

## What We Heard Report: Summary of Engagement Results and Next Steps

### Overview

Administration conducted the following engagement process with stakeholders, the public and Snow and Ice Control (SNIC) staff from January 20 through March 10, 2022 to get feedback on the current Snow and Ice Control (SNIC) program as well as proposed options for service enhancements through the following approaches:

- **External Stakeholders:** Engagement sessions and discussions with key stakeholders outlined in the section below, including an online survey for EMS personnel (16 meetings, 105 unique attendees, 17 survey respondents)
- **Internal Stakeholders:** Engagement sessions and discussions with internal City of Edmonton stakeholders and business areas that are connected with the SNIC program (11 meetings, 31 attendees)
- **Public:** An online Snow and Ice Service Levels Insight survey was available to the public from Feb 24 - Mar 6, 2022 (19,163 responses which included 5,038 Edmonton Insight Community members)
- **Staff Engagement:** SNIC staff were engaged through the internal working group and an online survey from February 24 - March 7, 2022 (64 responses). Working group meetings took place on February 9 and 10, and on March 9 and 10 (approximately 27 unique attendees total).

This engagement process falls under **ADVISE** on the public engagement spectrum:

*The public is consulted by the City to share feedback and perspectives that are considered for policies, programs, projects, or services.*

## Objectives and Outcomes

The following objectives and outcomes were used to shape the questions and feedback required from the engagement process.

Public Input Needed to Meet Objectives	Outcomes
Level of awareness and understanding about current SNIC service levels.	Receive feedback that can be used to inform future education and communication opportunities for the public.
Thoughts and concerns about current service levels	Receive feedback from interested and affected stakeholders that will be considered in adjusting proposed SNIC options for enhanced service standards.
Ideas and feedback on the proposed options	Receive feedback from interested and affected stakeholders that will be considered in adjusting proposed SNIC options for enhanced service standards.

## Communications

- Administration reached out to stakeholders and staff directly through general information contacts and/or existing network contacts.
- The Snow and Ice Service Levels survey was shared with City Council via operational update emails as well as the weekly Council updates. PDF copies of the survey (to print) were also made available.
- The Snow and Ice Service Levels survey was promoted to the public on the City of Edmonton's social media channels (Facebook, Twitter, and Instagram), as well as links on [edmonton.ca/safetravels](https://edmonton.ca/safetravels) and [edmonton.ca/surveys](https://edmonton.ca/surveys).
  - Facebook posts received 2.5million impressions and 13,473 link clicks.
  - Webpage [edmonton.ca/safetravels](https://edmonton.ca/safetravels) received 20,206 unique pageviews during the time the survey was promoted on the page.

**Data Analysis**

Administration contracted Leger to provide an overall summary and qualitative analysis of the notes from stakeholder sessions, as well as provide a summary of results and data analysis from the EMS survey and the public survey. Leger provided three reports with key findings and summarized results. It should be noted that data were not weighted and in some cases represent a small sample size with stakeholder engagement sessions. The findings cannot therefore be generalized more broadly or extrapolated to the general population or used to generalize findings across larger populations of any identified groups.

Due to the volume of responses from the Snow and Ice Service Levels surveys and time constraints for analysis, only a random sampling of 1,500 open-ended comments per question was coded to identify most common key themes.

**External Stakeholder Engagement**

The following organizations, groups and individuals participated in the engagement process:

Accessibility Advisory Committee (AAC)	Edmonton Seniors Coordinating Council (ESCC)	Paths for People
Business Improvement Areas (BIAs)	Edmonton Transit Service Advisory Board (ETSAB)	University of Alberta (researchers)
City Councillors	Emergency Medical Services (EMS)	Women’s Advocacy Voice of Edmonton (WAVE) Committee
Edmonton Federation of Community Leagues (EFCL)	EPCOR	

### Engagement Session Tactics

Where and when possible, Administration delivered short presentations and held discussions at regularly scheduled online Board and Committee meetings to maximize convenience and attendance of participants. If this option was not a possibility, a separate workshop or meeting was scheduled at a time that was convenient for participants. In most cases, information packages containing brief details of some proposed options and guiding questions for discussion were sent in advance to groups, so that participants could come prepared to engage on the topic. Note takers recorded the conversations during the discussion to capture feedback. A feedback form with evaluation was circulated to participants after the session for anyone who still had feedback to share but may not have had time to do so during the session.

Examples of guiding discussion questions:

- Which services/service levels do you see as being the highest priority to ensure safety, mobility, accessibility and connectivity?
- What are your 1-2 biggest challenges or concerns with snow and ice control on Roads and/or Paths?
- Tell us what you think about the proposed enhancements for Roads and/or Active Paths?
  - Is there anything you particularly like or do not like about them?
  - If we had to prioritize 1-2 of these over all the others, which one(s) are most important to you and why?
- For suggested program support services (eg, bylaw enforcement, community program supports), which ones do you feel most strongly about and why?
  - Any other suggested ideas for consideration?
- Would you be supportive of a budget increase to increase service levels?
  - Which approach would you prefer: all at once or gradual increase?

### Stakeholder Survey Tactics

Administration developed a survey for EMS personnel to provide feedback on current snow and ice services and proposed options for service enhancements from the perspective of emergency personnel. The online survey link was sent out by EMS administration through a memo to personnel. Completion of the survey was voluntary.

## Key Findings

The top concerns among external stakeholder groups were:

- Accessibility and pedestrian safety
- Icy sidewalks
- Windrows
- Poor drainage

There were mixed levels of support for increased service levels and no clear 'winner' as to which of the proposed options would be considered top priority.

Results from the EMS personnel survey:

- Majority of respondents said that approximately 11-20% of daily EMS emergencies within their area are related to snow and ice.
- Residential roads and icy sidewalks were considered to present the largest safety and injury concerns, due to the presence of windrows that create access issues and tripping hazards.
  - Icy residential parking lots, icy intersections, and major roads (due to speed and volumes) were also mentioned.
- Respondents indicated that all proposed Roadways service enhancements were important to them and would be effective at reducing injuries.
  - Over 70 per cent (12 out of 17) of respondents thought that removing windrows from driveways and curb cuts would be very effective.
  - Over 45 per cent (13 out of 17) respondents stated that this service enhancement was important to them.
- Windrows are a main cause of concern for EMS personnel as they restrict access for vehicles, stretchers and people, and create workplace hazards.
- Respondents indicated that most proposed Active Pathways service enhancements were important to them and would be effective at reducing injuries. Of the proposed options, enhanced services for bike paths and internal park and playground paths were considered least effective and least important. Clearing of

residential sidewalks was considered to be the most effective (10 out of 17, very effective) and most important (11 out of 17, very important).

- Respondents think that high traffic and residential roads should be prioritized for snow and ice clearing.
- Majority of respondents thought that more towing of vehicles during a parking ban, 24/7 residential plowing to provide faster service, and providing community shoveling support programs would all be very effective at reducing snow and ice injuries.

**Internal Stakeholder Engagement**

The following internal business areas participated in the engagement process through key representatives:

311	Community Standards (Bylaw and Parking Enforcement)	Snow and Ice Operations Dispatch
City Facilities, Community Services	Fire Rescue Services	Traffic Operations
Civic Events	Fleet and Facility Services	Winter City
Communications and Engagement	Safe Mobility	

**Engagement Session Tactics**

These sessions consisted of more informal meetings with discussion questions tailored to the specific business area. In most cases, meeting attendees were provided an information package in advance containing background information and the proposed options.

Examples of guiding discussion questions:

- What current challenges does your area/facility face with snow and ice?

- Tell us what you think about the proposed enhancements for Roads and/or Active Paths?
  - How do or might these impact your area/facility?
- What suggestions do you have for proposed options and/or for better aligning our areas?
- If any/all of these proposed options are approved, what would your area need resource-wise to support the program and service levels?

Note takers recorded the conversations during the discussion to capture feedback. A feedback form with evaluation was circulated to participants after the session for anyone who still had feedback to share but may not have had time to do so during the session.

### Key Findings

The top concerns among internal stakeholder groups were:

- Windrows
- Icy sidewalks
- Communication and education with residents
- Accessibility and maintaining clear parking lots for City facilities

Discussions with stakeholders also addressed resourcing to support service enhancements. Suggestions included:

- Increasing the number of staff
- Improving access to equipment and technology
- Considerations for contracted work
- There were mixed levels of support for increased service levels and no clear ‘winner’ as to which of the proposed options would be considered top priority.

### General Public

Administration developed and published a public Snow and Ice Service Levels online survey, asking questions about residents’ satisfaction, concerns, preferences and priorities with respect to current service levels and potential

future service enhancements. Topics for the questions were selected based on the top themes or topics identified by Communications as a result of inquiries and concerns through media and social media.

### Key Survey Findings

An overview of the results from the public survey were as follows:

- Respondents are split (47 per cent each) between those who would prefer to leave a snowpack on the road rather than blade to bare pavement.
- 62 per cent of respondents think the City should consider use of alternative materials or tools to help reduce or prevent ice buildup. Those who identify as a racialized person, immigrant, new Canadian, or user of public transit are more likely to think the City should consider these materials.
- 76 per cent of respondents are not satisfied with snow and ice control in Edmonton during the 2021-22 season. Respondents are more likely to be dissatisfied if they have front driveways, have a mobility challenge or disability, walk with a stroller or wagon, or identify as an Indigenous person.
- The top 3 Active Pathway service enhancement options, in order of importance, is the same for the general public and Edmonton Insight Community, as well as for those who take different modes of transportation:
  - More frequent plowing and/or sanding on sidewalks adjacent to seniors centres and school zones
  - More frequent plowing and/or sanding on pedestrian bridges and stairs
  - Using alternative materials to prevent ice formation at all bus stops and city maintained sidewalks
- The top 3 Roadways service enhancement options, in order of importance:
  - Removing additional sections of windrows for improved access
  - Removing all windrows in residential areas (less important for Edmonton Insight Community than for public respondents)
  - An online map or digital tools showing up-to-date scheduling and where crews will be in neighbourhoods for residential road clearing.
- Those who identify as an immigrant, new Canadian, or person with a disability or mobility challenge, thought that having faster 311 response times is more important than other service enhancements listed.



- Over half of respondents agree that the community parking ban signs are easy to see or find, and that the signs have enough info for residents to know what to do during a parking ban. Those who identify with one of the identified groups (eg, mobility challenge/disability, LGBTQ2S+, a new Canadian, racialized or Indigenous person) were more likely to disagree.
- Based on a random selection of open-ended responses about parking ban signs, the top comments from respondents were:
  - stricter enforcement of parking ban
  - more info on parking ban signs
  - signs being placed too early and/or delays with snow removal
- Approximately 49 per cent of respondents would be in favour of crews working longer hours (up to 24 hrs a day) to remove snow from residential areas. Respondents are more likely to agree if they travel by personal vehicle, have a front driveway, or identify as a racialized person or as someone with mobility challenges.
- Respondents are split (45 per cent in favour, 40 against) supporting a tax increase to make snow and ice service enhancements possible.

### Accessibility Survey Findings

Of the 28 per cent who identified that they have either a disability, mobility challenges, and/or are someone who supports a person with a disability:

- 37 per cent would be interested in using an assisted snow/ice shovelling program developed by the City. Those who also take public transit are even more likely (38 per cent) to be interested in such a program.
- The top three challenges faced in winter, based on a random selection of open-ended responses are:
  - poor sidewalk snow clearing
  - poor ice management
  - windrows are too high

### Demographic Info

- Respondents use a variety of transportation modes in winter (49 per cent walking/running, 20 per cent take public transit, 7 per cent cycling); 97 per cent of respondents use a personal vehicle.
- Nearly two-thirds of respondents have used a park at least 1-2 times in the past month.
- At least 5 per cent of respondents identify with each of the following groups (LGBTQ2S+ person, immigrant or new Canadian, Indigenous person or racialized person)
- 13 per cent of respondents walk with small children, wagon or stroller (referred to as 'assisted walking' in the survey report).

### SNIC Staff Engagement

The SNIC Working Group, established in 2021 through voluntary expression of interest, consists of 20 employees that represent a variety of roles and organizational levels within operations and across union membership. The purpose of the group is to provide staff representatives with a voice and greater input into decision making processes, through monthly meetings and discussions on a wide variety of work topics. Proposed options were presented to the Working Group for comments and feedback in February 2022, with the March 2022 meeting being used to capture and validate any additional comments and feedback.

An online survey to capture additional operational thoughts and feedback from frontline staff was developed and sent by Administration. Staff also had the option of leaving their contact information to discuss or clarify suggestions provided. The survey questions included:

- How might the City better prepare and clear snow in a snow event?
- How might the City better prepare for and handle freezing rain events and ice formation?
- How might the City better prepare for and handle significant melting during winter (e.g., during freeze-thaw cycles)?

### Key Findings

SNIC Working Group provided the following comments and feedback on the current state for snow and ice and proposed options:

- Blading to bare pavement is not feasible unless the plan is to remove windrows.
- More storage sites would be needed for snow removal.
- Communications are needed to make sure vehicles are removed from roads during residential clearing.
- To have clearer active pathways, we need more staff
- If we overstaff, what happens in years when there's no snow? (eg, What to do with an excess of staff and no work? Do we send them home?)
- Bike lanes leading to narrow roads with curb jets are harder to plow
- Resourcing is a concern: need more staff, equipment and materials to increase service.
- Need the right equipment for the job to avoid creating more issues. For example, don't want to create additional windrows when clearing alley crossings.
- We don't have enough resources for ongoing maintenance needed for bus stops. They are a lot of work.
- Consider reevaluating the routing as well as additional training on routing. Involve teams in the evaluation process.
- Looking at other cities such as Toronto and Winnipeg, they are similar in size or smaller and they have a much larger budget. Comparing other cities would be a good tool.

### SNIC Operations Online Staff Survey

Results from the survey showed that there were:

- 79 comments/suggestions for addressing snow events
- 67 comments/suggestions for addressing freezing rain
- 63 comments/suggestions for addressing thaw events

The open ended comment survey findings were aggregated and grouped into major themes. The top three themes and corresponding number of responses are listed below.

<b>Q1: How might the City better prepare and clear snow in a snow event? (number of responses by top themes)</b>	
Process Improvement	23
Increase Staffing Levels	22
Other	14

Sample of Staff Quotes:

- “Have people assigned to areas for pre-clearing assessments. If the area is not going to benefit from blading, why do it? Removing 1 cm of snow is not beneficial to anyone and can just expose glare ice. In a thaw cycle, these employees could also flag drains that may benefit from clearing.”
- “Hire enough staff to work regular shifts to cut down on some of the overtime.”
- “Start ticketing and towing instead of complimentary tows.”
- “Have a permanent night trainer for winter.”

<b>Q2: How might the City better prepare for and handle freezing rain events and ice formation? (number of responses by top themes)</b>	
Process Improvement	16
Material Mix	13
Increased or Improved Equipment	11

Sample of Staff Quotes:

- “More grit in the sand, or in the salt. Too much sand gives it too much of a shuffleboard effect, that’s what I have noticed as an operator.”
- Rig trucks to be able to dump sand into sandboxes - cutting labour in half: wood rigs, tailgate chutes, old bad sander units.”
- “See how the ice breaker, for sidewalk machine attachments work, and possibly have one or more for each district.
- “There isn’t much we can do in a freezing rain event. We're a winter city, part of winter is freezing rain. All we can do is continue to address it with the trucks on the road with the correct mix.”

<b>Q3: How might the City better prepare for and handle significant melting during winter (e.g., during freeze-thaw cycles)? (number of responses by top themes)</b>	
Process Improvement	22
Improved Drain / Basin Clearing	18
Leave Snow Pack	9

Sample of Staff Quotes:

- “Use data/information from this year to mark problem areas on maps to guide future years for where the most complaints or the biggest pooling may happen in the case of a thaw cycle.”
- “If the Sandbox program is going to continue then we need bigger boxes or dump zones at the Community Halls to meet the demand by citizens.”
- “We need to have skid steers and graders dealing with catch basin complaints during the entire melt cycle and if we can't keep up, supplement with contractors.”
- “Leaving a snow pack and not paving to pavement should assist with freeze thaw cycles. This should also allow for streets to be cleared quicker and less return trips.”

**Next Steps**

Administration has reviewed results from the stakeholder engagement and surveys and used key findings to adjust final proposed service enhancement options being presented in this Council report CO00778. Administration is also following up with individual staff concerns from the survey and Working Group.

Administration will continue to work with stakeholder groups to review feedback as part of future planning, to determine what could be actioned and addressed, listed below. Staff survey results will also be reviewed and discussed with the Working Group to identify further communications and actions.

**Stakeholder Engagement Feedback and Proposed Actions**

External Stakeholder	What We Heard	What We Are Doing (Actions)
Accessibility Advisory Committee (AAC)	<ul style="list-style-type: none"> <li>● Accessibility concerns for persons with disabilities as a result of windrows and improperly cleared sidewalks.</li> <li>● Concerns about some areas not being cleared fast enough around windrows and curb cuts.</li> <li>● Top priorities mentioned are faster clearing of sidewalks and public spaces. Accessible parking stalls and walkways to City facilities is a core service.</li> <li>● Interested in being involved during seasonal orientation sessions and training content for staff and contractors to help them understand other perspectives (sensitivity training)</li> <li>● Some people are unwilling to call 311 to 'tell' on neighbours for not clearing their walks, concerns about being found out and retaliation.</li> </ul>	<ul style="list-style-type: none"> <li>● Developing proposed options for an assisted shoveling program (report attachment)</li> <li>● Considering/exploring alternative equipment attachments for existing equipment to better address ruts and ice formation.</li> <li>● Shortening of service standard timelines is part of the proposed options.</li> <li>● Plan to follow up with AAC and the City's Diversity and Inclusion office to discuss options for sensitivity training for staff and contractors. Will need to review contractor training documents to see what could be included.</li> </ul>

	<ul style="list-style-type: none"> <li>• Some persons with disabilities are concerned about requesting wheelchair access signage for their residence. Although this signage would result in a windrow-free zone, some are concerned about 'outing' themselves as disabled, out of safety concerns about making their home a potential target for crimes. Asked if an alternative sign or symbol could be used to indicate windrow-free zones instead of the wheelchair symbol.</li> <li>• Concerned about implications of expanded use of calcium chloride on mobility aids (eg, wheelchairs) which are expensive to repair</li> <li>• Possible coordination/collaboration with the Assisted Waste program and the potential for an assisted shoveling service.</li> </ul>	
<p>Business Improvement Areas (BIA Council)</p>	<ul style="list-style-type: none"> <li>• Windrows are a major concern for accessibility, both for business patrons as well as for deliveries and other services. Road and alleyway clearing is important for business access.</li> <li>• Water pooling and freezing events are a concern. Suggest using more salt during freezing rain periods.</li> <li>• Discussion and suggestion that the City coordinate with a private contractor or pay City to remove</li> </ul>	<ul style="list-style-type: none"> <li>• Proposed service enhancement options include considerations for weather-specific responses (snow, freezing rain, thaw).</li> <li>• Plan to develop a service level agreement process between downtown BIA and City that would facilitate collaboration and coordination with a BIA-hired contractor.</li> </ul> <p>Aligns with: Winter City Strategy Implementation Plan Action L2.2: "Develop</p>

	<p>windrows and support road clearing in downtown area.</p>	<p>better sidewalk snow removal strategies in Business (Improvement Areas) so that public sidewalks are cleared within a reasonable, designated time.”</p>
<p>City Councillors</p>	<ul style="list-style-type: none"> <li>● Questions about the Communications plan and what this includes. Need clear info to be presented about the parking ban. Info from 311 can be contradictory. Need clear, concise messaging about service expectations. Need to manage resident expectations and capabilities.</li> <li>● Citizens often aren't sure what they need to do and why.</li> <li>● Consider doing a jurisdictional scan for best practices.</li> <li>● Need different responses for different types of weather events (snow, freezing rain, thaw)</li> <li>● Concerns about windrows, icy roads and sidewalks, drainage, and thawing. Windrows affect parking and create access issues for sidewalks. Also concerns about access to sandboxes and sand.</li> <li>● Frontline staff need to be engaged for their expertise, and ensure that policy matches practice. Staff morale and engagement could be low due to public complaints.</li> <li>● Need support and resources for</li> </ul>	<ul style="list-style-type: none"> <li>● Conducted frontline staff engagement (results included in report).</li> <li>● Conducted jurisdictional scan (included as report attachment).</li> <li>● Evaluation of this season's communications plan is in progress. Communications has provided recommendations for an enhanced communications plan in 2022-23 based on what was heard this season.</li> <li>● Proposed service enhancement options include considerations for weather-specific responses (snow, freezing rain, thaw).</li> <li>● Community sandboxes and snow storage sites are being reviewed as separate projects in 2022, in accordance with the Snow and Ice Audit.</li> <li>● Developing proposed options for an assisted shoveling program (report attachment)</li> <li>● Administration has processes in place to monitor 311 notifications.</li> <li>● Parks and Roads Branch is working on a <b>311</b></li> </ul>



	<p>seniors and vulnerable communities.</p> <ul style="list-style-type: none"> <li>• Need a snow storage plan for smaller streets and new neighbourhoods that don't have space to accommodate windrows. Is there a plan to look at tailoring the snow and ice approach to different types of neighbourhood designs?</li> <li>• Is there a plan to evaluate snow removal from a performance standpoint? For example, number and type of complaints.</li> </ul>	<p><b>Branch Process Review.</b> This is a large project to be implemented alongside the Enterprise Commons system in Q2, 2022. This will allow more options for classifying notifications besides "open" and "closed". The process will be more like an online order, where residents will be able to track the stages and progress of their request.</p>
<p>Edmonton Federation of Community Leagues (EFCL), Planning and Development Committee</p>	<ul style="list-style-type: none"> <li>• Concerns about catch basins and drainage, consider an 'adopt a catch basin' program for leagues</li> <li>• Top concerns are windrows and residents' safety. Shared pathways are very icy and rutted. 48 hour window is too much for sidewalk clearing, for residents with accessibility and mobility concerns.</li> <li>• Concerns about current service standards not being met</li> <li>• Concerns about variability with crews and/or contractors. Some areas done well, others not</li> <li>• Some shared bike lanes are not being cleared, even though they're supposed to be.</li> <li>• Is there a plan to add ice breakers?</li> <li>• Will a GBA+ lens be applied? Recently read about Sweden's snow clearing</li> </ul>	<ul style="list-style-type: none"> <li>• Report is focused on meeting service standards with proposed resourcing to close the current state gap.             <ul style="list-style-type: none"> <li>○ Bus stop access and clearing will be improved with overall services</li> </ul> </li> <li>• If direction is blading to bare pavement, there will be a plan to mark catch basins this summer with high-visibility poles. Otherwise, marking may not be needed.</li> <li>• Developing proposed options for an assisted shoveling program (report attachment)             <ul style="list-style-type: none"> <li>○ Depending on direction from Council, there are opportunities to have further conversations with community partners such as Community Leagues and Abundant Community Edmonton.</li> </ul> </li> </ul>

	practices.	<ul style="list-style-type: none"> <li>• Conducted jurisdictional scan, used GBA+ lens in developing proposed options.</li> <li>• Currently testing ice breaker attachments. Plan to include these as part of our future equipment inventory.</li> </ul>
Edmonton Seniors Coordinating Council (ESCC)	<ul style="list-style-type: none"> <li>• Windrows are a big concern for access (pedestrians and emergency services).</li> <li>• Concerns about sodium chloride (not pet friendly), high costs of snow removal for seniors, lack of enforcement for sidewalk clearing, dealing with icy sidewalks and pooling water.</li> <li>• Sandboxes are often empty.</li> <li>• Could more sand be used instead of salt at bus stops and sidewalks?</li> <li>• Some seniors would benefit from assisted shoveling programs. There are not a lot of subsidized, non-profit or volunteer programs out there and hiring a contractor can be expensive for those on a fixed income. Discussion and followup about Home Supports referral service.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing proposed options for an assisted shoveling program (report attachment)</li> <li>• Community sandboxes are being reviewed as separate projects in 2022, in accordance with the Snow and Ice Audit.</li> </ul>
Edmonton Transit Service Advisory Board	<ul style="list-style-type: none"> <li>• Bus stops, public areas and leisure centres are high priority. Also alley crossings. Trying to get to a bus stop with mobility aids or strollers can be a huge issue.</li> </ul>	<ul style="list-style-type: none"> <li>• One of the proposed options in the report addresses maintaining additional sidewalks around bus stops (specifically stops that are adjacent to private property).</li> </ul>

## Attachment 4

	<ul style="list-style-type: none"> <li>• Concerns with windrows, blocked catch basins, with poor drainage leading to icy conditions, and sandboxes not being refilled enough. Need to remove snow, not just push it away.</li> <li>• Issues with automated parking ban emails which stopped working, and there is minimal enforcement.</li> <li>• Need to take a pedestrian-first approach to snow and ice.</li> <li>• Focus on more enforcement, dropping services that aren't working.</li> <li>• Concerns about quality control at bus stops. Could contractors or an 'adopt a highway' approach be used to help with bus stops?</li> <li>• Some communications tools have improved, but there are still issues. Lack of trust in 311 app, with tickets being closed before issue resolved.</li> <li>• Need to build in resilience with future service levels. Responding to freezing rain for example, not just snow. Also better communication with homeowners about how to deal with ice.</li> <li>• Need to consider GBA+ framework in this plan, as well as output/outcome-based decision making to resolve issues.</li> </ul>	<ul style="list-style-type: none"> <li>• GBA+ framework has been factored into development of proposed options.</li> <li>• Proposed service enhancement options include considerations for weather-specific responses (snow, freezing rain, thaw).</li> <li>• Developing proposed options for an assisted shoveling program (report attachment)</li> <li>• Evaluation of the 2021-22 season's communications plan is in progress. Communications has provided recommendations for an enhanced communications plan in 2022-23 based on what was heard this season.</li> <li>• Summary report from Community Standards includes proposed resourcing requirements to be able to do more enforcement.</li> </ul>
Emergency Medical	<ul style="list-style-type: none"> <li>• Biggest concerns for emergency</li> </ul>	<ul style="list-style-type: none"> <li>• Report is focused on meeting service</li> </ul>

<p>Services (EMS)</p>	<p>personnel are windrows (limit accessibility, cause workplace hazards), including windrows in front of driveways and sidewalk access points. Risk to personnel using stretchers, patients safety, and drivers having to navigate narrowing streets. They also limit parking for emergency vehicles</p> <ul style="list-style-type: none"> <li>● Biggest concerns regarding residents' safety are snow and ice clearing (including windrows) on residential roads and icy sidewalks.</li> <li>● Additional plowing/sanding/de-icing of sidewalks, seniors' centres, transit stops and ramps could be very effective at reducing snow- and ice-related injuries. Highest priorities should be high traffic and residential areas.</li> <li>● Need more communication and compliance on getting residents to comply with the parking ban and clearing sidewalks. Having assisted and community shoveling supports is very important.</li> <li>● Suggested that EMS personnel could be part of that information network to help connect residents with program supports available.</li> </ul>	<p>standards with proposed resourcing to close the current state gap.</p> <ul style="list-style-type: none"> <li>○ Minimizing windrows will be addressed with an increase in overall services</li> <li>● Developing proposed options for an assisted shoveling program (report attachment)</li> <li>● Evaluation of this season's communications plan is in progress. Communications has provided recommendations for an enhanced communications plan in 2022-23 based on what was heard this season.</li> <li>● Summary report from Community Standards includes proposed resourcing requirements to be able to do more enforcement.</li> <li>● Developing proposed options for an assisted shoveling program (report attachment)</li> </ul>
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<p>EPCOR</p>	<ul style="list-style-type: none"> <li>● Overall reservations about the use of windrows (referenced historical data and decisions in 2011)</li> <li>● Concerns about windrows burying catch basins, causing and exacerbating on-street flooding, with impacts on private property</li> <li>● Concerns about windrows burying fire hydrants, with a higher likelihood of damage during snow removal and slower response times for fire crews</li> <li>● Concerns about risks to public and employee safety and decreased reliability of utility service (eg, delayed response to deal with water main breaks)</li> <li>● Windrows result in increased actions needed by residents and additional resourcing by the City and EPCOR.</li> <li>● Communication to residents about who to contact in the event of flooding is unclear, and varies by cause</li> </ul>	<ul style="list-style-type: none"> <li>● Report is focused on meeting service standards with proposed resourcing to close the current state gap.             <ul style="list-style-type: none"> <li>○ Minimizing windrows will be addressed with an increase in overall services</li> </ul> </li> <li>● Communications about fire hydrants should be added to information and messaging provided to residents. Operations will also ensure this is covered by their staff manuals and Standard Operating Procedures.</li> </ul>
<p>Paths for People</p>	<ul style="list-style-type: none"> <li>● Bike lanes and intersections with alleys are difficult to navigate with bikes and mobility aids. Windrows impede access and snow conditions are difficult to navigate with a stroller. Bike paths are very important to ensure access to amenities. Some people use them for walking and wheelchair access.</li> </ul>	<ul style="list-style-type: none"> <li>● Evaluation of this season’s communications plan is in progress. Communications has provided recommendations for an enhanced communications plan in 2022-23 based on what was heard this season.</li> <li>● Report is focused on meeting service standards with proposed resourcing to close the current state gap.</li> </ul>

## Attachment 4

	<ul style="list-style-type: none"> <li>● Need to prioritize vulnerable groups and ensure there are connections in communities to amenities. Also need to consider what is better for the community as a whole: more impact from clearing an intersection or alley than single driveway entrances.</li> <li>● Rather than focus on punitive measures (fines) that could disproportionately affect vulnerable communities, focus on broader campaigns to address noncompliance.</li> </ul>	<ul style="list-style-type: none"> <li>○ Consistency of connections through the mobility network will be addressed through better completion timelines.</li> <li>● One of the proposed options in the report addresses maintaining bike lanes with shorter timelines and elevating some additional paths to P1 standard.</li> <li>● Summary report from Community Standards includes proposed resourcing requirements to be able to do more enforcement.</li> </ul>
University of Alberta (researchers, snow and ice monitoring)	<ul style="list-style-type: none"> <li>● Questions about how the proposed enhancements would be measured and evaluated. Service levels need to be linked to safety and mobility, accessibility outcomes. Also need to consider the impact of these changes on budgets.</li> <li>● Evaluation should include formative, impact, and outcomes assessments. Include data collection tactics in these approaches. City could likely benefit from adding more mobile Road Weather Information System (RWIS) stations to its inventory, to provide better coverage of road condition data.</li> </ul>	<ul style="list-style-type: none"> <li>● Possibility for evaluation of any proposed options would need to be discussed. Part of the resourcing requirements to support operations would be to increase staffing to increase capacity for future monitoring and evaluation work and projects.</li> <li>● Future conversations with a weather monitoring service provider are planned.</li> </ul>
Women's Advocacy Voice of Edmonton (WAVE)	<ul style="list-style-type: none"> <li>● Major concerns about icy sidewalks and roads. Icy sidewalks leave seniors</li> </ul>	<ul style="list-style-type: none"> <li>● Evaluation of this season's communications plan is in progress. Communications has</li> </ul>

<p>Committee</p>	<p>feeling socially isolated in their homes. Windrows are also an accessibility concern.</p> <ul style="list-style-type: none"> <li>• Concerns with individuals not being aware of the parking ban and receiving tickets.</li> <li>• Consider reviewing Sweden’s implementation of gender equality snow removal program.</li> </ul>	<p>provided recommendations for an enhanced communications plan in 2022-23 based on what was heard this season.</p> <ul style="list-style-type: none"> <li>• Summary report from Community Standards includes proposed resourcing requirements to be able to do more enforcement, and also includes a communication/education component.</li> <li>• Conducted a jurisdictional scan and included Sweden (report attachment).</li> <li>• GBA+ framework has been factored into development of proposed options.</li> </ul>
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Internal Stakeholder	What We Heard	What We Did
<p><b>311</b></p>	<ul style="list-style-type: none"> <li>• Top 2 concerns heard from residents are blading and sanding. More sanding requests with freezing rain.</li> <li>• In Jan/Feb, increase in calls about drainage and catch basins with warmer weather.</li> <li>• Questions about how the pilot is going and how the neighbourhood (Griesbach) was selected for the windrow clearing pilot.</li> <li>• 311 receives many calls related to snow clearing policies, given the changes per year</li> <li>• We do receive calls with questions about</li> </ul>	<ul style="list-style-type: none"> <li>• Public information and 311 scripts will be adjusted depending on any approved changes to snow and ice services.</li> <li>• PARS Branch is working on a <b>311 Branch Process Review</b>. This is a large project to be implemented alongside the Enterprise Commons system in Q2, 2022. This will allow more options for classifying</li> </ul>

	<p>assisted shoveling</p> <ul style="list-style-type: none"> <li>• Many of the proposed enhancements will likely be well received as long as City is not reducing services</li> <li>• Issue with 311 calls being closed with no additional info when being transferred to another area.</li> </ul>	<p>notifications besides “open” and “closed”. The process will be more like an online order, where residents will be able to track the stages and progress of their request.</p>
<p><b>City Facilities (Community Services)</b></p>	<ul style="list-style-type: none"> <li>• Main concerns are ensuring that parking lots are plowed and sanded quickly, especially after snowfall. Facility sidewalks also need fast turnaround times. Facilities don’t have the staff to manage this work. High traffic at some facilities, plus high numbers of persons with disabilities, seniors, and parents with strollers. They all have trouble navigating parking lots with lots of snow and ice. Have even had issues with DATS and garbage trucks getting stuck in parking lots or not wanting to use the lots due to ice. 48 hr service level is not fast enough.</li> <li>• Some concerns about alternative parking stalls, especially at small sites, and as some facilities get busier.</li> <li>• If calcium chloride begins being applied to bus stops and sidewalks, concerns about making sure this is tracked onto outdoor ice rinks.</li> <li>• Some roads through parks (eg, Hawrelak) should probably be classified as Roads to ensure proper clearing, possibly at a P4 road service level, rather than their current classification as an Active Pathway.</li> </ul>	<ul style="list-style-type: none"> <li>• Plan to follow up directly regarding parks question to determine best approach.</li> <li>• Proposal to close the current state gap in service levels includes staffing and equipment resourcing requirements. <ul style="list-style-type: none"> <li>○ Parking lots are P2 (48 hrs). By closing gaps, there would be a significant increase in service.</li> </ul> </li> <li>• Review and discussions about the alternative parking stalls this spring/summer and developing a plan for 2022-23.</li> </ul>



<p><b>Civic Events</b></p>	<ul style="list-style-type: none"> <li>● If the City is planning to clear internal pathways, it would be helpful to know which parks and public areas could be cleared in winter and have them cleared regularly to support winter events. Could certain parks be prioritized? Snow clearing is expensive and often falls on the organizer or someone else's budget to pay for the service.</li> <li>● Suggested several parks and public areas for consideration if prioritization is a possibility.</li> <li>● Neighbourhood Resource Coordinators also provided some suggestions for parks and public areas.</li> </ul>	<ul style="list-style-type: none"> <li>● One of the proposed options in the report addresses maintaining internal paved park and playground pathways.             <ul style="list-style-type: none"> <li>○ Possibility to consider prioritizing parks if there is a time-sensitive need</li> <li>○ Would need to determine if all parks would be cleared if this proposed option is approved.</li> <li>○ If park does not fall on list, could explore service costing options for clearing on request (eg, one time charge back option)</li> </ul> </li> </ul> <p>Aligns with: Winter City Strategy Implementation Plan 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."</p>
<p><b>Communications</b></p>	<ul style="list-style-type: none"> <li>● Concerns regularly heard from residents involving windrows (accessibility and visibility concerns. Lots of concerns about service levels. Frequent inquiries involving calcium chloride.</li> <li>● Enhanced communications are needed. Improvements to parking signs, online map tool, email/text notifications, and increasing</li> </ul>	<ul style="list-style-type: none"> <li>● Communications has provided a summary report with a gap analysis and proposed enhancements (report attachment).</li> </ul>

	info on ice.	
<b>Community Standards (Bylaw and Parking Enforcement)</b>	<ul style="list-style-type: none"> <li>• Snow/ice on sidewalk concerns is a top priority in winter. Officers try to work with residents and educate as much as possible.</li> <li>• Concerns about having different standards about residential clearing of sidewalks (clear to bare pavement) when not all City-maintained sidewalks are to the same standard. Makes it harder to justify and enforce with residents.</li> <li>• Concerns about staff resourcing to make sure there's sufficient follow-up and enforcement, both for sidewalks and parking bans. Not enough dedicated enforcement officers in some cases without redeploying them from other areas. Lack of towing service resources during peak times.</li> <li>• Need some kind of dedicated assisted shoveling program supports for residents who are unable to keep sidewalks clear on their own. Currently manage the Community Snow to Go pilot program, but there needs to be a dedicated program with dedicated funding.</li> </ul>	<ul style="list-style-type: none"> <li>• Suggest review of policy and bylaw to determine if changes are needed. Would need to be explored further. This may be an easier approach than attempting to clear City sidewalks to bare pavement, as this would require a significant amount of resources (hand crews for packed snow/ice removal)</li> <li>• Developing proposed options for an assisted shoveling program (report attachment)</li> <li>• Community Standards provided summary report with gap analysis and proposed resourcing requirements (report attachment)</li> </ul>
<b>Fleet and Facility Services</b>	<ul style="list-style-type: none"> <li>• Top priorities are making sure that they are able to support SNIC from an equipment maintenance perspective, especially if the proposal includes guaranteeing that more equipment will be available for use.</li> </ul>	<ul style="list-style-type: none"> <li>• Equipment information and costing has been provided by Fleet to support Council's report.</li> <li>• Fleet and Facility Services provided summary report with gap analysis and proposed enhancements (report attachment).</li> </ul>

<p><b>Fire Rescue Services</b></p>	<ul style="list-style-type: none"> <li>• Top priorities are making sure that priority and arterial roadways are kept clear to improve access when responding to accidents. Some areas of the city have higher call volumes.</li> <li>• Ensure fire hydrants don't get buried with road clearing. May need to do some work to make sure they're identified with high-visibility markers.</li> <li>• Windrows create narrower streets, pushing cars further into the street. Hard for large vehicles to pass without hitting anything, or it might mean delays getting to a site. Sometimes need to park further down the street.</li> <li>• Request to have a windrow-free zone on either side of fire station ramp to help fire trucks exit without incident.</li> <li>• Bike lanes combined with windrows have created some access concerns for crews in certain areas of the city.</li> </ul>	<ul style="list-style-type: none"> <li>• Would need to review identified areas with higher call volumes and bike lanes to determine where the issues may be and how they could be addressed.</li> <li>• Operations could implement a procedure change for windrow placement at the front of fire stations, similar to the procedure used for bus stops.</li> </ul>
<p><b>Safe Mobility</b></p>	<ul style="list-style-type: none"> <li>• Would like to see an explanation alongside final proposed options that demonstrates rationale and alignment with Safe Mobility Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Safe Mobility personnel reviewed the Council report to ensure alignment is presented accordingly.</li> </ul>
<p><b>Snow and Ice Control Working Group</b></p>	<ul style="list-style-type: none"> <li>• Blading to bare pavement is not feasible unless the plan is to remove the snow (remove windrows). More snow storage sites would be needed to do this.</li> <li>• Communications needed to make sure vehicles are removed from roads during</li> </ul>	<ul style="list-style-type: none"> <li>• Proposal to close current state gap in service levels includes staffing and equipment resourcing requirements</li> <li>• Evaluation of this season's communications plan is in progress.</li> </ul>

	<p>residential clearing.</p> <ul style="list-style-type: none"> <li>● To get clear active pathways, we need an increase in staff, but what happens in years when there's no snow?</li> <li>● Bike lanes lead to narrow roads with curb jets, which makes plowing more difficult.</li> <li>● Resourcing: need more staff, equipment and materials to increase service. Also need the right equipment for the job (eg, for alleys, crossings) to avoid creating issues.</li> <li>● Bus stops are a lot of work for ongoing maintenance, not enough resources to do this.</li> <li>● Consider reevaluating the routing, additional training on actual routing and involve team in evaluation</li> </ul>	<p>Communications has provided recommendations for an enhanced communications plan in 2022-23 based on what was heard this season.</p> <ul style="list-style-type: none"> <li>● Summary report from Community Standards includes proposed resourcing requirements to be able to do more enforcement.</li> <li>● Depending on direction and approvals from City Council, routes may need to be evaluated and optimized.</li> </ul>
<p><b>Snow and Ice Dispatch</b></p>	<ul style="list-style-type: none"> <li>● No issues with proposed enhancements, but needs to be supported by adequate communications (eg, letting residents know when the neighbourhood is scheduled)</li> <li>● Lack of alternative parking nearby in some areas.</li> <li>● Current issues are windrows and blocked catch basins</li> <li>● Icy sidewalks are also creating issues. Could there be more education for residents on how to remove ice?</li> <li>● Consider investing in GPS technology alongside equipment and staff to enhance our information and service levels.</li> <li>● Concerns about how much time supervisors have to manage and supervise the quality of the work. Could there be more support for</li> </ul>	<ul style="list-style-type: none"> <li>● Review and discussions about the alternative parking stalls this spring/summer and developing a plan for 2022-23.</li> <li>● Exploring options for the use of GPS. This is being discussed. Gaps would need to be addressed (such as leased/contracted equipment and hand crew trucks).</li> <li>● PARS Branch is working on a <b>311 Branch Process Review</b>. This is a large project to be implemented alongside the Enterprise Commons system in Q2, 2022. This will allow more options for classifying</li> </ul>

	<p>administrative tasks?</p>	<p>notifications besides “open” and “closed”. The process will be more like an online order, where residents will be able to track the stages and progress of their request.</p> <ul style="list-style-type: none"> <li>● Proposal to close the current state gap in service levels includes staffing and equipment resourcing requirements.             <ul style="list-style-type: none"> <li>○ includes request for additional administrative support to free up more supervisors</li> </ul> </li> <li>● Evaluation of this season’s communications plan is in progress. Communications has provided recommendations for an enhanced communications plan in 2022-23 based on what was heard this season.</li> </ul>
<p><b>Traffic Operations</b></p>	<ul style="list-style-type: none"> <li>● Communications plan is important.</li> <li>● Main issues this year: signs are not placed fast enough or left up too long. Extreme cold weather meant shifting to remove signs before work was complete.</li> <li>● Concerns with continuing to provide signage service if there will be more plowing and/or shorter timelines. Also look at ways to better communicate and coordinate for future years.</li> <li>● More resources (staff) needed to support sign</li> </ul>	<ul style="list-style-type: none"> <li>● Upcoming discussions about possible resourcing and planning approach for next season. Considerations include:             <ul style="list-style-type: none"> <li>○ Looking into contracted companies for sign placement</li> <li>○ Possibility of having SNIC staff that could support sign work (eg, hire extra APR staff)</li> <li>○ Options for more/different</li> </ul> </li> </ul>

	<p>placement and retrieval. Staff are being reallocated from other Traffic Ops work to support signage. Short notice (day of) means some signs don't get placed. May need more signs if greater distribution is needed. Lots of signs are falling apart.</p>	<p>signs (eg, high-visibility?)</p>
<p><b>Winter City</b></p>	<ul style="list-style-type: none"> <li>● Freeze-thaw cycle is a big issue, especially for bike lanes. Need to be cleared when it freezes and thaws, not just when it snows. Some paths end up covered in water. Unlike roads, bike paths need to be cleared multiple times, due to blowing snow. This is an issue for paths adjacent to wide open fields. Wind can undo a nicely cleared path in a matter of hours. Could installing windbreaks (eg, small fence or hedge) help with managing these areas?</li> <li>● In some areas, people use bike lanes to walk if sidewalks are not cleared.</li> <li>● Need to pay special attention to sanding pedestrian crossings in residential areas. Also need to revisit curb cuts after residential road clearing, make sure these aren't obstructed by windrows which tend to create a lot of barriers.</li> <li>● We are a winter city - maybe we don't need to remove all the snow from roads.</li> <li>● Several actions from the Winter City Implementation Plan are tied to snow clearing.</li> </ul>	<ul style="list-style-type: none"> <li>● Approximately 3-4 of the proposed options in Council report directly address actions identified in the Winter City Implementation Plan.</li> <li>● Drifting snow is a weather event trigger for Active Pathways. This has been added to the weather response table (report attachment). It may take up to 24 hrs to clear inventory.</li> </ul>