Report - Executive Policy Committee - March 18, 2003

Item No. 4 Downtown Winnipeg Business Improvement Zone - 2003 Proposed Program, Zone Levy and Budget Estimates
File FL-7.4 (Vol. 8)

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On March 18, 2003, the Executive Policy Committee considered this matter and recommends to Council:

1. That the 2003 Proposed Program, Zone Levy and Budget Estimates for the Downtown Winnipeg Business Improvement Zone be approved.

2. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing, including the submission of the necessary by-law directly to Council.

Agenda - Council - March 26, 2003

Report - Executive Policy Committee - March 18, 2003

DECISION MAKING HISTORY:

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On March 18, 2003, the Executive Policy Committee recommended approval of the 2003 Proposed Program, Zone Levy and Budget Estimates for the Downtown Winnipeg Business Improvement Zone, and submitted the matter to Council.

DOWNTOWN WINNIPEG BUSINESS IMPROVEMENT ZONE

PROPOSED PROGRAM AND BUDGET

January 1, 2003 to December 31, 2003

Mission Statement

To enhance and promote Winnipeg Downtown as the place to work, do business, shop, live and enjoy.

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A MESSAGE FROM THE MANAGEMENT BOARD

The Downtown Winnipeg Business Improvement Zone Management Board is pleased to present the 2003 Proposed Program and Budget. This document should be read in conjunction with the Downtown Winnipeg BIZ 2002 Annual Report.

Since 1989, the Downtown Winnipeg BIZ has partnered with many individuals, businesses, downtown agencies and all three levels of government to develop programs that promote downtown as a destination and create a positive, progressive and vibrant atmosphere in the downtown. Core BIZ initiatives include "clean and safe" programs, marketing and communication strategies, improvement of the ambient image, a variety of events, and programs for improved access within and to downtown.

Over the past year, we have seen a wave of activity in the city centre. The face of downtown has changed dramatically, from the on-going construction of the True North Centre and the paired Provencher bridges to the opening of Red River College Downtown Campus and Mountain Equipment Co-op. Proposed projects including the expansion of CanWest Global Park, the Centennial Library and the Winnipeg Convention Centre, as well as work on The Forks and new office buildings, promise to reinforce the momentum already begun. This focus on retail, education and entertainment is also supported by an increase in residential development options.

While there is still work to be done, it is clear that growing interest and confidence in downtown as a location with investment opportunities has already translated into significantly increased investment. This momentum promises to continue with sustained levels of support among all downtown partners. Renewed confidence in downtown among those already here is also strongly in evidence; results of this year's member survey show a substantial increase in optimism for downtown.

The Downtown Winnipeg BIZ is committed to maintaining programs that encourage people to come downtown to live, work and play. The Downtown Watch, Off the Wall Squad and BIZ Patrol remain highly effective and recognized programs. Easy Streets continues to help people save on downtown parking and transportation. Street level enhancements to add beauty, interest and excitement are the focus of the Image program initiatives. The Communications and Marketing strategies draw Winnipeggers downtown to explore and enjoy, while working to create positive perceptions of the heart of the city. The BIZ membership survey indicated strong support for existing programs, and also identified several areas for increased effort.

The 2003 budget reflects the findings of our membership survey as well as the deliberations of the program committees which link the BIZ staff and Management Board to the needs and creative thinking of the true drivers of BIZ programming: the business people downtown. The budget maintains support for existing programs, with modest increases that will allow enhancements and expansion in several areas requiring amplified support at this very important juncture in downtown revitalization.

The 2003 program and budget continue to incorporate the BIZ practice of aggressively seeking cash and in-kind contributions to supplement the BIZ levy. Cash and in-kind sponsorships of more than $950,000 are built into the 2003 budget, an increase of over 16% from 2002. We believe the 2003 program and budget will enable the Downtown Winnipeg BIZ to further consolidate and strengthen its role in the downtown and to expand its contribution to the renewal of our city centre.

Respectfully submitted,

S. Paula Mitchell, Chair
Downtown Winnipeg BIZ Management Board

Downtown Winnipeg Business Improvement Zone
Proposed 2003 Budget

Summary
(2002 c.f. 2003)

Proposed Programs (as attached)

	2002 Budget	2002 Projected	2003 Budget
Net Expenditures			
Image	220,000	146,270	242,500
Marketing	179,250	157,035	220,500
Communication & Publications	182,500	185,233	133,800
Transportation, Parking & Transit	120,500	56,300	62,500
Community Safety	481,764	605,961	616,775
Administration	311,540	320,452	320,350
Total Expenditures	1,495,554	1,471,251	1,596,425
Net Contributions			
Image	145,500	67,300	148,000
Marketing	50,500	25,300	36,900
Communication & Publications	16,500	19,430	7,000
Transportation, Parking & Transit	67,500	5,715	15,500
Community Safety	165,064	301,261	300,075
Administration	14,000	750	5,000
Total Contributions	459,064	419,756	512,475
Capital Items	2,000	9,600	9,500
Net Expenditures	1,038,490	1,061,095	1,093,450
Revenues			
BIZ Levy	1,068,490	1,068,490	1,143,450
Less: Estimated City of Wpg assessment chargeback	-45,000	-44,531	-62,000
Interest	15,000	12,000	12,000
Net Revenues & Expenditures	0	25,136	0
Opening Surplus	349,476	398,331	373,195
Closing Surplus	349,476	373,195	373,195

IMAGE

2003 Objectives:

1. To improve the visual conditions in the downtown for the benefit of those who work, shop, visit or reside in the downtown area.

2. To improve the environment of the downtown area as it exists at the street and sidewalk level by partnering with other agencies to optimize available resources.

3. To implement programs which build pride and maintain the image of our downtown. To continue to be an advocate for dedicated resources for the downtown area.

4. To partner with other agencies, initiate design competitions and provide a comprehensive year-round banner program along major image routes in the downtown.

5. To partner with the City of Winnipeg and other groups to implement maintenance programs to ensure that the benefit of all capital investment is realized.

6. To continue to explore innovative programming to address the needs of downtown partners in the physical appearance of Winnipeg Downtown. (Off the Wall, TAG, Take Pride Winnipeg)

7. To lead other participants in the development of the "Walk of Fame" along Portage Avenue.

8. Continue to optimize partnerships to ensure the best complement of seasonal and year round personnel for image programs

9. Acknowledge the contribution of three key businesses annually through the presentation of the "Neon Broom" award.

10. Continue to focus on innovative and effective ways in which to define and celebrate the entry "portals" to downtown.

11. Expand and improve the equipment base for effective and efficient year round and seasonal graffiti removal, pressure washing, garbage clean up and plant watering.

12. Focus on enhancements that would improve the image of key downtown image routes

Downtown Winnipeg Business Improvement Zone
Proposed 2003 Budget

Image
(2002 c.f. 2003)

	2002 Budget	2002 Projected	2003 Budget
Expenditures			
Banners (including Portage Avenue)	8,000	4,000	8,000
Chinatown Banners	6,000	6,600	7,500
Restaurant Row	15,000	1,000	15,000
Portage and Main flags (new 2003)			5,000
Portal Entry signage	75,000	0	75,000
BIZ Patrol/Downtown Maintenance Crew	62,000	69,100	68,000
Graham Mall Maintenance	5,000	5,000	5,000
Portage and Main enhancements (new 2003)			5,000
Portage Ave enhancements (new 2003)			5,000
Walk of Fame	5,000	2,500	5,000
Meetings/Promotion/Advocacy	1,000	2,200	2,000
Golf Cart	1,500	2,500	2,500
Sidewalk Vacuum	16,000	22,370	2,000
Equipment & Materials	500	500	500
Murals	3,000	2,500	7,000
Program Staff*	25,000	28,000	30,000
Total Expenditures	223,000	146,270	242,500
Contributions			
Banners (Restaurant Row & Portage Avenue)	12,000	0	10,000
Portal Entry Signage	75,000	0	75,000
Chinatown banners			2,500
BIZ Patrol/Downtown Maintenance Crew	10,000	23,300	15,000
Portage & North Main Maintenance	35,000	35,000	35,000
Walk of Fame	2,500	0	1,500
Sidewalk Vacuum	11,000	9,000	9,000
Total Contributions	145,500	67,300	148,000
Net Expenditures (BIZ Levy)	$77,500	$78,970	$94,500

MARKETING

2003 Objectives:

1. To develop and implement a marketing plan that will attract people downtown to work, do business, shop, live and enjoy.

2. To support programs that will reduce the vacancies in retail space and encourage residential development.

3. To develop an effective marketing program to promote the entire downtown as a destination.

4. To partner with other providers and agencies to establish events which will attract people to downtown and entice them to stay in the evening and come back on weekends.

5. To develop a marketing strategy to generate revenue for downtown businesses by coordinating marketing efforts.

6. To create a festive and appealing atmosphere downtown throughout the year for those who live and/or work downtown.

7. To encourage businesses in the zone to participate with the Downtown Winnipeg BIZ through radio and print advertising packages.

8. To promote downtown as a unique destination while raising awareness about services available when people come to the city centre.

Note:

In kind contributions from partnerships have not been included in the Marketing budget. However, they represent approximately $185,000 worth of advertising space and value beyond what is indicated in this budget.

Advertising:

Outdoor	$100,000
Television	$ 50,000

Event media sponsorship packages: $35,000

Downtown Winnipeg Business Improvement Zone
Proposed 2003 Budget

Marketing
(2002 c.f. 2003)

	2002 Budget	2002 Projected	2003 Budget
Expenditures			
Downtown Events			
Holiday (Night of Lights)	10,000	6,622	10,000
In for Lunch	18,000	18,089	20,000
Out to Lunch	22,000	23,076	22,000
Young Artists on the Avenue	21,000	17,984	18,000
Sub-Total	71,000	65,771	70,000
Advertising			
Radio (from Comm. 2002)			15,500
Print (new 2003; from Comm)			7,500
Outdoor (new 2003; from Comm)			4,500
Television	0	16,000	45,000
Sub-Total	0	16,000	72,500
Committee/Program staff (Mktg, Comm., Sponsorship, Database)	79,750	44,694	30,000
Marketing Strategy			25,000
New Initiatives	10,000	6,500	6,000
City Lights Cruise		5,547	4,000
Major Downtown Events:			
Get Together	10,000	7,224	6,500
Cruz In Downtown (& Restaurant Row in 2002)	4,000	4,768	4,000
Sports	2,500	6,531	2,500
Fringe	2,000	0	0
Sub-Total	108,250	75,264	78,000
Total Expenditures	179,250	157,035	220,500
Contributions			
Downtown Events:			
In for Lunch	8,000	8,000	8,000
Out to Lunch	12,000	11,800	12,000
Young Artists on the Avenue	5,500	5,500	5,500
Get Together	10,000	0	0
Advertising:			
Co-op Radio	0	0	6,400
Marketing Initiative	15,000	0	5,000
Total Contributions	50,500	25,300	36,900
Net Expenditures (BIZ Levy)	$128,750	$131,735	$183,600

COMMUNICATION

2003 Objectives:

1. To maintain communication with businesses within the BIZ boundaries through the BIZword newsletter, 2003 Annual Report, program brochures, Web site and the Annual General Meeting.

2. To facilitate access to the range of shopping, service, dining and entertainment options through the Get More. Get Downtown directory.

3. To promote the downtown business community to the general public and outside interest groups.

4. To market downtown as the place to work, do business, shop, live and enjoy, through all media opportunities.

5. To maintain, upgrade and monitor the results of the Downtown BIZ Web site.

6. To respond to requests for downtown data and inquiries related to BIZ programs.

7. To prepare media releases and program launches for various BIZ initiatives.

Note:

In the Communication Budget, "Marketing Initiatives" ($15,000) and "Print/Brochure/Outdoor" ($10,000) were combined for 2002.

For 2003, "Print/Brochure/Outdoor" was broken up into: "Print Advertising", "Outdoor Advertising" and "Brochures and Print Material" for clarity. The latter remains part of the Communications Budget, while all the advertising categories have been grouped together under the Marketing Budget.

Downtown Winnipeg Business Improvement Zone
Proposed 2003 Budget

Communication
(2002 c.f. 2003)

	2002 Budget	2002 Projected	2003 Budget
Expenditures			
Publications			
BIZword	12,600	15,464	15,500
Get More	44,500	40,569	42,500
Annual Report	21,000	22,363	18,000
Sub-Total	78,100	78,396	76,000
Advertising			
Co-op Radio (See Marketing)	25,500	25,125	
AGM	7,000	7,000	7,000
Award Nominations	0	0	1,000
Brochures and Print Material (new 2003)			10,500
IDA		31	
Web site (formerly "Internet")	10,000	9,984	5,000
Marketing Initiatives	15,000	0	
(see Print/Brochure/Outdoor)			
Media Launches/Relations	500	0	500
Meetings / Advocacy	1,000	3,450	2,500
(Communications & Marketing)			
Photography/Media Monitoring	2,500	423	1,500
Print /Brochures/Outdoor	10,000	30,949	
(see above and Marketing)			
Program Staff	19,900	19,550	20,300
Intern / Assistant (new 2003)			500
Sponsorship	5,000	3,297	5,000
Survey	8,000	7,028	4,000
Sub-Total	104,400	106,837	57,800
Total Expenditures	182,500	185,233	133,800
Contributions			
Publications:			
BIZword	1,000	770	1,000
Get More	5,500	5,450	6,000
Advertising:			
Co-op Radio	10,000	10,000	0
Print/Brochure/Outdoor	0	3,210	0
Total Contributions	16,500	19,430	7,000
Net Expenditures (BIZ Levy)	$166,000	$165,803	$126,800

TRANSPORTATION, PARKING & TRANSIT

2003 Objectives:

1. To promote Easy Streets™, increase merchant participation in the program and evaluate the effectiveness of the Easy Streets™ program. Continue to utilize merchant incentive draws, "blue loonie mascot", outdoor and print advertising and token giveaways at key downtown events to build awareness.

2. To continue to work closely with the City of Winnipeg's Public Works, Transit and Planning Departments, as well as private stakeholders to review all parking and transportation issues and provide solutions in response to stakeholder concerns. The BIZ will partner with others to be an advocate for change, which would benefit the needs of the Downtown Winnipeg BIZ members.

3. In partnership with others, carry out research where applicable, to support initiatives that would improve the parking and circulation needs in the downtown.

4. To provide financial assistance, amortized over three years that would contribute toward the free operation of the "Downtown Spirit" shuttle bus service. Continue to promote the free service, in conjunction with the City of Winnipeg, to the Winnipeg public, visitors and downtown stakeholders.

5. To work with the business community and other partners to improve the perception and promote the availability of the parking facilities in downtown Winnipeg. The BIZ will continue to print and distribute the downtown-parking map.

6. The BIZ will coordinate and work with others to improve the convenience, comfort and safety of traveling within downtown and of accessing downtown businesses.

7. To partner with other agencies and BIZ groups to promote and market the Water Taxi program.

Downtown Winnipeg Business Improvement Zone
Proposed 2003 Budget

Transportation, Parking & Transit
(2002 c.f. 2003)

	2002 Budget	2002 Projected	2003 Budget
Expenditures			
Easy Streets™			
Program Development	3,000	4,600	4,000
Program Staff	12,500	10,800	12,500
Administration			
Marketing/Advertising (see Communication)	0	7,300	7,500
Sub-Total	15,500	22,700	24,000
Downtown Flyer/Spirit			
Shuttle Service	47,000	15,000	10,000*
Service Enhancements			
Sponsorship Recognition	6,500	0	
Sponsorship Staff	7,500	5,000	
Advertising (see Communication)	0		
Interior Advertising	3,500	0	
Administration	1,000	1,000	
Sub-Total	65,500	21,000	10,000
Program Staff	2,500	1,500	2,000
Meetings/Promotion/Advocacy	1,000	1,200	1,000
Parking Map	25,000	100	12,500
Research	8,000	9,800	10,000
C.A.R.-R.A.C. (Water Taxi)	3,000	0	3,000
Sub-Total	39,500	12,600	28,500
Total Expenditures	120,500	56,300	62,500
Contributions			
Downtown Flyer / Spirit			
Sponsorship	40,000	0	0
Easy Streets™ Token Revenue	2,500	2,715	2,500
Parking Map	25,000	0	10,000
Research		3,000	3,000
Total Contributions	67,500	5,715	15,500
Net Expenditures (BIZ Levy)	$53,000	$50,585	$47,000

* $30,000 one time support amortized over three years to City of Winnipeg

COMMUNITY SAFETY

2003 Objectives:

1. To administer and sustain the Downtown Watch program through BIZ funding.

2. Seek partners and /or sponsors to help expand the hours and service of the Watch, i.e.:
   a. Aboriginal Internship Program with the Winnipeg Police Service;
   b. City, Provincial or Federal funding.

3. Further develop the volunteer program through enhanced training, which will result in:
   a. Increasing an expanded profile of the Watch; and
   b. Further assist in developing those wanting a career in this area.

4. Develop partnerships, promote awareness and education to deal with panhandling and to assist the agencies that provide food, shelter and counseling service for people in need, through:
   a. Maintaining and promoting the Change For The Better program;
   b. The Outreach Worker, collection boxes and brochures;
   c. Increase awareness of the Help Key Program; and
   d. Supporting efforts of the Downtown Winnipeg Committee For Safety.

5. Support social service agencies and organizations that are working to develop appropriate alternatives such as employment programs for people on the street.

6. Support and continue to work with the Winnipeg Police Service's Mounted Patrol, ShopTheft program, the Downtown Service Centre and other crime prevention initiatives.

7. Support organizations that have been established to address issues of safety, like the Downtown Winnipeg Committee For Safety.

Downtown Winnipeg Business Improvement Zone
Proposed 2003 Budget

Community Safety
(2002 c.f. 2003)

	2002 Budget	2002 Projected	2003 Budget
Expenditures			
Downtown Watch	320,200	406,245	397,290
Volunteer Program		27,791	34,850
Watch Expanded hours			60,000
Capital Items	7,000	7,000	10,000
Change For the Better		15,635	
Program	6,000		15,500
Help Key			2,500
Golf Tournament	1,500	1,500	1,500
Meetings	1,000		
Downtown Security Network	1,000		
WPS Mounted Patrol	15,000	13,431	11,500
Off the Wall - CSLP Program	104,064	114,649	83,635
Total Expenditures	455,764	586,251	616,775
Contributions			
Downtown Watch	41,500	169,085	168,940
Watch Expanded hours			60,000
Change For The Better			
Program	1,000	3,635	3,500
WPS Mounted Patrol	14,000	8,181	6,500
Off the Wall - CSLP Program	82,564	93,650	61,135
Total Contributions	139,064	274,551	300,075
Net Expenditures (BIZ Levy)	$316,700	$311,700	$316,700

ADMINISTRATION

2003 Objectives:

1. To continue to advocate relationships and partnerships among Downtown BIZ members and outside interest groups. (non-profit, government agencies and property owners)

2. To maintain an up-to–date database of downtown stakeholders, agencies and relevant contacts for distribution of BIZ info and downtown marketing material.

3. To protect the capital investments of Downtown BIZ by encouraging optimum utilization of resources, as all programs collectively share them.

4. To provide access to resources, both capital and personnel, for the efficient implementation of Downtown BIZ programs.

5. To provide a flexible infrastructure that is utilized by all BIZ staff, thereby enabling them to achieve greater efficiency and resourcefulness.

6. Maintain partnerships with relevant organizations and support on-going training and development of staff and Board to accomplish goals and objectives for the annual program.

7. Negotiate efficient and effective mechanisms for achieving optimal utilization of space and office resources to carry out communication, distribution, and organization requirements as they support key program functions.

Downtown Winnipeg Business Improvement Zone
Proposed 2003 Budget

Administration
(2002 c.f. 2003)

	2002 Budget	2002 Projected	2003 Budget
Expenditures			
Advertising	100	290	300
Auto & Parking	3,200	3,200	3,200
Bank Charges	350	420	400
Communication	9,500	9,800	9,500
Courier	1,000	740	1,000
Database Management	15,000	7,500	5,000
Depreciation	9,000	9,000	9,000
Downtown Residential Promotion/Advocacy	1,000	1,000	1,000
Equipment Lease	19,140	20,220	20,200
Equipment	800	820	800
Equipment Repairs	1,500	2,400	2,000
GST Expense	10,000	10,700	10,700
Insurance	3,100	3,220	3,500
Internet	0	240	250
Meetings/Promotion/Advocacy	8,500	12,800	9,000
Membership Dues	4,000	5,200	5,000
Office Expenses	15,000	14,800	15,000
Photography	0	100	500
Postage	1,200	1,300	1,500
Printing	450	2,400	2,000
Professional Development	2,300	4,400	4,000
Professional Fees	6,500	5,800	6,500
Promotion	1,000	1,800	1,000
property owners	0	500	1,500
Rent	40,000	40,002	42,000
Research	0	150	
Salaries/Employee Benefits	146,000	148,050	152,000
Subscriptions/Publications	1,500	1,500	1,500
Travel/Conference	9,000	9,600	9,500
Volunteer Recognition	2,500	2,500	2,500
Total Operating Expenditures	311,640	320,452	320,350
Contributions			
Property Owners' Association/ Database Development	13,500		
Database Lists	500	750	5,000
Total Contributions	14,000	750	5,000
Net Expenditures (BIZ Levy)	$297,540	$319,702	$314,350