



# Landscape of Grand Pré Incorporated Annual Report 2020-2021



**Landscape of Grand Pré Incorporated  
Annual Report  
Fiscal year April 1, 2020 to March 31, 2021**

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United Nations  
Educational, Scientific and  
Cultural Organization

Organisation  
des Nations Unies  
pour l'éducation,  
la science et la culture



**Landscape of Grand Pré**  
inscribed on the World  
Heritage List in 2012

**Paysage de Grand-Pré**  
inscrit sur la Liste du  
patrimoine mondial en 2012



LANDSCAPE of ~ le PAYSAGE de  
**GRAND★PRÉ**  
A UNESCO | SITE DU PATRIMOINE MONDIAL  
WORLD HERITAGE SITE | DE L'UNESCO

Cover photo © Jamie Robertson



## Message from the Chair

I am pleased to report that over the past year the four standing committees of Landscape of Grand Pré Inc. have been busy addressing the strategic priorities of the Corporation. I would like to thank our numerous committee members dedicated to the work of the Corporation.

The work of the Corporation derives from its mission, which is to protect, preserve and promote the Landscape of Grand Pré World Heritage Site. This mission is further articulated in the strategic plan adopted by the Board of Directors in 2018. In February 2021, the Corporation launched a Request for Proposals for the development of a visitor experience concept and feasibility study (VECFS) for the Landscape of Grand Pré World Heritage Site. We received a number of excellent proposals, and in March 2021 the Corporation awarded a contract to EVOQ Strategies to carry out the VECFS.

The Corporation is in the process of updating the strategy for the management and conservation of the archaeological heritage of the Landscape. The Board has approved a pilot initiative which will provide support to landowners in protecting the archaeological heritage of the Landscape and its buffer zone. We are also updating the management plan for the Landscape as well as the Memorandum of Understanding signed by the member organizations.

Because of the pandemic, the Corporation has had to communicate with stakeholders and communities through virtual tools. We have also distributed a newsletter in the Grand Pré area communities. Hopefully, in 2021/2022, we will be able to engage with communities more directly through an open house.

On a personal note, I find that chairing a Board of Directors comprising individuals with a variety of backgrounds and interests, all working together for the benefit of the Landscape we are privileged to share with the world, is interesting and very satisfying.

Yours sincerely,

—Beverly Palmeter



## Background

The Landscape of Grand Pré became Canada's 16th World Heritage Site, inscribed by the United Nations Educational, Scientific and Cultural Organization (UNESCO), on June 30th, 2012. The 13-square-kilometre site is located on the Bay of Fundy's Minas Basin in Nova Scotia's Annapolis Valley, which is part of the Mi'kmaw people's unceded homeland of Mi'kma'ki. 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.

For the Landscape of Grand Pré, the elements of Outstanding Universal Value were identified under two criteria:

**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":

*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, aboiteaux 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.*

**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":

*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'kmaw 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.*



Jamie Robertson

## Mission and Vision

Landscape of Grand Pré Incorporated was created in 2016 under the Canada Not-for-profit Corporations Act. The purpose of the Corporation is 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.

## Membership

The eight member organizations are composed of the following:

### 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
7. Société Promotion Grand-Pré

### Class B Non-Voting Member Organizations

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

### 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

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



## Board of Directors and committees

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 by the member organizations and by the Board. The nominated directors are elected by the member organizations.

The 2020/2021 Board consisted of ten directors (officer positions as noted):

Géraldine Arsenault, Secretary  
Mark Bannerman  
Gérald Boudreau, Vice-Chair  
Anne Curry, Treasurer  
Yvon Fontaine  
Emily Lutz  
Andrew Murphy  
Beverly Palmeter, Chair  
Marilyn Perkins  
Ernest Thibodeau



**Finance and Audit** (chaired by Andrew Murphy, with Mark Bannerman and Yvon Fontaine as members and with Beverly Palmeter and the executive director as ex-officio members).

This committee has been supporting the work of the Corporation in fulfilling its oversight responsibilities relating to corporate auditing and reporting, financial and accounting policies, financial risk management and relevant financial initiatives and milestones identified in the Corporation's Strategic Plan.

During the past year, the Finance and Audit Committee has conducted an assessment of the financial sustainability of the Corporation and overseen the development of an application for the Corporation to become a registered charity. Once the VECFS is completed, the committee is planning to oversee an initiative to determine the feasibility of conducting a fund-development project to support the financial sustainability of the Corporation and the implementation of the visitor experience concept.

**Governance and Nominating** (chaired by Gérald Boudreau, with Anne Curry, Emily Lutz and Beverly Palmeter as members and with the executive director as ex-officio member). Over the past year, this committee has overseen the development of

- an Executive Director Policy;
- terms of reference for the Finance and Audit Committee;
- a Volunteer Policy and supporting documents; and
- role descriptions for the Chair, Vice-Chair, and Directors of the Board.

This committee has also overseen arrangements for a Board of Directors performance assessment workshop.

## Standing Committees of the Board

The Board's standing committees are key to the Corporation achieving its mandate. Four standing committees have been established:

**Education and Marketing** (chaired by Marilyn Perkins, with Juliana Barnard, Amy MacDonald and Jean-Pierre McLaughlin as members and with Beverly Palmeter and the executive director as ex-officio members). This committee has played a key role in the preparation of a request for proposals for the development of a visitor experience concept and feasibility study (VECFS). On behalf of the Corporation, the Education and Marketing Committee is providing advice and monitoring the work of EVOQ Strategies, which is responsible for developing the VECFS. The committee is also overseeing the Corporation's marketing initiatives, including the development of a virtual visitor experience of the Landscape of Grand Pré on the Google Arts and Culture Platform.

**Technical and Advisory** (chaired by Anne Curry, with Tony Bowron, Catherine Cottreau-Robins, Madelyn LeMay, Heather MacLeod-Leslie and David Smith as members and with Beverly Palmetier and the executive director as ex-officio members). This committee has spearheaded the development of a pilot project to help protect the archaeological heritage of the Landscape and its buffer zone. The committee is engaged in reviewing and providing input into the Nova Scotia Department of Agriculture's initiative to upgrade the dykelands in the province, including the Grand Pré dykelands.

The committee has initiated a process for reviewing the strategy for the protection and management of the archaeological heritage in the Landscape and its buffer zone.



John Robichaud

## Statement of financial activity

(from the audited financial statements)

LANDSCAPE OF GRAND PRÉ INCORPORATED   YEAR ENDED MARCH 31, 2021		
	<b>2021</b>	2020
<b>Revenues</b>		
Grand Pré UNESCO World Heritage Site Funding Trust	\$ 118,500	\$ 177,500
Other	3,607	
ACOA Grant	24,097	
Grant from the Municipality of the County of Kings	25,000	25,000
	<u>171,204</u>	<u>202,500</u>
<b>Expenditures</b>		
Amortization	23,975	23,977
Board expenses	2,191	9,817
Communication and marketing	13,654	19,695
General operating expenses	26,495	23,915
Staff expenses	85,420	95,019
Strategic and technical projects	34,750	—
Support services	12,172	15,894
	<u>198,657</u>	<u>188,317</u>
	<u>(27,453)</u>	<u>14,183</u>
<b>Other revenue (expenditures)</b>		
Contributions from other organizations	—	847
<b>Excess (Deficit) of Revenue over Expenditures</b>	<u>(\$27,453)</u>	<u>\$15,030</u>

## Outlook for the future – Executive Director

While the activities of Landscape of Grand Pré Inc. have been somewhat curtailed by the pandemic over the past year, thanks to technology and the commitment of directors and committee members, we have nonetheless been able to make progress on significant initiatives as reported by the Chair. The development of a visitor experience concept and feasibility study constitutes a milestone for the presentation of the complex Outstanding Universal Value of the landscape. Extensive public and stakeholder consultations will continue to guide the development of the visitor experience concept.

Over the coming year, Landscape of Grand Pré Inc. will continue to focus on implementing its strategic priorities.

### Strategic Priority 1: Protecting the Outstanding Universal Value of the World Heritage Site

- a) complete the review of the strategy for managing and protecting the archaeological resources of the landscape and its buffer zone;
- b) implement a pilot initiative to support landowners in protecting archaeological resources;
- c) provide input to the Nova Scotia Department of Agriculture in the implementation of the Dyke-land System Upgrades Project.

### Strategic Priority 2: Collaborating to Promote Experience and Discovery

- a) engage communities and stakeholders in the development of a visitor experience concept and feasibility study;
- b) consult with communities and stakeholders in the implementation of the visitor experience concept;
- c) undertake efforts to secure the funding to implement the concept.

### Strategic Priority 3: Collaborating and Communicating with Communities, Members and Stakeholders

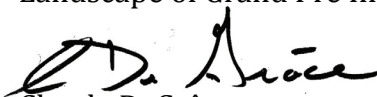
- a) continue to engage communities, members and stakeholders regarding the management of the landscape;
- b) engage with landowners regarding the protection of archaeological resources in the landscape and its buffer zone;
- c) develop newsletters to inform communities and stakeholders regarding the activities of Landscape of Grand Pré Inc.;
- d) use social media to reach communities, stakeholders and visitors.

### Strategic Priority 4: Sustaining Effective Management of the Landscape of Grand Pré World Heritage Site

- a) develop an investment policy;
- b) determine the feasibility of launching a fund development initiative;
- c) conduct a performance assessment workshop for the Board;
- d) review and update policies as required.

Finally, we invite you to join us as we mark the 10th anniversary of the inscription of the Landscape of Grand Pré on UNESCO's World Heritage List as part of the 2022 Nova Scotia Heritage Day celebrations on February 21, 2022.

If you have any comments or questions regarding this annual report or about the activities of Landscape of Grand Pré Inc., please contact us:

  
Claude DeGrâce  
Executive Director  
Landscape of Grand Pré Inc.

