PICTOU LANDING FIRST NATION COMMUNITY PLAN 2002

INTRODUCTION

Part 1: Background Information

Part 2: Strengths and Issues

Part 3: Connections

Part 4: Vision

Part 5: Framework

Part 6: Developing Projects

Part 7: Implementing Projects

Part 8: Monitoring

Cities & Environment Unit
Faculty of Architecture & Planning
Dalhousie University

JCPC

PICTOU LANDING FIRST NATION COMMUNITY PLAN

October 2002

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Foreword and Acknowledgements

Planning provides communities an opportunity to imagine their collective future. Individually, many people have a vision for where they will be in 20 years. A community development plan allows these individual aspirations to become a shared dream. A plan reflects on the long-term as well as providing direction for immediate action. What gives the plan legitimacy and power is the fact that it is community-based.

Over the last 16 months, community open houses, meetings, interviews and work sessions provided venues for the people of Pictou Landing to express themselves and the thoughts they had about the future of their community. The ideas and strategies described in this Community Development Plan are in direct response to the concerns, suggestions and feedback of its community members, the band staff, and Chief and Council. This is their Plan. Making a difference on the ground depends on a continued commitment to the vision, focus on development of the basic community structure and continued passion and ingenuity in imagining and building projects that make Pictou Landing better for future generations.

This Plan is one of three pilot projects based on the *First Nation Community Planning Model* and guided by the Cities & Environment Unit at Dalhousie University.

In addition to the many community members who provided endless energy and remarkable insights, it is necessary to acknowledge the JCPC for its leadership and determined commitment as well as INAC for its generous support.

1.0 Introduction

Like many small communities, Pictou Landing faces significant challenges and fleeting opportunities. Like many First Nation reserves, it is also confronted with living conditions and ways of life that demand urgent attention. Limited resources need to be used carefully and strategically. Local actions need to reinforce each other. The community needs a shared sense of direction.

Unlike any other community, Pictou Landing has a unique history, its own extraordinary landscape, human resources and possibilities. It is in this context, being both unique and typical, like other places and unlike any other community, that Pictou Landing sees the need for a plan. The Chief and Council of Pictou Landing are committed to a community-based plan that captures local ideas and aspirations, provides direction for the future, and a tool for immediate action.

The process by which this Plan was developed generally follows the steps and approach contained in the *First Nations Community Planning Model* (2000, Cities & Environment Unit, Dalhousie University).

The Plan consists of eight parts:
1. Background Information
2. Strengths and Issues
3. Connections
4. Vision
5. Framework
6. Developing Projects
7. Implementing Projects
8. Monitoring.

Its most fundamental characteristic is that it is community-based. That is, residents of Pictou Landing have been involved in the collecting of background information, understanding local issues, developing the vision, and supporting the framework for action. Ideas contained in this plan have strength, power and endurance because they come from the people of Pictou Landing.

Highlighting some of the other distinguishing characteristics may also help in understanding both the content and organization of the Plan.

1. The Plan was prepared in **eight distinct, short stages** each with its own clear final product. Each of those products is presented here as an individual part of the Plan. While each part can be seen, understood and used on its own, it is the eight parts together which constitute the Plan.

2. Preparation of the Plan has been a **collaborative and inclusive** process. The local Planning Work Group assumed a leadership role. There have been committee meetings, community sessions, workshops, newsletters, and many, many discussions. There have also been several formal decision points throughout the planning process.

3. Information gathering and **research was focused** as opposed to general. Its purpose was to capture what is significant or extraordinary rather than reflecting a comprehensive, complete and neutral view.

4. Development of the Plan was used as a **vehicle for training** and skill improvement. In Pictou Landing the training component directly included 12 Planning Work Group members who represent community interests, a dedicated Planning Trainee and three Trainees from other First Nation Communities.

5. Implementation is **project based**. A difference is made one project at a time. The vision embodies the long term view, the framework translates the vision into a specific community structure, form and action areas. Projects focus on what has to be done, where, and by whom with the full understanding that everything cannot be done at once and new possibilities will continuously emerge.

6. The Plan extends to making a **difference on the ground**. It includes project development, implementation and monitoring. The process of considering what to do and doing it are ongoing essential ingredients of planning. To reinforce this continuity the Pictou Landing Plan includes the first project (improvement of Funny-Face Trail). The Plan and the action are seen together.

7. Two important steps have been taken to ensure that the Plan is easily understood, completely accessible and perceived as belonging to the community.

i) The Plan is presented as a **package of eight parts**. While together the eight parts tell the whole story of planning, each part has a clear focus and can be read and used separately.

ii) The Plan is also available as a series of **display posters** which will be placed in strategic public locations in the community.

While the Plan represents a tremendous investment and huge accomplishment for many people in the community, it is only the beginning. Change will require constant and vigilant commitment. Its success can only be measured in terms of the difference that it makes and the degree to which it serves as an instrument to inspire new ideas which place the future in the community's hands.

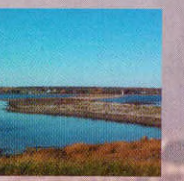
On October 18, 2002 Chief and Council signed a BCR approving the Pictou Landing Community Plan:

We are pleased to approve the Pictou Landing First Nation Community Plan based on the recommendations, ideas, and aspirations of our band members. We agree to implement this Plan in an effective and efficient manner. We agree this Plan will now serve as the basis for negotiations with Canada in the future development of the community. We agree this Plan will serve as a contract for accountability between the Chief and Council and the Pictou Landing Band Members.

PICTOU LANDING FIRST NATION COMMUNITY PLAN 2002

PART 1

BACKGROUND INFORMATION



1.0 Introduction

1.1 PURPOSE OF BACKGROUND INFORMATION

Background information is a collection of basic but pertinent information relating to a community's land, people, settlement and economics. It is a concise outline that seeks to capture an understanding of the community.

The purpose of gathering background information is to provide an overview of the current situation in the community and recognize those extraordinary qualities which make it unique.

1.2 COLLECTING BACKGROUND INFORMATION

Basic information was collected, organized and shared in the community. The information includes basic maps, statistics, profiles of the community and resources, photographs and people's perceptions. It is historical, current, and upcoming. It is about the land, people, settlement, and the economy. It covers all the aspects, good and bad, that make the community what it is. Although the information is of a wide scope, it is not intended to be exhaustive.

Youth, elders, business people, parents, band employees, special interest groups, had a chance to share their knowledge and ideas. The strength of a plan comes from hearing all the different voices found in the community. Through this collection of information, it is possible to see what really stands out and matters to people in the community.

1.3 ORGANIZING BACKGROUND INFORMATION

The four broad categories of *Land*, *People*, *Settlement*, and *Economics* are the essential elements that define a community. Together, they provide some perspective on the community as a whole and enable discussion and speculation about current growth and development.

The *Land* category refers to the physical elements of an area that determine the basic opportunities and constraints for development. Understanding land, its resources, and its use is essential for developing a community plan. Information related to land includes: vegetation, watersheds, topography, soil, land area, environmental sensitivity, historical land context and natural resources.

The *People* category is important for determining housing, facility and service needs, understanding how culture and values affect the way of life, and what human resources exist. Information related to people includes: population and demographic statistics, employment and health conditions, skills inventory, social programs, education, values and cultural beliefs and events and activities.

The *Settlement* category is the connection between the land and the people. It is how people use the land, what is constructed on the ground. This information allows the community to see how it has physically developed over time, how the community is organized, and what built assets exist. Information related to settlement includes: infrastructure, land use, facilities and housing.

The *Economics* category is about how a community sustains itself. It is also about what people do, how resources are used and what keeps the community going. Both traditional and new economies are important contributors. Information related to economics includes: community economic programs, traditional activities, existing industries, employment, business opportunities and self-reliance.

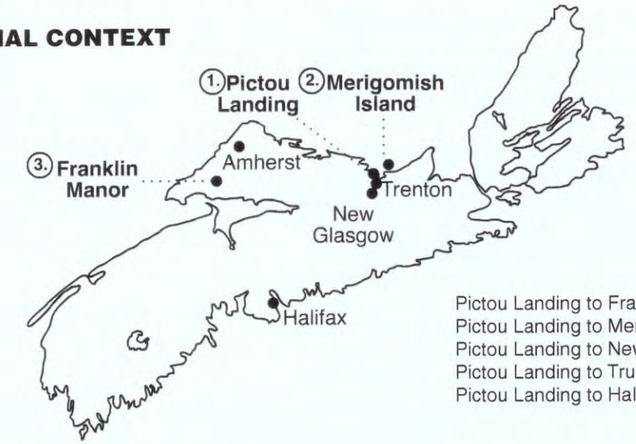
1.4 SHARING AND DISPLAYING BACKGROUND INFORMATION

Selected background information about the community was organized and presented in display posters, one for each category: land, people, settlement, and economics. These posters were displayed at a community open house for feedback and comments. The panels have since been permanently displayed in the community in several public and accessible locations: the band office, the school, the health center and the fisheries office.

A newsletter was also distributed with a summary of the background information.

2.0 LAND Background Information

REGIONAL CONTEXT

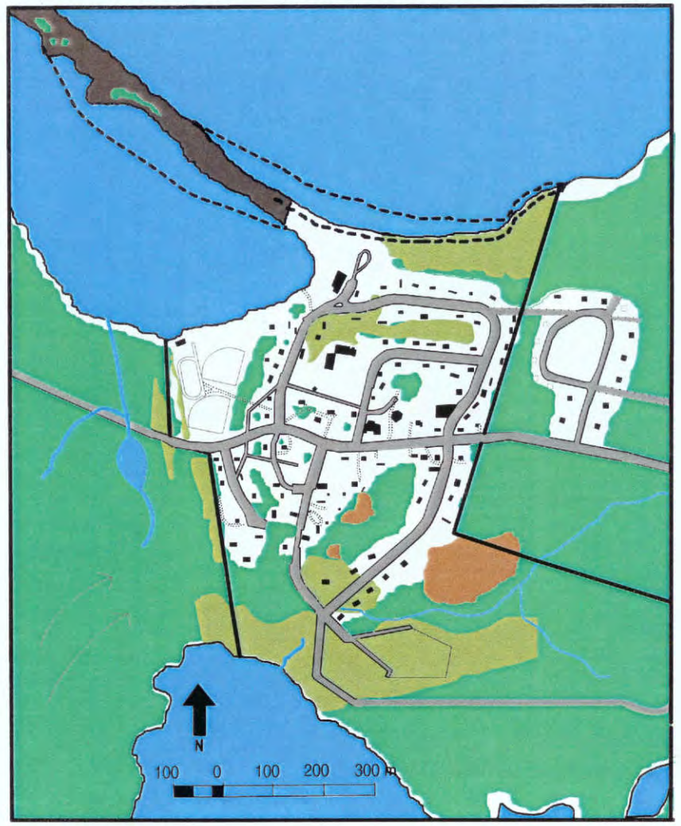


Pictou Landing to Franklin Manor - 200 km
Pictou Landing to Merigomish Island - 15 km
Pictou Landing to New Glasgow - 11 km
Pictou Landing to Truro - 75 km
Pictou Landing to Halifax - 174 km

BAND LAND

- Reserve Land
- Band Owned Land
- Boat Harbour Effluent Treatment Facility

SETTLED AREA ENVIRONMENTALLY SIGNIFICANT LAND



- Steep slope (over 15%)
- Vegetation
- Beach / sand
- Swamp
- Erosion
- Prevailing wind

A Black Ash tree, one of 23 found on Pictou Landing property. Less than 300 exist in Nova Scotia. It is traditionally significant because of its malleable quality and use in native basket weaving.

Aeration pond in the Boat Harbour effluent treatment facility. Oxygen is pumped into the effluent.

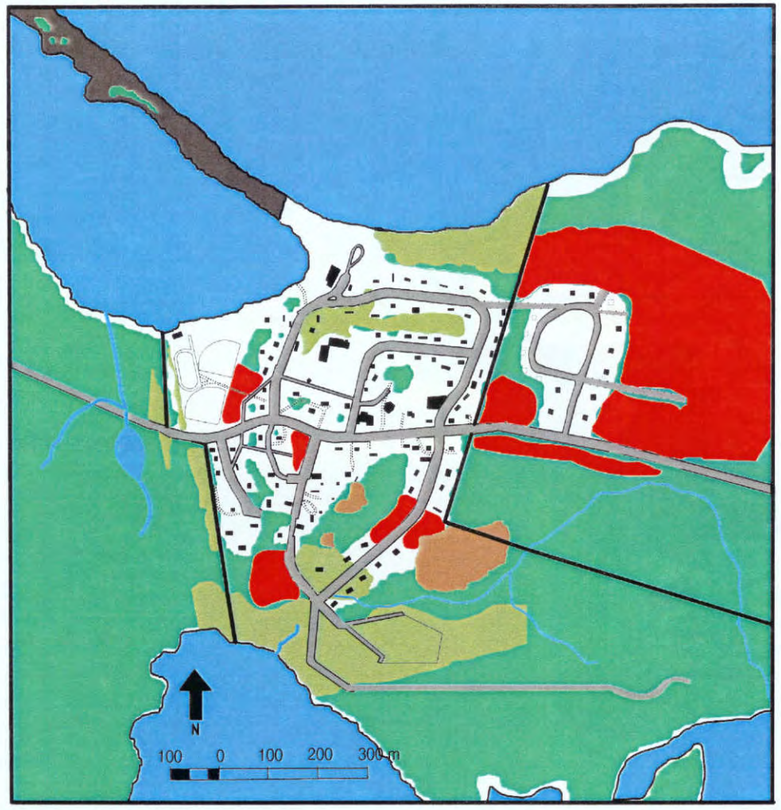
A hiking trail built by the community in the Certified Woodlot.

LAND Background Information

TOPOGRAPHY AND SOIL COMPOSITION

- Hansford (Hd2) soil - capable of commonfield crops, well-drained
- Pugwash (Pw2) soil - capable, good for alfalfa, winter wheat, spring cereals - well drained
- Shulie (Su5) - poorly drained
- Shulie (Su1) - excessively well drained
- Shulie (Su2) - well drained
- Sand
- Steep slope (over 15%)
- Sewage treatment facility
- Reserve and band land boundary
- Cliffs

SETTLED AREA DEVELOPABLE LAND



- Steep slope (over 15%)
- Vegetation
- Beach / sand
- Swamp
- Developable areas

Protected stand of old growth forest, approximately 300 years old.

Effluent from Kimberly-Clark pulp and paper mill entering Boat Harbour treatment facility. The smell of the pollution is noticeable and offensive to community members.

Virtually everyone from Pictou Landing camps or owns a cabin on Merigomish Island. St. Anne's Mission is celebrated annually on the Island.

LAND Background Information

FOREST COVER

- Hardwood
- Mixedwoods
- Softwoods
- Black Ash
- Sewage treatment facility
- Reserve and band land boundary

CERTIFIED FOREST

On March 1, 2000 the Pictou Landing First Nation became certified by SmartWood as a well managed source of wood products whose forest management practices adhere to strict environmental and socioeconomic standards in accordance with the Principles and Criteria of the Forest Stewardship Council (FSC). Pictou Landing First Nation is also certified as a non-exclusive SmartWood operation.

Pictou Landing is the first in Nova Scotia and the first among the First Nations of Canada to attain this accomplishment. This certification places Pictou Landing as a leader world wide in woodlot management.

FRANKLIN MANOR

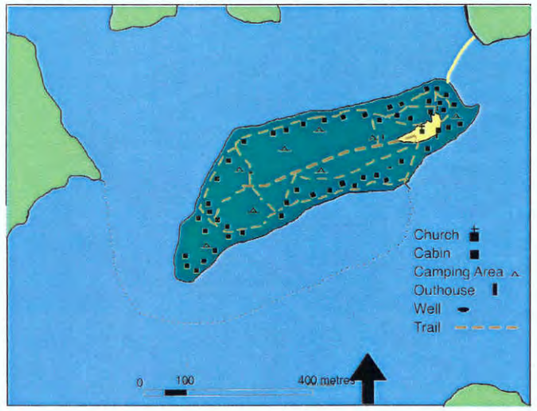
- Steep slope (over 15%)
- Tree Cover

Franklin Manor ownership is shared between Pictou Landing First Nation (52%) and Afton First Nation (48%).

A Forest Management plan was developed in June 2001 with plans for Forest Certification.

There are plans to designate Franklin Manor as a moose sanctuary.

MERIGOMISH ISLAND



Merigomish Island is the original site of the Mi'kmaq settlement. The last two residents of the Island lived there until 2000. Today the Island is used by the residents of Pictou Landing in the summer for recreation and camping. A large celebration is held there annually for Saint Anne's Day in July.

BOAT HARBOUR EFFLUENT TREATMENT

Pre-1967- Boat Harbour was an estuary.

1967 - Scott Maritimes Ltd. Kraft Pulpmill converts Boat Harbour to a pulpmill effluent treatment facility. Waste material flows into IR37 land. Immediately a noticeable and offensive smell affects the community.

1972 - Effluent flows through a new realigned drainage ditch and ceases to flow into IR37.

1986 - Pictou Landing begins a lawsuit with the Federal Government regarding the pollution of Boat Harbour.

1993 - Settlement agreement made with the Federal Government regarding the pollution in Boat Harbour. ($35 million was awarded out of court.)

2005 - Effluent Treatment Facility to close and remediation process in Boat Harbour begins.

LAND Background Information

ENVIRONMENTALLY SIGNIFICANT AREAS

- Steep slope (over 15%)
- Swamp
- Wildlife Habitat
- Sand Pike Nest
- Water Management Areas
- Ash Trees
- Riparian Zones
- Trails
- Erosion

DEVELOPABLE AREAS

- Developable areas
- Effluent treatment facility
- Reserve and band land boundary

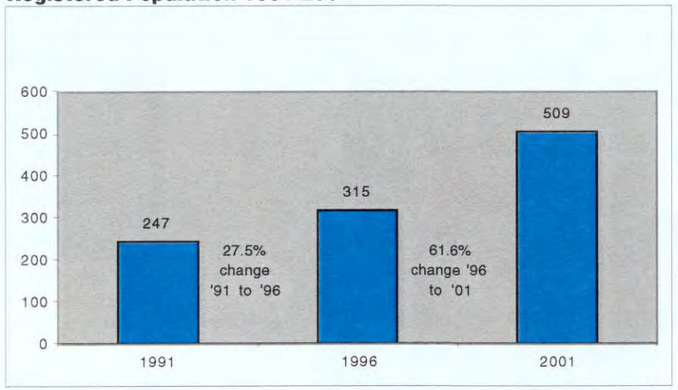
A view of the beach on the northeast coast of Pictou Landing.

Erosion is a problem on the beach beyond the Pow Wow Grounds.

3.0 PEOPLE Background Information

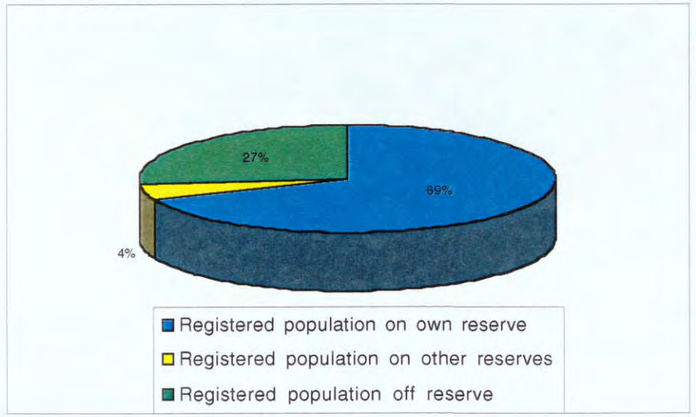
POPULATION

Registered Population 1991-2001



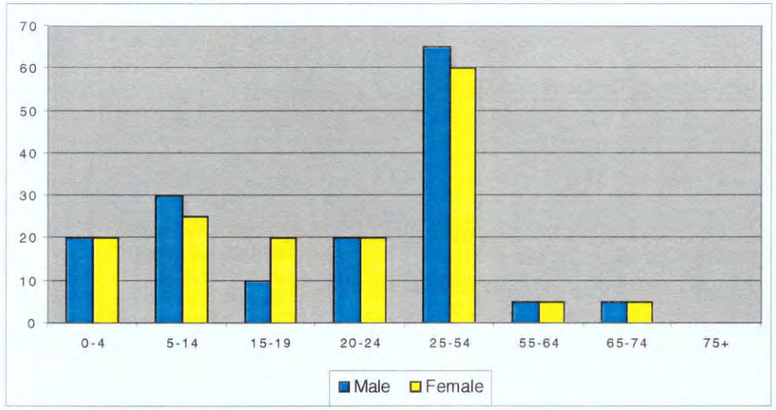
- 27.5% population growth in Pictou Landing from 1991 to 1996
- 1% growth in Nova Scotia from 1991 to 1996
- 61.6% growth from 1996 to 2001 in Pictou Landing

Residency of Total Registered Population February 2001



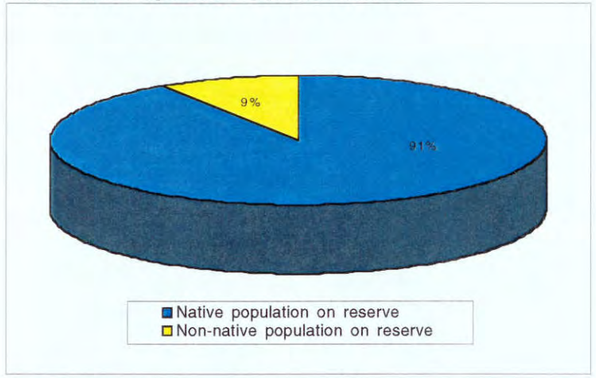
- 31% of the population live off the reserve
- 69% or 351 people live on the reserve

Age and Sex Distribution - 1996 Census



- 40% of the population is under the age of 20
- 53% of the population is under the age of 25

Non-Native Population On-Reserve 2001

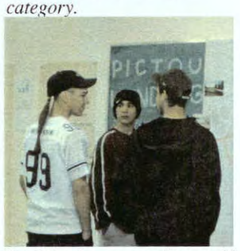


- 9% of the on-reserve population is non-native

Nine infants and toddlers are enrolled in the day-care program.

Grade 5/6 students in Pictou Landing Elementary School.

In 1996, there were only 10 people in the 65-74 age category.

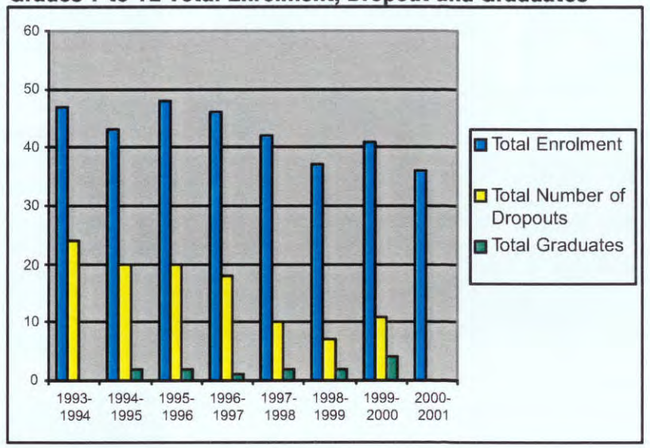


Youth in the community would like to start a youth centre.

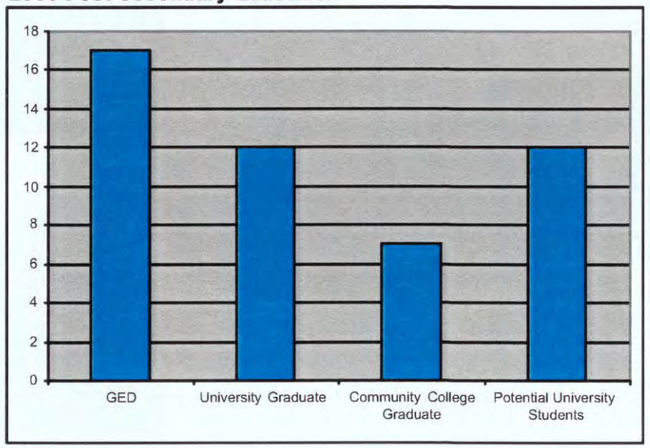
PEOPLE Background Information

EDUCATION

Grades 7 to 12 Total Enrolment, Dropout and Graduates



2000 Post-Secondary Education



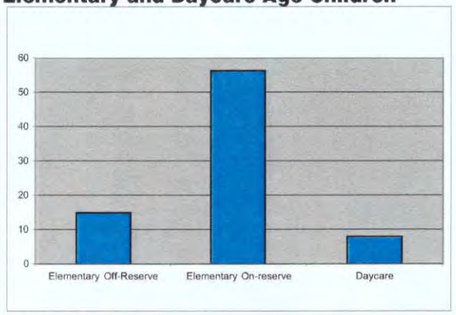
Education Programs

Programs offered at the Elementary School and funded by the Band Office

- Crime Prevention
- Special Education
- Second Step
- Aboriginal Healing Fund
- Aboriginal Language
- Lunch Program
- Daycare
- Religious Education grades 2 to 6
- After school religion classes (held at the church) for children bussed off-reserve to school
- Youth Classes - 10 kids
- Swimming Program
- Public Library visits
- Most Junior and HIgh Schools in the vicinity do not provide cultural language courses, those that do are not credit courses

- Those who graduate from high school tend to continue with post-secondary education.

Elementary and Daycare Age Children

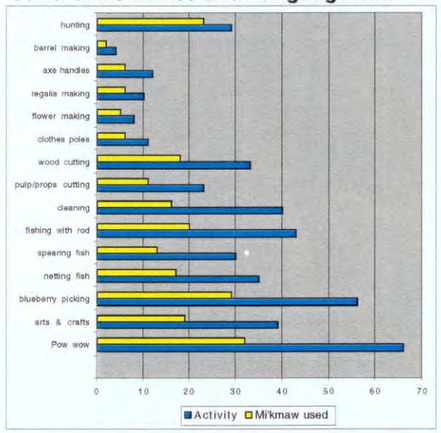


- 27% of children attend elementary school off-reserve

Early 1900's - Four Chiefs and their wives and children.
John Sark - PEI
Mathew Francis - Pictou
Joe Julia - Truro
Medicine Man - Pictou

CULTURE

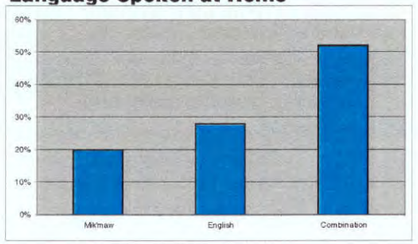
Cultural Activities and Language Use



- There is a participation decline in cultural and spiritual activities
- Approximately 25% of the population attend Church Mass

Early 1900's - Birch bark teepee in Pictou Landing

Language Spoken at Home



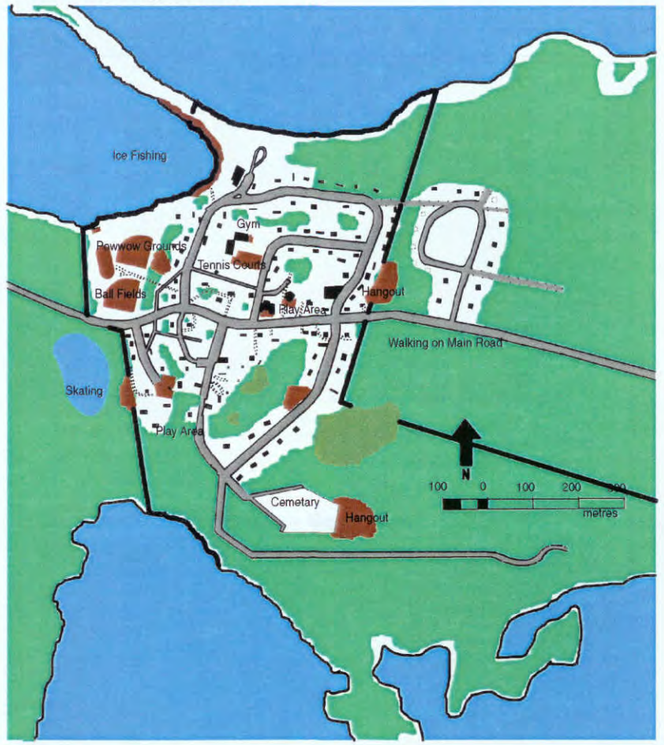
- 72% of the population have some knowledge of Mik'maw
- 84% in Wagmatcook and 65% in Red Bank have some knowledge of Mik'maw
- Mik'maw is not taught as a credit course in Junior and High Schools in the vicinity
- There is concern that the number of people that speak Mik'maw fluently is in decline

A promotional poster created to raise awareness about the Certified Forest in Pictou Landing.

PEOPLE Background Information

HOW PEOPLE SPEND THEIR TIME

Pictou Landing Activities



Community Activity Locations

Children
Elementary school children prefer to spend most of their free time at home or in their backyards. The playground in front of the school seems to only be used during school hours. Going swimming or skating (playing hockey) in nearby New Glasgow are popular activities.

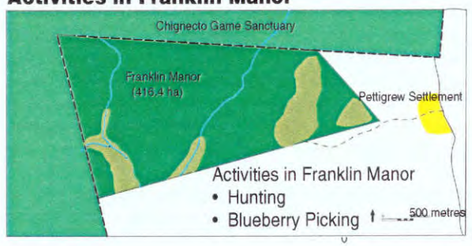
Youth
The gym is generally accessible and is open in the evenings for the youth. A new schedule of activities for the community is posted in the gym weekly by the Wellness Coordinator. The tennis courts are used for roller blading rather than tennis. Other than regular basketball games in the gym, the youth seem to have little to do. They hang out in the outdoor basketball court in the evenings as well as in a few selected and secluded areas, like behind the cemetary. Many go to New Glasgow (if they can get rides) to play pool or hockey.

Adults
The heart of the community is the gym, where most large community events are held. To a lesser extent the Church is used. Young mothers go for walks with babies and strollers along the main road (which has no sidewalk). Many evenings are spent in nearby communities playing bingo or pool.

Activities in Vicinity

Much of the Pictou Landing property, whether reserve or band owned, is used for traditional activities such as hunting, trapping, gathering firewood and fishing, although people no longer fish in Boat Harbour.

Activities in Franklin Manor



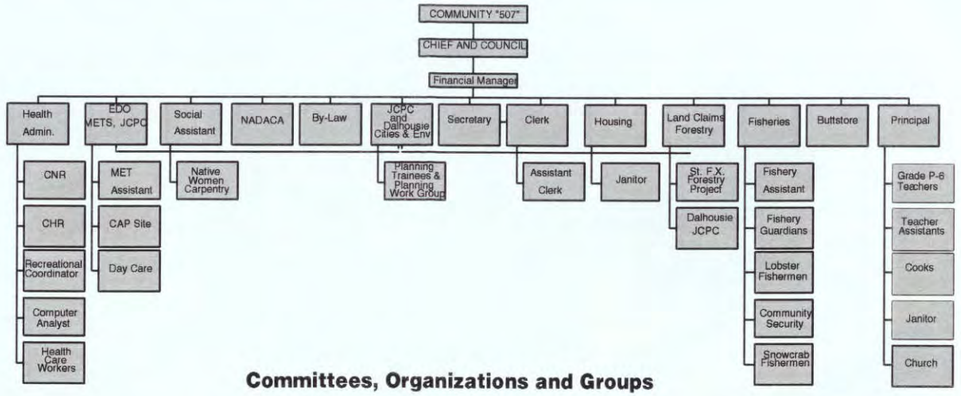
Community members hunt in Franklin Manor and pick wild blueberries (there are many cultivated blueberry fields in the region). Franklin Manor has been identified in the Boat Harbour Agreement as the relocation area for the Pictou Landing community in case of extreme contamination from the effluent treatment facility in Boat Harbour.

TIMELINE

1840	Nova Scotia passes an Act to Provide for Instruction and Permanent Settlement of Indians
1852	Title of all Indian reserve lands vested with the Commissioner of Crown Lands for Nova Scotia
1859	Nova Scotia government passes the Act concerning Indian Reserves
1865	Pictou Landing established with 14.2 hectares in Merigomish Harbour and 212.5 hectares in Franklin Manor
1866	Addition of 92.8 hectares - Fisher's Grant #24
1900's	Old Church built
1927	Addition of 60 hectares - Fisher's Grant #24G
1942	Centralization program in the Shubenacadie and Eskasoni reserves.
1950's	Old School built
1956	Canadian Citizenship retroactive to 1945
1960's	Water and Sewage Beach House and Canteen First Nations vote Signed off Boat Harbour to pulp and paper mill
1961	Addition of 98.2 hectares - Boat Harbour #37
1963	Students no longer sent to Residential school in Shubenacadie
1970's	Old Band Office built Summer Games
1980's	Existing Band Office built Economic Development Initiatives Gym Built Boat Harbour Video Fire Hall
1990's	New School Built Boat Harbour Agreement First Powwow Fishing Agreement - 1st
1996	New Church Built
2000's	Fishing Agreement - 2nd Elders move from Merigomish JCPC formed - Pictou Landing Community Plan Development
2001	Blessing of the fishing boats

PEOPLE Background Information

COMMUNITY ORGANIZATION



Committees, Organizations and Groups

- Pow Wow Committee
- Planning Trainees and Work Group
- Church Committee
- Firefighters
- Meals on Wheels
- Native Women Carpentry
- Young Offenders (adults helping youth)
- Medical Drivers
- Settlement Trustee Committee
- Recreation Committee
- Band/St.F.X. Forestry Project
- Forest Management Board
- Native Women s Group
- Joint Environmental and Health Monitoring Committtee

HEALTH

Health Statistics

- Approximately fifty people suffer from diabetes, which represents 10% of the population of Pictou Landing.
- High incidence of cardiovascular conditions including heart conditions, bronchitis, allergies, BIP, and PV.
- The nearest health facility is located 16 km away (Aberdeen Hospital) in New Glasgow.
- Only 36% of the population (surveyed) rated their health as "healthy".
- There is a high number of smokers, though some are attempting to quit.
- Teen pregnancy has decreased.

Health Organizations

- The physician visits the community once a week and is only able to see a limited amount of people during the three office hours (2:00 p.m. to 5:00 p.m.).
- The Health Nurse comes to the community 4 days a week.
- The CHR stays in the community 5 days a week from 8:30 a.m. to 4:00 p.m.
- The Wellness Coordinator works daily at the gym and organizes the activities for the community.

Boat Harbour Health Risk Assessment

In 1997 a study was done by CanTox Inc. titled Human Health Risk Assessment of Pictou Landing, Community Exposures Associated with Boat Harbour. It was prepared for the Joint Environmental and Health Monitoring Committee-Pictou landing Band. The study concluded that there are no adverse effects on the health of Pictou Landing residents as a result of the Boat Harbour treatment facility, except for the potential of exposure to chlorinated dioxins and furans that could occur from eating fish from Boat Harbour. This conclusion is based on 1997 data and the predicted data for the year 2005 when the treatment facility is projected to be decommissioned.

Despite this report, the health effects of living in close proximity to the Boat Harbour effluent treatment plant continue to be a concern to the residents of Pictou Landing.

Chief Ann Francis Muise

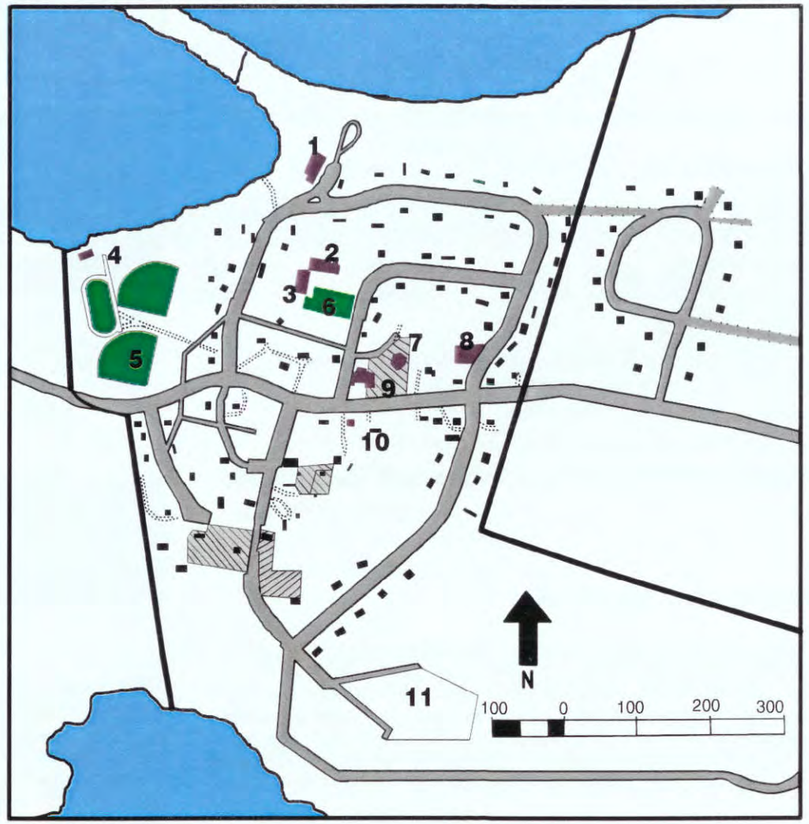
Community members and band staff meet about the Pictou Landing Plan.

Playing road hockey is a popular activity with the youth.

When asked where was their favorite place to play in Pictou Landing, none of the children mentioned the playground located in front of the school.

4.0 SETTLEMENT Background Information

FACILITIES



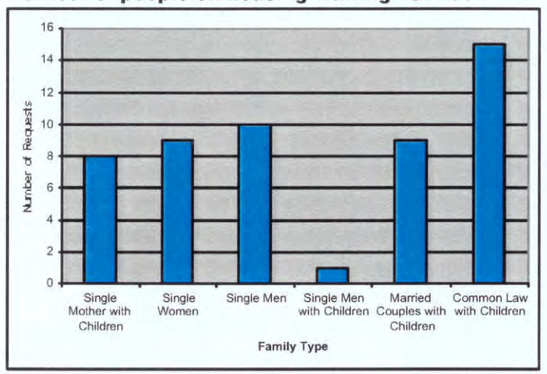
Legend

1. Sewage Treatment Facility
2. Health Centre/Resource Centre/CAP site/Library
3. School/Gym
4. Sweat Lodge
5. Baseball Diamonds and Track
6. Playground/Tennis Courts
7. Church
8. Pumphouse
9. Band Office
10. Fisheries Office
11. Cemetary

Public Facilities
Recreation
CP Lots
Housing

HOUSING

Number of people on housing waiting list 2001



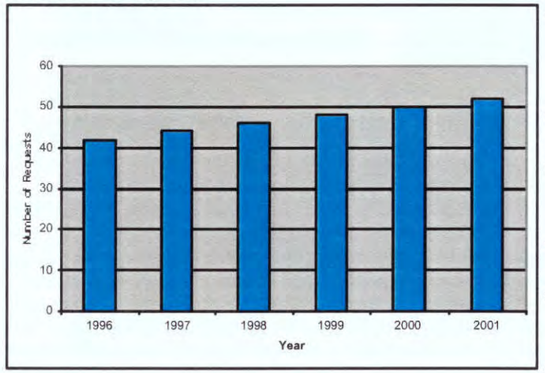
There are about 50 people on the housing waiting list:

- 46% are couples with children
- 37% are single
- 17% are single with children

The only duplex in the community. Constructed in 2000, in good condition. A 4-plex is planned for the two new subdivisions.

Typical homes in Pictou Landing.

Number of requests



- There are currently only 2 houses (out of a total of 107) that require major repairs, as opposed to 45 in 1996.
- On average, 2 houses are built each year.
- There are approximately 3 people living in each household.
- Most of the houses are bungalow or split entry styles.
- Eight houses have been constructed in the new sub-division (Eagle Road).
- At least 6 new houses will be built in 2002.

The Sewage Treatment Facility, recently upgraded to service new and proposed subdivisions.

SETTLEMENT Background Information

GENERAL LAND USE

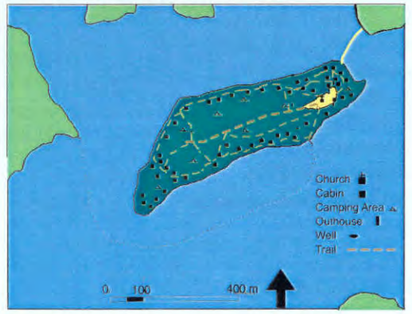
Band Office Programs
- Capital Program
- Housing Program
- Operation and Maintenance Program

Proposed Projects:
- Water Tower
- Apartment Building Proposal
- Mini-Homes Proposal
- Renovation of Fishing Wharf
- Development of Housing Policy
- Band Office and Medical Centre
- Construction of 6 homes in 2002

One home will be demolished and a new Band Office will be built at that site. The old Band Office will be demolished and a new Medical Centre will be built on that site.

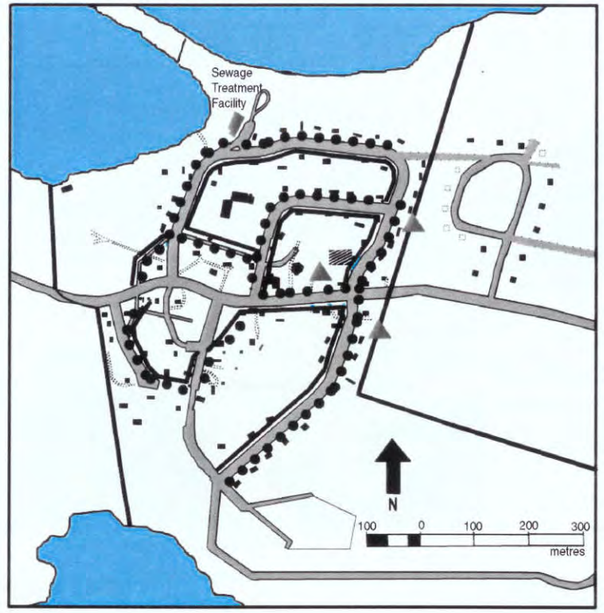
- New Development
- Community Centre
- Recreation
- Future Development

MERIGOMISH ISLAND



There are approximately 50 cabins on Merigomish Island with many sites avaiable for tents. A canteen is located next to the church. There are two wells and three outhouses for public use. (Individual cabins have their own outhouses.)

INFRASTRUCTURE



- Wells
- Pump House
- Sewage Lines
- Water Lines

Sewage Treatment

Pictou Landing has a sewage treatment facility capable of secondary treatment (primarily settling with biological treatment, clarification and chlorine disinfection). The outfall extends about 940 feet into Pictou Harbour. The capacity of the sewage system is 60,000 US gallons per day (gpd) for a design population of 500 people. There was a current upgrade to the system that will enable the servicing of the two new subdivisions.

Water

There are three wells that provide all the water on the reserve. Currently there are no problems with the system, but water levels may begin to run low in the near future.

Capacity of the wells:
Well #1A is 13 IGPM (Imperial Gallons per Minute
Well #2 is 10 IGPM
Well #3 is 15 IGPM.

A new water tower will be built at the highest point on the reserve which is located in phase 2 of the new subdivision (north of Highway 348, to the east of the new subdivision).

The new water tower will provide water storage for the community and enable the water distribution system to provide flow and pressure strong enough for fighting fires.

Fishery Building
Constructed in 1998, Good Condition

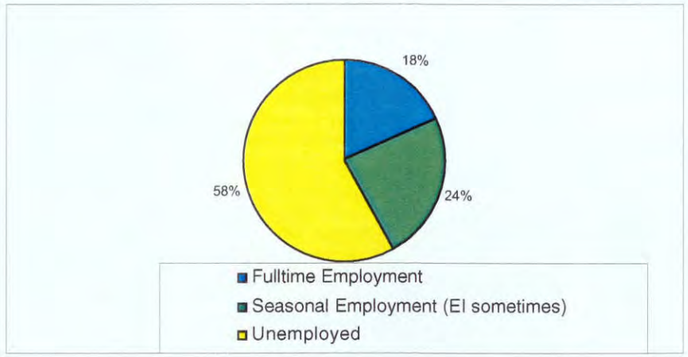
Band Office
Constructed in 1980/89 & 94
Fair Condition

The Church, Constructed in 1996. Good Condition

Health Centre (seen behind playground)
Constructed in 1991, Good Condition

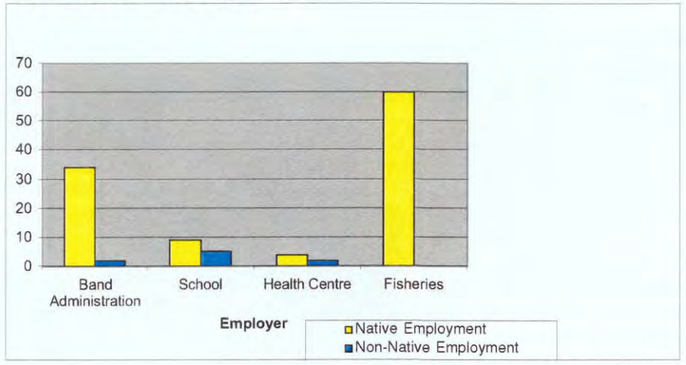
5.0 ECONOMICS Background Information

EMPLOYMENT



- Only 18% of the population are employed full time
- Almost 60% are unemployed year round and receive social assistance

On-Reserve Employment



Fishing Boat Ownership

- Total of 17 boats
  - 6 privately owned
  - 11 Band owned:
    - 5 purchased in 2000
    - 6 purchased in 2001
- On average the cost of one boat is $250,000
- Fisheries employs the largest number of people on a seasonal basis
- The largest full time employer is the Band Office
- Half of those employed in the elementary school are non-native

LOCAL BUSINESSES

Entrepreneurs

- Masonry/Brickmaking - 1 person employed
- Quill Work/Instruction - 1 person employed and 10 people trained
- Rustic Furniture - 2 people employed
- Arts and Crafts - 2 people employed
- Autobody - off reserve- 1 person employed
- School bus drivers - 2 people employed
- Logger - 1 person employed

Business Ownership

Band-owned: Smoke Shop
Fisheries

Privately Owned: Fisheries
3 Stores
1 Take-Out

Local Skills

- Arts and Crafts
- Teaching
- Rustic Furniture
- Welding
- Computer
- Childcare
- Administration
- WHIMIS
- Security
- Carpentry
- Health Care
- Forestry
- Trapping
- Sales
- Fishing/Lobster Fishing
- Masonry
- Counselling
- First Aid/CPR
- Waste Water Treatment
- Heavy Equipment
- Peace Keeping
- Web page Design
- Silviculture
- Hairdressing
- Outdoor Survival

Economic Initiatives and Programs

- METS
- Quill Course
- Community Infrastructure (Public Works)
- By-Law Officer
- Childcare, Daycare
- Youth Employment Strategy
- CAP Site
- Native Women's Carpentry
- Heavy Equipment Training
- Literacy Boat Harbour
- Security Training
- Computer Instructors
- Economic Development

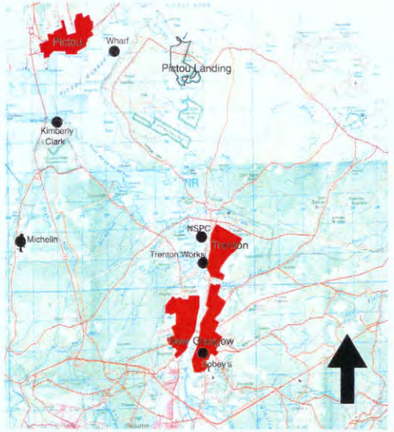
The band office provides 34 full time jobs.

Mending and preparing lobster traps for fishing season.

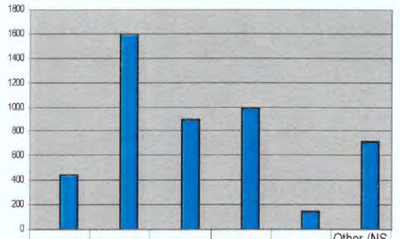
The fishing wharf.

ECONOMICS Background Information

ECONOMIC REGIONAL CONTEXT



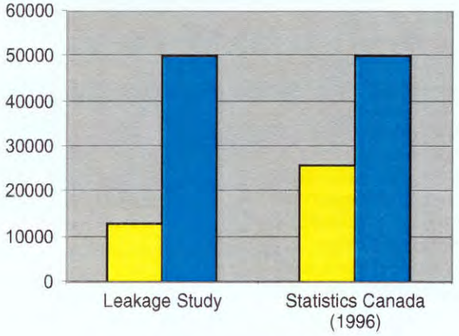
Off-Reserve Employment



	Kimberly Clark	Michelin	Trenton Works	Sobeys	Maritime Steel	Other (NS Power, MTT, Scotsburn
Native Employees	1	2	0	0	0	1
Total Local Employees	450	1600	900	1000	150	720

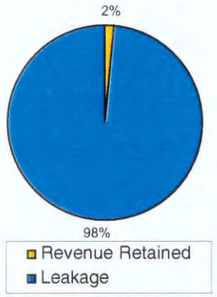
- Only 4 people from Pictou Landing are employed by major industries in the region.
- These same industries employ a total of almost 5,000 non-native people.

AVERAGE FAMILY INCOME



- The average family income is one quarter that of an average non-native family in Nova Scotia according to the 1999 Economic Leakage Study.

WHERE THE COMMUNITY SPENDS MONEY

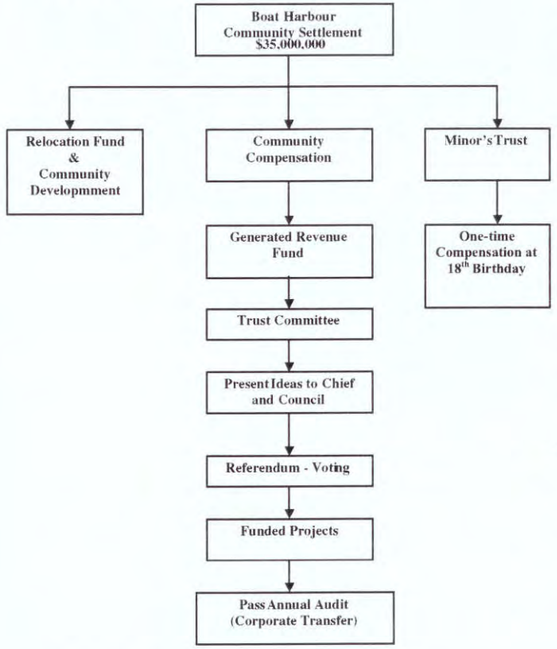


The community of Pictou Landing generates $6.1 million in revenue per year. Out of this $6.1 million approximately 1.6% remains in the community for a total of $100,000. The nearby towns of Trenton and New Glasgow benefit from the remaining $6 million.

Budget Information:
(Source: Economic Leakage Study, 1999)
2000 Deficit - $1,200,000
2000 Capital Expenditures - $396,000

The people of Pictou Landing offer many varied job skills, including heavy equipment operation.

TRUST FUND



- The Boat Harbour Community Settlement was part of an agreement between Pictou Landing and the Federal Government. In 1993 the community was awarded $35 million out of court for compensation for the pollution of Boat Harbour.
- The Trust Fund is not administered by Chief and Council, but by the entire community. A referendum vote is required when deciding how to spend generated revenue from investments.
- Identified youth receive a one-time compensation on their 18th birthday ($14,000-18,000). The last compensation package from the Minor's Trust will be issued in 2013.

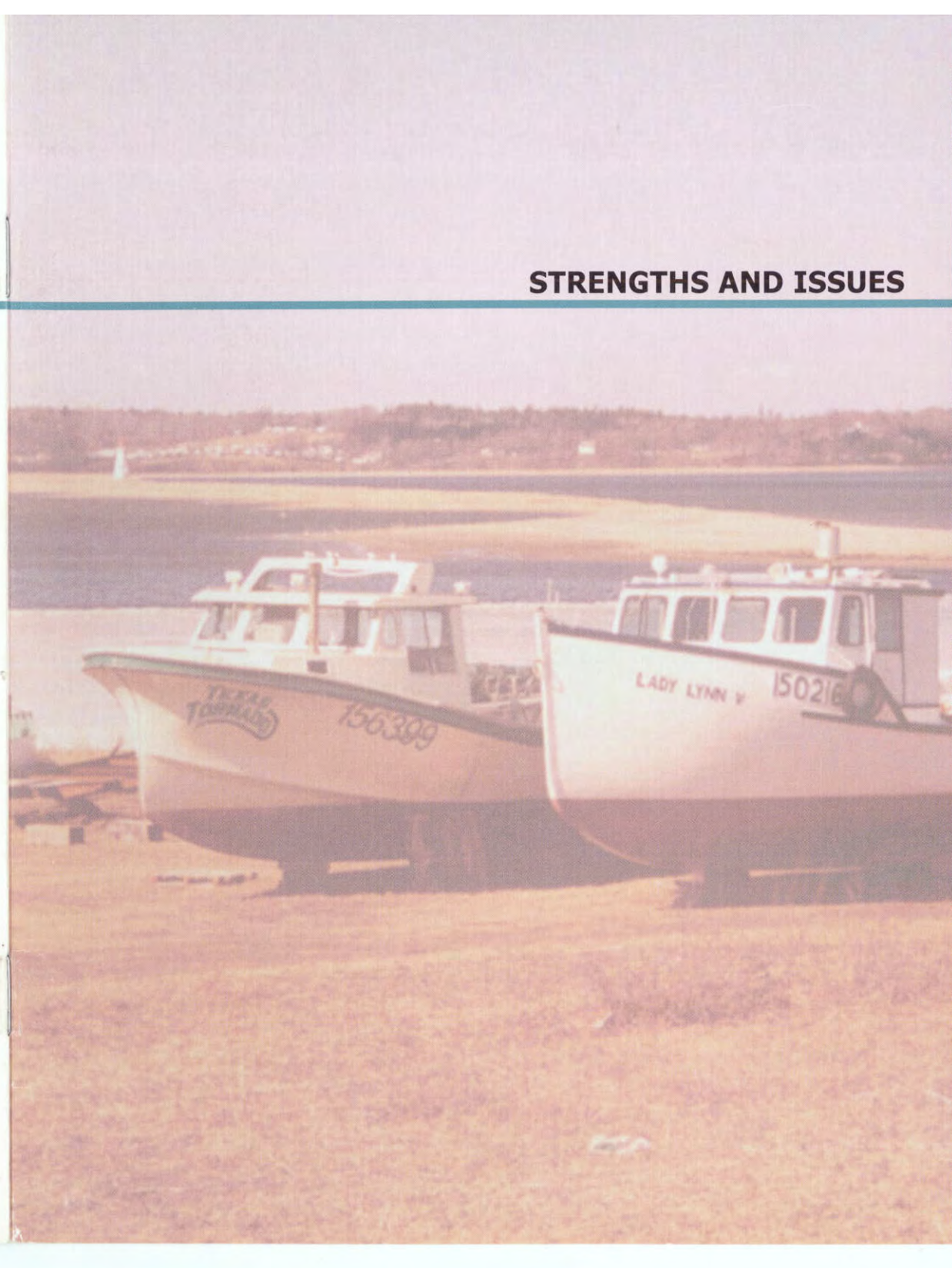
The local take-out, operating only in summer months, is one of four convenience establishments. Groceries and even a cup of coffee must be purchased in neighbouring communities.

Kimberly-Clark pulp and paper mill employs 450 non-native people and one person from Pictou Landing.

PICTOU LANDING FIRST NATION COMMUNITY PLAN 2002

PART 2

STRENGTHS AND ISSUES



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2.2 Health
2.3 Governance
2.4 Culture
2.5 Environment
2.6 Economic Leakage and Employment
2.7 Housing and Infrastructure

1.0 Introduction

1.1 Identifying Strengths and Issues

Strengths are positive factors such as having a school, quality health services, or a healthy environment. Issues may include things like lack of appropriate housing, unemployment, youth boredom, or the flow of income out of the community.

The intent of identifying strengths and issues is to get an idea of what needs to be changed or built on, based on possibilities and challenges that exist in the community. Examining strengths and issues recognizes challenges and opportunities that come from both inside and outside the community.

1.2 Collecting Strengths and Issues

Different individuals, age groups, and interest groups within the community have different ideas about what works well and what requires immediate attention based on experiences and perceptions. As many of these groups as possible were included in identifying strengths and issues, especially those who do not usually participate in community discussions. Identifying strengths and issues brings the attitudes and values of the community to the surface.

1.3 Organizing Strengths and Issues

The following pages present seven general topics each of which has a set of issues and strengths identified with it. The range of topics is intended to address all of the major areas of concern in the community.

2.0 Strengths and Issues

2.1 YOUTH AND EDUCATION

Issue

The Youth of Pictou Landing face tremendous pressures today which will affect their ability to become responsible community members and future leaders:

- Boredom and lack of recreation activities in the community.
- Mismanagement of trust fund income.
- Low parental involvement.
- Limited opportunities for employment and the future.
- Substance abuse.
- High drop-out rate.

Strength

This future generation is also a strength for the community:

- The youth trust fund can provide personal economic security for the future.
- After-hours recreation programs offered through the elementary school gym can be expanded.

2.2 HEALTH

Issue

At the core of community well-being is the health of each person. This issue includes a range of serious concerns that affect all age groups in various ways:

- Approximately 50% of Pictou Landing residents suffer from obesity, which often causes hypertension, diabetes and heart disease. Child obesity is rising.
- Social health issues like substance abuse, smoking, gambling and suicide. These also affect the youth.
- General perception that health is being affected by contamination from Boat Harbour.

Strength

There is hope and potential for improving the health of the community:

- Access to the Health Center and trained health workers, including a new wellness coordinator.
- Increased awareness and concern among people about their health.

2.3 GOVERNANCE

Issue

The people of Pictou Landing look to Chief and Council for informed decision making and direction. Their confidence in the leadership is threatened by:

- General lack of information or misinformation about band activities.
- Lack of opportunities to openly voice opinions.
- Uncertainty about the decision-making process, resulting in a negative attitude toward those in power.
- Personal dependence on financial aid from the band.
- Miscommunication among band sectors.

Strength

Chief and Council have given attention to the following important areas:

- Establishment of by-laws.
- Development of a strategy to reduce the deficit.

2.4 CULTURE

Issue

The people of Pictou Landing are concerned about:

- Fewer people speaking Mi'kmaq.
- Losing native culture and communal spirit.
- Elders losing their role in the community.
- Few traditional and spiritual events.

Strength

The community is taking small steps to reintroduce and preserve culture:

- Mi'kmaq language and culture classes are offered at the elementary school.
- Some community members are continuing traditional craftmaking.

2.5 ENVIRONMENT

Issue

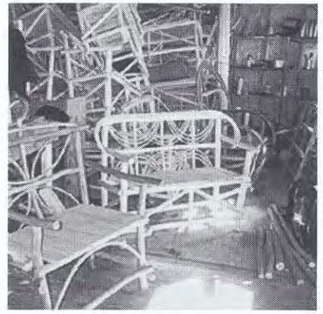
The land and natural environment in Pictou Landing and its vicinity are particularly vulnerable and sensitive:

- Smell from pulp mill and aeration lagoon.
- Historic contamination of Boat Harbour and loss of hunting, fishing and recreation areas.
- Misinformation about level of contamination and safety of Boat Harbour resulting in general mistrust among community members.
- Significant beach and coastal areas erosion.

Strength

Pictou Landing has much to be proud of and to build upon:

- The community manages 1000 acres of Certified Forest, and has recently certified Franklin Manor.
- Merigomish Island and the natural scenery in the community are fantastic assets.
- An Environmental Monitoring Committee has been established to maintain proper air, drinking water and health standards.
- Effluent treatment and resulting smell from the pulp and paper mill have improved somewhat.



2.6 ECONOMIC LEAKAGE AND EMPLOYMENT

Issue

The economic stability of Pictou Landing is directly tied to the high unemployment rates and revenue leaving the community:

- Limited employment opportunities in the community.
- High unemployment (only 18% employed full time).
- Lack of employment incentives and dependency on social assistance.
- Virtually all revenue is leaving the community and bolstering economies in neighbouring towns.

Strength

Significant opportunities exist in the community to address unemployment and economic leakage:

- Women's Carpentry Group.
- Many industrial employers exist in the region.
- High percentage of skilled workers in the community with a wide range of skills.
- New and prosperous fishing industry.
- Access to Community Trust funds for collective community benefit.
- Certified Forest.

2.7 HOUSING AND INFRASTRUCTURE

Issue

Housing and physical development in the community are the "container" for daily family and community life. Challenges include:

- A long waiting list for housing (70 people), while on average 3-4 homes are built per year.
- Inadequate regular maintenance of existing housing stock and public facilities.
- Lack of individual sense of ownership of homes.
- Perception that native/non-native couples are placing additional stress on housing need.
- Lack of physical planning in response to population growth (61% growth during 1996-2001).

Strength

The community has some resources to build on:

- Improvements to sewage system providing enough capacity to service new subdivisions, phases 1 and 2.
- Up-to-date infrastructure mapping.
- Newly adopted housing policy and established Housing Committee.
- Very well monitored drinking water, and a new water tower.
- Access to various community facilities: church, day care, playground, elementary school, health center, resource center/CAP site/Library.

PICTOU LANDING FIRST NATION COMMUNITY PLAN 2002

CONNECTIONS PART 3

UNDERSTANDING ISSUES AND MAKING CONNECTIONS

	HEALTH	YOUTH & EDUCATION	GOVERNANCE	CULTURE	HOUSING & INFRASTRUCTURE	ECONOMIC LEAKAGE & EMPLOYMENT	ENVIRONMENT
VALUES	*Individual health is fundamental to overall community well-being.*	*Youth are the future of the community. A good education ensures a better future.*	*Self governance is a right and a source of pride.*	*A distinct culture sets First Nations apart from Western society.*	*All members are entitled to housing on the reserve.*	*Personal and community self-sufficiency is critical.*	*Land is the key connection to the past, present and future.*
FUTURE IMPLICATIONS	• Higher obesity rates and related illness • Higher mortality rate • Loss of family life • Less participation in community life • Impact on economic stability of individuals & community	• No lasting benefits of trust fund in community • Less educated future generation • Limited job opportunities • People leaving reserve • Few role models for next generation • Lack of new leadership • Education taking place off reserve	• A further divided community • Lack of cooperation • Less participation in community life • Benefits for a few not the entire community • Ineffective use of band revenue	• Traditional knowledge lost forever • Reduced community pride & sense of place • Lost connection to the past • Fewer status members	• More people waiting for housing • Discontent community • Members moving away • Substandard housing • Costly infrastructure mistakes • Unattractive community – no pride	• Continued unemployment • High poverty rate • No economic stability or prosperity • Less personal pride & social health issues • Members moving away, especially youth	• Continued suspicion • Bad smell and lost community pride • Future health effects, real and perceived • Negative reputation • Unusable land & resources
PRESENT SITUATION	• 50% obesity rate • Heart disease, diabetes & hypertension • Substance abuse • Suicide • Boat Harbour	• Misuse of trust fund • Boredom • Substance abuse • High drop out rate for youth • Unemployment • Bullying in elementary school • Some children sent to elementary schools off reserve • Difficult transition to junior high school off reserve • Low parental involvement	• Lack of information • Few community meetings • Suspicious decision-making process • Family ties • Fostering financial dependence on band • Miscommunication among band sectors	• Losing culture • Losing communal spirit • Few traditional & spiritual events • Fewer people speaking Mi'kmaq language • Elders losing role	• Long waiting list for housing • No housing policy • No physical planning for growth & future needs • No reflection of culture in physical development	• High unemployment • Severe economic leakage • Dependency on social assistance • Employment in the region not accessible • Limited post secondary support	• Smell • Boat Harbour contamination • Mistrust about level of contamination • Lost hunting, fishing , and recreation areas
ROOT CAUSES	• Loss of sense of control • Contaminated land • Misinformation • Lifestyles departed from traditional ways	• Few role models • No activities • Lost connection to the past • Lack of future prospects • Have no role in community • Family structure breakdown	• Elders lost role • Lack of communication • Mistrust • Lack of direction • Western governance structure	• Deep infiltration by western culture • Do not see value in preserving culture • Overwhelming daily-challenges • Few opportunities to pass on traditional knowledge	• No sense of ownership of homes • Dependence on band • No vision for the future • Favourtism • Lack of individual input and control over homes	• Employment disincentives • Health & social problems • No economic management strategy • Fostered dependency • Low support for entrepeneurs	• Community victimized • Lack of understandable information • Monetary compensation clouds concern for land • Limited remediation action

COMMON ROOT CAUSES

- **Loss of sense of control**
- **Contaminated land**
- **Lost connection to the past**
- **Lack of future prospects**
- **Lack of communication**
- **Mistrust**
- **Lack of direction**
- **Fostered dependency**
- **Family structure breakdown**
- **Health and social problems**

PICTOU LANDING FIRST NATION COMMUNITY PLAN 2002

PART 4

VISION

1.0 Introduction

1.1 What is a Vision?

The Vision is intended to establish a clear and simple direction for the community which captures what the community will be like in the future, and inspires focused change.

The threads that connect the community's values and aspirations are woven together as a whole, single vision for the future. Issues, strengths, hopes, and opportunities all inform what the community can be and what it wants to be. This Vision will guide the process that develops solutions to problems, informs how resources will be creatively used, and leads to appropriate ideas for change.

1.2 Selecting a Vision

Establishing A Vision is creative, challenging and speculative work. It involves taking risks and questioning, taking the community's eyes away from the past and guiding them toward the future. The Planning Work Group took a leadership role. Based on gathered information and determined issues, they proposed three possible directions which provided a basis for further discussion and debate within the community. Meetings and discussions took place with various community groups and individuals.

Early in the discussions it became evident that improving the health of individuals and the community as a whole was very important for most people. The focus of the final vision statement therefore became health, as defined not only by physical health but also a healthy state of mind and spirit. This Vision will now serve as a focal point for all future actions.

The Vision was approved by Band Council through a Band Council Resolution on April 23, 2002.

A VISION FOR PICTOU LANDING

"As Pictou Landing First Nation, individually and together, we are committed to healthy minds, bodies and spirit which will create lasting community well being."

"Ninen Piktukewaq, eta' siw mimajuinu aq pa wijey msit ta'n te'siek, kista' sultiek mlkuktmnen tajikeimikewey wjit ntlita'sutiminal, ntininnal aq njijaqamijinaq ta'n kejituek wjiatew iapjueyeu wlo'ti."

PICTOU LANDING FIRST NATION COMMUNITY PLAN 2002

PART 5 FRAMEWORK

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3.2 Education: Healing spirit and mind
3.3 Environment: Healing the land
3.4 Building Community: A healthy identity

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Communication
Community Organization
Community Participation

1.0 Introduction

1.1 FRAMEWORK DESCRIPTION

The framework is a strategy that is based on background information and responds to issues, builds on strengths and identifies initiatives to fulfil the vision. It is a simple and lasting skeletal structure of infrastructure, policies and programs, which give shape and order to the community. It guides and motivates the development of projects. The framework clearly and deliberately advocates CHANGE that must take place in order to achieve the community vision.

1.2 FRAMEWORK ORGANIZATION

The framework consists of three main ingredients;

i) A Structure Map

The form of the community including how it will grow, the arrangement of infrastructure like roads, parks, playgrounds, services and community buildings, as well as the distribution of land uses are determined in the structure map. It is understood that it will be built in small pieces, over time as necessity and resources dictate.

The structure map provides the fixed foundation for a **future community development map**, which simply provides an illustration of what the community may look like at some point well into the future. The development map is useful in the sense that it provides a whole picture of the physical quality of the community, as it will eventually be built using the structure map as a scaffold. It is also, however, speculative in that houses, buildings, open spaces will be designed, decided and built over time and need not be built precisely as and where they are shown.

The community physical model provides a three dimensional representation of the same future possibility.

The physical model is a helpful tool when discussing new ideas for future development.

Pictou Landing Action Areas

Recreation...
A vehicle for community health

Education...
Healing spirit and mind

Environment...
Healing the land

Building Community...
A healthy identity

ii) Action Areas

It is possible to describe in many ways the essential changes required for a community to work toward its vision. The structure map describes in a whole way the ideas and infrastructure which need to exist. Action areas focus on specific and significant aspects of the community to provide a more detailed description of essential community infrastructure, policy and programs. The action areas fit together. They are mutually dependent and are based on common principles.

Action areas are intended to work as a bridge between the vision and individual projects. They serve two purposes:
a) to describe initiatives which the community must take. This represents an agenda and specific commitments which give substance and meaning to the vision
b) to serve as a vehicle for imagining, developing, designing and implementing new projects.

Projects are the immediate means through which the Framework becomes a reality on the ground and is used, elaborated, built on in ways that are impossible to imagine in advance. Under each action area, some essential projects are illustrated as an indication of the tangible consequences of building the Framework. Also included is a simple list of other projects which have been identified though the community planning process as a kind of reminder of the range of possibilities for action beyond those aspects that are considered essential.

iii) Management Structure

This structural element deals with how the community is organized. If the vision really represents the shared aspirations and direction for the community, there is an immediate link to concerns about how decisions are made, about communication and about community involvement. These questions focus on the structure of the community. The vision itself, and how it was arrived at, suggests the need for change. The practicalities of how the plan is put in place and how new projects will be developed demand a fine-tuning of the management structure.

1.3 FRAMEWORK CONTEXT

Pictou Landing First Nation is located on the northern coast of Nova Scotia along the Northumberland Strait. The on-reserve population in 2001 was 351 people. Settlement occupies an area of 92.8 hectares, and immediately east the band holds approximately 60 hectares suitable for growth and expansion. The community also has other land holdings, totalling over 1000ha, including reserve and non-reserve land.

Pictou Landing to New Glasgow - 11 km
Pictou Landing to Truro - 75 km
Pictou Landing to Halifax - 174 km

The Framework for Pictou Landing has grown out of the first four parts of this Plan. Background information was gathered and analysed, strengths and issues were considered, and a vision and principles collectively determined.

Vision

"Ninen Piktukewaq, eta' siw mimajuinu aq pa wijey msit ta'n te'siek, kista' sultiek mlkuktmnen tajikeimikewey wjit ntlita'sutiminal, ntininnal aq njijaqamijinaq ta'n kejituek wjiatew iapjueyeu wlo'ti."

"As Pictou Landing First Nation, individually and together, we are committed to healthy minds, bodies and spirit which will create lasting community well being."

The vision determines direction and guides action. It acts as a measure of progress through the implementation of the Community Plan. Having a vision for the future that centres around health captures Pictou Landing's needs and dreams and will continue for many years to stir the collective imagination.

Community entry, view of Pictou Landing looking east.

Today's actions will have an impact on tomorrow's generation.

Principles

Principles capture deeply held community values which will guide decision-making. Principles are a gauge against which proposals and actions can be evaluated. They are not changed easily. They are memorable and lasting. They result from many discussions within the community.

1. Provision for basic needs first.
The basics of life should be provided as a necessity and the foundation for individual and collective self-sufficiency.

2. Planning for future generations.
Today's actions will have an impact on tomorrow's generation.

3. Transparency and accountability in governance.
Confidence and trust in the leadership should be fostered through open discussion and responsible decision making.

4. Environmental responsibility.
The community should respect and protect the natural heritage of their ancestors and be good stewards of the environment.

5. Community and individual self-reliance.
Economic and social self-sufficiency should be pursued in all community activities. Individuals have a responsibility to be active and supportive community members.

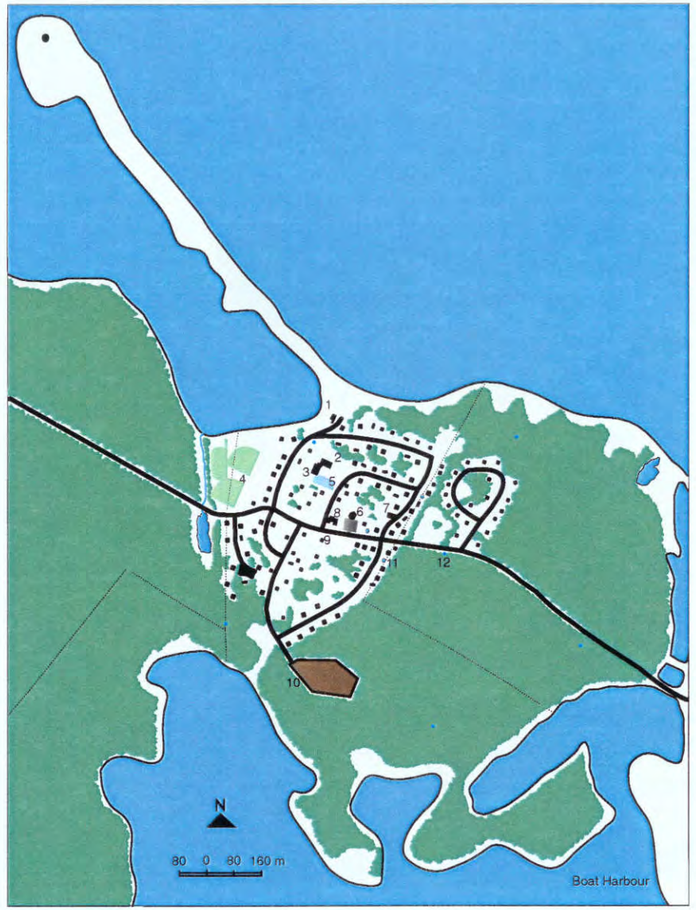
6. Culture.
Reintroducing traditional practices into daily life for all age groups, is paramount in sustaining the identity of the community.

7. Education for all, in all endeavours.
Education should be accessible to all community members. Training opportunities should be incorporated into projects when possible.

2.0 Overview and Maps

EXISTING SETTLEMENT MAP

The existing settlement map illustrates the current physical development, including roads, housing, community facilities and basic infrastructure. It is useful to view it in relation to the proposed changes on the following maps.



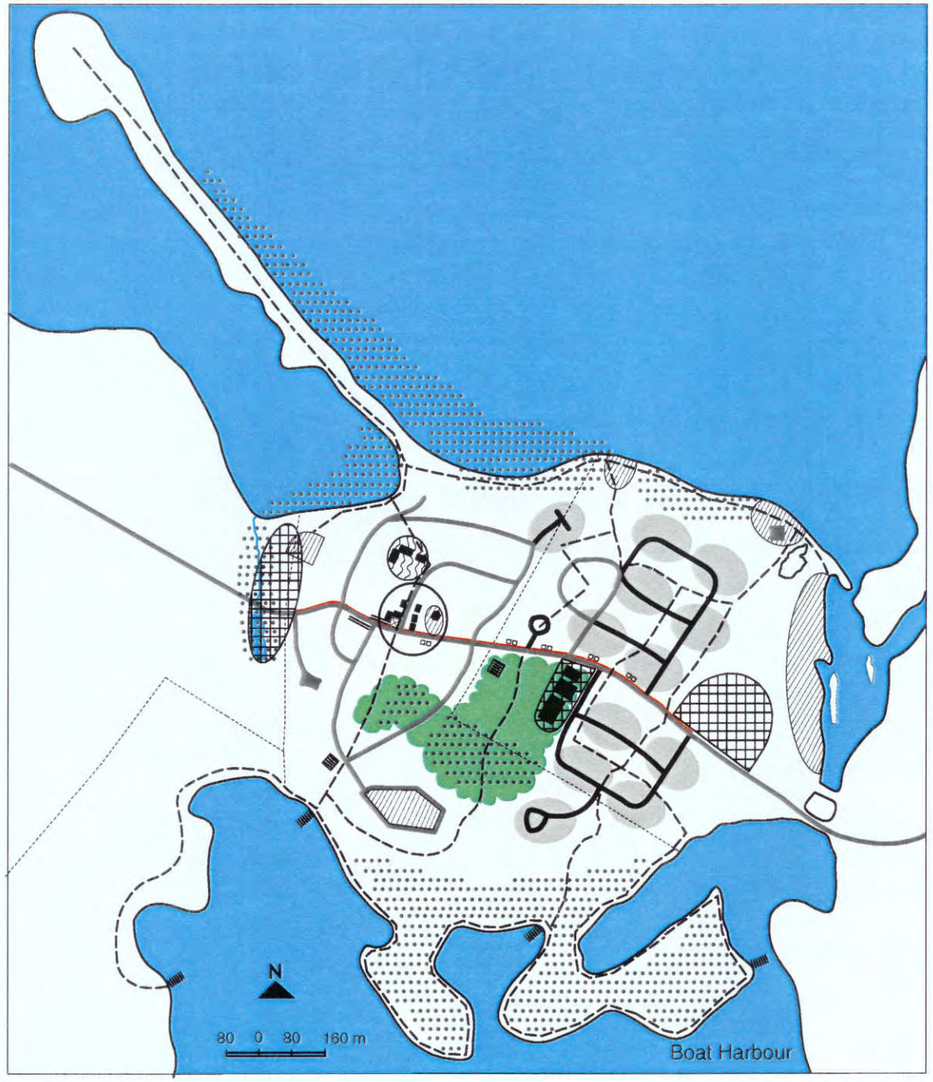
Legend
1. Sewage Treatment Facility
2. Health Centre/Resource Centre/ CAP Site/ Library
3. School/Gym
4. Baseball Fields and Running Track
5. Playground/Tennis Courts
6. Church
7. Pumphouse
8. Band Office
9. Fisheries Office
10. Cemetery
11. Drinking Water Wells (3)
12. Water Monitoring Wells (6)

STRUCTURE MAP

The structure map depicts the essential physical components of the Framework. It indicates basic infrastructure, the distribution of uses, the pattern of growth and the form of development.

Legend

- Existing Roads
- Reserve Boundary
- Proposed Sidewalk
- Proposed Roads
- Centre of Community
- Community Facilities and Meeting Grounds
- Commercial Development
- Health Retreat
- Youth and Education Node
- Trails
- Park
- Environmental Preservation Areas
- Greenhouse and Research Facility
- Monitoring Platforms and Look-offs
- Culturally Significant Areas
- Housing Clusters
- Attached Houses
- Recreation Areas
- Indoor Recreation Facilities

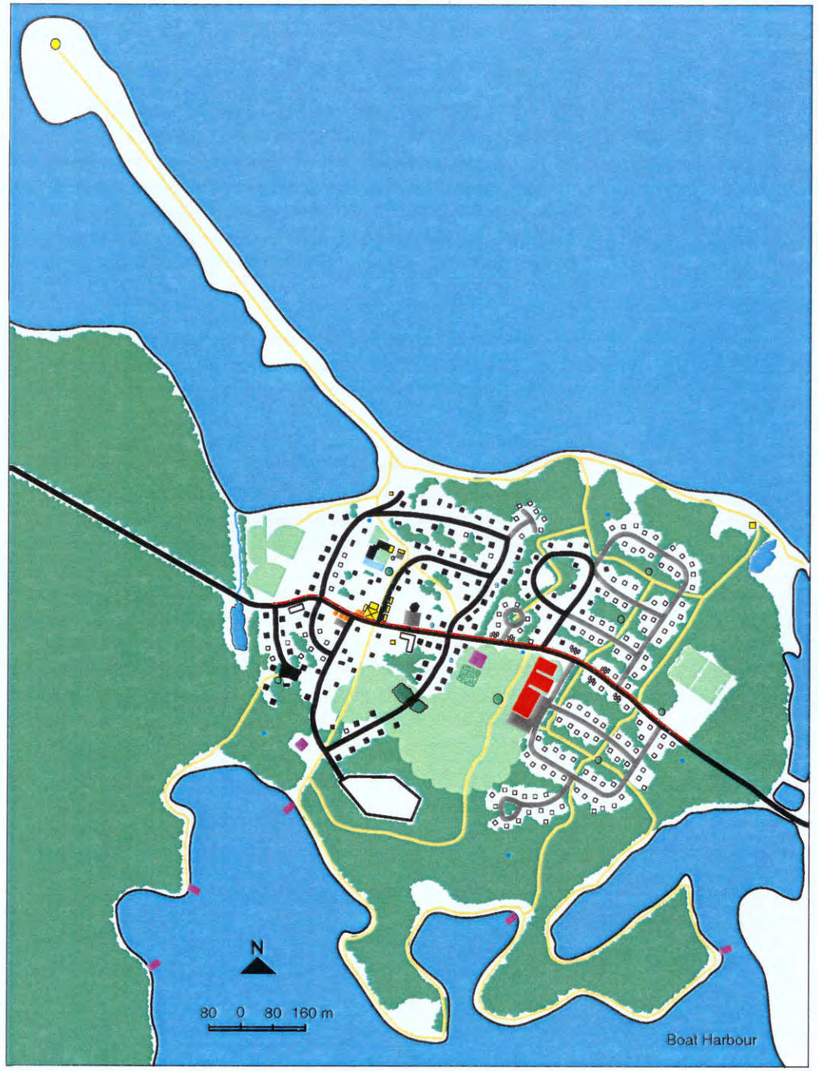


FUTURE COMMUNITY DEVELOPMENT MAP

The future community development map compiles suggestions and ideas for projects which build on the structure map. It offers a glimpse of what the community may eventually look like. It is illustrative of what can happen as opposed to determining specifically what will happen.

Legend

- Existing Houses
- Existing Roads
- Water Monitoring Wells
- Drinking Water Wells
- Playground
- Community Gardens
- Corn Maze
- Trails
- Sidewalk
- Proposed Houses
- Attached Houses
- Elders Housing and Apartments
- Proposed Roads
- Open Recreation Area
  - Proposed outdoor classroom and courtyard
  - Proposed park
  - Proposed soccer field
  - Existing baseball fields and track
- Proposed Paved Recreation Area
  - Skateboard park
  - Additional basketball courts
- Proposed Indoor Recreation Facilities
  - Skating rink
  - Exercise gym
  - Swimming pool
- Proposed Community Facilities
  - New band office
  - New health centre
  - Meeting grounds
  - Health retreat
  - Day care/alternative education facility
  - Youth centre
- Proposed Environmental Facilities
  - Research facility
  - Greenhouse
  - Monitoring platforms and look-offs
- Proposed Commercial Development
  - Cafe and bakery



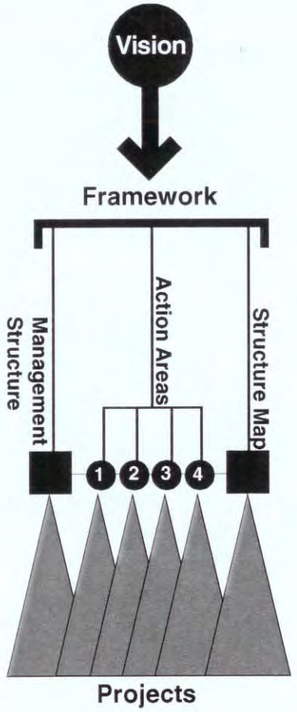
3.0 Action Areas

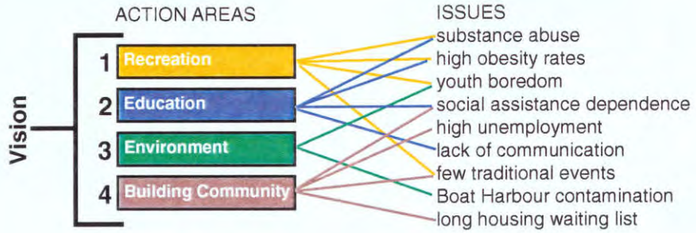
Action areas elaborate the vision for Pictou Landing in a more detailed, specific and comprehensive way. Each describes an essential aspect of the Framework. Action areas are considered structural and may be physical, policies or programs. In the text that follows the Framework is described on the left hand page. The right hand page elaborates selected projects, which are necessary to build it. Also listed are some other projects, which are not considered essential but fall within the action area.

While the action areas are presented individually it is useful to remember that they all work together. Each one is dependent on all the others and there are no clear and absolute lines between them.

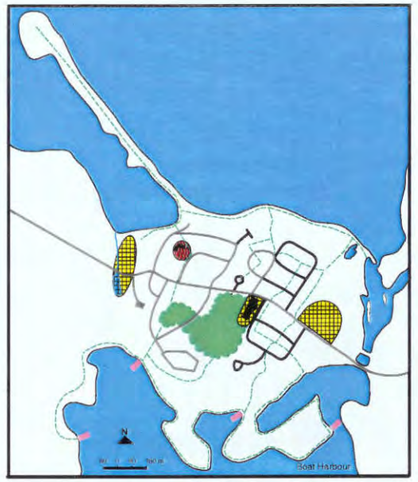
The action areas for Pictou Landing are specific to the place and the vision. The process used to arrive at them was not linear, but organic and creative. Connections were made across background information, issues, potentials, and the vision, resulting in a more complex understanding of the changes necessary for Pictou Landing.

This change can best be achieved through four articulated action areas: Recreation can comprehensively and directly address current and anticipated health issues. Education is the means to impart knowledge and empowerment for individuals to heal themselves. Environment provides the context; a community cannot claim to be healthy without taking care of the environment. Finally, building community addresses the basic infrastructure that provides stability in people's lives.





3.1 RECREATION... a vehicle for community health



Essential Recreation Components

Youth and Education Node
Youth centre
Improved playground
Skateboard park
Additional basketball courts

Recreation Areas
Existing baseball fields and track
Skating arena
Exercise gym
Indoor pool
Soccer field
Neighbourhood playgrounds

Trails

Park

Monitoring Platforms and Look-offs

COMMUNITY STRUCTURE

Existing health issues, such as high obesity rates, diabetes, heart disease and even substance abuse, often stem from a lack of physical activity, boredom and limited opportunities to socialize. By investing in a variety of recreation opportunities, not only related to sports but also social and cultural events, the community is directly investing in the health of all individuals. Recreation can aid in improving health but also serves as a long term preventative strategy.

1. Major Recreation Facilities

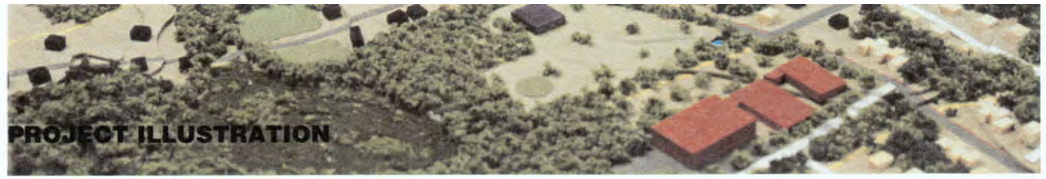
Community recreation infrastructure such as sports facilities and fields (existing baseball fields and proposed soccer fields) form the backbone of an extensive recreation program. They are visible from the main street, emphasizing their presence and importance in the community. Although initially major recreation facilities are a significant financial investment, they are indeed an investment in the future and demonstrate the community's firm commitment to improving the health of each band member.

2. Community Park and Trail System

A system of trails linked to a Community Park and the Certified Forest Woodlot provides numerous convenient opportunities for passive and active outdoor recreation in addition to providing green space and beautification for the community. The trail system includes a sidewalk along Pictou Landing Road as a safe and accessible walking route.

3. Community Events

Many significant recreation and social community events already take place throughout the year. They are however, organized by various groups and committees, such as the school, health center, recreation coordinator, among others. Coordinating these events and organizing a regular series of new ones will enhance the spirit and life of the community.

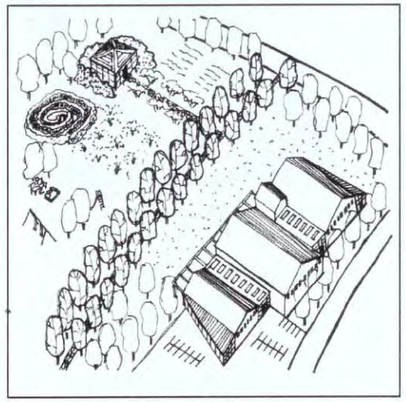


Community Sports Complex
There is a need for year round sports facilities including a skating arena, exercise gym and indoor pool. Concentrating these in a central location in the proposed Community Park creates a prominent recreation node for major sporting and social events.

A community sports complex, would include a skating rink, swimming pool and exercise gym.

Community Park
The Community Park not only provides informal open recreation space, but also green space, as well as being an important symbol of reclaiming the natural environment. Other features might include: community gardens, water activities and sprinkler system, a corn maze, playground, landscaped sitting areas, and sobriety lane - trees that mark personal journeys to overcome addictions.

Calendar of Community Events
A highly visible calendar of community events which coordinates activities related to sports, recreation, health, culture, environment, education, and community governance sets the tone for a more cohesive community. Eventually new activities like native summer games, winter games, and role-model award day, could be introduced. A social/communications coordinator would take on the responsibility of organizing the activities and producing the calendar.

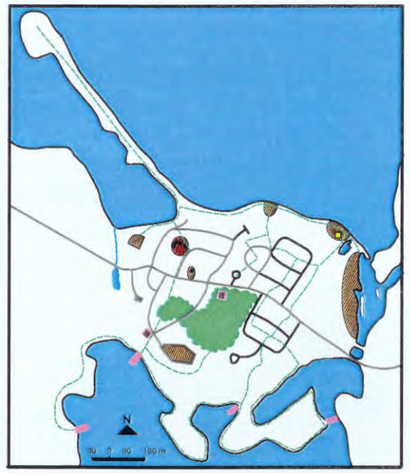


The sports complex could be located in the community park, and include a variety of recreational, environmental and cultural elements geared to all age groups.

Other Possible Projects

- Improve funny-face land trail, located west of the community along the coast of Boat Harbour.
- Develop trail connections from the community to existing trails in the Certified woodlot.
- Improve baseball fields and running track, build bleachers for sporting games and Pow Wows.
- Provide transportation for youth to regional sports facilities.
- Start youth leadership program and camp on Merigomish Island. Invite youth from other First Nation communities and initiate a summer exchange program to share cabins.
- Develop recreation/health index that visibly measures the community progress in overall health improvement.

3.2 EDUCATION... healing spirit and mind



Essential Education Components

- Health Retreat
- Youth and Education Node
  - Outdoor classroom
  - Landscaped courtyard
  - New day care/alternative education facility
- Trails
- Park
- Greenhouse and Research Facilities
- Monitoring Platforms and Look-offs
- Culturally Significant Areas
  - Pow Wow grounds
  - Meldon's Point
  - Health retreat area
  - Fasting grounds
  - Church
  - Cemetery

COMMUNITY STRUCTURE

A healthy individual is healthy in mind, body and spirit. Education, training, awareness and a spiritual connection often play a key role in securing the less tangible aspects of health. Healthy minds see new opportunities for individual and community development, increase self-reliance, feed the imagination and instill hope. It is essential to address the education needs of band members of all ages by providing quality programs and a variety of facilities and opportunities to learn.

1. Youth Node - a Fantastic Place to Learn and Play

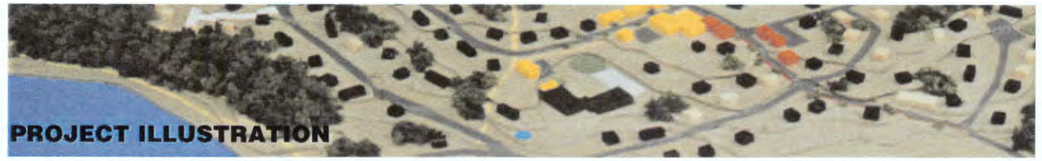
Learning undoubtedly takes place inside the school but also needs to extend beyond its walls through play and recreation. The best possible programs should be provided in the school and the best possible facilities for learning and play outside to meet the needs of all youth, from preschool to teen. Concentrating the schoolyard, a new day care, an alternative education facility, a youth center (converted from the health center), and an outdoor classroom in one place creates a new identity and adds energy.

2. Cultural Awareness and Culturally Significant Areas

There are some indications that the community is losing its native culture. Opportunities to learn about and experience native traditions on a daily basis should be provided to all interested community members. A first step would be the official designation and protection of cuturally and spiritually significant areas.

3. Community "Learning and Healing" Campaign

Education can heal in many ways. An extensive campaign needs to target addictions programs and holistic healing, preventative health and nutrition classes, fitness programs, environmental awareness sessions, cultural awakening, employment training, and life skills classes, including money management for youth. Some of these programs would be initiated in the school and health center but eventually they would be part of a healing program offered in a new health retreat facility.



Elementary School Health Program

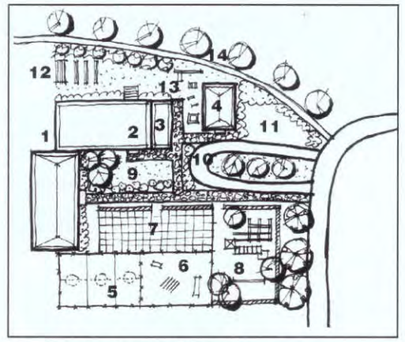
The Pictou Landing elementary school could adopt the health vision officially to echo the rest of the community. To implement the vision, various components like physical education, sex education, nutrition counselling and life skills would be offered. In addition, a mental health professional would be available on staff.

Schoolground Improvement

The overall improvement of the schoolgrounds is composed of a number of smaller projects. An incremental but persistent approach could eventually result in a terrific place. One project might focus on converting the existing tennis courts (which are not used) into a skateboard park and one or two more basketball courts. Remaining pavement could be designated for an art quilt, where each child would be asked to paint one square.

"Learn From Experience" Program

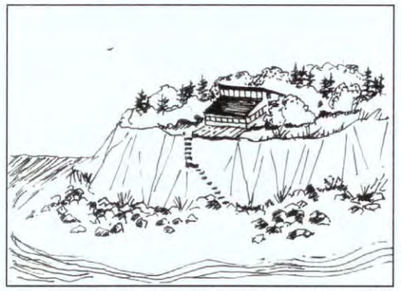
Visiting motivational speakers or community members who overcame addictions or survived residential school, could be invited on a regular basis to speak to community members to inspire change. Classes, group and individual meetings and even recreational events could be held, addressing health, culture, and social issues. Some events might include plays, music, film, and comedy.



Plan of school ground improvements:
1. existing elementary school and gym
2. existing CAP site/Library
3. existing health center, converted to youth center
4. daycare and alternative education facility
5. additional basketball courts and lighting
6. skateboard park
7. art quilt
8. improved playground
9. landscaped courtyard
10. driveway and drop-off
11. parking
12. outdoor classroom
13. tot lot
14. trail to lighthouse

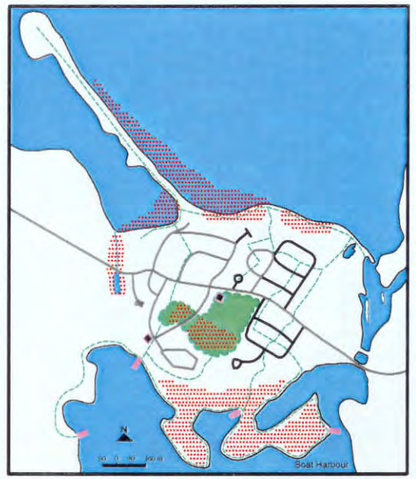
Other Possible Projects

- Mi'kmaq language immersion program in elementary school.
- Program for native teachers to work in local high schools; establish native culture program and resource room in the new regional high school.
- New skills development classes for adults "learn by doing".
- Parenting programs and events geared to families.
- Access to technology through CAPS site, encourage adults.
- Access to some recreation facilities, the youth center and the school 24 hours a day.
- Summer employment program for youth under 16.
- Designate Meldon's Point a Quiet Place with a traditional ceremony. It could become a new location for the Pow Wow grounds.
- Designate a safe house for troubled youth.
- Initiate an alternative education program in the community for youth who are not able to complete high school in the public school system.



A secluded health retreat in the community would offer holistic healing for all addictions.

3.3 ENVIRONMENT... healing the land



Essential Environment Components

- Trails
- Park
- Environmental Preservation Areas
  Erosion areas
  All coastal areas and beach
  River
- Greenhouse and Research Facility
- Monitoring Platforms and Look-offs

COMMUNITY STRUCTURE

The health of a community manifests itself in many ways. One of them is the natural environment the community is part of. The air people breathe, water they drink, foods they grow in local soil, all affect their health and well being. Pictou Landing has chosen to focus on improving the health of all individuals and with this comes the responsibility of not only healing people, but also the land they live on. Basic initiatives focus on:

1. Environmental Research Facility and Water Monitoring Platforms

During the past three decades, Pictou Landing has required significant outside environmental expertise due to the effects of Boat Harbour. One way to instill community confidence and control in future proceedings is to develop an environmental research facility and local expertise. The mandate of this facility includes monitoring community groundwater, Boat Harbour, as well as Pictou Harbour. Water monitoring platforms would be erected at strategic points in Boat Harbour and also used as recreational look-offs.

2. Protection of Environmentally Sensitive Areas

A number of environmentally significant areas require immediate action: the river has been severely littered with large household items; portions of the northern coast as well as the beachfront on Merigomish Island are eroding; the beach area requires an environmental assessment. Other locations require protection and vigilance, such as the wetland in the proposed park area and all coastal areas.

3. Extending Certified Forest Management Practices to the Entire Community

Many community members have not been directly exposed to the positive aspects and impact of the Certified Woodlot. In the proposed park and trail system, demonstration projects and interpretive signage are included. A highly visible greenhouse could grow tree saplings, as well as flowers and herbs for commercial purposes, and demonstrate what certification means to the community.

Policy to Protect Environmentally Sensitive Areas
A policy that clearly sets out criteria for the identification and protection of important sensitive areas should be developed to illustrate the community's commitment to the environment. It should also include enforcement mechanisms.

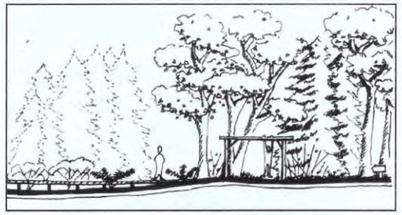
Community Greenhouse Program
The greenhouse facility encompasses a fairly extensive and varied program; provides plants for community gardens, school projects as well as flowers for community beautification initiatives; black ash tree saplings for commercial or exchange program with other native communities, native herbs and medicinal plants for commercial use, and education programs about the Certified Woodlot. A "garden buddy" program might pair up children in the school who start seedlings and then give them to an elder who tends to them in the community garden during summer vacation. Harvesting could be done together in the fall when school is back in session.

Development of Local Environmental Expertise
In order to develop an environmental research facility, the community will require band members with the appropriate training and expertise. The first step is to offer education opportunities to recent high school graduates to pursue careers in environmental law, engineering, planning, and various environmental professions. These individuals would in turn commit to returning to the community to work at the research facility. Initially outside expertise may be required to initiate and develop the facility.

Other Possible Projects

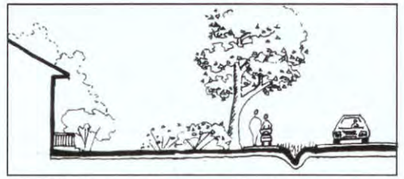
- Investigate more environmentally friendly methods of paper production in the research facility and form network with other affected communities.
- Community tree planting campaign along Pictou Landing Road as well as on individual lots to provide more privacy.
- Bike trail links to surrounding communities along main road.
- Implement no compromise policy, aim to swim in Boat Harbour by 2020.
- Regular communication for community about environmental proceedings.

Trail leading to a water monitoring platform.



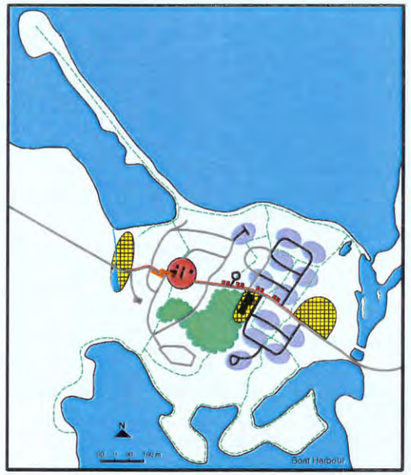
Raised boardwalk trail through sensitive areas. Less sensitive areas can include exercise stations and distance markers.

Walking trails link small playgrounds and housing clusters.



A sidewalk along Pictou Landing Road provides a safe and accessible walking route.

3.4 BUILDING COMMUNITY... a healthy identity



Essential Building Community Components

- Centre of Community
- Community Facilities
  Meeting grounds
  New band office
  Meeting hall
  Health centre
- Commercial Development
  Coffee shop and bakery
- Recreation Areas
- Trails
- Housing Clusters
- Attached Houses
- Sidewalk

COMMUNITY STRUCTURE

Every community needs to fulfil a number of important obligations to its band members, obligations that help build the entire community. This includes planning community growth, supplying appropriate housing and providing economic stability. In Pictou Landing these needs should be met in a way that helps to create a healthy community.

1. Growth and Form of Future Development

A clear approach that designates where future development is located and in what manner, will allow for efficient growth and a sense of place: central location for meeting grounds and community facilities such as a new band hall and new health center; concentration of commercial development along main road; location of major recreation facilities and sportsfields along main road; location of passive recreation (trails) along coastal areas; connection of green spaces, playgrounds and housing with trails; cluster housing development defined by vegetation; minimal removal of vegetation in site preparation and replacement of removed trees.

2. Appropriate Housing Types and Incentives for Home Maintenance

Community demographics dictate the need for different housing types: apartments for singles, senior housing, attached housing for single mothers and small households. Providing housing other than single family homes will reduce housing costs and allow the community to grow in an efficient manner. Incentives that encourage individuals to maintain and repair their homes will begin to foster a sense of ownership and responsibility.

3. Fishery Management Strategy and Economic Diversification

The fishery is an important economic pillar and requires a clear strategy to manage resources for the benefit of all and to regularly communicate with the community. Investment should also be made in alternate initiatives, such as forestry, local environmental and health expertise which could be exported, as well ecotourism and cultural tourism development.

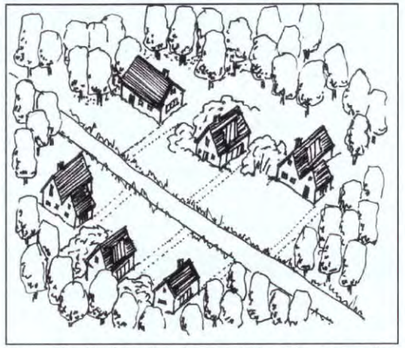
Community Meeting Hall and Meeting Grounds
There is a need in the community for a large formal meeting hall, other than the school gym. It ought to be located centrally, in close proximity to the new band hall or incorporated into it, facing the community meeting grounds. The grounds should be a highly visible outdoor space with places to sit and have coffee. It would have the potential to become a popular informal gathering place for everyone.

Housing Cluster
Pictou Landing is facing a severe shortage of houses and projections indicate the need for approximately 100 new homes in the next decade. In addition to providing a variety of housing types, the location and grouping of houses matters. Housing clusters could be developed with four units built for every three 80ft lots. The clusters would be articulated by surrounding vegetation and a high degree of privacy would be offered by removing as little vegetation as possible during site preparation and construction.

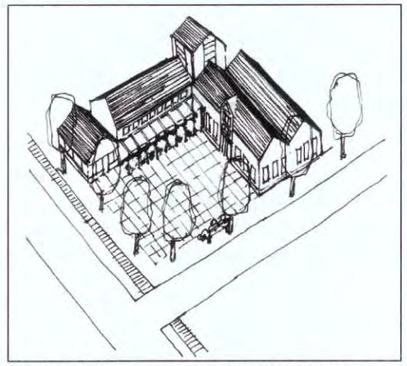
Responsible Home Ownership Program
Living in a house implies having certain responsibilities. A program could be initiated that: educates new home owners about the debt incurred by the band in order to build the house, shows the mortgage deduction on pay cheques to indicate how much each individual is contributing, demonstrates how to take care of heating systems, appliances and follow up on warranties, and offers incentives and cost sharing for regular maintenance and repairs.

Other Possible Projects

- "Decision Lane" where trees are planted or sculptures erected to publicly mark important decisions in the community.
- Bakery and coffee shop combined with craft gallery.
- Entrepreneur Resource Center with workroom and computers.
- Prototype for healthy native home, constructed locally.
- Management support for the Native Womens Carpentry group.
- Economic partnerships with other reserves to develop: maple sugar farm, organic vegetables, native medicine industry.
- Match band members' skills with the needs of industries in the region.
- Value added initiatives for Certified Woodlot - furniture, band saw mill.
- Lease crown land to selectively harvest lumber, identify new markets.
- Partnerships with surrounding communities for initiatives such as economic development, environmental monitoring.



Example of a housing cluster defined by vegetation.



New band office, meeting hall and coffee shop located on the community meeting grounds.

4.0 Management Structure

The Framework and four action areas have outlined WHAT the community should do in order to achieve the vision. The proposed management structure outlines HOW to go about implementing the vision and Community Plan and what some of the first steps might be. The three main initiatives of the management structure are: communication, community organization and community participation.

First Steps

1. Hire a social/communications officer.

2. Hold community contest to name the new newspaper.

3. Hold community meeting hosted by Chief and Council and the Planning Work Group to launch Community Plan.

4. Develop schedule of regular community meetings and include in the calendar of community events.

1. Communication

Communication and sharing of information in the community needs to happen at various levels, between: band members, Chief and Council, the band managers, various community groups and organizations. A comprehensive communication strategy, which starts to foster responsible decision-making, awareness and trust, includes the following:

- A monthly community newspaper that coordinates all information and current newsletters. It should include regular columns about the environment, health, governance, education, economic development and updates on current projects.
- Regular community meetings and regular reporting about band activities..
- An annual community meeting to report budgets, activities and projects by department managers as well as projections for the approaching year.
- Access to a clearly documented governance process and access to aid and interpretation of this information if necessary.

First Steps

1. Hire a community planner. Draft clear job description. Provide appropriate and visible office.

2. Community Organization

How a community organizes itself often indicates what the key priorities are. Setting up structures, positions and groups that allow for efficient delivery of programs, services and accomplishment of projects is critical. The following mechanisms are essential:

- Create a planning position.
- Assign a planning portfolio to the new band manager, who will oversee the Planner and act as coordinator of all departments and the Plan.

- Create a visible and accessible planning office. Display posters, designs, the physical model, and information about current projects.
- Hold regular interdepartmental management meetings to exchange information, coordinate and collaborate on projects.
- The health department in particular requires restructuring to clarify the decision-making process, drafting and implementing budgets, linking of various recreation, health, social and education programs.
- Rethink and extend the two-year election cycle and develop a system of family representation. Two years often is not long enough to plan projects and implement them.

First Steps

2. Hire band manger. Draft clear job description, including Plan coordination.

3. Hold first interdepartmental meeting to assign responsibilities for Community Plan action areas and projects. Organize a retreat for staff.

4. Poll the community about the two-year election cycle to gauge opinion.

3. Community Participation

A Community Plan and the governance of a community requires regular and ongoing involvement from community members. Many and varied opportunities for this participation need to be made available, particularly for different age groups. A sense of purpose, ownership and community pride need to be instilled in the band membership.

- Continue the function of the Planning Work Group as an advisory and action committee for the Community Plan. Open the Group to new members.
- Involve the community in plan implementation by offering opportunities to participate in different projects, from planning to on-the-ground construction.
- Establish a band member committee for each major band office department to act as an advisory body.
- Establish a youth council and an elder council, also as advisory bodies to the Chief and Council..
- Recognize and honour volunteers through letters of appreciation, volunteer day and celebration, honour list of community volunteers, including youth.

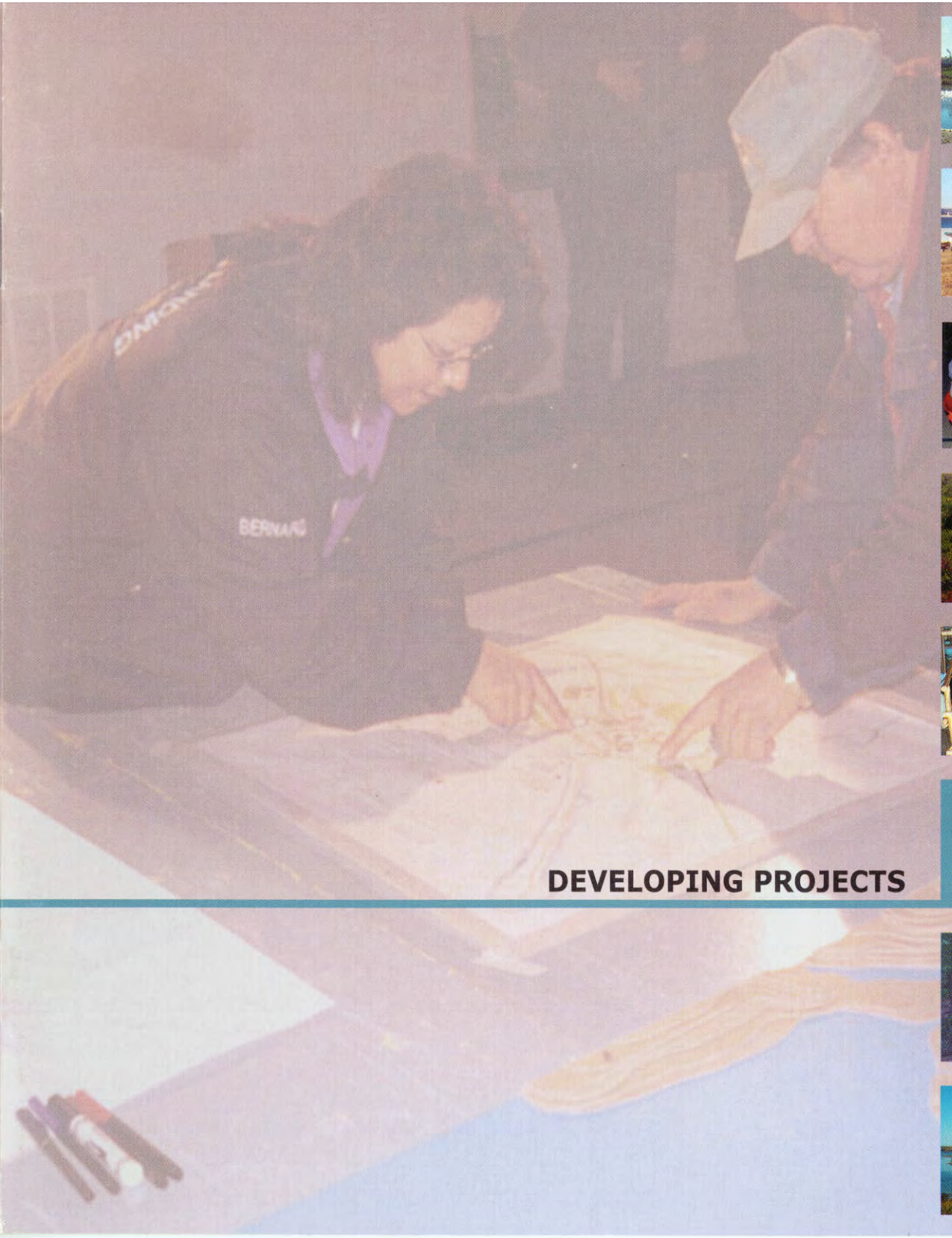
First Steps

1. Chief and Council could write letters of appreciation for Planning Work Group members and other community volunteers. Publish list of volunteers in community newspaper.

2. Hold community meeting to discuss Community Plan implementation and opportunities for band members to be involved.

3. Have band members nominate individuals to sit on departmental committees.

4. Invite the youth and elders to form councils.



PICTOU LANDING FIRST NATION COMMUNITY PLAN 2002

PART 6

DEVELOPING PROJECTS

1.0 Introduction

The Plan for Pictou Landing works around 3 simple ideas:

1. **It is community based**, in the sense that the Plan comes from the community, belongs to the community and inspires the community to action.

2. **It is focused on a vision** which is constant, long term, understood and shared by the community.

3. **It leads to action through projects** undertaken one at a time with community involvement and based on a sense of direction and inspiration about the future.

Change is possible because people are actively engaged in the on-going process of community building, are guided by a long term vision and see immediate and tangible results on the ground.

The framework gives substance to the vision. That is, it describes through structure maps and action areas what needs to be done. It gives the vision physical, policy and program dimensions. Projects then generally fit into two categories. On the one hand they describe the essential initiatives which are necessary to build the framework itself. On the other, they include possibilities for action which build on the framework.

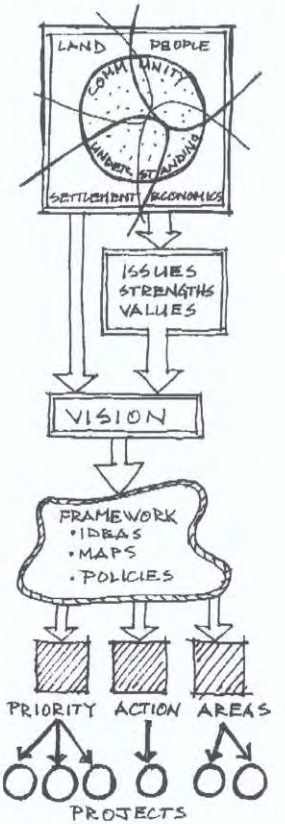
This part of the Plan deals with both, projects which build the framework and those which build on the framework. It contains three main sections:

A brief description of an **approach** to the development of new projects;

A list of **project ideas** identified in the course of preparing the framework, organized and evaluated in various ways to reflect:

- the extent or range of each project relative to the action areas
- the need for each project and its priority
- an allocation of primary responsibility for implementation;

The Origin of Projects



One at a time projects build on each other to implement the Framework, reinforce the Vision, resolve issues and improve the local quality of life.

A **project file** which is to be completed and added to as each project is adopted. The file will include

- project proposal
- implementation report, and
- project reflection.

2.0 AN APPROACH TO THE DEVELOPMENT OF NEW PROJECTS

Project ideas which build or build on the framework have been ordered in various ways to make it easier for the community to proceed with plan implementation. The list of projects is not, nor is it meant to be, exhaustive. It is expected that many new ideas, now beyond the boundaries of our imaginations, will continue to emerge over time. The following three steps simply outline an approach through which they may be identified, developed, localized, evaluated and prioritized.

2.1 Getting Ideas for New Projects

Ideas may come from anywhere, from anybody, at any time. There are however 2 distinct avenues from which they may emerge.

- The action areas can serve as a source of inspiration for project ideas, or
- Project ideas can originate with a sector (i.e. housing or environment) or an individual which fit into an action area.

2.2 Developing and Localizing Projects

All projects are tested, refined and elaborated to fit with the vision and principles and to support and reinforce as many action areas as possible. The intent is to get the largest impact from the least effort.

2.3 Considering Purpose and Necessity

Each project can be considered relative to:

- Its range and extent. That is the degree to which it touches on one or more action areas.
- A determination of whether it builds or builds on the framework (enable, remedy or advance).
- Priority, cost and consequences.
- Primary responsibility for implementation.

Once projects have been explored in the various ways suggested above, a limited number are selected by Chief and Council for implementation. A detailed proposal is prepared for these projects. This includes stating the need for the project, an overall description, a workplan, human resource development plans, a management strategy and budget. (The proposal becomes part of the project file.)

A tree analogy may help to explain the three different kinds of projects which can:

- enable
- sustain, or
- advance

the community in achieving it's vision. All three types are important, in fact necessary. However at any given moment by virtue of its relevance, ease of implementation and dynamics of local circumstances one type may be much more appropriate (a much better investment) than the others.

It is possible to think of the TRUNK of the tree as the basic, necessary skeletal structure. It ENABLES the tree to exist, grow, be unique but by itself still does not constitute much of a vibrant /living tree. It is possible to consider the ROOT as representing all of those elements like light, water, soil, nutrients all of which are largely invisible but essential to its existence. The root SUSTAINS the tree and ensures its survival and is necessary for its healthy growth. It is also possible to imagine that the LEAF is equally important to the tree's identity and well being. The leaf ADVANCES the tree's development.

The community has a similar order. The framework and all of the projects required to build it constitute the basic skeletal structure. They are the TRUNK of the community. Certain services (water or sewage or social assistance or health) have to be looked after, repaired, properly maintained because they feed and nurture and sustain the quality of life in the community. They are the ROOT aspect of the community. The placement of individual buildings, the grouping of houses, the design of a water park, building a tourist lodge, the development of a mentor program all may advance the community's vision. They are the LEAF component .

Clearly the trunk, the root and the leaf depend on each other. You can't have a tree without all of these components. They work together, change together and feed on each other. The other relevant quality of the tree is its completeness. That is, it may be small, medium sized or grow to be enormous and it is still at each stage, every day a tree.

3.0 PROJECT IMPACT ON ACTION AREAS

These two pages list the projects included in the structure section of the framework as they appear by action area. The rating system on the right of the projects indicates the level of impact the project would have on each action area. Those projects which have some impact in at least three action areas should be considered priority. 1=high level of impact.

PROJECTS	IMPACT ON ACTION AREAS			
	Recreation	Education	Environment	Building Community
Recreation				
1. Community park	1	3	2	
2. Trail system	1	3	2	4
3. Sports Complex	1			2
4. Sidewalk along main road	1			2
5. Soccer field	1	2		
6. Community gardens	4	2	1	3
7. Park sprinkler system	1			
8. Park corn maze	1		2	
9. Park playground	1	2		
10. Sobriety lane		1		2
11. Calendar of community events	1	2	4	3
12. Native summer games	1	2		
13. Native winter games	1	2		
14. Role model award		1		2
15. Hire social/communications coordinator	1	2		3
Education				
16. Schoolgrounds landscaping	2	1		
17. New day care facility	3	1		2
18. Develop alternative education facility		1		2
19. Convert health center to youth center	1	2		
20. Build outdoor classroom	2	1		
21. Designate cultural and spiritual areas, including fasting grounds		1		2
22. Build health retreat		1		2
23. Initiate "learning and healing" campaign		1	3	2
24. Develop holistic healing health care program		1		2
25. Offer life skills classes		1		2
26. Elementary school health program		1		2
27. Mental health professional on staff in elementary school		1		2

PROJECTS	IMPACT ON ACTION AREAS			
	Recreation	Education	Environment	Building Community
Education continued				
28. Convert tennis courts to skateboard park, basketball court and art quilt	1	2		
29. "Learn from Experience" program		1		2
Environment				
30. Environmental research facility		2	1	
31. Water monitoring platforms		2	1	
32. River clean-up		2	1	
33. Address erosion along beach and Merigomish Island		2	1	
34. Protection policy for coastal and wetland areas		2	1	
35. Certified woodlot demonstration projects and trail signage	3	2	1	
36. Greenhouse		2	1	3
37. Environmental beach assessment		3	1	2
38. Environmental training program for graduates		1	2	3
Building Community				
39. Adopt future growth approach	3		2	1
40. Small neighbourhood playgrounds	2	3		1
41. Community meeting grounds	2			1
42. Community hall	2			1
43. New band office				1
44. New health center		2		1
45. Commercial development along main road				1
46. Seniors housing			2	1
47. Apartment building			2	1
48. Attached housing			2	1
49. Fisheries management strategy			2	1
50. Diversification of local economy/ecotourism development		2	3	1
51. Demonstration housing cluster			2	1
52. Responsible home ownership program		2		1
53. Development of forest industry		3	2	1

4.0 PROJECTS BY RESPONSIBILITY

The Projects listed on the previous two pages are shown below according to groups or individuals that would be most appropriate for project planning and implementation. Primary responsibility indicates a lead role and secondary refers to a supporting role or joint responsibility. The secondary party often brings valuable knowledge and experience.

PROJECT BY PRIMARY RESPONSIBILITY	SECONDARY RESPONSIBILITY
Recreation Committee	
Soccer field	Public Works Department
Park sprinkler system	School children
Park playground	School children/Native Womens' Carpentry
Convert old health center to youth center	Youth Council
Sports Complex	Public Works Department
Native summer games	Recreation Coordinator
Native winter games	Recreation Coordinator
Convert tennis courts to skateboard park,etc.	Elementary School Principal/Youth
Health Administrator and Board	
Trail system	Community Plan Coordinator/Planner
Sidewalk along main road	Public Works Department
Initiate "learning and healing" campaign	NADACA Worker/Elders' Council
Develop holistic healing health care program	NADACA Worker/Elders' Council
Elementary school health program	Elementary School Principal/NADACA Worker
Mental health professional on staff in elementary school	Elementary School Principal
New health center	Public Works Department
Sobriety lane	NADACA Worker
Build health retreat	Health Administrator and Board
Elementary School Principal/Youth	
Community gardens	Elders' Council
Park corn maze	Elders' Council
Role model award	Elders' Council
Schoolgrounds landscaping	Forest Development Steering Committee
Build outdoor classroom	Native Womens' Carpentry Group
Education Liaison Officer	
New day care facility	Elementary School Principal
Develop life skills classes	Health Administrator and Board
"Learn from Experience" program	Elders' Council
Develop alternative education facility	Youth Council/Elementary School Principal

PROJECT BY PRIMARY RESPONSIBILITY	SECONDARY RESPONSIBILITY
Economic Development Officer	
Hire social/communications coordinator	Chief and Council
Promote commercial development along main road	Community Plan Coordinator/Planner
Diversification of local economy/ecotourism development	Forest Development Steering Committee
Forest Development Steering Committee	
Community park	Community Plan Coordinator/Planner
Certified woodlot demonstration projects and trail signage	Health Administrator and Board
Greenhouse	Economic Development Officer
Development of forest industry	Economic Development Officer
Joint Environmental and Health Monitoring Committee	
Environmental research facility	Forest Development Steering Committee
Water monitoring platforms	Native Womens' Carpentry Group
River clean-up	Youth
Address erosion along beach and Merigomish Island	Forest Development Steering Committee
Graduate environmental training program	Education Liaison Officer
Environmental beach assessment	Chief and Council
Chief and Council	
Protection policy for coastal and wetland areas	Joint Environmental and Health Monitoring Committee
Adopt future growth approach	Community Plan Coordinator/Planner
Community meeting grounds	Community Plan Coordinator/Planner
Community hall	Public Works Department
New band office	Public Works Department
Fisheries management strategy	Fisheries Officer
Designate cultural and spiritual areas, fasting grounds	Elders' Council
Calendar of community events	Recreation Coordinator
Housing Manager and Board	
Seniors housing	Elders' Council
Apartment building	Community Plan Coordinator/Planner
Attached housing	Community Plan Coordinator/Planner
Small neighbourhood playgrounds	Elementary School Principal/Youth
Demonstration housing cluster	Community Plan Coordinator/Planner
Responsible home ownership program	Chief and Council

Improvements to the existing Funny-Face Trail were identified as a visible, priority project.

5.0 PROJECT FILE: FUNNY-FACE TRAIL IMPROVEMENT

5.1 Project Proposal

The project proposal outlines in detail how a project will be implemented. The example presented includes information specific to the improvement of Funny-Face Trail as well as a general explanation of the proposal sections, shown in italics.

A. Project Selection

Context: The existing trail is known as Funny-Face due to face carvings made in some of the trees. It extends along the western coast of Boat Harbour, then loops inland and follows the boundary of band land, back to Boat Harbour. The distance is 2.2 miles. Although the trail is in a beautiful location, its condition is poor.

Connection to vision: Once improved, the trail will provide opportunities for walking, jogging and outdoor active recreation. These are all components of staying healthy, individually and collectively.

Priority: This one trail is the beginning of a more extensive trail system in the community. It is a small project, relatively inexpensive and achievable in a short amount of time. It is also highly visible and will make an immediate impact in the community. Timing is appropriate to begin implementation during July/August of 2002 in order to utilize students employed for the summer. For these reasons the project is considered high priority.

B. Concept Development

The project concept involves making basic decisions about what the overall improvements will be. They should include the following:

- Removal of trees, shrubs and debris that obstruct the path.
- Improvement of the path surface and regrading, especially those sections which have been affected by four wheel recreation vehicles.
- At least three areas that need small crossings or bridges. One of them is a spring which may require a culvert. Appropriate expertise needs to be consulted. The water should be tested.
- A designated parking area for 2 or 3 cars at the trail head.
- A number of amenities and trail furniture should be included in the improvements:

  a) benches
  b) picnic tables
  c) fitness stations
  d) garbage bins
  e) entrance sign
  f) interpretive information signs and marked trees
  g) distance marker signs
  h) signs with words of encouragement
  i) water monitoring platform and look-off along Boat Harbour

The trail will be mapped and recorded accurately, including all new amenities. A pamphlet with this information will be produced and made available to community members and visitors.

How the existing trail connects to future trails along the coast is a consideration in concept development.

C. Community Participation:

Project Champion: A Walking Club or Friends of Trails Group composed of band members should be established to help develop ideas for the trail and help implement them. This group is also likely to be the first user group of the trail and feel a sense of ownership due to their involvement.

Awareness: Progress reports about the trail will be provided on a regular basis in the community newsletter, including photographs. A celebration will be planned for the entire community when the trail is complete. (A trail tour and picnic event is appropriate.) A special event for children and teenagers would encourage trail use by different age groups.

Design elements include a look-off platform and resting area.

D. Design Development

Many of the proposed amenities require design and a cohesive appearance. The aesthetics of a bridge, bench, picnic table, or even a garbage bin, need thought and consideration. Ideally the design concept in terms of detail, construction technique and materials, will be developed by a local crafts person. If this is not possible, some outside expertise may be necessary. Because the trail is the first of a larger system, these designed elements will set the tone for subsequent trails.

A holistic approach to design development may present innovative solutions to improving the trail. For instance this stage might also suggest ways of selecting timber that is cut during the clearing process and using it to construct the trail furniture.

E. Identification of Skills and Expertise

Matching local skills to the requirements of the project is not only important from a local economic development perspective but also in creating interesting opportunities to use skills in the community that traditionally may not be considered.

Local

- cutters, forestry workers
- local crafts person/designer
- carpenters
- trail coordinator/supervisor
- coordinator of Certified Forest interpretive sign information
- community volunteers to help with general clean-up, spreading wood-chips

Outside

- trail development and surface treatment expertise (NS Trails Federation)
- identification of proper tree removal (CMM)
- mapping expertise (CMM - Confederacy of Mainland Mi'kmaqs)
- water diversion expertise/hydrologist (to address existing spring)
- plant inventory information (CMM)
- pamphlet design and production

F. Budget

An accurate budget can only be determined after the design is fully developed. For this particular project funds have been identified in the Health Center budget and from the Pictou Landing First Nation Forest Development Steering Committee. Key budget items should include:

- project preparation and preliminary costs
- materials
- labour
- promotion.

7. Project Management

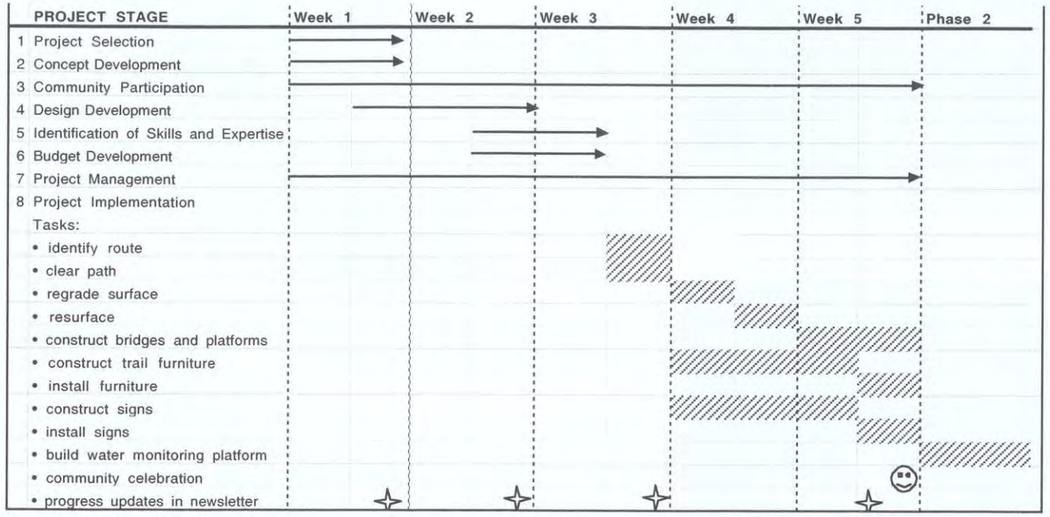
A *Trails Steering Committee* composed of the Plan Coordinator, Health Center Director and representative from the Pictou Landing First Nation Forest Development Steering Committee will direct all activities.

The Community Plan Coordinator will bring together appropriate groups and individuals on a daily basis with applicable skills for project development and project execution.

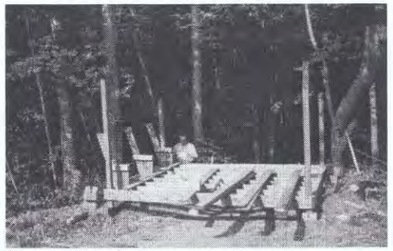
Follow-up and Monitoring: The trail will require some monitoring on an on-going basis. A trail monitor position could be set up for several youth, who would rotate on a weekly basis walking the trail, picking up litter and taking note of any vandalism.

F. Work Plan

Constructing the trail improvements requires a clear work plan. Based on the design and expert advice, the coordinator puts together a work plan that clearly identifies the tasks to be completed, who is responsible, time frame, materials and equipment required.



The head of the trail was identified as difficult terrain and a platform was planned.



The platform during construction.

The completed platform.

5.1 Project Implementation Report

A. Work Completed

Improvements to the Funny-Face trail included:

- Clearing the trail of branches and stumps
- Widening the trail
- Cleaning-up and mowing a naturally occurring clearing along the trail
- Construction of a crossing platform at the head of the trail
- Construction of three small bridges along the trail
- Widening and raking property survey line along the trail

Other work completed in the community

- Removing garbage from the community river by the ball fields
- Removing garbage and clearing large driftwood from beach area
- Cleaning up area behind elementary school.

B. Time frame

The project time frame was five weeks, July-August 2002.

C. Work Team

Project coordinator:	Francis Nicholas
Carpentry:	Walter Prosper
Carpentry Assistant:	Jerry Swallow
Labour:	Derek Francis
Labour:	Nancy Prosper
Labour:	Terry Prosper

A group of twelve summer students also helped in cleaning up the river, school area, beach and parts of the trail.

D. Cost

The amount available for the trail improvements was $23,000, provided jointly by the following departments and programs in the community: the Health center, Social Welfare, Economic Development and Fisheries. The allotted funds were not all utilized and were returned to their respective programs.

E. Impact and Observations

Since the trail improvements, more community members seem to be using the trail, including many children and families. Some people have been using the clearing for camping out. At the moment it is difficult to determine how many people are using the trail on a regular basis, but it is being used during the day and into the evening.

Initial concerns about bears and dangerous animals have so far been unfounded.

F. Community Participation

To mark the opening of the trail a poker rally was held in September 2002. At least 40 people participated and $400 was raised. Many others watched.

G. Future Phases and Possibilities

Some work still remains to be done, particularly the construction and installation of benches, picnic tables, signage, painting bridges as well as regular maintenance and upkeep of the trail. The maintenance could be a regular task for summer students.

One of three bridges constructed along the trail.

PICTOU LANDING FIRST NATION COMMUNITY PLAN 2002

PART 7

IMPLEMENTING PROJECTS

1.0 Introduction

This part of the Plan will be developed as work progresses on projects. It is intended to serve as an evaluation of the impact of planning.

An evaluation of individual projects will be undertaken by the Planning Work Group which measures the impact that planning is having on the community and assesses the next steps. The reports will be added to this part of the Plan.

The community will also maintain and update a project implementation map and list. These will identify projects completed, in progress, or being discussed. (A report version of this information as well as a large poster version is important, so that all community members are informed).

2.0 PROJECT IMPLEMENTATION MAP

The following map presents priority initiatives and projects outlined in the framework, with an indication of their completion status. This map provides a visual account of the physical projects that are implemented or are about to be implemented. It is a record of the difference that the Plan is making in the community, one project at a time.

Pictou Landing Project Update, September 2002

Completed Projects indicate those initiatives that have been fully implemented.

- Funny-face trail improvement, including construction of three bridges and a platform.
- Beach clean-up.
- River clean-up.
- Clean-up behind school.

Projects in progress includes projects that are in the planning stages which will be implemented in a relatively short time frame.

- New band office design.
- New health center.

Projects under consideration are still being discussed but have been singled out by the community as possible priority projects.

- Sidewalk and tree planting along main road.

Pictou Landing Implementation Map

PICTOU LANDING FIRST NATION COMMUNITY PLAN 2002

MONITORING

PART 8

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1.2 Evaluating the Impact of Planning
1.3 Plan Review
1.4 Timeline for Monitoring Activities

2.0 Indicators.....3

1.0 Introduction

While a community plan establishes ambitions and determines a direction, it is also a tool for coordinating and tracking change. Monitoring describes how the plan can serve as an instrument to assess what has been done and to focus on what still remains to be done. By its very nature monitoring reflects and anticipates. It looks back to what has been accomplished and forward to what lies ahead. It allows the community to learn from past successes as well as mistakes.

Monitoring is an ongoing process which requires constant care and vigilance. It is easy to neglect. Dealing with the immediate crisis always tends to consume all the available energy. It takes dedication and hard work to measure progress. However, it is also rewarding. It builds accountability within the community and can instill a sense of pride built on celebrating accomplishments.

There are three different types of monitoring. Each type has a different intent and its own time cycle. Individual projects, the impact of planning on the community and the Plan as a whole all need to be evaluated. This approach recognizes the need for monitoring different aspects of planning, facilitating the on-going cyclical nature of planning and responding to forces of change which continually influence a community.

Watch Dog Groups

Watch dog groups are independently established to evaluate the Community Plan. They consist of interested, active and objective residents who represent a cross-section of the community. While these groups should monitor progress generally, they assume specific responsibility for project evaluations. In this capacity, they consider if projects have been implemented according to plan, determine what impact the projects had, and look for areas where improvements could be made for future reference.

A formal process for creating watch dog groups could be adopted. One possibility is to have Chief and Council appoint people to watch dog groups on a rotating basis.

1.1 Project Evaluation

Twice a year, or as projects are completed, an evaluation of the work is conducted. This should be performed by a **watch dog group** (see sidebar.) The purpose of the evaluation is to see if the project has fulfilled its intentions; if it was done efficiently; and if it is having the desired impact. Things to consider include: budget and workplan, community involvement, management, and contribution to the community and the Vision.

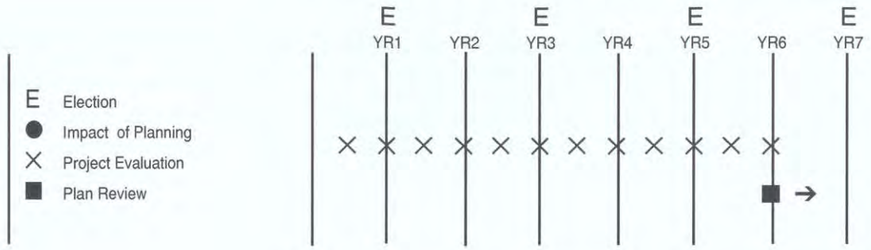
1.2 Evaluating the Impact of Planning

At least every two years (several months off the election cycle) the impact of planning is measured and goals for the next interim period are established. The purpose of this task is to take stock of what has been accomplished to date and to assess the effect planning is having on the community.

1.3 Plan Review

At the end of year six the Community Plan is reviewed. While the Vision remains unchanged, the Planning Work Group will again lead the community in reassessing strengths and issues, exploring new possibilities, and revising the Framework (structure plans and priority action areas). Things to consider include: understanding new issues and strengths, learning from past successes and failures, and setting targets and priorities for the next seven years.

1.4 Timeline for Monitoring Activities



In an on-going day to day way, it should be clear that the Plan is alive and belongs to the community. Through regular community planning updates, newsletters, a forces of change bulletin board, and regular reviews, residents are informed, involved and active in continuing to shape a better future for Pictou Landing.

2.0 INDICATORS

Ultimately the Plan is not important as a report or a chronicle or even as a direction but rather because it makes a difference on the ground, it tangibly touches peoples lives everyday.

Regular monitoring highlights that difference from year to year, reveals accomplishments and provides warning of imminent needs. An annual check-up will gauge change and progress in two ways:

1. In Terms of Accomplishments and reaching significant landmarks, i.e. turning points associated with each action area. Yearly aerial photographs are suggested as a simple tool to quickly reveal the difference in the community's form and context over time.

2. In Terms of Signs of Community Life. Taking the community's pulse on an annual basis to reveal the change in its health over time. It is reasonable to use action areas as the basis for indicators of quality of life within the community. In the first year these indicators should be measured and the results used as a baseline. In subsequent years the change from this reference point will provide a clear measure of the following:

1. Recreation	Participation rate (#/population) Fitness measures
2. Education Level	Level (# of high school graduates) Self reliance
3. Environment	Green space index (quantity per person) Water quality Air quality
4. Building Community	Shelter Efficiency Employment rate Economic leakage.