PASQUA
FIRST NATION
COMMUNITY PLAN

Pasqua First Nation

Community Plan

June 2010

Cities & Environment Unit
Faculty of Architecture & Planning
Dalhousie University

Pasqua First Nation Community Plan

Project Team

Many people participated in the development of this Community Plan. Special mention should be given to the extraordinary effort put in by the following groups and individuals.

Pasqua First Nation
Pasqua Elders
Community Contact, Beverly Chicoose
Chief and Council
Community members

Thank you to everyone who provided photos to include in the Plan.

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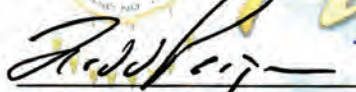
Chief and Council Approval

We are pleased to approve the Pasqua First Nation Community Plan which has been developed by our Band members. This Plan document is comprised of the recommendations and ideas from our Band members about the future direction of Pasqua First Nation. We agree to uphold, implement and monitor this Plan in an effective, efficient and transparent manner. Implementing this Plan will require creativity in rethinking Band management, maximizing project development and securing financial resources. We recognize this Plan was developed by the community, is a tool to be used in helping the community reach its long-term vision for generations to come. This Plan is a foundation for decision making and will therefore transcend changes in leadership.

We dedicate this plan to the people of Pasqua First Nation.

Chief Elaine Chicoose

Councilor Todd Peigan

Councilor Brenda Desnomie

Councilor Lindsay Cyr

Councilor Kris Agecoutay

Councilor Delbert Pasqua

Councilor Cecile Asham

Councilor Lindsay Pasqua

Councilor Leroy Obey

Foreword and Acknowledgements

In the Province of Saskatchewan there is a growing awareness among First Nation communities that planning is not a choice but a necessi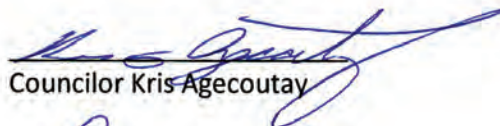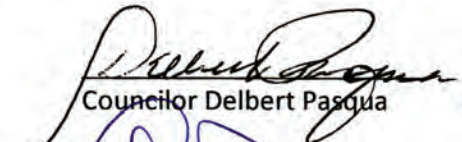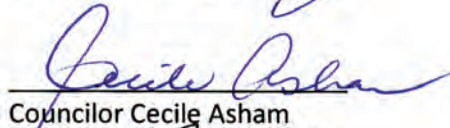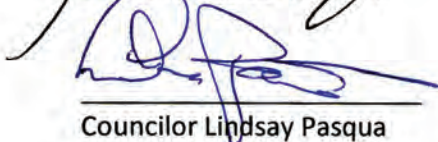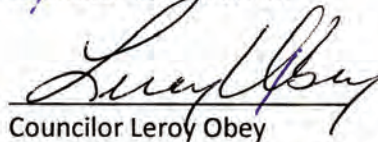ty. With a limited amount of developable land and a growing population there is an urgent need for First Nation communities to think ahead. In early 2006 a Technical Advisory Group with representatives from various Tribal Councils as well as individuals from Indian and Northern Affairs Canada came together to discuss how First Nation communities in Saskatchewan could better think ahead, plan for and shape their own future. As a result of these discussions, the First Nation Comprehensive Community-Based Planning (CCBP) project was created. The project is based on the First Nations Community Planning Model and guided by the Cities & Environment Unit at Dalhousie University. The four communities involved in Phase 2 of this pilot project are: Cowesses First Nation, Kinistin Saulteaux Nation, Muskoday First Nation and Pasqua First Nation.

The community-based planning process is what sets this project apart from many other planning initiatives. The ideas and strategies outlined in this document do not come from an outside source and are not imposed from above. This Plan comes from the community, belongs to the community and therefore represents Pasqua's hopes for the future. It is the result of the hard work and effort of many Band members. Youth, Elders, Teachers, Band Staff, Chief and Council, Tribal Council representatives, the Community Planning Work Group, Community Contact and Plan Champion all contributed remarkable energy and insight. Individuals from Indian and Northern Affairs Canada and Health Canada participated in group Training Sessions to learn more about the planning process and what they can do at the Federal level to ensure this project is a success. We would like to thank everyone involved for their determined commitment and generous support.

Through the development and implementation of Comprehensive Community-Based Plans, communities will be equipped to manage and shape their own future. It is also hoped that through community planning, First Nations, Tribal Councils and the Federal Government will be better able to work together to manage First Nation community affairs effectively.

CCBP Phase 1 & 2 Communities
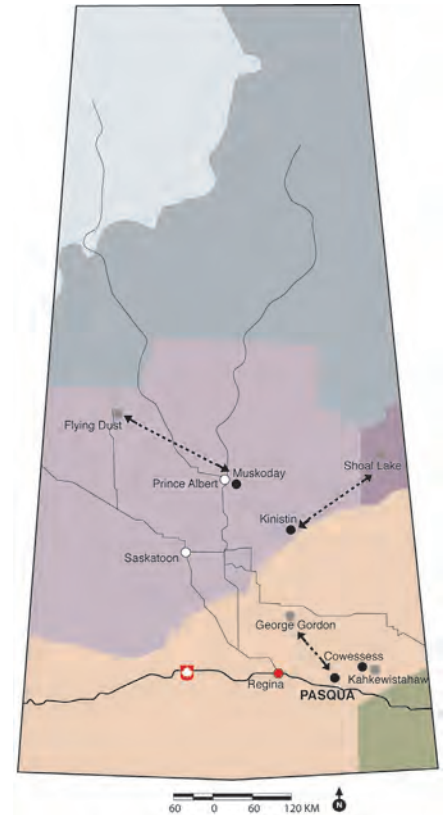
● Phase Two Communities

● Phase One Communities

◄┄┄► Plan Mentor Relationships

〰 Major Roads

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x

Introduction to the Plan

A Plan tries to capture the spirit of a community and stir the imagination of its residents. This Plan understands the moment and establishes collective vision for the future and a long-term bearing. Through this vision, the Plan directs immediate, local action and a shared sense of direction.

Pasqua has a distinct history, an extraordinary landscape, remarkable people and infinite possibilities. Pasqua is both typical and unique, like other places and unlike any other community. Pasqua sees the need for a Plan and is committed to a Comprehensive Community-Based Plan that captures local ideas and aspirations, provides direction for the future and serves as a tool for immediate and ongoing action.

Pasqua faces significant challenges and fleeting opportunities. Like many First Nation reserves, it is also confronted with living conditions and realities that demand urgent attention. Limited resources need to be used carefully and strategically and local actions need to reinforce each other.

The community-based planning process, by which this Plan was developed, followed the steps and approaches described in the First Nations Community Planning Model (2nd Edition 2003, Cities & Environment Unit). The planning process consists of 7 stages:

Stage 1 - Gathering Background Information: Collects basic facts and perceptions about the community so that aspects which stand out as high and low points can be identified.

Stage 2 - Identifying Strengths and Issues: Concentrates on recording and understanding problems that need to be dealt with and opportunities that can be built on.

Stage 3 - Researching Root Causes: Probes strengths and issues to reveal the root causes and the consequences of taking no action.

Stage 4 - Establishing a Community Vision: Establishes a long term, ambitious and appropriate direction for the community.

Stage 5 - Building a Framework: Translates the Vision, issues and values into a blueprint for concerted action in terms of policies, administration, priority Action Areas and physical improvements.

Stage 6 - Developing an Implementation Strategy: Establishes a management structure and a process for identifying priorities, as well as a way to develop and fund projects which make a difference on the ground.

Stage 7 - Monitoring the Plan and Projects: Evaluates the impact of projects individually and the effects of planning as a whole.

The Moment for Planning
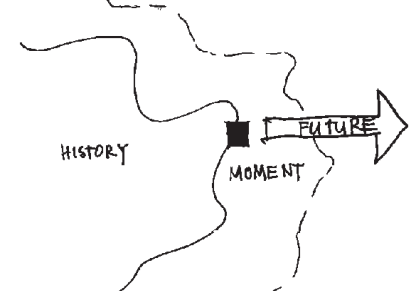
In this document, Stages 1, 2 and 3 are combined in Chapter 1: Context. Stage 4 is captured in Chapter 2: Vision, while Stages 5, 6 and 7 are found in Chapter 3: Action.

This Plan was developed with extensive input and feedback from community members. There were eight workshops, ongoing meetings, focus sessions and discussions in the community.

Community Workshops
Workshop 1 - June 2008
Workshop 2 - July 2008
Workshop 3 - October 2008
Workshop 4 - November 2008
Workshop 5 - January 2009
Workshop 6 - February 2009
Workshop 7 - March 2009
Workshop 8- June 2009

Two group training sessions were held in Saskatoon and Regina. Representatives from the four Phase 2 communities, Tribal Councils and Federal Government came together to learn about planning and each other's communities.

Group Training Sessions
Session 1 - June 2008
Session 2 - October 2008

The Network sessions are and continue to be an opportunity for CCBP pilot communities to meet and develop strategies, connections and build capacity in Saskatchewan that will see planning and implementation continue beyond the Pilot Project.

Network Sessions
Saskatoon - February 2009
Muskoday - June 2009

The most fundamental characteristic of this process is that it is community-based. Ideas contained in this Plan have strength, power and endurance because they come from the people of Pasqua First Nation. Over the past year a number of workshops which included community open houses, on- and off-reserve meetings, sessions with school children and Elders provided venues for community members to express themselves and share the thoughts they have about the future of their community. The ideas and strategies described in this Community Plan are a direct response to the concerns, suggestions and feedback of community members, Band Staff and Chief and Council.

It should also be noted that while this Plan is intended to increase understanding and build capacity regarding planning at the community level, the success of this project also requires that Federal Government departments have an understanding of community-based planning and how they can work with Pasqua to help to ensure the successful implementation of the Plan.

Early in the Phase 2 planning process training sessions were held to build this capacity and understanding for all groups involved. These sessions have evolved into the First Nations Planning Network, which connects Band members from communities involved in comprehensive community-based planning, as well as the affiliated Tribal Councils and Federal representatives, to consider ways that, as a network, we can make more change together.

Making a difference on the ground will require a continued commitment to the Vision from the community. It will also require passion, ingenuity and imagination so that community supports are put in place, Band members are inspired and the community is fueled by pride and hope.

Comprehensive Community-Based Planning is based on four principles:

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

The Plan is owned by the community. The content of the Plan is widely understood, accepted and broadly defended by community members. It belongs to many people.

The Plan inspires and motivates. It is memorable and provocative. It is inclusive and engaging. Its Vision and Action Areas can endure through

election cycles and be embraced by current and future Chiefs and Councilors and community members.

The Plan is holistic. There are many planning activities in First Nation communities. What is often missing is a connection between these initiatives. Comprehensive planning considers and connects all aspects of the community. In this sense planning is not just another project or program rather, it is the glue which holds everything together. It is the shared direction that guides every project and informs every action.

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

While the Plan represents a tremendous investment of time and effort and a huge accomplishment for many people in the community, it is only the beginning. The Plan's implementation will require constant and diligent commitment. The Plan's success can only be measured in terms of the difference that it makes and the degree to which it serves as an instrument to inspire new ideas. This way of thinking and acting will place the future in the community's hands. It should also be emphasized that planning is on-going. It does not stop when the Plan has been printed, nor can it be seen as a substitute for hard-work, vigilance, leadership and imagination, all of which are needed to make positive change a reality.

The future does not just happen to us. We can have a hand in creating the future that we want. This Plan document establishes a future direction for Pasqua and describes how to get there. It is in this light that Pasqua's Plan should be read, examined and used.

Chapter 1

CONTEXT
Where the Community is Now

Chapter 1: Context

Planning is about the future, but it also relies on information from the past and the present. This first chapter sets the stage by providing a snapshot of what the community is about - what it was like in the past, what it is like today and how it got to be that way. The information presented captures Pasqua First Nation's current situation and provides the basis for determining where the community should go next. This chapter contains background information, strengths, issues and root causes.

Gathering Background Information

Information has been gathered under the broad categories Land, People, Settlement and Economics. These four categories are the basic elements that define a community. Together they enable discussion and speculation about the current situation and future potential.

Information under LAND is presented to describe where Pasqua First Nation is located and identifies characteristics of the landscape that provide both opportunities and constraints for community development. The information gathered and presented on PEOPLE illustrates Pasqua First Nation history, culture, demographics and institutions. The information under SETTLEMENT describes what has been built on the land. This information is important as it identifies the existing physical organization of the community as well as what areas of the community are serviceable. Finally, information regarding ECONOMICS in the community gives an indication about how the community sustains itself. It also explains what people do, how resources are used and what keeps the community going.

Strengths, Issues and Root Causes

Identifying community strengths, issues and the root causes is a necessary step in the community planning process. STRENGTHS are positive factors, such as quality health services, or a healthy environment. ISSUES, on the other hand, might include a lack of appropriate housing, unemployment or youth boredom. The intent of identifying strengths is to define potential. The intent of identifying issues is to better understand what aspects need immediate attention.

Researching ROOT CAUSES allows community members to look deeper, to explore and understand the reasons why certain issues exist, to find out what fundamentally causes them and to imagine the possible consequences if issues go unaddressed. It provides impetus and momentum to make change happen. Understanding root causes also gives insight into where specific intervention is needed.

The future does not just happen, it is not inevitable, nor is it a simple projection of where the community has been. It needs to be imagined and it can be shaped.

Land

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

Saskatchewan Treaty Areas

Treaty 4 was signed on September 15, 1874 at Fort Qu'Appelle. Thirteen separate Cree and Saulteaux Nations signed on with another twenty-three First Nations signing on at later dates. Today, Treaty 4 territory covers most of southern Saskatchewan, part of Manitoba and part of southern Alberta.

Source: Treaty 4 Governance Institute, Treaty 4 History

Treaty 10 (1906)

Treaty 8 (1899)

Treaty 6 (1876)

Treaty 5 (1875)

Treaty 4 (1874)

Treaty 2 (1871)

Major Roads

First Nations Reserves

Cities, Towns, Hamlets

Meadow Lake

Lloydminster

Prince Albert

North Battleford

Saskatoon

Yorkton

Pasqua

Regina

60 0 60 120 KM
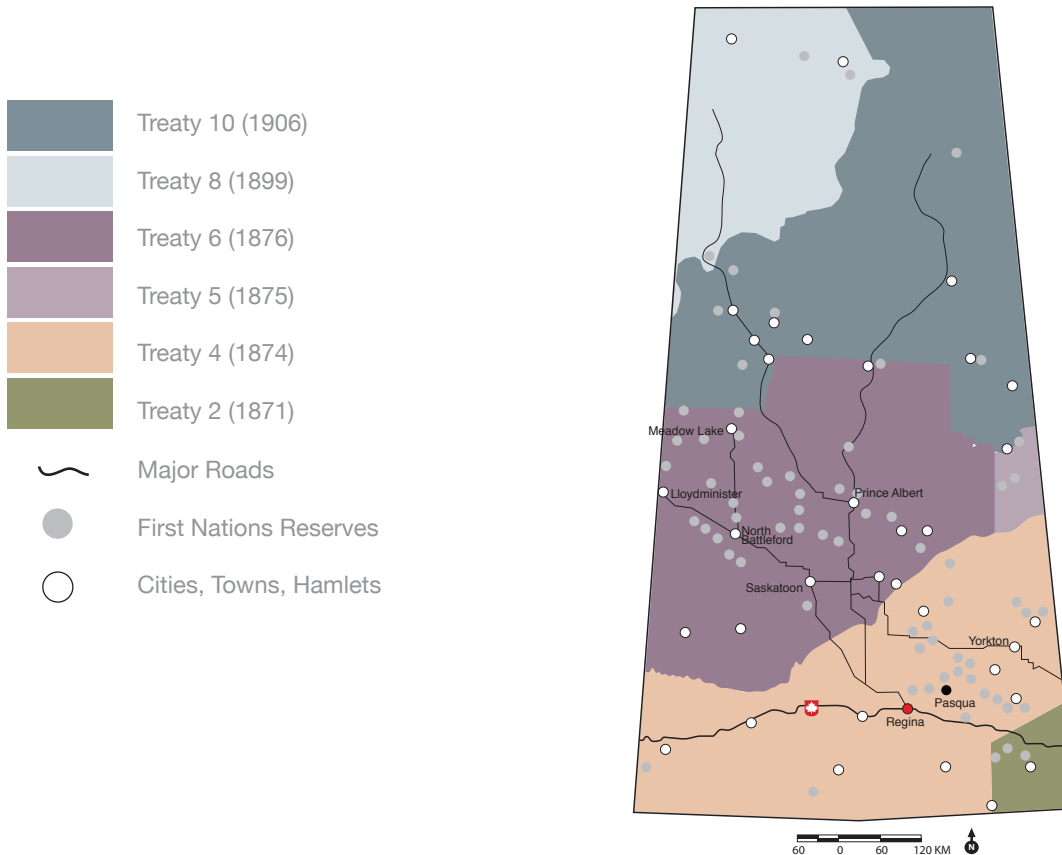
Pasqua Pictograph
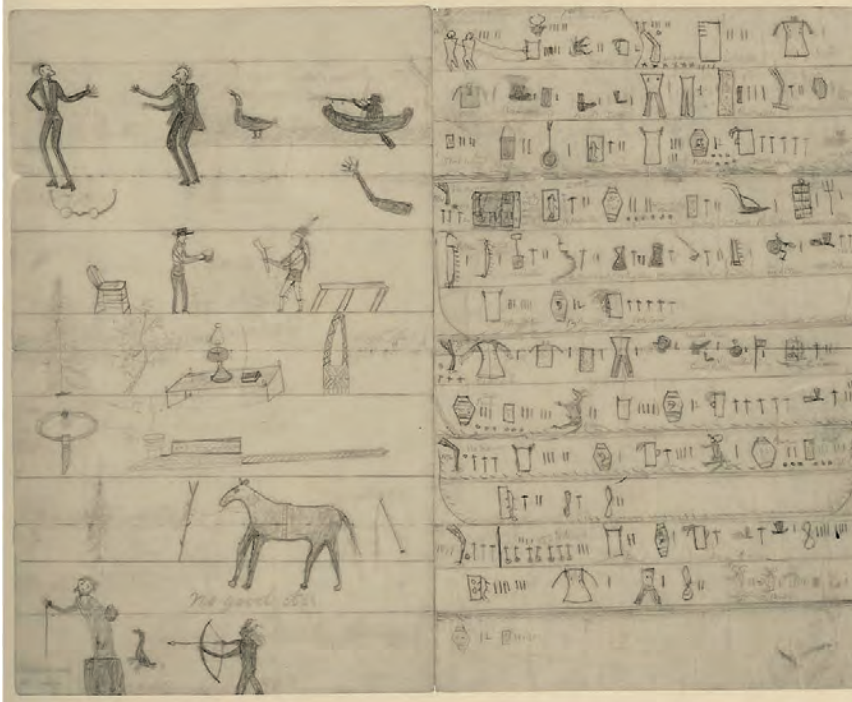
In the summer of 1883, Englishman William H. Barnaby (a relative of Sir John A. MacDonald) met Chief Paskwa on a visit to the Fort Qu'Appelle area. Barnaby was accompanied by a group of tourists interested in visiting Indian camps in the area. As the group left Fort Qu'Appelle it was noted that Barnaby had the pictograph in his possession. Upon Barnaby's return to England, he stored the pictograph in the attic of his family home for many years. Only once, in the late 1800s, did the pictograph leave the attic, to be sent to Winnipeg for interpretation.

After many years, in 2000, Barnaby's relatives put the pictograph up for auction at Christie's Auction house in England. Canadian art dealer Donald Ellis purchased the pictograph for $96,000 (CDN); he then shipped it to a warehouse in New York. In 2006, efforts began in Saskatchewan to return the pictograph to the Treaty 4 territory. The United Church of Canada, Royal Saskatchewan Museum, First Nations Media Relations, Ministry of Canadian Heritage and private individuals raised funds and eventually purchased the pictograph for $192,000 (CDN). In June 2007, the pictograph was returned to the Treaty 4 territory (124 years after it first left the area).

(Source: Lorne Carrier, June 2009)

p e o p l e

This monument is dedicated to Chief Paskwa. Chief Paskwa was a major negotiator and signatory Chief for the Treaties in 1874. He led a population of 50 members to the 60.2 square mile res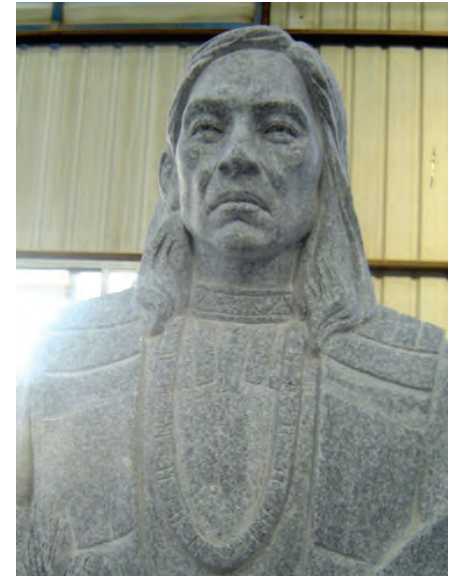erve. The land now known as Pasqua First Nation was surveyed and settled in 1876. This monument will be respectfully placed at the Chief Paskwa Education Center and symbolizes the right to education.

Pasqua First Nation wishes to acknowledge the financial contribution made by Battleford Agency Tribal Council.

Next steps for the Pictograph
1. Care and preservation of the pictograph for Chief Paskwa's descendants and descendants of signatories of Treaty 4.

2. Interpretation of the document (both ceremonially and academically)

3. Ensure access to pictograph to all Treaty 4 citizens of Saskatchewan.

Source: Lorne Carrier, June 2009

land

Saskatchewan Ecoregions

Pasqua is located in the Aspen Parkland ecoregion. Vegetation includes aspen groves and fescue grasslands. Water is found throughout the reserve in the form of sparse but numerous water bodies. Wildlife includes ducks and waterfowl, white-tailed deer, coyote, hare, fox and Richardson's ground squirrel. Typical birds include house wren, least flycatcher, western king bird and yellow warbler. The soil is fertile, loamy and black.

TAIGA SHEILD ECOZONE
- Selwyn Lake Upland
- Tazin Lake Upland

BOREAL SHIELD ECOZONE
- Athabasca Plain
- Churchchill River Upland

BOREAL PLAIN ECOZONE
- Mid-Boreal Upland
- Mid-Boreal Lowland
- Boreal Transition

PRAIRIE ECOZONE
- Aspen Parkland
- Moist Mixed Grassland
- Mixed Grassland
- Cypress Upland

- Major Roads
- First Nations Reserves
- Cities, Towns, Hamlets
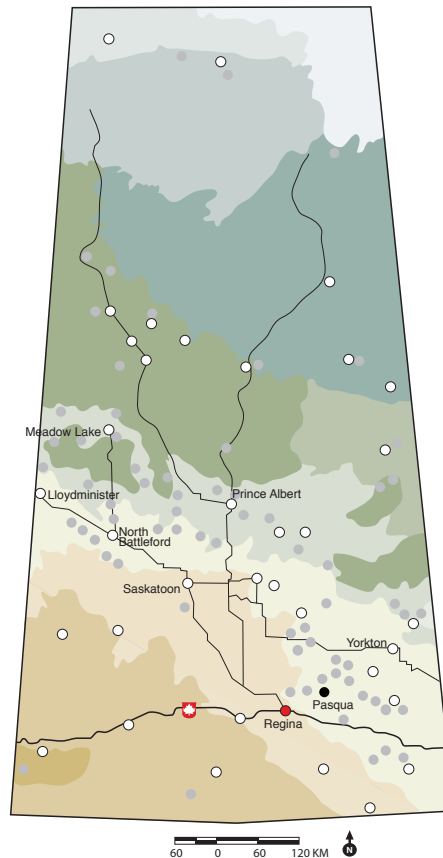
Source: www.biodiversity.sk.ca

Regional Context
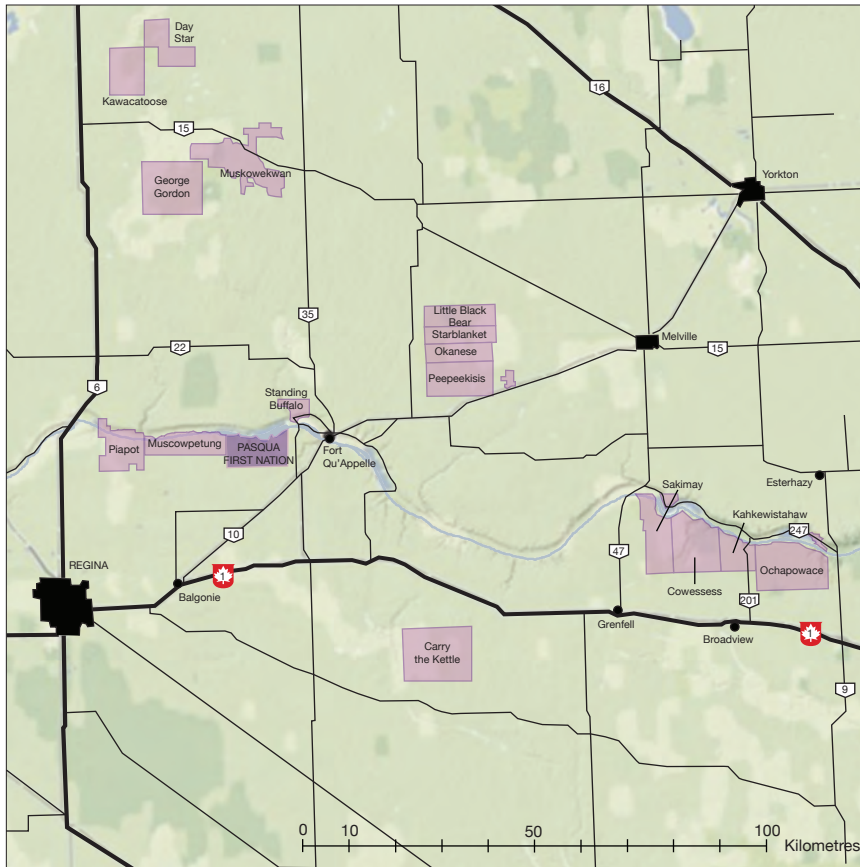
Pasqua First Nation is located about 60 km northeast of Regina and 15 km west of Fort Qu'Appelle. Its northern border follows the south shore of Pasqua Lake, in the Qu'Appelle Valley. The reserve has an area of 8,960.3 hectares (22,141 acres). Approximately, 264 hectares (653 acres) is valley land.
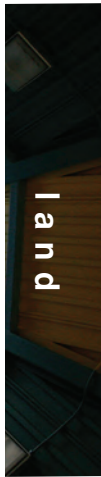
"My father said that the Band used to camp southeast of Moose Jaw and the Post Master called the town Pasqua after the Chief because he always made camp there."

Andrew Gordon Jr.

"My dad had to leave his land. He got no compensation. He worked for Tom Stevenson. He worked his land and when he was forced to leave, it caused great hardship for him."

Raymond Gordon

"Before our people made a Treaty we hunted deer and birds all over our country. My grandfather lived south of B-Say-Tah point where he had his camp. He would ride towards the Thorn's and ride to the hill and look over the lake. There was a lot of bush on the south side where people would hunt deer. There was a lot of hay for the horses. There were fish and ducks in and around the lakes - that is why the first Chief selected the land for a reserve."

Stanley Pasqua

Source: Elders Statements Book II, Pasqua First Nation, 2003

Specific Land Claims

Pasqua's 1906 Specific Land Claim for 16,077 acres was rejected. Chief and Council are in the process of pursuing an Independent Claims Process.

Where the Flood Claim is now:
- Settlement Agreement - Pasqua First Nation & Canada
- Tri-Partite Agreement - Pasqua First Nation, Canada & Saskatchewan
- Designation for Easement on Pasqua Reserve - Canada & Saskatchewan
- Instrument of Grant for Flooding Easement - Canada & Saskatchewan
- Water Management Agreement - Pasqua First Nation & Saskatchewan
- Trust Agreement - Pasqua First Nation
- Survey of Easement Lands - Near completion

Treaty Land Entitlement (TLE) is a process where the Government of Canada and the Provincial Government of Saskatchewan are fulfilling Treaty commitments of land made to First Nations. Saskatchewan is legally obligated to participate in TLE settlements because of the Natural Resources Transfer Agreement (1930) that was signed between the Province and the Federal government.

Local Context & Land Claims

Natural Resources

Pasqua has many natural resources available, including potash, sand, gravel, wind (possibilities for electrical generation), land available for agriculture (leased or Band), water (the lake and streams) and a community garden. Pasqua land also has a number of coulees, valleys and access to the lake, both by foot and vehicles.

Pasqua reserve land is home to a diversity of vegetation and wildlife: rabbits and deer can be found throughout the reserve, beavers and muskrats live in most wet areas, moose can sometimes be spotted in the western half of the reserve and bears and cougars can be found in areas.

First Nations Land Management Framework

The First Nations Land Management Act (FNLMA) is a federal law enacted in 1999. Its main purpose is to recognize the powers of First Nations to make laws on reserve land matters.

Pasqua First Nation Land Management Committee is in the process of developing a Land Code. Plans are in place to have the Land Code ratified. The committee will be dissolved when the Land Code is in place and replaced with an advisory committee. This is the first step toward Pasqua Land Management under the FNLMA.

A Phase II Environmental Assessment has been completed, which is the next stage in the process. Pasqua is well on its way to having a Land Management Framework.

Flood Claim (Specific Claim)

The Katepwa Weir was constructed in 1888 and the Echo Lake Dam in 1941. The construction of these two projects raised the water level on Pasqua Reserve a total of eight feet, reducing the quality and quantity of hay land, submerging the crossing at Antipay, inundating the beach, killing a number of trees (including many old sugar maples) and forever altering the habitat for wildlife which impacted hunting opportunities.

In 1979, the Qu'Appelle Valley Indian Development Authority (QVIDA) was formed to negotiate settlements related to the flooding of Indian lands. In 1989, eight First Nations along the Qu'Appelle River (Piapot, Muscowpetung, Pasqua, Standing Buffalo, Sakimay, Cowessess,

Kahkewistahaw and Ochapowace) brought their land claim to the Government of Canada in an attempt to validate their claims. Indian Affairs rejected the flood claim and closed the QVIDA file. In 1994, QVIDA submitted their claim to the Indian Claims Commission (ICC) who in 1998 recommended that Canada accept the QVIDA claim for negotiation. Negotiations with the Governments of Canada and Saskatchewan have been ongoing since 1999.

The negotiations also include a Water Management Agreement which addresses water quality, lake levels and fish environment. It calls for the establishment of a Pasqua Water Management Board, a summer student program and a water monitoring station. A boundary survey will establish how high the water is allowed to rise.

Source: www.paskwa.com

Treaty Land Entitlement

In September 1992, twenty-five First Nations in Saskatchewan signed a Treaty Land Entitlement Framework Agreement. Since 1992, eight other First Nations have signed these Agreements, including Pasqua who signed an agreement in 2008.

- Shortfall acres (minimum): 6,685.55
- Maximum acres: 32,504.59
- Settlement value: $8,823,272.85

Front row
Ron Crowe, Assistant Deputy Minister, First Nations & Métis Relations
Chief Elaine Chicoose
Riel Bellegarde, Regional Director General INAC SK Region

Middle row
Delbert Pasqua, Councilor
Todd Peigan , Councilor
Cecile Asham, Councilor
Lillian Cyr, Councilor
Leroy Obey, Councilor
Clayton Cyr Sr
Lindsay Cyr, Councilor

Back row
Allan Brabant, Lawyer (Brabant & Co.)
Vice Chief Delbert Wapass, FSIN
Minister June Draude, First Nations & Métis Relations
Morley Watson, FSIN
Chairman Edmund Bellegarde, FHQTC
Chief Lawrence Joseph, FSIN
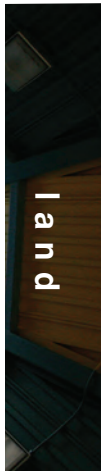
Significant Vegetation and Wildlife
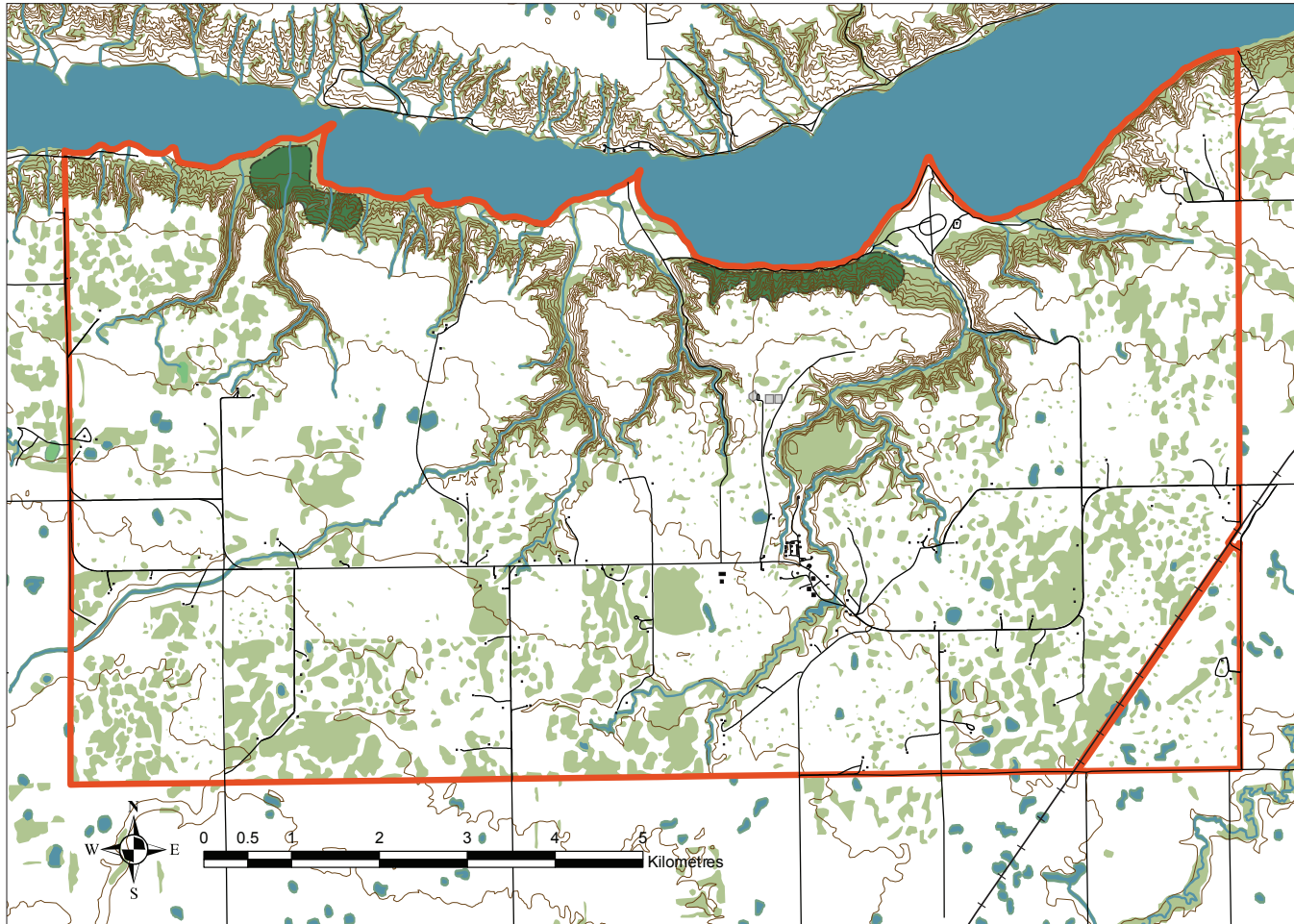
Vegetation

30m Riparian Buffer

Important Tree Stands

This map shows where vegetation exists in the community. The areas alongside rivers and streams, lakes and wetlands are important to protect. A 30 metre buffer zone preserves ecological integrity of stream banks and minimizes the effects of erosion.

The areas shown on this map also represent known wildlife corridors and significant tree stands. Pasqua First Nation is home to diverse vegetation and wildlife: rabbits and deer can be found throughout the reserve, beavers and muskrats live in most wet areas, moose can sometimes be spotted in the western half of the reserve, bears and cougars can be found in select areas.

Water and Drainage
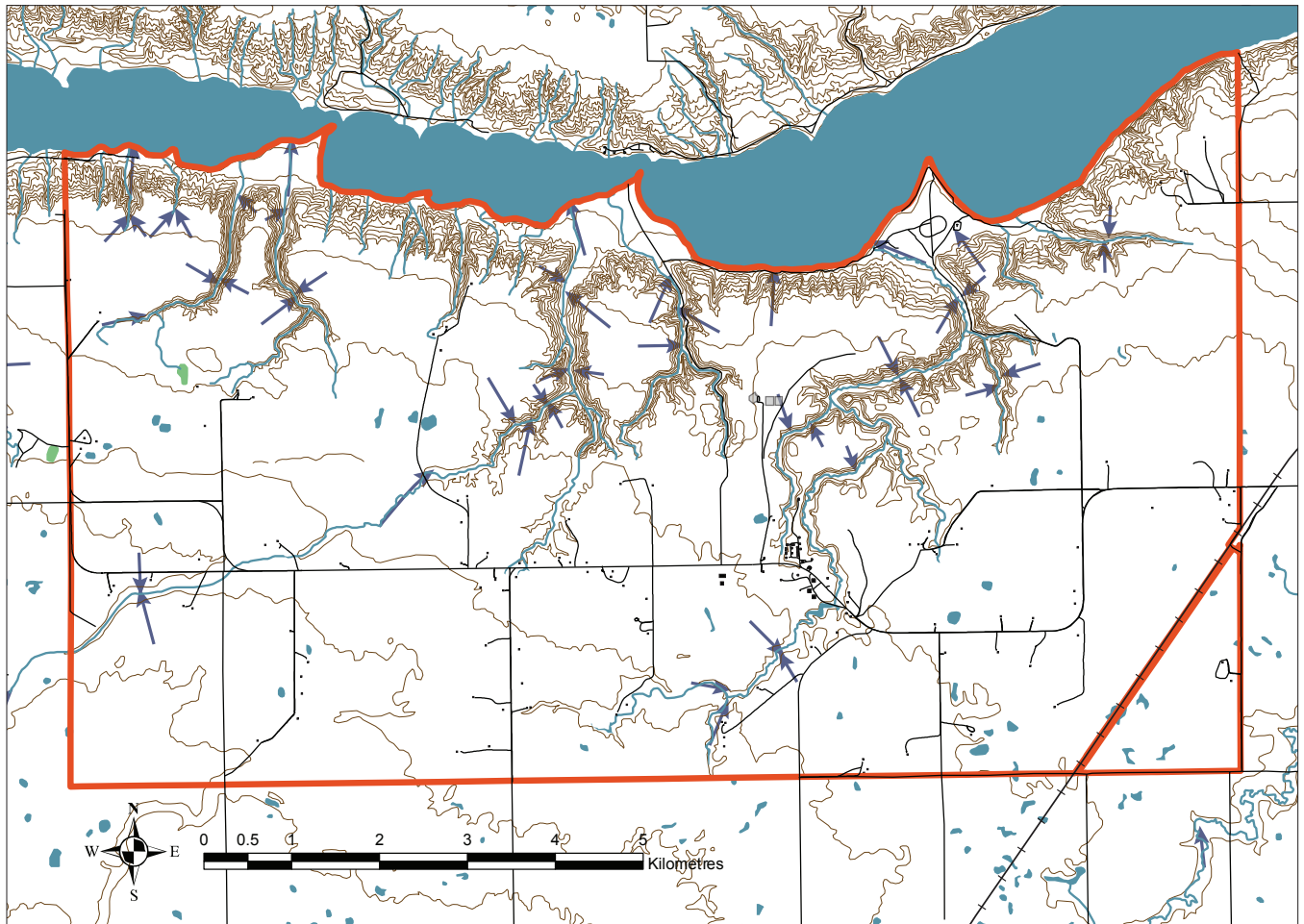
Streams, brooks, lakes and wetlands are all important natural features that can suffer major environmental damage from development. Knowing which way water moves is important for planning future development and land uses. For example, the community's water supply should typically be located on higher land than a dump or a sewage lagoon.

→ Direction of Flow

Steep Slopes
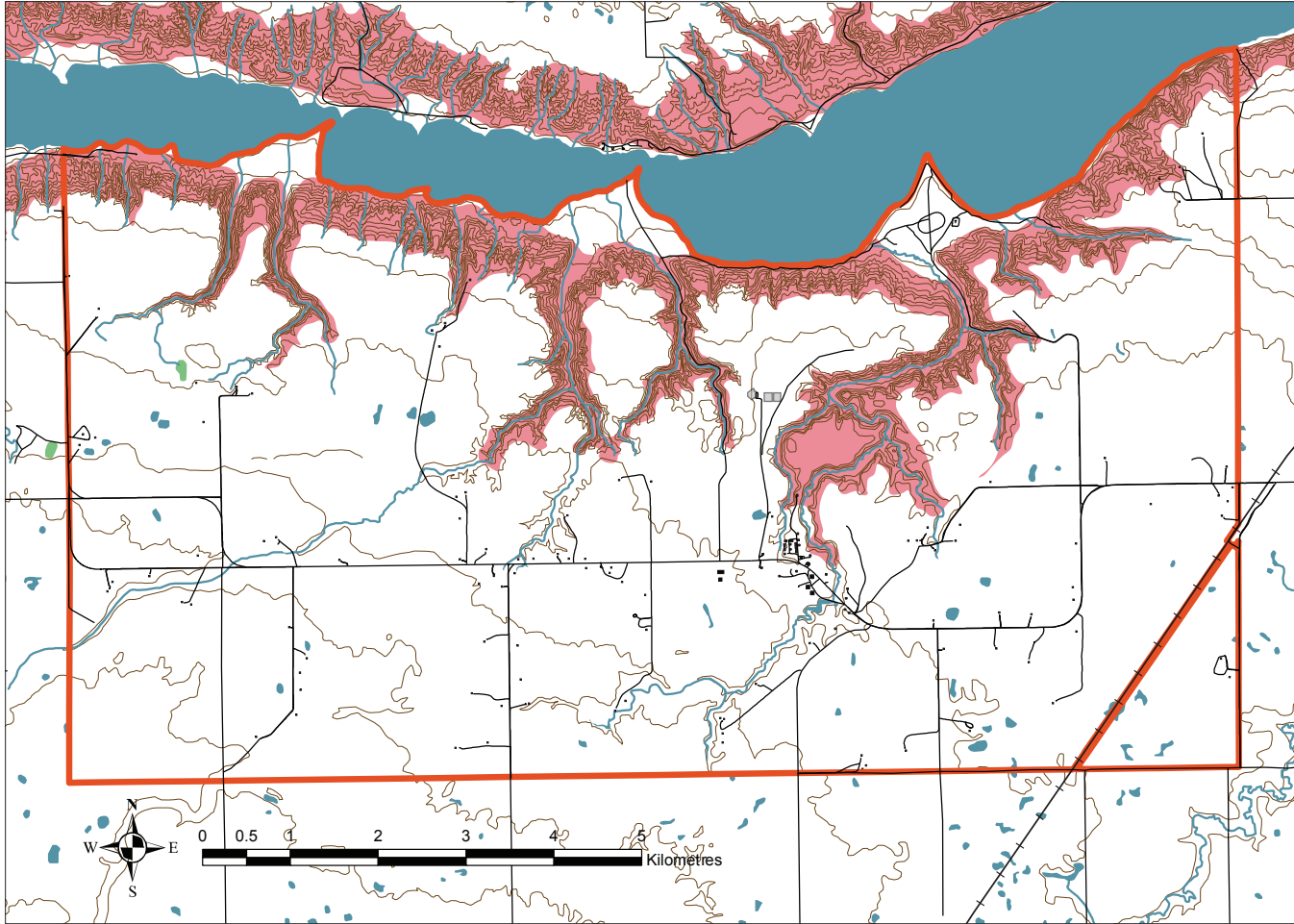
>15% Steep Slopes

Contour maps indicate the elevation and steepness of the landscape. Steep sloping land is indicated by contour lines drawn closely together while flatter areas are shown by widely spaced contours or no contours at all. Knowing the slope of the land is important for locating development. Building on steep slopes can be difficult and can lead to erosion; building on low-lying ground can lead to improper drainage and flooding. Generally development on slopes greater than 15% is not recommended. This map shows the flatness of the land, the steepest lands (shown in pink) are about 15%.

Culturally Significant Areas

0   0.5   1   2   3   4   5
Kilometres
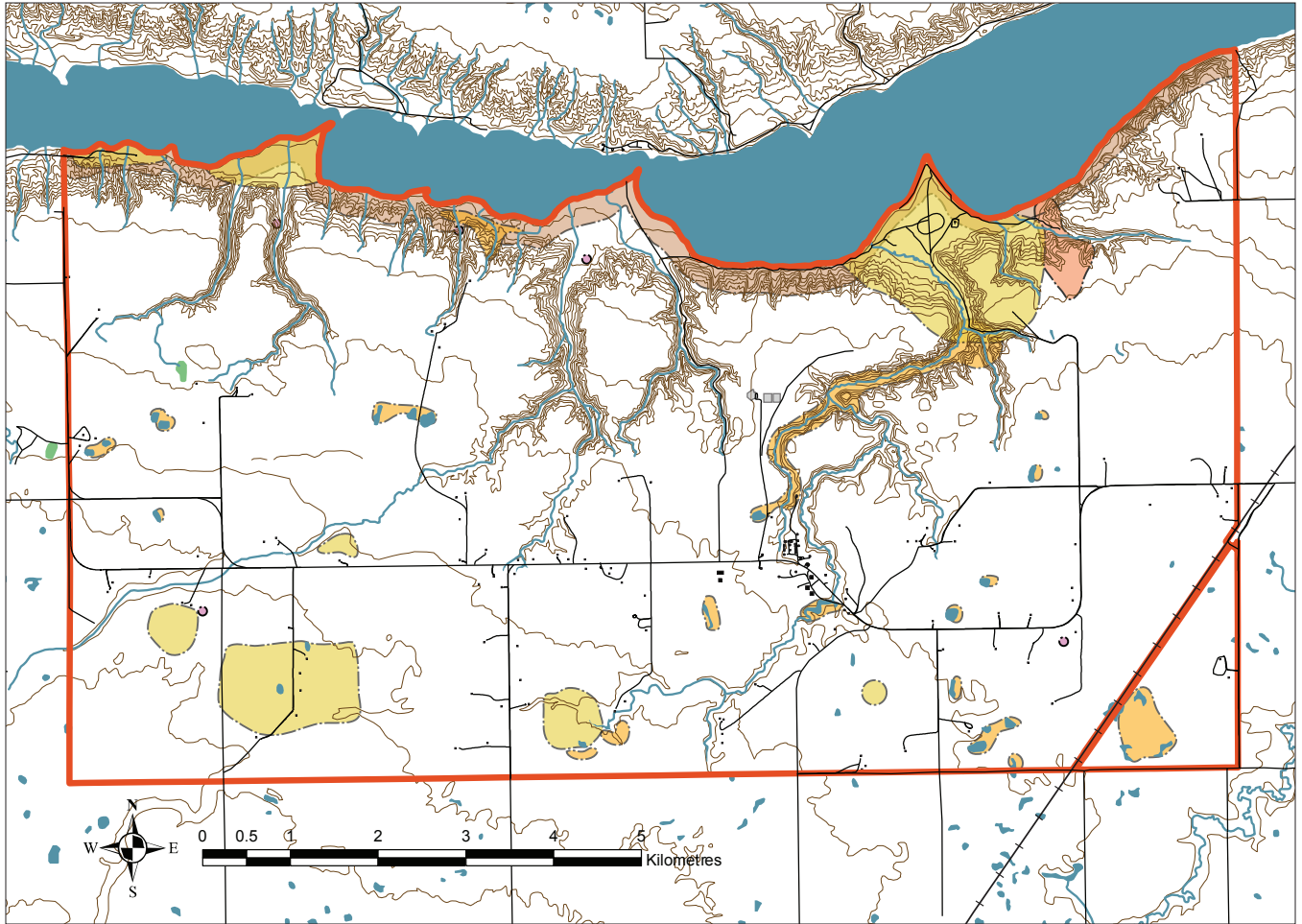
There are several areas in the community that are considered special and must be respected today and protected for future generations. Traditional areas include areas for dances, culture camps and traditional learning and activities.

The 'Ups and Downs' run along the lake. Within this area are fishing spots, drinking spots for wildlife, an abundance of berries and medicines, swimming areas and beautiful views.

- Traditional Activities
- Berry-Picking Areas
- Medicinal Plants
- The 'Ups and Downs'

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Important Soils

■ (brown)	Class 1 Soils
■ (beige)	Class 2 Soils

Testing was completed by Dave Hoffmann.
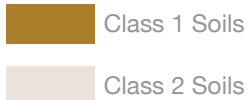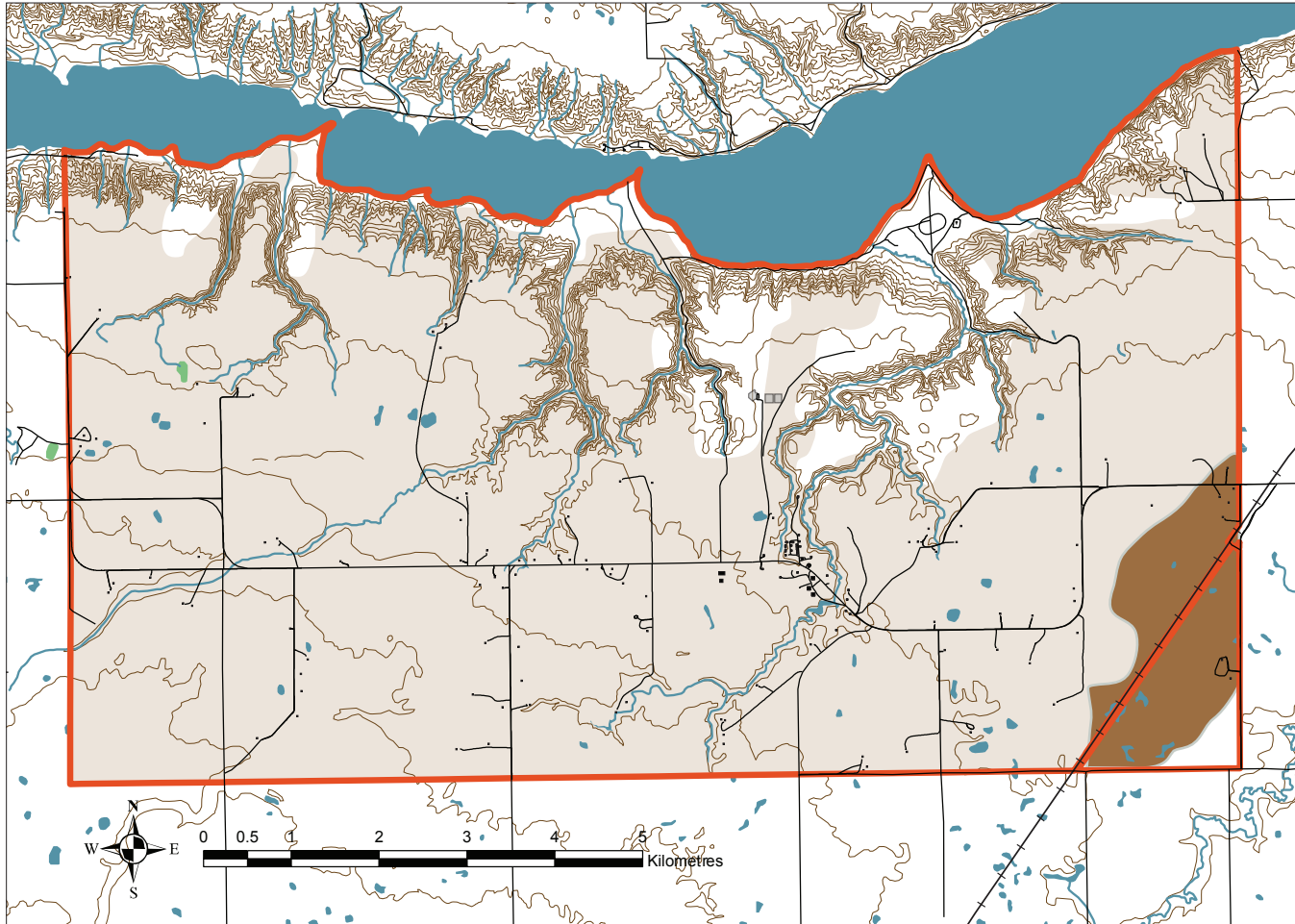
The class of a soil indicates the degree of limitation imposed by the soil in its use for mechanized agriculture. There are seven classes used to rate agricultural land capability, Class 1 lands having the highest capability for agricultural purposes and Class 7 lands having the lowest capability to support agricultural land use activities. Pasqua lands have both Class 1 soils and Class 2 soils.

Class 1 are the best soils for agriculture and have no significant limitations in use for crops and should be used or protected.

Class 2 soils have moderate limitations that restrict the range of crops or require moderate conservation practices.

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Sensitive Areas

The sensitive areas map identifies parts of the community that are special, rare, or environmentally delicate. The sensitive areas map combines information on water bodies, steep slopes, vegetation, soils, wildlife and culturally significant areas to highlight parts of the community that should be protected, or only touched very lightly.

Protecting and maintaining sensitive areas is essential to the Community Plan. These areas are important to community members today and will remain important in the future. They also provide an idea of some of the limits to development in Pasqua.

Significant Vegetation & Wildlife
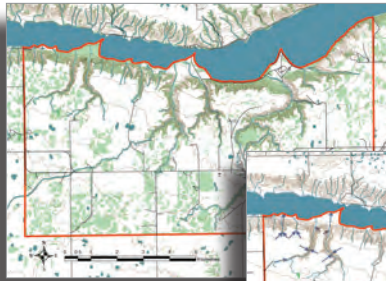
Water & Drainage

Culturally Significant

Steep Slopes

Important Soils

land

Sensitive Areas

Legend: Sensitive Areas

Scale: 0 0.5 2 3 4 5 Kilometres

N W E S

People

Information about people is important for determining future housing, facility and service needs and understanding how culture and values affect the way of life.

Population

On-reserve Band members: 550

Off-reserve Band members: 1260

Total membership: 1810

Source: Band Registry, Pasqua First Nation, 2008

Age Distribution

The median age in Pasqua is 21.5 years, meaning that half of the population is under the age of 21.5 years and half of the population is older than 21.5 years. The median age of Saskatchewan is 38.7 years.

Source: Statistics Canada, 2006

Median Age
Pasqua has a very young population, with over 70% of residents under the age of 40. This implies that the community will have to plan for and consider education, skills development and employment opportunities for its youth. This also means that housing projections should include units for young singles, couples and families in order to meet the needs of a young and growing population.

60+ 4%
40-59 14%
20-39 26%
0-19 46%

Median Age: 21.5

Pasqua First Nation

60+ 20%
0-19 27%
40-59 26%
20-39 27%
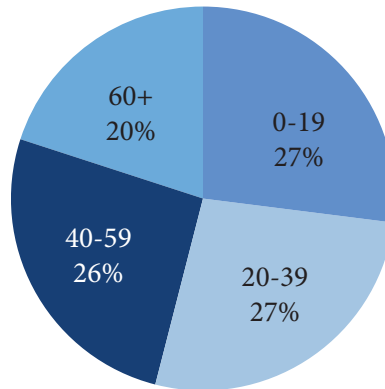
Median Age: 38.7

Saskatchewan

Source: Statistics Canada, 2006

Statistics

Some of the information in the People section of this Plan comes from community workshops while other statistics come from either the Band or Statistics Canada. These statistics provide a snap shot of the current population trends in Pasqua but these numbers are not 100% accurate and are likely to change from the date the information was gathered.

Age & Gender Distribution
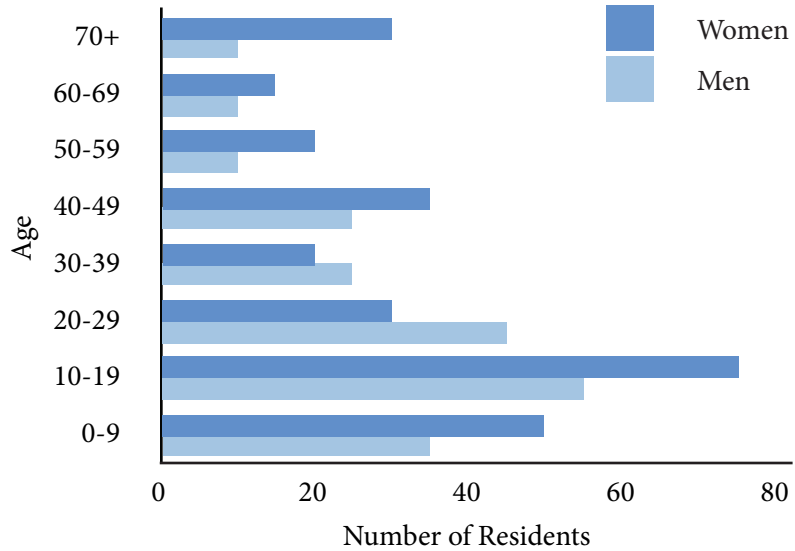
Source: Statistics Canada, 2006

Population Growth

For the census period between 2001 and 2006, Pasqua's population increased by 37.6%. This population increase is significantly higher than the rest of Saskatchewan which had a negative growth of 1.1%.

Source: Statistics Canada, 2006

Glenbow Archives NA-4094-1

people

23
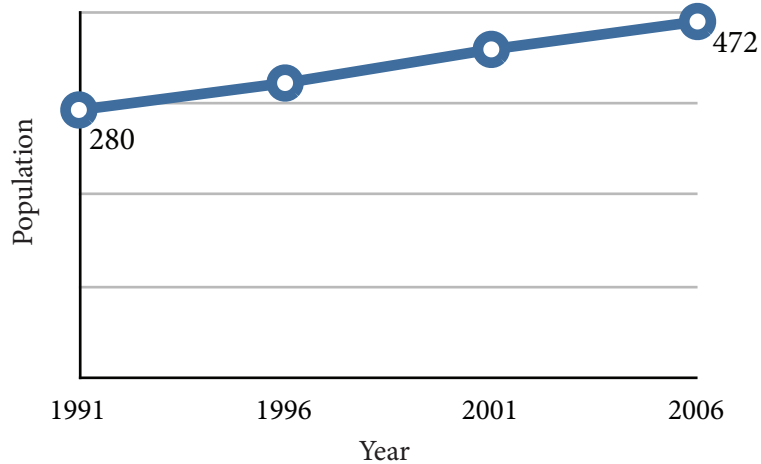
Band Organization

Organizational Chart

```
                    Membership
                        |
                      Chief
                        |
                     Council
            _____/    |    _____
           /                           \
Manager of Human                 Manager of Finance
  Resources
                        |
                    Committees
   Education, Health, Justice, Housing, Economic Development, Lands & Resources, Sports, Culture & Recreation
```

Education & Employment Manager	Secondary Principal	Social Development Administrator	Health Program Manager	Paskwa Pit Stop Store Manager	Manager of Finance	Manager of Housing & Public Works	Lands Coordinator	Sports, Culture & Recreation
• Stay in School Coordinator • Comprehensive Community Based Plan Champion	• Teachers @ CPEC • Teacher Aids • Receptionist • Maintenance • Custodian • Bus Drivers		• NNADAP Worker • Community Wellness Coordinator • Community Health Representatives • In Home Care Worker • Health Clerk • Daycare & Head Start Coordinator • Daycare & Head Start Workers • Bus Driver	• Store Cashiers • Gas Attendants • Laundromat • Pasqua Post Office Postal Clerk	• Payroll Clerk • Accounts Receivable • Indian Registry Administrator • Executive Assistant • Receptionist	• Roads • Security • Water Plant Operators • Housing Clerk • Housing Maintenance	• Lands Coordinator • Lands & Resources Coordination Assistance • Flood Claim	

Community Events & Activities

- Annual Christmas Dinner
- Annual Family Feasts
- Graduation (Kindergarten and Grade 9)
- Life Skills training for Youth
- Flower Day
- Elders Group meetings
- Annual National Addictions Walk
- Community BBQ
- Bingo (weekly)
- Culture Camps (summer)
- Treaty Day
- Round Dances (seasonal)
- Community Walks (Terry Fox)
- Youth Dance
- Cooking
- Wellness Clinics

Community Groups, Boards & Committees

- Education Board
- Housing Committee
- Public Works Committee
- Health Committee
- Justice Committee
- Finance Committee
- Lands Committee
- Economic Development Committee
- Pow wow Committee
- Critical Incident Stress Management Team
- Youth Group
- Girl Guides and Scouts
- Elders Group
- Wrestling programs
- Security Team
- Prenatal/Postnatal Group
- Cooking
- Swimming Club (Regina)
- Pasqua First Nation Firefighters (12 people)
- Emergency Response Team
- Boxing Club
- Soccer Team

Aboriginal Language Use

Pasqua First Nation

15%

85%

First Nations in Saskatchewan

29%

71%
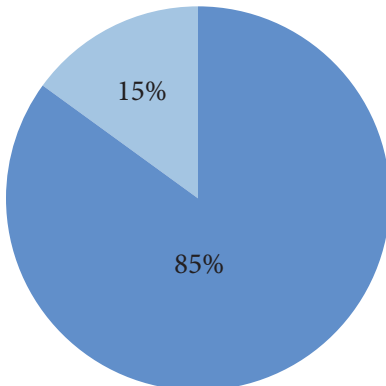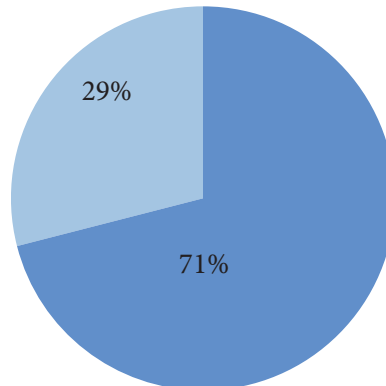
Source: Statistics Canada, 2006

Historic Events Timeline

Above timeline:

Treaty 4 signed, initiated by Indians concerned about the declining numbers of animals which provided a living
1874

16,077 acres taken from Pasqua and sold by Canadian Government
1906

Pasqua, Muscowpetung and Piapot representatives meet in Ottawa to negotiate for the Fort Qu'Appelle Indian Hospital
1928

WWII service by Albert Cyr, Edith Merrifield, Frank Pascal Sr., John Pasqua
1939-1945

Pasqua School constructed
1952

Pasqua received power
1965

Below timeline:

1876
Pasqua land surveyed

1889
Chief Paskwa passed away. Band was not permitted to elect another Chief until 1911

1910
Government of Canada and Grand Trunk Railway take land for rail right of way

1914-1918
WWI service by Thomas Asham

1930
Pasqua hunting club formed

1950-1953
Korean War service by William Pasqua, Anthony Peigan
1950
Band Farm established

1962
First Nations given the vote

Chiefs of Pasqua First Nation

From 1889 to 1911 the Canadian Government did not allow the election or appointment of a Lifetime Chief. In 1951, the Indian Act introduced a 2-year election council system.

Paskwa
1874-1889

No Chief 1889-1911

Artist: Cole Young
Ben Pasqua
(Wachene)
1911-1944

No Chief 1944-1947

Henry J. Agecoutay
A. Chief: 1947-1948
Chief: 1948-1953

Thomas
Chicoose
1953 - 1955

Walter Gordon
1955 - 1957
1959-1960
1963-1965

Alfred Peigan
1957-1959

Residential Schools taken over by INAC

The First Pow wow at Asham's Beach
1968

Kaniswapit Central School shared by Pasqua and Muscowpetung
1974

Last Pow wow held
1983

Bill C-31 passed
1985

School located in Band Hall
1997

Paskwa Pit Stop opened
2002

Circle of Care Health Centre opened
2005

Pasqua signs TLE agreement
2008

1969
The White Paper (amendment to Indian Act)

1976
Pasqua school burns. It had been standing since 1952 and was a landmark on the reserve.

1992
Treaty Land Entitlement Agreement between 25 First Nations and the governments of Canada and Saskatchewan

2001
Chief Paskwa Education Centre completed (Kindergarten to Grade 9)

2007
Return of historic pictograph drawn by Chief Paskwa
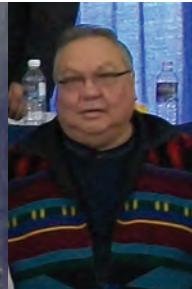
Lawrence Stevenson
1965 -1969

Albert Agecoutay
1960 -1963

Stanley Pasqua
1969-1975

Alvin Strongeagle
1975-1981

Lindsay Cyr
1981 - 1993

Matthew Peigan
1993-2001

Elaine Chicoose
2001 - Present

Settlement

Settlement is the connection between the people and the land. It is defined by how people use the land and what is constructed on the ground. This information allows the community to see how it has developed physically over time, how the community is organized and what assets exist.

Community Facilities

Current Settlement

Water Treatment Plant
Paskwa Pit Stop
Public Works
Chief Paskwa Education Centre
Circle of Care Wellness Centre
Administration Office
Chief Ben Pasqua Memorial Hall
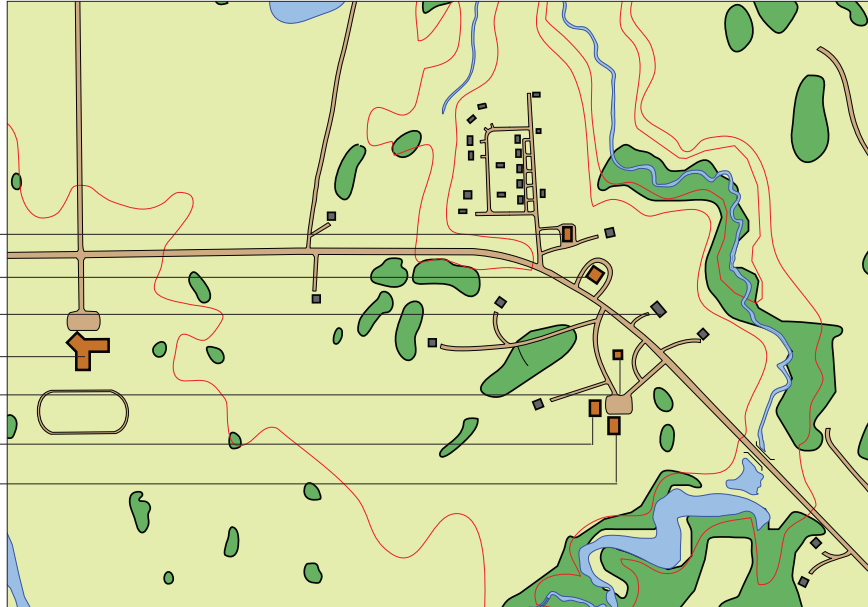
Housing

There are 143 houses on reserve. In 2009-2010, ten Independent Living Units will be added to the reserve, between the School and the Band Office.

Pasqua is part of the Prairie Lodge Urban Housing Inc., which is a joint venture between Pasqua, Cowessess, White Bear, George Gordon and Carry the Kettle First Nations. In 2008, the company built five homes in Regina, all of these homes have been turned over to off-reserve Band members under the affordable housing-home ownership program.

Infrastructure
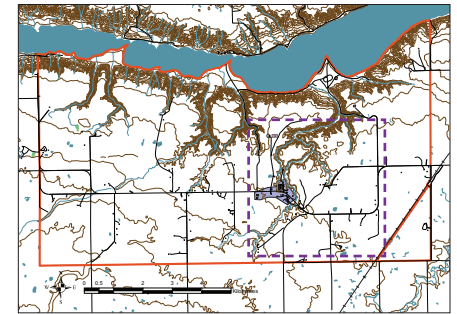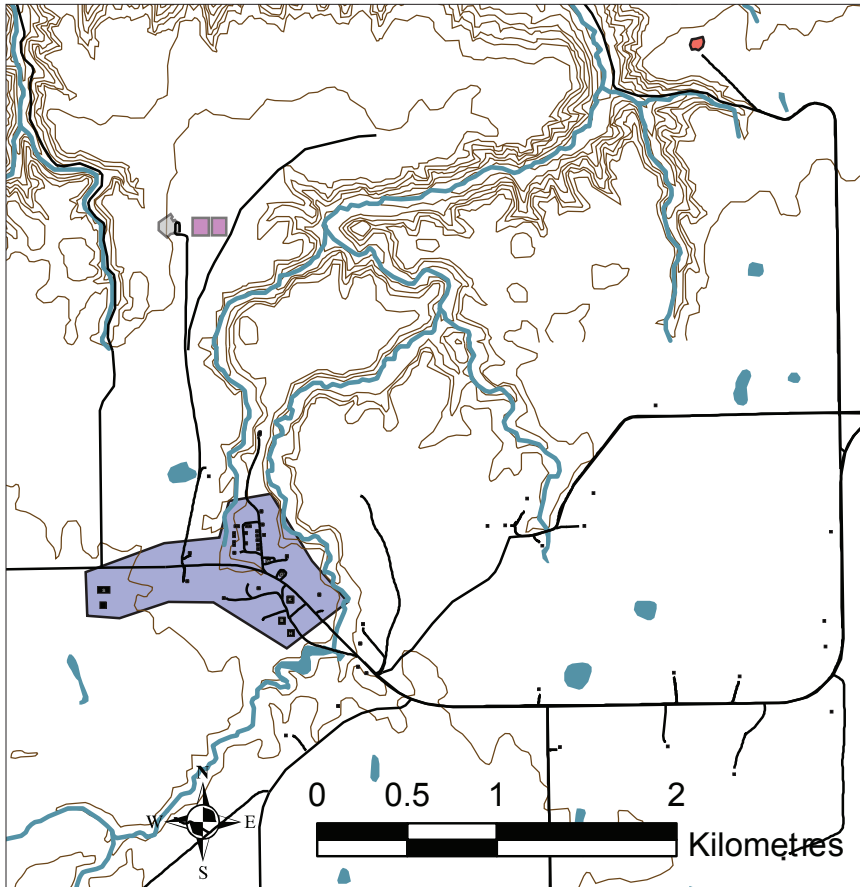
Legend:
- Serviced Areas
- Sewage Lagoons
- Landfill
- Quary

The water treatment plant services the area around the Administration Office, School and the village. Houses not located in this area are serviced weekly by a water truck.

In the core of the community wastewater is disposed of with piped sewer services. The rest of the community disposes of its waste using other methods like open pits, jets, mounds, infiltrator systems and holding tanks.

The community has its own landfill (located near the lagoons) and provides regular pickups from homes on the reserve.

Though the majority of houses on reserve are heated by natural gas, some homes still use propane, diesel, or electricity.

Serviceable Areas

Communities are continually faced with expenses related to maintaining, improving and extending roads, water lines and sewer pipes. In order to develop in a cost-effective and sustainable way, decisions about new investments in infrastructure should consider environmental and cost implications. Pasqua First Nation can reduce installation and maintenance costs by building close to existing facilities, services and infrastructure.

The serviceable areas map shows the areas where basic community services such as sewer and water exist, or could easily be extended. Considering topography and the location of current infrastructure forms the basis of the serviceable areas map.

Serviceable Areas
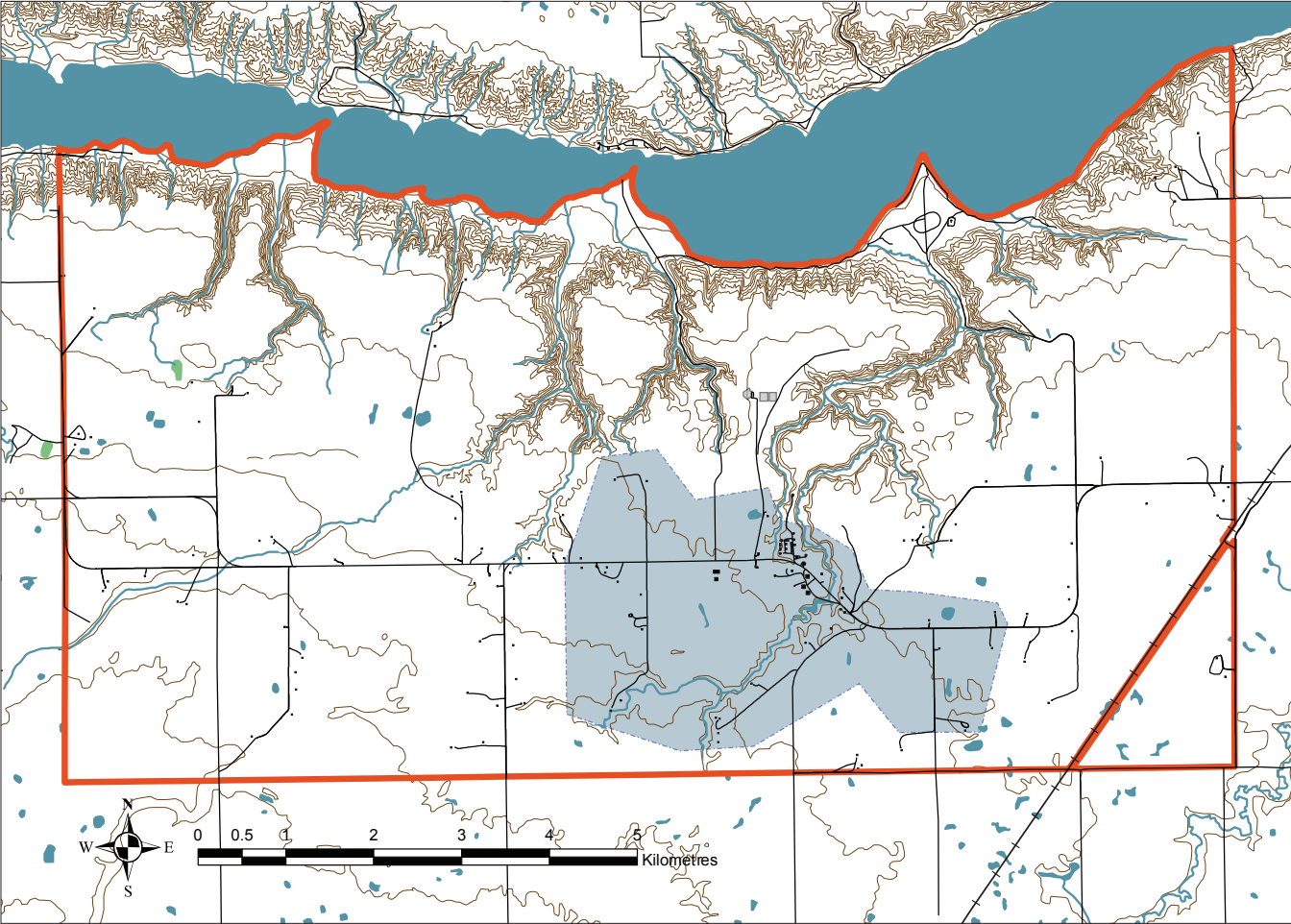
Serviceable Areas

Developable Areas

Developable areas are those parts of the community where services such as water and sewer exist, or could easily be extended, to permit development. These areas exclude any lands designated as sensitive areas. The developable areas map outlines where it is possible and desirable to develop.

The developable areas map is created by removing all sensitive areas from the land deemed to be serviceable. This map serves as the basis for determining appropriate locations for new infrastructure, housing and community projects.

Sensitive Areas

Serviceable Areas

Developable Areas
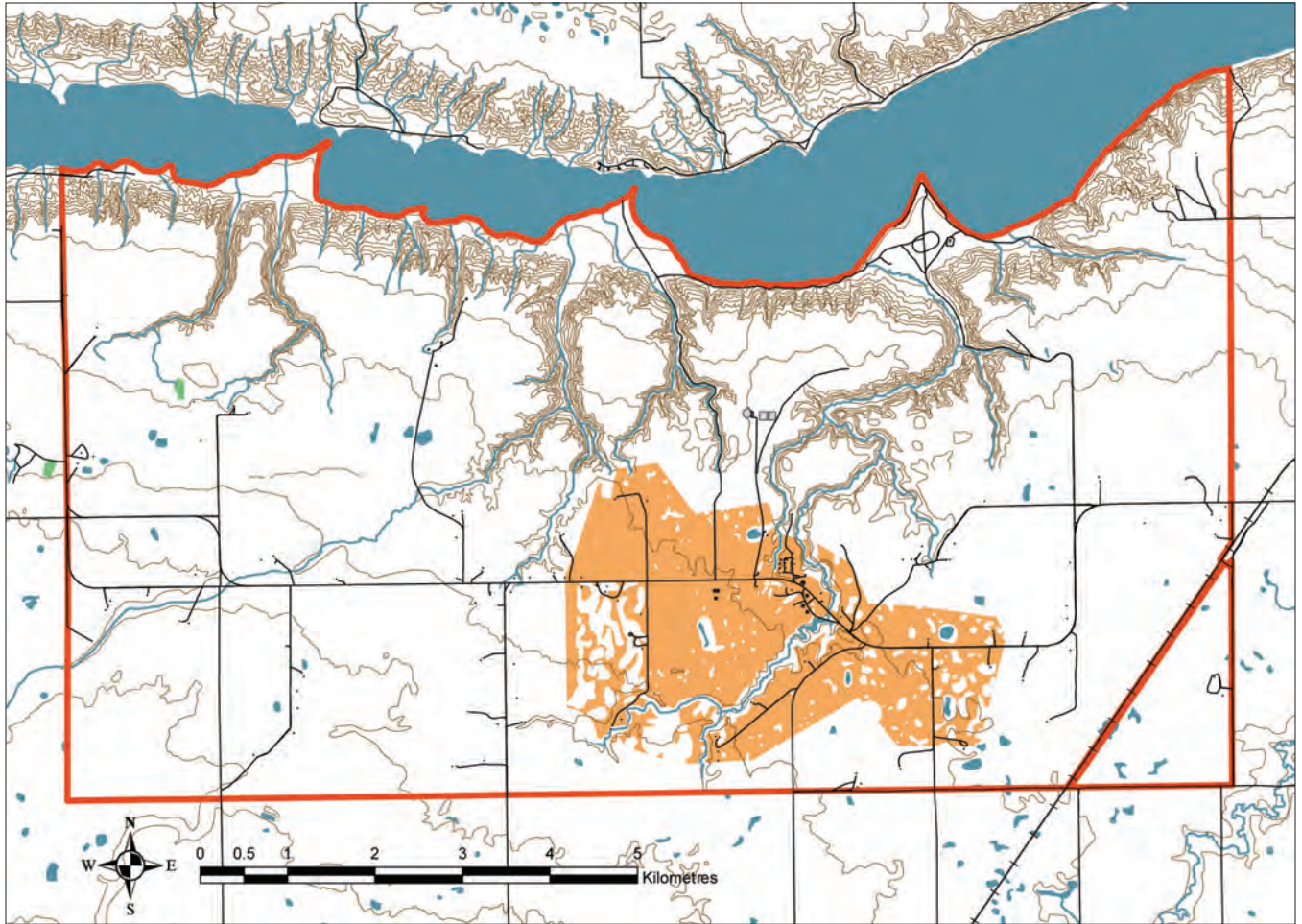
Legend:
Developable Areas

What do these rates mean?

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

The employment rate is the percentage of the population over fifteen that is working.

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

"My grandfather got machinery to cut hay and the people would cut hay on the north side. They had machinery to put the hay into coils and the people would sweep it together until they made a hay stack. The hay was used to feed the cattle. My grandfather had nine head of cattle and three horses. They travelled with a team of horses in those days. He used a team of horses to go to rain dances and meetings."

Stanley Pasqua

Source: Elders Statements Book II, Pasqua First Nation, 2003

Economics

Economics is about how a community sustains itself. It is also about what people do, how resources are used and what keeps the community going. Both traditional and new economies are important contributors.

Employment Rate

	Pasqua #79	SK First Nations	Saskatchewan
Participation Rate	52.4	56.4	68.4
Employment Rate	39.7	46.1	64.6
Unemployment Rate	24.2	18.2	5.6
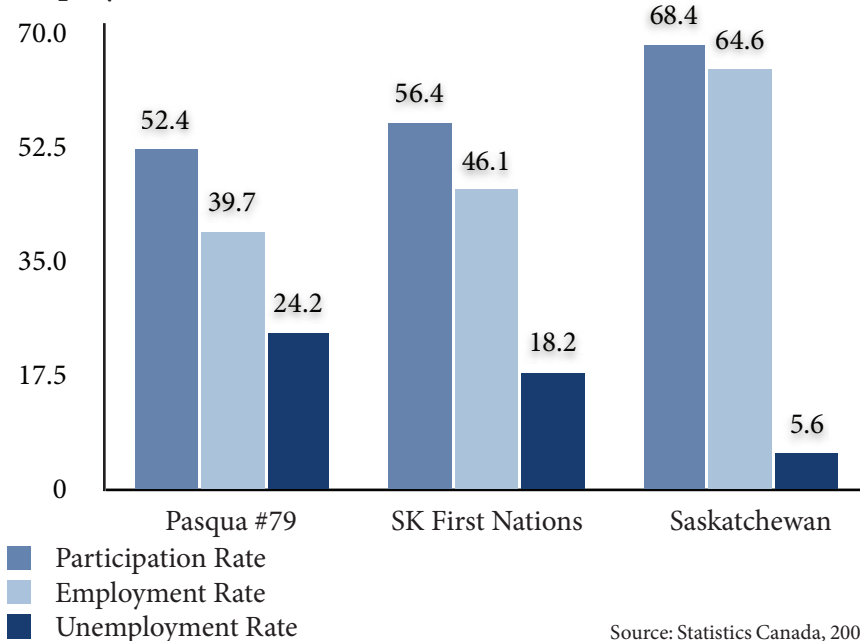
Source: Statistics Canada, 2006

Economic Development

Local Employers

- Chief Paskwa Education Centre
- Pasqua Band Administration
- Day Care / Head Start
- Circle of Care Wellness Centre
- Paskwa Pit Stop
- Post Office
- File Hills Qu'Appelle Tribal Council
- Pilot Butte Housing Gang Nail
- Muscowpetung School
- Laundromat

Member-Owned Businesses

- Berva's Hair Salon
- Bobcat Equipment
- Stevenson Teepee Makers
- WP Construction
- Stevenson Building Movers

Education

Education Rates

	Pasqua	Saskatchewan
Total Population age 15 & over	315	780,337
Individuals with less than a high school diploma	49%	27%
Individuals with a high school diploma	29%	27%
Individuals with a trade, college, or university certificate or diploma	16%	30%
Individuals with some post-secondary education	6%	15%
Individuals with a university degree (BA or higher)	3%	13%

Source: Statistics Canada, 2006

Skills in the Community

Members have a wealth of experience and credentials in a variety of areas:

Cooks	Boxers
Carpenters	Wrestlers
Beaders	Musicians
Mechanics	Disc Jockeys
Artists	Comedians
Marathon Runners	Heavy Equipment Operators
Pow wow Dancers	Bus Drivers
Firefighters	Truck Drivers
Hunters	Welders
Fishers	Plumbers
Babysitters	Electricians
Quilters	Building Inspectors
Blanket Makers	Security Workers
Story Tellers	Ranchers
Teepee Makers	Farmers
Managers	
Emergency Responders	

Pasqua is currently working to develop a new high school on reserve. The school is expected to be open in 2010.

Movies

Over the years Pasqua's scenery has been captured on screen and used as the setting for television shows and movies. Big Bear, a television mini-series released in 1998, highlighted not only the community's beautiful setting, but also many of its talented Band members. Pasqua members worked as extras, technical assistants, costume makers, set builders and general helpers.

"Americans would stay across the lake and pay one dollar in the morning and one dollar in the afternoon to shoot ducks. My father would collect the money and turn it over to the Farm Instructor, Frank Hough. He collected the money in old tobacco cans. I would go with him to collect the money. There were a lot of white people shooting ducks. They would give the ducks to the old people."

Gilbert Asham

Source: Elders Statements Book II, Pasqua First Nation, 2003

Economic Leakage and Retention

The money that Pasqua community members spend outside of the reserve is considered to be "economic leakage". Understanding where local residents spend their money (particularly the money they spend off reserve) helps to determine what new products and services can be provided on reserve with creative economic development initiatives. Reducing economic leakage can lead to increased self-sufficiency and can be an indicator of success for existing local businesses and services. Community members estimate that 10% of their household income is currently spent in the community and that the remaining 90% is spent off reserve.

Community members spend their money on reserve on gas, tobacco, bingo, pizza, convenience items, arts and crafts and hay. Given the limited number of businesses located in Pasqua, many individuals do not have the choice to spend more money on reserve.

The primary items that members purchase outside of the community are clothing, appliances, cars, groceries, hardware and building supplies, toys, gifts, alcohol, pharmaceuticals, entertainment, farm tools, machinery, and livestock, gravel, sand and rock.

Economic Leakage

Purchases	Off Reserve		On Reserve
Food	Regina: Wholesale, Superstore FQ: Co-op, Super A, Fast food Hwy 210: Market garden		Pit Stop Berries, trapping, hunting
Transportation	Regina Fort Qu'Appelle Standing Buffalo: Buffalo Crossing		Pit Stop
Household Products and Furniture	Regina: Walmart, Superstore, Giant Tiger, Value Village Fort Qu'Appelle: Bargain Store		Pit Stop
Clothing and Footwear	Regina: Walmart, Superstore, Giant Tiger, Value Village Fort Qu'Appelle: Bargain Store		
Health and Personal Care	Regina, Fort Qu'Appelle Standing Buffalo: Buffalo Crossing		Pit Stop
Recreation, Education and Reading	Fort Qu'Appelle: Library, Friendship Centre, video rental, computer, internet, satellite TV Regina: Casino, cinema, bingo		Bingo, community events, feasts and banquets

90%

10%

"As my grandfather (Thomas Stevenson) began to accumulate a large number of livestock, he approached the Indian Agent for a permit to sell some of his livestock to purchase farm implements. The first request began around 1901 and continued well into the 1930s, to which my grandfather was turned down by the Indian Agent often. How my grandfather managed to do well despite the Indian Agents "No" answer to everything is but a miracle to me."

Lawrence Stevenson

Source: Elders Statements Book II, Pasqua First Nation, 2003

STRENGTHS present a way to use and build upon what already exists in the community and take advantage of what is working well.

ISSUES present opportunities for improvement and highlight areas that require attention.

ROOT CAUSES are the reasons why certain Strengths and Issues exist. We find out what is at the heart of why things are the way they are in the community.

Strengths, Issues and Root Causes

Identifying community strengths and issues helps us to better understand what can be built on (e.g., local tools, resources and skills) and what needs to be changed (e.g., gaps in programs and services). Identifying the strengths and issues in Pasqua First Nation means understanding the possibilities and challenges that exist. The following pages will present eight themes, each of which has an associated list of strengths and issues. The themes represent major areas of concern and pride in the community and are a way to understand the many facts, perceptions and attitudes that Pasqua Band members have about their community.

The root causes of the issues are presented alongside each theme. Root causes are the underlying reasons why issues exist in the first place. They help us gain a full understanding of the present situation in order to show what implications might arise if issues are not addressed. They also suggest what changes need to happen in the community.

The common root causes are listed on the next page, as well as at the end of this chapter. By examining the root causes within each theme, it becomes clear that many of the issues are linked together. Common root causes show how issues stem from similar core problems. They highlight the need for change and suggest the direction of that change. In this sense, they are indispensable links between the way things are and the way things might be.

Education

Sense of Belonging

Governance & Communication

Infrastructure & Housing

Health & Safety

Economics

Arts, Culture & Spirituality

Recreation & Sports

c o m m o n   r o o t   c a u s e s   c o m m o n   r o o t   c a u s e s

- Poverty/lack of money for individuals
- Lack of access to transportation
- Current funding system does not match community needs or goals and is difficult to navigate
- Lack of clear policies and consistent enforcement

- Tension between traditional and modern values
- Lack of volunteers
- Lasting effects of residential schools
- Current communication attempts are not effective
- No sense of belonging

Education

Pasqua community members consider education to be able to directly alleviate poverty, build self-sufficiency and provide for the future. Education is about academics and also about culture, history, lifelong learning and passing on teachings, traditions and ideas from Elders and parents to younger generations. Despite negative past experiences, it is still important to make positive connections with education. Education is about empowerment and adaptation, but most importantly about fun.

Strengths to build on:

- K-9 School on reserve
- Teachers
- Day Care and Head Start
- Saulteaux teacher
- Higher education partnership with Muscowpetung and Piapot: Adult Basic Education (ABE)
- High school classes in Band Office
- Post secondary funding
- Eagle Club - new environmental club at the school (for Grade 3 and older)

Issues to explore:

- Difficult for kids to learn in split classes/kids acting out
- Parents not taking advantage of parenting skills programs
- Inadequate facilities (e.g., no high school building, no science labs, no stand alone building limits Health Centre expansion)
- Age limit at Day Care (6 months to 12 years)
- Lack of discipline (e.g., teacher control over students, parental discipline at home, teachers and parents not working together)
- Some parents lack parenting skills
- Lack of post secondary education/training opportunities on reserve (e.g., trades, plumbing, electrician, septic service)
- Insufficient post secondary funding limits number of students who can attend university
- Lack of after school activities

Root causes:

- Lack of communication (e.g., Day Care age restriction policy is standard practice)
- Limited access to funding and knowledge of how to gain access to funding (e.g., for new school building)
- Stigma associated with parenting skills programs
- Residential School effects (e.g., loss of parenting skills)
- Parents overprotecting kids due to their own negative past experiences
- Attention deficit disorders in children/Fetal Alcohol Spectrum Disorder (FASD)
- Lack of teachers (split classes)
- Lack of parental involvement (e.g., in the school)
- Federal cap on post secondary funding based on population, not on need or desire
- Lack of volunteers
- Lack of transportation options (results in cancelled activities)

"My dad was Andrew Gordon Senior. He went to the day school across the lake from Asham Beach (late 1800s). Then he went to Lebret for 14 years. He could not read or write after spending 14 years at school. He spent most of his time at school either working on the farm or working for the school. After he left school he began to farm using an oxen and a walking plow. He built a house. My dad became a leader and a spokesman for the Pasqua Band. He learned to read and write after he went to a meeting and was asked to read a letter for the people at the meeting. They said, "You spent 14 years in school and you cannot read or write?". After that he made up his mind to teach himself how to read and write."

Raymond Gordon

Source: Elders Statements Book II, Pasqua First Nation, 2003

North-West Rebellion crossing old wooden bridge at site of present PFRA dam (Fort Qu'Appelle, 1885)

Celebrating Friendships

Inspiring our Communities

Individuality

Artist Richard Riel Dubois

Arts, Culture and Spirituality

Despite strong cultural traditions in Pasqua, community members agree that there needs to be more opportunities to learn, share, celebrate and take pride in Pasqua's culture. Spirituality is directly related to personal and community strength and to individual and community wellness. More opportunities to reclaim traditions, learn local languages and experience nature will lead to a stronger sense of identity and greater peace of mind and spirit.

Strengths to build on:

- Many Elders
- Culture camp
- Diverse community/respect for diversity (e.g., Traditional, Christian)
- Saulteaux language classes at school
- Youth are interested in learning traditional knowledge
- Round dances
- Sewing, beading and knitting by Kokums
- Cultural practices in the community
- Artists (e.g., quilting, drawing, tattoos, painting)
- Musicians (e.g., guitarists, break dancers, drummers, singers)
- Vibrant teepee making industry

Issues to explore:

- Loss of spirituality
- No Pow wow (no grounds, last Pow wow held in 1983)
- Graves needs identification
- Loss of traditional knowledge (e.g., cultural identity, language, ceremonies, building houses)
- Difficult for community to adapt to world events
- Poor treatment of veterans following WWI & WWII
- Lack of funding for artists (e.g., bead work, crafts)

Root causes:

- Residential School double standard: spiritual teachings/violent treatment of students
- Prohibition of culture (Elders did not pass on culture to prevent persecution of children)
- Fewer Elders to pass on traditional knowledge
- European education system (does not celebrate successes of First Nations)
- Loss of protocols makes people scared to ask others to participate
- No Pow wow due to lack of money, facility, location and volunteers
- No place to practice, show or sell art
- Lack of money (arts seen as non essential)
- Arts programs do not fit departmental funding criteria
- No routine for marking graves (unclear who has these skills)

Sense of Belonging

Building a sense belonging is about bringing the community together to create a place that people will always consider home. It is about knowing that you belong not just to a family, but also to a Band, a reserve, a group of friends; that you have ties not just to the present, but also to the past and the future; and that you have links to nature, the environment and the land.

Strengths to build on:

- Community members
- Families
- Community involvement (e.g., many volunteers, sharing)
- Youth are awesome (e.g., responsible)
- Positive role models
- Pride in community (e.g., graveyard expanded, fenced)
- Community events (e.g., fund raisers, flower days, treaty days, round dance)
- Youth worker in school and Health Centre
- Members have good sense of humour

Issues to explore:

- Victims of abuse - need to break cycle and move on
- Negative behaviors (e.g., gossip, bullying, jealousy)
- Lack of community involvement (e.g., not enough volunteers)
- Lack of participation in youth committee
- Youth boredom
- Need to take more care in appearance of community (e.g., landscaping, scrap cars, dogs)
- People don't visit each other anymore
- Gangs

Root causes:

- Residential school effects (e.g., parents have skills for infant to 6 years, but don't know how to talk to teens; legal prohibition of culture)
- Mistrust of any change
- Lack of communication
- Lack of volunteers/barriers to involvement/people are too busy
- Youth not celebrated, successes not recognized
- Lack of community facilities
- Lack of understanding of what youth want (e.g., not everyone likes sports)
- Lack of Band dollars for landscaping / Operations & Maintenance does not use their equipment because landscaping too expensive for individual homes
- Lack of policies and regulations
- Shift from a culture of group survival and support to a culture of individualism and materialism

"My grandmother would take me with her when she went to milk the cows. She would hang me up on the cradle board so that the snakes would not get me while she was milking in the barn. We had cream and my grandmother would make cottage cheese and butter and take it to the old people. My grandmother would check on the old people. She would gather their laundry and when she returned it she would put cottage cheese into a lard pail and give it to the old people... We never needed anything."

Celina Kahnapace

Source: Elders Statements Book II, Pasqua First Nation, 2003

Health and Safety

Despite a number of health and safety programs, facilities and trained personnel, the community continues to face significant challenges with health and safety. By thinking holistically about health and considering the physical, mental, spiritual and emotional aspects of the individual, Pasqua will build a healthy, safe community where people watch over and help one another. Healthy individuals and healthy families are the root of a healthy community and healthy habits are the root of healthy individuals.

Strengths to build on:

- Fully staffed Health Centre
- Well trained community members (e.g., first response (ERT), fire fighters, certified security staff)
- All Band buildings are smoke free
- Pit Stop does not sell cigarettes to under age people
- Health programs (e.g., prenatal classes)
- Very active health and justice committee

Issues to explore:

- Lack of a sense of security (e.g., at beach, insufficient policing, no RCMP office, gangs, youth in trouble with the law, Elder abuse)
- Addictions (e.g., drugs, alcohol, gambling, smoking)
- Need more equipment for clinic, first responders, fire fighters
- Safety concerns (e.g., grass fires, speeding cars, loose dogs, need more firefighters, lack of safe places to walk)
- Unhealthy lifestyles (e.g., obesity, not enough healthy food at Pit Stop, unhealthy eating habits)
- Overcrowded housing
- Environmental health hazards (e.g., mould in 3/4 of houses, concern about safety of eating game, pollution at beach, garbage)
- Boredom
- Animal neglect (i.e., dogs, horses, pigs, cattle, etc.)

In 1928 Lifetime Chief Ben Pasqua and Andrew Gordon (Pasqua) worked with Harry Ball and Abel Watche (Piapot) and Charles Pratt (Muscowpetung) to address the issue of tuberculosis claiming many Band members lives. Community members donated money to pay for the group to travel to Ottawa to voice their concern that an Indian Hospital be built. The group had to secretly make their way to Melfort in order to board the train without the Indian Agent seeing them, as the Indian Agent didn't allow the congregation of three or more First Nations.

Root causes:

- Drivers are speeding, driving drunk
- Addictions
- Community problems are hidden (e.g., abuse at home, Elders abuse)
- Lack of programs (e.g., social events, prevention programs, healthy lifestyles)
- Poverty
- Unemployment/people not able to use their skills (affects sense of self worth)
- Lack of funding and knowledge of how to access funding (e.g., for equipment, sufficient housing)
- Lack of refresher training
- Lack of communication (e.g., within fire department)
- Lack of recreation opportunities on reserve
- Lack of healthy food on reserve
- People not respecting the land
- Crops sprayed with pesticides
- Improper construction of buildings and homes (resulting in black mould)

Infrastructure and Housing

Housing and infrastructure provide many of the day-to-day necessities of life; they are figuratively and literally the foundation of the community. They can be a community's source of pride, but can also lead to frustration and discontent. Like many First Nation communities, Pasqua has a considerable shortage of suitable housing and much of its existing stock requires renovation, upgrading, or better maintenance. A home is not just a basic shelter, but also provides a healthy and safe place for people to live, come together and grow old. Home maintenance must extend beyond the house itself to include a its surroundings and services: the yard, the street and the broader community.

Strengths to build on:

- Water treatment plant and operator (good drinking water)
- Garbage pickup
- Good roads
- Partnerships (e.g., housing in Regina with Cowessess First Nation)
- Band Hall
- Post office
- Health Centre
- Plans to build an independent living complex

Issues to explore:

- Families claim ownership of Pasqua land (tension between members who lease land, those that farm land and those with no access to land)
- Lack of connections (e.g., road from Asham beach to Muscowpetung First Nation, transportation for after school activities)
- Garbage (e.g., landfill needs improvements, garbage on the beach, pickup not following the schedule)
- Lack of appropriate housing options (e.g., homes for Elders, homes for single people, many homes are overcrowded, complaints about village)
- Insufficient infrastructure (e.g., roads not paved)
- Differing opinions on how and where the community should grow (e.g., develop in the valley?)
- Housing policies are not the same for all houses. One policy is not good for all three different kinds (CMHC, Rent to own, Band houses)

Root causes:

- Lack of money (e.g., for individuals or the Band to invest in housing improvements or renovations, concern that funding for renovations not being allotted to renovations)
- Lack of transportation services (e.g., alternatives to car ownership)
- No development in valley
- Lack of recycling or waste reduction strategy (e.g., sorting, landfill staff, no reusable dishes at Band hall, no garbage cans near beach)
- Shortage of housing staff
- Neglect by tenants - no sense of ownership
- Housing policies not the same for all tenants (e.g., rent)
- Past issues continue to linger and divide the community
- Traditional values conflict with modern values (e.g., importance of protecting the valley)
- Rules are not clear or enforced equitably (e.g., conflict over collective versus private land ownership, Veterans' access to land)

Governance and Communication

Pasqua members consider accountability, reliability, transparency, fairness and equality as some of the qualities that are invaluable to good governance. Governance and leadership are about having a strong vision for the community, understanding and listening to Band members and earning the respect and trust of the community. Strong, open, two-way communication is essential to achieving this; communication between leadership, Band Staff and community members both on and off the reserve must be nurtured, along with relationships with federal, provincial, municipal and private partners. Communication is also related to learning and education, as well as the passing down of traditional knowledge and history.

Strengths to build on:

- Chief and Council
- Urban office
- Good staff
- Youth committee
- Several means of communication (e.g., bulletin board in store, quarterly newspaper mailed to all members, Health Centre notices)
- Good communication between on and off reserve members
- Pictograph

Issues to explore:

- Lack of follow through (e.g., implementing new ideas)
- Lack of effective by-laws and policies (e.g., housing policies not enforced, no by-laws)
- Leadership needs tools and education to implement positive change
- Lack of leadership involvement
- Lack of communication/community engagement
- Some parents not registering children as Band members in a timely manner

Root causes:

- Small community - members don't want to step on each other's toes
- Members are worried about creating bad relationships
- Lack of support to implement policies (e.g., from Chief and Council, community)
- Lack of community minded, respect, trust, honest and support
- Councilors not paid enough to do their job (must hold other jobs)
- Registration is a complicated process/requires identifying the father (invasion of privacy)
- Need to be personally invited to visit or to participate in meetings
- "It's not my job" attitude
- Members not taking ownership (if a person doesn't feel part of the community, they don't help)

Horses
The acquisition of horses by North American First Nations, particularly Plains tribes, generally is considered to have been responsible for the spread of horses throughout the western part of the continent. The French brought horses with them when they colonized eastern Canada in the mid-1600s.

Source:
www.thecanadianencyclopedia.com

Sports and Recreation

Pasqua Band members have a tremendous array of skills, but without the proper facilities, programs, coaching and training, many of these talents will fade away. Achievements in sports and recreation breed success in other activities and help build the confidence and self-esteem of individuals and of the community. These activities can be an important bridge for youth and can provide them with role models. They can enable people to make positive choices and to steer clear of negative influences. Sports and recreation help release stress and negative energy and improve health, body, mind and soul. Sports and recreation activities bring people together, creating means for celebration and community-building. Most importantly, sports and recreation are about having fun.

Strengths to build on:

- Asham's beach (used for BBQs, swimming and camps)
- Sports and recreation
- Playground in the core
- Good athletes
- Boxing club
- Constructing skate park

Issues to explore:

- Limited access to recreation opportunities (e.g., school facilities are locked after hours, beach is over grown, school is far from the village)
- Limited range of recreation facilities (e.g., no recreation centre, school gym is too small)
- Lack of programs (e.g., for youth)
- Lack of women's social programs and activities
- Need a place for high school (grades 10-12)

Root causes:

- Lack of volunteers (e.g., to run programs)
- Lack of transportation
- Lack of qualified instructors
- Facilities are inadequate
- Lack of programs (e.g., specific programs for women)
- Poverty (e.g., no money to participate in recreation)
- Lack of commitment (i.e., from volunteers and participants)
- Community in transition (i.e., people always coming and going)
- Lack of money for childcare

Economics

A strong economy is the foundation of self-sufficiency and is the basis for healthy and rewarding livelihoods. Despite a strong land base, a talented work force and several successful Band-owned businesses, Pasqua Band members continue to leave the community to seek employment and opportunities away from the reserve. Developing the community's natural and human resources will provide economic opportunities and create possibilities for more meaningful employment on the reserve while generating revenue for the Band. Through appropriate training, Band members will acquire the skills, know-how and confidence to successfully fill positions wherever they arise: on or off reserve, in Saskatchewan or beyond.

Strengths to build on:

- Band owned businesses (e.g., Paskwa Pit Stop, laundromat, auto mechanic)
- Land development
- New position offered (e.g., CCBP Plan Champion)
- Employment Needs Assessment
- Mechanics
- Good land base (e.g., valley, agricultural lands)
- 75 Band members working on reserve (1 in 4 people working)
- People want to have jobs
- Maintenance shop

Issues to explore:

- Little money in local economy/money leaves community
- Land ownership issues (e.g., control over land not equitable, individual land ownership not currently possible)
- Limited local employment
- Concern about equity in Band hiring (e.g., favoritism)
- Lack of training opportunities
- Teepee makers have no facility or sales outlet
- Training not always connected to employment opportunities and demand
- High employee turnover
- People leave reserve for better paying jobs
- Dependency on Social Assistance

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Root causes:

- Low level of employment
- Limited products available on reserve/small market
- Lack of support for entrepreneurs
- Band has limited employment opportunities
- Precedent of unsuccessful businesses/people are frustrated
- Band's hiring processes lack transparency
- Small community/nepotism/favoritism
- Lack of funding for training
- Low wages on the reserve
- People expect a job right after training
- Off reserve workers feel isolated
- Limited circulation of money within the community (only one store on reserve)

Common Root Causes

Common root causes reveal the connections between the fundamental reasons behind the issues and highlight what the community needs to focus on to improve quality of life.

The following common root causes were identified in Pasqua:

- Poverty/lack of money for individuals

- Current funding system does not match community needs or goals and is difficult to navigate

- Lack of access to transportation

- Lack of clear policies and consistent enforcement

- Tension between traditional and modern values

- Lack of volunteers

- Lasting effects of residential schools

- Current communication attempts are not effective

- No sense of belonging

Chapter 2

VISION
Where the Community is Going

Chapter 2: VISION

Planning helps communities understand their current and past situation. Planning also helps to determine where a community wants to go and how to get there. This chapter describes Pasqua First Nation's Vision for the future and the community's collective values.

Community Value Statements

Community value statements describe what the community believes to be important truths about the quality of life and as such should always be kept in mind when making decisions.

Vision Statement

The Vision is a bold statement of the community's ambitions and its long term aspirations. It defines where the community wants to go. Realizing the Vision is challenging and requires daily effort, leadership and ingenuity by many people over the long term.

The Vision is meant to be the lasting and long-term direction for the community that inspires new project ideas, policies and ongoing action.
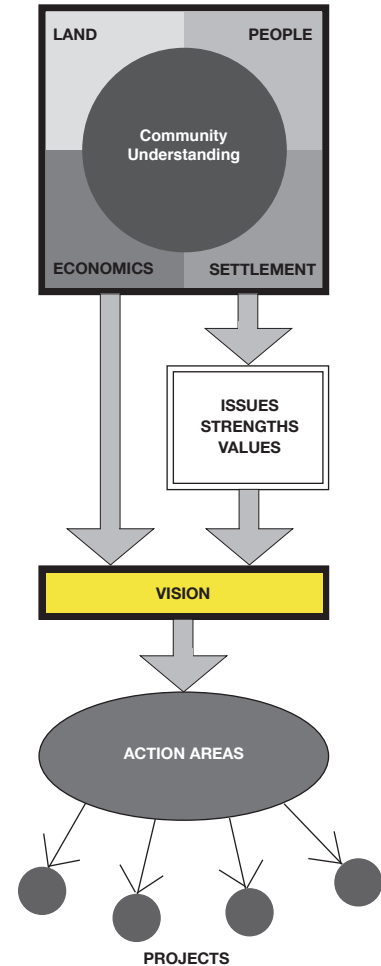
When a community identifies its strengths and issues, people indirectly articulate what they value. Values are the moral compass that points to what is considered fundamentally important. These values describe what the community believes to be significant truths. It is critical to record these values because it provides a clear foundation for choices.

Pasqua may decide to include their Community Value Statements in the preamble section of all community acts, policies, codes and legislation. This would demonstrate a commitment to consider and remain true to the values and beliefs of community members in all decisions.

Community Value Statements

We value the respect given to our Elders for their guidance, leadership and advice.

We honor our youth and know they are the key to our future; we must nurture and guide them to reach their full potential.

We trust our Elders because they connect us to the past and give direction for the future.

Life long learning is a fundamental tool for survival.

We get our courage and strength by believing in ourselves. We can create a safe and healthy community.

We value all that Mother Earth provides.

We humble ourselves to seek wisdom from our Elders.

Albert Cyr
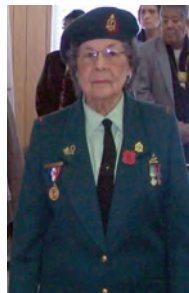
Dora Stevenson

Tony Peigan

William Pasqua

Frank Pascal Sr.

Fred Gordon

Respect for Mother Earth, *pride* in our people, *faith* in our vision and *honour* in our traditions will give strength for a healthy progressive Nation.

Manatchiacng kimamana aki

Kitchi in aine mangutwa keetchi an isinabbenaning

Taypaway tamowin aya ing aweckonain ka wi wapundamung

Sequa ka eh onsamandumung osichikay win can

Ki cha songeis ka min sechwa ka ay kitka mino pimatisi min oma an minwatowing kituckiminan

Chapter 3

ACTION
Shaping the Future

Chapter 3: ACTION

Change is constant. It can and will shape our destiny and all our tomorrows. The choice is simple. We can watch change happen to us, in which case we become bystanders and victims of outside agendas and forces. Then we are constantly running and trying to cope, not really getting anywhere of our choosing. Or, we can be active participants in shaping our own future. We can be the agents of change. This requires having a clear sense of direction, knowing where we want to go, having a strategy about how to get there, thinking about every project, program and routine in a calculated way and taking action now.

This Community Plan is based on the fundamental premise that Pasqua can shape its own future. Based on background research, many discussions and considerable reflection, there is a clear understanding of the community's resources, its strengths, issues and aspirations. These are captured in Chapter 1 and serve as the foundation for thinking about the future. Chapter 2 establishes a bold, clear vision for Pasqua. It sets out where this community wants to go. It is beyond personal agendas and collectively sets a direction for the community which affects everything the community does. It helps make decisions about which projects to pursue and even how projects might be developed. But by itself, the Vision is not enough to make change happen. The Vision needs to be made tangible, specific and immediate, which is the focus of this chapter.

Chapter 3 outlines tangible, specific and immediate action. It has four major components, all of which are necessary to making change happen.

1. An Approach to Community-Based Change

The approach to community-based change recognizes that planning is ongoing and affects every aspect of the community. Planning is not another project, but a way of aligning, developing and focusing all projects. It reflects how the community is organized, how decisions are made and how projects are developed. In this regard the Plan is a tool that guides and orchestrates change. It is community-based, locally focused and project driven.

2. Community Structure Map and Future Development Map

The community structure map identifies and establishes basic community infrastructure as a fixed commitment around which projects and programs can be organized. The future development map illustrates how physical development may happen around that structure. Both maps indicate elements and qualities that pull the community together.
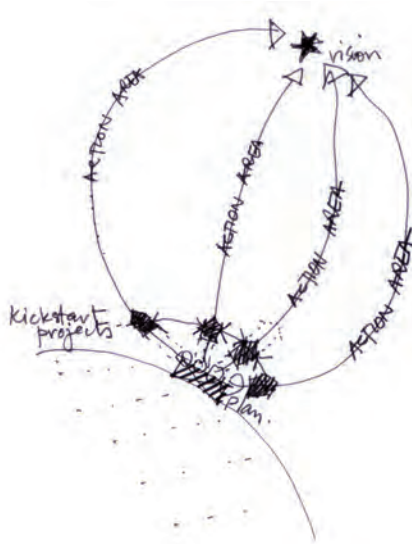
3. Action Areas

Action Areas make the Vision more specific and tangible. They describe boldly and simply where the community needs to focus energy and attention to realize its Vision. In that sense, Action Areas serve as bridges between the community's present and its future.

4. Monitoring

Monitoring allows a community to look back at what has been accomplished and look ahead to new challenges and possibilities. It enables the community to learn from past successes and mistakes, to report on progress in the community, to provide a forum for community input, to address concerns and to continue moving forward in the planning process. Indicators have been chosen in order to make monitoring easy and useful. Establishing baseline information will help track progress.

Pasqua has a clear direction, a sense of strategy and an approach to change captured in this Community Plan. What distinguishes this Plan is not that it is a precise prescription of an end product, but rather that it is constructed as a tool to shape the community long into the future.

As a tool, it is only valuable if it is well and broadly understood, rooted in reality, captures the community's dreams and is useful everyday in guiding the community toward its Vision.

Approach to Community-Based Change

Essential Elements of the Approach

Every project should attempt to do the most with the least and should be seen as an opportunity to advance other Action Areas. What is included in the project, where the project is placed within the community, who is involved in developing and building it and how it is eventually managed should be considered as creative opportunities to extend the reach of the project so that it advances as many Action Areas as possible. The essential "must" ingredients of this approach are that change is community-based, locally-focused and project-driven.

1. Community-based

A community-based approach means that everyone in the community has an opportunity to become active participants in their own future. It relies on the initiative, participation and resolve of community members to direct and make change happen themselves rather than depending on outside consultants or government agencies. This can only be achieved when project development and implementation is open, inclusive and participatory and has a long-term view. This approach should not be seen as extraordinary but ordinary. Community initiated "design and build" projects have taken place in several Phase 1 communities which include important opportunities for learning, teaching and capacity building. They serve as an example that community-based project development and implementation is valuable, possible and essential in making change happen on the ground.

2. Locally-focused

Every project should be seen as an opportunity to act locally by capitalizing on local labour, knowledge and materials. Every project provides an opportunity to develop skills, promote local business and create employment. Every project should consider the overall community scale in its development and implementation. Every project should fit within the community. Every project should be seen as an opportunity to act and think globally, by being aware of and considering how a project is connected to ideas, issues and opportunities that exist around the world.

3. Project-driven

Pasqua must think long term but take action now and change the community one project at a time. A project-driven approach to change is about re-thinking the way projects are developed and realizing that projects are not limited by budgets, government regulations or existing solutions. They are limited only by the imagination of Pasqua Band members. No project in the community should be "off-the-shelf." Each project should get the most impact for the least effort. Every project should be seen as an opportunity for the community to design places and spaces that meet specific needs and inspire a "can do" attitude across departments. Each project should extend what people think is possible, what fits neatly into departmental or program boundaries and what would typically be considered to address individual issues one at a time. Projects that cross boundaries and push the limits usually have the greatest impact. Each collaborative project builds community physically, socially and organizationally.

Projects that cross boundaries and push the limits have the greatest impact.

Extend each project to achieve the most with the least rather than achieving one singular goal and outcome per project.

approach to change

Community Structure Map

The structure map is guided by the community's Vision. It lays the foundation for future community development by showing how the physical components of the community are organized. The structure map shows basic community infrastructure such as roads, water, sewer, trails and parks and illustrates where future housing will be located to take advantage of existing services and minimize the costs of new infrastructure development. The structure map adds to these services places where people meet, run into each other and do things together. These collective gathering places are the physical glue that holds the community together.

Services

Housing

Sewer lines

Piped water

Existing roads

Proposed roads

Gathering Spaces

Community buildings and facilities

Connectivity

Green spaces

Trails

Important pedestrians connections

Important vehicles connections
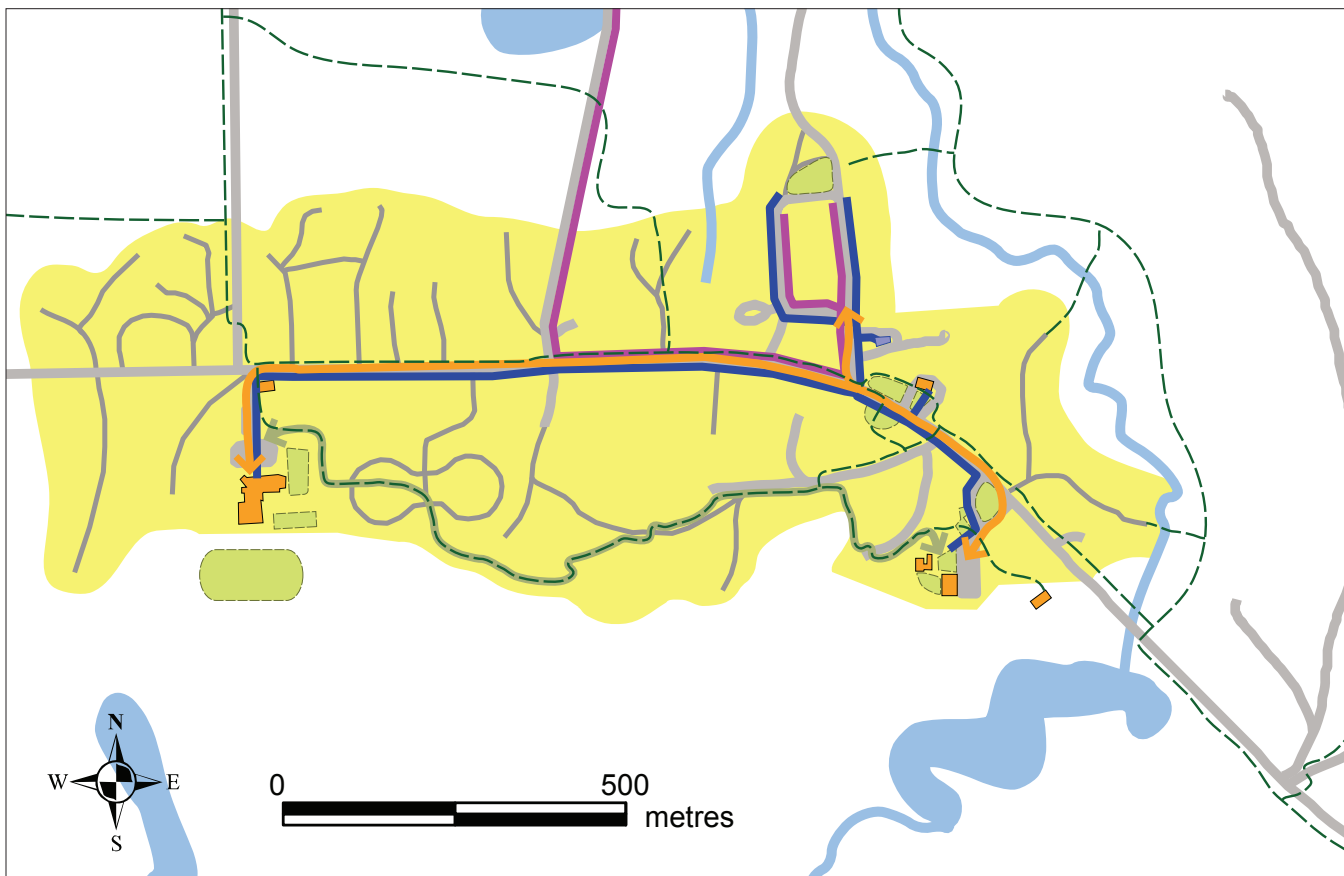
How to Read the Community Structure Map

The structure map is a tool to determine where new homes, community buildings and services should be located. It illustrates basic infrastructure such as roads, sewer and water and sites for new residential areas to take advantage of these services and minimize additional infrastructure. It shows how important community gathering spaces form the core of the community and provide a range of spaces for a broad spectrum of activities. And finally it demonstrates the major connections in the community: roads, trails and open spaces that connect important nodes and improve access to facilities.

The structure map describes the crucial elements that make a community and hold it together. It provides order and facilitates decisions about where each new building should be located.

The structure map is based on three ideas:

Services: Basic infrastructure consisting of roads, parks, services as well as major concentrations of uses, need to be fixed and respected.

Gathering Spaces: Ensuring continuity and intensity of use is the best use of existing resources. Important community facilities are concentrated and connected.

Connectivity: Shared public spaces are identified and highlighted. These places are connected by green spaces and trails to ensure easy access to these important gathering spaces.

Services

The extension of infrastructure services, such as road, sewer, water and electricity, are some of the most significant costs a community is faced with. Oftentimes, the infrastructure costs associated with new housing can even exceed the costs of the home itself. Locating new residential areas near existing infrastructure reduces the costs of new infrastructure; these savings can be spent on better quality housing and more of it. New housing is located within close proximity to community services such as the school, Paskwa Pit Stop, Circle of Care Wellness Centre, Day Care and Head Start, playing fields and Band Hall. By locating homes near these essential services community members are within easy access of the services they use on a daily basis.

Housing areas
Sewer lines
Piped water
Existing roads
Proposed roads
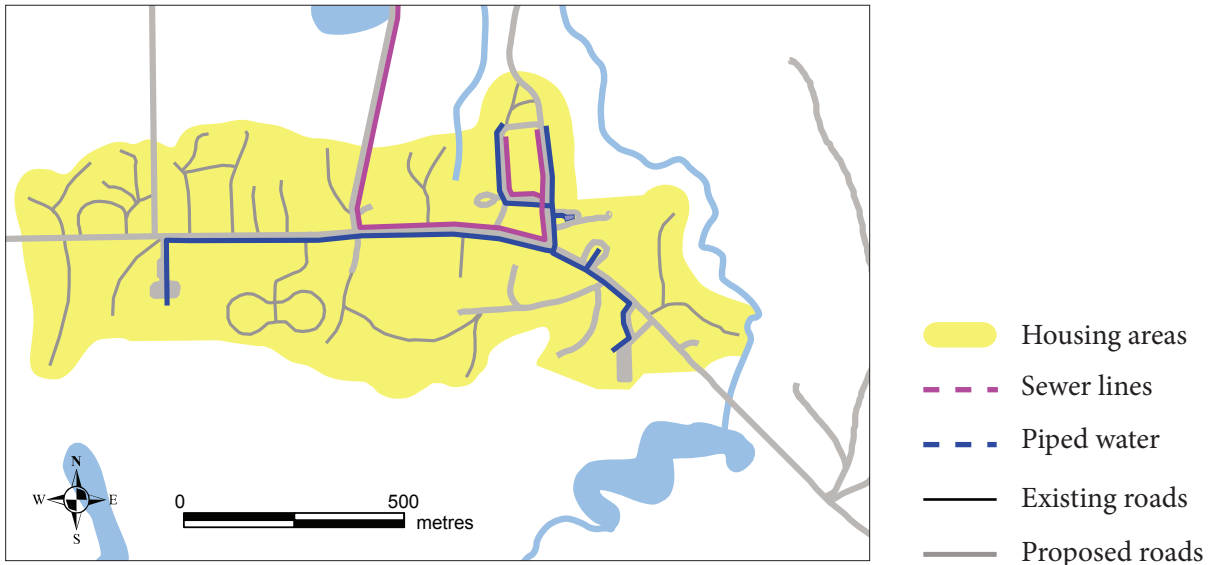
Gathering Spaces

The core of the community is formed by a series of community buildings and outdoor gathering spaces including the school, Day Care and Head Start and convenience store as well as several new community buildings, gardens and open spaces. Gathering spaces also include an improved waterfront, Pow wow arbor, a community centre, a community market and a number of gardens, landscaping and green spaces. Together these gathering spaces serve a wide variety of needs providing services and activities for all community members. They also serve as hubs in the community, bringing community members together on a daily basis for coffee, meetings, sporting events or informal gatherings. They encourage informal meetings between neighbours and foster a greater sense of community.

Community buildings & facilities

Green spaces

Existing roads

Proposed roads

N
W E
S

0   500
metres
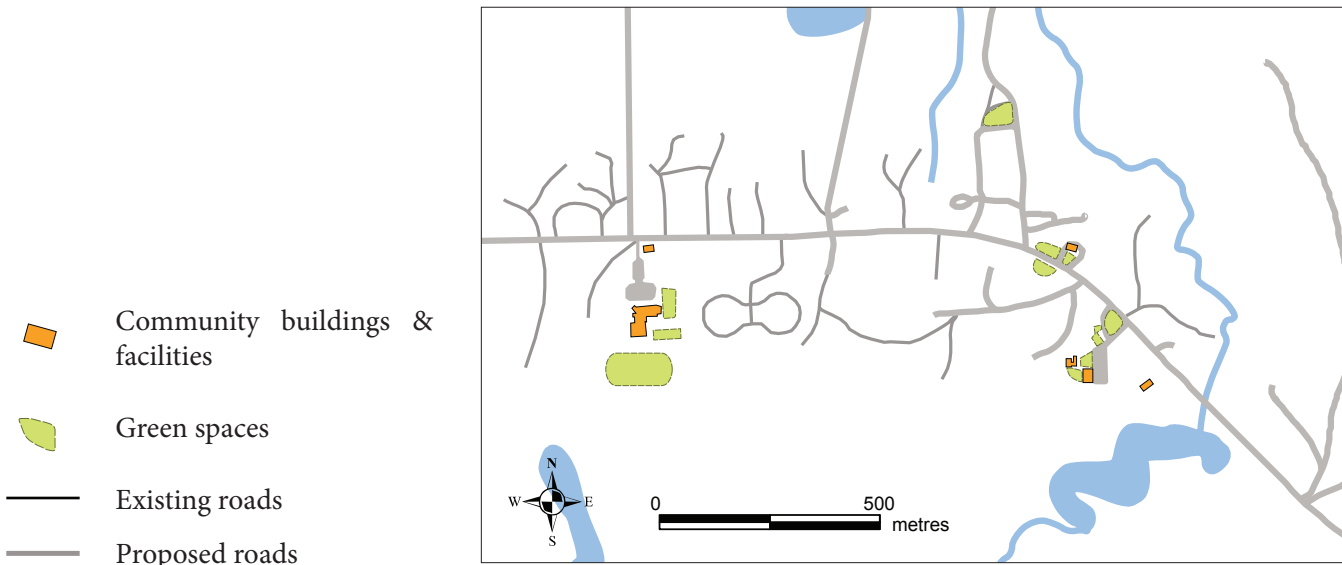
Connectivity

The connectivity of the community is enhanced through the creation of new trails, gardens, open spaces and paths. These interventions make it easier for pedestrians to get around the community from one important node to another. The recognition of these connections through the construction and upkeep of simple trails and walkways will ensure that the community's gathering spaces remain accessible to all.

The connection between the Core area (Band Office, Band Hall, Head Start and Day Care and Wellness Centre) and the school is particularly important. The trails, both along the road and through the residential areas connects all Members to each other and to events and activities throughout the community.

Trails

Important pedestrian connections

Important vehicle connections

Existing roads

Proposed roads
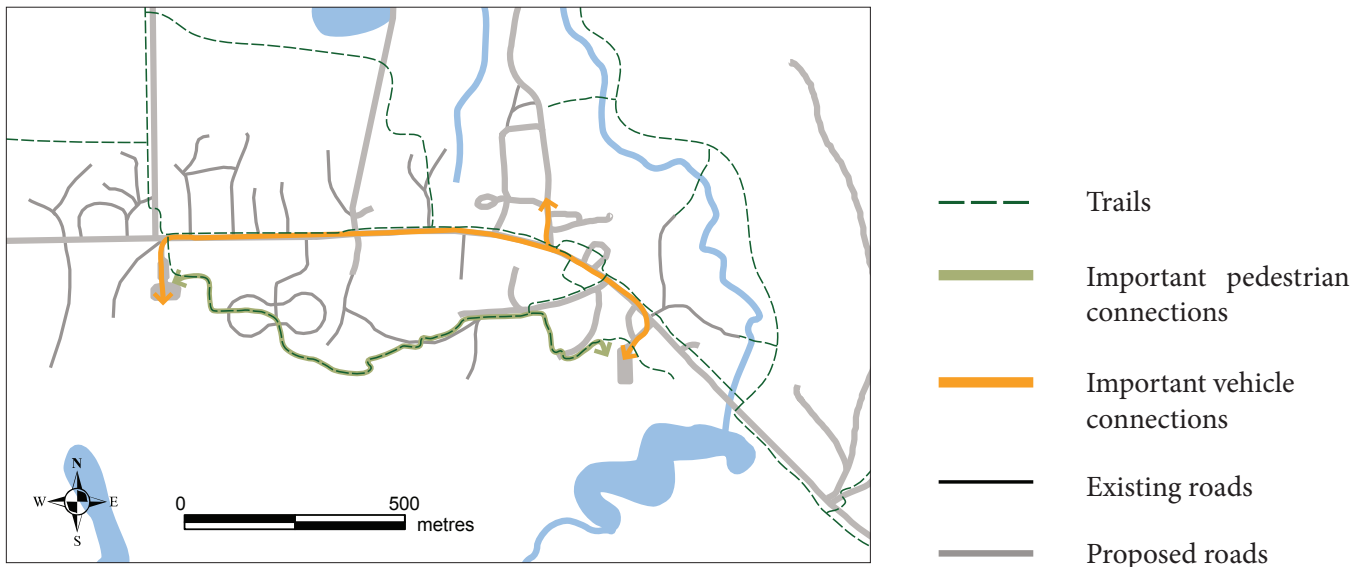
Future Development Map

The Future Development Map illustrates what Pasqua could look like in the future. It depicts how the community structure map can serve as a scaffold for new projects, community buildings, open spaces, new facilities and new housing. It is intended to physically represent project, policy and program ideas within all six Action Areas in a conceptual way.
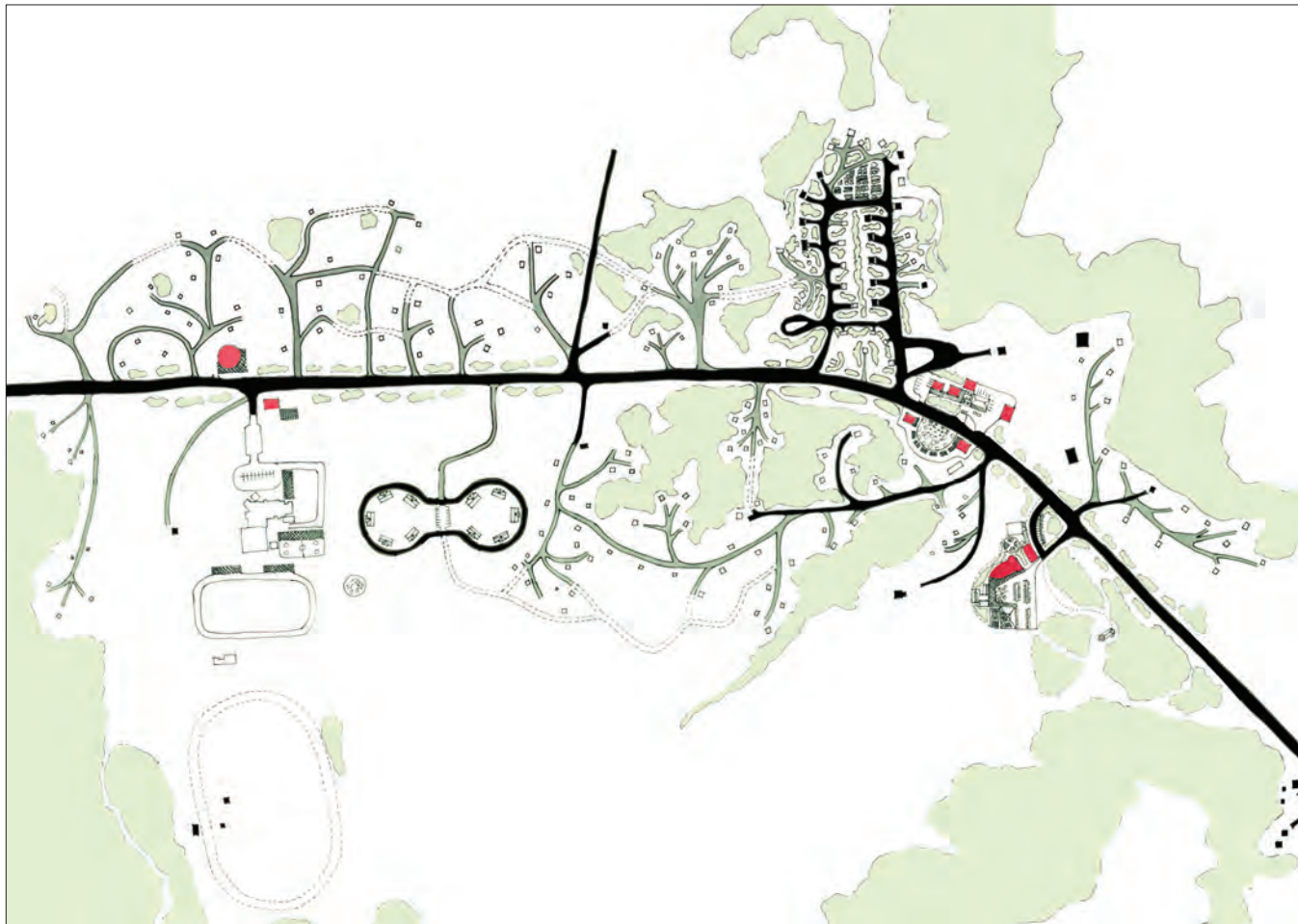
How to Read the Future Development Map

The Future Development Map is a useful tool for initiating discussions about selection and implementation of projects. It further illustrates the important concepts developed in the structure map: minimizing service extensions, highlighting gathering spaces and improving connectivity. It provides suggestions for the locations of new buildings, parks, open spaces and homes.

The sketches and images shown on this map highlight a few of the key areas of concentration in the community. These images are intended to be conceptual, to serve as the basis for stimulating discussion and imagining possibilities. As the community advances the Plan, more detailed discussion, drawings, siting and design will have to be initiated.

The map below shows how the Future Development Map works: groves of trees and signage are added at the entrance to the community, the newly landscaped core and gardens, trails and walking paths (Connectivity) link the community Gathering Spaces (like the commercial area, farmers market and community centre) to the residential areas (Services).

Trail
Landscaping

Expanded commercial area

Farmers market

Groves of trees

Healing garden
Community centre
Walkway
Landscaping
Trail
Garden

future development
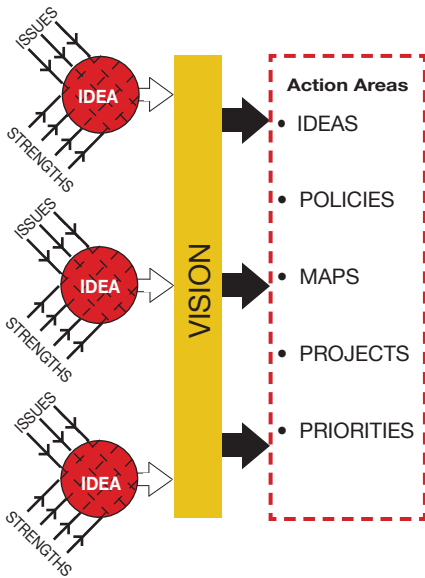
Action Areas

The Action Areas were carefully created and refined to provide direction, focus and motivation to ensure Pasqua First Nation community members collectively reach their Vision for the future. Each Action Area represents a delicate balance of establishing a direction that captures the need and potential for change, while focusing energy on efforts that will make the most difference on the ground. The Action Areas also inspire the Chief and Council, future Chiefs and future Councils, administrators and Band members to imagine new possibilities. The Plan is only useful and worth having because it leads to action that makes a difference on the ground and improves the quality of life in the community.

Each Action Area should inspire many projects. The lists of projects included in this chapter are simply a starting point. They serve to illustrate the types of projects that are possible and appropriate in terms of addressing issues and achieving the Vision. What gives this Plan and Action Areas life is that they will continue to motivate new ideas, new projects and new ways of ensuring the community achieves its Vision.

Change happens one project at a time. Therefore, regardless of the Action Area it came from, each project needs to connect, reinforce and advance as many of the Action Areas as possible. This requires thought, longevity, persistence and leadership to do the most with the least. All aspects of a community such as jobs, housing, health, the environment, recreation, culture and communication are not distinct from each other but connected in a single landscape. Every project should touch on all these components that make a community whole. This approach requires determination to resist importing simple "off-the-shelf" solutions which limit local benefit.

To establish Action Areas as a reality in the community, kick-start projects have been developed that give direction and serve as a model for how the Plan should be used and respected everyday, long into the future.

Key indicators and related baseline data has also been included in this next section to provide a basis for comparison over time, to ensure community members will be able to track their progress and to determine the appropriate steps needed to achieve the Vision.

Pasqua First Nation Action Areas

HEALTH & WELLNESS Prioritize mental, physical, emotional and spiritual well-being by providing infrastructure and programs for Band members.	action area **1**

HOUSING & INFRASTRUCTURE Provide safe, accessible, housing and infrastructure which is aesthetically pleasing, functional and enjoyable for Band members.	action area **2**

SENSE OF BELONGING (COMMUNITY PRIDE) Create programs, events and opportunities for Pasqua First Nation members of all ages to feel an increased sense of belonging.	action area **3**

ENVIRONMENT, ECONOMICS & EMPLOYMENT Build on the community's unique skills, assets and natural resources to improve the quality of life and opportunities for all members.	action area **4**

EDUCATION View every opportunity as a means of learning and sharing traditional and modern knowledge and as an investment in the future of the community.	action area **5**

RECREATION As a community, valuable spaces and resources will be used to encourage a healthy environment of support, encouragement and community pride.	action area **6**

action areas

Kick Start Projects

Kick Start Projects have been developed to give direction and serve as a model for how the Plan should be used and respected everyday, long into the future.

(1) *Pow wow Arbor and Committee*
A Pow wow arbor will be built, overlooking Asham's point, by community members. A committee will be formed to ensure the project's continued success.

(2) *Landscaping in the Community Core*
Building on Pasqua's natural beauty, landscaping will become a priority throughout the community: from the school to the village to the Band Office and Band Hall area.

(3) *Community Centre*
The community centre connects the Circle of Care Wellness Centre to the Band Office and provides a place for smaller gatherings, classes and public events to happen.

(4) *Community Farm*
Growing food in Pasqua develops the idea of Band agriculture and self-sufficiency in two ways: first by adding a number of small community gardens around the community core and second by planning ahead to larger crop production.

(5) *Learning Centre*
Focuses on learning Saulteaux language and culture both in physical spaces and through curriculum and language sharing opportunities.

(6) *Walking Trail*
The trail will connect important places in the community (the core and the school) as well as culturally important areas around the reserve. Encouraging people to be active will improve the overall health of the community.

action areas

Kick Start Project Locator Map

Below are the six Kick Start Projects that correspond with Pasqua's Action Areas. Each project highlights many of the values that are inherent in the broad goals of the Action Area. It also best reflects the values described in the Approach to Community-Based Change (see page 66).

Kick Start Projects are both physical and non physical. Although, all of Pasqua's Kick Start Projects have some physical component. Some projects include the construction or rehabilitation of a new or existing structure while others involve simply a place for a group or organization to meet and gather. Each project also has a policy or program component, like establishing a position or committee to organize Pow wows and/or developing Saulteaux networks.

action areas

Action Area 1: Health & Wellness

Health and Wellness are about achieving balance. By honouring Saulteaux culture, traditions and language, knowledge will be passed on to future generations. Band members will gain strength, self-esteem, self-respect and confidence through their culture. Developing these habits and traditional routines through cultural programs is important. For youth and adults this will increase pride and self-awareness than can be carried through life, improving health, wellness and happiness.

This Action Area will:

Share and practice Saulteaux traditions.

Increase opportunities for youth and adults to learn, teach and practice traditions at community events that celebrate Saulteaux language and culture.

Encourage healthy habits.

Make access to recreation and healthy food choices a priority. Improve options for goods, services, education, programs, training and facilities needed to develop healthier lifestyles.

Provide local programs and facilities for healing.

Encourage empathy, listening and understanding throughout the community. Provide programs and facilities that support healing processes for all community members.

action areas

Project Ideas

Project ideas were generated throughout the planning process. The list is a resource to draw from and is not meant as an exhaustive list. The ideas illustrate the types of projects that are possible in terms of addressing issues and achieving the Vision.

Physical Projects

- Elders centre (with a sauna, spa and exercise room)
- Youth centre / facility
- Pow wow arbor
- Dance studio
- Driving range
- Healing centre

Program and Policy Initiatives

- More healthy foods at the store (fresh fruit and vegetables)
- Teach cooking and baking
- Women's Group
- Life skills training
- Financial management, budgeting workshops
- More space and programs to encourage healthy living
- More community involvement, unity, cohesiveness and spirit
- E-health/teleconferencing at the clinic
- Mentor program
- On reserve midwifery training
- Doctor and dentist visits once a month
- Greater integration between Band departments
- Peacekeepers on Pasqua
- Annual Pow wow
- Pow wow committee
- 4H Club
- Increased police presence

INDICATORS OF SUCCESS
In order to track progress and measure success in achieving the goals in this Action Area, key indicators have been chosen to monitor each year. Over time, the community will be able to see the difference these actions are making in addressing root causes and improving quality of life.

INDICATORS
1. Increased number of cultural and traditional community events
2. Decreased diabetes rates
3. Increased number of recreation opportunities on reserve

action areas

Action Area 1: Health & Wellness

Kick Start Project: Pow wow Arbor and Committee

Summary (what)

Pasqua First Nation last hosted a Pow wow in 1983 and community members are eager to reintroduce the tradition. The Pow wow Committee will make this a reality. A arbor will be designed and built by community members at the Pow wow grounds, located on a plateau above Asham's Point and overlooking Pasqua Lake and the Qu'Appelle Valley. The arbor will be part of a larger cultural destination that will in time be home to a conference and retreat centre and connect to the community core through the trail system. The Committee will take the lead on organizing other events that can use the arbor and its scenic location.

Significance (why)

The Pow wow arbor will provide a space and event for Pasqua members to honour and share their culture, language and traditions with each other and with visitors. The Pow wow arbor provides the opportunity to showcase the traditions and talents of community members and share the community's beautiful natural setting. Using the Pow wow as an opportunity to attract visitors to the community will help Pasqua achieve its goal of being an important destination in the region.

Pow wow grounds

Picnic/beach area   Pasqua Lake
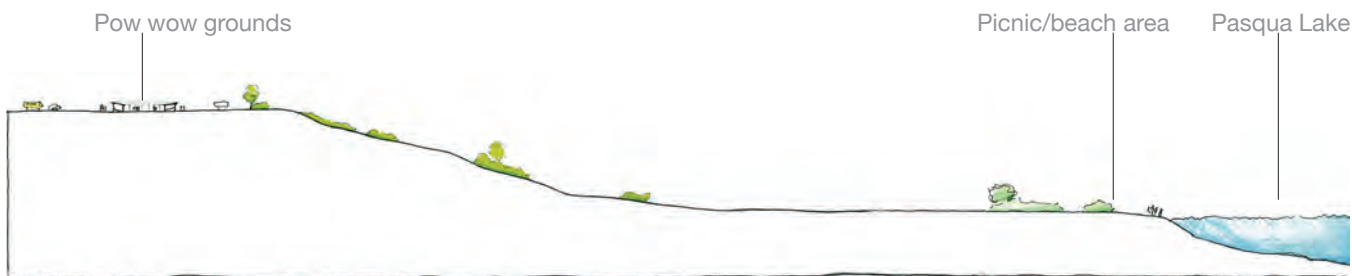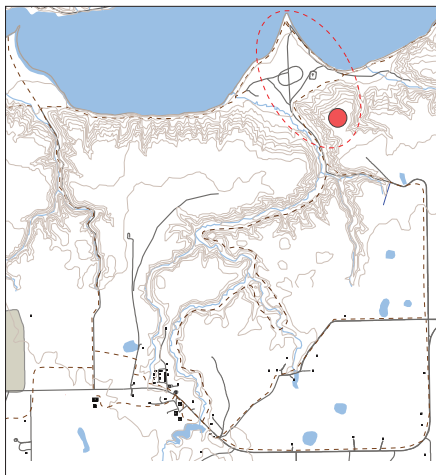
Implementation (how)

Site

Locating the Pow wow arbor on the plateau at the edge of the valley puts it close to the culturally significant lands of Asham's Point. Developing above the valley floor and waterfront this sensitive and significant land will be preserved for future generations. The plateau also takes advantage of stunning vistas across the valley, a defining feature of the Pasqua landscape. Integrating the design and location of the arbor with the future conference and retreat centre, will increase the benefits of both projects. The conference and retreat centre will provide accommodations and meals for Pow wow participants, while the arbor will be used for conference related gatherings.
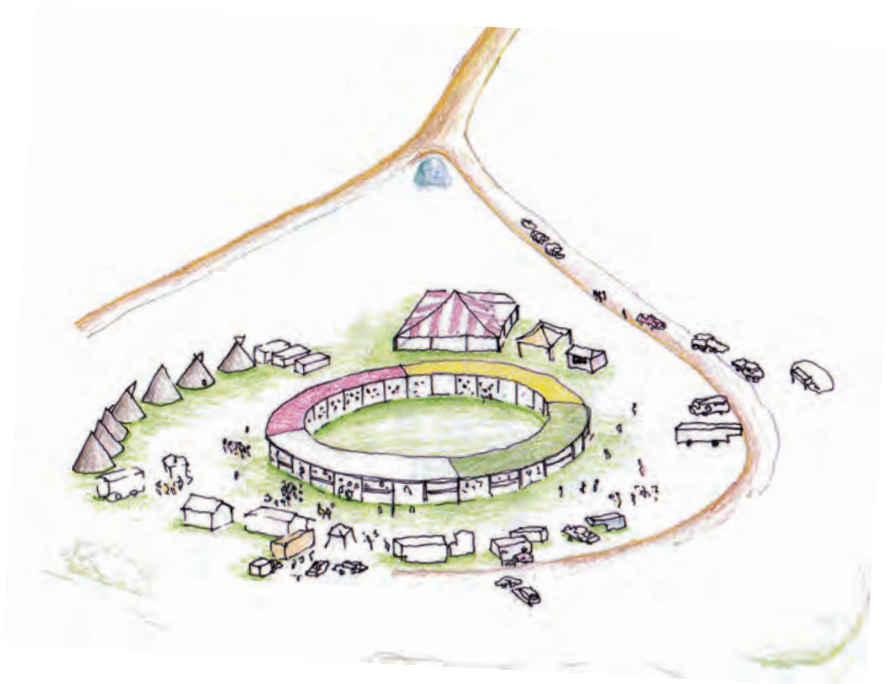
Connections to other Action Areas

HOUSING & INFRASTRUCTURE
• Creates something lasting for the community

SENSE OF BELONGING (COMMUNITY PRIDE)
• Builds community pride
• Creates opportunities for people to connect with each other

ENVIRONMENT, ECONOMICS & EMPLOYMENT
• Promotes protection and enjoyment of traditional lands
• Encourages visitors to contribute to local economy of the community

EDUCATION
• Shares traditions with members and guests
• Encourages learning of traditions in order to participate in the Pow wow
• Develops design, construction and event organizing skills

RECREATION
• Opportunities for people to dance, drum and practice other traditions
• Celebrates members' talents and skills
• Provides local opportunities for social interaction

action areas

Action Area 1: Health & Wellness

Program

The Pow wow Committee will take the lead on bringing community members together to design and build the arbor as well as organize and run the annual Pow wow. To build community support for the project it is important to provide many opportunities for members to contribute their ideas. The Committee will regularly communicate decisions and progress back to the membership. The Committee members will also provide opportunities for community members to learn about the making of Pow wow regalia, dancing and singing and organization of fund-raising events and other celebrations.

Design and Build

The new arbor will be constructed based on ideas generated at a community design workshop. Availability of local materials and reclaimed or recycled materials will inform the design. Keeping the design and construction techniques simple will make it possible to involve as many community members as possible in the construction, with a special emphasis on involving youth. Building the arbor will be treated as a major community event and completion of the project will be celebrated as an accomplishment.

action areas

Site Plan

Picnic area

Camping and BBQ pits

Beach, picnic tables and BBQ pits

Landscaping at graveyard

Trails

Conference and Retreat Centre

Pow wow arbor and grounds

Contour lines

Action Area 2: Housing & Infrastructure

Improvements to housing and infrastructure are investments in the future of the community. Pasqua must explore possibilities to improve the community's built environment while respecting the natural environment and fitting within the landscape. Pasqua First Nation's deep respect for Mother Earth must be reflected in all new housing and infrastructure projects. Projects will strive to minimize their impact on the environment while maximizing benefits for the community.

Infrastructure is about more than just roads, sewer and water; it must also include community facilities and places that bring the community together. Every project can be seen as an opportunity to teach, to learn, to bring people together and inspire new projects. Every project will build skills and a sense of pride in the community.

This Action Area will:

Use local materials, labour and knowledge.

Pasqua's many skilled Band members will help build and maintain infrastructure while using local materials and native species whenever possible. Collect community input and use this as the basis for decisions about infrastructure and future projects.

Use every project to develop skills and knowledge.

View the construction of new housing and infrastructure as an opportunity to teach and train Band members. Use all parts of projects to teach skills and provide work experience to community members. Involve community members in all phases of a project from conception and fundraising, through design, to construction and maintenance.

Begin new infrastructure projects in addition to upgrading and maintaining existing facilities.

See infrastructure as a valuable long-term investment that must be maintained and upgraded. The Band must be vigilant in the care of its facilities and see every new project as an investment into something great and permanent.

Project Ideas

Project ideas were generated throughout the planning process. The list is a resource to draw from and is not meant as an exhaustive list. The ideas illustrate the types of projects that are possible in terms of addressing issues and achieving the Vision.

Physical Projects

- Seniors housing
- Flexible housing
- Landscaping the subdivision
- Paved highway
- Speed bumps, signage, lighting and traffic calming
- Central water in all homes
- Recycling facility
- New fire hall
- Upgrade park with more play equipment
- New Band Office
- New Day Care and Head Start building
- Garbage bins throughout community
- Clean up community landfill
- Clean up beaches

Program and Policy Initiatives

- Explore green energy options to heat homes and community buildings
- Transportation service on and off reserve (shuttle around the community, to Regina for employment and to help patients get around and to appointments)
- Waste reduction program
- Use empty houses on reserve
- Collect carbon credits from oil corporations by planting trees to replace ones cut down on the edge of reserve

INDICATORS OF SUCCESS
In order to track progress and measure success in achieving the goals in this Action Area, key indicators have been chosen to monitor each year. Over time, the community will be able to see the difference these actions are making in addressing root causes and improving quality of life.

INDICATORS
1. Reduced number of dollars spent on renovations and maintenance
2. Improved appearance of community (less garbage, more landscaping)
3. Decreased levels of mould related issues in housing

action areas

BEFORE:
Residents live very close together and have little privacy or space for landscaping. The neighbourhood could look more attractive.

AFTER:
Each yard is provided with landscaping. Trees, shrubs and grasses provide aesthetic quality and privacy. Residents can keep developing landscaping as they live in the home. This permanent infrastructure will increase community pride for Band members who live in this subdivision.

Action Area 2: Housing & Infrastructure

Kick Start Project: Landscaping in the Community Core

Summary (what)

Adding new landscaping features around the community will build on Pasqua's beautiful natural setting. Thoughtful placement of native trees, shrubs and perennials serves a variety of functions. Around existing and future community buildings, landscaping will help to separate parking areas from pedestrian areas, provide shade and define gathering spaces.

Along the main road, landscaping will help define an attractive entry point to the reserve, signaling to visitors and residents that they have arrived in a special place. Groves of trees planted alongside the main road will help to slow traffic by visually narrowing the road and complementing the natural landscape. These trees will protect pedestrians from dust and noise while they walk on the new trail that runs parallel to the road.

In the village, shrubs and trees will offer residents privacy by separating their outdoor space from that of their neighbours and from surrounding public spaces and roads. A hedgerow of shorter trees or shrubs will separate the backyards of the two rows of houses in the centre of the village.

By selecting species that are native to the local ecoregion (Alpine Plain), the plants will thrive with very little maintenance. Trees and shrubs with edible fruit will give residents another way to enjoy their new landscape.

Significance (why)

Landscaping is an important element of all physical projects that is often overlooked or regarded as low-priority in terms of resource allocation. However, landscape design can improve the function and enjoyment of buildings, homes and outdoor gathering and recreational spaces. Landscaping can provide much needed privacy between homes, create safer and more enjoyable spaces for pedestrians and reduce energy consumption by shielding buildings from the hot summer sun and cold winter winds. The design of outdoor spaces deserves the same consideration as the design of new community buildings.

action areas

Implementation (how)

Site

The landscaping Kick Start Project will initially focus on improvements to the village, community core and the main road through the core, but landscaping will also become part of all future physical projects in the community.

Organization

The landscaping project team will include representatives from many of Pasqua's existing groups and committees, including the Housing, Public Works and Lands Committees and Elders' and Youth groups. Landscaping improvements do not have to be completed all at once but can be designed and implemented incrementally as funds, plants and time become available.

Planting and Care

Involving community members in the design, planting and maintenance of landscaping will help to ensure a sense of ownership in this project. This involvement could take the form of community planting events or clean-up days. Planting, nurturing and watching a garden, tree or grouping of shrubs thrive over a growing season is a satisfying experience that Community members will take great pride in. Pasqua may decide to give families and community groups the opportunity to adopt the tree groves as a way of involving them in the design, planting and maintenance of individual groves.

Connections to other Action Areas

SENSE OF BELONGING (COMMUNITY PRIDE)
- Builds pride in the community
- Provides members with the opportunity to give back to their community
- Creates a safer community
- Creates spaces for people to gather

ENVIRONMENT, ECONOMICS & EMPLOYMENT
- Provides training and skill development opportunities
- Creates new small business opportunities
- Enhances the community's attractiveness as a destination for visitors
- Demonstrates community's respect for Mother Earth

EDUCATION
- Creates learning opportunities

RECREATION
- Encourages physical activity

action areas

Action Area 2: Housing & Infrastructure

Ongoing opportunities

This project could provide additional economic opportunities for Pasqua. Establishing a local nursery or tree farm will eventually provide trees, shrubs, perennials and grasses needed for landscaping throughout Pasqua and to other communities. Landscaping companies are another economic spin-off. Landscaping will also be incorporated into the curriculum at the Chief Paskwa Education Centre allowing students to learn about the planting and care of species native to the region which could be applied to different sites around the community, including where they live.

A commitment to a budget for landscaping as part of all future building project, will ensure that landscaping contributes to the success of all projects rather than being considered as an afterthought.

A grove of native trees, shrubs and grasses between the road and the trail.

Road   Trail

Suggest Grove Plantings

Trees
- Manitoba Maple
- Trembling Aspen
- Mountain Ash
- Canoe or Paper Birch

Shrubs
- Chokecherry
- Pin Cherry
- Buffalo berry
- Saskatoon Berry

Grasses
- Big Blue Stem
- Fescues
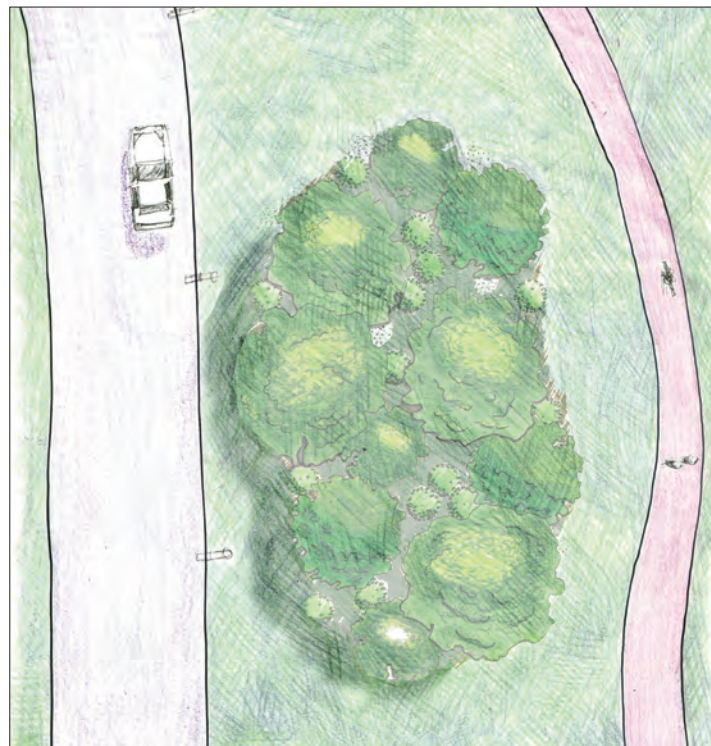
Landscaping in the community core

Planting between and around houses

Landscaping around expanded commercial area

Landscaping and gardens around Band Hall, proposed Community Centre and Band Office

Action Area 3: Sense of Belonging
(Community Pride)

Pasqua First Nation believes firmly that every Band member has something valuable to contribute to the community and deserves the support and respect of the community. Fostering a sense of belonging in Pasqua is essential to ensure the continued growth and progress of the community; understanding of the Band's history and traditions is an important part of that. This Action Area will focus on building community pride and self-esteem, particularly amongst the community's youth. By encouraging positivity in communication, programs and events the community will honour its achievements and bring Band members together to celebrate successes. Pasqua will be an inclusive community where individuals find their place.

This Action Area will:

Make Pasqua First Nation a place to call "home."

Involve community members in physical projects, programs, decision making and community events. Connect community members through language and culture. Build infrastructure and provide services that create a sense of community.

Recognize individual and community successes.

Share in the successes of individuals and the community. Find ways to promote and display local talents. Nurture a positive sense of community. This positive spirit will encourage an inclusive community where Band members feel they belong and want to contribute.

Build a sense of belonging that includes all community members.

Create more occasions for people to come together. Provide activities and opportunities that bring Band members back to the community to live, work and play. Connect children, youth, adults and Elders. Find ways for people to give back to their community and encourage members to do so.

Project Ideas

Project ideas were generated throughout the planning process. The list is a resource to draw from and is not meant as an exhaustive list. The ideas illustrate the types of projects that are possible in terms of addressing issues and achieving the Vision.

Physical Projects

- Community centre
- Community radio station (with local Pasqua programs)
- Hang Pasqua flag throughout the community
- Tea house

Program and Policy Initiatives

- Create family trees
- More Round Dances
- BBQs
- Community fun days
- Homecoming ceremony
- Combined on and off reserve community Christmas dinners
- Celebrate our achievements (community and individual)

INDICATORS OF SUCCESS
In order to track progress and measure success in achieving the goals in this Action Area, key indicators have been chosen to monitor each year. Over time, the community will be able to see the difference these actions are making in addressing root causes and improving quality of life.

INDICATORS
1. Increased number of community events
2. Increased happiness of members
3. Decreased vandalism and crime on reserve
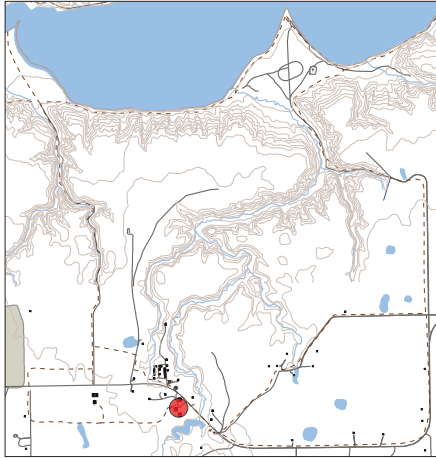
action areas

Action Area 3: Sense of Belonging
(Community Pride)

Kick Start Project: Community Centre

Summary (what)

The Pasqua Community Centre is a multi-purpose facility designed to bring community members together to develop new skills; share and celebrate local knowledge and traditions; and enjoy a variety of amenities in the heart of the community.

The Community Centre will have a number of meeting rooms that will accommodate a wide range of community groups for a variety of activities. The Band Hall will continue to accommodate larger events such as bingos and community celebrations. The smaller spaces in the Community Centre will be a hub of cultural, educational and economic development activity.

Significance (why)

The Community Centre's flexible space will support for artists, crafts-people, entrepreneurs and small business owners by providing a space for them to make, sell and showcase work. The centre will also increase opportunities for socializing by being a place where people like to gather and meet with each other, increasing peoples sense of belonging. It will provide opportunities for youth to learn about the Saulteaux heritage while allowing Elders to learn about modern technology.

Connections to other Action Areas

HEALTH & WELLNESS
- Tea House serves healthy snacks
- Gym provides space and equipment for fitness training
- Provides space for workshops and training sessions
- Promotes the sharing of Pasqua's culture
- Provides a safe pedestrian environment

HOUSING & INFRASTRUCTURE
- Provides community with new meeting and office space
- Define attractive outdoor spaces using buildings and landscaping
- Reduce operating costs through green design and technologies

action areas

Implementation (how)

Site

The Community Centre is centrally located next to the Band Office within easy walking distance for Band members who live and work in the community core. The Centre is connected to the Band Office, Band Hall and Health Centre by a well defined pedestrian area. Together with the Health Centre and a new Day Care / Head Start building, the Community Centre frames new outdoor spaces, including a Healing Garden and an enclosed playground for the Day Care. A clearly defined parking lot serves all of these community facilities.

Program

A collection of adaptable meeting rooms provide space for a variety of program ideas, including workshops that connect youth and Elders, training sessions, language classes and support for local artists and entrepreneurs. A small library and reading room will feature free access to the internet and other modern resources. These facilities will provide resources related to Pasqua's history, language, traditions and culture, bridging the divide between traditional and modern values.

ENVIRONMENT, ECONOMICS & EMPLOYMENT

- Creates opportunities for training and skill development
- Keeps money in the community by involving members in construction
- Minimizes greenhouse gas emissions by employing green design and technologies to reduce energy consumption
- Supports local entrepreneurs
- Showcases local artists and crafts people

EDUCATION

- Brings Elders and youth together to share knowledge
- Provides classroom space
- Houses library a variety of educational resources

RECREATION

- Provides a vibrant gathering place in the community
- Brings community members together for a variety of activities
- Provides meeting space for community groups
- Provides a venue for movie screenings
- Promotes physical fitness

action areas

Action Area 3: Sense of Belonging
(Community Pride)

Flexible studio spaces will allow artists and crafts-people to create new works of art while a gallery in the Centre's spacious atrium will showcase finished pieces. The Centre's tea house will provide indoor and outdoor seating for people to gather and enjoy a coffee or eat their lunch. The largest meeting room will function as an auditorium where the community can host guest speakers and screen movies. The small gym will feature exercise equipment and a space for fitness classes.

The Community Centre project team will secure funding for the Centre and ensure the project moves forward. Generating excitement for the project and involving community members in all stages of development will build local support and a sense of ownership. Led by the project team, community members will refine the Centre's program and the design of the building itself.

Design/Build
Actual construction of the Community Centre will be a major community event. Pasqua members with construction expertise will supervise the participation of untrained members in the construction process. Community members involved in the design and construction of the building will learn by doing and completion of the Centre will generate great pride and sense of accomplishment for the whole community.

The Centre will be designed and constructed with respect for Mother Earth and build pride in Pasqua's people. Environmentally friendly designs and the use of local labour and materials will be key components of the design. Large windows on the south side of the building will enable passive solar heating of the building while solar panels on the roof will heat hot water and further contribute to heating. These features will reduce the operating costs of the Centre and minimize the buildings environmental footprint.

Healing garden

New Fire Hall

Community Centre

Picnic and waiting area

Sheltered walkways between buildings

Solar panels on Band Hall

Community garden

Action Area 4: Environment, Economics & Employment

Employment fuels the economy by creating valuable jobs that provide individuals with training and tools for success. Both economics and employment have a direct relationship with the environment. Through increased employment opportunities, people will find ways to link the economy and the environment. These "eco-preneurs" will find creative ways to protect the land through innovative projects, while making it more enjoyable, safe and clean for the entire community.

This Action Area will:

Provide more local opportunities for training and employment.

Creating meaningful jobs in the community is essential to all aspects of the plan. Each project that Pasqua embarks on will look to the community and the skills within the community this will provide valuable educational opportunities and encourage ownership over projects.

Respecting and preserving the environment through responsible governance.

The environment and land are essential to the advancement of Pasqua. The environment will be protected and cannot be compromised for short term gains. Chief and Council have a responsibility and commitment to the community to protect the land and environment while making decisions that improve the quality of life for community members.

Enhancing the local economy through making Pasqua a destination.

Pasqua will host conferences and get-togethers that are centered around important issues such as governance, healing and the environment. Raising the community's profile will provide valuable economic and employment opportunities. Hosting such events will also encourage important dialogues to occur amongst First Nations people. The projects associated with enhancing the local economy through making Pasqua a destination will also attempt to curb economic leakage. The development of Pasqua as a destination will require a range of new local structures and amenities, that will be used by both visitors and residents.

Project Ideas

Project ideas were generated through-out the planning process. The list is a resource to draw from and is not meant as an exhaustive list. The ideas illustrate the types of projects that are possible in terms of addressing issues and achieving the Vision.

Physical Projects
- Trade school / employment centre
- Mall – groceries, clothing store, bank, coffee shop
- Develop beach for tourism
- Flea market
- Urban store (sell local artists art)
- Laundromat
- Hair and nail salon
- Chicken farm
- Car wash
- Tire shop
- Conference facility
- Community farm (buffalo ranch, market garden)
- Restaurant
- Ice cream stand

Program and Policy Initiatives
- Explore possibility of carbon credits (plant trees on farm land)
- Local opportunities to train in the trades
- Resources for community entrepreneurs such as micro-finance loans, business training or subsidized rent
- Clothing drive
- Opportunities for local artists to get exposure and access to resources
- Offer opportunities to develop leadership skills

INDICATORS OF SUCCESS

In order to track progress and measure success in achieving the goals in this Action Area, key indicators have been chosen to monitor each year. Over time, the community will be able to see the difference these actions are making in addressing root causes and improving quality of life.

INDICATORS

1. Increased number of training programs offered on reserve
2. Increased number of jobs on reserve
3. Decreased economic leakage

Action Area 4: Environment, Economics & Employment

Kick Start Project: Community Farm

Summary (what)

Creating opportunities and locations for farming to occur on Band land will contribute to the local economy, provide employment, establish a closer connection with the surrounding environment and provide valuable training and skills to community members. It will also provide healthier food options for Pasqua Band members, recreational opportunities for gardeners and a source of livelihood for individuals and families. The creation of a Farmer's Market allows Band members to sell produce to the surrounding community, attracting visitors and promoting the local economy. The gardens will be more than a source of employment, revenue and food, most importantly they are a source of community pride.

Agriculture

Communtiy Garden

action areas
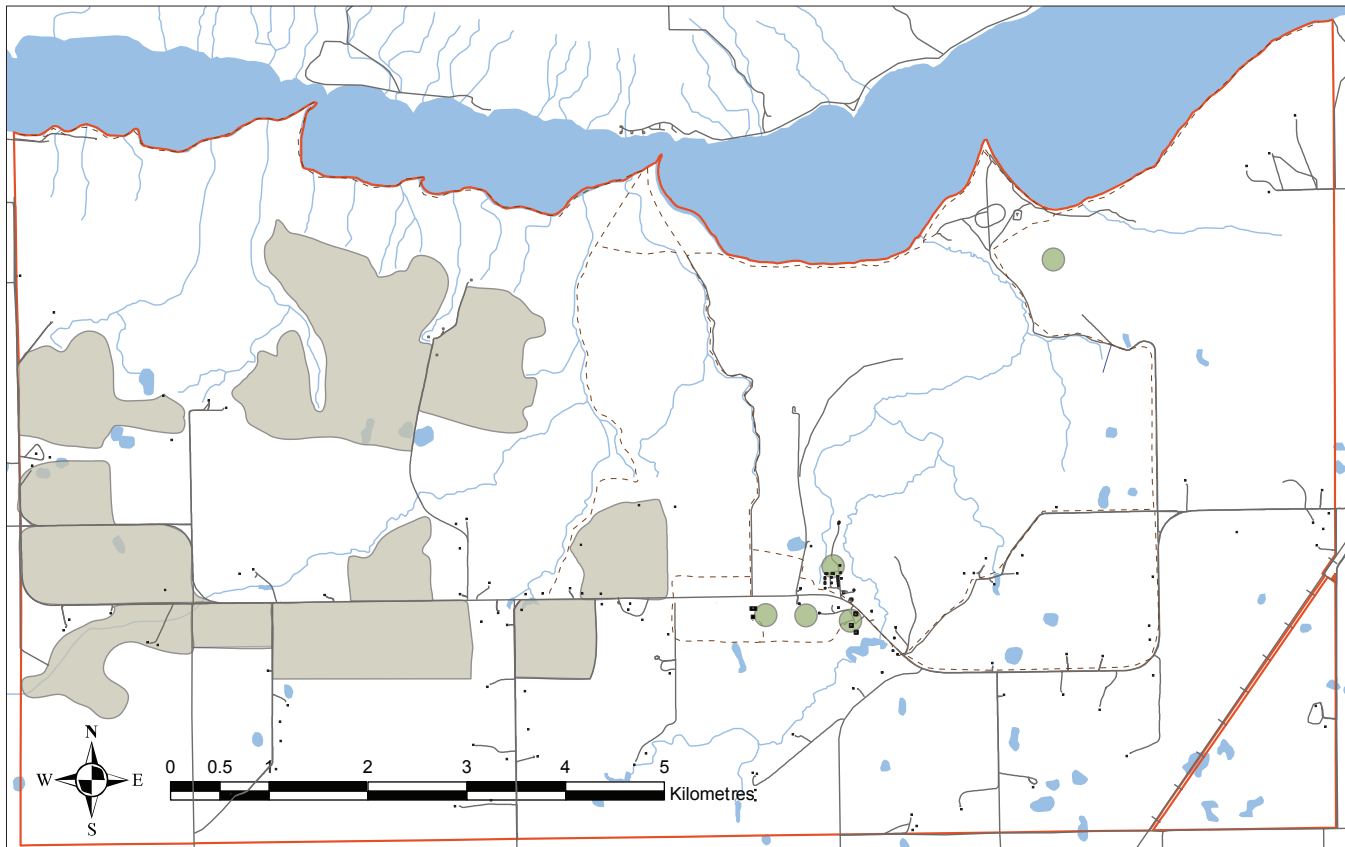
Significance (why)

Growing and harvesting food locally addresses a number of issues and root causes. It will provide local employment businesses for Band members and contribute to the local economy. The development of a Farmer's Market and selling market produce at the store will generate revenue and provide community members with affordable, healthy food options. Gardening is also an excellent way to connect to the land, cultivate greater respect for Mother Earth and create a sense of pride. It can teach important lessons about the environment, economics and food production. Connecting Band members directly to the land through providing agricultural employment on reserve will contribute to a greater sense of belonging. It is also a therapeutic form of recreation, an opportunity to spend time outdoors, get exercise and socialize with fellow gardeners.

Implementation (how)

Developing an agricultural project team will require representation from Housing and Public Works, the Lands Committee as well as interested Band members. These individuals will be responsible for assigning plots, organizing community feasts and running the Farmer's Market.

Connections to other Action Areas

HEALTH & WELLNESS
- Healthy locally grown food for community members

SENSE OF BELONGING (COMMUNITY PRIDE)
- Builds pride in the community
- Provides members with the opportunity to give back to their community
- Farmer's Market creates a place to showcase agricultural successes

EDUCATION
- Creates learning opportunities
- Integrates learning about environment and economics in school curriculum

RECREATION
- Encourages physical activity

HOUSING & INFRASTRUCTURE
- Creates permanent infrastructure

action areas

Action Area 4: Environment, Economics & Employment

Three agricultural plots will be added to the community.

Band Market Garden
The first will be located in the community core near the Band hall kitchen, allowing many Band members to participate in or at least observe its planting, ongoing care and harvesting. This plot will be used to grow food for community events and for the market. It is located close to the hall so that there is adequate access to water and other amenities which may used to help with growing and harvesting.

Youth and Elders Garden
The second garden will be designated for use by youth and Elders, located between the school and the Elders housing it is accessible to both groups. This garden will allow Elders to share their traditional knowledge about growing food with the youth, while the youth in exchange will bring new ideas about gardening and provide much of the labour, bridging the gap between traditional and modern.

The Youth and Elders Garden will be divided so that both groups have access to plots. A collective medicinal garden will be looked after by both groups and will allow Elders to teach the youth about traditional uses for native plants. There is also an opportunity for the school to incorporate the garden into the curriculum offering opportunities to learn about the environment, food production, ecology, biology, history and economics. Youth plots can be divided by class or grade so that each age group has equal access. Elder's plots can be interspersed with youth plots so that the youth can learn from those who already have knowledge about growing food.

Community (Core) Garden
The third garden will be located within the existing residential subdivision. This garden will provide people that live nearby with plots where they can grow fruit, vegetables, herbs and other plants. Plots will be set aside for individual Band members and may be assigned to families or individuals. Each Band member will be responsible for the care and upkeep of their plot. The caretakers will select the crops but a "gardener-in-residence" or experienced gardeners may provide advice about what grows well in the area. Workshops about growing, harvesting, preserving and cooking with garden produce will be made available. Community members with excess produce will be able to sell their crops at the Farmers Market.

Youth and Elders Garden   Community Core Garden   Band Market Garden
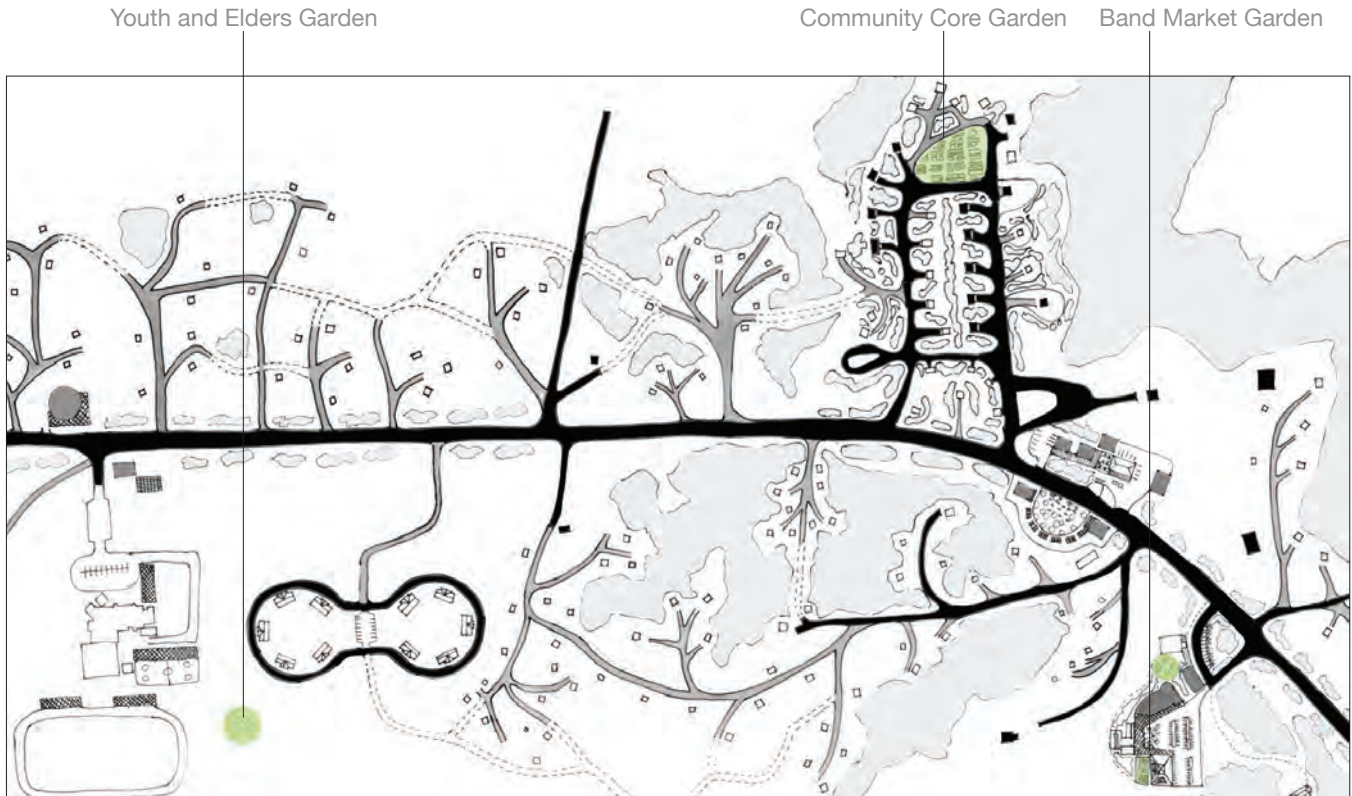
Action Area 5: Education

A community that is well-educated will have the ability to critically evaluate and address challenges in a thoughtful and action-oriented way. Educational opportunities such as trades workshops, reading seminars and cultural exchanges are critical to the future, supporting local talent and helping people work towards innovative and appropriate solutions. Understanding the importance that education plays in the larger scheme of building a healthy and vibrant community is central to health and well-being of the community.

This Action Area will:

Build and support a healthy community.

Promote lifelong learning in order to build up the skills of community members and provide the knowledge required to lead healthier, more balanced lifestyles. Work towards more well-rounded and healthy lifestyles for all Band members. Be a community that is involved, active and vibrant.

Strengthen community identity by teaching about the past.

Encourage the community to engage in their culture and provide opportunities for them to do so. Pass on cultural and traditional knowledge. Provide opportunities to teach Band members about language, culture, history and traditions

Make an investment in the future.

Provide educational opportunities for younger members including language lessons, traditional skills workshops and more recreational activities that build skills in teamwork and problem solving. Develop a balanced curriculum that provides youth with skills specific to the local culture as well as relevant skills for employment.

Projects Ideas

Project ideas were generated through-out the planning process. The list is a resource to draw from and is not meant as an exhaustive list. The ideas illustrate the types of projects that are possible in terms of addressing issues and achieving the Vision.

Physical Projects

- Round building for teaching culture
- Expand school (K-12)
- Learning centre
- Educational building for teaching trades
- Performing Arts/Dance Studio Arts Building
- Interpretation Centre

Program and Policy Initiatives

- Incorporate culture, traditions and stories into school curriculum
- Exchange program
- Share knowledge of treaties
- Increase awareness of available bursaries
- Opportunities to teach and learn traditional values
- Bold Eagle Camp/Cadets
- Traditional language classes
- Saulteaux program at Head Start / Day Care
- Saulteaux language days
- Create *Learn Saulteaux* CDs

INDICATORS OF SUCCESS
In order to track progress and measure success in achieving the goals in this Action Area, key indicators have been chosen to monitor each year. Over time, the community will be able to see the difference these actions are making in addressing root causes and improving quality of life.

INDICATORS
1. Increased number of people speaking Saulteaux
2. Increased literacy rates
3. Increased in high school and post secondary graduation rate
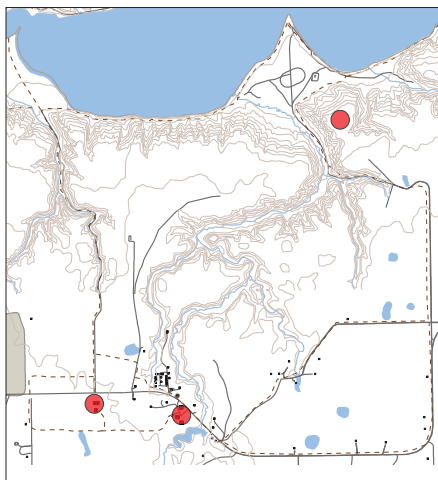
action areas

Action Area 5: Education

Kick Start Project: Learning Centre

Summary (what)

The Learning Centre provides a variety of program initiatives with the aim of preserving and teaching the Saulteaux language. Courses will enhance and refresh the language among community members as well as teach the language to people with no previous knowledge. There will be opportunities for off-reserve members and non-Band members to learn and engage with Saulteaux culture. The eventual goal is to develop a Cultural Language Learning Centre that will house lessons, lectures and exhibits.

The ability to communicate and share culture is important to building community pride. Honour in language and traditions brings the community together to learn and better understand Saulteaux culture, through language, art and traditions. Language is fundamental to appreciating the rich history of the community and First Nations people, in a way that is culturally appropriate and meaningful.

Significance (why)

The development of language programs is a valuable tool to address issues and root causes in the community. Traditional knowledge is at risk of disappearing as fewer community members are speaking Saulteaux and taking part in traditional practices. This decline in culture and disconnect between traditional and modern values has a deep effect on the health of the community. An emphasis and commitment to relearning Saulteaux will provide a rallying point for the community, encourage greater respect for traditional practices and lifestyles and help provide a better understanding of the community's past.

Developing a better understanding of culture as a whole will have positive effects on health and wellness in the community. It will enhance the community's sense of belonging and provide opportunities for teachers, artists, crafts-people and Elders who will all be called upon in various ways. Eventually, the Centre will be a cultural attraction that will make Pasqua a destination, bring in visitors and stimulate the local economy.

Implementation (how)

Building the Cooperative
To involve Band members and develop a collective sense of ownership for this project it will be organized as a social cooperative. A social cooperative is a group of people who come together around a social, political, or cultural issue in order to make a positive difference. This type of organization is owned by those who it will benefit from it and allows every member of the community to have an opportunity to take leadership in the project. In the case of Pasqua the entire community, on and off reserve, will see the impacts of a supported and enriched avenue to learn and engage with Saulteaux culture. A side benefit of such an organization would be the development of a model that could be used by other First Nations to organize and advance potential projects.

Membership will be solicited through a recruitment campaign that will highlight the goals of developing a language centre. Membership does not need to be an expensive endeavour, but it will require an investment, for the community to take ownership. From a simple theoretical calculation, if each member were to pay $10 a year for membership the community could potentially raise $17,700 a year that would be devoted to language programs. In return the community will be provided with well-funded language programs.

Applying for outside funding or allowing other First Nations to contribute or become members of the cooperative are other possibilities for raising funds. No matter how funds are generated community input is essential to making the community and the Centre think and operate independently of government support. This will make this project truly from and about the people of Pasqua.

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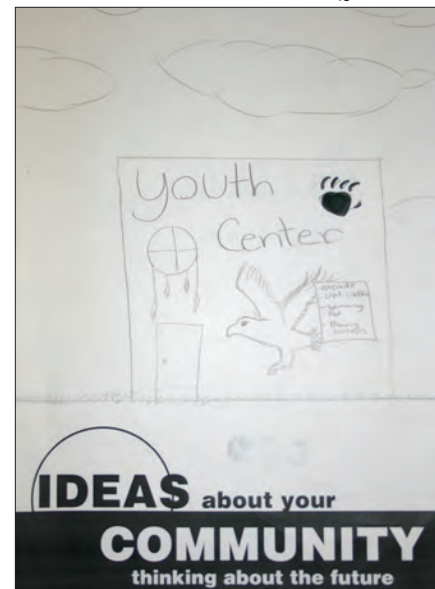
Action Area 5: Education

Developing and Delivering Programs

Once a membership base is established and the support of Chief and Council is secured, the appropriate steps to developing a Centre can begin. This will include site selection, design, developing programs and securing ongoing funding. Through community information sessions and workshops (similar to those of the planning process) the community will develop ideas about curriculum, programs, space and resources.

The overall scope of this project is large and ambitious. The Centre will take time, patience, leadership and community involvement to fully implement. There are, however, a number of elements that can begin immediately such as introductory courses and basic curriculum, Saulteaux language days, Elders story telling, language sharing craft and social gatherings, a Saulteaux newsletter and Saulteaux at Day Care and Head Start. This will demonstrate the benefits and positive impact that the Centre will have on the community. As the community begins to experience a greater sense of confidence and pride in their past, motivation will build to make such activities a permanent fixture of the Pasqua identity.
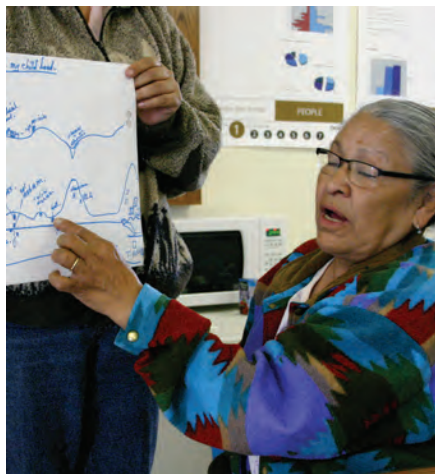
Connections to other Action Areas

HEALTH & WELLNESS
• Provides opportunity for Band Members to learn culture

SENSE OF BELONGING (COMMUNITY PRIDE)
• Builds pride in the community
• Provide members with the opportunity to learn about culture as part of a larger community
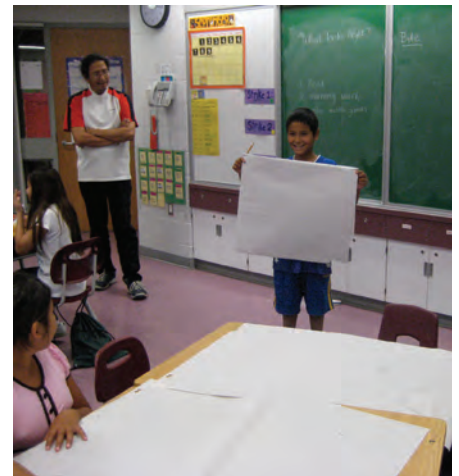• Creates a place to focus on successes (Learning Centre)

ENVIRONMENT, ECONOMICS & EMPLOYMENT
• Learning Centre will provide jobs within the community

HOUSING & INFRASTRUCTURE
• Creates permanent infrastructure

action areas

Glenbow Archives NA-4094-1

There are three distinct points of land in the valley: Asham's Point, Leaders Point and Antipay Point. Families use to live in the valley until Spanish Influenza hit Pasqua around 1918. A road along the lake use to connect all three points and extended east to Standing Buffalo and west to Muscowpetung. This road could easily be maintained to create a safe walking trail by the water.

Action Area 6: Recreation

Staying active and having fun are important parts of living a healthy life. Coming together for fun, rewarding and challenging recreational activities will support an environment of caring, sharing, trust and respect. It is through engaging recreational activities that people learn valuable lessons about teamwork and problem solving. These lessons will affect how the community operates and makes decisions while building important bonds.

This Action Area will:

Encourage healthy lifestyles.

A community member who is healthy in all senses of the word is an individual that will be willing to lend a hand and inspire others. Chief and Council have a large role to play in both leading by example and providing opportunities and activities that support healthy living.

Support more activities that celebrate Pasqua as a people.

Recreation is not simply being more active, it is about bringing people together to share, learn and have fun. Through strategic investments in items such as picnic tables, exercise equipment, or improved trail systems, the community can have the resources, infrastructure and events that foster an environment of coming together.

Heal the community by having fun together.

Having fun is essential to building a love and respect for the community. Life can prove to be full of challenges; that is why it is important for people to have an outlet that is healthy and supportive. Bringing the community together to socialize will build pride and self esteem as community members gain a renewed sense that they are not alone. Through adopting a positive attitude towards the community, its members and their challenges, Pasqua will become a place that other communities look to for help and advice. Not only is it the responsibility of Chief and Council to be the stewards of this change, it requires the entire community to participate and engage their neighbours and family in a supportive and healthy way. Change does not happen on its own, rather it requires everyone in the community and being positive and supportive is the first step to healing some of the deeply rooted challenges.

Projects Ideas

Project ideas were generated throughout the planning process. The list is a resource to draw from and is not meant as an exhaustive list. The ideas illustrate the types of projects that are possible in terms of addressing issues and achieving the Vision.

Physical Projects
- Recreation complex
- Indoor swimming pool
- Waterslides
- Ski hill
- Paint ball park
- Mini golf
- Horse racing track
- Arcade
- Golf course/driving range
- Amusement park
- Walking trail

Program and Policy Initiatives
- Talent show
- Extended hours at gym (for kids and adults)
- Sports teams (soccer, basketball, football)
- 4H club
- Sports teams (soccer, basketball, football)
- Extend hours of access to school
- More bingos

INDICATORS OF SUCCESS

In order to track progress and measure success in achieving the goals in this Action Area, key indicators have been chosen to monitor each year. Over time, the community will be able to see the difference these actions are making in addressing root causes and improving quality of life.

INDICATORS
1. Increased participation in sports and activities
2. Increased number of recreation activities on-reserve

action areas

Connections to Other Action Areas

HEALTH & WELLNESS
- Helps community connect with nature
- Increased recreation

SENSE OF BELONGING (COMMUNITY PRIDE)
- Builds pride in the community
- Provide members with the opportunity to experience their community
- Creates a community which is connected

ENVIRONMENT, ECONOMICS & EMPLOYMENT
- Provides employment through building trails
- Enhances community destinations
- Demonstrates community's respect for Mother Earth

EDUCATION
- Creates learning opportunities

HOUSING & INFRASTRUCTURE
- Creates permanent infrastructure within the community

Action Area 6: Recreation

Kick Start Project: Walking Trail

Summary (what)
There is a desire to create more recreational opportunities within Pasqua First Nation. Recreational amenities need to be available for all Band members to use and will represent the Band's commitment to community health. This system will also provide diverse recreational programs options for Band members. This trail system can be used throughout all four seasons and will be accessible for all ages and abilities.

Site
The community trail system will run throughout Pasqua First Nation. Within the community core it will connect the Band Office/Community Centre Complex to the Paskwa Pit Stop and the proposed designated Commercial Area. The trail system will run from the Band Office Community Centre, through the proposed residential area to the school. It will also connect all of the proposed residential areas north and south of the main road. The trail will also connect the Community Core to the proposed Pow wow grounds.

Significance (why)
A trail system will become a well-used permanent piece of infrastructure that the community can take pride in. Pasqua should be a community where people can engage in recreational activities which cater to all comfort levels. Trails can be used during all four seasons. Unlike many recreation programs, trails can be enjoyed with no financial cost for each member and can be constructed at a relatively low cost. These trails can also be used for many different types of activities such as walking, running and cycling.

A trail system allows people to participate in recreation while enjoying the local natural surroundings. There are many important natural areas within Pasqua First Nation and the creation of this trail system will allow Band members to spend more time outdoors enjoying the local environment.

Trails can also provide Band members with connections to important community destinations. For example, a trail to Asham's Point will allow Band members to visit this natural area and the proposed Pow wow grounds more easily.

Implementation (how)

The trails can be built as funding becomes available for construction. Each part of the trail can be assessed to see if paving a path is an appropriate option. Pasqua First Nation can continue to work with other trail champion groups such as Saskatchewan Trails and Trans Canada Trail to secure more funding, making this project a reality.

Lighting will be placed at significant points along the trail to ensure the paths are well-lit for trail users. As well, rest stops will be needed approximately every 100 m so that trail users can stop if needed.

- - - - - - - - Trail
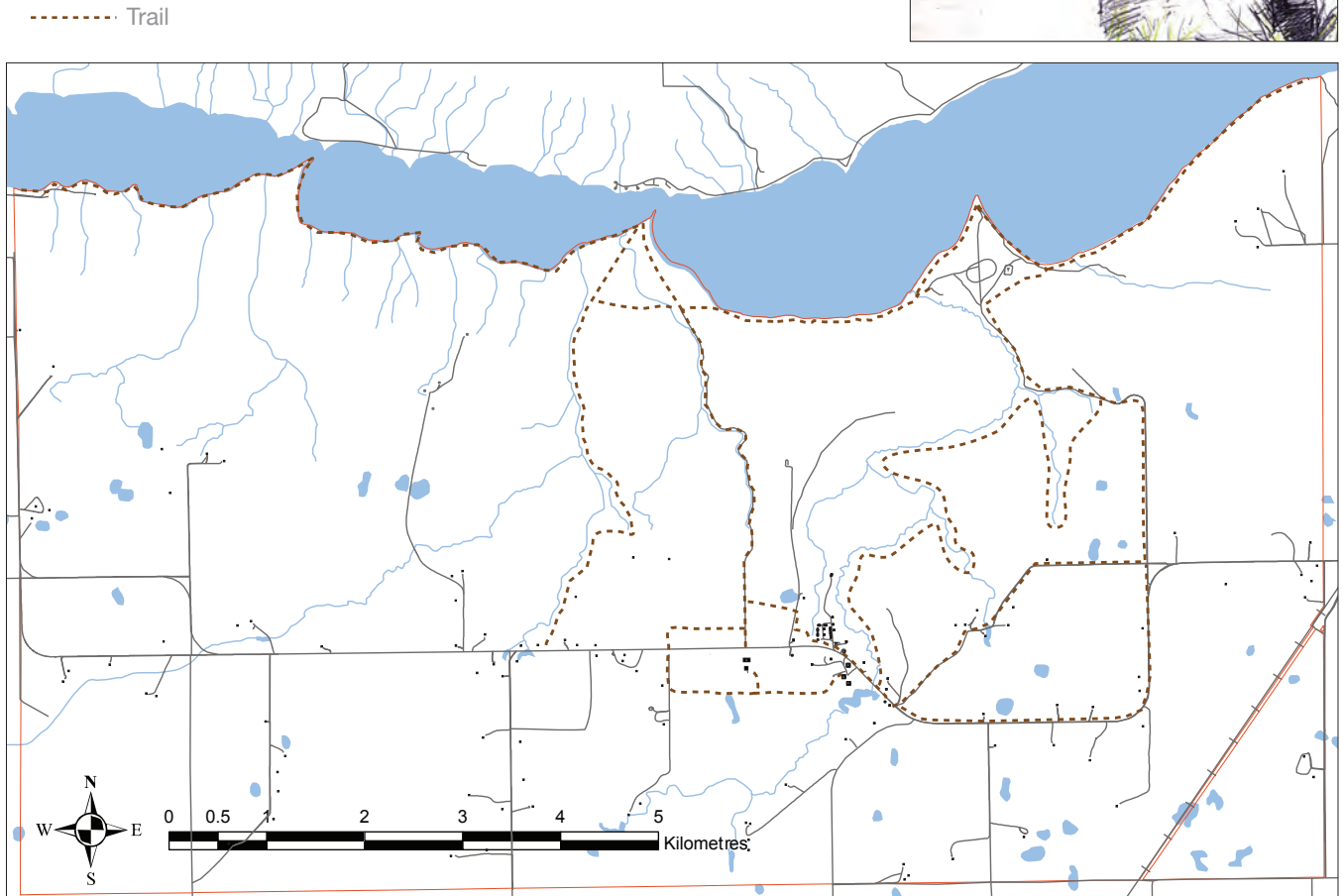
Monitoring

Ultimately the plan is not important as a report or a chronicle or even as a direction, but rather because it makes a difference, it touches people's lives every day. While a Community Plan establishes ambitions and determines a direction, it is also a tool for coordinating and tracking changes.

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

Regular monitoring highlights differences from year-to-year, reveals accomplishments and provides warning of needs that are not met. The indicators identified within each Action Area provide the basis for measuring progress. An annual check-up will gauge change and progress in two ways:

1. Accomplishments and Achieved Goals

This measurement relates to turning points associated with each Action Area. Yearly aerial photographs are suggested as a simple tool to quickly reveal the difference in the community's form and context over time.

2. Improved Quality of Life

Taking the community's pulse on an annual basis to reveal the change in its health over time. It is reasonable to use Action Areas as the basis for indicators of quality of life within the community. The current situation for each indicator is included in the Plan as a starting point; some baseline information still has to be established or gathered in order to measure change over time. In subsequent years, the change from this reference point will provide a clear measure of the ways the community is changing. The results can be compiled into an annual "State of the Community" report, distributed to members and discussed at an annual assembly.
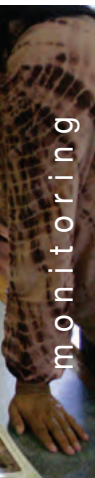
Indicators of Success

The indicators provide a simple and straightforward way to measure progress. Collected annually by the Planning Work Group and Program Managers, the changes from the current situation can be tracked year-to-year and allow the community to make adjustments to their priorities and strategies.

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

Since planning is ongoing, it is important to have regular updates and a sense of what progress has been made toward reaching the community's goals. After a few years of regular monitoring, the indicators and annual reports will paint a clear picture of what has been accomplished to date and will demonstrate the effect planning is having on the community. It also shows what work still needs to be done.

The Community Plan should be reviewed every five years or more. While the Vision remains unchanged, the Planning Work Group will lead the community in reassessing the Action Areas. Things to consider include: understanding new issues and strengths, learning from past successes and failures and setting targets and priorities for the next five years.

monitoring

Indicators of Success

In order to track progress and measure success in achieving the goals of the Action Areas, key indicators have been chosen. Over time, the community will be able to see the difference their actions are making in addressing root causes and improving quality of life.

Action Area	Indicator	Current Situation	2010	2011
Health & Wellness	Increased number of cultural and traditional community events			
	Decreased diabetes rates			
	Increased number of recreation opportunities on reserve			
Housing & Infrastructure	Reduced number of dollars spent on renovations and maintenance			
	Decreased vandalism incidents			
	Increased number of construction training on- and off-reserve			
Sense of Belonging	Increased number of community events			
	Increased happiness of members			

monitoring

Action Area	Indicator	Current Situation	2010	2011
Environment, Economics & Employment	Increased number of jobs on reserve			
	Increased number of training programs offered on reserve			
	Decreased economic leakage	*90% household income spent off-reserve*		
Education	Increased in high school and post secondary graduation rate			
	Increased literacy rates			
	Increased number of opportunities to learn about Pasqua First Nation culture			
Recreation	Increased participation in sports and activities			
	Increased number of recreation activities on-reserve			

monitoring

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Next Steps

The most common complaint about planning is that strategies and plans so often end up on shelves, collecting dust, having no real impact on the community. If embarking on a community planning process is seen as just another project in the community, once the document is complete, inevitably, it will be shelved and the project will be seen as done. The resulting question is always, "What do we do now?". Planning is never "finished" or "complete".

An effective Plan touches all aspects of the community. It affects everyone. It establishes how each person is made aware, involved and able to take a hand in shaping their community. It determines routines and guides efforts. Consequently, Pasqua will make every effort to inform and raise awareness of the community Plan and its content.

Pasqua should immediately determine how the Community Plan will be integrated into Band operations. This will ensure that the Plan becomes more than just another document on the shelf; it becomes a tool and an instrument to help direct action. The following three recommendations are integral first steps in integrating the Community Plan.

1. Rethink the Band Management Structure

The organizational structure needs to be aligned with the Action Areas. In this way, what the community is trying to do is tied to its structure. Change will happen because every department and every individual sees themselves working together.

- Ensure that the Band organization reflects the community's goals.
- Develop holistic management that encourages collaboration.
- Focus on community engagement in Band affairs and activities.

2. Reconsider Routines, Procedures and Regulations

The Community Plan, if taken seriously, will affect everything. It influences each decision, each day. Routines and regulations regarding how things are done, who does what, which records are kept, what houses are built, how they are allocated, which land is protected and where new development will go, the occasions as well as the places for community gathering, are all affected by the spirit and specific directions established in the Plan. Change requires the community to reconsider routines, procedures and regulations to reflect the community's Vision and Action Areas.
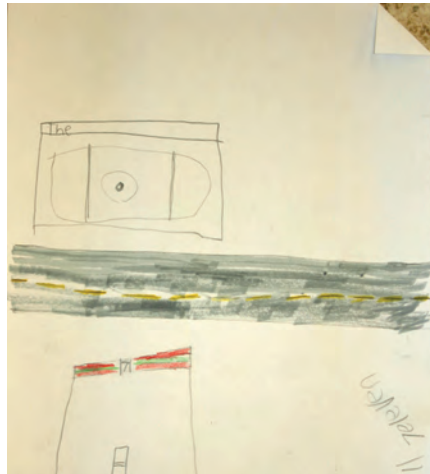
- Embed Plan in Operations Manual.
- Use the Plan to set priorities and develop annual budgets.
- Amend or develop acts, policies and codes to support the Plan.

3. Develop a Local Approach to Project Funding

To become self-sufficient and more importantly, to foster a sense of pride, the community must also look internally for resources in implementing its Plan. What human and natural resources does the community already have that can be used in implementing projects? What work can volunteers do? This approach to funding projects not only ensures community members will feel a sense of ownership in the development of their community, it also shows the outside world that the community is developing on its own terms, through its own action.

- Use human resources to build infrastructure, encourage volunteerism and see every project as an opportunity for building new skills.
- Cultivate local natural resources, explore export options and add value to all local products.
- Generate sustainable revenue sources locally.
- Identify opportunities for new revenue sources and develop strategies to gain access to additional sources of funding.
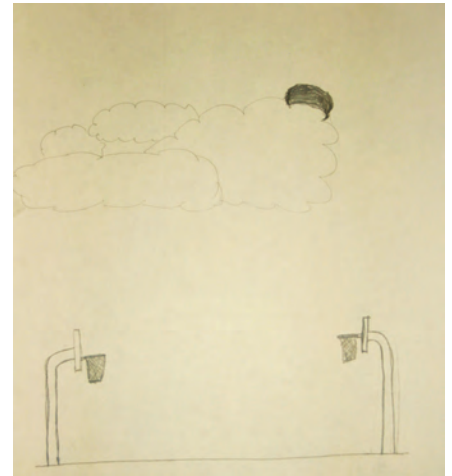
Final Note

Pasqua First Nation has come together over the past months to think about the community each person is part of and develop strategies to make a better place for themselves and future generations. Through this process, the community has developed a clear direction, a plan of action and an approach to change that is captured in this Community Plan. Pasqua will continue to build on the strengths of the people, faith in their vision and honour for traditions to begin to work with this new tool to shape their community long into the future.

Every person will be part of this new direction and every action taken is part of the change that the community envisioned together. Every person in this community plays a role in shaping the future and moving the community toward its dreams. Every step taken, big or small, will be a step toward Pasqua becoming a healthy progressive Nation.