

RURAL AND SMALL TOWN PROGRAMME

# Pugwash and Area Community Master Plan

---

**Gwen Zwicker, Cheryl Veinotte and Amanda Marlin**



**September 2010**



Rural and Small Town Programme

Mount Allison University

144 Main Street

Sackville NB E4I 1A7

(Tel) 506-364-2391

(Fax) 506-364-2601

[rstp@mta.ca](mailto:rstp@mta.ca)

[www.mta.ca/rstp](http://www.mta.ca/rstp)

# EXECUTIVE SUMMARY

This report provides the Village of Pugwash and its community and regional partners with a comprehensive development plan for Pugwash and area. Over the years, a variety of official and unofficial plans have been developed by and for the Village and surrounding area by a number of local authorities including: the Municipality of the County of Cumberland (*the Municipality*), the Cumberland Regional Economic Association (*CREDA*), the Village of Pugwash (*the Village*), and various community-based organizations. In some cases, these plans reflect conflicting needs and priorities. However, taken together, they also represent potential directions in which the area could be headed or developed. What is needed is a clear consensus on the path to take and the priorities which should be addressed.

This consensus will need to be developed within regional considerations. A number of new and emerging initiatives concerning tourism, economic development, sustainable development, and infrastructure planning and implementation within Cumberland County need to be considered as part of the process for establishing priorities for action.

The scope of this project has been to synthesize the various existing plans and proposed projects, seek community input on priorities, provide a detached third party assessment of needs and priorities, and provide a workable comprehensive master plan for moving this important part of Cumberland County forward. The plan provides the community and its partners with a common starting point for any discussions concerning future development opportunities for the Pugwash area.

## ***Report Synthesis***

A total of 12 plans and documents (plus 9 others associated with a community-based group called the Pugwash Peace Exchange) were reviewed. These documents ranged from 1998-2010 in publication dates. A synthesis of these plans and documents identified the following issues which should be taken into account as Pugwash and area moves forward in its community master plan:

1. Funding and challenges associated with securing funding for large or long-term projects;
2. Water and wastewater, especially, the need for upgrades to infrastructure to support future proposed projects;
3. Range of projects is broad requiring collaboration and community consensus on priorities;
4. Updated planning based on current conditions and reports;
5. The need to move to action.

The document synthesis indicated that tourism development was the most common priority for the area. This was followed by maintaining the character of the village, including revitalizing and beautifying the village centre. Ranking third was education/capacity building, economic development, and marketing and signage.

## ***Community Consultations***

The consultation portion of this project involved three elements: a youth focus group, two public forums for the community at large, and a number of key informant interviews. In addition, a number of informal discussions were held with community groups, business owners and individuals.

### *Youth Focus Group*

Following a lengthy discussion, the youth focus group participants indicated the following as long-term priorities for Pugwash and surrounding area:

1. Community centre
2. Economic development (i.e. addition of a number of stores, restaurants and other new businesses)
3. Marina
4. Community marketing
5. Thinkers' Lodge National Historic Site
6. Library
7. Communities in Bloom/beautification projects
8. Water and sewer services

### *Public Forums*

Two public forums were held, with a total attendance of approximately 80 people. These sessions began with a presentation that provided an overview of the project followed by a series of questions for discussion. Following these formal discussions, area residents were encouraged to submit any further comments, questions or concerns, and further insight was gained from these communications. In total, over 100 people provided input to the discussion.

From the public forums, the following priorities emerged:

1. Water/sewer and other infrastructure (sidewalks, street lighting, parking, roads)
2. Communication (both within groups in the area and between area groups and levels of government, etc. outside the area)
3. Governance and administrative leadership
4. Improved information, promotion and advertising both locally and outside the area
5. A desire to extend the seasonal tourism industry to year-round tourism

### *Key Informant Interviews*

Key informant interviews were conducted by telephone with various community and business leaders. The key informants provided a more detailed look at the area and potential projects. Priority projects for this group were:

1. Water and sewer services
2. Marina
3. Library/community centre
4. Pugwash Peace Exchange
5. Sidewalks
6. Train station restoration
7. World Heritage designation for Thinkers' Lodge National Historic Site
8. Development for families

The key informants agreed on the urgency and need for a proper water and sewer system to be in place in order to realize other projects. Second in importance were a marina and a community centre which could house the library and the Pugwash Peace Exchange.

### **Priorities and Recommendations**

The result of this community consultation was that four priorities emerged:

1. Infrastructure (water and sewer, sidewalks, street lighting, parking, road improvement)
2. Communication and collaboration
3. Multi-purpose centre
4. Tourism

These four priorities are detailed in the report and are used as the basis for the Implementation Plan. The implementation plan also took into consideration the literature review, and most importantly, the issues of cost/benefit and feasibility to help finalize the priorities. These priorities will not be addressed overnight and will not see short-term solutions; however, some aspects of each have already begun.

As realized through various reports reviewed and all of the discussions, the most important priority is in relation to the built environment, specifically water and wastewater services. Various levels of government have recognized this need and preliminary budgeting and design work has begun. The improvement and provision of water and sewer services within the village is essential for any further economic development, including accommodations or restaurants. Improvement and provision of water and sewer services outside the village core is essential for preservation of coastal lands and waters as well as wildlife habitat, wetlands and so on.

Communication and collaboration is crucial to the success of the area – in economic development, in attracting and retaining young people, in remaining viable and vibrant, in attracting visitors, and in becoming sustainable. It's all about leadership and execution, and addressing the issues before they become problems. It is important to look for overlooked assets and opportunities – for example, there are many cottage owners and residents who have disposable income and talents which they are willing to offer. Organizations, groups and citizens need to actively engage new citizens, business owners, and cottage owners in the community.


Creation of a multi-purpose community centre will not only help build community cohesion, but will provide a place for the entire community to attend peace conference events and provide a place for visitors to view interactive exhibits, perhaps shop for local items and so on. There are a number of possibilities for organizations and activities which could potentially be housed in a multi-purpose centre, including the library, the Pugwash Peace Exchange (office space and events), a daycare facility, and meeting rooms.

The community recognizes tourism as the primary industry in the area. That is not to say other employers, like the salt mine, pewter manufacturers, the forestry industry, the fishing industry, and so on are unimportant – on the contrary, they have been and will continue to be crucial to local employment. Tourism and its development may provide much of the future employment for the area, and has the potential to increase visits not only throughout the summer but into the fall and winter. Further development of the Thinkers' Lodge National Historic Site and the Pugwash Peace Exchange idea, building on the village's international reputation, can be the physical and intellectual anchors with which to attract visitors. Linking this kind of world class offering with others around the County, such as the Joggins fossil cliffs, will encourage people to prolong their stay.

Economic development is a "team sport" – if citizens want a community where their children and grandchildren will want to stay and where visitors will be attracted, they must care about the future of the community and be willing to work together. If, for example, one of the goals of local economic development is to attract youth, the community will have to realize that it's not just about what the community wants but it is also about what young people and young families want. Involving local youth in these kinds of efforts will go a long way toward a brighter economic future.

In the words of Albert Einstein, "We can't solve problems by using the same kind of thinking we used when we created them." With efforts made by everyone, including outside levels of government, funding agencies and so on, Pugwash and area can become, as its Vision Statement notes, "...a vibrant and caring community that provides ample opportunities for residents to thrive and prosper."

# Table of Contents



Project Overview.....	1
Objectives & Rationale.....	1
Geographic Scope of the Project .....	1
Economic and Social Profile .....	4
The Village of Pugwash .....	4
Population Trends.....	5
Business and Labour Force .....	6
Local Governance.....	8
Land Use.....	9
Infrastructure .....	11
Community Services.....	13
Methodology.....	15
Strategic Plan Analysis and Reconciliation .....	15
Community Consultations .....	16
Summary of Feedback .....	17
Youth Focus Group .....	17
Public Forums .....	19
Key Informant Interviews .....	26
Priorities and Recommendations .....	31
Infrastructure .....	31
Communication and Collaboration.....	33
Multi-Purpose Centre .....	36

Tourism .....	37
Opportunities for Off-Site Interpretation .....	37
Opportunities for Lengthening the Stay in Pugwash .....	38
Implementation Plan .....	42
Conclusions .....	51
Bibliography .....	53
Appendices.....	1
Appendix I: Strategic Plan Analysis and Reconciliation .....	1
Appendix II: Corporate Name and Company Profile & Methodology .....	30
Corporate Name and Company Profile.....	30
Methodology.....	30
Appendix III: Public Forum Article and Poster .....	33
Appendix IV: Key Informant Interview Guide.....	34
Appendix V: Youth Focus Group Discussion Guide.....	35
Appendix VI: Public Forum Discussion Guide .....	36
Appendix VII: Project Initiative Criteria .....	38



## PROJECT OVERVIEW

### OBJECTIVES & RATIONALE

This report provides the Village of Pugwash and its community and regional partners with a comprehensive development plan for Pugwash and area. Over the years, a variety of official and unofficial plans have been developed by and for the Village and surrounding area by a number of local authorities including: the Municipality of the County of Cumberland (*the Municipality*), the Cumberland Regional Economic Association (**CREDA**), the Village of Pugwash (*the Village*), and various community-based organizations. In some cases, these plans reflect conflicting needs and priorities. However, taken together, they also represent potential directions in which the area could be headed or developed. What is needed is a clear consensus on the path to take and the priorities which should be addressed.

The scope of this project has been to synthesize the various existing plans and proposed projects, seek community input on priorities, provide a detached third party assessment of needs and priorities, and provide a workable comprehensive master plan for moving this important part of Cumberland County forward. The plan provides the Village and its partners with a common starting point (or framework) for any discussions concerning proposals for funding support.

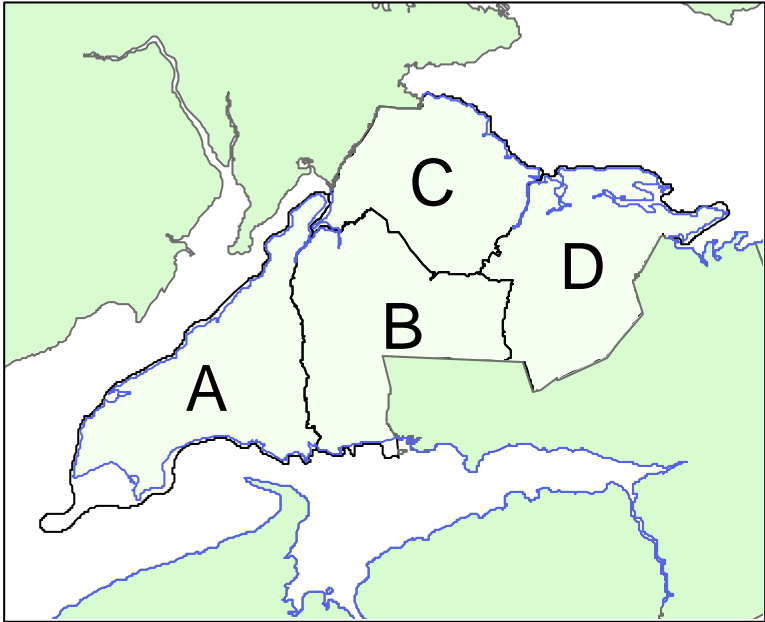
Developing this common starting point was not without its challenges. First, there are competing interests in the village and surrounding area, and thus different perspectives on which priorities are most important. Second, there are development pressures within the village and surrounding area requiring significant infrastructure investments. The capacity to address these was taken into account when establishing priorities. Third, there are other development opportunities in Cumberland County and region which must also be considered (in terms of establishing larger funding priorities) and which have been taken into account to achieve the largest possible synergy among developments. Finally, the agreed upon priorities may not necessarily align themselves with the strategic and funding priorities of Government and other potential funding partners. There will need to be a realistic check against funding support in terms of determining potential project funding.

### GEOGRAPHIC SCOPE OF THE PROJECT

Although the core area for this project was the Village of Pugwash, in order to gain insight into issues which not only affect village residents but those who spend much of their year as residents, the geographical area was broadly considered to be the area extending from Northport to Malagash and inland as far as Pugwash Junction. Covering this area allowed for maximum involvement of cottagers and rural area citizens who rely on the village of Pugwash for most of their needs (schools, churches, healthcare, banking, shopping, recreation etc.). It must also be noted that many of the local business owners live outside of the village boundaries.

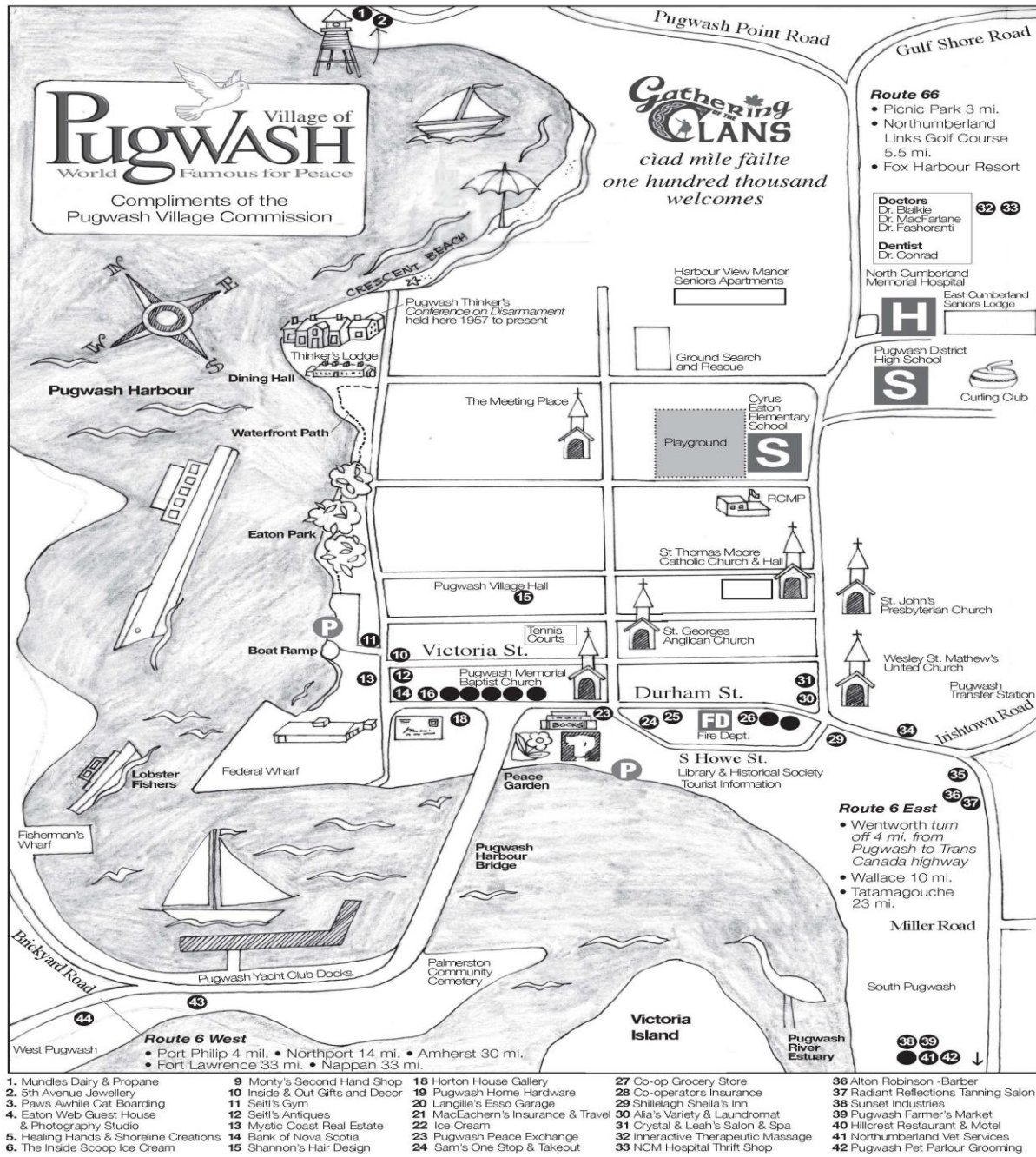
Outside the Village of Pugwash, most of the rural area is identified, for census purposes, as Cumberland Subdivision D. Census subdivision D makes up the area east and north of Oxford to the Colchester County border (see Figure 1). The central core is the Village of Pugwash.

Figure 1: Census Subdivisions of Cumberland County



Source: Municipality of the County of Cumberland

Figure 2: Village of Pugwash



### THE VILLAGE OF PUGWASH

The Village of Pugwash's population stood at 1512 in 2006, 9.8% lower than 1996. In 2006, 19.9% of the population was under the age of 20 and 22.6% was 65 years or older. In comparison, 22.8% of Nova Scotia's population was under the age of 20 and 15.1% was 65 years or older, showing that there are slightly fewer young people in Pugwash than in the province as a whole and slightly more over 65 than there are province-wide (Source: NS Community Counts).

Compared to Nova Scotia, Pugwash has a slightly higher immigrant population. In 2006, there were 77 immigrants which are 5.6% of the population compared to 5% immigrants for Nova Scotia. In Pugwash, 99.3% of people were Canadian citizens compared to 98.3% for Nova Scotia. Nova Scotia was the birthplace of 76.8% of Pugwash's population (Source: NS Community Counts).

In terms of income, in 2006, the average income for individuals in Pugwash was \$28,202 a year, compared with the average of \$31,795 for Nova Scotia. Families in Pugwash had an average income of \$53,710, compared with the average of \$66,032 for Nova Scotia (NS Community Counts).

A total of 14.5% of families in Pugwash had low income status in 2006. In Nova Scotia, 10.3% of families had low income status in 2006, compared with 16% in 1996. Even though income status is fairly low in Pugwash, in 2006, 77.8% of the population of Pugwash owned their dwellings and 23.2% rented, compared with 72% and 27.6% for Nova Scotia respectively. In Pugwash, 45.8% of dwellings required either major or minor repairs in 2006, as compared to 43.8% in 1996, indicating that housing is aging and in need of more maintenance. However, the average value of dwellings in the area increased 39.5% between 1996 and 2006 to \$102,455. Average major monthly payments for homeowners were \$566 in 2006, compared with \$402 in 1996. Average monthly rent in Pugwash increased from \$375/month in 1996 to \$498/month in 2006. The average value of dwellings in Nova Scotia as a whole also increased between 1996 and 2006, by 82.5% to \$158,000. Average major monthly payments for homeowners were \$761 in 2006, compared with \$562 in 1996. Average monthly rent in Nova Scotia increased from \$538/month in 1996 to \$671/month in 2006 (Source: NS Community Counts).

In Pugwash, there were 1149 persons living in families in 2006, a decrease of 1.0% from 1996. 1.4% of persons were living with relatives, 2.5% were living with non-relatives, and 12.5% were living alone. In Nova Scotia there were 751545 persons living in families in 2006, which is a decrease of 1.4% from 1996. 1.9% of persons were living with relatives, 3.4% were living with non-relatives, and 11.1% were living alone (NS Community Counts).

## POPULATION TRENDS

This section outlines some specific trends in Pugwash and the surrounding area. Trends in community characteristics such as population, age distribution and dwelling counts are important aspects to consider when developing long-term plans.

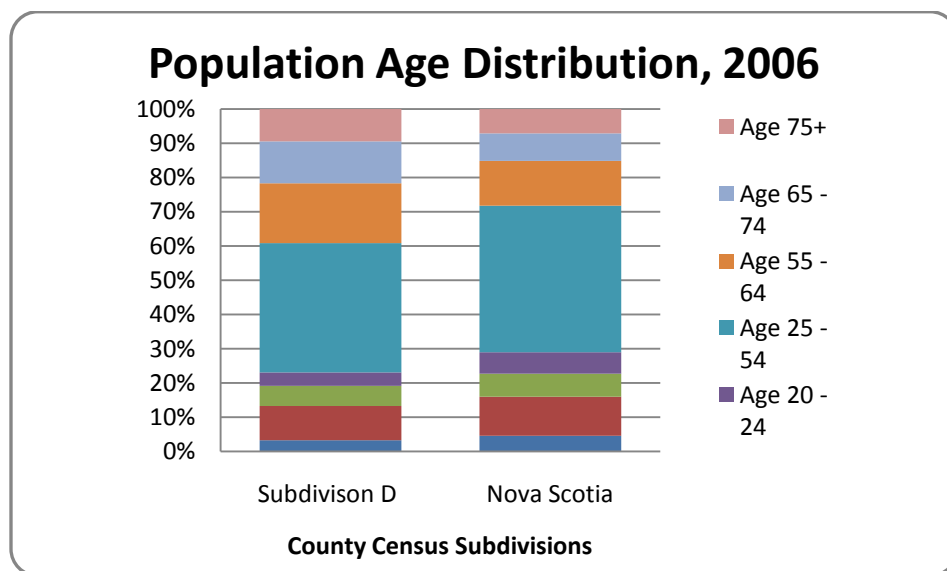
### CUMBERLAND COUNTY SUBDIVISION D

As stated earlier, for the purposes of this study, roughly the geographical area of Subdivision D (east and north of Oxford to the Colchester County border) was included in the consultation process (see Figure 2 for geographical boundaries of Census subdivisions A, B, C and D).

Participants in the focus groups and key informant interviews came from an area stretching from Northport to Malagash and inland as far as Pugwash Junction. Statistics Canada shows the 2006 population of Cumberland Subdivision D at 4,454 (Statistics Canada Community Profiles). The Cumberland Regional Library branch in Pugwash indicates a user base of 4,000 stretching from Northport to Malagash (Source: Proposal for a New Library – Friends of the Library).

Figure 3 shows the population distribution by age in County Subdivision D as compared to the province. As a percentage of the population 65 and over, Subdivision D's population is much older than that of the whole province. In addition, early retirees in the 55 – 64 age bracket make up a rapidly increasing portion of the local population. Meanwhile, the absolute and relative share of youth (the population ages 15 and under) is rapidly decreasing.

**Figure 3. Population Age Distribution, Census Subdivision D and Nova Scotia, 2006**



Source: Community Profiles from the 2006 Census, Statistics Canada.

These trends all have important implications for service delivery, education, future workforce, housing needs, and infrastructure investments. As reported through the focus group and key informant interview participants, there is a need for enhancement of water and sewer infrastructure as well as for the maintenance of schools, the library, and healthcare services in the area.

## BUSINESS AND LABOUR FORCE

The employment rate for Pugwash residents aged 25 and over decreased by 3.9 % to 49.1% between 1996 and 2006 and there were 13 fewer employed workers. During this same period, Nova Scotia's employment rate experienced an increase of 3.6% to 58% between 1996 and 2006 and there were 46,050 more employed workers.

The employment rate in Pugwash for residents aged 15-24 years decreased by 7.4%, to 43.2% between 1996 and 2006 and there were 25 fewer employed workers. Nova Scotia's employment rate experienced an increase of 7.1% to 52.9% between 1996 and 2006 and there were 62,287 more employed workers (Source: Community Counts).

There are several industrial concerns in the Pugwash area. Some (Fisheries, Mining, Forestry) depend on natural resources and others (manufacturing, vocational training) depend on human resources.

## FISHERIES

Since Pugwash sits on the dividing line between two fishing areas, it enjoys two lobster fishing seasons, May – June and mid-August – mid October. Each boat fishing out of Pugwash harbor carries a maximum of 300 traps. As with all fisheries, the viability of the local fishing industry depends upon the numbers of lobsters available. The Department of Fisheries and Oceans monitors and enforces regulations relating to the size of lobsters. As a result, many are thrown back to breed if they do not meet the size requirements (<http://pugwashvillage.com/industry.html>).

## MINING



Canadian Salt Mine Co. Ltd. operates the only underground mine currently in existence in Nova Scotia. The first load of salt was lifted from the mine in November 1959. Most of the mine runs under the Pugwash River with some under solid ground, but no shafts run under the village. At present, the salt mine employs approximately 200 people. There has been some concern in the area about the future of the salt mine and whether it would continue operations over the long term.



---

## FORESTRY

Companies such as Irving and MacTara drive most of the logging industry in the area. Most of the wood cut is softwood which is shipped to mills around the Maritimes for processing. Because forestry is a migratory industry, employment varies. Employment can be anywhere in the range of 50 – 500, and a number of people are employed as tree planters, thus helping to make the industry more sustainable.

---

## MANUFACTURING

Two pewter manufacturing companies, Basic Spirit and Seagull Pewter, operate in the village. Pewter giftware is sold locally, throughout North America, and around the world. Basic Spirit employs approximately 30 local people. While Seagull Pewter previously employed 200 people locally, it now employs approximately 30.

Sunset Industries, a vocational program for mentally challenged people, trains and pays their participants to manufacture wooden products such as lawn furniture, household furniture, and wooden pallets. Participants also do contract work which may include stuffing envelopes and cutting corrugated cardboard for local businesses. Twenty-six mentally challenged people are employed at Sunset Industries.



Input from local business owners in the area suggests that employment has been relatively stable in Pugwash for the past ten years with a number of exceptions (Seagull Pewter, as noted above, and Canadian Salt, whose workforce has varied over the last few years). In the summer months the Pugwash area employs close to 1,000 people if Fox Harbour, a golf resort, and the nearby Wallace fishery are included.

Since early 2010, the Pugwash Area Chamber of Commerce (PACC) has increased its number of members from about 18 businesses to the current number of approximately 60. Most of these businesses are retail and service in nature and include such ventures as: carpenters/construction; convenience stores; crafts; giftware; hairstyling & aesthetics; hardware and building supplies; insurance; massage & holistic therapies; plumbing/heating; real estate; and restaurants.

A number of the participants in the public meetings noted that many businesses are for sale in the area. Research indicates that this is less an issue of viability and more an issue of demographics and capital. Pugwash and area seems to be lacking capital and individuals with the skills and desire to take on entrepreneurial projects. The fact that this is a seasonal area puts pressure on businesses to be successful over a short period of time. There appears to be a need for skillful and capitalized individuals in the area who are willing to dedicate a great deal of themselves toward new business ventures. It has been suggested by participants in the public meetings that a venture capital fund or availability of working capital and incentives would be very helpful to the area. There are many possible new

businesses that could flourish in the area. As expressed at the public forums, a number of possible businesses that could prosper include: a bakery, a deli, other local food markets, a pub, pet care/supplies, and a kennel.

## LOCAL GOVERNANCE

Cumberland County Subdivision D is governed locally by the Municipality of the County of Cumberland. In return for tax dollars, there are several services the municipality is mandated to provide its citizens, including (CREMA 2008):

- Management of municipal financial and administrative services
- Fire protection
- Emergency Management planning and response coordination
- Recreation funding
- Police protection (RCMP)
- Community economic development (through an inter-municipal body – CREDA)
- Maintenance and operation of sanitary sewer systems
- Solid waste collection and disposal
- Administration of planning regulations and policies
- Building inspections
- Street lighting (through N.S. Power)
- Dangerous and unsightly property remediation
- Canine control
- Support for a variety of special projects
- Development and enforcement of a variety of by-laws

In addition, other services are provided by local private sector, public sector, and provincial and federal government departments. Specifically, these include public schools, licensing and tax services, roads and highways, nursing homes, and long-term care facilities and hospitals, amongst others. In addition to elementary and high schools in Pugwash, the village is home to the East Cumberland Lodge and the North Cumberland Memorial Hospital.

The Village of Pugwash is governed by the Pugwash Village Commission (the “Commission”), a formal corporate entity created by legislation in 1948. The physical area governed by the Commission is also subject to the direction of the federal, provincial and municipal government (i.e. the Municipality of the County of Cumberland).

Services provided by the Pugwash Village Commission include (NSUARB Decision):

- Ownership, management and maintenance of the Village Hall, which is available for rental and houses the local C@P site
- Maintenance of Eaton Park



- Ownership and maintenance of the tennis/basketball court
- Ownership and maintenance of the train station (now housing the library)
- Snow clearing of village property
- Gathering of the Clans Festival
- Grounds maintenance of Eaton Park and the Cenotaph
- A recreation program
- Lobbying and watchdog role

Village Commissioners serve their community on a volunteer basis; however, they employ a full-time Clerk. In addition to other duties, the Clerk has recently taken on the responsibility for Harbourfest, held annually in July.

The Commission previously maintained a tourist bureau. Since its closure, the building has been used as a Farmer's Market. A newsletter previously circulated by the Commission is no longer in existence, although Village Commissioners interviewed during this project indicated there are plans to reinstate it.



## LAND USE

In 2005, the Pugwash Village Commission requested the Municipality of the County of Cumberland to prepare a secondary planning strategy and land use bylaw for the village. This was needed to give clear direction to the development of potential projects in the village and to provide a basic level of land use development control for new development within the village. The boundaries used for the Secondary Planning Strategy were those of the Village of Pugwash.

A Planning Advisory Committee was established by the Municipality of the County of Cumberland in 2006 for the purpose of completing the secondary planning strategy. The committee held working meetings, open houses and an online survey to gain community input into the secondary planning strategy and land use bylaw.

The Secondary Planning Strategy outlines several policies with regard to land use in Pugwash (Secondary Planning Strategy and Land Use Bylaw for the Village of Pugwash):

1. Inclusion of various land use zones containing lists of permitted and accessory uses and development regulations;
2. Establishment of a village residential designation to provide space for a variety of forms of housing, as well as public, educational, institutional, convenience, agricultural and accessory uses;

3. Inclusion of a list of uses permitted in the village residential zone, such as housing, public, educational, institutional, and convenience uses, home occupations, tourist homes, and small scale agricultural uses;
4. Inclusion of development requirements for the village residential zone to ensure that the design of all non-residential uses will be sensitive to the residential appearance of nearby properties and be compatible with and contribute to the overall rural Nova Scotia character of the village;
5. Establishment of a village commercial centre designation;
6. Inclusion of a list of uses permitted in the village commercial centre zone;
7. Establishment of a limited rural commercial designation for areas along Highway 6;
8. Establishment of a limited rural commercial zone recognizing existing commercial uses outside the village centre;
9. Establishment of an open space designation;
10. Inclusion of a list of uses permitted in the open space zone; and
11. Establishment of a utility designation and utility zone to encompass the sites of the existing sewage treatment facility and Nova Scotia Transportation and Infrastructure Renewal garage;
12. Establishment of an industrial designation and industrial zone for areas that are presently developed with industrial uses.

Design and development policies outlined in the Secondary Planning Policy include (Secondary Planning Strategy and Land Use Bylaw for the Village of Pugwash):

1. The requirement for a traffic impact analysis for any new development which may alter pedestrian or vehicular traffic patterns, volumes and flows and public parking needs in the village;
2. Provisions to prohibit the outdoor storage of scrap or salvage materials or inoperative motor vehicles/parts;
3. Provisions to protect the rights of existing residents in relation to their properties;
4. Provisions for a variety of alternate forms of housing;
5. Regulations for outdoor lighting and outdoor signs;
6. Provisions for public health, safety and welfare in relation to clean-up of dangerous or unsightly premises, illumination of public areas, protection of private property, design of buildings for accessibility;
7. Encouragement of alternate methods of transportation such as bicycling;
8. Provision of efficient traffic and parking facilities and rebuilding/realignment of hazardous roads; and
9. Endorsement of community and downtown revitalization.

These policies were enacted as the Pugwash Land Use Bylaw, October 2008. The land use by-law provides specifics on how the policies are to be carried out.

Signage, both within the village and in the larger area, was a topic of conversation by a number of the public meeting participants as well as others. It was noted that there are inconsistent and unsightly signs in the village centre which do not convey a positive or aesthetically pleasing view to visitors. Some signs are placed in violation of the land use by law, which specifically prohibits signs “painted on or attached to a utility pole, tree, stone or other natural object.” (LUB 3. g) ii) In addition, the land use bylaw states:

Any sign, which no longer advertises a bona fide business or service or is in a state of disrepair, abandoned, dangerous or unlawful shall be repaired or removed by the owner or be removed by the Municipality and the expenses involved in such action will be charged to the owner of the sign or property on which it is located. (LUB 3. g) iii))

Since most, if not all, agree that tourism is the most important business to sustain the village and area, how the area is presented visually is an important issue to address. Removing signage which detracts from the area’s natural beauty and replacing it with signs which are consistent and fit the village’s character would more succinctly capture citizens’ and visitors’ attention, and go a long way to being viewed as a welcoming community that wants people to see its beauty and enjoy its assets.

Several people mentioned signage along highway 6 as an issue that affects tourism in the area. Again, signs are somewhat haphazard and don’t accomplish the goal of having visitors want to take the time to drive to Pugwash. One suggestion from public meeting participants was that signage (in particular for visitors) be made consistent across the County.

## INFRASTRUCTURE

For the purposes of this report, infrastructure concerns in Pugwash and area include: water and sewer; sidewalks; roads; parking; and street lighting. Efforts to deliver these services or to upgrade existing services are usually capital projects and as such are the responsibility of the municipality, province, or federal government. Major capital projects may be partnerships between two or more levels of government.

---

### VILLAGE OF PUGWASH

At present, residents within the village boundaries receive sewer services from a municipal sewer system. Water is delivered to residents of the village from individual wells.

Through the public meetings and from discussions with residents, the most prominent infrastructure issue in Pugwash and area is water and sewer. All agreed that to move the area forward, there is a need for expansion of the existing water and sewer system. Although citizens wish to see developments like the Pugwash Peace Exchange and a marina constructed, they reiterated that a water and sewer system must be in place first. It was reported that within the village there are high levels of salt content in many wells, and some suggest there may be more harmful chemicals as well. Testing is currently under way to try to establish the exact cause for the salt content. Furthermore, it is a high priority for the

sewer system to be expanded to un-serviced areas of the village and beyond; however, this extension would come at a very high cost. It has also been noted that several investors have had the desire to open new businesses, but were unable to do so as a result of the fact that water sources are limited and putting new systems in place is very difficult.

In terms of sidewalks, roads, parking and lighting, many members in the community have commented that both the sidewalks and roads are in poor condition and that in order to promote safety, recreation, and local beautification attention must be given to these matters. Residents stated that in the past the repair of sidewalks and roads has tended to be temporary or “band-aid” fixes and this is no longer sufficient. Residents also discussed the need for additional parking spaces, particularly in the village core, and better lighting to ensure safe walking in the dark. The Village of Pugwash Strategic Plan notes high priority items to extend the sidewalks to include the school areas and the perimeter of the village as well as to add parking spaces in the core area; however, it is noted that this Strategic Plan contains no concrete implementation plan or timelines.

---

## RURAL AREA AND COASTLINE

Nova Scotia’s coastal areas and resources have played an essential role in making the province what it is today. The Nova Scotia coast is vital to the character and way of life desired by residents and is a key player in the attraction of visitors and the success of the tourism industry.

In 2009, the Province of Nova Scotia produced the 2009 State of Nova Scotia’s Coast Summary Report, entitled *Our Coast: Live. Work. Play. Protect*. This report gives an overview of the condition of Nova Scotia’s coastal areas and resources, and follows on the heels of the provincial government’s *Coastal Management Framework*. From this report, the Province will develop a blueprint called the *Sustainable Coastal Development Strategy* to act as a road map for addressing coastal issues. (Our Coast. Live. Work. Play. Protect).

Coastal residential development has happened along much of Nova Scotia’s coastline over the province’s history. Much of this development has peaked, probably due to the fact that a lot of the choice land has already been subdivided. Little control has taken place along the coast, and little information is available on categories of development along 77% of the coastal land strip. The province has delegated land use powers to the municipalities through the *Municipal Government Act*; these powers allow municipalities to regulate land use and enact land use bylaws. Approximately 86% of the coastline is privately owned (Our Coast. Live. Work. Play. Protect.).

Rising sea level is an important issue for those living or vacationing along the coast. Reports indicate that the present rates of sea level rise differ across the province, but that sea level rise will have many effects on the biological and physical environment as well as the human environment. In addition, the highest storm surges tend to occur along Nova Scotia’s Northumberland Shore and at the head of the Bay of Fundy. Effects from climate change, tropical storms, and storm surges include economic, social and ecological costs.

The numerous cottages along the coast rely on individual wells for water and septic systems for sewer. Since many of these, particularly the septic systems have been in place for many years, there is a concern around environmental issues and drainage. Two engineers who participated in the public meetings have stated that the water/sewer systems of many cottages in the area are in a precarious state which could lead to major issues in the future. Many of the cottage systems were constructed prior to regulations that have since been put in place, so it is important that these systems are checked to ensure that they are up to code. No monitoring of these systems takes place by local or provincial government agencies, and there are instances of drainage directly into coastal waters.

Coastal water quality is influenced by natural geological and oceanographic processes and by human activities and can be impacted by failing domestic septic systems, among many others (Our Coast. Live. Work. Play. Protect). Impacts may include contamination to public beaches and shellfish.

Another important water quality issue is the unwanted growth of algae. Land-based sources of nutrients, such as nitrogen released from failing or inadequate septic systems, can encourage excessive growth of algal blooms along the coast, lowering the oxygen content in the water. This has the potential to cause massive deaths of other marine organisms. Monitoring has shown that coastal waters off parts of Cumberland County may be at an increased risk of algal blooms (Our Coast. Live. Work. Play. Protect.).

In order to keep the area vibrant and economically sustainable, plans must be undertaken to address the water and sewerage issues along the Northumberland Shore. The trend in Nova Scotia has been to move from a natural resource-based economy to a service-based economy. This is glaringly evident in Pugwash and area. Ensuring that coastal natural resources are not neglected and that water and sewer systems are safe for citizens and visitors is paramount to the area's continued economic development.

## COMMUNITY SERVICES

### HEALTHCARE

The North Cumberland Memorial Hospital, four local doctors, and the East Cumberland Lodge, a nursing home for the region, provide healthcare services to Pugwash and area. In addition, the Sunset Community Home is a residential home for people who are mentally and/or physically challenged. The facility prides itself on teaching life skills, vocational skills, and social development leadership. Pugwash has a number of other strong local services working for its citizens including the volunteer fire department, the RCMP, as well as the Ground Search and Rescue team that is currently 20 strong in volunteer numbers.

### EDUCATION AND RESOURCES

The Pugwash area boasts two very strong school communities with both the Cyrus Eaton Elementary School and the Pugwash District High School. All residents are encouraged to practice continual life

learning through use of other services such as the library which has bragging rights as the second busiest library in the County. As well, the Historical Society, currently located above the library in the train station, and the C@P site for public access to technology located in the Village office provide residents and visitors with resources and internet access.

---

## POINTS OF INTEREST

Pugwash takes pride in a number of famous sites such as the Thinkers' Lodge National Historic Site (home of the famous Pugwash Conferences), Eaton Park with a stage for local events and a playground, and the local Peace Garden. These areas have been enhanced by the local Communities in Bloom committee, who have worked to both beautify the community and showcase the recognition it has received from its longstanding involvement with issues of peace and nuclear disarmament. Another well-known organization is the Pugwash Peace Exchange, a non-profit organization whose mission is, "to promote learning about the realities of war and the necessity of peace and nuclear disarmament, all in the context of history, science and personal commitment." (PPE, The Future of Peace...It's In Our Hands, p.3)

---

## RECREATION AND ACTIVITY

Many avenues for recreation and leisure exist in Pugwash and surrounding area. Some of these include: tennis and basketball courts, the Northumberland Links Golf Course, and the curling club. Numerous beaches exist along the coastline as well as access to water via the Pugwash Yacht Club, Fox Harbour Golf Resort, the Brickyard Marina, and the Gulf Shore Provincial Park. In addition, visitors and residents have access to local fishing, the Pugwash River Estuary, the Trans Canada Trails and the nearby Wallace Bay Wildlife Preserve. After 50 years in its current location, the Royal Canadian Legion, Branch 69, continues to be well attended and continues to advocate for veterans, seniors, and youth in many ways.

Pugwash is also known for a number of unique festivals and historical sites. The two most prominent festivals are the Canada Day Gathering of the Clans Festival and Harbourfest, both of which host large numbers of visitors. Overall, Pugwash and surrounding area provides many opportunities for continual active engagement by members of all ages in the community while simultaneously providing the necessary services to maintain a strong quality of life. It is for all of these reasons that Pugwash continues to attract new residents as well as former residents who wish to return home to this way of living.

## METHODOLOGY

The methodological approach for this project involved four phases. A detailed description of each phase can be found in Appendix II of this report.

Phase One involved a strategic plan analysis and reconciliation based on the review of 12 plans and documents (plus 9 documents on the Pugwash Peace Exchange). The documents ranged from 1998-2010 and were identified by the project steering committee. An interim report based on findings connected to common thematic issues as well as priorities and projects was presented to Cumberland Municipal Council.

Phase Two of the project involved community consultations with over 100 residents including: a youth focus group, 2 public forums, 9 key informant interviews, and a number of discussions with smaller community groups and businesses. The full details of this phase are outlined further on in this document.

Phase Three was the prioritization of community development options. From discussions with interviewees, organizations, and the public, RSTP prepared a draft master plan for submission in early September 2010. In addition to the community consultation, the prioritized opportunities take into account cost/benefit; feasibility; sustainability and linkages with other assets in Cumberland County.

Phase Four of this project involved recommendations for implementation of a Master Plan. Through consultation with the Project Steering Committee and a review of the draft plan, this final Master Plan ensures that the identified priorities are supported by viable implementation solutions. This plan distinguishes roles and responsibilities and prioritizes identified goals. It includes a realistic vision for Pugwash and area to achieve realistic goals and targets over the next 10 years.

## STRATEGIC PLAN ANALYSIS AND RECONCILIATION

For this element of the project a report was created (Appendix I) in order to summarize the review of 12 identified plans and documents, and other related documents as identified by the Project Steering Committee. The review also included an additional nine documents related specifically to the Pugwash Peace Exchange (PPE).

This document concluded with a preliminary listing of the priorities and projects which could have the greatest potential for positive impact in Pugwash and the surrounding areas. The most common priority is tourism. Eight separate reports identified tourism as a key priority for Pugwash. Maintaining the character of the Village, including revitalizing and beautifying the Village centre, is also a common priority, listed in seven of the documents reviewed. Education/capacity building, economic development, and marketing and signage are all supported in five of the reports.

The priorities that were mentioned the least (only in one document each) were housing, healthcare, local agriculture, the need for compatible land uses, and the need for the Village to be more senior

friendly. However, the results of the strategic plan analysis do not necessarily reflect the opinions of the residents in Pugwash today. They reflect the priorities according to studies and expert opinions from the 12 documents provided by the Steering Committee, some of which are over 10 years old and may no longer reflect the most important priorities that will allow Pugwash to grow and remain sustainable. It is important though to be aware of and understand the research and planning completed thus far.

Seven reports listed the marina and waterfront development as an important project to focus on despite the huge substantial resources required. The Thinkers' Lodge National Historic Site was a close second with six reports mentioning the importance of commemorating the historic house and grounds. Both the Pugwash Peace Exchange and a Tourism Information centre were listed in five of the documents.

The least popular projects, listed in only one document, include a new health centre and a nurse practitioner, the development of Sustainable Coastal Development Strategy, a YMCA, a project to increase communication between the Village and the school, including being aware of enrollment numbers, and finally an Integrated Community Sustainability Plan (ICSP) for Cumberland County. Although these were only mentioned in one report, it does not necessarily mean they are less important. In fact, the ICSP has already been completed.

In addition to the summary document a short PowerPoint presentation was presented to Council of the Municipality of the County of Cumberland on July 7, 2010.

## COMMUNITY CONSULTATIONS

The consultation portion of this project involved three elements: a youth focus group, two public forums for community members, and a number of key informant interviews as well as one-on-one conversations with smaller groups and/or specific individuals.

The youth focus group took place at the high school in June, 2010 with seven students ranging from grades 7-12. The public forums were advertised in advance via the Pugwash Area Chamber of Commerce (PACC) and its members, the Village Commission, with posters around the Village and in surrounding communities, in person by the research team and in the *Oxford Journal*. All members of the public from the Village and surrounding areas were welcomed and encouraged to attend these two focus groups. Both of the public forums had 30-40 people in attendance.

Key informant interviews were conducted during July and August 2010. The key informants were identified in part by the steering committee and in part as the result of discussions during the public forum meetings. The key informants made up a group of respected and knowledgeable community leaders in the Pugwash area.

The consultants also met with a number of smaller groups from the area including the Village Commission, the Friends of the Library, and some individuals and business owners to discuss some of their specific concerns. The team also welcomed additional input from any member of the community



via email or phone as a means of follow-up and/or clarification for comments raised at the public forums.

## SUMMARY OF FEEDBACK

### YOUTH FOCUS GROUP

In June 2010 a focus group was conducted with seven youth ranging from grades 7-12 at the Pugwash High School to discuss their vision of the future of Pugwash with an emphasis on sustainable economic development for the area. The group discussed their likes and dislikes about Pugwash, both short and long-term goals for the area's development, community assets, as well their understanding of ongoing (and ideas for new) local initiatives.



The youth expressed many things that they currently like about the Village of Pugwash. A definite emphasis emerged surrounding water and other recreational activities. Some of the main likes included: the marina, beaches and swimming, the local golf course & Fox Harbour Resort, the curling club, and other recreational areas. The youth also felt that they had good schools in the area and enjoy the library. Another theme that surfaced during discussion was that the youth feel the village of Pugwash is very close-knit and genuine.

With respect to dislikes that the youth had surrounding the village, much of the data reflected a feeling that existing facilities are in need of repair, there is a lack of marketing, and some facilities are simply missing for residents. The facilities that they felt needed repair or refurbishment included: basketball courts and the elementary school recreational facilities. The youth felt that Sport Pugwash and other businesses needed to improve their marketing to ensure a greater success rate. Finally, the group discussed the need for a rink, a place for the arts (theatre, drama and music), and facilities located closer together as the village is currently very spread out.

With respect to short-term goals for the village, meaning a timeframe of 1-5 years, the youth generated the following list of items:

1. Building an outdoor rink
2. Beautification of the Village including creating bike trails, adding flowers, and building a track (preferably by the school)
3. Increased advertising and promotion
4. Improved sidewalks/crosswalks
5. A younger demographic present in the area
6. Improved compost/waste management

7. More affordable housing
8. Increased employment opportunities – especially for youth
9. More permanent restaurants
10. Improved signage
11. More tourist information available
12. Construction of a new marina
13. Animal control

For long term goals, meaning 5-10 years or more, the youth felt that a number of items were of significant importance. The group believed that building a community center housing: an indoor rink, a canteen, a Boys and Girls Club, a YMCA, a pool, a fitness center and spa, various clubs and camps, and a lounge would be very beneficial. The group felt very strongly about having a hang-out area, video games, etc. The youth also mentioned the importance of having a space for the arts (theater camp), meeting spaces and an affordable membership (students/less than \$100).

Another long term goal important to the youth was waterfront development with a boardwalk housing shops, restaurants, etc. along the marina area. They also felt that more restaurants that stay open later are a big need for the area. They also had a debate on chain businesses versus local ones, and agreed that the village needs balance. The group had conflicting views on bringing in “chain” restaurants and shops to the village. Some youth felt that a chain was needed to secure business as people trust a name, while others felt that chain-type businesses may take away from the individuality of the area. All members did agree that there is a definite need for more food establishments where people can sit down to eat and that stay open later.

Additionally, the students discussed business locations and debated downtown options versus serene areas. The youth group also believes that there is a need for a museum in Pugwash to offer both revenue opportunities via visitors and to educate visitors about the area’s history. Finally, many mentioned refurbishment and/or add-ons to the existing library rather than taking the library out of the train station where it is currently housed.

The group also expressed that there are currently a number of existing items that they would consider to be assets of the Village of Pugwash. The youth felt that the marina, beaches, and events such as Harbourfest were important. They also felt that the Thinkers’ Lodge National Historic Site and the golf course and resort were positive places in the area. They mentioned that July 1<sup>st</sup> and the Gathering of the Clans Festival was important. Finally, the youth felt that having a strong elder population and being a unique community were both two very important assets.



This group was quite aware of a number of initiatives already underway in the Pugwash area such as marina development, restoration of the Thinkers’ Lodge National Historic Site, the Peace Exchange, restoration of the library, beautification projects such as Communities in Bloom, water/sewer improvements, and economic development. The youth felt very strongly that a Community Centre should be added as a new initiative for Pugwash and surrounding areas. The youth made a number of specific suggestions for ongoing initiatives. Beginning with the marina, the group felt that it should have boat tours, restaurants and shops, and additional space added. They also felt that the Thinkers’ Lodge National Historic Site should house a museum, an educational centre should be added, and they would like people to know the story of the peace movement as part of the region’s history. The youth also would prefer that the library be restored or added on to as opposed to building a new building. The youth believe that a community centre would boost the image of the village and increase school spirit. Finally, a number of youth in the group noted that new pipes already installed have improved swimming in the area. Table 1 indicates the overall ranking of what initiatives the youth group felt to be priority for Pugwash and surrounding areas.

Table 1: Ranking of Priority Issues

Ranking	Initiative/Project
1	Community Centre (all focus group members agreed on this as top priority)
2	Economic Development*
3	Marina
4	Marketing & Thinkers’ Lodge National Historic Site (tied)
5	Library
6	Communities in Bloom/Beautification Projects
7	Water/Sewer

\* In this case the students used the term economic development to denote an increased number of stores, restaurants, and other new businesses.

Overall, the participants in the youth focus group were very eager to discuss the future of their community. They were very knowledgeable about existing initiatives and openly shared their views on what they see as the most important priorities when establishing a long-term vision for the area. The youth demonstrated pride in their community and faith in its ability to prosper both economically and sustainably.

---

## PUBLIC FORUMS

For this project two public focus groups were conducted, one on July 27, 2010 and the other on August 4, 2010 at the St. Thomas More Community Hall in Pugwash. These forums were advertised in advance throughout the Village, by the Chamber of Commerce, in *The Oxford Journal* (see Appendix III), and in person by RSTP staff at Harbourfest. Each of the two forums had approximately 30-40 people in attendance.

Similar to the youth focus group, these sessions began with a presentation that provided an overview of the project followed by a series of questions (see Appendix VI for the focus group questions). These focus groups ran two hours in length and provided community members with the opportunity to discuss community assets, short and long term goals for the area, economic sustainability, natural and human assets, entrepreneurship, and priorities for possible projects. Those in attendance were encouraged to send additional thoughts via telephone or email to RSTP.

The first two questions posed to these groups asked the attendees to discuss what things they like the most and what things they like the least about Pugwash and surrounding area. Table 2 summarizes the many common responses from both groups to these questions.

Table 2: Public Forum Likes and Dislikes

THINGS LIKED MOST	THINGS LIKED LEAST
<ul style="list-style-type: none"> <li>✓ Beach/water/harbor/marina</li> <li>✓ Climate</li> <li>✓ People</li> <li>✓ Library</li> <li>✓ History</li> <li>✓ Volunteerism</li> <li>✓ Education/schools</li> <li>✓ Medical services – hospital, doctors, nursing homes, etc.</li> <li>✓ Other services</li> <li>✓ Beauty</li> <li>✓ “Feels like home”</li> <li>✓ Economic potential</li> <li>✓ Energy</li> <li>✓ Passion</li> <li>✓ Community Organizations and festivals</li> <li>✓ Farmers’ Market</li> <li>✓ Location/Ambiance</li> <li>✓ Creativity/Local Artisans</li> </ul>	<p>LACK OF:</p> <ul style="list-style-type: none"> <li>✓ Infrastructure</li> <li>✓ Water/sewer</li> <li>✓ Wells/water quality/potable water</li> <li>✓ Sidewalks/good roads</li> <li>✓ Accommodations/services/businesses</li> <li>✓ Direction/coordination/collaboration/informed communication</li> <li>✓ Leadership</li> <li>✓ Advertising</li> <li>✓ Signage</li> <li>✓ Youth- services, jobs, activities and retention</li> <li>✓ Tourism funding</li> <li>✓ Progression</li> <li>✓ Showcasing potential</li> <li>✓ A multi-purpose centre</li> </ul> <p>Also:</p> <ul style="list-style-type: none"> <li>✓ “Political In-fighting” – between various community groups</li> <li>✓ Capital outflow – lack of services provided in return for revenue generated by area</li> </ul>

In addition to the above commonalities in each focus group, a number of other items were mentioned but were not necessarily viewpoints shared by all those present at the focus groups. The following items were also noted as “likes”:

- ✓ A holistic mindset
- ✓ A strong value system
- ✓ An acceptance of those from away
- ✓ The golf and curling clubs
- ✓ The gym and tennis courts
- ✓ The proximity of skiing and skating
- ✓ The bowling alley in Tatamagouche
- ✓ A sense of peacefulness and fresh air
- ✓ The members of returning generations
- ✓ The salt mine
- ✓ The Churches
- ✓ The Well-educated retirees in the area
- ✓ The RCMP/Fire Department
- ✓ The Legion
- ✓ The Pugwash Peace Supertunia (a petunia designed specifically for Pugwash and which is displayed prominently around the village)
- ✓ A low crime rate

There were also a number of other issues that people noted as things that they liked the least including:

- ✓ Lack of services during the winter months
- ✓ Lack of showcasing community potential
- ✓ Limited daycare and pre-school activities
- ✓ Salt mine issues
- ✓ Stray cats
- ✓ Migration from rural to urban areas
- ✓ Lack of affordable housing
- ✓ Lack of community spirit
- ✓ Classes of citizens – taxation issues, right to vote, etc.
- ✓ Lack of recognition of events and groups
- ✓ Untapped potential
- ✓ Lack of understanding by summer residents of the daily lives of local residents
- ✓ Lack of recognition to foster those who “come from away” as an industry
- ✓ Weak alliances with surrounding areas and counties

The next segment of the discussion focused on what elements make Pugwash and surrounding area unique. Emphasis was placed on both natural and human assets existing in the community. In relation to this discussion the two focus groups differed quite greatly in their responses. There were only three

items that both groups deemed to be common assets. First, all participants viewed the water and harbour as assets. Many people mentioned the depth of the water, the uniqueness of how warm the water along this particular shoreline is and the low levels of fog. The climate and significant number of hours of sun in the area were also mentioned. The port, and its potential, was repeatedly noted as being unique to the area. Second, many people felt that the Pugwash Peace Exchange was a very unique organization. Finally, another commonality between the groups was the belief that Pugwash is an internationally known area.

Many other assets were listed for the area by participants in one or both groups and these included:

- ✓ The river that has been maintained for hundreds of years
- ✓ The fact that the area is a seasonal community
- ✓ The red roads in Pugwash
- ✓ The waterfront walk
- ✓ The fact that people are environmentally inclined
- ✓ The possibilities for both solar power and tidal energy
- ✓ Local talents
- ✓ Local networks
- ✓ Private funds available within the community
- ✓ Fishing and farming
- ✓ The feasibility of extending the village boundaries

The next focus of discussion was centered on what citizens imagine Pugwash and surrounding area looking like in 5 – 10 years. Across both focus groups there was a strong consensus for how the community envisions themselves down the road. The following list provides a short description of the participants' ideas for a 5-10 year community vision (in no particular order):

1. A full service marina exists including additional docking spaces, a fueling station, and an active boardwalk with shops, restaurants and water equipment rentals.
2. Pugwash and its history of peace are celebrated and known internationally.
3. A new library is fully operational with an improved location and more space to operate.
4. A multi-purpose centre exists possibly housing the library, the PPE, conference and meeting spaces, arts and leisure opportunities, spaces for youth, and daycare facilities.
5. Improved infrastructure is in place such as better sidewalks, lighting, and roads.
6. Pugwash is still a beautiful and natural environment with a vibrant population.
7. The Village of Pugwash is revitalized with better signage and more attractive advertising to lure visitors to the area.
8. Pugwash is known as an active fishing village where fishing is both a means of income and a leisure activity.
9. The demographics of the community are changed due to an extension of the Village boundaries creating a broader-based area.

10. More businesses exist and there is a broader job base as a venture fund has been put in place, and investments have increased.
11. Pugwash exists as an active retirement community.
12. Year-round tourism including both summer and winter activities has been promoted and is put in place.
13. Governance is improved as clear administration and leadership have been put in place.
14. Pugwash is a progressive and sustainable community where local production and purchasing are commonplace.
15. Housing is improved as the result of repairs to existing properties and a variety of new housing possibilities being built.
16. A forum for dialogue exists as well as better communication as a result of increased collaboration between community members who are working towards a common vision.
17. There are more options for childcare (potentially in a multi-purpose facility).
18. More young families and youth are choosing to call Pugwash and surrounding areas home.
19. Improved transportation and services are in place.
20. Improved water/sewer is in place both within the Village and in outlying areas.

Beyond the attributes for the future community as outlined above, there were a few other long-term issues brought up by specific individuals in the focus groups. Other points included: Pugwash would have its own newspaper operating; more tax incentives would exist, and the voting rights for people living outside of the village and in cottages would be changed. Overall, there were very consistent views on a vision for the community at large.

The next portion of the public forum had a focus on viable and economic sustainability for the area. Specifically, attendees were asked to share their ideas in regard to what specific projects and initiatives would contribute the most to economic development in the Village and surrounding areas.

The result of this discussion again produced a number of shared views between both focus groups. The following list outlines the main views expressed during this portion of the discussion:

1. Water/sewer and other infrastructure projects as being a necessity in order to create viable projects for the future.
2. Building a multi-purpose centre as a top priority as such a facility could house a number of different things (i.e. the PPE, library, arts and culture facilities, leisure activities, etc.) while simultaneously creating meeting and conference spaces that could generate income.
3. Year-round tourism as very viable with nearby golfing, skiing, trails, beaches, and many other activities that bring visitors to the area.
4. Improved communication and collaboration including a welcoming committee for newcomers, collaborative and “out of the box” thinking, as well as an integrated community vision in order to create a community where people are working together toward a sustainable future.



5. Governance and administrative structure being put in place at all levels (local, municipal and provincial) as another necessity in order to create role models and provide funding to make economic advancement a reality for the area.
6. The need for improved information, promotion and advertising as community members believe that Pugwash and area must be showcased more effectively in order to bring more visitors to the area.

An increased number of incentives or loans for economic development were also mentioned during this discussion as well as a reference to the inclusion of youth in generating future economic development.

The final question approached during the focus groups centered on who the entrepreneurs are within the area and what other types of industries and services might flourish. The participants felt that artisans and services connected to art and culture would be successful for this area. They also felt that a number of seasonal businesses could flourish including such things as harbour tours, recreational equipment rentals, skiing, sport fishing, and others. Some residents also felt that there is the potential for many types of new businesses to be successful while simultaneously providing increased services. Some of these new businesses may be a bakery, deli, other types of local food markets, a pub, a kennel, pet care, etc. Both groups emphasized the importance of local production and local shopping as much as possible. There was also the mention of having national newspapers sold in the village as well as a marina triangle between Shediac, Prince Edward Island, and Pugwash.

The conclusion of both focus groups emphasized that as a result of this data collection the next step must be to choose priorities and to determine what projects will best lead to said priorities being successfully met. All persons in attendance were encouraged to contact RSTP with any further comments, questions, or concerns. A number of phone calls and emails were received and taken into account.

Following a review of all input from the focus groups and follow-up discussions, a clear set of priorities emerged. First and foremost, the participants agreed that water/sewer and other infrastructure is the top priority. It should be noted that infrastructure extends beyond water/sewer, building restoration and creation to include items such as better sidewalks and roads, increased street lighting, etc. It became very apparent that in order for infrastructure as a whole to be enhanced and projects to be undertaken, an improved water and sewer system is necessary.

A multi-purpose community centre was a clear priority with many group participants. It was suggested that the centre could house many different services such as: a new library, meeting and conference spaces, the PPE, recreational facilities, businesses, artisans' work spaces and galleries, and a daycare facility. It was also suggested that such a multi-faceted centre could be close to the proposed marina and/or waterfront.

Communication and collaboration in the area emerged as another top priority. In this context, communication denoted improved forums for dialogue amongst the many existing individuals, groups, and organizations within the community who are currently working on existing priorities and projects as



well as communication on levels within and outside the area. Many participants expressed the need for less political in-fighting, focus on individual personalities and disagreement and in turn the amalgamation of community groups, deeper levels of collaboration, informed communication and a restored sense of peace within the village and area. Participants from outside the village expressed the need for better communication in terms of “getting the word out.” They said they would be willing and able to help with community initiatives but often did not hear of them. It was expressed that a number of those living outside the village may be willing to contribute financially to community projects if they were made aware of what those projects were.

Governance and administrative leadership was another priority that surfaced through the focus groups. Participants clearly indicated the need for stronger political leadership combined with more positive role models in positions of governance and administration as a means to bring the community together. It was voiced by various participants that there is an immediate need for two to three key community leaders to come forward and encourage a common vision for the community, and to provide careful and responsible planning that will target the larger picture for long-term sustainability in the area. The notion of having an effective local governance and administrative structure in place was very important to attendees of the focus groups.

Another priority established was the need for improved information, promotion and advertising. The information component referred to the need for general information being relayed to citizens both within and outside the village. This would include avenues of communication such as the Village Commission’s website, newspapers, and re-establishment of the local newsletter. The promotion element should involve the recognition of the many community groups, organizations, and events that happen within the village and in outlying areas. Promotion would also include the recognition of local talents and potential and finding ways to foster success in this area. Advertising is a broad term, but improved signage in the area and re-opening the tourist information centre were two topics that came up numerous times in the focus groups.

Finally, it should be noted that an overarching theme emerged as a common thread amongst all priorities and this was the need for year-round tourism. The participants expressed that tourism remains one of the most viable means for economic development in the area and in order for this industry to meet its fullest potential, year-round events and activities are a key factor. All of the aforementioned priorities connect in some way to the tourism industry that most people view as one of the most viable sectors for Pugwash and surrounding area.

In conclusion, the two public forums were very successful. Attendance was strong and those present offered many insights revealing the uniqueness of this area and the makings of a very economically viable and sustainable community if the priorities and projects within this document can be addressed. Lively discussions took place with considerable debate on some issues. Although a number of the participants had been involved in similar efforts in the past, they expressed appreciation for the way in which these sessions were conducted and were respectful of others’ opinions. They felt that these

sessions were a positive step forward for Pugwash and area and were willing to work with priorities identified on a collaborative basis.

---

## KEY INFORMANT INTERVIEWS

Key informants were interviewed and included representatives of the Pugwash and Area Chamber of Commerce, the Pugwash Peace Exchange (PPE), the Pugwash Park Commission and the Thinkers' Lodge National Historic Site, the library, the marina and waterfront development, the Harbour Authority, CREDA, the Municipality of the County of Cumberland, Communities in Bloom, and Friends of the Pugwash Estuary. Some key informants were representatives of more than one group and some also own and operate businesses in Pugwash. Together, the key informants represent expert knowledge of community issues and sustainable economic development priorities in Pugwash. They provided further detail on many projects such as village beautification projects, train station restoration plans, the curling club project, discussions regarding water and sewer services, festivals such as the Gathering of the Clans and Harbourfest. Several of their sentiments echo what was discussed during the youth and public forums. The following is a synthesis of the information shared by the key informants.

---

## PROJECTS IN PUGWASH AND THEIR IMPORTANCE

The key informants were asked why they feel the ongoing projects they have been involved in are important. Projects (in no particular order) that key informants discussed were the Thinkers' Lodge National Historic Site, the PPE, the marina, the library, water and sewer services, a community centre, sidewalks and road upgrades, village beautification and a teen skateboard park. Each project is discussed in more detail below in terms of its importance and current state of development.

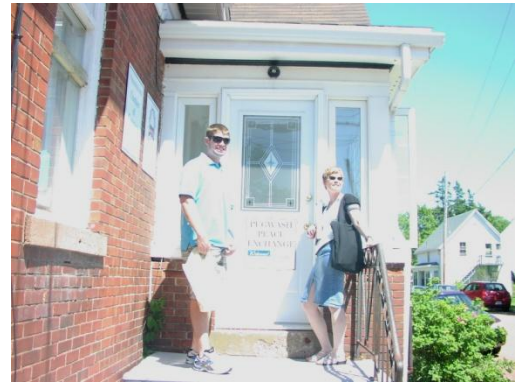
### *The Thinkers' Lodge National Historic Site*

This property holds historical and cultural significance for Pugwash and Nova Scotia. The Pugwash Conference of 1957, held at the grounds, was the beginning of the movement to rid the world of nuclear weapons. All of the key informants agreed on the importance of the Thinkers' Lodge National Historic Site. Some felt that the property is the village's most valued asset. As a national historic site, the site itself is a cultural artifact, the significance of which cannot be overstated. It was suggested that having world heritage designation for the site should be strived for. Having two world heritage sites in the same county, with Joggins as the other, would be excellent.

Discussions with this group highlighted plans for the future of the property which include ways to make connections between the site and the Village of Pugwash. For example, expansion of the board walk path to the lodge property, interpretive panels to explain the history of the property and the village, and interpretive walking trails that would engage tourists and visitors in the entire village of Pugwash. Additional sites could be incorporated such as the Masonic Hall, the train station, and the waterfront. An assessment of the site to determine what is required to rehabilitate the site has been completed. Partial rehabilitation of the Thinker's Lodge has been completed with further work on the site yet to take place. Once rehabilitated the site will provide a venue for the local community to use.

### *The Pugwash Peace Exchange (PPE)*

The PPE is a group that started in 2003 and was incorporated in 2005. The PPE, made up of over 1000 members, wanted to build on the legacy of peace in Pugwash, taking the legacy of the past and combining it with a path for the future. Although there have been differing opinions and a lot of misunderstanding concerning discussions about the PPE and its plans for the future, the group has organized a number of successful conferences on the topic of peace. The PPE currently has a staff of one and operates as a non-profit organization. The PPE has plans to build an educational interpretation and conference centre (read more details of



the PPE's plans in the document entitled Strategic Plan Analysis and Reconciliation in Appendix I). The total estimated cost for a new building that would house the PPE is \$4-5 million. Supporters for the development of the interpretation and conference centre believe it has the potential to create and sustain year round jobs, attract visitors to Pugwash and support other ventures like a boutique hotel. However, it was noted that improved infrastructure is needed in Pugwash before such a Centre can be successful.

### *The Marina*

Another priority expressed by the key informant group was the marina. It was suggested that Pugwash is an ideal location for a marina because of its calm and fogless basin. It was also noted that such a facility could be a catalyst for other ventures such as restaurants and accommodations, all of which would have a positive impact on the local economy. Furthermore, Fox Harbour, a world class golf course and resort located near Pugwash, could also benefit from the marina as some of its clients are boaters.

However, it was noted that securing public funding for the development of a marina would be difficult. Currently the Harbour Authority is the only group recognized by the Federal Department of Fisheries and Oceans, and the Authority has withdrawn from the waterfront development project. The Harbour Authority, when consulted on this issue, reported that it had completed a business plan as well as some geophysical testing in the harbor in advance of a marina development. However, at this point their focus is on the needs of commercial fishermen, who currently do not have their own slip.

### *The Library*

A library is an integral part of any community and, In Pugwash, the library is very well used. In fact, it is the second busiest library in the county in terms of check outs. The library also provides extra access to information and resources like ebooks, the Internet, magazines, non-fiction, etc. It was noted that the Pugwash library is an important service but the space is limited and the building and shelving are in need of major repairs. The estimated cost for a new, stand alone library building is \$800,000 based on the cost for a new library in nearby Tatamagouche. To date \$35,000 has been raised by the Friends of the Pugwash library. Incorporating the library into a new Pugwash community centre, would reduce costs.



### *Water and Sewer Services*

Most of the key informants mentioned the need for water and sewer services as these are basic amenities for investors. It was noted that the village does not have potable water because of high levels of salt and metals. A spokesperson from the salt mine commented that the plant may be interested in hooking up to a local water and sewer system if or when it is developed.

### *A Community Centre*

The need for a community centre was mentioned by key informants as well as in the public forums. It was suggested that the community centre, whether in a new or existing building, could include the library, Village Commission, PPE, a C@P Site, meeting space, and could possibly add to the farmers market. Examples from other communities are being looked at. At this point, there are no estimated costs, as a feasibility study still needs to be completed.

### *Beautification, Sidewalks, Roads and Parks*

Similar to opinions heard at the public forums, key informants mentioned the need for further beautification, sidewalks, road improvements and parks. They noted that this is important because it focuses on the visual ambiance and caché of the village. A local chapter of “Communities in Bloom” has made peace gardens, worked on the train station, the cenotaph and the seniors’ residence. A major belief of this group is that it is about first impressions. If you drive into a town, do you see that the local people care? Other key informants spoke about the state of repair of the streets noting, for example, that the sidewalks in Pugwash are not safe, especially for seniors. In particular, Durham Street, a busy street lined with business, is especially not safe. The development of a skateboard park for youth was noted; however support to date has been limited.

---

## ECONOMICALLY SUSTAINABLE OPTIONS

When asked what projects will contribute to making Pugwash economically sustainable over the long-term the following were identified: the Thinkers' Lodge National Historic Site, the establishment of the PPE Interpretation Centre, the marina, and the library. However, water and sewer services were recognized as being necessary to support economic development before larger projects can be undertaken.

Key informants mentioned that the restoration of the Thinkers' Lodge National Historic Site will bring more tourists and jobs to Pugwash and help to sustain economic development. The site could provide a venue for social, cultural and educational events such as: organic food festivals, rug hooking demonstrations, summer writer's workshops, club meetings, evening dances, Christmas parties and weddings. It was suggested that, by working in collaboration, the Thinkers' Lodge National Historic Site and PPE could contribute to sustainable economic development, providing a venue for researchers and university chairs to work from. The library is also argued to have the ability to help achieve sustainable economic development in Pugwash. Libraries within communities not only provide employment but are key to attracting and keeping young families and in promoting a learning environment.

As heard at the public forums, the importance of sewer and water systems was recognized as being vital to support economic development.

---

## COLLABORATION... OR NOT?

Key informants were asked if they saw their goals and priorities as being similar to those of other groups in the village and if they would be willing to work together to pool resources in order to reach their goals more efficiently. While there have been differing opinions regarding development priorities in the past, many of the key informants expressed optimism about the future.

There have been differing opinions regarding development goals and priorities between various groups in Pugwash in the past, and some continue today. For example, key informants noted differing opinions between the PPE, the Park Commission and CREDA. They also mentioned differences of opinions between the Harbour Authority and the Harbourfest Committee, between the Harbour Authority and a waterfront/marina development group, as well as between the Village Commission and a group of residents. Despite the differing opinions and the hard feelings these situations may have provoked among some groups in Pugwash, key informants expressed a sense of hope and optimism and a willingness to work together. Community groups and the Municipality need to work together, and that there needs to be a high level of coordination. There is a sense that people are willing to move on and the community knows how to work together. It was noted that some groups do pool resources and most of the community works well together. It was suggested that clarification is necessary on who and which groups are accountable and responsible for what. Who can do what? Who can help? Who has

funding? What are the plans? Who can be involved? Key informants expressed a desire for more communication and clarification.

---

## PRIORITIES FOR PUGWASH

The interviews ended by asking key informants to prioritize the projects in Pugwash in terms of what makes good economic sense as well as which ones will benefit the most number of people. Water and sewer services were the highest priority among key informants. They recognize that water and sewer services are prerequisites for investment and are vital for Pugwash to grow and be sustainable.

The next top priority among key informants is the development of a marina, which also came up during the public focus groups, despite the enormity of the project and the many challenges involved, including funding. Some see a marina being completed over five years and through multiple funding phases.

A community centre is also an important priority among many of the key informants, as it is for the residents who attended the public forums. It could house the library, a C@p site, the Chamber of Commerce, some private entrepreneurs and possibly the PPE. However, a building to house the PPE and its conference activities (as a standalone project) was still a priority for some of the key informants.

Other projects that were mentioned included: sidewalks, restoring the train station to become a historical site/tourist attraction, obtaining an international heritage designation for the Thinkers' Lodge National Historic Site, and developments targeted at families including those for seniors and youth.

In summary the key informants may have different views and development priorities, but they all care about the future of Pugwash and making it a sustainable, economically viable community. Many of them agree on the urgency and need for a proper water and sewer system, followed by a marina and a community centre that would house among other things, the library and possibly the PPE.

## PRIORITIES AND RECOMMENDATIONS

Based on the input of citizens at public meetings, focused discussions, informal gatherings and key informant interviews, four priority areas to pursue in Pugwash and area were identified:

1. Infrastructure
2. Communication
3. Multi-purpose centre
4. Tourism

These four priorities are detailed further below and in the following Implementation Plan. Citizens who participated in the public forums, as key informants, in informal discussions, and via email provided their open and honest opinions, from which the priorities were formed. These people were introduced to the discussions by the premise that they “couldn’t have it all” and were asked to put previous conflicts aside and look at realistic goals. That being said, it is natural that certain past issues would influence present discussions. These, along with documents reviewed and cost/benefit and feasibility, were taken into account when finalizing the priorities.

### INFRASTRUCTURE

Numerous reports have cited the need for improved water and sewer services within the village (see Appendix I) and various funding agencies have been made aware of this issue. In the village itself, water services are delivered by individual wells while sewer services are provided by the Municipality of the County of Cumberland. Some residents reported evidence of foul taste in their water and the inability to use tap water as potable water at all. A groundwater assessment by CBCL in 2005 reported that the majority of wells in the Pugwash area were not constructed with proper casing and sealing and many were found not to have proper well caps. In addition, there was evidence of improper well positioning, installation, upkeep, and surrounding land uses (relative to potential contaminants) – all factors that could potentially lead to reduced potable water quality (Source: Cumberland County ICSP).

In addition to water and wastewater challenges within the village, there are similar issues arising along the coastline with the many cottages, some of which have become and will become permanent residences. Wastewater is a particular concern along the coast, with some engineers reporting that sewerage is being dumped directly into coastal waters. Cottages along the Northumberland coast are typically on small lots and have not had to deal with regulations influencing water and sewer issues. Provincial officials seem reluctant to enforce any statutes concerning water and wastewater issues, leaving this area vulnerable to groundwater damage as well as harm to coastal waters and habitat.

In addition to the large amount of capital investment required to carry out water and wastewater improvements, several other infrastructure projects were brought up by the citizens of the area. Among these were: the construction of sidewalks within the village to provide a safe walking place, particularly along Durham St.; the installation of more street lights for added safety at night; and the improvement



of roads which have been patched over the years. Citizens of the area who participated in this project were adamant that unless these issues are addressed, there could be no multi-purpose community centre or marina or accommodations.

Community beautification is another element of infrastructure that the village and area has focused on in recent years. The Communities in Bloom Committee has done a great deal of work to add to the image of community, and they continue to flourish as a team concerned with local image. The Peace Garden has been added beside the library, providing a lovely greeting for visitors, and promoting peace – the very value that Pugwash prides itself on.

The area still has a number of opportunities to improve local beautification including: a better entrance to the village, more professional and welcoming signage both in the village and on surrounding highways, the improvement of any existing unsightly premises, the addition of more recycling bins, and re-opening a local tourist information site where visitors will easily be able to access details on local sights and attractions. Issues such as signage will have to be dealt with in partnership with the Municipality and the Province; however, other issues may be dealt with locally. There is at present a Farmer's Market located in what was previously the tourist information site; there may be opportunity to co-locate these two facilities, creating more opportunity for the farmer's market.

Overall, infrastructure as a whole (including water/sewer, sidewalks, parking, lighting, and beautification projects) is a high priority for the people of the Village of Pugwash and surrounding areas as outlined within the parameters of this project. However, since the scope of the infrastructure requirements will need broad capital investment, it will have to be carefully planned in phases with consultation between the funders (the Municipality, the Province, the federal government) and the community to realize community goals.

Infrastructure is important to an area's viability and quality of life, and goes a long way to ensuring long-term sustainability. It can be summed up with commentary from the Village of Pugwash's Strategic Plan (Village of Pugwash Strategic Plan):

*“Community image, both physical, as well as perception has significant effect on a community's ability to attract business, new residents and visitors. Indeed, community pride (or lack thereof) can have a positive (or negative) impact upon current residents and their interest in supporting local events, activities and even business. A positive and proactive approach has an indirect but long-term effect on the health of a community. A strong, well-defined, positive image for Pugwash would enhance all future activities.”*

Infrastructure is an essential component to the economic development of any area. The community must be assured that local infrastructure is sound moving forward with other projects. It is, however, crucial that the community recognize that in reality all of the listed infrastructure – water, wastewater, sidewalks, street lighting, and road improvements – cannot take place at once or in the immediate future. Since the Municipality already has listed priorities which include local water and wastewater, other infrastructure projects may have to be put on the “back burner” until resources become available.



This will require consultation with community residents so that the lines of communication remain open and residents can both understand how the municipal planning and budgeting process works and note progress made.

*Recommendation:*

1. The Municipality of the County of Cumberland continue with its plans to expand and improve water and wastewater services in the Pugwash area; and
2. Lines of communication remain open between the Municipality and local residents to:
  - a. Update residents on progress; and
  - b. Collaborate on long-term planning, including prioritizing infrastructure projects.

## COMMUNICATION AND COLLABORATION

Communication is an essential component to community and economic development. Pugwash and area encompasses many residents who are interested in a multitude of projects and there appears to be agreement that in order for progress to be made, community members must come together to discuss and collaborate on various projects.

It became apparent through public meetings, key informant interviews and discussions with others in the area that several challenges exist which need to be addressed in order for the area to realize its potential:

1. *Community Spirit* – There is a need to build community cohesion in the area. Numerous people brought up the issue of those who “belong” as opposed to those who are “from away.” Since there are fewer people who were born and still live in the village of Pugwash than there are people from outside that sphere, a concerted effort needs to be made to discard this way of thinking and encourage the participation of all citizens. Many business owners do not live in the village but yet have willingly established their businesses there; many citizens who live outside the village have skills, networks and financial resources which can be valuable to initiatives for the village and area.
2. *Governance* – Residents do not seem to have a clear understanding of the role of the Village Commission. There have been, and continue to be, efforts to have the Village Commission disbanded for various reasons. Although the Village Commission has made efforts to be more open with its citizens, there needs to be more communication within the village. Efforts to reinstate the community newsletter will help with this.
3. *Taxation* – This issue works hand-in-hand with the community spirit issue, and helps fuel the “born-and-raised versus the outsiders” issue. Residents of the village see themselves as double-

taxed, i.e. they pay taxes to both the Village and the Municipality of the County of Cumberland. This issue is compounded by the fact that many business owners live outside the village and pay a similar level of taxes; however, business owners do not have the right to vote locally. In addition, those seasonal residents who pay taxes feel they too have a right to vote.

4. *Volunteers* – The area has a good volunteer base, but as is the case with many areas, many of the volunteers are the same people. A recommendation of this report is the establishment of a *Community Volunteer Advisory Committee*. The goal of this committee would be to create a database of community members from Pugwash and all of the surrounding areas who are eager and willing to work on local projects. There would need to be a website created where community members could register as volunteers, including their personal talents, skills, and volunteer interests. Similarly, the site could contain summaries from various organizations, events and groups who are seeking volunteers such as Harbourfest, Communities in Bloom, Friends of the Library, the PPE, and many others. The community could also work in conjunction with staff members from the high school in order to match students with specific volunteer opportunities. The establishment of a volunteer database in Pugwash and surrounding areas would bring together many local people who share the common vision of increased communication amongst residents, and would promote teamwork, local pride, and community cohesion.



5. *Community appearance* – Many residents mentioned signage and the general appearance of the area as an issue. Contrary to the Secondary Planning Strategy, there are numerous signs around



the village and area advertising local businesses or events, posted on poles etc. A common display board would increase visibility for these advertisements, create a space where people would come together, provide a place for visitors to gather information, and be more aesthetically pleasing. Unsightly properties along Durham St. (such as the one shown at left with an unkempt lawn) need to be cleaned up so that the village looks more welcoming. The Peace Garden has

become a very nice addition to the village's entrance, and further efforts like this should be encouraged. Improving the physical appearance of the community will go a long way to instilling community pride and creating cohesion.

In addition to the recommendations above, the area could benefit from workshop sessions around such topics as Leadership Development; Promoting Change; Building Community Capacity; Building Social

Capital; Obstacles and Guidelines to Working Together in Community Development; Effective Decision Making; Understanding your Community; and Removing Barriers to Participation, among others. These kinds of workshops can be organized and facilitated through the Chamber of Commerce, CREDA, or other community organizations. To ensure a fair process, an outside facilitator to conduct any workshops is recommended.

To be successful, a community decision-making process should possess certain factors. Primary among these are inclusiveness, trustworthiness, viability, validity and reliability. Inclusiveness means that a wide range of people are involved in the process. Trustworthiness means that meetings one attends are the real ones; i.e., no back room decisions have overtaken the process. Viability means that decisions made in such forums stand up and do not erode over time, suggesting that the decisions are legitimate. Validity means that the right issues are on the table. Reliability means that the information on which decisions are based is accurate. All of these factors must be based upon respect for one another and respect for the process.

*Recommendation:*

1. Workshops be held for organizations and residents on topics as noted above;
2. Public “open houses” be held with the Municipality of the County of Cumberland and the Village Commission to more clearly articulate the roles and responsibilities of each as well as the roles and responsibilities of residents;
3. A Community Volunteer Advisory Committee be established to coordinate all efforts of local organizations and attract volunteers of all ages;
4. Residents be encouraged to work toward a central location for community signage and to clean up derelict properties; and
5. The Municipality of the County of Cumberland and the Village Commission review the Secondary Planning Strategy Bylaw with a view to more stringently monitoring bylaws.

## MULTI-PURPOSE CENTRE

The idea of a multi-purpose community centre is not a new one; indeed, it came up in virtually every discussion in the area. Through the discussions, citizens seem to have realized that not all past proposals can be accommodated and see a multi-purpose centre as one which could incorporate many of the assets they would like to see. There were a number of possibilities brought up by citizens for placements in the centre:

1. Public space – available for meetings, events, recreational activities, weddings and so on.
2. Library – addresses the issue of renovating the current train station, which is not large enough to accommodate the library as well as locating the library in an accessible building, not only centrally located but accessible to those with disabilities
3. Pugwash Peace Exchange – office and conference space which could be used for events involving youth and others
4. Daycare space – daycare facilities are currently limited in the area; this was seen as an ideal solution to the issue of being centrally located and affordable
5. Other activities – suggestions were to include the Village Commission offices, Chamber of Commerce office, events office for Harbourfest and others, and so on

This kind of multi-purpose centre would be unique in housing such a number of organizations. Similar multi-purpose centres in regional communities typically are focused around an arena with some other services (meeting space, walking tracks, craft shops, etc.) rounding out the facility. Interestingly enough, having a centre which included an arena was not part of the discussions in Pugwash. Once again, this kind of facility would provide the area with a central gathering space and foster community cohesion.

Since the construction of a community centre involves large investments, it is recommended that the community embark on a fundraising campaign to help achieve their goal. Instigating a capital campaign, rather than a series of smaller fundraisers, may be a more realistic way to gather community as well as corporate support for this venture. Because of the nature of a capital campaign, many volunteers will be required, which in turn will help develop community cohesion and communication between many people who may not have come together in the past. Since the construction of a community centre may be a few years in the making, particularly if it is dependent upon infrastructure advances, the volunteers involved in a capital campaign will have an opportunity to invest funds realized. An endowment fund would benefit the goals of this group by helping ensure the maintenance of the community centre into the future.

*Recommendation:*

1. A Community Foundation be established to:
  - a. Set up a capital campaign to raise funds for development of a multi-purpose centre;
  - b. Recruit a broad base of community members to serve on the Foundation;
  - c. Work with designers/architects/engineers to design the building and possibilities for what may be included;
  - d. Work with other stakeholder groups such as the Library Board, PPE, etc.
  - e. Hold public meetings to keep residents informed on progress;
  - f. Maintain communication with levels of government and potential funders;
  - g. Explore the issues of endowment funds, “angels,” private investors etc.
  - h. Ensure inclusion of residents and transparency of the process.

## TOURISM

### OPPORTUNITIES FOR OFF-SITE INTERPRETATION

A recommendation and priority in the implementation plan is to explore and implement options for promoting Pugwash in other venues throughout Cumberland County. Interpretive displays and information kiosks could be located at a number of existing popular tourist attractions. Displays and kiosks should highlight what it is like to visit Pugwash including the shops, original products (i.e. pewter), restaurants and cafes, places to stay, the waterfront, and tourist attractions such as the Thinkers’ Lodge National Historic Site, historic churches, area beaches, golf courses, and more. Displays should also highlight what is unique about Pugwash – its history and continued work in the area of peace. They could have video, photos, write-ups, quotes by previous visitors, along with a variety of pamphlets and brochures. Displays could highlight the impressive Thinkers’ Lodge National Historic Site and the role it played in the 1957 Peace Conference. They could also feature information on the Pugwash Peace Exchange and the continuing focus on peace and security issues. Such displays could be housed at the following locations:

1. NS/NB Border Visitor Information Centre - a busy centre with tourists due to the many interactive displays, gardens, and live bagpipe music. Pugwash and area has many brochures, local products, and other advertising currently located in this centre.
2. World Heritage Site - Joggins Fossil Institute
3. Cape d’Or
4. Fundy Geological Museum
5. Eatonville Day-Use Site at Cape Chignecto Provincial Park

6. Age of Sail Heritage Museum in Port Greville
7. Minas Basin Tidal Power Demonstration Site
8. Fox Harbour
9. Jost Winery in Malagash
10. Salt Mine Museum in Malagash
11. Cumberland County Museum in Amherst
12. The Anne Murray Centre in Springhill
13. Wild Blueberry and Maple Centre in Oxford
14. The Wallace and Area Museum
15. The Anna Swan Museum and Tatamagouche Creamery Square
16. Wentworth area as a year-round leisure area including the waterfalls, hiking trails, the provincial park and Ski Wentworth all located within minutes of one another.

Similar interpretive displays could also be set up at tourism shows such as the Saltscapes Expo which takes place each spring in Halifax. Displays focused on the Scottish heritage of Pugwash and the annual Gathering of the Clans celebration could be featured at similar events such as the Festival of Tartans in New Glasgow and the Antigonish Highland Games.

Multimedia, such as the Internet, radio and television, is a virtual venue for off-site interpretation that has the potential to reach the world. While television ads can be costly, websites are more affordable and access a market as big as the world. Another beneficial way of showcasing the region is through publicity such as newspaper articles, local newsletters, and through local Chamber of Commerce offices. An excellent guide for use when planning broader advertising is the Nova Scotia Media Plan 2010 available online at <http://www.gov.ns.ca/tch/tourism/default.aspx> as well as the Tourism Destination Kit also available on this same website.

There are a wide variety of locations and events where Pugwash could have displays and information available to lure tourists and visitors. If cost is a factor, one option could be to have simple displays with brochures and pamphlets available and a more interactive display could travel the region from site to site. The possibilities are endless, limited only by the creativity of local tourism and economic development groups. By partnering with other attractions in the region, the entire region can become a much larger tourism destination.

---

#### OPPORTUNITIES FOR LENGTHENING THE STAY IN PUGWASH

By creating one regional tourism destination, with Pugwash at the core, visitors will be enticed to stay longer. Connections can easily be made between Pugwash and the rest of the Northumberland Shore within Cumberland County as well as other regions within the county. For example, visitors would choose to stay in Pugwash not only because of its central location within this new tourism destination region (similar to the Fundy Shore Destination mentioned further below) but also because of the (future) world class attractions located there such as the Thinkers' Lodge National Historic Site. From Pugwash, tourists could continue to explore the region by taking numerous trips over an extended

period of time to other locations in Cumberland County and along the Northumberland Shore such as Oxford, Springhill, Wallace, Malagash, Wentworth and Tatamagouche, etc.



Source: <http://jogginsfossilcliffs.net/>

One recommendation outlined in the Assessment Findings and Suggestions Report for the Northumberland Shore of NS (DDI, 2009) is to make use of the Sunrise Trail as a main route between many destinations. A suggestion would be for the Municipality of the County of Cumberland to create a gateway system of signage for the entire Sunrise Trail that would indicate all of the major sights along the way. Another suggestion would be for the NS Department of Tourism to create a “Best of Nova Scotia’s Sunrise Trail” brochure that would be available in shops and information centres throughout the region and would encourage people to travel this main route that leads to many stops including Pugwash.

Furthermore, the Northumberland Shore area would benefit from a Destination marketing strategy similar to that of the Fundy Shore Tourism Destination Area. The website <http://fundyshore.net> is a great tool featuring the regional communities, attractions, accommodations and things to do. This site was developed by CREDA; something similar could be developed for the Northumberland Shore with Pugwash at the heart.

A prime example of one attraction on the Fundy Shore that has brought many tourists to the greater region for longer stays is that of the Joggins Fossil Centre. This area of fossil cliffs is one of only two UNESCO World Heritage Sites in Nova Scotia. On Nova Scotia’s Bay of Fundy coast the Joggins cliffs have attracted scientists, visitors and geologists enthusiasts from around the world, for over a hundred and fifty years. Selected as a UNESCO site because it is the world’s most complete record of life in the Carboniferous era, visitors can stroll the beach for a glimpse of life on earth 300 million years ago. The interpretive centre showcases fossils of plant and animal life and offers guided tours. Pugwash, on the Northumberland Shore, has a similar opportunity to build upon its very long history of peace and nuclear disarmament; also of interest to scientists on a global scale, activists, and tourists. An interpretive centre on this scale in the Pugwash area would generate a greater number of longer visits to the larger region.

The Village of Pugwash proper currently has a number of strong assets in place that encourage visitors to stay for an extended period of time. The welcoming sign for the village promotes the village as a place of peace and is located directly above the local peace garden. Pugwash is also recognized for its ambiance, interpretive panels in Eaton Park, and some unique shops. At the same time it is recommended that the area have a larger variety of shops to urge people to stay longer and spend more money. It is also imperative that the area have tourist information posted and highlighted throughout the village, and that a visitor information kiosk or centre be re-established as soon as possible. Another way the community could promote itself and in turn persuade visitors to stay for a longer period of time



is to ensure very positive curb appeal including beautification of streets and shops, clear and creative signage (perhaps created by local artists), and most of all through word of mouth.

While accommodations remain a challenge to Pugwash and area, there are a number of choices ranging from motels to rentals and more. The Eaton Webb Guest House was recently sold as a private dwelling, but still offers the Webb Cottage as weekly accommodation. Daily, weekly or monthly rentals are available via North Shore Vacation Rentals and the Scottish Pines Log Cabins. Camping is available at the Gulf Shore Camping Park on the Gulf Shore Rd. Within the village visitors can stay at the Hillcrest



Restaurant & Motel or Shillelagh Sheila's Country Inn. The Sandy Shores Motel in Port Phillip and the Fox Harbour Resort are located nearby.

Source: <http://thinkerslodge.org/>

There are a number of existing properties that could enhance community outreach projects. The Thinkers' Lodge National Historic Site restoration project has an objective to open buildings on the property to be used for more community events to further inform visitors about the history of Pugwash as a place known for peace and fighting for nuclear disarmament. By further partnering, this estate could grow into a larger venue that would promote history, education and local pride. Also, a local multi-purpose community centre could house an interpretive centre for the Pugwash Peace Exchange, again promoting the village as a unique region that continually supports peaceful initiatives. More walking trails could be created within the area that are interpretive in nature and would further tell the story of the local history and work toward peaceful endeavors.

Apart from the interesting attractions and potential future venues in Pugwash, there exist further opportunities for tourists to visit the surrounding region, including the nearby communities of Wallace, Malagash, Tatamagouche, etc. For example, golfers could stay in the region longer enjoying not only the Northumberland Links in Pugwash, but also the Amherst Golf Club, Fox Harbour, the Ocean Links in Tatamagouche, as well as others. After touring the Thinkers' Lodge National Historic Site, history buffs could visit various area museums such as the Cumberland County Museum in Amherst, the Miners' Museum in Springhill, the Cumberland County Genealogy Centre, the Wallace and Area Museum, etc. There are a variety of historical walks and historical churches in each community. Beach goers would enjoy Pugwash beaches as well as those along the Amherst Shore to Malagash. Jost Winery offers tours, wine tastings and a gift shop and could offer another day trip from Pugwash. Hikers and naturalists would enjoy not only the walking trails in Pugwash, but also the Fossil Cliffs at Joggins, the Amherst Point Bird Sanctuary, Cape Chignecto and the rest of the provincial park network in Cumberland County. The region offers many exciting and interesting tourism opportunities. Visitors only need to be able to easily find out about them and easily be able to find them.



Furthermore, winter tourism opportunities need to be promoted in order to sustain the tourism industry year round. Nearby Ski Wentworth is a great venue for downhill skiing, night skiing, cross country skiing, and more. There are various trails for cross country skiing in the winter such as at the Amherst Point Bird Sanctuary. Additional regional winter festivals, such as Cumberland Winterfest held each February, could be developed to attract visitors in the off season and could feature skiing, snowshoeing, skiidooing, skating, sleigh rides, snow sculpture competitions, local artists, kitchen parties, concerts and more to highlight how much fun the region is in the winter.

Just as Pugwash should be promoted off site in the above locations, these tourism opportunities should also be promoted in Pugwash, as discussed earlier. In order for tourists to stay longer in the region, the communities, venues and attractions must all work together to promote themselves as a destination, with something for everyone.

It is recommend that the various community groups working toward increasing tourism rates and length of stays in the area use a guiding tool to propose and plan projects. Good examples of these tools are: CREDA's Project Initiative Criteria (Appendix VII) and/or the Self-Guided Workbook for Tourism Destination Areas created by the NS Department of Tourism.

*Recommendation:*

1. Displays and kiosks be developed to distribute to various locations as indicated above;
2. Interpretive displays be developed to be shown at tourism expos and other tourism events outside of the region;
3. Make use of websites, local news, newsletters, and government publications to promote the area;
4. Develop the Northumberland Shore (like the Fundy Shore) as a tourism destination;
5. Continue to develop Thinkers' Lodge National Historic Site;
6. Establish day trip packages which are geared to:
  - a. Specific age groups (ex. Seniors)
  - b. Specific activities – for example, hiking; wine lovers; walking; fall colours; skiing
7. Collaborate with tourism organizations within the County so that one area's attractions benefit everyone else's attractions;
8. Work to extend the tourism season through the fall with activities as listed above, and winter with linkages to Ski Wentworth and others
9. Work with the Municipality of the County of Cumberland and the N.S. Dept. of Tourism to improve signage along Route 6. This process is already underway with a Working Group beginning to implement recommendations from the Roger Brooks Assessment. Funding has been secured from ACOA, NS Tourism, Culture & Heritage, RDAs, RTIAs for a Wayfinding & Signage Plan for the Northumberland Shore.

## IMPLEMENTATION PLAN

Action	Timeline	Expected Outcomes	Lead	Partners	Potential Funding Sources
1. Improve/Build Infrastructure					
Build and expand the water/sewer system	Immediate	Safe drinking water and safe sewage treatment. A proper water/sewer system will attract investors and businesses to Pugwash. It will allow many projects, such as a marina, to have the infrastructure in place to develop.	Municipality of the County of Cumberland	Province of Nova Scotia Government of Canada	Lead and partners
Construct sidewalks	Short-term	Safe environment for pedestrians especially seniors and children, especially along busy Durham St.	Municipality of the County of Cumberland	Province of Nova Scotia Government of Canada	Lead and partners
Provide more parking	Short-term	Convenience of being able to park in the village easily and safely, specifically more parking along Water Street.	Pugwash Village Commission	Municipality of the County of Cumberland	Lead and partners
Erect street lights	Short-term	Safer streets at night; better visibility.	Municipality of the County of Cumberland	Pugwash Village Commission	Lead Prov. of NS Govt. of Canada

Action	Timeline	Expected Outcomes	Lead	Partners	Potential Funding Sources
Improve Roads	Short-term	Many roads within the village that have had “band-aid” repairs would have more permanent improvement.	Municipality of the County of Cumberland	Province of Nova Scotia Government of Canada	Lead and partners
Maintenance of infrastructure	Ongoing	The ongoing high performance of vital community infrastructure.	Municipality of the County of Cumberland	Pugwash Village Commission	Lead and partners Prov. of NS
<b>2. Improve Communication and Collaboration</b>					
Foster community cohesion and “getting along”	Ongoing	A more unified vision for the entire community at large; ability to move ahead with projects.	Chamber of Commerce	All Pugwash and area community groups and individual residents, including summer cottagers  CREDA Village Commission	Municipality of the County of Cumberland
Enhance local (Village Commission) governance and administrative leadership	Ongoing	Residents will have a clearer understanding of the roles of the Village Commission. Role models will be present in the community.	Pugwash Village Commission	Municipality of the County of Cumberland  CREDA  Private facilitators	Municipality of the County of Cumberland

Action	Timeline	Expected Outcomes	Lead	Partners	Potential Funding Sources
Improve communication with Municipality of the County of Cumberland	Ongoing	More project and funding support from the County; clearer understanding of the County's role in support of the Village and area.	Pugwash Village Commission	Municipality of the County of Cumberland CREDA	N/A
Establish a Community Volunteer Advisory Committee	Ongoing	Existing groups will have new members and the ability to host more events. The area will be more welcoming to newcomers.	Chamber of Commerce	Existing community organizations Village Commission Cumberland Volunteer Coalition	N/A
Improve signage for tourists and visitors	Ongoing	Attraction of more tourists: opportunity for local artists to use their talents to create new signage.	Village Commission	Chamber of Commerce CREDA	Municipality of the County of Cumberland Prov. of NS
Provide increased information on community happenings to local residents	Ongoing	Re-establish the community newsletter/newspaper to ensure better local communication of events and services. Update the village website to provide additional advertising.	Village Commission	Community Groups Chamber of Commerce	Village Commission

Action	Timeline	Expected Outcomes	Lead	Partners	Potential Funding Sources
Promotion/advertising	Ongoing	Attraction of more tourists from further away to Pugwash and surrounding areas.	NS Dept. of Tourism	Local tourism organizations Village Commission Chamber of Commerce CREDA	Department of Tourism ACOA
<b>3. Build a Multi-Purpose Community Building</b>					
Establish a working committee to set the parameters, gain input, establish budget etc.	Short-term	Involvement of citizens and community organizations for a common goal.	Chamber of Commerce	Village Commission Schools Community organizations Churches Businesses	Municipality of the County of Cumberland Prov of NS ACOA Govt. of Canada

Action	Timeline	Expected Outcomes	Lead	Partners	Potential Funding Sources
Include a community centre space	Short-term	A space for the entire Pugwash and area community to come together. A space for meetings, events, leisure activities, community gatherings, etc. Will foster communication and cooperation. Will increase efficiency by having groups located together.	Project Working committee	Community organizations Schools Architects Engineers Artists	N/A
Include the library	Short-term	The library will have a larger space that better serves the needs of its very high number of clients. By being included in the community centre building, it will decrease its construction and operation costs (versus building a standalone library).	Friends of the Library	Cumberland County Library	Friends of the Library fundraising Prov of NS ACOA
Include offices and conference space for the PPE	Medium-term	PPE conference and office space could be multi-purpose; serve the needs of the PPE as well as other community groups and events. This too would decrease construction and operation costs.	Project Working committee	PPE	Funding as noted above.

Action	Timeline	Expected Outcomes	Lead	Partners	Potential Funding Sources
Other services and offices...	Medium-term	The possibilities are endless. The Village Commission, the Pugwash Chamber of Commerce, the headquarters for HarbourFest, and many others could also be housed in a new community centre. It would be a community meeting place, offering many services.	Project Working committee	Village Commission Chamber of Commerce Community organizations Other stakeholders	Funding as noted above.
Daycare Facilities	Medium-term	There is a need for additional daycare in the area and the centre would be the optimal location for this service.	Project Working committee	Community stakeholders	Funding as noted above.
Recreational Space	Medium-term	The centre could have a gym and other space for sports and leisure. Space could also be used to run cultural arts programs for people of all ages in the community.	Project Working committee	Community stakeholders Schools Youth	Funding as noted above.

Action	Timeline	Expected Outcomes	Lead	Partners	Potential Funding Sources
4. Promote Tourism					
Encourage and develop year round tourism opportunities	Ongoing	Current tourism focuses on the summer months. If tourism is achieved year round, more people will be using services and the need for more places to stay and places to eat will be required and able to be sustained. Encourage the use of the Thinkers' Lodge National Historic Site year round for example.	Chamber of Commerce Village Commission	Municipality of the County of Cumberland, NS Department of Tourism, Pugwash Park Commission, local tourism organizations	Prov of NS ACOA
Interpretive walking trails in Pugwash	Medium-term	An expanded interpretive walking trail would engage visitors in the entire village and connect various points of interest such as the Thinkers' Lodge National Historic Site, the water front, the Train Station, the Masonic Hall, historic churches, parks, and more. Such as trail could tell the history of Pugwash, its importance in the peace movement, the continued work going on today such as by the PPE.	The Pugwash Park Commission and the Village Commission	Other community groups featured in the interpretive panels along the walk such as the PPE, the Masonic Hall, churches, Friends of the Pugwash Library, local historians, etc.  CREDA  Central NS Tourism Association	Municipality of the County of Cumberland ACOA Prov of NS



Action	Timeline	Expected Outcomes	Lead	Partners	Potential Funding Sources
Off-site interpretation and tourism promotion of Pugwash	Medium-term	By partnering with key attractions in the region, Pugwash will be more effectively promoted to a wider audience. Multimedia promotional opportunities such as a website similar to the Fundy Shore Destination ( <a href="http://www.fundyshore.net">www.fundyshore.net</a> ) would showcase Pugwash and the Northumberland Shore region to the world.	CREDA Central NS Tourism Association	Pugwash Village Commission, The Municipality of the County of Cumberland, Pugwash Chamber of Commerce  CREDA	CREDA Prov of NS
Promote a regional tourism destination	Medium-term	By identifying opportunities in the surrounding communities of interest such as Wallace, Malagash, Tatamagouche, as well as winter tourism activity (Ski Wentworth, etc), visitors' length of stay in Pugwash will increase.	CREDA	Pugwash Village Commission, The Municipality of the County of Cumberland, Pugwash Chamber of Commerce  CREDA  Central NS Tourism Association	Prov of NS

Action	Timeline	Expected Outcomes	Lead	Partners	Potential Funding Sources
Develop a marina and community waterfront area	Long-term	Multi-phase project over 5 years. Increased tourism from boater traffic. Increased need for places to stay and places to eat. Increased community pride and spirit in a well designed and attractive waterfront.	Chamber of Commerce	CREDA Central NS Tourism Association Municipality of the County of Cumberland Harbour Authority Local business (salt mine) and fishermen	ACOA, DFO, private investors

## CONCLUSIONS

The village of Pugwash has long been known for peace. Its community vision states (Village of Pugwash Strategic Plan):

*As a village famous for peace throughout the world, we are committed to working together in the spirit of cooperation and consensus building to shape Pugwash into a vibrant and caring community that provides ample opportunities for residents to thrive and prosper.*

The Strategic Plan further states that Pugwash strives to be a community:

- Where all citizens are safe and secure and have equal access to services and amenities
- That cares about its built heritage through the preservation and restoration of historically significant architecture
- That embraces its location on the Northumberland Strait, Pugwash Harbour and Pugwash River and the current and potential outdoor and recreational opportunities, both land and water based, that are available
- Where there are ample job opportunities from a diverse mix of businesses and light industries
- Where residents of the village and surrounding areas work cooperatively to maintain and build a high quality lifestyle for current and future residents

There are many good things to like about the Pugwash area. Employment is relatively stable, with such businesses as the salt mine, Sunset Home, Seagull and Basic Spirit pewter manufacturing, fishing, and medical services. Housing is available at a reasonable price; there are excellent schools and recreational activities as well as opportunities to get involved. The natural environment, community events, and proximity to shopping etc. add to the desire to live in the area.

On the other hand, the Pugwash area is not alone in the trend of youth out-migration and an aging population. There are concerns about a shrinking employment base, a lack of services such as accommodations and restaurants to assist visitors to the area, and some threats to the loss of the elementary school. A frustration with infrastructure issues, particularly water and sewer provision, has added to a sense of helplessness amongst many residents. Even though negative issues in the community have caused friction over the years, there is evidence of residents and organizations coming together to move toward a community vision.

This report has outlined results of community consultations with close to 100 people from the area, and many others informally. Four areas of priority are identified: Infrastructure; communication; a multi-purpose community centre; and tourism. These priorities will not be addressed overnight and will not see short-term solutions; however, some aspects of each have already begun.

Economic development is a “team sport” – if citizens want a community where their children and grandchildren will want to stay and where visitors will come to, they must care about the future of the community and be willing to work together. If, for example, one of the goals of local economic development is to attract youth, the community will have to realize that it’s not about what the community wants but about what young people want. Involving local youth in these kinds of efforts will go a long way toward a brighter economic future.

In the words of Albert Einstein, “We can’t solve problems by using the same kind of thinking we used when we created them.” With efforts made by everyone, including outside levels of government, funding agencies and so on, Pugwash and area can become, as its Vision Statement notes, “...a vibrant and caring community that provides ample opportunities for residents to thrive and prosper.”

## BIBLIOGRAPHY

AMA Marketing. 2003. Recreation Plan. Dartmouth NS: Cumberland East Recreation and Development Association.

Amherst Daily News. Community centre, Thinker's Lodge get funding for upgrades. December 16, 2009.

Amherst Daily News. Hearings could have village future at stake. October 13, 2009.

Cantwell & Company. 2005. Pugwash Waterfront Feasibility Study. Halifax NS: Cumberland East Recreation and Development Association.

CBCL Limited. 2009. Our Coast. Halifax NS: Government of NS.

Corporate Research Associates Inc. No date. Broad-Based Market Demand Analysis. Halifax NS: Cumberland Regional Economic Development Association.

CREDA. 2007. Cumberland Community Profile. Amherst NS: Cumberland Regional Economic Development Association.

CREDA. 2007. Pugwash Strategic Action Plan. Amherst NS: Pugwash Village Commission and Cumberland Regional Economic Development Association.

CREDA. 2009. Business Plan 2009-2010. Amherst NS: Cumberland Regional Economic Development Association.

CREDA. 2010. Business Plan 2010-2011. Amherst NS: Cumberland Regional Economic Development Association.

CREDA. 2010. Fundy Shore Cumberland County Nova Scotia. Accessed on 09/09/2010 from <http://fundyshore.net>

Destination Development International. 2009. Northumberland Shore Assessment Profile. Seattle WA: Government of NS.

Environmental Associates in Design. 1997. Pugwash Waterfront Development Plan (Draft). Halifax NS: Pugwash Village Commission.

Environmental Design and Management Ltd. (EDM). 1998. North Shore Marine Tourism Development Study. Halifax NS: Nova Scotia Department of Economic Development and Tourism.

Friends of the Pugwash Library. 2010. Proposal for a new library. Pugwash NS: Friends of the Pugwash Library.

Gardner Pinfold Consulting. 2006. Business Plan for the construction and Operation of the Proposed Pugwash Peace Exchange (PPE) and Associated Buildings. Halifax NS: Cumberland Regional Economic Development Association.

Government of Nova Scotia. Our Coast. Live. Work. Play. Protect. 2009. The 2009 State of Nova Scotia's Coast Summary Report. Halifax, NS. The Government of Nova Scotia.

Middlepoint Consulting Group & Vincent den Hartog Architects. 2004. Pugwash Peace Exchange Feasibility Assessment. Wolfville NS: Pugwash Park Commission and Cumberland Regional Economic Development Association.

Municipality of the County of Cumberland. 2008. Secondary Planning Strategy and Land Use Bylaw for the Village of Pugwash. Amherst NS: The Municipality of the County of Cumberland.

Nova Scotia Department of Tourism. 2010. Media Plan 2010. Accessed on 10/09/2010 from <http://www.gov.ns.ca/tch/tourism/default.aspx>

Nova Scotia Department of Tourism. The Self-Guided Workbook. Accessed on 09/09/2010 from [http://www.gov.ns.ca/tch/self\\_guided\\_workbook.asp](http://www.gov.ns.ca/tch/self_guided_workbook.asp)

Nova Scotia Utility and Review Board. 2010. NSURB Decision. Halifax NS: Pugwash Village Commission.

Oxford Journal. Developing Master Plan For Pugwash Area. July 21, 2010

Oxford Journal. Shame! Shame! Shame! May 26, 2010.

PPE. 2009. Annual Report. Pugwash NS: Pugwash Peace Exchange.

PPE. 2010. The Olive Branch (PPE) Winter/Spring. Pugwash NS: Pugwash Peace Exchange.

PPE. No date. The Future of Peace...It's In Our Hands. Pugwash NS: Pugwash Peace Exchange.

Pugwash and Area Events and Happenings. Pugwash Village and Area Community Board. Accessed on 11/06/2010 from <http://www.pugwashcalender.webs.com>

Pugwash Village. 2010. Village of Pugwash/Welcome to Pugwash. Accessed on 08/19/2010 from <http://www.villageofpugwash.com>

RSTP. 2010. Cumberland County [NS] Integrated Community Sustainability Plan. Prepared for the Municipality of the County of Cumberland. Sackville NB: Rural and Small Town Programme.

Statistics Canada. 2010. Cumberland, Subd. D, Community Profiles. Accessed on 07/29/2010 from <http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-591/details/Page.cfm?Lang=E&Geo1=CSD&Code1=1211014&Geo2=PR&Code2=12&Data=Count&SearchText=pugwash&SearchType=Begins&SearchPR=12&B1=All&Custom=>

WHW Architects. 2008. Site Assessment Report. Halifax NS: Cumberland Regional Economic Development Association.

9/1/2010



# Strategic Plan Analysis and Reconciliation

*Interim Report of the Pugwash and Area Community Master Plan Project*



Rural and Small Town Programme  
Amanda Marlin and Cheryl Veinotte



**Table of Contents**

Introduction ..... 5

Strategic Plans..... 5

1. Municipality of the County of Cumberland – Integrated Community Strategic Plan ..... 5

    Overview & Main Objective(s).....5

    Needs and Priorities .....6

    Proposed Projects.....6

2. Secondary Planning Strategy and Land Use Bylaw for the Village of Pugwash..... 6

    Overview & Main Objective(s).....6

    Needs and Priorities .....7

    Proposed Projects.....8

3. Pugwash Waterfront Feasibility Study..... 8

    Overview & Main Objective(s).....9

    Needs and Priorities .....9

    Proposed Projects.....9

4. Pugwash Peace Exchange – Various Plans..... 10

    Overview & Main Objective(s).....10

    Needs and Priorities .....10

    Proposed Projects.....11

5. Cumberland East Recreation Commission – Recreation Plan ..... 12

    Overview & Main Objective(s).....12

    Needs and Priorities .....12

    Proposed Projects.....12

6. North Shore Marine Tourism Development Study ..... 12

    Overview & Main Objective(s).....12

Needs and Priorities .....	13
Proposed Projects.....	13
<b>7. WHW Architects Site Assessment Report.....</b>	<b>14</b>
Overview & Main Objective(s).....	14
Needs and Priorities .....	14
Proposed Projects.....	14
<b>8. Cumberland Regional Economic Development Association (CREDA) – 2009-2010 AND 2010-2011 Business Plans.....</b>	<b>15</b>
Overview & Main Objective(s).....	15
Needs and Priorities .....	15
Proposed Projects.....	16
<b>9. Northumberland Shore Tourism Assessment Profile .....</b>	<b>18</b>
Overview & Main Objective(s).....	18
Needs and Priorities .....	18
Proposed Projects.....	18
<b>10. Cumberland Community Profile.....</b>	<b>18</b>
Overview & Main Objective(s).....	19
Needs and Priorities .....	19
Proposed Projects.....	19
<b>11. Our Coast.....</b>	<b>19</b>
Overview & Main Objective(s).....	19
Needs and Priorities .....	19
Proposed Projects.....	20
<b>12. Village of Pugwash Strategic Action Plan – Pugwash Village Commission/CREDA.....</b>	<b>20</b>
Main Objective(s).....	20
Needs and Priorities .....	20

Proposed Projects.....21

Common Themes ..... 24

Priorities and Development Issues ..... 28

Summary ..... 29

## INTRODUCTION

This interim report summarizes our review of 12 identified plans and documents, and other related documents as identified by the Project Steering Committee. We present an initial synthesis of the needs and priorities evident from these past plans. This interim report summarizes:

- The main objective, priorities and projects for each plan
- The common thematic issues (in tabular format)
- The priorities and projects (in tabular format)
- Development issues for each of the common priorities and projects (including land use issues, budgets, environmental concerns, economic development concerns)

This document concludes with a preliminary listing of the priorities and projects which have the greatest potential to have positive impact. In addition to the summary document a short PowerPoint presentation will be prepared.

## STRATEGIC PLANS

### 1. MUNICIPALITY OF THE COUNTY OF CUMBERLAND – INTEGRATED COMMUNITY STRATEGIC PLAN

By Stephanie Merrill, Gwen Zwicker and David Bruce, the Rural and Small Town Programme (2010)

---

### OVERVIEW & MAIN OBJECTIVE(S)

“...Community collaboration to provide quality and accessible services, and positive and creative leadership toward the sustainability of the whole municipality” (p. i).

This ICSP focused on four pillars of sustainability; all being interconnected. The four pillars were: Environment, Economy, Society and Culture. Within the four sustainability pillars, 26 key areas were identified through the public consultation process (5 in Environment, 4 in Economy, 13 in Society, and 4 in Culture) and these formed the basis of the goals and actions of the strategic plan.

The Pugwash planning strategy focused on the “revitalization and redevelopment of the village; mitigating negative impacts on any increase in traffic or parking; development of cultural and tourist services; a community-based approach to amenity development; maintaining the location, type and architectural style of new development to protect and enhance the image and integrity of the overall Village; and efficient service delivery” (p. 11).

---

## NEEDS AND PRIORITIES

1. Upgrade and expansion of the Marina
2. Peace Exchange – internationally known peace program/educational facility
3. Eaton Building – this was awarded \$250,000 in 2009 by the Federal Government for structural restoration and stabilization of the building (also known as Thinker’s Lodge)

Priorities from focus groups in Pugwash:

1. Tourism
2. Investment in Water and Sewer Infrastructure
3. Alternative/Green Energy Development
4. Retention and attraction of youth, families and workers
5. Schools/Educational Opportunities
6. A “senior friendly” community

Sustainability Priorities for Pugwash (Table 4, p. 16)

1. Collaborative tourism and promotion
2. Green Development
3. Basic Community Services
4. Water and Sewer
5. Local Agriculture

Page 17: Pugwash Harbour/Marina, Peace Exchange, and more defined Land Use Planning.

---

## PROPOSED PROJECTS

Sufficient water programs are needed to achieve desired increase in tourism and new residents (p.24). The current treatment is a sequencing batch reactor servicing 386 buildings (the highest in the entire county). Additional water supply and sewer main extension programs will reduce the number of on-site wells and septic systems in use and will boost residential and business developments. No cost sharing is available for this work; it must be fully funded by the Municipality. (p. 49)

### 2. SECONDARY PLANNING STRATEGY AND LAND USE BYLAW FOR THE VILLAGE OF PUGWASH

By The Municipality of the County of Cumberland (2008 First Draft Reading)

---

## OVERVIEW & MAIN OBJECTIVE(S)

The Secondary Planning Strategy and Land Use Bylaw for the Village of Pugwash offers a brief history of the Village along with notable historical dates. It discusses the major projects that have “strong

potential” for development within the next 5 years. It goes on to explain the methods used in developing the planning strategy (including public consultation) and land use by law, and the overarching planning principals and land use goals for Pugwash. It concludes by outlining land use, development, and amendment policies.

1. To provide land use planning policies in order to give clear direction to the future development of large projects in the Village of Pugwash such as the Pugwash Peace Exchange, a marina expansion, a new library and community centre, a curling rink, and a new fire hall.
2. To provide a basic level of land use development control for new developments in the Village of Pugwash, and in particular for established residential areas of the village.
3. To address issues that are unique to Pugwash in order to ensure that any future land uses and tourism developments provide the greatest benefits for local people.

---

## NEEDS AND PRIORITIES

The Pugwash Planning Advisory Committee was created during winter 2006. Following its consultation activities (open house, surveys), the following list of Village priorities was created:

1. Maintain and revitalize the Village Centre
2. Keep recreational and community facilities close to the Village Centre
3. Maintain historic buildings and character of the Village
4. Provide for transportation alternatives, parking and universal access
5. Provide for compatible home businesses and tourist homes
6. Provide for a variety of housing forms to meet different needs
7. Provide space for business development
8. Support renewable energy and green/sustainable development
9. Protect views and public access to coastal areas
10. Control dangerous and unsightly premises and outdoor storage
11. Maintain the appearance and character of the Village
12. Protect sensitive environmental area
13. Direct development away from natural and other hazards

The plan also explains the land use planning goals and policies. The goals are to: provide opportunities for sustainable development; designate sufficient land to meet housing, community and business needs; ensure new development is well designed and compatible, protect the Village’s aesthetic quality, traditional style and historic character; and enhance the quality of life for Village residents.

Land use planning policies cover the following areas: land use, village residential, village commercial centre, limited rural commercial, open space, utility and industrial designations and zones. Design and development policies issues surrounding a traffic impact analysis, outdoor storage facilities, protection of private property rights, housing alternatives, outdoor lighting control, signage, public health and

safety, transportation alternatives, traffic management, and community development. The plan also includes policies for amendments.

---

## PROPOSED PROJECTS

The authors of this report (the Municipality of the County of Cumberland) provide details on major projects with high development potential over the 5 years following publication of the report in 2008. These projects are (in no particular order):

### 1. Pugwash Park Restoration

The restoration of Cyrus Eaton's (famous industrialist who hosted conferences on nuclear disarmament in Pugwash) original property, including the Thinkers' Lodge, Dining Hall and Staff House, which is designated a National Historic Site. The existing and future lands and buildings of the property are to be used only for the purpose of promoting and participating in benevolent, philanthropic, patriotic, charitable or educational activities, not for trade, industry or business.

### 2. Marina Project

Planning is underway for marina development in the Pugwash Basin by the Harbour Authority of Pugwash. The expansion will create 30 to 40 new commercial, recreational and tourism slips including a boat launch and additional parking. It will also offer full services to boaters such as washrooms, laundry, fuel, water, ice, septic and bilge pumping stations, etc. This project is expected to increase tourism and economic development in Pugwash and surrounding region.

### 3. Pugwash Peace Exchange

In 2003 Sir Joseph Rotblatt decided that a permanent institution was needed in Pugwash to commemorate the important role that the Village has played in world peace. The Pugwash Peace Exchange will be a world class 9000 square foot building containing historical documents, and an interpretive, educational and research facility.

### 4. Other Projects (No feasibility studies had been done for these projects at the time the land use plan was written.)

- Community Centre (housing tourist bureau, C@p site, new library)
- Upgrading green areas (sea walls, walking paths and recreational areas)
- Sidewalks
- Sewer extension for East, West, and South Pugwash
- Drinking water services to the Villages

## 3. PUGWASH WATERFRONT FEASIBILITY STUDY

By Cantwell & Company in Association with Marinova Consulting Ltd and Ekistics Planning and Design (2005)

---

## OVERVIEW & MAIN OBJECTIVE(S)

Based on discussion with CREDA the study had the following objectives:

1. To conduct a business and market analysis to determine the financial feasibility of a full service destination marina and recreational complex on the Pugwash Waterfront.
2. To examine the potential for a curling club as a major component of the recreational complex.
3. To suggest an implementation plan or strategy for moving the project from concept to reality.

---

## NEEDS AND PRIORITIES

1. The need for a new community centre outweighed that of a curling club and the Marina.
2. An increased fee structure at the Marina would need to be put in place to afford new infrastructure.
3. The Harbour Authority must be included in the process.
4. One group needs to be accountable for implementation.
5. Agreement from harbor stakeholders on plan is needed.
6. Distribute and discuss plan with the community.
7. Present and sell the plan to funding partners and key stakeholders.
8. Work with SCH to redefine the land and waterlot boundary.
9. Issue a press release to announce project.
10. Implement at least one project immediately.
11. Construct and operate a food kiosk.
12. Conduct environmental assessment of project.
13. Create a local curling club.
14. Assess the potential of a new community centre.

---

## PROPOSED PROJECTS

1. Harbour Authority Warf Expansion
2. Harbour Authority Building
3. Harbour Authority Parking and Fish Sheds
4. Retail Kiosks
5. Visitor and Retail Parking
6. Harbour Walkway
7. Pugwash Yacht Club Clubhouse
8. Salt Company Marginal Wharf
9. Harbour Look-off
10. Mixed-Use Community Facility



#### 4. PUGWASH PEACE EXCHANGE – VARIOUS PLANS

Various documents include:

1. Pugwash Peace Exchange 2009 Annual Report  
By Dr. Stephen G. Leahey, Chair
2. Pugwash Peace Exchange Website Document  
By [www.impactwsites.com](http://www.impactwsites.com), 2006
3. *The Olive Branch*, Winter/Spring 2010  
By Pugwash Peace Exchange
4. Executive Summary – Research Project for Business Plan, 2006
5. Local News Stories, The Amherst Daily News, 2009
6. The Future of Peace...It's In Our Hands  
By Pugwash Peace Exchange
7. Broad-Based Market Demand Analysis  
By Corporate Research Associates, Inc. (commissioned by CREDA)
8. Business Plan for the Construction and Operation of the Proposed Pugwash Peace Exchange (PPE) and Associated Buildings – Gardner Pinfold Consulting – October, 2006
9. Pugwash Peace Exchange Feasibility Assessment – The Middlepoint Consulting Group & Vincent den Hartog Architects – August, 2004

---

#### OVERVIEW & MAIN OBJECTIVE(S)

The above collection of documents provides an overview of the Pugwash Peace Exchange including its history, mission and goals, and plans for future development.

The mission of the PPE centre is to “promote learning about the realities of war, and the necessity of peace and nuclear disarmament in the context of history, science and personal commitment.”

---

#### NEEDS AND PRIORITIES

1. To build an educational interpretive centre dedicated to the principles of Peace and the Human Security Agenda. The goal of the facility would be to provide, “a setting where people of all ages and background can exchange ideas, experiences and knowledge.” Visitors would also have access to support and resources on peace, nuclear non-proliferation, and issues threatening human existence. The PPE would also provide thought-provoking information on the five pillars of the Human Security Agenda – Nuclear Disarmament, Economic Development, Environmental Protection, Human Rights and Democracy.
2. The findings of the Broad-Band Market Analysis included:

- A centre such as the PPE would be well received especially among residents of NS, particularly those in Cumberland County
- Cumberland County residents are most likely interested in environmental issues, and an educational facility for adults and children
- A broad range of exhibit topics could be covered at the PPE and should be hands-on and interactive
- Strong fundraising has proven to be vital for museum growth and stability
- The PPE is an attractive product for tour operators if linked to NS and its people

---

## PROPOSED PROJECTS

1. Revitalization of Thinkers' Lodge National Historic Site - \$800,000 was granted in 2009 to the Pugwash Park Commission by the province of NS, ACOA and Cumberland County. In December, 2009 an additional \$250,000 was donated to this project by the Federal government.
2. The Pugwash Peace Exchange Feasibility Assessment proposed "an educational building that would be 9,000 square feet and located in close proximity to the Thinkers' Lodge/Cyrus Eaton Estate." (PPE Feasibility Assessment, Middlepoint Consulting Group, 2004, p.5)
3. The Future of Peace (as outlined by the PPE) involves creating peace through:
  - Inspiration
  - Youth Participation
  - Nuclear Disarmament
  - Global Involvement
  - Exchanging Ideas
  - Education
  - Promise
4. A "Peace Garden" on the grounds of Thinkers' Lodge
5. Thinkers' Circle – a 1000 square foot fixed-seat theatre as the focal point of the new building
6. Showcase – for the Nobel Peace Prize – located in the Thinkers' Circle
7. Development of a gift shop including innovative exhibits focused on peace, with space to handle fee collection and administration, housed in the PPE building.
8. Staff House – to be restored and used as a Scholars' Cottage which would provide accommodations.
9. The Dining Hall – to be restored and used as a dining hall and conference centre.
10. Smaller PPE events such as speaker-dinners, receptions, lectures and films
11. Hosting conferences, research groups, workshops and lectures
12. The PPE Youth Program – designed to assist youth in their understanding and appreciation of what a "culture of peace" means to the world and their commitment to strive for peaceful solutions to contemporary world problems.
13. The Pugwash Railway Station – to be restored and opened to public as the Pugwash Village Museum, Archives and Information Centre.

## 5. CUMBERLAND EAST RECREATION COMMISSION – RECREATION PLAN

By AMA Marketing (2003)

### OVERVIEW & MAIN OBJECTIVE(S)

This document was developed by AMA Marketing on behalf of the Cumberland East Recreation Development Association (CERDA) in 2003 and consisted of a Survey Report and Data Table. The research methodology involved an initial survey, followed by two focus groups and the publication of results for Cumberland County including the Pugwash area.

### NEEDS AND PRIORITIES

1. Improved communication is needed between Pugwash and neighboring areas to help events meet their fullest potential
2. Maintenance of existing and new facilities
3. Funding/fundraising/grants
4. Appropriate facilities
5. Insurance issues

### PROPOSED PROJECTS

1. Curling Club – results showed this was not overly important (60.2% felt it was not)
2. Marina Development- the results were split (53.5% felt it was very important and 46.5% saw it as not important)
3. Meeting Rooms – 66.6% saw this as not important
4. Tennis Courts – Results were split with 59% seeing this as not important and 41% seeing it as very important
5. Pugwash Centre (Senior/Youth Centre) – this was seen to be the most important proposed project with 87.7% of people viewing this as a priority need.

## 6. NORTH SHORE MARINE TOURISM DEVELOPMENT STUDY

By Environmental Design and Management Ltd. (October 1998)

### OVERVIEW & MAIN OBJECTIVE(S)

This study was prepared for the Nova Scotia Department of Economic Development and Tourism along with the regional development authorities along the Northumberland Strait (or north shore). The aim of the study was to conduct a product market/match to identify opportunities for marine tourism and marketing strategies along the Northumberland Strait (north shore), including Pugwash.

The goal of this study is to provide a more detailed strategy for marine tourism products along the Northumberland Strait, and to review and prioritize the large number of proposed marina projects. The authors argue that with limited funding available, it makes sense to develop marine tourism projects at locations that are visible from the Sunrise Trail, and where there may be some existing infrastructure already in place.

---

## NEEDS AND PRIORITIES

At the time this study was written in 1998 there were 15 marine based tourism attractions (including marinas but not festivals) along 350km of the north shore and Sunrise Trail despite the fact it has the warmest waters north of the Carolinas. This compares to over 100 similar attractions along Nova Scotia's South Shore. The lack of tourism product and attractions along the north shore area contribute to relatively few tourists using the Sunrise Trail. The priority is the need for increased marine tourism products and attractions along the entire Sunrise Trail, including in Pugwash.

---

## PROPOSED PROJECTS

### 1. Marine Tourism Development

As a result of public workshops conducted in 1997, local residents along the Northumberland Strait “overwhelmingly” described boat tours to island as well as hiking and boating tours up the regions estuaries as having the most potential to attract tourists. The workshop participants identified locations along the shore where these activities would be easily accessible as well as be near other marine developments. The areas with the greatest potential include Pugwash River.

### 2. Marina Development

The authors conducted a mail out/mail back survey of marina users in the Maritimes, Quebec and Maine in order to identify which existing wharves have the best tourism potential as well as the services that are critical to resident and visiting boaters. The results indicated the need for full services boating facilities at 90km intervals along the coast. Fourteen potential marina sites were evaluated based on a number of issues such as:

- Potential for economic spin-off
- Accessibility from the Sunrise Trail
- Community support
- Availability of services
- Etc.

Along with marinas in Pictou, Cape George, and Tatamagouche, Pugwash Yacht Club and Brickyard Marina was listed as having the highest potential for marina development. The authors argue that using existing infrastructure sites justifies expenditures by not needing expensive, ground up development,

instead capitalizing on existing settings to enhance tourism. The authors also state the four recommended sites all have potential for general as well as marine oriented infrastructure.

### 3. Waterfront Development

The authors recommend that certain communities – Pugwash, Wallace, Tatamagouche and Ballantyne’s Cove – pursue additional waterfront development planning and projects. This would enhance the sites for marine tourism.

### 4. Other Recommendations

To maximize funding needed for marine tourism developments, the authors recommend a series of projects that foster communications, improve the general condition of the North Shore and enhance the Northumberland Strait Marina Network.

## 7. WHW ARCHITECTS SITE ASSESSMENT REPORT

By WHW Architects (2008)

---

### OVERVIEW & MAIN OBJECTIVE(S)

WHW Architects Inc was engaged by the Cumberland Regional Development Association (CREDA) on behalf of the Pugwash Park Commission (PPC) in September 2008 to undertake facility condition assessment study, conceptual development plan, and identification of interpretive opportunities for the property associated with Thinkers’ Lodge in Pugwash, Nova Scotia.

---

### NEEDS AND PRIORITIES

1. The state of each building on the property and each room within was examined by WHW Architects. The report outlines the scope of all required work.
2. The firm suggests that if all required restoration was completed that the site offers Interpretive Opportunities. WHW lists the following as requirements for a successful interpretation program:
  - An Interpretive Goal
  - Distinctive Visitor Experiences
  - Research
  - Marketing
  - Securing Resources
  - Building Alliances

---

### PROPOSED PROJECTS

1. The firm defined the overall project development goal (as per the original RFP) as, “To establish the site [Thinkers’ Lodge] as a world-class educational, research, and interpretive complex which directly links to the quest for global peace within the context of a long-term strategic

development plan.” The RFP also stated that, “...the overall site development will provide a venue for seminars, conferences, and educational programming for people of all ages and backgrounds, including students, teachers, diplomats, and tourists in the historic setting of the Lodge (where the original conference took place).”

2. Specific restoration, as well as new projects, outlined were:
  - Staff House
  - Lobster Factory
  - Thinkers’ Lodge
  - Tours
  - Conferences, Seminars, and Workshops
  - Gift Shop

## 8. CUMBERLAND REGIONAL ECONOMIC DEVELOPMENT ASSOCIATION (CREDA) – 2009-2010 AND 2010-2011 BUSINESS PLANS

### OVERVIEW & MAIN OBJECTIVE(S)

The 2009/2010 and 2010/2011 Business Plans for the Cumberland Regional Economic Development Association (CREDA) are the proposed annual operations plans reflective of the organization’s Strategic Plan. As intended, the Plans provide an implementation guide to address regional/local needs and priorities as identified in strategic collaboration with municipal, community, business and development stakeholders. They also demonstrate direct correlation to the strategic planning priorities of both Federal (ACOA) and Provincial (NSERD/NSDCS) partners.

### NEEDS AND PRIORITIES

1. Strategic Planning – to support and facilitate proponents to develop and effectively utilize the planning process, including asset identification and results-based implementation as well as monitoring and evaluation.
2. Business Retention, Expansion and Recruitment – to facilitate the coordination of existing development resources and extend current service offerings.
3. Skills, Learning and People Development – includes seven components (listed in proposed projects) which are supporting activities within the Human Resources Development strategic priorities.
4. Project and Program Management – CREDA will continue to support and facilitate tourism-related initiatives which further the long-term objective of developing and implementing sufficient tourism attractions, amenities, activities, and promotional tools to secure Cumberland County to become an international destination for visitors.
5. Infrastructure, Sites and Premises
  - Identify key infrastructure items (type/location) which are essential to growth
  - Facilitate in the development Of relevant action plans to address the identified needs.

6. Innovation and Productivity – to improve IT access as well as IT community and business capacity in Cumberland County
7. Marketing and Communications – to initiate and build upon marketing initiatives for Cumberland County and to provide support to local marketing activities which are complementary to the regional approach.
8. Information and Research - includes Evaluation and Measurement (both subjective and objective measures) and Methodology (data collection, survey work, and community/partner liaison).

---

## PROPOSED PROJECTS

1. Integrated Community Sustainability Plan (ICSP) for the Municipality of the County of Cumberland. This is now complete in the phase of initial implementation.
2. Cyrus Eaton Estate – Implementation of stabilization plan as well as planning for next phase of development (restoration, rehabilitation, interpretation and overall site development). The next step is the development of an interpretive master plan.
3. Pugwash Harbour Authority: Next phase of marina site development plan based upon geotechnical results (completed). Business Plan completed and Phase I Planning for Marina developed. **The 2010-2011 Business Plan notes that this now needs to be re-evaluated.**
4. Active Living Plan: Municipality of the County of Cumberland
5. Cumberland YMCA: Fundraising Strategy completion/implementation
6. “Main Street” Initiatives (including Pugwash)
7. Village of Pugwash Strategic Plan (Ron Robinson)
  - Completed and ratified by Village Commission in December , 2009
  - Funding received for Community enhancements including new signage, marketing materials (brochure & website enhancements), waterfront walkway repairs, and community beautification. Project extension requested and approved by NS Economic & Rural Development. New Project completion date is March 31, 2009. Ongoing implementation and review.
  - CREDA met with Village Commission in August, 2009 to discuss several new projects including a new library, the future of the train station and the possibility of a new multi-use community centre for the village.
  - Village Commission has decided to explore the feasibility of a multi-purpose centre which would include the village commission office, visitor information centre, and new library. Meeting held with CREDA Dec, 2009 to discuss next steps. Commission supportive of Community Master Plan for Pugwash and are to be lead by the Municipality with support from CREDA.
8. Pugwash Peace Exchange – preliminary planning for site restoration. The 2010/2011 report states that no further direct activity has taken place.
9. Pugwash Park Commission

- NS Economic & Rural Development deposited \$500,000 with CREDA to be used for the refurbishment/renovations of the Cyrus Eaton property buildings (Thinkers' Lodge, Dining Hall, Staff House).
  - Hosting the "Women in Peace" Conference in conjunction with MSVU July, 2010.
  - 2010-2011 Report – ACOA funding approved for the refurbishment/restoration of the Cyrus Eaton property buildings (Thinkers' Lodge, Dining Hall, and Staff House) as per the WHW Architects report November, 2008
  - Initial application to Parks Canada's National Historic Site Cost Sharing Program was unsuccessful due to the program being over-subscribed. New application prepared and submitted in November, 2009 under second round of funding. Additional documentation requested by Parks Canada. Documents submitted week of January 11, 2010.
  - Initial funding has been secured to commence priority restoration activity – project well underway.
10. Preliminary Planning re: Recreation/Waterfront Development in Pugwash (Harbour Authority of Pugwash)
- Plan of Action for waterfront and recreation development for Pugwash.
  - Funding (\$130,000) secured in 2007 through Municipality of the County of Cumberland to carry out geo-technical, environmental, and engineering studies.
  - Work partially completed
11. Community Master Plan – Pugwash and Area – this is to be developed under the lead of ACOA with support from the Municipality of Cumberland County and CREDA.

***Media Selections – Appendix G – Summary Info/Timeline of Strategic Planning Events***

1. December, 2007 – the Village Commission approved the Strategic Plan that sets out detailed action plans in the following areas for the Village: Community Infrastructure and Beautification, Economic Development/Marketing and Promotion, Health Care and Education, Tourism, Heritage and Culture and Recreation and Governance/Organization Structure.
2. January, 2008 – priorities were set in each of the aforementioned areas including:
  - Extending the Village sewer system
  - Building a multi-purpose community centre
  - Upgrading sidewalks and parking
  - Expanded community beautification programs
  - Creation of an Economic Development Committee and development of a marketing plan
  - Restore and refurbish key heritage components within Pugwash
  - Development of facilities that encourage healthy living such as expanded playgrounds and trails
  - Compliance with the Municipal Government Act and training for Village commissioners
  - Visit [www.pugwashvillage.com](http://www.pugwashvillage.com)



3. July, 2008 – CREDA committed \$500,000 for restoration of the Cyrus Eaton Estate (including Thinkers’ Lodge, the dining hall and staff house).
4. August, 2008 – John Eaton said, “The notion of independent thinkers from different cultures coming together periodically is as important today as it was at the height of the Cold War when his grandfather invited scientists from both sides of the Iron Curtain to his summer estate to discuss nuclear non-proliferation.” (*Amherst Daily News*). Mr. Eaton expressed that he sees no reason why Pugwash cannot potentially join Joggins Fossil Cliffs as a UNESCO World Heritage Site in the future.

## 9. NORTHUMBERLAND SHORE TOURISM ASSESSMENT PROFILE

By Destination Development International (Fall 2009) for the Government of Nova Scotia

---

### OVERVIEW & MAIN OBJECTIVE(S)

To report assessment profiles for communities throughout the Northumberland Shore, and to offer findings and suggestions.

---

### NEEDS AND PRIORITIES

For Pugwash:

1. More critical mass required to hold visitors for longer periods
2. Signage
3. Flavor (character) of community
4. Tourist Information

---

### PROPOSED PROJECTS

1. Mass=Ten+Ten+Ten Rule – the more you have to offer, the further people will travel, the longer they will stay, and naturally – they will spend more – the ultimate goal of tourism.
2. Use merchant-driven signage (not plastic banners)
3. Try to maintain the flavor of a historic seaside town
4. Information for tourists should be available at all times (outside tourist bureau, shops, etc.)

## 10. CUMBERLAND COMMUNITY PROFILE

By Cumberland Regional Economic Development Association (Updated August 2007)

---

## OVERVIEW & MAIN OBJECTIVE(S)

The Cumberland Community Profile is developed according to International Economic Development Council Standards. The Profile is a statistical description of Cumberland County using 2001 Census of Population from Statistics Canada and updated regularly. The County is made up of five municipal governments including, Amherst, Oxford, Parrsboro, Springhill, and the Municipality of the County of Cumberland of which Pugwash is a part. The profile contains information on a variety of characteristics such as demographics, labour force, leading employers, new companies, higher education, employment income, workers compensation, employment insurance, transportation, taxation, utilities, environment, government, quality of life, etc.

---

## NEEDS AND PRIORITIES

The Cumberland Community Profile does not list needs and priorities for Cumberland County.

---

## PROPOSED PROJECTS

The Cumberland Community Profile does not propose projects.

### 11. OUR COAST

By CBCL Limited (2009)

---

## OVERVIEW & MAIN OBJECTIVE(S)

This report is a baseline overview of the condition of Nova Scotia's coastal areas and resources. This report forms part of the *Coastal Management Framework* which has an ultimate goal of ensuring the sustainable development and conservation of Nova Scotia's valuable coastal areas and resources. Using the *Our Coast* report, the government of Nova Scotia will develop a blueprint called the *Sustainable Coastal Development Strategy*.

There is no direct mention of Pugwash, but it is located in Cumberland County and within the Northumberland Shore coastal district, both of which are referenced in the document.

---

## NEEDS AND PRIORITIES

The priority coastal issues as identified by the Province of Nova Scotia are

1. Coastal development
  - Identify the extent and distribution of rural and urban coastal development
2. Working waterfronts
  - Examine the status of sites, facilities, infrastructure for ocean-dependent uses including business

3. Public coastal access
  - Examine the ability of the public to reach use, and view the shoreline
4. Sea level rise and storm events
  - Examine the social, economic, and ecological impacts
  - Some of the highest storm surges tend to occur along the Northumberland Shore
5. Coastal water quality
  - Determine the extent of water quality issues influencing coastal waters
  - Parts of Cumberland County may be at increased risk for algal blooms
6. Sensitive coastal ecosystems and habitats
  - Determine the range of coastal ecosystems and habitats that are sensitive to human influences

---

## PROPOSED PROJECTS

*The Sustainable Coastal Development Strategy* will be developed using information from *The 2009 State of Nova Scotia's Coast Technical Report* and public consultations about the managing the priority coastal issues. The Strategy will be used as guide to help manage Nova Scotia's coastlines to ensure protection for future Nova Scotians.

### 12. VILLAGE OF PUGWASH STRATEGIC ACTION PLAN – PUGWASH VILLAGE COMMISSION/CREDA

By Ron Robinson (2007)

---

## MAIN OBJECTIVE(S)

To develop a Strategic Plan that was essential in order to ensure the long term prosperity and sustainable growth of the Village of Pugwash.

Community Vision: "As a village famous for peace throughout the world, we are committed to working together in the spirit of cooperation and consensus building to shape Pugwash into a vibrant and caring community that provides ample opportunities for residents to thrive and prosper."

---

## NEEDS AND PRIORITIES

1. Community Infrastructure/Beautification (High Priority)
  - Sewer
  - Multi-Purpose Community Centre
  - Significant Projects
  - Sidewalks & Parking
  - Community Beautification
2. Economic Development/Marketing & Promotion (High Priority)

- Economic Development
- Marketing & Promotion
- 3. Health Care & Education (High Priority)
  - Health Care
  - Education
- 4. Tourism, Heritage & Culture, and Recreation (High Priority)
  - Tourism
  - Heritage & Culture
  - Recreation
- 5. Governance/Organizational Structure (Medium Priority)
  - Municipal Government Act
  - Strategic Plan Implementation
  - Policies & Procedures

---

## PROPOSED PROJECTS

### *Community Infrastructure & Beautification:*

1. Sewer – expand sewer system to un-serviced areas of the Village.
2. Multi-Purpose Community Centre in three to five years (from December, 2007)
3. Significant Projects including:
  - Refurbish Thinker’s Lodge (and other key buildings associated with the 1957 Pugwash Peace Conference)
  - Establish a world-class educational, research and interpretive centre for peace in Pugwash.
  - Develop a Destination Marina
4. Sidewalks & Parking – establish priorities for new sidewalk construction, secure infrastructure and government funding, and explore feasibility/cost of additional parking.
5. Communities in Bloom Committee, enhance the entrance bridge to Village, and general improvement of the community appearance.

### *Economic Development/Marketing & Promotion*

1. Economic Development – to create an environment that encourages people to want to work, shop, vacation in Pugwash through the attraction of new business and industry, specialty shops and services, accommodations and restaurants, and the resulting creation of new employment opportunities.
  - Aggressively market Pugwash
  - Identify appropriate areas for future business and industry growth through new land use planning and zoning by-laws.
  - Work with partners (i.e. CREDA, NSED, etc.)

## 2. Marketing & Promotion

- Promote the Village's obvious attributes (i.e. location, natural environment, affordable housing, etc.)
- Maintain and update website
- Update Village brochure as required

### *Health Care & Education*

#### 1. Health Care

- Support the potential establishment of a new health care centre for Pugwash and area
- Maintain close contact/liaison with the Cumberland Health Authority (CHA)
- Creation of a Nurse Practitioner position

#### 2. Education

- Closely monitor schools' enrollments/possible closures/deal with issues as they arise in a proactive manner
- Establish and maintain regular communication with school principals and local school board representatives.

### *Tourism, Heritage & Culture, Recreation*

#### 1. Tourism

- Community signage to raise the profile of Pugwash
- Improve visibility and possibly the location of the Village Visitor Information Centre to better serve visitors.

#### 2. Heritage & Culture

- Promote, preserve, and refurbish where required, key Heritage properties (i.e. Thinkers' Lodge, Train Station, Masonic Hall, and Mary Crowley Monument)
- Provide logistical, and when feasible, financial support to existing annual festivals and events (i.e. Gathering of the Clans, Harbourfest)
- Support/promote the establishment of new community festivals and events for Eaton Park.

#### 3. Recreation

- Develop walking and bike trails
- Install bike racks
- Develop two new playgrounds.

### *Governance/Organization Structure*

#### 1. Municipal Government Act (MGA) – maintain and update as required

#### 2. Strategic Plan Implementation

- Establish a process and schedule for implementation of the Strategic Plan
- Identify funding partners from other levels of government, programs, and agencies

- Evaluate Strategic Plan annually in order to accurately determine outcome and to measure progress. Update actions and targets where applicable.
3. Policies & Procedures
- Enhance current organization structure to update policies and procedures for day-to-day operations
  - Adhere to the MGA
  - Develop appropriate policies for the consistent, professional operation of the Village Commission for elected Commissioners and Village Commission staff
  - Review and update procedures on a yearly basis or as required
  - Ensure current policies are followed by commissioners and staff. Identify gaps and adopt new policies and procedures as relevant
  - Ongoing orientation packages/sessions for new Village Commissioners and staff.

#### *Evaluation*

1. A key component from a general perspective will include a bi-annual review of the Strategy and its annual progress
2. Develop an annual business plan which would summarize key components to be undertaken in a fiscal year, including: project overview, resources required, partners, and timelines.

## COMMON THEMES

Analysis of the 12 preceding plans and reports reveals common priorities and projects. Table 1 compares the priorities listed in each of the documents. The most common priority is tourism. Eight separate reports identified tourism as a key priority for Pugwash. Maintaining the character of the Village, including revitalizing and beautifying the Village centre, is also a common priority, listed in seven of the documents reviewed. Education/capacity building, economic development, and marketing and signage are all supported in five of the reports.

The priorities that were mentioned the least (only in one document each) were housing, healthcare, local agriculture, the need for compatible land uses, and for the Village to be more senior friendly. The results indicated in Table 1 do not necessarily reflect the opinions of the residents in Pugwash; they reflect the priorities according to studies and expert opinions from the 12 documents provided by the Steering Committee of the Community Master Plan for Pugwash. In addition, some of the reports are over 10 years and may no longer reflect the most important priorities that will allow Pugwash to grow and remain sustainable.

**Table 1 - Common Priorities**

	Tourism	Maintain character, revitalize village centre, beautification, Education and capacity building	Economic/ Business Develop.	Marketing/ Signage	Coastal Mgmt Issues	Retention (youth, family, workers)	Transportation, parking, sidewalks	Education	Innovation and Research	Governance	Green/sustainable development	Senior friendly	Housing	Health Care	Local Agriculture	Compatible land uses for housing and businesses
Municipality of the County of Cumberland – Integrated Community Strategic Plan	X	X				X					X	X			X	
Secondary Planning Strategy and Land Use Bylaw for the Village of Pugwash		X	X		X		X				X		X			X
Pugwash Waterfront Feasibility Study					X		X									

	Tourism	Maintain character, revitalize village centre, beautification, Education and capacity building	Economic/ Business Develop.	Marketing/ Signage	Coastal Mgmt Issues	Retention (youth, family, workers)	Transportation, parking, sidewalks	Education	Innovation and Research	Governance	Green/sustainable development	Senior friendly	Housing	Health Care	Local Agriculture	Compatible land uses for housing and businesses
Pugwash Peace Exchange – Various Plans	X	X	X					X								
Cumberland East Recreation Commission – Recreation Plan		X		X												
North Shore Marine Tourism Development Study	X				X											
WHW Architects Site Assessment Report	X	X		X				X	X							
Cumberland Regional Economic Development Association (CREDA) – 2009-2010 AND 2010-2011 Business Plans	X	X	X	X	X		X		X	X						
Northumberland Shore Tourism Assessment Profile	X	X	X	X	X		X									
Cumberland Community Profile																
Our Coast	X			X		X										
Village of Pugwash Strategic Action Plan – Pugwash Village Commission/CREDA	X	X	X	X	X		X	X		X				X		
TOTAL	8	7	5	5	5	4	3	3	3	2	2	2	1	1	1	1



Table 2 compares the projects listed in the 12 preceding plans and reports. Seven reports listed the marina and waterfront development as an important project to focus on despite the huge substantial resources required. The Thinker’s Lodge was a close second with six reports mentioning the importance of commemorating the historic house and grounds. Both the Pugwash Peace Exchange and a Tourism Information centre were listed in five of the documents.

The least popular projects, listed in only one document, include a new health centre and a nurse practitioner, the development of Sustainable Coastal Development Strategy, a YMCA, a project to increase communication between the Village and the school, including being aware of enrollment numbers, and finally an Integrated Community Sustainability Plan (ICSP) for Cumberland County. Although these were only mentioned in one report, it does not necessarily mean they are truly less important. In fact, the ICSP has already been completed.

It is interesting to note that very few of the reports reviewed mentioned the financial components of the recommended projects or the current state of finances including the estimated budget, status of grants and loans applied for, etc. Each report had different criteria for considering the importance of the proposed projects.

**Table 2 - Common Proposed Projects**

	Marina/Waterfront Development	Eaton Park/Thinkers' Lodge	Peace Exchange	Tourism Information Centre and village marketing	Community Centre	Sidewalks/Parking	Water/Sewer	Library	Active Living Plan	Strategic Plan	Communities in Bloom	Upgrades to green areas and recreation venues	Improvements to Heritage Properties	ICSP	YMCA	Sustainable Coastal Develop Strategy	Health Care Centre & Nurse Practitioner	Increased monitoring and communications with school
Municipality of the County of Cumberland – Integrated Community Strategic Plan	X	X	X				X											
Secondary Planning Strategy and Land Use Bylaw for the Village of Pugwash	X	X	X		X	X	X	X				X						
Pugwash Waterfront Feasibility Study	X				X	X												

	Marina/Waterfront Development	Eaton Park/Thinkers' Lodge	Peace Exchange	Tourism Information Centre and village marketing	Community Centre	Sidewalks/Parking	Water/Sewer	Library	Active Living Plan	Strategic Plan	Communities in Bloom	Upgrades to green areas and recreation venues	Improvements to Heritage Properties	ICSP	YMCA	Sustainable Coastal Develop Strategy	Health Care Centre & Nurse Practitioner	Increased monitoring and communications with school
Pugwash Peace Exchange – Various Plans		X	X															
Cumberland East Recreation Commission – Recreation Plan	X				X													
North Shore Marine Tourism Development Study	X			X														
WHW Architects Site Assessment Report		X		X									X					
Cumberland Regional Economic Development Association (CREDA) – 2009-2010 AND 2010-2011 Business Plans	X	X	X	X		X		X	X	X				X	X			
Northumberland Shore Tourism Assessment Profile				X														
Cumberland Community Profile																		
Our Coast																X		
Village of Pugwash Strategic Action Plan – Pugwash Village Commission/CREDA	X	X	X	X	X	X	X		X	X	X	X	X				X	X
TOTAL	7	6	5	5	4	4	3	2	2	2	2	2	2	1	1	1	1	1

## PRIORITIES AND DEVELOPMENT ISSUES

As a result of our analysis, we have identified the following issues which should be taken into account as the Village of Pugwash moves forward in its community master plan process:

### 1. Funding

- Funding was a major issue that surfaced in much of the literature review.
- What current funding has been received and/or applied for, from whom, and for what projects must be clearly established.
- Furthermore, large amounts of funding are often hard to secure or require a lengthy process. Some development projects may be unrealistic because the funding may not be available.
- It will be important to find out what funding is available.

### 2. Water and sewer

- There is a need to extend and upgrade the Village's sewer and water infrastructure in order to meet the needs of many of the proposed projects outlined in this review.

### 3. A wide range of projects

- Pugwash is a small community and must focus its efforts strategically and prioritize.
- There seems to be a lack of consensus around what projects are priorities.
- There are cases where it seems that various community groups could be working together to put projects into action, but are currently working as separate parties. Pooling both human and financial resources may allow groups to realize their complementary goals more quickly.

### 4. Previous studies/reports are outdated

- Many of the documents in the literature review are quite dated and therefore do not outline the current status of projects and funding.

### 5. It's time for action

- Twelve plans and documents, written over the last 13 years, were reviewed. Much time and money has been spent on these documents. It is time to leave the planning stage and move into the development stage.

## SUMMARY

In summary this literature review provides a detailed overview of the many studies and proposals that have been completed for the Village of Pugwash as well as the priorities and projects deemed most important by the community. At this time, in order to move forward and create a successful Community Master Plan, further discussions via public forums and key informant interviews will be necessary in order to build consensus, re-establish priorities and understand the current status of ongoing projects. The hope would also be that community groups will be able to come together to work on the most feasible and prosperous goals for the community as a whole.

## APPENDIX II: CORPORATE NAME AND COMPANY PROFILE & METHODOLOGY

### CORPORATE NAME AND COMPANY PROFILE

The Rural and Small Town Programme (RSTP) is a university-based research office at Mount Allison University with 25 years of experience in community-based research and community planning. RSTP prepares people and organizations to adapt to change and to act on opportunities for developing sustainable communities. The Programme links research and action by generating and sharing new knowledge, developing self-help tools, and providing information and educational services which lead to innovative approaches and solutions. We undertake applied research on innovative and timely issues related to rural communities and small towns, in partnership with communities and their organizations. This research combines the theory of traditional academic research with the experiences and realities of particular rural communities. Established in 1984, RSTP has significant experience and history with many different types of community-based research and development projects.

RSTP operates as a not-for-profit, fee-for-service, university-based research organization. RSTP has three full time employees and a team of part time undergraduate students. We have extensive networks and contacts across Canada which will have been utilized on an informal basis throughout the project.

This report provides an overview of the project, results from community consultations, a list of priorities for the area, a plan for comprehensive development and recommendations for implementation.

### METHODOLOGY

The objectives of the project were to:

1. Review existing plans, previous documents and projects
2. Conduct community consultations
3. Establish priorities and develop a plan for comprehensive development
4. Make recommendations for implementation

### PHASE ONE – STRATEGIC PLAN ANALYSIS AND RECONCILIATION

RSTP reviewed a total of 12 plans and documents (plus 9 others associated with the Pugwash Peace Exchange) as identified by the project steering committee. These documents ranged from 1998-2010 in publication dates. See Appendix I for the complete report.

Following the review of these past documents an interim report was created that succinctly outlined:

- The main objective, priorities and projects for each plan
- The common thematic issues
- The priorities and projects
- Development issues for each of the common priorities and projects

The interim report was then presented in PowerPoint format to the Cumberland Council on June 7, 2010. Citizens of Pugwash and surrounding area who were present at this meeting commented that:

- The plan should take into account sustainability, not just tourism
- Ensure a focus on economic development
- It is important that the plan show specific actions
- It is preferable to have a local person as a member of the Steering Committee
- The need for a sewer system along the cottage area is crucial
- It is important to consider green belts and nature reserves

## PHASE TWO – COMMUNITY CONSULTATION

There were three forums hosted for general public participation. The initial focus group was for youth between grades 7-12 at the Pugwash Regional High School. The students were provided with a short overview of the project and then asked a series of questions (see Appendix V). The youth discussed both their short and long term goals for Pugwash and area, the assets of the area, and ideas surrounding new and existing local initiatives. The youth focus group concluded with the students ranking their priorities for the overall community master development plan. Two public forums were advertised in *The Oxford Journal*, in local businesses, on the Village Commission website, and in person at Harbourfest. The two public forums took place at a local community hall; each group had approximately 30-40 people in attendance. Similar to the youth focus group, these sessions began with a presentation to overview the project and then a series of questions were addressed (see Appendix VI). These focus groups ran 2 hours in length and provided community members the opportunity to discuss community assets, short and long term goals for the area, economic sustainability, natural and human assets, entrepreneurship, and priorities for possible projects. Those in attendance were encouraged to send additional thoughts via phone or email to RSTP.

Nine key informant interviews were conducted during July and August 2010. The key informants were recommended in part by the steering committee as well as community leaders in Pugwash and as a result of discussions during the public focus groups meetings. Key informants were selected because they are representatives of important organizations or groups in Pugwash such as the Chamber of Commerce, the Pugwash Peace Exchange (PPE), the Pugwash Park Commission and the Thinkers' Lodge National Historic Site, the library, the marina, the Harbour Authority, CREDA, the Municipality of the County of Cumberland, etc. Potential key informants were contacted by email and/or telephone and asked if they would like to participate in a 45 minute interview over the telephone at a mutually convenient time. Questions focused on what projects they have been involved in, why they are important, how they might contribute to sustainable economic development in Pugwash, the current state of the projects, and if they would be willing to collaborate with other groups in town to pool resources and achieve their goals sooner. The interview concluded by asking the key informants about which projects should take priority in Pugwash and why (see Appendix IV for a list of the interview questions) Third, we met with a number of smaller community groups to discuss needs and priorities for the Village and surrounding area. These groups included the "Friends of the Library" and the Village

Commission. We also met with individual community members and business owners as we were able. All of the focus groups and meetings took place over a 3 week period aside from the youth focus group that took place in June, 2010. With all of the consultations a capacity building approach was used in order to encourage participation by all of those in attendance including those who may be generally reluctant to participate.

### PHASE THREE – PRIORITIZATION OF COMMUNITY DEVELOPMENT OPTIONS

From discussions with interviewees, organizations, and the public, RSTP prepared a draft master plan for submission in early September 2010. In addition to the community consultation, the prioritized opportunities take into account cost/benefit; feasibility; sustainability and linkages with other assets in Cumberland County.

### PHASE FOUR – RECOMMENDATIONS FOR MASTER PLAN IMPLEMENTATION

Through consultation with the Project Steering Committee and a review of the draft plan, this final Master Plan ensures that the identified priorities are supported by viable implementation solutions. This plan distinguishes roles and responsibilities and prioritizes identified goals. It includes a realistic vision for Pugwash and area to achieve realistic goals and targets over the next 10 years.

Any revisions to the plan were contingent upon the Committee quickly reviewing the draft plan and allowing three working days to revise the plan. This final report is being submitted with a PowerPoint presentation of the main findings from the report, with an emphasis on implementation options for each priority / project.

# Developing Master Plan For Pugwash Area

Pugwash (Staff) - A Mount Allison University group is to hold two public consultation meetings to develop a master plan for the Pugwash area. This study, to be conducted by the university's Rural and Small Town Programme, has been commissioned by ACOA and CREDA.

"There have been a number of studies done in Pugwash for one purpose or another," said programme director Gwen Zwicker. "Some initiatives were undertaken from those studies and some weren't. We're taking all those past studies and seeing what happened, what worked, what didn't, what is good and not so good and what can we take forward under one community master plan."

The group is seeking input from the community, its residents (permanent and summer), community organizations and business people. It is hosting two open public forums in Pugwash (see ad in this issue for details).

Each forum will include a short overview of the project, a discussion period to address issues and needs and will focus on community and economic development for the Pugwash area.

The group is calling the forums "All Aboard the Ship for Change-Have a Voice in Community Choice."

Zwicker says the forums will provide an objective and comprehensive overview of the assets of the village and surrounding area and how they relate to sustainable and economic development opportunities.

"It's like the integrated community sustainability plan that all Nova Scotia communities are required to do," she said. "A lot of initiatives have already been discussed for that area and ACOA and CREDA got to the point where they are saying, "we realize there is potential here. There is lots to do so let's have public consultation process and determine what the priorities are for the area."

The group has met with a focus group with young people at Pugwash District High School and will hold one-on-one discussions with several key people of the area.

telegraphers participating. Seated is Bob Foote while standing are Rita Farrell and H.M (Howard) Forbes.

(Weeks)


**Choir Director**  
Wallace River Baptist Church is seeking a full time choir director.

The position will be available September 2010.  
Apply by phone or send resume by August 15 to:  
Pastor Jack Briggins 243-3316  
Wallace River Baptist Church  
PO Box 261  
Wallace NS B0K 1Y0



## ALL ABOARD THE SHIP FOR CHANGE!

Have a Voice in Community Choice!



All residents of Pugwash and surrounding area are invited to attend one of two open public consultations to discuss the development of a **Community Master Plan for the Pugwash area**.

Each forum will include:

- ▶ A short presentation providing an overview of the project
- ▶ A discussion period to address issues and needs
- ▶ A focus on community and economic development for the Pugwash area

**Where/When:**

**St. Thomas Moore Community Hall**  
6:30 - 8:30 pm  
**Tuesday, July 27**  
**Wednesday, August 4**

For more information contact:

Rural and Small Town Programme  
Mount Allison University  
Phone: 506-364-2391  
Email: gzwicker@mta.ca



## Key Informant Interview Guide

### Preamble and Introduction

Hello, thanks so much for agreeing to chat with me. The Rural and Small Town Programme has been hired as third party consultants by ACOA (Atlantic Canada Opportunities Agency) to develop a Community Master Plan for Pugwash. You have been selected for this interview because of your knowledge of a particular initiative(s) or project(s) being proposed in Pugwash and/or because of your knowledge and interest in sustainable economic development for the Village of Pugwash. This interview will take about 45 minutes.

**Questions** (Use a guide only, depending on the particular circumstances of each key informant)

1. What project(s) or initiatives(s) are you involved with in Pugwash?
2. Why do you feel it is an important project?
3. Do you feel it will contribute to making Pugwash economically sustainable in the long run? If so, how?
4. What is the current state of the project? What funding have you secured? Where are things at? What are your next steps?
5. How much more funding do you need to complete the project?
6. What sort of return on investment do you foresee for funders and for the Pugwash area?
7. Do you see your goals and priorities as being similar to any other groups in town? Would you consider working together to pool resources (human and financial) in order to meet your goals sooner? Why or why not?
8. You may be aware that there are a number of projects proposed in Pugwash. Of them, which one(s) do you see as benefiting the most people and why? Which one(s) do you see making the most economic sense for Pugwash and why?
9. Out of the projects being proposed in Pugwash could you put them in order of priority?
10. Is there anything else you would like to discuss that we did not touch on?

Thank you for your time.

## Youth Focus Group Discussion Guide

[Collect parent/guardian signed consent forms]

### Welcome/Introductions

Hi everyone! I'm Cheryl and I'm a researcher at Mount Allison University with a group called the Rural and Small Town Programme. This is Josh and he's a Mt.A student working with us for the summer. We are working on a community master plan for Pugwash. We are interested in finding out what kinds of projects and developments you, as representatives of the youth in Pugwash, would like to see for your community in the future. We are also talking to the adults in the community. In particular we are focusing on sustainable economic development projects. These are things that will help to bring visitors, tourists and money into your community so that your community will be able to grow and prosper.

You have been invited to participate because you are knowledgeable members of the community whose feedback is valuable. Thank you for agreeing to take the time to contribute to this effort to make your community more sustainable. Our chat will take about an hour and a half.

### Discussion

1. What do you like most about Pugwash?
2. What do you like least about Pugwash?
3. What kinds of things would you like to see in Pugwash in 5 years (the short term)?
4. What kinds of things would you like to see in Pugwash in 10 or more years (the long term)?
5. What do feel are the community's assets (the good things that community has)?
6. What do you think of some of the current initiatives in Pugwash? (Prompt if necessary: such as the marina, the Thinkers' Lodge National Historic Site, the Pugwash Peace Exchange, the need for a new library, village marketing, water and sewer upgrades, for example? Do you know much about these projects?)
7. What other initiatives are you aware of and what do you think of them?
8. What do you feel should be the 1<sup>st</sup>. 2<sup>nd</sup>. 3<sup>rd</sup> focus or priority in Pugwash?

Thanks! We will be putting all of your information together with everything else we are collecting to create a master plan for Pugwash. This document will be available to you and your parents/guardians and all residents of Pugwash later in the fall.

## Public Forum Discussion Guide

### Welcome/Introductions

Hi everyone! I'm Gwen Zwicker and this is Cheryl Veinotte and we are research associates with the Rural and Small Town Programme at Mount Allison University.

### Presentation on Project Overview

We have been hired as third party consultants by ACOA to develop a community master plan for Pugwash. We are interested in finding out what kinds of projects and developments you would like to see for your community in the future. In particular we are focusing on sustainable economic development projects. These are things that will help to bring visitors, tourists and money into your community so that your community will be able to grow and prosper. We are also conducting a review of previous plans and development proposals, talking with youth at the high school and performing key informant interviews with stakeholders and representatives of various development projects.

From our review of existing plans, we are aware of a variety of initiatives on the go in Pugwash. Many are very costly and funding can be hard to obtain. There also appear to be competing interests. However, Pugwash is a small community and must build slowly to be viable. Residents, both permanent and cottagers, must work together and take what resources there are to focus on strategic priorities and related projects. It is important to think about what initiatives will have the biggest outcomes for the least input both in terms of human and financial resources. What will bring in the most new money to Pugwash, such as tourists?

Thank you for taking the time to come out to this community forum and contribute to this. Our main focus over the next 2 hours is to try and build consensus, and indentify the main priorities and projects to focus on to make your community more economically sustainable into the future.

### Consent Form Signing

Please read and sign two copies of the consent form. Keep one copy and leave one copy with us.

### Discussion (including Ranking and Rating Local Projects and Priorities)

1. What do you like most about Pugwash?
2. What do you like least about Pugwash?
3. What kind of community do you all see Pugwash being in 5 years? In 10 years?
4. Assuming that what is most important in Pugwash is to remain viable, what projects and initiatives would contribute best to the goal of viability and economic sustainability?

5. What else could Pugwash market to the rest of the world besides its environment? What makes it unique? What are the other natural assets? What are the human assets?
6. Who are the entrepreneurs in Pugwash? What other kinds of industries or services do the people think could flourish in the community?
7. Because Pugwash is a small community, it cannot “do it all”. This means making the right choices is extremely important .So we need to find a way to build consensus and figure out what the main priorities are and then what project(s) will lead to meeting these priorities. It may be helpful to think about which projects will take less human and financial resources and have the biggest outcomes in terms of benefiting the largest number of people and bringing in the most money in the shorter term which will lead to bigger projects over the longer term. [Ranking activity takes place....]
8. So, moving forward from here. It appears that the top three priorities are.... And the main projects to address these priorities in the short term are.... And the long term are.... Are there any other pressing needs or issues anyone would like to discuss that we have not touched on yet?

Thank you all for your time and helpful discussions. The results of your work today will be combined with those from the other sessions and interviews we are conducting. The Community master Plan will be a public document and available from ACOA.

## APPENDIX VII: PROJECT INITIATIVE CRITERIA

Project Name: \_\_\_\_\_

The following factors are used when considering projects for funding support:

1. The project is an integrated aspect of an existing community plan.
2. The project is an integrated aspect of an existing regional plan.
3. The community has the capacity to manage the project.
4. The community has the capacity to financially operate the project.
5. The community has a proven track record in existing and previous projects (successful development, implementation and completion).
6. The project has broad-based community support (i.e. Municipal, relevant groups/organizations and private sector where applicable).
7. The project demonstrates economic impact – both direct and indirect for the short term and long term.
8. The project provides an enhancement to existing activities.
9. The project links with and enhances existing and/or planned local, regional and provincial initiatives.
10. The project demonstrates multi-partnership support and endorsement.
11. The project demonstrates attitudinal improvements and potential social benefits.
12. The project proponent is a legally-recognized community organization.
13. The project includes a local contribution, cash and in kind.
14. Is this project the specific responsibility of a local group and/or municipal government? (Not considered eligible).
15. Is this project a maintenance venture? (Not considered eligible)