

# Grand-Pré

National Historic Site of Canada

## Management Plan

2012



WINTER 2012

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National Historic Site of Canada

## Management Plan

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## Foreword



Canada's national historic sites, national parks and national marine conservation areas are part of a century-strong Parks Canada network which provides Canadians and visitors from around the world with unique opportunities to experience and embrace our wonderful country.

From our smallest national park to our most visited national historic site to our largest national marine conservation area, each of Canada's treasured places offers many opportunities to enjoy Canada's historic and natural heritage. These places serve as sources of inspiration, relaxation, learning and discovery. They represent the very best that Canada has to offer, and it is through these special places that we are all deeply connected to what it means to be Canadian.

Having been entrusted with this important legacy for over a hundred years, we reflect upon the steady growth of the Parks Canada network of protected areas as we continue to expand it. As we plan for the years to come, we can encourage lasting connections to our heritage and promote our protected places to be enjoyed in ways that leave them unimpaired for present and future generations.

We see a future in which these special places will further Canadians' appreciation, understanding and enjoyment of Canada, the economic well-being of communities, and the vitality of our society.

Our Government's vision is to build a culture of heritage conservation in Canada by offering Canadians exceptional opportunities to build personal connections with our natural and cultural heritage.

These values form the foundation of the new management plan for Grand-Pré National Historic Site of Canada. I offer my appreciation to the many thoughtful Canadians who helped to develop this plan, particularly to our dedicated team from Parks Canada, and to all those local organizations and individuals who have demonstrated their good will, hard work, spirit of co-operation and extraordinary sense of stewardship.

In this same spirit of partnership and responsibility, I am pleased to approve the Grand-Pré National Historic Site of Canada Management Plan.

Peter Kent  
*Minister of the Environment and  
Minister responsible for Parks Canada*



## Recommendations

*Recommended by:*

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Alan Latourelle  
*Chief Executive Officer*  
*Parks Canada*

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Robert Sheldon  
*Field Unit Superintendent*  
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*Parks Canada*



## Executive Summary

This plan replaces the management plan tabled in parliament for Grand-Pré National Historic Site of Canada<sup>1</sup> in April 2001 and reflects the direction provided by the *Parks Canada Guide to Management Planning* (2008). This new management plan provides an integrated approach to implementing Parks Canada's mandate for protecting heritage resources, facilitating opportunities for visitor experience, and fostering public appreciation and understanding of Parks Canada's heritage places.

During the process to update the management plan for Grand-Pré NHSC, Parks Canada consulted with the Mi'kmaq of Nova Scotia, the public, partners and stakeholders to identify the challenges facing the national historic site, to work towards refining a vision for the site and to identify opportunities that would assist the Agency in meeting its mandate. A State of the Site Report (SoSR) for Grand-Pré NHSC was completed in 2009 and identified the major management issues and challenges for the site. The following are the key issues and challenges which are addressed in this management plan:

- significant decline in visitation;
- elements of visitor experience such as trip planning, on-site communication of messages, and way finding;
- limited public outreach education activities;
- maintenance of the administered place since the acquisition of additional properties that include significant cultural resources;
- need to increase programming and interpretation of, and sense of connection with, the archaeological remains of the 17<sup>th</sup>- and 18<sup>th</sup>-century Acadian settlement;
- increasing disconnect from local residents; and

- contribution to a possible UNESCO World Heritage designation.

Parks Canada will work to strengthen existing collaborative relationships with the Mi'kmaq of Nova Scotia and undertake projects of mutual interest. Parks Canada will work with representatives of Mi'kmaq communities in Nova Scotia to identify opportunities for Mi'kmaq involvement within advisory committees.

Presented in this plan is a vision for Grand-Pré NHSC that is expected to guide the national historic site into the next 10 to 15 years. Three key strategies support achieving this vision. Each of these strategies and associated objectives, targets and action items address the issues identified in the 2009 Grand-Pré State of the Site Report (SoSR). Two area-specific strategies for the "Triangular Property" and the "Fields" and the "Commemorative Gardens" are also presented in this plan.

Parks Canada remains committed to facilitating opportunities for visitors to experience the site, partner and stakeholder engagement and cultural resource protection, however the strategic directions in this plan focus on areas that are new. The following are the three key strategies developed for this management plan:

### **KEY STRATEGY 1: FROM SETTLING THE MARSHLANDS TO FEELING THE "HEART OF ACADIE"**

The main objective of this key strategy is to enhance the visitor's experience through direct contact with the remains from the past, and interaction with the services and activities of the present site. The intent of this key strategy

<sup>1</sup> Within this plan, Grand-Pré National Historic Site of Canada will be referred to as Grand-Pré NHSC.



is to expand on the experiences available to reach out to a broader audience in ways that stimulate personal connections. The site as a whole will require attention to identify the areas and themes that can offer new opportunities without significant investments in infrastructure. This will be accomplished in collaboration with partners and stakeholders through an increased understanding and identification of the site's markets, and developing opportunities for experiences based on the interests and needs of market segments.

The archaeological remains of the Acadian settlement will be understood, preserved and presented in a way that allows visitors to get a glimpse of the village, the distribution of houses, the roads, and the activities that took place. The Deportation will remain an important element of the site's interpretation, but greater efforts will be invested in presenting life in the Acadian settlement of Grand-Pré before 1755 and the cultural resources that speak to it. This work will be possible in part by building partnering opportunities with universities in Nova Scotia and New Brunswick to research and interpret the resources at Grand-Pré NHSC. Visitors will be able to reflect on the site's meaning, to contemplate its rural setting, and to connect with that setting, for leisure and learning.

The foundation of this key strategy is an understanding of visitors' interests. This information is used to develop new products that will provide the means to connect Canadians with the site's stories and cultural resources on the website, attract more local visitors, promote the site to broader audiences and newly identified markets, develop new products, market the site's offer, encourage repeat visitation and thereby address declining visitation.

#### **KEY STRATEGY 2: SHARED STEWARDSHIP THROUGH PARTNERING OPPORTUNITIES**

The main focus of this key strategy is to enhance the shared stewardship of Grand-Pré NHSC through partnering opportunities. Grand-Pré NHSC is an important landmark in the community of Grand Pré, the County of Kings, and the Annapolis Valley. It is also, traditionally, a site of great spiritual and

cultural significance for the Acadians, resulting in a unique sense of stewardship. This sense is embodied in the operation of the visitor services by the *Société Promotion Grand-Pré*, an organisation created by the *Société nationale de l'Acadie* and the *Fédération acadienne de la Nouvelle-Écosse*.

With the proposal for the Grand Pré area to become a World Heritage Site, there is the potential to attract an international audience, beyond the Acadians and their descendants. This key strategy will focus on nurturing or redefining existing partnering arrangements to capitalize on this opportunity. Parks Canada will develop new networks and contacts to reach new audiences and offer a diversified range of visitor experience opportunities. Parks Canada will increase its on-site presence at the national historic site to deliver the Agency's corporate direction in the areas of visitor experience, external relations, public outreach education and protection of cultural resources in cooperation with the *Société Promotion Grand-Pré*, local communities and other strategic partners.

This key strategy will also focus on strengthening the sense of stewardship on the part of local residents and Nova Scotians living within easy driving distance of the Annapolis Valley which has in part been lost due to the introduction of entry fees. Parks Canada will increase opportunities for stakeholders and partners to influence and contribute to the national historic site by collaborating with community associations to strengthen the bond between the site and the surrounding communities. The *Société Promotion Grand-Pré*, with the assistance of Parks Canada, has taken action to understand their market and has since carried out a market research study that has helped the *Société Promotion Grand-Pré* identify new markets, develop new products and promote the site.

Grand-Pré NHSC has attracted researchers that have studied the archaeological remains, Acadian genealogy, and historical objects and archives. More consistent collaboration between Parks Canada and research organisations, within the framework of research priorities identified for the site, would also build a sense of stewardship by those researchers.

**KEY STRATEGY 3: ANCHORING THE “PARK” IN THE COMMUNITIES**

The main objective of this key strategy is to change the perception of what Grand-Pré NHSC is to local communities and the greater Annapolis Valley residents, reconnecting it to their everyday lives and thereby increasing its relevance. Some of the community character that once was at the heart of visiting Grand-Pré NHSC seems to have been lost since the introduction of entry fees. In the past, the site’s larger community encompassed a greater percentage of residents of the Annapolis Valley and the Halifax Regional Municipality (HRM) who came to Grand-Pré NHSC simply to enjoy its natural beauty and historic setting. The perception of Grand-Pré NHSC by some market segments has changed – once a place you simply visited to enjoy and appreciate, it is now identified as a “museum type” attraction where “visitors” go. As such, the national historic site has lost some important community support and a valuable market.

This strategy will focus on reconnecting local and Annapolis Valley residents to the national historic site by having the site play a more central role as a valuable community

resource and gathering place for local and regional events. By promoting the site as a destination to “rediscover”, Parks Canada will try to reinvigorate visitation by this market. In addition, the UNESCO nomination process has provided greater media exposure for Grand-Pré NHSC, and more importantly, it has been a vehicle for Parks Canada to work collaboratively with the local community to reconnect Grand-Pré NHSC to their everyday lives and thereby increase its relevance to them. Parks Canada will increase its presence at the national historic site to ensure the integrated delivery of its mandate elements.

Parks Canada will enhance its collaboration with the tourism industry and interested local businesses in the region to enter into or strengthen existing markets, and become a key destination in the region. The site is part of the social and economic fabric of the region and the Parks Canada Agency will work with communities to maintain positive relationships. To reach those Canadians who will not have an opportunity to visit the site, Parks Canada will increase awareness of the national historic site and its reasons for designation through various learning opportunities including an improved website presence.



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#### **Acronyms**

ASC	Atlantic Service Centre
CRM	Cultural Resource Management
CTACA	Commission du tourisme acadien du Canada atlantique
DAR	Dominion Atlantic Railway
DMO	Destination Marketing Organization
DSWNA	Destination Southwest Nova Association
EQ	Explorer Quotient
FHBRO	Federal Heritage Building Review Office
HSMBC	Historic Sites and Monuments Board of Canada
NHSC	National Historic Site of Canada
PCA	Parks Canada Agency
SEA	Strategic Environmental Assessment
SoSR	State of the Site Report
UNESCO	United Nations Educational, Scientific and Cultural Organization
VEA	Visitor Experience Assessment
VIP	Visitor Information Program
WHS	World Heritage Site

## 1.0 Introduction



Chris Reardon

### 1.1 PURPOSE OF THE MANAGEMENT PLAN

Parks Canada has the important responsibility of managing Canada's system of national historic sites, national parks and national marine conservation areas – a responsibility to the government and to the people of Canada. Parks Canada's mandate, which underpins all management planning, consists of three elements: protecting heritage resources, facilitating opportunities for visitor experience, and fostering public appreciation and understanding of Parks Canada's heritage places. In order for Canadians to have a strong sense of connection to their heritage places, Parks Canada facilitates opportunities to discover, appreciate and understand these special places in ways that ensure they are available for future generations.

Management plans provide an integrated approach to implementing Parks Canada's mandate. In order to achieve integration within the planning process, each aspect of

the mandate is simultaneously addressed in a holistic fashion and through the engagement of different perspectives.

The purpose of a management plan is to develop clear direction for the management and operations of a park or site for a 10- to 15-year period. These plans reflect the legislation and policies of the Agency, and are developed with public involvement. A management plan is the key instrument to ensure the delivery of commitments communicated through Parks Canada's Corporate Plan and is the key accountability document for the site. They are approved by the Minister and are tabled in Parliament.

Management plans are the main engagement process to ensure that Aboriginal peoples, the public, partners and stakeholders can be involved in meaningful dialogue about the management of the site where each has a voice in shaping the future of our heritage places. These plans set a clear, long-term vision and key strategies that include

achievable objectives and actions to achieve those objectives.

## 1.2 LEGISLATIVE AND POLICY BASIS FOR MANAGEMENT PLANNING

A common legislative and policy context influences the management of all protected heritage places owned and/or administered by Parks Canada.

*The Parks Canada Agency Act* (1998) confers on Parks Canada the responsibility to implement the *Canada National Parks Act* (2000) and ensure the commemorative integrity<sup>2</sup> of national historic sites. In accordance with this Act, a management plan is prepared for national parks and historic sites owned and/or administered by Parks Canada. Such plans are to be reviewed and updated every five years.

The Parks Canada *Guiding Principles and Operational Policies* (1994) provides the broad policy basis for management planning. The *Guide to Management Planning* (2008) outlines Parks Canada's principles of management planning and provides direction on how to prepare a management plan according to the Agency's integrated delivery of the mandate.

The current management plan was approved in 2001 and has been reviewed in accordance with Section 32 of the *Parks Canada Agency Act* (1998). Since the majority of the management actions contained in the plan have been completed, a new management plan was required. This new plan provides important direction for the management of lands acquired at the site since 1999.

Parks Canada has a duty to consult with Aboriginal peoples regarding activities that may adversely affect asserted Aboriginal or Treaty rights. Parks Canada also places a high priority on developing mutually beneficial relationships with Aboriginal peoples. To these ends, Parks Canada entered into a process of consultation on this management plan with representatives of the thirteen Mi'kmaq First Nations in Nova Scotia and the Native Council of Nova Scotia. These consultations provide

a good opportunity to share information and build on the collaborative relationship that exists between Parks Canada and the Mi'kmaq of Nova Scotia.

## 1.3 PLANNING ACCORDING TO PARKS CANADA'S MANDATE

### **Parks Canada's Mandate**

*On behalf of the people of Canada, we protect and present nationally significant examples of Canada's natural and cultural heritage, and foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations.*

(Parks Canada Agency's Charter)

There are three mutually supportive areas within the Parks Canada mandate:

- protection of heritage resources;
- facilitation of opportunities for meaningful visitor experiences; and
- fostering public appreciation and understanding about Canada's heritage places.

### **Protection of Heritage Resources**

Protection of Heritage Resources relates to the principle of commemorative integrity which ensures the health or wholeness of the National Historic Sites of Canada.

### **Meaningful Visitor Experience**

Visitor experience is defined as the sum total of a visitor's personal interaction with protected heritage places and people, an interaction that awakens the senses, affects the emotions, stimulates the mind, and helps the visitor create a sense of connection to these places.

### **Public Appreciation and Understanding**

Parks Canada aims to reach Canadians at home, at leisure, at school and in their communities through communication and education opportunities designed to increase awareness, understanding, appreciation,

<sup>2</sup> See Appendix 1 – Glossary of Terms for a definition of "Commemorative Integrity".

support and engagement towards the natural and historical heritage of Parks Canada to foster appreciation among Canadians of the significance of the national heritage places protected on their behalf. Parks Canada provides public education outreach opportunities for Canadians to discover and learn about these places while at home, at leisure, at school and in their communities. The Agency also strives to engage stakeholders and partners in the protection and presentation of Parks Canada's administered places.

#### 1.4 REGIONAL CONTEXT AND GEOGRAPHIC LOCATION

Grand-Pré National Historic Site is located in the picturesque Annapolis Valley, in Nova Scotia. The site sits on the edge of the village of Grand Pré<sup>3</sup>, about 10 km east of Wolfville, within the Municipality of Kings County and is approximately a one hour drive from the city of Halifax (Map 1). The administered area of the Parks Canada property is a small portion of what in the first half of the 18<sup>th</sup> century was a large, widely-dispersed settlement area for the Acadians, but to this day still stands as an iconic location for Acadians around the world and who return to the site year after year.

The overall area in which Grand-Pré NHSC is located is one of intensive agricultural use, as it has been since the late 17<sup>th</sup> and early 18<sup>th</sup> centuries when Acadians first reclaimed the salt marshes from the sea. The most prominent agricultural feature in the area, then as now, is the Grand Pré marsh, approximately 1,200 hectares that was once wetland, but which was converted to dykeland by the Acadians and later taken over and maintained by the New England Planters. The marsh lies along the entire north boundary of Grand-Pré NHSC. The other three boundaries of the national historic site are on the "uplands". They are characterized by gently rolling hills, farm and residential properties, and vineyards and orchards. The entirety of Grand-Pré NHSC and the adjacent areas of North Grand Pré/Long

Island, the Grand Pré marsh, Hortonville, Horton Landing, Grand Pré village and all the area down to the Gaspereau River all fall within the Grand-Pré Rural Historic District National Historic Site of Canada.

The site, when acquired by Parks Canada in 1957, covered 10.2 hectares. It has since more than doubled in size to cover 24.06 hectares with the acquisition of properties south of the original park. The designation initially included only the property transferred to the Parks Canada Agency in 1957. However a recommendation to the Historic Sites and Monuments Board of Canada (HSMBC) to extend the designated place to the entire administered property (at the time, the administered property included the parcel acquired in 1957 and the parcel acquired in 1999) made in late 2007 was supported by the HSMBC and confirmed by the Minister. This decision was made on the basis that the lands acquired in 1999 included significant cultural resources that were directly related to the reasons for designation. Lands acquired by Parks Canada in 2009 are not included in the designated area, however they are part of the overall administered property.

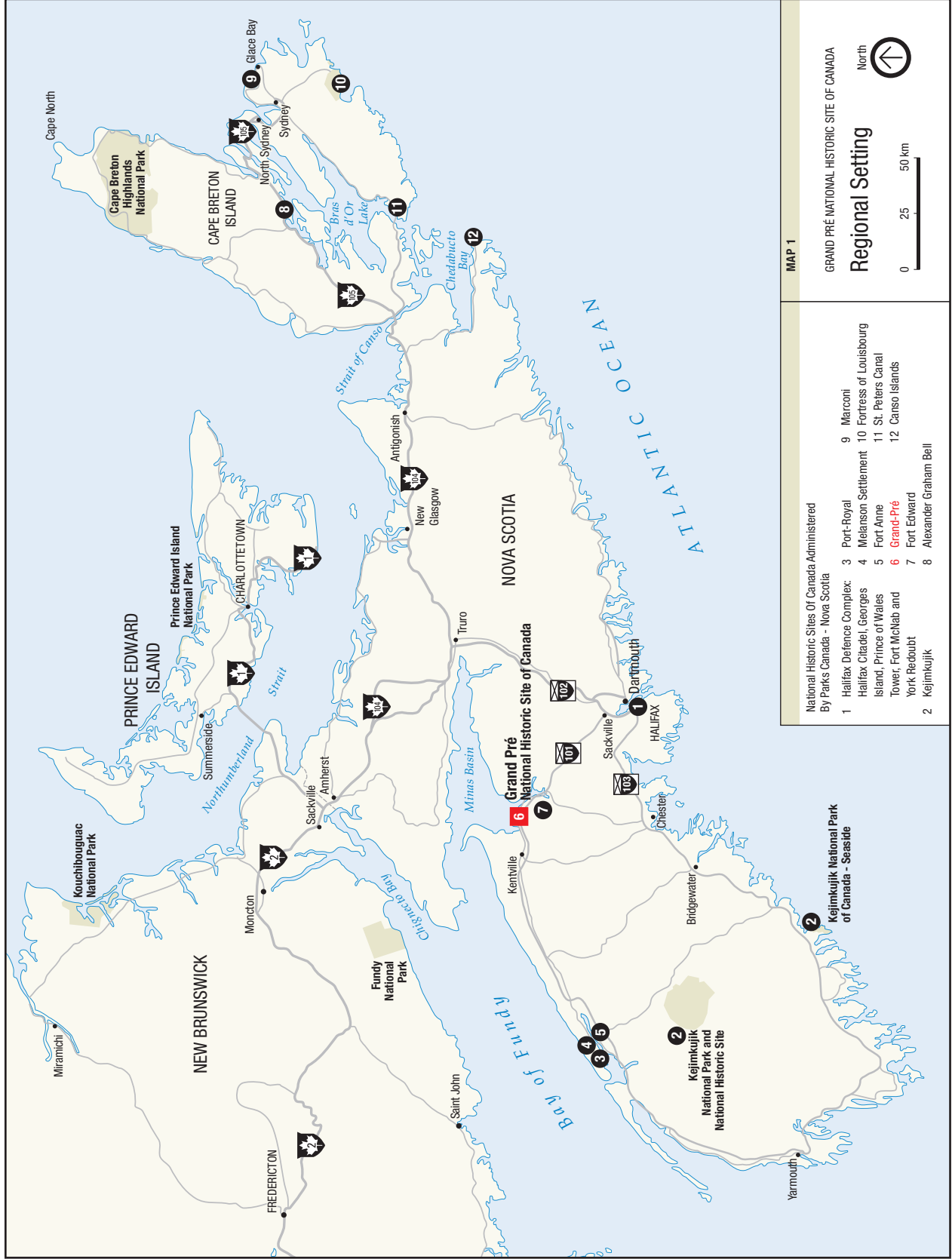
#### 1.5 FORMAL THIRD-PARTY INVOLVEMENT

Though Grand-Pré NHSC is administered by Parks Canada, services to the public are provided under contract by the *Société Promotion Grand-Pré*. The efforts of the *Société Promotion Grand-Pré* have been to promote the site in particular to the Acadian community and to organize cultural events and other activities that enhance the site's use for various occasions. Currently, Parks Canada staff on site is limited to one permanent and four seasonal maintenance employees.

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<sup>3</sup> The name of the present-day village of Grand Pré does not include a hyphen within the name of the village; however, references to the historic village of "Grand-Pré" and the national historic site include a hyphen in the spelling of the name.





## 1.6 PLANNING PROCESS AND PUBLIC ENGAGEMENT

Management planning occurs on a five-year cycle, starting with an assessment of the state of the site, a review of accomplishments from the last management plan, and casting forward through a vision exercise to develop current management direction for the site.

The State of the Site Report for Grand-Pré NHSC provided a synopsis of the current condition of protection, visitor experience and education at the site and helped to determine the issues and challenges facing the site.

An important aspect of the management plan process is public engagement. During the months of June and July 2009, staff, stakeholders and partners from a cross-section of organizations and interests met through workshops, meetings and an open house to actively contribute to the development of the management plan.

Discussions during the workshops, meetings and open house focused on how Grand-Pré NHSC can actively be part of the life of surrounding communities and how partnering opportunities can enrich the experiences of visitors to the site. Participants gave their time to share their ideas and to help develop a vision for the future. Through these discussions Parks Canada was able to draft a new vision statement, clarify the issues and develop key strategies to achieve Parks Canada's mandate.

The Mi'kmaq of Nova Scotia claim unextinguished Aboriginal title and treaty rights throughout Nova Scotia. The Made-in-Nova Scotia Process is the forum for the Mi'kmaq, Nova Scotia and Canada to resolve issues



*Aerial view of the site. Christophe Rivet*

related to Mi'kmaq treaty rights, Aboriginal rights, including Aboriginal title, and Mi'kmaq governance. The participants are the Mi'kmaq of Nova Scotia as represented by the Assembly of Nova Scotia Mi'kmaq Chiefs, the provincial government and the federal government. Issues of resource harvesting within national parks and national historic sites, and the exercise of other Aboriginal or treaty rights are currently under discussion at the Made-in-Nova Scotia Negotiation Table.

Parks Canada has a duty to consult with Aboriginal peoples regarding matters that may affect asserted Aboriginal or treaty rights. Parks Canada also places a high priority on developing mutually beneficial relationships with Aboriginal people. To these ends, Parks Canada will continue to work with the Mi'kmaq of Nova Scotia on issues related to management planning and other matters of interest to the Mi'kmaq of Nova Scotia.

The Mi'kmaq of Nova Scotia were consulted through a formal process. The accommodations requested during this consultation have been reflected in this management plan.



## 2.0 Importance of the Protected Heritage Place



Artist, Claude Picard

The administered area of the Parks Canada property is a small portion of what in the first half of the 18<sup>th</sup> century was a large, widely-dispersed settlement area for the Acadians. That historical Grand-Pré extended into what today are the separate communities of North Grand Pré (on Long Island), Hortonville, Horton Landing, Lower Wolfville, and the aforementioned village of Grand Pré (Map 2).

There are many national historic designations in Nova Scotia that have close links or associations with Grand-Pré NHSC. They include all the other Acadian history sites in the Maritimes (such as Beaubassin, Fort Beauséjour-Fort Cumberland, the Melanson Settlement, Port-la-Joye-Fort Amherst, and the Monument-Lefebvre) and many of the

predominantly British historic sites (such as Fort Edward, Fort Anne, and the Halifax Defence Complex) that are intimately linked to the Deportation of the Acadians in 1755.

There are three primary reasons why Grand-Pré NHSC is a site of national historic significance in Canada:

- it was a centre of Acadian activity from 1682 to 1755;
- it commemorates the Deportation of the Acadians, which occurred at Grand-Pré in 1755; and
- it commemorates the strong attachment that remains to this day among Acadians throughout the world to this area, the heart of their ancestral homeland and symbol of the ties which unite them.

Acadians first began to settle at Grand-Pré and in the overall district of *Les Mines* in the early 1680s. They were drawn by the huge 1,200-hectare salt marsh or meadow (*la grand prée*) that over a period of several decades they claimed from the sea by dyking and desalination. Grand-Pré eventually became the most populous settlement in *Acadie*, extending for several kilometres along the upland bordering the large reclaimed marshland. The spread out community included houses, farm buildings, storehouses, windmills, and the parish church of Saint-Charles-des-Mines.

Though the Treaty of Utrecht (1713) transferred *Acadie* to Britain, most Acadians stayed in their traditional communities, including those at Grand-Pré. Until the mid-1740s, life there and in other Acadian districts was peaceful; a period sometimes described as a “golden age”. The steady growth in the size of the Acadian population in different areas, however, was a worry for the British administration, based at Annapolis Royal until 1749 and at Halifax from mid-1749 onward. British officials feared they could not rely on the neutrality of the Acadians because of their Roman Catholic religion and their ties with nearby French colonies on today’s Cape Breton and Prince Edward Islands. The British wanted the “neutral French” to become full British subjects; the Acadians, on the other hand, insisted they were and would remain neutral.

Between 1744 and 1747 there were numerous developments that greatly complicated the situation in the region. In late 1746 the British sent roughly 500 New England soldiers to establish a post at Grand-Pré, with the soldiers taking over 24 Acadian houses. In the middle of a February 1747 night, with a snowstorm raging, a French force from Canada (250 French soldiers and 50 Amerindian warriors) caught the New Englanders totally by surprise. Known to history as the Battle of Grand-Pré, the encounter left at least 80 New Englanders dead, including their commander. In 1924 the HSMBC found the 1747 attack to be an event of national significance. The plaques for that commemoration are located a few hundred metres from Grand-Pré NHSC.

Historians sometimes differ in their interpretations of the Acadian Deportation, which began in 1755 and lasted until 1762. There is no



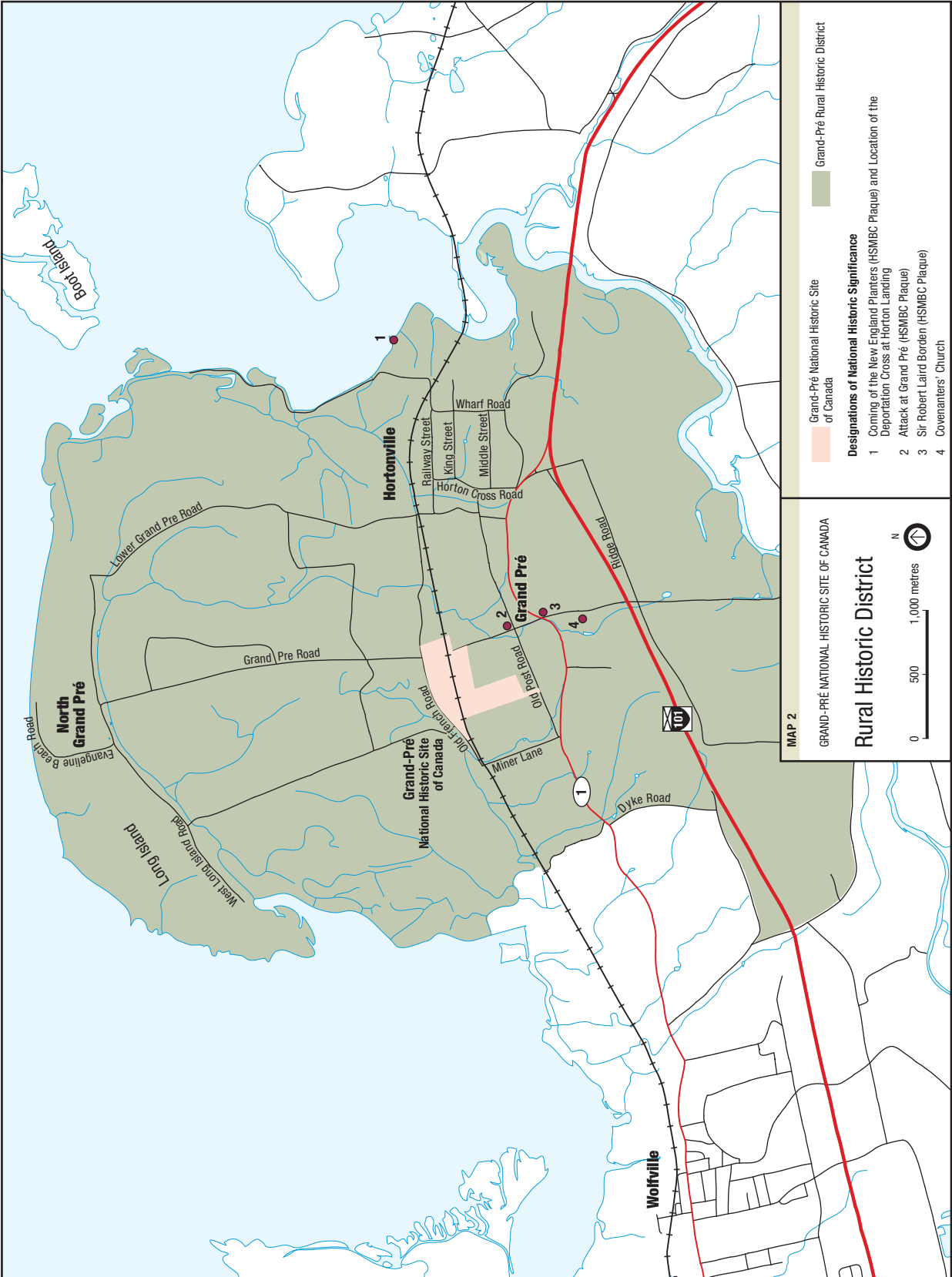
Rob Ferguson

disagreement, however, over the tragic impact that the Deportation had on the Acadians and their communities. The first Acadian area to feel the impact of the removal policy was the Chignecto region, beginning in August 1755. Grand-Pré and Pisiquid (Windsor) were the next to be affected, beginning on September 5, 1755.

The removal of the entire population living at Grand-Pré and in neighbouring villages was not completed until late October 1755, when the local inhabitants were put aboard ships bound for Pennsylvania, Virginia, Maryland, Connecticut, and Massachusetts. In total, approximately 2,200 Acadians were deported from the Minas area in 1755. That was roughly one-third of the 6,000 Acadians deported from Nova Scotia during the first year of forcible removals.

With the removal of the Acadians, British officials expected settlers from New England, referred to as Planters (old word for “settler”), to migrate north. This began in 1760 when the first major wave of settlers from New England arrived in Nova Scotia. Between 1760 and 1768, roughly 8,000 men, women and children from New England came to settle in Nova Scotia. One of the places the Planters settled was Grand-Pré, which they renamed Horton.

The Planters who came to Grand-Pré/Horton turned to some of the displaced Acadians, imprisoned in Halifax and at Fort Edward, to learn about dyke construction and repair. The Planters and their descendants eventually became master dyke builders themselves, maintaining what the Acadians had built and eventually adding new dykes and reclaiming additional marshland from the sea.



**MAP 2**  
 GRAND-PRÉ NATIONAL HISTORIC SITE OF CANADA  
**Rural Historic District**

Grand-Pré National Historic Site of Canada  
 Grand-Pré Rural Historic District

**Designations of National Historic Significance**

- 1 Coming of the New England Planters (HSMBC Plaque) and Location of the Deportation Cross at Horton Landing
- 2 Attack at Grand-Pré (HSMBC Plaque)
- 3 Sir Robert Laird Borden (HSMBC Plaque)
- 4 Covenanters' Church

0  
 500  
 1,000 metres

N

In 1847 the American poet Henry Wadsworth Longfellow published *Evangeline: A Tale of Acadie*, a long narrative poem about the Acadian tragedy that became an international bestseller. Grand Pré was the setting for the early parts of the poem, a choice that encouraged many tourists to come to Grand Pré in the late 19<sup>th</sup> century and throughout the 20<sup>th</sup> century. Grand Pré became a major tourist destination and the Annapolis Valley was often described as the “Land of Evangeline”. The Dominion Atlantic Railway (DAR) commissioned architect Percy Nobbs to design a park-like landscape at Grand-Pré, where the DAR erected a statue of Evangeline and presented an old Acadian well and other features. The DAR had obtained the land for the park from Wolfville jeweller John Frederic Herbin, who had purchased the land to protect it on behalf of the contemporary and future Acadian community. Soon after, Acadians across the Maritimes undertook a project to build a memorial church on the grounds of the park at Grand-Pré. That church was designed by architect René A. Fréchet and erected in 1922 and since that time, the church has been one of the best illustrations of the Acadians’ attachment to the site and a symbol of their identity.



Statue of Evangeline and Memorial Church. Chris Reardon

In 1956, an agreement was signed between the federal government and the *Société mutuelle l'Assomption*, acting on behalf of the Acadian people, which acknowledged that “the Grand-Pré Park is considered the most important historic site by the Acadian people, that it recalls their saddest and most heroic moments and must remain for future generations the example of a courageous people whose culture and actions shall enrich more and more the Canadian nation.”

The Government of Canada acquired Grand-Pré Memorial Park in 1957 and declared it a national historic site in 1961.

### 3.0 Planning Context/Current Situation



Chris Reardon

#### 3.1 PLANNING CONTEXT / CURRENT SITUATION

Despite broader reasons for designation, the site has traditionally been associated with the commemoration of the Deportation and with *Evangeline*, the main character in a poem by 19<sup>th</sup> century American author Henry Wadsworth Longfellow. Those traditional associations are cornerstones of the site's branding. The site's offer, until the acquisition of new properties in 1999 and 2009, focused primarily on the commemorative gardens designed for the Dominion Atlantic Railway to enhance the discovery of the *Land of Evangeline*.

The 2001 Grand-Pré National Historic Site management plan focused on its redevelopment and the building of a Visitor Centre. This included completing the acquisition of the land south of the original property in 1999, developing an interpretation plan, and working with the Acadian community, through the *Société Promotion Grand-Pré*, to implement the plan. Its implementation was completed in

2003 with the inauguration of the new Visitor Centre which all but completed the objectives and the major improvements to the visitor facilities at the site, as set out in the 2001 management plan.

The acquisition of properties south of the original park in 1999 and 2009 more than doubled the administered property's size to cover 24.06 hectares (Map 3). The designation initially included only the property transferred to Parks Canada in 1957. However a recommendation to the Historic Sites and Monuments Board of Canada (HSMBC) to extend the designated place to the entire administered property made in late 2007 was supported by the HSMBC and confirmed by the Minister. This decision was made on the basis that the site acquired in 1999 included significant cultural resources that were directly related to the reasons for designation.

In 2009, Parks Canada acquired two additional parcels of land as part of the Agency's efforts to protect significant cultural resources





Visitor centre. Chris Reardon

and viewsapes. The acquisition of these properties will allow the Agency to protect cultural resources, protect the site from potential incompatible development, and offer potential possibilities for future visitor experience opportunities in relation to the national rural historic district and possible future World Heritage Site designation.

In the spring of 2010, the former visitor centre building (located in the original 1957 parcel acquisition to the east of Grand Pré Road) was dismantled and moved off the site. The parking lot associated with the former visitor centre has remained to serve as overflow parking for the national historic site.

Interpretation and visitor services at the site have been delivered under contract by the *Société Promotion Grand-Pré* with whom Parks Canada has collaborated with for over 10 years. The efforts of the *Société Promotion Grand-Pré* have been to promote the site, in particular to the Acadian community, and to organize cultural events and other activities. Parks Canada staff on site is limited to maintenance activities.

The national historic site is a component of the property that is included on Canada's Tentative List for potential UNESCO World Heritage Site designations. If the designation is successful, Grand-Pré National Historic Site will play a very important role in showcasing

and supporting the UNESCO designation. As the core protected area for an eventual World Heritage site, Grand-Pré NHSC could become the main service point location and staging area for visitors coming to experience the Grand Pré World Heritage Site.

### 3.2 ENGAGEMENT OF THE MI'KMAQ OF NOVA SCOTIA, STAKEHOLDERS, PARTNERS AND LOCAL RESIDENTS

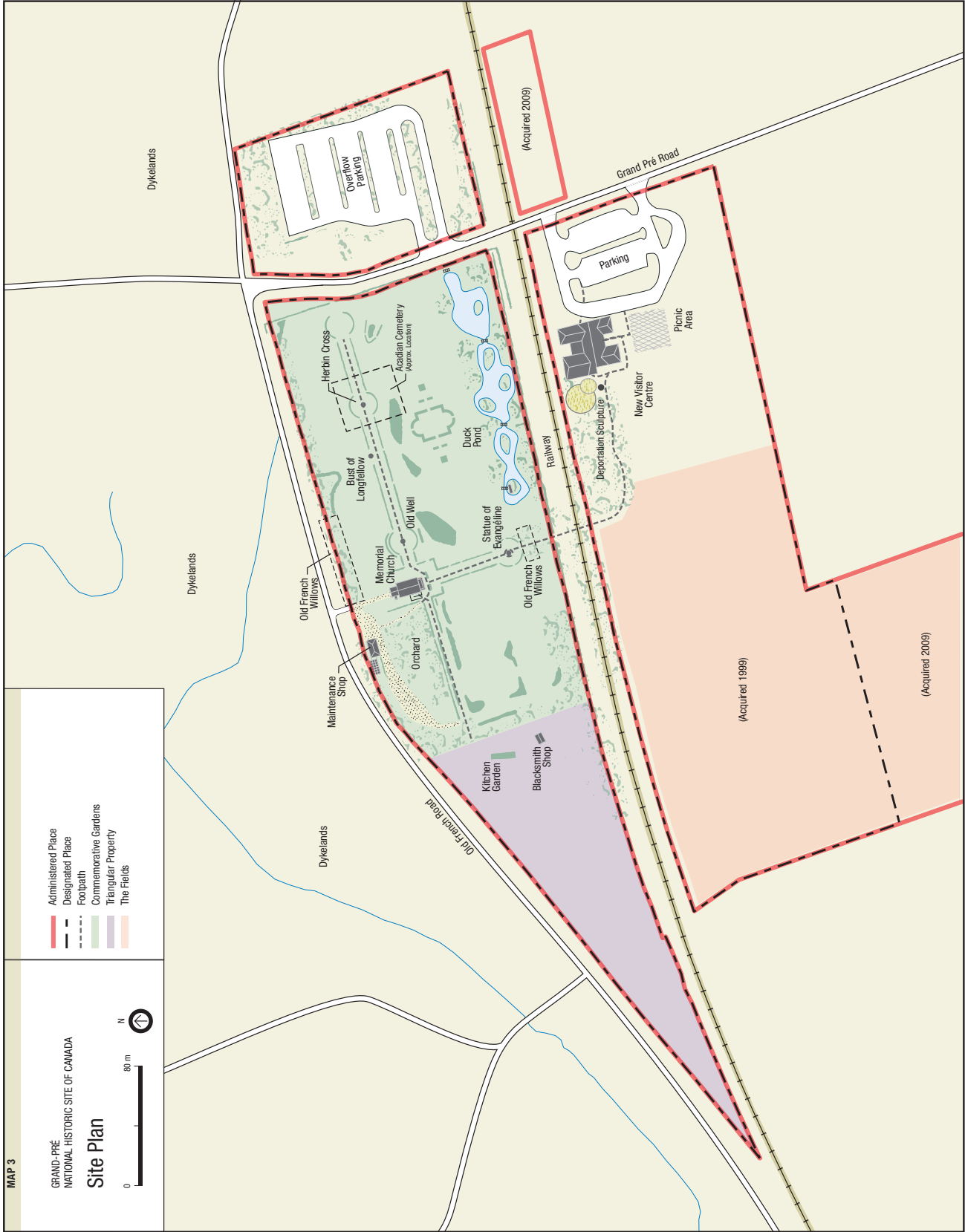
Although local residents have a connection to the site, it has been challenged over the years by actions that some have interpreted as obstacles, notably the moving of the New England Planter and other non-Acadian objects off the site and the introduction of entrance fees. Moreover, for the past ten years there has been reduced Parks Canada presence on site which has, over time, presented a challenge to maintain a level of engagement with the local community.

Stakeholder and partner meetings have revealed that there are a number of opportunities for Parks Canada to collaborate to improve visitor experience opportunities and activities that can reconnect local residents with the site.

In response to stakeholder, partner and local resident feedback during the public engagement process, entry fees are now only being charged for access to the Visitor Centre and the Memorial Church.

Over the years, Parks Canada has developed a very positive and enriching relationship with the Acadian community which has resulted in renewed interest and support for the site. Many events and activities important to the Acadian community have taken place at the national historic site. Most notable was the hosting of the *Congrès mondial acadien* in 2004 and the 250<sup>th</sup> anniversary of the Deportation in 2005, which together attracted large numbers of visitors from Acadian communities throughout the world to events held at Grand-Pré NHSC.

Through the support of the local community and stakeholders, Parks Canada also successfully commemorated the Grand-Pré Rural Historic District National Historic Site of Canada in 2004 and relocated the Deportation



Cross to Horton Landing in 2005. More recently, Parks Canada provided and continues to provide, considerable support for the development of a UNESCO nomination for the Grand Pré area.

The relationship with the local area residents is overall positive, in particular with heritage associations and marketing bodies. The national historic site is recognized for heritage preservation and was called upon to assist in the preservation of artefacts including a sluice “aboiteau” discovered in the dykelands. Parks Canada and the local community have worked collaboratively on a number of initiatives including: the preservation of viewplanes from the site; land-use planning; promoting heritage tourism; marketing; and special events. Parks Canada continues to support the local community by providing a venue to host some local activities at the site.

The national historic site is situated within an area that has traditionally been used by the Mi'kmaq of Nova Scotia. Traditional Mi'kmaq knowledge for the area indicates that the region is of spiritual or sacred significance. Due to their long history in the Grand Pré area, the Mi'kmaq of Nova Scotia have a vested interest in management actions undertaken at the national historic site. The Mi'kmaq have been instrumental in developing the Visitor Centre exhibits and multimedia presentation in a way that reflected their perspective, lending their voices to the accounts from their ancestors that interacted with the Acadians and witnessed the Deportation. This collaboration between Parks Canada and the Mi'kmaq has resulted in enhanced opportunities for visitors and in building a positive relationship.

The Mi'kmaq were invited by Parks Canada and the *Société Promotion Grand-Pré* to the *Congrès mondial acadien* in 2004, and to the commemoration of the Deportation in 2005. The participation of the Mi'kmaq provided an enriching perspective to these events, further strengthening the positive relationship between Parks Canada and the Mi'kmaq of Nova Scotia.

Grand-Pré NHSC has in the past, and continues today, to attract many researchers from the fields of genealogy, history, and archaeology. This has led to the organization of conferences, events, and archaeological field schools in collaboration with associations, universities,



*Saint Mary's University archaeology students unearth the foundation of an Acadian house. Rob Ferguson*

and individual researchers that have contributed to the site's visibility and recognition as a unique location to research and discuss Acadian history.

### 3.3 SUMMARY OF KEY ISSUES AND CHALLENGES FACING GRAND-PRÉ NATIONAL HISTORIC SITE

The following is a summary of the key management issues and challenges which were identified for Grand-Pré NHSC. These key issues identified in the State of the Site Report (2009), combined with the comments and recommendations received during the public engagement and Aboriginal consultation in 2009 and the Parks Canada mandate and corporate priorities, provided the direction for the development of this management plan:

- significant decline in visitation;
- elements of visitor experience such as trip planning, on-site communication of messages, and way finding;
- limited public outreach education activities;
- maintenance of the administered place since the acquisition of additional properties that include significant cultural resources;
- need to increase programming and interpretation of and sense of connection with the archaeological remains of the 17<sup>th</sup>- and 18<sup>th</sup>- century Acadian settlement;
- increasing disconnect from local residents; and
- contribution to a possible UNESCO World Heritage Site designation.

## 4.0 Vision Statement



Chris Reardon

The vision is a critical component of the management plan, providing a focus for future management directions for the park. This vision articulates the special character of Grand-Pré NHSC and paints a picture of the park 15 years from now, and conveys a sense of place to Canadians who may never be able to visit the site.

*As we approach Grand-Pré NHSC from the Annapolis Valley's Harvest Highway, we can imagine how, under the watchful gaze of the legendary Mi'kmaw figure Kluscap (Glooscap), from his lodge on Cape Blomidon, a thriving Acadian community grew on the shores of the Bassin des Mines. Walking the grounds, we are surrounded by the sights, sounds and smells of a vibrant working*

*agricultural landscape – a centuries-old shared heritage.*

*The essence of this place is revealed in the memorial gardens, where the spirits of Acadie still mourn the loss of their homeland. The sense of connection to Grand-Pré is as strong now as it was when first settled. Parks staff and partners work to reveal snapshots of the past, as the layers of history are peeled back, bringing to light the stories of this special place – remnants of cellars that once stored food during the harsh winters, foundations of homes that housed members of this tight-knit community, roads that connected their expanded settlement, and the cemetery where their relatives are buried.*

*In this serene agricultural setting, one cannot but imagine what the heart of Grand-Pré would have been like in the early 1750s, with its farmers busily harvesting yet another abundant crop while listening to the distant laughter of children playing in the orchards. Ask our knowledgeable and engaging guides to tell you how to build an aboiteau and about the Acadians' large farms with their countless flocks of sheep, dozens of cattle and pigs, as well as horses. Through these rich stories, we learn about the strength and resilience of a people that will forever be close to the hearts of Acadians around the world. A visit to Grand-Pré NHSC inspires Canadians to discover Parks Canada's national network of Canadian treasures.*

*Pause and enjoy the romantic, park-like setting of the gardens in full bloom in the summer. Take in the sweeping views of this picturesque and historic landscape. Experience the dykelands created by the ingenuity and hard labour of 17<sup>th</sup>- and 18<sup>th</sup>-century Acadians, and maintained by the New England Planters and subsequent generations of farmers. The views are breathtaking, and on clear days, one feels a sense of awe admiring the vast dykelands and the beauty of Cape Blomidon rising majestically from the Minas Basin.*

*In the fall, the smell of apples from the orchard fills the crisp air and fruit from the harvest overflows the apple bins, ready for visitors to help themselves. Festivals and events throughout the autumn and winter entice people of the area to take part in activities at Grand-Pré NHSC. In the spring, school children fill the Visitor Centre with their laughter and inquisitive questions about the lives of the Acadians, Mi'kmaq, and New England Planters. They are absorbed by the multi-media presentation that poignantly captures the days leading up to the Deportation – the Acadians' sense of confusion, loss, and anguish as they were removed from their homeland.*

*Grand-Pré NHSC sets the stage for visitors to discover other national historic sites and the rich heritage of the Annapolis Valley. The site invites visitors to make connections between 18<sup>th</sup>-century Acadie and the modern and dynamic Acadie of today. Discover why Grand-Pré NHSC is such an important part of this beautiful and outstanding cultural landscape—a recognized partner who helps maintain the Annapolis Valley as a vibrant destination for visitors, and a place where the community has a strong connection to its valued heritage in their daily lives. Long recognized for the universal appeal of its story, the essence of Grand-Pré NHSC continues to inspire all who journey to this cherished historic place.*

## 5.0 Key Strategies



Chris Reardon

This section provides an outline of the key strategies which will guide the management of Grand-Pré NHSC over the next ten to fifteen years. The key strategies translate the vision into more concrete strategic directions and focuses on the broad management approaches that are needed to address major issues for heritage resource protection, visitor experience, and public outreach education in an integrated fashion. The strategies provide the framework to set objectives, targets and actions for the site as a whole and for specific geographic areas that were identified on site.

### **5.1 KEY STRATEGY 1: FROM SETTLING THE MARSHLANDS TO FEELING THE “HEART OF ACADIE”**

*The main objective of this strategy is to enhance the visitor’s experience through direct contact with the remains from the past, and interaction with the services and activities of the present.*

#### **Description of the Key Strategy**

Grand-Pré NHSC stirs strong emotions in visitors. For Acadians, the sense of place is defined by the knowledge that a significant event in their people’s history occurred in that location, an event that has been a key element of their identity. For other visitors, the site is a unique opportunity to learn about the way of life of the Acadians, understand the meaning of the Deportation, and witness the strength and vibrancy of the modern Acadian community. For some, Grand-Pré NHSC is still the “Land of Evangeline”, where it is an opportunity to walk the grounds and read Henry Wadsworth Longfellow’s poem. For the local residents, “Grand-Pré Park” remains an important part of the community, despite the changes in access and use.

The intent of this key strategy is to expand on the experiences available to reach out to broader audiences and in ways that stimulate personal connections. The site as a whole will require attention to identify the areas and themes that can offer new opportunities without significant investments in infrastructure.



Archaeological find during the public archaeology program.  
Rob Ferguson

In order to accomplish this, there is a need to understand and identify our markets, and to develop opportunities for visitor experiences based on interests and needs.

The archaeological remains of the Acadian settlement will be understood, preserved and presented in ways that respond to visitor interests. Visitors can get a glimpse of the village, the distribution of houses, the roads, and the activities that took place (Map 4). The Deportation will remain an important element of the site's interpretation, but greater efforts will be invested in presenting life in the Acadian settlement of Grand-Pré before 1755 and the cultural resources that speak to it. A conservation framework that will identify the state of the resources and the type of activities that will respect their integrity and value is an essential component of a successful key strategy. This work will be possible in part by building partnering opportunities with universities in Nova Scotia and New Brunswick to research and interpret the resources at Grand-Pré NHSC.

The idyllic setting at Grand-Pré NHSC has inspired and attracted countless writers and artists. This aspect will be explored further as an opportunity to allow visitors to reflect on the site's meaning, to contemplate its rural setting, and to connect with that setting, for leisure and learning. Finally, the site embodies stories that are universal in meaning, stories of good times and bad times, of communities and individuals building their own wealth and losing everything to ideologies/visions of empire, and stories of courage, survival, and determination in the face of adversity. These stories are intimately connected to those experienced by many recent immigrants

and presents an opportunity to engage new Canadians.

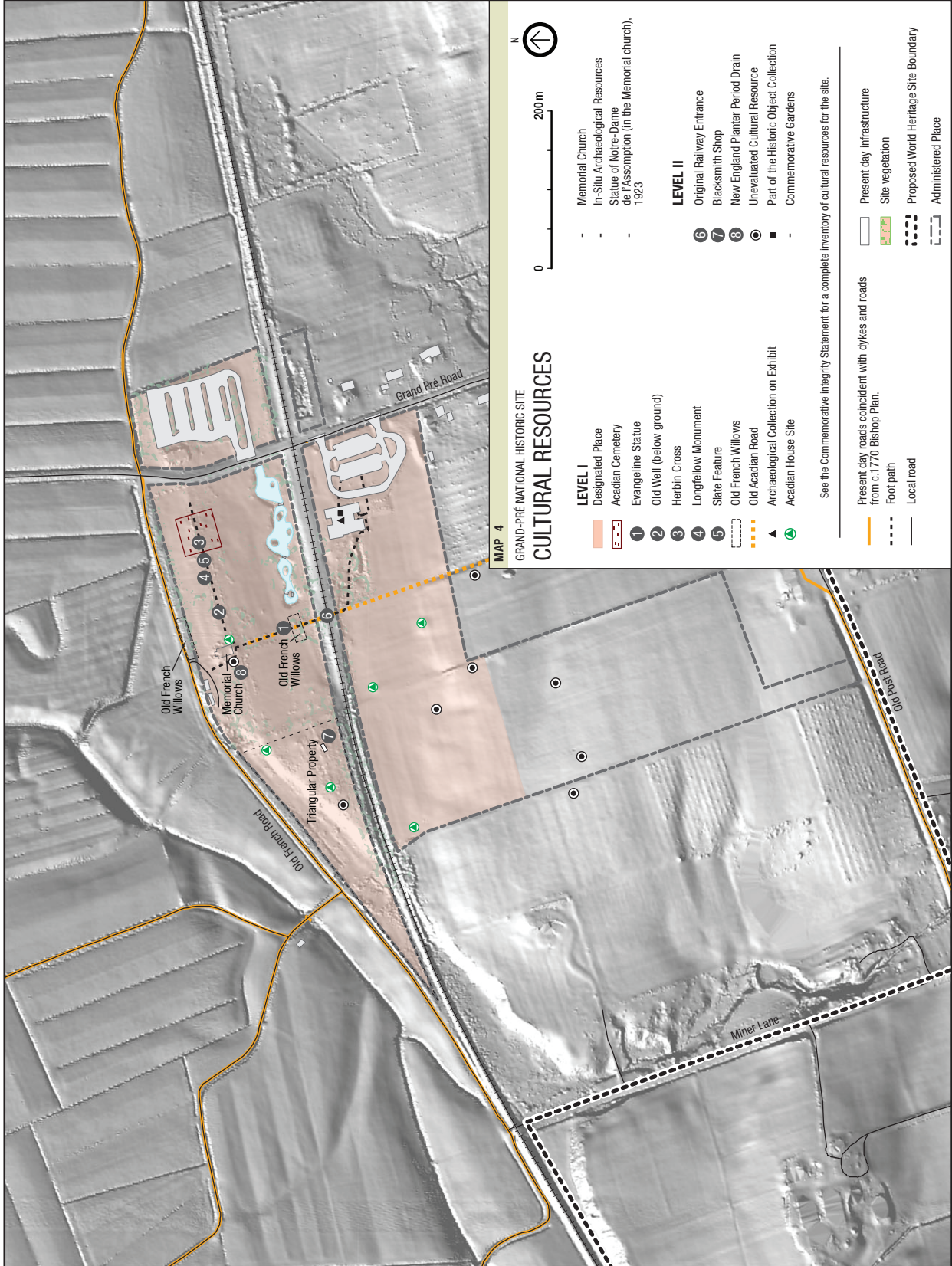
This key strategy will address this situation by enhancing the means to connect with the site's stories and cultural resources on the website, and by attracting more local visitors and encouraging repeat visitation. This last point will focus on joining marketing initiatives that invite Haligonians and other markets to visit the Annapolis Valley and partake in such activities as spending the day at the beach, at the farmer's markets, various cultural events either hosted by the site or in the area, or at the wineries.

Visitor experience opportunities will use social science as a foundation to develop new initiatives. The site will offer activities that will satisfy the expectations of those audiences. The *Société Promotion Grand-Pré*, with the assistance of Parks Canada, has taken action to understand their market and has since carried out a market research study that has helped identify new markets, market the site's offer, develop new products and promote the site. The site will develop a visitor experience concept and use the Explorer Quotient to develop new products and enhance existing products.

**Objective 1.1: Opportunities for visitors to enjoy, understand, and appreciate the site in ways that are meaningful to them are provided.**

**Target(s)**

- Maintain or exceed the national target that 90% of visitors surveyed are satisfied overall with the site, and 50% are very satisfied with their visit.
- On average, 85% of visitors surveyed consider Grand-Pré NHSC meaningful to them.
- On average, 90% of visitors surveyed enjoyed their visit.
- Update content on the Parks Canada and the *Société Promotion Grand-Pré* websites by March 2011, and ensure regular maintenance of the sites.







Chris Reardon

### Actions

- Explore creative initiatives such as the use of self-guided visitor tools, improved interpretation of archaeological resources through various techniques, and communication tools to allow visitors the opportunity to touch, feel and interact with the site.
  - Develop visitor experience concept which will incorporate Explorer Quotient (EQ) into programming and create a menu of opportunities to best suit the needs and interests of visitors based on EQ profiles.
  - Improve way finding (both to the site and on site), circulation patterns, on-site communication of messages, and incorporate into site programming.
  - Work with the *Société Promotion Grand-Pré* to develop a consistent promotional strategy that meets Parks Canada's mandate.
  - Explore partnering opportunities with the Province of Nova Scotia and other organizations to facilitate opportunities to display artifacts, including those being stored at the Atlantic Service Centre, to increase public awareness of the rich Acadian, New England Planter and Mi'kmaq heritage.
  - Working with the *Société Promotion Grand-Pré*, explore opportunities for Grand-Pré NHSC to host events that are of interest to local communities and would promote the site.
  - Together with partners and stakeholders, investigate visitor experience opportunities for the lands acquired in 2009 to the south and east of the designated national historic site.
- Enhance trip planning information on the Parks Canada website and provide a link to the *Société Promotion Grand-Pré* for more detailed site information.
  - Develop better connections to Destination Marketing Organization (DMO) websites.

**Objective 1.2: Increase the level of visitation, with an emphasis on Acadians, new Canadians, Halifax Regional Municipality (HRM) residents, local valley residents, Maritime residents, and visitors from outside Nova Scotia already in the province as target audiences.**

### Target(s)

- Increase visitation of target market segments such as Acadians, new Canadians, Halifax Regional Municipality residents, local valley residents, Maritime residents, visitors from outside of Nova Scotia (who are already in Nova Scotia from other Canadian provinces or from the United States) and local residents over the next 5 years (a target of 40,000 visitors by 2011-2012 has been set).
- Increase the number of on-site activities to two annual events that target new Canadians. Increase by 5% the market share in the following market segments: group tours, van tours, and cruise ship passengers.

### Actions

- Participate in events and festivals which reach cultural associations and new Canadians.
- Participate in the *Commission du tourisme acadien du Canada atlantique* (CTACA) as an active member.
- Collaborate with provincial and regional DMOs and tourism groups to capture markets related to Acadians, new Canadians, Halifax Regional Municipality (HRM) residents, local valley residents, Maritime residents, and visitors from outside Nova Scotia already in the province.
- Maintain the school market as a priority for Grand-Pré NHSC.

- Convey messages related to the historic Acadian settlement and the subsequent landscape surrounding the site, through engaging public outreach education initiatives in ways that respond to audience interests.
- Work closely with the *Société Promotion Grand-Pré* to revise and establish a marketing plan over a longer five-year period to review market segments, positioning, products and partnering options.
- Position Grand-Pré NHSC as a “must see” destination with universal appeal.
- Showcase Acadian art, music festivals, regular special speaker presentations and the availability of local crafts from Acadian artisans at the gift shop.
- Target cruise ship markets at port destination in Halifax with a focus on smaller group tours and van tours leaving the Halifax port. Have an on-site contact person available at the Halifax port.
- Develop products based on interests and needs of specific market segments using the Explorer Quotient and social science data.
- Evaluate current destination marketing packages that partner with local businesses in order to address the interests and needs of identified market segments.
- Conduct an Explorer Quotient workshop for Parks Canada staff, *Société Promotion Grand-Pré* staff and partners and stakeholders.
- Explore opportunities with genealogical societies that might provide greater links to the Acadian settlers during their time in the area between 1682 and 1755 and the Acadian diaspora.

**Objective 1.3: Visitors are able to experience and appreciate Grand-Pré NHSC within its regional context including the dykelands, Horton Landing and the local agricultural community.**

**Target(s)**

- Increase the number of visitors that visit Horton Landing in conjunction with their visit to Grand-Pré NHSC from 20% to 40% (baseline 2007 Visitor Information Program [VIP]).



*Grand-Pré and the marshland beyond. Christophe Rivet*

**Actions**

- Improve opportunities to experience the historic landscape from the “triangular property” by managing vegetation to restore sight lines to the dykelands that make connections with the historic landscape and agricultural community and maintain an active maintenance program to preserve the integrity of the archaeological resources.
- Improve the communication of Level II messages to respond to the interests of the local community.
- Develop a site plan to orientate visitors to the full range of opportunities at the site, provide connections to the surrounding landscape including the dykelands and local communities and links to other visitor opportunities in the area.
- Work with local agricultural and preservation groups such as the Grand-Pré Marsh Body to communicate efforts to preserve the marshes and agricultural ways of life in the Grand Pré area through information sessions, presentations and/or displays at the site.
- Develop a working partnership with local groups to create destination experiences and packages to connect to the broader story between Grand-Pré NHSC, the National Rural Historic District and the Acadian experience.
- Continue to provide opportunities for visitors to experience the agricultural setting of the site and experience agricultural practices especially on the land acquired in 2009. Develop goals and objectives for interpreting the stories associated with the lands south of the national historic site acquired in 2009.

- Actively promote Horton Landing at Grand-Pré NHSC, its connection to the national historic site and provide information on the site's website.
- In collaboration with partners and stakeholders, review the needs for way finding between the national historic site and Horton Landing to guide visitors within the surrounding working landscape.
- Create baselines for the number of visitors that go to Horton Landing in conjunction with their visit to Grand-Pré NHSC.

**Objective 1.4: The effectiveness of public outreach education tools and programs is improved in cooperation with the *Société Promotion Grand-Pré* and other partners.**

**Target(s)**

- By March 2011, update the Grand-Pré NHSC public website to highlight programming, current projects on site, links to associated research and Acadian organizations and notifications of special events.
- By 2011, evaluate the effectiveness and gaps of the current public outreach education offers with partners and stakeholders.

**Actions**

- Work with stakeholders and partners to ensure the Grand-Pré NHSC website is relevant to what target audiences want, regularly updated, and creates links to sites of interest that complement the efforts of the *Société Promotion Grand-Pré*.
- In conjunction with the *Société Promotion Grand-Pré*, develop public outreach education materials that can be incorporated into school curriculum.
- Update information regarding each phase of the visitor trip cycle and create links and cross-marketing opportunities to other national historic sites within the area on the Grand-Pré NHSC website.

**Objective 1.5: Develop and promote programming that encourages repeat visitation to the site.**

**Target(s)**

- Increase repeat visitation to the site by 10% [baseline 2007 VIP] over the next 5 years.

- Conduct another Visitor Experience Assessment by 2012.

**Actions**

- Review current programming offers to determine gaps in market segments.
- Work with stakeholders and partners to offer new seasonal programs and/or events for visitors to promote repeat visitation and develop innovative products and programs that respond to visitor interests.
- Promote and encourage the use of the ambassador program both on site and through the Parks Canada website.
- Maintain a rotating display of current historical and archaeological research occurring at Grand-Pré NHSC that is regularly updated featuring research findings in a prominent location within the Visitor Centre.
- Facilitate public access to the grounds of the site on a year-round basis.
- Maintain active media relations to promote the site.

**Objective 1.6: The property as a whole is effectively managed to protect significant cultural resources and the historic values of the site.**

**Target(s)**

- Improve the Commemorative Integrity rating around cultural resources from yellow to green by 2012.
- Reduce by 75% the garlic mustard plant (*Alliaria petiolata*) infestation on the site by 2011 (using current years as baseline).

**Actions**

- Develop a maintenance plan that is efficient and adequately protects cultural resources on site, specifically the existing archaeological resources in the "triangular property" and the "fields", and the view planes to the historic landscape beyond the national historic site.
- Continue to collaborate with stakeholders and partners to seek their assistance to eradicate the mustard plant infestation (*Alliaria petiolata*) from the site.

- Reallocate field unit maintenance resources to focus on the maintenance and protection of the existing cultural resources.
- Maintain the lands acquired in 2009 to the south of the designated national historic site property for agricultural purposes in the short-term to protect and to continue to provide opportunities for visitors to experience the agricultural setting of the site.
- Explore innovative, low-cost solutions for maintaining the lands acquired in 2009 to the south of the designated national historic site property that protect cultural resources not yet identified.
- Develop and implement an Environmental Management System Action Plan and an Environmental Emergency Response Plan in accordance with *Parks Canada Environmental Management Directive* (2009).
- Identify, assess and remediate all suspected contaminated sites.

## 5.2 KEY STRATEGY 2: SHARED STEWARDSHIP THROUGH PARTNERING OPPORTUNITIES

*The main objective of this strategy is to enhance the shared stewardship of Grand-Pré NHSC through partnering opportunities.*

Grand-Pré NHSC is an important landmark in the community of Grand Pré, the County of Kings, and the Annapolis Valley. It is also, traditionally, a site of great spiritual and cultural significance for the Acadians, resulting in a unique sense of stewardship. This sense of stewardship is embodied in the operation of the visitor services by the *Société Promotion Grand-Pré*, an organisation created by the *Société nationale de l'Acadie* and the *Fédération acadienne de la Nouvelle-Écosse*. Finally, with the proposal for the Grand Pré area to become a World Heritage Site, there is the potential to attract an international audience, beyond the Acadians and their descendants.

This key strategy will focus on nurturing or redefining existing partnering opportunities, and creating new networks and contacts to reach new audiences and offer a diversity of experiences. Parks Canada will increase its



Chris Reardon

on-site presence at the national historic site to deliver the Agency's corporate direction in the areas of visitor experience, external relations, public outreach education and protection of cultural resources in cooperation with the *Société Promotion Grand-Pré*, local communities and other strategic partners.

The site has, in the past, been a significant driver for the local economy and provincial tourism industry when it was known as the "Land of Evangeline." Currently, it remains an important landmark, but its role is not as prominent as it once was, competing with other important attractions such as the wineries. This is also due to the story of Evangeline not being as popular as it was a few decades ago.

Finally, local residents feel that they should not have to pay for access to the historic site. This perception has led to a change in the sense of stewardship on the part of local residents and Nova Scotians living within easy driving distance of the Annapolis Valley. Collaboration with community associations may lead to opportunities to strengthen the bond. The *Société Promotion Grand-Pré*, with the assistance of Parks Canada, has taken action to understand their market and has since carried out a market research study that has helped the *Société Promotion Grand-Pré* identify new markets, promote the site and develop new products.

Grand-Pré NHSC has attracted researchers who have studied the archaeological remains, Acadian genealogy, and historical objects and archives. Often invited under the auspices of an

Acadian organization, these researchers have benefited from the opportunity to access the unique resources found at Grand-Pré NHSC. More consistent collaboration between Parks Canada, research organizations, visitors and locals conducting research within the framework of research priorities identified for the site, particularly in cultural resource management activities, would be beneficial in building a sense of stewardship by those researchers.

**Objective 2.1: Partners and stakeholders feel a sense of stewardship and connection with Grand-Pré NHSC that ensures their continued support of the site.**

**Target(s)**

- Stakeholder participation continues to increase at open houses, meetings and workshops.
- 60% of stakeholders and partners see Parks Canada as a receptive and respected partner that facilitates opportunities at the site for new projects, activities and events.
- Our partners and stakeholders hold activities on the site or off site about Grand-Pré NHSC.

**Actions**

- Review current stakeholder and partner relations to determine gaps and build new partnerships to reach out to a wider range of target audiences.
- Provide opportunities for stakeholders and partners to influence and contribute to the national historic site. Develop relationships with partners and stakeholders that are defined by them and reflect how they would like to contribute and be involved with the site.
- Develop a governance model for Grand-Pré NHSC that delivers Parks Canada's mandate and that of the *Société Promotion Grand-Pré* while providing for the involvement and support of interested stakeholders.
- Foster partnering opportunities, with potential economic benefits, with the Mi'kmaq of Nova Scotia, the community of Grand Pré, and the Annapolis Valley that are mutually beneficial.



Chris Reardon

- Work with local and HRM cultural associations and immigrant serving organizations to gain an understanding of values, needs and interests to successfully reach audiences from diverse backgrounds.
- Develop long-term, strategic research goals and partnering opportunities with research organizations.
- Explore genealogical opportunities at Grand-Pré NHSC for Acadians to reconnect to the site through the Université Saint-Anne and the Université de Moncton genealogical centres.

**Objective 2.2: With our Acadian partners, programming is expanded at Grand-Pré NHSC to reach out beyond the existing target markets and to improve visitation levels.**

**Target(s)**

- By 2011, become an active member in the *Commission du tourisme acadien du Canada atlantique (CTACA)*.
- By 2011, develop a Stakeholder Advisory Committee.

**Actions**

- Participate actively in cooperative promotional efforts with other Acadian organizations marketing the brand “Acadie,” such as the CTACA, to take advantage of tourism opportunities, create natural links to existing and new markets and develop other partnerships.
- Develop a stakeholder advisory committee and meet regularly to review partnering opportunities with Parks Canada at the site.
- Work with partners to develop new partnership opportunities and promote tourism opportunities which: (1) link historic sites (Parks Canada sites and those administered by others that have an Acadian connection within the area so that visitors can appreciate the settlement patterns of Acadians following the 1755 Deportation) relating to the Acadian history; (2) target new markets; and (3) position Grand-Pré NHSC as a destination for local, regional and international visitors.
- Explore the potential to attract an international audience, beyond the Acadians and their descendants through the opportunity for the Grand Pré area to become a future World Heritage Site. Work with local communities, regional and international organizations to bring special events to Grand-Pré NHSC to improve its visibility and relevance.
- Provide increased opportunities for Acadian and local artists, artist organizations and musicians to promote their work on site through “art gallery showings”, guest lectures, and hands-on art sessions.

**Objective 2.3: Achieve a collaborative working relationship with partners and stakeholders to complete and support the UNESCO World Heritage Site nomination proposal for the greater Grand Pré area.**

**Target(s)**

- Provide a representative on the Nomination Grand Pré Advisory Board to assist in meeting the submission deadline of February 2011 to UNESCO.

**Actions**

- Work with the Nomination Grand Pré Advisory Board leading up to the UNESCO World Heritage Site (WHS) nomination.
- Review the current site services to determine the opportunities for the national historic site in the event that Grand Pré is designated a World Heritage Site.

**Objective 2.4: In the event that Grand Pré is designated a WHS, Parks Canada to play an active role in the governance structure and supports the interpretation of the Outstanding Universal Value of the site.**

**Target(s)**

- Assist the Nomination Grand Pré Advisory Board to establish a governance structure by the date of inscription of the site.

**Actions**

- Work with the Nomination Grand Pré Advisory Board to define the role of Parks Canada in the governance structure of the WHS.
- Work with the body responsible for the governance of the WHS to develop partnering opportunities and a working relationship to contribute to the vision for the WHS.
- Work with the body responsible for the governance of the WHS to support the interpretation of the Outstanding Universal Value of the WHS at Grand-Pré National Historic Site.

**Objective 2.5: Explore partnering and research opportunities to increase our layered understanding of the reasons for national significance that would enrich visitor experiences at Grand-Pré NHSC.**

**Target(s)**

- Set research priorities for Grand-Pré NHSC by 2011 in the area of history, archaeology and social sciences with the assistance of research organizations.
- Obtain a complete archaeological inventory and reports for the archaeological work completed by the field school and Atlantic Service Centre by March 31, 2011.

- Complete an archaeological assessment of the land at Grand-Pré NHSC by 2013.

#### **Actions**

- Hold a workshop with research organizations and interested stakeholders to develop long-term, strategic research and partnership goals for Grand-Pré NHSC.
- Obtain completed archaeological inventory and reports for the archaeological work conducted between 2000 and 2009.
- Work with partners and stakeholders to complete the inventory of archaeological resources.
- Work with partners and stakeholders to determine the most appropriate techniques to facilitate opportunities for visitors to experience the archaeological remains of the 17<sup>th</sup>- and 18<sup>th</sup>-century Acadian settlement on site – such as the creation of a thematic artifact inventory.
- Create regularly rotating displays of current historical and archaeological research occurring at Grand-Pré NHSC that feature research findings in a prominent location in the Visitor Centre.
- Increase third-party delivery of public outreach education products in cooperation with partners and stakeholders.
- Collaborate with partners and stakeholders to undertake research to improve archaeological knowledge of Acadian, New England Planter and Mi'kmaq of Nova Scotia life within the greater Minas Basin area.
- Explore opportunities for archaeology programs open to public/school group participation to create an authentic hands-on experience at the site in cooperation with partners and stakeholders.
- Work with Saint Mary's University field school to establish a formalized agreement for research goals at the Grand-Pré NHSC.
- Continue to collaborate with research institutions such as Saint Mary's University and Acadia University Planter Studies Department to research and interpret the site and artifacts found at the site and in the surrounding area including Mi'kmaq cultural resources.

**Objective 2.6: Seek further partnering opportunities with the Mi'kmaq of Nova Scotia to increase their involvement as defined by them.**

#### **Target(s)**

- Work collaboratively with the Mi'kmaq of Nova Scotia to establish by 2014 a Parks Canada Aboriginal Advisory Committee for Mainland Nova Scotia.
- Meet annually with the Mi'kmaq of Nova Scotia.

#### **Actions**

- Meet with local Mi'kmaq of Nova Scotia to understand their level of interest in the site and maintain open communication/dialogue.
- Work with the Mi'kmaq to present relevant Mi'kmaw history as it relates to the historic value of the national historic site including the relationship that existed between the Mi'kmaq of Nova Scotia the Acadians.
- Facilitate partnering opportunities including economic opportunities with the Mi'kmaq of Nova Scotia, the community of Grand Pré, and the Annapolis Valley that are mutually beneficial.
- Work with representatives of the Mi'kmaw communities to identify opportunities for Mi'kmaq involvement in advisory committees to provide input and technical advice to Parks Canada on matters related to national parks and national historic sites. This process will respect the Made in Nova Scotia negotiations and the relationship will be defined in collaboration with the Mi'kmaq of Nova Scotia.
- Work collaboratively with the Mi'kmaq of Nova Scotia to create a Parks Canada Aboriginal Advisory Committee for Mainland Nova Scotia to accurately reflect how the Mi'kmaq of Nova Scotia would like to be engaged with Parks Canada.
- Share archaeological information with the Mi'kmaq of Nova Scotia, identify research gaps and carry out additional archaeological surveys, as considered mutually appropriate in collaboration with the archaeologist representing the Mi'kmaq of Nova Scotia.

- Invite the Mi'kmaq of Nova Scotia to participate in Parks Canada initiatives regarding the protection and presentation of archaeological resources in collaboration with stakeholders and partners.

### 5.3 KEY STRATEGY 3: ANCHORING THE “PARK” IN THE COMMUNITIES

*The main objective of this strategy is to change the perception of what Grand-Pré NHSC is to local communities and the greater Annapolis Valley residents, reconnecting it to their everyday lives and thereby increasing its relevance.*

Some of the community character that once was at the heart of visiting Grand-Pré NHSC seems to have been lost since the introduction of entry fees. In the past, the larger community of Grand-Pré NHSC encompassed a greater percentage of residents of the Annapolis Valley and the Halifax Regional Municipality who came to Grand-Pré NHSC to simply enjoy its natural beauty and historic setting. The perception of Grand-Pré NHSC by some market segments has changed—once a place you simply visited to appreciate, it is now identified as a “museum type” attraction where “visitors” go. As such, the national historic site has lost some important community support and a valuable market.

This strategy will focus on reconnecting local and Valley residents to the national historic site by having the site play a more central role as a valuable community resource and gathering place for local and regional events. Marketing the site as a destination to “rediscover” and re-establish a personal sense of connection to the site, may be a way to reinvigorate visitation by this market.

The UNESCO nomination process has provided greater media exposure for Grand-Pré NHSC, but more importantly, it has been a vehicle for Parks Canada to work collaboratively with the local community to reconnect Grand-Pré NHSC to their everyday lives and thereby increase its relevance to them. Parks Canada will increase its presence at the national historic site to ensure the integrated delivery of its mandate elements.



Chris Reardon

The site is part of the attractions of the Annapolis Valley. Along with Fort Anne NHSC and Port Royal NHSC, it is one of the most visited historic and cultural sites in the region. Grand-Pré NHSC is located in the heart of the Valley’s wine country, a fact that attracts a new type of visitor that may be interested in the stories and the service offers at Grand-Pré NHSC. Parks Canada will enhance its collaboration with the tourism industry and interested local businesses in the region to enter into or strengthen existing markets, and become a key destination in the region. The site is part of the social and economic fabric of the region and Parks Canada will work with communities to maintain positive relationships. To reach those Canadians who will not have an opportunity to visit the site, Parks Canada will increase awareness of the NHS and its reasons for designation through various learning opportunities including an improved website presence.

#### **Objective 3.1: Re-establish the site in the local community.**

##### **Target(s)**

- Increase the sales of the Parks Canada Ambassador Pass by 10% by 2012.
- Increase by 30%, local visitor numbers by 2011 (baseline VIP 2007).

##### **Actions**

- Allow access to the grounds of Grand-Pré NHSC free of charge to visitors on a year-round basis. Entry fees will only be charged to access the Visitor Centre and Memorial Church at the site.



- Create and participate in opportunities to engage and dialogue with local communities. Hold “community days” at the site which could profile individual communities while offering activities that are relevant and meet their needs and interests. Determine level of interest to hold a “New England Planter Day” celebration, similar to the “Acadian Day” held at the site.
- Depending on the level of interest of local area residents, consider the creation of volunteer programs at Grand-Pré NHSC focusing on such areas as archaeology, traditional agricultural practices, collections, etc.
- Collaborate with local communities and groups on activities that will affect future development in the area.
- Work with local farmers and businesses to promote local products.
- Explore new programming opportunities targeting audiences such as seniors, to provide educational activities on site in a variety of areas (geology, history, music, life-long learning and language).
- Work with stakeholders and partners to improve the promotion of events at the site within the local community through various communication tools, such as: local newspaper and radio announcements; mailbox solicitation; website updates; and email notification.
- Actively promote the Parks Canada Ambassador Pass and explore an “early bird” pass option for local residents.
- Further develop public outreach education opportunities with institutions especially in the Annapolis Valley (e.g., Acadia University).

**Objective 3.2: Contribute to making the Annapolis Valley a tourism destination.**

**Target(s)**

- Maintain or increase the level of Parks Canada participation in networks with partners and stakeholders [based on 2009 levels].
- Increase partnerships with regional attractions and tourism operations [based on 2009 levels].

**Actions**

- Work with local and regional attractions to explore tourism package opportunities that align with the local and regional tourism directions and supports economic development in the region. Collaborate with Kings County Tourism and Destination Southwest Nova Association (DSWNA).
- Actively participate in the CTACA to take advantage of tourism opportunities and create links to existing and new markets.
- Return Grand-Pré NHSC as an active partner in Acadian tourism initiatives and develop other partnerships such as with the Harvest Festival and various Annapolis Valley historic sites.
- Market to the New Brunswick visitor region, which is within the immediate 300- to 400- km radius of influence, as a possible market for Grand-Pré NHSC.

**Objective 3.3: Improve shoulder season activities as a way of increasing visitation to the site.**

**Target(s)**

- Increase visitation in the shoulder season by 10 % [2009 levels].

**Actions**

- Expand educational winter program offers at the site for elementary, high school and post-secondary levels to increase shoulder season use of the site.
- Explore expanding shoulder season activities aimed at local or regional audiences, such as events, fairs, Harvest Festival and Christmas celebrations.
- Research and develop links to institutions outside of the province to connect the site to a more global story.

## 6.0 Area Management Approach

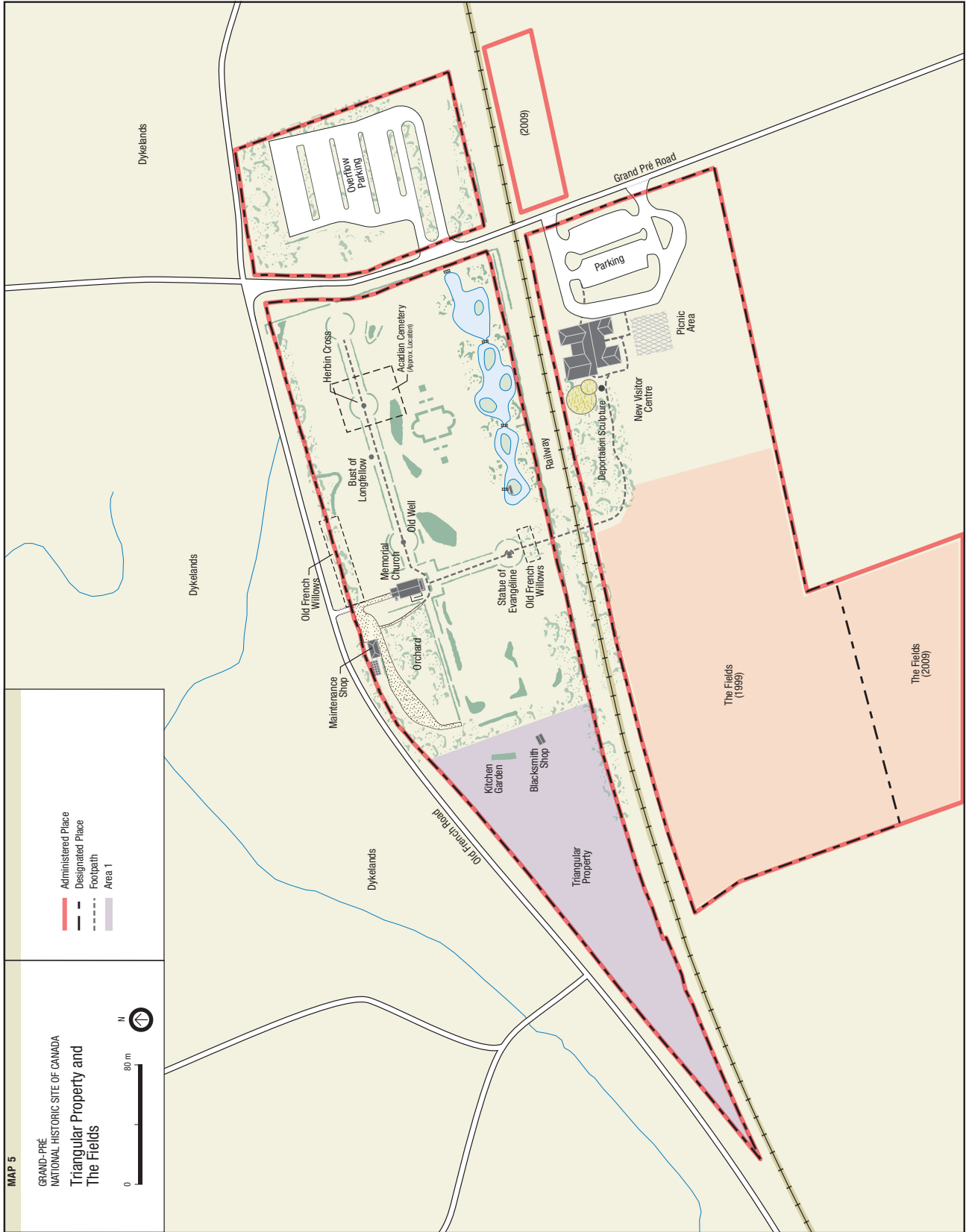


*View of the kitchen garden and blacksmith shop. Chris Reardon*

While the key strategies focus on addressing issues and challenges that affect the site as a whole, certain areas within Grand-Pré NHSC require specific management focus. The area management approaches describe an integrated set of objectives for resource protection, visitor experience opportunities and public outreach education to be achieved over time in two distinct areas: (1) the “Triangular Property”, the lands acquired by Parks Canada in 1999 as well as the large field acquired in 2009, called the “Fields”; and (2) the limits of the commemorative gardens. The small parcel of land acquired by Parks Canada to the east of the designated place in 2009 is not included in this area management approach.

### 6.1 THE TRIANGULAR PROPERTY AND THE FIELDS

The “Triangular Property” was added later in the development of the park and for a time was the location used to interpret life in an Acadian settlement. It currently hosts the blacksmith shop, a vegetable garden and remains of Acadian structures. Until recently this location offered an unimpeded view of the dykelands. Failure to keep vegetation growth in check during the past few years has resulted in much reduced viewplanes. The area requires attention since it is outside of the regular circulation pattern of most visitors and yet offers opportunities for an enhanced experience of the site and its values.





*Blacksmith shop. Chris Reardon*

The “Fields” includes lands acquired by Parks Canada in 1999 and 2009. They consist of an open and unobstructed area containing remains of historic structures and until recently a statue representing an Acadian family at the time of the Deportation was located there. In the fall of 2009 this structure was moved to its new location behind the Visitor Centre.

Together, the “Triangular Property” and the “Fields” (Map 5) offer opportunities for experiencing the setting of Grand-Pré NHSC as well as learning about Acadian villages, agricultural practices and ways of life in the 18<sup>th</sup> century. The process of unearthing cultural resources on site offer opportunities for visitors to experience the site in ways which foster a personal sense of connection with this special place. Such opportunities could also foster understanding and appreciation of the greater agricultural setting, and build support for the protection of these resources.

**Objective 6.1.1: Increase on-site programming within the “Triangular Property” and the “Fields” with the assistance of partners and stakeholders.**

**Target(s)**

- Hold a meeting with partners and stakeholders to review suggestions for new programming provided during the public engagement process by end of March 2011.

**Actions**

- Review with archaeology research partners how archaeology work can be further incorporated into the programming for the site.
- Develop and implement a vegetation management plan for the “Triangular Property.”
- Provide a broader contextual interpretation of the cultural landscape from the “Triangular Property” that includes the site’s association with the marsh, encompassing the influences on the marsh by the Acadians, New England Planters and subsequent generations of farmers who have dyked and farmed the marsh.
- Explore opportunities for visitors to safely experience the natural beauty of the area and observe the agricultural practices within the actively farmed lands adjacent to the national historic site.

**Objective 6.1.2: Create opportunities within the “Triangular Property” and the “Fields” for visitors to experience the site as it was prior to the Acadian Deportation and bring them in contact with the landscape and agricultural village that once thrived on the site.**

**Target(s)**

- Complete an archaeological assessment of the “Triangular Property” and the “Fields” by 2013.

**Actions**

- Collaborate with research partners and stakeholders to develop new programming that has direct links and tangible connections to the Acadian settlement period from the early 1680s to 1755 to facilitate visitor experience opportunities.
- Explore the use of self-guided visitor tools, improved interpretation of archaeological resources through various techniques, and communication tools for visitors to interact with the site.

- Incorporate the Explorer Quotient into programming (on-site and web-based) to create a menu of experiences that will enhance visitor experiences and create opportunities that best suit the needs of visitors.
- Review recommendations from the cultural landscape visitor experience concept plan prepared in 2009 related to way finding, on-site communication of messages and circulation patterns, and incorporate as appropriate into site programming for the “Triangular Property” and the “Fields”.
- Further test and assess the archaeological features in the “Fields” to identify the time period and function of the cultural resources.
- Continue to use the area of the “Fields” acquired in 2009 for agricultural purposes.
- Review option to return parts of the lands acquired in 1999 to active farming to reduce maintenance costs and provide a direct connection to the agricultural practices that have evolved at Grand Pré for more than three centuries.

**Objective 6.1.3: Access within the “Triangular Property” and the “Fields” is improved.**

**Target(s)**

- By 2011, circulation patterns within the “Triangular Property” and the “Fields” are reviewed.
- Increase visitor participation in interpretive activities at the “Triangular Property” [based on 2007 VIP figures] and the “Fields”.

**Actions**

- Review circulation patterns within the “Triangular Property” and the “Fields” to improve access to these areas and incorporate into an overall vision for the property acquired in 2009 to the south of the national historic site.
- Work with partners and stakeholders to understand potential needs for circulation paths for the site including potential universal access needs.
- Establish baseline for visitor participation in interpretive activities within the “Fields”.



*Visitors enjoying the grounds. Chris Reardon*

## 6.2 THE COMMEMORATIVE GARDENS

The second area corresponds to the original property developed by the Dominion Atlantic Railway and encompasses the gardens, the Memorial Church, Evangeline’s well, the Evangeline statue and a variety of monuments (Map 6). This area has a strong identity resulting from the formal design of the gardens that provides for a contemplative experience, and one based on the story of Evangeline. The area is also considered to be the historic “heart” of the village of Grand-Pré containing the remains of the cemetery, cellars, roads, and the church (although some of these still remain elusive). As this important dimension of the site is not currently fully interpreted, additional opportunities will be explored to enrich the current experience through diverse interpretation tools.

**Objective 6.2.1: The “Commemorative Gardens” area becomes a gathering place for the community to contemplate, relax and experience.**

**Target(s)**

- By 2015, new on-site programming within the “Commemorative Gardens” area is developed to meet the needs and interests of visitors.

**Actions**

- Work with interested partners and stakeholders to develop new on-site programming that maintain the historic value of the “Commemorative Gardens” and protect cultural resources within this area.

- Develop an interpretation node that communicates the historic values of the “Commemorative Gardens.”
- Explore the use of various interpretation tools to enrich the current visitor experience opportunities in the “Commemorative Gardens” area.
- Collaborate with other historic sites in the region that have an Acadian connection, such as Fort-Anne NHS and Acadian cemeteries, to provide greater links to Acadians that settled in the Grand Pré area during 1682 and 1755 and to the Acadian diaspora.

**Objective 6.2.2: The “Commemorative Gardens” protects existing, significant cultural resources, and the historic value and strong identity of the gardens.**

**Target(s)**

- Improve the commemorative integrity rating around cultural resources from yellow to green by 2012.

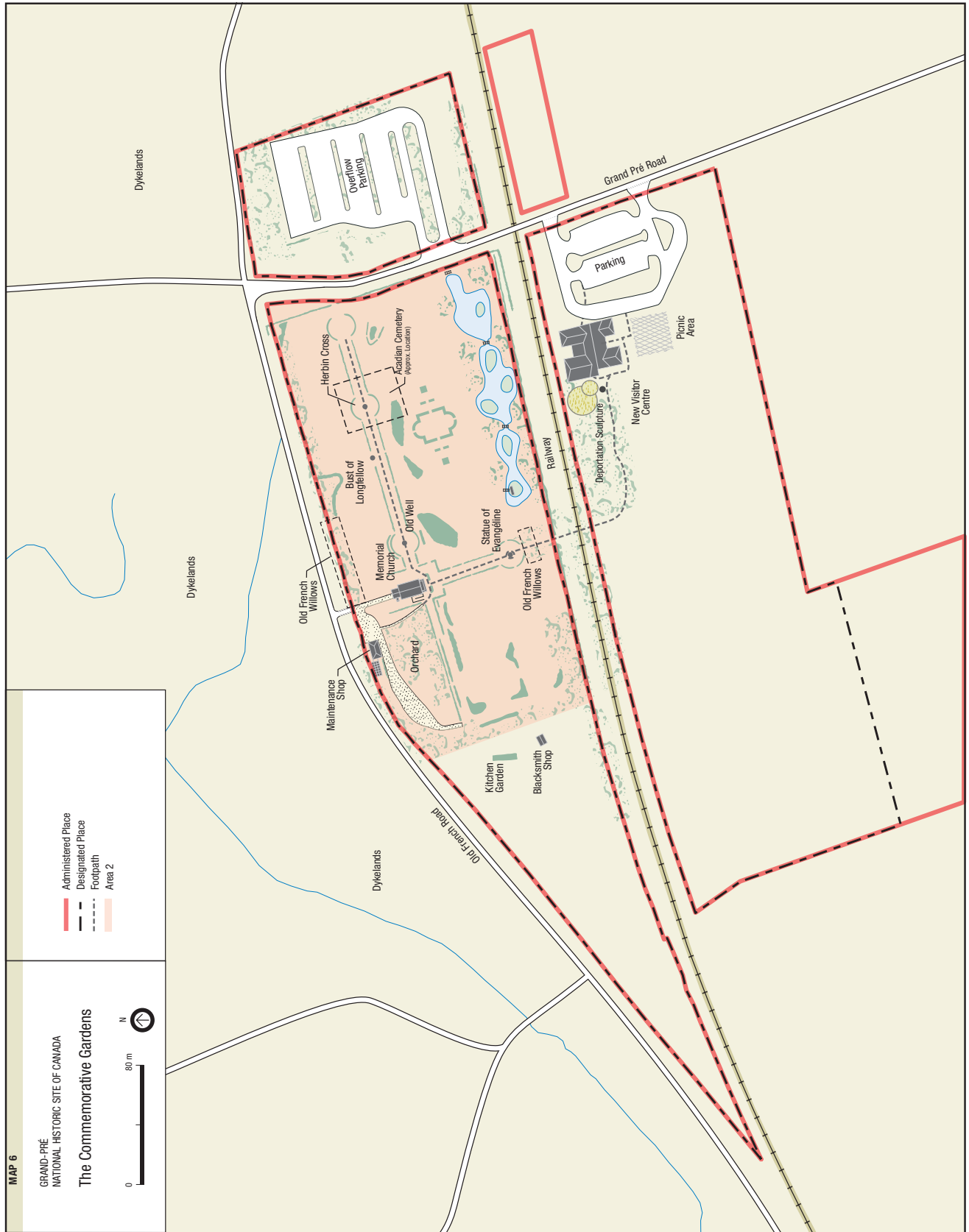
**Actions**

- Relocate the maintenance facility to an appropriate location within the national historic site that increases the efficiencies of maintenance staff and addresses the safety and storage concerns of the current aging facility.
- Continue to collaborate with stakeholders and partners to eradicate the garlic mustard plant (*Alliaria petiolata*) infestation from the site.
- Allow the old French Willow trees (a level one cultural resource), to fall and regenerate. When necessary, Parks Canada will propagate the trees in their traditional area.
- Collaborate with research partners and stakeholders to ensure that activities surrounding the protection of the cultural resources in the “Commemorative Gardens” complement the protection of the historic value and strong identity of the gardens and allow unimpeded access for visitors to enjoy and experience this contemplative area.



Herbin Cross. Christophe Rivet

A summary of the planned actions for the Grand-Pré National Historic Site is presented in Appendix 3.



## 7.0 Partnership and Public Engagement



Ceremony at Horton Landing to mark the relocation of the Deportation Cross on July 28, 2005. François Gaudet

### 7.1 POSITIVE RELATIONS WITH THE ACADIAN COMMUNITY

Parks Canada has worked very closely with the Acadian community since the establishment of Grand-Pré as a national historic site in 1961 to create a place that Acadians around the world consider an iconic site. This partnership has continued to grow and become stronger with the establishment of the *Société Promotion Grand-Pré* in 1998. Today, Parks Canada considers the Acadian community a privileged partner, essential to achieving the full potential of Grand-Pré NHSC. Working with committed partners such as the *Société Promotion Grand-Pré* has allowed the Agency to achieve a number of successes at the site, including the development of the Visitor Centre which was completed in 2003 and hosting the third *Congrès mondial acadien* events in 2004 which attracted over 15,000 people to the site.

### 7.2 ENCOURAGING PUBLIC PARTICIPATION AT GRAND-PRÉ NHSC

Parks Canada has always benefited from the support and cooperation of Canadians. Grand-Pré NHSC staff have established beneficial cooperative arrangements through which stakeholders and partners contribute to the development of visitor programs and the organization of cultural events or ceremonies. Parks Canada, in partnership with the *Société Promotion Grand-Pré* has enjoyed a very positive relationship with *Les Amis de Grand-Pré* who offer special programs at the site, and the *Conseil culturel acadien*, which in association with the *Fédération acadienne de la Nouvelle-Écosse* is the principal organizer of “La Journée acadienne.” Parks Canada will provide opportunities for stakeholders and partners to influence and contribute to Grand-Pré NHSC in ways that are meaningful to them.



Other benefits to the site have included working in association with local stakeholders to control and eradicate the garlic mustard plant (*Alliaria petiolata*) infestation that has been affecting the Grand Pré area.

### 7.3 LIAISING WITH THE COMMUNITY

Over the course of developing this management plan, a stakeholder and partner workshop, various meetings and an open house were held with local and regional stakeholders and partners to actively contribute to the development of the management plan, including: Acadian organizations; community members; businesses; tourism industry representatives; local historical societies; universities and affiliated research groups; municipal government; agricultural groups; and regional immigrant serving organizations.

Parks Canada will continue to develop strong relationships with stakeholders and partners who share a common interest in Grand-Pré NHSC to develop opportunities for improved visitor experience opportunities, integrating into regional tourism offers and reaching Canadians within urban centres.

Parks Canada continues to build on its relationships with the Mi'kmaq of Nova Scotia, who have demonstrated an interest in Grand-Pré NHSC. Regular meetings and dialogue with the Mi'kmaq of Nova Scotia will continue to ensure that there are opportunities to provide meaningful contributions to site management that are beneficial to them.

Parks Canada staff and the *Société Promotion Grand-Pré* will continue to participate in local community activities, particularly in heritage tourism and cultural resource management.



Public archaeology program. Rob Ferguson

### 7.4 COOPERATION WITH RESEARCH INSTITUTIONS

Parks Canada and the *Société Promotion Grand-Pré* have partnered with Saint Mary's University's Department of Anthropology since 2001 to host the department's archaeological field school at Grand-Pré NHSC. This work is initiated each year by the university and has become an established part of its curriculum. A formal agreement between Saint Mary's University and Parks Canada for the continuation and support of the project is under development.

To date, the research has focused on the goal of the field school director to locate the original site of the church of Saint-Charles-des-Mines. This work has contributed significantly to the understanding of the site, uncovering remains of one structure within the gardens, locating other potential building sites, and further defining the limits of the cemetery. It has also allowed the site to begin an inventory of cultural resources in lands acquired to the south of the gardens since 1999. Although primarily focused on offering field experience to student archaeologists, the program attracts attention from visitors and the media.

### 7.5 GRAND PRÉ UNESCO WORLD HERITAGE SITE

Should the Grand Pré UNESCO World Heritage Site (WHS) submission be successful and the site designated, Parks Canada Agency will work with the body responsible for the governance of the World Heritage Site

in support of the designated site. The Agency will work with the governance body to develop partnering opportunities and a working relationship that contributes to the vision for the World Heritage Site while meeting the UNESCO requirements for such a designation.

#### 7.6 INVOLVEMENT WITH TOURISM INDUSTRY

Parks Canada will continue to work closely with the *Société Promotion Grand-Pré* to develop a revised marketing strategy that will identify gaps in market segments and provide direction to increase visitation and play an important role in Nova Scotia's Tourism Industry. Key partnering opportunities with the Province of Nova Scotia, *Commission du tourisme acadien du Canada atlantique*, Kings County Tourism, Destination Southwest Nova Association and regional DMOs, and tourism groups will be pursued to create natural links to existing and new markets. The Agency will partner with regional attractions and tourism operators to contribute to making the Annapolis Valley a "must see" tourism destination.

The Agency will evaluate current destination marketing packages that partner with local businesses in order to address the interests and needs of identified market segments. For example, the cruise ship markets at port in Halifax will be targeted with a focus on smaller group tours to Grand-Pré NHSC and Annapolis Valley attractions such as the growing wine industry. Finally, with the possibility of the Grand Pré area having its own World Heritage Site, Parks Canada will explore the potential to attract an international audience, beyond the Acadians and their descendants.

#### 7.7 STRATEGIES FOR MONITORING THE EFFECTIVENESS OF PARTNERSHIPS AND PUBLIC ENGAGEMENT INITIATIVES

Parks Canada recognizes that its success in ensuring that Canadians are connected to its heritage places, today and in the future is dependent on the working relationships it has with its stakeholders and partners



*Saint Mary's University students excavate a pre-Deportation Acadian building. Jonathan Fowler*

and feedback from them is critical to ensuring healthy and productive relationships. Stakeholder and partner engagement is part of the performance framework for Parks Canada, in line with the Government of Canada's direction on federal accountability and engagement of citizens.

As part of this accountability, Parks Canada has conducted a national study to establish a baseline value with respect to the quality of stakeholder and partner engagement so that the Agency can assess and report on its ongoing performance in this area to measure changes over time. Through this study Parks Canada will be able to gauge the extent to which its stakeholders and partners support its activities, how they perceive the Agency with respect to its engagement practices and opportunities and to develop engagement opportunities that meet their needs.

The results of the stakeholder and partner engagement study will be used by Grand-Pré NHSC to monitor and assess the effectiveness of stakeholder and partner engagement.



## 8.0 Administration and Operations



*Christophe Rivet*

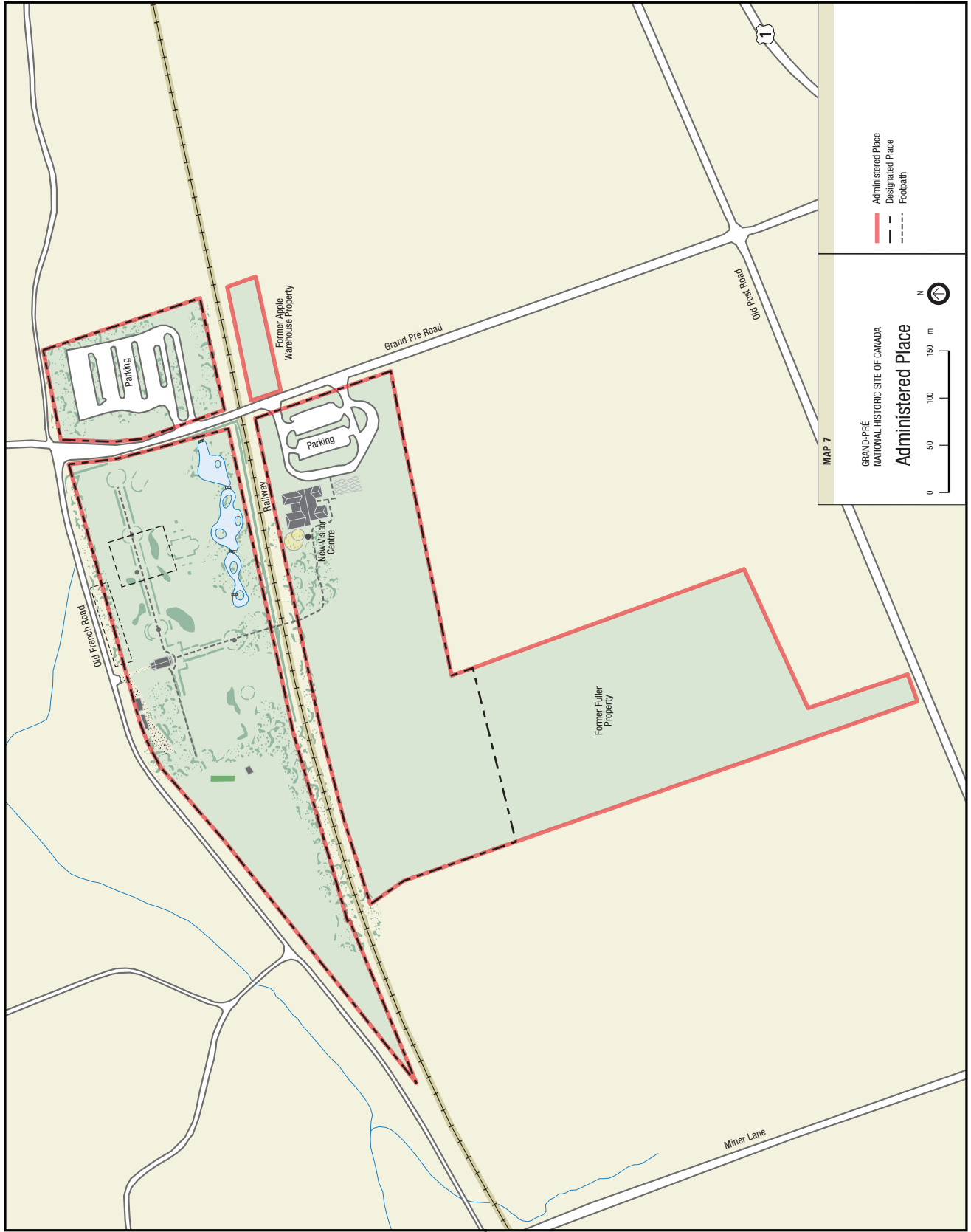
The property administered by Parks Canada is bordered on the north side by a gravel road along the marsh. Agricultural fields and orchards form the boundary along the entire length of its western edges and part of the eastern edge of the newly acquired Fuller property (Map 7). The property is divided by a rail line that runs east-west through the site and the Grand Pré Road forms part of the other eastern boundary. A portion of the property, which includes the parking area of the former visitor centre and a recently acquired parcel of land is located on the east side of Grand Pré Road and is surrounded by fields.

The two parcels of land that Parks Canada acquired in September 2009 as part of the Agency's efforts to protect significant cultural resources and viewsapes at Grand-Pré National Historic Site include the 4,037 square metre former apple warehouse property

located directly across from the new Visitor Centre at 2208 Grand Pré Road and the 6.08 hectare Fuller property with access on Old Post Road.

The property acquired in 1999 south of the railway line contains significant archaeological resources and has been a challenge for grounds staff to maintain. The newly acquired parcel to the south of the designated property will be leased and operated as a working agricultural landscape at least over the next two to three years. Parks Canada will also consider returning part of the lands acquired in 1999 to active farming to reduce maintenance costs and, more importantly, to provide a direct connection to the agricultural practices that have evolved at Grand Pré for more than three centuries.

The designated place includes the commemorative gardens designed by Percy Nobbs,



the Memorial Church, the bronze statue of Evangeline that reflects the site's importance as a symbol of Acadian identity, archaeological resources (including three known Acadian cellars and a burial ground), a Visitor Centre built in 2003, a parking lot for that centre, and two HSMBC plaques – one for Grand-Pré Rural Historic District National Historic Site of Canada, designated in 1995, and the other for the Dispersal of the Acadians National Historic Event, designated in 1955.

The *Société Promotion Grand-Pré* has delivered through a contract with Parks Canada, the site's interpretation and visitor services since 1999. The current role of the *Société Promotion Grand-Pré* at Grand-Pré

NHSC has been to promote the site particularly to the Acadian community and to organize cultural events and other activities that enhance the site's use for various occasions. Prior to the expiry of this contract, Parks Canada and the *Société Promotion Grand-Pré* will engage in negotiations to find a mutually beneficial arrangement for providing services on site.

Within the next planning cycle, the outdated maintenance facilities currently located to the northwest of the Memorial Church will need replacement. Parks Canada is pursuing cost-effective options to find a suitable location and design for an upgraded maintenance facility within the administered site.



## 9.0 Monitoring and Reporting

The Parks Canada Corporate Plan provides the strategic direction for all program activities for the Agency. Management priorities developed by the field units for each protected heritage place reflect the Agency’s corporate priorities through the key strategies, objectives and actions, which ensures that the management plan is comprehensive, addresses the Agency’s three mandate areas and will meet the corporate targets set out by the Agency.

Monitoring and reporting are important aspects of the overall management planning cycle (Figure 1). Ongoing monitoring provides an evaluation of the field unit’s management decisions during the course of the management plan to determine that they are effective in achieving the identified key strategies and in turn, that the key strategies support the achievement of the Agency’s corporate performance expectations. The role of the annual implementation report is to record performance and put the management plan into action.

The State of the Site Report (SoSR) is based upon the best available information on the current state and trends of national historic sites and provides an assessment of the site’s condition and trends relative to the Agency’s three mandate areas and reports on progress to meet corporate performance expectations. “State of” reports also give an account of what has been done to maintain or improve the state of the site, by assessing performance in achieving desired results identified in the management plan. State of the Site Reports form the basis of Grand-Pré National Historic Site’s five-year management plan review, and determines major issues and challenges to be addressed in the next management planning cycle.

The 2009 Grand-Pré State of the Site Report provided a snapshot of the long-term trends that served to determine if the site’s commemorative integrity, visitor experience offers, public outreach education programs and relationships with stakeholder and

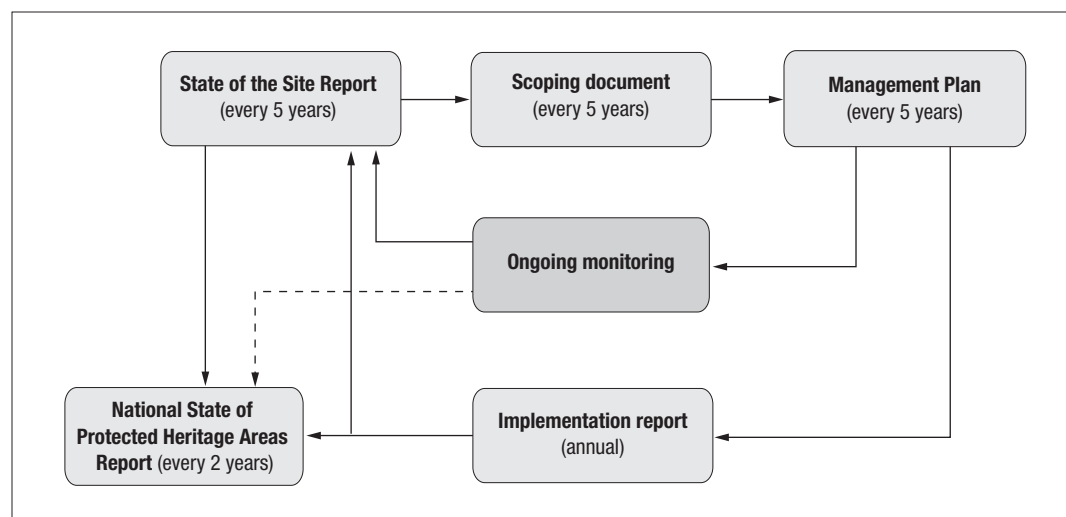


Figure 1: Overall management plan process.



partners are improving, stable or declining. Due to the timing of the SoSR and the new reporting requirements that were developed by the Agency, there were gaps in monitoring information related to visitor experience, public outreach education programs and stakeholder and partner engagement as the targets were not fully developed to meet the new corporate direction. The site will be working to ensure monitoring for these areas will be reported on in the next planning cycle.

Monitoring of the condition and trends of visitor experience for Grand-Pré NHSC will be fulfilled through social science research. Baselines for the site will be developed based on corporate performance expectations for visitor experience and the field unit will use these baselines to improve upon or meet corporate targets. As the corporate performance expectations for public appreciation and understanding are further developed by the Agency, monitoring of condition and trends for this mandate area will be refined.

In addition to the SoSR, a Commemorative Integrity evaluation was conducted in 2007 and

indicated that overall there were opportunities for improvement. There were gaps with the inventory of cultural resources, both of in-situ and moveable resources, a lack of up-to-date records, and challenges in implementing a maintenance program in all areas of the site. Monitoring for these gaps will be better reflected in the next management plan.

The field unit will continue to use other monitoring tools to assist with the monitoring of its programs such as the Visitor Origin Monitoring Program conducted during the summer of 2007 as part of a national initiative to learn more about the site's visitor profile.

The site has also conducted vegetation monitoring as a result of the Commemorative Integrity evaluation and a survey of plant species conducted in 2007. The survey identified the presence of the garlic mustard plant, an invasive species that has the potential of negatively impacting vegetation on and off site. Park Canada is currently collaborating with partners to contribute to its eradication in the Grand Pré area and to continue to monitor this progress.

## 10.0 Summary of Strategic Environmental Assessment

A Strategic Environmental Assessment (SEA) was completed on this management plan in accordance with the 2004 *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*, which requires an environmental assessment of all plans and policies submitted to the federal Cabinet or to a Minister for approval, including management plans for national historic sites. The report documents a Strategic Environmental Assessment of the draft management plan for Grand-Pré National Historic Site that meets the requirements of this cabinet directive.

This SEA identifies both positive and adverse potential environmental effects, including cumulative effects with existing conditions, of the proposed direction in the management plan. The assessment considers current understanding of the stressors affecting the commemorative integrity of the site when coupled with the proposed new strategic direction and the cumulative effects from the management plan. The assessment includes existing and potential impacts from inside and outside the site.

A review of the proposed strategic direction and specific actions proposed in the draft management plan for Grand-Pré National Historic Site indicates that the management plan is fully consistent with federal policy and legislation governing national historic sites administered by Parks Canada. The management plan recognizes Parks Canada's commitment to identifying, protecting and presenting the cultural resources at Grand-Pré NHSC and working with stakeholders, the Acadian community, and the Mi'kmaq of Nova Scotia to protect the cultural heritage of the site.

The SEA reviewed each of the actions proposed, potential interactions between each action and each key component along with comments about the nature of the interaction within the document. The management plan

proposes some management actions that could result in some adverse environmental impact. However, it is expected that these impacts can be mitigated once they are examined more closely during project-specific environmental assessments required under the *Canadian Environmental Assessment Act* or under the Cabinet Directive on the Environmental Assessment of the Policy, Plan and Program Proposals. The following initiatives may be subject to project-specific environmental assessments:

- Management of vegetation at the site to restore and protect historic viewplanes;
- Vegetation removal for the purpose of eradicating the mustard plant infestation on site;
- Vegetation management on the triangular property;
- Implementation of a vegetation plan that includes provisions for public safety;
- Plan for the regeneration of old French Willow trees;
- Vegetation removal for the purposes of rediscovering sight lines;
- Inventory of archaeological resources that involves excavation;
- Archaeology work that involves excavation;
- Testing and assessment of archaeological features in the "Fields";
- Relocation of the maintenance facility; and
- Special events taking place on site.

In addition, a specific strategic environmental assessment may be required for the following plans:

- Vegetation Management Plan; and
- Plan for the regeneration of the old French Willow trees.

Recommendations from the SEA report have been reflected in the management plan as action items.

Collectively, the strategic direction and management actions outlined in the management plan will contribute to an overall improvement in the commemorative integrity of Grand-Pré National Historic Site of Canada.

## References

*Canada National Parks Act*, S.C. 2000, c. 32.

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Parks Canada Agency. *Parks Canada Agency Corporate Plan 2009/10 – 2013/14*. Parks Canada, 2009.

Parks Canada. *Grand-Pré National Historic Site of Canada: 2007 Visitor Information Program Final Report*. 2005.

Parks Canada. *Parks Canada Guide to Management Planning*. 2008a.

Parks Canada. *Parks Canada Guiding Principles and Operational Policies*. Department of Canadian Heritage, 1994.

*Species at Risk Act*, S.C. 2002, c. 29.



## APPENDIX 1

### Glossary of Terms

**Area Management Approach:** An approach to ensure the integrated delivery of the Agency mandate in a specific geographic area. The area can be based on the complexity of issues; the size of the heritage place; the logical grouping of resources; the special attachment to the area by local residents or visitors; or simply lends itself to a distinct management approach.

**Commemorative Integrity:** A historic place may be said to possess commemorative integrity when the resources that symbolize or represent its importance are not impaired or under threat, when the reasons for its significance are effectively communicated to the public, and when the heritage value of the place is respected.

**Connection to Place:** A concept that reflects the relevance and importance of protected heritage places to Canadians. It expresses the emotional, intellectual, and spiritual attachment Canadians and visitors feel toward natural and cultural heritage places. Parks Canada works to foster this sense of attachment through meaningful opportunities for enjoyment and learning provided on site and through public outreach education. Respecting, understanding, and facilitating the relationship between heritage places and Canadians, including Aboriginal peoples, visitors, partners and stakeholders help promote a shared sense of responsibility for heritage places and engage minds and hearts to support their protection and presentation now and for future generations.

**Cultural Landscape:** Any geographic area that has been modified, influenced, or given special cultural meaning by people.

**Cultural Resource:** A human work or a place, which gives evidence of human activity or has spiritual or cultural meaning, and which has been determined to have historic value.

**Cultural Resource Management:** Generally accepted practices for the conservation and presentation of cultural resources, founded on principles and carried out in a practice that integrates professional, technical and administrative activities so that the historic value of cultural resources is taken into account in actions that might affect them. In Parks Canada, Cultural Resource Management encompasses the presentation and use, as well as the conservation of cultural resources.

**Explorer Quotient (EQ):** A way to understand and segment travellers based on their social values and travel motivations.

**Exotic Invasive Species:** Introduced, non-indigenous species that can establish and proliferate within natural or semi-natural habitats, successfully competing with and displacing at least some of the native flora and fauna, impacting biodiversity and altering the natural structure and function of the ecosystem.

**Field Unit:** An administrative division developed by Parks Canada, combining the management and administration of one or more national park(s), national historic site(s), marine conservation area(s) or historic canal(s). There are 32 field units across Canada.

**Indicator:** A nationally or bio-regionally consistent summary reporting statement that provides a comprehensive synopsis of each component of the Agency's mandate. It is based on a combination of data, measures, and critical success factors that provide a clear message about current conditions and the change since the last measurement.

**Historic Object:** A generic term used to refer to any movable cultural property acquired by Parks Canada curatorial services for interpretive or references purposes. Historic objects are subject to the directive, Management of Historic Objects and Reproductions.

**Historic Value:** Historic value is a value or values assigned to a resource, whereby it is recognized as a cultural resource. These values can be physical and/or associative.

**Key Strategy:** Concrete expression of the vision statement that provides heritage place-wide direction. Must give a clear overview of how the protected heritage place will be managed and how the three mandate elements will be achieved in a mutually supportive manner.

**Level I Cultural Resource:** A cultural resource that is of national historic significance. It directly relates to the reasons for a site's national significance.

**Level II Cultural Resource:** A resource that is not of national historic significance may have historic value and thus be considered a cultural resource.

**National Historic Site:** Any place declared to be of national historic interest or significance by the Minister responsible for Parks Canada. The name is commonly used to refer to the area administered by Parks Canada, or another owner, as a national historic site.

**Partner:** A partner refers to an organization that is in a collaborative working relationship with Parks Canada. This working relationship is based on mutual benefit and a formalized arrangement that sets out shared goals and objectives and the terms of the arrangement. Partners can be from the not-for-profit sector (such as NGOs, academia, cooperative associations etc.), other governmental organizations and the for-profit sector.

**Partnering:** Working relationship between two or more organizations with separate identities and independent accountabilities, based on mutual benefit and a clear agreement that sets out the shared goals and objectives and the terms of the arrangement. At Parks Canada, we refer to partnering with the for-profit sector as Corporate Engagement.

**Public Outreach Education:** Public outreach education is reaching Canadians at home, at leisure, at school and in their communities through effective and relevant learning opportunities designed to increase understanding and appreciation of the natural and historical heritage of Parks Canada places, and to encourage individuals and communities to support and become engaged in their protection and presentation.

**Stakeholder:** Refers to individuals or groups representing all sectors of Canadian society that have an interest in, or influence upon the Agency's actions and directions. Stakeholders self-select their level of involvement. Stakeholders may have a geographic sphere of influence or they may have a virtual constituency, with no actual geographic locations.

**State of the Site Report:** This report provides a synopsis of the current condition of a national historic site and assesses performance in meeting established goals and objectives for indicators associated with the Agency's mandate. These reports are produced on a five-year cycle, and are the basis for the five-year management plan review.

**Target:** Established to facilitate measuring and reporting on progress in achieving results.

**Vision Statement:** A passionate, inspirational, unique, picture of the heritage place at its desired future. It must portray the integrated relationship between the mandate components and be prepared with the involvement of the public, Aboriginal communities, stakeholders and partners.

**Visitor Experience:** Visitor experience is the sum total of visitors personal interactions with heritage places and/or people that awakens their senses, affects their emotions, stimulates their mind and leaves them with a sense of attachment to these places.





**APPENDIX 2**

## Public Engagement – Key Messages

Valuable input was provided by stakeholders and partners through the public engagement process. Parks Canada staff partners and stakeholders met to discuss the challenges and opportunities related to cultural resource protection, public outreach education, facilitating visitor experiences at the site, and to scope out partnering opportunities for the future management of Grand-Pré NHSC. During the engagement period, a meeting was set up with the Mi'kmaq community of Glooscap First Nation, however, due to unforeseen circumstances this meeting was postponed, and a further meeting could not be scheduled.

Key messages heard from participants during the stakeholder and partner workshop included:

- the site needs to be accessible, inclusive and meaningful to connect to the day-to-day lives of communities;
- participants confirmed that some community members feel a sense of disconnect to the site in part due to the establishment of entrance fees;
- local residents have a long history with Grand-Pré NHSC that is not reflected on the site;
- on-site messaging needs to be more cohesive;
- declining visitation can be addressed through an expanded and innovative suite of programs and by creating new partnering opportunities related to: research (archaeological, historical); tourism; agri-tourism; local businesses; special events promotion such as festivals and exhibits on site; multicultural activities; hands-on and interactive programming; volunteer opportunities; and greater interpretation of cultural resources;
- Parks Canada is seen as an absentee landlord at the site;
- Parks Canada needs to work with provincial and local organizations to ensure the ongoing maintenance of the dykelands and to protect the valuable connection to the surrounding landscape;
- communication needs to improve between Parks Canada and communities when promoting on-site activities, Agency promotions such as the Ambassador Pass, or other opportunities;
- improve website and develop links to educational opportunities to improve public outreach education;
- connect the site to a more global story with institutions outside of the province;
- the site is seen as a “gateway” to Acadian, local community, and hamlet culture;
- Grand-Pré NHSC is seen as a spiritual place;
- additional archaeological research should be carried out at the site to identify significant cultural resources including the church of Saint-Charles-des-Mines;
- artifacts found at Grand-Pré should be displayed at the site;

- the site cannot be everything to everyone – Parks Canada cannot forget its obligations to focus on the reasons for designation; and
- there is a role for Grand-Pré NHSC to play where one can learn about the various cultures of Nova Scotia – may need to partner with the Province of Nova Scotia.

The discussions carried out during the workshops, meetings and open house provided opportunities for partners and stakeholders who have an interest in Grand-Pré NHSC to come together and discuss matters of common interest, and to talk about working collaboratively. They were valuable discussions and they helped guide Parks Canada in its efforts to better connect the national historic site to communities and to develop partnering opportunities to help achieve this goal. It is hoped that these insightful discussions can continue as a way of building on existing relationships and developing new ones to provide local economic opportunities and enrich experiences at Grand-Pré NHSC.

**APPENDIX 3**

Summary of Actions – Implementation Strategy

Implementation of this management plan is the responsibility of the Northern New Brunswick Field Unit Superintendent. The management actions proposed in this plan will be carried out through the Field Unit’s annual Sustainable Business Plan, which identifies the management plan actions to be implemented annually along with the costs and specific timing.

A summary of the priority planned actions is presented in the table below. The table does not include ongoing, routine management activities. Priorities have been assigned to

indicate which actions will proceed immediately (by 2011), which will be implemented during the first planning cycle (2010-2015), and which are assigned to the longer term. Some actions will be ongoing and thus implemented in more than one time period.

Reporting on progress will occur through the annual management plan implementation reports and within the State of the Site Report, after which the management plan will be reviewed. Both the State of the Site Report and the management plan review process will occur by 2015.

Heritage Resource Conservation	Immediate: 2010-2011	First Planning Cycle: 2010-2015	Longer Term: 2015-2020
<b>Cultural Resources</b>			
Obtain completed archaeological inventory and reports for the archaeological work conducted between 2000 and 2009.	•		
Create regularly rotating displays of current historical and archaeological research occurring at Grand-Pré NHSC that feature research findings in a prominent location in the Visitor Centre.	•	•	
Explore innovative, low-cost solutions for maintaining the lands acquired in 2009 to the south of the designated NHS property that protect cultural resources not yet identified.	•	•	
Work with partners and stakeholders to determine the most appropriate techniques to increase programming and interpretation of the archaeological remains of the 17 <sup>th</sup> - and 18 <sup>th</sup> -century Acadian settlement on site for visitor enjoyment and understanding – such as the creation of a thematic artifact inventory.	•	•	
Improve the communication of Level II messages to respond to the interests of the local community.		•	
Develop a maintenance plan that is efficient and adequately protects cultural resources on site, specifically the existing archaeological resources in the “triangular property” and “the fields”, and the view planes to the historic landscape beyond the national historic site.		•	

Heritage Resource Conservation	Immediate: 2010-2011	First Planning Cycle: 2010-2015	Longer Term: 2015-2020
<b>Cultural Resources</b>			
Further test and assess the archaeological features in the “Fields” to identify the time period and function of the cultural resources.		•	
Continue to use the area of the “Fields” acquired in 2009 for agricultural purposes.		•	
Work with interested partners and stakeholders to develop new on-site programming that maintain the historic value of the “Commemorative Gardens” and protect cultural resources within this area.		•	
Work with partners and stakeholders to complete the inventory of archaeological resources.		•	•
Allow the old French Willow trees (a level one cultural resource), to fall and regenerate. When necessary, Parks Canada will propagate the trees in their traditional area.		•	•
Reallocate field unit maintenance resources to focus on the maintenance and protection of the existing cultural resources.		•	
Collaborate with research partners and stakeholders to ensure that activities surrounding the protection of the cultural resources in the “Commemorative Gardens” complement the protection of the historic value and strong identity of the gardens and allow unimpeded access for visitors to enjoy and experience this contemplative area.		•	
Implement a sustainable vegetation plan that includes provisions for visitor safety.		•	
Develop and implement a vegetation management plan for the “Triangular Property”.		•	

Visitor Experience	Immediate: 2010-2011	First Planning Cycle: 2010-2015	Longer Term: 2015-2020
<b>Marketing and Promotion</b>			
Develop visitor experience concept which will incorporate Explorer Quotient into programming and create a menu of opportunities to best suit the needs and interests of visitors based on EQ profiles.	•		
Return Grand-Pré NHSC as an active partner in Acadian tourism initiatives and develop other partnerships such as with the Harvest Festival and various Annapolis Valley area historic sites.	•		
Conduct Explorer Quotient workshop for Parks Canada staff, <i>Société Promotion Grand-Pré</i> staff and partners and stakeholders.	•		
Develop better connections to Destination Marketing Organization (DMO) websites.	•		
Work closely with <i>Société Promotion Grand-Pré</i> to revise and establish a marketing plan over a longer five-year period to review market segments, positioning, products and partnering options.	•	•	
Work with the <i>Société Promotion Grand-Pré</i> to develop a consistent promotional strategy that meets Parks Canada's mandate.	•	•	
Actively promote the Parks Canada Ambassador Pass to local residents and explore an "early bird" pass option for local residents.	•	•	•
Maintain the school market as a priority for Grand-Pré NHSC.	•	•	•
Actively participate in the CTACA to take advantage of tourism opportunities and create links to existing and new markets.	•	•	•
Position Grand-Pré NHSC as a "must see" destination with universal appeal.	•	•	•
Develop products based on interests and needs of specific market segments using the Explorer Quotient and social science data.	•	•	•
Evaluate current destination marketing packages that partner with local businesses in order to address the wants and needs of identified market segments.	•	•	•
Promote and encourage the use of the ambassador program both on site and through the Parks Canada website.	•	•	•
Maintain active media relations to promote the site.	•	•	•

Visitor Experience	Immediate: 2010-2011	First Planning Cycle: 2010-2015	Longer Term: 2015-2020
<b>Marketing and Promotion</b>			
Work with stakeholders and partners to improve the promotion of events at the site within the local community through various communication tools, such as: local newspaper and radio announcements, mailbox solicitation, website updates, and email notification.	•	•	•
Work with local and regional attractions to explore tourism package opportunities that align with the local and regional tourism directions and supports economic development in the region. Collaborate with Kings County Tourism and Destination Southwest Nova Association (DSWNA).	•	•	•
Develop a working partnership with local groups to create destination experiences and packages to connect to the broader story between Grand-Pré NHSC, the National Rural Historic District and the Acadian experience.	•	•	•
Market to the New Brunswick visitor region, which is within the immediate 300 km to 400 km radius of influence, as a possible market for Grand-Pré NHSC.	•	•	•
Collaborate with provincial and regional DMOs and tourism groups to capture markets related to Acadians, new Canadians, Halifax Regional Municipality (HRM) residents, local valley residents, Maritime residents, and visitors from outside of Nova Scotia already in the province.		•	
Target cruise ship markets at port destination in Halifax with a focus on smaller group tours and van tours leaving the Halifax port. Have an on-site contact person available at the Halifax port.		•	
Participate actively in cooperative promotional efforts with other Acadian organizations marketing the brand “Acadie” such as the <i>Commission du tourisme acadien du Canada atlantique</i> (CTACA) to take advantage of tourism opportunities, create natural links to existing and new markets and develop other partnerships.		•	•
<b>Visitor Service Offer</b>			
Allow access to the grounds of Grand-Pré NHSC free of charge to visitors on a year-round basis. Entry fees will only be charged to access the Visitor Centre and Memorial Church at the site.	•		

Visitor Experience	Immediate: 2010-2011	First Planning Cycle: 2010-2015	Longer Term: 2015-2020
<b>Visitor Service Offer</b>			
<p>Improve opportunities to experience the historic landscape from the “triangular property” by managing vegetation to restore sight lines to the dykelands that make connections with the historic landscape and agricultural community and maintain an active maintenance program to preserve the integrity of the archaeological resources.</p>	<ul style="list-style-type: none"> <li>•</li> </ul>		
<p>Together with partners and stakeholders, investigate visitor experience opportunities for the lands acquired in 2009 to the south and east of the designated NHS</p>	<ul style="list-style-type: none"> <li>•</li> </ul>		
<p>Enhance trip planning information on the Parks Canada website and provide a link to the <i>Société Promotion Grand-Pré</i> for more detailed site information.</p>	<ul style="list-style-type: none"> <li>•</li> </ul>		
<p>Improve way finding (both to the site and on site), circulation patterns, on-site communication of messages, and incorporate into site programming.</p>	<ul style="list-style-type: none"> <li>•</li> </ul>		
<p>Develop a site plan to orientate visitors to the full range of opportunities at the site, provide connections to the surrounding landscape including the dykelands and local communities and links to other visitor opportunities in the area.</p>	<ul style="list-style-type: none"> <li>•</li> </ul>		
<p>Expand educational winter program offers at the site for elementary, high school and post-secondary levels to increase shoulder season use of the site.</p>	<ul style="list-style-type: none"> <li>•</li> </ul>		
<p>Continue to provide opportunities for visitors to experience the agricultural setting of the site and experience agricultural practices especially on the lands acquired in 2009. Develop goals and objectives for interpreting the stories associated with the lands south of the national historic site acquired in 2009.</p>	<ul style="list-style-type: none"> <li>•</li> </ul>		
<p>Actively promote Horton Landing at Grand-Pré NHSC, its connection to the NHS and provide information on the site's website.</p>	<ul style="list-style-type: none"> <li>•</li> </ul>		
<p>In collaboration with partners and stakeholders, review the needs for way finding between the NHS and Horton Landing to guide visitors within the surrounding working landscape.</p>	<ul style="list-style-type: none"> <li>•</li> </ul>		
<p>Create baselines for the number of visitors that go to Horton Landing in conjunction with their visit to Grand-Pré NHSC.</p>	<ul style="list-style-type: none"> <li>•</li> </ul>		
<p>Update information regarding each phase of the visitor trip cycle and create links and cross-marketing opportunities to other national historic sites within the area on the Grand-Pré NHSC website.</p>	<ul style="list-style-type: none"> <li>•</li> </ul>		



Visitor Experience	Immediate: 2010-2011	First Planning Cycle: 2010-2015	Longer Term: 2015-2020
<b>Visitor Service Offer</b>			
Maintain the lands acquired in 2009 to the south of the designated NHS property for agricultural purposes in the short term to protect and continue to provide opportunities for visitors to experience the agricultural setting of the site.	•		
Review the current site services to determine the opportunities for the national historic site in the event that Grand Pré is designated a World Heritage Site.	•		
Hold “community days” at the site which could profile individual communities while offering activities that are relevant and meet their needs and interests. Determine level of interest to hold a “New England Planter Day” celebration, similar to the “Acadian Day” held at the site.	•		
Collaborate with research partners and stakeholders to develop new programming that has direct links and tangible connections to the Acadian settlement period from the early 1680s to 1755 to facilitate opportunities for visitor experience.	•		
Work with partners and stakeholders to understand potential needs for circulation paths for the site including potential universal access needs.	•		
Review recommendations from the cultural landscape visitor experience concept plan prepared in 2009 related to way finding, on-site communication of messages and circulation patterns, and incorporate as appropriate into site programming for the “Triangular Property” and the “Fields.”	•		
Review option to return parts of the lands acquired in 1999 to active farming to reduce maintenance costs and provide a direct connection to the agricultural practices that have evolved at Grand Pré for more than three centuries.	•		
Review circulation patterns within the “Triangular Property” and the “Fields” to improve access to these areas and incorporate into an overall vision for the property acquired in 2009 to the south of the national historic site.	•		
Review current programming offers to determine gaps in market segments.	•	•	
Explore expanding shoulder season activities aimed at local or regional audiences, such as events, fairs, Harvest Festival and Christmas celebrations.	•	•	
Showcase Acadian art, music festivals, regular special speaker presentations and the availability of local crafts from Acadian artisans at the gift shop.		•	•

Visitor Experience	Immediate: 2010-2011	First Planning Cycle: 2010-2015	Longer Term: 2015-2020
<b>Visitor Service Offer</b>			
Explore the use of self-guided visitor tools, improved interpretation of archaeological resources through various techniques, and communication tools for visitors to interact with the site.	•	•	
Explore opportunities for archaeology programs open to public/school group participation to create an authentic hands-on experience at the site in cooperation with partners and stakeholders.	•	•	
Relocate the maintenance facility to an appropriate location within the national historic site that increases the efficiencies of maintenance staff and addresses the safety and storage concerns of the current aging facility.	•	•	
Explore opportunities for visitors to safely experience the natural beauty of the area and observe the agricultural practices within the actively farmed lands adjacent to the NHS.	•	•	
Work with stakeholders and partners to offer new seasonal programs and/or events for visitors to promote repeat visitation and develop innovative products and programs that respond to visitor interests.	•	•	
Working with the <i>Société Promotion Grand-Pré</i> , explore opportunities for Grand-Pré NHSC to host events that are of interest to local communities and would promote the site.	•	•	•
Explore new programming opportunities targeting audiences such as seniors to provide educational activities on site in a variety of areas (geology, history, music, life-long learning and language).		•	
Explore the use of various interpretation tools to enrich the current visitor experience opportunities in the “Commemorative Gardens” area.		•	
Depending on the level of interest of local area residents, consider the creation of volunteer programs at Grand-Pré NHSC focusing on such areas as archaeology, traditional agricultural practices, collections, etc.		•	
Establish baseline for visitor participation in interpretive activities in the “Fields.”		•	
Explore partnering opportunities with the Province of Nova Scotia and other organizations to facilitate opportunities to display artifacts, including those being stored at the Atlantic Service Centre, to increase public awareness of the rich Acadian, New England Planter and Mi’kmaq heritage.		•	•

<b>Visitor Experience</b>	<b>Immediate: 2010-2011</b>	<b>First Planning Cycle: 2010-2015</b>	<b>Longer Term: 2015-2020</b>
<b>National Historic Sites Interpretation</b>			
Develop an interpretation node that communicates the historic values of the “Commemorative Gardens.”	•		
Review with archaeology research partners how archaeology work can be incorporated into the programming for the site.	•	•	
Provide a broader contextual interpretation of the cultural landscape from the “Triangular Property” that includes the site’s association with the marsh, encompassing the influences on the marsh by the Acadians, New England Planters and subsequent generations of farmers who have dyked and farmed the marsh.	•	•	
Work with the Mi’kmaq to present relevant Mi’kmaq history as it relates to the historic value of the national historic site including the relationship that existed between Mi’kmaq of Nova Scotia and the Acadians.		•	•
Collaborate with other historic sites in the region that have an Acadian connection, such as Fort-Anne NHS and Acadian cemeteries, to provide greater links to Acadians that settled in the Grand Pré area during 1682 and 1755 and to the Acadian diaspora.		•	•
<b>Public Appreciation and Understanding</b>	<b>Immediate: 2010-2011</b>	<b>First Planning Cycle: 2010-2015</b>	<b>Longer Term: 2015-2020</b>
<b>Outreach Education and External Communications</b>			
In conjunction with the <i>Société Promotion Grand-Pré</i> , develop public outreach educational materials that could be incorporated into school curriculum.	•		
Convey messages related to the historic Acadian settlement and the subsequent landscape surrounding the site, through engaging public outreach education initiatives in ways that respond to audience interests.	•	•	•
Work with stakeholders and partners to ensure the PCA website for Grand-Pré NHSC is relevant to what target audiences want, regularly updated, and creates links to sites of interest that complement the efforts of the <i>Société Promotion Grand-Pré</i> .	•	•	•
Further develop public outreach education opportunities with institutions especially in the Valley (e.g., Acadia University).	•	a	•
Research and develop links to institutions outside of the province to connect the site to a more global story.		•	

Public Appreciation and Understanding	Immediate: 2010-2011	First Planning Cycle: 2010-2015	Longer Term: 2015-2020
<b>Outreach Education and External Communications</b>			
Increase third-party delivery of public outreach education products in cooperation with partners and stakeholders.		•	
Participate in events and festivals which reach cultural associations and new Canadians.		•	•
Collaborate with local communities and groups on activities that will affect future development in the area.		•	•
<b>Stakeholder and Partner Engagement</b>			
Continue to collaborate with stakeholders and partners to eradicate the garlic mustard plant ( <i>Alliaria petiolata</i> ) infestation from the site.	•		
Develop long-term, strategic research goals and partnering opportunities with research organizations.	•		
Review current stakeholder and partner relations to determine gaps and build new partnerships to reach out to a wider range of target audiences.	•		
Work with the Nomination Grand Pré Advisory Board leading up to the UNESCO World Heritage Site (WHS) nomination.	•		
Work with the body responsible for the governance of the WHS to develop partnering opportunities and a working relationship to contribute to the vision for the WHS.	•		
Work with the body responsible for the governance of the WHS to support the interpretation of the Outstanding Universal Value of the WHS at Grand-Pré NHSC.	•		
Develop a stakeholder advisory committee and meet regularly to review partnering opportunities with Parks Canada at the site.	•		
Work with Saint Mary's University field school to establish a formalized agreement for research goals at the Grand-Pré NHSC.	•		
Meet with local Mi'kmaq of Nova Scotia to understand their level of interest in the site and maintain open communication/dialogue.	•		
Explore the potential to attract an international audience, beyond the Acadians and their descendants through the opportunity for the Grand Pré area to become a future World Heritage Site. Work with local communities, regional and international organizations to bring special events to Grand-Pré NHSC to improve its visibility and relevance.	•	•	

Public Appreciation and Understanding	Immediate: 2010-2011	First Planning Cycle: 2010-2015	Longer Term: 2015-2020
<b>Stakeholder and Partner Engagement</b>			
Develop a governance model for Grand-Pré NHSC that delivers Parks Canada's mandate and that of the <i>Société Promotion Grand-Pré</i> while providing for the involvement and support of interested stakeholders.	•	•	
Provide increased opportunities for Acadian and local artists, artist organizations and musicians to promote their work on site through "art gallery showings," guest lectures, and hands-on art sessions.	•	•	
Hold a workshop with research organizations and interested stakeholders to develop long-term, strategic research and partnership goals for Grand-Pré NHSC.	•	•	
Work with representatives of the Mi'kmaw communities to identify opportunities for Mi'kmaq involvement in advisory committees to provide input and technical advice to Parks Canada on matters related to national parks and national historic sites. This process will respect the Made in Nova Scotia negotiations and the relationship will be defined in collaboration with the Mi'kmaq of Nova Scotia.	•	•	
Work with local agricultural and preservation groups such as the Grand-Pré Marsh Body to communicate efforts to preserve the marshes and agricultural ways of life in the Grand Pré area through information sessions, presentations and/or displays at the site.	•	•	•
Provide opportunities for stakeholders and partners to influence and contribute to the National Historic Site. Develop relationships with partners and stakeholders that are defined by them and reflect how they would like to contribute and be involved with the site.	•	•	•
Foster partnering opportunities, with potential economic benefits, with the Mi'kmaq of Nova Scotia, the community of Grand Pré, and the Annapolis Valley that are mutually beneficial.	•	•	•
Work with local and HRM cultural associations and immigrant serving organizations to gain an understanding of values, needs and interests to successfully reach audiences from diverse backgrounds.	•	•	•

Public Appreciation and Understanding	Immediate: 2010-2011	First Planning Cycle: 2010-2015	Longer Term: 2015-2020
<b>Stakeholder and Partner Engagement</b>			
Work with partners to develop new partnership opportunities and promote tourism opportunities which: (1) link historic sites (Parks Canada sites and those administered by others that have an Acadian connection within the area so that visitors can appreciate the settlement patterns of Acadians following the 1755 Deportation) relating to the Acadian history; (2) target new markets; and (3) position Grand-Pré NHSC as a destination for local, regional and international visitors.	•	•	•
Collaborate with partners and stakeholders to undertake research to improve archaeological knowledge of Acadian, New England Planter and Mi'kmaq of Nova Scotia life within the greater Minas Basin area.	•	•	•
Continue to collaborate with research institutions such as Saint Mary's University and Acadia University Planter Studies Department to research and interpret the site and artifacts found at the site and in the surrounding area including Mi'kmaq cultural resources.	•	•	•
Facilitate partnering opportunities with Parks Canada including economic opportunities with the Mi'kmaq of Nova Scotia, the community of Grand Pré, and the Annapolis Valley that are mutually beneficial.	•	•	•
Work collaboratively with the Mi'kmaq of Nova Scotia to create a Parks Canada Aboriginal Advisory Committee for Mainland Nova Scotia to accurately reflect how the Mi'kmaq of Nova Scotia would like to be engaged with Parks Canada.	•	•	•
Share archaeological information with the Mi'kmaq of Nova Scotia, identify research gaps and carry out additional archaeological surveys, as considered mutually appropriate in collaboration with the archaeologist representing the Mi'kmaq of Nova Scotia.	•	•	•
Invite the Mi'kmaq of Nova Scotia to participate in Parks Canada initiatives regarding the protection and presentation of archaeological resources in collaboration with stakeholders and partners.	•	•	•
Create and participate in opportunities to engage and dialogue with local communities.	•	•	•
Work with local farmers and businesses to promote local products.	•	•	•
Work with the Nomination Grand Pré Advisory Board to define the role of Parks Canada in the governance structure of the WHS.		•	

Public Appreciation and Understanding	Immediate: 2010-2011	First Planning Cycle: 2010-2015	Longer Term: 2015-2020
<b>Stakeholder and Partner Engagement</b>			
Explore opportunities with genealogical societies that might provide greater links to the Acadian settlers during their time in the area between 1682 and 1755 and the Acadian diaspora.		•	
Explore genealogical opportunities at Grand-Pré NHSC for Acadians to reconnect to the site through the Université Saint-Anne and the Université de Moncton genealogical centres.		•	
Develop and implement an Environmental Management System Action Plan and an Environmental Emergency Response Plan in accordance with <i>Parks Canada Environmental Management Directive (2009)</i> .		•	
Identify, assess and remediate all suspected contaminated sites.		•	

**APPENDIX 4**

How the Grand-Pré NHSC Management Plan Supports  
 Parks Canada’s Corporate Performance Expectations

**HERITAGE RESOURCES CONSERVATION**

Corporate Performance Expectations	Objectives that support corporate performance expectation
<b>Cultural Resources</b>	
The condition of level 1 cultural resources administered by Parks Canada in national historic sites is maintained or improved.	<p>Objective 1.6 : The property as a whole is effectively managed to protect significant cultural resources and the historic values of the site.</p> <p>Objective 6.2.1 : The “Commemorative Gardens” area becomes a gathering place for the community to contemplate, relax and experience.</p> <p>Objective 6.2.2 : The “Commemorative Gardens” to protects existing, significant cultural resources, and the historic value and strong identity of the gardens.</p>

**VISTIOR EXPERIENCE**

Corporate Performance Expectations	Objectives that support corporate performance expectation
Visitors at surveyed locations feel a sense of personal connection to the places visited.	<p>Objective 1.1 : Opportunities for visitors to enjoy, understand and appreciate the site in ways that are meaningful to them are provided.</p> <p>Objective 1.3 : Visitors are able to experience and appreciate Grand-Pré NHSC within its regional context including the dykelands, Horton Landing and the local agricultural community.</p> <p>Objective 1.6 : The property as a whole is effectively managed to protect significant cultural resources and the historic values of the site.</p> <p>Objective 2.1 : Partners and stakeholders feel a sense of stewardship and connection with Grand-Pré NHSC that ensures their continued support of the site.</p> <p>Objective 2.5 : Explore partnering and research opportunities to increase our layered understanding of the reasons for national significance that would enrich visitor experiences at Grand-Pré NHSC.</p> <p>Objective 6.1.1 : Increase on-site programming within the “Triangular Property” and the “Fields” with the assistance of partners and stakeholders.</p> <p>Objective 6.1.2 : Create opportunities within the “Triangular Property” and the “Fields” for visitors to experience the site as it was prior to the Acadian Deportation and bring them in contact with the landscape and agricultural village that once thrived on the site.</p> <p>Objective 6.2.1 : The “Commemorative Gardens” area becomes a gathering place for the community to contemplate, relax and experience.</p>



## VISITOR EXPERIENCE

Corporate Performance Expectations	Objectives that support corporate performance expectation
<b>Market Research &amp; Promotion</b>	
<p>Canadians visit Parks Canada administered places.</p>	<p>Objectives 1.2 : Increase the level of visitation, with an emphasis on Acadians, new Canadians, Halifax Regional Municipality (HRM) residents, local valley residents, Maritime residents, and visitors from outside Nova Scotia already in the province as target audiences.</p> <p>Objective 1.5 : Develop and promote programming that encourages repeat visitation to the site.</p> <p>Objective 2.2 : With our Acadian partners, programming is expanded at Grand-Pré NHSC to reach out beyond the existing target markets and to improve visitation levels.</p> <p>Objective 3.2 : Contribute to making the Annapolis Valley a tourism destination.</p> <p>Objective 3.3 : Improve shoulder season activities as a way of increasing visitation to the site.</p>
<b>National Historic Sites Interpretation</b>	
<p>Visitors at surveyed locations learned from experience and active participation.</p>	<p>Objective 1.1 : Provide opportunities for visitors to enjoy, understand and appreciate the site in ways that are meaningful to them.</p> <p>Objective 1.3 : Visitors are able to experience and appreciate Grand-Pré NHSC within its regional context including the dykelands, Horton Landing and the local agricultural community.</p> <p>Objective 2.5 : Explore partnering and research opportunities to increase our layered understanding of the reasons for national significance that would enrich visitor experiences at Grand-Pré NHSC.</p> <p>Objective 6.1.2 : Create opportunities within the “Triangular Property” and the “Fields” for visitors to experience the site as it was prior to the Acadian Deportation and bring them in contact with the landscape and agricultural village that once thrived on the site.</p>

**VISITOR EXPERIENCE**

Corporate Performance Expectations	Objectives that support corporate performance expectation
<b>National Historic Sites Service Offer</b>	
<p>Visitors at surveyed locations enjoyed their visit.</p>	<p>Objective 1.1 : Provide opportunities for visitors to enjoy, understand and appreciate the site in ways that are meaningful to them.</p> <p>Objective 1.5 : Develop and promote programming that encourages repeat visitation to the site.</p> <p>Objective 2.2 : With our Acadian partners, programming is expanded at Grand-Pré NHSC to reach out beyond the existing target markets and to improve visitation levels.</p> <p>Objective 2.5 : Explore partnering and research opportunities to increase our layered understanding of the reasons for national significance that would enrich visitor experiences at Grand-Pré NHSC.</p> <p>Objective 3.1 : Re-establish the site in the local community.</p> <p>Objective 3.3 : Improve shoulder season activities as a way of increasing visitation to the site.</p> <p>Objective 6.1.2 : Create opportunities within the “Triangular Property” and the “Fields” for visitors to experience the site as it was prior to the Acadian Deportation and bring them in contact with the landscape and agricultural village that once thrived on the site.</p> <p>Objective 6.1.3 : Improve access within the “Triangular Property” and the “Fields.”</p> <p>Objective 6.2.1 : The “Commemorative Gardens” area becomes a gathering place for the community to contemplate, relax and experience.</p>

**PUBLIC APPRECIATION AND UNDERSTANDING**

<b>Corporate Performance Expectations</b>	<b>Objectives that support corporate performance expectation</b>
<p>Canadians appreciate the significance of heritage places administered by Parks Canada and support their protection and their presentation.</p>	<p>Objective 1.1 : Provide opportunities for visitors to enjoy, understand and appreciate the site in ways that are meaningful to them.</p> <p>Objective 2.1 : Partners and stakeholders feel a sense of stewardship and connection with Grand-Pré NHSC that ensures their continued support of the site.</p> <p>Objective 2.4 : In the event Grand Pré is designated a WHS, Parks Canada to play an active role in the governance structure and supports the interpretation of the Outstanding Universal Value of the site.</p> <p>Objective 2.5 : Explore partnering and research opportunities to increase our layered understanding of the reasons for national significance that would enrich visitor experiences at Grand-Pré NHSC.</p> <p>Objective 3.1 : Re-establish the site in the local community.</p> <p>Objective 6.2.2 : Maintain the “Commemorative Gardens” to protect existing, significant cultural resources, and the historic value and strong identity of the gardens.</p>
<b>Public Outreach Education and External Communications</b>	
<p>Canadians learn about the heritage of Parks Canada’s administered places and understand that these places are protected and presented on their behalf.</p>	<p>Objective 1.4 : The effectiveness of public outreach education tools and programs is improved in cooperation with the <i>Société Promotion Grand-Pré</i> and other partners.</p> <p>Objective 6.2.1 : The “Commemorative Gardens” area becomes a gathering place for the community to contemplate, relax and experience.</p>

**PUBLIC APPRECIATION AND UNDERSTANDING**

Corporate Performance Expectations	Objectives that support corporate performance expectation
<b>Stakeholder and Partner Engagement</b>	
Stakeholders and partners are engaged in the protection and presentation of Parks Canada’s administered places.	<p>Objective 2.1 : Partners and stakeholders feel a sense of stewardship and connection with Grand-Pré NHSC that ensures their continued support of the site.</p> <p>Objective 2.2 : With our Acadian partners, programming is expanded at Grand-Pré NHSC to reach out beyond the existing target markets and to improve visitation levels.</p> <p>Objective 2.3 : Achieve a collaborative working relationship with partners and stakeholders to complete and support the UNESCO World Heritage Site nomination proposal for the greater Grand Pré area.</p> <p>Objective 2.4 : In the event Grand Pré is designated a WHS, Parks Canada to play an active role in the governance structure and supports the interpretation of the Outstanding Universal Value of the site.</p> <p>Objective 2.6 : Seek further partnering opportunities with the Mi’kmaq of Nova Scotia to increase their involvement as defined by them.</p> <p>Objective 3.1 : Re-establish the site in the local community.</p> <p>Objective 3.2 : Contribute to making the Annapolis Valley a tourism destination.</p> <p>Objective 6.1.1 : Increase on-site programming within the “Triangular Property” and the “Fields” with the assistance of partners and stakeholders.</p> <p>Objective 6.2.1 : The “Commemorative Gardens” area becomes a gathering place for the community to contemplate, relax and experience.</p>



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