

IMAGINE COLD LAKE

STRENGTH BASED COMMUNITY ASSESSMENT



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

STRENGTH – SUCCESS – VISION – PRIORITY

EXPANDED REPORT

January 2012

PREPARED FOR

City of Cold Lake, Alberta

Contract Manager:
Christine McWillis
Cold Lake and District FCSS Manager
5514 38 Avenue
Cold Lake, Alberta T9M 1A1

Phone: 780.594.4495



PREPARED BY

***i*Wonder Collaborations™**

Ted Greenaway
Sandy Sereda

Box 92048, Meadowbrook RPO
Edmonton, Alberta T6T 1N1

Phone: 780.758.8305





COMING HOME

The following is a compilation of Cold Lakers' dreams for their community as told during the Imagine Cold Lake consultations from May to September 2011.

It is several years from now and you've been away. As you top the hill between the twin sailboats, you see Cold Lake is more beautiful than before. The road is lined with trees and huge flower gardens. Bright banners celebrate summer and announce community events. Businesses show civic pride with green lawns and flags flying. Streets and easements are pristine. Hanging flower baskets overflow on all the lamp posts.

The new 5,000-seat entertainment venue nears completion. In the distance you can see that expansion of the light industrial park is underway.

Downtown, you see the new Community Services Centre, a hub for human and social services and home to many community groups. Community organizations can now work more closely together and a service referral means a walk down the hall, not across the City. Community services are widely known and accessible. You see the skate park and realize the new Youth Centre is located here too.

In the open spaces between the north and south of the city there are treed parks, playgrounds and an off-leash area. Beside the four-lane there are biking and walking trails, part of a network linking the community for safe, healthy mobility.

There is a new cinema complex. The Energy Centre has expanded and is the hub for recreation and learning. Now more Cold Lakers stay here for higher education.

The mall has grown. All the 'big box' and 'discount' stores are there plus many local businesses. The number of clothing stores tells you somebody knows teenage girls.

You drive to the lakefront to take in the new developments. The marina has been doubled – a truly first class facility. You laugh at the hollering hordes of kids on the water slides. Other kids scramble along the new boardwalk by day and you can imagine couples strolling arm in arm at sunset.



A giant gazebo-style outdoor dance floor reminds you of the movie *'Footloose'*. You can imagine the fun there on a summer night.

Lakefront properties are a blend of private residences, hotels, bed-and-breakfasts and restaurants. Everything is spotless. Pride of ownership and customer service are high priorities. All the development reflects utmost respect for the environment. You would expect no less given the value Cold Lakers place on their natural surroundings.

You recall a time when the City's fiscal sustainability was uncertain but that's no longer a worry thanks to better arrangements with the Province and a broader tax base. Of course you realize there's more than City revenue behind what you see. The very best City Council and staff cannot build a city alone. This took effort from everyone.



Over the next few days, you learn more has changed than buildings and landscaping. There is a fierce spirit of unity in Cold Lake. The fact that the City had its origin as three municipalities is ancient history. Political, military, aboriginal and corporate leaders meet regularly and work closely together, modelling the cooperation practiced throughout the community.

Celebration of diversity is genuine. Any remnants of intolerance are shunned. The value and contribution of newcomers and temporary foreign workers are recognized and appreciated. When the people of Cold Lake First Nations use story, song and dance to share their culture at 4 Wing, the applause is loud and long.

There are even more community celebrations in Cold Lake than before. Events still continue year-round to ward off winter 'blahs'. Some are joint events between 4 Wing and the City. Some

are low-cost or no-cost, family-oriented events. Many are important community traditions valued not only by long-term residents but also by newcomers who find the volunteer opportunities help them to engage quickly in their new community.

Block parties and similar initiatives have turned subdivisions back into neighbourhoods. People know their neighbours again. Neighbourhood Watch programs are common. Lower crime rates have let the RCMP build even stronger relationships in the community.

Cold Lake's youth are active and engaged. There are lots of sports. For those whose interests lie outside sports, a growing visual and performing arts community provides culture and entertainment for all. Youth know the rewards of volunteering. They not only helped design and fundraise for the skate parks, spray parks and climbing walls they enjoy, they actually contributed 'hard labour' in the construction.

At the new 'aging-in-place' facility, a program brings seniors and special needs youth together for support and mentorship. 'Adopting' a grandparent preserves an important inter-generational link in this mobile society.

Although drugs and alcohol hold little appeal for Cold Lake youth - they're too busy - addictions remain a community concern. There is cause for hope. A local 'de-tox' centre makes the first step toward rehabilitation less difficult. A new local program ensures that during family crises, children are cared for in Cold Lake rather than being taken elsewhere. FASD prevention offers hope that the future will see less of that tragedy.

There are still significant income differences but Cold Lake has adapted to make living more affordable for all. More service fees are means-tested. Daycare is more readily available. Community groups help keep life affordable by organizing grocery cooperatives, collective kitchens and community gardens plus clothing, book and toy swaps. Important side-benefits are a greater sense of belonging and growing community spirit.

An efficient public transportation system provides youth, seniors and many newcomers mobility to travel between home, school and work plus all the available services and activities. The transit system links the north, south, base, Cold Lake First Nations and even the ski hill in winter. It is critical to affordable living and service accessibility.

There are now 'homes for all': a mix of housing from very elegant homes to 'geared-to-income' housing. Young couples from Cold Lake can now afford to stay and raise families in their home community. Cold Lake businesses have collaborated on innovative housing solutions for newcomers and temporary community members.

In addition to the Women's Crisis Centre, there is now emergency shelter for men, youth and even newcomers seeking work. There are services for men in crisis. There are few homeless people and those who are need not be for long. 'Housing first' programs help those who stumble to get back on their feet. The new soup kitchen serves as an important way to reach them.

Services for families and couples are an important focus. As one community leader says, "Strong communities need strong individuals... need strong families... need strong couples."

Cold Lake has become known as a great place for families to raise kids. A posting to 4 Wing is coveted. Oilfield personnel come not just for great earnings, but also for great community. Medical, educational and other professionals are attracted to Cold Lake for the friendly community and for the career opportunities.



More healthcare services have become available locally. Mental health services are more readily available and those with special needs, young and old, are housed and cared for in Cold Lake close to family. One service, similar to Victim Services, pairs trained volunteers to walk with recently diagnosed patients, meeting some of the personal needs between diagnosis and treatment.

You can see that Cold Lake has moved forward with confidence – and rightfully so. After all, Cold Lake has a proud history of success. Cold Lake has the leadership, wisdom, skills, people power and community spirit to continue to thrive.

Is Cold Lake's dream attainable? Absolutely! Not only did Cold Lakers tell us their dreams, they also told us they know how to reach them. So please read on then help build the dream.



ACKNOWLEDGEMENTS

This Strength-Based Community Assessment used a method called Appreciative Inquiry, 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 University¹, Ohio.

We acknowledge the growing community of AI practitioners, including academics and consultants, who continue their practice of freely offering their learning to others. The AI Commons is an example of this sharing spirit².

Thanks are due to City of Cold Lake Mayor Craig Copeland and City Council who supported this project.

We have greatly appreciated the efforts of the staff at the City of Cold Lake and at the Cold Lake and District FCSS Office. In particular:

- Christine McWillis, Cold Lake and District FCSS Manager, provided management direction and oversight of the Assessment. Her professional contacts and knowledge of Cold Lake served as the portal to the community.
- Jill Northey, Communications Coordinator, City of Cold Lake, played a vital role in raising public awareness of Imagine Cold Lake. She provided much more than was asked of her often within very short timelines.
- Carol Patenaude of the FCSS Office, diplomatically requested and arranged community interviews and meetings.

Finally, we thank the interview, survey and focus group participants who shared their dreams and wisdom with us.

¹ See <http://weatherhead.case.edu/faculty/profile?id=5411>

² See <http://appreciativeinquiry.case.edu/>

EXECUTIVE SUMMARY

Purpose

In 2004, a Community Social Needs Assessment of Cold Lake and Bonnyville was conducted for the Lakeland United Way to help establish social service priorities over the coming years. In 2011 this Assessment, Imagine Cold Lake, was commissioned by the City of Cold Lake. It covered the City of Cold Lake plus Wards 5 and 6 of the Municipal District of Bonnyville. Unlike a needs assessment, Imagine Cold Lake was a Strength-Based Community Assessment. It used an approach called Appreciative Inquiry to identify community strengths, successes, best practices, dreams and priorities for community advancement.

Appreciative Inquiry (AI)

Appreciative Inquiry asks:

- 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?

There are five phases to an AI Assessment as described below and portrayed opposite.

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: implements and evaluates the resulting programs.

Imagine Cold Lake Deliverables

Imagine Cold Lake addressed the first three phases of an AI Assessment. The topic parameters were given and defined as 'Social Services and Community Development'.

The Imagine Cold Lake deliverables were:

- Proposed Breakthrough Statements based on the success factors underlying the past accomplishments identified in the Discover Phase, and
- Proposed Community Priorities from the common aspirations gathered in the Dream Phase.

The Design Phase will follow this Assessment to ratify and further refine the Proposed Breakthrough Statements and Proposed Community Priorities. The Design Phase can be launched at a one day Community Summit then continue beyond the day of the Summit as multiple collaborative community efforts.

The Deliver Phase typically unfolds 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.



Tools and Techniques

The information to support the Discover and Dream phases was gathered using a fourteen question assessment tool. The questions posed were primarily 'open' questions to avoid unduly limiting participant responses. From May to September 2011, one hundred forty three online questionnaires, twenty nine community leader interviews, eight focus groups, two impromptu group discussions and one comment card were completed.

Public Awareness

Significant effort was made to ensure all identifiable groups and all individual Cold Lakers had the opportunity to participate in the Assessment. Although everyone had opportunity to participate, the one segment that might have been under-represented was multi-cultural groups.

Strength: What is good about Cold Lake?

In exploring their feelings toward their home, Cold Lakers were asked why they had moved to the City. Most reported being posted to 4 Wing, taking civilian employment or moving for family reasons such as arriving with parents or returning home.

Although only a few reported coming to Cold Lake for the beauty of the area, when asked what is good about Cold Lake, many spoke passionately of the beauty of the surrounding environment, including the lake itself, and all of the available outdoor activities. This suggests the reasons for coming to Cold Lake and the reasons for staying might differ, and that the benefits of living in Cold Lake might not be well known.

The identified benefits of living in Cold Lake, from most often to least often stated, were:

- | | |
|--|---|
| 1. Natural beauty, the lake and outdoor recreation | 7. Community safety |
| 2. Friendly people, community spirit | 8. Schools and education opportunities |
| 3. Opportunity | 9. Community programs and events |
| 4. Right size community
(small town feel with big town amenities) | 10. Low traffic |
| 5. Good place for family and kids | 11. Healthcare accessibility |
| 6. Shopping variety | 12. Housing availability and selection |
| | 13. Diversity, change, excitement, and |
| | 14. Affordability (compared to Ft McMurray) |

Success: What have been Cold Lake's accomplishments?

Cold Lakers reported an impressive legacy of success in social services and community development. Participants described success contributing to their community through fifteen different categories of personal activities including:

- Doing one's job well
- Founding a community group
- Going to school and learning
- Holding Public Office
- Leading a program or project
- Mentoring someone
- Raising a family
- Running a business
- Volunteering

Participants described their success contributing in twenty eight service areas including:

- Animal welfare
- Arts and culture
- Community events
- Education
- Environment
- Family services
- Health and healthcare
- Public safety
- Seniors services
- Special needs
- Sports and recreation
- Youth services

They reported their success contributing through seventy two specific programs and projects. Highlights among these included:

- 2010 Relay for Life Cancer Run
- 2010 Alberta Winter Games
- 2015 Summer Games
- 4 Wing Youth Centre
- Active Creative Engaged Communities (ACE)
- Aqua Days
- Border Bash Music Festival
- Christmas Carol Festival
- City of Cold Lake amalgamation
- Cold Lake Affordable Housing Society
- Cold Lake Agricultural Society
- Cold Lake Air Show
- Community Registration Day
- Dr. Margaret Savage Crisis Centre
- Energy Centre construction and additions
- Family Day events
- Festival of Peace
- Freedom Park
- Hearts for Healthcare
- Kinosoo Ski Area
- Lakeland Humane Society
- Lakeland United Way Foundation
- Native Friendship Centre School
- Olympic Torch Relay
- Parent Link Centre
- Slave Lake fire assistance

This is only a portion, based solely on our assessment results, of the many ways in which Cold Lakers have successfully provided social services and developed community in Cold Lake. There are more than 150 community groups working alongside social service agencies in the community to make Cold Lake a better place to live.

Success: What has been learned?

Cold Lakers were clear about the success factors underlying past accomplishments. This produced the following set of Proposed Breakthrough Statements to ensure the success of future community efforts.

Proposed Breakthrough Statements

In Cold Lake we:

- practice cooperation and respect between community service groups and agencies, the various levels of government, industry, 4 Wing and all peoples
- strive to stay informed and raise public awareness about community issues and priorities
- embrace the vision of a given priority fully met, then act upon that vision
- maintain a positive focus, anticipating, rewarding and celebrating success
- support employees, friends and family members in their service of our community
- provide community service agencies and community groups with
 - the authority necessary to pursue their mandates
 - necessary administrative infrastructure and support, and
 - sufficient financial and in-kind support
- select leaders for community agencies, groups and projects who:
 - are motivated first by compassion and dedication to their members and clients
 - are team players, holding the mission above personal gain
 - seek diversity in culture and ideas
 - hold common sense above 'fine-spun' arguments
 - value individuals for their strengths and contributions
 - are skilled mentors, empowering all who support them, and
 - expect challenges and persevere to success despite obstacles
- find the best available training opportunities for staff and volunteers
- value and appreciate staff and volunteers, every single day, and

- pursue excellence and continuous improvement in program design and delivery by:
 - planning well in advance, and
 - evaluating and adjusting programs to incorporate current best practices and to address changing community priorities.

Vision: What are Cold Lakers' dreams for their city?

The opening section of this report - 'Coming Home' - shares Cold Lakers' dream for their city. The city and its surroundings are beautiful. Cold Lakers envision high quality of life, healthy lifestyles and healthcare access. They see economic prosperity and opportunity for all to benefit. Community spirit is strong: there is a powerful sense of unity among all Cold Lakers whether they are civilian, military, oil and gas, aboriginal, 'born and raised' or newcomers.

The beauty of the environment and the lake, plus all of the available outdoor recreation is unmatched anywhere. This treasure is developed responsibly and sustainably to enjoy and share Cold Lake. Cold Lake is an inclusive and welcoming community. Newcomers quickly become aware of available opportunities and programs. Cold Lakers envision the city attracting families because of the community spirit, safety, variety of employment, educational and recreational opportunities, and the many community services, events and facilities.

With centrally located services and an efficient public transportation system, those services, jobs and recreation are accessible to all. The youth are active and engaged. Seniors are respected and included. Neighbours know each other. Families are close and stable. Home is safe. Cold Lakers look after Cold Lakers. Despite the small-town feel, virtually all commercial, entertainment and healthcare services are available locally.

Cold Lake grows and prospers long into the future.

Priority: Selecting Proposed Community Priorities

The opportunities important to a community cannot always be pursued all at once. However, this Assessment was commissioned to assist in establishing priorities over the coming five years. Therefore, we have proposed a list of 'Primary' Community Priorities for the nearer term and a list of 'Secondary' Community Priorities that might need to be pursued over a longer period. This will depend upon availability of supporting resources.

In considering which priorities should be Primary versus Secondary, we distinguished between the concepts of importance and urgency. In proposing that a given priority be secondary we do not intend to imply that it is unimportant, rather that other priorities are more urgent.

Primary Community Priorities

We have proposed as Primary Community Priorities, those priorities where there are significant gaps, where there are ongoing issues, where there is a preventative component, where the priority is foundational to society, where there are synergies between pairs of priorities and, better, where meeting one priority will enhance meeting many other priorities. Here in alphabetical order are our Proposed Primary Community Priorities:

- Affordable Housing
- Affordable Living
- Central Community Services Centre – increased space for community groups generally
- Community Beautification / Cleanup
- Family and couples services including –but not limited to - family violence prevention
- Increased Seniors Advocacy Services
- Newcomer service awareness and support
- Public transportation system
- Community safety net: services for men in crisis (including suicide prevention); shelter(s) for men, youth and children of families in crisis; soup kitchen
- Youth activities and a downtown youth centre or transportation to Medley Youth Centre
- Youth services extending to older youth.

Secondary Community Priorities

We have proposed as Secondary Priorities, continuing improvements to existing services or gaining local availability of services that are now available but only outside Cold Lake. Here, also alphabetically, are our Proposed Secondary Community Priorities.

- Healthcare Services – continuing efforts
- Community Events and Activities – additions and adjustments
- Visual and performing arts community - growing
- Detoxification facility – local availability
- Housing and care of persons with disabilities – local availability
- Post-Secondary Education – increased local availability
- Seniors 'aging in place' facility – local facility

We emphasize that this list of proposed priorities applies only within the scope of this Assessment, *i.e.* 'Social Services and Community Development'. It is not proposed as a comprehensive list of priorities for the City of Cold Lake. For example, overall economic development and broadening of the tax base are priorities for any city, but both are well beyond the scope of this Assessment.

Fiscal Sustainability, Roadway Repair, Lakefront Development and Community Beautification – A Note

When asked about community priorities, many Cold Lakers spoke of fiscal sustainability, roadway repair, lakefront development and community beautification. Although these matters were beyond the scope of this Assessment (social services and community development) we reported them because of the large numbers of related responses.

We were pleased to see the September 20, 2011 announcement of agreement between the Province and the City of Cold Lake regarding weapons range revenue. All recognize the positive implications for fiscal sustainability and, in turn, social services and community development among other priorities

Neither roadway repair nor lakefront development are social services. However, these priorities were often raised by the same people raising Community Beautification and Cleanliness as a priority. Some of those participants also spoke of what great community building success had been achieved in past community cleanup events.

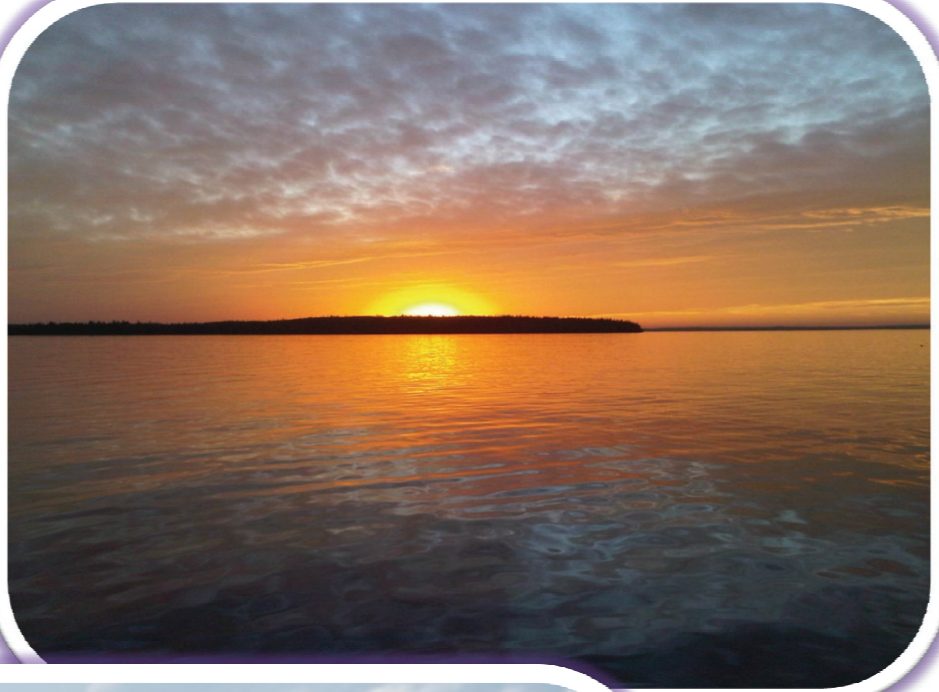
We suggest that roadway repairs, lakefront development and community beautification relate strongly to civic pride thus community spirit thus community development potential. We have proposed Community Beautification/Cleanup as a Community Priority. Although we could not propose roadway repair or lakefront development as Community Priorities for social service agencies or community groups, again, we perceived strong connections with community spirit and thus the potential for community development.

Next Steps: Design and Deliver

The next step in the AI process will be to hold a Community Summit to review the findings of this Assessment then determine which of the Community Priorities attract the greatest interest, and willingness to commit, for those attending. Based on those findings, five or so Primary Community Priorities can be identified for immediate advancement. The City of Cold Lake, its social service agencies, community groups and others can then collaborate in pursuing those initiatives.

The Future

It is obvious that Cold Lake has the spirit, purpose, leadership, wisdom and people power that, given proper resources, will produce continued growth, prosperity and community over the coming five years and beyond.





CONTENTS

COMING HOME.....	i
ACKNOWLEDGEMENTS	v
EXECUTIVE SUMMARY	vi
CONTENTS	17
INTRODUCTION.....	19
ASSESSMENT METHOD.....	19
IMAGINE COLD LAKE DELIVERABLES.....	22
ASSESSMENT TOOLS	22
SPECIAL CONSIDERATIONS IN AI ASSESSMENTS	23
PUBLIC AWARENESS OF IMAGINE COLD LAKE	24
COVERAGE	25
ASSESSMENT QUESTIONS	25
ASSESSMENT RESULTS	27
NUGGETS	41
NEXT STEPS.....	43
CONCLUSION.....	44
APPENDIX 1 - UNIQUE COMMUNITY ASPIRATIONS BY THEME	47
APPENDIX 2 - ONLINE SURVEY RESULTS	59
APPENDIX 3 - COMMUNITY LEADER INTERVIEW RESULTS	83
APPENDIX 4 – COMMUNITY PROFILE	107

INTRODUCTION

In 2004, a Community Social Needs Assessment³ was conducted for the Lakeland United Way providing details of social concerns, service gaps and recommended service priorities for the City of Cold Lake and the Town of Bonnyville. That assessment was used to help establish service priorities for those communities in the years that followed. Changes over the intervening years in the City of Cold Lake and the surrounding community, plus changes in the overall economic and social environment have made it prudent to reassess and confirm priorities.

Imagine Cold Lake sought and welcomed perspectives from all groups and all individuals. The geographic subject area was the service area of the Cold Lake and District FCSS Office. That area includes the City of Cold Lake plus Wards 5 and 6 (the eastern portion) of the Municipal District of Bonnyville. This is a different area than the 2004 study.

Imagine Cold Lake is one tool for establishing priorities for the development and delivery of social programs and community development over the next five years. It also gathered information helpful in the support of municipal and community group funding applications to granting agencies.

ASSESSMENT METHOD

In contrast to the term 'Community Social Needs Assessment' used to describe the 2004 study, this work is a 'Strength-Based Community Assessment'. The difference is fundamental and important.

Although often used traditionally to identify community priorities, 'needs assessments' carry with them the risk of undue negative focus producing the sense that a community's prospects are represented by a long list of social problems. This is uninspiring at best and at worst can actually jeopardize a community's sense of hope. Over time, there is further risk of 'institutionalized dependency' on the part of individuals, families, organizations and even whole communities.

Strength-based approaches acknowledge community challenges but focus on existing strengths, particularly those of individuals and organizations that have been successful in advancing their communities and that can inspire others to further success.

³ *Lakeland United Way Community Social Needs Assessment for Cold Lake and Bonnyville – June 2004 – Prepared by Indesol Ltd.*

Appreciative Inquiry

AI is a process of positive, inquiry-based change for the better. It was first applied with great success over twenty years ago in very challenging Chicago neighbourhoods. Since then AI has been developed and refined. AI is now used in the UN, governments, armed forces, corporations, nonprofit organizations and communities world-wide.

One principle of AI is that a community contains within itself the knowledge and resources to advance itself. Further, given positive focus, a community knows best how to advance itself.

AI seeks to understand and describe:

- 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?

The 'Five-D' Process

The full AI process involves five phases often described as the Five D's. The phases are:

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

Discover: gathers and shares information about exceptional experiences and performance within the defined topic. The objective is to identify what has worked well in the past and why it has worked well. The underlying success factors identified are used to craft the all-important 'Breakthrough Statements' by re-stating the underlying success factors as affirmative, assertive, present-tense statements. That is, they are re-worded as though they describe current and consistent practice. In a sense, they then become 'rules to live by'.

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: is to implement the resulting programs. Delivery also involves evaluation to support continuous improvement as the process is repeated cyclically over appropriate time intervals, typically about five years.

An Illustration⁴

A retail firm's Complaint Department undertook an AI Assessment. Complaint Department staff were interviewed. Successful examples of handling customer complaints were drawn from the interviews. The factors that produced successful outcomes were identified and distilled into themes. It was discovered that success was achieved when a Complaint Department staff member:

- identified an opportunity
- took responsibility
- had the authority to make things right
- had the necessary information
- had the necessary expertise
- anticipated or described a need, and
- trusted that the firm would back them up in their decisions.

An ideal future was described in which:

- dealing with the Complaint Department was a good customer experience, and
- Complaint Department staff had pride in their work and place in the firm and society.

The Complaint Department's Breakthrough Statements were:

- Our customers have a pleasant experience when they talk to us.
- We anticipate their needs and have the information available when they call.
- We work through the call in an uninterrupted sequence; they talk to only one person.
- The information we need to answer their questions is readily available to us.
- We devote time to learning more so we keep our expertise current.
- We do our best and know that our decisions are appreciated by others.
- We feel comfortable providing extraordinary service for our clients because we know that is why they choose us.
- We continually learn as we work. We feel the support of our other organizational members and are confident we all know extraordinary service is how we help people.
- Our business provides an important service to our customers.
- We are proud to be a part of this organization.

Notably, the Complaint Department was renamed the Customer Service Department.

⁴ Illustration adapted from *The Thin Book of Appreciative Inquiry* – Sue Annis Hammond – ISBN 0-9665373-1-9

IMAGINE COLD LAKE DELIVERABLES

Imagine Cold Lake addresses the Define, Discover and Dream phases of the full Five-D AI process. The Define phase was pre-contract and established the broad topics of Imagine Cold Lake as 'Social Services and Community Development'.

The key deliverables of Imagine Cold Lake were:

- Proposed Breakthrough Statements based on the success factors underlying past Cold Lake accomplishments as identified in the Discover phase, and
- Proposed Community Priorities drawn from the collective community aspirations identified and described in the Dream Phase.

The Design phase will follow this Assessment as described below in the section on Next Steps. A list of all unique community suggestions, sorted by themes, is provided in Appendix 1 to assist in the Design phase.

The Delivery Phase will continue to rest with the various social service agencies and community groups of Cold Lake.

ASSESSMENT TOOLS

In developing a representative blend of perspectives, it was important to gather the ideas of specific groups and to ensure that all individuals who wanted to contribute were able to. The basic strategy was to use multiple inquiry tools so that if the ideas of one group were not captured by one tool, they would likely be captured by another. Essentially the same information was sought from all groups and individual participants using the following tools.

Online Survey

To ensure that all who wanted to participate could do so, a portal to the online survey was posted prominently on the home page of the City of Cold Lake website from April 25 to May 27, 2011. Mail-out surveys were offered for anyone who wished to respond 'off-line'. One hundred forty five usable responses to the Online Survey were received. No requests for mail out surveys were received.

Community Leader Interviews

The vision and drive of community leaders were obviously important to this Assessment. By community leaders, we mean persons in political office, business people including local business owners and corporate managers, service club leaders, military leaders, faith leaders, leaders of community groups and nonprofit agencies, aboriginal elders and people who simply have the respect community members.

Because community leaders have full schedules, we sought their views through personal interviews by appointment. During the weeks of May 2 and May 9, 2011 we interviewed twenty nine community leaders resulting in a broad range of perspectives.

Focus Groups

Focus Group sessions were advertised and targeted individual invitations sent out for specific segments of the community as listed below.

■ Multicultural groups	May 3 – South Public Library
■ Aboriginal leadership	May 4 – Native Friendship Centre
■ Seniors	May 5 – Harbour View Hall
■ Parents/Families	May 5 – Energy Centre
■ Social Service Professionals - Health and Education	May 6 – FCSS Offices
■ Youth	May 7 – Medley Youth Centre
■ FCSS Board (Closed session)	May 9 – FCSS Offices
■ Military and Military Families:	May 10 – MFRC
■ Open Community	May 11 – FCSS
■ Social Service Professionals - All others	May 13 – FCSS

As the Assessment proceeded, the following opportunities arose and were taken:

■ Lakeland Centre for FASD impromptu talk with volunteer/clients	May 11
■ Cold Lake Middle School students	September 12 and 22
■ Native Friendship Centre Soup and Bannock guests	September 15
■ Off Campus School students	September 26

Comment Cards

Full colour Imagine Cold Lake comment cards were distributed to strategic community locations such as social service agency reception desks and retail checkouts.

SPECIAL CONSIDERATIONS IN AI ASSESSMENTS

Assessment Limitations

I magine Cold Lake is not a gap analysis. We have not rigorously compared the community suggestions received against existing services or ongoing efforts. That comparison should take place after this Assessment in the Design phase of the full AI process.

Consultants as Facilitators

As described, a principle of AI is that a community holds within itself the necessary information to advance itself. Our role is to gather that knowledge, organize it and reflect it back in such a way that the community recognizes itself and takes collective ownership of the recorded wisdom. We are facilitators of this process; we propose Breakthrough Statements and Community Priorities rather than recommending them. We provide advice under 'Next Steps' on how to consider and confirm the Breakthrough Statements and Community Priorities we propose.

Survey Neutrality

Surveys and other instruments to gather public views should not, as a principle, influence the views being expressed. The design of our tools and techniques necessarily focuses upon the positive. In interviews or focus groups, we do reframe and refocus upon the positive if necessary. Our rationale is that almost all negative comments can be reframed positively while retaining their essence and it is vital to maintain the positive paradigm to attract and hold community commitment.

Filtering 'Out of Scope' Responses

The scope of Imagine Cold Lake has been defined as 'social services and community development'. Our information gathering methods use open questions, for the most part, and therefore we receive responses outside the defined subject area. We find it most effective to 'cast the net wide'. We consider all comments valid, record them and at least mention them in our report. In this Assessment, we received many comments about taxation, fiscal sustainability and street paving all of which are beyond the scope of this Assessment. We report these responses, then filter and/or comment on 'out of scope' responses when selecting Proposed Community Priorities.

PUBLIC AWARENESS OF IMAGINE COLD LAKE

The City's communications staff members were instrumental in ensuring public awareness of Imagine Cold Lake through:

- Radio and newspaper advertisements,
- Discussion on Mayor Copeland's Tuesday morning K-Rock radio talks,
- Information inserts in utility bills,
- The City of Cold Lake website,
- Posters, brochures, comment cards, and
- Facebook and e-mail 'e-casts',

Several related articles also appeared in the Cold Lake Sun.

COVERAGE

Although attendance at some of the focus group sessions was disappointing, we are confident that all groups and residents of Cold Lake had ample opportunity to participate. We are also confident that almost all groups were actually heard from through one study technique or another. The one segment that might have been under-represented was multicultural groups.

ASSESSMENT QUESTIONS

The fourteen questions used in the interviews, online survey and focus groups were essentially the same. The questions were generally 'open ended' so as not to unduly influence the responses. The exception was Question 12 which was multiple choice.

Time constraints sometimes precluded the full process from unfolding in the Focus Groups. In such cases, we passed over those questions intended to foster a positive thought process, which was generally already present, and went straight to the questions related directly to the Assessment deliverables, i.e. questions about success factors and community priorities.

The fourteen questions plus the purpose of each appear below.

Discover Phase Questions

Question 1: What first brought you to live in Cold Lake (or Grand Centre or Medley)?

This question helped remind participants and inform readers why people first chose to live in Cold Lake.

Question 2: What factors make Cold Lake a good place to live? (Five spaces)

This question served to remind what is good about living in Cold Lake and why people stay.

Question 3: Which of your contributions to the community in Cold Lake give you the most satisfaction?

This question was useful in channelling both the participants' and the readers' thinking toward success and the importance of individual efforts in building community successes.

Question 4: Please share a story of a time when you were part of a community effort that really made a difference to Cold Lake or anywhere else you have lived. What was done and what was the success?

This question had the same purposes as Question 3. It also moved toward specific success experiences to help identify underlying success factors.

Question 5: What made you feel especially good about the effort and the success?

This question helped both the participants and readers recall the personal benefits of contributing to one's community.

Question 6: In your story above, what 'SUCCESS FACTORS' made it possible to really make a difference?

This question sought the participants' views about the success factors which were used later to craft the Breakthrough Statements.

Question 7: Which of the SUCCESS FACTORS you identified do you think were essential? (Check as many as you like.)

This question helped rank success factors if necessary.

Dream Phase Questions

Question 8: Please describe your top three wishes to make Cold Lake an even better place to live in five years.

This question began the process of building a collective dream for the community.

Question 9: If your wishes became reality, how would things be different?

This question dug deeper into question 8. It sometimes drew out more detail when the first response was very broad. Conversely, it sometimes added a 'thousand foot' perspective when the initial response had taken a 'ground level' perspective.

Question 10: What can you do personally to help your wishes become reality?

This question contributed to a list of personal actions, and associated themes, community members can take to advance their community.

Question 11: What can we do as a community to help your wishes become reality?

This question sought ways the community can act collectively to facilitate individual contributions from community members. A typical response would be 'a volunteer action centre'.

Question 12: From the list below, what do you think are the TOP FIVE COMMUNITY PRIORITIES to improve social services and quality of life in Cold Lake over the next five years?

The 2004 United Way Needs Assessment identified several social needs. The list our participants were given to choose from was based essentially on the 2004 list of needs, reframed positively as opportunities for advancement. The purpose of this question was to learn which opportunities for advancement participants viewed as priorities. to help assess and confirm the Proposed Community Priorities.

Question 13: Are there other Community Priorities not listed above that should be considered?

Question 12 was a 'closed' question. This question sought to avoid limiting participants' answers to only those available under Question 12.

Question 14: Is there anything at all you would like to add?

Similar to Question 13, the purpose of this final question was to avoid limiting participants' answers to only those available from questions asked to this point.

ASSESSMENT RESULTS

Our ultimate interest is in responses directly related to the Imagine Cold Lake deliverables, i.e. Breakthrough Statements and Community Priorities. In this section we have focused on those pertinent results. For readers with greater interest, a list of unique community suggestions and results of the online survey and community leader interviews are included as appendices.

STRENGTH: What is good about Cold Lake?

In exploring their feelings toward their home, Cold Lakers were asked why they had moved to the City. Most reported being posted to 4 Wing, taking civilian employment or moving for family reasons such as arriving with parents or returning home.

Although only a few reported coming to Cold Lake for the beauty of the area, when asked what is good about Cold Lake, many spoke passionately of the beauty of the surrounding environment, including the lake itself, and all of the available outdoor activities. This suggests the reasons for coming to Cold Lake and the reasons for staying might differ, and that the benefits of living in Cold Lake might not be well known.

The identified benefits of living in Cold Lake, from most often to least often stated, were:

1. Natural beauty, the lake and outdoor recreation
2. Friendly people, community spirit
3. Opportunity
4. Right size community
(small town feel with big town amenities)
5. Good place for family and kids
6. Shopping variety
7. Community safety
8. Schools and education opportunities
9. Community programs and events
10. Low traffic
11. Healthcare accessibility
12. Housing availability and selection
13. Diversity, change, excitement, and
14. Affordability (compared to Ft McMurray)

SUCCESS: What have been Cold Lake's accomplishments?

Participants described success contributing to the community through activities like:

- Running a business
- Coaching
- Employment
- Going to school and learning
- Holding Public Office
- Leading by example
- Mentoring
- Organizing, or founding
- Paying taxes
- Project or program leader
- Public education
- Raising a family
- Supporting local business
- Volunteering

Participants described success contributing in the following service areas:

- Animal welfare
- Arts
- City infrastructure
- Community Development
- Community Events – Festivals & Concerts
- Community Policing
- Cultural activities
- Education
- Emergency services
- Environment – City Cleanup
- Families
- Family Violence Men's Group
- Francophone Community
- Healthcare
- History
- News media
- Parents / Children
- Persons with Disabilities
- Positive lifestyles for youth
- Promoting Healthy Lifestyle
- Public Administration
- Public service
- Safety of children
- Seniors
- Social services
- Special needs persons
- Sports (football, hockey, soccer, softball)
- Youth programs

Participants described success through these organizations, programs or events:

- 2010 Relay for Life Cancer Run
- 2010 Alberta Winter Games
- 2015 Summer Games
- 4 Wing
- 4 Wing Youth Centre
- 4-H
- Active Creative Engaged Communities (ACE)
- Alberta Council on Aging
- Aqua Days
- Association of Science and Engineering Technology Professionals of Alberta
- Babies First
- Border Bash Music Festival
- Cadets
- Volunteer tax assistance program
- Cancer Canvassing
- Christmas Carol Festival
- Christmas Hamper Project
- Church congregations
- Church Ministerial
- City of Cold Lake
- City of Cold Lake amalgamation
- Cold Lake Affordable Housing Society
- Cold Lake Agricultural Society
- Cold Lake Air Show
- Cold Lake Chamber of Commerce
- Cold Lake City Council
- Cold Lake Community Learning Centre
- Cold Lake Entertainment Society
- Cold Lake Family and Community Support Services (FCSS)
- Cold Lake Fire-Rescue
- Cold Lake Health Unit
- Cold Lake Healthcare Centre
- Cold Lake Islamic Society
- Cold Lake Minor Soccer Association
- Cold Lake Museum
- Cold Lake Palliative Care Society
- Cold Lake Search and Rescue Society
- Cold Lake Sun
- Cold Lake Victim Services
- Community Cleanup
- Community Collective Kitchen
- Community Registration Day
- Computers for Schools
- Concerned Seniors
- Dr. Margaret Savage Crisis Centre
- Energy Centre and additions
- Family Day events
- Festival of Peace
- Fibromyalgia Support Group
- Freedom Park
- Fun with Friends playgroup
- Girl Guides
- Growing Food Security Association
- Hearts for Healthcare
- Kinosoo Ski Area
- Lakeland Humane Society
- Lakeland United Way Foundation
- Lakeshore Business Group
- Leaders of Tomorrow
- Lions Club
- Marlins Swim Club
- Meals on Wheels
- Military Family Resource Centre (MFRC)
- Native Friendship Centre School
- Northern Alberta Development Council
- Olympic Torch Relay
- Parent Link Centre
- School Board
- School Parent Advisory Committees
- Slave Lake fire assistance
- The Vault
- Women in Business

The preceding is only a portion, based solely on our assessment results, of the many projects and organizations that have successfully provided social services and developed community in Cold Lake. There are more than 150 community groups working alongside social service agencies in the community to make Cold Lake a better place to live.

SUCCESS: What has been learned?

Cold Lakers were clear about the success factors underlying past accomplishments. This produced the following set of Proposed Breakthrough Statements to promote the success of future community efforts.

We recommend the Breakthrough Statements be reviewed periodically by new and existing community groups or projects as a 'checklist' to determine whether all the 'ingredients' of Cold Lake's historical success are present for current and future efforts. Those Breakthrough Statements that 'resonate' can even be adopted as expressions of key values.

Proposed Breakthrough Statements

- practice cooperation and respect between community service groups and agencies, the various levels of government, industry, 4 Wing and all peoples
- strive to stay informed and raise public awareness about community issues and priorities
- embrace the vision of a given priority fully met, then act upon that vision
- maintain a positive focus, anticipating, rewarding and celebrating success
- support employees, friends and family members in their service of our community
- provide community service agencies and community groups with
 - the authority necessary to pursue their mandates
 - necessary administrative infrastructure and support, and
 - sufficient financial and in-kind support
- select leaders for community agencies, groups and projects who:
 - are motivated first by compassion and dedication to their members and clients
 - are team players, holding the mission above personal gain
 - seek diversity in culture and ideas
 - hold common sense above 'fine-spun' arguments
 - value individuals for their strengths and contributions

- are skilled mentors, empowering all who support them, and
- expect challenges and persevere to success despite obstacles
- find the best available training opportunities for staff and volunteers
- value and appreciate staff and volunteers, every single day, and
- pursue excellence and continuous improvement in program design and delivery by:
 - planning well in advance, and
 - evaluating and adjusting programs to incorporate current best practices and to address changing community priorities.

VISION: What are Cold Lakers' dreams for their city?

The opening section of this report - 'Coming Home' - shares Cold Lakers' dream for their city. The city and its surroundings are beautiful. Cold Lakers envision high quality of life, healthy lifestyles and healthcare access. They see economic prosperity and opportunity for all to benefit. Community spirit is strong: there is a powerful sense of unity among all Cold Lakers whether they are civilian, military, oil and gas, aboriginal, 'born and raised' or newcomers.

The beauty of the environment and the lake, plus all of the available outdoor recreation is unmatched anywhere. This treasure is developed responsibly to enjoy and share Cold Lake. Cold Lake is an inclusive and welcoming community. Newcomers quickly become aware of available opportunities and programs. Cold Lakers envision the city attracting families because of the community spirit, safety, variety of employment, educational and recreational opportunities, and the many community services, events and facilities.

With centrally located services and efficient public transportation, those services, jobs and recreation are accessible to all. Youth are active and engaged. Seniors are respected and included. Neighbours know each other. Families are close and stable. Home is safe. Cold Lakers look after Cold Lakers. Despite the small-town feel, most commercial, social and healthcare services are available locally.

Cold Lake grows and prospers far into the future.

Participants' Top Wishes

The tables on the following pages show participants' wishes for Cold Lake over the coming five years as described in the online survey, community leader interviews and focus group discussions.

STRENGTH-SUCCESS-VISION-PRIORITY

Top wishes to make Cold Lake an even better place to live in five years.
Question 8 - Open question - Online Survey and Community Leader Interviews.

Response Themes	Online Survey		Leader Interviews	
	Count	Percentage	Count	Percentage
Fiscal Sustainability and Taxation	25	17%	14	19%
Roads and Infrastructure	23	16%	5	7%
Tourism Development - Lakefront	11	8%	2	3%
Community Spirit / Unity	10	7%	4	5%
Commercial and Retail Development	10	7%		
Community Beautification / Clean-up	9	6%	1	1%
Community Facilities	7	5%	5	7%
Community Events and Activities	7	5%	4	5%
Healthcare Accessibility	7	5%	1	1%
Community Safety	6	4%	1	1%
Land Use	5	3%		
Affordable housing	4	3%	6	8%
Affordable living	4	3%		
Public Transportation	3	2%	4	5%
Miscellaneous	2	1%	2	3%
Culture and Diversity	2	1%	1	1%
Youth - Activities	2	1%		
Arts	1	1%	3	4%
Youth - Support	1	1%	3	4%
Economic Development - General	1	1%	2	3%
Social Services - General	1	1%	2	3%
Environmental Protection	1	1%		
Post-Secondary Education	1	1%		
Family and Couples Services			5	7%
Newcomer Support / Awareness			3	4%
Living Addiction Free			2	3%
Men's Services			2	3%
Healthy Lifestyle			1	1%
Persons with Special Needs			1	1%
Youth - Miscellaneous			1	1%
Total Responses	143	100%	75	100%

**Top wishes to make Cold Lake an even better place to live in five years.
Question 8 - Open question - Focus Group Discussions**

Response Themes	Service Providers	Clients	Youth
Fiscal Sustainability and Taxation	Fiscal sustainability		
Roads and Infrastructure	Better infrastructure • Roads paved and clean.		
Tourism Development - Lakefront	Tourism Development - Lakefront		
Community Spirit and Unity	Neighbourhoods where people know each other again • Better cooperation among community leaders		
Commercial and Retail Development			Bigger shopping mall (with real stores) • Costco • more clothes stores • more restaurants (or more selection in the food court) • bigger bars/clubs, more sit-down/eat-in restaurants.
Community Beautification and Clean-up			More and cleaner washrooms at the beach
Community Facilities	More space for community groups • Central Community Facility	New building for the Native Friendship Centre with lots of parking • Native Friendship Centre expansion with a hostel	A downtown Youth Centre • Youth Rec Centre • Community Centre in the south-not just on base • Something like the Vault.
Community Events and Activities			More family oriented community events

**Top wishes to make Cold Lake an even better place to live in five years.
Question 8 - Open question - Focus Group Discussions - CONTINUED**

Response Themes	Service Providers	Clients	Youth
Healthcare Services	More doctors • Better access	Transportation service to Edmonton for medical appointments	More doctors • More health services (e.g. without having to go to Edmonton to see a specialist)
Community Safety			Low crime rates
Land Use		Off leash park	Larger back yards • less subdivisions • more green spaces
Affordable housing	Appropriate mix of	Affordable housing • Low income housing project • Lower rents generally	
Affordable living	Lower cost of living • Grocery co-op • More community gardens		
Public Transportation		Public transportation to meet needs of all including young and old • Public transportation to the ski hill	Bus transportation (nothing to do if you can't get anywhere)
Culture and Diversity		Aboriginal radio station • Sober jazz or blues bar • More "fine arts stuff"	

Top wishes to make Cold Lake an even better place to live in five years.
Question 8 - Open question - Focus Group Discussions - CONTINUED

Response Themes	Service Providers	Clients	Youth
Youth - Activities	More activities	Skateboard park	A way for kids to get from Cold Lake to the Youth Centre on base (preferred over a downtown Youth Centre) • More places and activities, besides bars, for young people who want to go out on dates • Water slide (outdoor) • Community dances • Splash park • Arcades • Amusement parks • Youth groups in churches • Indoor playground like MacDonald's • Rock climbing wall • Bike park • Way bigger skate park, not on base • Places for people to go who can't get into bars
Arts	Performing arts theatre		
Environmental Protection	Managed economic and environmental development • Improved recycling program		Clean streets so local bodies of water don't get contaminated • Environmental protection for Cold Lake (the lake)
Newcomer Support and Awareness	Faster awareness of services for newcomers		More acceptance of new people
Living Addiction Free		A local detox centre so people can make the first step to rehab	
Men's Services			Homeless shelter for men
Healthy Lifestyle		Organic produce store	

Top wishes to make Cold Lake an even better place to live in five years.
Question 8 - Open question - Focus Group Discussions - CONTINUED

Response Themes	Service Providers	Clients	Youth
Persons with Special Needs	A group home for the mentally disabled who just wind up going back to jail.	Local services for people with special needs (closest is currently St. Paul) • A group home for youth and elderly with disabilities who cannot care for themselves	
Community Safety Net	A shelter for men and people arriving looking for jobs. • Soup kitchen	A men's hostel for people arriving looking for work • Soup kitchen	'Mustard Seed' style homeless shelter and/or soup kitchen • Soup kitchen
Seniors	More services for seniors	Seniors' Advocate with a single phone number • Seniors Housing (Aging in Place) • Meet seniors' social and recreational needs	

Top wishes to make Cold Lake an even better place to live in five years.
Question 8 - Open question - Focus Group Discussions - CONTINUED

Response Themes	Service Providers	Clients	Youth
Services for Children	Home for children apprehended in family crises so they can be cared for here by aboriginal people. • Funded school breakfast and lunch programs • Government supported daycare	Free play facilities like at Dairy Queen for children 0 to 8	
Youth - Miscellaneous		More jobs for youth. (Relates also to public transportation)	7-Eleven in the north for those 2 a.m. Slurpies
Miscellaneous		Buddy System of mentoring for seniors and kids with disabilities	A bigger and stronger Humane Society

Top community priorities to improve social services and quality of life in Cold Lake over the next five years

Question 12 - Selections from List Provided - Multiple choice

Priority	Percentage of Responses	
	Online Survey	Leadership Interviews
Affordable Housing	12.9%	10.3%
Recreation and Culture Opportunities	10.0%	7.7%
Community Safety	8.8%	7.7%
Life Balance (work, play, family)	8.8%	7.7%
Community Spirit	8.3%	11.1%
Families - Strong and Supportive	7.9%	9.5%
Seniors - Support	7.9%	11.7%
Youth - Support	7.9%	6.8%
Public Transportation - Availability	7.5%	6.8%
Basic Needs - Assurance (food, clothing)	4.6%	4.3%
Social Services - Coordination and Promotion	4.2%	7.7%
Living Addiction Free	2.9%	5.1%
Newcomers and Temp. Residents - Support	2.5%	3.4%
Rural Quality of Life	2.5%	1.7%
Diversity - Cultural and Ethnic Appreciation	1.7%	6.8%
High School - Incentive to Finish	1.6%	1.7%

PRIORITY: Which Dreams Come First?

In proposing priorities, it is by no means our intention to dismiss or devalue all of the important work that has already been done and is being done in Cold Lake. For example, we have heard about the importance of greater access to healthcare and we do propose that as a community priority but this is not intended to imply that all of the work already done by Hearts for Healthcare and others was of no value. Quite the contrary, it indicates the work of Hearts for Healthcare has been and remains vital.

The opportunities important to a community cannot always be pursued all at once. However, this Assessment was commissioned to assist in establishing priorities over the coming five years. Therefore, we have proposed a list of 'Primary' Community Priorities for the nearer term and a list of 'Secondary' Community Priorities that might need to be pursued over a longer period. This will depend upon availability of supporting resources.

In considering which priorities should be Primary and which Secondary, we have distinguished between the concepts of importance and urgency. Proposing that a given priority be secondary does not imply that it is unimportant, rather that other priorities are more urgent.

We have included as Primary Community Priorities, those priorities where there are significant gaps, where there are ongoing current issues, where there is a preventative component, where the priority is foundational to society, where there are synergies between two priorities and, even better, where meeting one priority will enhance the community's broad ability to pursue a range of other priorities.

We have included as Secondary Priorities, continuing improvements to existing services or gaining local availability of services which are currently available although elsewhere.

Primary Community Priorities

We propose:

...Affordable Housing as a primary Community Priority to address significant dislocation and required adjustment from changes in the housing market and to enable young adult Cold Lakers to remain in their home community to raise their families.;

...Affordable Living as a Primary Community Priority to identify and implement various ways for families to cooperate in reducing their non-housing living costs in order to address significant dislocation and required adjustment from changing economic times

... a Community Services Centre as a Primary Community Priority. Centrally located, it would provide synergies and efficiencies through 'economies of agglomeration'. It would add increased space for community groups, improve awareness, access and coordination of community and human services thereby improving all social and community services.

... Community Beautification / Clean-up as a Primary Community Priority because it was raised by many participants and because of the opportunities for community involvement and the positive effect on Cold Lake's Community Spirit which in turn drive the feasibility of all other community initiatives.

... Family and Couples Services (including but not limited to family violence prevention) as a Primary Community Priority because the family is foundational to society and future generations.

... increased Seniors Advocacy Services as a Primary Community Priority because of an aging population, the need to empower seniors to maintain independence and our expectation that benefits would be high relative to costs.

... Newcomer Service Awareness and Support as a Primary Community Priority because of the high mobility of Cold Lake residents given the presence of 4 Wing and the oil and gas sector. We also see synergy between pro-active initiatives to attract newcomers and developing Tourism. Ready inclusion of newcomers is also key to community spirit thus community development.

... **a Public Transportation System** as a Primary Community Priority because it would improve access to employment, recreation and community services particularly for youth, seniors, native people and many temporary foreign workers. Investment in Public Transportation System would have a high 'multiplier' effect by supporting a number of other community aspirations.

... **a Community Safety Net** including services for men in crisis (including suicide prevention); shelters for men, youth and children of families in crises; and a soup kitchen because these represent unmet needs in the community with large potential to affect the lives of individuals.

... **a Downtown Youth Centre** or easier travel to the Medley Youth Centre plus additional youth activities as a Primary Community Priority because of the serious risks faced by bored and idle youth. Selecting additional youth activities would require further consultation with youth as to their desires.

... **Extension and Continuity of Youth Services to Older Youth** as a Primary Community Priority because of the recognized gap in which young people just over eighteen could benefit from services for youth transitioning to adulthood.

Secondary Community Priorities

We propose:

... **Healthcare Services** as a Secondary Community Priority in part, paradoxically, to the success of Hearts for Healthcare and the fact that ultimate responsibility for healthcare access lies at the provincial and federal levels of government. This proposal is dependent upon Hearts for Healthcare being able to continue in the work they are already doing.

.. **Community Events and Activities** as a Secondary Community Priority because so much is already being done, because significant infrastructure already exists to support community events and because much of the comment we received had to do with adjusting programs as opposed to wholesale overhauls.

.. significant support of a **Visual and Performing Arts Community** as a Secondary Community Priority in part because we understand growth of that community is already taking place. However, we would see this as a Primary Community Priority should there be considerable interest on the part of youth not interested in sports and other pursuits.

There are a number of possibilities for community advancement which relate to services not currently available in Cold Lake but available elsewhere. These are important because they affect access and, often, whether family members can live close together. We propose these as Secondary Community Priorities because the services are in fact available and will be easier to support locally as the City grows further. Those services are:

- A local detoxification facility
- Local housing and care of persons with disabilities
- Post-secondary education opportunities, and
- An 'aging in place' seniors facility⁵.

We emphasize that this list of proposed priorities applies only within the scope of this Assessment, *i.e.* 'Social Services and Community Development'. It is not proposed as a comprehensive list of priorities for the City of Cold Lake. For example, overall economic development and broadening of the tax base are priorities for any city, but both are well beyond the scope of this Assessment.

NUGGETS

In community consultation process like Imagine Cold Lake, often a few participant comments stand out. We think such 'nuggets' are important and therefore share some of them below.

On Leadership

Embrace helping one another. Acknowledge the little things people do. They can be the conduit for putting these groups together.

Politicians can set an example of cooperation. This is the best City Council I've seen in years. Has history and is forward thinking. This is a well-balanced Council.

Leadership involves: someone who can see an opportunity or need, some to call people together, some who can raise money, some who can create a leadership team and care for it, some who can be stable in the role for some time, staff who buy into the vision.

On Community Spirit

Looking out for one another, always stopping to push someone out of a snow drift, shovelling the elderly neighbours' sidewalks and driveway, holding doors for perfect strangers, giving directions to visitors, telling new neighbours of the Legend of the Kinosoo and stopping to pick up trash.

On the Role of Family in Community

Strong communities need strong individuals... need strong families... need strong couples.

⁵ Points West Living's supportive living seniors facility will also address some of this priority.

On the Arts

People who are good in the arts are good in other things. It positions our kids well for life.

A community focused on the arts has a greater sense of self. This leads to more community involvement, greater personal engagement and a willingness to grow and develop community programs. This leads to lower crime, higher education and a more cohesive society.

On Central Access to Services

There would [a place] that people could go if they required assistance. [That place] would be well-known in the community and easily accessible. A person could go to one access point for help (food, lodging, financial help, counselling or emergency substance abuse detoxification) and not have to keep going to different places to find help.

On Success thus Far

It has already started. Good example is Hearts for Healthcare.

Last election, the three communities banded together to support the Mayor. The communities are starting to work together.

I think we're on the right track. Community block parties are a good start. Community collaboration. Studies like this one.

Already starting. Welcoming communities. Communities in bloom. Beach cleanup.

On Potential

Cold Lake has a few issues but nothing that cannot be helped with the support of the community and with genuine introduction of new ideas. Open and honest dialogue is a start

I think there is great potential in Cold Lake but ... [we] ... need shaking up. There are many capable, talented people living here who [need] the opportunity to help. ... There should always be room for more people in the box.

On Next Steps

Time to get into the Cold Lake spirit: out with the old and in with the fun stuff.

On Youth, Wisdom and Hope

The final comment of the evening at the Medley Youth Centre Focus Group came from a young man who said his greatest wish for the future was wisdom.

NEXT STEPS

The next step will be to hold a Community Summit involving as many stakeholders as possible. The first portion of the Summit can involve an overview of AI plus a summary of the findings and proposals of this report.

Next, a facilitated process would determine which of the Community Priorities hold the greatest interest for those attending. Based on those findings, about five Community Priorities would be identified for advancement over the coming years.

Once summit participants had validated the proposed priorities, each participant would join a breakout group to work on the Community Priority of their choice. Facilitators would assist with planning how to advance each Community Priority selected using a list of questions similar to – or drawn from – the following:

- What has been or is being done about this priority by what organizations or individuals?
- What have been the successes?
- Where is there room for further success?
- What success factors are already in place? (Review Cold Lake's Breakthrough Statements)
- How do we ensure all the necessary success factors are in place?
- How well are other communities doing with this Community Priority?
- What can we learn from those communities that are doing well with this priority?
- What organization(s) or individual(s) should take the lead role(s) in Cold Lake?
- What organizations would be invited to partner?
- What individuals would be invited to help?
- What would motivate you to become involved in this work?
- What do you love to do?
- What can the community do to help you support the community by doing what you love?
- What would motivate other people to become involved in this work?
- How would participation be encouraged?
- What would the participants do?
- How would the participants do it?
- Where will the necessary resources be found (i.e. in-kind, monetary)?
- Are there any foreseeable obstacles?
- How will the foreseeable obstacles be overcome?
- How will we know when we are succeeding?
- Next steps: who will do what by when?

Finally, each breakout group would report to the whole on their progress and the subsequent steps for their Community Priority. Following the Community Summit, each group would continue on to complete the Design phase and ultimately move into the Delivery phase of the AI process.

CONCLUSION

Much more than the latest in a series of strategic planning fads, AI is a truly different way of mobilizing organizations, communities - even families and individuals - for advancement toward their full potential.

We hope that Cold Lakers will see their own aspirations mirrored in the community dream as we have recorded and described it. We also hope that the Breakthrough Statements and Community Priorities we propose will essentially be confirmed and serve the city well in pursuing its dream.

It is obvious that Cold Lake has the spirit, purpose, leadership, wisdom and people power that, given proper resources, will produce continued growth, prosperity and community over the coming five years and beyond.

Thank you for the opportunity to serve Cold Lake.

APPENDIX 1 - UNIQUE COMMUNITY ASPIRATIONS BY THEME

Listed below are all of the community aspirations we heard. Each specific aspiration is listed only once. That is, whether one or one hundred people raised the same aspiration, we list it here only once. The exception is that some aspirations are duplicated where they apply to more than one theme. For example a Community Services Centre appears both under Community Facilities and under Social Services General.

Fiscal Sustainability and Taxation

- Fiscal sustainability
- 'Reasonable' property taxes

Roads and Infrastructure

- Pave the roads / fill potholes
- Infrastructure: (\$150 million deficit re capital replacement.)

Unity and Cooperation

- Better communication and cooperation with and amongst community leaders
- Monthly, quarterly or semi-annual 'Top Dog' meetings including MLA, Reeve, Mayor, 4 Wing C.O., Chief, Métis Settlement, Oilfield CEOs.
- Stronger sense of working together between and within 4-Wing, oil and gas, First Nations
- More cooperation between Bonnyville and Cold Lake. Currently stumble over each other and miss opportunities to help each other.
- Continuity. Leaders who know the history and have the vision to move ahead. Don't focus on either the history or the future, respect both.
- Strong buy-in by rural folks to urban community. Can take amenities for granted. Have responsibility to take part.

Community Spirit

- The majority of the population have a sense of pride and a feeling of belonging about living and working in Cold Lake
- That somehow we could stop focusing only on what money will buy--instead we could focus on what makes a community a better place to live.
- More compassion for each other
- People treating others like they would like to be treated by others
- Citizens who are ethically concerned, ... and more appreciative of what is already good and present
- Neighbourhoods where people know each other again
- Community days to help out local organizations ...

Community Events

- More activities that all could attend regardless of economic status
- Community dances
- See community revisit some things lost. Used to be Aqua Days. Would like to see that brought back to life. Three annual traditions that are unique Cold Lake traditions, e.g. Canada Day, Rodeo, Aqua Days from past. Bring together most of the community
- With high turnover in a changing community, established traditions are important not only for long-term residents but for those who come. There should be something every month that people who are new can plug into and rely upon
- Easier access to information about volunteer opportunities in the community
- Increased awareness of community group/community sport initiatives - more advertising
- Common recreation guide for Base, Energy Centre, FCSS, et cetera. Currently people get one guide and think that is all that is available
- More collaboration on community events between the Base and the City
- More winter activities to combat Seasonal Affective Disorder (SAD)
- More weekday activities
- More young family oriented activities
- More evening activities
- Activities that aren't organized sports
- Seeing all age groups come together (i.e. seniors in events with children and youth)
- Promoting the August Ag. Fair

Community Beautification / Clean-up

- Clean up the streets
- See all that has been planned finished off in the next two years, i.e. beautification
- Better residential garbage pick up
- Enforce garbage laws
- Clean up the African Lake Trail, and enforce the ban on motorized vehicles
- Plant more trees
- Green space
- Flowers
- Building restrictive covenants to beautify and unify the businesses and residential areas of the community (e.g. Okotoks, Canmore)

Affordable housing

- Homes for all
- More affordable housing for seniors
- An appropriate mix of affordability
- Geared-to-income' housing to close the affordability gap
- Lower rents generally
- Low income housing project
- Subsidized housing

Affordable living

- More full time jobs
- More affordable shopping (Costco, Winners, etc)
- Less expensive choices in retail, restaurants, and all areas of business, etc
- Help people learn how to help themselves
- Grocery co-op
- More community gardens
- More activities for people with low income

Public Transportation

- Simple public transportation system. Help for the temporary foreign workers, seniors and youth. Not fancy. Functional
- Basic public transportation, every 2 hours, from city to the Reserve to the Base and back
- Public transportation to the ski hill
- Bus transportation (nothing to do if you can't get anywhere)
- A way for kids to get from Cold Lake to the existing Youth Centre on base

Public Safety

- Less crime, although, from what I see around town the RCMP are doing a great job
- All public safety needs met
- More Community watchers
- Make sure that all schools can be accessed with safe bicycle trails/access
- Better traffic enforcement
- A bicycle lane on the highway or better maintenance of bike trails

Arts and Culture

- Strong arts and culture community working together
- Children's performing arts society - teaches kids things they cannot learn elsewhere
- Would like to see a performing arts theatre society
- Sober jazz and/or blues bar
- Aboriginal radio station
- Opportunity for Aboriginal people to demonstrate their culture on base
- Cineplex style movie theatre(s)
- Performing arts theatre

Sports and Recreation

- Completion of the rink at the Energy Centre
- Water slide (outdoor)
- A splash park at the beach
- More playgrounds
- More centers for activities (i.e. children's play centre/museum)
- Swimming pool
- More recreation in the south particularly for youth

Community Facilities

- Central Community Facility: one-stop shop for all Human and Social Services
- Free play facilities for children aged 0 to 8 like play parks at Dairy Queen and McDonald's
- A common space for Community Groups
- The Energy Centre needs to be re-thought...more of a community centre, like the C2 in Bonnyville.
- Completion of the community event arena
- 5,000 seat facility for events of any nature
- Completion of the rink at the energy centre
- Addition of a second arena at the Energy Centre
- Central gathering place – a big 'Bean Tree'

Land Use

- More green spaces
- Less subdivisions
- Biking/walking trails from all new developments
- Central community gathering area. Civic centre and parks. Passive and active areas. Right between the two 'towns'
- City would give land to the Ag Society and more if needed
- Off leash dog park
- Larger back yards

Environmental Protection

- Managed economic and environmental development
- Clean up the African Trail and enforce ban on motorized vehicles
- Plant more trees
- Managed environmental development
- Protect the natural environment
- Protect the lake
- Clean streets so local bodies of water don't get contaminated
- Welfare of other creatures of nearby nature
- Improved recycling program

Economic Development – General

- More people make this their home instead of a stop on the way
- A broader, clearer vision of the next ten years. (City is growing so fast yet sometimes keeps its small community view. Vision has to grow with the City.)
- Boost Chamber of Commerce. More cooperation. Band together when it counts
- An industrial park
- Ability to attract community minded people to come and help build Cold Lake
- Additional but manageable growth
- More economically sustainable community

Tourism Development / Lakefront

- Greater access to the runways of 4 Wing. e.g. Comox shares with community. Would make us not so much of an 'end of the road' destination. A reason to make us a destination for eco-tourism
- Bring 'LIFE' to the beach like Sylvan Lake
- Tourism! We need a board walk with family activities and some out of the norm events like air races over the lake
- Having the marina expand to hold more berths. Make it a first class facility
- To see more tourist activities at Marina. Canoe rental, paddle boat rental, boat tours, etc
- A major attraction close to the marina (waterpark)
- A splash park at the beach
- A place to dance - a huge gazebo like in movie 'Footloose' (great for weddings)
- More focus on the lake as a tourist attraction and more events regarding the lake (Aqua-Days, Winter Carnivals, etc)
- Work also with tourism. ... Alberta Tourism is now funding to realize Phase I of their gap analysis results

Commercial and Retail Development

- More affordable shopping (Costco, Winners, etc.)
- More clothes stores
- Bigger malls
- Encourage more business to locate to Cold Lake - retail/service/oil etc.
- Bring in more fast food, shopping places, REAL bowling alley, yogen fruz, SUSHI
- More sit-down/eat-in restaurants
- More restaurants (or more selection in the food court)
- Greater variety in shopping choices
- Better service at businesses in Cold Lake
- Bigger bars/clubs

Social Services – General

- Central Community Facility: one-stop shop for all Human and Social Services
- More and better ways for residents to be heard leading to action (forums, etc.) instead of [applying] every year for the same services.
- Community organizations work together to avoid duplication of service and to fill all service gaps
- A common space for Community Groups.

- FCSS space needs to be downtown in South Cold Lake - walk-in service. Social programs need a hub in the south
- Invest in the social programs needing quality space and enough staff
- Address the disconnect (close the loop) between front-line workers and decision makers
- Monthly 'Master Mind' groups between Human and Social Services providers
- More community services and support groups so existing personnel don't burn out

Early Childhood

- An Aboriginal Headstart program
- Government supported daycare

In the schools

- RCMP: dedicated school resource officer position
- School on base stays open
- Funded school breakfast and lunch programs

Youth – Support

- Continuity and stability in programming to carry on from young kids to 21 years of age
- A greater focus on Youth ages 14-20
- Youth emergency shelter for ages 13 to ...
- Psychologist for youth with mental health issues
- Youth services in the city need dedicated space

Youth – Activities

- Give the youth something to do, they are bored ...
- Ask the youth what they want
- Way more options for youth not so keen on sports
- More stuff for young people aged 14 to 25. Not all kids are into sports or quadding. Need other activities
- More affordable things to do
- Youth Centre Access: Have Youth Centre in the city or a way to get kids to the youth centre on base
- A Youth Centre something like the Vault in the south
- Youth groups in churches
- More places and activities, besides bars, for young people who want to go out on dates
- Community dances
- Amusement parks

Youth – Activities (continued)

- Arcades
- Water slide (outdoor)
- Skateboard park
- Bike park
- Indoor playground like MacDonald's
- More recreation in the south particularly for youth
- Rock climbing wall
- Splash park at the beach
- Way bigger skate park, not on base

Youth – Miscellaneous

- More jobs for youth. (Relates to public transportation: many residences in north and service jobs in south)

Men's Services

- Programming for men exposed to risk (homeless, in crisis)
- Suicide prevention for men (high rates among oilfield workers)

Families and Couples

- Family treatment centre
- Hope that Family Life Coaching will cover what is required
- Not having the need of a women's shelter

Seniors

- Meet social and recreational needs of seniors
- Seniors' Advocate with a single phone number
- Buddy System of mentoring for seniors and kids with disabilities
- Seniors Housing – Aging in Place (Lodge, Assisted Living, Long Term Care)

Diversity

- Supporting diversity - cultural, ethnic and sexual
- No racism, particularly regarding aboriginal people
- A French representative in permanence at the MFRC
- That the City be officially bilingual in every aspect

First Nations

- Adequate funding for the Native Friendship Centre
- Our building serves so many purposes: gathering place, school, daycare, and centre for seniors (47 of them). We wish for a new building
- New building for the Native Friendship Centre with lots of parking
- A Native Friendship Centre expansion with a hostel upstairs
- A receiving home for [aboriginal] children apprehended due to family crisis so they can be cared for locally by aboriginal people

Persons with Special Needs

- More compassion toward people with disabilities, particularly kids
- Local services for people with special needs (closest is St. Paul)
- Buddy System of mentoring for seniors and kids with disabilities
- Respite care for high needs kids, medical, FASD
- A group home for youth and elderly with disabilities who cannot care for themselves
- A group home for the mentally disabled who just wind up going back to jail. Nobody advocates on their behalf

Newcomer Support / Awareness

- More acceptance of new people
- More ready awareness of services for newcomers
- Another welcoming community initiative: because community is so transient, need good ways for people to meet
- A men's shelter or hostel (it was noted that people arriving looking for work have nowhere inexpensive to stay)
- Support for newcomers to the community. More evening activities and support for newcomers to the community, particularly the military families

Community Safety Net

- Men's shelter
- Youth emergency shelter for ages 13 to 20 or so
- Shelter for newcomers seeking work
- Soup kitchen
- Suicide prevention

Living Addiction Free

- A local de-tox centre so people can take the first step to rehab more easily
- Childcare at de-tox centre so kids are not in custody but still can have services
- A huge, successful, funded, staffed [mother-to-be] mentoring program

Healthy Lifestyle

- More physically active and nutritionally healthy community
- Develop biking trails/walking trails from all new developments so that all of Cold Lake becomes bike-able/walk-able
- Organic produce store

Healthcare services

- Recruitment of medical staff
- Better access to doctors and specialists
- Physical improvements to the hospital
- Trained friends to walk through life decisions. Somewhere between the medical diagnosis and the office care. Similar to Victim Services
- A transportation service to Edmonton for medical appointments. (Two models: 4 Wing daily run and Cranbrook to Nelson twice-weekly run.)

Post-Secondary Education

- Greater access to post secondary opportunities

Miscellaneous

- A bigger and stronger Humane Society
- More mosquito spraying
- Having a bank machine in the North
- That no one ever says there is nothing to do here

APPENDIX 2 - ONLINE SURVEY RESULTS

Participant Demographics

Roles in the Community (Individuals have multiple roles.)	Percentage of Responses
Parent or Grandparent	69%
Community Volunteer	51%
Military or Military Family	24%
Community Leader (political, business, faith, aboriginal, volunteer leader, etc.)	16%
Social Service Professionals (including nonprofit employees)	12%
Student	10%
Civil Servant	10%
Healthcare Professional (including nonprofit employee)	8%
Education Professionals (including nonprofit employees)	6%
Prefer Not to Answer	4%
Police or Justice	2%

Have lived in Canada for:	Percentage of Responses
11 to 20 years	6%
21 to 40 years	50%
More than 40 years	44%

Have lived in Cold Lake for:	Percentage of Responses
Less than a year	11%
1 to 2 years	17%
3 to 5 years	19%
6 to 10 years	9%
11 to 20 years	19%
21 to 40 years	15%
More than 40 years	8%
Prefer not to answer	2%

Expect to live in Cold Lake for:	Percentage of Responses
Less than 1 more year	8%
1 to 2 more years	9%
3 to 5 more years	11%
More than 5 more years	45%
Don't know	25%
Prefer not to answer	2%

STRENGTH-SUCCESS-VISION-PRIORITY

My gender is:	Percentage of Responses
Male	40%
Female	54%
Prefer Not to Answer	6%

My age group is:	Percentage of Responses
Under 18	2%
18-24	8%
25-34	27%
35-44	25%
45-54	23%
55-64	10%
65-74	4%
75-84	0%
85 or Above	0%
Prefer Not to Answer	2%

My Ethno-Cultural Identity is:	Percentage of Responses
White / Caucasian	90%
Other, please specify (All specified "Canadian")	6%
Prefer Not to Answer	4%

Language most spoken at home	Percentage of Responses
French	4%
English	92%
Prefer Not to Answer	4%

Online Survey Responses

Discover Phase

Question 1: What first brought you to live in Cold Lake (or Grand Centre or Medley)?

Response Themes	Percentage of Responses
Civilian employment	38%
Posting to 4 Wing (self or spouse)	32%
Size and Character of Community	9%
Came with Parents	9%
Marriage or Family	6%
Natural beauty, lake and outdoor recreation	3%
Born here	3%
Retirement	
Business opportunity	

Example Responses

- Jobs for my spouse and myself and the expected good quality of life in a small rural community with beautiful outdoor amenities and a welcoming community
- My hubby is in the Armed Forces
- Work first and foremost. When deciding if I wanted to move I looked at available facilities to raise a young family. I was definitely struck by the beauty of the area and the friendliness of the locals once you get to know them
- The community of Cold Lake First Nation
- Air Force. Father transferred here in 1962
- I was born and raised here because my grandfather was posted here
- This was such a beautiful location, with having a lake, all the recreation (ATV trails) within the area, and set up with a good basis for our shopping needs
- Born and raised and proud of it

Question 2: What factors make Cold Lake a good place to live?

Response Themes	Percentage of Responses
Natural beauty and outdoor recreation	36%
People friendly / Community Spirit	21%
Opportunity	8%
Right size (small town feel-big town amenities)	6%
Good place for family and kids	5%
Shopping variety	5%
Community safety	5%
Schools and other Educational Opportunities	4%
Community services, programs and events	3%
Low Traffic	2%
Healthcare access	2%
Housing Availability and Selection	1%
Diversity, change, excitement	0.4%
Affordability	
Miscellaneous comments	0.4%

Example Responses Sorted by Theme

Natural Beauty, lake and outdoor recreation

- Beautiful environment and plenty of outdoor activities
- Beautiful surroundings (lakes, beaches) & many opportunities for outdoor fun
- Outdoors lifestyle-Woods, Lake, Trails
- Recreation Activities – Lake, Marina, Provincial Park

People friendly / Community spirit

- Good community spirit
- Pleasant, enjoyable, mutually considerate, law-abiding folk ...

Opportunity

- Good economy with base and oil equals good jobs
- The opportunity to prosper, lots of work and possibility for advancement

Right size (small town feel-big town amenities)

- It has the amenities of a big city with small town feel

Good place for family and kids

- Good lifestyle for families with children
- Many choices for family activities and raising children
- So many activities for my family to do

Shopping variety

- Offers almost everything needed for shopping needs
- Walmart

Community Safety

- Low crime
- Safe place to live

Schools and other educational opportunities

- Opportunity to choose good schools for my children
- Good recreational facilities and getting better with the Energy Centre

Community services, programs and events

- Many organized sporting and recreational activities

Low traffic

- Less traffic equals shorter commute to work, shopping, etc

Healthcare access

- Great hospital ...
- Ability to see a doctor within a two week period

Housing availability and selection

- Reasonable selection of residential property for sale

Diversity, change, excitement

- Diversity of people – I like many different cultures in a community

Miscellaneous

- A Mayor and Council who are ready to fight to make things better

Question 3: Which of your contributions to the community in Cold Lake give you the most satisfaction?

Response Themes

Respondents described contributing to society and the community through:

- Employment
- Volunteerism
- Business
- Raising families
- Paying taxes
- Going to school and learning
- Holding public office
- Supporting local business, and
- Leading by example

Respondents described contributing in the following service areas:

- Youth
- Families
- Parents / Children
- Sports
- Arts
- Francophone Community
- Environment – City Cleanup
- Moving from 3 communities to 1
- Emergency services
- Business
- Healthcare
- Social services
- Community events – festivals
- Education
- History
- Public service
- Animal welfare, and
- Special needs persons

Respondents described contributing via the following organizations, programs or events:

- Aqua Days
- Babies First – breastfeeding support
- Boarder Bash Music Festival
- Chamber of Commerce
- City Council
- City of Cold Lake
- Cold Lake Entertainment Society
- Cold Lake Fire-Rescue
- Cold Lake Health Unit
- FCSS
- Fun with Friends playgroup
- Hearts for Healthcare
- Lakeland Humane Society
- Lakeshore Business Group
- Lions Club
- Marlins Swim Club
- Museum
- Parent Link Centre
- Children's schools
- The Vault, and
- Women in Business

Question 4: Please share a story of a time when you were part of a community effort that really made a difference to Cold Lake or anywhere else you have lived. What was done and what was the success?

Actual Responses Sorted by type of activity

Participating / Attending

- Participated in Relay for Life
- Attended the Hearts for Healthcare Gala

Front-line Volunteerism

- 2010 Alberta Winter Games
- Minor hockey parent
- Volunteered at schools, sports teams, etc for the kids
- We all cleaned up garbage and the City looked fantastic
- Part of door-to-door Cancer Campaign
- Volunteered in building the new 'Freedom' Park' at Cold Lake Elementary School
- Helping victims of the Slave Lake fire.
- Helping out with Festival of Peace
- Helping out with Hearts for Healthcare

Fundraising

- Headed up a fundraising project to raise money for a school playground in another community – money was raised in two years plus extra money to buy a curtain for the school stage
- Donating for numerous events

Program/Project Leadership

- Part of The Vault Youth Drop-in Centre – Great community resource – Place for kids to go
- Volunteer Coordinator of 2004 Border Bash Music Festival – 14,000 attendees and \$15,000 distributed to local charities
- Managed a 'computers for schools' computer refurbishment operation – good computers for students
- Part of FCSS – wholesome and affordable programs for families
- Revived 2010 Relay for Life cancer run – significant funds and awareness for Cancer Society
- Developing skiers and snowboarders – promotes a lifestyle choice: more family time together, active living, less substance abuse, a love for the outdoors and winter.
- 1988 mini Winter Olympics with torch run from Cold Lake South to Cold Lake North
- Provided leadership in youth groups like 4-H, Guides and Scouts.
- Part of decision to go ahead with the Energy Centre

Founding / Creating / Building / Introducing

- Created a program for individuals in need of winter wear
- Created a network for business – great place to brainstorm ideas for the community
Helped create a support group for parents
- Created partnership with MFRC for French services
- Developing 'Aqua Days' as a high school project
- Helped community form a branch and three cadet corps for youth
- Spearheaded bringing adult education opportunities into another community
- Initiated formation of an active Parent Advisory Committee for the school
- Helped make the soccer fields that now stand by the Energy Centre
- Creating an animal welfare organization
- Member of team that brought Border Bash Festival in 2004

Advocacy

- Informing our political reps about what seems to be going well and what/who seems to be neglected – policies and actions improve
- Raised profile of City of Cold Lake with the Government of Alberta

Question 5: What made you feel especially good about the effort and the success?

Summary of Response Themes

Recognition for Community (e.g. widely publicized events)

Fellowship

- Group efforts
- Seeing people come together, e.g.
 - The three communities that are now the City of Cold Lake,
 - Business and community
 - City and community
- Sharing success
- Meeting new people

Impact

- Meeting a genuine need / making a difference
- Visible results

Compassion in action

- Helping those unable to help themselves
- Helping others succeed

Mentoring

- Teaching kids compassion
- Raising leaders of tomorrow

Example Responses

Hearts for Healthcare Gala: It was so great to see the community come together. People from every different background/education were there supporting the same cause.

Roadside Cleanup: Seeing nice clean ditches and sidewalks.

City Cleanup: City looked fantastic

2010 Winter Games: The success of the Games

Minor Hockey Parent: Meeting others and helping out...group effort

Health Unit Logo: It felt good to give back something to the community I live in.

School Volunteerism: Getting to know other people and being with the kids

Cancer Canvassing: That I involved my children and they were part of the effort.

Energy Centre: How the corporate/business community, the City and individual citizens worked together to see the Energy Centre be built.

Festival of Peace: the way it brings the three separate areas of Cold Lake together

Volunteering in General: Mostly, the smiles and thanks from the satisfied receivers, knowing that I was a part of being able to help make things run as smoothly and successfully as possible

School Playground Fundraising: That it took less than half the projected time to raise the money needed, and the community really came together to help out.

The Vault: Marginalized youth and youth that did not want to participate in organized sports had a place to go that was safe and free

Border Bash: That a small group of people could bring this level of entertainment to the community, while providing necessary funding to important community groups

Computers for Schools: Every student had a chance to learn and use a computer

FCSS: Knowing that we can provide affordable activities like this with a safe and fun environment means a lot of lower income families can participate. This also means that we gain exposure as an organization to those who can use our services, and offer support to the families who need it

2010 Relay for Life: Among the volunteers of the planning committee, there was a good sense that things wouldn't have been as successful if each person did not get involved. It was wonderful to witness this large-scale community event take place, not to mention the enthusiasm and dedication of participants and survivors. Without the planning committee none of that would have occurred--our time and efforts truly made a difference!

Developing Skiers and Snowboarders: I had a parent tell me that his kid was a bit of a h**l raiser and he was grateful for the positive influence of the local facility. ...watching these people grow and feeling that you may have taken part in their success has been rewarding.

1988 Mini Olympics: Everybody worked together as a team to make sure it was a success. Not just school workers but community took part also

Energy Centre: The Energy Centre is and will become even more the focal point for activity in Cold Lake. The Energy Centre was likely the main factor in having the new high school and Portage College built.

Winter Wear Project: Helping others that were in need that may not have been able to provide for themselves.

Business Networking: The turnout was great and people felt they had a place to speak and be heard as well as a place to be a business member.

Parent Support Group: I believe that the lives of these children and their families and the work life of their educators improved because of the effort.

MFRC French Language Services: ... after 10 years of previous attempts it worked...I have a feeling [I had a hand in] that ...

Cadets: Provided guidance to some young citizens that have gone on to provide leadership in our country

Adult Education Opportunities: That was almost twenty five years ago and that community now has a great Adult Education Centre.

Energy Centre Soccer Fields: More outdoor fields were needed – we had too many registered soccer players and nowhere for them to play.

Animal Welfare Organization: Teaching compassion, empathy to the community, school children

Border Bash: That so many groups were able to come together and develop a successful event. This was the first time such an event was attempted in Cold Lake and it was described as the top music festival in western Canada for 2004

Informing Political Reps: ... [met] the actual needs of those whom we advocated for.

Question 6: In your story above, what 'SUCCESS FACTORS' made it possible to really make a difference?

Response Themes	Percentage of Responses
Financial & in-kind resources from gov't, business & community	16%
People Power - Volunteers	10%
Additional leadership - (committee / board)	8%
Communications and marketing for public awareness and support	8%
People Power - Good Staff	8%
Understanding of community issues / Recognition of community need	6%
Positive Focus (Anticipation & Celebration of Success / Reward)	5%
Political support and mandate / Authority and freedom to act	5%
A Leader - Individual (Mentor / Expert / Organizer)	5%
Family Support	5%
Cooperation / Partnerships (inter-government / inter-agency)	4%
Perseverance and Determination	4%
Team players	4%
Vision / Initiative	4%
Excellent Program Design, Delivery, Outcomes	3%
Commitment / Dedication / Belief in the cause	2%
Administrative Infrastructure	1%
Inclusiveness / Empowerment	1%
Genuine Compassion	1%
Valuing Individual Strengths and Contributions	1%
A plan	1%

Example Responses Sorted by Themes

Financial and in-kind resources from government, business and community

- Knowing the right agencies to go through to apply ...
- Generous corporate & business donations
- Involvement from major employers (oil companies)
- Chamber of Commerce
- Local businesses that offered their goods and services

People Power – Volunteers

- Amazing volunteers
- No limit to volunteers' time and energy
- Kids (They never let you down in an event)

Additional leadership – (committee / board)

- People with a similar perspective and values
- Having great leadership that made people feel positive and very appreciated for the work they were doing

Communications and marketing for public awareness and support

- Making people understand what the project is about and how it will be beneficial to the community to do certain projects.
- Marketing the vision well to the citizens

People Power – Good Staff

- Hard working City administration in particular the CAO
- Cooperation and work ethic of all staff
- Great facility staff

Understanding of community issues / Recognition of community need

- Our community coming together to support a great idea
- Great idea/event
- Understanding of the issues faced by others.
- Worthy Cause

Positive Focus (Anticipation & Celebration of Success / Reward)

- Civility, patience and continued progressive action on the part of all concerned
- Having fun
- Positive Attitude
- appreciation at the end of the event (success for the following year)

Political support and mandate / Authority and freedom to act

- Strong leadership from elected members of the community
- Have champions on appropriate boards/councils
- The municipalities' support

A Leader – Individual (Mentor / Expert / Organizer)

- A leader who has the traits of perseverance, courage, commitment, diplomacy and a willingness to listen
- One person who remained committed to the effort as new people arrived to the community and then left again throughout the years

Family Support

- Supportive parents

Cooperation / Partnerships (inter-government / inter-agency)

- Surrounding area support from other communities/cooperation
- Other supportive agencies that were willing to assist in this project
- Take steps to network, make connections between agencies

Perseverance and Determination

- Persistence of leadership volunteers and society staff

Team players

- People working together as a team, not as rivals

Vision / Initiative

- A dedicated core sharing a single vision
- Initially three people who were willing to put some effort into making a change for their own children and others in the community
- The City leaders having a vision

Excellent Program Design, Delivery, Outcomes

- Excellent programming
- More people than just those actively involved were able to share and enjoy the outcome benefits

Commitment / Dedication / Belief in the cause

- Dedication of volunteers

Administrative Infrastructure

- The facility support

Inclusiveness / Empowerment

- Opportunity to express our ideas and thoughts

Genuine Compassion

- A passion by the people to do the right thing for the right reasons

Valuing Individual Strengths and Contributions

- No judgment on those that can or can't do something

A plan

- A plan with a vision

Question 7: Which of the SUCCESS FACTORS you identified do you think were essential? (Check as many as you like.)

Respondents' answers showed they considered all of the identified Success Factors to be critical.

Dream Phase

Question 8: Please describe your top three wishes to make Cold Lake an even better place to live in five years.

Response Themes	Percentage of Responses
Fiscal Sustainability and Taxation	17%
Roads and Infrastructure	16%
Tourism Development / Lakefront	8%
Community Spirit / Unity	7%
Commercial and Retail Development	7%
Community Beautification / Clean-up	6%
Community Facilities	5%
Community Events and Activities	5%
Healthcare Accessibility	5%
Community Safety	4%
Land Use	3%
Affordable housing	3%
Affordable living	3%
Public Transportation	2%
Miscellaneous	1%
Culture and Diversity	1%
Youth - Activities	1%
Arts	1%
Youth - Support	1%
Economic Development - General	1%
Social Services - General	1%
Environmental Protection	1%
Post-Secondary Education	1%

Example Responses Sorted by Theme

Fiscal Sustainability and Taxation

- Pursue fiscal sustainability
- 'Reasonable' property taxes

Roads and Infrastructure

- Pave the roads
- Infrastructure (\$150 million deficit re: capital replacement)

Tourism Development – Lakefront

- Tourism. We need a board walk with family activates and some out of the norm events like air races over the lake
- Having the marina expand to hold more berths. Make it a first class facility!
- A major attraction close to the marina (waterpark)
- To see more tourist activities at Marina. Canoe rental, paddle boat rental, boat tours of lake, etc

Community Spirit / Unity

- More compassion for each other
- Citizens who are ethically concerned, less selfish, and more appreciative of what is already good and present
- That the majority of the population has a sense of pride and a feeling of belonging about living and working in Cold Lake
- Easier access to information about volunteer opportunities in the community
- That somehow we could stop focusing only on what money will buy--instead we could focus on what makes a community a better place to live.
- Community days to help out local organizations, such as the Humane Society or the Crisis Centre

Commercial and Retail Development

- Encourage commercial and retail growth
- Encourage more business to locate to Cold Lake – retail/service/oil etc
- More affordable shopping (Costco, Winners, etc)
- Greater variety in shopping choices

Community Beautification / Clean-up

- Clean up the African Lake Trail, and enforce the ban on motorized vehicles
- Plant more trees
- ... a bigger effort to clean up and enforce garbage laws

Community Facilities

- I really feel the energy centre needs to be re-thought...more of a community centre, like the C2 in Bonnyville
- More centers for activities (i.e. children's play centre/museum)
- More playgrounds

Community Events and Activities

- More young family oriented activities and not just on weekends
- Activities that aren't organized sports
- Seeing all age groups come together (i.e. seniors ... in events with children and youth)
- There were more organized activities that would encourage people to meet in community--not just at 'family' activities or sporting events--that all people could have an opportunity to attend regardless of their economic status
- That no one ever says there is nothing to do here

Healthcare Accessibility

- Recruitment of medical staff and physical improvements to the hospital
- Improved health care – more doctors and specialists

Community Safety

- Less crime, although, from what I see around town the RCMP are doing a great job
- More Community Watchers
- Make sure that all schools can be accessed with safe bicycle trails

Land Use

- Develop biking trails/walking trails from all new developments so that all of Cold Lake becomes bike-able/walk-able
- An off leash dog park

Affordable housing

- A greater focus on attainable housing for those people not working in the Oil industry
- More affordable homes

Affordable living

- There was less of a gap between the 'haves' and 'have-nots' due to economic reasons
- More activities for people with low income

Public Transportation

- Public transportation

Culture and Diversity

- The City be officially bilingual in every aspect
- Have a permanent French representative at the MFRC

Youth – Activities

- Give the youth something to do, they are bored ...

Arts

- A greater focus on the Arts

Youth – Support

- A greater focus on youth ages 14-20

Economic Development – General

- Moderate population growth
- Better service at businesses in Cold Lake

Social Services – General

- Community organizations work together to avoid duplication and fill all service gaps

Environmental Protection

- Protect the natural environment and the lake

Post-Secondary Education

- Greater access to post secondary opportunities

Miscellaneous

- More bug spraying

Question 9: If your wishes became reality, how would things be different?

Responses - Improvements would take place in:	Percentage of Responses
Healthcare and Healthy Lifestyle	13%
Community Beauty / Environment	11%
Availability of Local Commercial Services	10%
Community Appeal / Population Growth	8%
Community Spirit and Unity	8%
Economic Prosperity	8%
Community Facilities	7%
General Quality of Life	7%
Accessibility	6%
Affordable Living / Housing	6%
Closer Families	4%
Inclusiveness / Welcoming	4%
Availability of Local Community Services	3%
Awareness	3%
Public Safety	
Youth Engagement	3%

Example Responses Sorted by Themes

Healthcare and Healthy Lifestyle

- Medical staff would have reasonable workloads and would want to stay in Cold Lake
- Shorter waiting times for medical procedures, tests or just to see a doctor
- There would be easier access to health services as we age
- ER wait times would be shorter
- If we had more medical options, families wouldn't have to travel to Edmonton as much for healthcare
- I could have a family doctor I could get in to see.
- Cleaning up the African Trail and developing biking/walking trails to all schools would promote a healthy lifestyle ...

Community Beauty / Environment

- I could go to a beautiful beach that was clean and maintained.
- I could take my kids to a park that was clean and safe.
- Cleaning up the African Trail and developing biking/walking trails to all schools would ... reduce dependency on vehicles and reduce pollution.
- Protecting the natural environment will help us to preserve its beauty and allow future generations to continue enjoying it.

Availability of Local Commercial Services

- The more businesses we have locally, the easier it is for Cold Lakers to spend their money locally. It's the local businesses that support our community efforts e.g. fundraising and employment

Community Appeal / Population Growth

- If we did more to beautify our home then even more people would want to be here.
- A marina expansion would attract more people to the area
- If Cold Lake was more community focused, more families would want to move here and stay here
- Having more post secondary opportunities would bring people in from surrounding communities to go to school. More people would stay in the area to complete school
- Moderate population growth will help to retain many of the features I already love about Cold Lake: reasonable traffic, reduced crime, friendly neighbours

Community Spirit and Unity

- A city clean-up would help Cold Lakers feel closer as they came together to help.
- More beach activities would enhance community spirit and unity
- A community with a focus on the arts has a greater sense of self. This leads to more community involvement, greater personal engagement and a willingness to grow and develop community programs. This leads to lower crime, higher education and a more cohesive society

Economic Prosperity

- With more commercial development and a major attraction (waterpark?) close to the arena, business would be better on the lakeshore; the hotels would be full.

Community Facilities

- A marina expansion would mean less congestion at the marina dock.
- I could go to an outdoor concert
- The potential of the Energy Centre would be realized and it would become more of a hub with the rink completed, availability of child care and a more youth-centred approach

General Quality of Life

- People would be happier living here
- There would be a more positive collective environment and sense of well-being

Accessibility

- With public transportation, our young people without cars could travel more freely between the north and south. Employers in the north could hire more people that live on the base and in the south
- If there was public transportation, we could be a one vehicle family. Our children could take advantage of community activities without being dependent on mom and dad to take them there

Affordable Living / Housing

- It would not be so expensive to live here therefore it would attract more people.
- There would be attainable housing for our young adults, families with young children and newcomers to Canada. Our young people could afford to live in their own home town

Closer Families

- We would have more things to do as a family
- My husband works weekends. With more family activities during the week, my whole family could partake in the awesome activities

Inclusiveness / Welcoming

- There would be social activities that are accessible for all types of people in the community
- The French would be seen as a real bonus to the city
- New members of the community could be more involved in community groups they may not know about

Availability of Local Community Services

- There would be places that people could go if they required assistance. These places would be well-known in the community and easily accessible. A person could go to one access point for help (food, lodging, financial help, counselling or emergency substance abuse detoxification) and not have to keep going to different places to find help

Awareness

- People would be more informed about community activities
- Youth If community members have the ability to find out about volunteer opportunities, they are more likely to become involved, thus facilitating a better sense of community and strengthening existing/future human service organizations

Youth Engagement

- Focusing on youth, providing effective and wanted programs leads to lower crime, lower drug and alcohol use, more stable families
- If teens had somewhere to go and something to do evenings and weekends, that would reduce the petty crimes and underage drinking

Question 10: What can you do personally to help your wishes become reality?

Response Themes	Percentage of Responses
Volunteer	24%
Take Personal Responsibility / Action	10%
Work with City	10%
Lobby	9%
Shop Locally - Vote with Dollars	9%
Participate	7%
Vote	7%
Be a Good Neighbour	5%
Promote	5%
Speak Up Constructively	5%
Advocate	3%
Do My Job	3%
Donate	2%

Example Responses Sorted by Themes

Volunteer

- I would attend any meetings that were concerned with ... community development
- Become a more active member on the Chamber of Commerce and revitalize the lakeshore business owners
- Support efforts such as Hearts for Healthcare
- Continue to look for new ways to be in community and new projects that I wish to devote time and energy toward
- I can volunteer to help organize events
- Being more involved with the welcoming community committee and other projects

Take Personal Responsibility / Action

- I can personally not throw garbage on the ground and clean up what I see
- Learn to build board walks and drive para-sailing boats for the tourists

Work with City

- Support our City staff in their endeavours to serve us
- Support our Mayor and Council
- Express to the local politicians and related City staff workers what is going well and what seems to need attention/improvement

Lobby

- Continue to champion the cause by talking to politicians, both provincially, federally and in the MD of Bonnyville

Shop Locally – Vote with Dollars

- Spend our money locally and get the message out that it's the local businesses that provide employment and support our efforts
- I try to acknowledge and frequent more the places where I get good customer service and I pass this info along to others.

Participate

- I try to attend as many different family activities as possible through the year ...

Vote

- ... continue to be aware of local issues and vote accordingly in municipal elections

Be a Good Neighbour

- Be welcoming to new members of the community and my neighbourhood

Speak up Constructively

- Voice my opinion
- Complete a survey

Advocate

- Provide feedback wherever possible on programming gaps in the community.

Do my Job

- Keep working hard
- Continue doing what I do [in my work] ...

Donate

- Give to the homeless

Question 11: What can we do as a community to help your wishes become reality?

Example responses sorted by theme

Embrace Public Consultation

- Complete surveys like this so those with power can see where changes need to be made.
- Listen to the community members and hear what they are saying.
- Question the community about public transportation- what are they looking for, when do they want it, how much are they willing to pay?

Promote Community Involvement

- People need to become self aware of how much they, collectively, can impact/improve what is here. Ultimately it begins from a realization within before it can grow to become an externally expressed way of living.
- ... try to make people aware ... the more awareness we have the more people are likely to try to help out.
- People need to become self aware of how much they, collectively, can improve what is here.

Enhance Partnerships and Collaboration

- Provide opportunity for community members to get together and increase communication of user group activities by working with user groups.
- Incentive for interagency involvement, incentives for people to work together

Promote the Positive

- Highlight the many positives of Cold Lake ...
- Utilize the facilities we have and be positive about Cold Lake instead of negative.
- Improve ... customer service.
- Think and live like a city, not a small town.

Ensure Accessibility

- Make the whole community more accessible for all ages. This includes things like public transit, fixing sidewalks ... making all buildings wheelchair accessible, more ... crosswalks.

Focus on the 'have nots' / those at risk

- Many community programs take a disproportionate amount of resources with limited results in assisting the greater community. A journaling program or a virtues program that attract 2 or 3 people per week is the wrong use of limited funding; the people taking part are not at risk. We as a community have to take chances and develop new innovative programs that reach out to people at risk, especially the youth.

STRENGTH-SUCCESS-VISION-PRIORITY

- Put more community resources into the 'have nots' and fewer into the 'haves'. The 'haves' both personally and corporately can pay a little more in terms of fees and taxes so that the 'have-nots' can have a hand up.
- Look into emergency men's shelter and youth shelter. Cold Lake has a fantastic women's shelter that is working very hard for disadvantaged women, but there is nowhere for men and youth to go when they need help.
- To start, focus on at-risk-youth. They are the next generation of Cold Lakers.

Support local services

- Shop locally.
- Attend school locally.
- Promote our Chamber of Commerce and other business organizations
- Say 'thank you' to local business and show them our appreciation

Attract/Provide Program Funding

- Request increased budget for community programming.
- Host fundraisers ...

Question 12: From the list below, what do you think are the TOP FIVE COMMUNITY PRIORITIES to improve social services and quality of life in Cold Lake over the next five years?

Selected Top Community Priorities for Community Advancement	Percentage of Responses
Affordable Housing	13%
Recreation and Culture Opportunities	10%
Community Safety	9%
Life Balance (work, play, family)	9%
Community Spirit	8%
Families - Strong and Supportive	8%
Seniors - Support	8%
Youth - Support	8%
Public Transportation - Availability	8%
Basic Needs - Assurance (food, clothing)	5%
Social Services - Coordination and Promotion	4%
Living Addiction Free	3%
Newcomers and Temporary Residents - Support	3%
Rural Quality of Life	3%
Diversity - Cultural and Ethnic Appreciation	2%
High School - Incentive to Finish	2%

Question 13: Are there other Community Priorities not listed above that should be considered?

Most responses to this question emphasized Community Priorities already identified rather than identifying new priorities. However, new priorities identified were:

- Welfare of other creatures of nearby nature
- Welfare of pets
- Promoting the August Ag Fair
- Having a bank machine in the North

Question 14: Is there anything at all you would like to add?

Representative Responses

- Because there is such disparity among the people of Cold Lake, (Oilfield workers and top military making excellent wages and salaries as compared to others) there is sometimes a feeling that the 'haves' should do more for the 'have-nots'
- I think there is great potential in Cold Lake but ... [we] ... need shaking up. There are many capable, talented people living here who are never given the opportunity to help. ... There should always be room for more people in the box
- I think that Cold Lake has a few issues but nothing that cannot be helped with the support of the community and with genuine introduction of new ideas. An open and honest dialogue is a start
- I am pleased to see the City reaching out to its citizens for their input
- ... many "assessments" look great on paper but nothing is actually done to address the issues. Please do something with this report
- Time to get into the Cold Lake spirit: out with the old and in with the fun stuff
- Great work!

APPENDIX 3 - COMMUNITY LEADER INTERVIEW RESULTS

The Community Leaders interviewed are listed alphabetically below.

- Chris Arsenault, Director of Service Delivery, Big Brothers Big Sisters, Edmonton and Area
- Fred Bamber, Councillor Ward 6, Municipal District of Bonnyville No. 87
- Tina Birn, Business/Facility Manager, Cold Lake Agricultural Society
- Derek Coe, Health Promotion Manager, J.J. Parr Centre, 4 Wing
- Craig Copeland, Mayor of Cold Lake
- John Croteau, Leisure Services Coordinator, City of Cold Lake
- Pastor Phil Crump, Community Baptist Church – Chair, Cold Lake Ministerial Committee
- S/Sgt. Rob Cunningham, Detachment Commander, Cold Lake Detachment, RCMP-GRC
- Scott Cyr, Scott J. Cyr Accounting
- Agnes Gendron, Executive Director, Cold Lake Native Friendship Centre
- Nathan Hostland, Addictions/Tobacco Reduction Counsellor, Alberta Health Services – Addiction & Mental Health
- Yvette Houle, Director, Dr. Margaret Savage Crisis Centre
- Glen Johnson, Councillor Ward 5, Municipal District of Bonnyville No. 87
- Serena Kendall, Community Recreation Coordinator, 4 Wing Cold Lake
- Genia Leskiw, MLA Bonnyville-Cold Lake
- Cpl. Jon McArthur, President, Cold Lake Search and Rescue Society
- Kevin Nagoya, Chief Administrative Officer, City of Cold Lake
- Clarence and Jacqueline Nickerson, Family Foundations International
- Lynn Owens, Probation Officer, Cold Lake Sub-Office, Alberta Solicitor General and Public Security
- Doug Parrish, General Manager of Public Services, City of Cold Lake
- Suzanne Prevost, Development Officer, Conseil de développement économique d l'Alberta
- Ajaz Quraishi – President, Cold Lake Islamic Society – Chair, Lakeland United Way – Director, Accounting Plus
- Ed Rondeau, Reeve, Municipal District of Bonnyville No. 87
- Andrew Serba, Editor, Cold Lake Sun
- Candice Sutterfield, Mother-to-be-Mentor, Lakeland Centre for FASD
- Bonda Thompson, Team Lead, North Central Alberta Child and Family Services Authority
- Rod Todd, Todd Drake Williams Findlater LLP
- Eva Ulracher, Hearts for Healthcare, Citizen at Large
- Dave Zimmerman, Victim Service Coordinator, Cold Lake Victim Services

PARTICIPANT DEMOGRAPHICS

Roles in the Community: (Individuals have multiple roles.)	Percentage of Responses
Community Volunteer	58%
Parent or Grandparent	38%
Social Service Professionals (including nonprofit employees)	29%
Civil Servant	21%
Police or Justice	17%
Military or Military Family	12%
Education Professionals (including nonprofit employees)	12%
Student	8%
Healthcare Professional (including nonprofit employee)	4%

Have lived in Canada for:	Percentage of Responses
21 to 40 years	62%
More than 40 years	38%

Have lived in Cold Lake for:	Percentage of Responses
Less than a year	4%
1 to 2 years	8%
3 to 5 years	21%
6 to 10 years	17%
11 to 20 years	4%
21 to 40 years	29%
More than 40 years	17%

Expect to live in Cold Lake for:	Percentage of Responses
1 to 2 more years	17%
3 to 5 more years	4%
More than 5 more years	62%
Don't know	17%

Gender	Percentage of Responses
Male	62%
Female	38%

Age Group	Percentage of Responses
25-34	25%
35-44	17%
45-54	21%
55-64	33%
65-74	4%

Ethno-Cultural Identity	Percentage of Responses
First Nations	4%
Metis	8%
Inuit	0%
White / Caucasian	79%
Spanish / Hispanic / Latino	0%
Black / African Canadian	0%
Asian	4%
Pacific Islander	0%
Other (Self-described as "Indian/Canadian")	4%

Language most spoken at home	Percentage of Responses
English	96%
English and French	4%

INTERVIEW RESPONSES

Discover Phase

Question 1: What first brought you to live in Cold Lake (or Grand Centre or Medley)?

Response Themes	Percentage of Responses
Civilian employment	44%
Posting to 4 Wing (self or spouse)	9%
Size and Character of Community	9%
Came with Parents	
Marriage or Family	13%
Natural beauty, lake and outdoor recreation	9%
Born here	13%
Retirement	3%
Business opportunity	

Example Responses

- A transfer and promotion plus the community is a good fit for my family.
- My wife got a job here. Also, we love the area.
- Simple. I was posted here.
- The lake! I came to retire from a career but not from life. I wanted to have time to volunteer and pursue other interests.
- I left the big city crime of Edmonton for the physical beauty here. The fact that there was lots of business sealed the deal.
- We moved here when I was three weeks old. I went to university then came back here because it's home.
- I enjoyed working here on a temporary project. The people are fairly happy here and Cold Lake is larger than the town I come from.

Question 2: What factors make Cold Lake a good place to live? (Five spaces provided.)

Response Themes	Percentage of Responses
Natural beauty, lake and outdoor recreation	22%
People friendly / Community Spirit	20%
Opportunity	9%
Right size (small town feel-big town amenities)	13%
Good place for family and kids	9%
Shopping variety	
Community safety	
Schools and other Educational Opportunities	
Community services, programs and events	12%
Low Traffic	
Healthcare access	
Housing Availability and Selection	
Diversity, change, excitement	12%
Affordability	
Miscellaneous comments	2%

Example Responses by Theme

Natural beauty, lake and outdoor recreation

- Alberta, wilderness, nature
- Land, space
- Natural beauty of the area
- Beautiful in summer ... watching robins nesting
- The fact we have pelicans!
- Lake is incredible and clean
- The jewel of the North

People friendly / Community Spirit

- Friendly town.
- I feel safe
- Quality of Life. Not fast-paced. Easy to get to know
- A happier town than many others. People open doors for each other
- There is community spirit

Opportunity

- Oil patch a good place for young to get good employment
- Good opportunities for career advancement
- Good place for entrepreneurs to be creative

Right size (small town feel-big town amenities)

- City but not BIG city. Amenities without the problems.
- Size. Not too big but still has all the services

Good place for family and kids

- A great place to raise kids: recreation and education opportunities
- Lots of kids
- Nice sized schools

Community services, programs and events

- Lots of community activities
- Recreational opportunities: skiing, boating, camping, fishing
- The amount of community activity and programming for kids

Diversity, change, excitement

- Diversity: military, oil and gas, aboriginals. Makes it special.
- Transient population. Get to meet people from many backgrounds
- Variety and changes

Miscellaneous comments

- It's just a nice home

Question 3: Which of your contributions to the community in Cold Lake give you the most satisfaction?

Participants described various roles contributing to society and the community:

- Holding Public Office
- Employment
- Volunteerism as:
- Coaching
- Master of Ceremonies
- Mentoring
- Organization head and/or founder
- Project or program leader
- Public educator

Participants described contributing in the following service areas:

- Public Administration
- City infrastructure
- Community Development
- Francophone Community
- Cultural activities
- Community Events – Festivals & Concerts
- Community Policing
- Families
- Family Violence
- Family Violence Men's Group
- Safety of children
- Youth programs
- Positive lifestyles for youth
- Sports (football, hockey, rugby, soccer, softball)
- Promoting Healthy Lifestyle
- Education
- Healthcare
- Persons with Disabilities
- Seniors
- News media

Participants described contributing through the following specific organizations or programs:

- 2015 summer Games
- 4 Wing
- 4 Wing Youth Centre
- Active Creative Engaged Communities (ACE)
- Alberta Winter Games
- Association of Science and Engineering Technology Professionals of Alberta
- CRA – volunteer tax assistance program
- Christmas Carol Festival
- Christmas Hamper Project
- Church Ministerial
- Cold Lake City Council
- City of Cold Lake
- Cold Lake Affordable Housing Society
- Cold Lake Agricultural Society
- Cold Lake Air Show
- Cold Lake Chamber of Commerce
- Cold Lake Community Learning Centre
- Cold Lake Community Registration Day
- Family and Community Support Services
- Cold Lake Healthcare Centre
- Cold Lake Islamic Society
- Cold Lake Minor Soccer Association
- Cold Lake Palliative Care Society
- Cold Lake Search and Rescue Society
- Cold Lake Sun
- Cold Lake Victim Services
- Dr. Margaret Savage Crisis Centre
- Family and Community Support Services
- Family Day events
- Girl Guides
- Growing Food Security Association
- Lakeland United Way Foundation
- Meals on Wheels
- Military Family Resource Centre
- Church congregations
- Northern Alberta Development Council
- Playschool Society'
- School Board
- Schools
- The Vault

Example Responses

- As Director, I've raised public education and transparency. Help from the community is essential. How can they support you if they don't know you're there?
- I work to keep kids away from dangerous lifestyles. I want to keep kids and people safe.
- I'm still a member of the organization I was able to help start. Any time I volunteer, I get to see results.
- I like seeing the people who work with me happy, doing what they enjoy and growing in their jobs.
- I make alot of professional 'donations'. I always thought it important not to continually just take.

Question 4: Please share a story of a time when you were part of a community effort that really made a difference to Cold Lake or anywhere else you have lived. What was done and what was the success?

Example Responses

- **Ag Society** was established in 1947. We actually brought the railroad, electrical power and phone lines to Cold Lake. We built the hall that the bingo association provides free of charge to nonprofit groups. We recently removed 130,000 cubic metres of bush and clay in 21 days to build a race track. Over half the work was done by volunteers
- **Lakeland United Way.** Started in 1986. Raised and distributed \$268,000 this year
- **2010 Alberta Winter Games.** Volunteerism was a challenge. Ultimately got more volunteers than needed. Cold Lake volunteers will deliver. When there's a push or something needs to get done, they step up and fill the gaps. Good collaboration. Great success for Cold Lake, Bonnyville and the Municipal District
- **Parent Link Program.** Far exceeds what is available elsewhere. Programming is positive for Cold Lake. Almost brings tears to my eyes to see what goes on there.
- **Getting Crisis Centre** going. FCSS. Getting the Northern Alberta Development Program study done to get the marina going
- Worked on both the **Christmas Hamper project and the Carol Festival** for 26 years
- The **Santa Claus Parade** is wonderful. Lots of floats and community organizations represented
- **The Vault** youth drop-in centre. Lasted five years
- **Victims' Services.** Just getting out there ... to let people know what it is and how we can help. Since 2007 we have had a 30 percent per year increase in our number of files. We have been able to help vulnerable people ... through the worst and back on the road to recovery

- **The Olympic Torch Relay.** Cold Lake was an overnight stop and one of the first communities involved. It was stunning how many Cold Lakers, young and old, came to the gathering: thousands on a very cold night
- Was one of the early organizers of **Miles for Millions**. Grew to be a huge annual event in many communities and led the way for many other similar events
- **Setting up charities** and working with boards to meet their missions. Provide advice on HR and grants. These charities have a big role in our area
- City of Cold Lake, MD of Bonnyville, Alberta Employment and Immigration and the Chambers of Commerce cooperated to create a **website of businesses to attract people to move to the Bonnyville-Cold Lake region**
- **Community Registration Day:** The weekend before Labour Day every organization can set up a table and register participants for the coming year. Families can come and get all they need for registration at one place on one day. Local businesses pitch in and are recognized. Involves both the city and the base
- For five years co-facilitated a **family violence program** in Lac La Biche. Involved a 36 week commitment from the families. A family violence program has begun here. It is different and developing according to this community's needs
- **Created Collective Community** Kitchen for mothers who are isolated and at risk. The mums come every week rain or shine
- **Cold Lake Search and Rescue Society (CLSARS)** being re-vamped. Re-incorporated in 2010. Now have core of dedicated individuals. Raised \$27,500 last year toward equipment and training. Most came from members tending bar, operating the Red Nose Bus, etc.
- **Partnered with the Métis Settlement on Youth Forum and University of Calgary** in 2009 and 2010 researching best practices for care workers for FASD kids
- **Hearts for Healthcare:** Started as an effort to address the insufficient availability of doctors. Had also to do with communication. For example, a doctor arrived and needed accommodation. Hearts for Healthcare found it. Another doctor needed an examining table. Hearts for Healthcare asked and the base delivered one. We didn't get hung up on a lengthy list of needs. Our successes were one by one. Now the annual gala is an important city event.

Question 5: What made you feel especially good about the effort and the success?

Example Responses Sorted by Theme

Seeing people come together

- Opening it up to the community. This is not just a women's issue. It's a community issue. Open houses. Community Fund Development Event. Support from oil and gas, the City, individuals and business. Working with (rallying with) other community agencies.
- The way the three communities drew together for a common goal. Differences were set aside. Volunteer commitment any community could be proud of.
- Seeing the City of Cold Lake and the Town of Bonnyville work closely together was a joy - a 'bonding agent'.
- Satisfying to see 3,000 people enjoying pony rides, barbecue, families having fun. Most participation from the community.
- Seeing the City of Cold Lake and the Town of Bonnyville work closely together was a joy - a 'bonding agent'. The acceptance of the City toward bilingual communication and seeing an economic advantage to bring people here.
- Captured community spirit. Seeing people getting involved. Two to Three thousand volunteers. Cold Lake has a lot of volunteers who will come out of the woodwork to help.
- We have a group of people who are working together and accomplishing things for healthcare in Cold Lake.

Visible results

- Like to give the money. That's the good part. This year \$242,000.
- You could see the results. The community was able to take something away from the experience.
- We have doctors.

Meeting a genuine need

- Since 2007, 30% per year increase in our number of files. In 2008: 209 files, in 2009: 346 files, in 2010 436 files. We are able to help vulnerable people - victims of crime or loss such as family member deaths - through the worst and back on the road to recovery.
- Work for Early childhood Development programs. People could go to work and know their kids were well cared for.
- Pleased with the establishment of the women's crisis centre. Saw too many women assaulted then going back to their spouses. The crisis centre is part of the solution.

Helping others succeed

- Teacher for 36 years. Love of kids and learning. Chance to help the little guy. the student, the parent who couldn't move the system. Seeing kids doing what they didn't think they could.
- Strength-based approach to use volunteers to enhance the lives of kids.

Mentoring

- Supporting and mentoring youth to pull together. Two youth who faced challenges in their childhood and youth.

Fellowship

- Created an identity. Crests, t-shirts, hoodies.
- I am a third generation member of the Ag Society. We care that the Ag Society keeps going. It is all done by volunteers but for one paid position.

Positive feedback from those assisted

- When the mothers would ask when will it start again. Would also get together themselves when I could not be there.
- Got positive responses from majority of youth. Voluntary participation. Many came daily.
- Joy on their faces when we workers arrived in morning or afternoon. Parents were very receptive.

Question 6: In your story above, what 'SUCCESS FACTORS' made it possible to really make a difference?

Response Themes	Percentage of Responses
Financial & in-kind resources from gov't, business & community	8%
People Power - Volunteers	9%
Additional leadership - (committee / board)	10%
Communications and marketing for public awareness and support	8%
People Power - Good Staff	2%
Understanding of community issues / Recognition of community need	7%
Positive Focus (Anticipation & Celebration of Success / Reward)	8%
Political support and mandate / Authority and freedom to act	4%
A Leader - Individual (Mentor / Expert / Organizer)	3%
Family Support	
Cooperation / Partnerships (inter-government / inter-agency)	7%
Perseverance and Determination	4%
Team players	1%
Vision / Initiative	1%
Excellent Program Design, Delivery, Outcomes	3%
Commitment / Dedication / Belief in the cause	3%
Administrative Infrastructure	5%
Inclusiveness / Empowerment	5%
Genuine Compassion	4%
Valuing Individual Strengths and Contributions	3%
A plan	1%
Diversity in culture and ideas	4%
Good training	
Not afraid to use common sense	

Example Responses Sorted by Theme

Financial and in-kind resources from government, business and community

- Funding: with a strong Municipal District and City support to fund
- Funding (services available at no charge). Charge would be prohibitive
- Having an existing government program from which to access funds
- Local sponsorships
- Oilfield sponsors

People Power – Volunteers

- Maintain volunteer commitment. Offer something for their time if only respect
- Volunteer buy-in, pride in community
- Employers that will accommodate volunteerism
- Community and people are our #1 assets

Additional leadership – (committee / board)

- Dedicated steering committee or core group
- Enthusiastic leaders
- Board of Directors that has broad skills required and shares vision with the Coordinator
- Training board in their roles. Work through the President to focus board members on their own positions

Communications and marketing for public awareness and support

- Media. Improved dramatically over last two years
- Things are marketed well. The ways we get the message out
- The fact we can advertise at very low cost
- Build and keep credibility especially in small community

People Power – Good Staff

- City staff and their organizational ability

Understanding of community issues / Recognition of community need

- Getting to know the community and surrounding catchment areas
- Community had a hunger for this profile in the province. Wanted to show the rest of Alberta we could do this Great for kids. We're here and a viable choice when opportunities like this come along
- Common factor: all had kids; all mums
- Community was actively seeking help

Positive Focus (Anticipation & Celebration of Success / Reward)

- Concentrate on the positive
- People who want to make the community a success
- Celebrating small victories
- Share success

Political support and mandate / Authority and freedom to act

- Trust of organization that provides mandate
- Authority to match responsibility

A Leader – Individual (Mentor / Expert / Organizer)

- Need central focus, one person who doesn't lose sight of the vision and carries it
- Need to have somebody at the helm to drive consistently. Strong leadership. Vision.

Cooperation / Partnerships (inter-government / inter-agency)

- Excellent working relationship with RCMP and 4 Wing Military Police
- Organizations: churches, businesses, FCSS, corporate donations
- Involving both the Base and the Community on committees. (Helps particularly with promotion.)
- Good community support from neighbouring communities of Bonnyville and Lac La Biche

Perseverance and Determination

- Persistence, determination. Use obstacles as sources of learning
- Knowing your goal, even if it takes a few years

Team players

- Team work/having trust in people that they will do their parts

Vision / Initiative

- Strong mission statement. Without a goal, charities waver then fall out of existence

Excellent Program Design, Delivery, Outcomes

- Validated research showing effectiveness
- Flexibility to change programming day to day

Commitment / Dedication / Belief in the cause

- Personal commitment and dedication
- I do lots of the work

Administrative Infrastructure

- Infrastructure. Computers. Building
- Get the proper insurance to protect the board. This produces faith (confidence)
- Know finances. How much is coming in and going out. How do they get to the goals they're driving toward

Inclusiveness / Empowerment

- Listening to all sides but always going with what's right
- Integrity. Think through decisions. All are heard. Things are done right. Build to last

Genuine Compassion

- Caring and understanding given backgrounds of the youth involved
- The right people with the right intentions. Has to be dedication and unselfish attitude

Valuing Individual Strengths and Contributions

- Everyone has something to offer
- Try to use peoples' strengths

A plan

- Planning well in advance

Diversity in culture and ideas

- Willingness to work with alot of people who are different
- Let new blood come in and bring in the new ideas

Question 7: Which of the SUCCESS FACTORS you identified do you think were essential?

Participants' answers to this question showed they considered most or all of the identified Success Factors to be critical to success.

Dream Phase

Question 8: Please describe your top three wishes to make Cold Lake an even better place to live in five years.

Response Themes	Percentage of Responses
Fiscal Sustainability and Taxation	19%
Roads and Infrastructure	7%
Tourism Development / Lakefront	3%
Community Spirit / Unity	5%
Community Beautification / Clean-up	1%
Community Facilities	7%
Community Events and Activities	5%
Healthcare Accessibility	1%
Community Safety	1%
Affordable housing	8%
Public Transportation	5%
Miscellaneous	3%
Culture and Diversity	1%
Arts	4%
Youth - Support	4%
Economic Development - General	3%
Social Services - General	3%
Family and Couples Services	7%
Newcomer Support / Awareness	4%
Living Addiction Free	3%
Men's Services	3%
Healthy Lifestyle	1%
Persons with Special Needs	1%
Youth - Miscellaneous	1%

Example Responses Sorted by Theme

Fiscal Sustainability and Taxation

- Stability in funding for municipal government
- Property taxes level off or a 'normal' increase.

Roads and Infrastructure

- Infrastructure: (\$150 million deficit re capital replacement.)

Tourism Development / Lakefront

- Waterfront improvement
- Greater access to the runways of 4 Wing. e.g. Comox shares with community. Would make us not so much of an 'end of the road' destination. A reason to make us a destination for eco-tourism

Community Spirit / Unity

- Stronger sense of working together between and within 4-Wing, oil and gas, First Nations
- More people knowing who their neighbours are

Community Beautification / Clean-up

- See all that has been planned finished off in the next two years, i.e. beautification

Community Facilities

- More recreation in the south particularly for youth
- 5,000 seat facility for events of any nature
- Central community gathering area. Civic centre and parks. Passive and active areas. Right between the two 'towns'

Community Events and Activities

- More evening activities
- More winter activities to combat Seasonal Affective Disorder (SAD)
- See community revisit some things lost. Used to be Aqua Days. Would like to see that brought back to life
- Three annual traditions that are unique Cold Lake traditions, e.g. Canada Day, Rodeo, Aqua Days from past
- Bring together most of the community

Healthcare Services

- Trained friends to walk through life decisions. Somewhere between the medical diagnosis and the office care. Similar to Victim Services

Community Safety

- All public safety needs met

Affordable housing

- Subsidized housing. Many have trouble. Majority of their paycheques
- 'Geared-to-income' housing to close the affordability gap

Public Transportation

- Basic public transportation system
- Simple public transport system. Help temporary foreign workers, seniors and youth

Miscellaneous

- Continuity. Leaders who know the history and have the vision to move ahead. Don't focus on either the history or the future, respect both

Culture and Diversity

- See community being bilingual

Arts

- Would like to see a performing arts theatre society
- Children's performing arts society – teaches kids things they cannot learn elsewhere

Youth – Support

- Youth emergency shelter for ages 13 to 18 or 20
- Continuity and stability in programming to carry on from young kids to 21 years
- Psychologist for youth with mental health issues

Economic Development – General

- Additional but manageable growth
- A broader, clearer vision of the next ten years. (City is growing so fast yet sometimes keeps its small community view. Vision has to grow with the City.)

Social Services – General

- More community services and support groups so existing personnel don't burn out
- Invest in the social programs needing quality space and enough staff

Family and Couples Services

- Family treatment centre
- Hope that Family Life Coaching will cover what is required
- A huge, successful, funded, staffed mentoring program
- Not having the need of a women's shelter

Newcomer Support / Awareness

- Support for newcomers to the community, particularly the military families
- More people make this their home instead of a stop on the way

Living Addiction Free

- Detox with childcare so kids are not in custody but still can have services. (None in Alberta.)

Men's Services

- Multiple initiatives for men: shelter (nothing here). Suicide prevention (high rates among oilfield workers)
- Programming for men exposed to risk (Homeless, in crisis)

Healthy Lifestyle

- More physically active and nutritionally healthy community

Persons with Special Needs

- More compassion toward people with disabilities, particularly kids

Question 9: If your wishes became reality, how would things be different?

Responses - Improvements would take place in:	Percentage of Responses
Healthcare and Healthy Lifestyle	3%
Community Beauty / Environment	3%
Availability of Local Community Services	21%
Community Appeal / Population Growth	18%
Community Spirit and Unity	15%
Community Facilities	3%
Accessibility	9%
Affordable Living / Housing	6%
Inclusive, Welcoming Community	15%
Public Safety	3%
Youth Engagement	6%

Responses Sorted by Theme

Healthcare and Healthy Lifestyle

- More physically active and nutritionally healthy community. Decreased burden on Cold Lake society – lower health costs and improved quality of life.

Community Beauty / Environment

- City would give land to ... Society and more if needed. Make Cold Lake a more inviting place as you come into the City Limits.

Availability of Local Community Services

- Central community gathering area. Civic centre and parks. Passive and active areas. Right between the two 'towns'. Would be able to provide services from one place.
- Continuity and stability in programming to carry on from young kids to 21 years of age. We would see continuity of programming from early childhood to late youth – not haphazard, very visible.
- Programming for men exposed to risk (Homeless, in crisis). Either a men's shelter or a shelter that could accommodate both women and men. Could have ability to deal with both Family Coaching and Critical Event Counselling.

- Multiple initiatives for men: shelter (nothing here). suicide prevention (high rates among oilfield workers). An organization looking out for guys, especially the homeless. Sense of being able to turn to someone to find support and input.
- Invest in the social programs needing quality space and enough staff. More staff and funding toward various community groups to do their jobs better, e.g. Arts, FCSS. Great locations for groups like FCSS. Improve some of the services not well enough funded.
- Detox centre. Critical intermediate step on the way to rehab. People could stay in their community. Could continue in school.
- Youth emergency shelter for ages 13 and up. Would take some of the burden off social services.

Community Appeal / Population Growth

- Affordable Housing: Young adults would be more attracted to come here even without the oil patch. Aren't we more than oil and gas? Need to look at being more attractive based on things other than oil patch and 4 Wing.
- With less disparity in wealth, e.g. affordable housing, could attract more people to the community.
- More people would make this their home instead of a stop on the way.
- Strong arts and culture community working together. We could have bigger and better facilities, e.g. skating. More people want to come to the community.
- More cooperative attitude between Bonnyville and Cold Lake. Currently stumble over each other and miss opportunities to help each other. Would be able to attract family people. Have to work together to do that.

Community Spirit and Unity

- Stronger sense of working together between and within 4-Wing, oil and gas, First Nations. Crime rates would go down. Better understanding of different groups. More understanding leads to more compassion. People would also report potential incidents and intervene earlier if those walls were knocked down.
- More winter activities to combat Seasonal Affective Disorder (SAD). Better community spirit would provide something to draw us together. Business would want to have long-term relationships with customers.
- More people knowing who their neighbours are. People would talk to each other again. We would have barbecues. We would look out for each other's kids and respect each other.
- More collaboration on community events between the Base and the City. could offer more events (e.g. Terry Fox Run, Triathlon), no unnecessary duplication (e.g. gymnastics one program), greater efficiencies resulting in more events and community involvement.
- Strong buy-in by rural folks to urban community. (Can take amenities for granted. Have responsibility to take part.) Recognition of common problems. Local governments would get along better and jointly resolve issues.

Community Facilities

- Waterfront improvement and access: Many military families are away from home and come from places where they love the water. Fishing, kayaking, barbecues.

Accessibility

- Greater access to the runways of 4 Wing. e.g. Comox shares with community. Would make us not so much of an 'end of the road' destination. A reason to make us a destination for eco-tourism. Better access for us to get out means better access to come in. Coming home to Cold Lake means a 3 hour drive after landing in Edmonton. There are now direct flights from Fort McMurray to Newfoundland. Getting to a few of the other major centres would be beneficial.
- Public transportation: Clients, people at risk could get to things like doctors, the beach, appointments, work. Kids could go to recreation activities in the South.
- Basic public transportation system. More inclusive. Less like three villages. Less isolation in long winters.

Affordable Living / Housing

- Geared-to-income' housing to close the affordability gap. Less financial stress leading to greater life enjoyment leading to happier individuals and relationships.
- Affordable housing. Fewer people spending too much of their income on housing.

Inclusive, Welcoming Community

- No racism. Particularly regarding aboriginal people. Easier to do business with First Nations. A lot of influence among First Nations.
- More welcoming. Welcoming is partly up to the newcomer. You have to take the first step.
- More evening activities and support for newcomers to the community, particularly the military families. Create more networking opportunities to provide more social support.
- Bilingual community: more federal support. More of a cosmopolitan atmosphere.
- More compassion toward people with disabilities, particularly kids. Compassion for people with disabilities: Older disabled children currently separated from family able to live close by. More volunteer and growth opportunities for people with disabilities.

Public Safety

- All public safety needs met. Increased policing resources can support more community-based policing to supplement core policing. Affords increased flexibility to support community initiatives.

Youth engagement

- Would like to see a performing arts theatre society. People who are good in the arts are good in other things. Positions our kids well for life.
- Children's performing arts society – teaches kids things they cannot learn elsewhere.

Question 10: What can you do personally to help your wishes become reality?

Response Themes	Percentage of Responses
Volunteer	12%
Work with City	12%
Promote	8%
Speak Up Constructively	8%
Advocate	15%
Do My Job	8%
Collaborate	4%
Fundraise	4%
Organize / Initiate	15%
Miscellaneous	15%

Example Responses Sorted by Themes

Volunteer

- Volunteer to support newcomers

Work with City

- Being active at the local political level. Council does care and does best to make things good. Local activism is a good thing
- Sit on the transportation committee

Promote

- Promote the community as a single entity

Speak up Constructively

- Facilitate conversations on what is required ...
- Remain positive

Advocate

- Advocate re the positive socio-economic impact of affordable housing.
- Continue being their voice in government. Advocate. Listen to their needs. Steer them to those who have the power to fix problems

Do my Job

- Do my job: exactly what they hired me to do

Collaborate

- Participate in inter-agency meetings

Fundraise

- Help Fundraisers

Organize / Initiate

- Keep the attitude that a few people working together can make change
- Get the volunteers. Get it going/happening. Crack the whip

Miscellaneous

- Embrace change
- Raise kids to be helpers

Question 11: What can we do as a community to help your wishes become reality?

Example Responses Sorted by Theme

Engage in Civic Participation

- Vote! Then trust council to do a good job.
- Do not be a 'minority of one'. Be politically active in groups.
- [Community] has become more politically active and engaged. This is a positive development. Community is supporting Council and its mandate.
- Understand that the City and/or the Municipal District cannot do these things alone.

Enhance Partnerships and Collaboration

- Politicians can set an example of cooperation. This is the best City Council I've seen in years. Has history and is forward thinking.
- More cooperation between Municipal District and City.
- Embrace helping one another.
- Support FCSS to open more doors.

Promote the Positive

- Need to be more inviting to new people and businesses to come to community.
- Acknowledge the little things people do. They can be the conduit for putting these groups together.
- Empower the community to become advocates by providing the necessary information.

Embrace Change

- Need to embrace change and be open to different program delivery. Need to be patient to see the results over time. Have to wait until kids are in adulthood to see the results. Sometimes we are too impatient to see 'results'.
- We do want to look at preventative measures. Can't just keep doing the same thing over and over.
- Push. Admit that we do need [local social services.] This means we are taking care of our people and don't just send them away.

Attract/Provide Program Funding

- Come out and help with donations, putting together teams for such things as golf tournaments, etc.
- Commitment to make [the dream] come true. Support it financially.

Take Action

- Join in with hands and strong backs.
- Get consensus on five common themes and make them happen.

It's already started

- It has already started. Good example is Hearts for Healthcare. Never did that before. Last two years came together working toward a common goal instead of splintering. Fine example is the hospital. Last election, the three communities banded together to support the Mayor. The communities are starting to work together.
- I think we're on the right track. Community block parties are a good start. Community collaboration. Studies like this one.
- Already starting. Welcoming communities. Communities in bloom. Beach cleanup. Two years ago it was tough to find someone here who had been here more than ten years. Now there are more. It's starting.

Question 12: From the list below, what do you think are the TOP FIVE COMMUNITY PRIORITIES to improve social services and quality of life in Cold Lake over the next five years?

Selected Top Community Priorities for Community Advancement	Percentage of Responses
Affordable Housing	10%
Recreation and Culture Opportunities	8%
Community Safety	8%
Life Balance (work, play, family)	8%
Community Spirit	11%
Families - Strong and Supportive	9%
Seniors - Support	2%
Youth - Support	7%
Public Transportation - Availability	7%
Basic Needs - Assurance (food, clothing)	4%
Social Services - Coordination and Promotion	8%
Living Addiction Free	5%
Newcomers and Temporary Residents - Support	3%
Rural Quality of Life	2%
Diversity - Cultural and Ethnic Appreciation	7%
High School - Incentive to Finish	2%

Question 13: Are there other Community Priorities not listed above that should be considered?

Again, most responses to this question emphasized Community Priorities already identified rather than identifying new priorities. Those new priorities identified were:

- Respite care for high needs kids, medical, FASD
- An industrial park
- Greater access to the lake

Question 14: Is there anything at all you would like to add?**Representative Responses**

- FCSS is a good model. Council gave FCSS more autonomy [with] a strong advisory committee (board) as the nucleus.
- FCSS has come leaps and bounds under the leadership of the new manager. Moved forward in a very positive direction.
- FCSS space needs to be downtown in South Cold Lake – walk-in service. Social programs need a hub in the south.
- Common recreation guide for Base, Energy Centre, FCSS. Currently people get one guide and think that is all that is available.
- More community involvement with the growth of the community
- Opportunity for Aboriginal people to demonstrate their culture on base.
- Farmers Market could be more than it is
- Another welcoming community initiative: because community is so transient, need good ways for people to meet.
- Youth services in the city need dedicated space.
- RCMP needs a dedicated school resource officer position.
- More stuff for young people aged 14 to 25. Not all kids are into sports or quadding. Need other activities. More stuff for young people aged 14 to 25.
- Boost Chamber of Commerce. More cooperation. Band together when it counts.
- Work also with tourism. ... Alberta Tourism is now funding to realize Phase I of their gap analysis results.
- The positive approach is good. Positive it will prove to be a good result.

APPENDIX 4 – COMMUNITY PROFILE

The City of Cold Lake lies in the east-central area of Alberta known as the Lakeland. Cold Lake was first incorporated as a village in 1953 and became a city in 2000. With a 2009 population of 13,924 and a 2011 budget of \$26.6 million, the City manages \$100 million of infrastructure assets. Key economic activity includes Canadian Forces Base Cold Lake, the heavy oil industry and tourism.

CFB Cold Lake is the largest airbase in Canada and home to 4 Wing, the larger of Canada's two fighter wings, plus Canada's Aerospace Engineering Test Establishment. 4 Wing and Cold Lake are famous worldwide for the annual 'Maple Flag' international air combat exercise. In 2016, 4 Wing will become home to twenty four new F-35 Lightning II fifth-generation fighter aircraft. These will replace the CF-18 Hornet.

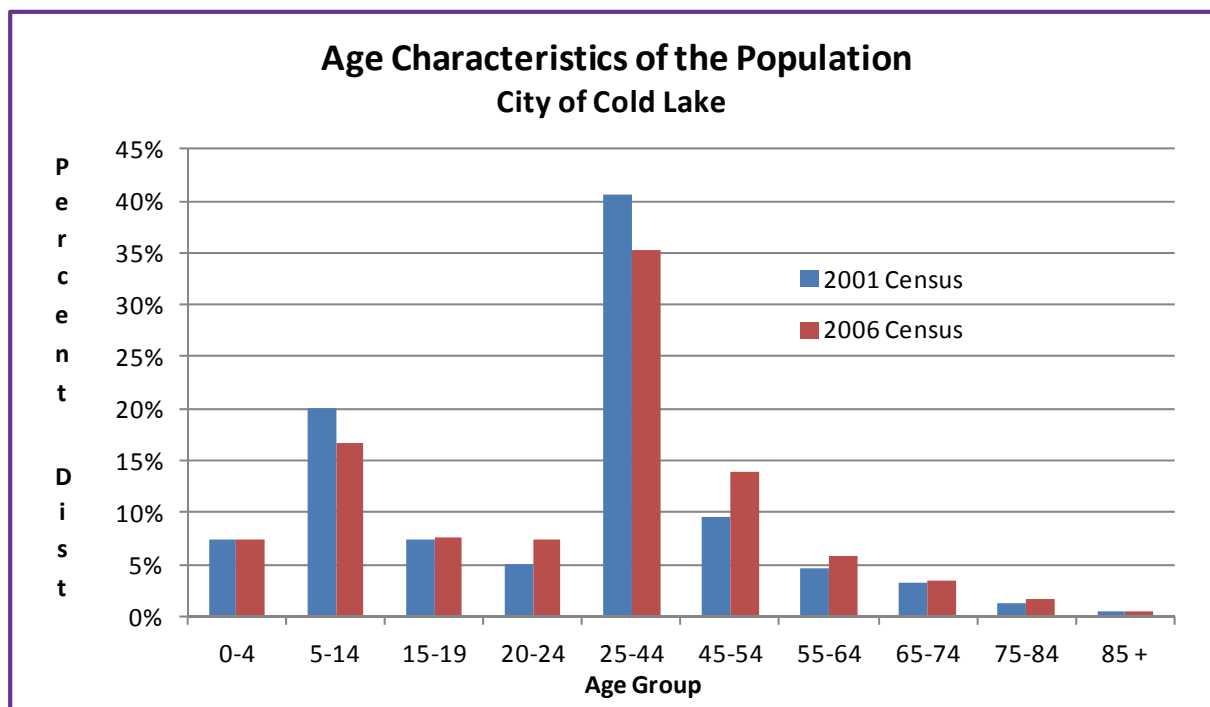
Cold Lake itself is the seventh largest lake in Alberta and has a modern 250 berth marina to support the many tourist activities. It is a prized resource in terms of both wilderness value and tourism potential.

Imperial Oil's Cold Lake production project is Canada's largest in-situ oil-sands operation producing 5 percent Canada's crude oil supply. Other large energy players include EnCana, Devon Energy, Husky Energy, Canadian Natural Resources, Shell Canada and Osum Oil Sands. All are developing or expanding world scale oil facilities in the area. The City of Cold Lake is experiencing all the pressures of economic growth associated with these projects. Spin-off effects are affecting the other municipalities of the Lakeland.

An excellent community profile is available on the City of Cold Lake website at www.coldlake.com.

The data shown in the following pages are based upon Census 2006 and Census 2001 data⁶ and relate to the City of Cold Lake itself. The timing is not ideal between the census cycle and both the 2004 Lakeland United Way Needs Assessment and this 2011 Strength-Based Community Assessment. The Census Canada data available for this Assessment is five and sometimes six years old. Data from Census 2011 will begin to become available in February of 2012.

⁶ Statistics Canada 2006 Community Profiles. 2006 Census. Cat. 92-591-XWE. Released March 13, 2007, and 2001 Community Profiles. 2001 Census. Cat.93F0053XIE. Released June 27, 2002. Last modified: 2005-11-30.



Age Characteristics of the Population	City of Cold Lake	
	2006 Census	2001 Census
Total - All persons	11,995	11,520
0-4	890	860
5-14	2,000	2,315
15-19	905	860
20-24	895	585
25-44	4,240	4,675
45-54	1,680	1,095
55-64	705	535
65-74	425	375
75-84	190	150
85 +	65	60
Median age of the population	32	32.1
% of the population ages 15 and over	75.9	72.4

Aboriginal Population (Counts)	City of Cold Lake	
	2006 Census	2001 Census
Total - All persons	11,955	11,445
Aboriginal identity population	1,035	850
Non-Aboriginal population	10,920	10,595
Aboriginal Population (Average annual percentage change)	2001-2006	
Total - All persons	0.9%	
Aboriginal identity population	4.0%	
Non-Aboriginal population	0.6%	

Example of average annual percentage change: an average annual percentage change of 2.0% per year over four years equals an overall percentage change 8.24% over the four years
i.e. $1.02 \times 1.02 \times 1.02 \times 1.02 = 1.824$.

Visible Minority Status (Counts)	City of Cold Lake	
	2006 Census	2001 Census
Total population	11,955	11,450
Total visible minority population	345	270
Chinese	75	125
South Asian	55	60
Black	75	50
Filipino	20	15
Latin American	10	-
Southeast Asian	10	-
Arab	65	-
West Asian	0	10
Korean	0	-
Japanese	10	10
Visible minority, n.i.e.	0	-
Multiple visible minority	40	-
Not a visible minority	11,610	11,170
Visible Minority Status (Average annual percentage change)	2001-2006	
Total population	0.9%	
Total visible minority population	5.0%	
Chinese	-9.7%	
South Asian	-1.7%	
Black	8.4%	
Filipino	5.9%	
Latin American	na	
Southeast Asian	na	
Arab	na	
West Asian	-20.0%	
Korean	na	
Japanese	0.0%	
Visible minority, n.i.e.	na	
Multiple visible minority	na	
Not a visible minority	0.8%	

Mother tongue (Counts)	City of Cold Lake	
	2006 Census	2001 Census
Total population	11,955	11,445
English only	10,515	10,040
French only	875	865
English and French	85	90
Other language(s)	485	450
Mother tongue (Average annual percentage change)	2001-2006	
Total population	0.9%	
English only	0.9%	
French only	0.2%	
English and French	-1.1%	
Other language(s)	1.5%	

Immigration Characteristics	City of Cold Lake	
	2006 Census	2001 Census
Total population	11,960	11,445
Non-immigrants	11,315	10,775
Immigrants	585	585
Non-permanent residents	55	85

Occupation (Counts)	Cold Lake 2006 Census	Cold Lake 2001 Census	MD Bonnyville 2006 Census	Alberta 2006 Census	Canada 2006 Census
Total experienced labour force 15 years and over	7,190	6,625	5,790	1,928,635	16,861,180
Management occupations	650	645	515	187,240	1,631,730
Business, finance and administration occupations	835	755	820	340,430	3,025,425
Natural and applied sciences and related occupations	655	475	210	144,240	1,108,045
Health occupations	210	225	240	103,620	950,360
Occupations in social science, education, government service and religion	500	470	315	136,610	1,414,320
Occupations in art, culture, recreation and sport	115	105	35	45,160	502,195
Sales and service occupations	2,360	2,620	1,020	438,105	4,037,720
Trades, transport and equipment operators and related occupations	1,380	975	1,450	350,360	2,550,295
Occupations unique to primary industry	340	240	1,020	117,500	648,310
Occupations unique to processing, manufacturing and utilities	140	115	165	65,365	992,765
Occupation (Percentage distribution)					
Total experienced labour force 15 years and over	100%	100%	100%	100%	100%
Management occupations	9%	10%	9%	10%	10%
Business, finance and administration occupations	12%	11%	14%	18%	18%
Natural and applied sciences and related occupations	9%	7%	4%	7%	7%
Health occupations	3%	3%	4%	5%	6%
Occupations in social science, education, government service and religion	7%	7%	5%	7%	8%
Occupations in art, culture, recreation and sport	2%	2%	1%	2%	3%
Sales and service occupations	33%	40%	18%	23%	24%
Trades, transport and equipment operators and related occupations	19%	15%	25%	18%	15%
Occupations unique to primary industry	5%	4%	18%	6%	4%
Occupations unique to processing, manufacturing and utilities	2%	2%	3%	3%	6%

Industry (Counts)	Cold Lake 2006 Census	Cold Lake 2001 Census	MD Bonnyville 2006 Census	Alberta 2006 Census	Canada 2006 Census
Total - Experienced labour force	7,195	6,630	5,790	1,928,635	16,861,180
Agriculture and other resource-based industries	805	495	1,860	228,520	895,415
Manufacturing and construction industries	785	600	750	307,785	3,075,075
Wholesale and retail trade	835	825	650	292,170	2,656,475
Finance and real estate	240	150	110	97,465	992,720
Health and education	825	840	730	295,660	2,866,790
Business services	590	525	620	354,265	3,103,195
Other services	3,100	3,200	1,065	352,760	3,271,505
Industry (Percentage distribution)					
Total - Experienced labour force	100%	100%	100%	100%	100%
Agriculture and other resource-based industries	11%	7%	32%	12%	5%
Manufacturing and construction industries	11%	9%	13%	16%	18%
Wholesale and retail trade	12%	12%	11%	15%	16%
Finance and real estate	3%	2%	2%	5%	6%
Health and education	11%	13%	13%	15%	17%
Business services	8%	8%	11%	18%	18%
Other services	43%	48%	18%	18%	19%

Mode of transportation to work (Counts)	Cold Lake 2006 Census	Cold Lake 2001 Census	MD Bonnyville 2006 Census	Alberta 2006 Census	Canada 2006 Census
Total employed labour force 15 years and over with a usual place of work or no fixed workplace address	6,695	6,105	4,435	1,686,540	14,714,260
Car, truck, van, as driver	5,185	4,730	3,800	1,253,090	10,644,330
Car, truck, van, as passenger	860	710	415	133,395	1,133,145
Public transit	30	10	25	155,480	1,622,725
Walked or bicycled	555	620	145	119,025	1,134,805
All other modes	60	45	50	25,555	179,250
Mode of transportation to work (Percentage distribution)					
Total employed labour force 15 years and over with a usual place of work or no fixed workplace address	100.0%	100.0%	100.0%	100.0%	100.0%
Car, truck, van, as driver	77.4%	77.5%	85.7%	74.3%	72.3%
Car, truck, van, as passenger	12.8%	11.6%	9.4%	7.9%	7.7%
Public transit	0.4%	0.2%	0.6%	9.2%	11.0%
Walked or bicycled	8.3%	10.2%	3.3%	7.1%	7.7%
All other modes	0.9%	0.7%	1.1%	1.5%	1.2%

Selected household characteristics (Counts)	Cold Lake 2006 Census	Cold Lake 2001 Census	MD Bonnyville 2006 Census	Alberta 2006 Census	Canada 2006 Census
Total private households	4,305	4,005	3,505	1,256,200	12,437,470
Households containing a couple (married or common-law) with children	1,705	1,750	1,320	382,810	3,543,605
Households containing a couple (married or common-law) without children	1,165	980	1,265	360,345	3,601,315
One-person households	820	755	535	308,690	3,327,050
Other household types	610	520	385	204,350	1,965,495
Selected household characteristics (Percentage distribution)					
Total private households	100%	100%	100%	100%	100%
Households containing a couple (married or common-law) with children	40%	44%	38%	30%	28%
Households containing a couple (married or common-law) without children	27%	24%	36%	29%	29%
One-person households	19%	19%	15%	25%	27%
Other household types	14%	13%	11%	16%	16%
Average household size	2.8	2.8	2.9	2.6	2.5

Legal marital and common-law status characteristics (Counts)	Cold Lake 2006 Census	Cold Lake 2001 Census	MD Bonnyville 2006 Census	Alberta 2006 Census	Canada 2006 Census
Total population 15 years and over	9,105	8,345	7,800	2,658,830	26,033,060
Never legally married - not in a common-law relationship	1,940	1,545	1,490	676,545	6,355,395
Never legally married - in a common-law relationship	1,065	865	725	228,575	2,731,635
Legally married and not separated	4,860	4,790	4,700	1,347,075	12,470,400
Separated but still legally married	260	250	145	73,835	775,425
Divorced	700	650	490	204,830	2,087,385
Widowed	285	245	245	127,980	1,612,820
Legal marital and common-law status characteristics (Percentage distribution)					
Total population 15 years and over	100%	100%	100%	100%	100%
Never legally married - not in a common-law relationship	21%	19%	19%	25%	24%
Never legally married - in a common-law relationship	12%	10%	9%	9%	10%
Legally married and not separated	53%	57%	60%	51%	48%
Separated but still legally married	3%	3%	2%	3%	3%
Divorced	8%	8%	6%	8%	8%
Widowed	3%	3%	3%	5%	6%

Population and Dwelling Counts	City of Cold Lake		MD Bonnyville		Alberta		Canada	
	2006 Census	2001 Census	2006 Census	2001 Census	2006 Census	2001 Census	2006 Census	2001 Census
Population in Current Census	11,991	11,520	10,194	9,473	3,290,350	2,974,807	31,612,897	30,007,094
Population change (average annual %) over previous Census	0.8%		1.5%		2.0%		1.0%	
Number of owned dwellings	3,005	2,520	3,050	2,165	917,905	736,065	8,509,780	7417525
Number of rented dwellings	1,300	1,490	220	290	330,275	319,090	3,878,500	3907170
Total number of dwellings	4,305	4,010	3,270	2,455	1,248,180	1,055,155	12,388,280	11,324,695
Change (average annual %) in total number of dwellings	1.4%		5.9%		3.4%		1.8%	
Average value of dwellings (\$)	221,820	113,238	230,796	111,673	293,811	159,698	263,369	162,709
Change (average annual %) in average value of dwellings	14.4%		15.6%		13.0%		10.1%	
Dwellings constructed more than 10 years ago (counts)	2,585	3355	1,960	2475	785,200	887450	9,855,855	8610600
Dwellings constructed in last 10 years (counts)	1,720	645	1,545	720	470,995	216650	3,826,870	1707120
Dwellings constructed more than 10 years ago (Percentage of total)	60%	84%	56%	77%	63%	80%	72%	83%
Dwellings constructed in last 10 years (Percentage of total)	40%	16%	44%	23%	37%	20%	28%	17%

Dwelling costs as percentage of household income	Cold Lake		MD Bonnyville		Alberta		Canada	
	2006 Census	Census 2001	2006 Census	2006 Census	2006 Census	2006 Census	2006 Census	2006 Census
Number of rented dwellings	1,300	1,485	220	330,275	3,878,500			
Median monthly payments for rented dwelling (\$)	811	601	462	754	671			
Median monthly payments for owner-occupied dwelling (\$)	1,153	853	839	1,016	839			
Weighted average monthly payments for rented and owner-occupied dwelling	1,050	760	814	947	786			
Median household income in previous year (2005 & 2000) - All private	75,900	60,402	68,365	63,988	53,634			
Payments for rented or owner-occupied dwelling as percentage of Household income - All private households	17%	15%	14%	18%	18%			18%

Place of work status (Counts)	Cold Lake		MD Bonnyville		Alberta		Canada	
	2006 Census	Census 2001	2006 Census	2006 Census	2006 Census	2006 Census	2006 Census	2006 Census
Total employed labour force 15 years and over 82	6,990	6,330	5,530	1,859,960	16,021,180			
Worked at home	290	210	1,100	166,340	1,230,355			
Worked outside Canada	-	10	-	7,085	76,570			
No fixed workplace address	1,005	580	1,030	254,110	1,644,360			
Worked at usual place	5,685	5,525	3,405	1,432,435	13,069,895			
Place of work status (Percentage distribution)								
Total employed labour force 15 years and over 82	100.0%	100.0%	100.0%	100.0%	100.0%			
Worked at home	4.1%	3.3%	19.9%	8.9%	7.7%			
Worked outside Canada	0.0%	0.2%	0.0%	0.4%	0.5%			
No fixed workplace address	14.4%	9.2%	18.6%	13.7%	10.3%			
Worked at usual place	81.3%	87.3%	61.6%	77.0%	81.6%			

