

# WAGMATCOOK FIRST NATION

## COMMUNITY PLAN UPDATE



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## COMMUNITY PLAN UPDATE



**Cities &  
Environment  
Unit**

Faculty of Architecture & Planning  
Dalhousie University



# Wagmatcook First Nation Community Plan Update 2014

## **Wagmatcook First Nation**

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Many people participated in developing this Community Plan Update. Special mention should be given to the efforts made by the following groups and individuals.



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## Acknowledgements:

To the many Wagmatcook community members who contributed to forming the direction of Wagmatcook First Nation's future.



A background map of Wagmatcook Island and its surrounding waters. The island is shown in a light tan color, with a network of roads and several buildings marked with small white squares. The surrounding water is a light blue, and the coastline is irregular. The map is oriented with the island's main body at the top and the water extending downwards and to the right.

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# Introduction

This Plan Update was developed with extensive input and feedback from community members:

## Community Conversations

Workshop 1 - January 2013  
Workshop 2 - April 2013  
Workshop 3 - May 2013  
Workshop 4 - July 2013  
Workshop 5 - September 2013

In 2002, Wagmatcook connected with the Cities & Environment Unit (CEU) to create a Community Development Plan. Over 10 years later, Wagmatcook wished to revisit and update the Community Plan. The CEU worked with Wagmatcook community members throughout 2013 on the update process. The Community Plan Update was a chance to re-group, re-tool and re-imagine the future of Wagmatcook.

Wagmatcook community members gave their time, energy and ideas to make this Community Plan a success. Open houses, community conversations, focus group and working sessions took place with youth, Elders, leadership, staff and community members. Out of this work came a common understanding of existing conditions, current issues, strengths and possibilities in Wagmatcook. This knowledge is the foundation for the Community Plan and the inspiration for action.

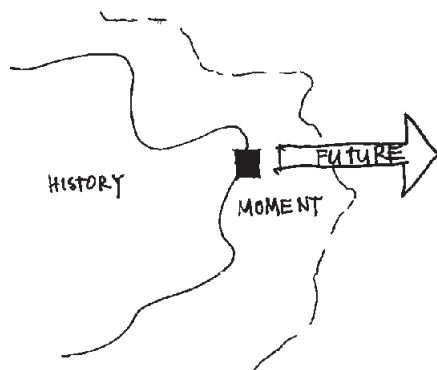
The creation of this Plan is not the end. It is the beginning. The Plan, rooted in the values and beliefs of community members, is the tool and the guide to shaping the collective future of Wagmatcook. It's now time to hit the ground running, to take the ideas in this Community Plan and continue to build a positive future in Wagmatcook.



## Plan Process

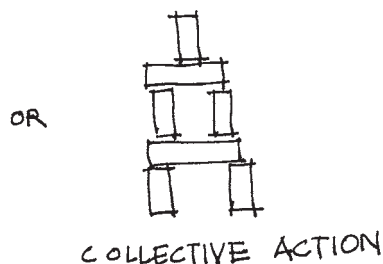
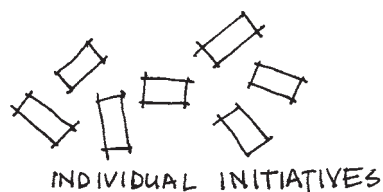
The most fundamental characteristic of the planning process is that it is community-based. Ideas contained in this Plan have strength, power and endurance because they come from the community.





### The Moment for Planning

This Plan Update is a forward-looking document that sets out goals for the future and outlines how Wagmatcook First Nation will get there. Chapter 1, Background, describes how the community has changed since 2002, while Chapters 2 and 3 discuss Vision and Action for the future. These components were developed and supported by a shared understanding of the local context - the past and present - that inspire and motivate action.



## Approach

The Community Plan Update has three chapters: Background, Vision and Action. The Background chapter provides a ten-year snapshot of how Wagmatcook has changed and what has been achieved since 2002. Also included are mapping and analysis of Wagmatcook land, which identifies areas suitable for future development as well as environmentally and culturally sensitive areas that should be protected. Leadership, staff and community members can use information from the Background chapter to make informed decisions, develop proposals and share Wagmatcook's story.

The Vision chapter describes the bold, long-term direction for Wagmatcook as developed by community members in 2002. The Vision centres on youth, a focus that is still important for community members. Community Values accompany the Vision and highlight what are essential community qualities. These Values are a touchstone to guide future action and to make sure these actions reflect the beliefs of Wagmatcook First Nation.

The Action chapter uses the ideas gathered from the community conversations and open houses, and the Background and Vision chapters, to inform immediate and long-term action. There are four parts to this chapter: Action Areas, Structure and Future Development Maps, the Approach to Change and Project examples.

Action Areas translate the Vision and Principles into achievable actions, policies and priorities for leadership, Band staff and community members. The Community Structure and Future Development Maps reinforce Wagmatcook's community Vision and its achievements since 2002. These maps illustrate how Wagmatcook should approach future growth and change. The Approach to Change section explains how each community project is an opportunity to advance the ideas of the Plan, ensuring each action makes a difference. The Project examples show how the Approach to Change can be used to achieve the goals of each Action Area. The four parts of the Action chapter work together to develop projects that will have a positive impact in Wagmatcook.

## Principles

All of the ideas, maps, projects and content in this Community Plan Update are a direct result of knowledge shared at community workshops. This approach represents the four main principles of Comprehensive Community-Based Planning:

**The Plan comes from the community.** The Vision, strategies, projects and initiatives are all based on the aspirations, values, resources, potential and spirit of community members.

**The Plan is owned by the community.** The content of the Plan is widely understood, accepted and broadly defended by community members.

**The Plan inspires and motivates.** It is memorable and provocative. It is inclusive and engaging. Its Vision and Action Areas can endure through election cycles and be embraced by current and future Chiefs and Council members.

**The Plan is holistic.** Comprehensive planning considers and connects all aspects of the community. Planning is not just another project or program, it is the glue that holds everything together. It is the shared direction that guides every project and informs every action.

Planning is a tool for a community to know where they are now and identify where they want to be in the future. Even more significant is its contribution in helping communities understand how to get there. Community planning establishes a basis for responding to immediate pressures, for using limited resources more effectively and for identifying and responding to community needs.



During the preparation of the Plan Update, posters were created for each stage of the planning process. These posters were displayed prominently throughout the community.



A physical model of Wagmatcook was created and used to discuss future land use with the community in an interactive and engaging way.



## Chapter 1

# BACKGROUND

how Wagmatcook has  
changed since 2002





## Chapter 1

# BACKGROUND

how Wagmatcook has  
changed since 2002

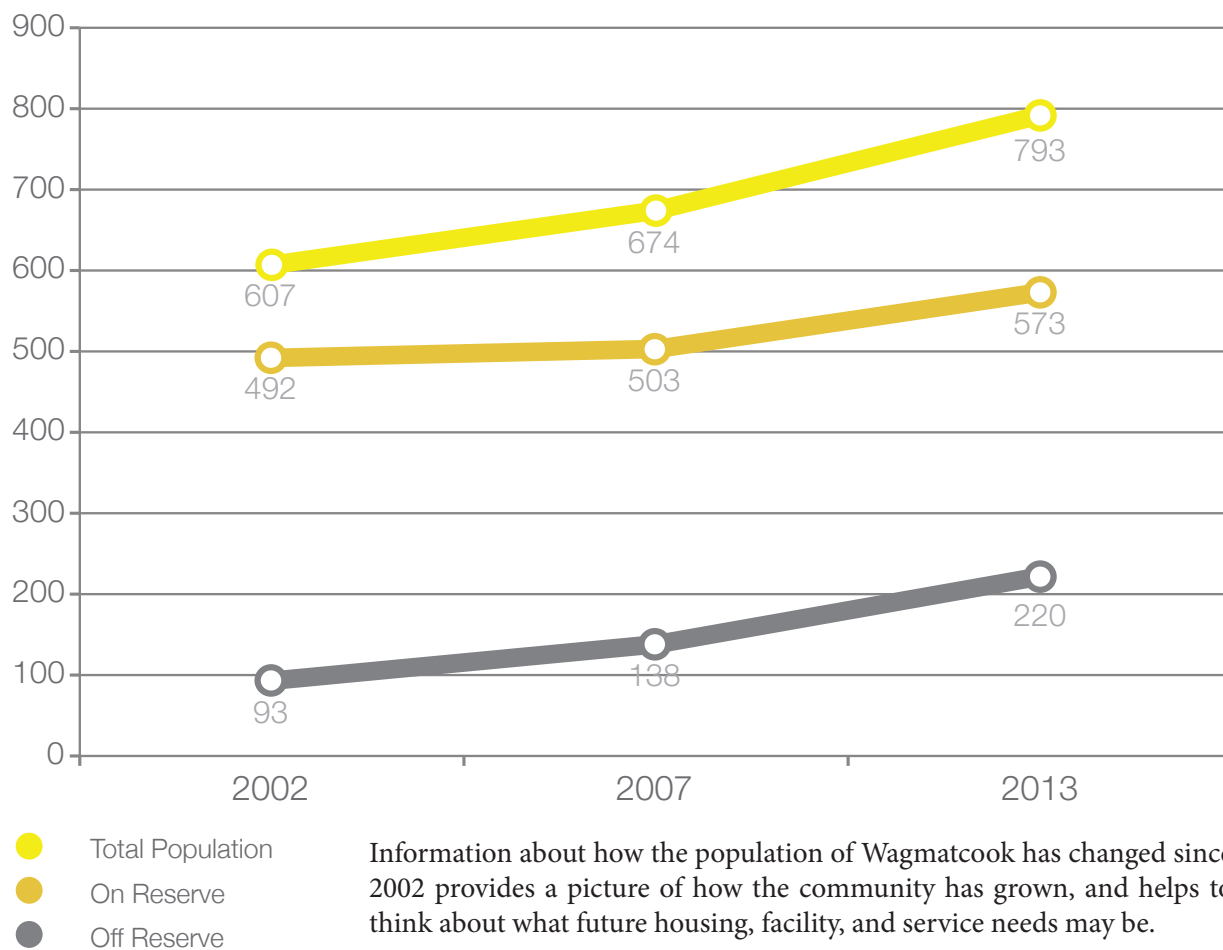
# Chapter 1: Background

Planning is about the future, but it builds off of knowledge from the past and the present. The Background Chapter provides a snapshot of what Wagmatcook is like today and how it has changed since 2002. The information presented paints a picture of the current situation and provides the basis for deciding where Wagmatcook should go next. This Chapter contains population changes over the last decade, a “ten-year snapshot” of community achievements, and information on Wagmatcook’s current land base and how the community currently uses the land. The snapshot of how Wagmatcook has changed since the 2002 Community Development Plan recognizes the many accomplishments the community has had, and helps to identify needs that have yet to be met. Wagmatcook First Nation has many resources and assets that need to be identified before priorities and projects can take shape. Land mapping and analysis help demonstrate the connection between the land and the community, and illustrate opportunities and constraints for future development in Wagmatcook. The Background Chapter informs the Vision and Action Areas presented in Chapters 2 and 3 of the Plan.

## Demographic Profile

*Demographics* is the study of how a large group of people, like a community, changes over time.

Population Change 2002-2013

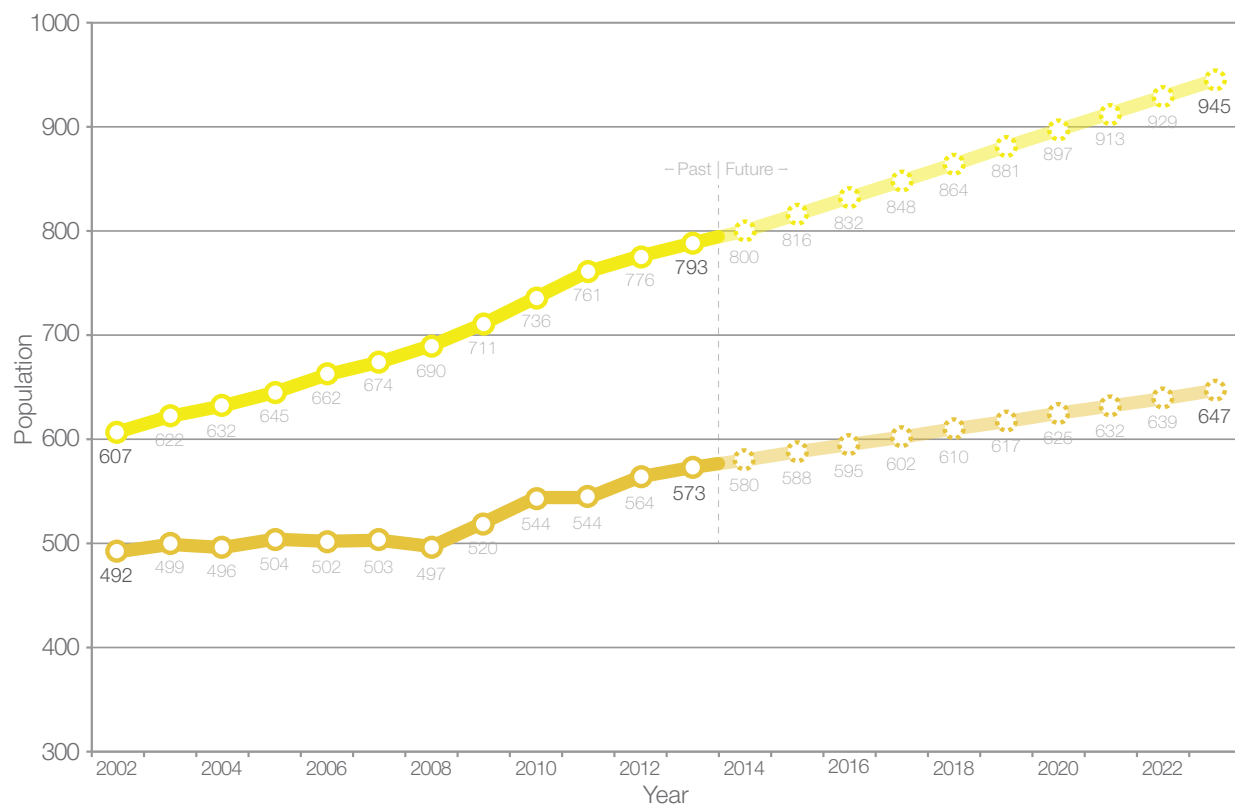


Information about how the population of Wagmatcook has changed since 2002 provides a picture of how the community has grown, and helps to think about what future housing, facility, and service needs may be.

The total population of Wagmatcook First Nation has grown 30 percent since 2002. The current population of 793 is almost identical to the ten-year total population projection forecasted in the 2002 Community Development Plan. This suggests that Wagmatcook has grown as expected over the last decade. The total number of members living on reserve grew 16 percent, while the off reserve population more than doubled. However, most members still live on reserve. Approximately 40 non-members also currently live in the community.

Source: Wagmatcook First Nation;  
AANDC Indian Register, 2002-2013

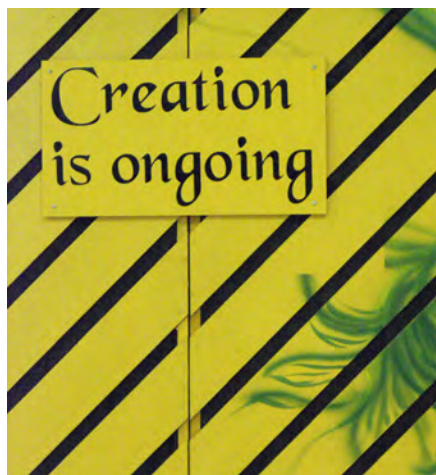
## Population Projection



The graph above illustrates how Wagmatcook's population has grown, what it is today, and what it could be in the future. This population projection uses a linear population projection method, which is based on the population growth rate in Wagmatcook since 2002. Wagmatcook's total population grew by an average of approximately 2.36% between 2002 and 2013, while the on reserve population growth rate in the same time period was around 1.41%. Based on this projection, Wagmatcook could see an steady increase in population over the next decade, reaching just under a thousand Band members total and almost a hundred new community members in the community. Of course, the on reserve population could increase in the future if more and more Band members decide to return to live in the

 Total Population  
 On Reserve

Base Data Source: Wagmatcook First Nation; AANDC Indian Register, 2002-2013

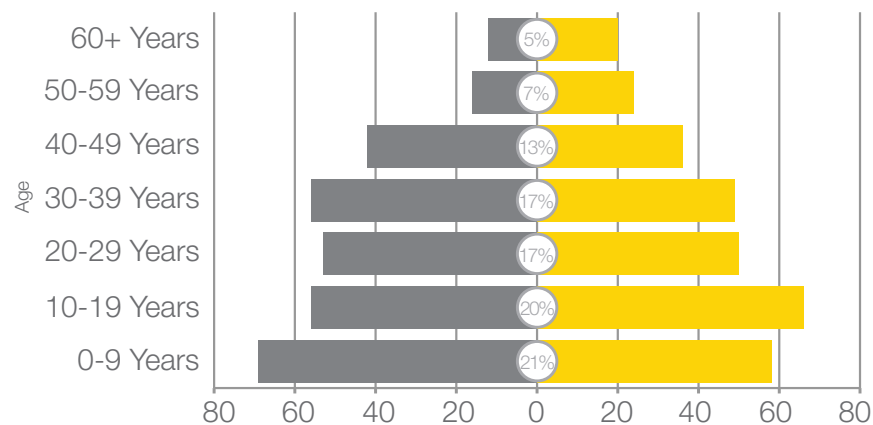


community. A linear population projection is generally considered a safe but conservative approach for forecasting population growth.

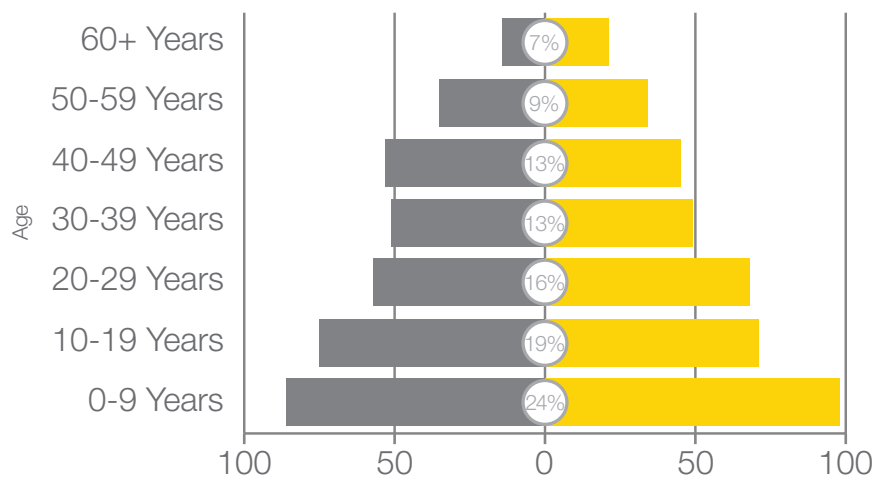
It is likely that the population of Wagmatcook First Nation will not grow neatly in a straight line over the next decade as depicted on the graph, but will rather have moments of rapid and slow growth. However, having a general understanding of how the population will grow over the next ten years is very important for planning for the future. It can help community members understand what their community will look like in the next decade, and help Band administrators and council understand what the needs and demands will be for various programs and projects, such as for housing, health, education, economic development, and recreation.

Two laws passed in Canadian parliament have expanded who is eligible to register as a Status member of First Nations, including Wagmatcook. Bill C-31, an *Act to Amend the Indian Act*, was passed in 1985 in order to address gender discrimination in the *Indian Act*. As of 2013, Bill C-31 has allowed almost 70 total previously non-Status women and children to register as members of Wagmatcook First Nation. In 2011, Bill C-3 *Gender Equity in Indian Registration Act* was put into effect, which permitted the grand-children of women who lost Status as a result of marrying non-First Nations spouses to have the ability to claim their legal Status. According to Aboriginal Affairs and Northern Development Canada (AANDC), approximately 45,000 people are now entitled to registration Canada-wide. 25 individuals have registered as members with Wagmatcook so far under this process, with many more still eligible to do so. The increase in Wagmatcook Band registration due to Bill C-3 has increased Wagmatcook's total population since 2011, and will likely continue to do so in the near future.

2002 Total Population



2012 Total Population

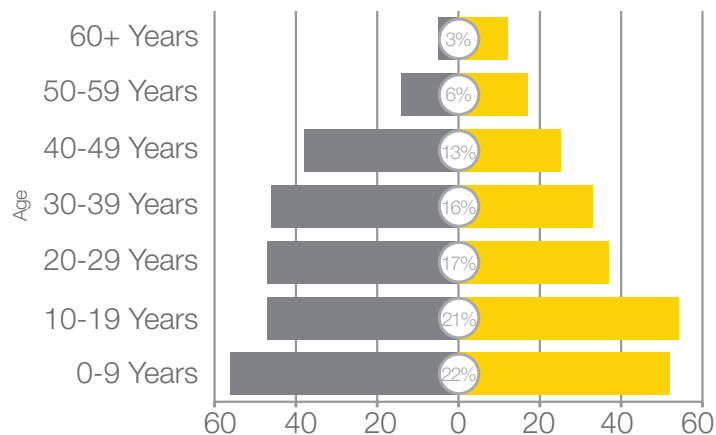


Wagmatcook is still characterized by a young population. In 2002, three-quarters of all Wagmatcook members were under 40 years of age, and 41% were under the age of 20. A decade later, 62% of the population was aged 40 and under, with 33 percent under 20. In addition, a moderate increase is observed in the over 40 population, from 25% in 2002 to 29% in 2012. This information supports the importance the community and this Plan have placed on supporting the youth of Wagmatcook.

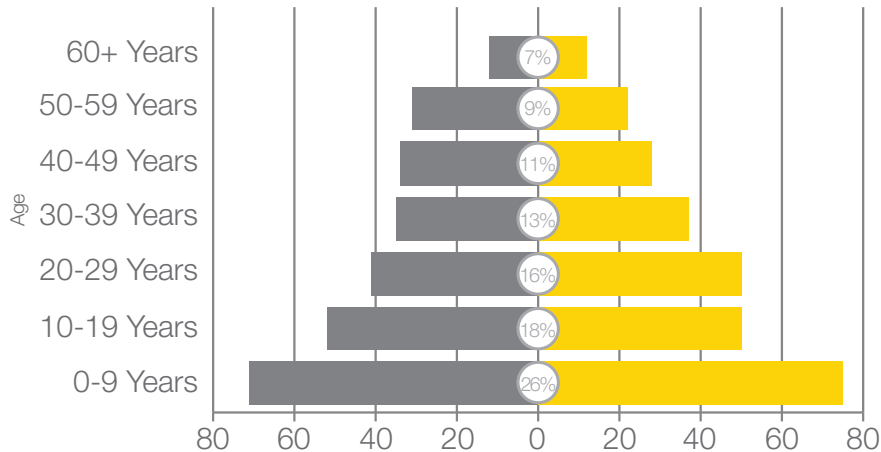
● Females  
● Males

Source: AANDC Indian Register, 2002-2012

2002 On Reserve Population



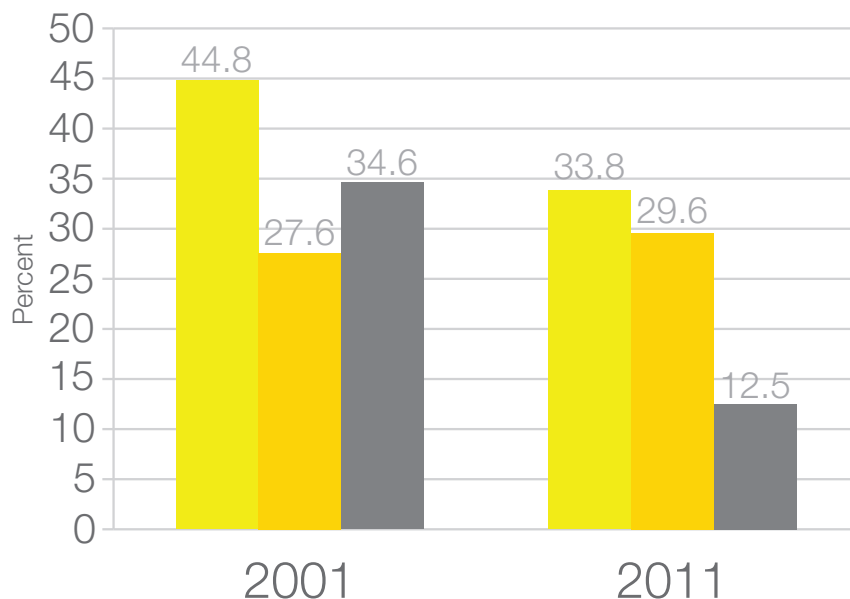
2012 On Reserve Population



Source: AANDC Indian Register, 2002-2012

The age and gender distribution of the Wagmatcook population in the community tells a similar story to that of the total population. Nearly three-quarters of the on reserve population was under 40 years old in 2012, with the largest cohort remaining those community members under 20 since 2002. These data support the continued use of the 2002 Community Development Plan Vision, which focuses on the prosperity and well-being of Wagmatcook youth.

## 2001 & 2011 Labour Force Participation



Since 2001, the employment rate in Wagmatcook has increased by two percent, while the unemployment rate has decreased dramatically by over twenty percent. However, the participation rate dropped eleven percent from 2002. This trend indicates that more community members are working but fewer are currently looking for work than a decade ago.

- Participation Rate
- Employment Rate
- Unemployment Rate

### *What do these numbers mean?*

#### **Participation Rate**

The percentage of the population over 15 that is employed or unemployed but looking for work.

#### **Employment Rate**

The percentage of the population over 15 that is working.

#### **Unemployment Rate**

The percentage of people in the labour force who cannot find work.

Source: Statistics Canada, Census 2001; National Household Survey, 2011.

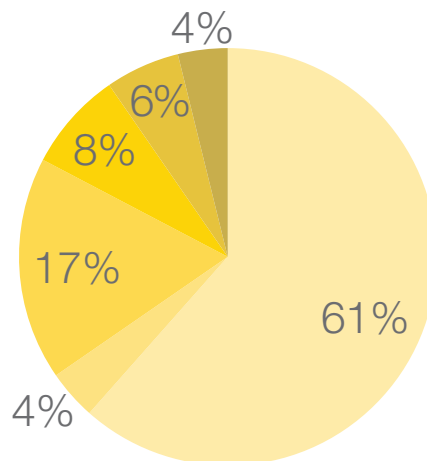
NOTE: Because labour force participation statistics are only measured by the Canadian Census (and in 2011, the National Household Survey), Census years 2001 and 2011 were used. Labour force participation was not measured in 2002 and 2012. The 2011 National Household Survey required only voluntary participation, unlike the Canadian Census.

- No Certificate, Diploma, Degree
- High School Diploma
- Apprenticeship or Trades Cert.
- College Diploma
- University Certificate or Diploma
- University Degree

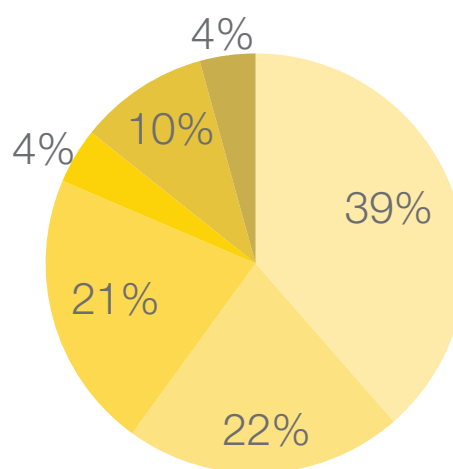
Source: Statistics Canada, Census 2001;  
National Household Survey, 2011.

NOTE: Because educational attainment statistics are only measured by the Canadian Census (and in 2011, the National Household Survey), Census years 2001 and 2011 were used. Highest level of education was not measured in 2002 and 2012. The 2011 National Household Survey required only voluntary participation, unlike the Canadian Census.

2001 Highest Level of Education

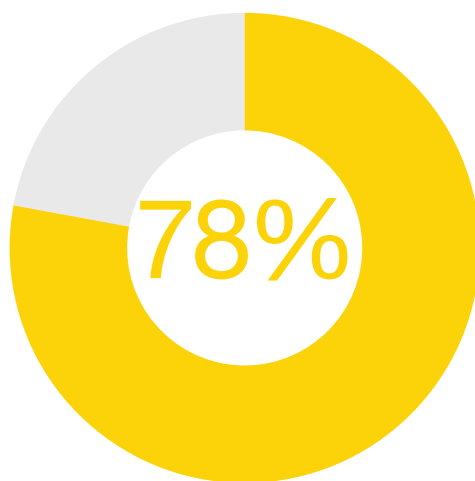


2011 Highest Level of Education

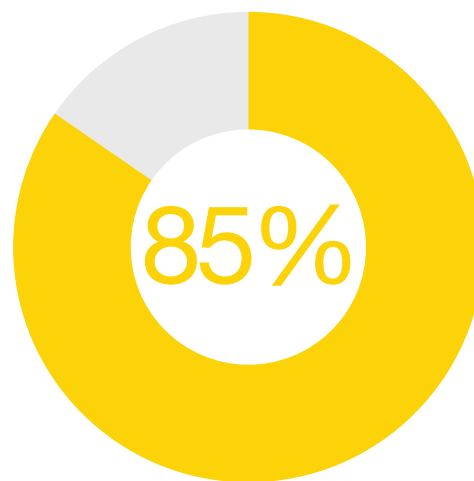


The Wagmatcook community has made significant strides in educational attainment over the last decade. Close to 20 percent more community members now have a high school diploma. Additionally, there are now more community members with trades certification or university education. New school facilities, programs, and partnerships with NSCC and CBU are obviously having a positive impact on the community by increasing educational opportunities for Wagmatcook members.

2001 Mi'kmaq as Mother Tongue Language



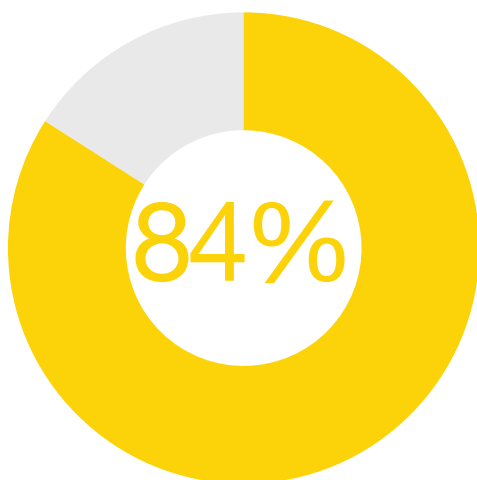
2011 Mi'kmaq as Mother Tongue Language



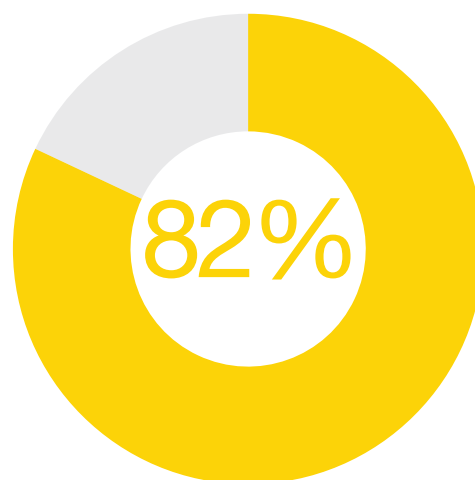
Source: Statistics Canada, Census 2001, 2011

The use and knowledge of Mi'kmaq language is central to Wagmatcook's cultural identity as a Mi'kmaw community and member nation of Mi'kma'ki. Using available data from the 2001 and 2011 Canadian Censuses, a greater percentage of Wagmatcook community members identify Mi'kmaq as their mother tongue in 2011 than in 2001. This finding suggests greater exposure and awareness of Mi'kmaq now than over a decade ago. Greater acknowledgement of Mi'kmaq as the mother tongue language of Wagmatcook presents an opportunity for more community members, and especially the youth, to gain knowledge and fluency of Mi'kmaq.

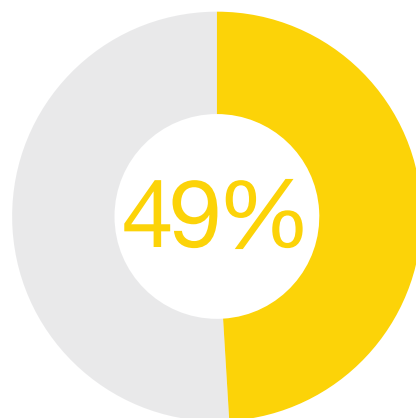
2001 Mi'kmaq Spoken Most Often  
or At Least Regularly



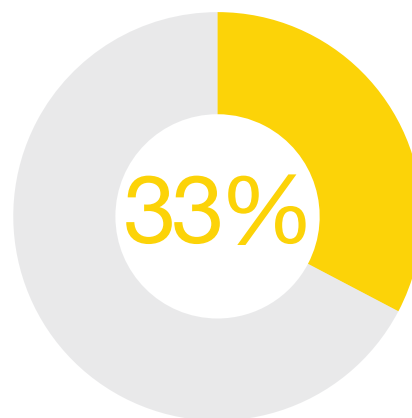
2011 Mi'kmaq Spoken Most Often  
or At Least Regularly



2011 Mi'kmaq Spoken Most Often



2011 Mi'kmaq Spoken At  
Least Regularly



The proportion of Wagmatcook community members to speak Mi'kmaq often or at least regularly has remained relatively stable over the last decade, with a slight drop of 2% in 2011. A further break down of Mi'kmaq language use in 2011 illustrates that community members are more likely to speak Mi'kmaq most often than regularly or on occasion. However, community members indicated that the vast majority of fluent Mi'kmaw speakers in the community are over 40 years old, with most youth and young adults speaking English more often than Mi'kmaq.

## Ten-Year Snapshot

This section recognizes the achievements of Wagmatcook First Nation since the 2002 Community Development Plan, while identifying needs that have not been met yet or may have changed over the past decade. Completed projects and programs are organized by the eight Action Areas that were the main areas of focus for community development 10 years ago. Completed projects and programs are highlighted and identified by Action Area. The ideas and initiatives for these projects and programs came from community members.

The many projects completed from the 2002 Community Development Plan illustrate the benefits the Plan provided for Wagmatcook. The 2002 Plan was also an important source of information for planning new housing over the last decade in the community. By reviewing what was accomplished from the 2002 Plan, we can understand what needs still remain in Wagmatcook. This Plan Update is a necessary tool in moving the community forward and addressing new and existing community needs.

To the right is the cover for the 2002 Wagmatcook First Nation Community Development Plan

Wagmatcook First Nation



Community Development Plan



## 2002 Community Development Plan Action Areas

1. School as Community Centre
2. Community Services and Programs
3. Recreation and Health
4. Environment and Research
5. Housing Policy
6. Waterfront
7. Commercial Development
8. Connections

1

### School as Community Centre

#### Action Areas

The future of Wagmatcook belongs to its youth. Both practically and symbolically school functions, buildings and programs become the focus of the community. While maintaining an appropriate scale, a school of many parts will become the centre for daily gathering as well as evening activities through the provision of community services and space for the celebration of community accomplishments.

#### COMMUNITY INFRASTRUCTURE

##### Learning Field

The Learning Field is built as a new public space. It is centrally located, active and brightly lit. It serves as a place to gather, share stories, hang out, read, play, be inspired and discover possibilities.

##### Education Village

The Education Village consists of the school, recreation facilities, technology access and training facilities, each with its own identity, clustered around the learning field and connected by a covered walkway.

##### Education Village buildings located around the learning field:

A **Community Resource Centre** that operates beyond school hours and provides services such as library, computer access (CAPS site), photocopying, information technology, music room, and map library.

A **Gym and Indoor Recreation Facilities** to be shared by school and community.

An **Art Studio/Gallery and Training Facility** that provides artistic and vocational training as well as education and access to tools and work space. A gallery would showcase

the finished work.

A **Living Space** for visiting students would allow student exchanges, summer workshops and immersion courses.

#### POLICIES AND PROGRAMS

1. **24-hour Community Resource Centre** and gym open to everyone.
2. Community and students form a **Joint Management Education** board which decides on rules of operation and programming for the school.
3. A **Mi'kmaq Language Program** implemented at the school could be used to deliver education and preserve the language as well as attract interested students from away.
4. A **Summer School Program** open to people beyond the community to include students from other First Nation Communities around the world. The program would include language and environment studies.
5. An **Alternative Education Program** for youth and adults creates opportunities for training and research in the areas of culture and environment and uses the existing school as a facility.
6. **Formal and Informal Craft Skill and Training Programs**, including facilities create opportunities for creative writing, painting, and traditional Mi'kmaq crafts.
7. Using and enhancing **Local Skills and Materials** creates local employment in the construction of the community infrastructure elements.



To the left is an example of an Action Area spread from the 2002 Wagmatcook First Nation Community Development Plan



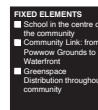
High View of Education Village



Learning Field

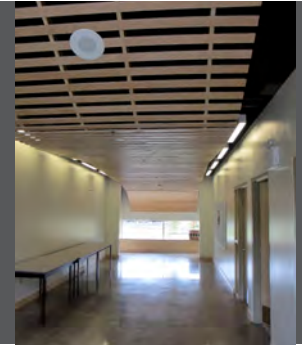


Covered Walkway Link



## ACTION AREA 1: SCHOOL AS COMMUNITY CENTRE

- New School →



## ACTION AREA 2: COMMUNITY SERVICES AND PROGRAMS

- NSCC Education Programming Moving to Old School



## ACTION AREA 3: RECREATION AND HEALTH



- ← New Health Centre
- Leadership Program at Wagmatcook Centre
- Home Economics and a Cafeteria at the New School

## ACTION AREA 4: ENVIRONMENT AND RESEARCH

- New Wastewater Treatment Plant →
- 1 Hectare Addition to Reserve Lands



- Youth Centre
- Cape Breton University (CBU) Elmitek Program (Bachelor of Arts Degree) at Culture and Heritage Centre
- Wagmatcook Learning Centre - Affiliated with Nova Scotia Community College (NSCC) →



- Youth Council (Started in 2010) →
- Aboriginal Youth Program - CBU



- Sports Night at School Gym and Archery on Wednesdays
- Gym at Culture and Heritage Centre
- Partnership with Victoria County and RCMP (Camp Carter for Girls and Boys)
- Soccer, Baseball, and Walking Programs
- Bike and Canoe Free Rental Programs



- Not Endorsing Recreational Fishing (i.e. Catch and Release)
- Unama'ki Institute of Natural Resources - Middle River Testing
- Shoreline Restoration
- Removal of Old Water Tower



## ACTION AREA 5: HOUSING POLICY

- New Housing Policy
- Housing Subdivision Phase 1 30% Complete - from Future Development Concepts in 2002 Plan →
- Housing Subdivision Phase 2 Planned



## ACTION AREA 6: WATERFRONT

- Fishing Derbies
- Wharf Public Space and Attraction Opportunity
- New Wharf →

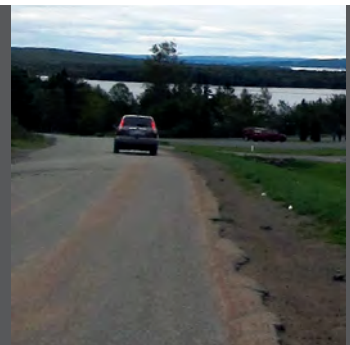
## ACTION AREA 7: COMMERCIAL DEVELOPMENT

- Commercial Fishery Operation → (Off Reserve)
- 54% of Band Revenue from Sources Other Than Government
- Smoke Shop Expansion in Culture and Heritage Centre



## ACTION AREA 8: CONNECTIONS

- Wagmatcook First Nation Website
- Wagmatcook Community Cable Television Network (WCCTV)
- Road Paving →



- New Water Tower →



- Re-done Clean Wave Restuarant
- Member-Owned Businesses
- Gas Station and Convenience Bar





## Community Assets

A *Community Asset* is any service, physical place or structure that is or can be used to improve life for the community as a whole.

This section identifies important community assets that currently exist in Wagmatcook and where they are physically located. This information allows the community to see how Wagmatcook is physically organized and where community facilities are currently distributed.

- Wagmatcook (NSCC) Learning Centre

- Church

- Gas Bar & Convenience Store

- Wastewater Treatment Plant

- Water Tower

- Volunteer Fire Department

- Wagmatcookewey School

- Health Centre

- Kindergarten & Daycare

- Band Office

- Softball Diamonds

- Culture & Heritage Centre

- Wharf

- Elder's Centre

- First Chief's Post Store





## Land

Land is the basis for Wagmatcook's existence and the foundation for development. The location of the community, as well as the physical and environmental characteristics of the land, provide both opportunities and constraints for development. Certain places hold particular significance to the community and should be protected and enhanced.

The natural environment is a precious and sensitive resource. Living harmoniously with the environment helps a community to thrive in the long term. Establishing a relationship between the land and community growth with a long term view requires a plan that identifies the qualities of the land and helps determine responsible actions that sustain local quality of life and self-reliance.

### Wagmatcook Land Base

Wagmatcook First Nation is located in what is now known as Cape Breton, Nova Scotia, approximately 51 kilometres west of Sydney. The Wagmatcook reserve land base is 385 hectares along the Bras D'or Lake. The Trans Canada Highway 105 runs through the community, as does a Nova Scotia Power Easement.

Wagmatcook First Nation also has land holdings in fee simple in Margaree, and a claim is currently in progress for additional reserve land near Margaree. Additionally, the Wagmatcook Specific Land Claims of 1982 are currently under legal review.















## Water and Drainage

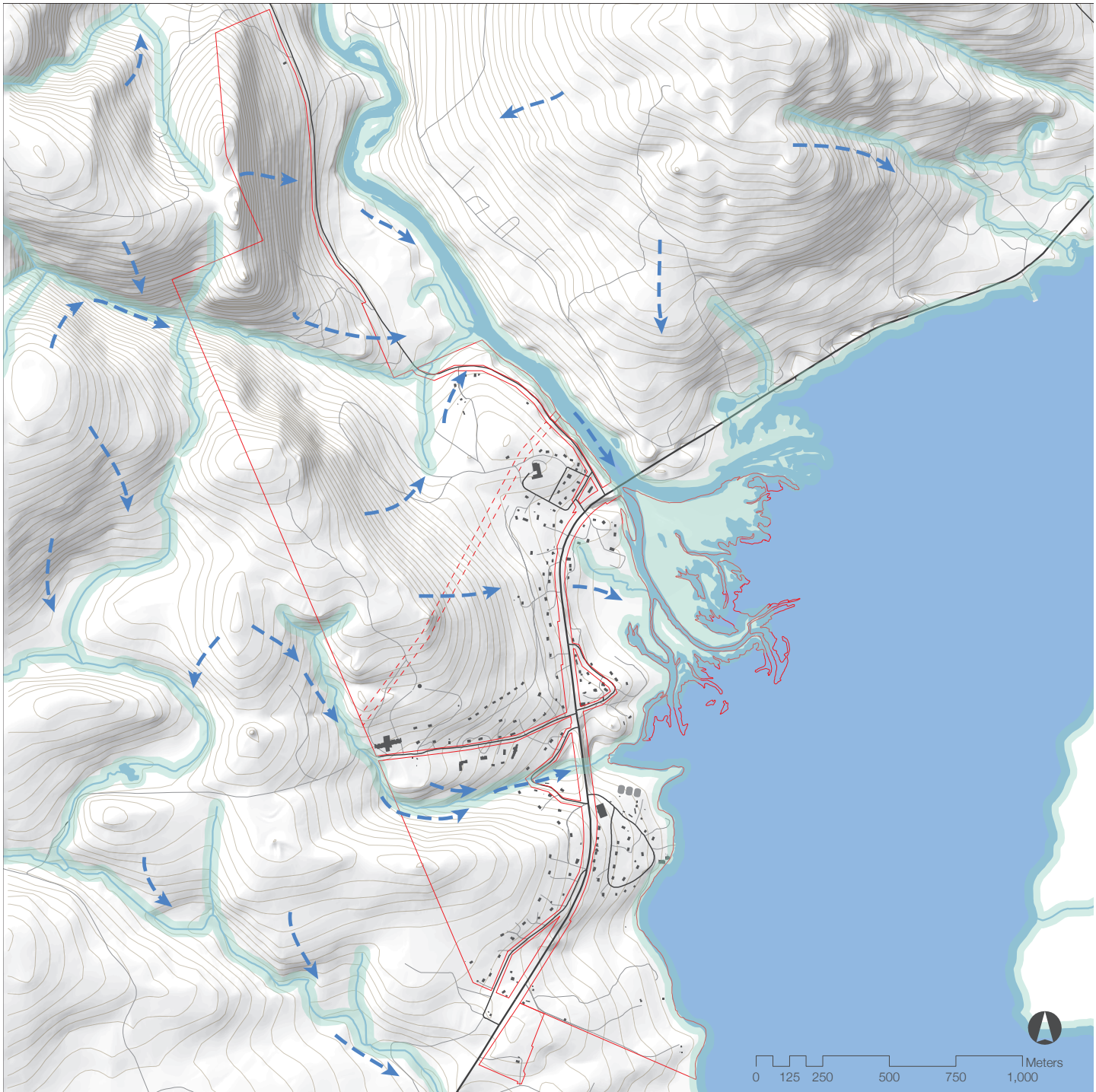
Rivers, streams, lakes, marshes and wetlands are all important natural features that can suffer significant environmental damage from development. Knowing which way water moves is important for planning the location of future development and land uses. The map to the right illustrates the drainage, or how water flows, in Wagmatcook. A 30 meter riparian buffer is recommended for watercourses and waterbodies to protect them from potentially harmful development and land uses.



This cross-section illustrates the topography of Wagmatcook

### LEGEND

-  Drainage Flow
-  Watercourse Buffer (30 Meters)
-  Buildings
-  Waterbody
-  Watercourses
-  Reserve Boundary
-  Nova Scotia Power Easement
-  Highway 105
-  Roads
-  Contours (5 Meter)





## Soils

Productive soil is a valuable and limited resource which often plays a significant role in determining what vegetation grows where and how the land can be used. Suitable soils can provide Wagmatcook with economic opportunities as well as the ability to pursue local and sustainable food production, through projects such as community gardens. It is important to preserve and maintain the health of the remaining productive soils in the community, especially those with good food production potential.

The majority of Wagmatcook land is comprised of Class III soil, including most of the areas of Westbrook, Debert, and Millbrook type soils in non-steep areas. Class III soil denotes land that is moderately good for growing most crops in the area, but has some limitations due to moisture control that require consistent management practices. Class III Westbrook soil in particular is very good for growing row crops.

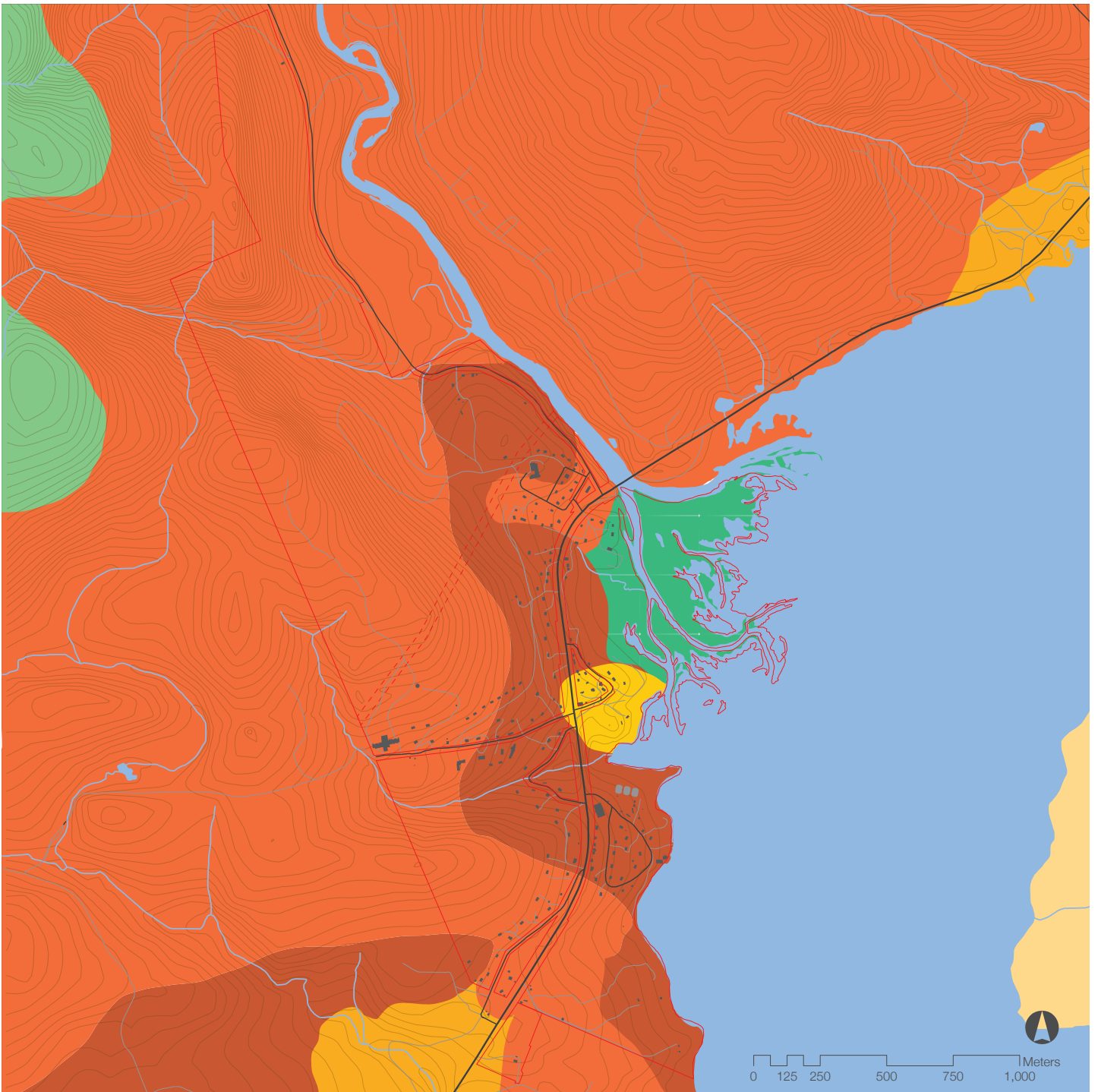
Hebert and Kingsville type soils are classified as Class IV, which means the types of crops this land can produce is severely limited. Salt Marsh and Rough Mountain lands are not productive for agricultural uses, and are problematic for land development due to high moisture content, stoniness, and steep slopes.



Source: D.B. Cann, J.I. MacDougall, & J.D. Hilchey, Soil Survey of Cape Breton Island Nova Scotia.



## BACKGROUND






















## Ecoregion and Vegetation

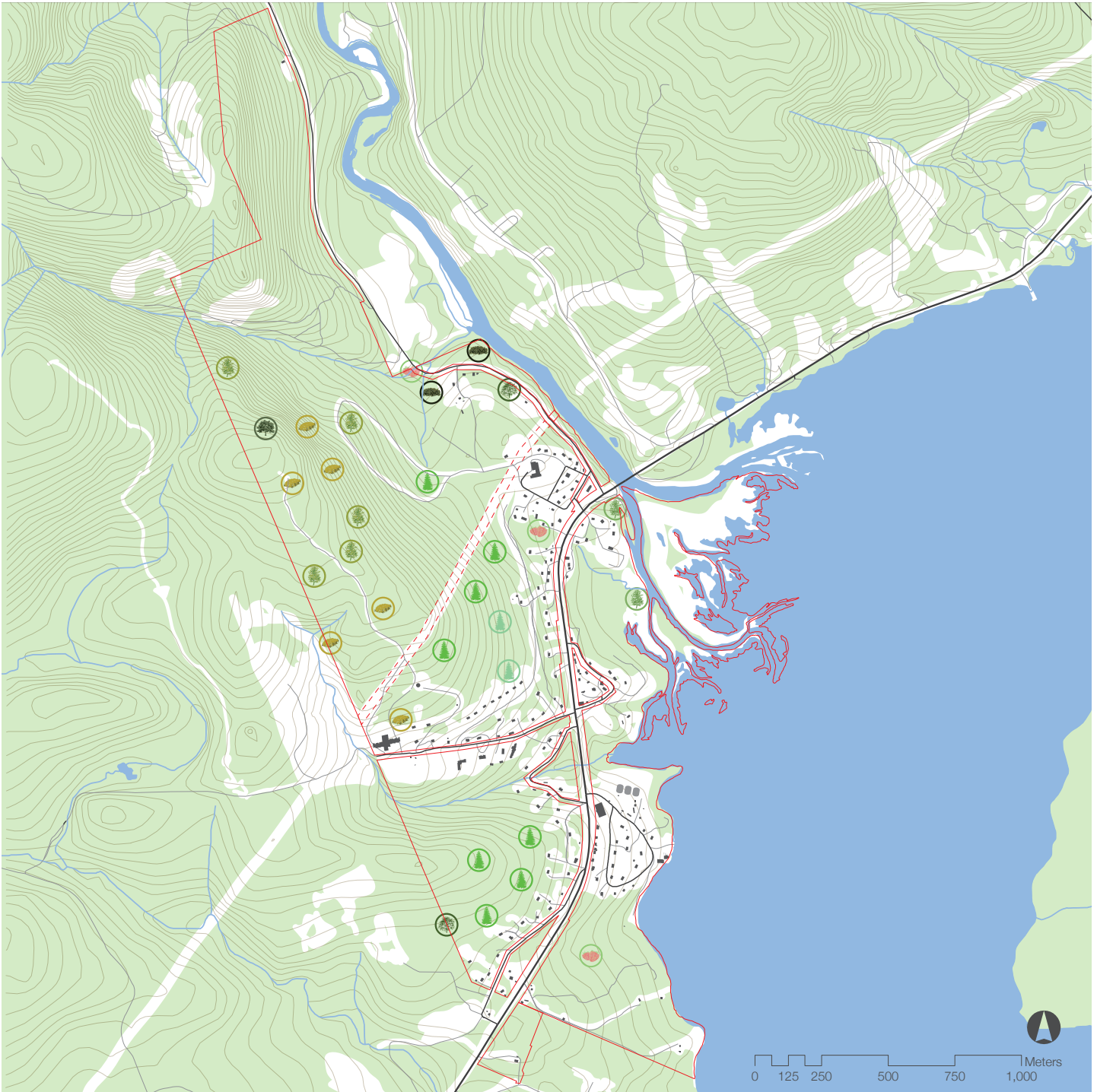
An *Ecoregion* is an area of land and water where living things and their shared surrounding physical environment exist as a system.

Wagmatcook is located within the Nova Scotia Highlands ecoregion. The ecoregion is comprised of mixedwood forest, primarily made up of sugar and red maple, yellow birch, red, white and bog spruce, and balsam fir, many of which can be found within Wagmatcook. Wildlife common to the Nova Scotia Highlands ecoregion include moose, white-tailed deer, black bear, snowshoe hare, coyote, and porcupine. Wagmatcook is adjacent to the Bras d'Or Lake, which is home to numerous marine wildlife, including species of trout, salmon, and lobster, as well as a significant bald eagle population.

The abundance of trees, plants, and berries on Wagmatcook land are an important resource for local community members. Local knowledge about the nutritional and medicinal benefits of local vegetation, how they are to be used, and where they can be found, is crucial for the well-being of the community. The types and locations of trees, plants, and berries identified on the map to the right comes from Wagmatcook community members.

### LEGEND

-  Tupsi | Alder
-  Wisawtqij'jl | Golden Thread
-  Stoqn | Balsam Fir
-  Kawatk (Maqtewe'k) | Black or Bog Spruce
-  Snawey | Rock or Sugar Maple
-  Maskwi | White Birch
-  Kjikmanaqsi | Bayberry Bush
-  Atuomkmink | Strawberries
-  Forest Cover
-  Buildings
-  Waterbody
-  Watercourses
-  Reserve Boundary
-  Nova Scotia Power Easement
-  Highway 105
-  Roads
-  Contours (5 Meter)





## Steep Slopes

Slope refers to the elevation and steepness of the landscape. It is important to consider the steepness of slopes when choosing sites for future development. Slopes greater than 15% are considered excessively steep, and are hazardous and very expensive to develop. Slopes between 10 and 14% can be built on, but may require some extra care and consideration depending on the type of structure, its size and the specifics of a site's existing soil and drainage. Slopes less than 10% are perceived by most people as relatively easy grades to walk on. Steep sloping land such as hill and valley walls are indicated by contour lines drawn closely together. Plains or plateaus are shown by widely spaced contours.

### LEGEND

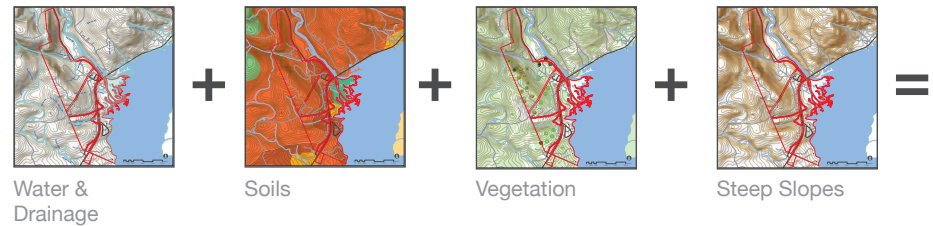
- 6-10% Slope
- 10-14% Slope
- 15% or Greater Slope
- Buildings
- Waterbody
- Watercourses
- Reserve Boundary
- Nova Scotia Power Easement
- Highway 105
- Roads
- Contours (5 Meter)
















## Sensitive Areas

The sensitive areas map identifies areas of Wagmatcook that are culturally or environmentally important, and should therefore be protected from development. The sensitive areas map combines information on water and drainage, soils, vegetation, steep slopes, and culturally significant areas. The culturally significant areas highlighted on the map to the right are current and historical burial grounds identified by several Wagmatcook community members. The 300 metre buffer around the existing sewage lagoon comes from Nova Scotia Environment regulations. The buffer restricts the building of multiple new homes within 300 metres of the lagoon as long as it exists.

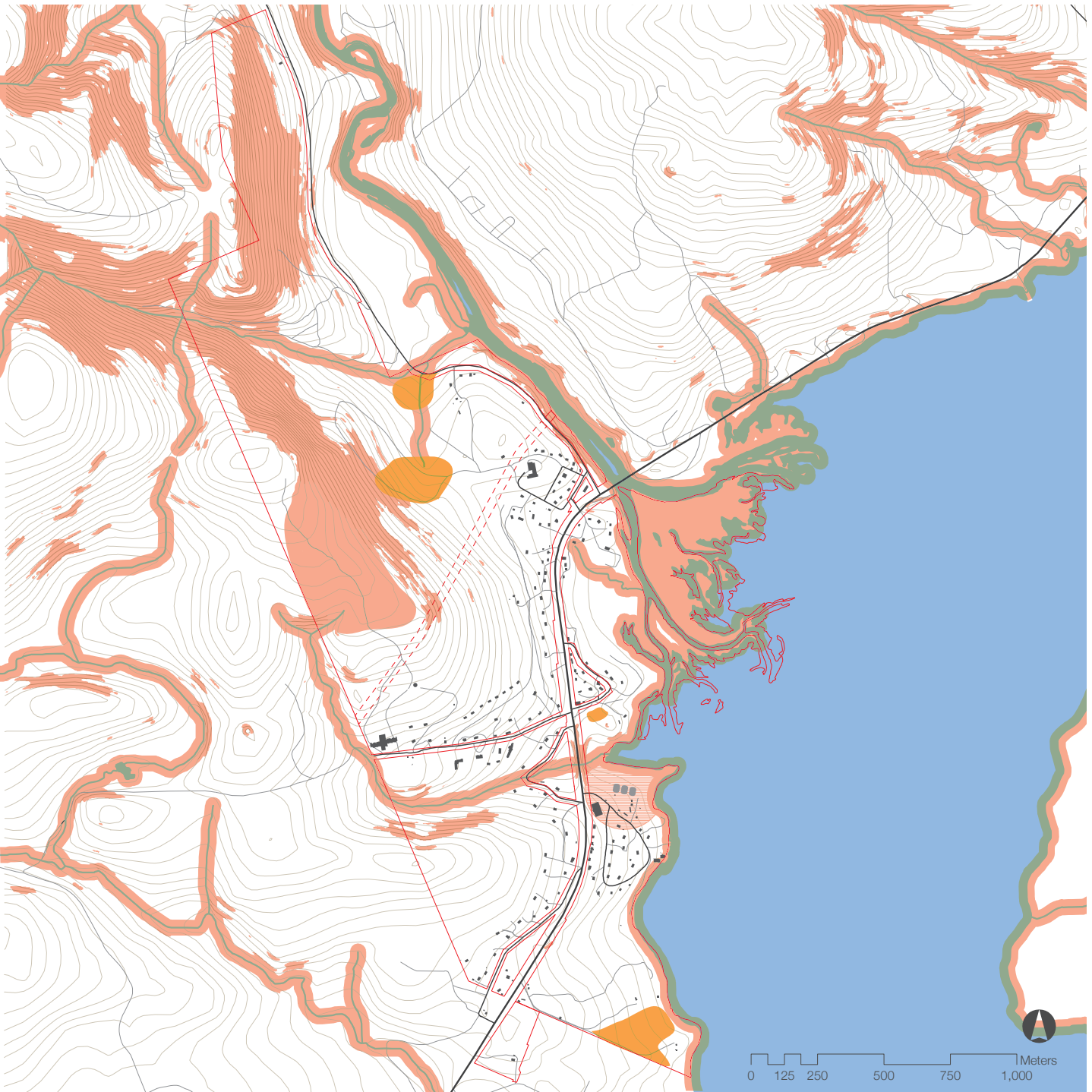


### LEGEND

-  Sensitive Areas
-  Culturally Significant
-  Sewage Lagoon Buffer (300m)
-  Buildings
-  Waterbody
-  Watercourses
-  Reserve Boundary
-  Nova Scotia Power Easement
-  Highway 105
-  Roads
-  Contours (5 Meter)
-  Trails



# BACKGROUND














## Developable Areas

The developable areas map highlights where it is possible and desirable to develop.

Developable areas are those parts of the community where services such as water and sewer exist, or could easily and cost-efficiently be extended, to permit development. The developable areas exclude any lands designated as sensitive areas (see page 38) in order to protect the culturally and environmentally important areas of Wagmatcook.

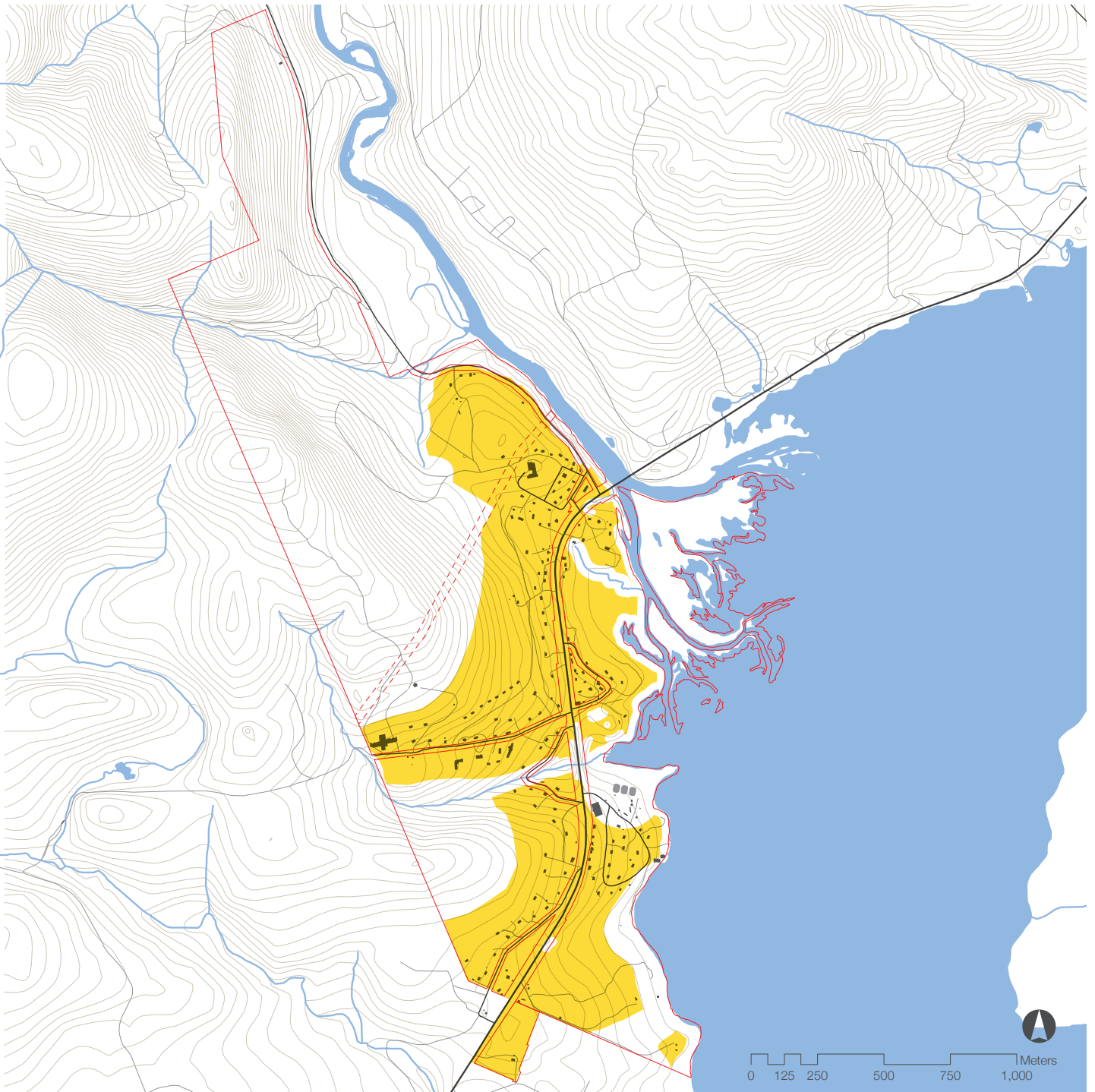
The developable areas map on the right serves as a guide for determining appropriate locations for new infrastructure, housing and community projects.

### LEGEND

-  Developable Areas
-  Buildings
-  Waterbody
-  Watercourses
-  Reserve Boundary
-  Nova Scotia Power Easement
-  Highway 105
-  Roads
-  Contours (5 Meter)



# BACKGROUND





## Chapter 2

# VISION

where Wagmatcook is going





Chapter 2

# VISION

where Wagmatcook is going

# Chapter 2: Vision

Chapter 2 defines Wagmatcook's Vision for the future and the values community members share. Both the Vision and Community Value Statements were adopted from Wagmatcook's Community Development Plan. The Vision and Values created by community members for the Plan in 2002 to provide continuing guidance in Wagmatcook are still meaningful to community members today.

## Community Value Statements

Community Value Statements describe what community members believe to be essential about the kind of community Wagmatcook is and wants to be. Value Statements are a reminder of qualities that inspire and strengthen community. These community values should influence and be reflected in how Wagmatcook grows and changes over time. Community Value Statements help to ensure that change in Wagmatcook reflects the shared values of community members.

## Vision Statement

The Vision is a bold, clear statement of Wagmatcook's ambitions and long-term goals. Having a vision for the future that focusses on youth captures Wagmatcook's dreams and will stand the test of time. Community members will continue to think about what they are working to build for generations to come. Realizing the Vision is challenging and requires effort, leadership and creativity from all community members. The Vision is meant to be the lasting direction for Wagmatcook that inspires new project ideas, policies and ongoing action.

The Community Value Statements from the from the 2002 Community Development Plan have been carried forward. The spirit and intent of the community Values and Vision are enduring and deeply rooted in Wagmatcook.

## Community Value Statements

**Culture-** Wagmatcook has a strong culture and a vibrant history. It is important to recognize and enhance this culture.

**Education-** Education is accessible and available to community members both formally and informally.

**Health-** Healthy communities are made up of healthy community members; physically, mentally and emotionally.

**Environment-** Protection of the natural environment is woven into Wagmatcook's history and traditions. Sustainable development and providing for future generations are important components of all activities.

**Accountability/Transparency-** Open discussion and involvement in decision-making is crucial to a prosperous community. Community members should have a say in how decisions that affect them are made.

**Self-Reliance-** implies a long-term view of a community that is able to sustain its people and consider its legacy for future generations.



## Vision Statement

Teli-pkije'k ula maljewek tle'k utanminaq, lukutitesnen  
kulaman nutqo'ltite'wk Waqmitkuk tajiko'ltitaqq, wl-lukutitaqq  
aq klu'ktitew kina'matnewey kekunmi'tij.

## Translation

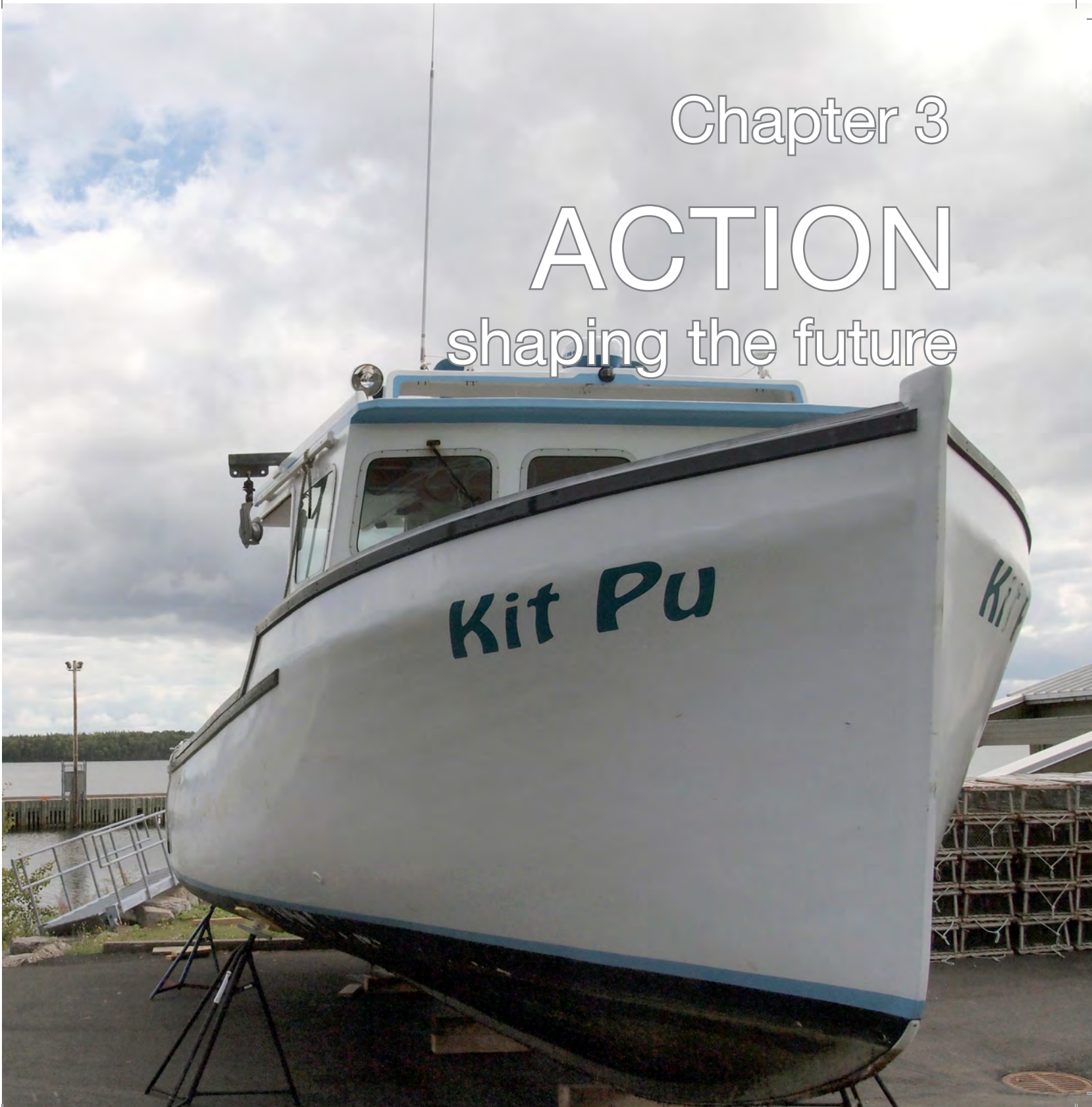
Because they are the future of our community, we will work  
to ensure that the young people of Wagmatcook are healthy,  
productive, educated individuals.



## Chapter 3

# ACTION

shaping the future





Chapter 3

# ACTION

shaping the future

# Chapter 3: ACTION

Shaping a collective future involves having a clear sense of where we want to go, as well as a strategy about how to get there. Every community project, policy and program should be connected. Wagmatcook has already taken steps toward creating change and is a demonstrated leader in community planning. The 2002 Community Development Plan highlights many successes, noted in the Context chapter of this Plan. But there is more work that needs to be done.

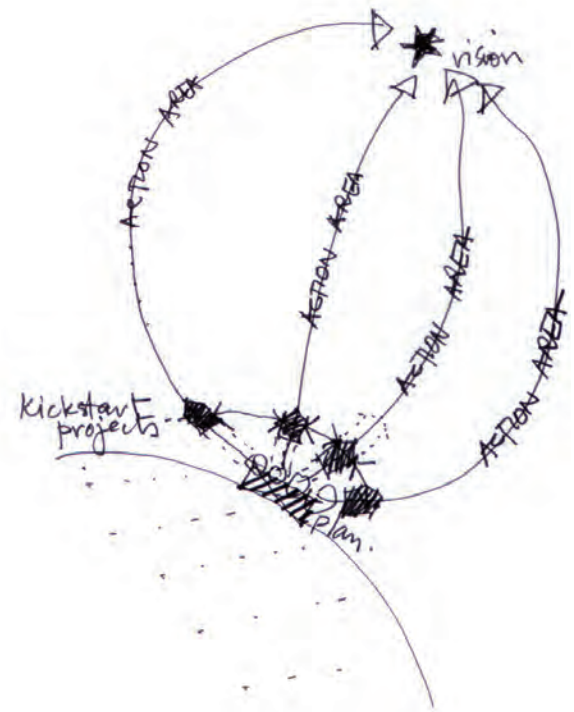
This updated Community Plan is rooted in the idea that Wagmatcook can and will continue to shape its own future. After many community conversations and reflecting on Wagmatcook's growth and change, clear ideas emerged about where the community should be heading. The focus of this chapter is to show how the youth focussed community Vision for Wagmatcook can continue to take shape.

This chapter outlines visible, specific and immediate actions that can take place in Wagmatcook. It will guide efforts to make a difference "on the ground".

There are four parts of this chapter:

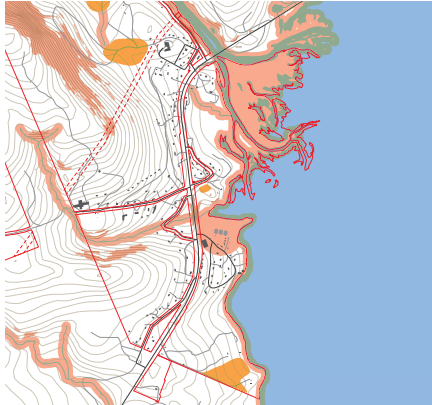
1. Structure and Future Development Maps
2. Action Areas
3. Approach to Change
4. Implementation & Monitoring

Each piece paints the picture of what the future can be in Wagmatcook. They are all connected and strengthen Wagmatcook's Vision.



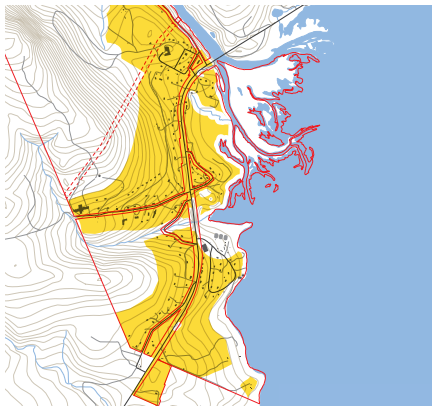
The Structure Map was informed by the Sensitive Areas Map (page 38) and the Developable Areas Map (page 40), as well as community Values, Vision and Action Areas.

Sensitive Areas Map



The Sensitive Areas Map identifies the areas to be protected from future development.

Developable Areas Map



The Developable Areas Map identifies ideal areas for future growth and development.

## Community Structure Map

Guided by the Vision, the Structure Map lays the foundation for future development. The Structure Map functions as a tool to inform major land use decisions and guide the form of development in Wagmatcook over the long-term. Capital plans and site plan development should build off of and reinforce the Structure Map.

### How to read a Community Structure Map

The Structure Map illustrates 3 elements:

**Services:** Infrastructure such as roads, water and sewer services, and the location of community facilities and future housing are shown. Making the best use of existing infrastructure is cost effective, limiting capital and maintenance costs while minimizing the impact on the surrounding forested areas.

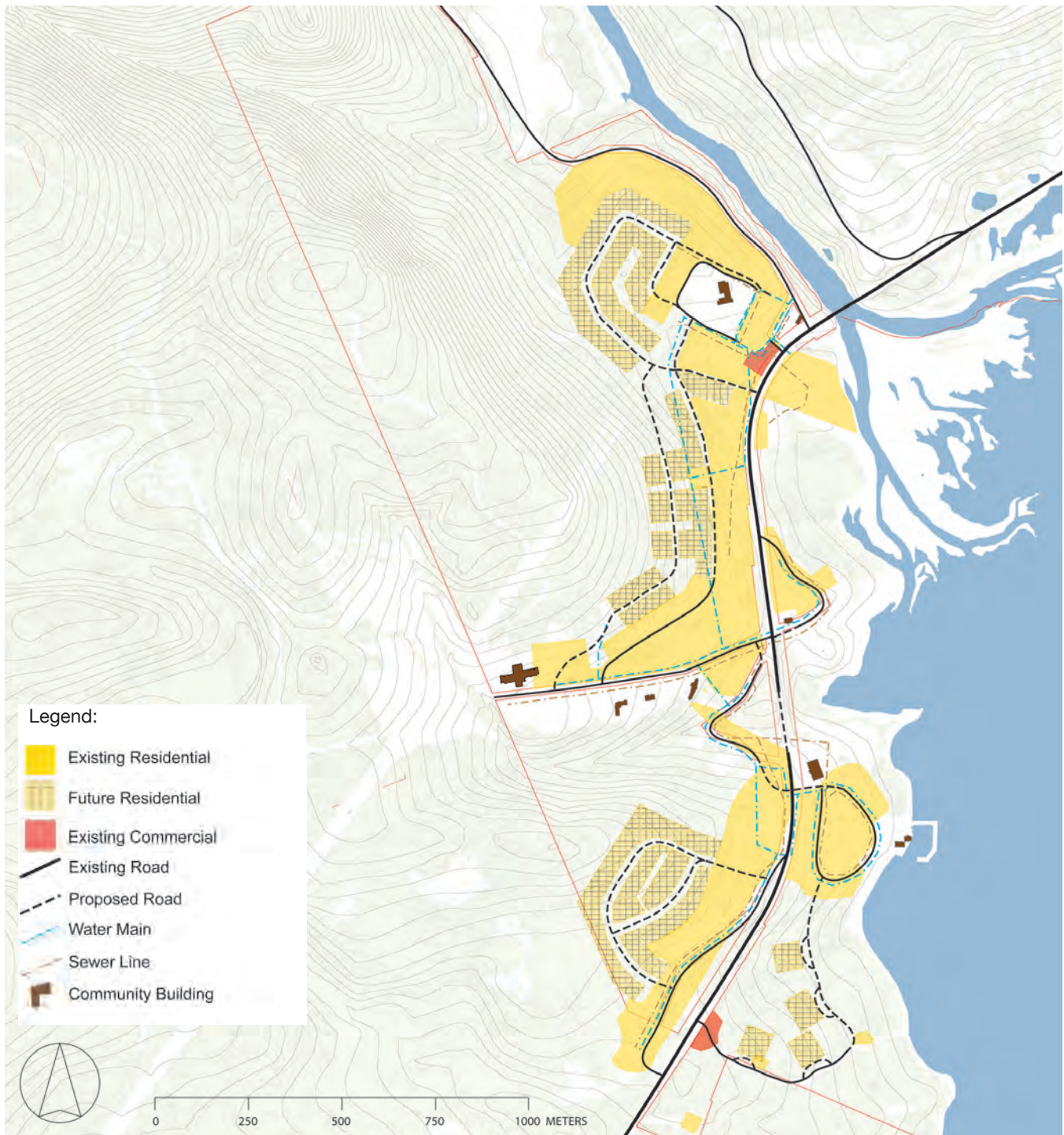
**Gathering Places:** Shared outdoor spaces are identified. Well-designed outdoor spaces encourage people to socialize and spend time outside together. These shared spaces must be connected by trails and safe walking paths for people, especially young children and Elders, to enjoy.

**Connections:** A healthy and safe community is not only connected by roads. Walking trails and pathways allow all Band members to move around Wagmatcook to access community facilities and gathering places easily by walking or riding a bike. Streets, trails and paths also provide the opportunity for people to cross paths informally.

### Services

The services portion of the Community Structure Map: page 52

The extension and long-term maintenance of services such as roads, water and electricity are big expenses for most communities. Often, infrastructure costs associated with new housing can exceed the cost of the home itself. Locating future development near existing infrastructure reduces the costs of servicing the new homes. New homes are also within walking distance to community facilities.

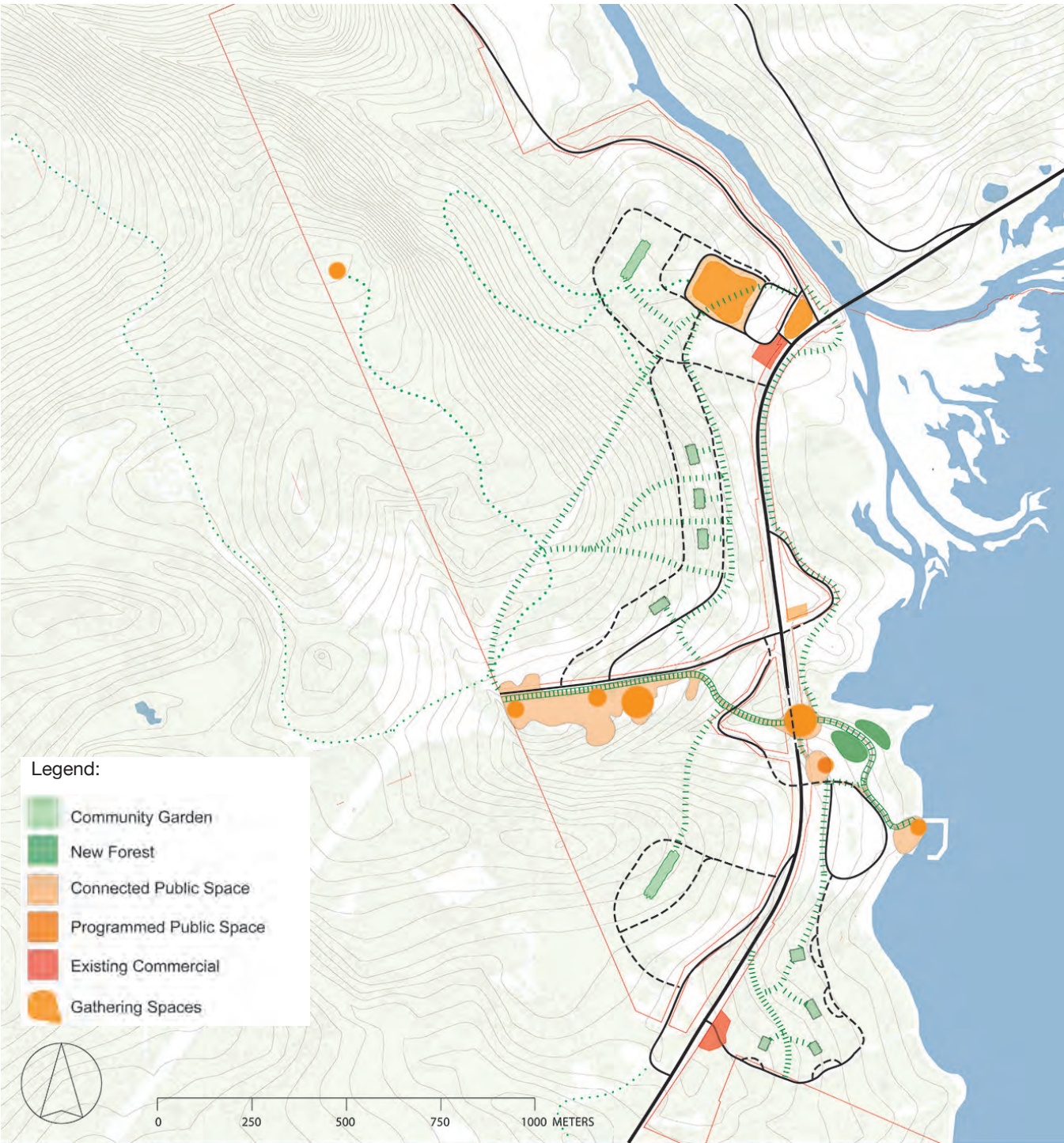


## Connections

Thinking about how Wagmatcook is connected is essential for long-term development in the community. Connections make it easier for people to safely walk from one neighbourhood to another, while improving access to community facilities and gathering places. Having safe and attractive places to walk supports healthy and active lifestyles. Trails run along each side of the Trans-Canada to provide a practical and pleasant alternative to walking along the highway. Trails and pathways can join places together, but they cannot solve the highway problem. See pg. 63 for more information on the Trans-Canada crossing.

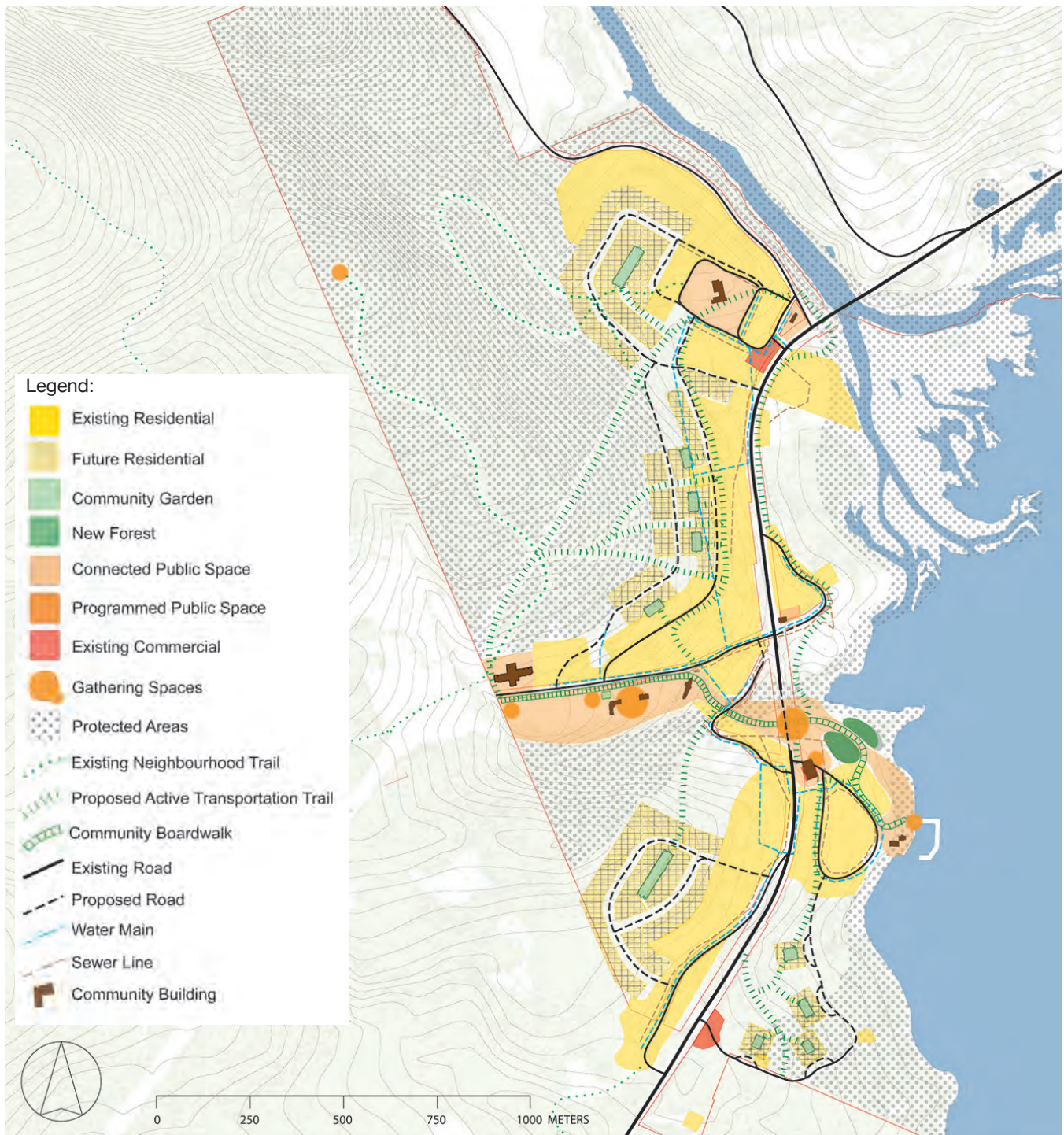
## Gathering Places

The heart of Wagmatcook is found on Humes Road. The health centre, day care, K-4-12 school, Band administration office, fastpitch diamonds and recreation space are the core of the community. Currently, there are no formal outdoor places for people to gather. As Wagmatcook evolves, this street will develop with new community buildings, outdoor places to sit and spend time and recreation spaces. Gathering places will also be created in each neighbourhood. These places are important. They bring people together to celebrate, to play and to enjoy spending time outside. Gathering places encourage healthy interactions. These places do not need costly to build or maintain. A little creativity can go a long way.



## Community Structure Map

The Structure Map shows how all three elements: services, gathering places and connections work together to paint the picture of community development in Wagmatcook. It shows community infrastructure such as roads, water, trails, and parks and where future housing will be located. The location of new housing and infrastructure must be thoughtfully planned to minimize infrastructure costs while respecting the lands and waters of Wagmatcook. Using the Structure Map as a tool, Wagmatcook will be able to create a community that encourages the health and wellbeing of Band Members while building an attractive, sustainable community for generations to come.





The Community Structure Map, as seen above, provides a framework for where new projects, community buildings, outdoor places and new housing should be developed. These ideas are then shown conceptually on the Future Development Map.

## Future Development Map

### How to Read the Future Development Map

The Future Development Map is a visual tool. It is meant to illustrate how the community might look in the future. The Future Development Map provides recommendations for the location and organization of new buildings, parks and homes in Wagmatcook. It also unites the values in the Action Areas (pg.69) with the physical organization of the Structure Map.

The concepts shown on the Future Development Maps are the result of ideas brought forward by Bands members. These ideas reflect the possibilities for Wagmatcook and provide a starting point for project considerations. As Wagmatcook moves the Plan's ideas, projects and programs forward, more detailed discussions around placement and project design will have to take place.



Key Map



## Future Development Map

### Community Spine

The community spine is the backbone of Wagmatcook. This illustration shows how Humes Road could be enriched to improve the quality of the life for residents in Wagmatcook. Providing places to gather, safe and enjoyable pathways for youth to walk to and from school, recreation opportunities and a dedicated place for traditional activities, creates an interesting and engaging outdoor environment. Future community buildings along the community spine could include: the day care expansion, a youth centre specifically for teenagers, or a place for adult education.



The community pathway shown here connects to the treed boardwalk along Humes Road and provides safe passage to the other side of the community. A place is created where outdoor performances for Celtic Colours can take place, fresh fish and local fruits and vegetables from community gardens can be sold. Once the lagoons are decommissioned, vegetation can be used to remove toxins from the soil and return the land to a natural state.



## Humes Road

This image shows what the future of Humes Road could be like. Wide, accessible walkways connect with the day care, Band office and school. Residents are encouraged to not only walk, but also to play or sit and spend quality time outdoors. Trees along the walkway can provide shade from the sun and, if apple trees are planted, fruit for people to enjoy.





Key Map



## Future Development Map (Re)connecting Wagmatcook

Crossing the Trans-Canada highway presents a significant challenge for community members. The highway divides Wagmatcook and is a safety issue for people looking to cross and access other parts of the community. The speed limit is 70 km/h and although 50km/h is required when children are present in the school zone, motorists rarely obey this rule. In addition, large transport trucks are frequently passing through Wagmatcook on the way to Sydney. Crosswalks are prohibited on the Trans-Canada.

The bridge is a bold, creative solution that reconnects Wagmatcook and provides a safe path for youth to cross the highway as well as recreation opportunities. The bridge also reclaims Wagmatcook's natural environment which was altered by the damaging construction of the highway.

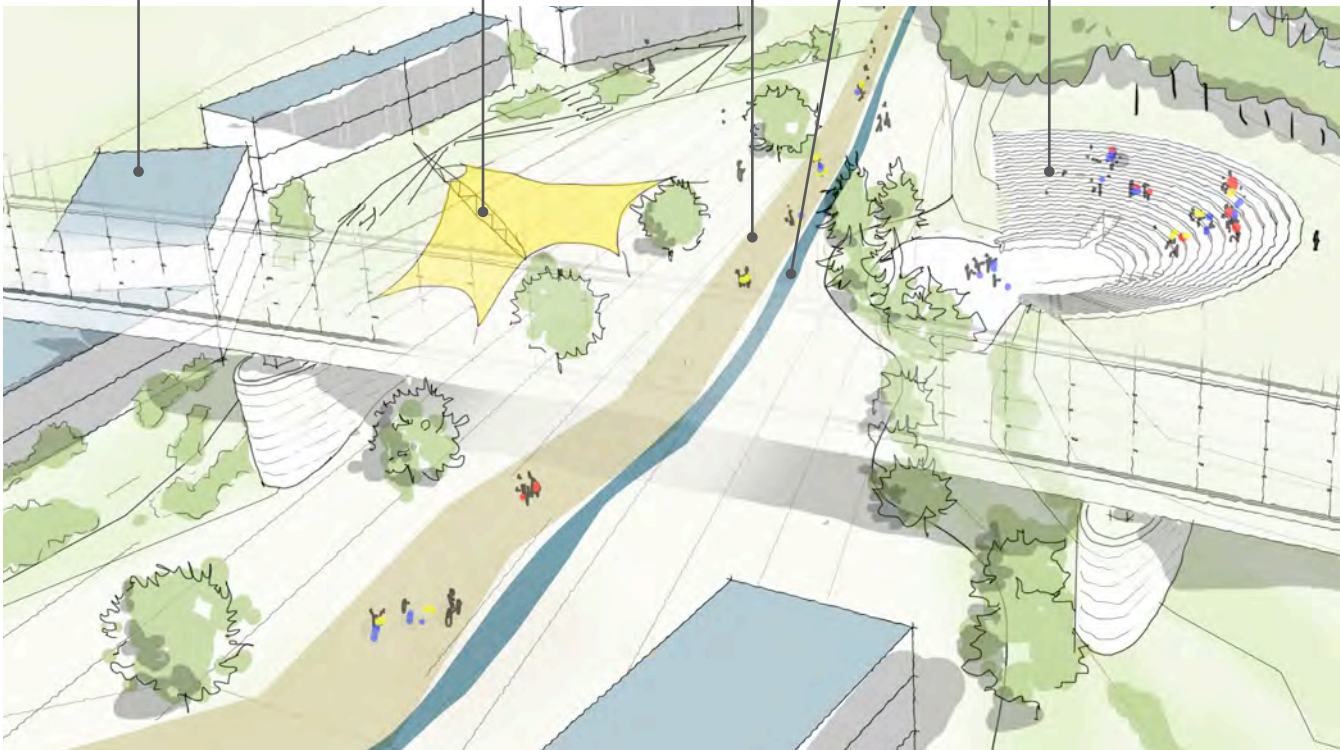
Community buildings

Colourful Canopy

Pathway

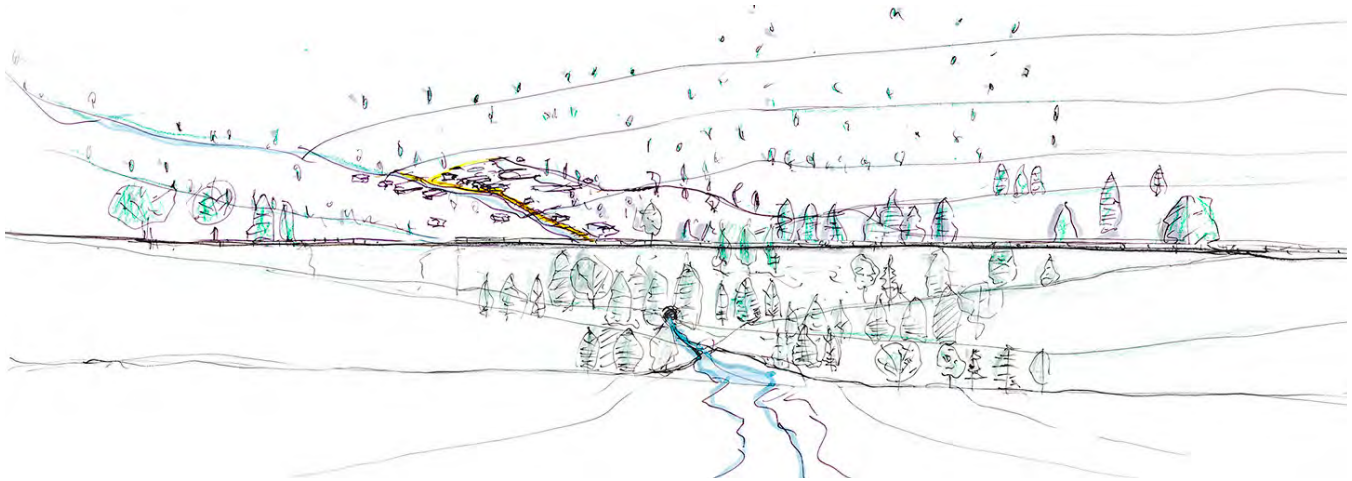
Stream

Outdoor Amphitheater

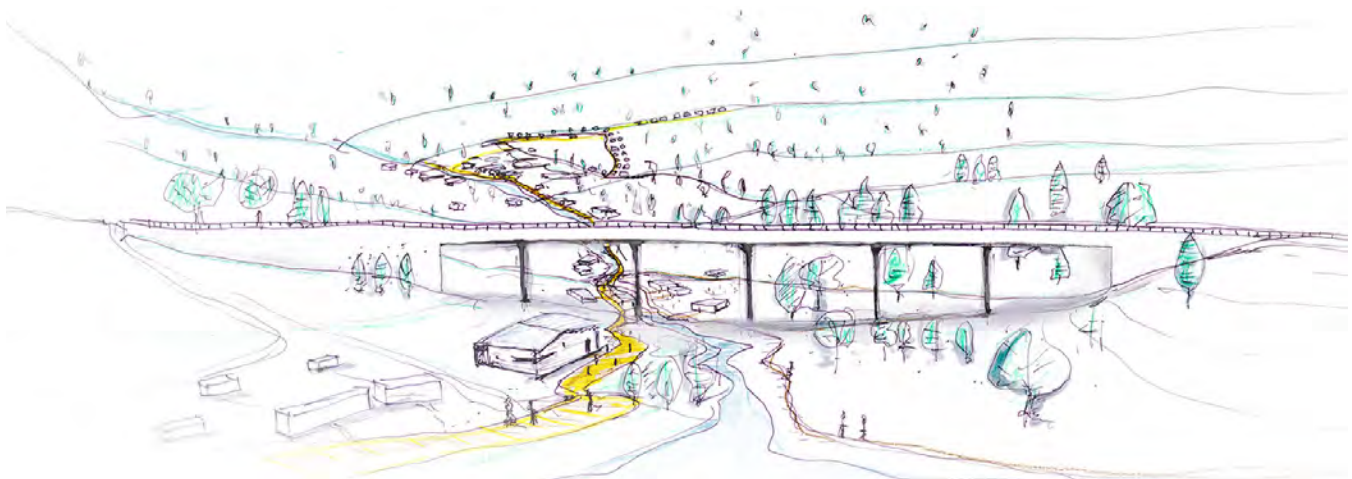


## Cross-sections

These images show the existing conditions and proposed future conditions around the Trans-Canada highway.



Before: looking up from lake- the stream is directed into a culvert, to direct the flow of water under the road. The stream is safely removed from the traffic on the highway, while pedestrians are forced to walk along the Trans-Canada.



After: The stream is released from the culvert and flows freely into the lake. A safe connection between the two sides of Wagmatcook is made along with new outdoor spaces for community members.

Key Map



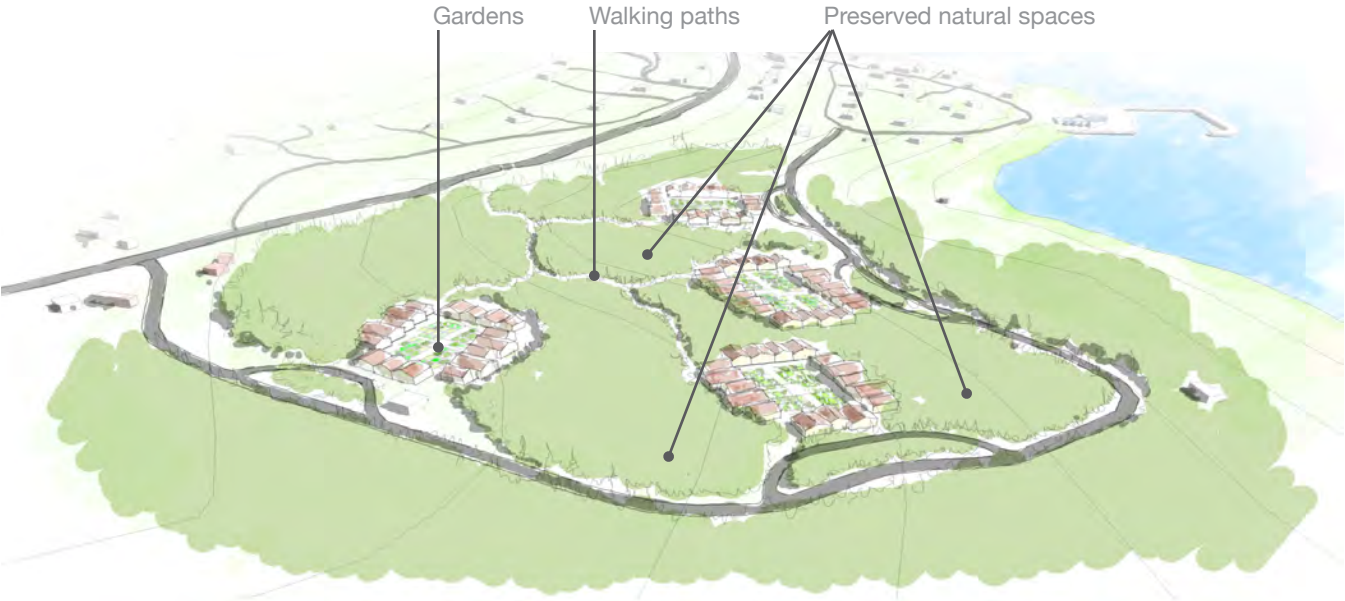
Future residential housing

## Future Development Map

### Neighbourhoods: Cluster Housing

Cluster housing is a smart and sustainable design option for future residential development in Wagmatcook. Grouping houses together results in significant environmental, economic and social benefits. Clustering housing preserves open and natural spaces and has less impact on the environment than a typical subdivision. Preserving the natural landscape means providing habitats for wildlife. Natural areas absorb and filter water during storms and lessen the effects of flooding.

Putting the same number of houses on less land reduces the cost of site development while preserving natural and open spaces for community members to enjoy. Each housing cluster would be connected to one another by walking paths through the trees enabling community members to maintain an active lifestyle and a connection with nature. Spaces for productive outdoor recreation are provided in each cluster through internal gardens. These gardens can build a sense of community and have people working together.





Wagmatcook has a small land base and a growing population. Cluster housing can address housing needs and improve the health and quality of life for Band members in Wagmatcook.

Above: Plan view of cluster housing. These homes can have different interior layouts, can be one or two levels and have more than 2 bedrooms.

Below: The form of cluster housing is suitable for both young families and Elders. The siting of the houses creates a shared courtyard that is safe and visible. The courtyard also provides a place to grow food, flowers and for youth and Elders to spend time outside together.



Key Map



Future residential housing

## Future Development Map

### Neighbourhoods: Row Housing

Wagmatcook is a hillside community. Future housing could work with the existing landscape to create an efficient and attractive neighbourhood without compromising privacy for residents. Houses on the west side of the street would be built into the side of the hill. In-hill construction uses less land and the homes are more energy efficient, making use of the earths thermal mass.

Homes on the east side of the street are built on stilts and float above the land, reducing their impact on the land. Houses in this neighbourhood are positioned to take advantage of the sun for warmth and for energy through solar panels that can be placed on the roof.

Even though the houses in this neighbourhood are built closer together, there is more privacy. Each backyard is designed to be secluded from neighbouring homes. An outdoor play area for kids, gardens and walking paths provides people with opportunity to spend quality time outside.



These homes are a thoughtful departure from the typical CMHC house. They reflect the values of Band members, respect the land and work towards a building housing that makes sense for current and future Wagmatcook residents.

The form of the neighbourhood reflects the need to create safe places for youth to play. Houses are close to each other and to the street, creating a dynamic street for walking, riding bikes and playing. Often, when children live in close to each other, the street becomes a place to play. This neighbourhood, where the homes are closer to the street, parents can keep a watchful eye on their children as well as the street.



Future residential housing

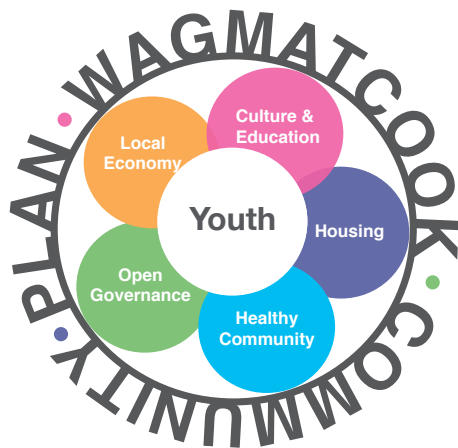
This image shows the potential floorplan for row housing. Many layouts are possible, and the “L” plan creates a sheltered, private space for each family. Houses can be one or two levels.

Action Areas describe boldly and simply where the community needs to focus energy and attention to realize the Vision.

## Action Areas

Action Areas make the Vision for Wagmatcook more specific and tangible. They provide direction, focus and motivation. Each Action Area illustrates where energy and attention should be focussed, establishing a direction that captures both the need and potential for change. Action Areas encourage new possibilities that will improve the quality of life in Wagmatcook. They are the bridge between Wagmatcook's present and future.

The 5 Action Areas in this chapter will inspire many project, policy and program ideas. The lists of projects created by community members are a starting point. These project ideas show what is achievable in Wagmatcook and reinforce the community Vision. Projects should connect, strengthen and advance as many Action Areas as possible. Change happens one project at a time and each project should work to benefit the community as a whole. A holistic approach requires thought, invention, creativity and determination to avoid "off the shelf" solutions which can limit local benefits.



## HOUSING

Think creatively about housing design and lot development by including community members in housing discussions, decision making, building and training opportunities.

Action Area

1

3

## HEALTHY COMMUNITY

Protecting and celebrating the land and waters while creating new outdoor community spaces to support healthy lifestyles.

Action Area

2

## CULTURE & EDUCATION

Enhancing Wagmatcook's cultural awakening through building new projects and education programs rooted in traditional Mi'kmaq values.

Action Area

3

## OPEN GOVERNANCE

Building a culture of open communication and trust enables community members to be informed and provide valuable feedback to leadership.

Action Area

4

## LOCAL ECONOMY

Investing in our own people by supporting practical business ideas and keeping community dollars local by reducing economic leakage.

Action Area

5

The youth are the future of Wagmatcook. When looking at these 5 Action Areas, think about how the youth will benefit from these commitments.

ACTION

## Action Area #1

### Project Ideas:

- Landscaping for privacy & drainage management
- Eco-friendly housing
- Retrofitting existing homes to be eco-friendly (energy efficient, rain water retention)
- New housing types
- Mixed-density housing
- No more ad-hoc building- quality construction & real craftsmanship
- Establish a resource department
- Maintenance and repair assistance
- Link future housing to existing infrastructure- lowers costs and protects natural areas
- Cluster approach to development

### Policy Ideas:

- Participation early in the housing process; increases feelings of pride, responsibility, and ownership
- Community-based housing design process
- Lot development process that includes community members- preserves trees
- Build own houses with income from fisheries
- Establish a community Housing Committee to oversee a fair and transparent process for housing selection
- Sweat equity program- allow community members to help construct their own house
- A housing design pilot project
- Building & maintenance program

## Housing

A house is an important belonging. A house provides protection, warmth and shelter from the weather. A house is where family members gather and celebrations take place. A house is at the centre of our mental health and wellbeing. Every member of a house should have enough space to live, to seek the company of others and privacy by choice. A house should meet the needs of its residents. That means housing can take many different forms. Housing isn't just for families. Developing suitable housing for Wagmatcook band members for all stages of life is essential. This action area is dedicated to improving the housing process, design and construction in Wagmatcook.

### Connection to the Vision:

The youth of Wagmatcook deserve the opportunity to be independent, self-sufficient and to learn the basics of home economics. Providing housing for youth, can diversify the housing stock in Wagmatcook, reduce overcrowding and provide a transition into adulthood and responsibility. Housing for youth can also promote rental culture in Wagmatcook.

## Wagmatcook First Nation is committed to:

### *Providing more housing and appropriate housing types*

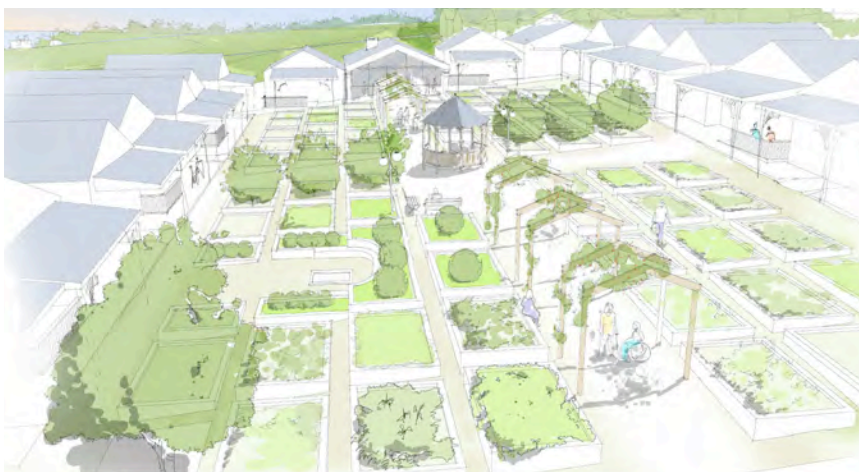
Wagmatcook will work to ensure that all future homes meet the needs of Band members from youth to Elders, students to single parents and intergenerational families through new housing types.

### *Enhancing quality of life for band members through housing*

Developing quality housing that responds to a variety of needs extends beyond just building homes. Future housing will connect with the school, recreation spaces and gardens. Housing will respond to community values through housing and neighbourhood design. A commitment to neighbourhood gardens will provide fresh food and increased well-being.

### *Increasing "localness"*

Using local resources and developing local capacity in the designing and building of homes will increase self-reliance. Capacity-building through training and use of local materials is a long-term investment in Band members.



This housing type is an example of single storey clustered housing. Single storey homes can accommodate Elders. They do not have to have stairs and can be accessible. The interior courtyard provides shared outdoor space. See the Future Development Map on page 65 for more detail on cluster housing.

3

Housing can take a variety of forms. This illustration shows what multi-unit housing could look like near the new Wagmatcook Learning Centre. These apartments, which could be for students, work with the slope of the land, consist of green roofs which lower the cost of heating and cooling and minimize rain-water run off. See page 85 for information on how a project like this could take shape in Wagmatcook.

This illustration shows how density can increase the number of houses on the same lot size. For every typical house, shown on the right, three row houses can be built. A row house neighbourhood maximizes road, water and sewer infrastructure. See page 67 for more details on the benefits row housing could have in Wagmatcook.

\*These illustrations were designed specifically for Wagmatcook based on the opinions and ideas expressed by community members during Community Plan workshops.

## Action Area #2

### Project Ideas:

- Highway crossings & safety
- Community gardens- different types in different parts of Wagmatcook
- Outdoor public spaces along lake, river, beach and other outdoor areas
- Parks for community members
- Youth centre space & programming expansion specifically for teenagers
- Splash pad
- Pool
- Community flower nursery
- Greenhouses
- Home gardens
- Community resource centre (have to pay to use Culture and Heritage Centre)- longhouse design with retractable roof for sun exposure
- Community resource centre
- Regional treatment centre
- Pool hall
- Ice rink
- Sledding hills
- Skiing, snowboarding trails
- Trail system connecting Wagmatcook together
- Sewage lagoons = future opportunity
- Playgrounds
- Outdoor spaces to meet/spend time
- Community kitchen
- Open school recreation facilities for community use beyond school hours
- "Living with the land" research and outreach centre
- Water monitoring platforms

## Healthy Community

Healthy community is a holistic approach to health. Enhancing the health and well-being of the lands, waters and people of Wagmatcook First Nation is the goal of this action area. Both health and well-being were primary concerns for Wagmatcook Band members. Diverse opportunities for social interaction, recreation and access to healthy foods will help to build a culture around healthy living. Encouraging Band members to spend time outdoors will reconnect people with the lands and waters of Wagmatcook. Making smart decisions about how land is developed, closely monitoring forested land and water quality in Middle River and the lake will ensure the long-term health of the natural environment.

### Connection to the Vision:

For the youth of Wagmatcook to be healthy and productive, providing options for healthy living is critical. Encouraging youth to spend time outdoors, play sports, ski, swim and eat healthy foods promotes physical, emotional and spiritual well-being. Strengthening youth connections with the land and with one another will help healthy living take root in Wagmatcook. Focussing on youth is an important step towards building a culture around health.

### Wagmatcook First Nation is committed to:

#### *Promoting recreation and active living*

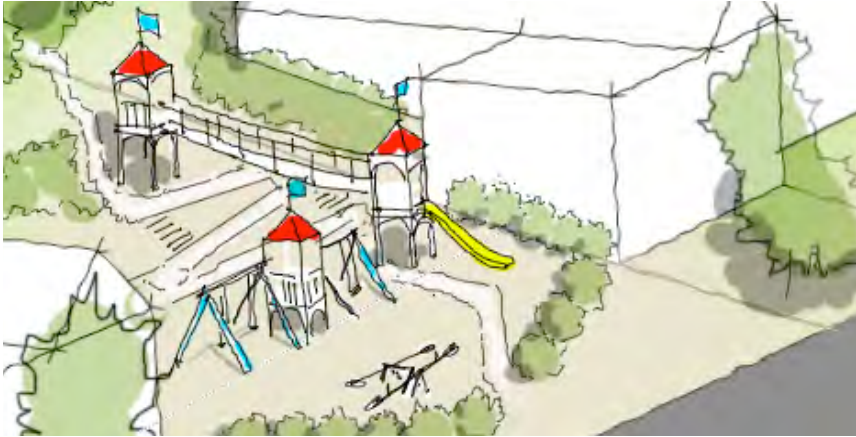
By creating walkable and bikable streets, neighbourhood parks and outdoor social spaces, Wagmatcook will encourage active living. A focus on youth means recreation facilities and programming is required to support physical, mental and social wellbeing.

#### *Providing access to healthy and fresh foods*

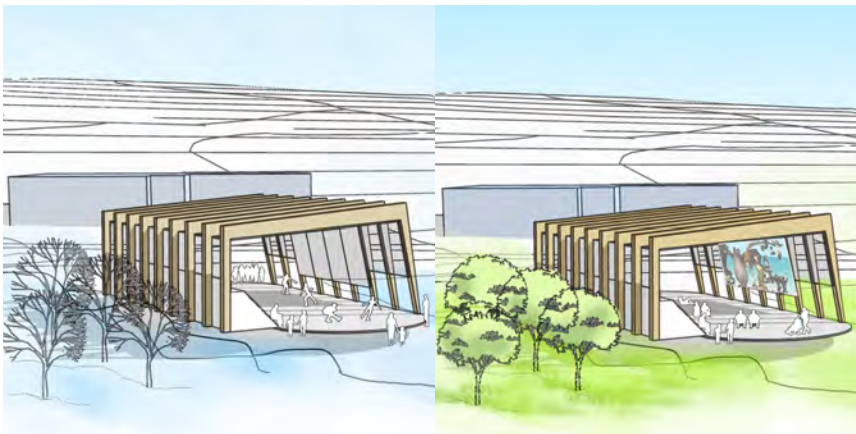
Self-reliance requires a focus on food security. Wagmatcook will support healthy diets by providing resources to community members to develop community gardens. Fresh and healthy foods can be supplied Band members through food boxes.

#### *Protecting the lands, waters and air of Wagmatcook*

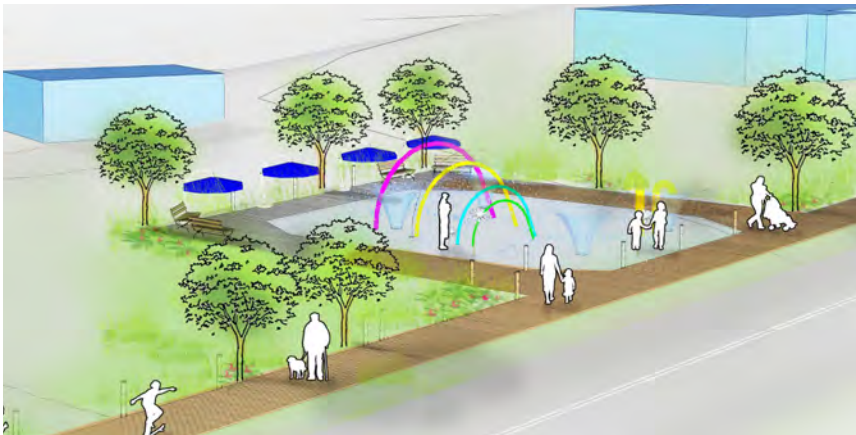
Wagmatcook will respect the lands, waters and air to ensure future generations inherit the opportunities afforded to current Band members.



A functional outdoor play space in every neighbourhood



A rink by the new school in the winter, outdoor movie space in the summer



Pe'klan'k (Humes Rd) with fruit trees, places to sit, play and safely walk

### Program Ideas:

- Regular media/movie nights
- Programs for women at appropriate times
- Community recreation programs
- Parenting programs/New Dads program
- Respite program
- Mental health/addictions/chronic illness workshops
- Traditional detox programs
- Sober community support group
- Community pot-lucks
- Cooking classes
- Encourage organized sports- bowling/ pool team
- Dog control strategy
- Wildlife and plant inventory
- Environmental workshops for awareness and stewardship
- Tree planting programs- fruit trees
- Forest management strategy
- Composting/recycling awareness program
- Water monitoring program
- "There is no vacant land"- all land is cared for by the community
- Establishing a Safety Council
- Recreation coordinator
- More dances and organized activities
- Transportation to access ice rink in Baddeck

## Action Area #3

### Project Ideas:

- Culturally relevant buildings: wigwam, sweat lodge, a place for sacred fires and ceremonies, drumming
- Experiential playground (outdoor classrooms)
- Learning field
- Multigenerational places for teaching and interacting with Elders
- Survival camp
- Publishing house- produce books in Mi'kmaq
- Accessible community museum
- Hunting/fishing lodge

### Program Ideas:

- Art mentorship program
- Formal and informal craft training
- Language course with Elders
- Drumming Program
- Home economics course
- Bridge program for sciences
- Summer school programs
- Bus/taxi service for university students
- Need sustainable programming- a new school isn't enough
- Career fairs for older students
- Tutoring for all ages- skills development
- Paramedic program
- Field trips for youth
- Life skills programs for young families- help families achieve what they need to achieve

## Culture & Education

Culture and Education are intimately connected. There is a strong desire in Wagmatcook to reconnect with traditional Mi'kmaq identities through culture. Culture is not just language. It is history, values and teachings. Culture is food, music, art and dance. Culture is a way of life and a celebration of who we are. Wagmatcook community members are dedicated to reclaiming their identity and are seeking out the knowledge to do so. This action area supports the cultural reawakening taking shape in Wagmatcook through education. All community members have something to contribute, whether it is teaching and sharing knowledge or actively learning. For culture to remain alive, however, it must be practiced and incorporated into everyday life.

### Connection to the Vision:

A focus on culture and education means encouraging educational opportunities for youth to learn about their Mi'kmaq identity and heritage both in school and in the community at large. The youth are responsible for carrying Mi'kmaq culture forward and sharing with future generations. What is shared depends on what knowledge the youth of Wagmatcook are exposed to now. The sustainability of Mi'kmaq culture in Wagmatcook is dependent on the youth.

### Wagmatcook First Nation is committed to:

#### *Strengthening the awareness and celebration of culture*

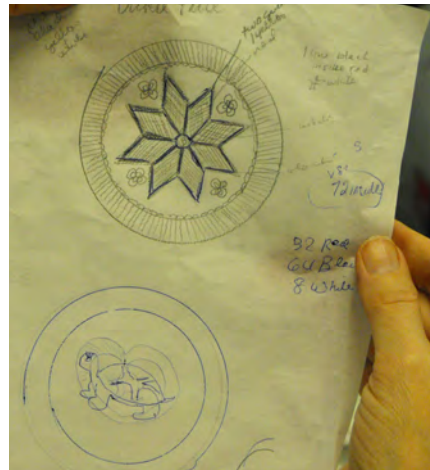
To increase cultural awareness, Wagmatcook will support the creation of educational projects and programs that focus on language, music, arts and crafts. Celebrating the talents of Wagmatcook Band members, young and old through annual events will strengthen Band members pride and connection to their Mi'kmaq identities.

#### *Building cultural capacity through pilot projects*

Wagmatcook will use each community project to empower Band members, build cultural capacity and pride. Community projects in Wagmatcook are an educational opportunity for Band members that can be shared with other First Nation communities in Canada.

### *Linking education to the broader community*

The school is the heart of the community. Supporting multigenerational programming for both youth and Elders in Wagmatcook encourages knowledge sharing and relationship building. Wagmatcook will focus on opening the school regularly (7 days a week) to encourage intergenerational interaction and the expansion of cultural programming to the broader community.



Workshops for both youth and Elders can work towards the goal of supporting intergenerational learning and strengthen Mi'kmaq identity through traditional arts and crafts.

Outdoor Powwow grounds that can be used rain or shine are needed in Wagmatcook. See page 88 for more information on the Traditional Grounds project idea.

## Action Area #4

### Project Ideas:

- Regular community meetings with a Code of Conduct
- Physical notice board
- Newsletter published regularly & available online
- Regular social media communications (Facebook, Twitter, Blogs, Podcasts)
- Updating community website regularly
- Archive council meetings on website
- Online voting opportunities
- Outdoor, all season community gathering places

### Policy Ideas:

- Transparency policy for financial accountability and decision making within band management
- Open budgeting process- allow community members to vote
- Internal communications policy for Band departments
- Develop an external communications strategy for community members
- Council to take into consideration the environmental impact of projects
- Feedback opportunities for band employees- in terms of what policies govern their work

## Open Governance

Open, accessible and transparent governance is important to the people of Wagmatcook. Good governance means leadership communicates with community members regularly and provides opportunities for meaningful participation. Including knowledge from Band members in projects, policies or programs improves accountability. It can also help re-establish trust between community members and leadership. A community-based approach to decision making is a long-term solution to establishing community support, as well as a culture of cooperation and teamwork. Band members, committees, staff and leadership all have a role in working together. Working together as a community in moving Wagmatcook forward is the heart of this Action Area.

### Connection to the Vision:

The thoughts and beliefs of youth concerning the future of Wagmatcook are valuable. Establishing the Youth Council shows a recognition and commitment by Chief & Council to including youth in decision making processes. Continuing to grow and strengthen the relationship between youth and leadership is important. Meaningful youth involvement will promote the development of future leaders in Wagmatcook.

## Wagmatcook First Nation is committed to:

### *Open communication with community members*

Using a variety of methods, Wagmatcook will work to ensure community members are regularly informed and kept up to date with policies, programs and projects and provide opportunities for feedback.

### *An inclusive, community-based approach to governance*

An inclusive approach to governance is a democratic approach that ensures Band members are able to participate meaningfully in decision making processes. Wagmatcook will focus on engaging Band members as primary stakeholders in initiatives that impact the community at large.

### *Building a culture of collaboration between Band departments*

Working together means building a system that opens the channels of communication and breaking down silos. Each program, policy and project in Wagmatcook will be viewed as a chance for departments to collaborate and work together to advance community goals.



The Wagmatcook Culture & Heritage Centre has the space to accommodate large numbers of Band members for monthly community meetings with Leadership.

3



Wagmatcook's community website can provide Band members with up to date information on programs, events, news and press releases. Newsletters (the preferred method of communication for Elders) can be uploaded as well. The site also enables off-reserve Band members to stay in the loop.



Elders Council



Chief & Council 2012-2014



Youth Council 2012-2013

ACTION

## Action Area #5

### Project Ideas:

- Fisherman's market on the Wharf
- Small scale campground
- Small scale motel
- Community Market
- Community-owned grocery store
- Recycling facility
- Gas bar expansion
- Clay: brick making or pottery
- Local hairdresser
- Mi'kmaq publishing
- Renewable Energy (i.e. wind farm)
- Summer festivals

### Program Ideas:

- Business mentorship program
- Micro-lending program to support start-up businesses
- Business incubation program
- Youth mentors/leadership camp
- Nature exploration program for youth
- Career day/fair for youth
- Support Regional economic development
- Partnership opportunities with other First Nations in Cape Breton
- Develop own-source revenue projects
- Baby sitter training programs for youth
- Youth to "pitch" summer employment ideas to Chief and Council
- Establishing a database of local skills
- Developing a database of "opportunity sites" (vacant buildings)
- Creating a value-added strategy for natural resources: fish, forestry, maple trees and game

## Local Economy

This Action Area stems from the belief that Wagmatcook could be a self-sustaining Nation. A self-sustaining economy relies on local skills (human resources) and the environment (natural resources). Both human and natural resources work together and are long-term investments. Investing in the local economy also involves partnering with other communities locally and regionally. Partnerships can support long-term economic growth. The key to this Action Area is to focus on community members first to build local capacity and create employment opportunities for Band members in Wagmatcook.

### Connection to the Vision:

For the youth of Wagmatcook to be productive individuals, employment opportunities are essential. Investing in youth provides exposure to work culture. Working also teaches the importance of being reliable (routine) and gives youth access to their own monies, which increases independence. A focus on local opportunities will enable youth to stay in Wagmatcook to become productive, employed adults.

## Wagmatcook First Nation is committed to:

### *Investing in Band members*

Through the development of programs and training, Wagmatcook will support community members and build capacity in the local economy. Workshops and training sessions for business planning and proposal writing will assist locals wanting to become entrepreneurs. Seed funding can assist start-ups, fulfill a community need and reduce economic leakage.

### *Encouraging Regional Economic Development*

Recognizing opportunities to partner with other Mi'kmaq nations in Unama'ki. Wagmatcook will maximize investment dollars while building long-term business relationships with other communities.

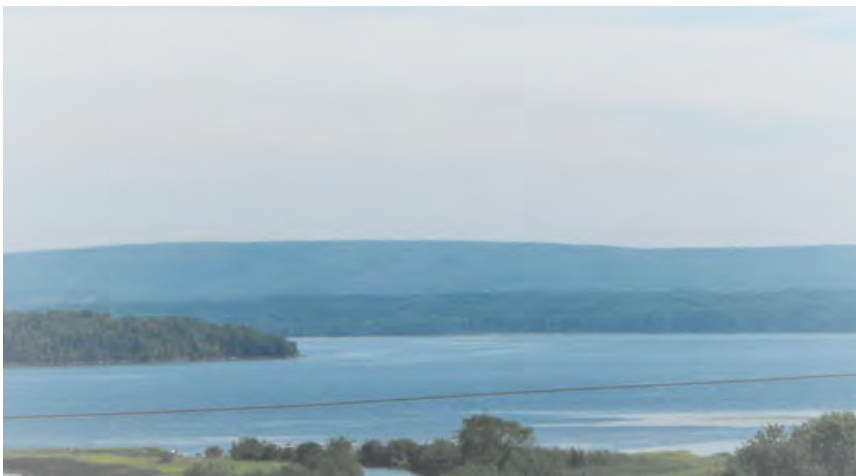
### *Building on natural and human resources to increase self-reliance*

Wagmatcook will use skills and resources available in the community for local projects by maintaining a database of qualified workers. Self-reliance also requires a focus on food security. Wagmatcook will invest in not only fishing, but gardens to increase food security for Band members.



Wagmatcook's location on Pitu'pok (the Bras d'Oar Lakes- a UNESCO Biosphere Reserve) and the gateway to the Cabot Trail could benefit the local economy beyond the current cultural shops.

3



The natural assets that exist in and around Wagmatcook should be capitalized on. Sport fishing, canoeing and tapping sugar maple trees for syrup are some examples of how the environment can contribute to economic development in Wagmatcook.



The Wagmatcook Culture & Heritage Centre is considered the core of local business activity in the community. It's also home to the Clean Wave restaurant. The Centre is a great opportunity to partner and provide services in business education and training. See page 89 for information on the Community Business Hub.

ACTION

## Approach to Change Examples:



Shoal Lake Cree Nation | SK  
Outdoor Classroom

Band members and Chief and Council selected a site for the outdoor classroom. Elements of the design were inspired by the local landscape, customs, traditions and technology. Community members of all abilities, young and old, worked together to help determine the use and design of the outdoor classroom and learn from each other. It is centrally located to ensure its connection to all community members, as well as to existing and future community services and facilities.



Flying Dust First Nation | SK  
Environmental Research Pavilion

Local knowledge in carpentry, heavy machinery, advertising and traditional building and design were used to inform the project and make it a success. Many of the materials used in the project were salvaged, recycled or donated by local businesses. The Pavilion was sited by community members and responded to local conditions such as predominant wind direction and connections to natural and built elements.

## Approach to Change

A Community Plan must make a difference on the ground and in the lives of local residents. Planning is not simply about making or having a Plan. Planning demands ongoing action to build community, provides hope and inspires change. At its core, the “Approach to Change” is about improving local opportunities and quality of life. Local projects represent immediate actions that are fundamental parts of a community plan, each guided by a long-term vision.

Change happens one project at a time. Each project needs to connect, reinforce and advance many community objectives. The Approach to Change is a way of aligning, developing and focusing all community projects. It inspires and guides change that is community-based, project-driven and locally-focused. It requires participation, invention, creativity and the determination to resist using simple “off the shelf” solutions.

This approach fosters collaboration and requires us to rethink how the processes of community planning, designing and building leave behind much more than a document or a building. The Approach to Change builds capacity and confidence for long-term social change.

The Approach to Change is built upon these values:

#### *Community-based*

Everyone in the community has the opportunity to be active participants in creating their own future. This relies on the initiative and participation of community members to be instigators of change themselves rather than depending on government agencies or outside consultants. This can only be achieved when project development is open, inclusive and participatory. Everyone can and should be involved in developing and building projects that generate local pride.

#### *Project-driven*

A project-driven approach means rethinking the way change happens. Creating tangible outcomes on the ground creates confidence that positive change can happen, one project at a time. Projects are not limited by budgets, government regulations or existing solutions; they are limited only by the imagination of community members. Each project should extend what people think is possible. Collaborative projects build the community physically, socially and organizationally. Projects that cross boundaries most often connect to real issues and opportunities, enabling communities to achieve the most local benefit and improve quality of life.

#### *Locally-focused*

A community is its own most valuable asset. Capitalizing on local labour, knowledge and materials provides opportunities to be inclusive, develop skills, promote local business and create employment. Thinking locally ensures that any project fits in with the scale and context of the community, while at the same time lives up to the community's ambitions and long-term vision. Invention is about finding ways of using local resources to solve problems in a manner that takes you closer to your community's Vision.

### COMMUNITY-BASED

- Foster connections between individuals, groups and demographics.
- Involve people in making decisions about projects (location, design, materials, scale, programming, operations, etc.).
- Increase opportunities for people to get involved, decreasing apathy and boredom.

### PROJECT-DRIVEN

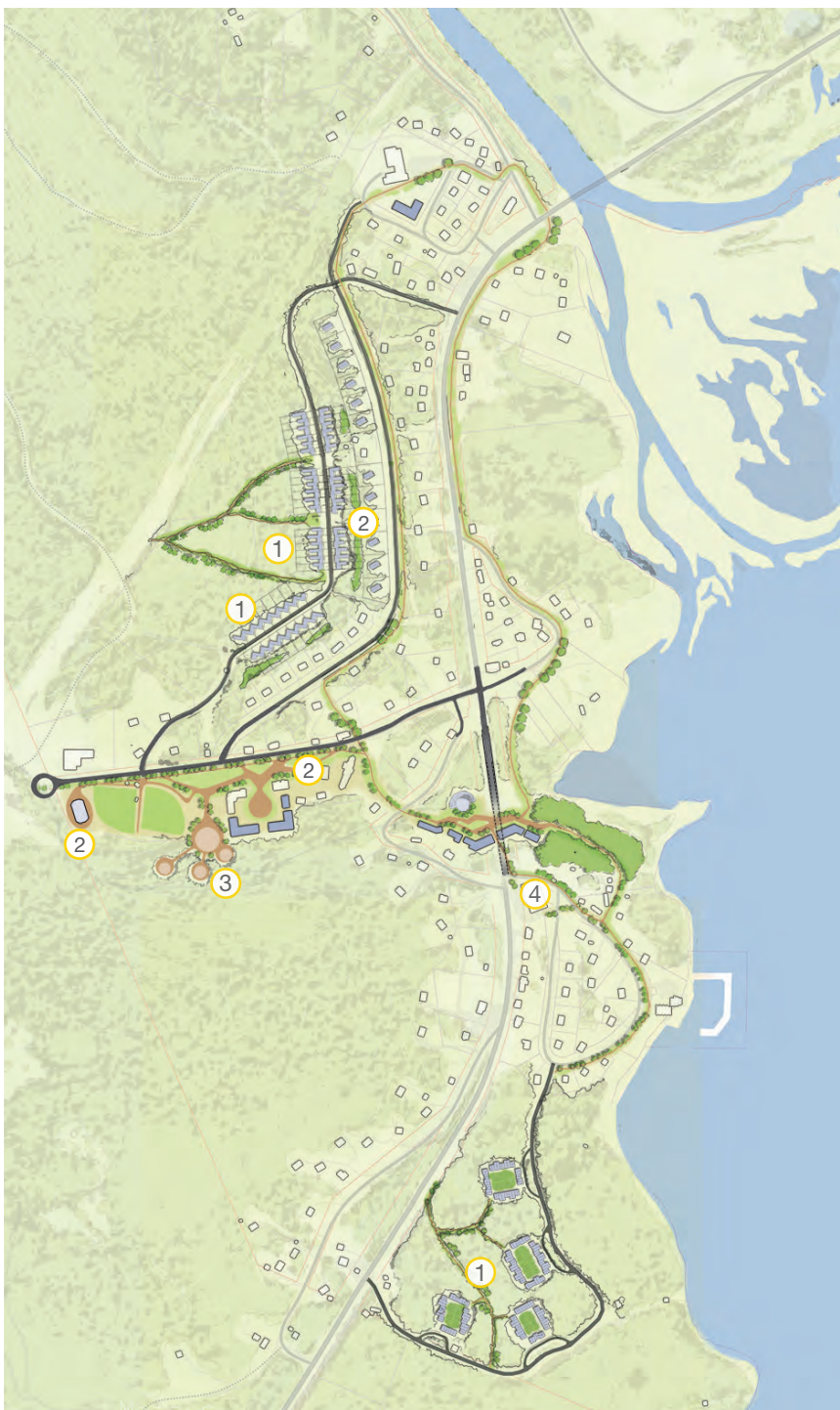
- Encourage collaboration across departments and programs.
- Consider how each project builds connections, physically, socially and organizationally.
- Think beyond the individual project; foster an attitude that sees the benefit when projects build on each other.

### LOCALLY-FOCUSED

- Change attitudes. What may appear to be a lack of resources could be an opportunity to use local labour, skills and materials for a project rather than looking outside the community to make change happen.
- See each project as an opportunity to build new skills, share knowledge and train local people.

## Approach to Change: Action Areas Map

A natural extension of the comprehensive, community-based planning process is to continue to find creative ways of involving and empowering community members through project design, development and construction (for physical projects), as well as ongoing operations, maintenance and programming. What is included in the project, where the project is placed in the community, who is involved in developing and building it and how it is eventually managed should be considered significant opportunities to make the most of local resources and talents.



## Housing Pilot Project

① ● ● ● ● ●

## Public Spaces

② ● ● ● ● ●

## Traditional Grounds

③ ● ● ● ● ●

## Local Business Hub

④ ● ● ● ● ●

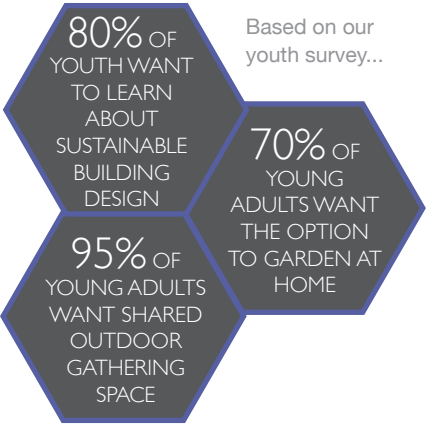
① This number identifies the location of the project on the map (see right).

↓ The coloured dots identify the Action Areas each project is related to.

- Housing
- Healthy Community
- Culture & Education
- Local Economy
- Open Governance

WAGMATCOOK FIRST NATION  
COMMUNITY PLAN UPDATE | HOUSING

A HOUSE SHOULD MEET THE NEEDS OF ITS  
RESIDENTS. THAT MEANS HOUSING CAN TAKE  
MANY DIFFERENT FORMS. DEVELOPING SUITABLE  
HOUSING FOR ALL STAGES OF LIFE IS ESSENTIAL



**HOUSING**  
Project Ideas

During the first community workshops held in May, people shared the following ideas with us:

- Gardening - home landscaping
- Privacy
- Landscaping improvements
- Challenge Management
- Better Infrastructure
- Alternative service options (to be able to choose where to live)
- Energy alternatives could increase choice
- Eco-friendly housing

**Eco-friendly Housing**

Eco-friendly housing refers to homes that have less of an impact on the environment because they use less energy and are made with environmentally friendly materials. The design of a house can help achieve this with features such as passive solar, or solar panels.

passive solar: Positive solar energy refers to making minor changes to home to help with heat and energy efficiency. These small changes, such as using recycled materials on the interior, can offer energy costs leading to more ecologically and financially sustainable built environment.

Collecting rainwater, composting, toilets, and light walls are other options. In essence, eco-friendly housing presents an alternative building form that integrates residential development more effectively with the natural environment.

**Landscaping & Drainage Management**

Landscaping can serve to dual purposes of beautifying a space and providing more effective drainage management. Homes with steep slopes and a large volume of rainfall, other times the soil is not well equipped to hold the excess rainwater. Using artificial drainage systems, small patches of marshy land are created to manage runoff, and rainwater, and the pollutants. Landscaping with an more trees and shrubs can be used to naturally manage rainwater. The water is then converted from running into neighbouring properties, and also serves to maintain the trees and plants. Beyond simply managing the rainwater, swales are also popular for uses such as soil conservation and harvesting rainwater. Landscaping can also improve privacy and add to the feeling of "being in the wild".

WAGMATCOOK FIRST NATION

PROJECT IDEAS

JAN 2023

Panel displaying housing ideas from Community Workshops.

Approach to Change: Demonstration Project

1 Housing Pilot Project

A housing design pilot project is an idea that stems from community members desire for different housing types in Wagmatcook. The current housing stock, mainly single family homes funded by the Canada Mortgage and Housing Corporation (CMHC) and the Band Council, are not meeting the needs of community members. CMHC homes are an adequate size for a small family, but are not meant for multiple generations to live under one roof. These homes are not the appropriate housing type for youth moving out on their own. Many are not accessible for Elders. There is also a real need for new housing with over 45 band members currently on the waiting list.

The housing situation in Wagmatcook is an opportunity to explore new housing types and building processes. A pilot project could focus on eco-friendly design, local building materials and include Mi'kmaq culture in terms of housing design and construction. A pilot project would also focus on building local capacity, making the most of available infrastructure and could be a training opportunity for youth studying building trades at the Wagmatcook Learning Centre. High quality housing with real craftsmanship that includes community members in decision making processes is an exciting chance to change the way housing is built in Wagmatcook.

A housing design pilot project will require organization and a lot of hard work. A community committee could be established to assist with managing the project. An inventory of economic, environmental and human resources would need to be created. Community design sessions would be held, a site selected and ultimately, homes built using local resources and employing Band members.

Community-based:

A community based approach to housing puts Band members in the centre of the project and recognizes that housing is an opportunity to build capacity and community pride. Roundtables and workshops would ensure that community members define housing needs, share design ideas and work together to develop a long-term vision for future housing.

Including community members in the process establishes financial priorities, design priorities and empowers people by making them part of the decision making process. With the community included, the housing designed and built will not only meet the community's needs, it will be culturally appropriate, sustainable and foster a sense of ownership.

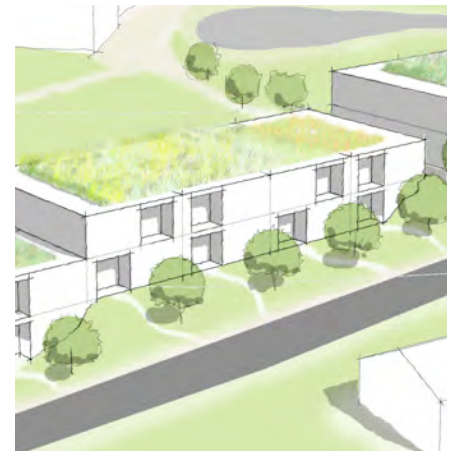
*Locally-focused:*

Housing development presents the opportunity to capitalize on local labour, knowledge and materials. A locally focused approach endeavors to minimize costs by using readily available resources, investing in local businesses and employing Band members to strengthen the housing economy on reserve. A principal objective is to build, strengthen and reinforce local knowledge and skills while creating new opportunities in the housing industry for Band members. Housing development would serve as a vehicle for capacity building through education, training opportunities and hands-on experience.

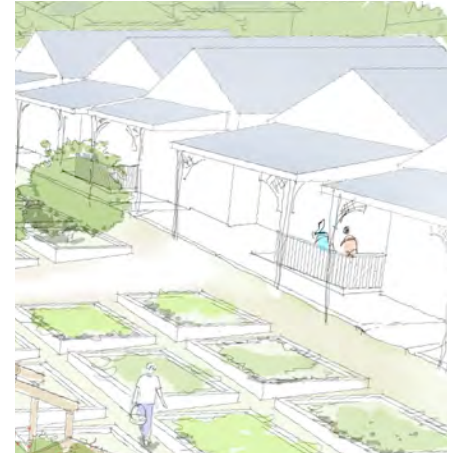
*Action-oriented:*

An action-oriented approach recognizes that the benefits of building a home are not limited to providing shelter. The way in which housing is developed impacts the environment, infrastructure investments, the health and social welfare of Band members, education and the economy. Housing is fundamentally connected to broader community development.

The benefits of this pilot project are not limited to Wagmatcook. This housing project could serve as a model for other First Nation communities in Canada. It is an opportunity to rethink the First Nations housing sector in a way that fosters community pride and a sense of ownership in the process of housing development. That means including community members in all stages, from housing design to building construction, documenting the process and sharing our approach.



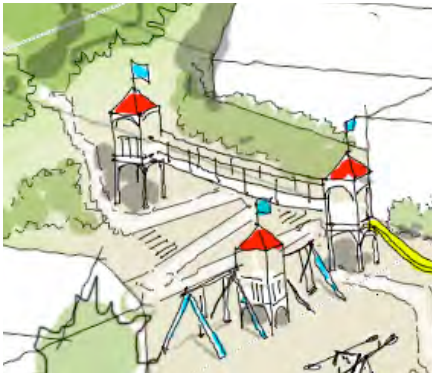
What could multi-unit housing look like?



What could cluster housing look like?



What could row housing look like?



Neighbourhood playground.

#### Public Space Design Elements:

- Welcoming, safe and fun
- Include many places for people to sit
- Be creative with seating options!
- Use local materials
- Public spaces are multi-functional
- Provide protection from the weather
- Lighting is very important
- The built, social and environmental qualities of a place must be in balance
- Create a dynamic social space through the use of colour, different materials, vegetation, water and lighting

The boardwalk also serves as the main connector to the waterfront with places to sit, play, linger and spend time.

## 2

### Public Spaces ●●●●

*Public space- a social space that is open and accessible to everyone*

Using the approach to change and focussing on the commitments from Action Area #2 (pg. 73), this project aims to create beautiful and functional outdoor places for community members to enjoy. Rather than detailing one specific idea, this project looks at the potential of three public space ideas. Public spaces provide recreation and education opportunities, outdoor connections between different parts of the community, and can have a positive impact the local economy.

#### *Community gardens:*

A community run garden provides healthy, locally grown food harvested by Band members. A garden can provide youth employment and serve as an educational site to teach about food production and healthy eating. Growing food locally also contributes to the local economy by helping Wagmatcook become more self-sufficient and reducing economic leakage.

#### *Neighbourhood playgrounds:*

Having a dedicated space for young children to spend time outside is important. They learn to play and be creative, develop physical and social skills, and build confidence. Having a safe play space close to home also provides a level of independence for youth.

#### *Community boardwalk:*

A community boardwalk along Humes Road will provide safe passage for youth to walk/bike to school, for Elders to walk grandchildren to day care and provide spaces for recreation. Trees can provide shade, beauty and produce food!



### 3 Traditional Grounds ●●●

Wagmatcook is in need of a Powwow grounds that can be used rain or shine. Located behind the Band offices, the traditional grounds would provide the space to host powwows as well as a place for sacred fires, ceremonies, sweats and wigwams to be built. The grounds could also serve as a place for outdoor learning where youth and Elders could gather for language or culture classes.

Having a space connected with the natural world provides an experiential element for youth and those looking to reconnect with their Mi'kmaq identity. The traditional grounds are a physical place that reflects the desire in Wagmatcook support intergenerational interaction. They are also a place to celebrate culture and preserve traditions by passing knowledge to the youth to carry forward. This project could be spearheaded by the Elder's and Youth Council. They could organize a project team, community design sessions, as well as organize local materials and local labour to get the land cleared and the powwow arbour built.

The traditional grounds are also an economic development opportunity, giving tourists the chance to experience Wagmatcook's culture and traditions.





Opportunity sites in Wagmatcook for future businesses.

## 4

## Local Business Hub

*Hub- a place that forms the successful centre of an activity*

Wagmatcook community members have many great ideas. To support Band members in turning their business ideas into reality, a place to work, to test concepts and get support is needed. A local business hub would be a place to nurture business start-ups in Wagmatcook.

The hub would provide education opportunities for both youth and adults, helping to bridge the gap between education and employment in Wagmatcook. It would be a place where people could brainstorm, create and innovate together. New employment opportunities could be created in the process, filling economic gaps in Wagmatcook.

The hub would be a space for continuing education and would contribute to the local economy through the small business start-ups that address local needs. Potential opportunities could connect with the Action Areas of the Plan, with businesses relating to housing development, healthy community initiatives as well as culture and education opportunities. Each business should focus on building self-confidence and capacity with Band members.

During community conversations, Band members stated the importance of financial support for local business start-ups. The institute could provide access to seed funding along with grant writing assistance for community members to access funding. The hub could function much like an Economic Development Corporation. Funding would come from government sources but would be run by a board of directors.

## 5

## Communications Strategy ●●●●●

Successful communications in Wagmatcook means reaching out to Band members, using a variety of approaches to ensure people have access to information and are well informed. Effective communication can educate as well as raise awareness and understanding between leadership, Band staff and community members. Communication can also repair relationships and strengthen a culture of cooperation. When Band members have access to information they can participate more meaningfully in decision-making processes.

Focussing on communications can also create future job opportunities for youth. Colleges and Universities in Nova Scotia offer diplomas and degrees in Communications as well as Journalism. Both government and the private sector have communications departments. There are opportunities to work within the Band and also as a private consultant. Investing in communications is a smart, long-term investment in the people of Wagmatcook.

An external communications strategy should exist for each Band department to communicate with community members and media. Effective communication means having a variety of approaches for different audiences and executing each approach successfully. Designing a communications strategy is a collaborative project. Chief & Council, Band managers, staff and community members should all be involved and provide input. A clear goal along with approaches need to be identified.

Designing a transparent communications strategy unifies and formalizes a multi-dimensional approach to sharing information. It builds on and incorporates traditional methods of communication such as word of mouth and talking circles while making the best use of Wagmatcook's newsletter, website and presence on Twitter. The Elder's and Youth Council also have an important role to play in sharing information with Band members. –

An external framework for a communications strategy could look like:

1. Create a clear objective and goals for the strategy
2. Develop and maintain a database of community contact information- email/phone/addresses
3. Conduct community focus groups to determine the best ways to communicate with different audience members (method, frequency and language)
4. The strategy needs to be transparent so community members know how messages are shared.
5. Formally designate a communications position within the band responsible for writing communications, updating the website and organizing media releases.

3

ACTION

# Plan Implementation

## Governance Structure

The implementation of Wagmatcook's Community Plan in a comprehensive and community-based manner is the basis of greater accountability, enhanced decision making and transparent communications. A Plan is the foundation of good governance, establishing strategic priorities, improving decision-making and enabling increased communication with membership, providing Band members the opportunity to help shape their community over the short and long term.

Three elements of the First Nation's Governance Structure will be advanced through Plan implementation: Band organization, Band decision-making and Band communications.

### 1. Rethink the Band Organization Structure

An effective Band organizational structure allows staff and leadership to respond to the needs of the community in an efficient manner. By reviewing the organizational structure of the Band in relation to the Action Areas it may become apparent that some key issues facing the community do not fall under the responsibilities of any one department. Moreover, it may be clear that some Action Areas should be considered the responsibility of all departments. The implementation of the Community Plan provides an opportunity to review the departmental structure of the Band using the Vision, Values and Action Areas developed through the planning process to inform the mandate of each department.

The Community Plan will affect everything. Routines and regulations about how things are done, who does what, which records are kept, what houses are built, how they are allocated, which land is protected and where new development will go, are all affected by the spirit and directions established in the Plan. Change requires Wagmatcook to reconsider routines and regulations to reflect the community's Vision and Action Areas.

The Community Plan should be integrated into the organizational processes that directors use daily, monthly or annually. This requires senior management to understand the content of the Plan and work actively to implement its goals.

It is critical that each director refers to and uses the Plan as s/he directs projects, sets budgets and identifies priorities. In cases where senior management meets on a regular basis the Plan should be a standing item on the agenda, allowing constant reflection on how it is being used.

The Plan should be seen as a tool to guide any departmental work-planning sessions. Each Department should refer to the Plan as a way to gauge priorities for programming, projects or funding proposals. Holding interdepartmental planning sessions to review opportunities for collaborative proposals or projects between departments can be helpful in advancing Action Areas or projects.

Leadership also influences Band organization and operations. As the Plan moves into implementation it is important for council to continue to keep CCP on their agenda as a standing item for council meetings. The Community Plan could inform the way council organizes itself in relation to council portfolios.

Council should provide direction to committees or adjust the mandate of committees to better reflect the goals of the Community Plan. In addition, when staff or consultants present projects or initiatives, council should ensure the goals reinforce the goals captured in the Community Plan.

Implementing a Community Plan takes hard work and dedication. For a Plan to be successful, it needs to be integrated and utilized into the day-to-day life of leadership and directors.

## **2. Extend Community-based Decision Making**

Wagmatcook regularly makes difficult choices with limited resources. The Community Plan helps direct the use of scarce financial, human and community resources to priorities (i.e., Action Areas and Demonstration Projects) endorsed by members. CCP used a community-based approach to developing the Plan, working with a broad cross-section of the community to understand where the community wants to go and how to get there. This emphasis on working with the community to understand priorities can be extended to future planning and decision-making processes.

Some possible opportunities to extend a community-based approach to decision-making is to have an annual community forum where leadership and staff report back to the membership on the actions taken over the last year. The forum could also include a community budgeting discussion on how Band revenues will be allocated for the coming year. Action and priorities could be discussed in relation to key elements of the Plan such as the Action Areas, Projects, and the Structure Map.

## **3. Improve Band and Membership Communication**

A major part of governance is the ability of staff and leadership to report to Band members. The Community Plan is the opportunity for staff and leadership to coordinate their various planning initiatives under one umbrella document, which makes it much easier for the membership to understand how the Band's priorities fit with the overall direction of the community. The Plan can form the basis of making information about planning and decision-making easily accessible for staff and community members. For example, the First Nation's annual report could be organized around the Action Areas as opposed to Band departments, encouraging staff and leadership to think across departments when considering what has been accomplished. In addition, monthly newsletters could be published as a tool to update membership on current initiatives. Effective and meaningful communication is the foundation of good governance, ensuring leadership and staff are accountable to Band members.

#### 4. Commit to monitoring the Plan

Monitoring is an ongoing process that requires determination to measure progress. For each Action Area, key indicators are provided to gauge the success of the Plan. Indicators, when possible, should be based on information already collected on a regular basis for existing programs or Band activities. Regular monitoring highlights differences from year-to-year, reveals accomplishments and provides warning of needs that are not being met.

Monitoring takes work, but it is also rewarding. It will show progress, build accountability and transparency in Wagmatcook. It can instill a sense of pride built on celebrating accomplishments. Monitoring shows how Wagmatcook will be moving forward and achieving community goals. The outcomes of Federal Agreements can also be monitored according to the goals and expectations outlined in Wagmatcook's Community Plan.

Action Area	Indicator	Current Situation 2014	2015	2016
<div> <div></div> <div></div> <div>1</div> </div>	Housing			
	Number of Band members on the waiting list for housing			
	Housing types built			
<div> <div></div> <div></div> <div>2</div> </div>	Developing local capacity through housing siting, design and construction			
	Healthy Community			
	Number of neighbourhood playgrounds			
	Number of community gardens			
<div> <div></div> <div></div> <div>3</div> </div>	Community connections- walking paths/ trails			
	Environmental protection: policies/ programs/projects			
	Culture & Education			
	Programs focussed on language, music, arts and crafts			
	Projects focussed on increasing cultural capacity			
	Number of youth who speak Mi'kmaq			

Action Area	Indicator	Current Situation 2014	2015	2016
Action Area <b>4</b>	Open Governance			
	Open communication with membership			
	Community-based approach to decision making			
Action Area <b>5</b>	Increased Band department collaboration			
	Local Economy			
	Increased local employment			
	Number of member-owned businesses			
	Development of a qualified workers database for local projects			
	Development of Regional partnerships			

### Indicators of Success

The indicators in this graph have been selected for each Action Area. They provide information on the current state of the commitments in each Action Area. Indicators are a tool to provide a simple and straightforward way to measure progress.

Reviewed annually by directors and leadership, changes from the current situation can be tracked year-to-year, and allow Wagmatcook to make adjustments to priorities and approaches. After a few years of regular monitoring, the indicators and annual reports will paint a clear picture of what has been accomplished to date and will demonstrate the effect the Community Plan is having in Wagmatcook. This picture will also show what work still needs to be done.



## Closing Remarks

One of the strongest and ongoing traditions of the Mi'kmaw people has always been to respect and help each other no matter what the need is. As a community, we live together, we work together, we laugh and we cry together. As we were raised in our community, so too will many others come to raise their children and families here. This is the reason why we must work together now towards a better future, for ourselves and for our children.

This Community Plan brought together the dreams and ideas of many community members with the hopes of creating a better life and a better future for our people. We are now equipped with an updated Community Plan to use as a tool to continue to shape the future of Wagmatcook First Nation. It will not happen overnight and will not be the result of one person's actions. Every person will be part of this new direction, and every action taken will be part of the changes we make moving forward together.