



Edmonton WinterCity Strategy Consultation Summary



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SOLES & COMPANY
workplaces & organizations for the 21st century

Executive Summary

Winter is a significant factor for Edmonton as a great northern city. Consulting with citizens was critical to developing a WinterCity Strategy. Soles and Company was honoured to be part of this initiative.

Discussion of Edmonton as a winter city evoked strong emotions among people who took part in consultations. Participants recalled childhood fun, excitement and beauty, but also expressed that winter can be “dull, dark and dangerous.” The memories and attitudes fuelled ideas of Edmonton as a winter city alive with excitement, transforming cold and darkness into warmth and light. The ideas that came forward correlated directly to the four hubs of the WinterCity strategy – urban design; public life and liveability; hospitality, business and tourism; and marketing and branding.

Consultation methods. Over 700 people participated in consultations, musing on the question, *“What would make you fall in love with winter in Edmonton?”* Participants were challenged to figure out how to make the WinterCity vision a reality.

VISION: Imagine Edmonton being world-renowned for celebrating our northern climate – a city where people enjoy coming out to public spaces even in the darkest, cold days of winter; a city where streets and buildings are designed with our climate in mind, where light is used to create warmth and luminescence during long winter days, a place where snow and ice are considered valuable resources.

The core of the challenge was to shift our culture so that the stories we tell ourselves about our lives in Edmonton could change to be more positive and embracing of this important and challenging season.

The consultation process included:

- Winter City Kick-off and Symposium January 2012 - keynote presentations, entertainment and activities with participative sessions to inspire and gather advice;
- Public Consultations January to June 2012 - a series of public consultations, leadership sessions, dialogue workshops and short presentations to engage decision makers and stakeholders;
- Public presentation on Quebec City’s Winter Success Story in February 2012;
- Blizzard of Ideas June 2012 – Ideascale (a crowd-sourcing tool), Global TV’s Winter City Contest, a WinterCity Postcard Campaign, e-mail, telephone, Facebook and other methods that generated ideas from nearly 500 people;
- WinterCity Goals Validation Workshop to In May - a review the first draft of the WinterCity Strategy goals by participants of the January symposium and the public consultations.

Findings – Kick-off Symposium. Three principles to guide the WinterCity Strategy emerged at the Kick-Off Symposium. The WinterCity Strategy must be authentic, attitude-changing and sustainable.

Findings – Dialogue workshops and leadership sessions. “Winter” was a lightning rod for deep and lively conversations. Participants identified what makes us a great northern city: our dry cold with sunshine; large urban Aboriginal population; vibrant arts; festivals; community-based mindset; and being the northernmost large city on the continent. Our grumbling about winter even while we celebrate our hardiness, resilience, wildness and sense of humour differentiates us from others.

Theme 1 – Snow. Snow lies at the core of winter – its beauty and sparkle as well as the challenges it creates. A WinterCity needs sustainable snow removal and ease and safety of transportation (whether by car, public transit, walking or cycling).

Theme 2 – Light. Participants discussed how to brighten dark days with more strategic lighting, park lighting and “lightscares” while maintaining some dark skies for sky watching and energy conservation.

Theme 3 – River valley. Our river valley is perceived as our most precious resource, but this green space is underused and inaccessible in winter. More facilities, recreation rentals, food and drink, access points, and directional signage would make the river valley more welcoming for Edmontonians and tourists.

Theme 4 – Winter in our own back yard. Participants cautioned not to focus only on festivals and downtown, but also to encourage winter celebrations, design, amenities and initiatives across the city.

Theme 5 – Go play outside. Participants believe Edmontonians need to be reminded that winter is fun. Infrastructure and amenities will ensure we have places to warm up, have a snack or use the facilities.

Theme 6 – Winter living. The discussion focused on creating pleasant sensory experiences of winter, from snow sculptures to warm outdoor places where people naturally gather.

Theme 7 – Linking winter activities. Six major festivals, community league and other winter events make us a great winter city already, but these need to be connected for even more impact.

Theme 8 – Vulnerable Populations. Core needs for shelter, warm food and winter clothing need to be addressed so our most vulnerable citizens can have a safe, comfortable and even enjoyable winter.

Theme 9 – Our Winter Heritage. Edmontonians are proud of their winter strength and want to acknowledge the heritage and history of resilience, of building of surviving the elements

Theme 10 – Winter for newcomers. Our newcomers often face challenges in adapting to a winter climate. Activities that require little or no money or extensive transportation are ideal.

Theme 11 – Aboriginal culture. Both Aboriginal and non-Aboriginal groups believe that since Aboriginal people are a large proportion of Edmonton’s population, WinterCity needs to include strategies to involve Aboriginal communities and educate others on the role of Aboriginal culture in Edmonton.

Theme 12 – Removing barriers. Participants recommended that the City of Edmonton rethink its approach to risk management policies and bylaws that curtail many potential WinterCity initiatives.

Conclusion. The four Winter Strategy Hubs – urban design; hospitality, tourism and business; public life and livability; and city marketing and branding – provide strategic direction to fulfil the WinterCity vision. The 12 themes offer short-and long-term ways to build on Edmonton’s existing capabilities. Participants emphasized that the WinterCity Strategy and its success belong to the community but there is equal responsibility for the City to reduce red tape, support innovation and ensure municipal infrastructure is in place. The blizzard of ideas indicate that, with deep pride and resilience, Edmontonians are ready to roll up their sleeves and make Edmonton a safe, welcoming and fun winter city.



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1.0 Introduction

The City of Edmonton has long acknowledged winter as a significant factor in defining Edmonton as a great northern city. Consulting with citizens was viewed as a critical element in developing a WinterCity Strategy, and Soles and Company were honoured to be part of an initiative that will transform the lives of Edmontonians.

Discussion of Edmonton as a winter city evoked strong and meaningful emotions for over 700 people who took part in the consultation process. The very concept of winter immediately whisked the people back to memories of their childhood, ripe with memories of skating at Hawrelak Park, sledding on the steep hills (long before anyone made them “safe”), clear winter nights filled with the glow of northern lights and the fun and excitement of Mukluk Mardigras. These memories were fun, beautiful, nurturing and safe.

People also expressed that, for some, winter can also be “dull, dark and dangerous”. The gloominess borne of going to work and coming home in the dark; being house-bound and experiencing isolation because streets and sidewalks seem impassable; the risk of painful falls on icy streets; or the very real danger our vulnerable populations experience exposed to the harsh elements on a daily basis.

These attitudes and many more fuelled the ideas of what Edmonton could be in the future: a winter city that is alive with excitement, beating with our warmth - even in the darkest months. A city that allows for places for people to gather and share in our “northernness”.... a city that embraces cold and darkness and transforms it into warmth and light... a city that is welcoming, accessible and fun.



I'd be more interested in making winter...all six months of it...more liveable. Clean and safe sidewalks, heated bus stops, well-lit sidewalks and trails. How great would regular farmer's markets be in winter and summer? It would be awesome to see outdoor heated patios with blankets serving mulled wine. Why not run outdoor movies in Churchill Square during the winter months too? Let's take all the fabulousness of Edmonton summers, and modify them so they also work in winter! Then we don't have to count down the weeks until summer comes back."

The ideas that came forward directly correlated to each of the four idea hubs of the WinterCity strategy – Urban Design, Public Life and Livability, Hospitality, Business and Tourism and Marketing and Branding. This demonstrated that the hubs were the natural evolution of what Edmontonians want – and need – in their city throughout the winter months. What follows below is a snapshot of these consultations... a beautiful, yet pragmatic, kaleidoscope of an Edmonton winter.



2.0 Methodology

Over 700 people participated in the consultations, musing on the question “What would make you fall in love with winter in Edmonton?”

The project manager attended every consultation, demonstrating the City’s endorsement of the initiative. Each session began with the vision of Edmonton as a great winter city, followed by a visually exciting presentation on what was currently happening in Edmonton, around the world, and the possibilities that exist to stake our claim as a great northern city.

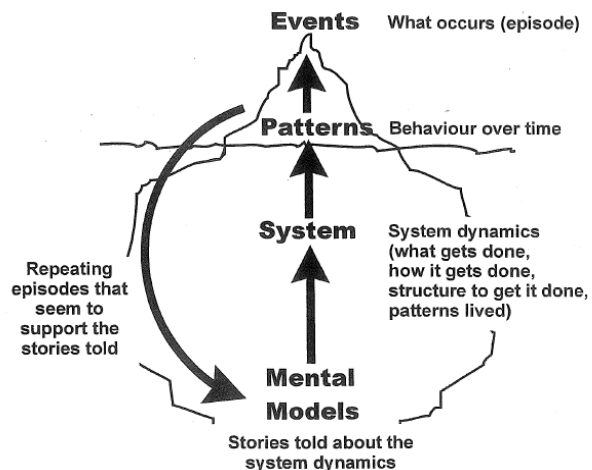
Vision

Imagine Edmonton being world-renowned for celebrating our northern climate. A city where people enjoy coming out to public spaces even in the darkest, cold days of winter. A city where streets and buildings are designed with our climate in mind, where light is used to create warmth and luminescence during long winter days, a place where snow and ice are considered valuable resources.

This is what Edmonton’s WinterCity Strategy is all about: creating a city that’s inviting, vibrant and exciting for residents and tourists, throughout the winter months.

Participants were challenged to figure out how to make this vision a reality. In tackling this challenge, the City knew that they had to look at the entirety of the systems at play. In the words of the project manager “we couldn’t just look at winter festivals or winter recreational programming, or any singular aspect of winter life. We knew that we had to consider all aspects that influence our quality of life -- including how we design and program our public spaces and streets, how we design and operate our transportation systems, how we talk about the weather, how we identify with our city, and how our businesses fare in winter versus summer.”

At the core of our challenge was to try to figure out how to shift our culture so that the stories we tell ourselves about our lives in Edmonton could change to be more positive, more embracing of this important and challenging season. The iceberg model for change shows the multiple levels that we looked at and knew we had to try to impact.



The Importance of Public Involvement

This entire initiative was led by a Think Tank, made up of community leaders from various sectors, organizations and interests. This Think Tank led a public involvement process that was very creative, diverse and broad in its reach.

The Think Tank identified the fundamental areas or ‘Hubs’ that needed to be explored. Each hub had two co-chairs and was populated with both Think Tank members and recruited additional experts from the community.

Public participation was instrumental to developing the strategy; it is about quality of life for Edmontonians and this cannot be properly addressed without involving the community in a meaningful way. There were different levels of participation based on differing degrees of interest and ability to participate. The design of the public participation processes used took into account the characteristics of each community (neighborhood, business, professional, etc.) we wanted to engage with, and provided opportunities for participation at multiple levels.

Public Participation Methods

WinterCity Kick-off and Symposium January 2012:

The Think Tank wanted Edmontonians to learn about how and why the City was developing this WinterCity Strategy, and to gather ideas for transforming Edmonton into a great winter city. Music, skating, activities, food and hot chocolate squads kept people entertained, but the highlight of the evening was guest speaker John Furlong, former CEO of the Vancouver Olympics Organizing Committee. He talked of believing in the vision; and making sure that every Edmontonian has a chance to be involved and own that vision. The magic of what we’re trying to do, he told us, is in the effort and power of uniting people.

The next morning, 170 people turned out for an interactive half-day working symposium to provide input into developing this strategy. The day began with presentations from winter experts, including world-renowned Danish architect and urban designer Lars Gemzoe and local urban design, tourism, business and quality of life experts. Collaborative partnerships were formed as business and media were eager to offer sponsorship and “get on board with this initiative”. Excerpts from Gemzoe’s and the other presentations can be found at www.edmonton.ca/wintercitystrategy. The workshop sought advice on the content of the Hubs, and to help identify the Principles that would guide the strategy.



Public Consultations January – June 2012:

During winter and spring, the WinterCity project team and Think Tank began a series of public consultations, which were divided into two categories. Leadership sessions took place with small groups of specific individuals of key decision makers including: Northlands and the Edmonton Oilers, Inner City Executive Directors and key agency directors, the Chamber of Commerce and the Business Revitalization Zone Council, local media meteorologists, post-secondary institution leaders, to name a few. These sessions tended to be quite focused and in several cases discussions developed around potential partnerships for going forward with this strategy.

The Dialogue Workshops were lengthier, with larger groups representing a broader range of expertise including: urban designers, Aboriginal serving agencies, Business Travel and Events Marketing Committee of EEDC, service providers working with newcomers, civic staff, marketing professionals and the tourism industry. In all, more than 20 public sessions were held.

The WinterCity project team also made shorter presentations to 12 groups in the city, including Wicahitowin, NextGen, Media Art and Design Exposed (M.A.D.E.) and the Community Services Advisory Board.

A full listing of those consulted can be found in the Appendix.

Blizzard of Ideas January – June 2012: What Would Make You Fall In Love With Edmonton?

Engaging Edmontonians to get their ideas for creating a great northern city was one of the most important tools in developing this strategy. Everyone was asked the same question: what would make you fall in love with Edmonton? We received close to 500 rich, diverse and creative ideas – altogether they provided a good sense of where the strategy needs to go. They came to us in a variety of ways:

Ideascale: The WinterCity Strategy was the first City of Edmonton initiative to use this crowd-sourcing tool as a way to engage and encourage public discussion among Edmontonians. People submitted their ideas, which were then voted on and discussed by others. Between January and May 2012, the WinterCity Ideascale had 209 users who posted 103 ideas and cast 1447 votes for those ideas.

Global TV Winter City Contest: Global TV Edmonton generously promoted and sponsored a WinterCity contest from January 30 to March 15, 2012. There were 139 entries, which were judged on uniqueness, creativity and do-ability.

WinterCity Postcard Campaign: Close to 200 people wrote ideas on postcards that were available at all WinterCity public events, at City Hall, and at other 25 sites across the city, including recreation and seniors' centres and other public places.

Email, telephone, Face Book and City Hall School: Ideas were also received from people on the City of Edmonton's Face Book page, by phone and email (contact information was posted on the WinterCity Website), and from elementary school students on field trips to City Hall.



The ideas submitted through Idea Scale, Global TV Winter City Contest, postcard campaign, and other sources can be found in the Appendix.

Public Presentation on Quebec City's Winter Success Story February 2012:

The City hosted Pierre Labrie, former head of Quebec City Tourism, at City Hall for a free public presentation and discussion around Quebec City's journey to becoming a winter destination for Quebecers and international tourists. This event was promoted through ads in the Edmonton Journal and through a morning interview with Mr Labrie on Global TV. The Think Tank met with Mr. Labrie following his presentation, and learned several of the hard fought lessons from Quebec City's experience.

WinterCity Goals Validation Workshop May 2012:

Participants of the January symposium and all the public consultations were invited back for a half-day workshop in May to review the first draft of the WinterCity Strategy goals. The results provided the Think Tank with both validation and direction for further improvement.

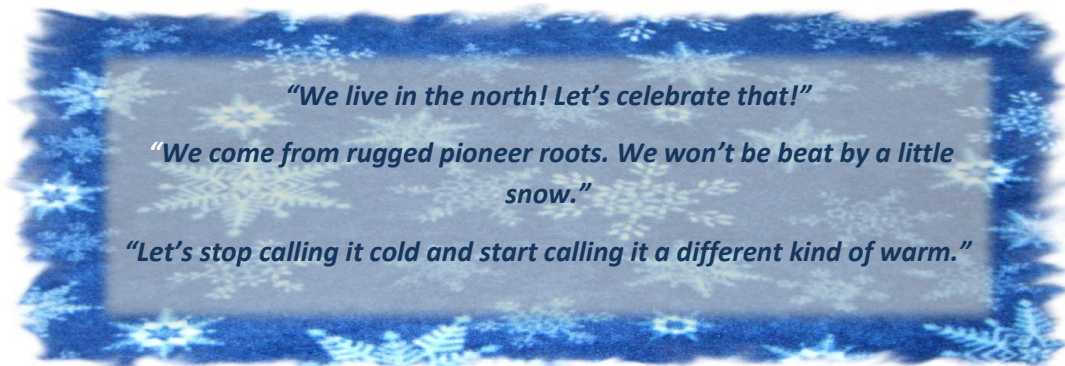


3.0 Findings of Symposium

The WinterCity consultations began with the kick-off Symposium on January 20, 2012. The principles that guide the WinterCity strategy had their genesis at this symposium based on the answers to “what principles should guide the WinterCity Strategy?” The responses focused on four key areas:

Attitude

The first theme that emerged from the symposium was that Edmonton had to change our attitude about winter. We had to turn winter back into the moments of joy we experienced as children and find new ways to reconnect to the positive aspects of winter.



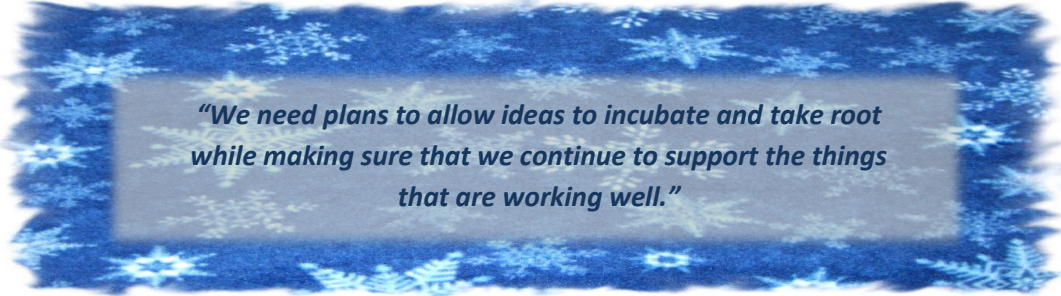
Authentic/Local

The second principle that was suggested zeroed in on being authentic to who we are as Edmontonians – not to “snow job” what winter really is. The discussion around this principle focused on developing a strategy that was made for Edmontonians – to make it “our” WinterCity - then marketing it beyond.



Sustainable/Flexible


The recommended third principle focused on the need to commit to a long-term strategy to develop Edmonton as a WinterCity. It needed to connect the dots between city strategies and build on successes from year to year.



“We need plans to allow ideas to incubate and take root while making sure that we continue to support the things that are working well.”

Engagement/Inclusive

The fourth idea for a principle outlined the importance of having all ages, cultures, communities and populations involved in creating a WinterCity vision and ensure that all Edmontonians were able to fully participate in Winter events and activities.



“Let’s look at winter from a kids’ perspective and find the joy in snow again. Let’s create communities where kids play on local rinks and sledding hills so they have these great memories when they’re adults too.”

WinterCity Think Tank Principles

The resulting three principles were drafted based on these themes, guiding the WinterCity Think Tank in the discussions and resulting Goals and Actions:

Authentic

Create our own uniquely Edmonton story that is deeply expressive of our northernness.

- Build it from the ground up
- Reflect our heritage
- Reflect our city’s connection to nature/environment
- Enhance daily life for Edmontonians and the Region



Attitude- changing

Use innovative, fun and interesting approaches to challenge existing stereotypes of winter as cold, dull and dangerous.

Sustainable

- Inclusive – winter is experienced differently by everyone. Recognize this with an accessible and multigenerational approach.
- Environmentally responsible/sustainable.
- Design principles and approaches and aesthetics enhance Edmonton’s winter livability and quality of life.
- Improved quality of life will help Edmontonians feel proud of our city and love living here, leading to sustained demand that we consider winter in all aspects of urban design and event planning.



Insight of Edmonton's Poet Laureate

Anna Marie Sewell, Edmonton's Poet Laureate, acted as rapporteur for the morning event. She listened intently, summed up the conversations she heard and crafted a poem entitled "Winterise Me".

Winterise Me

Air Conditioned Man, why does he fly the flag of anger? Flip the bird?
He sees the winter cyclist toiling past,
and feels a chill, not of fellowship, but fear:
Here is the stronger male animal ...

Anishnaabe man, my father, left the reservation
for the world, peace keeping in Egypt, Cyprus, southern lands.
I used to question, why come back?

He'd reply in terms of harm and starvation
for women and children first; then take a deep breath of the cold
and say, we need the winter.
This is when She sleeps, the Great Mother.

Let me tell you something personal:
the father of my child is nuts (about biking)
he rode the Muffaloose, 100 km of frozen roads
and I keep on my desk his photograph, post-race
for the light in his eyes, the joy!

No, me, I didn't go, I grew up milking cows at 40 below
considered myself proven in the face of cold
had moved on inside...

but I confess, when I fled south
to live in Tlayacapan, down Jalisco way
and was offered the chance to stay on there
I knew I could not, I'd been dreaming of
Snow... like a lover's voice calling me home.

This cold, this cold, this tireless suitor
how this Cold loves me, clings to me
invades me, would own me
I have turned from him, found him all around me
'Old Man Winter' my ass! He is bold and strong and he's coming for me.



Having come home, I find my daughter
loves winter best, and pines for snow
to skate, to slide, to roll and throw
and her eyes show me the truth about me:
I love you, Winter, I always have. But still

“An abundance of people” we want on our streets
not in the style that we already have;
not drunk nor despairing
not limbless with frostbitten faces
not living like Attawapiskat

but somehow enfranchised, by civic design
that acknowledges climate and softens the blow

Northern Lights dance, breath cracks and sparkles
for you, ancestors, I stand and proclaim:
loving winter is the prerogative of those of us with shelter
full bellies, and means, with which to envision
this season as something to seize and embrace.

I love the cold, because I can get warm.
Inasmuch as I have heat, I can embrace cold.



4.0 Findings of Dialogue Workshops and Leadership Sessions

Winter proved to be a highly personal and individual topic that is a lightning rod for deep and lively conversations. No matter what specific area the consultation was focusing on, people always went “out of scope” to talk about winter memories, things they loved/loathed about winter, ideas they heard and innovative approaches for the future. The litany of ideas turned into a coining of the phrase a “blizzard of ideas” with winter proving the great common denominator among and across the many groups consulted through this process.

Throughout the consultations, there were a number of unique strengths identified that make us a great northern city:

- Our climate – dry cold, warmer periods, shorter days (more darkness) but lots of sunshine
- Large urban aboriginal population
- Vibrant sector
- Festivals
- Vibrant arts/theatre community
- EFCL and community-based mindset
- Pride regarding resilience
- Northernmost large city on the continent

There was also significant discussion on how we view ourselves as a WinterCity. There was tremendous discussion about our disdain for winter – but an equal and inspiring discussion about our pride in our ability to endure and even celebrate winter. Our hardiness, our wildness, our sense of humour, is what differentiates us from other people and other cities.

We naturally gravitate towards things that emerge from the grassroots and are organic in nature. When we discussed the Edmonton “brand” there was a reluctance towards large-scale branding efforts that don’t reflect our core values, with an overwhelming sentiment that Edmonton is generally “brandless” – without a clear identity of who we are or what we are most proud of. The previous tagline of “City of Champions” no longer resonates and “festival city” may not capture the overarching winter theme that we are hoping to achieve, but there is a definite desire to find a tagline that truly reflects who we are and what we can become.

“We are North America’s northern most city of 1 million people. How can we not ROCK this?!”

“The only thing wrong with Edmonton is that we don’t realize how great we are!”

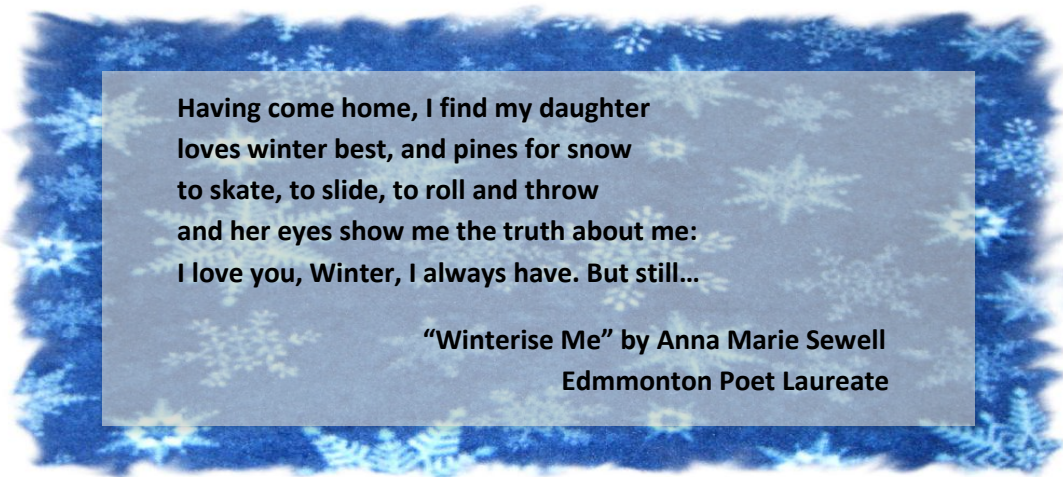


5.0 Common Themes

The consultations took place in the form of in-depth dialogues, leadership sessions, and working sessions with targeted groups. There was great diversity amongst the participants and their interests. Despite this diversity, 12 common themes emerged and were discussed in virtually all of the consultations:

Theme 1: Snow

Snow lies firmly at the core of winter – and hence, Edmonton’s WinterCity strategy. There are numerous challenges and opportunities around snow that were discussed in the consultations – from the beauty and sparkle of a fresh snowfall to the challenges of commuting in it and the opportunities that lie within it.



Snow removal

There was great and lively discussion about the issues of snow removal on sidewalks and roads. Snow removal on sidewalks focused primarily on issues of personal safety and accessibility, particularly for seniors and for those with limited mobility. Innovative approaches to snow removal were also brought forward, such as the use of geothermal heat to melt snow on sidewalks.

Key messages:

- Linkages should be created with the City of Edmonton’s “Way We Green” to develop sustainable snow removal strategies and related uses for snow.
- By focusing on innovative design within communities, snow could be utilized for community projects rather than the expense of trucking it to snow-fill sites. Consider leaving snow in playgrounds in communities for children to play on.
- Snow needs to be considered a resource: develop environmentally forward strategies for using removed snow as a cooling source in the summer months. Investigate the use snow for wind barriers, sculpture, seating, etc.



What we heard:

“Our thawing and freezing create terrible sidewalks for walking. I don’t go out in winter.”

“Take the snow that is hauled away during the winter and pile it up to a HUGE sliding hill and host a Winter Sliding Festival.”

“Create snow mobility zones – streets where vehicles aren’t permitted to allow for a variety of non-motorized activities.”

Transportation

The ability to get around safely in winter, whether by car, bus, walking or biking was a major concern in all discussions. People felt that exciting events, outdoor patios, festivals or a welcoming winter atmosphere did not matter if they could not get to them due to poor conditions on roads, sidewalks and bike paths.

Key messages:

- We have to think about how people move in our city – whether it’s by car, transit, bike or foot.
- If we are committed to being a transit-centric municipality, we need to enhance the safety and comfort of passengers such as more frequent stops and routes in colder weather, ability to drop people off at non-regular stops, and an increased number of bus shelters.
- Incorporate better urban design for bus shelters that protect riders from the wind while amplifying the warmth of the sun.
- Alternate transportation strategies, particularly for cyclists, are needed to connect routes to the river valley and outlying areas of the city. Learn from other jurisdictions where clearing bike lanes of snow and ice took precedence over vehicular routes.
- Transportation through the river valley was a key focus for better recreational use. Although paved pathways are cleared throughout the winter months, many unpaved paths hinder access through the river valley park system.

What we heard:

“It is very important to make sidewalk clearing a municipal responsibility. No matter how much rhetoric we have about “winter city,” this policy of off-loading sidewalk safety onto individual property owners is a louder and more telling truth.”

“More stops along the way, like an LRT station + stops. These places would attract something different and grow and become a destination.”



“Bike Share but with studded tires for snow/ice! - It would be great to encourage winter bicycle commuting by having system of bike stations that one can rent/borrow bikes with studded tires for safe winter riding! This could also encourage biking in the river valley trail network too!”

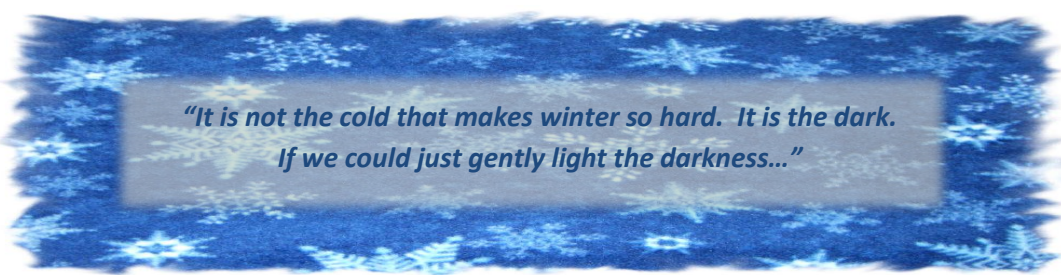
“Reliable and frequent bus service - To encourage people to use public transit, particularly when it is cold outside, it would be brilliant to have "extra frequent" bus/LRT service. Buses every 5 minutes.”

“We need to provide a Winter Driving 101 course for new drivers, those new to Edmonton winters, and those just needing a refresher on winter driving.”

“People walking in the winter need more regular crossing locations on major streets rather than having to walk a full street length to cross the street.”

Theme 2: Light

Winter is comprised of contrasts – *cold to warmth, indoor to outdoor, and darkness to light*. These contrasts resonated with participants and discussions focused on how to brighten the dark days with more strategic lighting, park lighting and incentives for downtown office towers to create lightscapes to view from the river valley. Participants acknowledged the need for strategic use of light, and suggested a light strategy that countered light pollution while at the same time, brightening the darkest days of the year. When discussing a light strategy, there were also cogent points raised about the need for dark skies for sky watching and energy conservation within any winter lighting strategy.



*“It is not the cold that makes winter so hard. It is the dark.
If we could just gently light the darkness...”*

Key messages:

- People are yearning for more light in winter. Experts suggest that there is a right way and a wrong way to provide additional light and a thoughtful approach is required.
- A light strategy is possible; although it may sound new to Edmontonians, it has been practiced in northern cities around the world with great success.
- Consider a light strategy that incorporates both light and darkness, creative use of the reflective properties of snow and has elements of warmth.



What we heard:

“Winter Nights lights - lots of lights - would make me fall in love with Edmonton in winter. Think Candy Cane lane on steroids - celebrating the blues and greens of the auroral lights and making these colours the colours that represent this city.”

“Let's use our location and imagination to our advantage. People are fascinated by the Northern Lights. If Edmonton were to use energy efficient lights to mimic the colours of the Northern Lights our city could be transformed for both its citizens and visitors as a new attraction could potentially be created.”

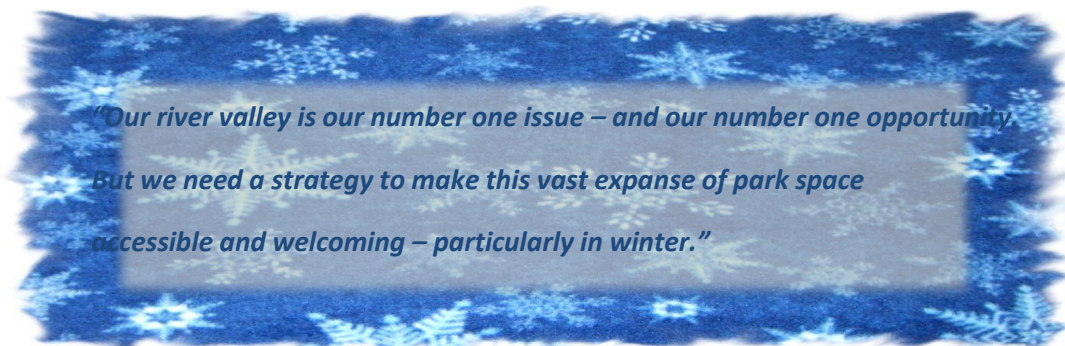
“We should have grand lighting positioned at highway entrances to the city. The lights could be clustered together near the signs that already welcome people to Edmonton or if we want to dream bigger, we could have arches built to span the roads leading into the city and the lights fixed to the top of the arches. Imagine approaching the city from the south and seeing "our Northern Lights" welcoming Edmontonians and visitors to a city proud to call itself the "Gateway to the North.”

“Illuminated ski trails for the cross country skiers. There are many trails that would get more use if they were lit up.”

“Build on darkness and light to attract people through the winter months - light up zoo, Fort Edmonton, Hawrelak Park. An outdoor lighting strategy sponsored by the City to support incentives to do things outside.”

Theme 3: River Valley

Nearly every consultation focused on our River Valley as our most precious resource. However, people felt that this expansive green space was underutilized and inaccessible in winter. The River Valley offers a multitude of opportunities for recreation and enjoyment, but there needs to be a concerted effort to provide more facilities, recreation rentals, food and drink opportunities and directional signage to ensure that it is welcoming to Edmontonians and tourists alike.



Key messages:

- Enhance the opportunities to support enjoyment in the river valley, e.g. washrooms, water, resting spaces, warming huts, food and drink opportunities, equipment rentals.



- Well-marked paths, fire pits, lights, maps and other resources to “open” the river valley would greatly enhance usability as well as offer tourism and conference opportunities.
- Increase access points to the river valley and provide more directional signage.
- There was also balancing commentary made about balancing the environmental integrity of the river valley with accessibility and amenities.

What we heard:

“We need to create pods of areas to connect the river valley to communities and areas within the river valley itself. We should offer incentives to small businesses to set up kiosks in winter to rent skis, sell coffee, etc.”

“Offer free space to food trucks and kiosks – as moveable gathering places to be where the people are.”

“Create and groom cross country ski trails throughout the river valley for recreation and commuting. The trails can be anchored by 'warm up' shacks and open community fire pits. These warm up shacks can be fixed assets that also offer services in the summer.”

“The Legislature grounds and buildings are amongst the most beautiful in Canada, yet they are cut off from the river valley. We need to find away to connect both of these jewels.”

“The River Valley provides opportunities for people to interact with nature – as well as each other.”



Theme 4: Winter in our Own Backyard

Participants cautioned the Think Tank not to just focus on festivals and the downtown core, but to also encourage winter celebrations, design, amenities, and initiatives across the entire City. Groups representing new Canadians and multicultural organizations specifically emphasized the need for activities in their local communities. The Edmonton Federation of Community Leagues (EFCL) is eager to host winter events, but requires City support and relationships with other festivals to accommodate things such as snow storage in the local community, the loan of 'snow forms' for snow carvings, workshops on winter planning and programming at local parks.



Think Local

Conversations in several consultations focused on the benefits of Business Revitalizations Zones (BRZs), and opportunities within them to utilize existing structure to expand winter activities throughout the city. Edmonton is unique in that it has several “main streets” that can host events, create winter streetscapes, offer winter walkability, and create public gathering spaces that are essential to creating “community.” The BRZ’s have become a natural hub for community businesses and have existing infrastructure and networks to build upon.

Key messages:

- We have great open park spaces, but nothing to do in them. By adding benches, trees and food kiosks we would engage communities and people in a different way.
- Attract people to neighbourhood parks in winter months by adding winter programming and snowscapes to attract children and families to local parks.
- Provide toolkits for community leagues to organize winter events, such as a winter “green shack” program – which could double as a skate shack for community rinks.
- Incent businesses in BRZ to create walkable experiences in winter that will increase business traffic and engage community members.



What we heard:

“How about a Mobile Winter Fun Crew? Deck out a motorhome, fill it with equipment, hire some university students with a physical activity background and have them travel to different neighborhoods during the winter season to play winter games with the community kids. “

“Not all communities are geographic. There are also communities of interest that we need to consider.”

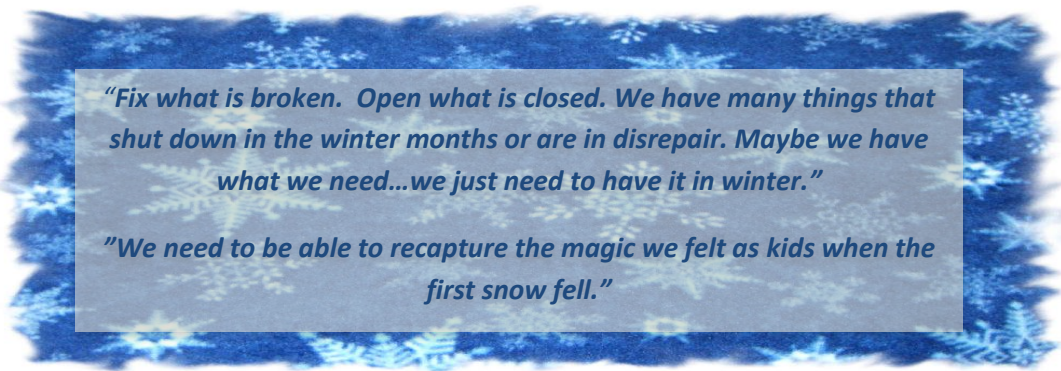
BRZ’s have the pulse of the community at their fingertips and are natural connectors. Each BRZ community could have a unique form of a winter economy, products, food and service opportunities in winter.

“Snow hills/mounds for children. We have small children and they always climb the snow mounds where snow has been piled up next to parking lots/rinks/trails.”

“Business and tourism is just as important in the winter and is it in the summer. We have to work with the BRZs to engage businesses and communities.”

Theme 5: Go Play Outside

The winter season can be full of fun and exciting opportunities to enjoy snow -- from cross-country skiing, to running in the river valley to skating and tobogganing. It was felt that Edmontonians needed to be reminded that winter is fun and snow is the best playground of all. There also needs to be corresponding support of infrastructure and amenities to ensure we have places to warm up, have a snack or use the facilities.



“Fix what is broken. Open what is closed. We have many things that shut down in the winter months or are in disrepair. Maybe we have what we need...we just need to have it in winter.”

“We need to be able to recapture the magic we felt as kids when the first snow fell.”

Key messages:

- Edmonton has a number of “good” facilities that could be “great” if we built upon successes and added amenities and other activities around places where people already gather. For example, people are going to Hawrelak Park to skate, why not fix the fire pit and have a fabulous outdoor café and a snow maze as well.



- Fix things like fire pits, concessions and washrooms that exist, but are closed or not serviced in the winter.
- Ensure there are amenities available for people utilizing existing ski and walking trails in the river valley.
- Have equipment rental available at key locations to encourage people to try new activities.
- Have more sledding hills or use plowed snow as a base for community sledding activities.

What we heard:

“You can’t have a WinterCity strategy on one hand, and be closing community skating rinks on the other. The City needs to support community leagues in the operating of running local rinks. This includes ideas on how to attract more users, and so on.”

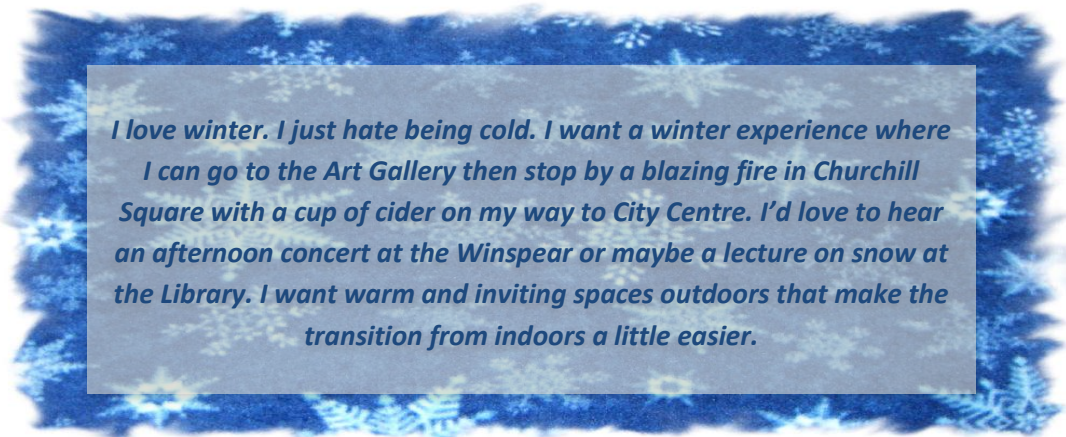
“By having cross-country and snow-shoe rentals available at prime locations near or on the River Valley trails, residents who don't own this equipment, or residents who don't have their own vehicle to pick up rentals at retail outlets (such as MEC) will be better able to enjoy the paths and routes already set up by the city.”

“Have free skating rentals at Victoria Park and Churchill Square on special days to allow newcomers or families on a limited income to participate in winter activities.”

“Curling rink on Centennial square - We should encourage tin can curling, or promote a curling bonspiel like the corporate challenge in order to create a more 'community' event in the downtown using the plaza behind the Library.”

Theme 6: Winter Living

Beyond being active, there was a large focus on how we experience winter in our daily lives. Whether this was finding a warm patio to people watch or participating in a winter festival or strolling down a street in a key business area and looking at snow sculptures – the discussion focused on a sensory experience of winter. This includes day to day comfort, warm places where people naturally gather, places to sit outdoors, public art, music, food, and outdoor patios.



Key messages:

- Winter patios were an overwhelming request...heat lamps, climate oriented design, and blankets were all features of a patio culture.
- Edmonton is renowned for our summer festivals, but there were many participants who felt that the winter festivals needed to be further supported, enhanced and promoted to ensure they reach their full potential.
- Winter festivals are at the mercy of the weather and are more costly to produce. Resource-sharing and better integration between the City and festivals would help reduce costs.
- Promote winter fashions through outdoor fashion shows, incorporating winter fashions in existing shows, and creating a 'fashion vibe' throughout the city.
- Enhance awareness of what is happening in winter to help Edmontonians and visitors to our city partake in activities.
- Provide opportunities for people to gather in warmth and light in places such as Churchill Square, Hawrelak Park, Whyte Avenue or Alberta Avenue.
- Winter markets were also prominent in the discussions – embracing ideas such as offering green snacks to vendors and holding a Christmas market in Churchill Square.

What we heard:

“Universal design principles and design touches to make winter more livable. Outdoor patios in winter.”

“Winter Festivals that are held indoors to offer access to families and those with mobility issues.”

“Family day weekend sees a lot of special activities and lowered admissions but I think a city wide free admission day in January would be great as well. Run sleigh rides at Fort Edmonton with snowman building competitions and ice curling. Run special winter animals highlights at the valley zoo. Snowshoeing and animal tracks activities at John Janzen.”

“An outdoor winter market in Churchill Square once a month--with not just food vendors, but musicians, fashion walks, ice sculptures, horse & wagon rides, a bonfire, maple syrup troughs as of February or so, and skating in front of city hall.”

“Snow and ice sculptures placed throughout the city.”



Theme 7: Linking Winter Activities

Many people knew of all the tremendous winter related events and activities that demonstrate that Edmonton is already doing many things that make it a great winter city. Six major festivals, community league events, winter planning embedded in City documents and strategies designed for a northern economy are only a few examples of how we are currently embracing winter. Participants felt that these occurrences were disconnected in Edmonton and that they lacked any overall linking mechanisms or coordinating infrastructure.

Key messages:

- During discussions with the Alberta Legislature and others, it was suggested that greater coordination between the Civic precinct plan, beautification of Jasper Avenue, and the Legislature Grounds would add to the vibrancy of the entire downtown core. The Legislature Grounds and Visitor Services are open 362 days a year, making them a natural partner for promoting winter activities and events in the core. As the development of the Legislature Grounds nears completion, it was suggested that the more accessible grounds be incorporated into city tourism opportunities and that the beauty of winter be enjoyed and experienced from ‘The Leg’.
- Use the strategies that exist and ensure integration between the City’s “Way we...” documents and other city initiatives.
- Stagger events so there is a continuous stream of winter activities and publicize them as a steady stream of winter opportunities.
- Align with the work of groups like the EEDC, the Chamber, BRZs, UDI, community leagues, etc.
- Create multiple ways for people to find out what is happening in Edmonton in the winter: a website, a passport, a pull-out in local papers, a hot-line.

What we heard:

“We need to connect the dots between all of the strategies and events. Winter seems to have a “freefall” rather than “strategic” approach.

“There are many things already happening, but nothing seems connected. We have Winter 101 courses, northern city strategies, terrific festivals but no linking mechanism.”

“How does Jasper Avenue link to Churchill Square? How does Churchill Square link to the River Valley? How does the Leg link to all of these? These are issues in summer as well, but they are exacerbated in winter.”

“We need to civically ramp up and not have winter be such a scramble. There needs to be more thoughtful intention and connections between plans.”


“Events are too spread out and there are too many independent cells. We need to create pods of areas to link the river valley to communities and events.



Theme 8: Vulnerable Populations

For many Edmontonians, winter is often a period of survival. The WinterCity strategy is challenged to make winter welcoming and safe for all Edmontonians, which requires our thinking to be elevated beyond festivals and fun, to viewing day to day life through a winter lens. Participants felt that this type of lens is critical to facilitate safe and comfortable environments for our most vulnerable citizens.

Participants at the very first symposium as well as subsequent consultations highlighted that it was essential to address core needs, such as shelter, warm food and winter clothing, for vulnerable populations. They specifically highlighted people experiencing homelessness. Aboriginal groups felt that Aboriginals and vulnerable people were shunned away from downtown and the malls. Participants discussed the need to ensure there were adequate resources to support these populations throughout the winter months, not only in dire weather conditions when the City's Winter Emergency strategy kicks into gear.



"We have to address the "silent apartheid" that is going on in this City, the exclusion of vulnerable populations from public spaces."

Key messages:

- Continue and enhance the Winter Emergency Plan
- Work with Downtown Business Association, tenants and landlords of malls and office buildings to create a compassionate partnership that supports vulnerable people during the coldest of days.
- Rather than evicting the homeless or vulnerable from public spaces, consider the "library model" where a social worker is available in key locations to assist in accessing support and services through the appropriate places and agencies.

What we heard:

"For those without adequate clothing and shelter, winter is harsh and scary. If you are sleeping outside in August, you're probably going to be okay, but in February, it is going to be dangerous."

"A skate swap should be held in key areas where people struggle. Although agencies do a great job with providing necessities, people who face challenges should be given opportunities to participate in fun activities too."

"People camp in our River Valley in the summer and in the winter. If we had warming huts available for recreational use, it may serve as a transition point out of homelessness."



“Although people need a warm place to sleep at night, they also need places where they can warm themselves during the day as well. This type of place would be welcoming and ensure they have the basic needs to make winter much more bearable.”

“There is a punitive attitude in this culture. We take away benches instead of addressing the needs of the homeless. We can’t just Febreze away the people we don’t want to deal with. All people are citizens.”

“Besides homeless people, there are others that are especially impacted by the challenges winter poses, including seniors, the poor, newcomers, disabled people, and those feeling trapped in their homes.”

“We need more places to go that are warm and they need to be geographically spread – not concentrated only in the inner city.”

Theme 9: Our Winter Heritage

Edmontonians are proud of their winter strength and want to acknowledge the heritage and history of resilience, of building of surviving the elements. The historic “Heritage Classic” NHL game was brought forward as an example in almost every consultation as a testament to Edmontonians’ resilience and identity. There were also several suggestions to celebrate the Aboriginal culture-- the early Europeans would not have been able to survive had the Aboriginals not mentored them in winter living strategies. A winter ‘Heritage Days’ celebrating winter settlers was an idea that was floated several times.

Key messages:

- Share experiences from the past with younger generations to bring a sense of understanding about winter struggles, hardship and successes.
- We have to share stories about our cultural roots – from the days of Aboriginal gatherings to settlers coming to Fort Edmonton. This is an integral part of our heritage.
- Edmontonians are proud of their resilience and share great camaraderie in the winter months.

What we heard:

“Winter horse drawn carriage/sleigh rides with lanterns through historical parts of the city in the evenings, either with wheels or sleigh depending on snow conditions with a hot apple cider. A tour guide talks about the history of the area on the ride.”

“Talk to the older generation about winter. Ask them “what was it like in 1950 walking down Jasper Avenue?”

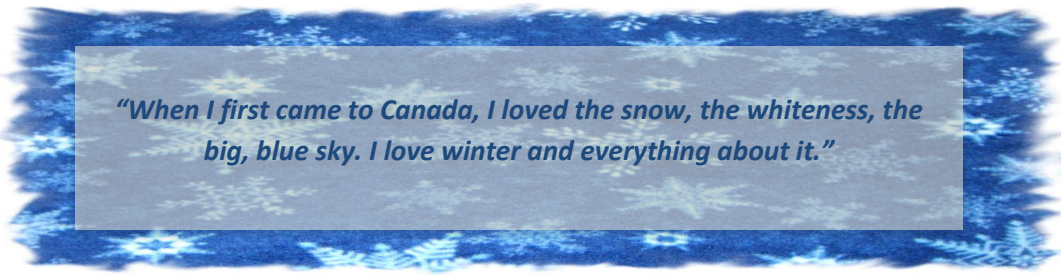
“We need to create a welcoming winter event for newcomers, as well as reach out to our established cultures like Aboriginal, Metis, Ukrainian, Francophone, etc—maybe consider a Winter Heritage Days.”

“We need to resurrect the Heritage Classic! It drew the whole city together!”



Theme 10: Winter for Newcomers

In developing a WinterCity strategy, people suggested that there's a need to be cognizant of our newcomer populations and the challenges they face in adapting to a winter climate. Through the consultation process participants described how the first year in their new country was a pivotal time. Activities that require little or no money and don't require extensive transportation to get to are ideal for newcomer families.



"When I first came to Canada, I loved the snow, the whiteness, the big, blue sky. I love winter and everything about it."

Key messages:

- Provide activities at little or no cost and consider the needs of large families in planning
- Plan winter programs that will capture their interest during their first year.
- Community-based activities will help newcomer families integrate into their communities.
- Target information specifically to newcomers or immigrant organizations to build a base of knowledge about winter activities and events.
- Have a Winter 101 program and ensure there is adequate information provided on how to dress for winter.

What we heard:

"People immigrating to Edmonton don't understand winter. They don't know what kind of boots or coats or mittens to wear. We have to help them understand how to be safe in the cold."

"We can really make a difference in showing newcomers how to enjoy winter in their first year – afterwards, they have jobs, tutors, cell phones, videogames, etc. and have learned to hibernate."

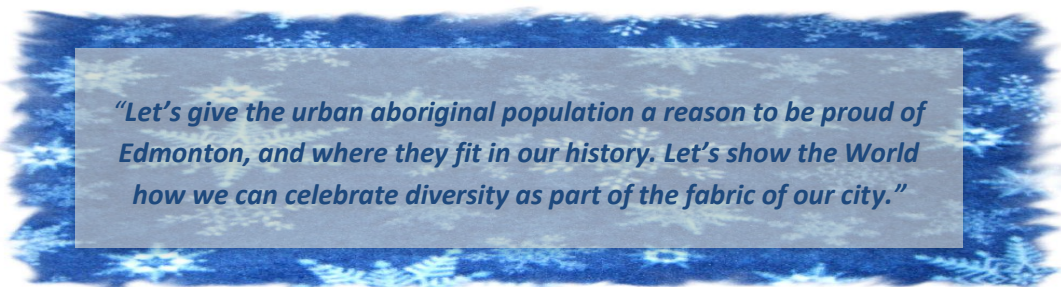
"Edmonton has very vibrant cultural communities. If we train "mentors" to help those who are new to the community, it makes the transition much easier and much more meaningful."

"There is a fascination with winter that newcomers have. We have to remind ourselves to embrace their delight and share in those experiences."



Theme 11: Aboriginal Culture

Strategies that embrace and honour Aboriginals and the role they played in Edmonton's history were suggested through numerous consultations, not just with Aboriginal groups specifically. Given that Aboriginal people constitute a large portion of Edmonton's population, the consultations focused on providing meaningful strategies to involve Aboriginal communities as well as educate others on the role of Aboriginal culture in Edmonton.



"Let's give the urban aboriginal population a reason to be proud of Edmonton, and where they fit in our history. Let's show the World how we can celebrate diversity as part of the fabric of our city."

Key messages:

- Edmonton has historically been a gathering place for Aboriginal people from all over North America in the winter. Hold Round Dances to celebrate when the snow comes and when the snow is gone, involving people from across the continent.
- Celebrate Aboriginal culture and their resilience to winter shown through their dress, games and traditions. This could be part of a larger festival, including education, food and culture.
- It's essential to work with local agencies and Aboriginal groups when planning activities and events.

What we heard:

"We are more than just one thing....(bear eagles, powwows, hand drums.) We are more than that. We are also a vibrant diverse Aboriginal community with artists, government workers, business people, strong families. We have all that. We are all that. And that is what we have to showcase."

"Boyle Street hosts a round dance at the end of January. Thirty drummers in the city participate. Last one was well organized, respectful, sober, meaningful and beautiful and the drumming was brilliant. If we could expand this into a larger signature event, it would be amazing."

"Hold a story gathering and telling event to compare how people have historically survived winter versus how the homeless survive."

"I have been in Edmonton for 9 years, but don't know anything about Aboriginal and Metis cultures – there is strong interest in newcomer communities to learn their culture."

"There should be more opportunities to connect with indigenous cultures."

"Lots of organizations want to connect with Aboriginal communities, but don't know how."



Theme 12: Removing Barriers

Throughout the consultations, participants identified numerous barriers that made it difficult or impossible to implement innovative winter activities. It was recommended that the City rethink its current approach to risk management, policies and bylaws that curtail many of the initiatives that would see changes in streetscapes, transportation, urban design and outdoor living.

The winter patio has become a hallmark of these barriers. A simple solution to embracing warm winter days pits businesses against complicated City processes. There were other examples of activities being curtailed due to “ridiculous, overly cautious decisions by a risk-averse administration.”



Key messages:

- It’s essential to remove barriers so we can enjoy urban life in the winter – pedestrian zones, patio culture, pedways and amenities in parks.
- The City is far too risk-averse. Permitting is too restrictive and rules driven, putting in too many obstacles to be innovative or creative.
- Create a city department to look at new and unique ideas and help cut through the red tape.
- There is a need to shift old attitudes of “no, we can’t do that”, particularly around snow clearing, tobogganing, use of fires, fencing, etc.

What we heard:

“The international sport of biathlon was not allowed to offer a demonstration with air guns at a local festival, despite the assurances and the reputation of the highly credible Alberta Biathlon Association.”

“We continue to see downtown as a sea of regulations.”

“All the regulations could encourage livability, but instead they discourage it. It includes tables outside, food carts on the street, open fires, etc.”

“When City does design, there are a lot of rules that are not conducive and that discourage Winter City outlooks...eg wider sidewalks, placing furniture on sidewalks.”

“Liquor licensing/drinking rules prevent drinking outside – on streets, in parks, during festivals.”



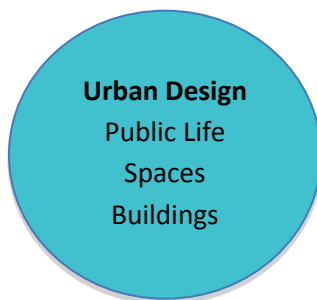
6.0 Winter Strategy Hubs

The WinterCity Think Tank was comprised of 38 demonstrated leaders in the areas of Urban Design; Public Life and Liveability; Hospitality, Business and Tourism; and Marketing and Branding. The role of the Think Tank was to bring together information gathered through the consultations and other sources and provide recommendations that would propel Edmonton forward in becoming an engaging and welcoming winter city. These Think Tank members formed sub-groups, gathered best practices and engaged thought leaders from Edmonton, Alberta and across the globe.

There was tremendous overlap between the Strategy Hubs in the consultations and the 12 themes that emerged truly transcended boundaries to create a strategy that encompassed Edmonton as a true winter city experience. The Strategy Hubs were provided the key ideas and messages gathered from the consultations that pertained to their area which they then considered in the overall development of the recommendations.

Urban Design

The theme of urban design was pervasive in all the consultations, regardless of interest or group. How we “live” in a city is determined by the urban landscape – building design, public spaces and the use of landscaping to protect us from the elements. Ideas on urban design also came up in discussions about transportation, snow removal, community development and winter living. But the single-most defining idea that came up in every consultation was the concept of a patio culture. This aspect of urban design heralds how Edmontonians want to enjoy and participate in winter.



Patios with blankets and heat lamps

Warm transit shelters that block the wind

Heated sidewalks to help with snow removal

Boulevards to accommodate snow removal

Use public art and snow sculptures to make streets more inviting.

We need to really focus on the way we deal with snow from the perspective of a pedestrian, cyclist and skier, as well as from children who just want to play in it.

Urban design should have a winter lens applied.

Climate-oriented design is a must—shelter from the cold north winds, and maximizing the use of sun

Hospitality, tourism and business

Throughout the consultations, there was a sense that WinterCity should be “local first”. Even in the consultation with hospitality and tourism leaders, the discussions focused on how we could promote our best assets and enhance our winter quality of life, for both Edmontonians as well as for tourists and business travelers.



Businesses play a key role in the development of a WinterCity economy. Ideas focused on the use of Business Revitalization Zones (BRZs) to enhance walkability and outdoor experiences within communities as well as opportunities for businesses to offer products and services in the spaces where people gather, such as the river valley and park areas. The thing that makes us unique is our northerness, and business and industry were clear about creating economic opportunities by producing products and technologies unique to winter.

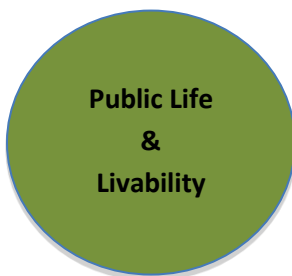


- Integrate activities with business and tourism activities**
- Provide support to BRZs to plan winter events**
- Use our winter climate to promote Edmonton as a tourist destination**
- Make the river valley more accessible – maps, cafes and lighting**
- We need market-ready “winter itineraries”**
- Develop a winter economic strategy to create goods and service for northern climates**

Public Life and Livability

Public life and livability is the heart of Edmonton’s potential as a WinterCity. Throughout the consultations, there were passionate ideas raised about how we truly “thrive” in Edmonton in the winter, not merely survive. Discussions around this hub focused on the experiences that make winter welcoming and fun, while also offering considerate and compassionate thought around those who struggle through the cold, winter months.

The availability of amenities was the most discussed aspect of public life and liveability. The discussions focused on ensuring that winter amenities in the river valley, parks and other public spaces were open and useable in winter. There were also surrounding discussions about linking activities together so we become “multi-purpose” in gathering places, such as Hawrelak Park, Churchill Square or through Community Leagues. There was innovative thought presented about how to create walkable winter experiences, such as going downtown to visit a winter market, then going skating at City Hall, then stopping at an outdoor patio for a hot chocolate in Churchill Square.



- More amenities in the River Valley**
- Community-based activities for kids and families**
- Help newcomers and vulnerable populations dress for winter**
- Support festivals to ensure there is something happening through the entire winter**
- Fire barrels and lighting displays to break up the darkness**
- Open City attractions on weekends in the winter**
- Winter is a season of increased awareness for homeless and marginalized.**
- Adopt or create innovative snow removal techniques**



City Marketing and Branding

The way that Edmonton perceives itself as a WinterCity was a hot topic of conversation throughout the consultations. There was a general consensus that Edmonton needed to change its attitude about winter and how we participate in our city throughout the winter months. However, it was also raised that we couldn't just create a splashy tagline and expect people to think differently. The importance of creating a "WinterCity" brand from the grassroots up and marketing winter locally first was emphasized often.

There was also a significant focus on improving how we communicate what is happening throughout the winter. Many participants expressed that they heard about events either by accident or heard about them after they happened. By focusing on "WinterCity" participants were hopeful that winter would feel like one continuous stream of activities and events.



Have better information sharing about what is happening in winter

Change our attitude and embrace our northerness

Stop talking about how cold it is

Change our message from doom, gloom and fear to exciting, welcoming and fun

Tell our stories about our winter culture, past and present

Market winter locally first

Help Edmontonians become winter ambassadors



6.0 Conclusion

There are few topics that have the potential to engage Edmontonians with such passion and commitment as winter. The consultation process on Edmonton's WinterCity Strategy clearly demonstrated that Edmontonians are eager to be part of our city's transformation. They want to tell our stories – to each other, and the world.

The 12 themes of the consultation process offer both short-term and long-term strategies that will build on Edmonton's existing strengths, capabilities and uniqueness. The 'Iceberg Model' resonated with participants, and they challenged the Think Tank to look below the surface to change the processes and thus the stories we tell ourselves. The concept of systemic change, with genuine transformation reflects the values of Edmontonians in general, with a recognition that this strategy needs to be built up incrementally over time, not in the blink of an eye.

In true form for Edmontonians, the ideas that percolated up through the consultation process had a very grassroots feeling – that the WinterCity Strategy, and its success belonged to the community and the people within it. But there was also equal responsibility attributed to the City to reduce red tape, support innovation and ensure the municipal infrastructure was in place to bring this strategy to light. The importance of working with key stakeholders, such as the Edmonton Economic Development Corporation, Business Revitalization Zones, Community Leagues and the Chamber of Commerce highlighted the importance of developing multiple layers and strategies to make the WinterCity strategy work.

The blizzard of ideas that emerged from the hearts and minds of over 700 Edmontonians are indicative of how Edmontonians in general feel about their city. With deep pride and resilience borne through generations of pioneering spirit, Edmonton is ready to roll up their sleeves and make Edmonton a safe, welcoming and fun winter city for generations to come.





Appendixes

Appendix 1: Attendance at Public Consultations January 19 to May 14, 2012

Kick-Off and Symposium - 19 & 20 January 2012

Participants who identified an organization

Alberta Centre for Active Living (1)
Alberta Innovates (1)
Amiskwaciy Academy (1)
Audrey's Books (2)
Be Fit for Life Provincial Unit
Beverly BRZ (1)
BGS Entrprises, Youth Ventures (1)
Caldwell Planning (1)
Callidus Development (1)
Capital Power 21
City of Edmonton employees (19)
City of Edmonton councillor (1)
City of Edmonton NextGen(1)
CKUA (1)
Daniller Associates (1)
DECL (1)
Deloitte (1)
Downtown BRZ (1)
Edmonton and District Historical Society (1)
Edmonton Economic Development Corp. (2)
Edmonton Federation of Community Leagues (1)
Edmonton Heritage Council (4)
Edmonton Opera (1)
Eunoia Consulting
G3 Development (1)
GH3 Architects (1)
Government of Alberta MLA (1)

Homeward Trust (1)
Inglewood BRZ (1)
Islamic Academy (1)
La Cite (1)
Legislative Assembly Visitor Services (2)
NAIT (1)
North Edge BRZ (1)
Oxford Properties (2)
Park Ranger (2)
REACH Edmonton (1)
Running Room (1)
SHAPE (1)
Sherrick Management (1)
Sierra Club (2)
Stantec (3)
The Blue Pear (1)
The Works 1)
WAM Development (1)
Wichitowin (2)
Winspeare Centre (2)
WinterCity Consultation team (1)

Participants who did not identify an organization (93)



EEDC Tourism Partners - 22 March 2012

Big Shoe Marketing
Canterra Suites
Capital Region Board
Coast Edmonton Plaza
Delta Edmonton South
Devonian Botanic Garden
Edmonton Economic Development Corp. (2)
Edmonton International Airport
Edmonton International Street Performers
Festival
Faman Events
Holiday Inn Express Downtown
Jasper Canadian Rockies
Paulson Cormier & Assoc
Shaw Conference Centre
Tanner Young Marketing Ltd.
Timberwolf Tours and Edmonton Canoe
TransCanada Yellowhead Highway
Western Management Consultants

EEDC – Meetings, Business Travel and Events Marketing Committee - 22 March 2012

14 attendees

University of Alberta Campus Communicators Network - 28 March 2012

25 attendees

Aboriginal Serving Agencies - 29 March 2012

Bent Arrow (1)
Boyle Street (1)
City of Edmonton (1)
Participants who did not identify an organization (2)

Newcomer Serving Agencies - 02 April 2012

Alberta Parks (2)
Edmonton Mennonite Centre for Newcomers (4)
Multicultural Health Brokers (1)

Legislative Assembly Visitor Services - 02 April 2012

3 attendees

City of Edmonton – The Way We Green - 03 April 2012

1 attendee

Key Community Agency Leaders 04 April 2012

Big Brothers Big Sisters
Edmonton Community Foundation
United Way]
YWCA

Edmonton Oilers Management/Katz Group 05 April 2012

Edmonton Oilers(4)
Katz Group (1)

Urban Design Agencies - 02 Apr 2012

City of Edmonton (7)
Edmonton Heritage Council (1)
Edmonton Public School Board (1)
Homeward Trust (1)
ONPA Architects (1)

City of Edmonton Employees - 10 April 2012

39 attendees



**Meteorologists/Weather Reporters -
12 April 2012**

CBC TV
City TV
CTV
Global TV
92.5 Joe FM

**Post Secondary Education Leaders -
16 April 2012**

MacEwan University (1)
NAIT (1)
Norquest College (1)
University of Alberta (2)

**Inner City Executive Directors -
17 April 2012**

Boyle Street (1)
Hope Mission (1)
Mustard Seed (1)
Salvation Army (2)

Northlands - 19 April 2012

4 attendees

**Edmonton Federation of Community
Leagues – 19 April 2012**

EFCL Board (11 attendees)

**Marketing Industry Consultation –
23 April 2012**

City of Edmonton (2) Destination Marketing (1)
Destination Marketing
Donovan Creative Communication (1)
Edmonton Economic Development Corp. (1)
Red the Agency (2)
Zag Creative Group (1)

**Forum to Review Recommendations –
14 May 2012**

(Invitees were people who attended the Kick-off
Symposium and/or a consultation session)

Business Revitalization Zones (3)
City of Edmonton employees (26)
City of Edmonton Councillors (2)
EEDC Tourism Partners (8)
Inner City Executive Directors (1)
Key Community Agency Leaders (1)
Legislative Assembly Visitor Services (2)
Northlands (1)
Post Secondary Education Leaders (3)
Urban Design Agencies (1)
WinterCity Consultation Project Team (7)
WinterCity Contest Winners (2)
WinterCity Think Tank members (10)

Kick-Off Attendees Who Asked to Be Invited,
and Other Miscellaneous

Alberta Centre for Active Living (1)
BGS Enterprises, Youth Ventures (1)
Birkebeiner Ski Festival (1)
DECL
Homeward Trust (1)
Running Room (1)
Sherrick Management (1)
Sierra Club (2)
Stantec(1)
Strategy Summit (1)

Others who did not identify a group (6)



Appendix 2: Ideas Collected from All Sources

Ideas from all sources were compiled into a single list and coded according to the following categories.

Idea Codes	
1	River Valley
2	Recreation/Sports
3	Services & Retail (food, clothing)
4	Placemaking (buildings, outdoor cafes, policies)
5	Festivals/Events
6	Public Art (ice sculptures, lighting, etc.)
7	Transportation
8	Other

The spreadsheet containing all the ideas has been submitted as a separate document.

