



Parks
Canada

Parcs
Canada

Canada



L.M. Montgomery's Cavendish

National Historic Site of Canada

Management Plan

2023



2023

L.M. Montgomery's
Cavendish
National Historic Site of Canada

Green Gables Heritage
Place

Management Plan

© His Majesty the King in Right of Canada, represented
by the President & Chief Executive Officer of Parks Canada, 2023.

L.M. MONTGOMERY'S CAVENDISH NATIONAL HISTORIC SITE OF CANADA MANAGEMENT PLAN, 2023.

Paper: R64-608/2023
978-0-660-48440-2

PDF: R64-608/2023E-PDF
978-0-660-48438-9

Cette publication est aussi disponible en français.

Note to readers

The health and safety of visitors, employees and all Canadians are of the utmost importance. Parks Canada is following the advice and guidance of public health experts to limit the spread of COVID-19 while allowing Canadians to experience Canada's natural and cultural heritage.

Parks Canada acknowledges that the COVID-19 pandemic may have unforeseeable impacts on the *L.M. Montgomery's Cavendish National Historic Site of Canada Management Plan*. Parks Canada will inform Indigenous peoples, partners, stakeholders and the public of any such impacts through its annual implementation update on the implementation of this plan.

For more information about the management plan or about

L.M. MONTGOMERY'S CAVENDISH NATIONAL HISTORIC SITE OF CANADA :

Green Gables Heritage Place
2 Palmers Lane
Charlottetown, PE C1A 5V8

Tel: 902-963-7871
Email: greengables@pc.gc.ca
www.parkscanada.ca/lhn-nhs/pe/greengables

*Front cover image credits
top from left to right: Stephen DesRoches; Parks Canada/unknown; Stephen DesRoches
bottom: Scott Munn*

Foreword



As the steward of national historic sites, national parks and national marine conservation areas in Canada, Parks Canada is committed to protecting and restoring the ecological and commemorative integrity of protected heritage areas from coast to coast to coast.

We are committed to work with, learn from, and share leadership with Indigenous peoples and elders who have walked the land since time immemorial and who have made possible the creation of so many protected places.

We acknowledge and appreciate the key role neighbouring communities play in helping Parks Canada to fulfill its mandate, on behalf of Canadians, including many collaborations aimed at protecting ecological integrity and the provision of natural and cultural tourism related services for visitors to L.M. Montgomery's Cavendish National Historic Site.

We are proud to collaborate with Indigenous partners, local and regional residents and stakeholders, visitors past and present, and with interested people and parties from across the country.

Together, we strive to ensure heritage places in Canada are welcoming and include diverse voices and perspectives. We invite all Canadians to these sites to discover nature and connect with the rich and varied history in Canada.

As the key accountability documents for the management of heritage places, management plans are developed through extensive consultation. These plans articulate long-term visions, set strategic management directions and establish objectives for Parks Canada administered places.

I would like to thank everyone involved in the development of this management plan for their contributions and their commitment to the future of this special place. I am pleased to present the *L.M. Montgomery's Cavendish National Historic Site Management Plan*.

A handwritten signature in blue ink that reads "Ron Hallman". The signature is fluid and cursive.

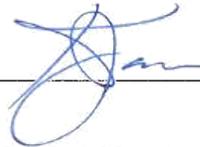
Ron Hallman
President & Chief Executive Officer
Parks Canada

Recommendations

Recommended by:



Andrew Campbell
*Senior Vice-President
Operations Directorate*



Karen Jans
*Superintendent
Prince Edward Island Field Unit*

Executive Summary

This management plan represents the first stand-alone management plan for L.M. Montgomery's Cavendish National Historic Site of Canada. Located approximately 40 kilometres northwest of Charlottetown, Prince Edward Island, the Historic Sites and Monuments Board of Canada designated place consists of two separate properties. The 2003 designation recognizes the significance of the places intimately associated with author Lucy Maud (L.M.) Montgomery's formative years, and early career. The eastern portion, the Site of L.M. Montgomery's Cavendish Home, is privately owned and operated. This management plan applies only to the western portion, Green Gables Heritage Place, which is owned and operated by Parks Canada and lies within the boundaries of Prince Edward National Park.

The built, cultural and natural landscape features of Green Gables Heritage Place are presented to visitors as they were described in *Anne of Green Gables* and its sequels. To visit the authentic farmstead that inspired L.M. Montgomery is a lifelong dream for many admirers of the author and her works. Prior to the COVID-19 pandemic, more than 200,000 visitors experienced the place annually, and visitation is gradually returning to pre-pandemic numbers as of the publication of this plan.

In the spirit of Reconciliation, Parks Canada acknowledges that the land on which L.M. Montgomery's Cavendish National Historic Site lies is unceded Mi'kmaq territory. Epekwitk (Prince Edward Island), is covered by the historic Treaties of Peace and Friendship. This plan was developed in partnership with the Mi'kmaq in Prince Edward Island, who have occupied this Island for over 12,000 years: past, present and future; and with the input and participation of site partners, key stakeholders and the Canadian public.

This management plan outlines an updated 15-year vision for Green Gables Heritage Place, and presents key strategies and objectives aimed at achieving the vision. As such, this management plan provides strategic guidance for management of the site and provides accountability to Canadians for the sites' management.

Three key strategies have been developed to guide the management of Green Gables Heritage Place for the next ten years:

Key Strategy 1: The Scope of Visitation

This key strategy provides direction related to meeting the needs of visitors and maintaining the condition of the site following recent significant investments. Objectives focus on maintaining cultural resources to support visitor experience and ensuring visitor experiences, infrastructure and facilities are varied and accessible. Additionally, this key strategy describes an objective and targets that will increase awareness of the unique identity of the place.

Key Strategy 2: The Pleasant Ache of Nature

This key strategy supports the protection of nature as an important part of the site's cultural landscape and the experience of visitors. Through increased understanding, maintenance and restoration, the natural environment will be protected and more greatly appreciated by visitors.

Key Strategy 3: Working with Kindred Spirits

This key strategy focuses on continued work with partners and stakeholders to promote the site and reach potential visitors with appropriate messaging. Objectives focus on collaboration with the Mi'kmaq in Prince Edward Island, cultural groups, tourism partners and locals.

Table of Contents

Foreword.....	iii
Recommendations	v
Executive Summary	vii
1.0 Introduction.....	1
2.0 Significance of L.M. Montgomery's Cavendish National Historic Site.....	1
3.0 Planning Context	4
4.0 Development of the Management Plan	6
5.0 Vision	7
6.0 Key Strategies.....	7
7.0 Summary of Strategic Environmental Assessment.....	10
 Maps	
Map 1. L.M. Montgomery's Cavendish National Historic Site Designated Place.....	3
Map 2. Prince Edward Island National Park Western Sector Zoning as it applies to Green Gables Heritage Place.....	4
Map 3. Regional setting	6

1.0 Introduction

Parks Canada administers one of the finest and most extensive systems of protected natural and historic places in the world. Parks Canada's mandate is to protect and present these places for the benefit and enjoyment of current and future generations. Future-oriented, strategic management of each national historic site, national park, national marine conservation area and heritage canal administered by Parks Canada supports its vision:

Canada's treasured natural and historic places will be a living legacy, connecting hearts and minds to a stronger, deeper understanding of the very essence of Canada.

The *Parks Canada Agency Act* requires Parks Canada to prepare a management plan for national historic sites administered by Parks Canada. The *L.M. Montgomery's Cavendish National Historic Site of Canada Management Plan*, once approved by the President & Chief Executive Officer of Parks Canada, ensures Parks Canada's accountability to Canadians, outlining how historic site management will achieve measurable results in support of its mandate.

Indigenous peoples, the Mi'kmaq, stakeholders, partners and the Canadian public were involved in the preparation of the management plan, helping to shape the future direction of the national historic site. The plan sets clear, strategic direction for the management and operation of L.M. Montgomery's Cavendish National Historic Site by articulating a vision, key strategies and objectives. Parks Canada will report annually on progress toward achieving the plan objectives and will review the plan every ten years or sooner if required.

This plan is not an end in and of itself. Parks Canada will maintain an open dialogue on the implementation of the management plan, to ensure that it remains relevant and meaningful. The plan will serve as the focus for ongoing engagement and, where appropriate, consultation, on the management of L.M. Montgomery's Cavendish National Historic Site in years to come.

2.0 Significance of L.M. Montgomery's Cavendish National Historic Site

L.M. Montgomery's Cavendish National Historic Site was designated by the Historic Sites and Monuments Board of Canada in 2003. The designation recognizes the significance of the places intimately associated with author Lucy Maud (L.M.) Montgomery's formative years and early career. The cultural landscape of L.M. Montgomery's Cavendish National Historic Site establishes Montgomery in time and place in her world of Cavendish. The place commemorates the natural surroundings and circumstances in her life which influenced the setting and story of her most famous novel, *Anne of Green Gables*, and other early literary works. L.M. Montgomery was recognized by the Historic Sites and Monuments Board as a person of National Significance in 1943 for her enduring contributions to Canadian literature.

The national historic site is made up of two separate properties (Map 1). The eastern portion, the Site of L.M. Montgomery's Cavendish Home, is privately owned and operated. The western portion, Green Gables Heritage Place, lies within the boundaries of Prince Edward Island National Park and is administered by Parks Canada (Map 2) and is the focus of this management plan. The two properties are separated by Route 13 and connected through the Haunted Wood Trail and Montgomery Park. Together, the two parts of the national historic site serve as anchors for the L.M. Montgomery and Anne tourism offer on Prince Edward Island. For more than one hundred years since *Anne of Green Gables* was written and published (1908), the cultural landscape of Cavendish continues to draw visitors from around the world to experience this unique blend of L.M. Montgomery's life and her creative descriptions of the area.

Green Gables has become famous the world over as the inspiration for the setting in L.M. Montgomery's classic fictional tale *Anne of Green Gables*. In real life, the Green Gables farm was settled in 1831 by David

Macneill Sr. and became the home of David Jr. and Margaret Macneill, who were cousins of Montgomery's grandfather. Although L.M. Montgomery never lived in Green Gables House, she grew up nearby with her grandparents, at the Site of L.M. Montgomery's Cavendish Home (often referred to as the "Macneill Homestead"), and she came to know the farm (now referred to as "Green Gables Farm") through her explorations of the surrounding woodlands, naming places such as the Haunted Wood and Lover's Lane.

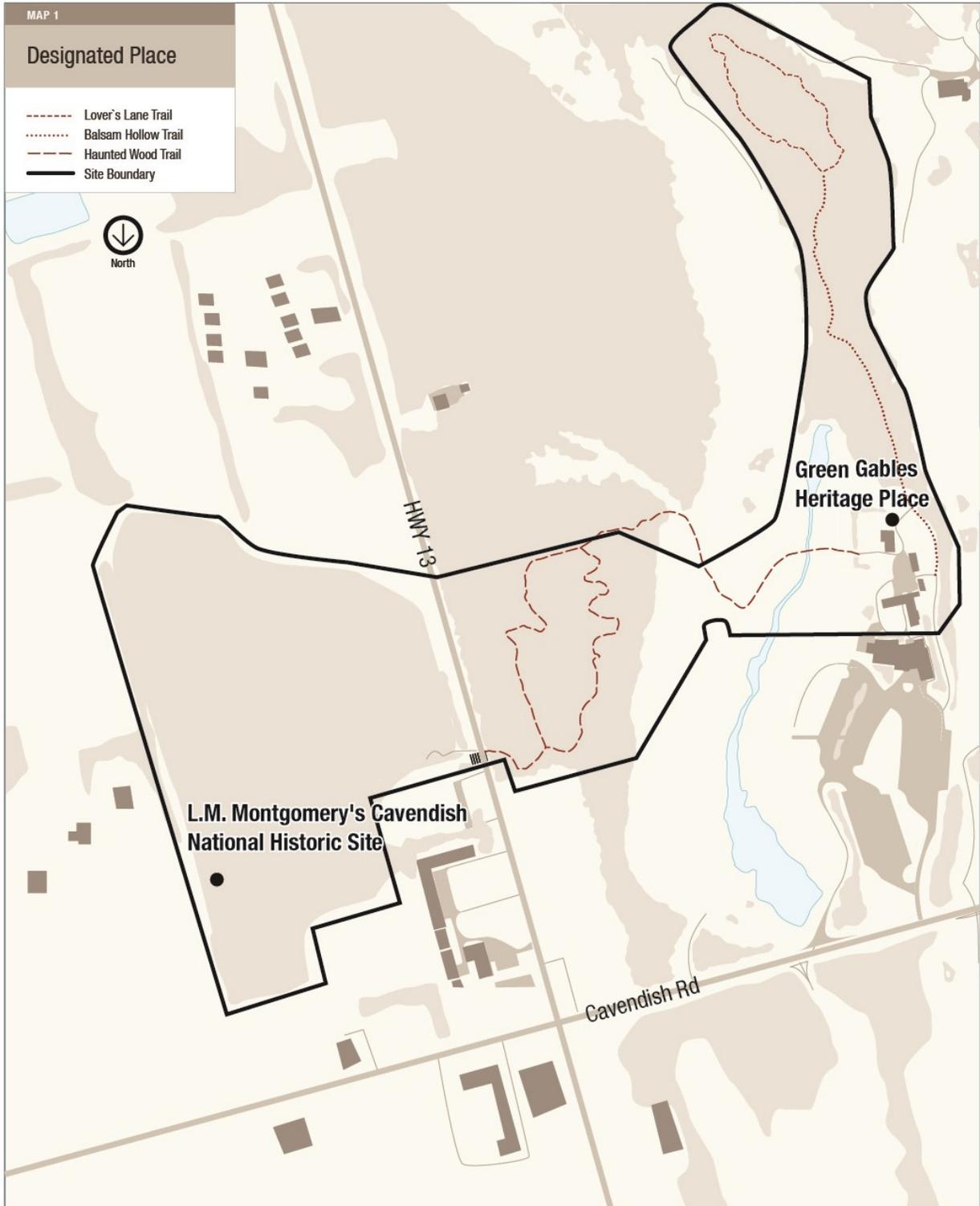
Soon after *Anne of Green Gables* was published, visitors were drawn to Cavendish in search of Green Gables and other beloved settings and characters from the novel and its sequels. The scenery of rolling farm fields and wooded paths were dear to L.M. Montgomery and continue to hold special meaning for generations of her admirers.

The national historic site commemorates both the fictional landscape of creative imagination and the perseverance and achievement of the author. The elements of protection, authenticity and national significance separate L.M. Montgomery's Cavendish National Historic Site from other places that market or promote L.M. Montgomery and *Anne of Green Gables*. The plaque commemorating L.M. Montgomery as a person of national historic significance is located in front of the visitor centre at Green Gables Heritage Place. The plaque commemorating the national historic site is located on the property of the Site of L.M. Montgomery's Cavendish Home.

Green Gables Heritage Place includes cultural resources that are central to the commemorative integrity of the national historic site. These cultural resources include Green Gables House and the surrounding farmyard and woodlands, including Lover's Lane, Balsam Hollow and the Haunted Wood. The designations of the national historic site and L.M. Montgomery as a person of national historic significance underscore that Green Gables Heritage Place is a cultural landscape of literary and historic significance for Canadians to appreciate.

The focus of the strategies in this management plan is Parks Canada's Green Gables Heritage Place. Green Gables Heritage Place offers experiences to visitors that increase understanding of L.M. Montgomery and allow for engagement with the beloved fictional characters. The site also includes a new (2019) visitor centre that presents exhibits on L.M. Montgomery, her inspiration from the landscape and way of life in Cavendish, the worldwide love for *Anne of Green Gables*, and key themes from the novels: imagination, belonging, beauty, friendship, home, and freedom.

Map 1: L.M. Montgomery's Cavendish National Historic Site Designated Place



Map 2: Prince Edward Island National Park Western Sector Zoning as it applies to Green Gables Heritage Place.



3.0 Planning Context

Located on the picturesque north shore of Prince Edward Island, approximately 40 kilometres northwest of Charlottetown (population 40,500), Green Gables Heritage Place (the site) is a top tourism attraction on Prince Edward Island (Map 3). Despite land-use changes and the development of tourism opportunities in the surrounding Resort Municipality, the area retains much of its former character. The Cavendish region is a pleasant, rolling, rural-agricultural landscape that resonates with and brings joy to admirers of L.M. Montgomery and her writing, as well as to other visitors who come to experience Green Gables Heritage Place, Prince Edward Island National Park, and the north shore of Prince Edward Island.

Green Gables Heritage Place was acquired by Parks Canada in 1936 to become part of the new Prince Edward Island National Park, established in 1937, so, in addition to forming part of the national historic site, Green Gables Heritage Place is also located within the boundaries of the national park. The national park lands surrounding the site, on the south side of Cavendish Road (Route 6), include the Green Gables Golf Course, which was established in 1939-40 on former farm fields.

As part of the national park, management direction¹ for Green Gables Heritage Place was previously included in the park's management plans (1998 and 2007). Since L.M. Montgomery's Cavendish National Historic Site was designated in 2003 and considering the high profile of Green Gables Heritage Place, it was recommended in the 2007 *Prince Edward Island National Park Management Plan* that the management direction for the site be addressed in its own plan. This is Parks Canada's first management plan for Green Gables Heritage Place.

The site is presented to the public in relation to its built and natural landscape features that inspired L.M. Montgomery and are creatively described in *Anne of Green Gables* and its sequels. To visit the authentic farmstead that inspired the setting of the novel is a lifelong dream for many admirers of L.M. Montgomery and her novels. Operational dates for the site are May 1-October 31, with by-appointment bookings available between April 15-30 and November 1-30. Daytime programming held in July and August is typically well attended. Since 2013, visitation at Green Gables Heritage Place has trended up, to over 210,000 visitors during the visitor season in 2019, a 65% increase. Impacts of the COVID-19 pandemic continue to affect visitation, from a low of ~8,700 visitors in 2020, increasing to just over 30,000 in 2021 and a gradual return to pre-pandemic numbers with just over 150,000 in 2022.

Prior to the completion of this management plan, the site benefitted from major infrastructure investments, totalling over \$11 million from 2015-2020, with a new visitor centre opened in 2019. Improvements include the construction of a state-of-the-art visitor centre with new washrooms, gift shop and exhibit hall; a new food service area; upgrades to Green Gables House, including improvements for barrier-free accessibility on the first floor; improvements to trails and bridges; and upgrades to the parking lot (Map 3).

Consistent with the previous management direction (included in the 2007 management plan for Prince Edward Island National Park), these investments allow Green Gables Heritage Place to accommodate more visitors and better convey the significance of this setting to L.M. Montgomery and her works of fiction. The investments also improved the condition of facilities at the site, such as trails and bridges, which were rated to be in fair condition in 2018. The previous plan committed to completing the site's Commemorative Integrity Statement, which was completed in 2012, and to the preparation of this stand-alone plan. This plan builds on the initial stages of management planning: the 2018 State of the Site Assessment and the scoping exercise completed in 2019. Key issues and opportunities identified during the development of this plan included maintaining the authenticity of the site, including managing impacts of the surrounding golf course; high visitor expectations and needs to maintain assets and landscape features; strengthening the unique identity of Green Gables Heritage Place as an authentic cultural site of national significance; and opportunities to raise awareness about Mi'kmaw people and culture.

In addition to Parks Canada's upgrades at Green Gables Heritage Place, neighbouring operations have also made changes. For example, in 2019 the Resort Municipality completed a project to create Montgomery Park located on Route 13 adjacent to both Green Gables Heritage Place and the Site of L.M. Montgomery's Cavendish Home. The park includes a statue of L.M. Montgomery, interpretive panels, a walking trail, picnic facilities, playground equipment and washrooms.

As a high-profile attraction on Prince Edward Island, and one of several operations in the Cavendish area that use names related to L.M. Montgomery, Anne and Green Gables, Green Gables Heritage Place works in close collaboration with a number of tourism partners and stakeholders. These include the Site of L.M. Montgomery's Cavendish Home, the Montgomery Park Committee, Tourism Cavendish Beach, Central Coastal Tourism Partnership, Tourism Industry Association of Prince Edward Island, the Anne Round Table, and the cruise ship and motor coach industries. For many years, Parks Canada and the Mi'kmaw First Nations on Prince Edward Island have built a positive and cooperative relationship by working in partnership toward shared goals. The groups collaborate on many types of joint projects; this work is often coordinated by L'nuey, the Mi'kmaw-rights initiative, which is owned and directed by

¹ National Park management plans guide land uses within the administered place through "zoning" and therefore any zoning that applies to the National Historic Site will be reflected in the most recent *Prince Edward Island National Park Management Plan*.

Lennox Island First Nation and Abegweit First Nation. Parks Canada collaborates with the L.M. Montgomery Institute of the University of Prince Edward Island to advance their shared priorities in commemorating the life and stories of L.M. Montgomery.

Map 3: Regional setting



4.0 Development of the Management Plan

Parks Canada staff sought input and ideas to help shape the new L.M. Montgomery's Cavendish National Historic Site Management Plan to ensure that it is based on a shared vision that reflects the priorities of Parks Canada, Indigenous communities, partners and stakeholders, and the general public.

A state of the site assessment was completed in 2018 and a scoping process was completed in 2019.

In early 2020, a newsletter that proposed preliminary vision elements and strategic direction for the management plan was shared with L'nuey, elected officials and key stakeholders for their feedback. Field unit staff were engaged on the preliminary plan concepts and a youth engagement workshop at University of Prince Edward Island was held. Plans for public engagement were placed temporarily on hold between March 2020 and January 2021 due to the COVID-19 pandemic. In spring 2022, various traditional and web-enhanced methods were used to promote and engage the public on the draft management plan. Thirteen virtual meetings were held with L'nuey and key stakeholders, as well as sessions open to the general public (English and French) to review the draft management plan. Constructive feedback was

incorporated into the plan, leading to the addition of several new objectives and targets. The final draft was reviewed by L'neuy before the completion of this plan.

5.0 Vision

As a deeply meaningful, inspiring destination for diverse visitors from across the country and around the world, Green Gables Heritage Place celebrates its status as a protected heritage place and presents L.M. Montgomery's life and literary works. Green Gables House and the surrounding gardens, yard, recreated farm buildings and forest trails represent the authentic place of L.M. Montgomery's inspiration.

In 15 years, Green Gables Heritage Place continues to reflect the spirit of L.M. Montgomery's Cavendish and provide immersive experiences for visitors to appreciate the achievements of L.M. Montgomery as a person of national historic significance. Visitors soak in the landscape and lifestyle that inspired the author, enjoying the setting of her novels. Green Gables Heritage Place embodies the essence of Prince Edward Island, and the site fosters understanding and appreciation of historical and contemporary cultures of the Mi'kmaq, settlers and new Canadians.

The site offers innovative programming that brings to life the places, stories and characters of Anne of Green Gables and L.M. Montgomery's other works. The cultural landscape, house, farm buildings, visitor centre and interpretation programs continue to meet the high expectations of visitors, stakeholders, and partners. Whether visiting the site in-person or exploring the site through on-line experiences, visitors from a wide range of identities, interests and abilities will continue to enjoy learning about L.M. Montgomery and her fictional heroine, Anne.

Green Gables Heritage Place is recognized as an integral part of the province's tourism offer related to L.M. Montgomery and Anne of Green Gables. Through ongoing cooperation and collaboration, Parks Canada and its partners work together to share Green Gables Heritage Place and its rich history with residents and visitors from throughout Canada and the world.

6.0 Key Strategies

The ten-year strategic priorities for Green Gables Heritage Place (the site) will be achieved through a management framework consisting of three key strategies. The strategies focus on the areas of visitor experience and cultural resource protection, the beauty of nature, and working with partners and stakeholders. The strategies have associated objectives and targets that support Parks Canada in achieving its vision for the site. The strategies are also supported by ongoing federal and departmental policies, programs, and commitments that provide direction on overarching issues such as sustainable development and operations.

Key Strategy 1: The Scope of Visitation

This strategy provides direction related to meeting the needs of visitors and maintaining the condition of the site following significant investments from 2015 to 2020.

From the outset of *Anne of Green Gables*, L.M. Montgomery's character Anne frequently concerns herself with "the scope of imagination" offered by different settings and circumstances. A focus of this management plan is "the scope of visitation," or how the condition of the site's resources and facilities support excellent experiences for visitors. An integral part of the site's setting and the experiences of visitors is the protection and presentation of authentic cultural resources such as Lover's Lane and Green Gables House. Surrounding features such as the trails, farmyard and gardens contribute greatly to visitors' appreciation of the site. An upgraded visitor experience that appeals to a diversity of visitors will

highlight the unique and significant offerings at this special place. Through ongoing signage improvements, the site is making progress with refining its identity, explaining the relationship between Green Gables Heritage Place and L.M. Montgomery's Cavendish National Historic Site, and distinguishing Green Gables Heritage Place from the national park, the Site of L.M. Montgomery's Cavendish Home, and other destinations.

Having completed significant upgrades in 2020, including the new visitor centre, Green Gables Heritage Place is in a strong position to meet targets for visitor satisfaction. However, opportunities exist to expand certain markets and the trend of increasing visitation needs to be considered. There are also opportunities to improve universal accessibility at the site, and Green Gables Heritage Place will continue to collaborate with stakeholders toward that goal.

Objective 1.1: Cultural resources are maintained to support existing and new visitor experiences, programs and events.

Targets

- By 2028, the availability of information related to the site of the school attended by L.M. Montgomery (near Route 13, along the Haunted Wood Trail) will be increased.
- By 2033, Green Gables House will be maintained in good condition.
- By 2033, the condition of the cultural landscape will improve from fair to good.
- By 2033, as a valued supporting element for Green Gables House and the farmyard, maintenance and interpretation of the house's garden will be improved.

Objective 1.2: Visitors with a wide range of interests and abilities can choose from an updated selection of visitor experiences, especially during peak visitation periods.

Targets

- By 2028, visitor satisfaction with the availability of activities has improved from fair to good.
- By 2028, visitor flow during peak periods is managed such that satisfaction is maintained at greater than 90%.

Objective 1.3: Infrastructure and facilities are maintained to support existing and new visitor experiences, programs and events.

Targets

- By 2028, barrier-free access for visitors with mobility challenges and other disabilities has improved.
- By 2033, satisfaction with the condition of facilities is maintained at greater than 90%.

Objective 1.4: Through education and outreach, awareness of the unique identity of Green Gables Heritage Place is increased.

Targets

- By 2028, a position statement describing the unique aspects of the site is completed and shared in outreach and promotional products.
- By 2028, the availability of outreach or promotional products has increased, including products that clarify the site's authenticity and national significance.
- By 2028 Green Gables Heritage Place has an increased social media presence.
- By 2033, off-site opportunities to experience Green Gables Heritage Place has increased through outreach and improved digital technologies.

Key Strategy 2: The Pleasant Ache of Nature

L.M. Montgomery had a deep love of nature. Her appreciation of natural beauty is reflected in her careful and detailed descriptions of the places she loved, which permeate everything she wrote, from novels and poetry to journal entries and letters. The evocative descriptions of nature in *Anne of Green Gables* draw

people to cherish the story, and to seek out the landscapes she loved by coming to experience Green Gables Heritage Place.

In *Anne of Green Gables*, the sights, sounds and smells of these special places affect the character Anne so deeply that L.M. Montgomery describes it as “*a pleasant ache*.” In that spirit, this key strategy supports the protection of nature as an important part of the site’s cultural landscape and the experiences of visitors. Visitor feedback indicates that the trails, grounds and gardens are a significant part of what visitors enjoy about their experiences at the site. This echoes the sentiments of L.M. Montgomery, who had a lifelong connection to Lover’s Lane. Parks Canada will share this love of nature through expanded interpretation of the natural spaces at Green Gables.

Management of the site (including natural resources, cultural resources and visitor experience) will consider the potential for increasingly frequent and severe storm events and other impacts of climate change. The proximity of the golf course could affect experiences at the site. To support the sense of place at Green Gables Heritage Place, Parks Canada will continue to work closely with the operator of the golf course and mitigate any impacts to visitor experience of the site. At Green Gables Heritage Place, ecological integrity of the site’s forests and brook will be balanced with aesthetic needs that support the natural beauty and commemorative integrity of the site.

Objective 2.1: The natural environment, an integral part of the cultural landscape and visitor experience, is protected.

Targets

- By 2028, the presence and use of suitable habitat for species-at-risk will be assessed and sufficiently understood to support necessary measures to maintain or improve available habitat and connectivity.
- By 2033, through continued maintenance and restoration activities, the condition of the forest and brook will be maintained, considering both natural beauty and ecosystem conservation.

Objective 2.2: The natural and cultural landscapes at Green Gables Heritage Place are more fully appreciated.

Targets

- Over the life of this plan, participation in outdoor visitor experiences at the site shows an increasing trend from 2023 baseline.
- Over the life of this plan, understanding and appreciation of the natural and cultural landscapes is increased through interpretive experiences and media.

Key Strategy 3: Working with Kindred Spirits

L.M. Montgomery’s character, Anne, was passionate about “*bosom friends*” and “*kindred spirits*.” The themes of friendship and belonging are central to the popularity of L.M. Montgomery’s *Anne of Green Gables*.

The focus of this strategy is Parks Canada’s continued work with partners and stakeholders as a means of promoting the site and reaching potential visitors with appropriate messaging. Given the importance of L.M. Montgomery and Anne to tourism on Prince Edward Island; the extent to which names related to Anne and Green Gables are used; and the international interest in L.M. Montgomery, Anne and Green Gables Heritage Place, it is important for Parks Canada to continue working with “kindred spirits”: partners and stakeholders that share interests in literary, cultural and nature-based tourism. Parks Canada will continue working with partners and stakeholders to promote the site, and to ensure that Parks Canada’s messages related to L.M. Montgomery and Green Gables Heritage Place are effectively communicated to target audiences in a consistent manner.

Parks Canada is committed to engaging with Indigenous and marginalized communities to tell their stories. Partnerships will establish linkages between the site and new communities, yielding new visitor

experiences that share more inclusive histories and seek to advance reconciliation. There is a need to engage island residents more to increase the relevance of the site to them. There is also an opportunity to reach out to more international audiences due to the popularity of the novel with people from around the world.

Objective 3.1: Through ongoing promotion and collaboration with partners, Green Gables Heritage Place is recognized as a place of authentic cultural tourism experience on Prince Edward Island.

Targets

- By 2028, relationships with representatives of international markets will be established or strengthened.
- By 2028, the needs of key tourism providers, such as cruise and motor coach tours, will be better understood.
- Through 2033, Parks Canada continues to collaborate with partners and stakeholders involved with tourism related to L.M. Montgomery and *Anne of Green Gables*.

Objective 3.2: Island residents feel welcomed to the site and inspired to visit as a result of innovative programming, activities, and special events.

Targets

- By 2033, the number of third-party bookings of the site's facilities has increased.
- By 2033, the number of island residents visiting the site increases from 2018 baseline.

Objective 3.3: The relationship between the Prince Edward Island Field Unit and the Prince Edward Island Mi'kmaw First Nations remains strong.

Targets

- Through 2033, the number of opportunities at the site to engage visitors in learning about and connecting to Mi'kmaw perspectives, history and culture will increase.
- Opportunities for economic benefit for the Mi'kmaq related to the site are explored and pursued over the life of this plan.

Objective 3.4: Collaborations with organizations that represent cultures not currently presented at the site (e.g., Acadian, BIPOC) are strengthened, and new narratives, perspectives and voices are shared with visitors.

Target

- Through 2033, the number of opportunities at the site to engage visitors in learning about and connecting to a diversity of cultures will increase.

7.0 Summary of Strategic Environmental Assessment

The purpose of a strategic environmental assessment is to incorporate environmental considerations into the development of public policies, plans, and program proposals, to support environmentally sound decision-making.

Many positive effects will occur as a result of the implementation of the plan, for example ensuring the commemorative integrity of the site, including maintaining the condition of cultural resources and assets. In addition, positive effects will result from the maintenance and restoration of the forest and brook. The plan also identifies actions to better understand the presence and use of habitat for species at risk. This is important because the site contains suitable habitat for migratory birds, and potentially for several bird and bat species listed under the federal *Species at Risk Act*. Potential bird species include bank swallow, Canada warbler, olive-sided flycatcher, common nighthawk, and bobolink; potential bat species include

little brown myotis and northern myotis. Surveys for species at risk have not been conducted in recent years, but nesting bobolink have been documented at the site in the past. Suitable habitat includes natural habitat such as grasses, shrubs and trees as well as old buildings on the site for some species. Opportunities to minimize impact from the adjacent golf course will also be identified and implemented. The management plan will help connect Canadians with nature, contributing to the implementation of the *Federal Sustainable Development Strategy*.

Objectives and targets identified in the management plan that could potentially result in negative environmental effects include increased visitation and special events, infrastructure repairs, and site maintenance activities. Increased visitation and special events could impact the integrity of cultural resources over time. They may also result in disturbance or harm to nesting birds, including migratory birds and, potentially, species at risk. Depending on the nature of infrastructure repairs and maintenance activities, possible adverse effects could include damage to cultural resources; vegetation damage; alteration of wildlife habitat; and disturbance or harm to nesting birds, including migratory birds and, potentially, species at risk. However, these effects can be minimized by following existing guidelines, including the *Standards and Guidelines for the Conservation of Historic Places in Canada*; conducting project-level impact assessments and including species-specific mitigations as appropriate; and complying with the requirements of the *Species at Risk Act*, *Migratory Birds Convention Act* and relevant Parks Canada policy and guidance. Operations at the site are required to mitigate impacts on climate according to greening government requirements in support of the *Federal Sustainable Development Strategy*.

Comments from Indigenous partners, stakeholders and the public were incorporated into the strategic environmental assessment and management plan as appropriate.

There are no important negative environmental effects anticipated from the implementation of the management plan. Individual projects at the site will be evaluated separately under the *Impact Assessment Act*, or successor legislation, as necessary.