



Landscape of Grand Pré Inc. Board Meeting
9:00 a.m. November 30, 2022
Grand-Pré National Historic Site, Grand Pré, Nova Scotia
Approved Minutes

In attendance:

Géraldine Arsenault
Yvon Fontaine
Beverly Palmeter

Mark Bannerman
Cally Jordan
Marilyn Perkins

Gérald Boudreau
Emily Lutz
Ernest Thibodeau

Others

Claude DeGrâce, Executive Director (ED)
Helen Woodward, Financial Support Services

1. Welcome, verify quorum, call to order

Beverly Palmeter, Chair of Landscape of Grand Pré Inc. (LGPI), welcomed the attendees and called the meeting to order at 9:08 a.m. having a quorum with all the directors in attendance. The Chair welcomed Cally Jordan to her first in-person meeting.

2. Review and approval of the agenda

1. Welcome, verify quorum, call to order
2. Review and approval of the agenda
3. Approval of the minutes of the meetings held on September 8 and 22, 2022
4. Actions arising from the minutes
5. Review the financial statements to October 31, 2022
6. *In-camera* session
7. Standing committee reports
 - a. Education and Marketing

- b. Executive
 - c. Finance and Audit
 - d. Governance and Nominating
 - e. Technical Advisory
- 8. Sustainability of the Corporation
 - 9. Executive Director Report
 - 10. Board Calendar
 - 11. Round Table
 - 12. Set the dates for the next Board meetings
 - 13. Adjournment

It was noted that in future meetings, the report of the Executive Director could be placed at the beginning of the meeting.

MOTION: To approve the agenda for the Board of Directors meeting as circulated.

Moved by Gérald Boudreau, seconded by Emily Lutz

Motion carried; **Resolution 22BOD.Nov.30.001**

3. Approval of the minutes of the meetings held on September 8 and 22, 2022

MOTION: To approve the minutes of the September 8 and 22, Board of Directors meetings as presented.

Moved by Yvon Fontaine, seconded by Ernest Thibodeau

Motion carried; **Resolution 22BOD.Nov.30.002**

4. Actions arising from the minutes

The ED summarized actions resulting from the September 8 and 22, 2022, Board meetings.

a) September 8, 2022

Item 4; Lieutenant Governor's speech

The ED has requested and received a copy of the speech delivered by the Lieutenant Governor of Nova Scotia on June 30, 2022, as part of the 10th anniversary celebrations of the landscape. The speech has been shared with the Board of Directors.

Item 5; Account with RBC Dominion Securities Inc.

The Corporation has established an account with RBC Dominion Securities Inc. (RBC DS) as directed by the Board and a copy of the Corporation's Investment Policy has been provided to RBC DS.

The Board discussed the transfer of funds from the Grand Pré UNESCO World Heritage Site Funding Trust to LGPI. It was noted that there had been a delay in the transfer as RBC DS has requested additional information. A copy of the legal advice regarding the transfer provided by McInnes Cooper was sent to RBC DS.

The Board briefly discussed the review of the Memorandum of Understanding (MOU) between the member organizations. It was noted that the MOU, which was originally signed in 2011 has been updated to reflect the current situation and to include the membership of the Glooscap First Nation. The ED indicated that he had reached out to the policy advisor at the province of Nova Scotia who is coordinating the MOU review for the province. All the other members have indicated that they support the revised document.

Item 6; Financial statements

The Board agreed to keep assets with a zero-value showing on the balance sheet for informational purposes. The Chair requested that travel expenses for standing committee members should be recorded under Board expenses and not Communications and Marketing. *The ED has shared this information with Helen Woodward, Financial Support Services Contractor.*

Item 6 b); Partnering agreements

As per the Board's recommendation, the ED has approached Acadia University to explore the development of an agreement to describe the responsibilities of each party regarding the review of the Corporation's Strategic Plan by the University. Parks Canada has provided templates which can be used as models for agreements.

Item 7 c) Digital access to corporate documents

Tami McEvoy, Administrative Support Services Contractor, has made efforts to use Sync for providing secure, password protected access to corporate documents to the Board. Unfortunately, the Sync system is not suitable for providing such access. Tami is exploring the use of Google for providing secure digital access to documents.

Item 7 d) Review of orientation documents

The GNC has also suggested that a brief workshop be provided during the upcoming Annual Meeting of Members to review the orientation document for member organizations and member representatives.

As this was not possible because the documents had only been approved by the Board on September 8, 2022, it is suggested that the documents be shared with the member organizations with an invitation to meet with the ED, Chair of the Board and the director nominated by the specific organization.

Item 8: ED Report

It was suggested that the EMC discuss enhanced promotion of the LGPI immediately. It was suggested that a marketing plan should be developed and that the Corporation should consider hiring a marketing expert. It was also suggested that a tourism executive should be recruited for the Education and Marketing Committee. The Board agreed that the EMC could form a subcommittee to focus exclusively on the promotion of the landscape.

The EMC discussed the Board's suggestions and is recommending that a social media firm be retained by the Corporation. The EMC has established a subcommittee to review the dykelands awareness initiative and will be waiting for the results of the GPACA road safety committee's recommendations before undertaking specific projects such as the addition of road signs directing visitors to the View Park.

The Board questioned the viability of a fundraising campaign and suggested that the Corporation should explore the renewal of funding from the Province of Nova Scotia. It was agreed that the ED would contact the province to initiate discussions regarding this matter.

As directed by the Board, the ED reached out to Mark Bannerman to discuss this recommendation. It was determined that the best approach would be to write a letter to the Minister of Communities, Culture, Tourism and Heritage. A draft letter has been written by the ED for consideration by the Board.

ACTION - ED to include the sustainability of the Corporation on the agenda for the next Board meeting.

Done

Item 9: Visitor Experience Concept

MOTION: That the ED work with Parks Canada and the Education and Marketing Committee in developing a plan for moving forward regarding the next phases of the visitor experience concept, including an enhanced promotional plan of the landscape.

The ED prepared a document outlining the possible next steps in the implementation of a visitor experience concept. The document was shared with the EMC and it was decided that a meeting

with Parks Canada would be required to discuss the terms of an arrangement with the federal agency that would enable LGPI to proceed with the implementation of the various components of the visitor experience concept. Following a meeting with Parks Canada on November 4, 2022, it was determined that further engagement with the Mi'kmaq was required in order to respect the federal government's duty to consult.

5. Review the financial statements to October 31, 2022

Helen Woodward, Financial Support Services Contractor, presented the financial statements. The ED indicated that some budget items, such as the fundraising study, would not be spent. He indicated that there was sufficient cash on hand to cover LGPI's expenses for the near future. A disbursement request to RBC DS will be made once the remaining yearly expenses have been determined.

There were questions raised about the Corporation's relationship with the Grand Pré UNESCO World Heritage Site Funding Trust. It was noted that the Funding Trust is a separate entity from LGPI but that Landscape of Grand Pré Inc. was the sole beneficiary of the Trust. The ED noted that the Trust had been providing regular updates to the Corporation about the value of the Trust and that this information had been shared with the Board.

It was noted that that as beneficiary of the Funding Trust, Landscape of Grand Pré Inc. had the right to ask for and receive an accounting and that the beneficiary has always been the ultimate owner of the assets of the Funding Trust. Cally Jordan recommended that an accounting be requested from the Funding Trust.

It was noted that the Finance and Audit Committee (FAC) had been preparing for the transfer of funds for some time. Other organizations were consulted and the FAC developed an investment policy in the spring of 2022 which was submitted to the Board for approval on September 8, 2022.

It was noted that as the transfer of the funds from the Funding Trust to Landscape of Grand Pré Inc. is a significant event for the Corporation, and that an accounting should be requested from the Funding Trust. It was also recommended that a portfolio history be requested from RBC Dominion Securities Inc.

The ED noted that the Finance and Audit Committee would be meeting with the portfolio manager over the coming weeks.

ED note: The fall 2020 Landscape newsletter featured an article submitted by Peter Herbin, Chair of the Funding Trust. Here is a link to the newsletter:

http://www.landscapeofgrandpre.ca/uploads/1/2/5/4/125471971/newsletter_fall_2020_final_en.pdf

MOTION: To receive the financial statements to October 31, 2022.

Moved by Gérald Boudreau, seconded by Marilyn Perkins

Motion carried; **Resolution 22BOD.Nov.30.003**

Helen informed the Board that she did not intend to renew her contract with Landscape of Grand Pré Inc. She is in the process of transferring the LGPI's bookkeeping on-line which will make the transfer to another person easier. Helen indicated that she would not be leaving until the financials for 2022/23 are completed and that the auditors have prepared their audited financial statements.

6. In-camera session

MOTION: To continue the meeting *in-camera* at 9:55 a.m.

Moved by Gérald Boudreau, seconded by Marilyn Perkins

Motion carried; **Resolution 22BOD.Nov.30.004**

MOTION: To continue the meeting out of *in-camera* at 11:05 a.m.

Moved by Gérald Boudreau, seconded by Mark Bannerman

Motion carried; **Resolution 22BOD.Nov.30.005**

MOTION: Whereas the Executive Director has not received increases in salary since his hiring, the following adjustments are proposed in recognition of performance and cost of living index increases.

1. Adjust the Executive Director's salary, for 2022-23 to \$89,989.00, retroactive to April 1, 2022.
2. Provide a lump sum payment of \$6500.00, for retroactive adjustments for two previous years based on a 4% increase per year (2020-21 and 2021-22).
3. Update and revise the Executive Director's telework agreement.

Moved by Yvon Fontaine, seconded by Mark Bannerman

Motion carried; **Resolution 22BOD.Nov.30.006**

7. Standing committee reports

a. Education and Marketing

As Amy MacDonald, Chair of the Education and Marketing Committee (EMC) was not present, the Chair provided a summary of the highlights of the report.

It was noted that the dykelands awareness subcommittee established by the EMC had held its first meeting on November 24, 2022.

The EMC reviewed the comments which had been received as a result of the local area public engagement conducted in May and June 2022. The result of a meeting with the Société Nationale de l'Acadie and Parks Canada were also shared with the Committee.

The EMC suggested that it would be important to include the full cycle of visitor experience which includes the pre-visit, the visit, and the celebration of the experience. The EMC suggested that the Corporation should increase its use of social media and the production of videos to reach potential visitors and raise awareness about the Landscape. It was suggested that the Corporation could retain the services of a marketing/social media specialist; building on the successful use of social media for the 10th anniversary celebrations.

As per the EMC recommendations, the ED met with Parks Canada on November 4, 2022. As the potential visitor experience components would be developed on Parks Canada owned and managed property, it was determined that the next step in the process would be to involve the Mi'kmaq community in order to respect the federal government's duty to consult.

The Board noted that it would be important to provide geological information to visitors, noting that the Landscape of Grand Pré WHS was in a rift valley.

The Board of Directors expressed support for the creation of a video which will be featured at the Devour Studios in Wolfville. It was suggested that the Corporation should explore the recruitment of local musicians to create the music for the video.

The Board discussed the EMC's proposal to award a contract to KA Social Media to conduct a social media audit, develop a social media strategy and content calendar, and provide social media management services for a four-month period.

The Board asked about the outcomes of such a contract. It was noted that this contractor had been retained to conduct social media promotions for the 10th anniversary of the World Heritage Site in June 2022 which had generated an increased interest in the Landscape. In addition, the use of social media helped generate substantial attendance at the June 30, 2022, event held at the View Park to celebrate the anniversary.

It was noted that the use of social media has become a way to do business. The Board asked that a performance evaluation of the contract be conducted.

The Board commented on the good work of the Education and Marketing Committee.

MOTION: That the Board approve the recommendation of the EMC to award a contract to KA Social Media as per their proposal submitted in May 2022 and updated on November 9, 2022.

Moved by Gérald Boudreau, seconded by Ernest Thibodeau

Motion carried; **Resolution 22BOD.Nov.30.007**

MOTION: That the Board receive the report of the Education and Marketing Committee.

Moved by Yvon Fontaine, seconded by Emily Lutz

Motion carried; **Resolution 22BOD.Nov.30.008**

b. Executive Committee

A nil report was recorded as this standing committee had not met since the last meeting of the Board.

c. Finance and Audit

Presented by Emily Lutz, Chair of the Finance and Audit Committee (FAC).

The Finance and Audit Committee met to review the legal opinion provided to LGPI by McInnes Cooper on September 16, 2022, regarding the transfer of funds from the Funding Trust to Landscape of Grand Pré Inc.

It was agreed that the process seemed to be straightforward and that the ED would share the document with the Funding Trust and begin the process of setting up an account with RBC DS as recommended by McInnes Cooper. It was noted that the ED should remind the Funding Trust that McInnes Cooper provided legal advice to the Corporation and that the Funding Trust may wish to seek their own legal or financial advice regarding the transfer of funds.

The FAC agreed that when appropriate the ED would share the LGPI's recently approved Investment Policy with RBC DS.

Following the Board's September 8, 2022, recommendation that the ED reach out to Mark Bannerman to discuss the possibility of a meeting with the Province of Nova Scotia regarding the sustainability of LGPI, it has been suggested that the best approach would be for LGPI to

write a letter to the Province’s Minister of Communities, Culture, Tourism and Heritage. The ED drafted a letter which was reviewed by the Board.

The ED noted that it was difficult to estimate the eventual costs associated with the operations of LGPI as the costs of providing a visitor experience have not been determined. The Board suggested that the best approach would be to send an amended letter to Minister Dunn to provide a status report regarding the transfer of the funds from the Funding Trust. It was noted that it had been expected that the 2.5 M\$ Trust established by the Province of Nova Scotia in 2012 would be expended by 2022. Thanks to the performance of the investments, the fund has retained much of its value (1.9 M\$ as of November 30, 2022).

The letter would also inform the Minister about the LGPI’s plans to establish an endowment fund, but that the exact amount of funds required to support the operations of LGPI will be determined once progress has been made with the implementation of a visitor experience concept to convey the Outstanding Universal Value of the Landscape. It was suggested that the letter include information about the consultation process which has included the Mi’kmaq, the local and Acadian communities as well as stakeholders.

The Board suggested that the draft letter would be amended by the Finance and Audit Committee and that copies also be sent to the Hon. Colton LeBlanc, Minister of Acadian Affairs and Francophonie; the Hon. Karla MacFarlane, Office of L’nu Affairs; the Hon. Greg Morrow, Minister of Agriculture; to the Mayor and CAO of the Municipality of the County of Kings; to the Executive Director Atlantic, Parks Canada Agency and to the Deputy Minister, Department of Communities, Culture, Tourism and Heritage.

MOTION: To receive the report of the Finance and Audit Committee.

Moved by Emily Lutz, seconded by Gérald Boudreau

Motion carried; **Resolution 22BOD.Nov.30.009**

12:15 Lunch Break

d. Governance and Nominating

Presented by Gérald Boudreau, Chair, Governance and Nominating Committee (GNC).

The GNC held one meeting on October 19, 2022.

The Chair of the GNC informed the Committee of the need for the Board to recruit an “independent director” to replace the vacancy left by the resignation Andrew Murphy in April 2022. It was suggested that the new nominee should bring qualifications similar to those of the

previous director (finance and heritage related expertise). It was also noted that the Finance and Audit Committee, as per the approved revised committee terms of reference, needed to recruit a member at large.

As there is currently only one independent director on the Board, the GNC has suggested that it would be wise to begin the process of establishing a roster of qualified candidates who could be nominated by the Board for election as directors. It was suggested that a first step would be to identify the gaps that exist on the current Board of Directors. It was suggested that directors at large should bring specific expertise deemed required by the Board.

The Chair informed the Board that the GNC would be reviewing the terms of reference for the Committee at its upcoming December 8, 2022, meeting and that the review of the official records keeping of the Corporation would be reviewed as part of the work plan of the GNC.

MOTION: To approve the 2022/2023 work plan as recommended by the Governance and Nominating Committee.

Moved by Gérald Boudreau, seconded by Yvon Fontaine

Motion carried; **Resolution 22BOD.Nov.30.010**

MOTION: To receive the report of the Governance and Nominating Committee as presented.

Moved by Gérald Boudreau, seconded by Ernest Thibodeau

Motion carried; **Resolution 22BOD.Nov.30.011**

e. Technical Advisory

Presented by Ernest Thibodeau, Chair of the Technical Advisory Committee (TAC).

The TAC held one committee meeting on October 27, 2022. The Chair of the Board thanked Ernest for accepting to chair the TAC.

Updates regarding ongoing initiatives

a) Nova Scotia Dykeland System Upgrades Project

The Board was informed that construction design consultant work was progressing well for the completion of several pre-design studies: geotechnical, vulnerability, dyke classification, environmental screening, archaeological and hydro technical. A pre-design report with a minimum of 3 options is expected to be completed in early February 2023. It was noted that the project was currently in year 2 of a 9-year timeline.

b) Visitor Experience Concept for the Landscape

It was indicated that the additional public engagement carried in May and June 2022 had revealed that there was support for exploring with Parks Canada the possibility of presenting the Outstanding Universal Value of the Landscape at the Grand-Pré National Historic Site visitor centre. The idea of building a new interpretive centre was not supported but the possibility of constructing a new building inspired by the old railway station to provide additional interpretation space for groups and events, a small café, bicycle rentals, washrooms, and showers for those renting the oTENTiks was generally supported.

c) Strategy for the Management and Conservation of Archaeological Heritage in the Landscape of Grand Pré

It is anticipated that the subcommittee established by the TAC to review the strategy will complete its work by the end of December 2022.

d) Financial support for landowners – Archaeological assessments

It was noted that two projects had been completed and that one project was underway in North Grand Pré. The final report is expected to be submitted within the next week. There had been limited interest in preserving the old Grand Pré railway station which had been moved to North Grand Pré in the early 1960s. There is interest in preserving some elements of the building which could have heritage value.

d) Archaeological research program – next steps

This project has been delayed by the work of the subcommittee reviewing the archaeological heritage strategy.

Periodic reporting to UNESCO

The Board was informed that the questionnaire for the periodic reporting had been received and that the ED would be preparing a draft report for review by the TAC in January.

It was noted that the process must be completed by March 31, 2023, and that Landscape of Grand Pré Inc.'s report will require the approval of the Board.

The Board discussed the periodic reporting process noting that it was important for the Corporation to report every 6 years on how the Outstanding Universal Value of the Landscape was being protected and presented. It was noted that if the UNESCO standards are not respected, it is possible the inscription would be rescinded.

Management plan review

The management plan review is well underway and comments have been provided by most committee members.

MOTION: To receive the report of the Technical Advisory Committee as presented.

Moved by Gérald Boudreau, seconded by Ernest Thibodeau

Motion carried; **Resolution 22BOD.Nov.30.012**

8. Sustainability of the Corporation.

This item was addressed as part of the Finance and Audit Committee Report.

9. Executive Director Report

Presented by the Executive Director (ED) of the LGPI, Claude DeGrâce.

Proposal for updating the Corporation's Strategic Plan

The Corporation is working with the Department of Community Development & Environmental and Sustainability Studies Program at Acadia University to update the strategic plan for Landscape of Grand Pré Inc. Interviews are being conducted with members of the community by the University as part of the development of a case study which will be used by the final term students in the Bachelor of Community Development program at Acadia to review the strategic plan during early winter. The ED is currently working with Glyn Bissix, PhD., Professor, Department of Community Development & Environmental and Sustainability Studies Program in the development of a formal agreement for the project.

Meetings

The ED noted that he had attended a meeting of the Grand Pré & Area Community Association (GPACA) on September 29 and was invited to join their newly formed Road Safety Committee. He indicated that he had followed up with the NS Department of Public Works regarding the removal of a guardrail along Grand Pré Road next to Grand-Pré National Historic Site. The guardrail was removed on November 16 to the satisfaction of the Grand Pre Marsh Body.

Two meetings were held with Cally Jordan as part of the orientation program for new directors.

On November 7, 2022, the ED met with Scott Conrod, CAO, Municipality of the County of Kings, regarding the possible extension of the Harvest Moon Trailway to Horton Landing.

On November 22, 2022, the ED met with Gerald Walsh, President, Gerald Walsh Associates Inc. regarding the development of a succession plan for the position of Executive Director.

On November 24, 2022, the ED attended the AGM of GPACA and made a brief presentation about the activities and projects of LGPI.

Conferences

a) Edmonton Round Table on World Heritage

From October 3 to 5, 2022, the ED attended the Edmonton Round Table on World Heritage where he made a presentation regarding the challenges of establishing a governance structure and conveying the Outstanding Universal Value of the Landscape in a multi-stakeholder/community/government agency environment where there can be competing or conflicting objectives. A paper has been prepared which will form part of the proceedings of the Round Table.

b) ResNet Workshop

On November 1st and 2nd, 2022, the ED participated in a workshop held at Saint Mary's University regarding "Envisioning Environmental Futures Workshop for the Dykelands and Tidal Wetlands of the Bay of Fundy." This workshop was part of a series across the six landscapes of NSERC ResNet. The two-day interactive event facilitated dialogue and collaboration among ResNet's scientific and societal stakeholders to develop scenarios, which are basically storylines about potential environmental futures for a given place.

The workshop explored the environmental futures of the marsh and dyke systems of the Bay of Fundy given emerging social and ecological drivers.

The ED informed the Board that, as reflected in the EMC report, considerable work had been done to move forward with the implementation of key components of the visitor experience concept for the Landscape, including the improved interpretive signage at the View Park, the construction of a multiuse trail from the View Park to the Harvest Moon Trailway, the development of a working aboiteau display and the development of a gathering and multifunctional building.

Géraldine Arsenault noted that there is a good opportunity for Parks Canada and the Corporation to have a conversation; that the stars have lined up to move forward to incorporate the Mi'kmaq aspect of the Landscape to the story. Géraldine suggested that there is general support for developing a structure on the site that could present the different cultures of the Landscape.

It was noted that as Parks Canada is developing a new management plan for Grand-Pré NHS, we are at a pivotal moment where the mandates of Parks Canada and Landscape of Grand Pré Inc. are in alignment.

It was suggested that other sites such as Wanuskewin in Saskatchewan could be explored to provide ideas for the project.

The ED noted that the Edmonton Round Table on World Heritage provided an opportunity to look at the presentation of the Landscape from a different perspective. The inscription of the Landscape on UNESCO's World Heritage List has enabled to shift the focus to a more inclusive approach. While in the past the commemoration focused more on historic events, the Landscape is inclusive of all the stories of the lands.

The Board asked the ED to share the paper he had prepared as part of the proceedings of the Round Table.

Géraldine Arsenault added that it is timely to have this discussion as Parks Canada is working with the Mi'kmaq to develop Mi'kmaq themed accommodations as an opportunity to present a whole experience.

MOTION: That the ED continue to work with Parks Canada and the Education and Marketing Committee in developing a plan for moving forward regarding the next phases of the visitor experience concept.

Moved by Gérald Boudreau, seconded by Géraldine Arsenault
Motion carried; **Resolution 22BOD.Nov.30.013**

MOTION: To receive the report of the Executive Director as discussed.

Moved by Ernest Thibodeau, seconded by Marilyn Perkins
Motion carried; **Resolution 22BOD.Nov.30.014**

10. Board Calendar

The Board reviewed the calendar.

It was noted that the ED should begin developing Goals and Objective for 2023/2024 early in the new year.

MOTION: To receive the Board Calendar as presented.

Moved by Gérald Boudreau, seconded by Mark Bannerman

Motion carried; Resolution 22BOD.Nov.30.015

11. Set the dates for the next Board meetings

The Board confirmed that its next meeting was set for February 23, 2023, and would be held in-person, weather permitting. The Board asked the ED to send a note to all directors to determine their availability for a meeting during the week of May 8 to 12, 2023.

12. Round Table

The Chair noted that she had enjoyed the Mawio'mi, featuring songs, music, and dancing, organized by the Glooscap First Nation and Horton High School on October 7, 8, 2022.

Marilyn Perkins noted that it was the first time for the Glooscap First Nation to organize a Mawio'mi. She indicated that it was a very successful learning event for 900 students, all dressed in orange, who attended the Mawio'mi. Marilyn noted the important support provided by LGPI, Parks Canada and the school. Finally, Marilyn informed the Board about the new council for the Glooscap First Nation which includes Sid Peters as returning Chief, and three newly elected councillors; Amanda Francis, Gail Tupper, and Charlotte Warrington.

Géraldine Arsenault informed the Board that she expects that the new management plan for Grand-Pré National Historic Site will be tabled in Parliament early in 2023, before the end of March.

15. Adjournment

MOTION: To adjourn the Board of Directors meeting at 1:49 p.m.

Approved by the Board on March 9, 2023; Resolution 23BOD.March.9.002

Géraldine Arsenault
Secretary