



LANDSCAPE OF GRAND PRÉ INC.
STRATEGIC PLAN
 2018 - 2023



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 <p>United Nations Educational, Scientific and Cultural Organization</p> <p>Organisation des Nations Unies pour l'éducation, la science et la culture</p>		<p>Landscape of Grand Pré inscribed on the World Heritage List in 2012</p> <p>Paysage de Grand-Pré inscrit sur la Liste du patrimoine mondial en 2012</p>
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1.0 BACKGROUND

The Landscape of Grand Pré became Canada's 16th World Heritage Site, inscribed by the United Nations Educational, Scientific and Cultural Organization (UNESCO), in 2012. The 13 square-kilometer site is located on the Bay of Fundy's Minas Basin in Nova Scotia's Annapolis Valley. UNESCO World Heritage Sites are recognized for their "Outstanding Universal Value" for humanity as a whole, having cultural and/or natural significance which is so exceptional as to transcend national boundaries and to be of common importance for present and future generations throughout the world.

The World Heritage Site's description at inscription¹ read:

"Situated in the southern Minas Basin of Nova Scotia, the Grand Pré marshland and archaeological sites constitute a cultural landscape bearing testimony to the development of agricultural farmland using dykes and the aboiteau wooden sluice system, started by the Acadians in the seventeenth century and further developed and maintained by the New England Planters and present-day inhabitants. Over 1,300 hectares, the cultural landscape encompasses a large expanse of polder farmland and archaeological elements of the towns of Grand Pré and Hortonville, which were built by the Acadians and their successors. The landscape is an exceptional example of the adaptation of the first European settlers to the conditions of the North American Atlantic coast. The site, marked by one of the most extreme tidal ranges in the world averaging 11.6 meters, is also inscribed as a memorial to Acadian way of life and deportation, which started in 1755, known as the Grand Dérangement."

Grand Pré was placed on Canada's Tentative List for potential UNESCO World Heritage Site inscription in 2004. Nomination Grand Pré was created in 2007 to develop a nomination dossier for submission to UNESCO. The organization conducted research, public engagement activities and management planning exercises to prepare a solid proposal. The support of the local area communities and stakeholders and that of government departments and agencies at the federal, provincial and municipal levels was instrumental in the completion of the nomination proposal.

Nomination Grand Pré submitted a nomination proposal to the Canadian Delegation to the World Heritage Committee, and then to UNESCO², in February 2011. The International Council on Monuments and Sites (ICOMOS) and the International Union for the Conservation of Nature (IUCN), two advisory bodies to UNESCO, reviewed and provided supportive comment for the proposal in the fall of 2011. During the 36th session of UNESCO's World Heritage Committee in Saint Petersburg, the Landscape of Grand Pré was inscribed to the World Heritage List on June 30th, 2012³. To be included on the World Heritage List, sites must be of Outstanding Universal Value. For the Landscape of Grand Pré the elements of Outstanding Universal Value⁴ were identified as under two criteria.

- By the World Heritage Committee's Criterion (v) "An outstanding example of a traditional human settlement, land-use, or sea-use which is representative of a culture (or cultures), or human interaction with the environment especially when it has become vulnerable under the impact of irreversible change":

¹ Description of Landscape of Grand Pré on the World Heritage List <https://whc.unesco.org/en/list/1404/>

² Landscape of Grand Pré Nomination dossier <http://www.nominationgrandpre.ca/>

³ World Heritage Committee's Decision 36 COM 8B.27 <https://whc.unesco.org/en/decisions/4798/>

⁴ Statement of Outstanding Universal Value of the Landscape of Grand Pré <https://whc.unesco.org/en/list/1404/>

The cultural landscape of Grand Pré bears exceptional testimony to a traditional farming settlement created in the 17th century by the Acadians in a coastal zone with tides that are among the highest in the world. The polderisation used traditional techniques of dykes, aboteaux and a drainage network, as well as a community-based management system still in use today. The resultant rich alluvial soil enabled continuous and sustainable agricultural development.”

- And by Criterion (vi) “Directly or tangibly associated with events or living traditions, with ideas, or with beliefs, with artistic and literary works of outstanding universal significance”. (The Committee considers that this criterion should preferably be used in conjunction with other criteria.):

Grand Pré is the iconic place of remembrance of the Acadian diaspora, dispersed by the Grand Dérangement, in the second half of the 18th century. Its polder landscape and archaeological remains are testimony to the values of a culture of pioneers able to create their own territory, whilst living in harmony with the native Mi’kmaq people. Its memorial constructions form the centre of the symbolic re-appropriation of the land of their origins by the Acadians, in the 20th century, in a spirit of peace and cultural sharing with the English-speaking community.”

Arising from the technical evaluation of the nomination proposal conducted by ICOMOS were two technical recommendations of consideration for the Landscape of Grand Pré⁵:

- “Applying without delay the Archaeological Management Plan announced for the overall property, and consider extending it to the property’s buffer zone and surrounding coastal areas;
- Expanding the property’s monitoring system with a regular assessment of changes to farmland and building use.”

Strategic advice by the World Heritage Committee, the lead on the implementation of the “Convention Concerning the Protection of the World Cultural and Natural Heritage” (the World Heritage Convention) is provided in its document “The Operational Guidelines for the Implementation of the World Heritage Convention”⁶ under Chapter II.F.11 Protection and management – Management systems. It states common elements of an effective management system could include:

- “a thorough shared understanding of the property by all stakeholders, including the use of participatory planning and stakeholder consultation process;
- a cycle of planning, implementation, monitoring, evaluation and feedback;
- an assessment of the vulnerabilities of the property to social, economic, and other pressures and changes, as well as the monitoring of the impacts of trends and proposed interventions;
- the development of mechanisms for the involvement and coordination of the various activities between different partners and stakeholders;
- the allocation of necessary resources;
- capacity-building; and
- an accountable, transparent description of how the management system functions”.

Site management coordination following inscription, for the period between 2012 and 2015, was led and managed by the Landscape of Grand Pré Society and its stewardship board. The initial strategic plan for the Landscape of

⁵ Advisory Body Evaluation (ICOMOS) <https://whc.unesco.org/en/list/1404/documents/>

⁶ The Operational Guidelines for the Implementation of the World Heritage Convention <https://whc.unesco.org/en/guidelines/>

Grand Pré World Heritage Site⁷, completed in January 2011, was included in the submission to UNESCO. The Landscape of Grand Pré Society was established under the Nova Scotia Societies Act with aims to:

“Ensure the conservation, protection, presentation and transmission to future generations of the property’s Outstanding Universal Value through implementation of the Landscape of Grand Pré World Heritage Site management plan.

Through a coordinated management approach between all regulatory authorities, the Society will provide advice to ensure the integrity of the World Heritage Site; promote the World Heritage Site’s Outstanding Universal Value; engage the stakeholders in the stewardship of the World Heritage Site, and report on the condition of the World Heritage Site.”⁸

Starting on January 22, 2016, Landscape of Grand Pré Incorporated was created under the Canada Not-for-profit Corporations Act with its stated purposes to:

- “Facilitate a coordinated management approach among those who have jurisdiction over the Landscape of Grand Pré UNESCO World Heritage Site (“Site”) to protect, preserve, and promote the Site;
- Instill a strong sense of shared community pride and stewardship in the protection, preservation, and promotion of the Site; and
- Provide strategic direction for the management and conservation of the archaeological heritage and the Outstanding Universal Value of the Site.”⁹

On June 10, 2016 an amending agreement to the Grand Pré UNESCO World Heritage Funding Trust made Landscape of Grand Pré Inc. the beneficiary to the trust for management coordination of the World Heritage Site.

The Landscape of Grand Pré Inc. is a not-for-profit corporation made up of eight member organizations representing key stakeholders of the World Heritage Site, each with one Member Representative meeting at least once a year for an annual members meeting that performs oversight by undertaking the duties of Members outlined in the corporations By-laws pursuant to the Canada Not-for-profit Corporations Act (NFP Act).

The eight member organizations are comprised of:

Class A Voting Member Organizations

1. Glooscap First Nation,
2. Grand Pré and Area Community Association,
3. Grand Pre Marsh Body,
4. Municipality of the County of Kings,
5. Parks Canada Agency,
6. Société Nationale de l’Acadie and
7. Société Promotion Grand-Pré

⁷ Landscape of Grand Pré Society (2011). *Grand Pré World Heritage Site Stewardship Board Strategic Plan*. Grand Pré, Nova Scotia

⁸ Nova Scotia Joint Stocks Registry (2013). *Landscape of Grand Pré Society’s memorandum of understanding of volunteer and non-profit aims*.

⁹ Corporations Canada (2016). *Certificate of Corporation - Landscape of Grand Pré Inc.*

Class B Non-Voting Member Organizations

8. Province of Nova Scotia represented by the Department of Communities, Culture and Heritage

The Board of Directors is the core governance body of the corporation. It meets regularly throughout the year and is made up of directors nominated from the member organizations and Board-appointed directors. The Board has direct responsibility over a number of committees reporting to the Board. Board committees address matters such as nominations for governance positions, oversight of the Corporation's governance practices, and governance policies. Advisory committees provide advice on matters of the operations, monitoring, and reporting for a World Heritage Site. The Executive Director working in the Grand Pré area serves as the secretariat of the organization and runs day-to-day operations, overseen by the Board and the Board Chair.

This plan outlines the vision, mission and strategic priorities that will guide the work of the Landscape of Grand Pré Inc. towards the purposes articulated so well in all of the work accomplished for the World Heritage Site thus far, and towards long term success of the World Heritage Site that is the Landscape of Grand Pré and its Outstanding Universal Value.

2.0 APPROACH, VISION AND MISSION

This plan articulates the vision, mission, and strategic priorities of the Landscape of Grand Pré Inc.

The expectation of the Landscape of Grand Pré Inc. in the worldwide community of World Heritage Sites is:

- To be the site manager of the Landscape of Grand Pré in accordance with UNESCO's "Operational Guidelines for the Implementation of the World Heritage Convention"; and
- To conduct its work through partnerships with the stakeholders, communities, regulators, and member organizations involved, whose common objectives are preserving the Site's Outstanding Universal Value and creating opportunity stemming from inscription of the Landscape of Grand Pré on the UNESCO World Heritage List.

The Landscape of Grand Pré Inc.'s primary responsibilities are acting as the steward and secretariat of the World Heritage Site, implementing a management plan through a coordinated management approach between stakeholders, engaging stakeholders in the stewardship of the World Heritage Site, promoting the Site's Outstanding Universal Value, and monitoring and reporting on the condition of the property to its stakeholders and the World Heritage Centre through the Canadian Delegation to the World Heritage Committee.

The Approach

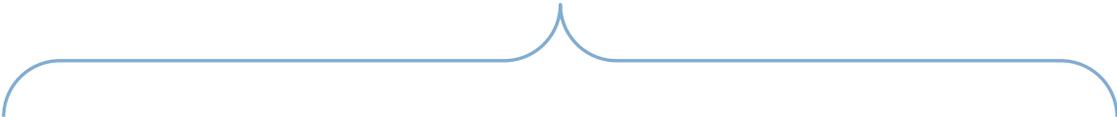
The UNESCO World Heritage Committee document *Operational Guidelines for the Implementation of the World Heritage Convention* indicates that a World Heritage Site will identify an entity as a site management coordinator whose responsibility will be to manage the property being nominated or the property inscribed on the World Heritage List. In the case of the Landscape of Grand Pré, there are numerous stakeholders with interests in and responsibilities for the World Heritage Site. In that context, the need for a single entity whose mandate is to facilitate cooperation among the stakeholders is apparent. Following in the footsteps of the Landscape of Grand Pré Nomination Committee and then the Landscape of Grand Pré Society, the Landscape of Grand Pré Inc. serves this role and is the site management coordinator and secretariat of the Landscape of Grand Pré World Heritage Site. The Landscape of Grand Pré Inc. aims to continue already-established relationships and seek new ones for its work in protection, promotion, and discovery at the Landscape of Grand Pré World Heritage Site.

This strategy aims to build upon the tremendous success over more than a decade developing and sustaining the Landscape of Grand Pré as a UNESCO World Heritage Site. Its intent is to provide continued focus on key elements to that success. It is intended to focus planning, guide management initiatives, and inform operations and work programs.

The aspirations for the Landscape of Grand Pré, formed in a spirit of cooperation and shared responsibility, building upon a firm foundation and following the common expectations of all UNESCO World Heritage Sites, are articulated in these following new statements Vision and Mission:

Vision

The Vision of Landscape of Grand Pré Inc., an expression of our aim and hope for our future as a World Heritage Site and organization, is:

**VISION**

**Our communities and partners
work collaboratively and proudly
to protect and champion
the living cultural and agricultural landscape
of Grand Pré
for the world to appreciate.**

***Mission***

The Mission of Landscape of Grand Pré Inc., established as the primary focus and purpose of our organization that will benefit society and humanity as a whole, is:

**MISSION**

**To protect, preserve and promote the
Landscape of Grand Pré UNESCO World Heritage Site**



3.0 STRATEGIC PRIORITIES

This plan is comprised of strategic objectives and actions in each strategic priority of the World Heritage Site. The strategic priorities in the plan are:

- Strategic Priority 1: PROTECTING THE OUTSTANDING UNIVERSAL VALUE OF THE WORLD HERITAGE SITE
- Strategic Priority 2: COLLABORATING TO PROMOTE EXPERIENCES AND DISCOVERY
- Strategic Priority 3: COLLABORATING AND COMMUNICATING WITH COMMUNITIES, MEMBERS, AND STAKEHOLDERS
- Strategic Priority 4: SUSTAINING EFFECTIVE MANAGEMENT OF THE LANDSCAPE OF GRAND PRÉ WORLD HERITAGE SITE

It is recognized throughout this plan, and within each strategic priority and action, that the organization depends on resources and existing action commitments from a wide variety of sources:

- our organization internally;
- our individual Member organizations on their own accord, in a government program commitment or by statute;
- other regulatory authorities;
- volunteers;
- non-profit organizations;
- individuals and groups of individuals; and

... all having similar or overlapping social aims of their own which are supportive of Landscape of Grand Pré Inc.'s aims.

STRATEGIC PRIORITY 1: PROTECTING THE OUTSTANDING UNIVERSAL VALUE OF THE WORLD HERITAGE SITE

The Outstanding Universal Value of the Landscape of Grand Pré is described in detail throughout the UNESCO World Heritage Site nomination dossier, summarized in the UNESCO World Heritage Centre registry, and has been reinforced through the Landscape of Grand Pré's partnerships with stakeholders and communities. Highlights of key attributes of the site's values in the UNESCO description are:

- the enduring agricultural livelihood and 'marshland' landscape;
- the symbolic importance of the place as a *lieu de mémoire* for Acadians;
- the discovered and yet to be revealed archaeological heritage;
- the core early settlements in Grand Pré hamlet and Hortonville within the boundary of the World Heritage Site;

This key strategy focuses on understanding, monitoring, protecting and reporting on the "*Outstanding Universal Value*", "*Authenticity*" and "*Integrity*" of the World Heritage Site¹⁰ as is expected by the World Heritage Centre, and as described in the Site's Management Plan. This work is intended to include, but is not limited to, the physical heritage assets as listed in the UNESCO Nomination dossier¹¹:

- importance of the place within greater Mi'kma'ki to the Mi'kmaq;
- estuary and coasts of the Minas Basin's Southern Bight;
- Grand-Pré National Historic Site;
- majestic cliffs of Cape Blomidon;
- natural environment and biota;
- communities of Grand Pré, Hortonville, North Grand Pré and Lower Wolfville;
- Memorial Church;
- Herbin Cross;
- Deportation Cross;
- Acadian cemetery within the Grand-Pré National Historic Site;
- Roads (under provincial, Grand Pre Marsh Body and private ownership);
- Drainage outlets, aboiteaux, and creeks; and
- Dykes and dykelands

¹⁰ Terms defined by UNESCO World Heritage Commission and documented for Landscape of Grand Pré at <https://whc.unesco.org/en/list/1404>

¹¹ Nomination Dossier, Chapter 4, page 139, Table 4-3, "State of attributes in the nominated property" at <http://www.nominationgrandpre.ca/Dossier/UNESCO%20dossier%20english%20chapter%204.pdf>

Objective 1.1: Promotion of the protection of heritage and heritage assets

Action 1.1.1 Promote, and encourage others to promote, the protection of the Site's heritage and heritage assets.

Action 1.1.2 Locate, assess and catalog key documents, held internally or within public repositories, which are important to the protection of the Landscape of Grand Pré.

Objective 1.2: Assessment of risks to the Outstanding Universal Value of the World Heritage Site

The World Heritage Committee has adopted a standard list of factors, through consultation with experts in both fields of natural and cultural heritage, which may potentially affect the Outstanding Universal Value of World Heritage properties. It consists of a series of 14 primary factors, each encompassing a number of secondary factors, intended to frame each World Heritage Site's regular and formal assessment and reporting. The UNESCO World Heritage Committee's standardized list of potential factors (i.e. potential risks)¹² that may affect properties are:

1. *Buildings and Development*
2. *Transportation Infrastructure*
3. *Utilities or Service Infrastructure*
4. *Pollution*
5. *Biological resource use/modification*
6. *Physical resource extraction*
7. *Local conditions affecting physical fabric*
8. *Social/cultural uses of heritage*
9. *Other human activities*
10. *Climate change and severe weather*
11. *Sudden ecological or geological events*
12. *Invasive or hyper-abundant species*
13. *Management and institutional factors*
14. *Other factors*

Action 1.2.1 Inventory risks, assess risks, and establish controls for risks to the Landscape of Grand Pré with stakeholders having jurisdiction or sharing common interests of protecting and conserving it.

Action 1.2.2 Define a process to address critical issues that emerge from monitoring of the Landscape of Grand Pré.

Action 1.2.3 As necessary, trigger special assessments of emerging potential high risks to the site's Outstanding Universal Value, up to and including involvement by the Canadian Commission to UNESCO, the UNESCO advisory bodies, and the World Heritage Centre's Reactive Reporting mechanisms¹³.

¹² UNESCO World Heritage Centre's list of potential risk factors <https://whc.unesco.org/en/factors/>

¹³ World Heritage Centre's reactive reporting process <https://whc.unesco.org/en/reactive-monitoring/>

Objective 1.3: Monitoring and reporting on indicators that are key to the protection of the World Heritage Site

Action 1.3.1 Maintain a list of key indicators used by stakeholders and responsible agencies to monitor the Landscape of Grand Pré

Action 1.3.2 As necessary, add additional monitoring indicators arising from risk assessments, including new indicators for monitoring changes to farmland and building use.

Action 1.3.3 Monitor key indicators through review of monitoring and inspection records of stakeholders and responsible parties, or by direct inspection.

Action 1.3.4 Report monitoring results to stakeholders regularly.

Action 1.3.5: Compile and submit the UNESCO Periodic Reporting¹⁴ for the Landscape of Grand Pré using the World Heritage Centre's questionnaire¹⁵ (currently scheduled for 2022/2023 for World Heritage Sites in the Europe & North America Region).

Objective 1.4: Protection of archaeological resources

In keeping with UNESCO World Heritage Centre guidance and ICOMOS's recommendation for the World Heritage Site, archaeological protection and management are keys to the success of the Site for both the known and yet-to-be uncovered archaeology of the site.

Action 1.4.1 Build knowledge of, and support for, archaeological plans and activity at Landscape of Grand Pré by liaising with community stakeholders and the responsible agencies, and by promoting public involvement in archaeological activities in the Landscape of Grand Pré.

Action 1.4.2 Create and share an archaeological resource inventory of all known archaeological sites, built heritage, and physical heritage assets within the Landscape of Grand Pré.

Action 1.4.3 Assess and monitor the condition of known archaeological sites of the Landscape of Grand Pré.

Action 1.4.4 Conduct surveys of potential archaeological sites using non-destructive prospecting methods with prior consultation and agreement with landowners.

Action 1.4.5 Assess the need for an updated archaeological management plan for the Landscape of Grand Pré.

Action 1.4.6 Review and update the process and guidance to the public on archaeological preservation.

Objective 1.5: Mapping of important boundaries and associated features of the World Heritage Site

¹⁴ World Heritage Centre's periodic reporting process <https://whc.unesco.org/en/periodicreporting/>

¹⁵ World Heritage Centre's Cycle 3 questionnaire <https://whc.unesco.org/en/prcycle3/>

Action 1.5.1 Assess, prioritize, and map the important boundaries and geographical features within the Landscape of Grand Pré that are not otherwise well documented and preserved.

STRATEGIC PRIORITY 2: COLLABORATING TO PROMOTE EXPERIENCES AND DISCOVERY

The Landscape of Grand Pré with the surrounding Annapolis Valley is one of Nova Scotia's star attractions, a signature destination that attracts visitors from Canada and the world to the province. While the inscription enhances the area's visibility and interest, a long-term sustainable tourism strategy is dependent on the development of outstanding and sustainable experiences in Grand Pré and area that reflect the values of the outstanding heritage asset expressed by the Landscape of Grand Pré. Grand Pré and area can continue to be a gateway to the countless other attractions of Nova Scotia especially those located in the County of Kings. Successful sustainable tourism will also enhance public awareness and support for the continued agricultural use of the land.

Objective 2.1 Promotion of the Outstanding Universal Value

Action 2.1.1: Work strategically with appropriate partners to promote wide recognition, understanding and appreciation of the Outstanding Universal Value of the Landscape of Grand Pré.

Objective 2.2 Promotion of heritage experiences

Action 2.2.1: Work strategically with appropriate partners to develop experiences that enable visitors and stakeholders to connect intimately and personally with the heritage of the Landscape of Grand-Pré, so that they become ambassadors for its sustained Outstanding Universal Value.

STRATEGIC PRIORITY 3: COLLABORATING AND COMMUNICATING WITH COMMUNITIES, MEMBERS, AND STAKEHOLDERS

The ongoing connection and involvement of multiple communities and stakeholders is essential to maintaining, protecting and developing the Landscape of Grand Pré. This has been the reality of life in the Grand Pré area for centuries with many examples – like the way the Mi'kmaq have maintained a connection with the landscape, the Marsh Body has managed the marshlands, the Acadian community with the support of the Dominion Atlantic Railway and Parks Canada has commemorated their history, and farmers have worked the land responsibly.

This strategic priority focuses on inviting the different stakeholders to participate in the discovery and promotion of the World Heritage Site through effective management mechanisms, community liaison, reporting, public education, and public participation.

Objective 3.1: Facilitation of collaborative opportunities for stewardship of the Landscape of Grand Pré

Action 3.1.1 Provide opportunities for our stakeholders and communities to provide input and to participate in activities related to the stewardship of the Landscape of Grand Pré, and develop mechanisms to ensure feedback is heard, discussed and reflected in the management of the World Heritage Site.

Objective 3.2: Communication with stakeholders, the public, and residents

Action 3.2.1 Communicate regularly and in a timely manner with the local communities, member organizations, and stakeholders.

STRATEGIC PRIORITY 4: SUSTAINING MANAGEMENT OF THE LANDSCAPE OF GRAND PRÉ WORLD HERITAGE SITE

The protection and sustainable management of a World Heritage Site is a commitment in perpetuity. It is a commitment made by our stakeholders and all three levels of government. While public funds were essential to the stability of the organization at inception, alternate methods of funding, resourcing and work design would enhance the organization's ability to deliver on its mandate with adequate funding. This strategic priority focuses on the means which will be pursued by the organization to plan its work, determine its resourcing, and secure the commensurate funding that will support the Landscape of Grand Pré Inc. as the UNESCO site management coordinator, the secretariat administering the World Heritage Site with its stakeholders, and a viable not-for-profit organization that benefits society.

Objective 4.1 Resourcing for effective administration and management of Landscape of Grand Pré Inc.

Action 4.1.1 Ensure that the work defined in operational plans is within the bounds of the confirmed available resources to ensure Landscape of Grand Pré Inc. can deliver on mission-critical actions set in (1) its Strategic Plan and (2) its World Heritage Site Management Plan.

Action 4.1.2 Secure partnerships with public, private and not-for-profit organizations to support the management, protection and conservation of the Landscape of Grand Pré.

Action 4.1.3 Renew the memorandum of understanding with the Landscape of Grand Pré Inc.'s Member organizations.

Action 4.1.4 Explore means of continued funding for Landscape of Grand Pré Inc.'s operations.

Action 4.1.5 Create structures that facilitate the recruitment of volunteers and management of their efforts.

4.0 IMPLEMENTATION

This Strategic Plan contains that actions to be taken that will deliver on the Landscape of Grand Pré Inc.'s mission for the period from 2018 to 2023. Each year an operations work plan will be developed which will outline the actions and programs to be delivered over the coming year by the organization and/or relevant partners.

Strategic planning for the organization is intended to be an ongoing and interactive process with stakeholders. Continued input from our stakeholders and partners on priorities and plans is welcomed. Actions may be adapted in response to such input as well as to changes from emerging management improvements over the lifetime of the plan. No later than 2023 it is expected this document will either be refreshed with a new Strategic Plan or be merged with the World Heritage Site Management plan into a single comprehensive Management Plan, as is the practice at a number World Heritage Sites who opt to manage under a single strategy and management document.

Delivery on the plan is only fully accomplished by joint responsibility and commitment shared by all the partners involved in the Landscape of Grand Pré as well as contributions through our committees and volunteers. Working in coordinated partnership is essential to a successful ongoing World Heritage Site and to success for the stakeholders and communities be they living, working, visiting, or participating in cultural heritage activities in and around it. This approach taken in the footsteps of our past has yielded a strong foundation for the Landscape of Grand Pré, and has been a key to successes at many World Heritage Sites. It is Landscape of Grand Pré Inc.'s hope it continues during the plan period and beyond.

Document approval:

December 6, 2018

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“Landscape of Grand Pré”

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