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Executive Summary

About Walkability

How we walk, where we walk, when we walk...whether we chose to walk for pleasure or to local destinations...many factors impact our choices each day. The City of Edmonton, like many municipalities around the world, is encouraging citizens to consider people powered transportation to meet their daily mobility needs.

The concept of walkability is broad in scope and has been defined as the extent to which the built environment is friendly to the presence of people walking, living, shopping, visiting, enjoying or spending time in an area.

Enhancing walkability is a key element in achieving the City's 10 year strategic goals. Walkability is valued in several of the City's guiding strategic plans including the Transportation Master Plan (The Way We Move) and the draft Municipal Development Plan (The Way We Grow). The topic is also referenced in a number of other key City plans and strategies.

Edmonton's City Council recently adopted an Active Transportation Policy - C544. The policy will support the implementation of the Sidewalk Strategy ("Ped Connections"), the Walkability Strategy ("Walk Edmonton"), and the Bicycle Transportation Plan.

The Walkability Strategy Project was commissioned by the Walkable Edmonton Committee, with funding from Alberta Health Services and the City of Edmonton. The intent of this project was to identify the barriers and root causes behind the slow progress in achieving walkability in Edmonton, and to identify and prioritize solutions to address those root causes over the next three to five years.

A consulting team was engaged to look at some solutions. Stantec Consulting Ltd. led the team, in partnership with Glatting Jackson Kercher Anglin Inc. and the Project for Public Spaces. The consultants held a series of stakeholder consultations, workshops and interviews, and conducted research to develop the "Proposed Walkability Strategy." Of the more than 100 ideas for solutions, 47 were initially selected as having the most impact across the key elements for improving walkability in Edmonton.

The consultants' report has been reviewed by City staff. Further analysis has been completed to assess which of the solutions can be acted upon, and to evaluate the priority, timing and potential costs of each. A few new solutions were added, while others have been changed as the ongoing factors affecting walkability continue to evolve.

This report (Walk Edmonton) is a summary of the "Proposed Walkability Strategy" prepared by the consultants and provides further information on how the City will pursue carrying out the solutions.



Factors Influencing Walking

What factors influence our transportation choices? What characteristics make it easier to choose walking? Four main interrelated categories of factors influence our decisions to walk:

Quality of the Journey – safety, security, convenience, efficiency, comfort, appeal, and ease of travel.

Urban Form – scale, block size, connectivity, street design, proximity to destinations, mixed uses, residential, commercial and employment density, and access to an extensive public transit system with good service levels.

Pedestrian Infrastructure – sidewalks, accessibility, crossings, transit amenities, street amenities, lighting, driveways, off-street parking, parkades and access to buildings.

Policies and Programs – design standards and guidelines, roadway operations standards, zoning bylaws, area and neighbourhood plans, support and education, government support and resources, funding, and implementation.

The proposed walkability strategy looks at each of these factors, and identifies areas and qualities for improvement, to enhance walkability. The proposed walkability strategy focuses on destination walking, but many of its recommendations will also positively affect recreational walking.

This strategy offers practical solutions to help make walking an easier choice, even in our climate. Walking is a viable mode of local transportation, and when combined with access to transit service, will get you to work, school, medical appointments, shopping – wherever life's daily journeys take you.



Walk Edmonton – Steps to a walkable city

The proposed walkability strategy has been summarized in this document, which is divided into five chapters. Each chapter contains an overview of the topic and a table that lists the potential solutions to various barriers or challenges. For full information about the Walkability Strategy Project, please view or download the documents at www.edmonton.ca/walkplan.

Chapter One – Walk Easily

Describes the municipal services and infrastructure supports, including transit, that help make walking to destinations easier and more efficient.

Chapter Two – Walk Safely

Describes the measures that can be taken to improve pedestrian safety (smooth and connected walkways, pedestrian countdown signals, etc.) and security (safety from crime).

Chapter Three – Walk Efficiently

Looks at density and mixture of uses (commercial and residential) within neighbourhoods as ways to increase walkability. It also includes changes to standards and tools that can be used to incorporate the consideration of walkability into neighbourhood planning and City processes.

Chapter Four – Walk Deliberately

Considers ways to enhance connectivity and people’s ability to walk to their destinations.

Chapter Five – Walk Effectively

Outlines ways in which City departments can work together to enhance pedestrian access and connections, and fund work to support pedestrian infrastructure.

Each chapter contains a series of solutions. Some are already underway, some are being considered, while others need more research and consideration before implementing. Each strategy has been assigned a priority and a short, medium or long-term timeframe. The existence of funding, or the need for new funding, has also been identified.

Term	Length of Time
Short	1-2 years
Medium	3-4 years
Long	5+ years

Why Walk?

Why not? Walking has proven health benefits, is better for the environment, increases social connections, reduces traffic congestion, and can help boost the local economy when walkers pick up a coffee along the way.

Most importantly, improving Edmonton’s walkability now will help our city plan and grow for the future. We have the ability to shape our city by increasing population densities, creating employment opportunities near residential areas, and changing our lifestyles to incorporate healthier modes of travel.



Developing a community walking map.

Chapter 1

Walk Easily

Encouraging people to walk as a means of transportation is a two-part effort. First, people have to want to walk. Second, it needs to be easy to do.

Deciding to walk is an individual choice, and many public awareness campaigns are working to help overcome motivation barriers and encourage people to walk more. Making walking easy, however, is a community responsibility. The City of Edmonton has identified opportunities to make walking, and/or taking transit, more convenient and environmentally friendly. This chapter discusses the opportunities to improve walkability through infrastructure supports.

Accessibility

Wide and smooth sidewalks, curb ramps, crosswalks, and connections to bus stops are among the physical features that enable walking. By taking care to install these physical features, the City can ensure that all citizens can access sidewalks and trails, whether on foot, using a wheelchair or walker, or pushing a stroller.

Although measures were taken in the last two decades to improve accessibility, not all neighbourhoods have sidewalks and routes

that encourage walking. Industrial areas, for example, were often developed without sidewalks. During development of some residential neighbourhoods, insufficient sidewalks and facilities were built to support future transit service. In more recent years, increasing costs to replace or rehabilitate sidewalks slowed the construction of missing pedestrian features such as sidewalks, curb ramps and connections to bus stops. The Sidewalk Strategy works to address sidewalk infrastructure issues.

Solutions to improve accessibility:

Walk Easily Solution 1A	Implement Ped Connections: A Strategy for Sidewalk Infrastructure in Edmonton. <i>The Strategy prioritizes and identifies funding requirements for the installation of missing sidewalk links and curb cuts, as well as repairs to existing sidewalks. This is a key element of walkability.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Transportation	Office of Great Neighbourhoods	High	Short Term	Existing Resources
Resources	Funding for the recommendations in this Plan has been approved by Council. (PWS Solution 5.7.1.1, Page 84)					

Accessibility continued

Walk Easily Solution 1B	Conduct walkability audits of plans for new neighbourhoods during development review. <i>Develop a process to ensure walkability is built into the design of new communities.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Transportation, Community Services	High	Short Term	Existing Resources
Resources	Working group from Walkable Edmonton to develop a new tool to be built into existing department processes with existing resources. (PWS Solution 5.7.1.2, Page 85)					

Walk Easily Solution 1C	Implement the Bicycle Transportation Plan Update. <i>Provide improved cycling infrastructure and education to reduce conflicts with pedestrians.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Transportation	Community Services, Asset Management & Public Works	High	Short Term	Existing Resources
Resources	Funding for the recommendations in this Plan has been approved by Council. (PWS Appendix C, Page 131)					

Walk Easily Solution 1D	Conduct walkability audits for existing neighbourhoods. <i>Develop a holistic process for communities to identify improvements that can be made to enhance walkability.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Community Services	Transportation, Edmonton Police Service, SHAPE*	Low	Short Term	Existing Resources
Resources	Can be accomplished with existing resources. (New solution)					

*Safe Healthy Active People Everywhere - Walk to School Programs



Transit Service

Edmonton's climate and sprawling neighbourhoods are two reasons that walking as a means of transportation is a challenge. Outside temperatures, changes in weather and inclement weather can impact a person's decision to walk. Edmonton covers an area of 684 square km, which may make walking from suburban neighbourhoods to various destinations time-consuming and impractical.

Enter transit service. Transit is a key enabler to active transportation, linking people to their destinations. Transit service also extends the distances that pedestrians can travel in a timely way.

The Transportation Master Plan (The Way We Move) and various initiatives under development by Edmonton Transit (ETS), as outlined in the tables below, place emphasis on developing, expanding and enhancing the existing public transportation system and capitalizing on new opportunities for transit service delivery within the greater Edmonton area. Substantial increases in ridership call for improved service delivery within matching allocated budget resources to enhance frequency, reliability, speed and comfort.

Since many people walk to access transit, good pedestrian connections that link with bus stops and transit stations are essential.

Solutions to improve access to transit to enhance walkability:

Walk Easily Solution 1E	Develop and implement strategies and policies to improve transit service delivery. <i>Strategies to improve the quantity and quality of transit service.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Transportation	Planning & Development, Urban Development Institute	High	Medium Term	New Resources
	Resources	Subject to available funding, ETS will continue to direct appropriate resources to achieve these strategies and policies, including physical bus priority improvements, park and ride facility construction and new LRT lines. (PWS Solution 5.5.1.1, Page 79)				

Walk Easily Solution 1F	Develop and implement a Transit Assessment Policy. <i>Building on the success of the voluntary program, develop a capital improvements assessment policy to off-set the capital costs for new buses and support infrastructure (shelters) for newly developing suburban neighbourhoods.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Transportation	Urban Development Institute	Medium	Short Term	Existing Resources
	Resources	ETS has been directed by Council to continue to develop this policy in close consultation with the development industry. This work program is using existing staff resources. (PWS Solution 5.5.1.2, Page 80)				

Transit Service continued

Walk Easily Solution 1G

Implement Transportation Demand Management Programs.
Programs that reduce the volume of cars on the road during peak commuting times (i.e. Local Motion Project, carpool, telework and employee transit programs).

	Lead Department	Other Partners	Priority	Timing	Resource Status
Implementation	Transportation	Planning & Development, Community Services	Medium	Short Term	Partially Resourced
Resources	Transportation is moving ahead with program components as funding allows. \$100,000 annually would allow this to move forward at an accelerated rate. (PWS Solution 5.5.1.3, Page 80)				



Courtesy of Edmonton Archives: EA-160-1415

Parking

The availability of parking has a direct impact on choice of transportation mode. Parking that is accessible, affordable and abundant results in increased travel by those using a motor vehicle. Changing how the City manages parking to make it less appealing to all-day parkers may encourage more workers to walk or take transit to work. While the issue of abundant parking is predominantly, but not solely, located downtown, other areas of the city may also benefit from an overall parking management strategy.

The current parking standards sets a minimum number of parking stalls for various uses, but does not set a maximum. Studies have shown that placing maximums on parking affects personal choice in mode of transportation. In addition, ground level parking lots (as opposed to multi-level parking structures) make inefficient use of space.

Solutions to manage the impact of parking to enhance walkability:

Walk Easily Solution 1H	Establish parking maximums. <i>Change regulations to include parking maximums with the goal of reducing the footprint of parking lots.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Transportation, Community Services	Medium	Medium Term	Existing Resources
Resources	This would be implemented as part of an overall Parking Management Strategy or as a stand-alone change to the regulations. (PWS Solution 5.6.1.1, Page 81)					

Walk Easily Solution 1I	Implement a Parking Management Strategy. <i>A strategy to better manage the locations, charges, and amount of parking for automobiles.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Transportation	Planning & Development, Asset Management & Public Works	High	Medium Term	Partially Resourced
Resources	Studies have been undertaken, but more work is required to consolidate information. Implementation would be a significant undertaking. (PWS Solution 5.6.1.2, Page 83)					

Sidewalk Snow Removal

More can be done to improve sidewalk snow removal throughout the city. Although the Community Standards Bylaw #14600 requires removal within 48 hours of a snowfall, many property owners do not clear (or adequately clear) sidewalks, making their use by pedestrians potentially

hazardous. This lack of compliance is a result of people being unwilling or unable to clear snow in a timely manner. The City could also do more snow removal in parks and on city property to enhance winter walkability.

Solutions to improving winter walkability:

Walk Easily Solution 1J	Increase compliance with existing Bylaws on snow removal. <i>Work to ensure that residents and businesses keep their sidewalks snow and ice free.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Transportation, Community Services	Low	Short Term	Existing Resources
	Resources	The Community Standards Branch is pursuing innovative ways to enhance compliance with snow removal. Additional enforcement would require hiring additional Bylaw Officers. (PWS Solution 5.7.2.1, Page 86)				

Walk Easily Solution 1K	Initiate community-based snow removal program. <i>Support the Seniors Association of Greater Edmonton in piloting a program.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Community Services	Planning & Development, Transportation	Medium	Short Term	New Resources
	Resources	\$25,000 in new, one-time funding to support the work of the Seniors Association of Greater Edmonton in promoting and evaluating the program model they have developed to undertake this work. (PWS Solution 5.7.2.2, Page 87)				

Ensuring Pedestrian Access & Safety During Construction

No one likes dealing with the interruptions caused by construction – yet most people like the results achieved when construction is complete! Whether roadway, sidewalk or building construction, these projects often disrupt pedestrian routes. These detours range from mere inconvenience to complete closure. There are currently very few specific requirements for detours or closures

of sidewalks and trails, and no difference in requirements for projects that are in place for longer periods. Additionally, little consideration is given to accessibility for persons using wheelchairs or walkers, or pushing strollers. Regulations could help construction companies to better plan and maintain pedestrian access during projects.

Solutions to improve walking in and around construction sites:

Walk Easily Solution 11	Improve the requirements for safe and accessible pedestrian routes and access to transit in conjunction with construction projects. <i>Develop more specific requirements to ensure safety and accessibility for pedestrians in construction zones.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Transportation	Planning & Development, Community Services, Asset Management & Public Works	Medium	Short Term	Existing Resources
	Resources	Could be accomplished with internal resources. (PWS Solution 5.7.3.1, Page 88)				



Crossing Signalized Intersections

Pedestrians cross on green lights. Signalized intersections include “walk” and “don’t walk” signals to help ensure that pedestrians have sufficient time to leave the curb on one side and reach the other side before the traffic light changes. The City of Edmonton has been using a time-to-cross standard of 1.2 meters per second. Some users, such as

seniors or persons with limited mobility, report this isn’t enough time to safely clear the intersection. The City is also addressing this issue by installing more pedestrian countdown warning signals.

Solutions to improve crossing at signalized intersections:

Walk Easily Solution 1M	Assess walking speed used for intersection signal timings.					
	<i>Until Transport Association standards change, assess timing changes as requested.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Transportation		Low	Short Term	Existing Resources
Resources	Changes will be made on a case by case basis utilizing existing resources. (PWS Solution 5.7.4.1, Page 90)					

Walk Easily Conclusion

In order to encourage more people to leave their cars behind, it is critical that the appropriate infrastructure supports are in place to enable active transportation. Well maintained, connected walkways, links to transit, parking management, accessibility in winter and summer or during construction, and ease with which travel can be accommodated are factors that will influence an individual’s decision to choose active transportation over personal vehicle use.

Individual decisions about reducing impacts on the environment are important, and there are many initiatives taking place to encourage people to make a difference.

The City of Edmonton has an opportunity to support those personal decisions by making it easier and more convenient to choose walking and/or transit as more environmentally-friendly modes of transportation.

Chapter 2

Walk Safely

People want to feel safe and secure in their neighbourhoods as they travel to the various places they visit. They also want to know that their family and friends are safe as they travel from place to place. Whether or not a pedestrian feels 'safe' is based on a number of factors, including vehicle speeds, vehicle volumes, distance between pedestrians and vehicles, and lighting.

Factors that impact the perceived or real sense of personal 'security' include crime rates, insufficient lighting and the amount of undesirable activity. Witnessing street crime or other undesirable activities can reduce a person's sense of security. Even passing a large group of people can make a person feel a little unsure of his or her safety. Key factors in choosing walking as a mode of transportation are personal safety and security.



Safety and Security

Many efforts are currently underway through the Office of Community Safety, Edmonton Police Service and community based organizations to help address issues of

safety and security on our streets. The Office of Traffic Safety, in particular, is working on developing an integrated approach to address traffic safety issues in Edmonton.

Solutions to improve pedestrian safety and security:

Walk Safely Solution 2A	Support the Office of Traffic Safety's pedestrian safety initiatives. <i>Encourage collaboration with the Office of Traffic Safety to ensure an integrated approach to improving pedestrian safety.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Transportation	Community Services	Medium	Short Term	Partially Resourced
	Resources	Additional funding of \$100,000 annually for public education. (PWS Solution 5.8.1.1, Page 92)				

Walk Safely Solution 2B	Walkable Edmonton to more actively participate in existing initiatives focused on personal security. <i>Ensure that pedestrian safety concerns are integrated into the activities of the Office of Community Safety and other initiatives.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Community Services	Transportation, Planning & Development	Low	Short Term	Existing Resources
	Resources	Can be accomplished with existing resources. (PWS Solution 5.8.1.2, Page 93)				

Walk Safely Solution 2C	Review speed limit in residential areas. <i>Vehicle speed in residential areas is one of the most common safety concerns of citizens.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Transportation	Edmonton Police Service	Medium	Short Term	Existing Resources
	Resources	Office of Traffic Safety is undertaking a pilot project to evaluate the impact of this proposal. (PWS Appendix C, Page 131)				

Streetscape Improvements

In consultation completed on the Walkability Strategy, public input indicated that more could be done to improve safety and security for pedestrians. Through physical and social changes being undertaken by Neighbourhood Revitalization efforts, the emerging Great Neighbourhoods initiative

or the creation of pedestrian friendly zoning, various improvements such as streetscape improvements, active building frontages, public space programming and street vendors will improve the walkability of communities.

Solutions to improve the safety of our streets:

Walk Safely Solution 2D	Promote personal security and pedestrian safety initiatives. <i>Encourage overall coordination and communication between initiatives.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Community Services	Transportation, Edmonton Police Service	Medium	Short Term	Partially Resourced
	Resources	Collaboration and coordination can continue with existing resources. (PWS Solution 5.8.1.3, Page 94)				

Walk Safely Solution 2E	Pilot program for the pedestrian priority zone/corridor. <i>Develop streetscapes in revitalization zones or other areas that give priority to pedestrians over cars and incorporate pedestrian design elements.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Community Services, Transportation	High	Medium Term	Partially Resourced
	Resources	Planning work is underway in implementing this concept in different areas. Implementation would require money to support design and construction and will likely occur primarily as part of neighbourhood revitalization efforts. (PWS Solution 5.8.1.4, Page 95)				

Walk Safely Conclusion

Pedestrian safety and personal security are important to the people of Edmonton. 'Safety' refers to the condition of the sidewalk or the physical infrastructure. 'Security' refers to being secure from crime or physical harm. Individuals who walk along city streets want to feel secure as they travel to their destinations. Parents want to know their children are safe on city sidewalks. Seniors and persons with limited mobility need places to rest along the way.

Many efforts are currently underway to address issues of safety and security in our city. With just a little better communication and coordination, walking safely on our streets and in our neighbourhoods could be greatly improved. And there are easy, effective ways to build on existing programs, or pilot new initiatives, which could yield great results.



chapter 3

Walk Efficiently

Tools such as bylaws, construction standards and development regulations guide how neighbourhoods are built, where roads and sidewalks go and how people connect. Being able to walk efficiently from one place to another helps to encourage people to consider walking as a mode of transportation. Links between neighbourhoods, or links to local shopping, school or church destinations, for example, also encourage walking.

Updating the tools to current standards and aligning them with the City’s vision can encourage active transportation, help manage vehicle congestion and improve the travel experience for many.

Standards

In Edmonton, a number of bylaws, development requirements and zoning guidelines include outdated standards. The philosophy and context in which many were written are inconsistent with the City’s current vision for a sustainable city. For many years, enabling personal vehicle traffic was the priority. As a result, many of the

standards used by the City encouraged construction of roadways without much consideration to active transportation: walking, cycling, inline skating, etc. For example, in some newer neighbourhoods, sidewalks were installed on only one side of a road. Many current neighbourhood layouts make connecting to trails and sidewalks difficult.

Solutions to improve bylaws, zoning and other tools to encourage walkability:

Walk Efficiently Solution 3A	Revise outdated standards and tools to encourage walkability. <i>Many of the barriers to walkability exist in outdated standards and tools that are addressed throughout the solutions in this report. (i.e. zoning bylaw, design and construction standards, etc.)</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Transportation, Community Services, Asset Management & Public Works	High	Short Term	Existing Resources
Resources	Incorporated in other solutions. (PWS Solution 5.9.1.1, Page 97)					

Standards continued

Walk Efficiently Solution 3B	Research appropriate Edmonton trip generation rates. <i>Ensure that new roads are not overbuilt in width/capacity to enhance pedestrian safety.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Transportation	Urban Development Institute	Low	Short Term	Existing Resources
Resources	\$100,000 project is already going ahead with funding from the Transportation Department and the Urban Development Institute. (PWS Solution 5.1.2.1, Page 48)					

Walk Efficiently Solution 3C	Revise Level of Service Standards for roadway planning. <i>Revise Level of Service Standards to include the flow of pedestrians and other modes of travel, not just cars.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Transportation	Urban Development Institute	Medium	Short Term	Existing Resources
Resources	Can be accomplished with existing resources. (PWS Solution 5.1.2.2, Page 50)					



Mixture of Land Uses

As part of the review of existing bylaws, standards and regulations, the City of Edmonton can encourage a greater mix of land uses in neighbourhoods. ‘Mixed-use’ areas incorporate a combination of housing, commercial, civic, entertainment and employment opportunities that would encourage walking. Currently there are just a few areas in Edmonton that include mixed-use, and that is largely due to planning

and zoning bylaws created several years ago. Since the 1980s, the neighbourhood planning practice has been to define large single use zones, with shopping areas situated in clusters (power centres), rather than integrated into communities. Mixed-use is an emerging positive development concept. Some developers and home buyers have adopted the idea; others need more information before forming an opinion.

Solutions to improve availability of mixed-use to improve walkability:

Walk Efficiently Solution 3D	Develop a definition of mixed-use in the Zoning Bylaw. <i>Define what constitutes the type and details of mixed-use development that would benefit walkability.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Community Services	Medium	Medium Term	Existing Resources
	Resources	Could be done as a stand alone with little cost, or could be included in a comprehensive review of the zoning bylaw, which would be an extensive project. (PWS Solution 5.3.1.1, Page 66)				

Walk Efficiently Solution 3E	Revise planning framework to target higher levels of mixed use. <i>Require a minimum amount of mixed use for commercial and medium-higher density residential development.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development		Low	Short Term	Existing Resources
	Resources	Can be accomplished with existing resources. (PWS Solution 5.3.1.2, Page 66)				

Walk Efficiently Solution 3F	Provide leadership for investments in mixed-use development. <i>Create a task force with the Development Community to identify solutions to challenges in building more mixed-use development.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Transportation	Low	Medium Term	New Resources
	Resources	Create a mixed-use task force to explore opportunities. \$25,000 may be required for facilitation and consulting. (PWS Solution 5.3.1.3, Page 67)				

Mixture of Land Uses continued

Walk Efficiently Solution 3G	Provide incentives to developers for mixed-use projects. <i>Provide different kinds of incentives to encourage mixed-use development.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Transportation	High	Short Term	New Resources
Resources	Look for opportunities where they arise to use density bonuses or public investment. Cash incentives if required would be multi-million dollar. (PWS Solution 5.3.1.4, Page 68)					

Walk Efficiently Solution 3H	Establish a program to transform existing community shopping centres into mixed-use urban villages. <i>A program to lead the transformation of existing community shopping centres from auto-oriented commercial areas to mixed-use urban villages.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Transportation, Community Services	High	Short Term	Existing Resources
Resources	Would be accomplished through departmental processes as opportunities arise. (PWS Solution 5.3.1.5, Page 69)					



Density

In concert with other solutions, managing suburban growth and encouraging greater density also helps to keep distances between home and other destinations manageable. Edmonton has a very low residential density compared with other North American cities. In 2008 alone, 42 suburban neighbourhoods were under construction in Edmonton, further stretching the city's developed area. For example, the distance from the southwest (Windermere Golf Club) to the

northeast (Kulmann's Garden Market) covers 46.5 km (28.91 miles). Continuing to spread neighbourhoods out further from the city's core decreases the practicality of walking as a viable mode of transportation. However, adopting smart growth practices, including redevelopment of mature areas to include higher density housing, improves the ability for people to choose walking and/or transit as preferred modes of transportation.

Solutions to increase density and infill to improve walkability.

Walk Efficiently Solution 3I	Prepare Transit-Oriented Development Plans for areas surrounding LRT stations. <i>Create development plans that will enhance the walkability of areas surrounding LRT stations.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Transportation, Asset Management & Public Works, Community Services	High	Long Term	Existing Resources
Resources	Up to \$300-\$500,000 per plan if contracted out. Plans would be undertaken in some areas but not all. (PWS Solution 5.3.1.6, Page 70)					

Walk Efficiently Solution 3J	Manage Suburban Growth. <i>Urban sprawl and the associated auto-dependent type of land uses undermines walkability.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Transportation, Asset Management & Public Works	High	Medium Term	Existing Resources
Resources	Would be implemented as part of the Growth Coordination Strategy within the Municipal Development Plan. (PWS Solution 5.1.1.1, Page 45)					

Density continued

Walk Efficiently Solution 3K	Establish minimum residential density targets. <i>Increased density provides a customer base for transit and local services and business.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Transportation	Medium	Short Term	Existing Resources
	Resources	Would be developed as part of the Regional Plan and may also be a requirement in Transit Oriented Development areas as part of the Integrated Transit and Land Use Framework. (PWS Solution 5.1.1.2, Page 46)				

Walk Efficiently Solution 3L	Provide incentives to encourage densification. <i>Makes new denser construction in mature neighbourhoods more attractive to developers by providing different kinds of incentives.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Transportation	High	Short Term	New Resources
	Resources	Opportunities will be explored to achieve through density bonuses or through public investment (e.g.: the Armature park space in the Quarters). Cash incentives would require a multi-million dollar investment. (PWS Solution 5.1.1.3, Page 47)				

Walk Efficiently Solution 3M	Implement the Residential Infill Guidelines. <i>Guidelines to assist the review of re-development projects in mature neighbourhoods.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development		Medium	Short Term	Existing Resources
	Resources	Approved by Council and will be implemented with existing resources. (PWS Solution 5.1.3.1, Page 52)				

Walk Efficiently Solution 3N	Locate large scale redevelopments near transit centres and existing transit corridors. <i>Work to ensure that major re-development in mature neighbourhoods are in areas well-served by transit.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Transportation	High	Short Term	Existing Resources
	Resources	Would be actioned during plan preparation and review of development proposals. (PWS Solution 5.1.3.2, Page 53)				

Walk Efficiently Conclusion

Being able to walk safely in a neighbourhood, connect easily to other neighbourhoods or shopping destinations, and traveling efficiently through the neighbourhood are all important considerations for walkability. Updating bylaws, standards and regulations to consider the impacts for pedestrians and cyclists will have dramatic effects on traffic patterns and encourage the use of other forms of transportation than the personal vehicle.

At the same time, encouraging mixed use, transit oriented, and higher density developments in various areas of the city will help make walking more accessible and practical.

The City of Edmonton has within its means the ability to make changes to bylaws, zoning and regulations in a relatively short period of time. The effects of doing so will last for generations.



Chapter 4

Walk Deliberately

Many people walk for leisure or recreation. Some are part of walking clubs, while others enjoy strolling around their neighbourhoods or walking the dog. Not nearly as many people consider walking as a means of transportation to get from place to place. Brief trips to the neighbourhood convenience store or taking the kids to the local playground often involve a car trip.

Walking deliberately means to walk with a destination in mind, as opposed to walking for leisure or recreation. Walking deliberately involves a shift in mind-set: when destinations are accessible within a reasonable distance or time, leave the car at home.

Of course, neighbourhoods need to be designed to encourage walking routes that are both timely and efficient. Neighbourhoods also need to have a reasonable inventory of amenities within walking distance: shopping, schools, recreation centres, libraries, work, and bus stops, LRT or transit centres. Public education efforts are also needed to help people shift their thinking about travelling around their neighbourhoods.



Incentives

Encouraging people to select residences near their places of work or school can also be an effective enabler for active transportation. There are also opportunities to work with local school boards to encourage more children to walk to school.

There are two ways to approach this. Bring the amenities to the residences: in new neighbourhoods, amenities can be effectively

included in developments. Or, take the residences to the amenities: in existing neighbourhoods, housing can be encouraged near commercial districts. In the latter case, programs created in partnership with financial institutions such as a “location efficient mortgage” can provide financial incentives to encourage people to own homes in areas already rich with amenities.

Solutions to improving neighbourhood design and access to improve walkability:

Walk Deliberately Solution 4A	Establish a pilot Location Efficient Mortgage program. <i>Work with a banking partner to provide mortgages that recognize the financial benefits of living in areas that allow residents to be less car dependent.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Community Services	Local banking institutions, Planning & Development	Low	Short Term	Existing Resources
	Resources	Can be accomplished with existing resources. Research would be followed with a pilot program. (PWS Solution 5.2.1.1, Page 55)				

Walk Deliberately Solution 4B	Create a 'Live Near Where You Work' pilot program. <i>Provide incentives to individuals that live within a specified distance from their workplace.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Community Services	Planning & Development	Low	Short Term	Existing Resources
	Resources	Can be accomplished with existing resources. Research would be followed by a pilot program. (PWS Solution 5.2.1.2, Page 56)				

Incentives continued

Walk Deliberately Solution 4C	Work with school boards and partners on policy and programs to support walkability. <i>Work to better coordinate overall planning with school boards and support walk to school and other programs.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Community Services	Transportation, Planning & Development, Edmonton Police Service, SHAPE*, Alberta Motor Association, School Boards	Medium	Short Term	Partially Resourced
Resources	Collaboration and coordination can continue and develop with existing resources. \$100,000 in new funds annually would provide a stable base of funding for SHAPE's local walk to school programs. (PWS Solution 5.2.1.3, Page 57)					

*Safe Healthy Active People Everywhere - Walk to School Programs

Nearby Amenities

Mixed use zoning and higher density development are also strategies to improve walkability in neighbourhoods. Recreation facilities, libraries, schools, shops, banks and

other amenities in neighbourhoods will make communities more self-sufficient and efficient to access on foot.

Solutions to create more local services:

Walk Deliberately Solution 4D	Pursue the development of recreation facilities and other public destinations when new neighbourhoods are developed.					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Community Services, Asset Management & Public Works	High	Medium Term	New Resources
Resources	Elements within municipal control would be implemented as part of the Municipal Development Plan & New Neighbourhood Design Guidelines. (PWS Solution 5.2.1.4, page 58)					

Nearby Amenities continued

Walk Deliberately Solution 4E	Establish mixed-use requirements for large infill developments. <i>Ensure that higher density developments bring local amenities.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development		Medium	Short Term	Existing Resources
	Resources	Would be undertaken during plan preparation and review of development proposals. (PWS Solution 5.2.2.1, Page 59)				

Walk Deliberately Solution 4F	Partner with development industry in research program to identify successful neighbourhood retail and service developments.					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Urban Development Institute	Low	Short Term	New Resources
	Resources	\$50,000 to fund research and consultation. (PWS Solution 5.2.3.1, Page 61)				

Walk Deliberately Solution 4G	Establish incentives pilot program for neighbourhood commercial projects. <i>Develop incentives that could support the development of successful neighbourhood businesses.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development		Low	Short Term	New Resources
	Resources	A pilot could proceed with \$50,000 in new funding. (PWS Solution 5.2.3.2, Page 62)				

Walk Deliberately Solution 4H	Set standards for maximum area of a single land use. <i>Change in standards to avoid large auto-oriented commercial areas and encourage a mix of more local services.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development		Medium	Short Term	New Resources
	Resources	\$150,000 in new project funding for research and consultation. (PWS Solution 5.2.4.1, Page 63)				

Nearby Amenities continued

Walk Deliberately Solution 4I	Establish guidelines on maximum block size. <i>Shorter street block lengths increase connectivity and can enhance the complexity of the neighbourhood, and in conjunction with 4H, can control building sizes.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Transportation	Medium	Medium Term	New Resources
Resources	\$600,000 to fund development of New Neighbourhood Design Guidelines project. (PWS Solution 5.2.4.2, Page 64)					



Connectivity

Connectivity is about making it easy for people to walk to their destinations via a pedestrian network. Walking becomes a more desirable choice when more direct access from one destination to another, at ground level or using pedways, is available. Connectivity must be considered while neighbourhoods are being planned, as it is much more difficult to increase connectivity after the neighbourhood is built. For example, grid style neighbourhoods with short blocks and more connections, are better for pedestrians than areas with cul-de-sacs.

Walking within residential neighbourhoods could be easier if people could cross streets mid-block, rather than at the corner. Currently, the City of Edmonton Traffic Bylaw outlines that all street crossings must take place at intersections. The Alberta Traffic Safety Act, however, allows crossings anywhere along a block, as long as pedestrians yield the right-of-way to vehicles.

Enhancements such as wayfinding signage and community walking maps make it easier for people to follow pedestrian-friendly routes.

Solutions to improving connectivity:

Walk Deliberately Solution 4J	Establish block length maximums. <i>Shorter street block lengths increase connectivity.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Transportation	Medium	Medium Term	New Resources
	Resources	\$600,000 to fund development of New Neighbourhood Design Guidelines project. (PWS Solution 5.4.1.1, Page 72)				

Walk Deliberately Solution 4K	Establish limits on culs-de-sacs (dead end streets). <i>Neighbourhoods with fewer culs-de-sacs have enhanced connectivity.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Transportation	Medium	Medium Term	New Resources
	Resources	\$600,000 to fund development of New Neighbourhood Design Guidelines project. (PWS Solution 5.4.1.2, Page 73)				

Connectivity continued

Walk Deliberately Solution 4L	Provide pedestrian walkway connections to culs-de-sacs and loops. <i>Look for opportunities to create connectivity in existing neighbourhoods if right-of-ways are or become available.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Transportation	Planning & Development, Community Services	Medium	Short Term	Existing Resources
	Resources	Any improvements would be part of ongoing Transportation Planning Active Transportation Budget. May also be opportunities identified as part of the Great Neighbourhoods Program. (PWS Solution 5.4.1.3, Page 74)				

Walk Deliberately Solution 4M	Create mid-block pedestrian crossings along long blocks in existing neighbourhoods. <i>Additional formal crosswalks to be considered on a case-by-case basis.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Transportation	Community Services	Medium	Short Term	Existing Resources
	Resources	Any improvements would be part of ongoing Transportation Operations budget. (PWS Solution 5.4.1.4, Page 75)				

Walk Deliberately Solution 4N	Allow unconstrained pedestrian crossings on local streets. <i>Change to Traffic Bylaw 5590 to allow pedestrians to cross local streets at any location as long as it is safe.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Transportation	Community Services	Medium	Short Term	New Resources
	Resources	While the Bylaw change could be accomplished with internal resources, an additional \$50,000 could be used for public education around the change. (PWS Solution 5.4.1.5, Page 75)				

Walk Deliberately Solution 4O	Adopt requirements for walkable design of commercial developments. <i>Amend the Zoning Bylaw with specific requirements for pedestrian accessibility in commercial developments.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Transportation, Community Services	High	Short Term	New Resources
	Resources	This would require \$100,000 to hire a consultant to do research, consultation and develop either bylaw or specific design standards. (PWS Solution 5.4.2.1, Page 77)				

Connectivity continued

Walk Deliberately Solution 4P	Create a unified wayfinding system. <i>Develop and pilot a signage/map system so citizens and visitors can navigate to destinations on foot.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Transportation	Community Services, Planning & Development, Asset Management & Public Works	Medium	Medium Term	New Resources
Resources	\$150,000 to initiate research and consultation to recommend a system, followed by a pilot in the downtown core. (PWS Appendix C, Page 132)					

Walk Deliberately Solution 4Q	Create neighbourhood and area walking maps. <i>Continue producing the Communities on Foot Map Series with community partners, as well as other city-wide maps.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Community Services	Asset Management & Public Works, Transportation	Medium	Short Term	Partially Resourced
Resources	The Communities on Foot Map Series can be continued on an ongoing basis with existing resources. Initial development of a series of river valley park maps have been funded through partnerships. An online mapping project is being developed in partnership with the UofA. Mapping projects could benefit from \$50,000 in annual ongoing funding. (PWS Appendix C, Page 134)					

Walk Deliberately Conclusion

Encouraging people to walk with a destination in mind – and making those destinations accessible and available – helps the community, the environment and eases traffic congestion. People can take a positive step toward improved health and wellness by walking to nearby destinations for everyday needs.

The City of Edmonton can enable more deliberate walking in neighbourhoods by ensuring amenities are accessible on foot. This means using a variety of tools:

location efficient mortgages, live-where-you-work programs, increasing density and encouraging mixed use developments, and more – to bring people to amenities and amenities to neighbourhoods.

People who walk for leisure or recreation should be commended. They should also be encouraged to walk to nearby destinations to complete errands, attend school, or go to work. This “walking by design” philosophy will help people to see walking as a viable transportation mode.

chapter 5

Walk Effectively

There are many players who have the ability to affect walkability in Edmonton. The effectiveness of any City strategy relies on the support and involvement of a range of City employees and external partners. Currently, structural silos within the corporation provide challenges to the communication and cooperative effort needed to optimize solutions that encourage walking.

Interdepartmental Involvement

The current method for involving other departments in initiatives is to circulate reports for review. The originating department may or may not consider the input provided by the other departments.

Additionally, there are few opportunities to gather representatives to discuss these reports rather than provide input in isolation. Creating an integrated review process can improve the way in which initiatives are raised and discussed and create better outcomes.

Solutions to improving interdepartmental coordination to enhance walkability:

Walk Effectively Solution 5A	Create an integrated interdepartmental review process. <i>Create a more collaborative review process for development plans to optimize walkability.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Planning & Development	Transportation, Community Services, Asset Management & Public Works	High	Short Term	Existing Resources
Resources	Can be accomplished with existing resources. (PWS Solution 5.10.1.1, Page 98)					

Interdepartmental Involvement continued

Walk Deliberately Solution 5B

Better coordinate planning, operations and maintenance between the Transportation Department and the Parks Branch of Asset Management and Public Works.

Work to create seamless transitions between park trails and sidewalks that are well maintained year-round.

	Lead Department	Other Partners	Priority	Timing	Resource Status
Implementation	Transportation	Community Services, Asset Management & Public Works	Medium	Short Term	Existing Resources
Resources	Being undertaken with existing resources. (New)				

Walk Deliberately Solution 5C

Undertake a review of the civic committees and citizen advisory groups involved in active transportation with the goal of streamlining participation and keeping lines of communication open.

	Lead Department	Other Partners	Priority	Timing	Resource Status
Implementation	Transportation	Community Services, Planning & Development, Asset Management & Public Works, Transportation	Medium	Short Term	Existing Resources
Resources	Can be undertaken with existing resources. (New)				



Improve Pedestrian Data Collection

Monitoring the results of various walking initiatives is another way to improve effectiveness. Over the past 10 years, little priority has been placed on the importance of pedestrian planning and infrastructure. The benefits of walkability investments have been

undervalued as compared to investments in roads and bridges. More data needs to be collected on pedestrian movements and trends to justify further investments in walkability and better quantify the benefits of walkability.

Solutions to improving pedestrian data collection and understanding the economic impacts of walkability:

Walk Deliberately Solution 5D	Increase and improve collection of pedestrian data. <i>Make use of existing and new methods to gather better data on pedestrian movement. Better data makes for better decisions.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Transportation	Community Services, Asset Management & Public Works	Low	Short Term	Existing Resources
	Resources	The Transportation Department is working on improvements in this area. Both survey and technological enhancements would be integrated into department budgets. An Integrated Trails Group is also working to coordinate use of this technology. (PWS Solution 5.11.1.1, Page 99)				

Walk Deliberately Solution 5E	Increase investment in transit and active mode infrastructure. <i>A higher percentage of civic operating and capital funding for transit, walking and cycling.</i>					
		Lead Department	Other Partners	Priority	Timing	Resource Status
	Implementation	Transportation	Community Services, Asset Management & Public Works, Transportation	High	Long Term	Existing Resources
	Resources	Increasing the general capital and operating funding percentage for active transportation infrastructure and programs would allow for increased activity in replacing missing curb cuts, enhancing technological improvements such as motion activated pedestrian signals, public education, etc. (PWS Solution 5.11.1.2, Page 100)				

Walk Effectively Conclusion

To effectively support and incorporate walking as an everyday mode of transportation, it is important to elevate its profile among City departments. As initiatives, projects and plans are being developed, walkability needs to remain at the forefront so that necessary infrastructure and supports are included as part of the discussions. Priority, along with concerted effort, needs to be placed on walking, cycling and transit use as alternate means of transportation. The City

of Edmonton can demonstrate its leadership as champions of walkability, starting with greater internal coordination of initiatives that impact walking as a mode of transportation.

Stronger data on pedestrian movements and trends, coupled with increased investment in transit and walkability infrastructure, will enable a reduction in the use of personal vehicles in favour of an increase in walking, cycling and transit use.



Appendix A

Summary of Solutions

Walk Easily

Solution		Priority	Time Frame			Resource	
			1-2 Years (Short Term)	3-4 Years (Medium Term)	5+ Years (Long Term)	Status	Type
1A	Implement Ped Connections: A Strategy for Sidewalk Infrastructure in Edmonton	High	Ongoing	Ongoing	Ongoing	Existing	Capital
1B	Conduct walkability audits of plans for new neighbourhoods during development review	High	Ongoing	Ongoing	Ongoing	Existing	Operating
1C	Implement the Bicycle Transportation Plan Update	High	Ongoing	Ongoing	Ongoing	Existing	Capital & Operating
1D	Conduct walkability audits for existing neighbourhoods	Low	Ongoing	Ongoing	Ongoing	Existing	Operating
1E	Develop and implement strategies and policies to improve transit service delivery	High		Ongoing	Ongoing	New Resources	Capital & Operating
1F	Develop and implement a Transit Assessment Policy	Medium	Project			Existing	Operating
1G	Implement transportation demand management programs	Medium	Ongoing	Ongoing	Ongoing	Partial Resources	Operating
1H	Establish parking maximums	Medium		Project		Existing	Operating
1I	Implement a Parking Management Strategy	High		Project	Project	Partial Resources	Operating
1J	Increase compliance with existing bylaws and snow removal	Low	Ongoing	Ongoing	Ongoing	Existing	Operating

Walk Easily continued

Solution		Priority	Time Frame			Resource	
			1-2 Years (Short Term)	3-4 Years (Medium Term)	5+ Years (Long Term)	Status	Type
1K	Initiate community-based snow removal program	Medium	Project →			Existing	Operating
1L	Improve the requirements for safe and accessible pedestrian routes in conjunction with construction projects	Medium	Project →			Existing	Operating
1M	Access walking speed used for intersection signal timings	Low	Ongoing →	Ongoing	Ongoing →	Existing	Operating








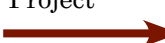



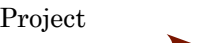
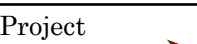







Walk Safely

Solution		Priority	Time Frame			Resource	
			1-2 Years (Short Term)	3-4 Years (Medium Term)	5+ Years (Long Term)	Status	Type
2A	Support the Office of Traffic Safety pedestrian safety initiatives	Medium	Ongoing →	Ongoing	Ongoing →	Partial Resources	Operating
2B	Actively participate in existing initiatives focused on personal security	Low	Ongoing →	Ongoing	Ongoing →	Existing	Operating
2C	Review Speed Limit Policy and pedestrian safety initiatives	Medium	Pilot →			Existing	Operating
2D	Promote personal security and pedestrian safety initiatives	Medium	Ongoing →	Ongoing	Ongoing →	Existing	Operating
2E	Pilot program for pedestrian priority zone/corridor	High		Project →	Project →	Partial Resources	Capital & Operating

Walk Efficiently

Solution		Priority	Time Frame			Resource	
			1-2 Years (Short Term)	3-4 Years (Medium Term)	5+ Years (Long Term)	Status	Type
3A	Revise outdated standards and tools to encourage walkability (included in other solutions)	High	Ongoing →	Ongoing →	Ongoing →	Existing	Operating
3B	Research appropriate Edmonton trip generation rates	Low	Project →			Existing	Operating
3C	Revise Level of Service Standards for roadway planning	Medium	Project →			Existing	Operating
3D	Develop a definition of mixed-use in the Zoning Bylaw	Medium		Project →		Existing	Operating
3E	Revise planning framework to target higher levels of mixed-use	Low	Project →			Existing	Operating
3F	Provide leadership for investments in mixed-use developments	Low		Project →		New Resources	Operating
3G	Provide incentives for mixed-use projects	High	Research →	Pilot →		New Resources	Operating
3H	Establish program to transform existing community shopping centres into mixed-use urban villages	High	Project →			Existing	Operating
3I	Prepare transit-oriented development plans for areas surrounding LRT stations	High	Ongoing →	Ongoing →	Ongoing →	Existing	Operating
3J	Manage suburban growth	High		Ongoing →	Ongoing →	Existing	Operating
3K	Establish minimum residential density targets	Medium	Project →			Existing	Operating
3L	Provide incentives to encourage densification	High	Research →	Pilot →		New Resources	Operating
3M	Implement the residential infill guidelines	Medium	Ongoing →	Ongoing →	Ongoing →	Existing	Operating
3N	Locate large scale redevelopments near transit centres and existing transit corridors	High	Ongoing →	Ongoing →	Ongoing →	Existing	Operating

Walk Deliberately

Solution		Priority	Time Frame			Resource	
			1-2 Years (Short Term)	3-4 Years (Medium Term)	5+ Years (Long Term)	Status	Type
4A	Establish a pilot Location Efficient Mortgage Program	Low	Research 	Pilot 		New Resources	Operating
4B	Create 'Live Near Where you Work' Pilot Program	Low	Research 	Pilot 		Existing	Operating
4C	Work with school boards and partners on policy and programs to support walkability	Medium	Ongoing 	Ongoing	Ongoing	Partial Resources	Operating
4D	Pursue construction of schools, recreation facilities and other public destinations when new neighbourhoods are developed	High	Ongoing 	Ongoing	Ongoing	New Resources	Capital & Operating
4E	Establish mixed-use requirements for large infill developments	Medium	Project 			Existing	Operating
4F	Partner with development industry in research program to identify successful neighbourhood retail and service developments	Low	Project 			New Resources	Operating
4G	Establish incentives pilot program for neighbourhood commercial project	Low	Project 			New Resources	Operating
4H	Set standards for maximum area of a single land use	Medium	Project 			New Resources	Operating
4I	Establish guidelines on maximum block size	Medium		Project 		New Resources	Operating
4J	Establish block length maximums	Medium		Project 		New Resources	Operating
4K	Establish limits on culs-de-sac	Medium		Project 		New Resources	Operating
4L	Provide pedestrian cut-throughs to culs-de-sac and loops	Medium	Ongoing 	Ongoing	Ongoing	Existing	Capital & Operating
4M	Create mid-block pedestrian crossings along long blocks in existing neighbourhoods	Medium	Ongoing 	Ongoing	Ongoing	Existing	Capital & Operating
4N	Allow unconstrained pedestrian crossings on local streets	Medium	Project 			New Resources	Operating
4O	Adopt requirements for walkable design of commercial developments	High	Project 			New Resources	Operating
4P	Create a unified wayfinding system	Medium		Project 	Pilot 	New Resources	Capital & Operating
4Q	Create neighbourhood and area walking maps	Medium	Ongoing 	Ongoing	Ongoing	Existing	Operating

Walk Effectively

Solution		Priority	Time Frame			Resource	
			1-2 Years (Short Term)	3-4 Years (Medium Term)	5+ Years (Long Term)	Status	Type
5A	Create integrated interdepartmental review process	High	Project →			Existing	Operating
5B	Coordinate planning and operations/maintenance between Transportation and Parks Branch of Asset Management and Public Works	Medium	Ongoing →	Ongoing	Ongoing	Existing	Operating
5C	Undertake a review of the civic committees and citizen advisory groups involved in active transportation with the goal of streamlining participation and keeping lines of communication open	Medium	Project →			Existing	Operating
5D	Increase and improve collection of pedestrian data	Low	Ongoing →	Ongoing	Ongoing	Existing	Operating
5E	Increase investment in transit and active mode infrastructure	High	Ongoing →	Ongoing	Ongoing	New Resources	Capital & Operating



