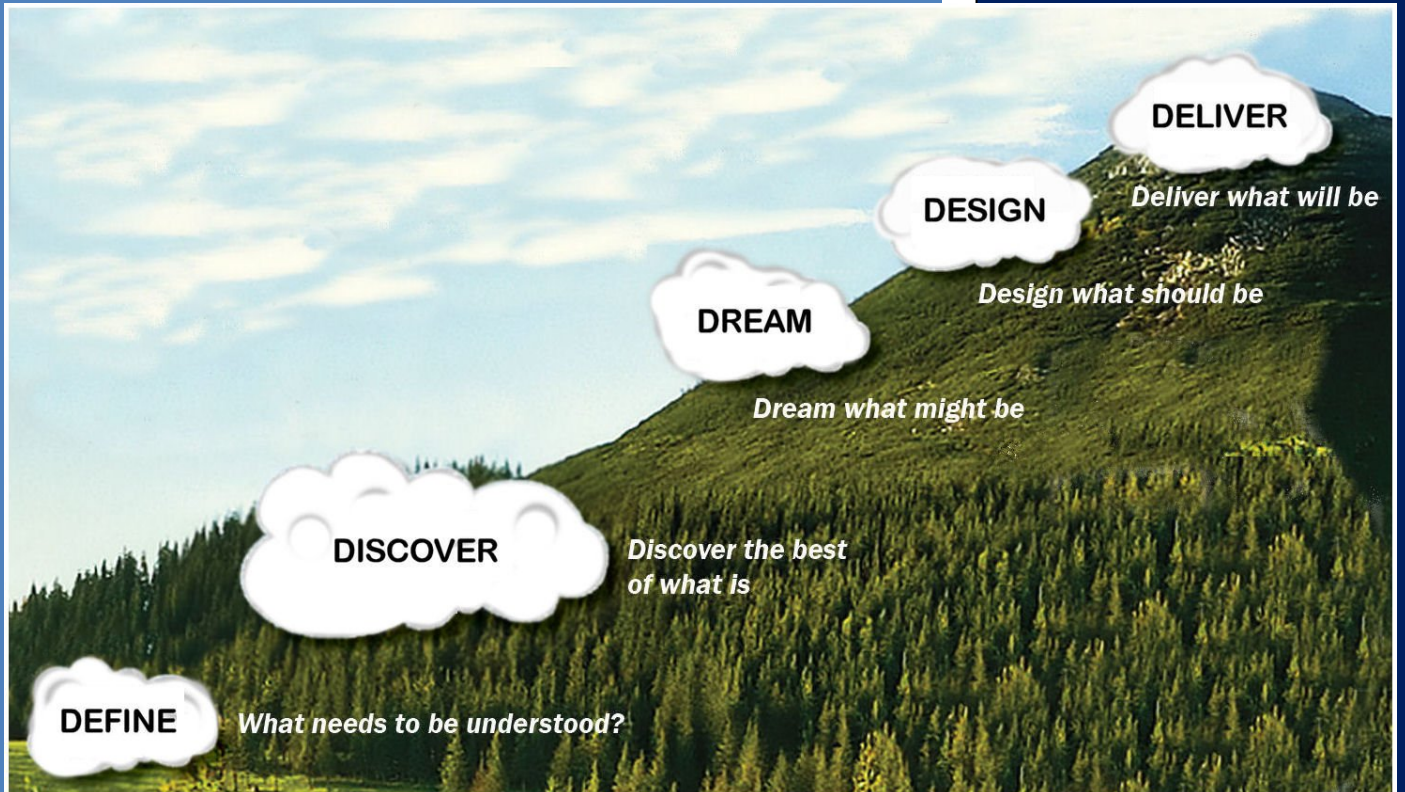


IMAGINE COLD LAKE COMMUNITY SUMMIT

STRENGTH BASED COMMUNITY ASSESSMENT



APPRECIATIVE INQUIRY INTO THE CITY OF COLD LAKE
SOCIAL SERVICES & COMMUNITY DEVELOPMENT

STRENGTH – SUCCESS – VISION – PRIORITY

COMMUNITY SUMMIT REPORT

December 2012

PREPARED FOR

City of Cold Lake, Alberta

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This report is most usefully read along with the Imagine Cold Lake Final Report or the Imagine Cold Lake Expanded Report available from Cold Lake and District FCSS.

SUMMARY OF COMMUNITY SUMMIT RESULTS

The Community Summit resulted in teams to advance the following Community Aspirations:

Affordable Living and Housing

- Housing for All

Families and Persons in Crisis

- A Family Treatment Centre
- Enhanced Men's Services – Providing a shelter to serve newcomers, homeless and men in crisis with programs including suicide prevention.

Newcomer Support

- A Newcomer Welcome Kit
- A Service Information Hub – internet, telephone

Seniors Advocacy

- Renewed effort to meet the social and recreational needs of seniors
- Aging-in-place housing

Youth Services and Facilities

- Greater focus on youth aged 14 to 25 providing more service continuity and options. Toward this end: build upon the framework of the Boys / Girls Youth Conferences to increase the frequency and eligibility criteria of the conferences providing more knowledge of available services
- A Youth Emergency Shelter

INTRODUCTION

'Imagine Cold Lake' was a Strength-Based Community Assessment based on a process known as Appreciative Inquiry¹. The Assessment was undertaken to help mobilize the community by recognizing community Strengths and Success Factors and by identifying Community Priorities to advance in making Cold Lake an even better place to live.

On November 29, 2012 Cold Lake and District FCSS² held the Imagine Cold Lake Community Summit as the culmination of this phase of the work. The Summit did not mark completion of the community's work but rather a new and exciting beginning.

Summit Objective

The objective of the Summit was to launch Community Teams of political leaders, business leaders, social service professionals, community development professionals and community volunteers, working together to advance Community Priorities identified in the Imagine Cold Lake Final Report.

Summit Format

The basic format of the Summit was first to hear Mayor Craig Copeland's perspectives on the progress of the community, review the results of Imagine Cold Lake report, then divide into Breakout Groups to begin concrete planning to advance Community Priorities.

Assisted by volunteer facilitators, the Breakout Groups worked through two morning and two afternoon planning sessions following the SOAR process described below. During the lunch hour, representatives from Alberta's Promise spoke of the importance of Alberta's children and made presentations to new Alberta's Promise partners.

Following the afternoon sessions, the facilitators reported back to the Plenary Group on each Breakout Group's progress and commitments to further work.

Community Priorities

The Imagine Cold Lake report recommended Primary and Secondary Community Priorities. To propose Community Priorities for the Summit, selections were made from the Primary Community Priorities of the report. Some priorities, such as Affordable Living and Affordable

¹ See Appendix 1 - Appreciative Inquiry

² A list of acronyms used appears in Appendix 2

Housing, were combined. Public Transportation, was excluded because it was considered the responsibility of the City of Cold Lake rather than community groups.

The resulting short-list of Community Priorities was:

- Affordable Living and Housing
- Community Spirit and Beautification
- Families and Persons in Crisis
- Newcomer Support
- Seniors Advocacy
- Youth Services and Facilities

When registering, Summit participants made first and second choices of which Community Priorities most interested them and thus which Breakout Groups they would prefer to join. The number of registrants for Community Spirit and Beautification was very low so that priority was dropped from the summit agenda.

Invitations

The Community Summit was open to anyone. Invitations were sent to:

- all study participants who indicated an interest in further participation
- the Cold Lake Inter-Agency network
- the Chamber of Commerce member list
- specific community leaders, and
- the general public.

Invitations were sent via:

- e-mail and Facebook networks using the Eventbrite event registration facility
- Canada Post
- personal telephone calls, and
- advertisements via:
 - the Cold Lake Sun
 - the City of Cold Lake website, and
 - the Community Events board in Cold Lake's 'News to Go' publication.

A total of 78 people registered for the Summit including ten guests of Alberta's Promise.

Summit Day Agenda

Christine McWillis, Cold Lake and District FCSS Manager guided the agenda for the day:

- 9:00 Mayor's Reception – Light Breakfast
- 9:30 Welcome from Mayor Craig Copeland
- 9:35 Introductions of Alberta's Promise representatives, consultants and facilitators
- 9:45 What You Said – Summary of the Imagine Cold Lake Final Report
- 10:10 Description of breakout objectives and S.O.A.R. process
- 10:15 Lifestyle Break
- 10:30 Breakout Groups – Community Priorities
 - S.O.A.R. Process – Strengths
 - S.O.A.R. Process – Aspirations
- 12:00 Lunch - Alberta's Promise Presentations
- 1:00 Breakout Groups – Community Priorities (continued)
 - S.O.A.R. Process – Opportunities
 - S.O.A.R. Process – Results
- 2:20 Lifestyle Break
- 2:30 Sharing the Dream – Facilitator Reports back to the Plenary Group
- 3:30 Thanks, evaluation and adjournment

PROCEEDINGS

Mayor's Reception and Welcome

Mayor Craig Copeland hosted the Light Breakfast Reception and participated in the full day. Consistent with the Imagine Cold Lake theme of building upon success, Mayor Copeland's welcoming remarks reminded participants of the many successes and accomplishments Cold Lake has enjoyed over the last ten years.



Introductions

Christine McWillis introduced:

- Guests from Alberta's Promise Secretariat, Alberta Human Services:
 - Ruth Copot, Executive Director
 - Darryl Lindenbach, Partnership Development Manager
- Breakout Group Volunteer Facilitators (alphabetically):
 - Michelle Bourdon, Director Deployment Services, 4 Wing MFRC
 - Kerri Dixon, Social Programmer, Cold Lake and District FCSS
 - Holly Labonte, Wellness Centre Program Assistant, City of Cold Lake
 - Anita Polturak, Manager Social Planning, Lac La Biche County
 - Kim Schmidt, Family Services Coordinator, Cold Lake and District FCSS
 - Mark St. Germaine, Adult Services Coordinator, Lakeland Centre for FASD

Special thanks is due to these facilitators each of whom did an outstanding job.

- iWonder Collaborations:
 - Ted Greenaway, Consulting Partner
 - Sandy Sereda, Consulting Partner



Presentation of Study Findings

Ted Greenaway of iWonder Collaborations delivered a PowerPoint presentation describing the intent and findings of the Imagine Cold Lake Community Assessment. The key outputs of the assessment were a set of proposed Breakthrough Statements or Success Factors – described below – and the recommended Primary and Secondary Community Priorities to make Cold Lake an even better place to live. The PowerPoint is reproduced in Appendix 3. The Imagine Cold Lake Final Report explains the choice of recommended priorities.

Breakout Groups – SOAR Process

The breakout sessions were based on the SOAR planning process (Strengths, Opportunities, Aspirations, Results) which is similar to the well-known SWOT process (Strengths, Weaknesses, Opportunities, Threats). Appendix 4 contrasts the two processes.

Session 1 – Strengths

In this first session, participants were referred to the Cold Lake Success Factors - Breakthrough Statements - provided in their Summit packages. Participants were asked to describe times when such Success Factors had contributed to community success in Cold Lake.

Participants were then asked to vote by 'multiple sticky dots' for those Success Factors they considered most important. Finally, they were invited to consider adopting key Success Factors as values for their working groups as they move forward beyond the Summit.

Session 2 – Aspirations

Within each Community Priority (e.g. Seniors Advocacy) the Imagine Cold Lake Final Report identified a number of Community Aspirations (e.g. a single phone number for seniors' services). The Community Aspirations associated with each Community Priority appear in Appendix 5.

Each Breakout Group was asked to begin narrowing their selection of Community Aspirations to pursue by setting aside any aspirations considered impractical. They were then asked to add any aspirations not listed but considered critical.

Further narrowing the choices of which aspirations to work on was informed by use of an Effort-Impact Grid analysis. (See Appendix 6.)

Breakout Groups chose one or two aspirations depending on the size of their groups. It was suggested that High Effort-Low Impact Community Aspirations be set aside and that if one

aspiration was to be chosen, it should be a Low Effort-High Impact aspiration. Where two aspirations were to be selected, it was suggested one be Low Effort-High Impact and the other High Effort-High Impact to gain both short-term and lasting results. Each Breakout Group chose its Community Aspirations by consensus.

Importantly, these selections were made for Summit Day based on the number of people present and their areas of interest. These choices should not be perceived to limit the broader community in any way from working on other Community Aspirations identified in the report.

Alberta's Promise Lunch

The Alberta's Promise Secretariat hosted lunch. After a video presentation, talks about the role of Alberta's Promise and the importance of Alberta's children were offered by Ruth Copot, Executive Director of Alberta's Promise and Dustin Walker, Principal of Cold Lake High School and Alberta's Promise Board Member.

Current Promise Partners were noted and new Alberta's Promise partners were introduced, with each new Partner receiving their own little red wagon:

- Jodi Fast, Osum Oil Sands Corp.
- Leighton Grey, Grey Munday Wowk LLP and Lakeland Sports and Learning Academy, and
- Ajaz Quraishi, Accounting Plus



Session 3 - Opportunities

After lunch, Opportunities were identified regarding each Breakout Group's selected Community Aspirations. Discussion was encouraged by the following questions:

- What has already been done or is being done in Cold Lake to advance this Community Aspiration?
- What successes can be built upon?
- What are other communities doing and what can we learn from them?
- What academic research is available?
- What organizations or individuals can be called upon to partner?
- What funding sources are available?

Session 4 - Results

By design, facilitation of the sessions became less and less structured, leaving more to the participants in anticipation of them taking over the processes as they move forward beyond the Summit. The fourth session used a 'focus group' approach prompted by the following questions as appropriate.

- What is this initiative starting to look like?
- Who will be the beneficiaries?
- What services will be provided?
- What facilities are needed?
- How will we know when we are succeeding?
- Who among us here today will do what by when?
- When and where will we meet next?
- Who else will we invite to attend?
- Who will issue the invitations?
- Who will chair the meeting?
- Exchange of contact information.

Facilitator Appreciation

At day's end, Christine McWillis presented each of the Volunteer Facilitators with an appreciation plaque to recognize the excellent work they had done in guiding their groups through the day.



Evaluation

See Appendix 7 regarding participant evaluations of the Community Summit.

FACILITATOR REPORTS

Here are synopses of the Volunteer Facilitators' report to the Plenary Group.

All Breakout Groups

All Breakout Facilitators reported on their work regarding Cold Lake's Success Factors or Breakthrough Statements. This resulted in the addition of one Success Factor and re-ordering of the original Success Factors to reflect the emphasis placed upon each. Here is the revised statement of Success Factors.

IN COLD LAKE WE ARE SUCCESSFUL WHEN WE:

1. choose leaders who
 - are motivated by compassion
 - hold the mission above personal gain
 - seek diversity in culture and ideas
 - hold good judgement above 'fine-spun' arguments
 - value individuals for their strengths and contributions
 - empower those who support them
 - expect challenges and persevere nonetheless
2. cooperate among service agencies, community groups, government, industry and 4 Wing
3. provide service agencies and community groups with
 - authority to pursue their mandates
 - sufficient financial support
 - administrative infrastructure
4. keep informed and inform others about community issues and priorities
5. ensure all citizens feel welcome to participate
6. pursue excellence and continuous improvement by
 - planning in advance, and
 - evaluating, learning best practices and addressing changing priorities
7. provide quality training for our staff and volunteers
8. maintain positive focus, anticipating, rewarding and celebrating success
9. value and appreciate staff and volunteers, every day
10. embrace the vision of a community priority fully met, then act, and
11. support employees, friends and family in their service of our community.

BREAKOUT GROUP REPORT AFFORDABLE LIVING AND HOUSING FACILITATOR - MICHELLE BOURDON

Community Aspiration Selected:

■ Housing for All



Things already done or being done in Cold Lake are:

- Statistics on housing needs
- Habitat for Humanity
- Cold Lake Affordable Housing Society
- Lakeland Lodge and Housing
- City investment in infrastructure
- Modernizing, Land Use Bylaw – revitalized
- Haves and have-nots coming together
- Community summit – community working together
- Fast development permit turn around
- Never 'no' – it's 'how?'
- Explore work camp in Cold Lake
- Recruitment Strategy

Successes for us to build upon include:

- Flexible design options
- Incentives to build rental properties
- Cold Lake Affordable Housing Society Building
- Partnerships / synergies
- Habitat for Humanity
- Interest/concern from community → support
- Action oriented!
- Volunteers

Other communities for us to learn from include:

- Alberta Homelessness Secretariat
- City of Calgary
- City of Edmonton
- Ft. McMurray – Housing Corporation
- Canmore – Housing Corporation
- Banff
- Kingston – seniors – daycare
- Leduc – corporation
- Whistler B.C.

Academic research available includes:

- Alberta Homelessness Secretariat
- University of Alberta
- Canadian Community Economic Development Network (CCEDNET)
- City of Calgary
- City of Edmonton
- Oil and gas - camps

Organizations and individuals to partner with include:

- Developers
- Venture Capitalists
- Credit Union
- Corporations and Business
- Oil and gas – Education - Investment
- Cold Lake Affordable Housing Association
- MLA (Mrs. Genia Leskiw, MLA for Bonnyville-Cold Lake)
- Habitat for Humanity
- Lakeland Lodge
- Municipal District of Bonnyville
- City residents
- Cold Lake City Council

- Regional:
 - Councils
 - Education
 - Business
 - Groups working on recruitment strategy

Potential funding sources include:

- Creative – turn over social housing to City Corporation
- Subsidies – new scheme
- Corporate partners – employee housing
- Federal, Provincial, Municipal District, City
- School Boards
- Canadian Mortgage and Housing Corporation (CMHC)
- Alberta Real Estate Association
- Private foundations and funders

This initiative is starting to look as follows:

- Seniors housing
 - Downsized versus institutional
 - Can't sell to downsize
- Council money for land acquisition
- Families – grow and children
- Homelessness – Shelter with services
- Capital: access / attraction
- International ownership of land in Cold Lake
- Critical Mass – Issues of scale
- Local ownership of small parcels of land
- Growth cycle
- Let people know about housing situation.

We will next meet:

- January 21, 2013 at a City of Cold Lake facility to be determined.

Future participants identified:

- | | |
|-----------------------|-----------------------|
| ■ Yvette Houle | ■ Doug Parrish |
| ■ Darla Kardash | ■ Hubert Rodden |
| ■ Shelley Krook | ■ Candice Sutterfield |
| ■ Madelaine Longworth | ■ Susan White |
| ■ Genevieve Milliken | ■ Gail Wolfe |

Meeting will be called by

Doug Parrish, General Manager of Public Services, City of Cold Lake.

BREAKOUT GROUP REPORT FAMILIES AND PERSONS IN CRISIS FACILITATOR – KIM SCHMIDTZ

Community Aspirations Selected

- **Family Treatment Centre**
- **Men's Services** – A shelter to serve newcomers, homeless and men in crisis with programming including suicide prevention.



Family Treatment Centre

Things already done or being done in Cold Lake are:

- Programming for families at FCSS
- Some centralization of services

Successes for us to build upon include:

- | | |
|---------------------------|--------------------------------------------------------|
| ■ Interagency Association | ■ Healthy Families |
| ■ FCSS | ■ Contribution of Portage College Social Work students |
| ■ MFRC | |

Other communities for us to learn from include:

- Edmonton
- Calgary's Children Advocacy Centre
- Focus on Early Years

Academic research available includes:

- Early Childhood Development
- Stats Canada
- Alberta Psychology Association
- Early Childhood Mapping Data

Organizations and individuals to partner with include:

- Family and Community Support Services (FCSS)
- Child and Family Services Authority (CFSA)
- Alberta Education
- Alberta Justice
- Cold Lake Off Campus School
- Healthy Babies (Public Health Agency of Canada)

Potential funding sources include:

- Government of Alberta
- Oil companies
- In-kind support

This initiative is starting to look as follows:

- Need funding
- Need facilities
- Need Board / Steering Committee
- Need Partnerships

The beneficiaries of this initiative will be:

- Children, youth and families in crisis
- Families that fall through the cracks

The services provided will be:

- Counselling: family / couples / children
- Education / support – childhood development
- One-to-one parenting skills
- Mental health capacity building
- Referrals

The facilities needed will be:

- A very large building
- Soft space – child friendly
- Office space
- Multi-purpose
- Observation room
- Centrally located – accessible

We will know we are succeeding when:

- Families know where they can access services, get support
- More prevention, less crisis

By our next meeting, those present today will:

- Continue conversation about partnerships and creation of Board / Steering Committee.

We will next meet:

- In early 2013.

We will also invite the following people to attend:

- Inter Agency Association
- City of Cold Lake
- Government of Alberta

Men's Services

Things already done or being done / successes to build upon include:

- Cold Lake Native Friendship Centre – Shelter – Thursday Lunches
- Dr. Margaret Savage Crisis Centre (woman's shelter)
- Students in Citizenship Program
- Portage College Social Work Program
- Childhood Supports / Mental Health / Housing
- Churches
- Food Bank
- Lakeland Centre for FASD
- Cold Lake Affordable Housing Society

Other communities for us to learn from include:

- Ft. McMurray
- Edmonton
- Red Deer

Academic research available includes:

- Mapping Data
- Early Childhood
- Housing First
- C.D. Howe Institute
- Poverty Report

Organizations and individuals to partner with include:

- Cold Lake Native Friendship Centre
- Lakeland Community FASD
- Cold Lake Ministerial Association
- Business Community
- High Schools
- Off Campus School
- AA
- Food Bank
- Addictions / Mental Health
- Cold Lake and District Family and Community Support Services (FCSS)
- Canadian Council of Food and Nutrition (CCFN)
- Elizabeth Settlement
- 4 Wing MFRC
- Cold Lake Victim Services

Potential funding sources include:

- Homeless Initiative Funds – Alberta Municipal Affairs
- MLA Discretionary Funds
- Community Fundraising
- One time grants
- Foundations
- In-kind contributions

This initiative is starting to look as follows:

- Important, General Community Report

The beneficiaries of this initiative will be:

- Men, homeless, evicted, on street

The services provided will be:

- Overnight sleep, coupons or meals

The facilities needed will be:

- Use existing facility – Cold Lake South – with shower

BREAKOUT GROUP REPORT NEWCOMER SUPPORT FACILITATORS – ANITA POLTURAK AND HOLLY LABONTE

Community Aspirations Selected:

- Newcomer Welcome Kit
- Seek or create new opportunities for community agencies to collaborate on the information hub. (The community has made previous efforts in a similar vein. This as an opportunity to be innovative in how agencies are engaged in the process.)



Newcomer Welcome Kit

Things already done or being done include:

- Directory
- Community Registration Day
- Links on website
- Welcome Wagon
- Welcoming Communities Initiative

Successes to build upon include:

- Community events and attractions
- Combine history with future
- Volunteer – more acceptable
- Opportunities more available and accessible
- What historically has worked

Other communities for us to learn from include:

- Lac La Biche (welcome kit)
- Lloydminster (welcome baby packages – something for everyone)
- Bonnyville (International Day)
- 4 Wing MFRC (federal program)
- First Nations (cultural, festivals, pow wow days)

Academic research available includes:

- Census (federal and municipal)
- Economic expansion (oil, military)
- New statistics from Municipal District
- Service Canada
- Google research
- Demographics

Organizations and individuals to partner include:

- City of Cold Lake
- Chamber of Commerce / Information Centre
- Cold Lake Community Learning Centre
- 4 Wing MFRC
- Welcome Wagon – Carol Fulton
- Alberta Health Services

Potential funding sources include:

- Cold Lake Community Learning Centre
- Welcome Wagon Fund Raising
- FCSS
- 4 Wing MFRC
- Alberta's Promise
- City of Cold Lake
- ATCO / oil companies
- In-kind contributions

Information Hub

Things already done in Cold Lake are:

- ACE i-pad directory
- Facebook
- Cold Lake website
- Sun / K-ROCK info mall
- Chamber Guide
- Program Guide
- FCSS Clubs / Contacts

Successes to build upon include:

- Snow Angels
- Ambassadors in Community
- Race the Base
- Leadership in Schools (teens info hub)
- Longevity on programs offered
- Inter Agency Association
- 4 Wing MFRC
- Registration Day
 - Realtors
 - Volunteers

Other communities for us to learn from include:

- Ft. McMurray
- Twisted Mister Website
- Wellness portal
- 211 telephone information referral program (Edmonton, Calgary)
- Infomall

Academic research available includes:

- Google
- Alberta Works
- Past hubs / organizations
- 4 Wing MFRC
- Access people in agencies / organizations

Organizations and individuals to partner include:

- Community Services
- Information Centre
- Interagency Association
- Realtors
- Chamber of Commerce
- Church groups
- Individuals
- Francophones / diversity
- Schools
- Business
- Northern Alberta Development Council (NADC)

Potential funding sources include:

- City of Cold Lake
- Municipal District of Bonnyville

BREAKOUT GROUP REPORT SENIORS ADVOCACY FACILITATOR - KERRI DIXON

Community Aspirations Selected:

- **Strive to meet the social and recreational needs of seniors**
- **Develop aging-in-place housing**

In the time available on Summit Day, this Breakout Group was able to work on their first selected community aspiration but was not able to address the second.

Things already done or being done in Cold Lake are:

- Seniors Centre Program
- FCSS one-time program re ice cream
- Energy Centre Walk & Easy Line, June Seniors Day
- Bowling
- Curling
- Bus trips (2 per year)
- Cold Lake Native Friendship Centre Thursday Lunches
- Church activities for seniors
- Multi-cultural group activities – meet regularly

Successes for us to build upon include:

- Retaining people who are already coming but might now need assistance in attending
- Local bus system needs to be expanded, more accessible
- Build on our knowledge of grants and funding available and how to access and implement
- Get seniors more involved in physical activity
- Use knowledgeable instructors to facilitate good lifestyles

Other communities for us to learn from include:

- Learn from Bonnyville in transporting our Seniors
- Nova Scotia has Meals on Wheels program with food being cooked at Senior Centre.
We need more promotional information besides the ad done in our weekly paper to boost our Meals on Wheels program
- Victoria: Volunteer driver service. Volunteer mileage refunded.

Academic research available includes:

- The Department of Family Medicine at the University of Alberta has done a study and want to give grants to rural communities of Alberta for transportation of seniors and people with mobility issues.

Organizations and individuals to partner with include:

- JJ Parr regarding yoga and other instruction
- Zumba classes with the Energy Centre
- Dancing program to facilitate maybe with the Pirouette School of Dance
- Senior Bowling Alley in partnership
- City of Cold Lake Parks and Recreation
- Fish and Game, boating activities in partnership with Marina Boat
- City of Cold Lake and FCSS in partnership on programs
- Lions and other service groups
- Partnering with church group for catering facilities
- Youth group such as schools, cadets

Potential funding sources include:

- Grant from FCSS
- Federal, provincial and municipal governments

This initiative is starting to look as follows:

- Transportation and Education are the two hurdles for success of this aspiration. We have realized there is already a lot for seniors to do. However, exercise opportunities are being under-used and seniors need education surrounding their choices.

The beneficiaries of this initiative will be:

- Senior 'shut-ins'
- Outgoing seniors will continue to flourish

The services provided will be:

- 'Senior does not mean old' promotion
- Someone to coordinate information from all partners to give to seniors for information
- Seniors exercise / cooking / healthy living coordination and education.

The facilities needed will be:

- Gymnasium (Energy Centre)
- Pool (JJ Parr)
- Rooms (Seniors Society)
- Kitchen

We will know we are succeeding when:

- Higher retention of seniors staying in Cold Lake and using the facilities
- Less feeling on part of seniors that they 'must' go south or travel to have activities

By our next meeting, those present today will:

- Whitney Tucci:
 - transportation
 - grant knowledge
 - Senior Advocacy Group
- Jeanette Laforce
 - Find out what the seniors can / will bring to this project
 - (A number of seniors who had registered were forced to withdraw because of a funeral.)

We will next meet

- in March 2013.

We will also invite the following people to attend:

- FCSS
- Seniors Society
- Seniors' Advocates
- Energy Centre
- Doug Parrish, General Manager of Public Services, City of Cold Lake
- JJ Parr Sports Centre
- 4 Wing MFRC

The invitations will be issued and the meeting chaired by

- The Seniors Society.

BREAKOUT GROUP REPORT YOUTH SERVICES AND FACILITIES FACILITATOR - MARK ST. GERMAINE

Community Aspirations Selected:

- **Create a greater focus on youth aged 14 to 25**
providing more options and service continuity
- **Youth emergency shelter**

In the time available on Summit Day, this Breakout Group was able to work on their first selected community aspiration but was not able to address the second.

Greater focus on youth aged 14 to 25

Things already done or being done in Cold Lake are:

- Already established agencies and communities (they are offering programs)
- Schools
- FCSS
- MFRC
- Youth Justice Committee
- Church groups
- JJ Parr Sports Centre
- Cold Lake Energy Centre
- Medley Youth Centre
- Mackenzie Arts
- Bully Free Committee

Successes for us to build upon include:

- Girls & Boys Conferences (topic expansion / transportation)
 - Weekend events
- Youth Leadership Conference
 - Involve schools
- Hi Five
- Student Councils - liaison

Other communities for us to learn from include:

- Boys and Girls Club (Bonnyville)
- Connecting with organizers (sponsorship / leadership / staffing)
- Youth leadership
- Role models
- Supported Independent Living programs (associated)

Academic research available includes:

- Stats from youth
- School / agencies
- Comparative research
- Shared / accessible stats within multi-organizational groups
- Developmental assets – Cold Lake Bully Free Committee
- Provincial Approach to Student Information - PASI – Alberta Education

Organizations and individuals to partner with include:

- FCSS (all agencies involved already)
- Child and Youth Services – Alberta Health Services
- Non profit organizations
- Social media
- Conventional media
- Service clubs, e.g. Lions
- Youth leaders
- Churches
- All industry
- Cold Lake First Nation
- Elizabeth Settlement

Potential funding sources include:

- Province
- City
- Grants / funding from major corporations
- Lottery fund
- Alberta's Promise
- Jumpstart
- Kidsport
- Participaction
- Tim Horton's
- User fees

This initiative is starting to look as follows:

- Building upon the established framework of the Boys / Girls Youth Conferences

The beneficiaries of this initiative will be:

- Youth ages 14-25 in segmented age groups

The services provided will be:

- Health / skill sets / service availability

The facilities needed will be:

- As per committee / 4 Wing MFFRC

We will know we are succeeding when:

- Conference dates / location et cetera are set

By our next meeting, those present today will:

- Share info as per Conference Committee – Serena Kendall will e-mail info

The invitations [to our next meeting] will be issued by

- Serena Kendall.

The meeting will be chaired by

- Serena Kendall.

NEXT STEPS

This is a critical juncture for the Imagine Cold Lake process. During the facilitators' reports back to the Plenary Group at the end of Summit Day, excitement and anticipation were evident in the room. Now it is up to the participants to maintain that excitement and build momentum on each of the Community Aspirations selected.

Most, but not all, of the Breakout Groups have established procedures to call their next meeting. Not all of the Breakout Groups were able to address both Community Aspirations they had selected. In every case, then, the critical next step will be setting the next meeting and inviting additional community members and organizations to participate.

Toward that end, we have provided a sample invitation letter in Appendix 8.

THANK YOU

It has been a privilege and a pleasure working with the people of Cold Lake and coming to know your community. We wish many blessings for each of you and a bright future for your community.

iWonder Collaborations[™]

APPENDIX 1

APPRECIATIVE INQUIRY

Appreciative Inquiry or 'AI' is a growing body of knowledge and practice in facilitating the advancement of organizations and communities through renewed self-awareness of existing strengths, experience, successes, wisdom and aspirations.

The founder of Appreciative Inquiry is Dr. David Cooperrider, Ph.D., Professor of Social Entrepreneurship and Professor, Organizational Behaviour at The Weatherhead School of Management, Case Western University³, Ohio.

The five phases of an AI cycle are portrayed on the cover of this report and described below.

Define: establishes the broad boundaries of the topic(s) for the assessment.

Discover: gathers and describes stories about exceptional performance to identify what has worked well in the past and why it has worked well, i.e. success factors. The success factors are the basis for principles, called Breakthrough Statements, to promote future success.

Dream: gathers the many aspirations about what could or should be in the community in the coming years then refines and describes common themes as proposed Community Priorities.

Design: combines the Breakthrough Statements of the Discovery Phase with Community Priorities of the Dream Phase to create programs and initiatives to advance the community.

Deliver or Destiny: implements and evaluates the resulting programs.

Applied to a community, an AI Assessment explores such questions as:

- What is good about a community (or organization)?
- What are its strengths?
- What have been the community's accomplishments?
- Why were those accomplishments successful?
- What should the community look like in the coming years?
- What are the priorities for community advancement?
- What lessons from past accomplishments can be applied to current Community Priorities to advance toward the desired future?

³ See <http://weatherhead.case.edu/faculty/profile?id=5411>

The Imagine Cold Lake Community Assessment and the associated report addressed the first three phases of the AI cycle:

Define: The assessment parameters given were 'Social Services and Community Development';

Discover: The report proposed Success Factors - Breakthrough Statements - based on those found to underlie past accomplishments in Cold Lake; and

Dream: The common aspirations gathered in the assessment were offered in the report as Proposed Community Priorities.

The **Design** phase was launched by the Community Summit

Deliver or Destiny will unfold as a combination of continued existing programs, possibly with modifications, and introduction of new programs according to the Community Priorities ratified in the Design Phase.

APPENDIX 2

ACRONYMS USED IN THIS REPORT

ACE	Active Creative Engaged Communities program
AI	Appreciative Inquiry
FCSS	Family and Community Support Services
FASD	Fetal Alcohol Spectrum Disorder
MFRC	4 Wing Military Family Resource Centre
NADC	Northern Alberta Development Council

APPENDIX 3

IMAGINE COLD LAKE FINAL REPORT POWERPOINT

IMAGINE COLD LAKE

Strength

Success

Vision

Priority

iWONDER™
collaborations

Appreciative Inquiry

- What is good about Cold Lake?
- What have been Cold Lake's successes?
- What past success factors will support future success?
- What would make Cold Lake better?
- What are Cold Lake's priorities?

iWONDER™
collaborations

Responses

Community leader interviews	29
Online survey submissions	143
Focus group sessions	8
Impromptu group discussions	4
Comment cards	1

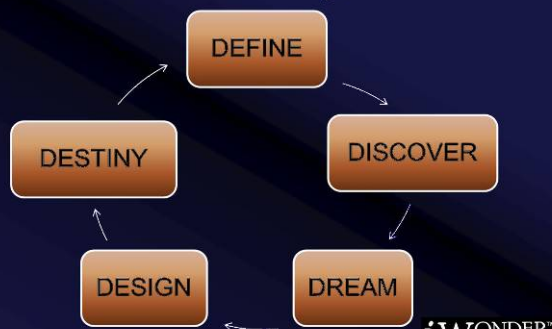
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Coverage

- Everyone in Cold Lake had ample opportunity to participate
- Coverage was acceptable with possible exception of multi-cultural groups

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collaborations

The 5-D Cycle



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The 5-D Cycle

DEFINE: Social Services and Community Development
 DISCOVER: Breakthrough Statements
 DREAM: Proposed Community Priorities
 DESIGN: Launch with Community Summit
 DELIVER: Continued service delivery and evaluation by social service agencies and community groups

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collaborations

Strengths

1. Lake and outdoor beauty / activities
2. Community spirit
3. Opportunity
4. Right size community
5. Place for families and kids
6. Shopping
7. Safety



Strengths (Cont'd)

8. Schools
9. Community programs and events
10. Low traffic
11. Healthcare accessibility
12. Housing availability and selection
13. Diversity, change, excitement
14. Affordability



Success

Personal activities – 15

- (e.g. founding a community group)

Service areas – 28

- (e.g. family services, environment)

Specific programs or projects – 72

- (e.g. Cancer Run, Crisis Centre, Border Bash)

Tip of iceberg



Success Factors

- respect and cooperation
- public and personal awareness
- vision of mission accomplished
- positive focus
- employer, friend and family support
- authority, resources and infrastructure



Success Factors (Cont'd)

- compassionate serving leadership
- staff and volunteer training
- valuing staff and volunteers daily
- pursuit of excellent through:
 - careful advance planning, and
 - continuous evaluation and improvement



Vision / Priority

Primary Priorities

- significant gaps
- ongoing issues
- preventative component
- foundational to society
- synergies and leverage



Vision / Priority

Secondary Priorities

- continuing improvement to existing services
- locally availability of services available elsewhere



Proposed Primary Priorities

Affordable Housing
Affordable Living
Central Community Services Centre
Community Beautification / Cleanup
Family and Couples Services
Increased Seniors Advocacy Services



Proposed Primary Priorities

Newcomer Support & Service Awareness
Public Transportation System
Community Safety Net (particularly for men)

- suicide prevention
- shelter
- care for children of families in crisis
- soup kitchen

Youth activities and Youth Centre
Youth services extended to older youth



Proposed Secondary Priorities

Aging in Place – local facility
Community Events – adjustments
Detoxification Facility – local availability
Healthcare Services – continuing efforts
Housing of disabled – local availability
Post-Secondary Ed. – more locally
Visual & Performing Arts – further growth



Non-Social Service Wishes

Link to Community Spirit thus
Community Development Potential

- Fiscal sustainability
- Roadway repair
- Lakefront development
- Community beautification



Next Steps

DESIGN
Today's Community Summit

DELIVER
Social service agencies
Community groups
Cold Lakers in general



APPENDIX 4

SOAR COMPARED TO SWOT

Like the SWOT process, the SOAR process guides working groups through a planning exercise based on features of their internal and external environments. SWOT focuses attention on positive and negative elements of the internal and external environments.

However, consistent with the AI focus upon the positive, the SOAR process does not take into account negative aspects of the internal and external environments. Strengths (internal) and Opportunities (external) are included. But rather than differentiating characteristics of the internal and external environments according to positive versus negative, SOAR differentiates according to current versus future characteristics. It is therefore not only positive in its approach, it is also forward looking.

Although SWOT and SOAR are appealing acronyms, it is not critical that the planning process follow the same order as the letters in the acronyms. In this Summit, a more logical flow resulted from considering first Strengths then Aspirations followed by Opportunities and finally Results, i.e. S.A.O.R.

SWOT		
	POSITIVE	NEGATIVE
INTERNAL	Strengths	Weaknesses
EXTERNAL	Opportunities	Threats

SOAR		
	PRESENT	FUTURE
INTERNAL	Strengths	Aspirations
EXTERNAL	Opportunities	Results

APPENDIX 5

COMMUNITY ASPIRATIONS BY COMMUNITY PRIORITY

Below is a list of Community Aspirations as identified in the Imagine Cold Lake Final Report resorted by the Community Priorities adopted for the Community Summit.

AFFORDABLE LIVING AND HOUSING

Affordable Housing

- Ensure there are homes for all
- Offer more affordable housing for seniors
- Plan an appropriate mix of affordability
- Lower rents
- Build a low income housing project
- Introduce subsidized housing

Affordable living

- Provide more full time jobs
- Provide more affordable shopping, restaurants
- Help people learn how to help themselves
- Start a grocery co-op
- Create more community gardens
- Offer more activities for people with low income

NEWCOMER SUPPORT

- Encourage greater acceptance of new people
- Bring about more ready awareness of services for newcomers
- Introduce another welcoming community initiative: because community is so transient, need good ways for people to meet
- Provide a men's shelter or hostel (it was noted that people arriving looking for work have nowhere inexpensive to stay)
- Offer more evening activities and support for newcomers to the community, particularly the military families

YOUTH SERVICES AND FACILITIES

Youth – Support

- Provide continuity and stability in programming to carry on from young kids to 21 years of age
- Create a greater focus on Youth ages 14-20
- Introduce a youth emergency shelter for ages 13 to ...
- Bring in a psychologist for youth with mental health issues

Youth – Activities

- Ask the youth what activities they want
- Provide activity options for youth not interested in sports
- More options for people aged 14 to 25
- More affordable activities
- Youth groups in churches
- Provide more places and activities, besides bars, for youth to go on dates
- Hold community dances

Youth - Facilities

- Provide dedicated space in the city for Youth services
- Re-introduce a Youth Centre something like the Vault in the south
- Figure out a way to get kids from the community to the youth centre on base
- Offer more recreation in the south particularly for youth
- Provide:
 - Amusement parks
 - Arcades
 - Water slide (outdoor)
 - Skateboard park
 - Bike park
 - Indoor playground like MacDonald's
 - Rock climbing wall
 - Splash park at the beach
 - Way bigger skate park, not on base

Youth – Miscellaneous

- Provide more jobs for youth.
(Relates to public transportation: Homes in north and jobs in south)

FAMILIES AND PERSONS IN CRISIS

Families and Couples

- Establish a family treatment centre
- Ensure that Family Life Coaching is effective
- Remove the need for a women's shelter
- Provide a receiving home for [aboriginal] children apprehended due to family crisis so they can be cared for locally by aboriginal people

Community Safety Net

- Provide a youth emergency shelter for ages 13 to 20 or so
- Expand the Native Friendship Centre with a hostel upstairs
- Introduce a men's shelter
- Offer shelter for newcomers seeking work
- Establish a soup kitchen
- Provide suicide prevention programming

Men's Services

- Offer programming for men exposed to risk (homeless, in crisis)
- Provide suicide prevention for men (high rates among oilfield workers)

SENIORS ADVOCACY

- Strive to meet all the social and recreational needs of seniors
- Provide a Seniors' Advocate with a single phone number
- Introduce Buddy System of mentoring for seniors and kids with disabilities
- Develop Aging in Place Housing (Lodge, Assisted Living, Long Term Care)

APPENDIX 6

EFFORT-IMPACT GRID ANALYSIS

The Effort-Impact Grid is used to evaluate possible solutions to an issue. This tool is useful for assessing the costs and benefits of various options. It is particularly effective when there is limited time available for option evaluation.

Each idea is placed in one of the quadrants shown below, based on group assessment of the impact and effort required to implement the idea.

		EFFORT	
		EASY / CHEAP	DIFFICULT / EXPENSIVE
IMPACT	LOW	1	3
	HIGH	2	4

Ideas placed in quadrant 1 are easy and cheap but produce minimal benefit. They are appropriate when they can be included in annual plans or address existing problems.

Ideas placed in quadrant 2 are easy and cheap but produce significant benefit. They are easy to implement quickly.

Ideas placed in quadrant 3 are difficult and/or expensive and produce minimal benefit. Ideas from this quadrant should generally be discarded.

Ideas placed in quadrant 4 are difficult and expensive but will result in significant benefit. If these ideas are considered, appropriate time and resources should be made available for their pursuit.

APPENDIX 7

COMMUNITY SUMMIT EVALUATIONS

At the end of Summit Day, participants were asked to complete evaluation forms. Twenty four participants did so. The form had two sections. One section asked for specific suggestions which will be used to improve future Community Summits. The other section asked for ratings in a variety of categories. These ratings are summarized in the table below.

RATING CATEGORY	AVERAGE RATING
Advertising and promotion	GOOD TO VERY GOOD
Registration procedure	GOOD TO VERY GOOD
Suitability of location	VERY GOOD TO EXCELLENT
Space / facilities	VERY GOOD TO EXCELLENT
Food and beverages	GOOD TO VERY GOOD
Mayor's Reception	GOOD TO VERY GOOD
Alberta's Promise Lunch	GOOD TO VERY GOOD
Imagine Cold Lake Report	GOOD TO VERY GOOD
Order and organization of summit	VERY GOOD TO EXCELLENT
Breakout Groups	VERY GOOD TO EXCELLENT
Usefulness of materials/information	GOOD TO VERY GOOD
Length of Summit	GOOD TO VERY GOOD
Plenary group reporting	VERY GOOD TO EXCELLENT
Time allotted for discussion	GOOD TO VERY GOOD
OVERALL RATING	VERY GOOD TO EXCELLENT

APPENDIX 8

SAMPLE INVITATION TO FOUNDATIONAL MEETING

Mr. John Smith
ABC Society
Cold Lake AB

Dear Mr. Smith,

re: **'Housing for All' in Cold Lake**

I am writing to ask your participation in an important initiative to improve the affordability of housing Cold Lake.

At the November 29, 2012 Imagine Cold Lake Community Summit, five Community Priorities were identified for action. Concrete planning to advance those priorities began at the summit. Further, the summit launched teams of community members including, political leaders, business leaders, social service professionals, community development professionals and individual volunteers to continue to advance each of these priorities.

I am involved in advancing Affordable Housing and Living. Our first goal is:

'Housing for All'.

We know this is attainable and will benefit our city enormously. We will use a multi-discipline model of collaboration between government, business and community. There will be no silos; participation from all appropriate partners will be essential and welcomed.

Organizations and individuals already partnering include:

-
-

We will also seek partnerships with:

-
-

We believe your (organization's) involvement is vital. Our next meeting will be at __:00 pm on January __, 2013 at _____ in Cold Lake.

I will call in the near future to personally ask that you attend. I hope you will agree.

Sincerely,
Bob Jones

