

APPENDIX B

Round Two Package

1. Acknowledgement and Overview of Procedures
2. Rating Questionnaire - List #1
3. Rating Questionnaire - List #2
4. Personal Data Sheet

ACKNOWLEDGEMENT

Thank you for returning the reply-card to indicate your interest in being part of this "community well-being" study process. Be assured that your responses will be treated confidentially. While maintaining an atmosphere of anonymity, composite results will be made public when the study is completed. Sometime prior to that, an evening feedback seminar is planned in which results will be presented and discussed. You will be given opportunity to participate in that meeting.

OVERVIEW OF PROCEDURE

We sometimes talk about a "healthy community", or use the phrase "this is a good (or bad) place to live". Sometimes we also dream of how a community might become a better place to live. This exercise is part of such a process.

The following pages present two lists that reflect the thoughts of 30 of your neighbors during recent in-depth interviews. List #1 summarizes what they said, "helps", "goes with", or "describes" COMMUNITY WELL-BEING. List #2 presents what they said, "hinders", "interferes with", or "prevents" COMMUNITY WELL-BEING.

You may, or may not, agree with what they have identified. Also, you may think of some things for either list that they missed. You are invited in the following pages to indicate how important you consider each of the underlined items listed, as well as to add anything you feel has been missed, or to make additional comments.

The two lists are arranged so that you can indicate your ratings by simply circling a number. Examples and detailed instructions precede each list. A Personal Information Sheet is included at the end. This is important to the study in a statistical way but individual details will NOT be made public.

After completing your ratings of both lists, remove and discard the introductory GRSB pages of both lists; then fold the white and the pink pages and mail them in the enclosed stamped/addressed envelope.

You are now ready for List #1. Instructions and examples on the next page.

LIST #1 INSTRUCTIONS AND EXAMPLE

List #1 summarizes what people said "helps", "goes with", or "describes" COMMUNITY WELL-BEING.

As the Example below demonstrates, you are asked to circle "yes" or "no" to indicate whether or not you feel that each item "helps", "goes with" or "describes" COMMUNITY WELL-BEING.

You will then circle a number between 1 and 5 to indicate how important to Community Well-Being you consider each item to be. Numbers 6 or 7 may be circled if in any cases none of the previous numbers seem appropriate.

Your ratings relate directly to the underlined items on the list in the left hand column. The illustrations beneath each underlined item have been drawn directly from the interviews or from the literature, to help clarify the item being rated.

EXAMPLE:

RATING SCALE

Does this item "help", "go with", or "describe" COMMUNITY WELL-BEING?

Yes	1	2	3	4	5	6	7
No	1	2	3	4	5	6	7

If "Yes", the important is to

Items that "help":

- Outhouses at all bus stops - his and her seating
- electrically heated seats in visitor
- Community-wide participation in community improvement - expecting it
- planning for it

The last page of List #1 is blank, except for the Rating Scale, to receive any additional items you feel are important.

Note: The ratings you make below are to indicate your view of how important each item is for COMMUNITY WELL-BEING; not whether you think it is currently present in your community. This is not a study about Ft. McMurray, but about COMMUNITY WELL-BEING. It simply draws on the Ft. McMurray experience.

LIST #1

Factors that are said to "help", "go with", or "describe" COMMUNITY WELL-BEING:

- I - PERSONAL ATTRIBUTES THAT "HELP"
  - Initiative
    - voluntary response to community needs as they arise; volunteer services;
    - people interested and willing to respond when needed in the community;
    - neighborhood response to community problems.
  - Involvement
    - readiness to be involved with fellow residents in development of their community;
    - taking part in neighborhood and local government responsibilities.
  - Responsibility
    - more ready to take on responsibilities than to insist on rights;
    - community responsibilities shared by residents.
  - Imagination
    - interest to find or create solutions to needs of the community;
    - ability to see, and willingness to explore new ways of doing things;
    - "guts", "pioneer spirit".
  - Commitment
    - perceiving and experiencing the community as "home", as a place to "put down roots";
    - working to make it a desirable place to live.
  - Cooperation
    - spirit of mutual support between neighbors, and between different levels of community life, e.g. between parents and teachers; between industry and residents, etc.
    - joint problem solving

Does this item "help", "go with", or "describe" COMMUNITY WELL-BEING?	How important is it?						
	1	2	3	4	5	6	7
Compatibility <ul style="list-style-type: none"> <li>- ability to share in work and play;</li> <li>- mutual interest, concern, caring.</li> </ul>	Yes	No					
Self-Reliance <ul style="list-style-type: none"> <li>- expectation that the community's well-being is first of all a local responsibility;</li> <li>- individual and community mental set that "we can do it".</li> </ul>	Yes	No					
IF - VALUE ASSUMPTIONS THAT "HELP" <ul style="list-style-type: none"> <li>Opportunity (Choice)                             <ul style="list-style-type: none"> <li>- an environment where people have a chance to succeed; "people have a right primarily to opportunity"</li> <li>- options, choice, challenge - whether in employment, business, recreation, housing, or personal and community development;</li> <li>- opportunity presents an incentive.</li> </ul> </li> <li>Diversity (Contrasts)                             <ul style="list-style-type: none"> <li>- atmosphere of welcome to diverse ethnic and cultural populations;</li> <li>- ability to integrate and benefit from unique contribution of diverse groups (e.g. skills, foods, languages, perspectives, etc.);</li> <li>- tolerance, broad-mindedness, acceptance.</li> </ul> </li> <li>Reciprocity (Mutual give and take)                             <ul style="list-style-type: none"> <li>- mutual support and caring between neighbors;</li> <li>- where community, industry, and government understand their need of each other;</li> </ul> </li> <li>Autonomy (freedom for self-rule)                             <ul style="list-style-type: none"> <li>- local government with freedom for self-determination similar to municipalities that are not resource towns;</li> <li>- style of relationship between Provincial Government and the community that helps community to move toward self-reliance rather than toward dependence on government.</li> </ul> </li> <li>Identity (Uniqueness)                             <ul style="list-style-type: none"> <li>- community pride; unique community features;</li> <li>- a sense of importance to the region and the province.</li> </ul> </li> </ul>	Yes	No					
Initiative <ul style="list-style-type: none"> <li>- voluntary response to community needs as they arise; volunteer services;</li> <li>- people interested and willing to respond when needed in the community;</li> <li>- neighborhood response to community problems.</li> </ul>	Yes	No					
Involvement <ul style="list-style-type: none"> <li>- readiness to be involved with fellow residents in development of their community;</li> <li>- taking part in neighborhood and local government responsibilities.</li> </ul>	Yes	No					
Responsibility <ul style="list-style-type: none"> <li>- more ready to take on responsibilities than to insist on rights;</li> <li>- community responsibilities shared by residents.</li> </ul>	Yes	No					
Imagination <ul style="list-style-type: none"> <li>- interest to find or create solutions to needs of the community;</li> <li>- ability to see, and willingness to explore new ways of doing things;</li> <li>- "guts", "pioneer spirit".</li> </ul>	Yes	No					
Commitment <ul style="list-style-type: none"> <li>- perceiving and experiencing the community as "home", as a place to "put down roots";</li> <li>- working to make it a desirable place to live.</li> </ul>	Yes	No					
Cooperation <ul style="list-style-type: none"> <li>- spirit of mutual support between neighbors, and between different levels of community life, e.g. between parents and teachers; between industry and residents, etc.</li> <li>- joint problem solving</li> </ul>	Yes	No					

Does this item "help" go with, or describe community well-being?	How important is it?								
	1	2	3	4	5	6	7		
<p><b>Variety</b></p> <ul style="list-style-type: none"> <li>- more than one industry is possible;</li> <li>- a range of interests, lifestyles, and employment options;</li> <li>- variety of housing choices.</li> </ul>	Yes	NO							
<p><b>Creativity</b></p> <ul style="list-style-type: none"> <li>- where new ideas and individual creativity are encouraged;</li> <li>- an environment for economic risk taking where the local businessman has a chance to win;</li> <li>- where risk taking for community building is as legitimate as for business.</li> </ul>	Yes	NO							
<p><b>Viability</b> (ability to thrive and grow)</p> <ul style="list-style-type: none"> <li>- sound economic base for individual and community stability;</li> <li>- good future prospects for economic base;</li> <li>- ability to live within available means as individuals and as a community.</li> </ul>	Yes	NO							
<p><b>Integrity</b> (trustworthiness)</p> <ul style="list-style-type: none"> <li>- atmosphere of trust between residents and local leadership within and between neighborhoods and between community, industry, and government;</li> <li>- political leaders shape follow through on their election promises;</li> <li>- industry and business that operate as community citizens, not as "outsiders" with only touch and go interests.</li> </ul>	Yes	NO							
<p><b>Purpose</b></p> <ul style="list-style-type: none"> <li>- a community with a "reason to be" and a sense of direction and optimism for the future.</li> </ul>	Yes	NO							
<p><b>Shared Responsibility</b></p> <ul style="list-style-type: none"> <li>- clearly defined division of responsibility between provincial and local governments and industry;</li> <li>- a special government office during rapid growth phase of a resource town to help communication with government departments and to cut red tape; should have local base;</li> </ul>	Yes	NO							
<p><b>Local Government</b></p> <ul style="list-style-type: none"> <li>- competent local leadership to engage the skills and commitment of residents in community building;</li> <li>- primary commitment to community well-being and self-reliance.</li> </ul>	Yes	NO							
<p><b>Government that Enables</b></p> <ul style="list-style-type: none"> <li>- Government leadership that engages local participation from early planning onward, that encourages local initiatives; and that fosters local responsibility;</li> <li>- legislation that reflects concern for community building beyond the structuring and defining of a municipality;</li> <li>- leadership by government to equip local citizens and their leaders to meet the challenge of resource and community development; encourages and enables;</li> <li>- up-front funding and back-up financing.</li> </ul>	Yes	NO	1	2	3	4	5	6	7
<p><b>Government that Avoids Conflict-of-Interests</b></p> <ul style="list-style-type: none"> <li>- government that shows involvement with industry in a way that interferes with carrying out its regulatory responsibilities (i.e. pollution control, lots and housing at reasonable costs, etc.).</li> </ul>	Yes	NO	1	2	3	4	5	6	7
<p><b>Industry that Supports Community</b></p> <ul style="list-style-type: none"> <li>- industry that sees its own interests as best served by a healthy, stable, viable community and employs persons to help that happen;</li> <li>- participating but not controlling corporate citizens.</li> </ul>	Yes	NO	1	2	3	4	5	6	7
<p><b>Collective Actions that "Help" . . .</b> (involving government, community, and industry):</p> <p><b>Reformed Planning</b></p> <ul style="list-style-type: none"> <li>- that engages local input at the start and periodically thereafter;</li> <li>- well in advance for financing, for facility needs, for town plan, and for community organization</li> <li>- for "the unplanable" of rapid growth, and for the "community of strangers" of that period;</li> <li>- that is guided by "precedents" more than by "precedent" when dealing with the rapid growth of a resource town.</li> </ul>	Yes	NO	1	2	3	4	5	6	7
<p><b>Setting Priorities</b></p> <ul style="list-style-type: none"> <li>- enough restraint on economic pursuits to allow for legitimate family and community concerns;</li> <li>- government and industry support for community priorities;</li> <li>- adding community facilities at a pace realistic with available revenues; pay as you go.</li> </ul>	Yes	NO	1	2	3	4	5	6	7

Does this item "help", "go with", or "describe" COMMUNITY WELL-BEING?	If "Yes", How Important is it?								
	1	2	3	4	5	6	7		
<p><b>Communication &amp; Responsibility Networks</b></p> <ul style="list-style-type: none"> <li>- channels for information exchange and personal interaction (of government, industry, and local organizations, agencies, etc.);</li> <li>- broadly shared community responsibility involving churches, schools, families etc. along with community organizations, industry and government, to make community a stable and desirable place to live.</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p><b>Organizing Locally</b></p> <ul style="list-style-type: none"> <li>- encouragement of volunteer organizations, service clubs, and community leagues;</li> <li>- working from the start to set up effective local government.</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p><b>Recruiting for Community</b></p> <ul style="list-style-type: none"> <li>- procedures and information by industry that attract prospective employees (and the spouses) for community building as much as for the job;</li> <li>- "like it is" information when recruiting so people aren't set up for needless disappointment.</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p><b>Information Sharing</b></p> <ul style="list-style-type: none"> <li>- "up front" (early) communication of information to the community by industry and government;</li> <li>- responsible, sensitive, supportive news media is essential for information sharing and for maintaining a wholesome community self-image;</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p><b>Environmental Stewardship</b></p> <ul style="list-style-type: none"> <li>- shared responsibility by citizens, industry, and government for safeguarding the environment against pollution and other forms of exploitation.</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p><b>V. SURROUNDINGS THAT "HELP"...</b></p> <p><b>Social Environment</b> described as:</p> <ul style="list-style-type: none"> <li>- a good place to "put down roots and raise a family", a good place for grandparents too;</li> <li>- a safe place to live;</li> <li>- a place where ethnic variety is valued/respected;</li> <li>- a place where the population is relatively stable;</li> <li>- a population that includes friends and relatives.</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p><b>Natural Environment</b> where:</p> <ul style="list-style-type: none"> <li>- a high quality standard of air, water, and soil is maintained;</li> <li>- there's protection of flora and fauna (trees, birds, and animals).</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p><b>Visual Environment</b> that:</p> <ul style="list-style-type: none"> <li>- makes community attractive to the eye, both naturally and by design and care.</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p><b>Economic Environment</b> where there is:</p> <ul style="list-style-type: none"> <li>- economic stability;</li> <li>- employment security;</li> <li>- development at manageable pace.</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p><b>Political Environment</b> where:</p> <ul style="list-style-type: none"> <li>- people are turned on by more than just money;</li> <li>- churches are actively involved in community building.</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p><b>Psychological Environment</b> where:</p> <ul style="list-style-type: none"> <li>- people feel that "there's a future left";</li> <li>- there's a sense that things are under control, and that control is where it should be;</li> <li>- a sense of "pulling together" prevails;</li> <li>- there's a sense of contentment;</li> <li>- there's an atmosphere of trust and openness.</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p><b>VI - COMMUNITY CONVENIENCES AND NECESSITIES THAT "HELP"</b></p> <p><b>Main Facilities and Services at Affordable Cost</b></p> <ul style="list-style-type: none"> <li>- housing, roads, airport, railway, sewer a water, power lines, etc.</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p><b>Physical Infra-structure</b></p> <ul style="list-style-type: none"> <li>- institutions, associations, service clubs, agencies, etc.</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p><b>Social Infra-structure</b></p> <ul style="list-style-type: none"> <li>- banks, malls, lodging, dining, etc.</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p><b>Cultural Infra-structure</b></p> <ul style="list-style-type: none"> <li>- theatres, auditoria, libraries, etc.</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p><b>Services</b></p> <ul style="list-style-type: none"> <li>- education, health, transportation, recreation, employment, legal, consulting, counselling, social.</li> </ul>	Yes	No	1	2	3	4	5	6	7

RATING SCALE

Specify for adding to LIST #1 (Items that "help", "do with", or "describe" COMMUNITY WELL-BEING).

Indicate your rating of items added by placing a check mark (✓) in the appropriate column next to each item.

1	Extremely important
2	Very important
3	Moderately important
4	Slightly important
5	Not at all important
6	No opinion/Don't understand
7	Does not apply

LIST #2 INSTRUCTIONS AND EXAMPLE

List #2 summarizes what people said "hinders", "interferes with", or "prevents" COMMUNITY WELL-BEING.

You are asked to circle "yes" or "no", as the example below demonstrates, to indicate whether or not you feel that each item "hinders", "interferes with", or "prevents" COMMUNITY WELL-BEING.

You will then circle a number between 1 and 5 to indicate how much each item is considered to hinder Community Well-Being. Numbers 6 or 7 may be circled if in any cases none of the previous numbers seem appropriate.

Remember that your ratings relate directly to the underlined items on the list in the left hand column. The illustrations beneath each underlined item have been drawn directly from the interviews or from the literature, to help clarify the item being rated.

EXAMPLE:

RATING SCALE

Is this item as high as "LEADER" COMMUNITY WELL-BEING?	Yes	No					
Issues that "hinder"...	Yes	No					
<u>Physical weather conditions</u>							
- blowing desert sand							
- scorching temperatures							
- very high humidity							
<u>Community factions and feuding</u>							
- fighting between groups							
- unwillingness to cooperate							
How much does it hinder if "yes"?	1	2	3	4	5	6	7
Extremely important							
Very important							
Moderately important							
Slightly important							
Not at all important							
No opinion/Don't understand							
Does not apply							

The last page of List #2 is blank, except for the Rating Scale, to receive any additional items that you feel are important hindrances to Community Well-Being. Be sure to check (✓) the appropriate column to indicate your rating of each item that you add. The same page may also be used for other comments you may wish to make.

Note: The ratings you make are to indicate your view of how much each item "hinders", "interferes with", or "prevents" COMMUNITY WELL-BEING, NOT whether you think it is now a problem in your community. This study is not about Fort McMurray. It is simply drawing on the Fort McMurray experience to help identify what sometimes happens.

LIST #2

Hindrance Rating Scale

Is this item an issue that "Hinders" COMMUNITY WELL-BEING?	Extreme Hindrance	Major Hindrance	Minor Hindrance	Slight Hindrance	No Hindrance at all	No Obstacle/Does not Apply
Yes	1	2	3	4	5	6
No	6	5	4	3	2	1

Is this item an issue that "Hinders" COMMUNITY WELL-BEING?	Extreme Hindrance	Major Hindrance	Minor Hindrance	Slight Hindrance	No Hindrance at all	No Obstacle/Does not Apply
Yes	1	2	3	4	5	6
No	6	5	4	3	2	1

Issues that are said to "Hinder", "Interfere with", or "Prevent" COMMUNITY WELL-BEING:

I - PERSONAL ISSUES:

- Spouse and Family Issues that HINDER:
  - Spouse dissatisfaction
  - Feels trapped; "stuck" in at home with the kids;
  - husband working long shifts; just home to sleep;
  - Loneliness; no extended family nearby.
- Marriage breakdown
  - she, spouse or both leave town which adds to community turnover;
  - split with spouse, community and creditors often occurs about the same time;
- Little to hold family together:
  - both parents working to survive, or to make the first buck before moving on;
  - children left to fend for themselves;
  - home life and parenting falls apart.
- Personal Finance Issues that HINDER:
  - mismanagement of finances
    - high costs not anticipated;
    - people get drawn into debt very quickly;
    - some decide they've "too much debt to stay".
  - Fast-track HEIRIE
    - come with "get-rich-quick" ideas; to make a killing;
    - no plan to stay.
- Thriving life on "wild" attitudes that HINDER:
  - no commitment to community building
  - no intention of "getting down roots"; short term interests only;
  - always poised to get away at every opportunity;
  - never see it as a place to live.
- Very little community involvement
  - no real "ownership" in community; unwilling to be involved;
  - apathy (don't care) about community and its future;
  - lack of initiative for community;
  - people complain but do nothing.

D. Motivation & Qualifications

- LOSS OF "USER & EXPERTISE" SKILLS:
    - Lack reliable skills; "unlikely to make it anymore;
    - unresolved personal problems;
    - "complaining, belly-aching about what's not good enough;
    - lack of aspiration; no pioneer spirit;
    - always comparing with place of origin.
  - "BIRTS FOR STONY REASONS"
    - here for fast buck, not for a place to call home;
    - "here to take, not to give"; self-interest primarily;
    - "don't want to be here"
    - unrealistic, conflicting, or misplaced expectations.
- II - LEADERSHIP ISSUES:
- Leadership Skills that HINDER:
    - STONY REASONS - DECISION MAKING (too far removed)
      - leaders (local or provincial) too removed from the people;
      - failure to consult with the people;
      - decisions made without community input;
      - overlooking value of community experience.
  - "TRILLS MANAGEMENT"
    - action determined by emergency/political expedience;
    - "band-aid" (short term) solutions
    - inadequate planning (i.e. overcrowded classrooms)
  - "YATKED INTERESTS" and "CONFLICT-OF-INTERESTS"
    - offer of "plums" (facilities) that community can neither afford to turn down nor to maintain;
    - provincial goals that override local priorities
    - government engaged in competitive profit making that interferes with regulatory mandates;
    - resistance to building highway to adequate safety standard due to cost;
    - petty politics and squabbling about who's responsible for services.
  - "Colonial" Arrangements (control outside community)
    - agreements between government's industry that affect community without community's participation;
    - outside control that frustrates local initiative and responsibility;
    - actions and policies that foster dependence;
    - decisions made for the community without local participation;
    - too much outside control of land, of housing, and of the town itself;
    - government or industry goals that make community well-being secondary or irrelevant.

Is this item an issue that "LEADER" COMMUNITY WELL-BEING?	How much does it hinder?								
	1	2	3	4	5	6	7		
<p><b>C. Leadership Priorities that HINDER.</b></p> <p>1. When even the economic advantage of investment in community health and stability is overlooked</p> <ul style="list-style-type: none"> <li>- provincial objectives that make community well-being secondary or irrelevant;</li> <li>- production and economic goals that override human values;</li> </ul> <p>2. Failure to recognize the importance of the family.</p> <ul style="list-style-type: none"> <li>- that men need time to be fathers/husbands;</li> <li>- that needs of spouse a family are as necessary to provide for as the worker's needs;</li> <li>- that special needs of young families (day care etc.) are especially prominent in a resource town where extended family is absent and the population is predominantly in their 20's.</li> <li>- that a stable refuge called "home" is especially important when everything around it is moving at a boom boom pace.</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p>3. <u>How only money incentives are offered</u></p> <ul style="list-style-type: none"> <li>- no community-building incentives offered;</li> <li>- both industry and the individual are appealed to primarily with financial incentives;</li> <li>- the challenge and opportunity of creative community building is not mentioned as a recruitment appeal or incentive.</li> </ul>	Yes	No	1	2	3	4	5	6	7

III - IMPACT ISSUES:

Is this item an issue that "LEADER" COMMUNITY WELL-BEING?	How much does it hinder?								
	1	2	3	4	5	6	7		
<p>1. <u>Resource Difficulties</u></p> <ul style="list-style-type: none"> <li>- inflexibility, red tape;</li> <li>- undue delay for decisions in rapid growth situations;</li> <li>- past (precedent) vs. future (possibilities) orientation;</li> <li>- guided by practices in stable (established) communities rather than by the necessities of the resource town situation;</li> <li>- concern to play it safe at the expense of finding new ways of doing things.</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p>2. <u>Ineffective Organization(s)</u></p> <ul style="list-style-type: none"> <li>- poor organization;</li> <li>- lack of organization (community league);</li> <li>- too many organizations;</li> <li>- lack of community support or participation in community organizations;</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p>3. <u>Inappropriate Recruitment Practices</u></p> <ul style="list-style-type: none"> <li>- glossing over "the real picture" that sets people up for disappointment;</li> <li>- recruiting only the worker and bypassing the spouse.</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p>4. <u>Public Policy</u></p> <ul style="list-style-type: none"> <li>- media focus on negative features of a resource town;</li> <li>- bad image for the town portrayed by disappointed people that leave.</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p>5. <u>Local Administration</u></p> <ul style="list-style-type: none"> <li>- over-reliance on negative features of a resource town;</li> <li>- neglect or minor attention to social issues in the community;</li> <li>- on-going crisis management;</li> <li>- failure to capitalize on the cosmopolitan human resource of a resource town.</li> </ul>	Yes	No	1	2	3	4	5	6	7
<p>6. <u>Lack of Co-ordination</u></p> <ul style="list-style-type: none"> <li>- lack of inter-agency communication channel(s) at local level;</li> <li>- lack of someone based locally during rapid growth phase to help with communication in community's behalf, with various government departments.</li> </ul>	Yes	No	1	2	3	4	5	6	7

A. "Too Much"/"Too Fast" Factors that HINDER.

- The Pace
  - not enough time; too busy
  - too many things happening at once;
  - not enough time allowed to do good job in construction of housing etc.
  - not enough lead time for social planning.
- The Costs
  - above average living costs for individuals and families, and the time of investment for the industry, results in a driveaway for both;
  - excessive overtime, long shifts before necessary to survive;
  - high taxes, interest, and mortgages.
- The Isolation
  - too far from other towns;
  - too distant from relatives;
  - isolation locally when there's no public transit - especially for women with children.



Is this item an issue that "Hinders" COMMUNITY WELL-BEING?	If "Yes", How much does it hinder?								
	Extreme Hindrance	Major Hindrance	Moderate Hindrance	SLIGHT Hindrance	No Hindrance at all	No opinion/Don't understand	Does not apply		
<p>4. <u>Discouragements for Small Business</u></p> <ul style="list-style-type: none"> <li>- lead controlled by "The Crown" (Prov. Gov't); housing too much in hands of a government housing corporation discourages local builders and prevents most individuals from building their own home;</li> <li>- local contractors wanting to bid on local contracts with the oil industry must go to Calgary to do so, but don't qualify for same isolation benefits to do local work as do contractors imported from Calgary.</li> </ul>	Yes	NO	1	2	3	4	5	6	7
<p>5. <u>Unsatisfactory Transportation</u></p> <ul style="list-style-type: none"> <li>- Long delayed local public transit system traps women with small children at home and contributes to dissatisfaction with life there;</li> <li>- poor or unsafe highway link with other centers contributes to feeling of isolation;</li> <li>- excessive cost of air transportation; reported that 70¢ fares on Ft. McMurray run are highest on a per mile basis of anywhere in the PMA system).</li> </ul>	Yes	NO	1	2	3	4	5	6	7
<p>6. <u>Hindrances to Responsible Local Government</u></p> <ul style="list-style-type: none"> <li>- policy decisions sometimes made outside the community that should be made locally or when local viewpoints are not adequately considered;</li> <li>- handing things/decisions to community "on a platter" with little or no local involvement; airport to rubber stamp, stifles community initiative, self-reliance, and sense of ownership in the community.</li> <li>- too many free services may interfere with personal commitment and involvement, and result in dependency.</li> </ul>	Yes	NO	1	2	3	4	5	6	7
<p>4. <u>The Transience</u> (mobility and turnover) -</p> <ul style="list-style-type: none"> <li>- high turnover of personnel;</li> <li>- constant moving in and moving away of neighbors; short-term friendships and frustration when they leave;</li> <li>- little commitment of some to "put down roots".</li> </ul>	Yes	NO	1	2	3	4	5	6	7
<p>5. <u>The Crowding</u></p> <ul style="list-style-type: none"> <li>- overload on public facilities &amp; services during rapid growth phase;</li> <li>- too many people at once for schools etc. to handle properly;</li> <li>- too easy newcomers at once for "old timers" to be able to welcome or feel good about</li> <li>- lag in supply of adequate housing for demand.</li> </ul>	Yes	NO	1	2	3	4	5	6	7
<p>6. <u>The Stress</u></p> <ul style="list-style-type: none"> <li>- tension between survival needs and need/desire to be involved in community activities;</li> <li>- tension between spouse &amp; family needs on one hand, and job requirements or cost-of-living impositions on the other;</li> <li>- too many things happening at once.</li> </ul>	Yes	NO	1	2	3	4	5	6	7
<p>8. <u>Too Little/Too Slow Factors that Hinder</u></p> <p>1. <u>Inadequate Information</u></p> <ul style="list-style-type: none"> <li>- early planning without involving the community;</li> <li>- agreements between government &amp; industry without the community's knowledge;</li> <li>- information needed for social planning not available to community to allow enough lead time.</li> </ul>	Yes	NO	1	2	3	4	5	6	7
<p>2. <u>Inappropriate Funding Arrangements</u></p> <ul style="list-style-type: none"> <li>- up-front funding through New Town legislation</li> <li>- not adequate to prevent heavy debt load;</li> <li>- grant formula based on census figures that "works" for a slow growth community is not realistic where there is rapid growth;</li> <li>- Province gets rich on local resource royalties while local municipality is forced into debt to make it possible;</li> <li>- unfair tax burden carried by local citizens;</li> <li>- tax holiday for the industry at the beginning; postpones revenue needed by the community then too.</li> <li>- lack of government initiative to deal with local tax burden.</li> </ul>	Yes	NO	1	2	3	4	5	6	7
<p>3. <u>Single Industry Limitation</u></p> <ul style="list-style-type: none"> <li>- employment opportunities thereby limited;</li> <li>- monopoly by a single industry of job market;</li> <li>- community economic base limited;</li> <li>- range of opportunities restricted;</li> <li>- risks "company town" image</li> </ul>	Yes	NO	1	2	3	4	5	6	7

PERSONAL DATA SHEET

No. \_\_\_\_\_  
Name \_\_\_\_\_

Address \_\_\_\_\_ Phone \_\_\_\_\_  
Sex:   F     M  

1. - Marital Status:   single   2. - Number living in your household   1    
  married/common law   (circle the appropriate number)   2    
  separated/divorced     3    
  widowed     4    
  5    
  6 or more  

3. - How long have you lived in Fort McHurray?  
  less than 12 months   between 10 and 15 years  
  between 1 and 2 years   " 15 and 20 years  
  " 2 and 5 years   " more than 20 years  
  " 5 and 10 years   " grew up here

4. - Why did you come to Fort McHurray? (check as many as apply to you)  
 transferred here by employer  my spouse had a job here  
 applied & was offered job here  my parents moved here  
 came looking for job  was born here  
 the natural environment appealed to me  other (specify) \_\_\_\_\_  
 the location appealed to me \_\_\_\_\_

5. - How long are you likely to stay?   only til I can arrange a job and move elsewhere    
  2 to 5 years    
  5 to 10 years    
  indefinitely  

6. - When you moved here, did you see it then as a fairly permanent move?   yes    
7. - What is your current employment? \_\_\_\_\_

8. - If unemployed, how long? (   months), and what was your last job? \_\_\_\_\_

9. - In general, how satisfied have you been with life in this resource town community?  
  very satisfied    
  satisfied    
  neither satisfied nor dissatisfied    
  dissatisfied    
  very dissatisfied  

10. - Do you feel your 1982 income is satisfactory for living here?   yes    
If "no", explain \_\_\_\_\_

11. - What do you consider to be the lowest satisfactory 1982 wage or salary for living in a town like Fort McHurray?  
  \_\_\_\_\_   for family of   4   for a couple \_\_\_\_\_

12. - Recognizing that there are many forms of learning and education, please indicate what formal education you have completed:  
  grade 6 or less     some University or Tech school    
  between 7 and 9 grades     University degree (specify) \_\_\_\_\_    
  between 10 and 12 grades    
  matriculation grade 12     post graduate study (specify) \_\_\_\_\_  

PAYING SCALE	
1	2
Extreme Hardship	_____
Major Hardship	_____
Moderate Hardship	_____
Slight Hardship	_____
No Hardship at all	_____
No Disturbance to Production	_____
Does not apply	_____

Specs for adding to List B (issues or items that hinder, interfere with, or prevent Community Well-Being).  
Indicate your rating of the item you add by placing a check mark (✓) in the appropriate column next to each item.



APPENDIX C

Invitation Letters to Participate in Study

- one to Round One interview participants
- one to larger community sample

Postage paid Reply Card

April 20<sup>th</sup> 1982

Dear

Re: COMMUNITY WELL-BEING STUDY

The enclosed lists summarize the results of the in-depth interviews in which you and 29 others participated some weeks ago.

These lists are now being distributed to a larger cross-section of Fort McMurray residents to obtain their ratings of what was identified in the interviews as important.

Since you who were interviewed all lived in Fort McMurray during at least one of the boom periods, it is desirable to obtain your ratings on these summary lists also, for comparison with the larger sample of which many have not experienced the boom period.

The rating exercise takes between 30 and 60 minutes to complete, according to a test run with several Grade 12 Social Studies classes last week.

I am still planning an evening feedback and discussion session after the results are all in, for the benefit of all interested participants. You will be notified.

Your assistance, this far has been very helpful and your cooperation is appreciated.

Very truly,

I. N. Glick  
10042 - 116 Street,  
Edmonton, Alberta. T5K 1V6

April 20, 1982

Dear Fort McMurray Resident:

In recent weeks approximately 30 individuals from your community were interviewed in-depth for their views on what is required to achieve a healthy community ("community well-being") in a resource town such as yours. These persons were selected on the basis of having lived in Fort McMurray during at least one of the boom periods. They represent a cross-section of Fort McMurray residents, occupations, and age groups.

Now, in order to test community opinion more broadly, you are invited to be part of a larger sample that will review the results of the interviews. You will be able to make your own rating of each item's importance as you see it.

The procedure will be to send you two lists that summarize the results of the interviews. The first list will reflect what "helps", "goes with", or "describes" COMMUNITY WELL-BEING; the second list, what "hinders", "interferes with", or "prevents" COMMUNITY WELL-BEING.

The lists will be so arranged that you will simply circle a number to indicate your rating of each item's relative importance. The exercise took a group of high school students from 30 to 60 minutes to complete.

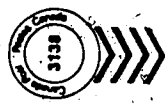
Your experience and thoughtful response will be important for helping other Alberta communities prepare positively when faced with major developments. At the same time, you will no doubt find it rewarding to learn what some of your neighbors are thinking about these issues. Individual responses are kept anonymous, but summary results of the study will be available to the public when completed.

The enclosed postage-paid reply card is for you to indicate whether you will take part. Simply fill in the spaces and return it promptly. No stamp is needed. Determined by your reply, you will then receive the lists for your ratings and a stamped/addressed return envelope. It is important to mail back the card even if you do not wish to take part so that I can know when all interested participants have been heard from.

I believe you will find it interesting to take part.  
Very truly,

I. M. Glick, Doctoral Student, Educational Psychology Dept., University of Alberta, and Co-Director of Co-West Associates, 10042-116 St. Edmonton, Alberta. T5K 1V6

P.S. This study process has been endorsed by the Fort McMurray Coordinating Council for Health and Social Services and is sponsored by the Impact Assessments Division of Alberta Environment. Some of the data will provide the basis for my doctoral thesis at the University of Alberta. IMG.



I. N. Glick  
CoWest Associates  
10042 - 116 Street  
Edmonton, Alberta  
T5K 9Z9

**Business Reply Mail**

No postage stamp necessary if mailed in Canada. Postage will be paid by:

(Re: Community Well-Being Study)

Place check mark (✓) in appropriate space.

\_\_\_\_\_ Send me the lists: I will participate.

\_\_\_\_\_ Do not send me the lists: I will not take part

No. \_\_\_\_\_

Name \_\_\_\_\_ Phone \_\_\_\_\_

Address \_\_\_\_\_

APPENDIX D

Round Three Package

1. Invitation to seminar
2. Covering letter
3. Seminar handouts
  - Note to seminar participants
  - Preliminary findings & implications
  - Bits of "Community Wisdom"
  - Assessment questionnaire

-- INVITATION --

August 27, 1982

To What? A Feedback and Interpretation Seminar concerning the COMMUNITY WELL-BEING STUDY conducted prior to the summer holidays.

To: Participants in "Community Well-Being Study"

To Whom? All participants in the Study -- whether you were interviewed, or filled out a rating questionnaire.

Dear Study Participant:

When? (Choose one of two sessions, whichever one is most convenient to you):  
Tuesday evening, 7:30-9:30, September 7/82  
Wednesday afternoon, 1:30-3:30 September 8

The enclosed invitation to a Feedback Seminar is intended especially for all participants in last Spring's "Community Well-Being Study".

Some interesting findings have emerged that should have local input for interpretation before the final report is completed.

A printed summary of findings will be presented to each person attending the seminar, and opportunity will be provided for discussion and interpretation.

Where? Macdonald Island Complex

Why? To fulfill a commitment to report results to study participants, and to invite your assistance with interpretation.

Refreshments will also be provided.

I hope you can arrange to attend one of the sessions.

Very truly yours,

Refreshments will be provided.

I. N. Glick,  
7103 - 111 Street,  
Edmonton, Alberta.

Preliminary Findings and Implications  
Community Well-Being Study  
Fort McMurray - 1982

Findings indicate a greater unanimity about factors that "help" than about those that "hinder" community well-being. It is also noted that factors typically associated with resource towns, such as the pace, the stress, the transience, the crowding, and the isolation, were not among the highest ratings. The highest ratings by 75 percent or more of respondents, highlighted personal attributes such as commitment, involvement, initiative, and integrity; shared responsibilities such as cooperation, local government, and informed planning; leadership roles of government and industry as facilitating local aspiration and responsibility; the stabilizing function of the family; basic services at affordable costs; and an environment of economic stability, natural and social appeal for "putting down roots", and psychologically favorable for trust and contentment.

Implications are that residents see community well-being as primarily a subjective and local responsibility. Government and industry can facilitate, but not provide it. Related implications accent local input in resource town planning, local responsibility for its administration, and a style by government and industry that optimizes "opportunity" in ways that foster rather than frustrate the highly rated personal attributes mentioned above. It is reasonable to assume that, just as negative impacts have been identified and mitigating measures implemented, so also can positive community alternatives be identified, planned, and facilitated.

To Feedback Seminar Participants:

This study has sought to identify the important factors of community well-being, based on Fort McMurray resident experience and perceptions.

The process included in-depth interviews with 30 residents that have lived in Fort McMurray long enough to have experienced at least one boom period. From those interviews, two lists were developed to summarize what helps or describes, and what hinders or prevents, community well-being. These rating lists were then mailed out to a much larger cross-section of community residents. Ninety-nine completed lists were returned.

Factors receiving the highest ratings by 75 percent or more of respondents are listed in the attached table. General observations and a summary of some "quotable" responses from the interviews are also provided. Today's seminar is both to report findings and to invite your participation in assessing the results.

In addition to your review and interpretation of the results, your assessment of the study process/itself would be helpful. A few questions are provided on a separate sheet.

Your being here to take part is appreciated.



Quotable Bits of "Community Wisdom"  
Selected From Community Well-Being Interviews  
Fort McMurray - 1982

On Community Well-Being:

"Community well-being is not a packaged commodity, it derives from the well-being of the individual. It is not so much a service delivery matter as a facilitating-of-growth issue, first at the individual level, which, in turn, benefits the community."

"You can't legislate community well-being; it must be inspired by the people themselves."

On Free Enterprise:

"Free enterprise must translate to local individual who wants a chance to build his own home."

"Instead of crown land grants to big industry or developers, it should be done in a manner that motivates the individual, --that doesn't create inequality nor destroy motivation."

On New Town Legislation:

"New Town Legislation should have more emphasis on building a community vs. building a municipality."

On Values and Incentives:

"You can't buy community stability with exorbitant wages and feasts at every meal. It can't be done that way."

"You can offer all the physical things in the world, but unless people are satisfied mentally they won't be satisfied."

"A false concept of well-being is fostered by basing everything, e.g., incentives, in financial terms."

"Easy money is not the answer in the pursuit of happiness."

On Commitment:

"People who have truly 'cut the cords' are most happy here; people from Edmonton seldom are."

On Recruitment:

"Industry must promote community with integrity, not milk and honey sensationalism."

"It's hard to overcome a disappointment."

On Family:

"Life is OK, despite community upheaval, where family life is stable."

"A stable family is crucial for a stable community."

On Outside Control:

"When decisions are made elsewhere (without meaningful local input), the community itches but can't scratch it."

On Relationship with Government:

"Local people resent what politicians, bureaucrats, and outside media do to us between the morning and afternoon flights."

"Need for government and industry to relate to the community with integrity and trust."

On Local Initiative:

"We need more people-made activities, less government-made."

"People must take initiative, not just bitch."

"In a growth situation there's a chance for self-discovery and self-confidence building, as opportunities to try new skills are exercised."

"Volunteer efforts achieve more than a 'gimme' attitude."

"There are two types of residents, 'survivors' and 'victims'."

On Recreation:

"Must accept what people can do for themselves, not just 'pay' recreation."

Assessment of Community Well-Being Study Process

Would this type of probe about what helps or hinders "community well-being" be helpful to a community, if its residents were engaged in such a process prior to a major development?

Yes \_\_\_ no \_\_\_ Explain \_\_\_\_\_

Has taking part in this study had any effect on your concept of community well-being? Yes \_\_\_ no \_\_\_ If yes, in what way? \_\_\_\_\_

What limitations or frustrations, if any, did you experience with the rating questionnaire? \_\_\_\_\_

What other suggestions, if any, have you for improving such a study process in a community? \_\_\_\_\_

Do you see this kind of process as having adult educational value in a community? Yes \_\_\_ no \_\_\_ Explain \_\_\_\_\_

How can a community be strengthened and its residents encouraged to do things for themselves? (use back of sheet if needed) \_\_\_\_\_

Check as many as apply to you:
I was one of the persons interviewed for this study
I completed the rating questionnaire
I took part in both. I took part in neither

On Expectations:

"If you go anywhere thinking it's the asshole of the world, that's what it'll be."

"Consider the ideal, then prioritize."

"Should only get excited about things you have a chance to change. To do otherwise is just plain dumb."

On the Media:

"Having sensitive media is important for building a wholesome self-image as a community."

On Newcomer Support Services:

"People feel freer to ask a peer than a professional. Perhaps we should develop community volunteer resources to help newcomers adjust instead of the standard social services or clinical counselling solution."

On Local Leadership:

"Local politicians should say 'no' to demands that people could attain themselves, should relate demands to taxes before responding."

On Community Stability:

"The people make the community, all the people, the whole age range. The 'roots' provide foundation and stability to a community."

On Warning Signals:

"High taxes and grumbling in the streets signals trouble."

On Opportunity:

"People have a right primarily to opportunity."

"We must create environment where people have a chance to win; where there is advantage to being locally involved, and reward (natural, not from government) for being self-motivated. I.e., It should not be necessary to fly to Calgary for an equal chance with Calgary bidders for Fort McMurray contracts."

# TEN SPEED PRESS

March 28, 1983

Post Office Box 7123  
Berkeley, California 94707  
(415) 845-8414

To: Mr. Glick

We have your permission request dated Mar. 7, 1983 asking to use:

the Illness-Wellness Continuum model

from our book:

THE WELLNESS WORKBOOK by Regina Ryan & John W. Travis, M.D.

Permission is hereby granted, subject to the following conditions:

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P.S. Best of luck with your dissertation!

