



# FOR THE LOVE OF WINTER

## WinterCity Strategy Implementation Plan



For the Love of Winter

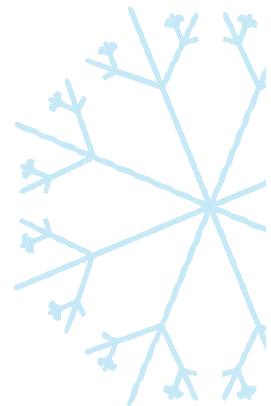


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**We've heard loud and clear from Edmontonians that it's time to reclaim the joy of winter and to embrace the season that is so central to our identity. This Implementation Plan is our road map to thinking differently and to working together as a community 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](http://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 framework<sup>1</sup> 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 cost<sup>2</sup>. 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.

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

<sup>2</sup> 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"> <li>City of Edmonton (COE) Departments                             <ul style="list-style-type: none"> <li>- Community Services</li> <li>- Sustainable Development</li> </ul> </li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>River Valley Alliance (RVA)</li> <li>Sports groups</li> <li>Golf &amp; ski clubs (Nordic and alpine)</li> <li>Edmonton Federation of Community Leagues (EFCL)</li> <li>YMCA</li> </ul>		<ul style="list-style-type: none"> <li>Hospitality industry</li> <li>Alberta Restaurant Foodservice Association (ARFA)</li> <li>Food truck vendors</li> <li>Chamber of Commerce</li> </ul>	
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"> <li>Community Services Department</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>EFCL</li> <li>Businesses (e.g. Sport Chek, River Valley Adventure Co.)</li> <li>Non-profit (e.g. Sports Central)</li> <li>Newcomer services groups</li> </ul>		<ul style="list-style-type: none"> <li>Edmonton Economic Development Corporation (EEDC)</li> <li>Edmonton Nordic Ski Club</li> <li>Edmonton alpine ski clubs</li> <li>Edmonton Speed Skating Association</li> </ul>	
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"> <li>Community Services Department</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>EFCL</li> <li>Edmonton Speed Skating Association</li> </ul>			
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"> <li>Community Services Department</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>Edmonton Nordic Ski Club</li> </ul>			
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"> <li>Community Services Department</li> <li>EFCL</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>Non-profit organizations (e.g. Sports Central)</li> <li>Businesses (e.g. Sport Chek)</li> <li>YMCA</li> <li>Newcomer services groups</li> </ul>		<ul style="list-style-type: none"> <li>Office of the City Manager (Corporate Communications)</li> <li>Edmonton Sport Council</li> <li>Volunteer organizations</li> </ul>	
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"> <li>Community Services Department</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>Winter festival producers</li> <li>EFCL</li> <li>Business Revitalization Zones (BRZs)</li> </ul>		<ul style="list-style-type: none"> <li>COE Departments                             <ul style="list-style-type: none"> <li>Corporate Services Department (Law)</li> <li>Transportation Services</li> </ul> </li> </ul>	
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"> <li>• WinterCity Coordinator</li> <li>• EFCL</li> <li>• Community leagues</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>• Silver Skate and other winter festival producers</li> </ul>			
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"> <li>• COE Departments                             <ul style="list-style-type: none"> <li>- Community Services</li> <li>- Sustainable Development</li> </ul> </li> <li>• WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>• Winter festivals producers</li> <li>• Building Owners and Managers Association (BOMA)</li> <li>• Indigenous Peoples’ Art and Cultural Coalition</li> <li>• BRZs</li> </ul>		<ul style="list-style-type: none"> <li>• COE Departments                             <ul style="list-style-type: none"> <li>- Corporate Services</li> <li>- Transportation Services</li> </ul> </li> <li>• Businesses</li> </ul>	
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"> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>Local alpine ski clubs</li> </ul>			
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"> <li>Community Services Department</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>RVA</li> <li>Edmonton Nordic Ski Club</li> <li>Edmonton Tourism</li> <li>Alberta Health Services</li> </ul>		<ul style="list-style-type: none"> <li>COE Departments                             <ul style="list-style-type: none"> <li>- Transportation Services</li> <li>- Sustainable Development</li> </ul> </li> </ul>	
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"> <li>• EFCL</li> <li>• School boards</li> <li>• Edmonton Arts Council (EAC)</li> <li>• WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>• BRZs</li> <li>• Silver Skate Festival</li> <li>• COE Departments                             <ul style="list-style-type: none"> <li>- Community Services</li> <li>- Transportation Services</li> </ul> </li> </ul>			
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"> <li>• Transportation Services Department</li> <li>• WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>• COE Departments                             <ul style="list-style-type: none"> <li>- Sustainable Development</li> <li>- Community Services</li> </ul> </li> <li>• Trails, Paths and Routes Advisory Committee</li> <li>• Edmonton Bicycle Commuters' Society (EBC)</li> </ul>			
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"> <li>BRZs</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>COE Departments                             <ul style="list-style-type: none"> <li>Sustainable Development</li> <li>Financial Services and Utilities</li> <li>Corporate Services (Law)</li> <li>Transportation Services</li> </ul> </li> </ul>			
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"> <li>COE Departments                             <ul style="list-style-type: none"> <li>Transportation Services</li> <li>Community Services (Community Standards)</li> </ul> </li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>COE Departments                             <ul style="list-style-type: none"> <li>Sustainable Development</li> <li>Financial Services and Utilities (Assessment and Taxation)</li> <li>Corporate Services (Law)</li> </ul> </li> </ul>			
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"> <li>Transportation Services Department</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>Community Services Department</li> </ul>			
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"> <li>Transportation Services Department</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>COE Departments                             <ul style="list-style-type: none"> <li>Sustainable Development</li> <li>Community Services</li> </ul> </li> </ul>			
Timeframe	Short-term (1-2 yrs)	Priority Status	Quick-win	
Progress Measure(s)	<ul style="list-style-type: none"> <li>Results of Transportation Services' evaluation.</li> <li>Winter cyclists' satisfaction surveyed as part of Transportation Services Department's surveys.</li> <li>Percentage of citizens satisfied with snow clearing on on-street bike routes.</li> </ul>			
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"> <li>Community Services Department</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>Transportation Services Department</li> <li>Vision for an Age-Friendly Edmonton</li> <li>Advisory Board on Services for Persons with Disabilities</li> <li>EFCL</li> </ul>			
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"> <li>Community Services Department (Community Standards)</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>COE Departments                             <ul style="list-style-type: none"> <li>Corporate Services (Law)</li> <li>Transportation Services</li> </ul> </li> </ul>			
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"> <li>• NGOs</li> <li>• WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>• Community Services Department</li> <li>• Business community</li> </ul>			
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"> <li>• COE Departments                             <ul style="list-style-type: none"> <li>- Transportation Services</li> <li>- Sustainable Development</li> </ul> </li> <li>• WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>• COE Departments                             <ul style="list-style-type: none"> <li>- Corporate Services (Law)</li> <li>- Community Services (Community Standards)</li> </ul> </li> <li>• Edmonton Police Service (EPS)</li> </ul>			
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"> <li>Transportation Services Department</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>COE Departments:                             <ul style="list-style-type: none"> <li>Community Services</li> <li>Sustainable Development (Responsible Hospitality Edmonton)</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>Vision for an Age-Friendly Edmonton</li> <li>Advisory Board on Services for Persons with Disabilities</li> <li>Post-secondary institutions</li> </ul>	
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"> <li>Transportation Services Department</li> <li>WinterCity Coordinator</li> </ul>			
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"> <li>• COE Departments                             <ul style="list-style-type: none"> <li>- Transportation Services (ETS)</li> <li>- Community Services (Civic Events)</li> </ul> </li> <li>• WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>• Social service agencies</li> <li>• Newcomer agencies</li> <li>• Alberta Legislature</li> </ul>			
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"> <li>Sustainable Development Department, working with a steering committee</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>BOMA</li> <li>UDI</li> <li>AAA</li> <li>ALA</li> <li>M.A.D.E.</li> <li>Association of Professional Engineers and Geoscientists of Alberta (APEGA)</li> <li>Edmonton Design Committee (EDC)</li> <li>University of Alberta</li> </ul>			
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"> <li>COE Departments                             <ul style="list-style-type: none"> <li>Sustainable Development</li> <li>Community Services</li> </ul> </li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>BOMA</li> <li>UDI</li> <li>AAA</li> <li>ALA</li> <li>APEGA</li> <li>EDC</li> <li>University of Alberta</li> </ul>			
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"> <li>Community Services Department</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>Sustainable Development Department</li> <li>EDC</li> </ul>			
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"> <li>Transportation Services Department</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>EDC</li> <li>Post-secondary institutions</li> <li>COE Departments                             <ul style="list-style-type: none"> <li>Community Services</li> <li>Financial Services and Utilities</li> </ul> </li> <li>Transportation Association of Canada (TAC)</li> <li>UDI</li> <li>EBC</li> <li>Alberta Motor Association (AMA)</li> <li>Edmonton Seniors Coordinating Council</li> <li>Vision for an Age-Friendly Edmonton</li> <li>Advisory Board on Services for Persons with Disabilities</li> <li>Alberta Roadbuilders &amp; Heavy Construction Assoc.</li> </ul>			
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"> <li>COE Departments                             <ul style="list-style-type: none"> <li>Sustainable Development</li> <li>Transportation Services</li> </ul> </li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>COE Departments                             <ul style="list-style-type: none"> <li>Financial Services and Utilities (Drainage Services)</li> <li>Community Services (Fire Rescue Services)</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>UDI</li> <li>Alberta Roadbuilders &amp; Heavy Construction Association</li> </ul>	
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"> <li>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.</li> <li>Developers implement winter city design principles in their projects, and the City of Edmonton incrementally becomes more winter-friendly.</li> </ul>			
Lead Sponsor(s)	<ul style="list-style-type: none"> <li>WinterCity Advisory Council</li> <li>Sustainable Development Department</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>COE Departments                             <ul style="list-style-type: none"> <li>Transportation Services</li> <li>Community Services</li> </ul> </li> <li>Urban Development Institute (UDI)</li> <li>EFCL</li> <li>BRZs</li> <li>Next Gen</li> <li>M.A.D.E.</li> <li>EDC</li> <li>Edmonton Heritage Council</li> </ul>		<ul style="list-style-type: none"> <li>Alberta Association of Architects (AAA)</li> <li>Alberta Professional Planners Institute (APPI)</li> <li>BOMA</li> <li>Alberta Association of Landscape Architects (AALA)</li> <li>University of Alberta (Planning and engineering programs, and City Region Studies Centre)</li> <li>Canadian Home Builders' Association Edmonton Region</li> <li>Chamber of Commerce</li> </ul>	
Timeframe	Mid-term (3-5 yrs), Ongoing	Priority Status	Foundational	
Progress Measure(s)	<ul style="list-style-type: none"> <li>Number of educational campaigns on best practices for winter design and number of participants.</li> <li>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.</li> </ul>			
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"> <li>COE Departments                             <ul style="list-style-type: none"> <li>Sustainable Development</li> <li>Transportation Services</li> <li>Community Services</li> </ul> </li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>BOMA</li> <li>UDI</li> <li>AAA</li> </ul>		<ul style="list-style-type: none"> <li>AALA</li> <li>APPI</li> <li>Canadian Home Builders' Association Edmonton Region</li> </ul>	
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"> <li>Sustainable Development Department</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>EPCOR</li> <li>UDI</li> <li>BOMA</li> <li>AAA</li> <li>Business Associations</li> <li>EFCL</li> <li>Light Efficient Community Coalition</li> <li>Projection/lighting experts</li> </ul>		<ul style="list-style-type: none"> <li>Property managers of individual buildings</li> <li>EPS</li> <li>EAC</li> <li>EDC</li> <li>COE Departments                             <ul style="list-style-type: none"> <li>Community Services</li> <li>Transportation Services</li> </ul> </li> <li>Chamber of Commerce</li> </ul>	
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"> <li>Sustainable Development Department</li> <li>Edmonton Heritage Council</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>UDI</li> <li>EPCOR</li> <li>Business associations</li> <li>EFCL</li> <li>Light Efficient Community Coalition</li> <li>BOMA</li> <li>AAA</li> <li>EPS</li> <li>EAC</li> <li>EDC</li> <li>Property managers of individual buildings</li> <li>Other interested organizations</li> </ul>			
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"> <li>Sustainable Development Department</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>EDC</li> <li>AAA</li> <li>AALA</li> </ul>			
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"> <li>Sustainable Development Department</li> <li>WinterCity Advisory Council</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>UDI</li> <li>AAA</li> <li>EFCL</li> <li>EDC</li> <li>ALA</li> <li>APPI</li> <li>Royal Architectural Institute of Canada</li> <li>M.A.D.E.</li> </ul>			
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"> <li>Sustainable Development Department</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>UDI</li> <li>AAA</li> <li>EFCL</li> </ul>			
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"> <li>Community Services Department</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>Winter festivals</li> <li>EFCL</li> <li>Potential new festival groups</li> </ul>			
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"> <li>Sustainable Development Department</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>BRZs</li> <li>Transportation Services Department</li> <li>City facilities</li> <li>ARFA</li> </ul>			
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"> <li>COE Departments                             <ul style="list-style-type: none"> <li>Sustainable Development</li> <li>Office of the City Manager (Intergovernmental and External Affairs)</li> </ul> </li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>COE Departments                             <ul style="list-style-type: none"> <li>Community Services</li> <li>Transportation Services</li> </ul> </li> <li>Hospitality industry</li> <li>ARFA</li> <li>BRZ Council</li> <li>Other municipalities</li> </ul>			
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"> <li>Sustainable Development Department</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>COE Departments                             <ul style="list-style-type: none"> <li>Transportation Services</li> <li>Community Services</li> </ul> </li> <li>BRZs</li> </ul>			
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"> <li>• WinterCity Advisory Council</li> <li>• WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>• BRZs</li> <li>• Sustainable Development Department (Responsible Hospitality Edmonton)</li> <li>• Edmonton Oilers</li> </ul>			
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"> <li>• BRZs</li> <li>• WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>• Farmers' markets</li> <li>• Post-secondary institutions</li> <li>• High schools</li> <li>• WinterCity Advisory Council</li> <li>• Winter Festival Producers</li> <li>• COE</li> </ul>			
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"> <li>Chamber of Commerce</li> <li>EEDC</li> <li>Sustainable Development Department</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>Businesses</li> </ul>			
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"> <li>WinterCity Advisory Council</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>EEDC</li> <li>Office of the City Manager</li> </ul>			
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"> <li>• WinterCity Advisory Council</li> <li>• WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>• Western Canada Fashion Week</li> <li>• Potential sponsors</li> </ul>			
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"> <li>• WinterCity Advisory Council</li> <li>• WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>• Chamber of Commerce</li> <li>• Sustainable Development Department</li> <li>• Post-secondary institutions</li> <li>• Other northern cities</li> <li>• Government of Alberta</li> <li>• EEDC</li> </ul>			
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"> <li>WinterCity Advisory Council</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>Post-secondary institutions</li> <li>Chamber of Commerce</li> <li>Sustainable Development Department</li> <li>EEDC</li> </ul>		<ul style="list-style-type: none"> <li>M.A.D.E.</li> <li>Alberta Ministry of Enterprise and Advanced Education</li> <li>Industry and business partners</li> </ul>	
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"> <li>Chamber of Commerce</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>Post secondary institutions</li> <li>Federal government</li> </ul>			
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"> <li>WinterCity Advisory Council</li> <li>COE Departments</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>Newcomers services groups</li> <li>EFCL</li> <li>Post-secondary institutions</li> <li>School boards</li> <li>EEDC</li> <li>Alberta Centre for Active Living</li> </ul>			
Timeframe	Short-term (1-2 yrs), Ongoing	Priority Status	Foundational	
Progress Measure(s)	<ul style="list-style-type: none"> <li>Web analytics.</li> <li>Increase in requests for information.</li> <li>Increase in information coming into the hub.</li> </ul>			
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"> <li>WinterCity Advisory Council</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>Founding culture organizations</li> <li>Representatives of our founding cultures</li> <li>Local heritage/cultural groups</li> <li>Edmonton Heritage Council</li> </ul>		<ul style="list-style-type: none"> <li>Community Services Department (Aboriginal Relations Office)</li> <li>EAC</li> <li>Local media outlets</li> </ul>	
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"> <li>• Communities in Bloom</li> <li>• Edmonton Horticultural Society</li> <li>• WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>• Community Services Department</li> <li>• EFCL</li> <li>• Sponsors</li> <li>• Regional municipalities and districts</li> </ul>			
Timeframe	Short-term (1-2 yrs), Ongoing	Priority Status	Quick-win	
Progress Measure(s)	<ul style="list-style-type: none"> <li>• Number of entries.</li> <li>• Earned media value.</li> </ul>			
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"> <li>• WinterCity Advisory Council</li> <li>• WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>• Edmonton Heritage Council</li> <li>• EAC</li> <li>• Aboriginal community and organizations</li> <li>• Local heritage/cultural groups</li> <li>• Local media outlets</li> </ul>			
Timeframe	Short-term (1-2 yrs), Ongoing	Priority Status	Quick-win	
Progress Measure(s)	<ul style="list-style-type: none"> <li>• Number of dedicated spaces created for collections of photos and stories.</li> <li>• Number of photos and stories shared.</li> </ul>			
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"> <li>• WinterCity Advisory Council</li> <li>• WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>• Local media outlets</li> <li>• Local social media community</li> <li>• Office of the City Manager (Corporate Communications)</li> <li>• Edmonton Tourism</li> <li>• Chamber of Commerce</li> <li>• Post-secondary institutions</li> </ul>			
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"> <li>• WinterCity Advisory Council</li> <li>• WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>• Community partners: TBD</li> </ul>			
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"> <li>• WinterCity Advisory Council</li> <li>• Sustainable Development Department</li> <li>• WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>• John Janzen Nature Centre</li> <li>• Local media outlets</li> </ul>			
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"> <li>• WinterCity Advisory Council</li> <li>• WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>• Edmonton school boards                             <ul style="list-style-type: none"> <li>- Edmonton Public School Board</li> <li>- Edmonton Catholic Schools</li> <li>- Conseil scolaire Centre-Nord</li> </ul> </li> <li>• Alberta Education</li> <li>• City Hall School</li> </ul>			
Timeframe	Short-term (1-2 yrs)	Priority Status	Determined Effort	
Progress Measure(s)	<ul style="list-style-type: none"> <li>• Number of winter resource packages distributed.</li> <li>• Number of presentations to boards, schools and educators.</li> </ul>			
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"> <li>Edmonton Tourism</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>EAC</li> <li>EEDC</li> <li>Regional tourism partners</li> <li>Travel Alberta</li> </ul>		<ul style="list-style-type: none"> <li>Community Services Department</li> <li>Alberta Foundation for the Arts</li> <li>Chamber of Commerce</li> </ul>	
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"> <li>WinterCity Advisory Council</li> <li>EEDC</li> <li>Office of the City Manager (Corporate Communications)</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>Chamber of Commerce</li> <li>EFCL</li> <li>Winter festival producers</li> <li>EAC</li> <li>Edmonton Tourism</li> </ul>		<ul style="list-style-type: none"> <li>Founding culture organizations</li> <li>City Image and Reputation initiative (Make Something Edmonton)</li> </ul>	
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"> <li>Edmonton Tourism</li> <li>WinterCity Advisory Council</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>Chamber of Commerce</li> <li>EAC</li> <li>EEDC</li> <li>Edmonton Oilers</li> <li>Northlands</li> <li>City Image and Reputation initiative</li> </ul>			
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"> <li>EEDC - Edmonton Tourism</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>Alberta Tourism, Parks and Recreation</li> <li>Travel Alberta</li> <li>Canadian Tourism Commission</li> </ul>			
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"> <li>Office of the City Manager (Corporate Communications)</li> <li>Edmonton Tourism</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>COE Departments</li> <li>EEDC (Edmonton Film Commissioner)</li> </ul>			
Timeframe	Short-term (1-2 yrs), Ongoing	Priority Status	Quick-win	
Progress Measure(s)	<ul style="list-style-type: none"> <li>Number of winter images downloaded from the asset management system.</li> <li>Number of winter images in City of Edmonton materials.</li> </ul>			
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"> <li>Community Services Department</li> <li>WinterCity Coordinator</li> </ul>			
Suggested Partner(s)	<ul style="list-style-type: none"> <li>City Council</li> <li>COE Administration</li> <li>Community Leaders</li> </ul>			
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"> <li>• WinterCity Advisory Council</li> <li>• WinterCity Coordinator</li> </ul>			
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"> <li>• WinterCity Advisory Council</li> <li>• WinterCity Coordinator</li> </ul>			
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
<b>New Asks</b>		<b>\$95,000</b>	<b>\$0</b>	<b>\$0-\$20,000</b>	<b>\$0</b>	<b>\$0</b>
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
<b>New Asks</b>		<b>\$0</b>	<b>TBD</b>	<b>\$500,000*</b>	<b>\$500,000*</b>	<b>\$500,000*</b>
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

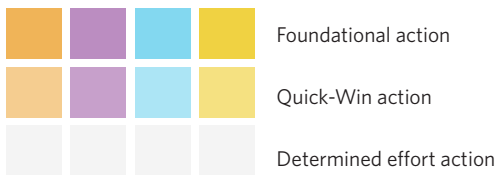
Goal E3	
E3.1	Outdoor winter market
E3.2	Promote winter businesses
E3.3	Winter cities conference
E3.4	Outdoor winter fashion show
E3.5	Symposium on all things winter
E3.6	Centre(s) of excellence
E3.7	Innovation prize

## 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





[Edmonton.ca/wintercitystrategy](http://Edmonton.ca/wintercitystrategy)

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