

IMAGINE COLD LAKE

STRENGTH BASED COMMUNITY ASSESSMENT



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

STRENGTH – SUCCESS – VISION – PRIORITY

FINAL REPORT

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PREPARED FOR

City of Cold Lake, Alberta

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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/>

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

I magine 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 respect and cooperation 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
 - sufficient financial and in-kind support, and
 - necessary administrative infrastructure and 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 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.

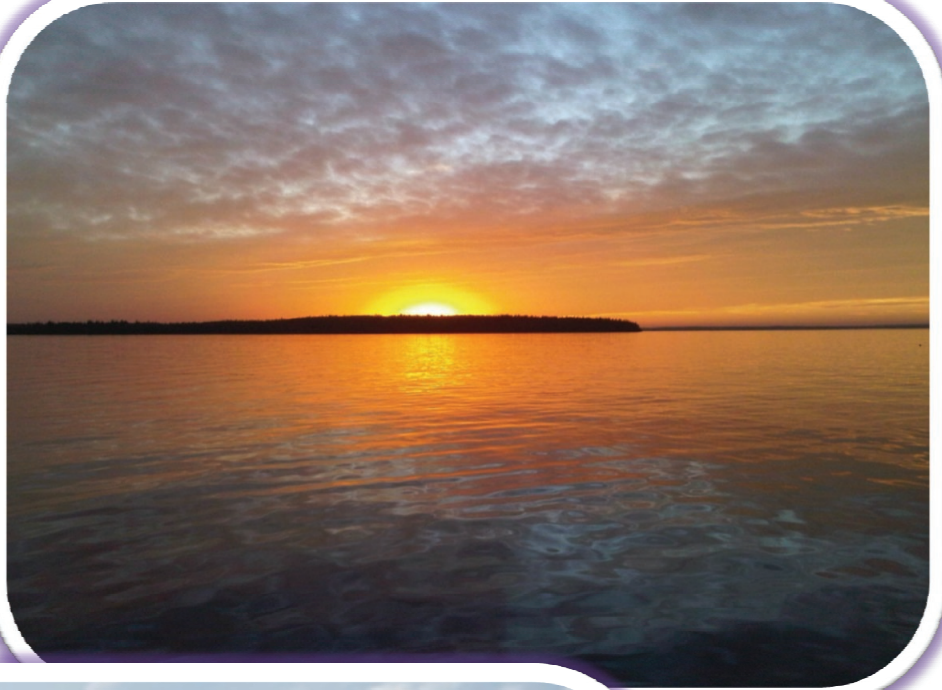
We suggest that roadway repairs, lakefront development and community beautification relate strongly to civic pride thus community spirit thus community development potential. We have proposed Community Beautification/Cleanup as a Community Priority. Although we could not propose roadway repair or lakefront 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.





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 CEO's.
- 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.

Social Services – General (continued)

- 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
- 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 detox 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

