Agenda – Executive Policy Committee – December 3, 2019

REPORTS

Item No. 2 Destination Marketing Reserve – Multi-Year Downtown Public Safety Strategy

COUNCIL DECISION:

On July 19, 2018, Council concurred in the July 11, 2018, recommendation of the Executive Policy Committee, which included the following recommendation:

"2. That the Public Service report back by the fall of 2019 with an update on the initiatives identified in Recommendation 1 as well as provide additional recommendations to further enhance downtown safety."

DECISION MAKING HISTORY:

COUNCIL DECISION:

On July 19, 2018, Council concurred in the July 11, 2018, recommendation of the Executive Policy Committee and adopted the following:

1. That as part of a multi-year downtown public safety strategy, the following initiatives be approved:

    A. That up to $300,000 from the DMR be used, over a 2 year period, for the creation of a Building Exterior Lighting Grant Program (the "Program") to support the integration of architectural lighting that creates a more inviting and safe pedestrian environment downtown, as per the parameters outlined in this report and the following:

        i. That approved applicants be granted up to $5,000 to cover professional design consulting fees; and that the City match up to $10,000 in hard costs per exterior side of the building for eligible improvements;

        ii. That grants not exceed 50% of the cost of the eligible works;

        iii. That the number of projects eligible to receive grants be limited by the total funds available under the Program, which is recommended to be up to $300,000 for a two-year period on a first-come-first-served basis;

        iv. That applicants be required to own the subject property, or be able to demonstrate authorization from the owner to complete the proposed work;

        v. That all proposed work be required to fulfill the objectives of the Program and be deemed suitable under the City's existing Urban Design Review, and Heritage Review, if applicable;

        vi. That maintenance and repair of existing lighting/signage not be eligible under the Program;

        vii. and such other parameters deemed necessary by the City Solicitor / Director of Legal Services to protect the interests of the City.

DECISION MAKING HISTORY (continued):

COUNCIL DECISION (continued):

B. That the Program be established for a two year period that will facilitate one or more "Calls for Proposal" for application intake.

C. That the Director of Legal Services / City Solicitor be directed to prepare and bring directly to Council for enactment a by-law establishing the Program outlined in Recommendation 1.a., to be called the "Building Exterior Lighting Grant Program", as per the parameters outlined in this report.

D. That the City be authorized to enter into, execute and deliver a grant agreement with each successful applicant under the Program outlined in Recommendation 1.a., and that authority be delegated to the Director of Planning, Property and Development to negotiate and approve the terms and conditions of the grant agreements, in accordance with this report and such other terms and conditions deemed necessary by the City Solicitor / Director of Legal Services to protect the interests of the City.

E. That up to $150,000 from the DMR be used for consultant services to establish recommendations for the creation of a Community Safety Centre of Responsibility to promote the development of healthy, crime-free neighbourhoods in Winnipeg.

F. That $150,000 from the DMR be used for the modernization and expansion of the Winnipeg Police Service Closed-Circuit Television program.

G. That $24,000 from the DMR be used for a one-year TrackTik pilot project (the "Pilot Project") for the purchase of mobile software that will enhance communication and coordination between security and outreach workers throughout the downtown and that the City provide the software to the Downtown Winnipeg Business Improvement Zone and True North Sports and Entertainment in order to facilitate the Pilot Project, subject to the appropriate approvals pursuant to the City's Materials Management Policy.

H. That the City enter into, execute and deliver agreements to facilitate the Pilot Project with the Downtown Winnipeg Business Improvement Zone and True North Sports and Entertainment, and such other agreements as determined necessary by the City Solicitor / Director of Legal Services to implement the intent of the foregoing (the "Ancillary Agreements").

DECISION MAKING HISTORY (continued):

COUNCIL DECISION (continued):

I. That authority be delegated to the Chief Administrative Officer to negotiate and approve the terms and conditions of the agreements in Recommendation 1.h., and the Ancillary Agreements, in accordance with this report and such other terms and conditions deemed necessary by the City Solicitor / Director of Legal Services to protect the interests of the City.

J. That authority be delegated to the Chief Administrative Officer to negotiate and approve the terms and conditions of all future similar agreements with organizations to facilitate the Pilot Project and the Ancillary Agreements, in accordance with this report and such other terms and conditions deemed necessary by the City Solicitor / Director of Legal Services to protect the interests of the City.

K. That up to $375,000 from the DMR be used for the expansion of the SafeWalk Program for an additional 8 staff through the Watch Ambassador, Exchange Patrol, and West End Enhanced Safety Patrol Presence programs, and that the City grant the said funds to the Downtown Winnipeg Business Improvement Zone, the Exchange District Business Improvement Zone, and the West End Business Improvement Zone for the Watch Ambassador, Exchange Patrol, and West End Enhanced Safety Patrol Presence programs, respectively.

L. That the Director of Planning, Property and Development be delegated the authority to determine the portion of the grant to be given to each of the recipients in Recommendation 1.k.

M. That the City enter into, execute and deliver grant agreements with the Downtown Winnipeg Business Improvement Zone, the Exchange District Business Improvement Zone, and the West End Business Improvement Zone for the Watch Ambassador, Exchange Patrol, and West End Enhanced Safety Patrol Presence programs, and such other agreements as determined necessary by the City Solicitor / Director of Legal Services to implement the intent of the foregoing (the "Ancillary Agreements")."

N. That as part of a multi-year downtown public safety strategy, the Winnipeg Public Service, in consultation with the Winnipeg Police Service, be directed to identify no later than September 2018 the highest risk downtown spaces where safety can be enhanced by public lighting.

DECISION MAKING HISTORY (continued):

COUNCIL DECISION (continued):

O. That up to $250,000 be dedicated from the Destination Marketing Reserve to be used to enhance public lighting in downtown spaces that have been identified as being highest risk."

P. That as part of a multi-year downtown public safety strategy, the Chief Administrative Officer be delegated the authority to work with relevant stakeholders / property owners to develop a strategy to immediately take action to decommission the current transit shelter attached to Portage Place Shopping Centre on Portage Avenue and replace it with an on-street shelter deemed safer for this high traffic location (the "Strategy").

Q. That the Chief Administrative Officer be delegated the authority to implement the Strategy in accordance with the City's Materials Management Policy, and that up to $275,000 from the DMR be identified as a funding source for implementation of the Strategy by the City.

R. That the City enter into, execute and deliver, any and all agreements with stakeholders / property owners required to implement the Strategy (the "Implementation Agreements") and the Chief Administrative Officer be authorized to negotiate and approve the terms and conditions of the Implementation Agreements in accordance with the foregoing and such other terms and conditions deemed necessary by the City Solicitor / Director of Legal Services to protect the interests of the City."

2. That the Public Service report back by the fall of 2019 with an update on the initiatives identified in Recommendation 1 as well as provide additional recommendations to further enhance downtown safety.

3. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

DECISION MAKING HISTORY (continued):

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On July 11, 2018, the Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service as amended by the following three motions:

MOTION 1

WHEREAS item 9 on the July 11, 2018 EPC agenda "Destination Marketing Reserve – Multi-Year Downtown Safety Strategy" should be expanded to include a component for public lighting projects that will complement the exterior lighting grant program for private buildings that is already included as part of this strategy;

AND WHEREAS community stakeholders and the Public Service, including but not limited to the Winnipeg Police Service and Public Works, should work together to identify the highest risk spaces that would benefit from enhanced public lighting;

AND WHEREAS lighting of public spaces and routes used at night can improve safety, reduce criminal activity and increase usage;

AND WHEREAS in some instances cooperation can be pursed with Manitoba Hydro to change dated lighting products to energy efficient, more sustainable products;

THEREFORE BE IT RESOLVED that the recommendation of the Winnipeg Public Service be amended by adding the following new recommendations:

"1. N. That as part of a multi-year downtown public safety strategy, the Winnipeg Public Service, in consultation with the Winnipeg Police Service, be directed to identify no later than September 2018 the highest risk downtown spaces where safety can be enhanced by public lighting.

1. O. That up to $250,000 be dedicated from the Destination Marketing Reserve to be used to enhance public lighting in downtown spaces that have been identified as being highest risk."

DECISION MAKING HISTORY (continued):

EXECUTIVE POLICY COMMITTEE RECOMMENDATION (continued):

MOTION 2

WHEREAS item 9 on the July 11, 2018 EPC agenda "Destination Marketing Reserve – Multi-Year Downtown Safety Strategy" indicates that a report on the next phase of the strategy will include greater detail about the transit shelter along Portage Avenue at Portage Place;

AND WHEREAS the heated transit shelter at Portage Place Shopping Centre has been identified by the Chief of the Winnipeg Police Service as a "hot spot" of downtown crime who said that crimes are committed in or near the shopping centre's transit shelter on a regular basis;

AND WHEREAS Police Chief Smyth has said "I don't think a week goes by where we don't have some kind of criminal incident, whether it's an assault or robbery, and this [transit shelter] is the common denominator." (CBC News, May 9, 2018);

AND WHEREAS the transit shelter, built in 1986, continues to provides challenges to security services for the shopping centre as well as law enforcement given that it is dark, uninviting and hard to see in and out of and being attached to the shopping centre it provides limited visibility for those in the shelter;

AND WHEREAS throughout North America, the trend appears to use fully transparent transit shelters for the safety of the public, and the current transit shelter in front of Portage Place does not meet this standard;

AND WHEREAS a new shelter, equipped with improved visibility both inside and out, better sightlines, increased visibility at street level, improved lighting at night, the removal of concrete planters and other necessary security features, such as CCTV – the feeling of safety and deterrence of criminal activity will be increased.

THEREFORE BE IT RESOLVED that the recommendation of the Winnipeg Public Service be amended by adding the following new recommendations:

"1.P. That as part of a multi-year downtown public safety strategy, the Chief Administrative Officer be delegated the authority to work with relevant stakeholders / property owners to develop a strategy to immediately take action to decommission the current transit shelter attached to Portage Place Shopping Centre on Portage Avenue and replace it with an on-street shelter deemed safer for this high traffic location (the "Strategy").

DECISION MAKING HISTORY (continued):

EXECUTIVE POLICY COMMITTEE RECOMMENDATION (continued):

1.Q. That the Chief Administrative Officer be delegated the authority to implement the Strategy in accordance with the City's Materials Management Policy, and that up to $275,000 from the DMR be identified as a funding source for implementation of the Strategy by the City.

1.R. That the City enter into, execute and deliver, any and all agreements with stakeholders / property owners required to implement the Strategy (the "Implementation Agreements") and the Chief Administrative Officer be authorized to negotiate and approve the terms and conditions of the Implementation Agreements in accordance with the foregoing and such other terms and conditions deemed necessary by the City Solicitor / Director of Legal Services to protect the interests of the City."

MOTION 3

WHEREAS it is desirable to have a friendly, safe, and secure greater downtown for everyone;

AND WHEREAS adding highly visible BIZ patrols to increase a presence on streets can make the greater downtown safer;

AND WHEREAS the Public Service recommends that up to $375,000 from the Destination Marketing Reserve be used for the expansion of the SafeWalk Program shared between the Downtown BIZ and the Exchange District BIZ;

AND WHEREAS there are increasing concerns from residents with respect to safety around the University of Winnipeg, Central Park, and the Spence neighbourhood, all of which are part of the greater downtown;

AND WHEREAS the West End BIZ is well positioned to complement the enhanced SafeWalk Program in the area of the University of Winnipeg, Central Park, and the Spence neighbourhood;

AND WHEREAS the Downtown BIZ, Exchange District BIZ, and the West End BIZ are ready and willing to collaborate on making the greater downtown safer;

DECISION MAKING HISTORY (continued):

EXECUTIVE POLICY COMMITTEE RECOMMENDATION (continued):

THEREFORE BE IT RESOLVED that the recommendation of the Winnipeg Public Service be amended as follows:

- Delete Recommendation K. and replace with the following:

  "K. That up to $375,000 from the DMR be used for the expansion of the SafeWalk Program for an additional 8 staff through the Watch Ambassador, Exchange Patrol, and West End Enhanced Safety Patrol Presence programs, and that the City grant the said funds to the Downtown Winnipeg Business Improvement Zone, the Exchange District Business Improvement Zone, and the West End Business Improvement Zone for the Watch Ambassador, Exchange Patrol, and West End Enhanced Safety Patrol Presence programs, respectively."

- Delete Recommendation M. and replace with the following:

  "M. That the City enter into, execute and deliver grant agreements with the Downtown Winnipeg Business Improvement Zone, the Exchange District Business Improvement Zone, and the West End Business Improvement Zone for the Watch Ambassador, Exchange Patrol, and West End Enhanced Safety Patrol Presence programs, and such other agreements as determined necessary by the City Solicitor / Director of Legal Services to implement the intent of the foregoing (the "Ancillary Agreements")."

On April 11, 2018, the Executive Policy Committee granted an extension of time of up to 60 days for the Winnipeg Public Service to report back on the matter.

COUNCIL DECISION:

On December 12, 2017, Council concurred in the recommendation of the Executive Policy Committee, and adopted the 2018-2020 Preliminary Operating Budget, which included the following recommendation:

T. That the Public Service prepare a report to the appropriate Committee of Council within 120 days recommending options to utilize unspent funds in the Destination Marketing Reserve to support the following initiatives:

DECISION MAKING HISTORY (continued):

COUNCIL DECISION (continued):

i. An enhanced tourism and events strategy which will supplement funding dedicated to the existing Special Events Marketing Fund up to a combined total of 25% of annual proceeds from Accommodation Taxes collected. The Manitoba Hotel Association in consultation with Economic Development Winnipeg Inc. and Tourism Winnipeg would develop criteria for the additional funding;

ii. A multi-year downtown public safety strategy including, but not limited to, enhanced outreach services, expanded foot patrol and other security initiatives to be developed in consultation with stakeholder groups such as the Manitoba Hotel Association, the Downtown BIZ, the Winnipeg Police Service, the UN Safe Cities Committee and other such organizations; and

iii. Options for an accelerated repayment plan of the outstanding debt related to the Winnipeg Convention Centre (WCC) expansion project.

ADMINISTRATIVE REPORT

Title: Destination Marketing Reserve – Multi-Year Downtown Public Safety Strategy

Critical Path: Executive Policy Committee – Council

AUTHORIZATION

Author	Department Head	CFO	CAO
M. Jack	M. Jack	P. Olafson, acting for M. Ruta	D. McNeil

EXECUTIVE SUMMARY

On December 12, 2017, Council directed the Public Service to utilize funds from the Destination Marketing Reserve (DMR) in support of a multi-year downtown safety strategy. As directed, this strategy was developed in consultation with various stakeholders, and will invest the designated funds into five key initiatives as part of its first phase.

Enhancing downtown safety, and promoting the perception of safety amongst the public, is a complex issue which the strategy outlined in this report aims to address through several initiatives. The recommended initiatives include a Building Exterior Lighting Program, a new Community Safety Centre of Responsibility, expansion of the Winnipeg Police Service (WPS) CCTV program, new software to enhance communication between the Winnipeg Police Service, security and outreach workers, and an expanded SafeWalk program.

In May 2018 the Downtown Biz was host to a Downtown Safety Summit where safety for all those who work, live, shop, learn and play in our downtown was a shared vision by a number of stakeholders. The initiatives suggested in this report support many of the recommendations derived from that Summit and is included as Appendix A.

It is anticipated that future phases of the strategy will be developed and brought forward to Council for review in 2019.

RECOMMENDATIONS

1. That, as part of a multi-year downtown public safety strategy, the following initiatives be approved:

    a. That up to $300,000 from the DMR be used, over a 2 year period, for the creation of a Building Exterior Lighting Grant Program (the "Program") to support the integration of architectural lighting that creates a more inviting and safe pedestrian environment downtown, as per the parameters outlined in this report and the following:

        i. That approved applicants be granted up to $5,000 to cover professional design consulting fees; and that the City match up to $10,000 in hard costs per exterior side of the building for eligible improvements;
        ii. That grants not exceed 50% of the cost of the eligible works;
        iii. That the number of projects eligible to receive grants be limited by the total funds available under the Program, which is recommended to be up to $300,000 for a two-year period on a first-come-first-served basis;
        iv. That applicants be required to own the subject property, or be able to demonstrate authorization from the owner to complete the proposed work;
        v. That all proposed work be required to fulfill the objectives of the Program and be deemed suitable under the City's existing Urban Design Review, and Heritage Review, if applicable;
        vi. That maintenance and repair of existing lighting/signage not be eligible under the Program;
        vii. and such other parameters deemed necessary by the City Solicitor / Director of Legal Services to protect the interests of the City.

    b. That the Program be established for a two year period that will facilitate one or more "Calls for Proposal" for application intake.

    c. That the Director of Legal Services / City Solicitor be directed to prepare and bring directly to Council for enactment a by-law establishing the Program outlined in Recommendation 1.a., to be called the "Building Exterior Lighting Grant Program", as per the parameters outlined in this report.

    d. That the City be authorized to enter into, execute and deliver a grant agreement with each successful applicant under the Program outlined in Recommendation 1.a., and that authority be delegated to the Director of Planning, Property and Development to negotiate and approve the terms and conditions of the grant agreements, in accordance with this report and such other terms and conditions deemed necessary by the City Solicitor / Director of Legal Services to protect the interests of the City.

e. That up to $150,000 from the DMR be used for consultant services to establish recommendations for the creation of a Community Safety Centre of Responsibility to promote the development of healthy, crime-free neighbourhoods in Winnipeg.

f. That $150,000 from the DMR be used for the modernization and expansion of the Winnipeg Police Service Closed-Circuit Television program.

g. That $24,000 from the DMR be used for a one-year TrackTik pilot project (the "Pilot Project") for the purchase of mobile software that will enhance communication and coordination between security and outreach workers throughout the downtown and that the City provide the software to the Downtown Winnipeg Business Improvement Zone and True North Sports and Entertainment in order to facilitate the Pilot Project, subject to the appropriate approvals pursuant to the City's Materials Management Policy.

h. That the City enter into, execute and deliver agreements to facilitate the Pilot Project with the Downtown Winnipeg Business Improvement Zone and True North Sports and Entertainment, and such other agreements as determined necessary by the City Solicitor / Director of Legal Services to implement the intent of the foregoing (the "Ancillary Agreements").

i. That authority be delegated to the Chief Administrative Officer to negotiate and approve the terms and conditions of the agreements in Recommendation 1.h., and the Ancillary Agreements, in accordance with this report and such other terms and conditions deemed necessary by the City Solicitor / Director of Legal Services to protect the interests of the City.

j. That authority be delegated to the Chief Administrative Officer to negotiate and approve the terms and conditions of all future similar agreements with organizations to facilitate the Pilot Project and the Ancillary Agreements, in accordance with this report and such other terms and conditions deemed necessary by the City Solicitor / Director of Legal Services to protect the interests of the City.

k. That up to $375,000 from the DMR be used for the expansion of the SafeWalk Program for an additional 6 staff through the Watch Ambassador and Exchange Patrol programs and that the City grant the said funds to the Exchange District Business Improvement Zone and the Downtown Winnipeg Business Improvement Zone for the Exchange Patrol and Watch Ambassador programs respectively.

l. That the Director of Planning, Property and Development be delegated the authority to determine the portion of the grant to be given to each of the recipients in Recommendation 1.k.

m. That the City enter into, execute and deliver grant agreements with the Downtown Winnipeg Business Improvement Zone and the Exchange District

Business Improvement Zone for the Watch Ambassador and Exchange Patrol programs respectively, and such other agreements as determined necessary by the City Solicitor / Director of Legal Services to implement the intent of the foregoing (the “Ancillary Agreements”).

2. That the Public Service report back by the fall of 2019 with an update on the initiatives identified in Recommendation 1 as well as provide additional recommendations to further enhance downtown safety.

3. That the proper officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

REASON FOR THE REPORT

On December 12, 2017, Council concurred in the recommendation of the Executive Policy Committee, and adopted the 2018-2020 Preliminary Operating Budget, which included the following recommendation:

“That the Public Service prepare a report to the appropriate Committee of Council within 120 days recommending options to utilize unspent funds in the Destination Marketing Reserve to support the following initiatives:

i. An enhanced tourism and events strategy which will supplement funding dedicated to the existing Special Events Marketing Fund up to a combined total of 25% of annual proceeds from Accommodation Taxes collected. The Manitoba Hotel Association in consultation with Economic Development Winnipeg Inc. and Tourism Winnipeg would develop criteria for the additional funding;

ii. A multi-year downtown public safety strategy including, but not limited to, enhanced outreach services, expanded foot patrol and other security initiatives to be developed in consultation with stakeholder groups such as the Manitoba Hotel Association, the Downtown BIZ, the Winnipeg Police Service, the UN Safe Cities Committee and other such organizations; and

iii. Options for an accelerated repayment plan of the outstanding debt related to the Winnipeg Convention Centre (WCC) expansion project.

Extensions of time were granted by the Executive Policy committee on April 11 and June 13, 2018. This report satisfies item ii., with a further report expected for items i. and iii.

Further on June 5, 2018, the Standing Policy Committee on Protection, Community Services and Parks referred for consideration during the preparation of the Destination Marketing Reserve report the following:

A. Identify neighbourhoods and business improvement zones which need safety strategies, neighbourhoods and business improvement zones which cannot depend on voluntary citizen patrols, communities needing 24/7 youth drop in centres and organizations that deliver safety/crime prevention services;

B. Estimate the costs to provide grants to cover the costs of formulating safety strategies, safety patrols, 24/7 youth drop in centres and various crime prevention initiatives in order to utilize a onetime property tax increase in a dedicated city fund allocated annually for said purposes beginning in 2019's budget.

IMPLICATIONS OF THE RECOMMENDATIONS

Funding for the recommendations of this report is available through the Destination Marketing Reserve. No new funding is required.

Implementation of the above recommendations will further improve inter-organizational coordination and create a safer, more welcoming downtown area for both visitors and residents.

HISTORY/DISCUSSION

On October 22, 2008 Council established a Destination Marketing Reserve (DMR) to provide funding support for organizations, projects, and special events that encourage tourists to visit Winnipeg. Further, on December 12, 2017, Council directed the Public Service to utilize funds from the DMR in support of a multi-year downtown safety strategy.

In order to develop a comprehensive strategy, the Public Service created a Downtown Safety Working Group, including representatives of multiple City Departments, as well as representatives from the Downtown BIZ, the Manitoba Hotel Association, and the Winnipeg Committee for Safety.

As a result of the engagement of the team members, as well as numerous other social and not-for-profit agencies, feedback was compiled into the multi-year downtown public safety strategy, comprised of five key elements, including improvements to existing infrastructure and programs as well as new initiatives though technology. These elements should provide for an enhancement of both the perception of safety, as well as actual safety.

This report represents an initial phase with recommendations from the Public Service toward a multi-year strategy. The work of the Downtown Safety Working Group will continue, with additional reports to follow as the strategy moves into its further phases.

In addition, in May 2018 the Downtown Biz was host to a Downtown Safety Summit where safety for all those who work, live, shop, learn and play in our downtown was a shared vision by a number of stakeholders. The initiatives suggested in this report support many of the recommendations derived from that Summit and is included as Appendix A.

I. Lighting Initiative

Through the City's Zoning and Urban Design Review processes, the City strives to achieve active uses at grade that contribute to informal surveillance and therefore, enhanced safety. In conjunction with the Winnipeg Police Service (WPS), these review processes can combine to ensure that all new development has a Crime Prevention Through Environmental Design (CPTED) analysis.

Where the state of *existing* sites undermines safety (or the perception of safety), the City enforces the Neighbourhood Liveability By-law in a variety of ways (to prevent and deter graffiti, trash build-up, broken fences, unmaintained buildings, etc.) and the Vacant and Derelict Buildings By-law. Ensuring that enforcement is sufficiently resourced can help mitigate these pervasive issues.

It is also recognized that adequate and well-designed lighting can have a profound impact on both the perception of safety, as well as actual enhanced safety.

This recommendation seeks to leverage work that has already been undertaken previously by CentreVenture. The intent of previous façade enhancement programs was to support a more vibrant, attractive and safe pedestrian environment, help preserve the heritage assets in the area, while at the same time helping leverage future investment to the area. Under previous programs, 23 downtown properties received grants towards façade improvements that included lighting, signage, windows, cladding and/or heritage restoration between 2014 and 2017, with the following examples included below:



Two buildings enhanced with lighting through the façade enhancement program



Signage and lighting enhancements through the façade enhancement program

In consideration of the previous lighting programs and our safety objectives, a Building Exterior Lighting Grant Program is being recommended herein that provides funds in the form of matching grants.

Intent

The intent of the Program would be to support the integration of architectural lighting that creates a more inviting and safe pedestrian environment downtown. This would build upon the work already carried out in producing the *Portage Avenue Lighting Master Plan,* which includes basic design principles for reference that can be applied anywhere in the downtown. The Program would be administered through the Planning, Property and Development Department.

Grant Allocation

The Program would provide approved applicants up to $5,000 to cover professional design consulting fees, and would also match up to $10,000 in hard costs per exterior side of the building for eligible improvements. Grants would not exceed 50% of the cost of the eligible works. The number of projects eligible to receive grants would be limited by the total funds available under the Program, recommended to be up to $300,000 for a two-year period on a first-come-first-serve basis.

Eligibility

Applicants would be required to either be the owner, or able to demonstrate authorization from the owner to complete the proposed work. All proposed work would need to fulfill the objectives of the grant program and be deemed suitable under the City's existing Urban Design Review, and Heritage Review, if applicable. Maintenance and repair of existing lighting/signage would not be eligible.

II. Community Safety Centre of Responsibility

The Public Service would like to explore the creation of a municipally-administered Community Safety Centre of Responsibility (COR) to further the development of healthy and safe neighbourhoods in Winnipeg. This permanently-resourced administrative structure would be tasked with identifying and promoting best practices in local, community-based 'crime prevention through social development' (CPSD), offering strategic program development and evaluation supports, and by acting as a forum for stakeholder collaboration. The benefits of the COR concept have been publicly and nationally reported on for several years, and touted for their massive social return on investment. The COR concept has existed in many large Canadian cities for more than 10 years in some cases (e.g. Calgary, Edmonton, Surrey, Waterloo, Halifax, Thunder

Bay, Toronto, Ottawa, Montreal), and is a key resource used to address early stage crime prevention, leaving Winnipeg as one of a few major population centres yet to adopt this community safety and wellbeing model.

Currently, Winnipeg does not possess a city-wide CPSD network or a municipally-administered body dedicated to this issue. The City of Winnipeg is directly involved in community safety and crime prevention in a variety of ways including through OurWinnipeg, the Winnipeg Police Service, the Community Services Department, the Winnipeg Fire Paramedic Service, the Winnipeg Committee for Safety, the UN Safe Cities Committee, the Safety Alliance, the Downtown Committee for Safety, representation on several community-level and inter-governmental crime prevention forums for collaboration and networks, and through direct distribution of various one-time grants to community groups delivering community safety/crime prevention-focused programming. There is no centralized, city-wide administration of these various activities, alliances, and cooperating efforts.

To support the initial steps towards the creation of a COR in Winnipeg, the Public Service is recommending allocation of up to $150,000 to hire a consultant to begin work on the following:

1. Assess the current state of CPSD programs and services that are being offered by the City as well as by community stakeholders;

2. Identify neighbourhoods and Business Improvement Zones which require safety strategies and which cannot depend on voluntary citizen patrols;

3. Lead an engagement process with community stakeholders to identify best practices in stakeholder collaboration, program evaluation and program support resourcing;

4. Assess the current state of City grant funding with the goal of:
    - Reviewing and determining methods by which a crime prevention through social development grant administration process could be more effectively managed to support CPSD programs and services with measurable outcomes;
    - Propose options on how to fund the annual operations of a COR and increase/improve grant funding.

5. Develop an action plan that outlines:
    - How a COR would operate to the benefit of future CPSD program and service collaborative efforts in Winnipeg;
    - How the City may benefit from re-shaping the many existing safety committees to create one Committee/COR;
    - How the City may benefit from a review and possible consolidation of existing Safety Committees and Advisory Boards as a Board of the proposed COR;

6. Provide a Report to the appropriate Committee of Council with recommendations on a proposed governance, operation, and an implementation framework relative to a Centre of Responsibility tailor-made for Winnipeg and a process for funding crime prevention initiatives.

This is an ambitious plan that will require significant work on the part of the consultant. The funding available will likely be sufficient to complete some, though potentially not all, of the above goals.

III. Closed Circuit Television (CCTV) Upgrade

In 2008, the WPS implemented a CCTV program. This included the installation of 9 public facing CCTV cameras strategically located in high crime areas, primarily in the downtown. The program over the last ten years has been maintained but never upgraded. The WPS has undertaken a review of all aspects of this system which included consultation with community partners who are extremely supportive of an expanded CCTV presence in the downtown.

Concurrently, the WPS maintains a close relationship with the Downtown BIZ and its Downtown Security Network (DSN). Within the DSN, businesses in the downtown willingly share information about their CCTV systems and the WPS maintains an interactive map for investigators to engage these businesses when necessary.

The City of Winnipeg Traffic Management Centre has also installed CCTV cameras for traffic management purposes throughout the city using similar technology that the WPS would recommend as part of its system upgrade - demonstrating the technology is mature.

The WPS is requesting $150,000.00 in order to implement a CCTV system modernization and expansion. As a Pilot Project, the WPS would include the opportunity to connect to existing City and or private systems where appropriate and lawful.

IV. Technology to Enhance Downtown Safety

Currently, there are multiple security resources working in the downtown area. However, each of these entities work independent of one another with little situational awareness of each other's actions and patrol locations. The WPS is examining a technology solution to better coordinate and enhance communication between security and outreach workers throughout the downtown. This is a proactive approach which would harmonize efforts with partner agencies aimed to reduce crime and disorder in downtown Winnipeg.

Under this recommendation, the WPS would initiate a Pilot Project using technology capable of coordinating efforts by creating security tours to strategically deploy

resources, monitor downtown safety in real time, analyze patrol locations and times spent at hotspots, which in turn will allow for reports on performance as a data driven approach for future deployments.

During the pilot phase, Business Improvement Zone (BIZ) Ambassadors and True North Sports and Entertainment (TNSE) have both indicated a willingness to partner and participate with the WPS. This Pilot Project would require the acquisition of Smartphones loaded with the appropriate technology.

This initiative is integral to the application of a collective impact framework to support collaborative partnerships with partner agencies for a safe downtown.

One such application already in use by multiple security providers in the city, including the downtown, is called TrackTik. The costs associated with this platform are relatively small as it is customizable to the end users' needs. The service is currently available at a cost of $55.00 per month per Smartphone device, with the associated software costs being roughly equal to this on a monthly basis. Therefore, the projected costs are approximately $110/month per Smartphone. This company uses a "pay per month" service which can be discontinued should the results not prove useful. Under this recommendation, the Public Service is requesting funds for software to support this initiative. Operationally, members of the Downtown Foot patrol would carry these devices for a one year Pilot Project, with support for up to 25 devices, at a cost of $23,760.

The WPS would be willing to be the administrator for the BIZ Ambassadors and, should the City wish, to fund the Pilot Project for one organization. During the pilot project phase, the Winnipeg Public Service will be reviewing the program to see if it is possible to create a similar type system in-house that would have a one-time set up fee with no monthly or yearly subscriptions. This may allow for other organizations to communicate on a common platform and participate in creating a safer city with no cost associated.

Section B4.1 (g) of the Materials Management Policy allows for a single source negotiation and award of contract where the supply is for testing or trial use.

V. Expanded Foot Patrol, Including SafeWalk Services

Both the Downtown BIZ and Exchange District BIZ help to create a safe, positive atmosphere downtown through programs like the Downtown Watch and the SafeWalk initiatives.

Easily recognized in their highly visible red and black uniforms (Downtown), and blue and black uniforms (Exchange) uniforms, Downtown Watch ambassadors have been walking the streets seven days a week, year round, during daytime and evening since 1995. This goodwill team patrols downtown, offering directions, tourist info, first aid (CPR-certified), and assistance wherever needed. They also participate in community

events and act as additional “eyes and ears” for the community and emergency services.

SafeWalk Program

Downtown Watch Ambassadors and the Exchange District Patrols provide SafeWalks adding extra reassurance for downtown workers, students, visitors and residents. When working late or leaving an event in the dark, some find it intimidating to walk to their car or bus stop alone. The patrols are out on downtown streets to assist everyone, and welcome any calls for SafeWalks. For a SafeWalk, anyone can call the Downtown Watch at 958-SAFE (7233).

Proven Results

According to the Downtown BIZ, 92% of downtown businesses indicated that the Watch program is effective, with 77% of downtown businesses indicating that the Watch increases the public sense of safety.

While Ambassadors and Patrols do not make arrests or carry weapons, they have been trained in non-confrontational mediation techniques. Equipped with two-way radios, the Ambassadors and Patrols quickly report any suspected or observed criminal activity to the WPS, and also report any suspected medical emergencies to 911.

Currently, there are 26 Downtown Watch Ambassadors, 2 Exchange BIZ Patrols, and over 290 volunteers making a difference in downtown Winnipeg. In the summer, Ambassadors patrol the neighbourhood on bicycles, responding to calls with increased speed. Watch Ambassadors and Exchange Patrols work closely with each other, and with downtown residents and businesses, and also offer safety presentations.

The objective of this Recommendation is to enhance downtown safety by increasing the number of Ambassadors and Patrols available for the evening SafeWalk Program.

This Recommendation includes:

1. The addition of at least four (4) highly visible Watch Ambassadors to provide increased availability for SafeWalks in the evening (4 pm – 11:30 pm), seven days a week, in the Downtown BIZ Boundary area;

2. The addition of at least two (2) highly visible Exchange BIZ Patrols to provide increased availability for SafeWalks in the evening (4 pm – 11:30 pm), seven days a week, in the Exchange District Boundary area;

3. Increase marketing and communications to promote the SafeWalk initiative and encourage the utilization of the program;

4. Improve public confidence in the downtown (especially in the evening) and support the goals of the UN Safe Cities Initiatives, which have been adopted by the City of Winnipeg.

Cost

A detailed costing of Watch Ambassadors and Exchange Patrols is attached as Appendix B. The cost of each new member for either program is approximately $28,500 (including administration costs of 7%). Increased marketing and communications is budgeted at $50,000. Based on the availability of funds, the SafeWalk program could be expanded by as many as 10 additional members at the annual expense of $340,000. The recommended allocation of $375,000 could allow for an even further expansion of the program.

Conclusion

Enhancing downtown safety, and promoting the perception of safety amongst the public, is a complex issue which the strategy outlined in this report aims to address through several initiatives.

If the Recommendations of this report are approved, designated funding from the DMR will be provided for the following:

- Up to $300,000, over a 2 year period, for the creation of a Building Exterior Lighting Program.

- Up to $150,000 for consultant services to establish recommendations for the creation of a Community Safety Centre of Responsibility to promote the development of healthy, crime-free neighbourhoods in Winnipeg.

- $150,000 for the modernization and expansion of the Winnipeg Police Service Closed-Circuit Television program.

- $24,000 for a one-year pilot project for the purchase of mobile software that will enhance communication and coordination between the WPS, security and outreach workers throughout the downtown.

- $375,000 for the expansion of the SafeWalk Program for additional staff through the Watch Ambassador and Exchange Patrol programs.

As a part of the multi-year downtown public safety strategy, an update report will be provided to Council by the fall of 2019 reviewing the effectiveness of this first phase as well as recommendations for new, or continuing, initiatives as part of the strategy's next phase.

Next phase

The recommendations contained within this Report only represent the first phase of the overall strategy. As aforementioned, this Report will be followed by others which will contain additional recommendations for complementary initiatives, all designed toward the objective of enhanced public safety.

One such initiative the Public Service intends to include in greater detail in the next Report relates to the transit shelter along Portage Avenue at Portage Place.

This particular location has been identified by the WPS for quite some time as being a location where a disproportionate number of incidents of criminal activity are occurring. At the recent Downtown Safety Summit, numerous other stakeholders also identified this location as being particularly troublesome. So while the overall strategy will focus on broader initiatives, this specific location warrants individual attention.

To that end, the Public Service is working with those directly connected to the space, including the ownership of Portage Place and Winnipeg Transit, to imagine and design alternatives to the current state with the objective of reducing or eliminating the prevalence of criminal activity at and near that location, while simultaneously continuing to provide the needed access for users of the Transit system.

FINANCIAL IMPACT

Financial Impact Statement **Date:** June 28, 2018

Project Name: **First Year of Program** **2018**

Destination Marketing Reserve

	2018	2019	2020	2021	2022
Capital					
Capital Expenditures Required	$ -	$ -	$ -	$ -	$ -
Less: Existing Budgeted Costs	-	-	-	-	-
Additional Capital Budget Required	$ -	$ -	$ -	$ -	$ -
Funding Sources:					
Debt - Internal	$ -	$ -	$ -	$ -	$ -
Debt - External	-	-	-	-	-
Grants (Enter Description Here)	-	-	-	-	-
Reserves, Equity, Surplus	-	-	-	-	-
Other - Enter Description Here	-	-	-	-	-
Total Funding	$ -	$ -	$ -	$ -	$ -
Total Additional Capital Budget Required	$ -				
Total Additional Debt Required	$ -				
Current Expenditures/Revenues					
Direct Costs	$ 641,000	$ 358,000	$ -	$ -	$ -
Less: Destination Marketing Reserve Fund	641,000	358,000	-	-	-
Net Cost/(Benefit)	$ -	$ -	$ -	$ -	$ -
Less: Existing Budget Amounts	-	-	-	-	-
Net Budget Adjustment Required	$ -	$ -	$ -	$ -	$ -

Additional Comments:

1. The above represents costs of the recommendations over a 2-year period (2018 to 2019) and includes: $150,000 per year for the creation of a Building Lighting Program; $150,000 for consultants in the creation of a Community Safety Centre of Responsibility (2018) ; $150,000 for expansion of the Winnipeg Police Service Closed-Circuit Television program (2018) ; $24,000 for the pilot project of mobile software (2018) ; and $375,000 for the expansion of the SafeWalk Program ($167,000 in 2018; $208,000 in 2019).
2. Funding is available for the proposed projects from the Destination Marketing Reserve, currently holding a balance of $3.8 Million.

original signed by G. Resnik for/
Tanis Yanchishyn
Manager of Finance (Campus)
Corporate Finance

CONSULTATION

This Report has been prepared in consultation with:

Winnipeg Police Service
Corporate Finance
Community Services
Legal Services
Materials Management
Planning, Property & Development
Winnipeg Committee for Safety
Downtown BIZ
Exchange BIZ
Manitoba Hotel Association
True North Sports & Entertainment

OURWINNIPEG POLICY ALIGNMENT

01-2 Safety and Security

- Direction 1: Provide a visible and effective community police presence
- Direction 3: Promote safety in buildings
- Direction 4: Promote safety on streets and sidewalks
- Direction 5: Plan for crime prevention in the built and natural environments
- Direction 6: Take a broad-scaled, complete and collaborative approach to crime prevention
- Direction 7: Implement an approach to safety and security that is collaborative and involves the community

03-2 Vitality

- Direction 3: Work in partnership with communities to identify and address neighbourhood issues
- Direction 6: Promote cleanliness and beautification

SUBMITTED BY

Department: Office of the Chief Administrative Officer
Prepared by: M. Jack
Date: June 25, 2018

Attachments:

Appendix A – Downtown Safety Summit Report

Appendix B – Downtown Patrols