

~~WINTER~~ LEADVILLE INTERMISSION N

WINTER CITY STRATEGY

Wintermission Leadville is led locally by the City of Leadville, Get Outdoors Leadville!, and Lake County Recreation Department, with key support from many local partner organizations and community members.

Wintermission was a response to Robert Wood Johnson Foundation's Global Ideas for U.S. Solutions fund, which sought to find global solutions to reducing social isolation and apply them to the U.S. context. In the fall of 2018, 8 80 Cities put out a call for program partners and challenged American cities to assemble diverse teams that would advance the goals of Wintermission. The response was astounding, with 62 cities of all sizes submitting applications. The three cities selected to participate in the program were:

Buffalo, New York Eau Claire, Wisconsin Leadville, Colorado

The program is funded by the Robert Wood Johnson Foundation and CAF America. This report was prepared by 8 80 Cities in November 2020.

More information:
wintermission.org/leadville

Questions or feedback:
hello@wintermission.org



TABLE OF CONTENTS

EXECUTIVE SUMMARY	v
INTRODUCTION	xi
WINTERMISSION LEADVILLE	11
LEADVILLE WINTER STRATEGY	17
SUSTAINING WINTERMISSION LEADVILLE	33
CONCLUSION	35





EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

ABOUT WINTERMISSION LEADVILLE

The Leadville Winter City Strategy lays out a bold vision and path for improving winter life in the City of Leadville. This strategy is the culmination of Wintermission Leadville, a two-year project that set out to make it easier, more comfortable, and more fun for Leadville's residents to live, move, and play in winter.

Wintermission is a nationwide initiative led by 8 80 Cities, a Toronto-based nonprofit organization, in partnership with Children and Nature Network and National League of Cities. The project is funded by the Robert Wood Johnson Foundation and CAF America. In the fall of 2018, 8 80 Cities put out a call for program partners and challenged American cities to assemble diverse teams that would advance the goal of reducing social isolation during winter. The response was astounding, with 62 cities of all sizes submitting applications. Leadville, Colorado, along with Buffalo, New York and Eau Claire, Wisconsin were selected as the three winning cities

The Wintermission Leadville is led locally by representatives from the City of Leadville, Get Outdoors Leadville!, and Lake County Recreation Department. Over the past two years, Wintermission Leadville's project activities have included:

1. Convening with the Buffalo and Eau Claire Wintermission teams at the Winter Cities Shake-Up Conference in Saskatoon, Canada. Through this convening, participants were able to workshop winter city ideas with leaders from other cities and get inspiration for their own winter city work.
2. Engaging over 600 diverse residents on how to improve winter life in Leadville through a comprehensive community consultation process.
3. Testing out community ideas for enhancing public life in public spaces during winter through a series of short-term pilot projects.



VISION

Combining everything learned throughout the convene, engage, and test phases, the Leadville Winter City Strategy responds to the city's unique challenges and opportunities. The following vision guides all the goals and recommendations outlined in this strategy:

In Leadville, we envision an inclusive and positive winter experience for all. We will address current and emerging winter challenges by building an inclusive winter culture, spreading winter knowledge and awareness, creating innovative community-led programs, activating public spaces, and ensuring everyone can move around safely and comfortably. We will allocate resources to ensure everyone in Lake County—regardless of age, gender, ability, ethnocultural or socioeconomic status—is able to take advantage of our natural beauty, participate in public life, and enjoy our beautiful winter community.

Winter City Strategy

Community members identified four priority areas for increasing social and physical activity in winter, forming the four pillars of the winter city strategy: Winter Mobility, Winter Warmth and Comfort, Winter Culture and Connection, and Winter Activation. Each pillar has its own vision, set of goals, and associated action items to achieve those goals.



Pillar I: Winter Mobility

Vision: Leadville will become a place where residents can move around safely and easily in the winter to access basic services and recreational opportunities. We are committed to working together to promote mobility equity in the winter, centering the needs of our most vulnerable community members who face heightened challenges getting around in winter.

Goal 1: Improve snow removal services to create safer and more accessible winter streets and sidewalks.

Recommended Actions:

1.1 Plow municipal sidewalks: Leverage municipal and community partners to ensure that sidewalks are cleared quickly, efficiently, and consistently.

1.2 Adopt a winter parking bylaw to aid with snow removal: Restrict parking on alternate sides of local roads and streets between November 1 to April 1 each year.

1.3 Establish a volunteer shovel corps: Launch a program that connects seniors, individuals with mobility issues, and other vulnerable community members with volunteers who will shovel snow from public sidewalks.

Goal 2: Fill in winter transportation gaps for those who cannot drive or do not have access to a private vehicle.

Recommended Actions:

2.1 Implement a free winter shuttle bus service: Test out a shuttle bus service with connections to downtown Leadville and local resorts to increase access to essential services, jobs, and recreational opportunities.



Pillar II: Winter Warmth and Comfort

Vision: We will take steps to make the cold and snow more manageable by identifying public and private as well as indoor and outdoor spaces that have the potential to provide residents with a reprieve from the cold. With some design and infrastructure changes, such spaces can become warmer and more welcoming for people to enjoy year-round.

Goal 3: Increase opportunities for residents to warm up in outdoor spaces throughout winter.

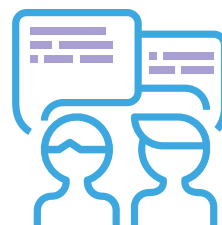
Recommended Actions:

3.1 Develop a fire pit policy and program: A formal fire pit policy and program encourages more residents, businesses, organizations, and public space managers to install and operate fire pits throughout the city.

3.2 Create warming shelters in parks and public spaces: Add more warming shelters at strategic locations such as Dutch Henry Hill, Huck Finn Skate Park, other local parks, school play yards, and bus stops to encourage people to spend more time outside.

3.3 Install winterized bathrooms in parks and public spaces: This will make it easier for people to stay longer in parks and public spaces, provide people with a temporary place to warm up during the winter, and promote public health and handwashing during a pandemic.

3.4 Provide support for home warming: Create home heating grants and programs focused on distributing information and/or materials to install draught proofing, insulation, and mobile home insulated skirting.



Pillar III: Winter Culture & Connection

Vision: Leadville will become a leader in developing intercultural and intergenerational approaches to improving winter life. We will find creative ways to expand opportunities for our diverse resident population to feel connected to and reflected in Leadville's winter culture.

Goal 4: Develop programs and resources that are specifically geared towards newcomers and residents who are less acquainted with winter.

Recommended Actions:

4.1 Implement a “Wintergration” program to help newcomers adapt and thrive in winter: Pair winter mentors with newcomers to Leadville, helping them adjust to living in a winter city by providing information and resources on various topics.

4.2 Support culturally responsive programming for equity-seeking groups: Support community-led programs inspired and created by individuals and groups who don't see themselves reflected in existing winter social and recreational offerings.

4.3 Expand the Wintermission Leadville team to include more diverse perspectives and lived experiences: As Wintermission Leadville moves forward with implementing the Winter City Strategy it is essential that currently public safety for groups underrepresented communities have a seat at the table to ensure initiatives are implemented in an equitable and inclusive manner.

4.4 Reexamine public safety for equity-seeking groups: Work closely with residents and community organizations to explore how to

improve public safety for groups that currently feel unsafe in public safe, e.g. sanctuary city policies, investing in programs in semi-public places where people do purport to feel safe, etc.

Goal 5: Increase awareness about existing winter offerings so that all residents may benefit from what Leadville already has to offer.

Recommended Actions:

5.1 Create and promote winter guide: Provide a comprehensive resource of winter activities and events in Leadville and winter living tips such as appropriate clothing, winter travel, and how to heat your home.

5.2 Expand and promote gear lending services: Increase opportunities for people across Leadville to borrow winter outdoor gear, and increase awareness and usage of these programs among groups that are currently underrepresented in outdoor recreation.



Pillar IV: Winter Activation

Vision: The Winter Activation pillar is about enlivening our shared public spaces throughout winter with exciting programming and opportunities for people of all ages and backgrounds, beyond just the larger marquee events. We will create new opportunities at the neighborhood level and activate our public spaces—both indoor and outdoor—in ways that will reach new audiences, particularly residents who are less accustomed to participating in winter activities.

Goal 6: Increase small-scale, neighbourhood-based winter activations across Leadville.

Recommended Actions:

6.1 Create a Winter Party Guide and streamlined process for community-led public space activations: Provide the tools, information, and a simplified permit process to facilitate more resident-led activations of public spaces.

6.2 Increase indoor community programming during the winter: Leadville has adaptable indoor spaces that provide countless opportunities to host events that draw people together. Much like outdoor spaces, indoor spaces can also provide a platform for resident-led activation and programming, if given the tools and permissions to do so.

CONCLUSION

The Leadville Winter City Strategy is a launch pad for Leadville to capitalize on the energy built up over the course of the project. It sets a clear path for how Leadville can become the winter city that its residents want it to be. By building on existing winter assets and achieving the goals set out in this strategy, Leadville is well poised to become one of the foremost winter cities in the United States.







INTRODUCTION

ABOUT WINTERMISSION

Wintermission was a two-year project that set out to combat social isolation by inviting more people to get outside and enjoy the health benefits of social interaction, physical activity, and nature connection in winter.

Winter can be a challenging time of year, where snow, ice, lack of sunlight, and cold weather can combine to exacerbate social isolation. Social and physical activity outdoors declines in winter and feelings of loneliness and isolation creep in. Not everyone experiences winter the same, and qualities that can make winter joyful for some can serve as barriers for others.

For people experiencing homelessness or housing insecurity, winter means an increased risk of cold-related injury and death. Children and elderly residents are more vulnerable to extreme cold yet are often overlooked as important users of public space. The voices of those most vulnerable in winter are rarely invited to meaningfully shape and inform city building decisions.

A lack of winter-specific public space design and maintenance also reinforces inequity by creating additional barriers and challenges for those who walk, bike, or take public transit. This limits independent mobility for transit riders, people with disabilities, older adults, and children. Winter can also come as a shock to newcomers and refugees immigrating and adjusting to colder winter cities. People living with low income may not have the time or resources to engage in winter activities. Racialized populations face the compounding effects of historical and contemporary racist policies and practices influencing their everyday interaction with public space. All these examples stand in the way of increasing social connection and creating a sense of belonging in public space for all in winter.

When we embarked on this project in 2018, the predominant narrative about winter was that it was to be endured rather than embraced. There were few U.S. Cities proactively creating a culture of active and social winter life through the intentional design, programming, and management of their public spaces.

Our Wintermission project aimed to challenge and change the status quo around winter and reimagine it as an asset to be leveraged in reducing social isolation and creating healthier, more equitable, and vibrant public spaces.

PROJECT PARTNERS

Wintermission is led by 8 80 Cities, an international non-profit organization based in Toronto, Canada. Our mission is to improve the quality of life for people in cities no matter their age, ability, socioeconomic status, race, gender-identity, ethnicity, or cultural background. We bring people together to enhance mobility and public space so that together we can create more vibrant, healthy, and equitable communities. We believe that if everything we do in our public space is great for an 8-year-old and an 80-year-old, then it will be great for all people.

Wintermission is funded by the Robert Wood Johnson Foundation and CAF America. Project partners include the Children and Nature Network, and the National League of Cities.



THE ORIGINS OF WINTERMISSION

Wintermission was a response to the Robert Wood Johnson Foundation's Global Ideas for U.S. Solutions fund, which sought to find global solutions for reducing social isolation and apply them to the U.S. context. In the fall of 2018, 880 Cities put out a call for program partners and challenged American cities to assemble diverse teams that would advance the goals of Wintermission. The response was astounding, with 62 cities of all sizes submitting applications. The three cities selected to participate in the program were:

Buffalo, NY
Eau Claire, WI
Leadville, CO

Wintermission Cities Selected

January 2019

Leadville, WI
selected through a
national competition
to participate in
Wintermission

Pilot Project Planning

June - September 2019

Wintermission teams
review community
feedback and identify
new ideas to improve
life in winter

Winter City Strategy Development

March- December 2020

Using lessons learned,
the Leadville Winter
City Strategy provides
recommendations to
continue improving public
life in winter



Community Engagement

March - May 2019

Start a city-wide
conversation about
what people love
about winter in
Leadville and what
could be improved

Pilot Project Implementation

October - March 2020

Wintermission
Leadville team tests
a series of programs,
activities, and events
to animate public
spaces in winter

THE WINTERMISSION METHODOLOGY

Phase One: Convene



The project officially began at the Winter Cities Shake-Up in Saskatoon, Canada in January of 2019. Representatives from each city convened at the conference to learn from winter city leaders from around the world, and to develop a vision statement to guide the course of the project in their city.

Phase Three: Test



Using the information and feedback collected, each city developed and implemented a series of low-cost, high-impact pilot projects over the course of winter 2020. The pilots tested innovative solutions for reducing barriers to social connection in winter.

Phase Two: Engage



From February to May 2019, each city conducted city-wide conversations about winter public life. Utilizing equitable engagement strategies and tactics, the engagement process sought to identify existing barriers and challenges in each city preventing residents from engaging in social and physical activity outdoors in winter. Ideas and opportunities to overcome those barriers and bring public life to public spaces in winter were workshopped with a diverse range of communities and stakeholders.

Phase Four: Strategize



Combining everything learned throughout the convene, engage, and test phases, each city developed a unique Winter City Strategy that responds to their unique challenges and opportunities. The strategies outline specific goals and policy and planning recommendations to help become winter city leaders.

SOCIAL ISOLATION, WINTERMISSION & COVID- 19

What is Social Isolation?

Social isolation describes an absence of social contact and connection. It is a state of being cut off from social networks^[1]. It can operate on an individual level through an absence of contact with family, friends, and neighbors, or on a broader level, with a lack of connection to society at large^[2]. While temporary feelings of loneliness are healthy, chronic feelings of social isolation are one of the single largest predictors of health and happiness.^[3]

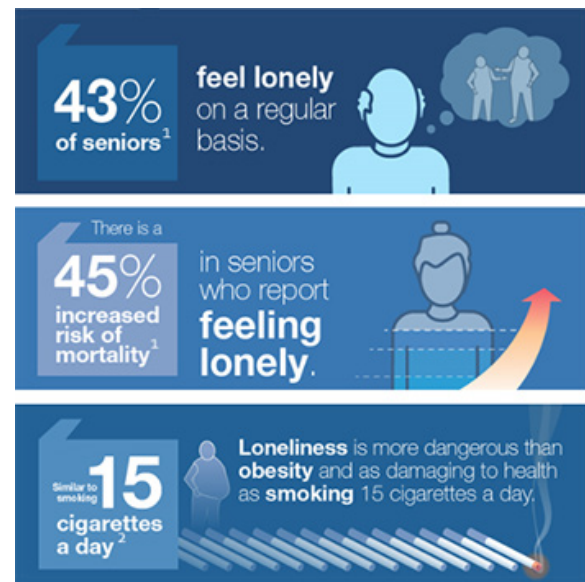
Why should we address Social Isolation?

“The key to healthy aging is relationships, relationships, relationships”

- George Vaillant, M.D., Professor, Harvard Medical School

Human beings are inherently social creatures. We thrive when we have strong social connections^[4]. Decades of research has found that being socially connected significantly reduces risk for premature mortality from all causes^[5]. On the other hand, studies have found that experiencing social isolation increases risk for earlier death by 29%^[6]. These effects are independent of age and initial health status^[7]. Social isolation

can completely alter an individual’s health and wellbeing, regardless of how healthy they were prior to losing social connections.



Numerous studies have identified the myriad ways social isolation can impact physical and mental health. Loneliness can be as bad for a person’s health as smoking 15 cigarettes a day^[8]. Social isolation and loneliness are strongly related to arthritis, mobility impairment, chronic lung disease, type 2 diabetes, high blood pressure, and other cardiovascular diseases. For mental and cognitive health, a lack of social connection leads to higher levels of depression, anxiety, poorer cognitive function, and dementia. Social isolation has also been linked to deaths of despair, such as drug and alcohol related deaths and suicide^[9]. While research into social isolation continues, each new study deepens our understanding of how damaging social isolation can be to every aspect of our wellbeing.

Social isolation also has wide ranging impacts beyond individual health. There are major economic costs associated with high levels of social isolation. As a society, the social connections and wellbeing of our workforce are rarely discussed. Lonely workers think about quitting their jobs twice as often as non-lonely workers^[10]. Looking only at Americans aged 65 or older, social isolation costs the U.S. government nearly \$7 billion in additional health care costs each year^[11].

What causes social isolation?

The root causes of social isolation run deep into the foundation of our society and are intertwined with the roots causes of many societal inequities. What follows is a brief description of some of the most commonly understood factors contributing to social isolation:

Access to Transportation

Safe, convenient, and affordable transportation options are key factors in developing social capital and community wellbeing. Individuals and communities lacking in access to public transit and safe active transportation infrastructure see much high levels of social isolation as compared to those where taking transit, walking, and biking are common forms of travel^[12].

Poverty

The links between poverty and social isolation are extensive, and self-sustaining. Social isolation contributes to poverty, and poverty often means social resources are inaccessible. Experiences of social isolation are often cited by lower income residents as painful aspects of poverty that prevent them from engaging in social and physical activity^[13]. Conversely, social capital and connection are vital assets for those in seeking to escape poverty.^[14]

Unemployment

There is a vicious cycle where poverty, unemployment, and social isolation reinforce and sustain each other. The marginalization caused by unemployment ‘leads to poverty and social isolation, which in turn reinforce the risk of long-term unemployment.’^[15] On a larger societal scale, unemployment, in the absence of a universal basic income and robust social supports, drives poverty, and by extension, social isolation. On the individual level, job loss has detrimental effects on subjective perceptions of social integration and life satisfaction. Losing one’s employment can cause an individual to feel more isolated. This feeling of isolation hinders the psychological needs of the individual, making it more difficult to obtain new employment. The longer the duration of unemployment, the more profound and damaging the feeling of isolation becomes.^[16]

**“Just as fish
can’t swim
without water, nor
can victims
of loneliness reap
the benefits of
social interaction
without shared
spaces to do so in.”**

**- Julia Hotz, Journalist & Communities
Manager, Solutions Journalism Network**

Access to high quality public spaces

Social connections do not occur in a vacuum. They need safe, comfortable, welcoming spaces to grow and thrive. Multiple studies found that patients who were prescribed ‘socialization’, non-medicalized community-based activities by their doctors, gained self-confidence and reduced their social isolation. However, those studies also found that this strategy only works when public spaces, such as parks, libraries, and community centers were easily accessible and well designed and programmed for social interaction.^[17]

Physical and Mobility Impairments

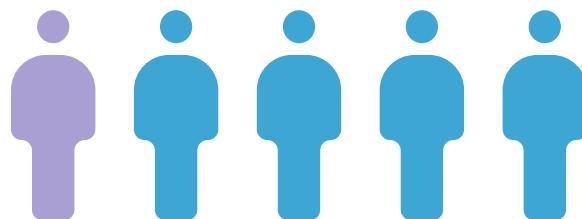
Many of the factors that cause social isolation are systematic, but individual causes exist as well. Individuals who are not independently mobile are much more likely to suffer from social isolation as compared to those who are independently mobile. Physical impairments such loss of hearing also create barriers in maintaining social connections^[18]. Losing a loved one, domestic abuse, and personal crisis can all create intense feelings of social disconnection. These individual causes are often exacerbated and made worse by systematic issues that contribute to social isolation.

Who does Social Isolation impact?

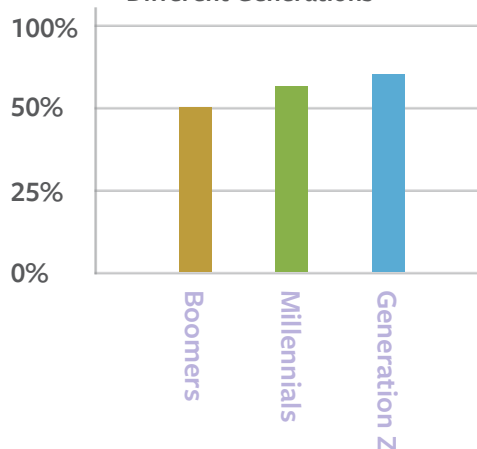
The most conservative estimates suggest that loneliness affects one in five adults across the globe. From 2018 to 2019, rates of loneliness increased from 47% to 61% of the American population. The average size and diversity of core networks like spouses, friends, coworkers, etc. has similarly been declining for decades.^[19]

Loneliness has been found to be prevalent amongst all age groups, but is highest among younger generations. 50% of boomers, 71% of millennials, and 79% of Generation Z self-report as lonely. Individuals with lower-incomes are far more likely to report feeling socially isolated as compared to individuals with higher income. Communities of color in general, and Latinx and Black Americans in particular, are most likely to suffer from social isolation^[20].

One out of Five People around the world is affected by loneliness



Rates of Loneliness Among Different Generations



The connections between the main causes of social isolation and communities who are most likely to suffer from social isolation are clear. Individuals with lower-income who are experiencing poverty and unemployment report high levels of social isolation, as do Black and Latinx Americans, who are also more likely to be living in poverty. Neighborhoods that are parkland deficient and lacking in other public services, such as libraries and community centers, are far more likely to be home to lower-income communities of color. Similarly, neighborhoods that do not provide safe sustainable mobility options are also more likely to be home to marginalized communities. Health researcher Yolanda Ogbolu from the University of Maryland School of Nursing coined the term ‘situational isolation’ to describe the self-isolating behavior driven by the built form and environmental conditions of a social setting or neighborhood.

“Every year, as the days become short and dark, people with SAD...slow down and have a hard time waking up the morning...their concentration suffers, and they withdraw from friends and family. As you can image, their work and relationships suffer, and they can become quite depressed.”

- Dr. Norman Rosenthal, Clinical Professor of Psychiatry, Georgetown University School of Medicine

How does winter influence social isolation?

Winter in the United States amplifies existing conditions that cause social isolation. While some people may welcome colder temperatures, others feel trapped, vulnerable, and isolated. Research indicates that severe seasonal affective disorder (SAD) affects 6% of the American population, and disproportionately affects women. An additional 10-20% of Americans suffer from mild forms of SAD. Symptoms of SAD include depression, social anxiety, a desire to avoid social contact, lethargy, and sleep deprivation.^[21]

Why does social isolation get worse in winter? Most cities in the northern United States experience winter for substantial portions of the year. However, their built environments and transportation systems do little to embrace their climate. Public spaces and transportation systems that are already forces for exclusion and social isolation become even more problematic in winter. On average, parks and public spaces see

significantly fewer visitors during colder months, and residents report being much less socially and physically active in winter as compared to other months. Many municipalities stop maintaining and programming their public spaces in winter. Outdoor spaces are often not designed to enhance warmth and light, two key factors in encouraging people to spend time outside in colder months. Those with independent mobility barriers in particular report feeling disconnected in winter, as sidewalks and transit stations are often left unplowed and unsalted by municipalities. In icy conditions, residents are 40% less likely to leave their homes, with older adults having great difficulty setting foot outside due to unmaintained sidewalks.^[22] Women are far more likely to rely on walking and public transit to get around, and not coincidentally, experience SAD at a much higher rate as compared to men.

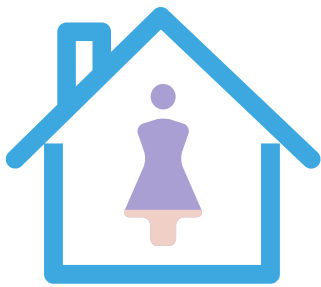
Many northern American cities also see economic activity fluctuate with the seasons, reaching peak activity in the summer, and slowing greatly in the winter. The same barriers that make it harder for people to engage in social activity in winter also prevent people from participating in local economies.^[23] For many lower income residents, employment can be seasonal and winter often sees levels of unemployment and poverty rise in American cities, further contributing to levels of social isolation. Winter in the United States worsens many of the conditions that contribute to social isolation in the first place, making it no surprise that Americans who suffer from SAD typically exhibit symptoms that last 40% of the year.



How has COVID-19 influenced Social Isolation?

While social isolation and loneliness were prevalent in Americans prior to COVID-19, efforts to reduce the virus spread via stay-at-home orders, quarantine, and physical distancing recommendations have exacerbated an already acute mental health situation. 28% of Americans live alone, and the pandemic meant little to no human contact for months. Regardless of living situation, interactions with anyone outside the home have been severely limited across the board.

While the impacts of COVID-19 will not be fully understood for years to come, we do have some sense of how it has impacted people's emotional and mental health. Some surveys suggest that within the first month of COVID-19, loneliness increased by 20-30%, and emotional distress tripled.^[24] In particular, older adults, people of color, individuals with lower-incomes and those in congregate living centers such as long-term care homes and prisons have seen their mental health and levels of social interaction disproportionately impacted by COVID-19.



28% Americans live alone and during COVID-19, Loneliness has increased by 20-30%

“The old African American aphorism “When white America catches a cold, Black America gets pneumonia” has a new, morbid twist: when white America catches the novel coronavirus, Black Americans die.”

-Keeanga-Yamahtta Taylor, Assistant Professor of African American Studies, Princeton University

Impacts of inequity and COVID-19

Long-standing systemic health and social inequities have put many people from racial and ethnic minority groups at increased risk of getting sick and dying from COVID-19. Inequities in the social determinants of health, such as poverty and access to healthcare, combine with interpersonal racism and racial biases in the health care system to expose racialized communities to the greatest risk of contracting and dying from COVID-19. Some of the many inequities of health that put vulnerable communities at increased risk include:

Discrimination

Unfortunately, discrimination exists in systems meant to protect well-being or health. Discrimination, which includes racism, can lead to chronic and toxic stress and shapes social and economic factors that put some people from racial and ethnic minority groups at increased risk for COVID-19.

Healthcare Access and Utilization

People from some racial and ethnic minority groups are more likely to be uninsured than non-Hispanic whites. Healthcare access can also be limited for these groups by many other factors, such as lack of transportation, child care, or ability to take time off of work; communication and language barriers; cultural differences between patients and providers; and historical and current discrimination in healthcare systems. Some people from racial and ethnic minority groups may hesitate to seek care because they distrust the government and healthcare systems responsible for inequities in treatment.

Racialized Communities in Essential Jobs

People from some racial and ethnic minority groups are disproportionately represented in essential work settings such as healthcare facilities, farms, factories, grocery stores, and public transportation. Some people who work in these settings have more chances to be exposed to the virus that causes COVID-19 due to several factors, such as close contact with the public or other workers, not being able to work from home, and not having paid sick days.

Educational, Income, and Wealth Gaps

Inequities in access to high-quality education for some racial and ethnic minority groups can lead to lower high school completion rates and barriers to college entrance. This may limit future job options and lead to lower paying or less stable jobs. People with limited job options likely have less flexibility to leave jobs that may put them at a higher risk of exposure to the virus that causes COVID-19. People in these situations often cannot afford to miss work, even if they're sick, because they do not have enough money saved up for essential items like food and other important living needs.

These factors and others are associated with more COVID-19 cases, hospitalizations, and deaths in areas where racial and ethnic minority groups live, learn, work, play, and worship. They have also contributed to higher rates of some medical conditions that increase one's risk

of severe illness from COVID-19. In addition, community strategies to slow the spread of COVID-19 may cause unintentional harm, such as lost wages, reduced access to services, and increased stress for some racial and ethnic minority groups. These populations were already at high risk for poor health outcomes prior to the pandemic. The very same inequities in transportation systems, access to public space and resources, unemployment, and poverty that drive social isolation and prevent people from leaving their homes in winter are playing key roles in the pandemic's disproportionate effect on vulnerable communities.







WINTERMISSION LEADVILLE

LEADVILLE TEAM

The local Wintermission Leadville team is led by representatives from the City of Leadville, Get Outside Leadville!, and Lake County Recreation Department.



WINTERMISSION LEADVILLE ENGAGEMENT ACTIVITIES



From March to May of 2019, Wintermission Leadville held an inclusive community engagement process to better understand residents' challenges during winter as well as how they felt winter public life could be improved. Engagement activities included neighborhood tours, meetings with local businesses, stakeholder workshops, focus groups, online surveys, and a series of public pop-up events at diverse locations. The full results the engagements are contained in a separate Community Engagement Summary Report (see Appendix A).

In total, over 600 people shared their perspectives and experiences about winter. Major findings include:

- 1. Leadville's residents have a pronounced appreciation for winter.** Most people we heard from expressed having a positive attitude towards winter. 70% of participants said they either feel "positive" or "very positive" about winter. Unlike many other winter cities, snow and winter are central to the Leadville and Lake County identity. People are proud to live here and truly love the outdoor lifestyle it provides. There are already many programs, services, and events that reflect Leadville's winter-friendly mentality, all of which serve as crucial building blocks for the Wintermission project.
- 2. Even still, there are very real challenges that residents face throughout winter.** Despite residents' possessing a positive winter mindset, a significant portion of respondents expressed that they experience feelings of isolation or lack of contact with loved ones, spend less time outside, and face issues with mobility and access to parks during winter. While there are some aspects of winter that are inherently challenging, residents identified numerous concrete ways to make life more comfortable and joyful during this cold and dark season.

4. Four key themes emerged: winter mobility, winter comfort, winter culture and connection, and winter activation. Almost half of all community feedback from the engagement phase pertained to improving snow clearing and expanding winter programming, signifying a balance between addressing basic maintenance needs and creating more opportunities for winter joy. All recommended goals and actions in this strategy will fall under these four priority areas.



PILOT PROJECTS

As part of the Community Engagement Summary Report, our team identified a series of winter pilot project ideas that reflected community priorities. This process entailed testing out new approaches to winter placemaking on a small scale and collecting data about what worked and what could use adjustments. These experiments were meant to provide evidence for future investments and decisions regarding winter placemaking projects.

From the list of pilot project options, the Wintermission Leadville team began planning and implementing six pilot project concepts:

Pilot Project 1: Improve snow management by convening workgroups to promote coordinated snow management. The team worked with County-City partners to align policies, resources, and snow management communication. The team also launched the Shovel Corps program, where volunteers are organized to support seniors and vulnerable community members clear snow.

Pilot Project 2: Activate public spaces using fire pits that create a more enjoyable atmosphere in colder seasons. The City of Leadville installed a permanent gas-fueled fire pit in a downtown pocket park and acquired several portable fire pits government departments or community members can borrow to host outdoor winter events. These have been utilized during several outdoor events to date.

Pilot Project 3: Create a shuttlebus service to increase access to public space in Leadville throughout the winter. The Leadville project team has acquired a van through a local seniors' residence which is ready to be operationalized as a shuttlebus in time for Winter 2021.

Pilot Project 4: Expand access to outdoor gear through gear lending programs, such as the Get Outdoors Leadville! gear library. In winter 2020, the Get Outdoors Leadville! Gear Library was leveraged for fat biking, nordic skiing, and snowshoeing promotion. As a result, the interest in the winter equipment exceeded the supply in the library, indicating even more growth opportunities to invest in this area. By increasing promotion and awareness-raising activities both in Leadville and adjacent communities, the aim is to provide more people with opportunities to participate in winter recreation, especially segments of the community that are currently underrepresented in winter recreational activities.

Pilot Project 5: Update and upload the Winter Guidebook online so that more people have access to and are aware of the many winter offerings in Leadville. This guidebook will be especially useful to new residents who are less accustomed to the area's winter-related services and activities.

Pilot Project 6: Develop a "Wintergration" program that connects longtime residents of Leadville with newcomers to Leadville. Building new relationships will lead to bi-directional learning opportunities and help new residents adjust to living in a winter city. Longtime residents can share resources on various topics like dressing for the weather, getting around in the snow, keeping homes warm, and accessing winter recreation opportunities. New residents can forge new relationships that foster community connection.

While the local team was able to make progress on some of the pilot projects, Covid-19 interrupted the monitoring and evaluation of the pilots. The abovementioned pilot projects remain priorities for the upcoming 2020-2021 winter season, though with some amendments to reflect Covid-19 safety precautions. The local team intends to gather and monitor data for this upcoming season of pilot projects, which in conjunction with this strategy document, will be used to inform next steps.





LEADVILLE WINTER CITY STRATEGY

STRATEGY

The Wintermission Leadville Strategy lays out a common vision and recommended actions for improving the quality of winter life in Leadville's residents. It was created using Leadville's existing strengths as a winter city, feedback from community outreach and engagement activities, and lessons learned from other winter cities around the world. Leadville's Winter City Strategy is about capitalizing on existing assets, creating new programs and policies to fill existing gaps in winter design and public life, and ensuring the city is equitable and accessible to all.

VISION

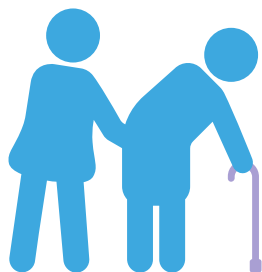
This vision statement is the prism through which all future strategic decisions about winter in Leadville and efforts to address social isolation should be viewed. It is an ambitious view of Leadville's winter-friendly future, yet wholly achievable given the ongoing partnerships, coordination, and shared enthusiasm among Leadville's local leaders, businesses, civil society groups, and residents for improving winter public life.

In Leadville, we envision an inclusive and positive winter experience for all. We will address current and emerging winter challenges by building an inclusive winter culture, spreading winter knowledge and awareness, creating innovative community-led programs, activating public spaces, and ensuring everyone can move around safely and comfortably. We will allocate resources to ensure everyone in Lake County—regardless of age, gender, ability, ethnocultural or socioeconomic status—is able to take advantage of our natural beauty, participate in public life, and enjoy our beautiful winter community.

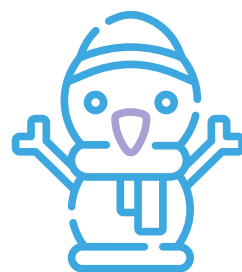


FOUR WINTER PILLARS

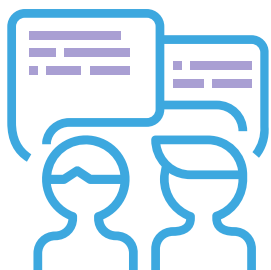
Four priority areas for increasing social and physical activity in winter emerged from the engagement and pilot project phases, forming the four pillars of the Leadville Winter City Strategy.



Pillar I: Winter Mobility



Pillar II: Winter Warmth and Comfort



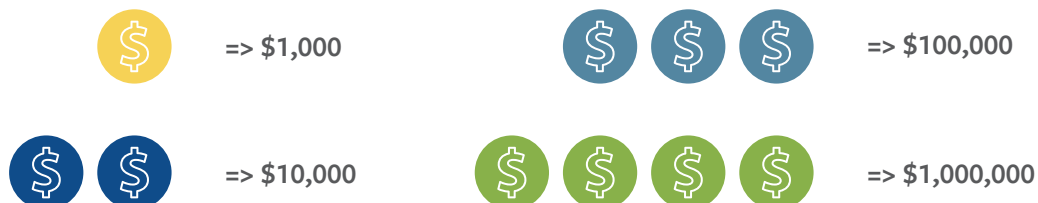
Pillar III: Winter Culture and Connection



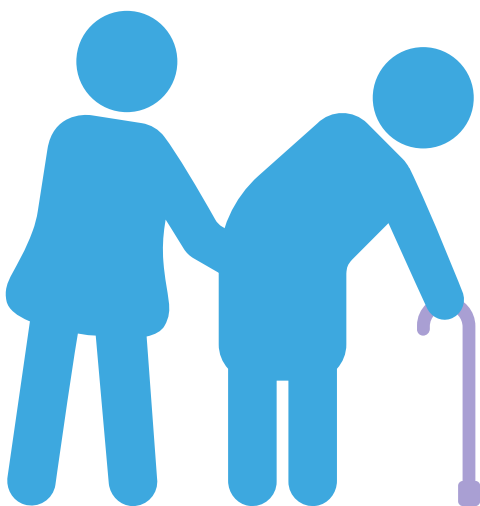
Pillar IV: Winter Activation

To help guide recommendations and spur action, each pillar has its own vision statement, set of goals, and recommended actions. Each action item comes with associated desired outcomes, estimated timeframe of implementation, estimated budget (based on the budget key below), relevant case study links, and a list of potential partners who will play a role in implementing the action.

BUDGET KEY



PILLAR I: WINTER MOBILITY



Background: We know that winter reduces mobility in Leadville. Everyday trips like traveling to work, the grocery store, and/or to visit friends and family becomes more challenging as the temperature drops and snow piles up. The most frequent comment from residents was the need for better snow management on streets, sidewalks, and public recreation sites. Residents specifically noted that sidewalks need to be safe so that users of all ages and abilities can safely navigate the city all year round. In addition, 44% of respondents indicated that current sidewalk maintenance in winter is poor or very poor. These results were consistent among respondents of all ages, genders, neighborhoods, and ethnocultural backgrounds.

While the City and County snow removal teams are efficient and responsive, sometimes severe snowfalls leave people stranded or left to fend for themselves for several days. Inconsistent upkeep of private property and sidewalks compounds this problem and makes it difficult to navigate walking routes. Many people suggested finding more and better ways for the local governments and property owners to work together to improve ice and snow clearance throughout the city.

Winter Mobility Vision: We envision a future where all Leadville residents can move around safely and easily in the winter to access basic services and recreational opportunities such as visiting the grocery store or going for a winter walk. We recognize that when there is a barrier of access there is a disparity in quality of and enjoyment of winter life. We are committed to working together as a community to allocate budget and resources to programs that promote mobility equity in the winter, centering the needs of our most vulnerable community members who face heightened challenges getting around in winter.

Goal 1: Improve snow removal services to create safer and more accessible winter streets and sidewalks.

Recommended Actions:

1.1 Plow municipal sidewalks: Leverage municipal and community partners to ensure that sidewalks are cleared quickly, efficiently, and consistently. This entails coordinating with overall snow maintenance operations, providing clear and consistent communication to residents regarding snow removal activities, and enacting any policy changes to city/county codes to reflecting plowing priorities. Children, older adults, individuals with lower income, women, and BIPOC communities bear disproportionate impacts of car-centric planning, management, and design. Creating more walkable streets in all seasons facilitates safer and more comfortable mobility for all.



Desired Outcomes:

- Residents who don't drive are able to access essential shops and services
- More people walking and biking in winter
- Increased resident satisfaction with snow clearing
- Increased access and usage of parks and public spaces
- Fewer injuries and accident reports from walking and biking in winter

Timeframe for implementation: 1 – 2 years

Budget: \$ \$ \$

Case Study: [Sweden's gender-balanced snow plowing strategy](#)

Potential Partners: Lake County School District, Lake County Senior Center, Colorado Mountain College, Lake County Justice Center, Lake County Public Works, Lake County Maintenance Department, Complete Streets Committee, Leadville Main Streets, City of Leadville Streets Department, Summit County Transit, Lake County Fire Department, City of Leadville Road and Bridge Department, Useful Community Service Court Volunteers, Snow Shovel Corps

1.2 Adopt a winter parking bylaw to aid with snow removal: Restrict parking on alternate sides of local roads and streets between November 1 to April 1 each year. To help with citizen compliance, establish a simple schedule and set of rules that are easy to understand and install legible signage on streets with parking restrictions. In addition to street signage, it is crucial to launch a broader communications and awareness-building campaign to inform all residents about new parking restrictions. This should be done through a variety of channels and methods, including: flyer deliveries to homes, updates to Lake County and City of Leadville website, social media channels, news pieces and announcements in local media outlets.

Desired Outcomes:

- Faster and more efficient plowing
- Greater resident satisfaction with snow removal

Timeframe for implementation: 1 year

Budget: \$ \$

Case Studies: Snow removal and parking restriction policies from [Minturn, Colorado](#), [Kenora, Ontario](#), and [Fernie, British Columbia](#)

Potential Partners: Lake County Maintenance Department, Lake County Senior Center, Complete Streets Committee, Leadville Main Streets, City of Leadville Streets Department, City of Leadville Road and Bridge Department, Summit County Transit

1.3 Establish a volunteer shovel corps:

Launch a program that connects seniors, those with mobility issues, or other vulnerable community members with volunteers who will shovel snow from public sidewalks. This could include setting up a central online portal or telephone line where people can ask for and offer help. All dispatch services must be offered in both English and Spanish. Volunteers or city staff can identify priority areas and dispatch shovelers to those streets and sidewalks. This initiative could be led by local organizations, youth groups, or businesses who would provide volunteers and human power. This volunteer opportunity could be pitched to organizations and businesses as a



fun and healthy team-building activity that gives back to the community.

Desired Outcomes:

- Increased social and community connections
- Increased volunteerism
- More people walking and biking in winter
- Greater ease and safety for people walking and biking

Timeframe for implementation: 6 – 12 months

Budget:  –  

Case Studies: [Detroit's Snow Team](#), [Hamilton's Snow Angels](#) and [Chicago's Snow Corps](#)

Potential Partners: Lake County School District, Lake County Senior Center, Colorado Mountain College, Lake County Justice Center (non-violent offenders program), Lake County Public Works, Lake County Maintenance Department, Complete Streets Committee, Leadville Main Streets, City of Leadville Streets Department

Goal 2: Fill in winter transportation gaps for those who cannot drive or do not have access to a private vehicle.

Recommended Actions:

2.1 Implement a free winter shuttle bus

service: Thanks to a partnership with the Lake County Senior Center, the Wintermission Leadville team, through the City and County, has access to a passenger van to test out a shuttle bus service. With routes through downtown Leadville and to the local resorts, the bus would increase the accessibility of essential services, jobs, and recreational opportunities for residents in Lake County. This idea was especially popular among students at Colorado Mountain College and manufactured home park residents who described dangerous conditions traveling to downtown Leadville without a car. This highly localized

shuttle would complement the Lake County Commuter bus which does not service local routes. Depending on the results of the initial pilot, the shuttle can expand its servicing times and routes depending on demand. A communications strategy to promote and raise awareness of the shuttle in both English and Spanish is necessary to ensure that the shuttle reaches those who might benefit from it most.

Desired Outcomes:

- Increased resident satisfaction with transportation options
- Increased participation in winter social and recreational activity among Colorado Mountain College students and mobile home residents

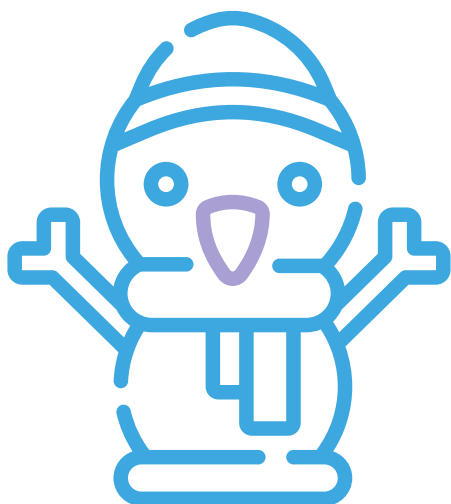
Timeframe for implementation: 6 months

Budget:   –   

Case Studies: Shuttle services in [Winter Park, Colorado](#) and [Mammoth Mountain, California](#)

Potential Partners: Summit County Transit, ECO Transit, Colorado Mountain College, Lake County Senior Center, Full Circle of Lake County, Lake County Build a Generation, Lake County School District, Lake County Public Works, Complete Streets Committee, Leadville Main Streets, City of Leadville Streets Department, City of Leadville Road and Bridge Department, Lake County Recreation Department, Ski Cooper

PILLAR II: WINTER WARMTH AND COMFORT



Background: While winter has many elements that can make it an inherently cold and uncomfortable season, we have seen and heard from the community about the many ways in which we can create warmth (both literally and figuratively) and comfort throughout the season. Leadville has many spaces that are currently underutilized that can help provide this warmth and comfort in the winter.

Winter Warmth and Comfort Vision:

Recognizing the very real challenges that winter can bring as well as people's varying levels of tolerances for low temperatures, we will take steps to make the cold and snow more manageable. We will identify public and private as well as indoor and outdoor places that have the potential to provide residents with a reprieve from the cold. With some design and infrastructure changes, such spaces can become warmer and more welcoming for people to enjoy year-round.

Goal 3: Increase opportunities for residents to warm up in outdoor spaces throughout winter.

Recommended Actions:

3.1 Develop a fire pit policy and program: A formal fire pit policy and program encourages more residents, businesses, organizations, and public space managers to install and operate fire pits throughout the city. The program would set clear standards for how and where fire pits could be used in public spaces like parks and sidewalks, or semi-public spaces like restaurant patios.



People interested in hosting a fire pit in public spaces would be required to complete a short fire safety course that covers all the basics of starting, maintaining and putting out a small outdoor fire.

Desired Outcomes:

- More people spending more time in outdoor spaces in winter
- Increased activations and programming in parks
- An extended "patio season" for businesses

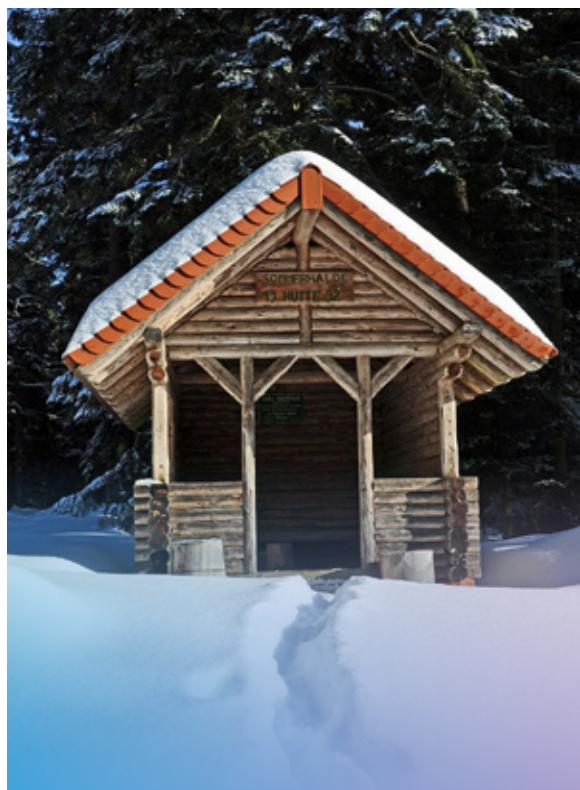
Timeframe for implementation: 6 – 12 months

Budget: 

Case Studies: Fire pit policies in [Regina, Saskatchewan](#), [Colorado Springs, Colorado](#), and [Edmonton, Alberta](#).

Potential Partners: Leadville Main Streets, City of Leadville Streets Department, Lake County Recreation Department, Lake County Fire Department

3.2 Create warming shelters in parks and public spaces: People spend more time outdoors when there are places to temporarily warm up and escape the elements. Simple warming shelters would improve the public realm in Lake County and encourage people to linger outside by providing respite from the snow and wind. Some of these shelters already exist along the Mineral Belt Trail, but more can be added at strategic locations such as Dutch Henry Hill, Huck Finn Skate Park, other local parks, school play yards, and bus stops. Depending on access to power, providing space for a vendor to sell hot beverages or incorporating simple heat



sources in the shelters would further enhance the experience. Engaging local artists and community groups to design the shelters will bring excitement and local flare to this initiative.

Desired Outcomes:

- More people spending more time in parks and public spaces
- Increased programming and activations in public space
- Increased comfort and positive attitudes towards winter

Timeframe for implementation: 1 - 2 years

Budget: \$ \$ - \$ \$ \$

Case Studies: [Winnipeg Warming Huts](#) and [Minneapolis' Art Shanty Projects](#)

Potential Partners: Lake County Recreation Department, Leadville Arts Coalition, Lake County Public Works, Lake County Maintenance Department, Complete Streets Committee, Leadville Main Streets, City of Leadville Streets Department, Lake County Senior Center, Lake County School District, Colorado Mountain College

3.3 Winterized bathrooms in parks and public spaces: Providing public bathrooms year-round will: make it easier for people to stay longer in parks and public spaces (especially children, older adults, caregivers, and anyone with chronic illnesses who require frequent access to bathroom facilities), provide people with a temporary place to warm up during the winter, and promote public health and handwashing during a pandemic. Even prior to Covid-19, it was neither always welcome nor socially acceptable to ask businesses to use their restroom unless you were a paying customer. With the ongoing pandemic, fewer businesses are open and willing to let people use their bathrooms. Having access to clean and warm bathrooms is not just a comfort issue, it is also a public health and equity issue.

Desired Outcomes:

- More people spending more time in parks and public spaces
- More children and older adults spending time in parks and public spaces
- Increased programming and activations in public space
- Increased comfort and positive attitudes towards winter

Timeframe for implementation: 2 - 3 years**Budget:** \$ \$ \$ - \$ \$ \$ \$**Case Studies:** [Victoria, British Columbia](#), [Denver Public Restrooms Pilot](#), and [Portland Loo](#)**Potential Partners:** Lake County Recreation Department, Lake County Public Works, Lake County Maintenance Department, Complete Streets Committee, Leadville Main Streets, City of Leadville Streets Department

3.4: Provide support for home warming:

Keeping a home warm during a long winter is a challenge for most people, but it is especially true for vulnerable communities who have been disproportionately impacted by job and income loss in the wake of the current pandemic. Undocumented residents do not have access to state or federal relief programs to alleviate these challenges. Even though the regional energy provider, Xcel Energy, has committed to providing residential customers' electric or natural gas throughout the pandemic regardless of receiving payment, this does not apply to many of Leadville's mobile home park residents who rely on propane to heat their homes. Providing additional support for anyone struggling to heat their homes, such as home heating grants, and access to knowledge, materials, and tools to install draught proofing, wall and ceiling insulation, and insulated skirting for mobile homes can help individuals and families stay warm and healthy throughout the winter.

Desired Outcomes:

- Increased comfort and positive attitudes towards winter

Timeframe for implementation: 3 - 6 months**Budget:** \$ \$ \$ - \$ \$ \$ \$**Case Studies:** [Pennsylvania Weatherization Assistance Program](#), [Wisconsin Weatherization Assistance Program](#), [Chicago Habitat for Humanity Weatherization Kits](#), and [American Institute of Architecture Students at Carnegie Mellon's Weatherization Kits](#).**Potential Partners:** Lake County Build a Generation, Full Circle of Lake County, Colorado Immigrant Rights Coalition, East Fork neighborhood, Lake Fork neighborhood, Mountain View neighborhood, Xcel Energy

PILLAR III: WINTER CULTURE AND CONNECTION



Background: Many Leadville residents possess an exceptional amount of enthusiasm and love for winter thanks to all the existing winter-related programs and initiatives that are already available. At the same time, residents' levels of connection and familiarity with winter culture can vary widely. A person's age, ethno-cultural background, previous experiences (or lack thereof) with snow and winter, and many other factors all combine to affect their personal perception and experience of winter. Developing an inclusive winter culture requires recognizing and addressing these differences so that people of all ages, abilities, and cultural backgrounds have opportunities to feel connected with one another throughout the winter season.

Winter Culture and Connection Vision:

Leadville will become a leader in developing intercultural and intergenerational approaches to improving winter life. We will find creative ways to rise to the challenges and expand opportunities for our diverse resident population to feel connected to and reflected in Leadville's winter culture. In providing a wide variety of programs and services there will be ample opportunities for people of all backgrounds and interests to celebrate winter and feel connected to one another.

Goal 4: Develop programs and resources that are specifically geared towards newcomers and residents who are less acquainted with winter.

Recommended Actions:

4.1 Implement a "Wintergration" program to help newcomers adapt and thrive in winter:

Winter mentors will be paired with newcomers to Leadville, helping them adjust to living in a winter city by providing information and resources on various topics like dressing for the weather, getting around in the snow, keeping homes warm, and accessing winter recreation opportunities.

Desired Outcomes:

- Greater social connection between newcomers and established residents
- Improved attitudes towards winter among newcomers
- Reduced social isolation among newcomers
- Increased participation in winter recreation among newcomers

Timeframe for implementation: 1 year

Budget:



Case Studies: [Moose Jaw Winter Orientation program for newcomers](#), [WinSport Newcomers Program in Calgary](#) and [CultureLink Toronto's Wintegration Club](#)

Potential Partners: Lake County High School, Youth Advisory Council, Youth Voice, Colorado Mountain College, Lake County Recreation Department, Recreation Advisory Board, Snowboard Outreach Society, Cloud City Ski Team, Alpine Ski & Sport, Get Outdoors Leadville!, Full Circle of Lake County, Lake County Build a Generation, Leadville Main Streets, Climax Mine, Lake County Public Health, Lake County Tourism Panel, East Fork neighborhood, Lake Fork

neighborhood, Mountain View neighborhood,
Lake County School District

4.2. Support culturally responsive programming for equity-seeking groups:

An inclusive approach to winter programming in Leadville is not just about expanding access to winter programming that's already there, it's also about supporting community-led programs inspired and created by individuals and groups who don't see themselves reflected in existing social and recreational offerings. This requires working closely with local leaders and organizations who are deeply embedded in equity-seeking communities to better understand how a partnership can be most successful. Support could potentially take the form of providing free access and waiving fees for the use of a space for community programming, providing sponsorship and funding for community-led programming, etc.

Desired Outcomes:

- Increased sense of social connection and inclusion among equity-seeking groups
- Greater social and recreational leadership and participation in winter activities among equity-seeking groups
- Greater diversity of social and recreational program offerings
- Overall increased activation and programming in public spaces

Timeframe for implementation: 6 - 12 months

Budget:  

Case Study: [Thornccliffe Park Winter Carnival in Toronto](#)

Potential Partners: Full Circle of Lake County, Lake County Build a Generation, Latinx faith-based organizations, Lake County Recreation Department, Get Outdoors Leadville!

4.3 Expand the Wintermission Leadville team to include more diverse perspectives and lived experiences:

The engagement phase of the project tried, and was partially successful, to connect with voices and communities who are often left out of conventional consultation processes. These are in many cases the same communities who suffer most from social isolation in winter. As Wintermission Leadville moves forward with implementing the initiatives contained in this strategy, it is essential that those communities have a seat at the table and have power to ensure initiatives are implemented in an equitable and inclusive manner.

Desired Outcomes:

- Greater representation of Latinx, lower income, seniors, and other vulnerable communities in Wintermission Leadville working group
- Winter-city initiatives that reflect and are accessible to the needs of all residents

Timeframe for implementation: Ongoing

Budget:  -  

Case Study: N/A

Potential Partners: Lake County Build a Generation, Full Circle of Lake County, Lake County Senior Center, Latinx faith-based organizations, Lake County Community Fund

4.4 Reexamine public safety for equity-seeking groups:

During the engagement process, many members of Latinx community confirmed that they often feel socially isolated and disconnected in winter. However, the main thing keeping them from connecting with others outdoors was not a lack of warmth or access to mobility (although there were also major concerns as well). The largest factor in preventing some of the Latinx community from engaging in social and physical activity in winter is the same as it is in summer. Undocumented Latinx residents in Leadville do not feel safe

simply existing in many public spaces. Threat of ICE raids and discriminatory practices and/or attitudes prevent many in the Latinx community from feeling comfortable allowing children to be in the community unattended, much less engage in the kinds of social activities most Leadville residents take for granted in public. These are of course symptoms of much larger social inequities that are beyond the scope of this project. Nonetheless, initiatives to improve safety and accessibility in winter must be situated within the reality of this public safety threat that is felt by a significant portion of the local population. This requires working closely with residents and community organizations to explore how to improve public safety for these vulnerable groups, including sanctuary city policies, investing in programs in semi-public places where people do purport to feel safe, etc.

Desired Outcomes:

- Greater sense of safety and comfort amongst Latinx communities
- Increased social and recreational opportunities for Latinx communities
- Increased usage of public space by vulnerable and equity-seeking groups

Timeframe for implementation: 1 - 2 years

Budget:  

Case Study: [Access TO: Sanctuary City Policy in Toronto](#)

Potential Partners: Lake County Recreation Department, Full Circle of Lake County, Lake County Build a Generation, Leadville Main Streets, major employers (e.g. resorts), etc.

Goal 5: Increase awareness about existing winter offerings so that all residents may benefit from what Leadville already has to offer.

Recommended Actions:

5.1 Create and promote winter guide:

Making information about winter in Leadville more accessible is a simple and effective way to increase resident engagement in winter activities. A winter city guide is an easy way to provide a comprehensive list of winter activities and events in Leadville. It can also include winter living tips such as appropriate clothing, tips on living in a winter climate pertaining to appropriate winter clothing, getting around in winter, and how to keep a warm home. Guides can be shared in both print and digital formats in Spanish and English. By establishing this central resource, residents will know where to go to for all their winter needs and opportunities.

Desired Outcomes:

- Increased participation in winter programming among currently underrepresented groups
- Greater awareness of existing winter programming and events
- Greater positivity around winter as an asset
- More engagement with newcomer populations around winter life

Timeframe for implementation: 6 - 12 months

Budget:  

Case Study: [Edmonton Winter Excitement Guide](#)

Potential Partners: Get Outdoors Leadville!, Full Circle of Lake County, Leadville Arts Coalition, Recreation Advisory Board, Lake County Recreation Department, Leadville Main Streets, Ski Cooper, We Love Leadville, Tourism Panel, Lake County School District, Leadville Library

5.2 Expand and promote gear library: Since its launch in 2019, The Get Outdoors Gear Library has been a growing success, one that inspired other Wintermission cities to create their own gear lending programs. Leadville can build on this success by promoting and supporting other community partners' (e.g. the public library, community centers, and local skating rinks) efforts to set up their own gear lending programs. Increasing the number of places where people can borrow gear, expanding the gear options that are available, and making the program more accessible to groups that are currently underrepresented in outdoor recreation will only deepen the impacts and reach of this fantastic initiative.

Desired Outcomes:

- Increased awareness of the program
- Increased amount and type of gear available
- Greater participation in outdoor activities

from low-income, senior, and Latinx residents, and residents with access and functional needs

Timeframe for implementation: 6 months

Budget:



Case Studies: [Gear library at the Millinocket Memorial Library in Maine](#) and [Wintermission Eau Claire Gear Share](#)

Potential Partners: Get Outdoors Leadville!, Full Circle of Lake County, Leadville Arts Coalition, Recreation Advisory Board, Lake County Recreation Department, Leadville Main Streets, Ski Cooper, We Love Leadville, Tourism Panel, Lake County School District, Leadville Library, Colorado Mountain College, Cloud City Mountain Sports Team, Lake County Senior Center



PILLAR IV: WINTER ACTIVATION



Background: People love the larger-scale events and activities that take place during the Ski Joring & Crystal Carnival Weekend, but many also expressed that they would like to see that excitement spread throughout the winter season. Residents, especially those with young children at home, called for more regular and small-scale programming in neighborhoods across the county. Smaller events could be organized to target specific communities and groups of people who are less accustomed to participating in winter events and programs.



Winter Activation Vision: The Winter Activation pillar is about enlivening our shared public spaces throughout winter with exciting programming and opportunities for people of all ages and backgrounds, beyond the larger marquee events. While ensuring that our popular signature winter events have something for everyone in the Leadville and Lake County community, we will also create new opportunities at the neighborhood level so that residents can take part in winter festivities all season long, both together and independently. Finally, we will activate our public spaces—both indoor and outdoor—in ways that will reach new audiences, particularly residents who are less accustomed to participating in winter activities. In addition, we will find opportunities to offer winter programming in safe indoor settings to provide a more accessible and palatable entry point for individuals who are reluctant or unable to engage in outdoor activities.

Goal 6: Increase small-scale, neighborhood-based winter activations across Leadville.

Recommended Actions:

6.1 Create a Winter Party Guide and streamlined process for community-led public space activations: Local governments can sometimes feel like they need to do it all. However, we heard through the engagement process that there is an appetite from local residents to program and host their own winter events in public spaces. The City of Leadville can support and facilitate those efforts by publishing a Winter Party Guide which provides residents with inspiration for activating public spaces in winter, along with a step-by-step process for obtaining any necessary permits. In doing so, the City of Leadville and Lake County can lay the foundation for increased resident usage and ownership of public spaces all year round..

Desired Outcomes:

- Increased small-scale winter public space activations across all neighbourhoods
- Increased diversity in winter programming and activities offered
- Increased participation in social and recreational programming from diverse community groups
- Strengthened connections among neighbors and other community members
- Decrease in sense of isolation in winter

Timeframe for implementation: 6 months

Budget: \$ \$

Case Studies: [San Francisco Places for People Ordinance](#), [Park People's Guide for Organizing an Event in Your Park](#), and [Rose Kennedy Greenway Park Event Application Process](#)

Potential Partners: Get Outdoors Leadville!, Full Circle of Lake County, Leadville Arts Coalition, Recreation Advisory Board, Lake County Recreation Department, Leadville Main Streets, Ski Cooper, We Love Leadville, Tourism Panel, Lake County School District, Leadville Library, Local real estate agencies, Chamber of Commerce, Cloud City Wheelers, Lake County Community Fund, local news outlets

6.2 Increase indoor community programming during the winter:

There are going to be days where being outside for prolonged periods of time in winter just isn't going to be possible for many people, even if every initiative in this report were implemented. That's okay. It doesn't mean social connection on those days is a pipe dream. Those are the days where varied, dynamic, and accessible indoor community programming becomes an essential aspect of combatting social isolation. Leadville has adaptable indoor spaces that provide countless opportunities to host events that draw people together. Much like outdoor spaces, indoor spaces can also provide a platform for resident-led activation and programming, if given the tools

and permissions to do so. Depending on the trajectory of Covid-19, this initiative may need to be postponed to following years when it is deemed safe enough for community members to interact in indoor settings.

Desired Outcomes:

- Increased usage of indoor community spaces in winter
- Greater programmatic integration and coordination between community assets like the library, senior center, high school, etc.
- Increased awareness amongst residents about opportunities for indoor programming

Timeframe for implementation: Ongoing

Budget: \$ \$

Case Study: N/A

Potential Partners: Full Circle of Lake County, Leadville Arts Coalition, Recreation Advisory Board, Lake County Recreation Department, Leadville Main Streets, We Love Leadville, Lake County School District, Leadville Library, Colorado Mountain College, Lake County Senior Center





SUSTAINING WINTERMISSION LEADVILLE

Since our journey began in 2019, the Wintermission Leadville team has been successful in bringing together cross-disciplinary partners from diverse fields and areas of expertise. Building on that foundation and crafting new relationships and knowledge-sharing opportunities between equity-seeking groups and the City and County will be a key aspect of maintain existing winter public life momentum.

This means charting a path forward for how the Wintermission Leadville team will continue to work together in the future while also expanding leadership to individuals who can speak directly to community needs and perspectives that are currently underrepresented.

Although Leadville is unique, we can look towards other cities' models of coordinating and maintaining winter city strategies over the long term for inspiration.

The Edmonton Model

The Edmonton Winter City Strategy is currently managed by a two-person Winter City Office (a Winter City Manager & Winter City Planner) that oversees the overall implementation of the strategy. In addition, there is a large Advisory Council consisting of Edmonton City staff and community leaders. The Advisory Council is divided into five working groups, including one working group for each one of Edmonton's winter pillars. The working groups meet regularly to implement the goals of the winter city strategy, and report on their progress to the larger advisory council. Four years after the launch of the Edmonton Winter City Strategy, the Winter City Office issued "Keep the Snowball Rolling: Winter City Strategy Evaluation and Report" which captures the overall impact, successes and lessons learned from the first four years of the implementing the strategy, along with recommendations for the next five years going forward.

Adapting a model for Leadville

Given Leadville's relatively small size and limited resource pool, an adapted version of the Edmonton model could include:

- Designating a Wintermission Lead: This person will oversee the promotion and implementation of the Leadville Winter City Strategy action items. This includes setting priorities and timelines to meet strategy goals, coordinating the appropriate teams to implement the action items, and capturing the progress made on Winter City Strategy goals using clear measures of success.
- Creating a Wintermission core team: Divide the core team into four small working groups—one for each winter pillar. Each working group should include at least one City staff person, one County staff person, and one community leader who will work together to implement the goals and action items of each winter pillar. Working group members will assist the Wintermission Lead in measuring and evaluating the progress of the Leadville Winter City Strategy pillar goals and recommendations.
- Issue a two-year progress report: The Wintermission Lead and Core Team can capture their successes and lessons learned from the first two years of implementing the Winter City Strategy in a progress report, to be published in the year 2022. This report will set the tone for where the project is and where it might need to pivot in the future, given the experiences of the first two years.



CONCLUSION

CONCLUSION

Over the last two years, Wintermission Leadville has connected with hundreds of residents and dozens of community organizations in our effort to create a roadmap for optimizing winter life in the city. We learned a few things during this time:

1. Most residents love winter, despite the hardship it often brings.
2. Winter hardship is not distributed equally across the city; some residents face greater barriers to mobility, access to services, recreational and social opportunities.
3. There are ample opportunities to improve winter life so that all residents can feel a connection to and reflected in the city's winter culture.
4. Leadville has all the ingredients in place to be a global winter city leader and improve quality of life for all residents year round.

When we set out on our Wintermission journey, we thought we would need to convince people about the benefits of winter –that winter was an asset and not a liability. What we have learned is that people don't need to be convinced. They know the magic of winter and are eager for initiatives to unlock its potential for improving wellness, economic development, and equity. Enhancing people's experience of winter in Leadville will be a process of continual improvement, experimentation, and evaluation.

The recommendations contained in this report are meant to be a launch pad for Leadville to capitalize on the energy built up over the course of the project. As the city moves forward to engage and work with local communities, initiatives will evolve, and new ideas will emerge. The core principals of Wintermission Leadville founded in equity, health, and wellbeing, are the foundational bedrock that will guide ongoing efforts to reduce social isolation. Leadville has so much to build on, so many assets to nurture and grow, and so much real potential to become a model winter city in the United States

