



Executive Research Study Findings
Norway and Finland
February 16 to 24, 2011

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Executive Research Study Findings

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Imagine walking in downtown Edmonton on a Saturday afternoon in January. It's cold, -18 C, but the sky is a beautiful blue, the sun is shining and all around the city feels alive.

Colorful banners hang from city light posts, inviting people to Edmonton's latest winter celebration. Pedestrians and cyclists make their ways on walkways and roads clear of snow and ice. In Churchill Square, snow has been piled up on the northwest side, creating a wall to protect people from chilly winds. In the middle of the square, children and adults alike are taking turns whooshing down a snow slide. Ice sculptures adorn the square, and there are a few large chunks of snow off to one side for anyone who desires to try snow carving. Front doors at the Art Gallery of Alberta will remain open, where inside, local entrepreneurs offer samples of hot cider and mulled wine. As the sun sets, lanterns with flames burning inside will begin to glow at building entrances, creating a warm, inviting feeling as darkness settles on the city.

This is an Edmonton that embraces and celebrates winter; a vibrant city that promotes the positive qualities of northern climate living, a place citizens and tourists want to spend time during the winter months.

Executive Summary

In 2011, the City of Edmonton's Community Services Department was charged, under the leadership of Councilor Ben Henderson, with developing a WinterCity Strategy to recast Edmonton as a livable winter city; a city that gets global recognition and attention for its major winter events.

As part of the research phase, it was recommended that an Executive Research Study be conducted of international winter cities. Norway and Finland were identified as valuable places to visit based on their reputations for embracing winter.

An Executive Research Study Taskforce, consisting of Councilor Henderson, Rob Marchak, Paul Loosley and John Mahon, was sent abroad between February 16 and 24, 2011. They set out to identify, align and integrate leading winter practices of world class winter cities.

Their findings have been compiled to identify the critical elements for a successful winter city.

Key Winter City Elements

Embrace Winter

It's a highly contagious idea. Winter cities market their winter events and make citizens proud of their winter city identity. Winter cities listen, observe and try to understand their citizens; creating a buzz that builds connections both locally and beyond. A social marketing campaign can help to change citizen's attitudes around winter and wintertime culture. City residents are the best ambassadors for a winter city.

Authenticity

The best winter cities are unique - places like no other. They embrace the different seasons of winter – from the first snow fall which quickly melts to the cool, crisp days following - lovely days to sit at an outdoor café, warmed by heaters and blankets. The holiday season is next; streets fill up with markets and a festive feeling. Then the deep winter, when temperatures can plunge and days are short but often brilliantly sunny, inviting people to come outside and ski, skate, snowshoe or walk – and soak up the sun while it shines. This particular winter season is known as 'Frosty Winter' in Rovaniemi, Norway. And into March and April, winter changes again. The days are longer and often warmer, though winter reminds people it's not quite gone, with windy days and occasional snow storms. The key is to ensure city spaces are built to both invite pedestrian traffic and offer spontaneous city life during these different seasons of winter.

Winter Culture

Successful winter cities have neighbourhood groups, city districts and/or city administrations that support plans for a lively and social winter life. They experiment with new ideas, new combinations and partners. For example, spectators and/or participants use snow blocks for play, or join a winter walk program. They can watch human curling, a competitive snowball event, or take in a local music festival held outdoors. Soccer and other games are played on heated outdoor sports fields.

Accessibility

Ideally, everyone should have equal opportunity to enjoy the city, with daily access to work, shopping and recreation. Pedestrians, cyclists and strollers need priority status in a winter city. Successful winter cities tend to focus less on cars and more on clearing bike paths, walking paths and public transportation routes.

Maintenance

Feeling that you can get around safely is crucial for a winter city. Winter cities need careful and repeated maintenance to keep them safe, clean and attractive. Pavement, furnishings, landscapes and urban spaces need to be available and useable in the winter time.

City Spaces

Public space is the theater of everyday life. The winter season has many good weather days that can support an active street life. People-oriented public and private spaces need to offer places to sit and talk, run, play, listen to music, buy vegetables and to enjoy winter's warm moments. Outdoor public spaces should be flexible enough to allow for a broad variety of activities, and handle a variety of winter weather.

Nature

Winter cities offer a rugged landscape in the middle of their cities. The green canopy, water edge, interactive ice and snow elements, and connections to wilderness areas all help to create a visual and tactile complexity when combined with the changing seasons. Nature has profound psychological and therapeutic benefits; our winter landscape can offer something for everyone.

Public performance

Taking in performances is educational, restorative and pleasurable. All of the winter cities visited have regularly scheduled sporting, arts, festivals, cultural events, trade conferences, and other exhibitions which attract local residents and people from around the world. Partnerships are often formed, for example between the organizations hosting these events, the city and the airport, to ensure the themes of “winter, snow and ice culture” are embraced and promoted.

Creative Lighting Schemes and Art

Visual quality is important in a winter city. Night walks with music and contrasting lighting effects are both creative, and inviting to a wide variety of people. International light-designers can be invited to use different lighting strategies to celebrate the darkness and put a new glow on the city. Lighting up buildings and trails with lowlights, from the ground up, helps create a more majestic feel than the traditional sky-down lighting approach. Art works in urban areas, parks and public buildings add to winter joy and wonder.

Landmarks

Winter cities need experiences that are memorable, inspiring and even thrilling to both local residents and visitors. Popular landmarks, local architecture, including sporting and arts centers, and natural landforms can offer good experiences and act as memorable icons for a winter city. Landmarks that have local significance as well as fun and expressive ice forms both provide a valuable experience. Winter city life is tied into the quality and quantity of local landmarks and their inherent experiences.

Inviting Public Spaces

Public spaces should help us relax, by acknowledging physical comfort and convenience even in the winter time. Winter cities offer generous, magnetic and transformative public spaces and major pedestrian boulevards. They provide seating, shelter, restrooms, and where appropriate, encourage vendors to set up sidewalk cafés.

Snow and Ice

While every city is different, snow and ice can be utilized for artistic expression, recreation and play. But, significant snow structures can play a very important economic role in addition, as they add more dimension and social life to a winter city. Successful cities view snow and ice as a strategic resource.

Summary

Edmonton is already host to a wide variety of winter activities, events and festivals which provide people the opportunity to get out and enjoy themselves during the winter months. The challenge ahead is to build on these existing strengths, to draw on best lessons from other winter cities and work together to brand Edmonton as a “winter city destination”: a city that is welcoming and fun to be in year round, that embraces public life in all seasons. We’ll need to market this brand – locally, nationally and internationally. Our success as a winter city will make Edmonton even more livable; a city people fall in love with, one where they want to come and play, and stay.

Background and Objectives

This Executive Research Study was created as a prelude to a larger project initiation taking place within Community Services called the WinterCity Strategy.

WinterCites Strategy

In 2010, the City of Edmonton's Community Services Department was charged with developing a WinterCity Strategy to recast Edmonton as a livable winter city.

Objectives of the WinterCity Strategy include:

- Encouraging discussion and feedback from all Edmontonians on a winter city life
- Promote the City of Edmonton's wintertime programs, services and experiences
- Identify and evaluate the challenges and opportunities of developing a sustainable and resilient WinterCity
- Suggest policy directions for Edmontonians and City Councilors to consider as part of a 10-year WinterCity Strategy and Implementation Plan

Executive Research Study

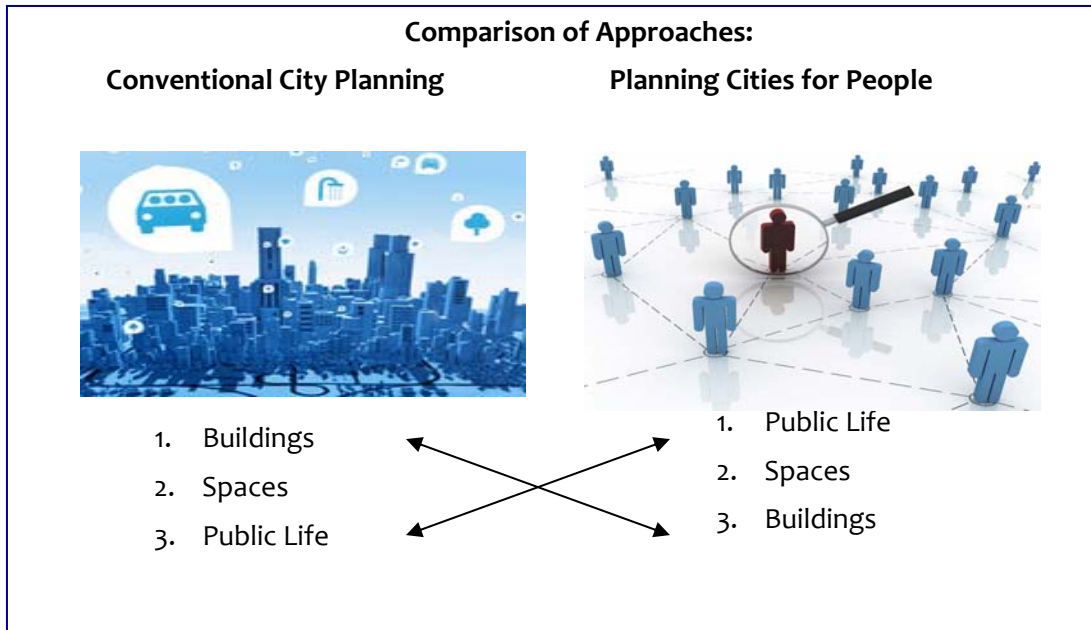
As part of informing the WinterCity Strategy, it was recommended that an Executive Research Study be conducted of international winter cities. Norway and Finland were identified as valuable places to visit based on their reputation for embracing winter.

A small Executive Research Study Taskforce was created, consisting of Councilor Henderson, Rob Marchak (Director of Business Planning and Performance Measurement), Paul Loosley (Director of Policy and Research, Community Strategies) and John Mahon (Executive Director, Edmonton Arts Council). The Taskforce was sent abroad to identify, align and integrate leading winter practices of world class cities. Meetings were organized with government counterparts, marketing firms, design firms and others working on winter city vitality, safety and sustainability, in order to gather data.

A list of the contacts made can be found in Appendix A. An inventory of winter programs, events and services in Edmonton can be found in Appendix B.

Cities for People

We acknowledge the use of Jan Gehl's book, Cities for People, as a foundation for shaping the executive research study. Gehl is an award winning architect and urban designer, whose international career has focused on improving the quality of urban life. In his book, Gehl offers a new paradigm for examining "winter cities", including several tools on how a city can increase the quantity and quality of well-planned beautiful public spaces that are human in scale, sustainable, healthy, safe and lively. Gehl practices an iterative approach to a city's public domain- its streets, squares and parks- as the stage and catalyst for quality urban life. His case studies and analysis provide guidance for supporting a "Winter City for People."



Edmonton’s WinterCities Strategy: Research Thesis

Utilizing Jan Gehl’s work, this Executive Research Study addresses several issues:

- How important are interactions between people, public life and good public realm for a winter city?
- Can we improve the possibilities for enjoying the climate naturally?
- How can this shift in thinking be used to advance good public policy?

We do so by looking using five different lenses to examine opportunities for developing a WinterCity:

Public Life

Public Spaces

Buildings

City Branding and Marketing

Creative Use of Light and Snow

Executive Research Study Findings

This section outlines the findings from the Executive Research Study Taskforce, which visited cities in Norway and Finland between February 16 and 24, 2011, for the purpose of researching successful winter city practices.

Public Life

The first lens used in the Executive Research Study was that of “Public Life”. What helps to build a lively, safe, sustainable and healthy city? How does the city cater to the people, in terms of walking, biking, staying, meeting and creating a good experience? How do we enhance these experiences for people during winter months?

Walking

Walkability helps keep citizens engaged and fosters a sense of community. Winter climates make it a challenge for cities to maintain walkability. How do winter cities ensure walkways are manageable in the cold and snowy months?

World class winter cities remain pedestrian-friendly in winter by focusing primarily on pedestrian areas and bicycle paths and secondarily on cars. Plowing resources are used to clear sidewalks first. Streets are designed with the pedestrian in mind.

- Pedestrian networks connect major walking routes
- Street drains are placed in the middle of the road, minimizing the pedestrian’s chance of being splashed by melted snow
- Covered or sheltered pedestrian bridges encourage mobility in the winter, blocking pedestrians from wind, snow and rain

Winter cities such as Oslo and Helsinki use several tactics to aid with walking in the wintertime. Urban walkways are connected with pedestrian networks and walkway plowing is a priority. Ensuring dry nonslip pedestrian surfaces is an important part of whole- hearted invitations to walk in cities. Pavement types vary across both these cities with traditional cobblestones, natural slate and flag stones, and modern pavement. All have to be maintained to enable wheelchairs, small children, and pedestrian’s safe movement.

- Main walkways may be heated, keeping them free of snow and ice
- Sidewalk cement is grooved to prevent slippage
- Salt is used only on central roads, not on sidewalks as it stains clothing

Key lesson: Create a better balance between traffic and other city users. A good city for walking must remain functional all year round, and around the clock. Gradually bring down the amount of parking spaces, increase respect for pedestrian desire lines. Build medians in the street to curb traffic and facilitate safe pedestrian crossings. Create interesting walking routes with pedestrian streets and pedestrian priority streets, and ensure tactics and strategies are used to encourage comfortable, safe and accessible paths in the winter time.

Bicycling

European cities have long viewed bicycling as part of integrated transport thinking and active lifestyles.

Oslo, Helsinki, Oulu and Kemi all have comprehensive bicycle networks that have been largely gained by down-sizing car traffic. Bicycle paths are placed along sidewalks in the same direction as vehicular traffic, and are always on the right “slow side” of car traffic. Combining bike trips with public transit is also made accessible, with the provision of secure bicycle parking at transit stations and in other key urban areas. New offices and industrial buildings include bicycle parking, changing rooms and showers for cyclists.

Making a city bikeable is similar to making a city walkable. The set-up of the bike paths, however, needs to be separate from the pedestrian system, including:

- Dedicated bike lanes and paths,
- Bicycle icons,
- Special light signals for bicycles (six seconds before cars)

These all ensure safe biking and walking practices. If this is not possible, it is suggested that allowing bicycles on sidewalks is a better solution than not having any biking at all. Clearing biking paths needs to be made a priority for snow removal.

The cities of Kemi and Oulu, both in northern Finland, plow bike paths before roads, and Oulu commits to clearing bike paths by 6 a.m. after a snow fall. One architect in Oulu notes that reliable bike paths are key to encourage winter biking, but there are other things to consider.

- Protected areas to store bikes at destinations
- Places to change
- Reliable repair shops close to bike paths. Encouraging businesses to reward winter biking and making it truly the most effective way to get to the downtown core are also noted as tactics that may support winter bicycling

Key Lesson: Create safe winter cycling infrastructure and run campaigns to encourage winter cycling and increase awareness about cyclists in traffic. Encourage accessibility of public transit, walking and cycling in the winter. Encourage good and convenient bicycle parking facilities.

Opportunities to Sit, Stay, Stand and See

Winter climates can make it challenging to convince people to come out and participate in public activities and events, and even more challenging to convince them to stay outside. It’s important to encourage people to linger in public spaces to foster deeper connections with city life, and winter activities and events.

A strong four-season approach is used to provide aesthetic experiences as part of architecture and urban design of city spaces. Lively urban places:

- Provide protection against wind, rain and snow
- Maximize southern exposure
- Create good places to sit and rest
- Provide street furniture for standing and staying
- Landscape attractive areas

Both Oslo and Helsinki have worked to improve access and relationship between the city and the ocean, by improving the waterfront, creating soft edges and relocating vehicle traffic. There is an abundance of activities on the water edge including sailing, ice fishing, ice skating.

The city of Oslo has creatively attempted to sustain a winter public market by providing permanent structures for vendors. The structures were developed to resemble a small wooden sauna, and are heated, so that market vendors can remain outside over the course of a day.

Both Helsinki and Oslo have brought recreational and cultural life to eye-level view. Comfortable chairs and coffee cups provide reasons for longer stays in the city urban core areas; people gather where things are happening and more eyes on the street add to public safety. The key is to ensure city spaces both invite pedestrian traffic and offer spontaneous city life.

Both cities also focus attention on public spaces and major pedestrian boulevards. They provide seating, shelter, restrooms, accommodation for pets, and where appropriate, encourage vendors to set up sidewalk cafés to sell food and various sundries. Outdoor café seating and tables enliven the atmosphere, so visitors can rest, smoke, converse and observe the world. Moveable chairs and benches allow groups to arrange the seating as needed.

Key Lesson: Design cities to be comfortable in both the winter and summer months, and provide programming that draws citizens out and encourages them to stay.

Meeting

The act of meeting is important to develop a sense of community and allow for basic human activities: seeing, hearing and talking. Winter climates can lead to isolation if people stay indoors to avoid the weather. Winter cities need to work harder than others to create spaces and opportunities for people to meet. The University of Aalto, in Helsinki, notes that it is important to not only create buildings that work with the climate, but that events need to be programmed appropriately within existing indoor and outdoor spaces.

The urban design history of both Oslo and Helsinki has reinforced the need for city attractions to have clear lines of vision to support unrestricted views. They utilize a more focused approach to landscaping, fountains, trees, and the visual sighting of local retail shops to allow people more options to walk, stand or sit. Major city streets are interesting just to walk down in the evening and weekends due to the quality of their urban public spaces. The cities' images are enhanced by:

- Small spaces
- Interesting lighting fixtures
- Fine details in parks
- Opportunities to see other people.

A car-oriented city, with large city blocks and high noise levels, discourages people from seeing the details of city life. Successful winter cities tend to focus less on cars and more on trains and public transportation. Urban sprawl is also an issue, making public transit challenging, which in turn leads people to rely on their vehicles. In Helsinki, 72% of citizens take public transit to work. The key to this success is having frequent service so that it is easy and quick for citizens to use, even in the evenings and on the weekends.

Key Lesson: The relationship between the senses, communication and social field of vision is important for developing a city's quality of life.

Playing

Providing opportunities for wintertime sport and active recreation, especially those that occur outdoors, are key elements to building a culture around the winter time. The University of Aalto notes that cities are a great place to *play*; they need to be more than a dormitory or sleeping camp while people go to work and wait for summer. How do cities encourage this concept of *playing* in the wintertime?

Playgrounds, winter chess tournaments and sporting displays can work as recreational oases for children and adults. In Oslo, outdoor artificial turf fields are heated and kept clean of snow, so sports like soccer and lacrosse are played year round. The city also encourages spectators in winter sporting activities, because not everyone wants to participate actively in winter sports. Thus, sporting events need to be tailored to the spectators as well.

Recreational and social activities are included in large recreational parks and facility spaces. The quality and length of stay at outdoor activities is varied as is the quality of public spaces for functional activities, optional recreation and social activities. Oslo also does a good job of aligning indoor events with a winter theme.

All of the municipalities visited hold both indoor and outdoor winter events, parties, concerts, art shows, and cultural events throughout the winter season. Activities are enhanced with kiosks selling hot soup, hot drinks and warm meals to facilitate attitude changes through positive winter experiences.

Winter cities should encourage all types of winter culture; from sitting outside on blankets with coffee to winter walking groups through the woods. Tactics to build a winter culture include:

- being a tourist in your home town
- discovering your city's forgotten places
- emphasizing the fact that "winter" has several seasons - such as Rovaniemi's "eight seasons".

Initiatives like these can be used to build a strategy of play.

Key Lesson: Winter weather requires unique resources, activities and inventions. Mix up outdoor recreation settings and promote public health with more social activities and opportunities to simply see and hear other people; encourage winter playing in the city in winter.

Public Spaces

The second lens used in the Executive Research Study was that of "Spaces". Public space is the theater of everyday life and can be so year round. Successful city spaces are inviting and safe, with visual and aesthetic elements in squares, parks and urban districts. Specific inquiries under this lens included how climate is considered in urban design, transportation and infrastructure planning.

Generous, Magnetic and Transformative Spaces

The Norwegian architecture and design firm Snohetta believes that public spaces need to be generous, magnetic and transformative.

- Generous spaces create respect for the area
- Magnetic spaces draw people in
- Transformative spaces are free from rules and regulations, freeing people to be more creative. Snohetta suggests that risk management in public spaces impedes vibrancy and public engagement.

Public Space Policy

High density housing emerged as a theme for creating great spaces. The city of Oslo creates a sense of community by using in-fills to create high density housing, and encourages vibrancy even in winter with ground floor shops and services for residents.

Both Oslo and Helsinki have developed public space policies, where a great number of imaginative new designs have been applied across the neighbourhoods. The focus is moved away from traditional planning methods, to what small, more independent projects can do for a city neighbourhood. Tailor-made solutions on a place-by-place basis, which involve local design community and residents, have helped to build spaces ranging from small squares to large parks which function like oases (often converted from former industrial spaces). All different types of open spaces are highly appreciated. Snohetta does note that a careful balance between commercialization and space is required when creating public space policies, as an abundance of commercial space breeds mistrust amongst the populace.

Key Lesson: There is a need to make better use of winter spaces for outdoor events, parties, movies, sporting events and play. Look at establishing new squares that are generous, magnetic and transformative – and focus on people.

Buildings

“Buildings” was the third lens in this Executive Research Study. Every urban setting needs features that make it unique, a place like no other. Historical artifacts, landmarks, and artwork can help imprint distinct characteristics exclusive to that place. Physical structures that compose a city, their proportions, use of color, façade details and spatial quality, can influence peoples’ experience in a winter city.

Modern architecture both in Finland and Norway continues to set its roots in the northern landscape and stays true to tradition and history. Architecture is typified by Nordic minimalism and refinement. Yet, urban sprawl has also taken a toll on the built environment and the landscape of the Scandinavian countryside.

Creativity, Design and Change

While Helsinki is very much a Finnish city, with its distinctive Art Nouveau architecture and contemporary buildings, the influence of the Russian period of history (Byzantine- Russian Architectural heritage) is still easy to see. Statues and monuments still commemorate the tsars.

Helsinki also has a design district, where you can find locally designed modern furniture, distinctive one-off creations, and local designers such as Marimekko textiles and designs. Design Forum Finland hosts exhibitions by young local designers and arranges tourist design walks for tourists, bringing an authentic experience to city life. The latest architectural trends are represented by the Museum of Contemporary Art Kiasma and Sanomatalo in Helsinki city center.

The repurposing of the Cable Factory Hall (Merikaapelihalli) in Helsinki is a good example of public space with a wide variety of uses- offices, restaurants, museums, studios and galleries, as well as tiny band rehearsal rooms and two radio stations. Until the 1980's the Cable Factory was what the name implies, with an interior varying in shape and size.

In Oslo, the Opera House is breathtakingly modern with its distinctive glass walls, and marble and granite roof that slopes down to the water's edge. The stunning roof serves more than an aesthetic purpose – it's also a public place. People can walk up onto and across it and enjoy the panoramic view of Oslo. Parts of the roof are open to skateboarders and art adorns both the exterior and interior of the building.

The term *Nordic Classicism* has been used to describe some of world-famous Finish architect Alvar Aalto's work. Many of his buildings combined sleek lines with richly textured natural materials such as stone, teak, and rough-hewn logs. An architect with the City of Oulu, Finland notes that winter cities can return to the use of wood and other local building materials to develop more ecological buildings.

Blend Art with Architecture

Public art, particularly winter art, should be blended with the architecture of public spaces. Snohetta accomplishes this by having artists work as part of a team with architects and engineers to ensure creative and accommodating spaces.

Create Micro-climates

World class winter cities use urban design to make public spaces more comfortable in extreme weather. Leveraging sunlight (see page 16 for more details) and using slopes and structures to decrease wind can create micro-climates that encourage use of the space. Accumulated snow can also be put to use for insulating, blocking wind and creating spaces for people. The University of Aalto finds that these urban design tactics can actually raise the temperature of an environment.

The University of Aalto in Helsinki suggests a few ways to make buildings winter-friendly:

- Flat roofs, such as that on the Oslo Opera House, are more accommodating to winter conditions
- Use of solar panels to retain heat – the University notes that the Japanese have apparently developed technology that allows solar panels to continue working on cloudy days

Colour in Architecture

Nothing factors into architectural design as much as colour. A bolder use of paint colour is applied to architecture and allied design; shades of yellow, light orange and brown, ochre and white to architecture of varying shapes and sizes. The colour palette is striking in the winter landscape, bringing a warmth and depth to institutional, retail, business and residential environments. Colour schemes applied to the cityscape helps to turn the Finnish canvas of ice and snow into a warm, gold glow.

Use of Ice as Structure: IceBar Oslo

One of the best examples of a “winter building” is IceBar Oslo. The only permanent ice bar in Norway, IceBar Oslo is made entirely of ice: the walls, the furniture, the glasses and plates. Even the artwork is ice – and is an important part of the experience. IceBar Oslo is kept at -5 Celsius at all times and operates year round. Customers come and go in 45 minute intervals and are given designer thermal capes with hoods to keep

warm. The 75 tonnes of ice needed to build the bar comes from the Torne River in Lapland, Sweden. IceBar Oslo is actually most popular in the summer – likely as a place to cool down during Oslo’s warm summers.

Key Lesson: Create authenticity. Urban spaces need architectural or natural landform elements that distinguish them within the greater urban environment. Landmarks can range from simple to complex visually memorable icons that have local significance and meaning, or are simply fun or expressive forms.

City Branding and Marketing

The fourth lens used in this research was “Marketing”. The Taskforce wanted to know how, in addition to having engaging places, spaces and buildings, does a city effectively market itself as a destination that embraces winter? a place known locally, nationally and internationally as a ‘go-to-and-stay’ place in winter months, with events and activities that appeal to a wide range of people?

Become a Winter City

The more straightforward way to become a winter city is to call yourself a winter city. Oslo has named itself “The World Winter Capital”. This idea is simple, powerful and easily translated into many languages.

City administrators in Oslo believe that its success in becoming a world-class winter city is due to citizen engagement and support. It is important to get citizens involved in winter activities. In Oslo many people embrace winter sports and recreation, such as evening skiing, tobogganing and the world ski jump championships.

Helsinki, named the “White City of the North” has something to offer everyone. People spend time surrounded by stunning nature within the pulse of this vibrant city – because of the lakes and forests within the municipal boundaries. A city in the land of the midnight sun, Helsinki offers a variety of activities ranging from Christmas fairs to ski team viewings - no matter the season, no matter the amount of sunshine or moonlight.

Create a “Winter Brand”

World class winter cities take the concept of becoming a winter city further and create a winter brand. The brand can be incorporated into all marketing and communications materials. Good examples of this are found in Rovaniemi and Kemi, both in Finland.

Reindeer are abundant in Rovaniemi. So the city has created a winter brand around the concept of Christmas Reindeer and then extended it to include Santa Claus.

- Reindeer are embedded in the city logo
- Rovaniemi is known as the ‘hometown of Santa Clause’
- Tourist attractions include a Santa village complete with elves and a reindeer farm

Kemi has also branded itself around the theme of winter (albeit much differently than Rovaniemi). Kemi is known as the “City of Snow and Sea” and have tied both themes into travel attractions. A Snow Hotel represents the snow aspect of the city and an old ice breaker represents the sea aspect.

Leverage Existing Winter Events

Winter events don't have to be unique to a particular winter city. Cities can leverage holidays, including Christmas, Hanukkah, Chinese New Year and more to extend the season to as much as 3 or 4 months.

In Oslo, marketers leverage winter sports like skiing and skating. But they also make non-seasonal events work in winter by bringing them outside; transforming a song contest for example, into an outdoor event on a ski hill. Marketers there like to have one festival or event overlap with the next, creating a seamless holistic winter celebration.

Leverage the Resources of the Entire Region

Oslo also suggests using an entire city and surrounding area to embrace a winter brand. Start the experience for tourists at the airport – this is people's first point of entry to your city. Build from there, dressing the city in consistent winter banners and murals. Offer an 'all-city' attractions pass to museums, facilities and galleries – any places where tourists might want to visit. Include transit as a free part of the pass and you are well on your way to being thought of as a 'one-stop shop' winter city.

Marketers in Oslo also suggest engaging in cooperative destination marketing with surrounding municipalities to encourage visiting a certain area. This can be compounded with cheap direct flights.

Change Attitudes

One final recommendation made by both the City of Oslo and the University of Aalto is to use marketing and communications tools to shape people's attitudes about winter. From year to year, people forget how to deal with winter. Marketing winter events and making people proud of their winter city identity helps remind people that winter can be fun.

Changing attitudes, it was noted, needs to begin in the school years at an early age. The example of cross-country skiing was given by Oslo officials as a method to foster a deep appreciation for winter; learning how to cross-country ski is viewed as an essential component to life in Norway, similar to the view on swimming lessons in Canada. Resources to foster development of cross-country skiing have been implemented, such as hiring bus drivers to pick children up from school and take them to after-school ski programs.

The idea of exercise is also a fundamental key to appreciating winter in these countries; over half of Oslo's population has a recreation facility membership. That compares to just 4% in Edmonton. Coupled with the above notion of appreciating winter sports such as cross-country skiing, exercise creates a sense of appreciation of movement and health in the long winter months.

Creative Use of Light

Winter cities can use light, especially fire, to create luminescence and warmth during long winter days. Under the fifth research lens of "Light", the Taskforce noted creative use of light during winter months as a consistent finding in all municipalities visited.

Candles, Lanterns and Fire

The use of flames, particularly in Norway, really struck the members of the Executive Research Study. Lantern flames were glowing outside nearly every public establishment visited. It's a cost effective way to increase light and warmth during the cold winter months, and also a strategic marketing tactic; flame tends to draw people in, signifying a place of warmth and gathering.

- In Oulu, flames burned in ice fire places
- Flame was found embedded in snow or ice mounds
- Restaurant lanterns were often placed outside in the snow
- In Kemi, fire dancers are incorporated into the city's winter programming
- Candles are frequently used, both indoors and outdoors

The contrast between snow, ice and fire is a striking; juxtaposing these two elements creates wonder and intrigue.

Christmas lights in trees, windows and on houses are also used to help decrease the solemnity of long winter nights. Another suggestion is having people to bring flashlights to winter public events at night. The effect is wonderful and creates a sense of cohesiveness.

Light in Architecture

Illumination was key architectural element in the Scandinavian cities visited by the Taskforce. It was used day and night to highlight appealing elements. Snohetta notes that "light changes the objective and its relationship to the horizon" and that a city's architecture at night can be better defined by how you use light. The firm suggests

- Choosing southern exposures to capitalize on sunlight
- Using a good deal of glass, to increase light and access to Vitamin D, and to decrease static electricity

An architect in Oulu noted that it is important to understand the type of light you have, and leverage it. For example, Finland's sunlight is indirect, which is conducive to romantic architecture. Conversely, Canada's sunlight is direct, which lends itself to sculptural architecture. In Oslo, the shadows buildings will produce at various times in the year are taken into consideration during the design phase.

Staff at The University of Aalto believe light is more than a basic need for sight and safety. Light provides an opportunity to make spaces more creative. They note that architecture should stick to a light color scheme to avoid coming across as too somber in winter, and to better reflect what little light there is. However, architects in Oulu feel differently, suggesting that people need colour in dark climates and that darker colours soak up solar heat and are warmer to sit by.

Helsinki also uses creative lighting schemes, lighting trails from the ground up to create a more majestic feel than the traditional sky-down approach, using buildings as a palette for imaginative lighting, and incorporating music to contrast lighting effects on its walking trails and ski hills.

Creative Use of Snow

The final research lens used was “Snow”; another natural resource that can be leveraged in the winter.

Snow and Ice: An Underestimated Resource

Municipalities can position an abundance of snow as strength instead of an annoyance or irritant. It can be used as a building material by children and families as easily as by professional carvers and artists. Cities can use snow to add to winter play and recreation experiences; providing snow rides, snow molds, and carving tools to contribute to the winter experience along pedestrian streets and alley ways.

Snow can also be used to create beautiful and striking temporary public monuments or highly sophisticated art. Kemi creates sculptures and art made from special “snow cannons,” so that quality and lack of abundance in drier years do not affect the ability to create art with snow. Snow and ice, particularly icicles, can be used as decorations. As mentioned in the previous section on fire, ice can be used to build fireplaces creating a magical atmosphere for spectators at any type of event.

Snow in Architecture

The University of Aalto recommends using plowed snow to build structures that reduce wind. Imagine snow walls in Churchill Square, blocking wind and making the square more comfortable and inviting – while providing an additional place to store snow at the same time.

Researchers at the University of Oulu have studied the use of snow in architecture and the University considers itself to be a specialist in designing snow structures. It notes that snow has very particular behaviours and strength properties, and considerable work with computer models has been done to determine how specific snow structures and designs behave over time.

Snow Castles, Ice Hotels and Icebars

The cities of Kemi and Rovaniemi both use snow and ice castle themes to create vibrant and interesting attractions which appeal to locals as well as tourists.

The Kemi SnowCastle, an ice hotel and ice bar, is made from artificial snow as natural snow is too soft. The hotel is re-built with a new theme every year, and when the snow begins to melt at the end of the season, the construction company disposes of it. The lack of direct sunlight on SnowCastle extends its life, holding the melting point until late in the season. Temperatures between -3 and -5 degrees (naturally maintained by the snow’s insulation) make the climate suitable for sleeping, dining, and other social activities. When the weather is cold and clear there is a fair chance of seeing the northern lights, which is also a part of the SnowCastle experience.

Icebar Oslo is one in an international chain of ICEBARS run by ICEHOTEL Art and Design Group. ADG’s work began with an igloo that hosted an art exhibit. ICEHOTEL is responsible for the ICEBAR Stockholm, Oslo, Copenhagen, Istanbul, Tokyo and London. As international attractions, ICEBARS attract tourists and advertising deals with famous name brands such as Absolut, Hermes, Versace, Saab and Mont Blanc. These promote both the ICEBAR itself and the cities in general.

Snow Therapy

The concept of snow therapy is slowly emerging as part of winter culture. The idea is that snow is a readily available and cost-effective resource which can be used therapeutically with vulnerable populations. It provides a source of connection, accomplishment and creativity. It is also a great opportunity to build affinity

to local culture among multi-cultural groups. Using snow as therapy allows the free use of imagination and the expression of culture, self and art.

The founders of “Snowhow Oy” note that the key in using snow as a therapy tool is for participants to build something with snow, such as an obstacle course. The building process itself, more than the end product, is critical to the therapy. It fosters a sense of collaboration and achievement. Even those who don’t want to go outside can be involved, by providing input into the snow structure design and development stages.

Snow Removal

All municipalities the Taskforce visited note that snow removal is a complex issue with no easy answer, and seem to have relaxed attitudes about the matter. Oslo and Helsinki both struggle to maintain service levels in a cost effective manner. As in Edmonton, city administrators in Helsinki deal with the challenge of maintaining equipment for particularly heavy snowfall years, stating “We can’t do it - we can’t have snow equipment for the heavy snowfalls once every 20 years.”

The City of Oslo acknowledges that planning for snow removal must happen as early as the road design phase; roads need to be designed to have somewhere for the snow to go without affecting traffic flow. One of the most effective ways to plan for this is to include boulevards between roadways and sidewalks. Helsinki is fortunate in that it has seaside access to dump snow.

Both Oslo and Helsinki note that parking legislation is a key to effective snow removal. Oslo creates substantial parking under buildings and roads and bans street parking during heavy snowfalls. Helsinki has taken a different approach, by only banning parking in some downtown areas and opening up public spaces, such as large squares, for temporary parking during snow falls.

Recommendations

Although the Scandinavian Peninsula enjoys a manageable winter climate with less harsh conditions than in Edmonton, there are numerous findings and key learnings to be transferred back to Edmonton city administration.

All of the winter cities visited during the Executive Research Study work with the cold climate, the natural landscape and temperament of their people to build liveable cities. The pulsing city lights, pedestrian friendly roadways, ice and snow collaborations and residents enjoying the good things in life all work to create an inviting, fun atmosphere, despite the isolation of northern latitudes and long periods of winter darkness. Scandinavian Peninsula cities work with local design communities to creatively use ice, snow, architecture and local design element. In doing so, these places have become world-renowned as winter city builders and designers.

The following are key WinterCity elements, derived from the findings presented in this report. Edmonton's WinterCity Strategy should incorporate these elements into future city planning and development, as well as using them as guidelines for creating new public spaces, initiatives and events.

Embrace Winter

It's a highly contagious idea. Winter cities market their winter events and make their citizens proud of their winter city identity. Winter cities listen, observe and try to understand their citizens; they create a buzz that builds connections both locally and beyond. A social marketing campaign can help to change citizen's attitudes around winter and wintertime culture. City residents are the best ambassadors for a winter city.

Authenticity

The best winter cities are unique - places like no other. They embrace the different seasons of winter – from the first snow fall which quickly melts to the cool, crisp days following - lovely days to sit at an outdoor café, warmed by heaters and blankets. The holiday season is next; streets fill up with markets and a festive feeling. Then the deep winter, when temperatures can plunge and days are short but often brilliantly sunny, inviting people to come outside and ski, skate, snowshoe or walk – and soak up the sun while it shines. This particular winter season is known as 'Frosty Winter' in Rovaniemi, Norway. And into March and April, winter changes again. The days are longer and often warmer, though winter reminds people it's not quite gone, with windy days and occasional snow storms. The key is to ensure city spaces are built to both invite pedestrian traffic and offer spontaneous city life during these different seasons of winter.

Winter Culture

The best winter cities offer lively and social winter life – which is supported by neighbourhood groups, city districts and/or city administrations. People can watch or join in a variety of activities: using snow blocks for play, joining a winter walk program, watching human curling or a competitive snowball event, or taking in a local music festival held outdoors. Heated outdoor sports fields extend seasonal play for soccer and other games. Successful winter cities experiment with new ideas, new combinations and partners.

Accessibility

Ideally, everybody should have equal opportunity to enjoy the city and have daily access to work, shopping and recreation. Pedestrians, bicyclists and strollers need priority status in a winter city. Successful winter cities tend to focus less on cars and more on clearing bike paths, walking paths, and public transportation routes.

Maintenance

Feeling that you can get around safely is crucial for people living in a winter city. Winter cities need careful and repeated maintenance to keep them safe, clean and attractive. Pavement, furnishings, landscapes and urban spaces needs to be available for extended winter time use.

City Spaces

Public Space is the theater of everyday life. The winter season has many good weather days that can support an active street life. People-oriented public and private spaces need to offer places to sit and talk, run, play, listen to music, buy food and to enjoy winter's warmer moments. Outdoor public spaces should be flexible enough to allow for a broad variety of activities, and to handle a variety of winter weather.

Nature

Winter cities offer a rugged landscape in the middle of their cities. The green canopy, water's edge, interactive ice and snow elements and connections to wilderness areas all help to create a visual and tactile complexity when combined with the changing seasons. Nature has profound psychological and therapeutic benefits; our winter landscape can offer something for everyone.

Public Performance

Attending public performances is educational, restorative and pleasurable. All the winter cities visited by the Taskforce have regularly scheduled sporting, arts, festivals, and cultural events, aimed at attracting both local and international attention. Partnerships are often formed, for example between the organizations hosting these events, the city and the airport, to ensure the themes of "winter, snow and ice culture" are embraced and promoted.

Creative Lighting Schemes and Art

Visual quality is important in a winter city. Night walks with music and contrasting lighting effects are both creative, and inviting to a wide variety of people. International light-designers can be invited use different lighting strategies to celebrate the darkness and put a new glow on the city. Lighting up buildings and trails with lowlights, from the ground up, helps create a more majestic feel than the traditional sky-down lighting approach. Art works in urban areas, parks and public buildings add to winter joy and wonder.

Landmarks

Winter cities need experiences that are memorable, inspiring and even thrilling to both local residents and visitors. Popular landmarks, local architecture and natural landforms can offer good experiences and act as memorable icons for a winter city. Landmarks that have local significance or ice forms that are fun or expressive both provide a valuable experience on their own merits. Winter city life is tied into the quality and quantity of local landmarks and their inherent experiences.

Inviting Public Spaces

Public spaces should help us relax, providing physical comfort and convenience even in the winter time. Winter cities offer generous, magnetic and transformative public spaces and major pedestrian boulevards. They provide seating, shelter, restrooms, and where appropriate, encourage vendors to set up sidewalk cafés.

Snow and Ice

While every city is different, snow and ice can be utilized for artistic expression, culture building, recreation and play. However significant snow structures can play a very important economic role in addition, through adding more dimension and social life to a winter city. Successful cities view snow and ice as a strategic resource.

Summary

Winter plays a large role in the lives of Edmontonians. Many of us already embrace the community festival spirit through the winter months, taking part in the wide variety of winter activities in our city. These range from sport and recreation opportunities, to festivals and other events, giving Edmontonians many opportunities to get out and enjoy themselves during winter months. This provides Edmonton with a strong foundation from which to develop a WinterCity Strategy.

The challenge ahead is to build on these existing strengths and draw on best lessons from other winter cities. To do so involves both grassroots and overarching strategic initiatives: from teaching school kids winter skills such as skating and skiing so they develop a positive attitude towards winter, to branding and marketing Edmonton as a “Winter City destination”. We can become a city that is even more welcoming and fun to be in year round. Our success as a winter city will make Edmonton even more livable - a city people fall in love with, one where they want to come and play, and stay.

Appendix A: List of Contacts

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Appendix B: Inventory of Winter Programs, Events and Services in Edmonton

Winter Festivals and Events

Winter Light: This celebration of winter in Edmonton runs from January to March. Winter Light activities include:

Deep Freeze Festival: Alberta Avenue comes alive with skating, curling, snow carving, street hockey, an outdoor mummies' play – and inside find great food, music and an arts market.

Ice on White Festival: The world's best ice carvers gather to sculpt frozen wonders in an ice carving competition on the streets of Edmonton's Old Strathcona. Edmontonians can try their hand at ice sculpting as well in workshops, or just enjoy the sights and entertainment/

Silver Skate Festival and Winter Celebration: Edmonton's longest running winter festival - an extravaganza of art, culture, recreation and sports programming.

Family Day: Activities at Churchill Square and City Hall including sleigh rides, skating, entertainment and great food.

Other Winter Light events:

Flashpoint

Illuminations

Common Ground

Mel Melt Down

Mill Mill Creek Adventure Walk

Star Star Party

Churchill Square: The heart of downtown comes alive with numerous events and celebrations during the winter months, including Light Up the Square-November, and New Years Eve.

Outdoor Activities

Edmonton's River Valley is the largest expanse of urban parkland in North America and is open and accessible all year long. From rugged river banks to wide open spaces, forests and walking trails, the 48-kilometre long River Valley Park stretch of the North Saskatchewan River has over 20 major parks and attractions.

Skating: Outdoor at city parks and community leagues, indoor at arenas.

Cross Country Skiing: 50 km of trails are maintained in the River Valley.

Walking, Running, Cycling: More than 37 km of trails are cleared of snow in the River Valley.

Skiing (Down Hill): Edmonton Ski Club, Snow Valley ski hill, Rabbit Hill ski hill, Sunridge ski hill

Tobogganing: The City maintains several toboggan hills with safe run-outs and reduced hazards.

Snow shoeing: opportunities abound in the river valley, as well as Edmonton's many parks.

Bird Watching The Edmonton Nature Club has monthly events and meetings for both the avid and armature birdwatcher.

Edmonton Attractions

Fort Edmonton Park: Celebrate an old fashioned Christmas, go moonlight shoe showing –just a few unique experiences during the winter months at Fort Edmonton Park.

Edmonton Zoo: activities and displays open throughout the winter months

John Janzen Nature Centre: Trail hikes and bird watching, just two ways the Centre showcases winter in Edmonton.

Children’s Day Camps: Days off school mean camps – where children can strap on snowshoes, or make an ice treat for a zoo resident – many of the city’s attractions offer day camps.

Living Local: Winter in Your Neighborhood

Edmonton is home to over 156 Community Leagues. Many have outdoor skating rinks, free to members. Neighbourhood parks have playgrounds and many have a small sliding hill for little ones. Sidewalks and main paths are cleared for a safe and enjoyable outdoor experience close to home.

Snow Shacks: A free neighbourhood drop-in program for 6-12 year olds offered by the City of Edmonton in partnership with community leagues at various playgrounds across the city. Outdoor activities include crafts, games, sports, and drama. Dress for the weather and be ready for winter fun.

City of Edmonton Services:

Snow Angels: The City of Edmonton encourages and recognizes citizens that lend a hand in clearing snow to neighbours, particularly seniors.

Community Sand Boxes: Free sand available at community leagues, to sprinkle on icy sidewalks.

Snow Removal: Edmonton’s Transportation Department has a priority system to keep traffic flowing smoothly when it snows: Sidewalks are also cleared on City Facilities and adjacent to Parks and City owned land.

Snow Concerns: Residents can call 311, the City of Edmonton’s service number, to report concerns and get information around snow removal.

Locations for Winter Outdoor Activities

Park	Cross Country Skiing Groomed Trails	Skating	Tobogganing	Snowshoeing	Bird Watching	Walking Trails
Argyll Park at Mill Creek 69 Avenue and 88 Street Mill Creek at Bonnie Doon	X			X		
Capilano 109 Ave and 50 St	X					X
Castle Downs 153 Ave and 115 th Street		X		X		X
City Hall Sir Winston Churchill Square		X				X
Emily Murphy Park Emily Murphy Park Road and Groat Road			X	X		
Gold Bar 109 Ave and 50 St	X			X		X
Goldstick Park 42 St and 101 Ave	X			X		X
Government House Park Groat Road and River Valley Road			X			X
Jackie Parker Park 50 St and 44 Ave		X	X			X
John Janzen Nature Centre White Mud Drive and Keillor Road				X	X	X
Kinsmen 91 Ave. and 108 St.	X			X		X
Millwoods Campus Park 66 St and 23 Ave		X		X		X
Riverside Golf Course Rowland Rd and 84 St	x			X		X
Rundle Park 113 Ave and 29 Street		X	X	X		
Snow Valley one block south of Whitemud on 119 St	x					X

Park	Cross Country Skiing Groomed Trails	Skating	Tobogganing	Snowshoeing	Bird Watching	Walking Trails
Terwillegar Rabbit Hill Rd West	x					X
Twin Brooks Natural Area 119 St and 16 Ave	x			X		X
Victoria 116 St and River Valley Rd	x	x		X		
Whitemud Park North Keillor Rd. and Fox Drive			X	X		
William Hawrelak 9330 Groat Rd	x			X	X	X



FOR THE LOVE OF WINTER

WinterCity Strategy Implementation Plan

For the Love of Winter



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We've heard loud and clear from Edmontonians that it's time to reclaim the joy of winter and to embrace the season that is so central to our identity. This Implementation Plan is our road map to thinking differently and to working together as a community to truly become a great, world-leading winter city.

- Councillor Ben Henderson and Simon O'Byrne
WinterCity Advisory Council Co-chairs

The WinterCity Strategy Implementation Plan

The WinterCity Vision

In October 2012, the City of Edmonton became a leader on the winter city world stage as Edmonton City Council endorsed *For the Love of Winter: Strategy for Transforming Edmonton into a World-Leading Winter City*.

In doing so, Council formally supported a vision both shared by many Edmontonians and admired by those living in northern cities around the world. That vision is a city that celebrates and makes the best of winter; no longer viewing it as a time to shut things down and stay inside, because doing so squanders huge potential. And given winter's inevitability, this just makes sense.

Winter is an asset offering great social and economic value to our city. Streets and public gathering places designed to capture sunlight and block the wind, walkways that are easy to navigate, and playful lighting illuminating our long winter nights make it easier and more enjoyable to stay outside, even when it's very cold. With more people outside on the streets, the city feels more alive and attractive; a place both locals and tourists want to be part of and experience.

Background

We know Edmontonians believe in this vision, because they told us so. The WinterCity Strategy was developed over the course of several years, through a community-led approach. A diverse group of volunteers, called the WinterCity Think Tank, consulted with ordinary and extraordinary Edmontonians, drawing ideas from multiple communities and organizations to develop the WinterCity Strategy. The Strategy has 10 goals which fall under four pillars:

Winter Life

Winter Design

Winter Economy

Winter Story

Further details about the Strategy development can be found in the WinterCity Strategy document, *For the Love of Winter*, at Edmonton.ca/wintercitystrategy.

Once the Strategy was approved by City Council, the WinterCity Advisory Council, a group of volunteer community members and City of Edmonton employees, was formed to guide the development of this Implementation Plan. **(Advisory Council membership: Appendix A)**

Continuing with the 'made-in-Edmonton' approach, the Advisory Council consulted with a diverse range of voices and multiple stakeholders, using the WinterCity Strategy's 10 goals to create concrete actions for moving Edmonton forward.

A Blueprint for Change

The result is this Implementation Plan: a detailed map for transforming Edmonton into a more inviting, vibrant and prosperous place for residents, business, industry and tourists throughout the winter months, while still being true to our heritage and our connection to nature and the environment.

This Plan is the blueprint for changing our city's collective story; the narrative we weave into how we talk about our everyday lives as Edmontonians. It applies innovative, fun and interesting approaches to challenge existing stereotypes of winter as cold, dull and dangerous.

The Cost of Investing in Winter

Full implementation of this Plan is not, in the larger picture, particularly costly. The majority of costs to implement the actions in this Plan will require no additional City of Edmonton funding. Existing resources will be leveraged to ensure a winter lens is applied to City initiatives. There is some call for additional resources, which we anticipate the need for particularly in the first three years of this Plan. These are essentially start-up costs, required to ensure success of the WinterCity Strategy. The lost opportunity costs of not implementing the actions are very real and will be better understood over time. **(Opinions of Probable Additional Cost: Appendix B)**

The Return on Our Investment

The business case for investing in this Implementation Plan lies in improved economic and social outcomes for our city, year-round. We have a great opportunity to capitalize on all that being a northern city has to offer. Leveraging both the winter assets we already have, and applying a winter lens on other City of Edmonton investments will help us to realize their full economic benefits and, in turn, will improve our quality of life and place. This will attract more people and businesses, helping to increase our competitiveness on the global stage.

Taking a Holistic Approach

This approach to embracing winter ties in with Transforming Edmonton and The City of Edmonton's six strategic Ways Plans: *The Way We Grow, Move, Live, Green, Finance and Prosper*.

Further, following through with this WinterCity Implementation Plan is one element, that when combined with strategic plans from the City of Edmonton, the Chamber of Commerce, Edmonton Economic Development Corporation, the Edmonton Federation of Community Leagues and other organizations and businesses, will lead to Edmonton becoming a truly great northern city.

Goals, Actions and Priorities

There are 64 actions in this Implementation Plan, falling under the WinterCity Strategy's 10 goals. **(Goals: page 7)**

The 64 actions detail not only direction for tangible changes, but also how to guide the necessary cultural shift; that is, changing how we think and talk about, and deal with, winter.

The actions have been prioritized; this was done by community members and City of Edmonton employees at an in-depth, facilitated workshop. A matrix was used to determine the effort required and ultimate impact of each action, and from there participants determined both Foundational and Quick-Win actions.

Foundational actions are those that will truly lead to a cultural shift. For example:

- **Winter Life Action L1.1**

Encourage and promote the development of permanent and temporary commercial anchor points throughout the river valley and in select city parks that offer people a place to linger, warm up and enjoy. Amend City of Edmonton governance framework¹ to allow for more commercial development in the river valley and in select city parks.

- **Winter Design Action D1.1**

Develop winter guidelines that outline performance expectations for safe, comfortable and aesthetic winter design.

- **Winter Story Action S1.1**

Create a well-developed and aligned information hub that educates and carries consistent and fun messages that encourage sharing knowledge about winter.

Quick-Win actions are easily completed and/or have obvious immediate benefits. Some may already be underway. These actions will help carry the momentum already created by the WinterCity Strategy. For example:

- **Winter Life Action L1.8**

Create opportunities and develop parameters for the use of fire in outdoor public spaces (e.g. fire pits, fireplaces, bonfires, heaters and other fire amenities).

- **Winter Economy Action E2.4**

Create a city-wide, annual winter outdoor patio event that promotes Action E2.1 (to develop a winter patio development program).

- **Winter Story Action S2.5**

Work to incorporate and share digital assets of Edmonton in winter in marketing materials, reports, publications and other materials.

At the end of the workshop, participants prioritized the Foundational actions for each goal. These should be the first actions to be developed and implemented, as many of them support other actions. Quick-wins should begin immediately, as they keep the momentum going.

The remaining actions don't fall into either of these categories, and as such are not considered high priority actions. **(List of All Actions: Appendix C)**

Already On Our Way

The enthusiastic approval many Edmontonians showed for the WinterCity Strategy led to the early implementation of several actions in 2012-2013, before the Implementation Plan was even finalized. These actions exemplify what we already do right in Edmonton in winter. They also speak to the authenticity of the Strategy.

In Winter 2012/2013, free alpine ski and snowboard lessons were offered in Edmonton's river valley to newcomers and vulnerable populations (Action L1.9). The very successful program resulted in 242 more people getting outside and enjoying winter. Winter 2013/2014 will see a pilot program to clear snow from the on-street bike lanes along 106th Street, from 29th - 82nd Avenues (Action L2.5). A winter outdoor market is also planned (Action E3.1).

Having actions already underway is exciting and demonstrates that we're on the right track. Equally important, however, is the fact that merely talking about winter as the Strategy was developed has influenced projects outside the scope of the WinterCity Initiative.

Influencing Change

Three recent significant City of Edmonton projects have already incorporated a winter lens: Complete Streets Policy; Guidelines for Edmonton Future Residential Neighbourhoods; and, the Queen Elizabeth Park Master Plan.

One *Complete Streets Policy* principle states "Complete Streets in Edmonton are intended to be vibrant and attractive people-places in all seasons that contribute to an improved quality of life."

The *Guidelines for Edmonton Future Residential Neighbourhoods* has as an outcome that "Neighbourhoods embrace all seasons."

Finally, the *Queen Elizabeth Park Master Plan* discusses winter programming, and states that the park is designed for year-round use.

The WinterCity Strategy Implementation Plan

The WinterCity Strategy is already impacting how we think about and embrace winter in

Edmonton. This Implementation Plan will help us further realize, and make the most of, untapped potential in the winter season.

Charts on the following pages describe all the actions for each goal. Listed under each action is its desired outcome, lead and suggested partners, timeframe, priority status, progress measures, resource status, and opinion of probable additional cost². For ease of reading, acronyms have been used for the names of lead and partner organizations.

(Template Acronyms: page 41)

The Implementation Plan actions are accessible, multigenerational and speak to our urban and natural areas. The Plan's design principles, approaches and aesthetics will enhance our city's quality of life not only in winter, but year-round, helping Edmontonians feel even more proud to live here. This, in turn, will lead to sustained demand that we consider winter in all aspects of our city's life.

¹ The City of Edmonton governance framework includes, but is not limited to: regulations, policies, guidelines and bylaws.

² Suggested partner lists are not meant to exclude other potential partners. In addition, the cost estimates for the actions are for new costs, not costs covered under existing budgets.

The 10 WinterCity Strategy Goals

WINTER LIFE

Goal L1

Make It Easier to 'Go Play Outside':
Provide More Opportunities
for Outdoor Activity

Goal L2

Improve Winter Transportation
for Pedestrians, Cyclists and
Public Transit Users

WINTER DESIGN

Goal D1

Incorporate Urban Design
Elements for Winter Fun,
Activity, Beauty and Interest

Goal D2

Design Our Communities for
Winter Safety and Comfort

WINTER ECONOMY

Goal E1

Increase the Capacity and
Sustainability of Edmonton's
Winter Festivals

Goal E2

Develop a Four-Seasons Patio Culture

Goal E3

Enhance the Social and
Economic Vibrancy of Our
Streets and Public Places

OUR WINTER STORY

Goal S1

Celebrate the Season and Embrace
Daily Living in a Cold Climate

Goal S2

Promote Edmonton's Great
Northern Story Locally,
Nationally and Internationally

Goal S3

Kickstart and Lead Implementation
of Edmonton's Winter City Strategy:
Apply a 'Winter Lens' to Our City



Winter Life Action L1.1

Encourage and promote the development of permanent and temporary commercial anchor points throughout the river valley and in select city parks that offer people a place to linger, warm up and enjoy. Amend City of Edmonton governance framework to allow for more commercial development in the river valley and in select city parks.

Desired Outcome(s)	Increased number of parks and facilities that have commercial anchor points in the winter months.			
Lead Sponsor(s)	<ul style="list-style-type: none"> City of Edmonton (COE) Departments <ul style="list-style-type: none"> - Community Services - Sustainable Development WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> River Valley Alliance (RVA) Sports groups Golf & ski clubs (Nordic and alpine) Edmonton Federation of Community Leagues (EFCL) YMCA 		<ul style="list-style-type: none"> Hospitality industry Alberta Restaurant Foodservice Association (ARFA) Food truck vendors Chamber of Commerce 	
Timeframe	Ongoing	Priority Status	Foundational	
Progress Measure(s)	Number of new anchor points.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017 - 2024	\$0

Winter Life Action L1.2

Work creatively with existing and potential vendors to encourage and promote multi-season equipment rental and lesson opportunities in three new river valley locations.

Desired Outcome(s)	People are taking advantage of new winter recreational opportunities in the river valley.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Community Services Department WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> EFCL Businesses (e.g. Sport Chek, River Valley Adventure Co.) Non-profit (e.g. Sports Central) Newcomer services groups 		<ul style="list-style-type: none"> Edmonton Economic Development Corporation (EEDC) Edmonton Nordic Ski Club Edmonton alpine ski clubs Edmonton Speed Skating Association 	
Timeframe	Short-term (1-2 yrs), Ongoing	Priority Status	Foundational	
Progress Measure(s)	Number of people making use of winter equipment rentals in the river valley.			
Resource Status	Existing (Community Services Department base budget), New (Community Services Department)			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0 - 20,000 (New ask)	2017-2024	\$0

Winter Life Action L1.3

Further develop outdoor skating opportunities in the river valley, communities and elsewhere.

Desired Outcome(s)	Under-used areas are promoted, and new opportunities are developed for skating rinks and skating trails.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Community Services Department WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> EFCL Edmonton Speed Skating Association 			
Timeframe	Mid-term (3-5 yrs)	Priority Status	Foundational	
Progress Measure(s)	Number of skating opportunities developed and promoted.			
Resource Status	New (Community Services Department)			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$10,000 - \$20,000	2017-2024	\$0

Winter Life Action L1.4

Increase cross-country ski trail grooming service levels in the river valley, and enhance ski trail connectivity between river valley parks, in support of the 'End to End' ski trail vision.

Desired Outcome(s)	Enhanced connectivity between existing river valley trail systems.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Community Services Department WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> Edmonton Nordic Ski Club 			
Timeframe	Ongoing	Priority Status	Foundational	
Progress Measure(s)	Percentage of increase in trail length.			
Resource Status	Increase to base budget (Community Services Department)			
Opinion of Probable Cost	2014	\$95,000	2015	\$0
	2016	\$0	2017-2024	TBD

Winter Life Action L1.5

Provide and promote free skates for people to use at outdoor public and community skating rinks.

Desired Outcome(s)	Provide people, particularly vulnerable populations and newcomers, with opportunities to skate within their communities.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Community Services Department EFCL WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> Non-profit organizations (e.g. Sports Central) Businesses (e.g. Sport Chek) YMCA Newcomer services groups 		<ul style="list-style-type: none"> Office of the City Manager (Corporate Communications) Edmonton Sport Council Volunteer organizations 	
Timeframe	Short-term (1-2 yrs), Ongoing	Priority Status		Quick-win
Progress Measure(s)	Number of locations providing free skate use.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017 - 2024	\$0

Winter Life Action L1.6

Develop a guide/toolkit on how to hold a winter party, event or festival.

Desired Outcome(s)	Community groups are inspired and supported to participate in more creative, successful and innovative winter events. Further develop a culture of shared responsibility for safety that supports active, engaged winter lifestyles and appropriate risk taking.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Community Services Department WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> Winter festival producers EFCL Business Revitalization Zones (BRZs) 		<ul style="list-style-type: none"> COE Departments <ul style="list-style-type: none"> Corporate Services Department (Law) Transportation Services 	
Timeframe	Short-term (1-2 yrs), Ongoing	Priority Status		Quick-win
Progress Measure(s)	Increase in variety of activities offered at community winter events.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017 - 2024	\$0

Winter Life Action L1.7

Coordinate a city-wide winter festival at the community level in conjunction with one of Edmonton’s big winter festivals.

Desired Outcome(s)	Existing efforts are combined and leveraged to create a bigger celebration of winter.			
Lead Sponsor(s)	<ul style="list-style-type: none"> WinterCity Coordinator EFCL Community leagues 			
Suggested Partner(s)	<ul style="list-style-type: none"> Silver Skate and other winter festival producers 			
Timeframe	Ongoing	Priority Status	Quick-win	
Progress Measure(s)	Participation rate of community-level festivals in a coordinated city-wide celebration.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Life Action L1.8

Create opportunities and develop parameters for the use of fire in outdoor public spaces (e.g. fire pits, fireplaces, bonfires, heaters and other fire amenities).

Desired Outcome(s)	Fire amenities enhance the winter experience in Edmonton.			
Lead Sponsor(s)	<ul style="list-style-type: none"> COE Departments <ul style="list-style-type: none"> Community Services Sustainable Development WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> Winter festivals producers Building Owners and Managers Association (BOMA) Indigenous Peoples’ Art and Cultural Coalition BRZs 		<ul style="list-style-type: none"> COE Departments <ul style="list-style-type: none"> Corporate Services Transportation Services Businesses 	
Timeframe	Ongoing	Priority Status	Quick-win	
Progress Measure(s)	Number and types of fire amenities requested, and number of fire amenities available in winter time.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Life Action L1.9

Sponsor free alpine ski and/or snowboard lessons at local downhill ski clubs.

Desired Outcome(s)	Newcomers and vulnerable Edmontonians are given the opportunity to embrace winter more fully.			
Lead Sponsor(s)	<ul style="list-style-type: none"> WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> Local alpine ski clubs 			
Timeframe	Ongoing	Priority Status	Quick-win	
Progress Measure(s)	Number of participants in ski and/or snowboard lessons.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Life Action L1.10

Develop integrated wayfinding systems and a marketing strategy that help residents and tourists find their way into the river valley and to its amenities, particularly from downtown.

Desired Outcome(s)	Residents and tourists are able to find their way more easily into the river valley and to its amenities, particularly from downtown.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Community Services Department WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> RVA Edmonton Nordic Ski Club Edmonton Tourism Alberta Health Services 		<ul style="list-style-type: none"> COE Departments <ul style="list-style-type: none"> - Transportation Services - Sustainable Development 	
Timeframe	Mid-term (3-5 yrs) Long-term (6-10+ yrs)	Priority Status	Quick-win	
Progress Measure(s)	Percentage of residents and tourists who feel that they are able to find their way into the river valley and to its amenities.			
Resource Status	One time funding (Community Services Department)			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	TBD	2017-2024	\$0

Winter Life Action L1.11

Pilot several creative projects throughout the city that use snow and ice as a resource that is fun, beautiful and interesting.

Desired Outcome(s)	Minimize the need for moving snow to a different location after clearing it, which will result in saving money and resources.			
Lead Sponsor(s)	<ul style="list-style-type: none"> ▪ EFCL ▪ School boards ▪ Edmonton Arts Council (EAC) ▪ WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> ▪ BRZs ▪ Silver Skate Festival 		<ul style="list-style-type: none"> ▪ COE Departments <ul style="list-style-type: none"> - Community Services - Transportation Services 	
Timeframe	Short-term (1-2 yrs)	Priority Status		Quick-win
Progress Measure(s)	Number of places where snow is left on location, Cost savings to the City of Edmonton.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Life Action L2.1

Categorize and prioritize snow clearing on City-cleared shared-use paths, walkways and sidewalks to better service pedestrians and cyclists.

Desired Outcome(s)	It is easier for people to walk and cycle on designated priority routes in the wintertime.			
Lead Sponsor(s)	<ul style="list-style-type: none"> ▪ Transportation Services Department ▪ WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> ▪ COE Departments <ul style="list-style-type: none"> - Sustainable Development - Community Services ▪ Trails, Paths and Routes Advisory Committee ▪ Edmonton Bicycle Commuters' Society (EBC) 			
Timeframe	Mid-term (3-5 yrs)	Priority Status		Foundational
Progress Measure(s)	Percentage of citizens satisfied with snow clearing on shared-use paths, walkways and sidewalks.			
Resource Status	Increase to base budget (Transportation Services Department)			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	TBD	2017-2024	TBD

Winter Life Action L2.2

Develop better sidewalk snow removal strategies in Business Revitalization Zones so that public sidewalks are cleared within a reasonable, designated time.

Desired Outcome(s)	It is easier for people to walk and cycle on designated priority routes in the wintertime.			
Lead Sponsor(s)	<ul style="list-style-type: none"> BRZs WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> COE Departments <ul style="list-style-type: none"> Sustainable Development Financial Services and Utilities Corporate Services (Law) Transportation Services 			
Timeframe	Short-term (1-2 yrs)	Priority Status	Foundational	
Progress Measure(s)	Percentage of businesses and citizens satisfied with snow clearing in participating BRZ areas.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Life Action L2.3

Pilot a project in which the City of Edmonton is responsible for residential sidewalk snow clearing in a higher density residential/transit-oriented development area. Focus on opportunities to create white-of-ways.

Desired Outcome(s)	Feedback is gathered on the effectiveness of City-led residential sidewalk snow clearing, and a better understanding of social and economic impacts of similar, more permanent programs is gained. Recommendations are made for future/ongoing programs.			
Lead Sponsor(s)	<ul style="list-style-type: none"> COE Departments <ul style="list-style-type: none"> Transportation Services Community Services (Community Standards) WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> COE Departments <ul style="list-style-type: none"> Sustainable Development Financial Services and Utilities (Assessment and Taxation) Corporate Services (Law) 			
Timeframe	Mid-term (3-5 yrs)	Priority Status	Foundational	
Progress Measure(s)	Results of Transportation and Community Services' evaluation.			
Resource Status	One time funding (Transportation Services Department)			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	TBD	2017-2024	TBD

Winter Life Action L2.4

Pilot free public transit below certain temperatures.

Desired Outcome(s)	Increased accessibility to transit during inclement weather. Feedback is gathered on the social and economic impacts of providing free transit during inclement weather. Recommendations are made regarding continuing free service.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Transportation Services Department WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> Community Services Department 			
Timeframe	Mid-term (3-5 yrs)	Priority Status	Foundational	
Progress Measure(s)	Results of Transportation and Community Services' evaluation.			
Resource Status	One time funding (Transportation Services Department)			
Opinion of Probable Cost	2014	TBD	2015	TBD
	2016	\$500,000	2017-2024	\$500,000/year for two years

Winter Life Action L2.5

Pilot a snow clearing program on an on-street bike route.

Desired Outcome(s)	Feedback is gathered on the challenges and opportunities involved in snow clearing for on-street bike routes. Recommendations are made for ongoing snow clearing for on-street bike routes.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Transportation Services Department WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> COE Departments <ul style="list-style-type: none"> Sustainable Development Community Services 			
Timeframe	Short-term (1-2 yrs)	Priority Status	Quick-win	
Progress Measure(s)	<ul style="list-style-type: none"> Results of Transportation Services' evaluation. Winter cyclists' satisfaction surveyed as part of Transportation Services Department's surveys. Percentage of citizens satisfied with snow clearing on on-street bike routes. 			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Life Action L2.6

Work with Community Recreation Coordinators and other partners to identify areas where there is a real need to clear snow from walkways in key parks, utility lots and/or other specific routes.

Desired Outcome(s)	Snow is cleared from walkways where seniors and other walkers would benefit the most.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Community Services Department WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> Transportation Services Department Vision for an Age-Friendly Edmonton Advisory Board on Services for Persons with Disabilities EFCL 			
Timeframe	Short-term (1-2 yrs)	Priority Status	Quick-win	
Progress Measure(s)	Percentage of citizens satisfied with snow clearing on walkways.			
Resource Status	Increase to base budget (Community Services or Transportation Services Department)			
Opinion of Probable Cost	2014	\$0	2015	TBD
	2016	\$0	2017-2024	\$0

Winter Life Action L2.7

Pilot increased bylaw enforcement for residential sidewalk snow clearing in a higher density residential/transit-oriented development area.

Desired Outcome(s)	Feedback is gathered on increased bylaw enforcement and recommendations are made regarding community snow clearing-related standards and programs.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Community Services Department (Community Standards) WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> COE Departments <ul style="list-style-type: none"> Corporate Services (Law) Transportation Services 			
Timeframe	Mid-term (3-5 yrs)	Priority Status	Quick-win	
Progress Measure(s)	Results of Community Services' evaluation.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Life Action L2.8

Support non-governmental organizations (NGOs) to enhance shuttle-type transit for vulnerable street populations, to make sure people have easy access to social agency warming shelters.

Desired Outcome(s)	Barriers are removed from proper access to warming shelters.			
Lead Sponsor(s)	<ul style="list-style-type: none"> • NGOs • WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> • Community Services Department • Business community 			
Timeframe	Ongoing	Priority Status	Quick-win	
Progress Measure(s)	Satisfaction reports from relevant social agencies.			
Resource Status	TBD			
Opinion of Probable Cost	2014	\$0	2015	TBD
	2016	TBD	2017-2024	TBD

Winter Life Action L2.9

Develop accommodations for jaywalking and street crossing bylaws, so pedestrians can exercise discretion in crossing lower speed roads after yielding to traffic.

Desired Outcome(s)	Pedestrians can take routes that are more direct to their destinations, and therefore, more people are inclined to walk outside.			
Lead Sponsor(s)	<ul style="list-style-type: none"> • COE Departments <ul style="list-style-type: none"> - Transportation Services - Sustainable Development • WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> • COE Departments <ul style="list-style-type: none"> - Corporate Services (Law) - Community Services (Community Standards) • Edmonton Police Service (EPS) 			
Timeframe	Short-term (1-2 yrs)	Priority Status	Quick-win	
Progress Measure(s)	Pedestrian satisfaction rate in City of Edmonton surveys.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Life Action L2.10

Work with Edmonton Transit Services (ETS) and other partners to identify best options for more frequent and/or heated and/or wind-protected transit shelters.

Desired Outcome(s)	More comfortable transit facilities in winter.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Transportation Services Department WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> COE Departments: <ul style="list-style-type: none"> Community Services Sustainable Development (Responsible Hospitality Edmonton) 		<ul style="list-style-type: none"> Vision for an Age-Friendly Edmonton Advisory Board on Services for Persons with Disabilities Post-secondary institutions 	
Timeframe	Short-term (1-2 yrs)	Priority Status	Determined effort	
Progress Measure(s)	Increase in number of transit shelters and/or heated and/or wind-protected transit shelters.			
Resource Status	One time funding (Transportation Services Department)			
Opinion of Probable Cost	2014	\$0	2015	TBD
	2016	TBD	2017-2024	TBD

Winter Life Action 2.11

Increase promotion and awareness of ETS Stop Request program.

Desired Outcome(s)	More transit users are aware and are able to make use of the Stop Request program.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Transportation Services Department WinterCity Coordinator 			
Suggested Partner(s)	Office of the City Manager (Corporate Communications)			
Timeframe	Short-term (1-2 yrs)	Priority Status	Determined effort	
Progress Measure(s)	Satisfaction rate of transit users in the Transportation Department's surveys.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Life Action L2.12

Explore further opportunities to assist families to get around the city, easily and inexpensively, to winter events and activities.

Desired Outcome(s)	Reduce barriers for getting to winter activities.			
Lead Sponsor(s)	<ul style="list-style-type: none"> COE Departments <ul style="list-style-type: none"> Transportation Services (ETS) Community Services (Civic Events) WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> Social service agencies Newcomer agencies Alberta Legislature 			
Timeframe	Short-term (1-2 yrs)	Priority Status	Determined effort	
Progress Measure(s)	Citizen satisfaction rate in City of Edmonton surveys.			
Resource Status	TBD			
Opinion of Probable Cost	2014	\$0	2015	TBD
	2016	TBD	2017-2024	\$0



Winter Design Action D1.1

Develop winter design guidelines that outline performance expectations including consideration for safe, comfortable and aesthetic winter design. Guidelines should also include recommendations for their adoption.

Desired Outcome(s)	More livable microclimates are created, and streetscapes and public spaces are more aesthetically pleasing and inviting in particular in the winter time.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Sustainable Development Department, working with a steering committee WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> BOMA UDI AAA AALA M.A.D.E. 		<ul style="list-style-type: none"> Association of Professional Engineers and Geoscientists of Alberta (APEGA) Edmonton Design Committee (EDC) University of Alberta 	
Timeframe	Short-term (1-2 yrs)	Priority Status	Foundational	
Progress Measure(s)	Increase in development proposals and plans that include thoughtful consideration of winter design.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Design Action D1.2

Conduct two pilot projects to test new guidelines in one new development and in the redevelopment of an older area.

Desired Outcome(s)	Feedback is gathered on the effectiveness of the performance guidelines developed in Action 3.1, and a better understanding of which guidelines are most suited to Edmonton's context is developed. Possible recommendations are made to modify to the guidelines.			
Lead Sponsor(s)	<ul style="list-style-type: none"> COE Departments <ul style="list-style-type: none"> Sustainable Development Community Services WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> BOMA UDI AAA AALA 		<ul style="list-style-type: none"> APEGA EDC University of Alberta 	
Timeframe	Short-term (1-2 yrs) Long-term (6-10+ yrs)	Priority Status	Foundational	
Progress Measure(s)	Number of guidelines proven effective and number of guidelines adapted to better suit our local context.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Design Action D1.3

Create a new City of Edmonton policy that requires adherence to the winter city design guidelines.

Desired Outcome(s)	All new City developments and facilities, as well as redevelopments and major renovations, are designed and constructed to support the vision of Edmonton's WinterCity Strategy.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Community Services Department WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> Sustainable Development Department EDC 			
Timeframe	Mid-term (3-5 yrs)	Priority Status		Foundational
Progress Measure(s)	Number of new City developments and facilities, as well as redevelopments and major renovations, that are designed and constructed incorporating winter city design guidelines.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Design Action D1.4

Update design standards to accommodate better winter design for walkways and crosswalks.

Desired Outcome(s)	Edmonton becomes a safer, more comfortable and more accessible city for pedestrians during the winter months.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Transportation Services Department WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> EDC Post-secondary institutions COE Departments <ul style="list-style-type: none"> Community Services Financial Services and Utilities Transportation Association of Canada (TAC) UDI 		<ul style="list-style-type: none"> EBC Alberta Motor Association (AMA) Edmonton Seniors Coordinating Council Vision for an Age-Friendly Edmonton Advisory Board on Services for Persons with Disabilities Alberta Roadbuilders & Heavy Construction Assoc. 	
Timeframe	Mid-term (3-5 yrs)	Priority Status		Foundational
Progress Measure(s)	Number of walkways and crosswalks that incorporate better winter design.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Design Action D1.5

Require construction of boulevard sidewalks as a first choice in new developments and in redevelopments.

Desired Outcome(s)	New neighbourhoods and redevelopments incorporate boulevards into their design resulting in operational cost savings, ease of snow storage, and separation of pedestrians from roadways, offering more protection from passing vehicles.			
Lead Sponsor(s)	<ul style="list-style-type: none"> COE Departments <ul style="list-style-type: none"> Sustainable Development Transportation Services WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> COE Departments <ul style="list-style-type: none"> Financial Services and Utilities (Drainage Services) Community Services (Fire Rescue Services) 		<ul style="list-style-type: none"> UDI Alberta Roadbuilders & Heavy Construction Association 	
Timeframe	Long-term (6-10+ yrs)	Priority Status	Foundational	
Progress Measure(s)	Percentage of boulevards vs. monolithic sidewalks increases.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Design Action D1.6

Promote and foster a greater understanding of winter city design.

Desired Outcome(s)	<ul style="list-style-type: none"> The larger community and those involved in land development become more educated about winter design best practices including the importance and benefits of compact design, climate responsive design, as well as the use of colour and light for outdoor design. Developers implement winter city design principles in their projects, and the City of Edmonton incrementally becomes more winter-friendly. 			
Lead Sponsor(s)	<ul style="list-style-type: none"> WinterCity Advisory Council Sustainable Development Department WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> COE Departments <ul style="list-style-type: none"> Transportation Services Community Services Urban Development Institute (UDI) EFCL BRZs Next Gen M.A.D.E. EDC Edmonton Heritage Council 		<ul style="list-style-type: none"> Alberta Association of Architects (AAA) Alberta Professional Planners Institute (APPI) BOMA Alberta Association of Landscape Architects (AALA) University of Alberta (Planning and engineering programs, and City Region Studies Centre) Canadian Home Builders' Association Edmonton Region Chamber of Commerce 	
Timeframe	Mid-term (3-5 yrs), Ongoing	Priority Status	Foundational	
Progress Measure(s)	<ul style="list-style-type: none"> Number of educational campaigns on best practices for winter design and number of participants. Percentage of developers, architects, urban planners and urban designers who feel they have a clear understanding of the new guidelines and who incorporate them into their projects. 			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Design Action D2.1

Incorporate winter design guidelines into new and, as opportunities arise, existing City of Edmonton governance framework and associated operations and maintenance approaches.

Desired Outcome(s)	The winter lens is incorporated in the City of Edmonton planning, operations and maintenance toolkits.			
Lead Sponsor(s)	<ul style="list-style-type: none"> COE Departments <ul style="list-style-type: none"> Sustainable Development Transportation Services Community Services WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> BOMA UDI AAA 		<ul style="list-style-type: none"> AALA APPI Canadian Home Builders' Association Edmonton Region 	
Timeframe	Short-term (1-2 yrs) Long-term (6-10+ yrs)	Priority Status	Foundational	
Progress Measure(s)	Number of existing and new planning, maintenance and operational tools that incorporate the winter lens.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Design Action D2.2

Prepare an Integrated Lighting Master Plan/Program to identify buildings, landmarks, bridges and public open spaces for special lighting consideration.

Desired Outcome(s)	The plan would provide a framework to implement a coordinated and integrated lighting program including costs.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Sustainable Development Department WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> EPCOR UDI BOMA AAA Business Associations EFCL Light Efficient Community Coalition Projection/lighting experts 		<ul style="list-style-type: none"> Property managers of individual buildings EPS EAC EDC COE Departments <ul style="list-style-type: none"> Community Services Transportation Services Chamber of Commerce 	
Timeframe	Short-term (1-2 yrs)	Priority Status	Quick-win	
Progress Measure(s)	Number of lighting initiatives and projects that align with the framework.			
Resource Status	One time funding (Sustainable Development Department)			
Opinion of Probable Cost	2014	\$250,000	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Design Action D2.3

Conduct a cost-sharing pilot project to light heritage buildings.

Desired Outcome(s)	The benefits of creative use of light are better understood by building owners, as well as the public, generating interest and support for more creative use of light.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Sustainable Development Department Edmonton Heritage Council WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> UDI EPCOR Business associations EFCL Light Efficient Community Coalition BOMA AAA EPS EAC EDC Property managers of individual buildings Other interested organizations 			
Timeframe	Mid-term (3-5 yrs)	Priority Status	Quick-win	
Progress Measure(s)	Number of inquiries for future cost-sharing lighting projects.			
Resource Status	One time funding (Sustainable Development Department)			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$50,000 - \$150,000	2017-2024	\$50,000 - \$150,000 /year for two years, TBD in 2019, then \$0

Winter Design Action D2.4

Support the Edmonton Design Committee in continuing to provide an emphasis on designing buildings and public spaces for winter, including consideration of colour, light, night- and winterscaping, microclimates, and the relationship between indoor and outdoor spaces.

Desired Outcome(s)	Winter city design is an integral part of the EDC discussions and considerations, and EDC members feel supported in advancing winter city design.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Sustainable Development Department WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> EDC AAA AALA 			
Timeframe	Short-term (1-2 yrs)	Priority Status	Quick-win	
Progress Measure(s)	Satisfaction report of EDC members.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Design Action D2.5

Develop a recognition program for developers whose projects (e.g. buildings, new communities) incorporate winter-friendly features.

Desired Outcome(s)	An incentive is created for developers to incorporate more winter-friendly features, and winter city design best practices are normalized.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Sustainable Development Department WinterCity Advisory Council WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> UDI AAA EFCL EDC 		<ul style="list-style-type: none"> AALA APPI Royal Architectural Institute of Canada M.A.D.E. 	
Timeframe	Long-term (6-10+ yrs)	Priority Status	Quick-win	
Progress Measure(s)	Number of projects nominated that cite winter city design best practices.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Design Action D2.6

Develop a directive for all City of Edmonton departments to promote inclusion of WinterCity Strategy objectives in all negotiations relating to the built environment.

Desired Outcome(s)	WinterCity objectives are integrated into all relevant City negotiations.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Sustainable Development Department WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> UDI AAA EFCL 			
Timeframe	Long-term (6-10+ yrs)	Priority Status	Quick-win	
Progress Measure(s)	Number of successful transactions/engagements that help to improve Edmonton's built environment in the winter time.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Economy Action E1.1

Prepare a business plan to drive the creation of a Winter Festival Facilitating and Nurturing Body.

Desired Outcome(s)	Recommendations regarding governance, administration and operations for a new winter festival coordinating body that will increase capacity and sustainability of local winter festivals, as well as meeting their special winter needs.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Community Services Department WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> Winter festivals EFCL Potential new festival groups 			
Timeframe	Short-term (1-2 yrs)	Priority Status	Foundational	
Progress Measure(s)	Satisfaction level of large winter festival producers with the recommendations.			
Resource Status	One time funding (Community Services Department)			
Opinion of Probable Cost	2014	\$100,00	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Economy Action E2.1

Develop a winter patio development program.

Desired Outcome(s)	To encourage business owners to create outdoor patios that are inviting, comfortable and fun places to gather.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Sustainable Development Department WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> BRZs Transportation Services Department City facilities ARFA 			
Timeframe	Mid-term (3-5 yrs)	Priority Status	Foundational	
Progress Measure(s)	Number of winter patio seats.			
Resource Status	Increase to base budget (Sustainable Development Department)			
Opinion of Probable Cost	2014	\$0	2015	\$100,000
	2016	\$50,000	2017-2024	\$0

Winter Economy Action E2.2

Work with other Alberta municipalities to review and amend provincial restrictions around the way alcohol can be served to patrons outdoors.

Desired Outcome(s)	To encourage business owners to create outdoor patios that are inviting, comfortable and fun places to gather.			
Lead Sponsor(s)	<ul style="list-style-type: none"> COE Departments <ul style="list-style-type: none"> Sustainable Development Office of the City Manager (Intergovernmental and External Affairs) WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> COE Departments <ul style="list-style-type: none"> Community Services Transportation Services Hospitality industry ARFA BRZ Council Other municipalities 			
Timeframe	Mid-term (3-5 yrs)	Priority Status	Foundational	
Progress Measure(s)	Satisfaction level of event organizers, relevant business owners and the public.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Economy Action E2.3

Simplify the process and, if necessary, remove regulations to increase year-round use of space for patios, including temporary winter patios at festivals, events and on sidewalks.

Desired Outcome(s)	Permits for permanent and temporary winter patios are easier to obtain.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Sustainable Development Department WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> COE Departments <ul style="list-style-type: none"> Transportation Services Community Services BRZs 			
Timeframe	Short-term (1-2 yrs)	Priority Status	Quick-win	
Progress Measure(s)	Number of winter patio seats and number of winter patio permits requested and issued.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Economy Action E2.4

Create a city-wide, annual winter outdoor patio event that promotes [Action E2.1](#).

Desired Outcome(s)	Outdoor winter patio culture is kick-started.			
Lead Sponsor(s)	<ul style="list-style-type: none"> • WinterCity Advisory Council • WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> • BRZs • Sustainable Development Department (Responsible Hospitality Edmonton) • Edmonton Oilers 			
Timeframe	Short-term (1-2 yrs), Ongoing	Priority Status	Quick-win	
Progress Measure(s)	Earned media value and number of participants.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Economy Action E3.1

Support outdoor winter market initiatives, beginning with the BRZ-planned outdoor winter market in November 2013.

Desired Outcome(s)	Successful outdoor winter markets occur that add to the vibrancy of the local economy and winter life.			
Lead Sponsor(s)	<ul style="list-style-type: none"> • BRZs • WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> • Farmers' markets • Post-secondary institutions • High schools • WinterCity Advisory Council • Winter Festival Producers • COE 			
Timeframe	Short-term (1-2 yrs), Ongoing	Priority Status	Foundational	
Progress Measure(s)	Number of markets and participating vendors.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Economy Action E3.2

Develop a strategy that will identify, promote and encourage various winter businesses.

Desired Outcome(s)	Winter business/industry in Edmonton is obvious and important.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Chamber of Commerce EEDC Sustainable Development Department WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> Businesses 			
Timeframe	Mid-term (3-5 yrs)	Priority Status	Foundational	
Progress Measure(s)	Earned media value and number of participants.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Economy Action E3.3

Host an international winter cities conference in Edmonton in 2015.

Desired Outcome(s)	Bring together a diverse group of leaders from national and international winter cities to share and learn from each other. Provide a unique platform to feature Edmonton as a great winter city, showcasing our winter businesses and industries, quality of life and winter tourism activities.			
Lead Sponsor(s)	<ul style="list-style-type: none"> WinterCity Advisory Council WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> EEDC Office of the City Manager 			
Timeframe	Short-term (1-2 yrs)	Priority Status	Foundational	
Progress Measure(s)	Number of conference attendees and their satisfaction levels.			
Resource Status	One time funding (Community Services Department)			
Opinion of Probable Cost	2014	\$275,000	2015	\$125,000
	2016	\$0	2017-2024	\$0

Winter Economy Action E3.4

Sponsor annual outdoor winter fashion shows.

Desired Outcome(s)	Edmonton's fashion industry is encouraged to focus on winter fashions, and it is demonstrated that it can be cool to dress warmly.			
Lead Sponsor(s)	<ul style="list-style-type: none"> WinterCity Advisory Council WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> Western Canada Fashion Week Potential sponsors 			
Timeframe	Short-term (1-2 yrs), ongoing	Priority Status	Quick-win	
Progress Measure(s)	Number of participants and earned media value.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Economy Action E3.5

Explore the creation of a symposium or conference on all things winter to advance Edmonton's reputation as a world-leading winter city.

Desired Outcome(s)	The Edmonton community determines options and feasibility for hosting a symposium or conference on a potentially recurring basis.			
Lead Sponsor(s)	<ul style="list-style-type: none"> WinterCity Advisory Council WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> Chamber of Commerce Sustainable Development Department Post-secondary institutions Other northern cities Government of Alberta EEDC 			
Timeframe	Long-term (6-10+ yrs)	Priority Status	Determined effort	
Progress Measure(s)	Stakeholders' satisfaction level with recommendations.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Economy Action E3.6

Explore the creation of centre(s) of excellence for northern architecture, design and winter technology.

Desired Outcome(s)	Feasibility of creating northern centre(s) of excellence is determined.			
Lead Sponsor(s)	<ul style="list-style-type: none"> WinterCity Advisory Council WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> Post-secondary institutions Chamber of Commerce Sustainable Development Department EEDC M.A.D.E. Alberta Ministry of Enterprise and Advanced Education Industry and business partners 			
Timeframe	Mid-term (3-5 yrs)	Priority Status	Determined effort	
Progress Measure(s)	Stakeholders' satisfaction level with recommendations.			
Resource Status	To be determined			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	TBD

Winter Economy Action E3.7

Create an incentive prize or program to encourage innovation in various winter businesses.

Desired Outcome(s)	There is a culture of innovation to address local winter needs, and this local innovation is exported elsewhere.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Chamber of Commerce WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> Post secondary institutions Federal government 			
Timeframe	Mid-term (3-5 yrs)	Priority Status	Determined effort	
Progress Measure(s)	Number of local winter needs addressed and success of local products.			
Resource Status	To be determined			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	TBD	2017-2024	TBD

Winter Story Action S1.1

Create a well-developed and aligned information hub that educates and carries consistent and fun messages that encourage sharing knowledge about winter.

Desired Outcome(s)	Everyone is inspired to get outdoors and learn ways to enjoy winter.			
Lead Sponsor(s)	<ul style="list-style-type: none"> • WinterCity Advisory Council • COE Departments • WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> • Newcomers services groups • EFCL • Post-secondary institutions • School boards • EEDC • Alberta Centre for Active Living 			
Timeframe	Short-term (1-2 yrs), Ongoing	Priority Status	Foundational	
Progress Measure(s)	<ul style="list-style-type: none"> • Web analytics. • Increase in requests for information. • Increase in information coming into the hub. 			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Story Action S1.2

Explore opportunities to further integrate local indigenous winter culture and traditions into Edmonton’s overall winter culture and into our collective winter story.

Desired Outcome(s)	Increased awareness, appreciation and integration of Edmonton’s indigenous winter heritage and culture.			
Lead Sponsor(s)	<ul style="list-style-type: none"> • WinterCity Advisory Council • WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> • Founding culture organizations • Representatives of our founding cultures • Local heritage/cultural groups • Edmonton Heritage Council 		<ul style="list-style-type: none"> • Community Services Department (Aboriginal Relations Office) • EAC • Local media outlets 	
Timeframe	Short-term (1-2 yrs), Ongoing	Priority Status	Foundational	
Progress Measure(s)	Number of opportunities created for showcasing and integrating local indigenous winter culture.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Story Action S1.3

Work collaboratively with Communities in Bloom and its partners to develop an Edmonton winter beautification program.

Desired Outcome(s)	As many front yards as possible participate, making Edmonton more beautiful and interesting in winter. Everyone celebrates winter as a time to be creative and reclaim their outside spaces.			
Lead Sponsor(s)	<ul style="list-style-type: none"> • Communities in Bloom • Edmonton Horticultural Society • WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> • Community Services Department • EFCL • Sponsors • Regional municipalities and districts 			
Timeframe	Short-term (1-2 yrs), Ongoing	Priority Status	Quick-win	
Progress Measure(s)	<ul style="list-style-type: none"> • Number of entries. • Earned media value. 			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Story Action S1.4

Create an avalanche of winter stories and photos, with people submitting/sharing their own stories and photos to share locally and internationally.

Desired Outcome(s)	Increased awareness, appreciation and integration of Edmonton’s indigenous winter heritage and culture.			
Lead Sponsor(s)	<ul style="list-style-type: none"> • WinterCity Advisory Council • WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> • Edmonton Heritage Council • EAC • Aboriginal community and organizations • Local heritage/cultural groups • Local media outlets 			
Timeframe	Short-term (1-2 yrs), Ongoing	Priority Status	Quick-win	
Progress Measure(s)	<ul style="list-style-type: none"> • Number of dedicated spaces created for collections of photos and stories. • Number of photos and stories shared. 			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Story Action S1.5

Work with local media (hosts, anchors, meteorologists), as well as thought and cultural leaders, to encourage them to continue to talk more positively about winter in Edmonton.

Desired Outcome(s)	Public figures are engaged in positive dialogue and Edmonton is reinforced as a great winter city and destination.			
Lead Sponsor(s)	<ul style="list-style-type: none"> • WinterCity Advisory Council • WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> • Local media outlets • Local social media community • Office of the City Manager (Corporate Communications) • Edmonton Tourism • Chamber of Commerce • Post-secondary institutions 			
Timeframe	Short-term (1-2 yrs), Ongoing	Priority Status	Quick-win	
Progress Measure(s)	Qualitative evaluation of dialogue at events hosted by the WinterCity Advisory Council.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Story Action S1.6

Develop high-impact, low-cost community initiatives that engage a full spectrum of Edmontonians to have fun in and celebrate winter.

Desired Outcome(s)	Edmontonians are offered diverse opportunities to be engaged in winter activities, and winter in Edmonton is emphasized as being something special, worthy of being celebrated.			
Lead Sponsor(s)	<ul style="list-style-type: none"> • WinterCity Advisory Council • WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> • Community partners: TBD 			
Timeframe	Ongoing	Priority Status	Quick-win	
Progress Measure(s)	Number of community events and/or activities hosted by the WinterCity Advisory Council that are winter themed.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Story Action S1.7

Recognize and encourage appropriate use of our city’s natural areas by creating an ‘Edmonton in winter’ mobile website and/or app.

Desired Outcome(s)	A new fascination of natural and urban winter life is created, drawing people outside.			
Lead Sponsor(s)	<ul style="list-style-type: none"> • WinterCity Advisory Council • Sustainable Development Department • WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> • John Janzen Nature Centre • Local media outlets 			
Timeframe	Mid-term (3-5 yrs)	Priority Status	Determined effort	
Progress Measure(s)	Number of active projects established (e.g. geocaching and geotagging).			
Resource Status	One time funding (Sustainable Development Department)			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$30,000	2017-2024	\$0

Winter Story Action S1.8

Consult and work with school boards to explore best options for integrating enjoyment of winter into daily life.

Desired Outcome(s)	Educators are more aware of all the opportunities for children to be more active outside and enjoy winter more fully.			
Lead Sponsor(s)	<ul style="list-style-type: none"> • WinterCity Advisory Council • WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> • Edmonton school boards <ul style="list-style-type: none"> - Edmonton Public School Board - Edmonton Catholic Schools - Conseil scolaire Centre-Nord • Alberta Education • City Hall School 			
Timeframe	Short-term (1-2 yrs)	Priority Status	Determined Effort	
Progress Measure(s)	<ul style="list-style-type: none"> • Number of winter resource packages distributed. • Number of presentations to boards, schools and educators. 			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Story Action S2.1

Work collaboratively with Edmonton Tourism, regional tourism partners and Travel Alberta to develop an Edmonton Arts/Culture/Recreation ‘winter product’ package.

Desired Outcome(s)	Increased accessibility for winter activities.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Edmonton Tourism WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> EAC EEDC Regional tourism partners Travel Alberta Community Services Department Alberta Foundation for the Arts Chamber of Commerce 			
Timeframe	Short-term (1-2 yrs)	Priority Status	Foundational	
Progress Measure(s)	Number of winter tourism product packages available for people to purchase.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Story Action S2.2

Develop a winter chapter of the Edmonton brand. The winter chapter should invigorate Edmontonians, speaking to our city’s extremes: light and dark, hot and cold, wild and cozy, contemporary and ancient. It should also play on our classic Edmonton self-deprecating humour.

Desired Outcome(s)	Embrace winter as a core part of Edmonton’s identity, and one of which we can be proud.			
Lead Sponsor(s)	<ul style="list-style-type: none"> WinterCity Advisory Council EEDC Office of the City Manager (Corporate Communications) WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> Chamber of Commerce EFCL Winter festival producers EAC Edmonton Tourism Founding culture organizations City Image and Reputation initiative (Make Something Edmonton) 			
Timeframe	Short-term (1-2 yrs)	Priority Status	Foundational	
Progress Measure(s)	Results of EEDC/COE evaluation, including surveys, focus groups and environmental scans.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Story Action S2.3

Leverage marketing campaigns to increase focus on Edmontonians’ humour, resilience and pride in being a great northern city.

Desired Outcome(s)	More Edmontonians are sharing positive stories about winter in Edmonton with each other and with others.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Edmonton Tourism WinterCity Advisory Council WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> Chamber of Commerce EAC EEDC Edmonton Oilers Northlands City Image and Reputation initiative 			
Timeframe	Short-term (1-2 yrs), Ongoing	Priority Status	Quick-win	
Progress Measure(s)	Number of campaigns that promote sharing of positive winter stories.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Story Action S2.4

Leverage all potential marketing funds to support winter partnerships and tourism initiatives.

Desired Outcome(s)	There is a focus on, and growth in, wintertime tourism. Edmonton becomes a great winter destination.			
Lead Sponsor(s)	<ul style="list-style-type: none"> EEDC - Edmonton Tourism WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> Alberta Tourism, Parks and Recreation Travel Alberta Canadian Tourism Commission 			
Timeframe	Ongoing	Priority Status	Quick-win	
Progress Measure(s)	Proportion of funds allocated to support winter partnerships and tourism initiatives.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Story Action S2.5

Work to incorporate and share digital assets of Edmonton in winter in marketing materials, reports, publications and other materials.

Desired Outcome(s)	Winter in Edmonton is showcased.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Office of the City Manager (Corporate Communications) Edmonton Tourism WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> COE Departments EEDC (Edmonton Film Commissioner) 			
Timeframe	Short-term (1-2 yrs), Ongoing	Priority Status	Quick-win	
Progress Measure(s)	<ul style="list-style-type: none"> Number of winter images downloaded from the asset management system. Number of winter images in City of Edmonton materials. 			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Story Action S3.1

Create a multi-sector WinterCity Advisory Council to champion, lead and oversee implementation of the WinterCity Strategy.

Desired Outcome(s)	The WinterCity vision is realized expeditiously.			
Lead Sponsor(s)	<ul style="list-style-type: none"> Community Services Department WinterCity Coordinator 			
Suggested Partner(s)	<ul style="list-style-type: none"> City Council COE Administration Community Leaders 			
Timeframe	Short-term (1-2 yrs)	Priority Status	Foundational	
Progress Measure(s)	Satisfaction level of Council, Corporate Leadership Team and the WinterCity Coordinator with effectiveness of the Advisory Council.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Story Action S3.2

Create or identify a WinterCity Coordinator position to support the work of the WinterCity Advisory Council.

Desired Outcome(s)	The WinterCity Advisory Council is supported in its work.			
Lead Sponsor(s)	Community Services Department			
Suggested Partner(s)				
Timeframe	Short-term (1-2 yrs)	Priority Status	Foundational	
Progress Measure(s)	Satisfaction level of the Advisory Council with the Coordinator.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Story Action S3.3

Develop a City of Edmonton Council-approved 10-year WinterCity Implementation Plan which will identify priorities, quick wins, partners, indicators of success and resources needed to implement the WinterCity Strategy. This plan will outline how to engage Edmontonians in shifting attitudes toward winter, as well as sharing and promoting Edmonton's great northern story.

Desired Outcome(s)	There is a roadmap to realizing the WinterCity vision.			
Lead Sponsor(s)	<ul style="list-style-type: none"> • WinterCity Advisory Council • WinterCity Coordinator 			
Suggested Partner(s)	Multiple - most partners are identified in this plan			
Timeframe	Short-term (1-2 yrs)	Priority Status	Foundational	
Progress Measure(s)	Results of Implementation Plan progress measures.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0

Winter Story Action S3.4

Develop a multi-dimensional evaluation framework for the WinterCity Strategy objectives.

Desired Outcome(s)	The impact of Edmonton's WinterCity Strategy is easily seen in the way we live, the way we design our city, in our economy, and in our collective narrative.			
Lead Sponsor(s)	<ul style="list-style-type: none"> • WinterCity Advisory Council • WinterCity Coordinator 			
Suggested Partner(s)				
Timeframe	Ongoing	Priority Status	Determined effort	
Progress Measure(s)	Results of 3, 5 and 10-year reviews of all Implementation Plan progress measures.			
Resource Status	No new COE resources required.			
Opinion of Probable Cost	2014	\$0	2015	\$0
	2016	\$0	2017-2024	\$0



Template Acronyms

AAA	Alberta Association of Architects
AALA	Alberta Association of Landscape Architects
AGLC	Alberta Gaming and Liquor Commission
AMA	Alberta Motor Association
APEGA	Association of Professional Engineers and Geoscientists of Alberta
APPI	Alberta Professional Planners Institute
ARFA	Alberta Restaurant Foodservice Association
BOMA	Building Owners and Managers Association
BRZs	Business Revitalization Zones
COE	City of Edmonton
CSLA	Canadian Society of Landscape Architects
EAC	Edmonton Arts Council
EBC	Edmonton Bicycle Commuters' Society
EDC	Edmonton Design Committee
EEDC	Edmonton Economic Development Corporation
EFCL	Edmonton Confederation of Community Leagues
EPS	Edmonton Police Service
ETS	Edmonton Transit System
M.A.D.E.	Media, Art, Design Exposed in Edmonton
NGOs	Non-governmental organizations
RVA	River Valley Alliance
TAC	Transportation Association of Canada
TBD	To be determined
UDI	Urban Development Institute

APPENDIX A

WinterCity Advisory Council Members

Ben Henderson, Co-Chair, City Councillor

Simon O'Byrne, Co-Chair, Stantec

Dave Loken, City Councillor

Lindsay Dodd, Chamber of Commerce

Julie Charchun, NextGen Committee

David Dodge, Edmonton Federation of Community Leagues

Christy Morin, Deep Freeze Festival and Avenue Initiative

Jeff McLaren, 124 Street Business Association

Tammy Pidner, Edmonton Economic Development Corporation

Maggie Davison, Edmonton Economic Development Corporation - Edmonton Tourism

Darrin Hagen, Guys in Disguise

Paul Moulton/John Mahon, Edmonton Arts Council

D'Arcy Ross, Edmonton Speed Skating Association

Faaiza Ramji, Faaiza Ramji Consulting

Lisa Baroldi, Progress Unlimited

MJ Belcourt Moses

Brian Latte, City of Edmonton - Transportation Services

Anne Jarman, City of Edmonton - Corporate Services

Sherelyn Caderma/Michael Burton, City of Edmonton - Financial Services & Utilities

Walter Trocenko, City of Edmonton - Sustainable Development

Katherine Heath-Eves, City of Edmonton - Office of the City Manager



APPENDIX B

WinterCity Implementation Plan Opinions of Probable Additional Cost (Cost estimates reflect new asks only, not costs covered under existing budgets.)

Action	Description	2014	2015	2016	2017	2018
L1.1	More commercial anchor points in river valley	\$0	\$0	\$0	\$0	\$0
L1.2	Equipment rentals in river valley	\$0	\$0	\$0-\$20,000	\$0	\$0
L1.3	Develop more skating opportunities	\$0	\$0	\$0	\$0	\$0
L1.4	Increased x-country ski trail connectivity	\$95,000	\$0	\$0	TBD	TBD
L1.5	Free skates at rinks	\$0	\$0	\$0	\$0	\$0
L1.6	Community toolkit	\$0	\$0	\$0	\$0	\$0
L1.7	Coordinate city-wide community level festivals	\$0	\$0	\$0	\$0	\$0
L1.8	Create opportunities for fire pits	\$0	\$0	\$0	\$0	\$0
L1.9	Sponsor free ski lessons	\$0	\$0	\$0	\$0	\$0
L1.10	Integrated way-finding systems	\$0	\$0	TBD	\$0	\$0
L1.11	Creative snow and ice projects	\$0	\$0	\$0	\$0	\$0
New Asks		\$95,000	\$0	\$0-\$20,000	\$0	\$0
L2.1	Categorize/prioritize snow clearing on walkways	\$0	\$0	TBD	TBD	\$0
L2.2	Sidewalk removal strategies in BRZ areas	\$0	\$0	\$0	\$0	\$0
L2.3	Pilot for City clearing snow in high density area	\$0	\$0	TBD	TBD	TBD
L2.4	Pilot free transit service when super cold	\$0	\$0	\$500,000*	\$500,000*	\$500,000*
L2.5	Pilot bike route snow clearing program	\$0	\$0	\$0	\$0	\$0
L2.6	Parks walkways clearing	\$0	\$0	\$0	\$0	\$0
L2.7	Increased bylaw enforcement	\$0	\$0	\$0	\$0	\$0
L2.8	Support NGOs to enhance transportation	\$0	TBD	TBD	TBD	TBD
L2.9	Develop accommodations for jaywalking	\$0	\$0	\$0	\$0	\$0
L2.10	Work with transit re: shelters	\$0	TBD	TBD	TBD	TBD
L2.11	Increased promotion of stop request program	\$0	\$0	\$0	\$0	\$0
L2.12	Transportation to winter events	\$0	TBD	TBD	\$0	\$0
New Asks		\$0	TBD	\$500,000*	\$500,000*	\$500,000*
D1.1	Develop winter design guidelines	\$0	\$0	\$0	\$0	\$0
D1.2	Pilots to test winter design guidelines	\$0	\$0	\$0	\$0	\$0
D1.3	Create COE policy re: winter city guidelines	\$0	\$0	\$0	\$0	\$0
D1.4	Update design standards for crosswalks	\$0	\$0	\$0	\$0	\$0

2019	2020	2021	2022	2023	Ten Year Investment	Funding Type	Budget Sponsor
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	CS and SD
\$0	\$0	\$0	\$0	\$0	\$0-20,000	In Base Budget	CS
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	WC
TBD	TBD	TBD	TBD	TBD	\$80,000 \$15,000	In Base Budget One Time Funding	CS
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	WC
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	CS
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	WC
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	WC
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	WC
\$0	\$0	\$0	\$0	\$0	TBD	One Time Funding	CS
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	CS and TS
\$0	\$0	\$0	\$0	\$0	\$95,000-\$115,000		
\$0	\$0	\$0	\$0	\$0	TBD	In Base Budget	TS
\$0	\$0	\$0	\$0	\$0	\$0	TBD	BRZs
\$0	\$0	\$0	\$0	\$0	TBD	One Time Funding	TS
TBD	\$0	\$0	\$0	\$0	\$1,500,000*	One Time Funding	TS
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	TS
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	TS
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	CS
TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	TS and SD
TBD	TBD	TBD	TBD	TBD	TBD	One Time Funding	TS
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	TS
\$0	\$0	\$0	\$0	\$0	TBD	TBD	TBD
TBD	TBD	TBD	TBD	TBD	\$1,500,000*		
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	SD
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	SD
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	WC
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	TS

Action	Description	2014	2015	2016	2017	2018
D1.5	Require boulevard sidewalks	\$0	\$0	\$0	\$0	\$0
D1.6	Educational campaign re: winter design	\$0	\$0	\$0	\$0	\$0
New Asks		\$0	\$0	\$0	\$0	\$0
D2.1	Incorporate guidelines into framework	\$0	\$0	\$0	\$0	\$0
D2.2	Integrated lighting master plan	\$250,000	\$0	\$0	\$0	\$0
D2.3	Pilot to light heritage buildings	\$0	\$0	\$50k-\$150k	\$50k-\$150k	\$50k-\$150k
D2.4	Support EDC	\$0	\$0	\$0	\$0	\$0
D2.5	Develop recognition program	\$0	\$0	\$0	\$0	\$0
D2.6	Create directive re: Winter City objectives	\$0	\$0	\$0	\$0	\$0
New Asks		\$250,000	\$0	\$50k-\$150k	\$50k-\$150k	\$50k-\$150k
E1.1	Business plan for festival body	\$100,000	\$0	\$0	\$0	\$0
New Asks		\$100,000	\$0	\$0	\$0	\$0
E2.1	Winter patio development program	\$0	\$100,000	\$50,000	\$0	\$0
E2.2	Amend provincial alcohol restrictions	\$0	\$0	\$0	\$0	\$0
E2.3	Simplify process and regulations for patios	\$0	\$0	\$0	\$0	\$0
E2.4	City-wide patio event	\$0	\$0	\$0	\$0	\$0
New Asks		\$0	\$100,000	\$50,000	\$0	\$0
E3.1	Outdoor winter market initiatives	\$0	\$0	\$0	\$0	\$0
E3.2	Encourage winter businesses	\$0	\$0	\$0	\$0	\$0
E3.3	Winter Cities conference	\$275,000	\$125,000	\$0	\$0	\$0
E3.4	Outdoor winter fashion show(s)	\$0	\$0	\$0	\$0	\$0
E3.5	Symposium on all things winter	\$0	\$0	\$0	TBD	TBD
E3.6	Explore creation of centre(s) of excellence	\$0	\$0	\$0	TBD	TBD
E3.7	Innovation prize	\$0	\$0	TBD	TBD	TBD
New Asks		\$275,000	\$125,000	TBD	TBD	TBD
S1.1	Create information hub	\$0	\$0	\$0	\$0	\$0
S1.2	Increase awareness of indigenous winter culture	\$0	\$0	\$0	\$0	\$0
S1.3	Develop winter beautification program	\$0	\$0	\$0	\$0	\$0
S1.4	Winter stories and photos	\$0	\$0	\$0	\$0	\$0
S1.5	Work with media and thought leaders	\$0	\$0	\$0	\$0	\$0
S1.6	Variety of community engagement initiatives	\$0	\$0	\$0	\$0	\$0

* NB. These amounts represent lost revenue that may be offset.

2019	2020	2021	2022	2023	Ten Year Investment	Funding Type	Budget Sponsor
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	TS and SD
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	SD and WC
\$0	\$0	\$0	\$0	\$0	\$0		
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	S, CS and TS
\$0	\$0	\$0	\$0	\$0	\$250,000	One Time Funding	SD
TBD	\$0	\$0	\$0	\$0	\$150,000-\$450,000	One Time Funding	SD
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	WC and SD
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	WC and SD
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	WC
TBD	\$0	\$0	\$0	\$0	\$400,000-\$700,000		
\$0	\$0	\$0	\$0	\$0	\$100,000	One Time Funding	CS
\$0	\$0	\$0	\$0	\$0	\$100,000		
\$0	\$0	\$0	\$0	\$0	\$150,000	In Base Budget	SD
\$0	\$0	\$0	\$0	\$0	\$0	One Time Funding	CM
\$0	\$0	\$0	\$0	\$0	\$0	One Time Funding	SD
\$0	\$0	\$0	\$0	\$0	\$0	One Time Funding	WC
\$0	\$0	\$0	\$0	\$0	\$150,000		
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	BRZs
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	WC
\$0	\$0	\$0	\$0	\$0	\$400,000	One Time Funding	CS and WC
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	WC
TBD	TBD	TBD	TBD	TBD	TBD	One Time Funding	WC
TBD	TBD	TBD	TBD	TBD	TBD	Base Budget then TBD	WC then TBD
TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
TBD	TBD	TBD	TBD	TBD	\$400,000		
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	WC
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	WC
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	CS and WC
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	WC
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	WC
\$0	\$0	\$0	\$0	\$0	\$0	In Base Budget	WC

Action	Description	2014	2015	2016	2017	2018
S1.7	Create Edmonton winter nature app	\$0	\$0	\$30,000	\$0	\$0
S1.8	Work with school boards	\$0	\$0	\$0	\$0	\$0
New Asks		\$0	\$0	\$30,000	\$0	\$0
S2.1	Develop 'winter product' tourism package	\$0	\$0	\$0	\$0	\$0
S2.2	Develop winter chapter of Edmonton brand	\$0	\$0	\$0	\$0	\$0
S2.3	Leverage marketing campaigns	\$0	\$0	\$0	\$0	\$0
S2.4	Leverage marketing funds for winter	\$0	\$0	\$0	\$0	\$0
S2.5	Share digital assets	\$0	\$0	\$0	\$0	\$0
New Asks		\$0	\$0	\$0	\$0	\$0
S3.1	Create Advisory Council	\$0	\$0	\$0	\$0	\$0
S3.2	Identify Coordinator	\$0	\$0	\$0	\$0	\$0
S3.3	Develop implementation plan	\$0	\$0	\$0	\$0	\$0
S3.4	Develop evaluation framework	\$0	\$0	\$0	\$0	\$0
New Asks		\$0	\$0	\$0	\$0	\$0
Total annual additional investments**		\$720,000	\$225,000	\$630k-\$750k*	\$550k-\$650k*	\$550k-\$650k*

Total increases to Base Budget**	\$80,000	\$100,000	\$50k-\$70k	TBD	TBD
Total increases to CM Base Budget	\$0	\$0	\$0	\$0	\$0
Total increases to CS Base Budget	\$80,000	\$0	\$0-\$20,000	\$0	\$0
Total increases to FSU Base Budget	\$0	\$0	\$0	\$0	\$0
Total increases to SD Base Budget	\$0	\$100,000	\$50,000	\$0	\$0
Total increases to TS Base Budget	\$0	TBD	TBD	TBD	TBD
Total increases to WC Base Budget	\$0	\$0	\$0	\$0	\$0

Total One Time Funding Asks**	\$640,000	\$125,000	\$580k-\$680k*	\$550k-\$650k*	\$550k-\$650k*
Total CM One-Time Funding Asks	\$0	\$0	\$0	\$0	\$0
Total CS One-Time Funding Asks	\$390,000	\$125,000	\$0	\$0	\$0
Total FSU One-Time Funding Asks	\$0	\$0	\$0	\$0	\$0
Total SD One-Time Funding Asks	\$250,000	\$0	\$80k-\$180k	\$50k-\$150k	\$50k-\$150k
Total TS One-Time Funding Asks	\$0	TBD	\$500,000*	\$500,000*	\$500,000*
Total WC One-Time Funding Asks	\$0	\$0	\$0	TBD	TBD

** Do not include TBD amounts

* Amounts include lost revenue in Action 2.7

APPENDIX C

List of All Actions

WINTER LIFE	
	Goal L1
L1.1	Commercial anchor points in parks
L1.2	Equipment rental & lessons
L1.3	Increased skating opportunities
L1.4	Increased x-country ski trail connectivity
L1.5	Free skates
L1.6	Winter party toolkit
L1.7	City-wide community festival
L1.8	Fire in outdoor public spaces
L1.9	Free skiing/snowboarding lessons
L1.10	Integrated way-finding systems into RV
L1.11	Ice & snow as a resource

	Goal L2
L2.1	Categorize/prioritize snow clearing on walkways
L2.2	BRZ sidewalk clearing
L2.3	Pilot: COE clears residential sidewalks
L2.4	Free public transit when cold
L2.5	Pilot: On-street bike route clearing
L2.6	Parks walkways clearing
L2.7	Snow-removal bylaw enforcement
L2.8	Shuttle-type transit to shelters
L2.9	Accommodations for jaywalking
L2.10	Transit shelters
L2.11	Transit drop-off away from stops
L2.12	Transportation to winter events

WINTER DESIGN	
	Goal D1
D1.1	Winter design guidelines
D1.2	Pilots: test winter design guidelines
D1.3	COE adherence to winter city guidelines
D1.4	Walkways & crosswalks design
D1.5	Boulevard sidewalks
D1.6	Educational campaign re: winter design

	Goal D2
D2.1	COE governance framework
D2.2	Lighting master plan
D2.3	Light heritage buildings
D2.4	Support EDC
D2.5	Developer recognition program
D2.6	Winter strategy incl'd in COE negotiations

WINTER ECONOMY

Goal E1	
E1.1	Winter Festival Facilitating & Nurturing Body

Goal E2	
E2.1	Winter patio development program
E2.2	Amend provincial alcohol restrictions
E2.3	Simplify process & regulations for patios
E2.4	City-wide patio event

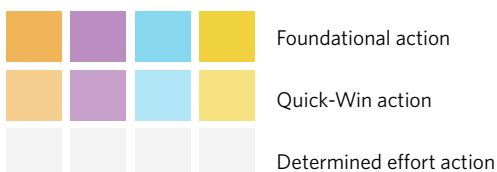
Goal E3	
E3.1	Outdoor winter market
E3.2	Promote winter businesses
E3.3	Winter cities conference
E3.4	Outdoor winter fashion show
E3.5	Symposium on all things winter
E3.6	Centre(s) of excellence
E3.7	Innovation prize

WINTER STORY

Goal S1	
S1.1	Information hub
S1.2	Indigenous winter culture
S1.3	Winter beautification program
S1.4	Winter stories & photos
S1.5	Media & leaders
S1.6	Variety of community engagement initiatives
S1.7	Edmonton in winter app
S1.8	School boards resource kit

Goal S2	
S2.1	Develop 'winter product' tourism package
S2.2	Winter chapter of Edmonton brand
S2.3	Leverage marketing campaigns
S2.4	Leverage marketing funds for winter
S2.5	Share digital assets

Goal S3	
S3.1	WinterCity Advisory Council
S3.2	WinterCity Coordinator
S3.3	Implementation Plan
S3.4	Evaluation framework





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