-type: none"> • Implement the Portage Avenue Alive initiative for the rest of Portage Avenue: <ul style="list-style-type: none"> • Greater collaboration between private security and Watch • Obtain Use of Street Permits to manage loitering and to encourage the usage of sidewalks (i.e. positive loitering) • Utilize kiosks to promote downtown and the Change for the Better program • Regular sidewalk sales & community events • Replace public benches with BIZ member controlled seating and patio tables • Music and buskers 	<ul style="list-style-type: none"> • Creation of a new working committee – with a focus of adopting the Portage Avenue Alive • Hire 5-10 additional Watch for Portage Avenue between 7:30am to 11:30pm. • Participation of 12 building owners in 2011 and 24 by 2013.

Downtown BIZ Advocacy 2011 - 2013 Action Plan

The BIZ advocacy goals are:

1. To be an effective voice for our members by addressing downtown issues and challenges and interact with other governmental agencies and stakeholders that have a role in downtown events.
2. To promote the organization as the primary advocate and voice for downtown interests

The following advocacy issues were identified, in order of priority, as scored by the BIZ Management Board (September 2010).

1. Housing First, for the homeless
2. TIFs (Tax Development Policy(s) and District Planning, e.g. SHED)
3. Retail strategy
4. Encouraging the City to reinvest WPA surplus revenue back into the downtown, new parkades
5. Rapid Transit / TOD
6. Expansion of the Winnipeg Convention Centre
7. Downtown Lighting Strategy
8. More Police Presence – Foot Patrols
9. Cadets – Winnipeg Police Service
10. Downtown Cameras
11. Downtown Parking / Transportation Strategy

The BIZ is often asked its position on various downtown issues and opportunities. In addition, the BIZ maintains certain positions, which upon research, it feels is critical to the long-term health of the business community and its downtown. The BIZ provides these positions openly, and develops BIZ member and stakeholder awareness on these positions.

In addition, the BIZ communicates key issues that impact our membership to government.

The BIZ will advocate for the continued revitalization of our downtown, including but not limited to:

1. To advocate for increased security measures downtown including:
 - a. More Police Presence – Foot Patrols
 - b. Cadets – WPS
 - c. Downtown Cameras
 - d. Support for the BIZ Outreach and Watch Programs
2. Advocating addressing the homeless issues through a government supported Housing First Program, creation of new supportive housing.
3. To stimulate the further revitalization of Downtown Winnipeg, through the implementation public incentives and policies to address “market gap” issues, e.g. Taxation Policies (TIFs, abatement, grants, other)
 - a. Encouraging the creation of a vision for the districts of our downtown (APPENDIX 3), from a development and land-use perspective. Invest in plan-making.
 - b. Continuing to promote the importance of mixed-use development in our downtown wherever possible.

- c. Advocating for policies and programs for the creation of market rate residential housing, mixed use development of high urban design, located and in close proximity to downtown, and to promote downtown living.
 - d. Promoting the maintenance of historic buildings with modern interiors and new structures of a architectural merit and the provision of grants and subsidies to assist the private sector.
4. To advocate the implementation of the Downtown Retail Strategy, and incentives to stimulate business development, supported by the downtown business community and stakeholders.
 5. Encouraging the City of Winnipeg to reinvest the Winnipeg Parking Authority surplus revenue back into the downtown in a manner supportive of downtown parking and transportation, promotional and image strategies.
 - a. Encouraging the City to create a Downtown Parking Plan.
 6. To promote and advocate the importance of a long term and fully integrated and comprehensive Rapid Transit and in a manner promoting Transit oriented development.
 7. To support the expansion of the Winnipeg Convention Centre, and encourage the enhanced physical integration of the new building into to the downtown environment (design, pedestrian, commercial and transit environment, and other).
 8. To advocate the implementation of the Downtown Lighting Strategy supported by the downtown business community and stakeholders.
 9. Maintaining the level of support to promote cultural and recreational amenities reflective of the community.
 10. 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).
 11. Advocating for closing the loop of the Weather Protected Walkway System.

Advocacy Tools

- One-on-One Meetings
 - a. Proposals
 - b. Presentations
- Engaging and responding to media with positions
- Editorials
- Petitions
- Developing the capacity of other groups and forming partnerships
- Other as developed by the Executive Committee

Appendix 1

THE LAST THREE YEARS – MEASURABLES AND INDICATORS

Prior to establishing the next three year strategic plan, the BIZ measured the effectiveness of the 2008-2010 Strategic Plan. This plan clearly identified some key indicators for the BIZ to track to determine whether our programs and advocacy are making a difference.

“Safe and Clean” continues to be THE priority of the Downtown Winnipeg BIZ membership.

Improving Downtown Safety: Indicators

1. Is public perception improving from year-to-year? Yes and No.

Downtown Public Intercept Surveys Do you feel safe downtown?

	2004	2007	2009
Rating of downtown safety during the day?	51%	57%	75%
Rating of downtown safety during the evening?	-	36%	25%

2. Is downtown crime decreasing from year-to-year? Yes.

	Jan 1- Dec 31, 2009	Jan 1-Dec 31, 2008	% Change
Total Crimes Downtown	11,263	12,767	-12%
	Continued decline in 2010		

Image and Cleanliness: Indicators

1. Public perception surveys: Is the downtown clean(er)?

- 60% of Winnipeggers agree that the Downtown is cleaner in 2009 than 2008 (citywide survey).
- 66% of women agree that the Downtown is cleaner in 2009 than 2008 (citywide survey).
- 80% of respondents felt bus shelters were cleaner than normal (2009 intercept survey done by the BIZ).
- 74% of BIZ members surveyed in 2010 feel downtown litter is better to much better than the year prior.

Communications & Marketing of the Downtown: Indicators

1. Public attendance surveys: are more people visiting the downtown?

Downtown Winnipeg Visitation Patterns, public survey

	2003	2005	2007	2009
Never Visit Downtown	36%	24%	29%	25%
Having made at least one visit to the Downtown in the last 30 days	58%	66%	66%	72%

2. Is public optimism of the downtown increasing?

a. 2007 - 85% of members surveyed are either very (24%) or somewhat (61%) optimistic about the future of downtown Winnipeg.

b. 2010 – 79% of members surveyed are either very (40%) or somewhat (39%) optimistic about the future of downtown Winnipeg. While the total number decreased, the people who are very optimistic increased by 16%.

Appendix 2

PORTAGE AVENUE ALIVE

Background

Negative loitering is defined as many things. A person or group of persons remaining in one place under circumstances that would lead a reasonable person to believe the purpose of that behaviour is to establish control over the area; to intimidate others from entering the area; or to conceal illegal activities. Negative loitering is also associated with the acts of panhandling and public intoxication.

No matter how negative loitering is defined, it will not come as a surprise to anyone that negative loitering occurs on Portage Avenue. This issue creates both real and perceived safety concerns for the most important and visible street in downtown Winnipeg. The quality of life of the day-to-day downtown visitor becomes a concern in the face of this negative loitering. It also impacts businesses in the area, particularly the significant private and public sector investments that have been made on Portage Avenue in the last two decades.

Goal

To build on the Portage Avenue Anti-Gang Loitering Strategy undertaken in 2010 and to now minimize negative loitering on Portage Avenue in 2011, from Main Street to Spence Street

Objectives

To create a multi-pronged community action plan that will disperse negative loitering on Portage Avenue in 2011.

Measurables

The Downtown BIZ will evaluate qualitatively and quantitatively the impact and results of this pilot project. And if successful, will advocate for this approach, Portage Avenue-wide.

Members of the Action Team

- **Portage Avenue Property Owners and Businesses**
- City of Winnipeg Public Works – Parks Downtown
- City of Winnipeg Community Services
- Winnipeg Parking Authority
- Winnipeg Transit
- City of Winnipeg, Planning and Design
- The Fork North Portage Partnership
- Winnipeg Police Services (WPS)
- Downtown BIZ
- Others

Appendix 2, continued

PORTAGE AVENUE ALIVE

Action Plan – Summary of Actions, Moving Forward 25 Blocks on Portage Avenue

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 (< 12 inches) 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>2011</p>
<p>3. Watch Ambassadors presence – To increase the presence of 10 Watch patrols, and private security on Portage Avenue from 7:30 AM to 11 PM, 5 days a week, providing greater comfort level for pedestrians and discouraging negative loitering activity. The Watch will also man kiosks which will be a place for the public to access to taxis, cell phone, first aid and local maps and downtown brochures. Complimentary water, coffee and snacks also will be available at each location form time to time.</p>	<p>BIZ and</p> <p>Property, Business Owners</p> <p>City of Winnipeg</p>	<p>\$280,000.00</p>	<p>2011</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>2011</p>
<p>5. Arrests - To encourage WPS to continue with the WPS Bike Patrols as well as targeted projects to arrest criminals dealing drugs, illegally panhandling and public intoxication on Portage Avenue.</p>	<p>WPS</p>	<p>TBD</p>	<p>2011</p>

Appendix 2, continued

PORTAGE AVENUE ALIVE

<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, and upon their returning, and with the support of the Patrols, having WPS re-arrest the individual and further tried for breaching the order.</p> <p>7. To enlist the support of the Downtown Community Crown Prosecutor to work with WPS during this period of arrest.</p>	<p>WPS</p> <p>Department of Justice</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>2011</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>2011</p>
<p>10. Cleanliness - To provide enhanced and regular sidewalk cleaning on Portage from 7 AM to 11 PM, 6 days a week, including power washing, sidewalk scrubbing (deodorizing), litter clean-up and other.</p>	<p>BIZ</p>	<p>BIZ Budget \$50,000.00</p>	<p>2011</p>
<p>11. Outreach - To assist in “connecting” with the young gang members, panhandlers and those with social issues on Portage Avenue to help them off the street and into a better permanent environment.</p>	<p>City of Winnipeg, Community Services</p> <p>BIZ</p>	<p>\$60,000.00</p>	<p>2011</p>

Appendix 2, continued

PORTAGE AVENUE ALIVE

**Portage Avenue Anti-Loitering Strategy
Expanded Program for
2011**

25 blocks **From Main Street to Spence Street
North and South Portage Avenue**

Programs	Cost Per Block	Details
10 dedicated Watch Patrols	\$11,200.00	7:30 AM to 11:30 PM 5 days a week 1 Watch per 2.5 blocks
Anti-Seating Fencing	\$3,000.00	per planter
Patio Tables & Chairs Controlled by Owners	\$500.00	5 sets per block
Buskers	\$7,000.00	3 hours per day during the summer only.
TOTAL	\$21,700.00	per block 25 Total
	\$542,500.00	25 Blocks / Portage Avenue
	\$271,250.00	Property Owner Contribution
	\$271,250.00	City Contribution

Comments

Detailed costs will be provided once block inspections are undertaken by interested parties and the BIZ. This will be **in addition** to existing Watch resources on Portage Avenue. Costs will vary per property owner, depending on how many property owners are found per block. One building may cover 1 or more blocks, e.g. Portage Place. For those property owners not interested, existing BIZ service remains, as per their BIZ Levy. The BIZ will proceed moving in this direction once the Safety Committee reviews and recommends same to Board. Once the Board approves same, the business plan will be finalized.

Appendix 3

ADVOCACY: Downtown Planning - Downtown Districts

The aggressive re-development of our downtown districts is seen as a key priority for the Downtown BIZ, e.g. Chinatown, Graham Mall, North Main Street, Exchange District, Broadway and other. A planned approach to revitalization is something that the BIZ believes it should continue championing from a planning and economic policy perspective.

More reasons for people to live, learn, play and work within uniquely planned and dense areas of our downtown lead to the creation of destinations or vibrant and exciting districts. This allows the BIZ to not only realize its vision for the downtown, but also enhance our ability to achieve our vision as an organization. More vibrant destinations allow the BIZ to achieve greater success in our core areas of our mandate – safety, marketing and events, and others.

With the arrival of the new provincial taxation increment financing legislation (TIF), there is an opportunity to capitalize on the creation of a new district, the Sports Hospitality and Entertainment District (SHED), around the MTS Centre, which is being spearheaded by CentreVenture and the Downtown Council.

The Downtown BIZ will play a key role in shaping and forming the creation of this district, which could include, but is not limited to:

1. Enhanced safety and cleanliness
2. The marketing of the district
3. Specific programming
4. Implementing the Portage Avenue Master Lighting Plan
5. Involvement in the creation of a Master Plan and a development framework for SHED
6. Other gaps as identified by our downtown stakeholders, such as retail recruitment and retention, as per the recently development Downtown Retail Recruitment and Retention Strategy

The BIZ will also play a key role in championing, and with the support of downtown stakeholders, creating a re-development framework which will be used to facilitate the creation of an additional TIF district in North of Main Street.