Agenda – Council – January 30, 2020

Report – Executive Policy Committee – January 21, 2020

Item No. 3 Destination Marketing Reserve – Multi-Year Downtown Public Safety Strategy (Phase 2)

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On January 21, 2020, the Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service and submitted the following to Council:

1. That, as Phase 2 of a multi-year downtown public safety strategy, the following initiatives be approved:

    A. That the establishment of a Downtown Safety Partnership (the "DSP") be endorsed between the City, the Downtown Winnipeg Business Improvement Zone (the "Downtown BIZ") and True North Sports and Entertainment ("TNSE") for a 2 year pilot term beginning November 4, 2019 in accordance with this report.

    B. That up to $158,101.25 from the Destination Marketing Reserve (DMR) be used to support the DSP as follows:

        i. Cost-sharing with TNSE on a 50/50 basis, to a maximum of $125,000.00, for the compensation of the Director of Safety Initiatives (the "Director");

        ii. Up to $3,101.25 to acquire 2 digital monitors for use by DSP staff; and

        iii. Cost-sharing with TNSE on a 50/50 basis, to a maximum contribution by the City of $30,000.00, for consultant services required to support the Director and the operation of the DSP.

    C. That the 2020 capital project Community Connections Space – Millennium Library be approved for up to $236,000.00 to be funded by the DMR as outlined in the capital detail sheet included in Appendix A and in accordance with this report.

    D. That $25,000 of operating funds for the Community Connections Space – Millennium Library be referred to the Budget Working Group to be considered during the preparation of the 2020-2023 Multi-Year Budget.

    E. That the 2020 capital project Enhanced Security – Millennium Library Parkade of $100,000.00 be approved, to be funded by the DMR as outlined in the capital detail sheet included in Appendix B and in accordance with this report.

Report – Executive Policy Committee – January 21, 2020

EXECUTIVE POLICY COMMITTEE RECOMMENDATION (continued):

F. That $10,000.00 of operating funds for the Enhanced Security – Millennium Library Parkade be referred to the Budget Working Group to be considered during the preparation of the 2020-2023 Multi-Year Budget.

G. That up to $375,000 be approved from the DMR to be used for the continuation of the previously approved 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.

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

3. That the City enter into, execute and deliver:

A. An agreement with TNSE to establish the Downtown Safety Partnership ("DSP") and to formalize the City's financial contributions to the DSP in accordance with recommendations 1.A. and 1.B. herein.

B. Any and all agreements with stakeholders and property owners required to implement the Community Connections Space within the Millennium Library in accordance with recommendation 1.C. herein.

C. 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 in accordance with recommendation 1.G herein.

D. Such other agreements as determined necessary by the City Solicitor and Director of Legal Services to implement the intent of the foregoing (the "Ancillary Agreements").

4. That the Building Exterior Lighting Program By-law No. 109/2018 be amended to allow for a maximum subsidy of 90% of the eligible hard costs or $10,000.00, whichever is less, for each side of the building on which an eligible lighting project has been installed.

Report – Executive Policy Committee – January 21, 2020

EXECUTIVE POLICY COMMITTEE RECOMMENDATION (continued):

5. That the Director of Legal Services and City Solicitor be directed to prepare and bring directly to Council for enactment a by-law to amend the Building Exterior Lighting Program By-law No. 109/2018 in accordance with recommendation 4 herein.

6. That the Public Service report back to the Executive Policy Committee by March of 2021 with an update on the initiatives identified in Recommendation 1 as well as provide any additional recommendations to further enhance downtown safety.

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

Report – Executive Policy Committee – January 21, 2020

DECISION MAKING HISTORY:

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On January 21, 2020, the Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service and submitted the matter to Council.

COUNCIL DECISION:

On December 12, 2019, Council concurred in the December 3, 2019, recommendation of the Executive Policy Committee that an extension of time of 30 days be granted for the Winnipeg Public Service to report back in writing.

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;

Report – Executive Policy Committee – January 21, 2020

DECISION MAKING HISTORY (continued):

COUNCIL DECISION (continued):

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.

Report – Executive Policy Committee – January 21, 2020

DECISION MAKING HISTORY (continued):

COUNCIL DECISION (continued):

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 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.

Report – Executive Policy Committee – January 21, 2020

DECISION MAKING HISTORY (continued):

COUNCIL DECISION (continued):

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.

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.

Report – Executive Policy Committee – January 21, 2020

DECISION MAKING HISTORY (continued):

COUNCIL DECISION (continued):

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.

ADMINISTRATIVE REPORT

Title: Destination Marketing Reserve – Multi-Year Downtown Public Safety Strategy (Phase 2)

Critical Path: Executive Policy Committee – Council

AUTHORIZATION

Author	Department Head	CFO	CAO
M. Jack	M. Jack	P. Olafson, Interim CFO	M. Ruta, Interim CAO

EXECUTIVE SUMMARY

On December 12, 2017, Council directed the Public Service to utilize unspent funds from the Destination Marketing Reserve (the "DMR") in support of, among other things, a multi-year downtown public safety strategy. The Public Service consulted with a variety of stakeholders to enact this strategy, alongside several coordinated and complementary initiatives, to address the complex issue of downtown safety.

On July 19, 2018 Council adopted a first phase of the Downtown Public Safety Strategy (the "Strategy"), by investing into five key initiatives: the establishment of a Building Exterior Lighting Program; a new Community Safety Centre of Responsibility; expansion of the Winnipeg Police Service (WPS) closed-circuit television (CCTV) program; new software to enhance communication between the Winnipeg Police Service, security, and outreach workers; and an expanded SafeWalk program. This report provides updates on the status of each of these initiatives.

This report also provides recommendations on the second phase of the Strategy, including: the endorsement of the City's participation in the Downtown Safety Partnership; the creation of a Community Connections Space at Millennium Library; enhanced security measures at the Millennium Library Parkade; extension of the Phase 1 SafeWalk program expansion for a second year; and modification of the existing Building Exterior Lighting Program to provide increased incentive for property owners to participate.

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

RECOMMENDATIONS

1. That, as Phase 2 of a multi-year downtown public safety strategy, the following initiatives be approved:

    a. that Council endorse the establishment of a Downtown Safety Partnership (the "DSP") between the City, the Downtown Winnipeg Business Improvement Zone

(the “Downtown BIZ”) and True North Sports and Entertainment (“TNSE”) for a 2 year pilot term beginning November 4, 2019 in accordance with this report;

b. that up to $158,101.25 from the DMR be used to support the DSP as follows:
   i. cost-sharing with TNSE on a 50/50 basis, to a maximum of $125,000.00, for the compensation of the Director of Safety Initiatives (the “Director”);
   ii. up to $3,101.25 to acquire 2 digital monitors for use by DSP staff; and
   iii. cost-sharing with TNSE on a 50/50 basis, to a maximum contribution by the City of $30,000.00, for consultant services required to support the Director and the operation of the DSP;

c. that Council approve the 2020 capital project Community Connections Space – Millennium Library for up to $236,000.00 to be funded by the DMR as outlined in the capital detail sheet included in Appendix A and in accordance with this report;

d. that Council refer $25,000 of operating funds for the Community Connections Space – Millennium Library to the Budget Working Group to be considered during the preparation of the 2020-2023 Multi-Year Budget;

e. that Council approve the 2020 capital project Enhanced Security – Millennium Library Parkade of $100,000.00 to be funded by the DMR as outlined in the capital detail sheet included in Appendix B and in accordance with this report;

f. that Council refer $10,000.00 of operating funds for the Enhanced Security – Millennium Library Parkade to the Budget Working Group to be considered during the preparation of the 2020-2023 Multi-Year Budget; and

g. that Council approve up to $375,000 from the DMR to be used for the continuation of the previously approved 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.

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

3. That the City enter into, execute and deliver:

   a. an agreement with TNSE to establish the Downtown Safety Partnership (“DSP”) and to formalize the City’s financial contributions to the DSP in accordance with recommendations 1.a. and 1.b. herein;

   b. any and all agreements with stakeholders and property owners required to implement the Community Connections Space within the Millennium Library in accordance with recommendation 1.c. herein;

   c. 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 in accordance with recommendation 1.g herein; and

   d. such other agreements as determined necessary by the City Solicitor and Director of Legal Services to implement the intent of the foregoing (the “Ancillary Agreements”).

4. That the Building Exterior Lighting Program By-law No. 109/2018 be amended to allow for a maximum subsidy of 90% of the eligible hard costs or $10,000.00, whichever is less, for each side of the building on which an eligible lighting project has been installed.

5. That the City Solicitor and Director of Legal Services be directed to prepare and bring directly to Council for enactment a by-law to amend the Building Exterior Lighting Program By-law No. 109/2018 in accordance with recommendation 4 herein.

6. That the Public Service report back to the Executive Policy Committee by March of 2021 with an update on the initiatives identified in Recommendation 1 as well as provide any additional recommendations to further enhance downtown safety.

7. 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 July 19, 2018, as part of its approval of the first phase of initiatives under the Downtown Public Safety Strategy, Council directed:

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.

IMPLICATIONS OF THE RECOMMENDATIONS

Funding for the recommendations of this report, with the exception of 1.d and 1.f, is available through the Destination Marketing Reserve, within the balance set aside for the RBC Convention Centre.

Recommendations 1.d and 1.f are the ongoing operating costs related to the capital projects referred to in recommendations c and e. A total of $35,000 annually is required which is recommended to be referred to the budget process.

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

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.

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 convened a Downtown Safety Working Group that included representatives of multiple City Departments, the Downtown Winnipeg BIZ, the Manitoba Hotel Association, and the Winnipeg Committee for Safety. The

Working Group also sought feedback from numerous other social and not-for-profit agencies. Feedback was compiled into the multi-year Downtown Public Safety Strategy, which includes improvements to existing infrastructure and programs as well as new initiatives though technology to enhance actual safety as well as the perception of safety amongst the public.

The previous Report presented an initial phase of the Strategy with recommendations from the Public Service toward a multi-year strategy.

Phase 2 Recommendations

This section presents the second phase of Recommendations, including:

a. The establishment of the Downtown Safety Partnership;
b. The creation of a Community Connections space at Millennium Library;
c. Enhanced security measures at the Millennium Library Parkade;
d. Extension of the Phase 1 - SafeWalk program expansion for a second year, for up to $375,000 from the DMR to be granted to the Downtown Winnipeg Business Improvement Zone, the Exchange District Business Improvement Zone, and the West End Business Improvement Zone to continue the expansion of SafeWalk Programs and other safety patrols and ambassadors; and
e. Amendment of the Building Exterior Lighting Program to provide greater incentives for participation.

a. <u>Establishment of the Downtown Safety Partnership ("DSP")</u>

A common theme that has emerged from a variety of recent discussions is that no single entity, level of government, or organization in isolation can adequately address the range of issues affecting downtown safety. Most pointedly, the WPS recognizes that policing alone cannot adequately ensure safety downtown, and that a multi-sectoral approach is crucial.

Many cities around the world have made great strides in leveraging the collective efforts of entities across several sectors to enhance safety in their downtown areas. One such model is the public-private partnership between the City of Minneapolis Police Department ("MPD") and its Downtown Winnipeg BIZ equivalent, the Downtown Improvement District ("DID") (more information can be found at https://www.mplsdid.com/safetycommunications). The Winnipeg Public Service has studied the Minneapolis model closely and has engaged prominent private sector stakeholders doing business in downtown Winnipeg, including True North Sports & Entertainment ("TNSE") and the Downtown Winnipeg BIZ, to determine whether some version of the model might have a reasonable prospect of success in Winnipeg's downtown. The City of Minneapolis, through the DID, has been remarkably helpful in providing information and support to explain all aspects of their model. All stakeholders agreed that, while inspiration should be drawn from the Minneapolis model, Winnipeg would require its own model to deal with all of its unique factors.

As such, the Public Service is recommending City participation in a two-year pilot Downtown Safety Partnership ("DSP"), in partnership with TNSE, the Downtown Winnipeg BIZ, and other prominent downtown businesses, to better monitor, coordinate, and respond to safety issues in the downtown.

The intent is that the DSP will become a coordination and communications hub between the WPS, the Downtown Winnipeg BIZ, and other major downtown security providers, sharing information with stakeholders in as timely and broad a manner as possible. One key success of the Minneapolis model has been the fundamental recognition that not every situation or incident calls for a police response. Many downtown events, incidents, and situations may, at times, be more appropriately addressed by resources that are better equipped, qualified, or resourced to deal with these unique occurrences than local law enforcement.

In Winnipeg, the overarching principle of this proposed model will be to coordinate responses between WPS and non-WPS resources, to ensure that the most appropriate resource is deployed for any particular situation encountered in the downtown and help to free up valuable WPS resources.

Initially, the DSP will be staffed by:

- a Director of Safety Initiatives (funded in part by this pilot),
- a dedicated resource from the WPS, and
- dedicated resources from the Downtown Winnipeg BIZ.

Through the pilot phase, the Director of Safety Initiatives will be expected to:

- Oversee and manage the launch of the DSP
- Construct a force-multiplier network of public-private safety partnerships to focus efforts towards a resilient community
- In collaboration with key stakeholders and partners, define critical safety measurements that will be used to identify gaps in current safety initiatives or show a positive shift in previous safety concerns
- Lead and execute new initiatives to address any safety gaps identified
- Provide monthly safety reports
- Support collaborative efforts between Downtown Winnipeg BIZ, Winnipeg Police Service, City of Winnipeg, and other safety partners to ensure public safety strategies are proactively in place in an effort to reduce crime and improve public perception of safety in Downtown Winnipeg
- Develop Policy and Procedures on how the collaboration and communication between these safety partners will work
- Lead bi-monthly meetings with key partners
- Establish and manage administrative and operational functions to support this new initiative such as:
    - Develop Downtown Winnipeg Public Safety and Emergency Action Plans.
    - Oversee safety communication efforts and maintain public safety contracts
    - Respond to immediate safety concerns
    - Develop safety education and network speaking opportunities
    - Oversee and manage the budget, and
    - Develop a Year-End Safety Report.

Accordingly, the Public Service is proposing the following elements of participation in what would become a two-year pilot of the DSP:

- Cost-sharing the compensation paid to the Director of Safety Initiatives on a 50/50 basis with TNSE, up to a maximum of $125,000.00 over two years starting November 4, 2019;

    - As a reflection of the urgency with which the DSP stakeholders view this work, TNSE took the extraordinary step of agreeing to engage the Director as of November 4, 2019, on the understanding that the Public Service would recommend formal participation to Council;
    - Accordingly, the Director has been recruited and commenced work on November 4, 2019;
- The acquisition and installation of 2 digital monitors to provide the main display for DSP staff, totaling $3,101.25;
- Cost-sharing consulting work on a 50/50 basis up to a maximum of $30,000 to support the Director and the operation of the DSP in the following ways:
    - Examining and designing a governance and oversight model/framework/organizational structure for the entity,
    - Identifying gaps in the current downtown safety structure,
    - Identifying barriers (legislative and otherwise) relative to this initiative, and
    - Providing a written report submitting the framework and methodology for review.
    - Likewise with the recruitment of the Director, in the interest of moving with due dispatch, TNSE has already engaged a consultant to perform the prescribed work, on the understanding that the Public Service would recommend formal participation to Council.

The proposed pilot also includes TNSE providing, at no additional cost to the City, the physical space from which the DSP will operate. The ability to cost-share with TNSE during this pilot phase (and leverage the significant commitments made by TNSE) is instrumental in allowing the City to leverage private funding to enhance the effectiveness of the Downtown Public Safety Strategy, while limiting public contribution. More importantly, it clearly demonstrates the commitment to downtown safety of one of Winnipeg's largest and most successful businesses operating in the downtown, and highlights the importance of the public-private partnership model on which the multi-year Downtown Public Safety Strategy is founded.

b. <u>Creation of a Community Connections Space at Millennium Library</u>

Discussions around downtown safety must also consider how "safety" is defined, and for whom "safety" is to be afforded. The objective of any Downtown Public Safety Strategy must be to enhance safety for <u>all</u> members of our community, including the vulnerable and at-risk citizens of Winnipeg.

Accordingly, the Library Services Division of the City's Community Services Department ("Library Services") is requesting funding to run a 2-year pilot project in which the former Human Bean coffee shop area in the Millennium Library lobby would be transformed into a "Community Connections Space," with partner organizations providing services to vulnerable and at-risk library customers with the support and involvement of the Millennium Library (the "Library").

The Library is a high-profile service area, located at the corner of Donald Street and Graham Avenue, which has seen increasing numbers of safety incidents over the last several years, leading to the implementation of enhanced security screening measures in February 2019. On September 9, 2019, in regards to the Millennium Library screening measures, the Standing Policy Committee on Protection, Community Services and Parks concurred with the following recommendation of the Public Service:

8. That an increase to the Community Services 2020 budget in the amount of $260,190 be referred to the 2020 Capital Budget process to renovate and develop a public facing Community Connections space for library Community Crisis Workers and partner social agencies in the Millennium Library front lobby.

The amount of $260,190.00, as noted above, included both capital and operating funds. These have been broken out in this report, with recommendations for $236,000.00 of capital funding through the DMR, and $25,000 of annual operating funds for consideration during the 2020 multi-year budget process (recommendations 1.c and 1.d).

The intent of piloting the Community Connections Space is to make connections to important social services highly visible and clearly accessible for any customers who may benefit from such connections. The Public Service has received feedback that some citizens may perceive the enhanced security measures at the Library entrance as a barrier to access, rather than an improvement to their individual sense of safety. While the need for security has increased due to a variety of factors, the value of enhanced security is limited if it detracts from the sense of wellbeing of the City's most vulnerable community members. In recognition of this reality, Library Services created the Community Crisis Worker role, to reach out to the under-served and under-resourced customers who visit the Library every day. The proposed Community Connections Space is intended to reinforce the Library's role as an inclusive public space, while providing important service connections to vulnerable individuals and further enhancing the safety of all library patrons.

The Community Connections Space would provide vulnerable and at-risk library customers with several resources and services, including, but not limited to:

- displays and other connections to community information, including resource information related to supports for mental health and wellness, substance use and addictions, housing/shelter and other basic needs;
- access to Community Crisis Workers in a semi-private space;
- a community meeting room for use by community organizations that provide service to vulnerable and at-risk clientele, and to deliver programming to target groups in partnership with the Library; and
- a small kitchen area to provide coffee, beverages and snacks to those in need

Library Services is surveying community, governmental and quasi-governmental organizations for potential partnerships for programs and for the potential use of the Community Connections Space. Despite this concept not yet having received any formal approval, numerous crucial stakeholder organizations have expressed interest in providing resourcing and/or cooperation of some kind to the operation of this proposed Space.

The Community Connections Space project is not included in the Library's current and proposed operating and capital budgets, and would require an estimated $236,000 in capital funds to remove the existing Human Bean furnishings and remodel the interior, and $25,000 of annual operating funding. For the purposes of this pilot, community partners will not be charged for the use of the Community Connections space, as the Public Service intends to explore how to maximize the inclusive nature of the services offered. Throughout the pilot phase, the Public Service will examine opportunities for resource contributions and/or equitable cost-sharing from other stakeholders, should the value proposition be demonstrated.

Due to the timing of another Administrative Report that references this initiative having been considered at the Standing Policy Committee on Protection, Community Services and Parks, should this initiative receive funding as part of the Downtown Public Safety Strategy, the Public Service will recommend that the parallel budget submission for this initiative be withdrawn.

c. Enhanced Security at Millennium Library Parkade

The Public Service is also recommending the implementation of enhanced security at the entrances of the Millennium Library Parkade at 251 Donald Street. Currently, the Millennium Library Parkade is not a fully secure facility, in that it is open to both paid parking patrons and pedestrian foot traffic. It is currently monitored by CCTV.

In discussions surrounding downtown safety initiatives and an examination of best practices in parkade operation, it has been recognized that the unrestricted access of the Millennium Library Parkade could be improved.

The Public Service is recommending the installation of enhanced security measures at the Millennium Library Parkade, to limit access to paid parking patrons through the addition of card swipe stations to secure the stairwells and elevators of the Parkade. Parking permit holders and short-term parking ticket holders would be able to access the card swipe stations through their existing parking cards and parking tickets.

Given that the card swipe stations would augment the existing parking cards and parking tickets that the WPA currently issues through existing technology, the Public Service is recommending entering a single-source contract to ensure compatibility with existing equipment. It should be noted that current security measures (i.e. CCTV) would remain at this location, providing further security.

The WPA's current and proposed operating and capital budgets do not include funding for enhanced security measures at the Millennium Library Parkade. Approval is being sought for the estimated $100,000.00 capital cost for the installation of card swipe stations to lock down the stairwells.

d. Extension of the Phase 1 – SafeWalk program expansion for a second year

As per the *Phase 1 Updates - SafeWalk program expansion* found below, the Downtown Winnipeg BIZ, Exchange District BIZ, and West End BIZ have all reported positive results from the Phase 1 SafeWalk program expansion and have requested an extension of similar funding at the Phase 1 levels to support a second year of this expansion. The Public Service is supportive of these requests. Highlights of the program are provided in the Phase 1 updates section of this report.

e. Amendment to the Building Exterior Lighting Program

On December 13, 2018 Council adopted the Building Exterior Lighting Grant Program (the "Program") By-law No. 109/2019. On December 21, 2018 the City issued a public media release advising of the program and directing interested parties to visit the Program website at https://www.winnipeg.ca/PPD/CityPlanning/Downtown/LightingGrant/.

As of October 2019, the City has received and is processing three applications under this program, and anticipates a fourth. Two have been approved in principle. The Public Works Department continues to promote the program with property owners making other improvements to add an external lighting component. Based on the current applications, and that the program is one year into a two-year timespan, projected disbursements from the Phase 1 approved amount of $300,000 will be approximately $40,000, or 13%.

One barrier that the BIZes have identified is that business owners who would be interested in applying for the program are frequently not the owners of the actual properties they occupy. The Public Service continues to work with its BIZ partners to determine how best to address this factor. One key amendment is requested above, increasing the City's potential participation in any eligible lighting projects to 90% (from the previous 50%) to incentivize enhanced participation from property owners.

Phase 1 Updates

Building Exterior Lighting Grant Program (the "Program")

As noted above.

Consultant Services for the creation of a Community Safety Centre of Responsibility recommendations

Recommendation E of the Phase 1 Downtown Public Safety Strategy was for 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. A centre of responsibility would be a permanent, staffed office that is mandated to oversee community-level/government collaboration while providing broad support for, and direct delivery of short and long-term community safety and wellbeing initiatives.

As part of this process, the Public Service issued an RFP for creation of a *Community Safety Strategic Action Plan*, which will outline a new community safety and wellbeing policy for Winnipeg that will clarify roles, strengthen regulation of community safety and wellbeing activities, and set a path for a new community safety-mandated body to safeguard long-term policy sustainability. MNP LLP was the successful proponent for this work.

The strategic action plan has the following objectives, each of which will require engagement with key community-level and organizational-level stakeholders in Winnipeg to complete:

- To assess the current legislative and policy environment regarding community safety and wellbeing in Winnipeg;
- To assess existing City and community-based programs, services, and initiatives that address community safety and wellbeing in Winnipeg;
- To assess existing community safety and wellbeing collaboration methods, networks, and best practices in Winnipeg, and to assess the City's role in these networks as well as the community's perspective on an ideal system for collaboration;

- To assess existing community safety and wellbeing-related City grant funding criteria, processes and practices, and to gather feedback from grant recipients regarding best practices;
- To assess other jurisdictional community safety grant funding processes and practices, as well as models and practices related to community safety offices of responsibility;
- To develop a strategic action plan to address future community safety and wellbeing planning in Winnipeg that includes the establishment of a permanent City-based centre of responsibility (outside of the Winnipeg Police Service) to support community safety stakeholder collaboration and provide direct/indirect resources for stakeholders in Winnipeg; and
- To identify funding options to support the implementation of the strategic action plan.

MNP began work with the City on the *Community Safety Strategic Action Plan* in early 2019. Stakeholder engagement took place in the fall, with the consultant report and the subsequent report back to Council planned for 2020 Q1, with plan implementation scheduled for Spring 2020, subject to Council approval and funding.

Modernization and Expansion of the Winnipeg Police Service Closed-Circuit Television program

Recommendation F of Phase 1 of the Downtown Public Safety Strategy was for $150,000 from the DMR to be used for the modernization and expansion of the Winnipeg Police Service CCTV program.

The work is now complete. The WPS is pleased with the upgrade, which was greatly needed due to the antiquated nature of the existing technology.

TrackTik pilot project

Recommendation G was for $24,000 from the DMR be used for a one-year TrackTik pilot project for the purchase of mobile software intended to enhance communication and coordination between security and outreach workers throughout the downtown and that the City provides the software to the Downtown Winnipeg BIZ and TNSE in order to facilitate the Pilot Project, subject to the appropriate approvals pursuant to the City's Materials Management Policy.

The parties involved have reported generally positive results from the pilot. Undertaking this pilot, albeit on a relatively small-scale, provided useful insight into how best to coordinate information-sharing between the WPS and other downtown stakeholders. Should the City continue to participate in the Downtown Safety Partnership, consideration will be given to this and other similar technologies.

SafeWalk program expansion

Recommendations K-M were for up to $375,000 from the DMR to be granted to the Downtown Winnipeg BIZ, the Exchange District BIZ, and the West End BIZ for the expansion of SafeWalk Programs and other safety patrols and ambassadors.

The Downtown Winnipeg BIZ received a grant of $180,000 to supplement their Downtown Watch Ambassador program, which sees a dedicated team of uniformed Watch Ambassadors patrol a 250-block radius of downtown 16 hours a day, seven days a week. The increased funding through the DMR allowed the Downtown BIZ to employ 25 Ambassadors in 2019. See Appendix C for more information.

The Exchange District BIZ received a grant of $95,000 in 2019, which allowed the BIZ to increase its foot patrol program from 6 to 8 full-time positions. The increase allowed for increased community interaction and decreased response times, and is believed to have been a significant contributor to large year-over-year decreases in open liquor (55% decrease over 2018) and aggressive panhandling incidents (75% decrease). See Appendix D for more information.

The West End Business Improvement Zone ("West End BIZ") received a grant of $100,000, which helped to fund the expansion of their safety patrols, the addition of safety ambassadors, and a new safety liaison position. Specifically, the safety patrol program was increased from two part-time year-round positions to two full-time year-round positions and four additional full-time positions from May to August, increasing the presence of the safety patrols across the neighbourhood and reducing response time for calls for concerns such as bulky waste and needles. The Safety Ambassadors are two specialized patrols that are oriented toward making connections with business, providing safety audits, and coordinating programming within the BIZ. Ambassadors proactively connect with businesses to enhance neighbourhood vitality and safety.

The new Safety Liaison position also works with local businesses to assist in improving safety and provides augmented safety training to the BIZ's patrols and ambassadors. A parallel benefit of the new Safety Ambassador and Safety Liaison work has been that increased contact with businesses and promotion of the BIZ's safety initiatives has increased interest in the BIZ's safety grants program by 51% over previous years, representing $58,613.48 of private business investment. These grants help to mobilize private resources towards the implementation of security systems, lighting, and other measures that improve business and general neighbourhood safety. See Appendix E for more information.

As outlined in recommendation 1.g of this report, all three organizations have requested continued funding to support these expanded initiatives.

Downtown public lighting

Recommendations N and O were for up to $250,000 from the DMR to be allocated to enhancing public lighting in the highest-risk downtown spaces, as determined by the public service in consultation with the Winnipeg Police Services.

In addressing this recommendation, the Public Service followed the suggestion of the Winnipeg Police Service by completing a pedestrian audit of the downtown area to identify the highest-risk spaces. Appendix F, attached, is the resulting *Downtown Safety Lighting Audit – Stakeholder Engagement Summary* produced by the Office of Public Engagement.

As a result of consultation and these pedestrian audits, the following spaces were identified as highest risk downtown areas that could benefit from public lighting enhancements:

- Japanese Gardens
    - Working with the City's senior planner, Municipal Accommodations electricians, and the building owners of 155, 175 and 195 Carlton to develop a new lighting plan for the building facades and park, including updating of original electrical service and installation of new lighting;
- Air Canada Window Park
    - Working with Municipal Accommodations electricians and City's Senior Urban Designer, a lighting plan has been developed, with supply and installation currently planned for spring 2020;
- Waterfront Park (between the Mere Hotel and CIBO Café)
    - Installation of three new bollard-style lighting units on the east side of the path between buildings; currently costing out solar vs. conventional lighting options;
- Central Park (corner of Edmonton & Ellice)
    - Two new units are planned for the southwest corner of the park by the public benches;
- Bonnycastle Park
    - Will be addressed with any remaining budget once the previously listed sites have been completed; scheduled for review in summer 2020.

Decommissioning of the Portage Place Shopping Centre transit shelter

Recommendations P-R provided for up to $275,000 from the DMR to be used towards the decommissioning of the Portage Place Shopping Centre transit shelter.

Given the relationship of The Forks North Portage Partnership ("the Forks") to Portage Place Mall, the Public Service engaged the Forks to manage the project.

Demolition began in May 2019. As of the date of this Report:

- the shelter has been demolished,
- the façade of the mall was restored,
- a new transit shelter has been installed closer to the roadway, utilizing best practice design principles, providing a safer, more transparent and heated experience for transit riders, and
- the adjacent sidewalk has been restored.

FINANCIAL IMPACT

Financial Impact Statement

Date: December 31, 2019

Project Name:

First Year of Program **2020**

Destination Marketing Reserve - Multi-Year Downtown Public Safety Strategy (Phase 2)

	2020	2021	2022	2023	2024
Capital					
Capital Expenditures Required	$ 336,000	$ -	$ -	$ -	$ -
Less: Existing Budgeted Costs	-	-	-	-	-
Additional Capital Budget Required	$ 336,000	$ -	$ -	$ -	$ -
Funding Sources:					
Debt - Internal	$ -	$ -	$ -	$ -	$ -
Debt - External	-	-	-	-	-
Grants (Enter Description Here)	-	-	-	-	-
Destination Marketing Reserve	336,000	-	-	-	-
Other - Enter Description Here	-	-	-	-	-
Total Funding	$ 336,000	$ -	$ -	$ -	$ -
Total Additional Capital Budget Required	$ 336,000				
Total Additional Debt Required	$ -				
Current Expenditures/Revenues					
Direct Costs	$ 505,601	$ 97,500	$ 35,000	$ 35,000	$ 35,000
Less: Destination Marketing Reserve Fund	470,601	62,500	-	-	-
Net Cost/(Benefit)	$ 35,000	$ 35,000	$ 35,000	$ 35,000	$ 35,000
Less: Existing Budget Amounts	-	-	-	-	-
Net Budget Adjustment Required	$ 35,000	$ 35,000	$ 35,000	$ 35,000	$ 35,000

Additional Comments:

1. Capital Expenditures Required represents the costs of recommendations 1c and 1e and includes: $236,000 for the Community Connections Space at the Millennium Library, and $100,000 for security enhancements at the Millennium Library Parkade.
2. The Direct Costs above represents costs of recommendations 1b,d, f, and g, and includes: $158,101 for the creation of a Downtown Safety Partnership ($95,601 in 2020, $62,500 in 2021) and $375,000 for the expansion of the SafeWalk Program in 2020.
3. Funding is available for the proposed projects from the Destination Marketing Reserve within the funds set aside for the RBC Convention Centre. The estimated December 31, 2019 ending balance in the Reserve for this purpose is $5.2 million.
4. The net budget adjustment represents the ongoing operating costs of the two capital projects and has been referred to the budget process through recommendations 1 d and f.

original signed by

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 (as to legal issues)
Materials Management
Planning, Property & Development
Downtown BIZ
Exchange BIZ
West End 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

SUBMITTED BY

Department: Office of the Chief Administrative Officer
Prepared by: M. Jack
Date: December 31, 2019

Attachments:

Appendix A - Community Connections Space – Millennium Library capital detail sheet
Appendix B – Enhanced Security – Millennium Library Parkade capital detail sheet
Appendix C – Downtown BIZ Safety program Funding Report
Appendix D – Exchange District BIZ Safety program Funding report
Appendix E – West End BIZ Safety program Funding Report
Appendix F – Downtown Safety Lighting Audit – Stakeholder Engagement Summary
Appendix G – Destination Marketing Reserve Fund Financial Projections