



WAGMATCOOK MI'KMAQ NATION

DESTINATION SPATIAL PLAN

2025

GLENN
GROUP
LANDSCAPE
ARCHITECTS AND
PROJECT MANAGERS

il**ma**gine

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ACKNOWLEDGEMENTS

The Wagmatcook Mi'kmaq Nation wishes to acknowledge the generous assistance of the Atlantic Canada Opportunities Agency in the development of this report's Third Phase – The Wagmatcook Destination Area Spatial Plan.

The consultants wish to gratefully acknowledge the guidance and collaboration of the Wagmatcook Mi'kmaq Nation Band and Council, the Administration, and the Elders and numerous other community residents who participated in meetings and interviews, and who have demonstrated enthusiasm and commitment to support in the creation of this destination spatial plan.

An aerial photograph of a wooden boardwalk and observation deck built over a dense forest. The boardwalk is made of light-colored wooden planks and has a blue safety railing. It leads to a larger wooden platform with a curved railing. Several people are visible on the boardwalk and platform. The forest below is lush with green trees, and a small stream or path is visible in the distance. The entire image is overlaid with a semi-transparent blue filter.

01

BACKGROUND

OVERVIEW

Tourism is now, more than ever before, a global industry that is increasingly competitive. In order to heighten competitiveness and to grow tourism in their communities, some leaders are becoming increasingly more interventionist and creative as they recognize the natural relationship between tourism and community and the built and experiential assets which can set them apart within regional, domestic-national and international marketplaces. One entity whose leaders are moving in the right direction is the Wagmatcook (Waq-mit-kuk) First Nation, one of the five Mi'kmaq First Nations located in Cape Breton (Unama'ki). Wagmatcook is one of the oldest permanent settlements of the Mi'kmaq Nation in Nova Scotia and is situated adjacent to the Bras d'Or Lakes and the Cape Breton Highlands.

Wagmatcook Mi'kmaq Nation is a bilingual community with Mi'kmaq and English used interchangeably by the Chief and Council and most of the community's public institutions. Mi'kmaq language, culture and traditions are an integral part of the community. Wagmatcook Mi'kmaq Nation is rich in resources and knowledge of our traditional ways.

Wagmatcook First Nation is governed by an elected Chief & Council that represents the everyday requirements of approximately 700 people that currently reside in Wagmatcook. Elected Chief Norman Bernard, works with a council of eight community members who were elected by Wagmatcook band members. The Chief & Council have regularly scheduled Council meetings every two weeks and discuss items that range from housing needs, by-law requirements to educational and economic development.

The Wagmatcook Mi'kmaq Nation Chief and Council are guided by the Wagmatcook Financial Law, which sets out an accountability framework for the financial management of the community's assets. The Council are responsible for establishing a professional administration staff who are responsible for managing community assets and for the delivery of programs and services in the community based on the standards set out in the Financial Law. Chief and Council have maintained a decision-making process which requires unanimous consent by all members on matters which impact the community. It may take longer to reach consensus on a matter, but all Council members are engaged in making decisions to benefit the community and its members.

Therefore, matters concerning community tourism infrastructure, and all other aspects of cultural-tourism development, are subject to consultation with Elders and other members of the community, the approval of the Chief, Band Council, and senior members of the administration.

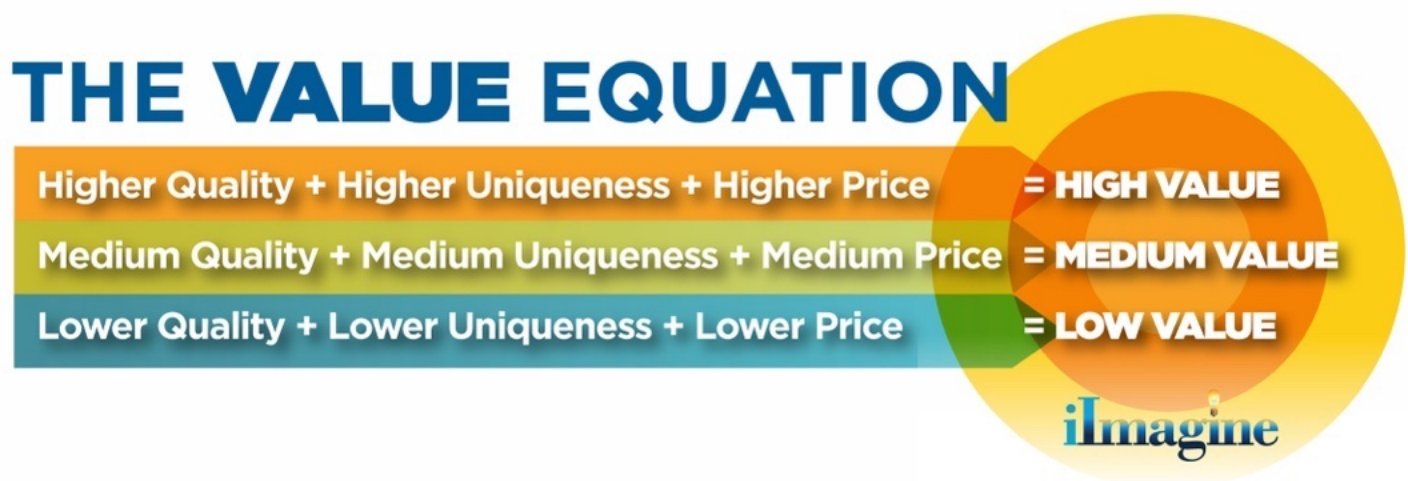
The Wagmatcook administration, Elders, and other members of the community, have been actively engaged in the development of this destination spatial plan, beginning with the initial frontier of the Wagmatcook Culture and Heritage Centre revitalization, followed by an interactive Design Charrette exercise, and continuing on to advantage all of the tangible (natural and built physical) and intangible (emotive and cultural) attributes of the Wagmatcook Mi'kmaq Nation.

Tourism planning in Wagmatcook Mi'kmaq Nation has followed a three-phased process over the past year, the first two of which have been pre-funded:

- ♦ Initial Phase – The Wagmatcook Culture and Heritage Centre.
- ♦ Second Phase – The Wagmatcook Destination Area Design Charrette.
- ♦ Third Phase – Wagmatcook Mi'kmaq Nation Destination Spatial Plan.

As has been the case throughout the three phases, the spatial planning assignment has been approached through the utmost sensitivity to Mi'kmaq cultural points of view, as well as through a retail lens, where existing and new products, services and experiences will be featured, merchandised and sold based on retail principles and the development of a customized value equation where Higher Quality + Higher Uniqueness + Higher Price arrive at a clear high Value point for visitors to the destination. Markets do exist for medium and low-quality destinations – but why would Wagmatcook invest in the average or the mundane? This plan's recommended elevated market positioning will help to ensure the highest possible return on investment for the destination area as a whole.

THE VALUE EQUATION



An aerial photograph of a wooden boardwalk and observation deck built over a dense forest. The boardwalk leads from the bottom center towards a larger platform with railings. Several people are visible walking on the boardwalk and standing on the platform. The forest is lush with green trees, and a river or stream is visible in the background. The entire image has a blue tint.

02

STRATEGIC ALIGNMENT

OVERVIEW

The Wagmatcook Mi'kmaq Nation Destination Development Plan has been strategically aligned with its key partners, including primarily the Atlantic Opportunities Agency (ACOA), as well as Indigenous Services Canada (ISC), Canadian Heritage, the Province of Nova Scotia (Tourism Nova Scotia, Build Nova Scotia etc.), Destination Canada Breton, the Nova Scotia Indigenous Tourism Enterprise Network (NSITEN), and the Indigenous Tourism Association of Canada.



Indigenous
Services Canada

Canada



Canadian
Heritage

Patrimoine
canadien

THE ACOA TOURISM INNOVATIVE ACTION PLAN (TIAP)

There are four main thrusts within the ACOA TIAP (Advancing Atlantic Canada's Tourism Competitiveness and Productive Capacity):

1. Decarbonize Atlantic Canada's grid and foster energy innovation and the greening of businesses.
2. Support strategic economic infrastructure.
3. Develop and attract the workforce of the future.
4. Increase productivity and digitalization.

TOURISM
NOVA SCOTIA

Build
NOVA SCOTIA

Cape Breton
Island



INDIGENOUS
TOURISM ASSOCIATION OF CANADA



NOVA SCOTIA INDIGENOUS
TOURISM ENTERPRISE NETWORK



Atlantic Canada
Opportunities
Agency

Agence de
promotion économique
du Canada atlantique

Canada

INCREASING YIELD

As is the case with the Nova Scotia tourism strategy, tourism operators and destinations can increase yield by adding value to extract a higher return from visitors. Increased efficiency can also drive yield by requiring fewer resources to deliver a quality product, service or experience. As well, yield is increased by lengthening visit duration.

Project Relevance: This plan promotes the development and offering of products, services and experiences that are of higher quality and higher uniqueness, at a higher price (see The Value Equation in plan section – The Assignment).

SEASONAL EXPANSION

Tourism operators and destinations can also expand the season by making more products, services, and experiences available to visitors throughout the year. In Atlantic Canada, this calls upon tourism practitioners to leverage their assets outside of traditional tourism seasons to attract visitors and increase their economic activity on a year-round basis. Seasonal expansion is the shared responsibility of Destination Marketing Organizations or DMO's (in this instance the administration of Wagmatcook First Nation) Provincial Marketing Organizations (PMO's), and the public and private sectors.

Project Relevance: Ways in which Wagmatcook can limitlessly extend its operational season is by continuing to build and nurture its system of trails, and by developing and monetizing a walking/driving tour app that could be purchased at the destination point-of-purchase (the Wagmatcook Culture and Heritage Centre), or virtually, providing travelers with on-demand access to self-guided experiences (see Tangible and Intangible Experiences).

STRATEGIC THRUSTS

Increasing yield and seasonal expansion are seen as being achieved through key concepts such as product clustering, developing value added products, sector development and digitalization.

Clustering: can be considered strategic through three forms: like clusters (products of a like nature such as has emerged in the form of wineries in Nova Scotia's Annapolis Valley); diverse clusters (clusters combining several types of products, services and experiences); and composite clusters (critical mass of like clusters such as wineries in the Annapolis Valley) combined with a diversity of other travel products, services and experiences.

Project Relevance: The Wagmatcook spatial plan proposes the development of several nodes of activity and cultural experiences, building on the offerings at the Wagmatcook Culture and Heritage Centre, thereby beginning the business of tourism clustering.

Value-Added Products: can increase yield and contribute to a competitive value proposition for visitors. This proposition requires the development and growth of unique, higher quality and return products, services and experiences. ACOA's TIAP seeks to focus on tourism operators and destinations that are prepared to deliver on this effort.

Project Relevance: Every product, service and experience being considered through this plan must take form with a value-added mindset, thereby creating powerful positive word-of-mouth about the destination and stimulating repeat visitation.

Increased Digital Adoption and Skills-building: will help enable the destination and new businesses within the destination to identify and respond to changing consumer needs. Consumers expect tourism businesses to provide a personalized, seamless, and now contactless experience, often from a mobile device. Travelers are also shortening their planning timelines and rapidly increasing their digital literacy, so new digital solutions are emerging almost daily to respond. Tourism operators need to be able to identify trends and opportunities quickly to keep pace with expectations. The TIAP, aligned with ACOA's digitalization strategy, has two key priorities to drive digitalization in the tourism sector: The tourism sector uses digital technologies including marketing, social media and websites to promote products, services and experiences. Some tourism businesses also use digital technologies in many business processes including handling payments and managing inventory, bookings and customer interactions. Digital technology offers the potential to improve both yield and efficiency as the pandemic has accelerated consumer expectations.

Project Relevance: This plan sets the stage for Wagmatcook to innovate in terms of digitalization, including its web presence, and through the delivery of products such as the proposed walking/driving tour app (see Tangible and Intangible Experiences).

THE TOURISM NOVA SCOTIA STRATEGY

The Tourism Nova Scotia strategy consists of four pillars, including:

1. Attracting first-time visitors to Nova Scotia.
With new products, services and experiences emanating from this tourism plan, Wagmatcook can make a positive contribution toward this pillar.
2. Investing in markets of highest return.
By following ilmagine's Value Equation model – the pursuit of higher uniqueness in its products and higher quality products offered at a higher price, Wagmatcook again is strategically aligned with Tourism Nova Scotia.
3. Focusing on world-class experiences.
Wagmatcook must pursue and support a sufficient critical mass of both tangible and intangible high quality, value-added experiences that will contribute to increased visitation, visitor length of stay, visitor spending, and repeat visitation to Cape Breton and Nova Scotia.
4. Building Nova Scotia's tourism confidence.
Wagmatcook can develop its own 'tourism confidence' and contribute to building Nova Scotia's tourism confidence by making decisively strong inroads into the tourism sector, and by adding to the province's inventory of in-demand, quality tourism products, services and experiences.

BUILD NOVA SCOTIA

Build Nova Scotia is involved in planning, designing, building, and operating strategic infrastructure that support economically vibrant, sustainable, and inclusive communities, stewarding projects that drive the Nova Scotia economy forward. As a provincial Crown corporation, the agency develops strategic economic infrastructure that supports a healthy, connected, and thriving Nova Scotia. The core function of what Build Nova Scotia builds is guided by opportunities to transform the province's lands and properties in ways that stimulate economic development and improve quality of life for all Nova Scotians. This includes managing the addition and renewal of infrastructure that keeps Nova Scotians healthy, connected, and thriving no matter where they live. Wagmatcook's proposed strategic tourism infrastructure, as outlined in this plan, is ideally positioned for future partnership opportunities with Build Nova Scotia.

INDIGENOUS SERVICES CANADA

Indigenous Services Canada (ISC) works collaboratively with partners to improve access to high quality services for First Nations, Inuit and Métis. Our vision is to support and empower Indigenous peoples to independently deliver services and address the socio-economic conditions in their communities. The department supports and invests in infrastructure needs of Indigenous communities for ongoing, new and shovel-ready projects, including those involving community, cultural and recreational facilities, along with programs to support Indigenous entrepreneurs and business owners in Canada, and to improve the capacity of First Nations and Inuit communities to plan, pursue and participate in economic opportunities.

Project Relevance: By assisting Wagmatcook with the creation of strategic tourism infrastructure, destination development can be accelerated and enhanced, with the added potential for the responsive emergence of Indigenous tourism enterprises.

CANADIAN HERITAGE

Canadian Heritage plays an important role in the Canadian economy by contributing close to 673,000 jobs in sectors such as film and video, broadcasting, music, publishing, archives, performing arts, heritage institutions, festivals and celebrations. The department provides services to heritage institutions and professionals, including collections management and the preservation and conservation of cultural objects and artefacts, as well as supporting events and celebrations, and by commemorating important moments and people in Canadian history.

Project Relevance: Two of Canadian Heritage's programs have particular alignment with the cultural tourism aspirations of Wagmatcook – the Cultural Spaces Program and the Museums Assistance Program – both of which could assist in the cultural infusion of the Wagmatcook Culture and Heritage Centre.

THE NOVA SCOTIA INDIGENOUS TOURISM ENTERPRISE NETWORK (NSITEN)

The NSITEN works to develop both short and long-term capacity-building initiatives for Indigenous-owned tourism businesses and individuals involved in the tourism industry (artists/crafters/cultural performers, musicians, dancers, etc.), as well as supporting the very important contributions of community Elders and cultural subject matter experts). The network also aims to strengthen cultural and business offerings of qualified Indigenous business owners and community enterprises focused on tourism. It is also closely aligned with the Indigenous Tourism Association of Canada (ITAC), which is dedicated to nurturing the growth and success of Indigenous tourism operators across Canada. ITAC's vision to help make Canada the global leader in Indigenous tourism by 2030 through the Indigenous Tourism Fund Micro and Small Business Stream. Wagmatcook First Nation will ensure that this plan is well communicated to the NSITEN and ITAC leadership interests with an eye toward potential partnership opportunities.

DESTINATION CAPE BRETON

Wagmatcook intends to target markets also in alignment with the Destination Cape Breton target market strategy that is focused on Authentic Experiencers (33% of visitors), and Cultural Explorers (24% of visitors), more specifically honed in on empty-nest couples aged 45+, Young adults aged 22-32 (post-education and pre-family), and the fact that women do the majority of travel planning (57% of web visits and 60%+ of social followers). The targets include primarily people with post-secondary education, who are employed full-time, or retired, whose primary geographic origins are: Canada's Maritimes, Ontario, Quebec, and the Northeastern U.S.

An aerial photograph of a wooden boardwalk and observation deck built over a dense forest. The boardwalk leads to a large, multi-level wooden platform with railings. Several people are visible walking on the boardwalk and standing on the platform. The forest below is lush with green trees, and a winding path or stream is visible in the distance. The entire image has a blue tint.

03

STRATEGIC TOURISM INFRASTRUCTURE

An aerial photograph of a wooden boardwalk and viewing platform in a forest. The boardwalk leads from the bottom center towards a large, multi-sided viewing platform. The platform has several sections with railings and stairs. A person is walking on the boardwalk, and several people are standing on the platform. The forest is dense with green trees, and a river or stream is visible in the background. The entire image has a blue tint.

THIRD PHASE

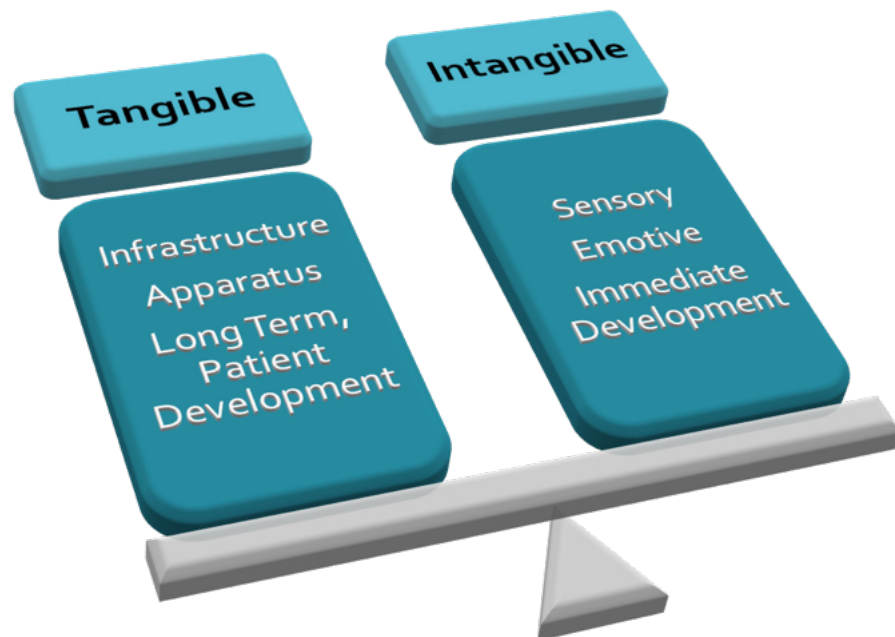
WAGMATCOOK MI'KMAQ
DESTINATION SPATIAL PLAN

THIRD PHASE – WAGMATCOOK MI'KMAQ NATION DESTINATION SPATIAL PLAN

NOTE: The destination spatial plan remains subject to continuing consultations with the Wagmatcook Mi'kmaq Nation Band Council, community Elders, and other community stakeholders.

The overall spatial plan follows the ideas generated during the June 2024 design charrette exercise by expanding the ideas into visual concepts and cost estimates. The focus is on authentic tourism experiences that provide a diversified economy capitalizing on the existing tourism traffic with unique things to do, places to eat and sleep and things to purchase, linkages between the primary tourism assets with trail development, connection physically and mentally between the aforementioned and illustrated Three Ecologies – The Mountain the feeds the Estuary that feeds the Lake, and the connection of Maple Mountain and The Water as described in the story – The Legend of Sweet Water Maiden.

The plan requires two critical elements in order to be successful – the Tangible (the spatial plan) and the Intangible elements of tourism. The tangible elements begin with ensuring that there is adequate, well-branded directional and on-site signage and wayfinding leading to and at the destination property, together with stabilizing existing heritage assets and by creating a variety of new tourism infrastructure. The intangible elements, being dealt with through separate analysis and reporting by The Glenn Group's frequent collaborator, *Imagine*, are to be blended with the tangible elements by providing visitors with sensory, emotive and interactive personal engagement and enrichment. The Tangible and Intangible elements have now been integrated into a unified report: *The Wagmatcook Mi'kmaq Nation Destination Development Plan*.





WAGMATCOOK TRAIL CONNECTIVITY & DEVELOPMENT

WAGMATCOOK TOURISM SPATIAL PLAN, CAPE BRETON, N.S.



DEVELOPMENT PLAN

NOVA SCOTIA



GLENN
GROUP
LANDSCAPE
ARCHITECTS &
PARK PLANNERS

There are several primary elements to the plan, providing an integrated approach to destination-making, while still exhibiting important individual ideas and potential investments for Wagmatcook Mi'kmaq Nation. We begin with the schematic showing the overall plan and the various future nodes of products and experiences.

The schematic identifies several proposed newly-named products and experiences, including:

- ♦ Soaring Eagle Vista
- ♦ Maple Leaf Lookout
- ♦ Maple Mountain Lodge
- ♦ Middle River Trail and Lookouts
- ♦ Wagmatcook Powwow Grounds
- ♦ Wagmatcook Pop-Up Market
- ♦ Maple Mountain Trail
- ♦ Community Trails
- ♦ Wagmatcook Wharf Upgrades
- ♦ Waterfront Shelters

MAPLE MOUNTAIN TRAIL

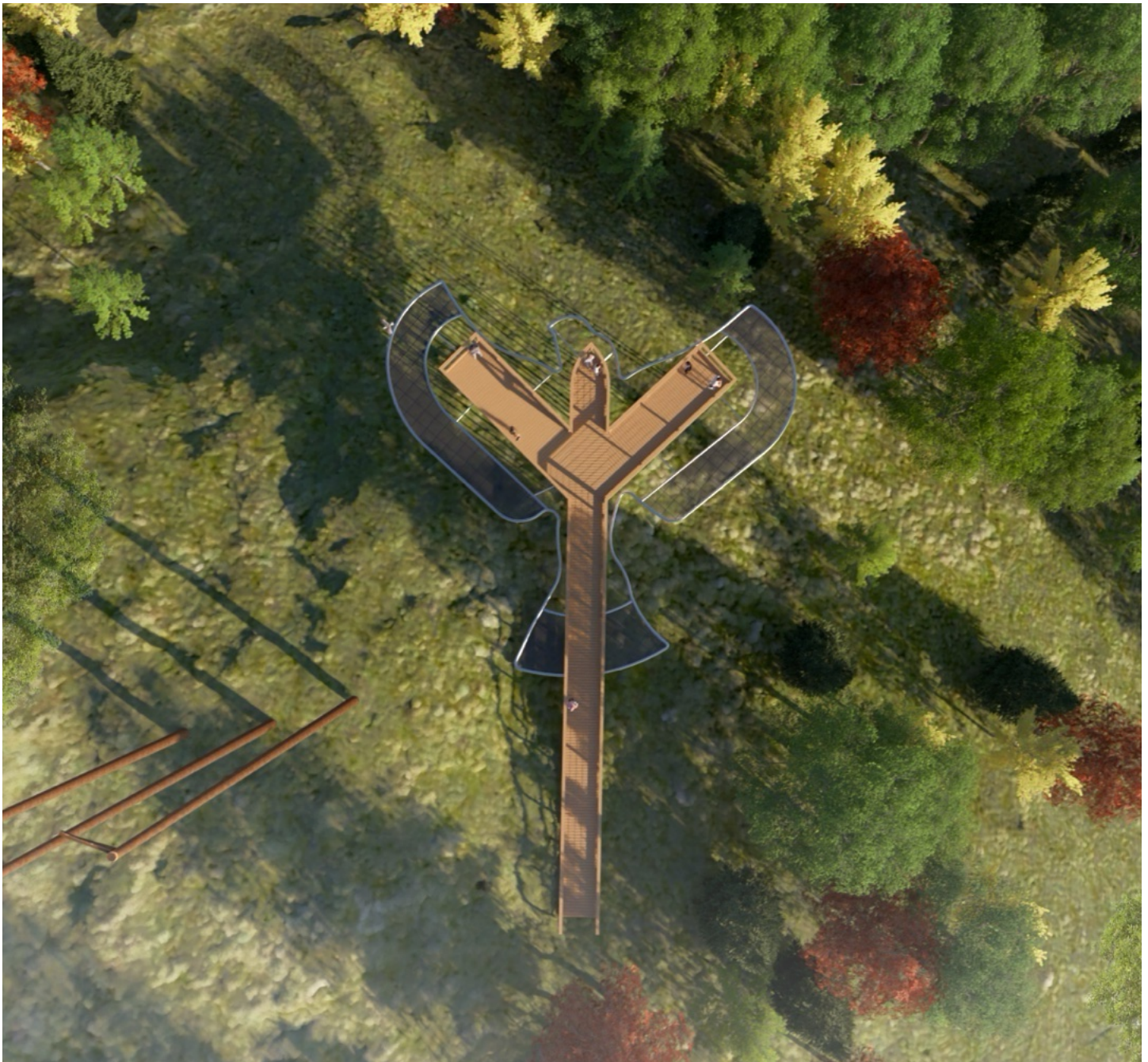
The Maple Mountain Trail connects to the Soaring Eagle Vista and Maple Leaf Lookoff from Wagmatcookewey School, including a newly-cut trail to the Soaring Eagle Vista, and a trail to the Maple Leaf Lookoff, which is a refurbishment of an existing trail.



SOARING EAGLE VISTA

This ground-breaking piece of themed infrastructure provides a view of the water from Maple Mountain, intended to become an iconic Cape Breton Island structure and a must-do experience.

Eagle (*Kitpu*) considered to be a “messenger to the Creator” carrying the prayers between the World of Earth and the World of Spirit”. The vista features three unified, elevated boardwalks that cantilever from the trail out over the downward terrain revealing spectacular views of the distant mountains and waterways. An aluminum armature outline on a soaring eagle’s body is suspended from the deck structure creating the feeling of being carried to another place.



Soaring Eagle Vista bird's eye view



The Soaring Eagle Vista rear aerial view



Three unified boardwalks form the essence of the dynamic Soaring Eagle Vista



Soaring Eagle Vista centre platform view



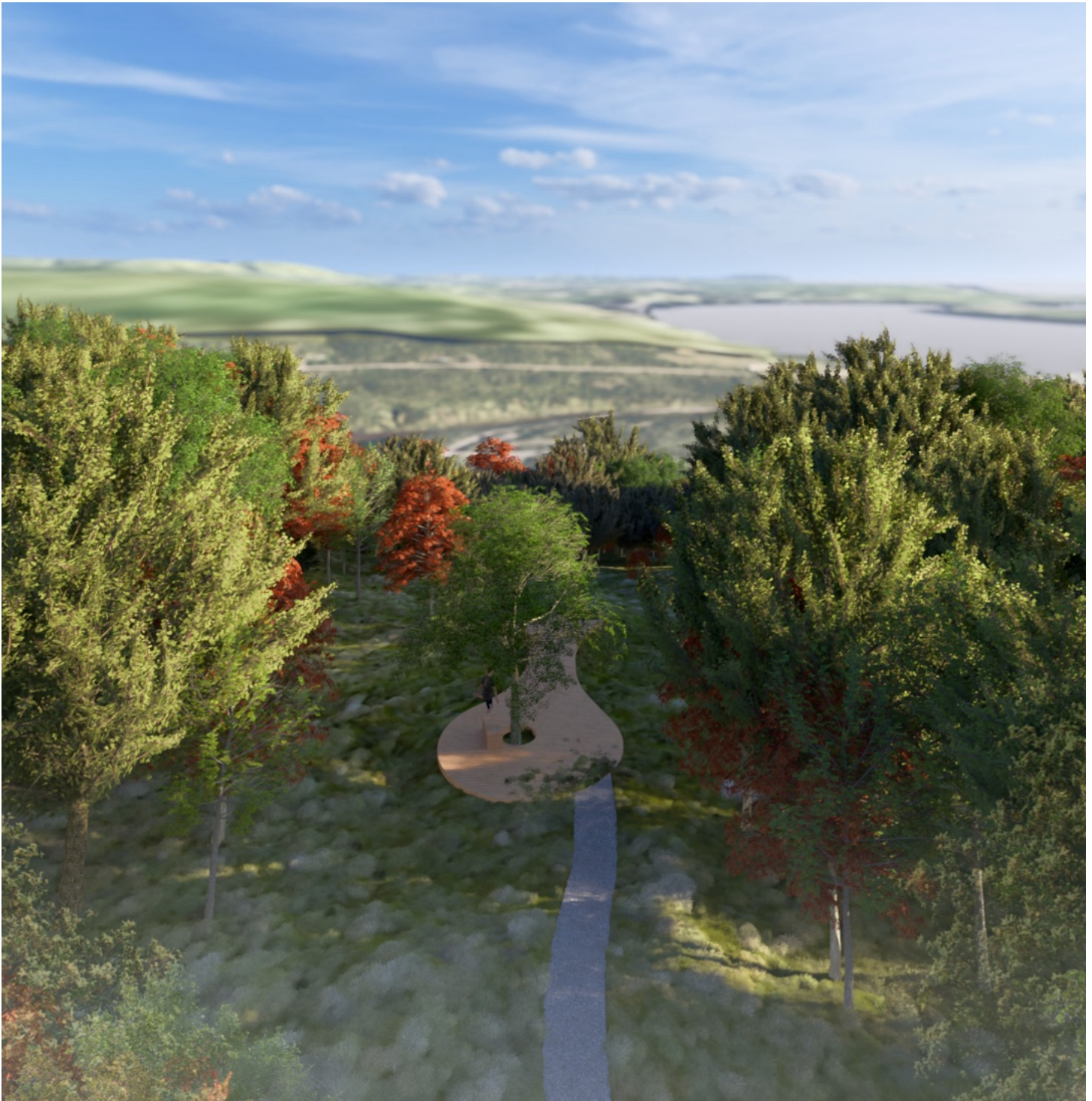
Soaring Eagle Vista's left-wing view



Side view of Soaring Eagle Vista showing an elevation of approximately 7 metres from the ground to the deck floor

MAPLE LEAF LOOKOFF

This boardwalk extends from a trail into the maple and birch forest to encircle a mature maple tree. The boardwalk stretches through the woodland where the end separates into three toothed edges expressing the movement visually to a view out to Middle River.



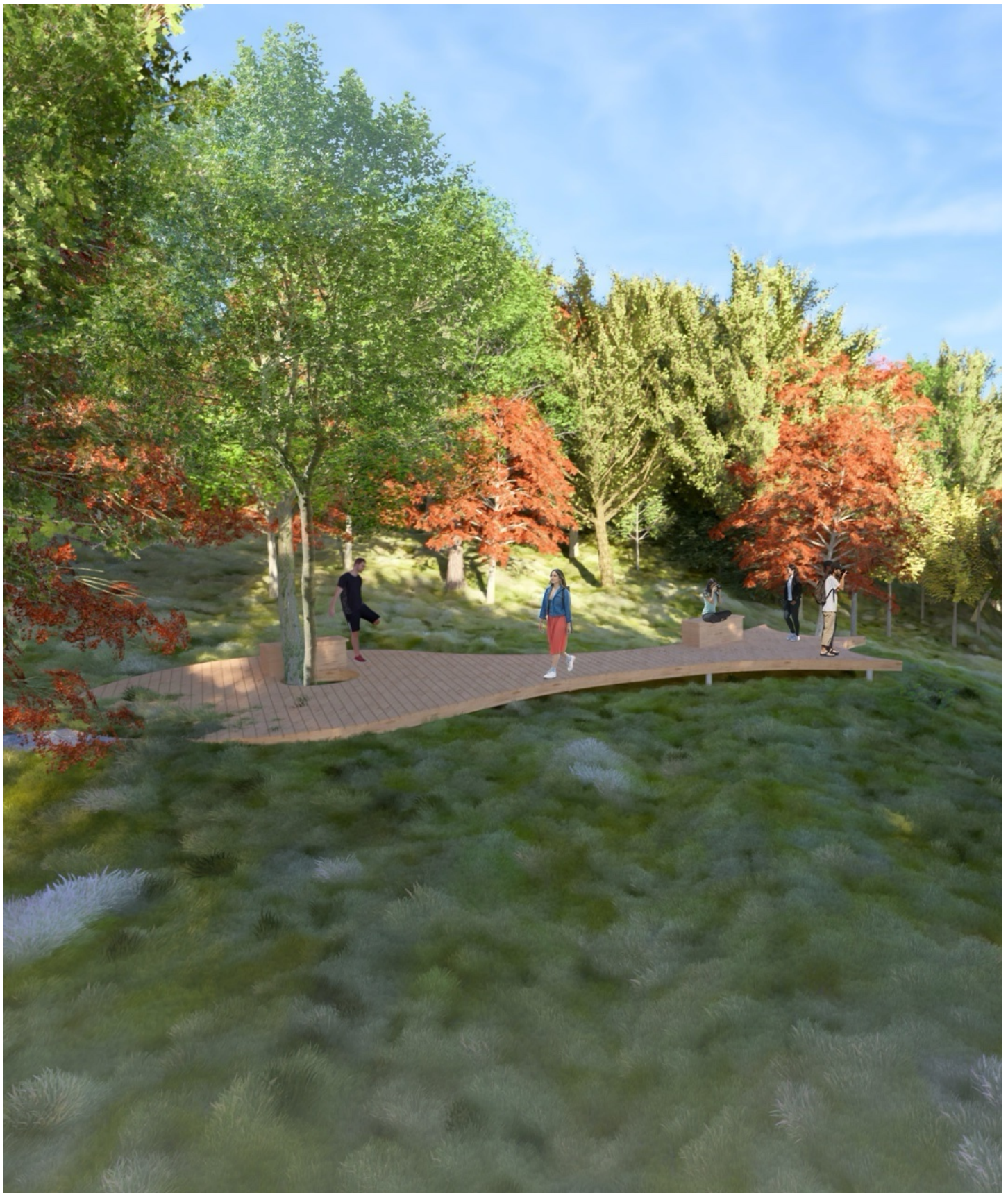
Aerial view of the Maple Leaf Lookout site



The Maple Leaf Lookout boardwalk encircles a mature maple tree



End point of the Maple Leaf Lookout boardwalk



Side view of the trail (left) arriving at the Maple Leaf Lookout site

MIDDLE RIVER WALK AND LOOKOUTS

The plan also calls for creating a series of four lookoff points along a .75-km Middle River Walk. Following the south-west bank of the Middle River west of the NS Highway 105 bridge, the walk provides a peaceful oasis where residents and visitors can rest, relax, and fish.

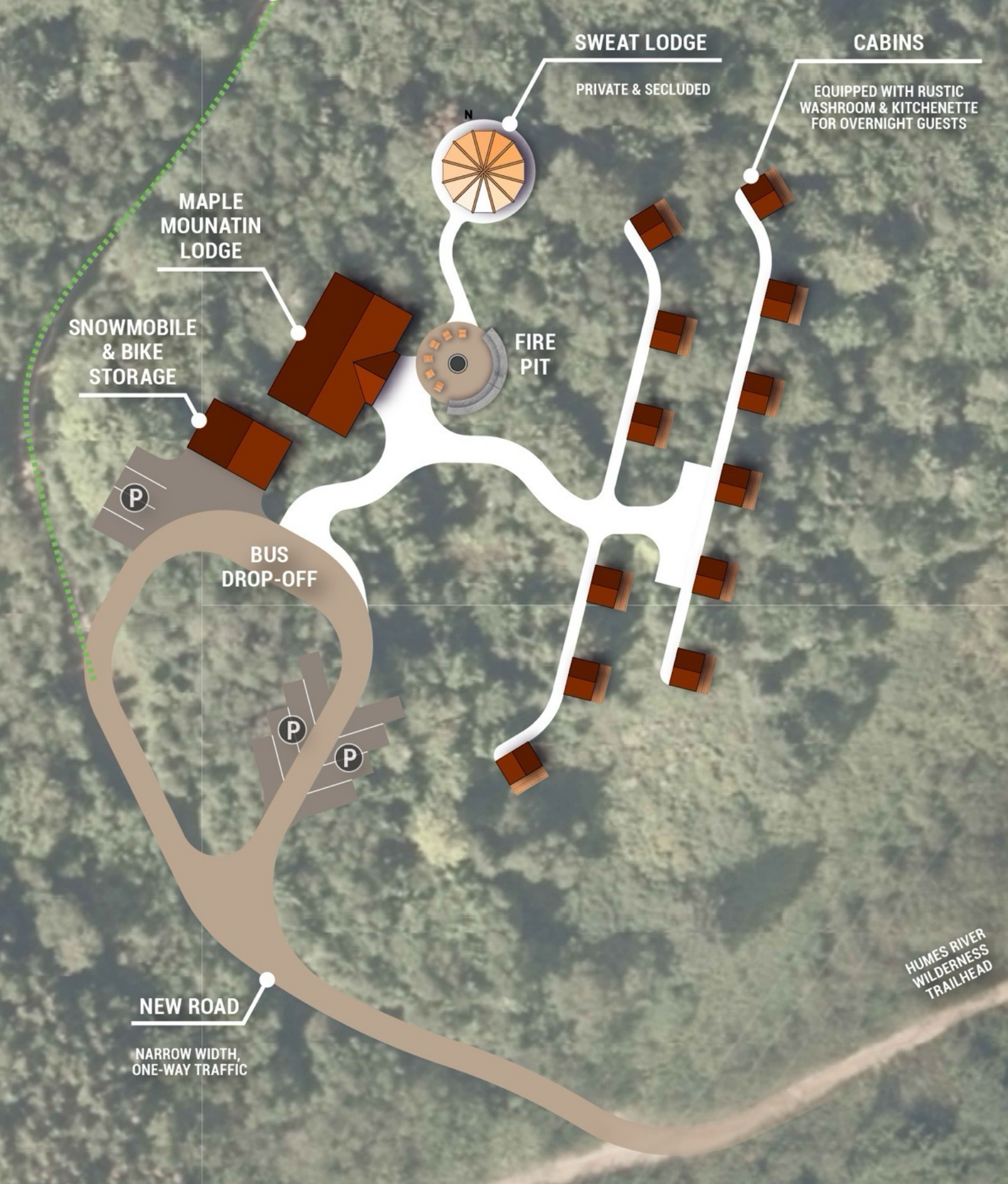


View of Middle River Walk and Lookouts site from NS Highway 105 bridge

MAPLE MOUNTAIN LODGE

The Maple Mountain Lodge is comprised of space for holding cultural events, with washroom facilities for visitors attending on-site events or experiences. The lodge faces east, overlooking a ceremonial fire pit and gathering space, with a sweat lodge located a short walk away in a secluded and private setting, removed from other activities and out of sightlines. Twelve rustic cabins sit on the mountainside, with walk-in access and a central service road.

A new road, expanding upon the existing trail, makes accessing the lodge simple, and accommodates twelve parking spaces for vehicles, and a guest drop-off zone for accessibility. A storage building adjacent to the lodge accommodates up to eighteen snowmobiles, and bikes in warmer months, ensuring that this site remains functional and bustling with activity throughout the entire year.



SWEAT LODGE

PRIVATE & SECLUDED

CABINS

EQUIPPED WITH RUSTIC
WASHROOM & KITCHENETTE
FOR OVERNIGHT GUESTS

MAPLE
MOUNTAIN
LODGE

SNOWMOBILE
& BIKE
STORAGE

FIRE
PIT

BUS
DROP-OFF

NEW ROAD

NARROW WIDTH,
ONE-WAY TRAFFIC

HUMES RIVER
WILDERNESS
TRAILHEAD

MAPLE MOUNTAIN LODGE

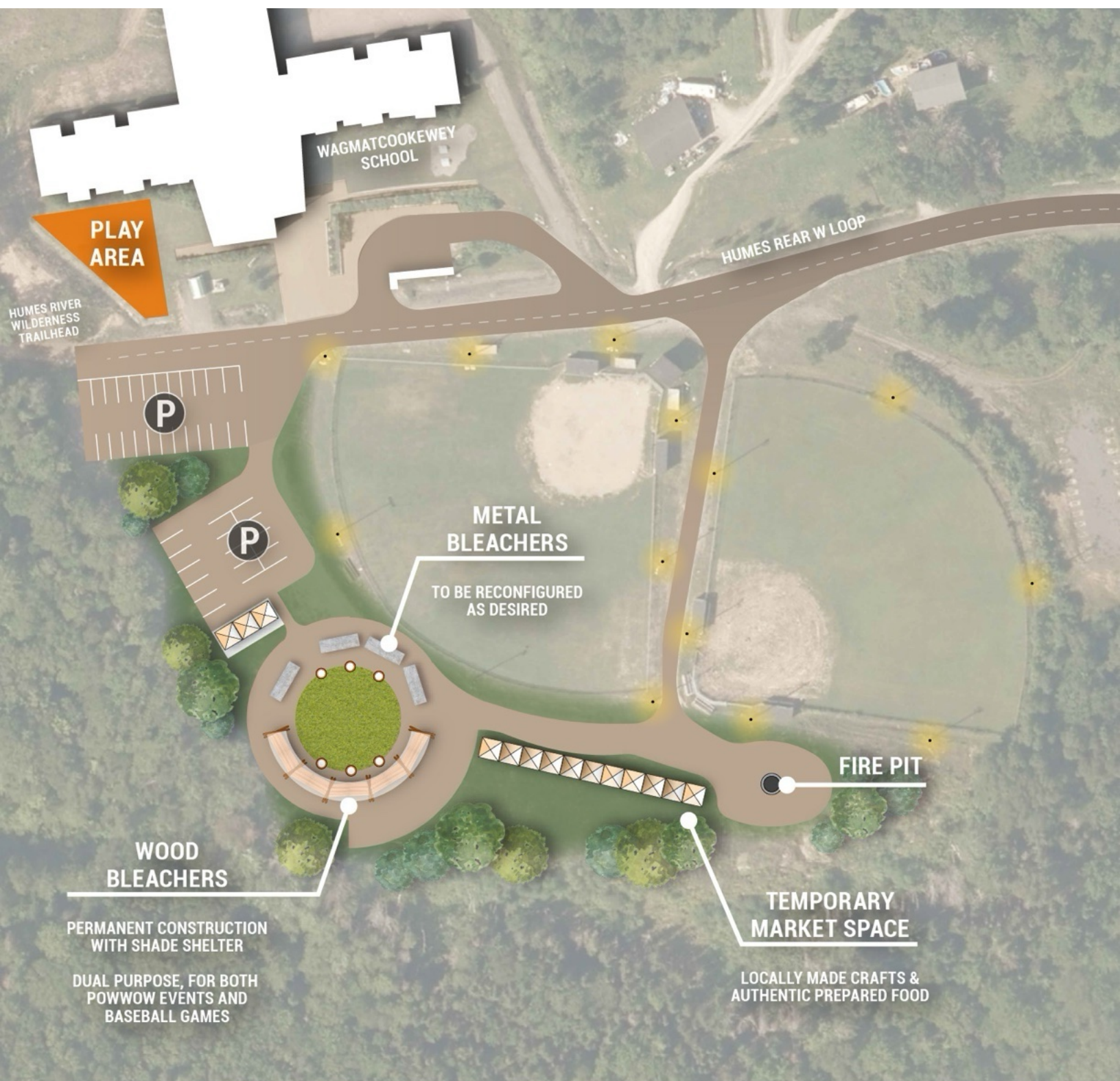
WAGMATCOOK TOURISM SPATIAL PLAN, CAPE BRETON, NS



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WAGMATCOOK POWWOW GROUNDS

Adjacent to the existing ballfields, this level ground is accessible via Humes Rear W Loop Road.



WAGMATCOOK POWWOW GROUNDS

WAGMATCOOK TOURISM SPATIAL PLAN, CAPE BRETON, NS



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ARCHITECTS &
PARK PLANNERS

This popular site currently boasting two ballfields is to be expanded to accommodate the sacred, social traditions of a powwow.

The southern half of the Powwow circle has permanent wooden bleacher-style seating with an integrated overhead shade structure, providing sheltered seating for performers, elders and special guests. The northern half of the Dance Circle is set up to be more flexible, with movable metal bleachers that can be

reconfigured to best serve a Powwow, other event, or game day on the ballfield directly behind the Powwow space. A temporary market space lines the services access road, ending in a ceremonial fire pit.

The site entry includes accessible parking and a drop-off zone for barrier-free access to the Powwow circle, on what is currently a small play area. This play area is to be reimagined at Wagmatcookewey School.





Powwow Grounds shown as during Powwow event



Powwow Grounds shown as during Powwow event

WAGMATCOOKEWEY SCHOOL PLAYGROUND

At Wagmatcookewey School, adjacent to Humes Rear W Loop Road and the Humes River Wilderness Trailhead, this renovated playground will be a hybrid of salvaged materials and natural features. The playground will be inclusive, with some accessible features, and will meet CSA standards.





Existing playground features; location to be repurposed as a parking area for the Powwow grounds



Playground precedent: Bonshaw Park, designed & built by Glenn Group in 2016

WAGMATCOOK POP-UP MARKET

The Wagmatcook Pop-Up Market is to be situated on what is currently open lawn, surrounded by Old Ballfield Rd and Katie Ln, directly across Trans Canada Highway 105 to the Ultramar Service Station. The site has great visual exposure for the sale of fresh, high quality food and authentic craft products. There is enough space to accommodate seven small structures, three enclosed and year-round, and four open-air structures for the selling of goods during the warmer months, as well as a service roadway and parking for up to three food trucks, and space for outdoor dining.





This Wagmatcook Pop-Up Market schematic illustrates the market, NS Highway 105 and existing buildings in white (e.g. the Ultramar gas station)



View of the Pop-Up Market from NS Highway 105



View of entry to the Pop-Up Market



Bird-eye view of the Pop-Up Market site



Close-up view of the Pop-Up Market site



Close-up view of the Pop-Up Market site

WATERFRONT SHELTERS

This beach space holds cultural significance, and is a popular destination for a variety of ceremonial uses. The addition of picnic shelters to this waterfront location makes the space welcoming to elders, with accessible seating and protection from the elements.



Precedent Images of Picnic Shelters

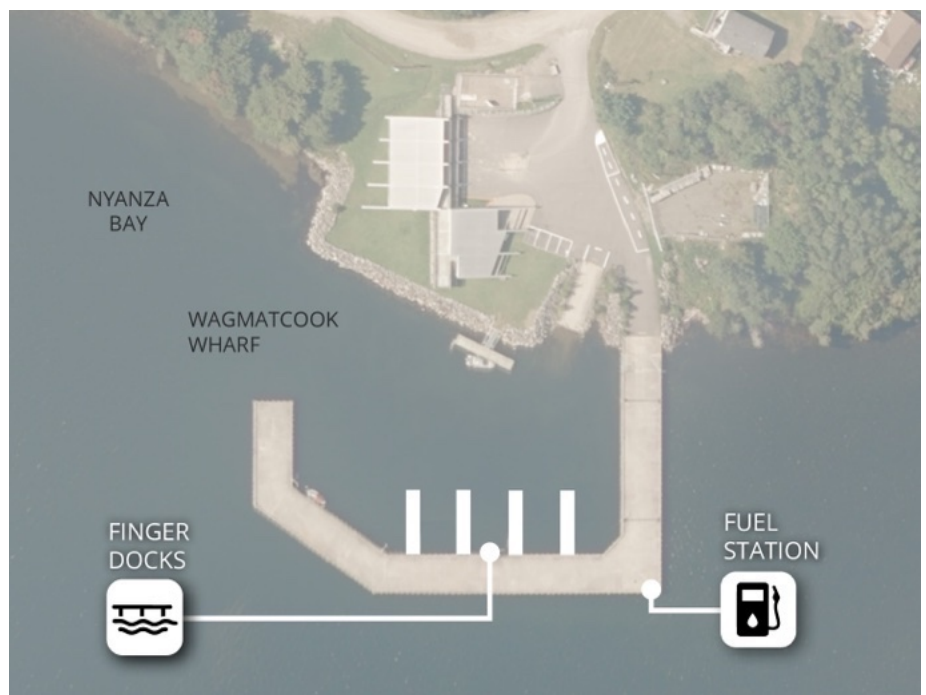
WAGMATCOOK WHARF UPGRADES

Upgrades to Wagmatcook Wharf include finger docks for the storage of personal vessels, and a marina fuel station. The fuel station is of particular importance to draw visitors, positioning the striking wharf building as the gateway to the rest of the community.



Current view of Wagmatcook Wharf

Further study of Wagmatcook Wharf, outside the scope of this document, is required to determine the necessary quantity and placement of navigational aids, the current depth of water surrounding the existing breakwater, and whether dredging will be needed to accommodate vessels utilizing the proposed finger docks and fuel station.



An aerial photograph of a wooden boardwalk and viewing platform built over a dense forest. The boardwalk starts from the bottom center and leads to a large, multi-sided viewing platform. Several people are visible walking on the boardwalk and standing on the platform. The forest below is lush with green trees, and a winding path or stream is visible in the background. The entire image has a light blue overlay.

SPATIAL PLAN CAPITAL ESTIMATES

SPATIAL PLAN CAPITAL ESTIMATES

The Glenn Group has generated detailed capital estimates covering all aspects of the spatial plan (note that capital estimates also exist upon request for the interior and exterior cultural infusion and revitalization of the Wagmatcook Culture and Heritage Centre). Itemized tables follow, however, the at-a-glance capital costs are estimated at:

Wagmatcook Pop-Up Market Site
\$864,122

Wagmatcook Powwow Grounds Site
\$1,294,182

Wagmatcook School Playground
\$349,140

Maple Mountain Lodge Site
\$3,769,257

Wagmatcook Trails & Lookouts (Various Sites)
\$1,706,640

Wagmatcook Wharf Upgrades
\$672,095

Waterfront Shelters
\$43,643

Cumulative Total \$8,699,078

COST ESTIMATE

PROJECT NAME: Wagmatcook Spatial Plan for Tourism Development

Prepared: May 12, 2025

GLENN GROUP LTD.



WAGMATCOOK POP-UP MARKET				
Item	Qty.	Unit	Unit Cost	Item Cost
Road Upgrades (to Pop-Up Market)	2400	m ²	\$ 80.00	\$ 192,000
Pop-Up Market				
Site Amenities	1	Lump	\$ 15,000	\$ 15,000
Site Grading	1	Lump	\$ 20,000	\$ 20,000
Open-Air Structures with Roof	4	ea	\$ 18,000	\$ 72,000
Enclosed 4-Season Structures	3	ea	\$ 25,000	\$ 75,000
Concrete Pads	7	ea	\$ 4,000	\$ 28,000
Concrete Walkways	400	m ²	\$ 150	\$ 60,000
Concrete Unit Pavers	40	m ²	\$ 200	\$ 8,000
Food Truck Electrical	1	ea	\$ 20,000	\$ 20,000
Food Truck Water Connctions	1	ea	\$ 15,000	\$ 15,000
Grey Water Disposal	1	ea	\$ 5,000	\$ 5,000
Maple Trees	1	Lump	\$ 15,000	\$ 15,000
Landscaping	1	Lump	\$ 25,000	\$ 25,000
Lighting	1	Lump	\$ 20,000	\$ 20,000
Signage	2	ea	\$ 12,000	\$ 24,000
Subtotal				\$ 594,000
Contingency (10%)				\$ 59,400
Contractor Markup (15%)				\$ 98,010
Consulting & Construction Management (15%)				\$ 112,712
GRAND TOTAL				\$ 864,122

COST ESTIMATE

PROJECT NAME: Wagmatcook Spatial Plan for Tourism Development

Prepared: May 12, 2025

GLENN GROUP LTD.



WAGMATCOOK POWWOW GROUNDS				
Item	Qty.	Unit	Unit Cost	Item Cost
Powwow Grounds				
Demolition Fencing & Lightpoles *	1	Lump	\$ 5,000.00	\$ 5,000
Crusher Dust Walk	2000	m ²	\$ 75.00	\$ 150,000
Portable Bleachers	4	ea	\$ 5,000.00	\$ 20,000
Wooden Bleachers	4	ea	\$ 5,000.00	\$ 20,000
Synthetic Turf	500	m ²	\$ 350.00	\$ 175,000
Shade Structure	1	Lump	\$ 150,000.00	\$ 150,000
Sitework	1	Lump	\$ 50,000.00	\$ 50,000
Fire Pit	1	Lump	\$ 25,000.00	\$ 25,000
Landscape Restoration	1	Lump	\$ 30,000.00	\$ 30,000
Safety Fence	1	Lump	\$ 20,000.00	\$ 20,000
Market Tents	16	ea	\$ 6,500.00	\$ 104,000
Parking Lot	875	m ²	\$ 75.00	\$ 65,625
Power & Electrical Distribution	1	Lump	\$ 40,000.00	\$ 40,000
Lighting	1	Lump	\$ 30,000.00	\$ 30,000
Clearing and Grubbing	1	Lump	\$ 5,000.00	\$ 5,000
Subtotal				\$ 889,625
Contingency (10%)				\$ 88,963
Contractor Markup (15%)				\$ 146,788
Consulting & Construction Management (15%)				\$ 168,806
GRAND TOTAL				\$ 1,294,182

* Assumes playground demolition complete under playground budget.

WAGMATCOOK SCHOOL PLAYGROUND				
Item	Qty.	Unit	Unit Cost	Item Cost
School Playground				
Playground Components Removal/Relocation	1	lump	\$ 40,000.00	\$ 40,000
New Hybrid Reused & Natural Playground at School	1	lump	\$ 200,000.00	\$ 200,000
Subtotal				\$ 240,000
Contingency (10%)				\$ 24,000
Contractor Markup (15%)				\$ 39,600
Consulting & Construction Management (15%)				\$ 45,540
GRAND TOTAL				\$ 349,140

COST ESTIMATE

PROJECT NAME: Wagmatcook Spatial Plan for Tourism Development

Prepared: May 12, 2025

GLENN GROUP LTD.



MAPLE MOUNTAIN LODGE				
Item	Qty.	Unit	Unit Cost	Item Cost
MAPLE MOUNTAIN LODGE & FACILITIES				
Lodge Building 2,200 sqft (6 Bedrooms, Kitchen, Office, Living, Dining)	1	lump	\$ 750,000.00	\$ 750,000
Fit Up	1	lump	\$ 100,000.00	\$ 100,000
Rustic Camps (12)	12	ea	\$ 50,000.00	\$ 600,000
Furnishings & Fit Up	12	ea	\$ 20,000.00	\$ 240,000
Wood Shed	1	lump	\$ 7,000.00	\$ 7,000
Sweat Lodge	1	lump	\$ 250,000.00	\$ 250,000
Large Picnic Shelter with Tables	1	lump	\$ 40,000.00	\$ 40,000
Snowmobile Parking Structure (11.5m x 7.2m)	1	lump	\$ 80,000.00	\$ 80,000
Site Work	1	lump	\$ 30,000.00	\$ 30,000
GRAVEL ROAD UPGRADE				
Parking - 12 Vehicles	1	lump	\$ 10,000.00	\$ 10,000
Clearing & Grubbing	1	lump	\$ 80,000.00	\$ 80,000
Gates	2	lump	\$ 7,000	\$ 14,000
Power Lines	700	lm	\$ 150.00	\$ 105,000
Electrical Distribution	1	lump	\$ 30,000.00	\$ 30,000
Well & Distribution	1	lump	\$ 20,000.00	\$ 20,000
Septic Field	1	lump	\$ 60,000.00	\$ 60,000
Site Grading & Landscaping	1	lump	\$ 125,000.00	\$ 125,000
Traditional Plant Garden	1	lump	\$ 10,000.00	\$ 10,000
Fire Pit	1	lump	\$ 20,000	\$ 20,000
Signage & Misc.	1	lump	\$ 20,000	\$ 20,000
Subtotal				\$ 2,591,000
Contingency (10%)				\$ 259,100
Contractor Markup (15%)				\$ 427,515
Consulting & Construction Management (15%)				\$ 491,642
GRAND TOTAL				\$ 3,769,257

COST ESTIMATE

PROJECT NAME: Wagmatcook Spatial Plan for Tourism Development

Prepared: May 12, 2025

GLENN GROUP LTD.



WAGMATCOOK TRAILS & LOOKOUTS				
Item	Qty.	Unit	Unit Cost	Item Cost
Trails				
Community Trails (Short Term)	5144			
<i>Refurbished</i>	2617	lm	\$ 50	\$ 130,850
<i>New Trails</i>	2527	lm	\$ 100	\$ 252,700
Maple Mountain Trail	1280			
<i>Refurbished</i>	1056	lm	\$ 50	\$ 52,800
<i>New Trails</i>	224	lm	\$ 100	\$ 22,400
Middle River Trail	820			
<i>New Trails</i>	820	lm	\$ 100	\$ 82,000
Community Trails (Long-Term)	3286			
<i>Refurbished</i>	1344	lm	\$ 50	\$ 67,200
<i>New Trails</i>	1942	lm	\$ 100	\$ 194,200
Soaring Eagle Vista - located on Maple Mountain Trail				
Trail Connection	1	lump	\$ 10,000	\$ 10,000
Sitework & Access	1	lump	\$ 30,000	\$ 30,000
Wood Decking & Rails	68	m ²	\$ 1,500	\$ 102,000
Concrete Foundations & Posts	20	ea	\$ 2,200	\$ 44,000
Aluminum Eagle (Fabrication & Install)	1	lump	\$ 100,000	\$ 100,000
Interpretive Signage Fabrication & Install	3	ea	\$ 2,500	\$ 7,500
Interpretive Signage Design, Layout & Translation	3	ea	\$ 2,500	\$ 7,500
Maple Leaf Lookout - located on Maple Mountain Trail	1	lump	\$ 40,000	\$ 40,000
Middle River Trail Lookouts	4	lump	\$ 7,500	\$ 30,000
Subtotal				\$ 1,173,150
Contingency (10%)				\$ 117,315
Contractor Markup (15%)				\$ 193,570
Consulting & Construction Management (15%)				\$ 222,605
GRAND TOTAL				\$ 1,706,640

COST ESTIMATE

PROJECT NAME: Wagmatcook Spatial Plan for Tourism Development

Prepared: May 12, 2025

GLENN GROUP LTD.



WAGMATCOOK WHARF UPGRADES & WATERFRONT SHELTERS				
Item	Qty.	Unit	Unit Cost	Item Cost
Wharf Upgrades				
Fuel Station (Point of Sale, Pump, Tank)	1	lump	\$ 400,000	\$ 400,000
New Floating Docks	16	ea	\$ 3,500	\$ 56,000
Dock Anchors	6	ea	\$ 1,000	\$ 6,000
Subtotal				\$ 462,000
Contingency (10%)				\$ 46,200
Contractor Markup (15%)				\$ 76,230
Consulting & Construction Management (15%)				\$ 87,665
GRAND TOTAL				\$ 672,095

WAGMATCOOK WHARF UPGRADES & WATERFRONT SHELTERS				
Item	Qty.	Unit	Unit Cost	Item Cost
Waterfront Shelters				
Shelters	2	ea	\$ 12,000	\$ 24,000
Picnic Tables	2	ea	\$ 3,000	\$ 6,000
Subtotal				\$ 30,000
Contingency (10%)				\$ 3,000
Contractor Markup (15%)				\$ 4,950
Consulting & Construction Management (15%)				\$ 5,693
GRAND TOTAL				\$ 43,643

OVERVIEW	
Description	Pricing
Pop-up Market	\$ 864,122
Powwow Grounds	\$ 1,294,182
School Playground	\$ 349,140
Maple Lodge	\$ 3,769,257
Trails & Lookouts	\$ 1,706,640
Wharf Upgrades	\$ 672,095
Waterfront Shelters	\$ 43,643
TOTAL	\$ 8,699,078

The background image is a photograph of a large, modern architectural structure made of light-colored wood. It features a series of overlapping, curved wooden beams that create a tunnel-like effect. The structure is set against a clear blue sky. In the foreground, a person with dark hair tied in a bun, wearing a blue sweater, is walking away from the camera towards the structure. In the background, another person in a light blue shirt and pants is walking towards the camera. The overall scene is bright and modern.

04

APPENDIX: PREVIOUSLY COMPLETED PHASED WORK



FIRST PHASE

THE WAGMATCOOK CULTURE
AND HERITAGE CENTRE
PLAN

FIRST PHASE – THE WAGMATCOOK CULTURE AND HERITAGE CENTRE PLAN

Wagmatcook Mi'kmaq Nation is intent upon emerging as a leading, in-demand Canadian Indigenous tourism destination, building on the community's natural assets, its history, traditions and folklore, and exemplifying the fact that it is an 'Original Mi'maw Settlement' that has the strategic capability of capturing the vast majority of traffic visiting Unama'kik – Cape Breton Island.

The spatial planning effort, led by the nationally-active landscape architecture and tourism destination planning firm, The Glenn Group, was preceded by design innovations for the Wagmatcook Culture and Heritage Centre, with its Cleanwave Mi'kmaq Culinary Kitchen food service operation and associated Indigenous Creations craft retail outlet, and a variety of shops and services, including a provincial court, situated on Nova Scotia Highway 105 at the southern entrance to the community.



The overall vision for the entire Centre is to become a seamless cultural experience, including a powerful Indigenous-influenced interior motif, exhibitry of public art and artifacts, staging areas for congregating and experiences – essentially a place for community members to evoke and share in their cultural expressions. The Centre is the centrepiece of an emerging tourism asset cluster that will include, community waterfront development, trails development, an active transportation network, toweringsceniclookouts over the Bras d’Or Lakes, and other commercial touristic investments to be identified through a comprehensive spatial planning process.

While the destination community does not currently offer overnight accommodations, the forthcoming spatial plan (and business plan) will address the ability to attract and retain high-value overnight visitors through the creation of Indigenous-themed roofed accommodations, and alternative Indigenous-themed accommodations such as glamping in wigwams. In the short and intermediate term, tourism development in Wagmatcook proper will add to the touristic clustering and experiential base of the wider destination area (Baddeck, the Cape Breton Highlands National Park, and the world-famous Cabot Trail).

Opened in 2000, the Wagmatcook Culture and Heritage Centre is the unequivocal core attractor within Wagmatcook First Nation – a site already, naturally serving as the community’s natural 100% Point (that place or places within a community where both residents and visitors are most likely to congregate, recreate and enjoy services such as cultural experiences, interpretive experiences, food and beverage experiences, retail experiences, etc.). The proposed project is intended to infuse significantly more authentic tangible and intangible Indigenous Mi’kmaq cultural elements, bringing into play both the exterior and interior of the property, serving as a must-stop attractor for visitors to Cape Breton Island, driven largely by international interest in the renowned Cabot Trail and other noteworthy attractors. The undertaking includes several streams for sustainability through revenue generation, including serving as an assembly point for Indigenous-themed culinary offerings and celebrations, festivals and events, storytelling and oral traditions, educational programming, traditional craft workshops, and cultural performances, as the key embarkation point for guided and self-guided nature walks, and for enjoining a comprehensive active transportation network. The wider sustainable tourism community development initiative is based on the results of a June 2024 design charrette community consultation initiative, as well as a Fall 2024 spatial planning initiative (see Spatial Plan).

OVERALL CULTURAL INFUSION

Infusing Mi'kmaq cultural influences throughout the remainder of the interior and exterior of the Culture and Heritage Centre is essential to fulfilling the Centre's renewed mandate of serving as the centrepiece of Wagmatcook as a viable destination area – the unequivocal community and destination 100% Point (that place or places within a community where both residents and visitors are most likely to congregate, recreate and enjoy services such as cultural experiences, interpretive experiences, food and beverage experiences, retail experiences, etc.).

Transforming the Wagmatcook Culture and Heritage Centre from being an institutional place into a place of true cultural meaning and value calls for addressing the infusion of both tangible and intangible elements of the building and the experience it will offer: the interior and exterior motifs, exhibitry of public art and artifacts, creating staging areas for congregating and the delivery of experiences – overall a place for community members to evoke their cultural expressions



Examples of Mi'kmaq cultural infusion intended for the Culture and Heritage Centre's interior

A design team comprised of ilmage, Glenn Group landscape architects and tourism destination planners, and Studio L Interior Design, are recommending the creation of a dynamic new, highly-visible main front entrance that will capture traffic from the highway and provide a welcoming sense of arrival to the interior space. The inverted ribbed canoe façade is inspired by traditional Mi'kmaq canoe construction, and more specifically by the community's acquisition of a traditional Mi'kmaq birchbark canoe, that will be a highlight of the Wagmatcook Culture and Heritage Centre's permanent cultural and heritage exhibitry.



Wagmatcook Culture and Heritage Centre's 19-foot birchbark canoe, originally made by Todd Labrador 'AMALKAT SAM'QUAWNIJTUK' (One who dances on water) for the 2023 North American Indigenous Games held in Kijipuktuk/ Halifax. Labrador is an internationally known Mi'kmaq artisan/birch bark canoe builder whose art can be found throughout North America and Europe. Raised on the Wildcat Reservation in Queen's County, N.S., he grew up hearing stories from his father, Charlie, who was the first Chief for the Acadia First Nation



Front view of the proposed new entrance to the Cleanwave Mi'kMaq Culinary Kitchen and retail shop

The archway is also inspired by the traditional significance of the number seven – there are seven ribs within the canoe façade design. As well, the design is influenced by the significance of the circle in Mi'kmaq culture, a shape seen in nature that connects to the design fashioned by the Creator...The Sacred Circle can be interpreted many different ways, including the cycles of the seasons and also the cycles of life, of nature, and of relationships with the natural world.

Interpretive information and brief stories (vignettes) will be infused directly onto the orange panels seen here between the ribs of the canoe façade. These would be installed at an ideal average reading height, with the width of the entry sufficient enough that people can still pass if someone is standing to the side reading the panels.



The orange panels are proposed to exhibit interpretive information in the form of brief vignettes that can be read while visitors are entering and exiting Cleanwave



Sideview of the proposed new Cleanwave entrance shows traditional Mi'kmaq heritage gardens

Vegetation plantings adorning the archway would be Indigenous-influenced, sourced from Native Plants | Mi'kmaw Cultural Foundation (mikmawcf.ca), including for example: Partridgeberry, 4 inches tall; Bunchberry, 4-8 inches tall; Sage, 2 feet tall; Yarrow, 3 feet tall; Labrador Tea, 3 feet tall; Fireweed, 5 feet tall.

Once inside the Cleanwave environment, there is a need to create a warm and inviting interior that reflects the Indigenous context of the community while creating a casual dining experience that would also appeal to visitors. This involves the creation of a practical foodservice functional environment combined with a strong and appropriate sense of place, incorporating indigenous elements to the design that feel relevant, and not gimmicky.

Design elements include the Mi'kmaq eight-Point Star, authentic indigenous artwork, and images of a birchbark canoe, further reinforcing the significance of the external arrival archway design.



The Indigenous-themed gift shop is integrated into the foodservice space, but having its own identity (e.g. Indigenous Creations). The shop will provide a beautiful focal point for patrons of the restaurant both during the course of their meal or while ordering, and while waiting for takeout orders. Foodservice guests will be able to see and enjoy the 'eye candy' inside the gift shop that by the nature of its products is colourful and captivating.



Beyond the foodservice and retail aspects, there are numerous proposed other aspects to the Culture and Heritage Centre's revitalization, including the overall property exterior. Highlights of this exterior revitalization include the recent acquisition and installation of a visually-impactful 60-foot flagpole supporting a 15-foot banner, commonly referred to as the Santéé Mawióómi flag, or the Mí'kmaq Grand Council Flag – the wapéék (white) denoting the purity of Creation, mekwéék klujjewey (red cross) representing mankind and infinity (four directions), náákúúset (sun) representing forces of the day, and tepkunaset (moon) signifying forces of the night. This installation makes for a stunning image that is unavoidably visible from NS Highway 105 and that can be seen from several vantage points within the community.



Images of new Wagmatcook Culture and Heritage Centre 60-foot flagpole and Santéé Mawióómi flag



Two schematic front views showing new flag pole, Cleanwave entrance, and proposed Crafters' Wigwam Market

The exterior elements include the creation of a highly-unique, visually-powerful exterior Indigenous-themed (wigwam) crafters' market site. This site will complement the adaptation of an adjacent crafters' workshop facility that will serve to instruct aspiring artisans and to prepare their products for retail sale. The overarching objectives of this aspect of the development are to elevate the Indigenous crafters' capacity within the community, while encouraging entrepreneurship and to generate revenue for individual artists/artisans as well as the Centre's retail craft operation



Schematic of Wigwam Crafters' Market site



Abstract schematic of the proposed Crafters' Wigwam Market site



Aerial Schematic – Wagmatcook Cultural and Heritage Centre proposed new exterior

WAGMATCOOK DESTINATION AREA DESIGN CHARRETTE

COMODATI

SECOND PHASE – WAGMATCOOK DESTINATION AREA DESIGN CHARRETTE

Before proceeding with its spatial planning effort, the Glenn Group was engaged to facilitate an interactive design charrette process for the community of Wagmatcook.

A charrette is an intense and creative workshop that builds project momentum and sets directives for achieving an overall goal. A collaborative approach, composed of a diverse group of participants, where realistic and achievable ideas are derived from well-orchestrated and focused brainstorming sessions. The focus is both big picture ideas and the details of a project to produce collaborative agreement on specific goals, strategies and priorities. Charrettes establish trust, build a consensus and help participants understand and appreciate others' point of view.

The key attributes for planning in destination-building, all of which are elements to be considered and evaluated during the charrette exercise, included:

- ♦ Identity.
- ♦ Entry, Image, Promotion.
- ♦ Boundaries.
- ♦ Welcome, Sense of Place.
- ♦ Centre – 100% Point.
- ♦ Connections and Features.
- ♦ Linkages, Attractions.
- ♦ Parking and Circulation.
- ♦ Navigation and Wayfinding.
- ♦ Storytelling/Interpretation-Meaning.
- ♦ Activities/Experiences-Entertainment and Learning.
- ♦ Food/Accommodations/Shopping.

DESIGN CHARRETTE PROCESS



CHARACTERISTICS OF SUCCESSFUL AND SUSTAINABLE COMMUNITY TOURISM PROJECTS

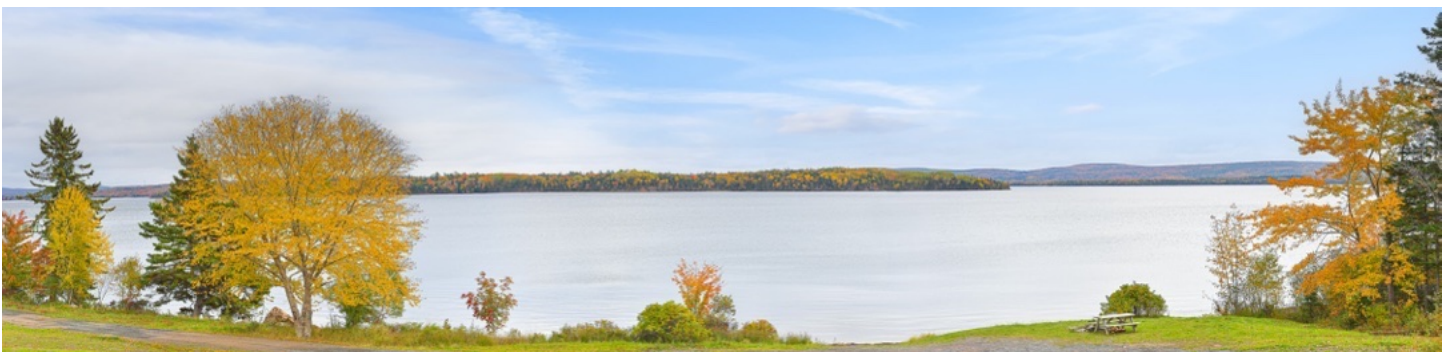
- No single model to follow
- Need multiple traffic generators
- Have to be walkable, pedestrian scale
- Great waterfronts are beloved by their citizens
- Flexible, adapt to change
- Commitment to the Vision
- Proactive in facilitating new projects and investment
- Local support first

THE 10 STEPS

- Capture the Vision
- Develop a Strategic Plan
- Forge a Healthy Private/Public Partnership
- Make the Right Thing Easy
- Create a Catalytic Development Opportunity
- Create a Design Palette of Consistent Materials
- Realize Old Ways No Longer Work
- Pioneer an Affordability Strategy
- Develop a Local-Serving Strategy
- Commit to the Plan

GUIDED COMMUNITY TOUR

As a prelude to the actual design charrette exercise, Wagmatcook CEO Donald Hanson led a guided community tour on June 24th, 2024, with the aim of showcasing as many of Wagmatcook First Nation's assets as possible, especially spaces that have the potential to be developed into community assets in the future. Starting at the Wagmatcook Culture and Heritage Centre, the group moved toward the water to experience the Wharf and the future site of the new Elders Centre and housing development, and continued along the highway to experience Wagmatcook as a visitor might see the community for the first time.

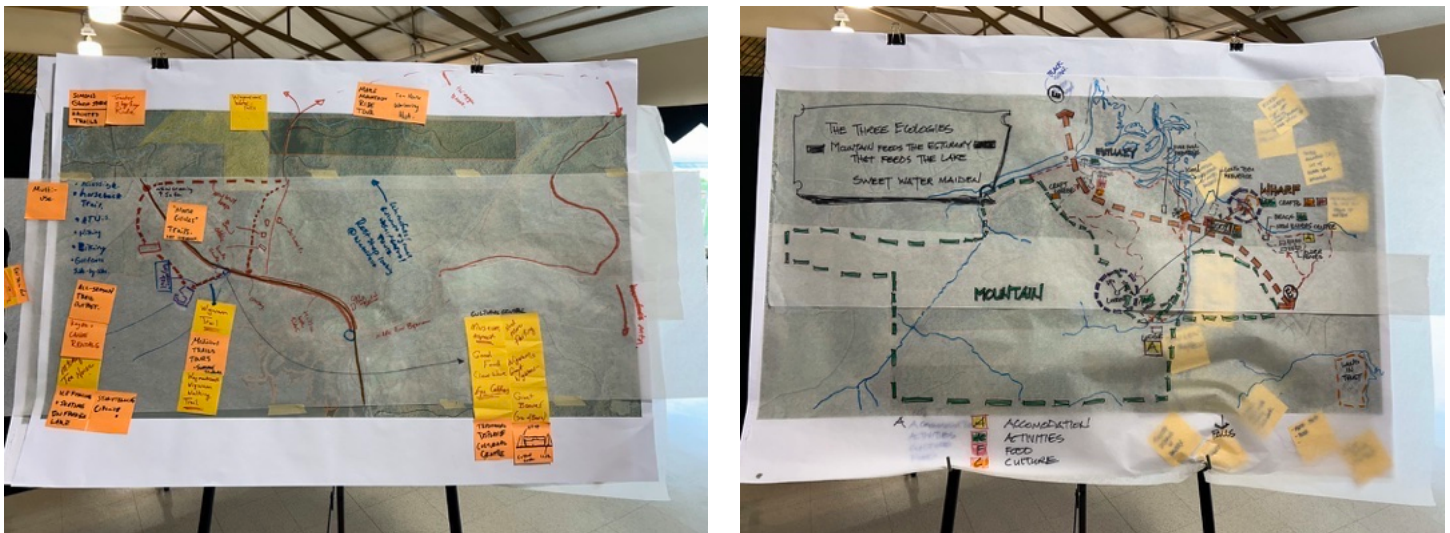


Highlights of the tour include the estuary lookout, where the smell of a recent fire in the community fire pit demonstrated how well loved and well used this space is by residents of Wagmatcook. Finally, the tour concluded with an excursion along Humes Road, ending with a short hike to the proposed location of a new lookout structure along the powerline easement, overlooking the entire community and the Bras d'Or Lakes.

DESIGN CHARRETTE AGENDA

Jeff Ward, Director of Community Culture and Heritage, launched the actual charrette session with an opening ceremony, welcoming everyone with drumming and song, including inspirational sentiments to set everyone up for a day of dreaming big.

Following introductory remarks from Chief Norman Bernard, Dan Glenn began with a presentation outlining the purpose and process of a design charrette, and the aim and goals of the day. The discussion then turned to the unique assets that Wagmatcook Nation has to offer, and what the aspirations are for the future of the community, to position itself as a tourism destination. All participants broke away into three groups, each guided by a member of the design consultant team, to pour over maps of the community and put ideas to paper. Once all thoughts were recorded, a member of each group presented the ideas to the larger group, spurring discussion about the ideas that similar between groups and those that were unique.



Working group design charrette planning boards

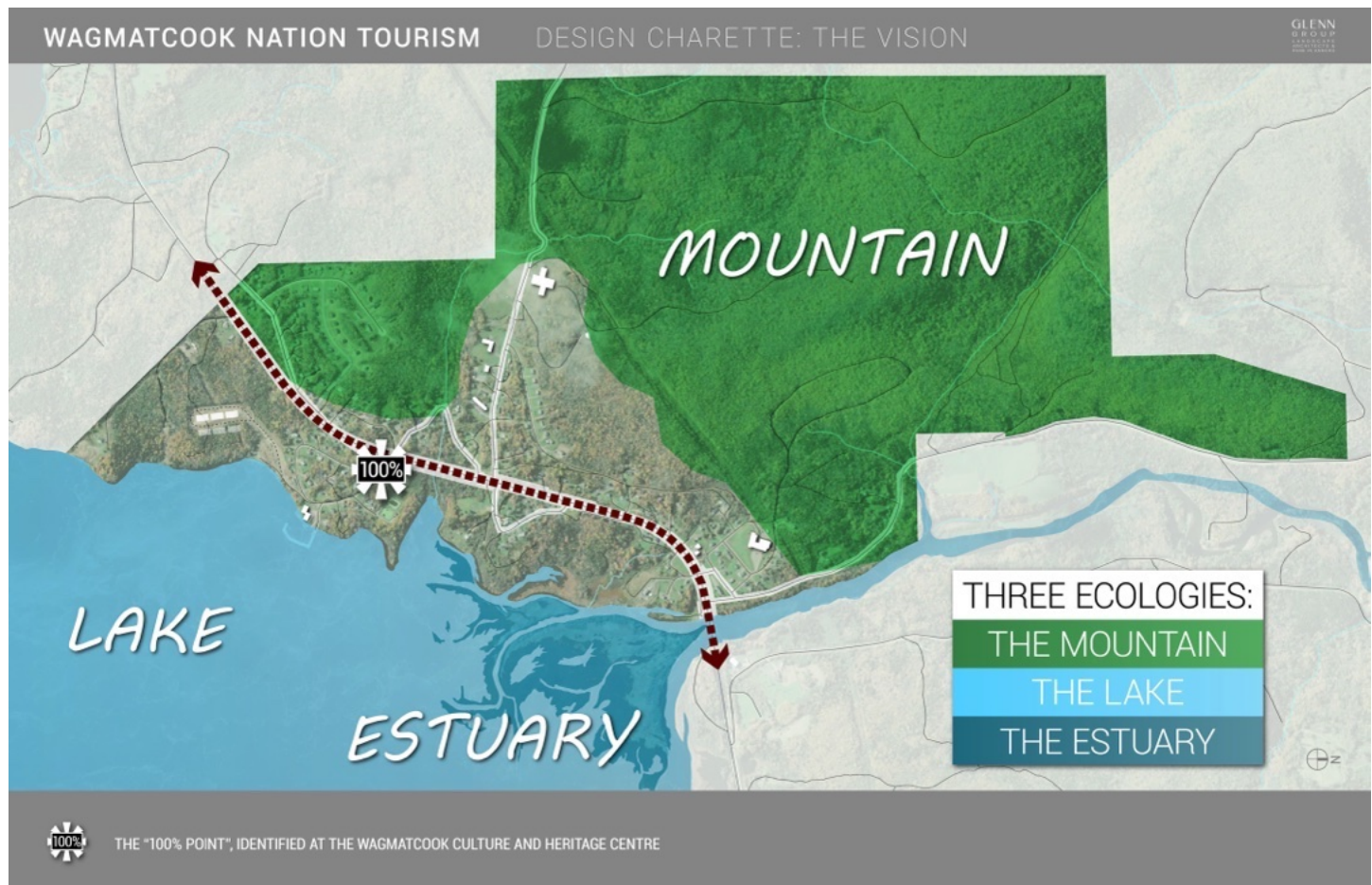


DESIGN CHARRETTE HIGHLIGHTS/KEY FINDINGS

- ♦ The relationship of the Highlands to the watershed – experiencing both by enhancing current assets, including the Wagmatcook Wharf, Wagmatcook Culture and Heritage Centre, the Ultramar gas station and adjacent lands, the Seacan at the intersection of the Trans-Canada Highway and Humes Rear Loop E; Humes Road and/or adjoining lands, the Humes Falls hiking trail and lookout points, the islands and waterfront lands.
- ♦ There is a captive market passing through the community – there is a need to capture this traffic.
- ♦ The Three Ecologies: Wagmatcook is at the confluence of three distinct landscape types, The Mountain, The Estuary, and The Lake. The natural process of evaporation and transpiration, condensation, precipitation, and groundwater and surface runoff, critically link these distinct landscapes in a constant cyclical relationship. Experiencing this relationship between the highlands and the water is what draws nearly 5,000 tourists to the Cabot Trail every day.

DESIGN CHARRETTE RESULTS: THE VISION

The following mapping illustrates the core concepts to emerge from the design charrette day. These core ideas will guide the future detailed design planning, branding, and positioning of Wagmatcook Nation as a community tourism destination.

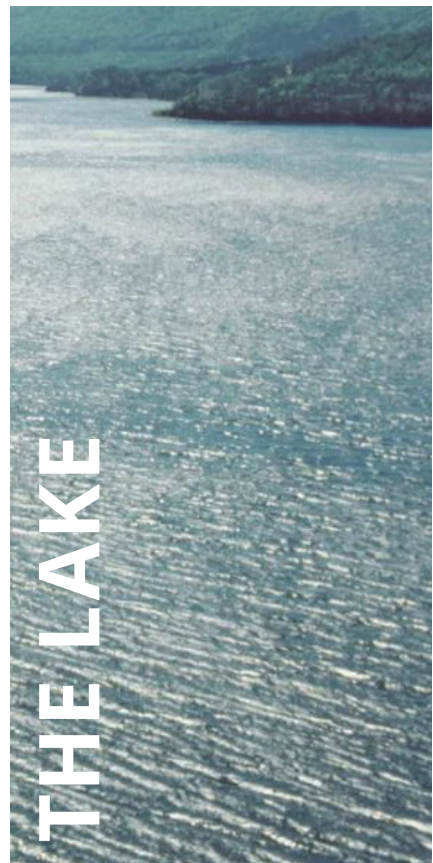
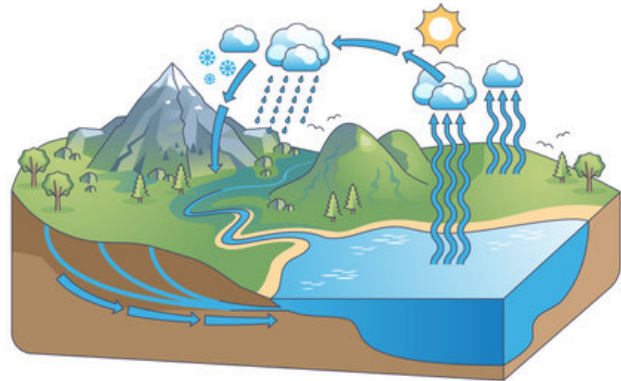


THE THREE ECOLOGIES

THE MOUNTAIN WATERS FEED THE ESTUARY, THAT FEEDS THE LAKE.

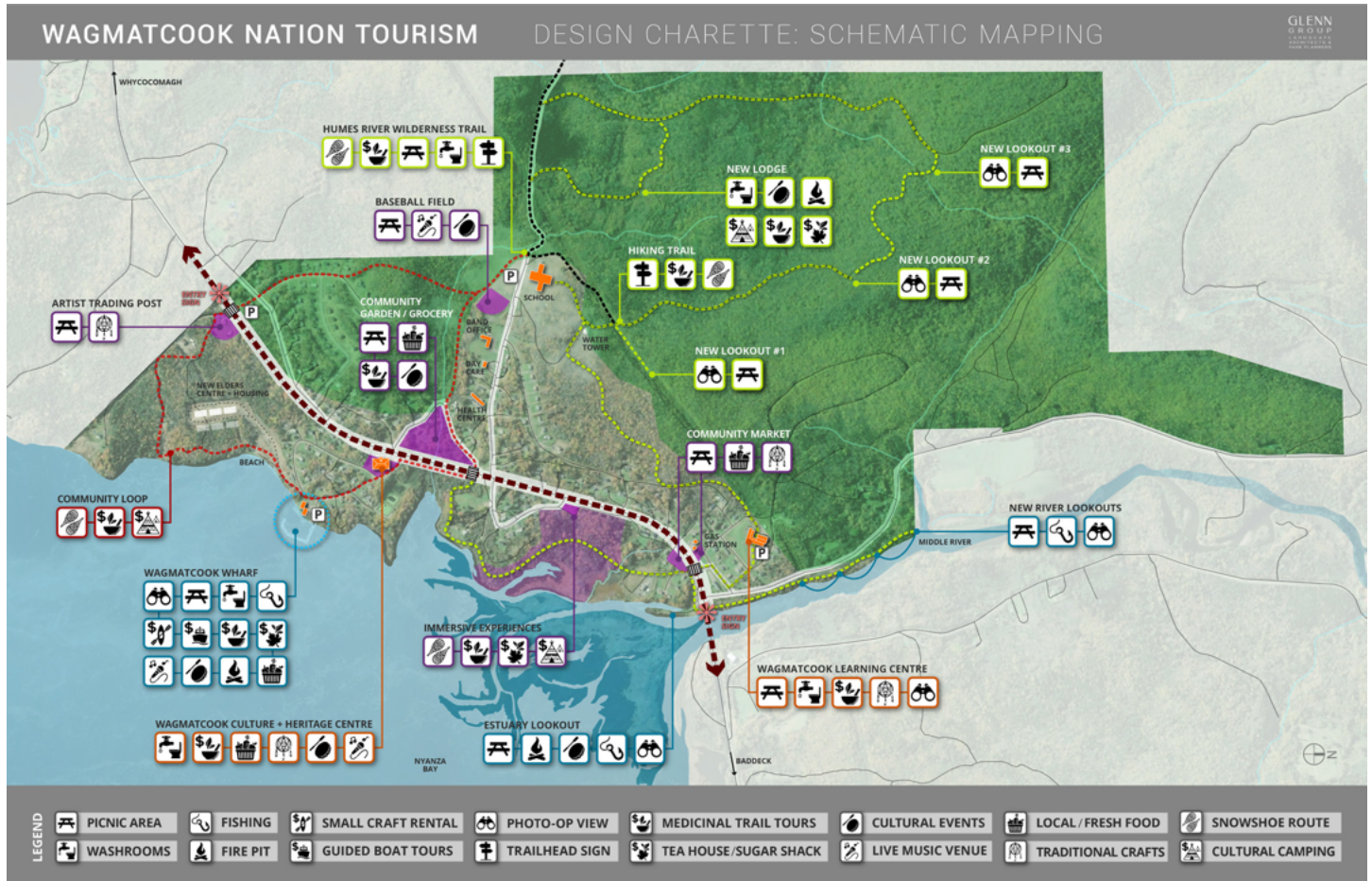
Wagmatcook is at the confluence of three distinct landscape types, The mountain, The Estuary, and The Lake. The natural process of evaporation and transpiration, condensation, precipitation, and ground water and surface runoff, critically links these distinct landscapes in a constant cyclical relationship.

Experiencing this relationship between the highlands and the water is what draws nearly 5,000 tourists to the Cabot Trail every day.



DESIGN CHARRETTE RESULTS: SCHEMATIC MAPPING

The following mapping illustrates detailed design interventions, additional assets to be developed, new trail connections, and business model ideas, to position Wagmatcook First Nation as a community tourism destination.



WAGMATCOOK WHARF



Wagmatcook wharf is an untapped asset; the unique architectural structure is not currently being utilized to its maximum potential. With changes to the occupancy of the building, some relatively minor changes to the structure itself, and intentional design of the exterior spaces, this feature will truly shine.

With its expansive views of the Nyanza Bay, and pristine coastline as far as the eye can see, this prime location will welcome locals and visitors alike. Proposed new features include:

- ♦ A tackle shop, and dedicated fishing areas that encourage use with legible signage.
- ♦ Guided boating and fishing tours, that introduce visitors to the rich cultural heritage of this place. • Small aquatic craft rentals, such as kayaks, paddle boards, and canoes.
- ♦ A tea house/sugar shack for experiencing local medicines, and maple syrup from the mountain.
- ♦ A canteen-style food service, with both fresh and packaged options to capture the mid-day crowd.
- ♦ Medicinal trail tours to introduce visitors to hiking trails and educate about local flora.
- ♦ Open space and small stage for live music and cultural events.
- ♦ A large formal bonfire pit, to draw evening visitors and encourage activities like stargazing.
- ♦ Providing a unique experience for tour boat operators.
- ♦ Tie-up spots for private boat owners to easily access the community for the day, and/or overnight.



ESTUARY LOOKOUT



This oasis for flora and fauna is to be reserved primarily for residents of Wagmatcook. This excellent fishing spot will have a formalized fire pit, a small open area for ceremony, and log seating with the additional function of discouraging vehicles beyond a certain point to preserve habitat.

WAGMATCOOK CULTURE + HERITAGE CENTRE



Identified as the “100% Point” - the one spot that visitors simply must see, this site has excellent proximity to the wharf, connections to the trails system, and a strong visual presence along the highway. The most valuable asset within the Wagmatcook Culture and Heritage Centre are its staff, whose knowledge of the community make them ambassadors for visitors. Expanding on this, a permanent visitor information area should be added to the entry zone in the building, as well as improvements to the facade to entice visitors to make the critical decision to stop here. The cultural artifacts, art, restaurant, and events hosted here, make this a hub of activity - an ideal location to introduce more opportunities for sales of hand-made items from residents of Wagmatcook.

WAGMATCOOK LEARNING CENTRE



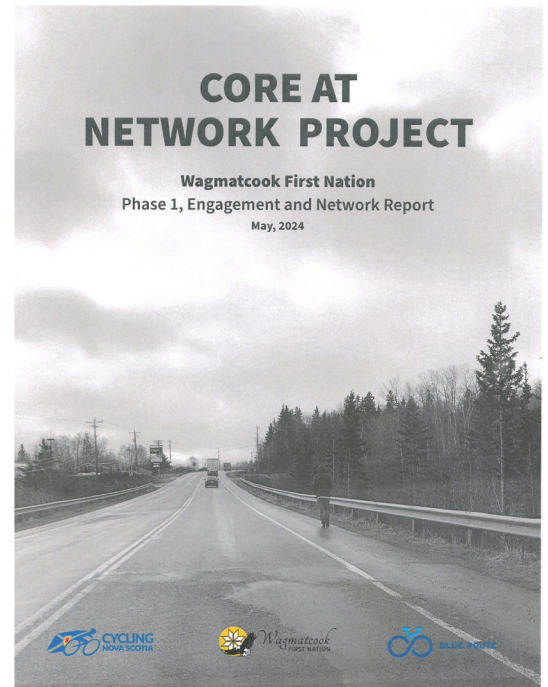
This learning centre should serve the community, by hosting educational opportunities for all ages. A potential with the proposed market space at the nearby gas station, would create a strong relationship of the learning centre as a place to create, and the market as a place to showcase products create therein.



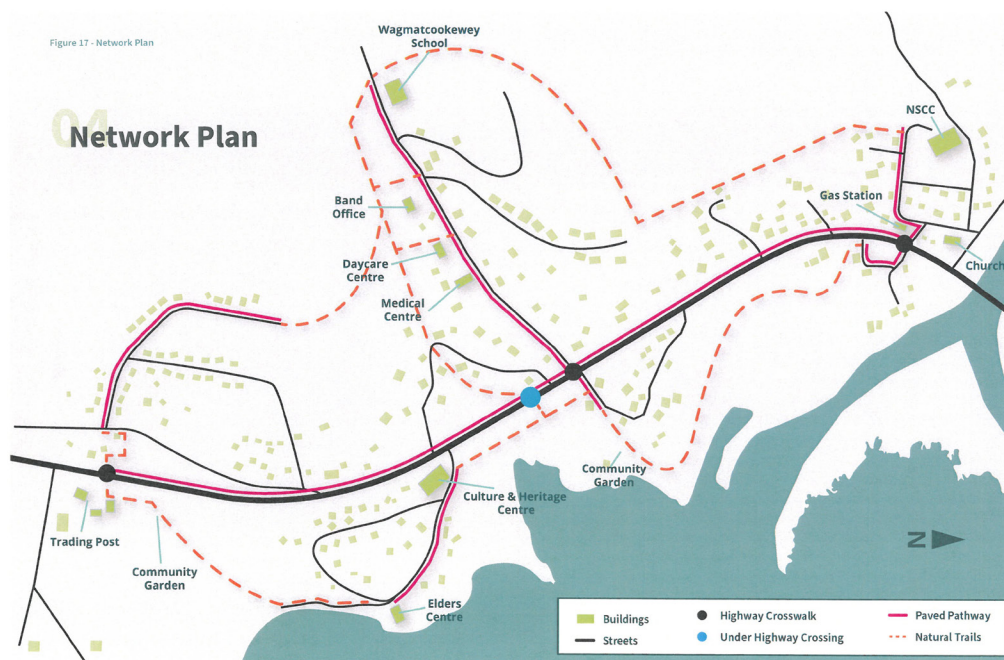
COMMUNITY LOOP



This critical community loop connects the essential amenities in the community, and crosses the highway at two locations. For the highway crossing at the Artist Trading Post, a crosswalk with extensive traffic calming measures is proposed; if this is not feasible due to inadequate sightlines, a pedestrian bridge over the highway is proposed to ensure safe crossing. The same exercise of analyzing sightlines should be undertaken for the highway crossing in the middle of the community, to determine the most appropriate solution: a typical crosswalk, a pedestrian bridge, or an underground pedestrian tunnel. The trail serves as an active transportation network that can be used for daily commuting, as well as for guided medicinal trail tours, snowshoeing in the winter by both residents and visitors, lookouts to the water, and connections to cultural camping spots along the water's edge.



Cover of the completed Cycle Nova Scotia Wagmatcook Active Transportation Plan



Overarching Wagmatcook Active Transportation Plan network map

NEW RIVER LOOKOUTS



Platforms will be connected to the hiking trail, for capturing a river view, resting, and fishing.



ARTIST TRADING POST



Arriving from Whycocomagh, the Artist Trading Post is the first visual element of welcome into Wagmatcook. With some refurbishment, this colourful cluster of buildings will entice visitors to stop and get a first-hand look at the creation process of traditional crafts, and make their first purchase.



BASEBALL FIELD



This baseball field can retain its current use, while transforming into Wagmatcook's first official Powwow grounds. With appropriate upgrades, the space will also be able to host small music festivals

COMMUNITY GARDEN / GROCERY



This location, across from the restaurant in the Culture and Heritage Centre, is ideal for development as a community garden, with potential for a grocery store providing fresh produce year-round. The garden can work in tandem with a successful large-scale garden already in operation nearby.

IMMERSIVE EXPERIENCES



Guided Medicinal Trail Tours, a Tea House and Sugar Shack with street presence along the highway, and Cultural Camping in the wooded area, where visitors can experience sleeping in a Tipi or Wigwam.

COMMUNITY MARKET



Adjacent to the gas station, this location is sure to captivate visitors fueling up to embark on the Cabot Trail. The market space is set to host fresh prepared food such as baked goods, and crafts created at the Wagmatcook Learning Centre and elsewhere in the community.

NEW LODGE



This remote lodge is to be accessible via an old road, on an ATV, snowmobile, or by hiking or snowshoeing in. Amenities to be included: solar power, composting toilet, a well for water access. Cultural experiences to include: guided medicinal tours where visitors can experience the art of foraging firsthand, a tea house for processing foraged medicines from the mountain, a functional sugar shack for processing maple sap, a fire pit for cooking and ceremony, open space and seating for ceremony, gathering, and storytelling, and a semi-private healing retreat with private sweat lodge.

HUMES RIVER WILDERNESS TRAIL



Access to the famous Humes Falls, via a very popular, medium difficulty, hike. Amenities to be added to the existing parking lot include: washrooms and access to clean water for filling water bottles, a few reserved parking spots for camping vans and trailers, a trailhead structure clearly identifying the trail.



HIKING TRAIL



Newly connected trail loops run throughout the community, taking advantage of existing roads and old roads wherever possible. These loops connect community amenities, as well as allow for residents and visitors to choose between a variety of options when deciding how long to make a hike. All new routes will require ample signage and regular clearing to ensure they are easy to navigate, especially those located more remotely on the mountain side. Where the trails cross the highway, traffic calming measures must be employed to ensure safe crossing.



NEW LOOKOUT #1, #2, #3



Labeled in order of priority, lookout #1 follows the existing power line easement, embracing this imposing infrastructure as a complimentary part of the view down to Wagmatcook. Lookouts #2 and #3 are located at the highest points of elevation on the mountain side, both affording spectacular views of the entire community, the mountain, and the lake. These signature lookouts should be carefully designed to provide a dynamic and memorable vantage point suitable for brochure photographs to entice visitation.

CHARRETTE PROCESS CONTRIBUTED AND RECORDED COMMENTS/IDEAS

WHAT THREE THINGS STAND OUT AS TAKEAWAY IDEAS FROM THE CHARRETTE?

- ♦ Wagmatcook, Wigwam, Walking Trails.
- ♦ Wharf development – pave road to wharf (2).
- ♦ Centre focus point.
- ♦ Activities.
- ♦ Food (2), vendors, lodging.
- ♦ Kayak rentals.
- ♦ Trails (biking/walking/skydiving).
- ♦ More food establishments for tourists.
- ♦ That the three groups were pretty much on the same page.
- ♦ Viewing the actual mapping layout of the community.
- ♦ Realizing that land we have that we don't see.
- ♦ Design thinking.
- ♦ Concepts all the same but differing applications.
- ♦ Community member & guest experience.
- ♦ Fishing.
- ♦ Paddle board
- ♦ Jipljga'm.
- ♦ Water views.
- ♦ Areas to focus on.
- ♦ Overlap of ideas.
- ♦ New perspective.
- ♦ Trout ride or hay ride.
- ♦ Haunted ride.

WHAT IS MISSING IN ORDER TO CAPTURE/BETTER SERVICE THE TOURISM MARKET AND LOCAL USERS?

- ♦ Paved road to wharf.
- ♦ Petroglyphs, Mi'kmaq Hieroglyphs.
- ♦ More lodging, camping, B&B etc.
- ♦ More food areas.
- ♦ Trails and cultural activities on the whole reserve.
- ♦ Parking, commuting because TChighway.
- ♦ The visualization of going through the community, if you blink you are already past the reservation.
- ♦ Advertising outside the community.
- ♦ Plan, stop, stay.
- ♦ Money & time.
- ♦ Exposure.
- ♦ Defend marketing proposition.
- ♦ Boat tour or boat ride.

WHAT DO YOU CONSIDER TO BE THE TOP FIVE PRIORITIES FOR DEVELOPING THE PRODUCT?

- ♦ Connecting the trails (2).
- ♦ Infrastructure (3) – giant Wigwams.
- ♦ Giant flags.
- ♦ Parking, parking, parking.
- ♦ Museum – cultural experiences.
- ♦ Making us a stopping point – branding.
- ♦ Signage. Lodging (2). Community involvement.
- ♦ Culture & promoting culture.
- ♦ Water views.
- ♦ Eating establishments.
- ♦ Get the local people to experience what opportunities and experiences are out there. Such as me not knowing about all the trails and waterfalls.
- ♦ Displayed on a legend somewhere within the community a starting point.
- ♦ Community consideration.
- ♦ Buy-in/financing.
- ♦ Implementation/roll-out.
- ♦ Networking.
- ♦ Pow Wow grounds.
- ♦ Pave the roads.
- ♦ Let the youth help with it.
- ♦ Make it awesome.
- ♦ Supplementing/experiential product.
- ♦ Haunted hay ride.
- ♦ Christmas hay ride.
- ♦ Ice fishing.
- ♦ Skating

WHAT WOULD YOU BRAND (CALL) THESE OPPORTUNITIES – WHAT TRULY MAKES WAGMATCOOK UNIQUE?

- ♦ Since time of immemorial.
- ♦ Since creation.
- ♦ Element colour wheel (Fire – yellow, Water – Blue, Earth – Red, Air – White).
- ♦ Indigenous culture experiences.
- ♦ Necessities.
- ♦ We need to find where our sweetgrass is growing.
- ♦ Make use of our wharf.
- ♦ Community in motion.
- ♦ Food bringing everyone together.
- ♦ That we have an awesome time putting it all together.
- ♦ Distinction – Wagmatcook/Wagmitkuk.
- ♦ Wagmatcook Haunted Ride.
- ♦ Wagmatcook Christmas Hay ride.

DESIGN CHARRETTE REPORT PRIMARY CONCLUSIONS

Following are the primary conclusions from the Glenn Group charrette report:

1. There is enthusiasm for sharing the culture and assets of the community with visitors. A strategic approach is necessary to achieve community buy-in and support from funders.
2. A marketing theme is required to help sell the vision.
3. The wharf is an untapped asset. Redevelopment of the wharf property is critical to the overall success of the scheme – drawing the most economic revenue potential.
4. Investments should support past investment in places such as the Wagmatcook Culture and Heritage Centre – continue to develop this asset as the 100% Point – the place every visitor must start with to learn about the other touristic opportunities.
5. A spatial plan is the next logical step to plan out the location and adjacencies of activities, including an implementation strategy that outlines priorities, phasing and budgets. The spatial plan would articulate and illustrate the vision.
6. In tandem or after the spatial plan, a business plan is required to communicate economic sustainability and projected impacts.