

**GRAND PRÉ WORLD HERITAGE SITE STEWARDSHIP BOARD**

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# **STRATEGIC PLAN**

JANUARY 2011





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## INTRODUCTION

Grand Pré is on Canada's Tentative List for potential World Heritage inscription by UNESCO since 2004. The Nomination Grand Pré Advisory Board has been actively working since 2007 at developing a nomination dossier for submission to UNESCO. The Board has been conducting 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 has been instrumental in the completion of the nomination proposal.

The Board aims to submit a nomination proposal to the Canadian Delegation to the World Heritage Committee and then to UNESCO by February 2011. A potential decision by the World Heritage Committee is envisioned at the earliest in July 2012.

The mandate of the Nomination Grand Pré Advisory Board remains essentially the same up until a decision by World Heritage Committee. Upon successful inscription of Grand Pré, the Nomination Grand Pré Advisory Board will be replaced by the Grand Pré and Area Stewardship Board (the Stewardship Board) whose mandate will be to serve as site manager for the World Heritage Site in accordance with the requirements spelled out in the *Operational Guidelines for the Implementation of the World Heritage Convention*.

This strategic plan outlines the vision, mandate, key strategies, and objectives that will guide the work of the Stewardship Board for 10 years following a successful inscription and ensure a sustainable management of the nominated property.

## EXECUTIVE SUMMARY

- This strategic plan articulates the vision, mandate, guiding principles, key strategies, and objectives of the Grand Pré and Area World Heritage Site Stewardship Board (Stewardship Board) over a 10 (ten) year period following a successful inscription of Grand Pré and area on the World Heritage List.
- The purpose of the Stewardship Board is to be the site manager of the nominated property in accordance with the *Operational Guidelines for the Implementation of the World Heritage Convention*, maintain partnerships for the benefit of the communities involved, and to capitalize on the economic opportunities stemming from a successful inscription.
- The Stewardship Board is composed of ten voting members and is co-chaired by a representative from the Société nationale de l'Acadie and one from the local community. The responsibilities include primarily acting as the steward of the World Heritage Site, implement the management plan through a coordinated management approach between all jurisdictions, engage the stakeholders in the stewardship of the WHS, promote the property's outstanding universal value, report on the condition of the property, and obtain the support of the relevant authorities.
- The vision of the Stewardship Board is that "*The Landscape of Grand Pré will be maintained as an outstanding and sustainable living heritage landscape, a shared legacy connecting the communities that care for it for the world to appreciate.*"
- The mission of the Stewardship Board is "*On behalf of people of the world and of the communities that care for the Landscape of Grand Pré, the Stewardship Board will work cooperatively with each government authority and engage the communities to protect, promote, interpret, and foster the sustainable development of this outstanding area for present and future generations.*"
- The five key strategies focus on reaching the goals of:
  1. providing for the protection, continuing community and agricultural use and appreciation of the nominated property.
  2. enriching the existing tourism destination by promoting wide recognition, understanding and appreciation of the educational and cultural values represented by the nominated property.
  3. instilling a strong sense of shared community pride and stewardship in the protection, interpretation and promotion of the nominated property.
  4. fostering increased economic, tourism and agricultural opportunities through partnerships at the nominated property.
  5. ensuring the long-term sustainability of the nominated property's governance
- To carry out its mandate and reach its goals, the Stewardship Board will need to build its capacity with regards to communication, stakeholder engagement, interpretation, promotion, governance, and sustainability of the governance structure through fundraising.
- In addition, the operations of the site relate to protection, research, interpretation, promotion, stakeholder engagement, partnerships, reporting, monitoring, administration, and accountability.
- In the first decade following a successful inscription, public funds and partnerships allow the Stewardship Board to implement its mandate. Those are outlined in the proposed implementation plan and budget outlines in the appendices.

## PURPOSE OF A STEWARDSHIP BOARD

### *Identifying a site manager*

The UNESCO World Heritage Committee document *Operational Guidelines for the Implementation of the World Heritage Convention* indicates that a nomination proposal will identify a site manager, in other words an entity whose responsibility will be to manage the property being nominated for World Heritage inscription.

In the case of Grand Pré, there are numerous authorities with responsibilities over the protection of heritage, agriculture, environmental issues, and development activities. In that context, the need for a single entity whose mandate was to coordinate the different authorities and stakeholders became apparent. In addition, a World Heritage inscription generates interest from business, researchers, media, and others to seek opportunities to achieve their goals. The Stewardship Board will take on that responsibility and advise the authorities on the best course of action.

### *Maintaining partnerships for the benefit of the communities*

Beyond the need to fulfill the nomination proposal requirement, the stakeholders and authorities recognize that the process of preparing the nomination has led to new partnerships, an increase awareness of interests and resources from each individual partner, and sharing of resources. The process was an opportunity for organizations and individuals with very different interests –farmers, tourism industry, heritage associations, Mi'kmaq, Acadians, Planters, academic institutions, private enterprise, and government – to meet and work together to benefit the Grand Pré area, its residents, and the Acadian community. This resulted in the leveraging of financial and human resources from the three levels of government and private enterprise including the generation of thousands of hours of volunteer work from dozens of individuals.

The partners aim to continue these relationships and seek new ones through the work of the Stewardship Board for the protection, promotion, and interpretation of the nominated property and to contribute to the sustainable economic development of the local and Acadian communities.

### *Capitalizing on economic opportunities*

Between 2002 and 2008, the Grand-Pré National Historic Site of Canada had an average number of visitors of 45,000 per year. The average annual total visitor spending during this period at Grand-Pré was \$2.7 million per year. This information serves as a benchmark to assess the number of visitors and their economic impact in the Grand Pré area. Visitation and visitor spending have decreased by about 5% within Kings County, including the National Historic Site, since 2002.

The *2009 Economic Impact Assessment of a UNESCO World Heritage Designation*, a study completed by Dr. Van Blarcom and team from Acadia University, indicates that the Grand-Pré National Historic Site of Canada and the surrounding area would receive a 6.2% increase in visitation, or between 1000 and 4000 additional visitors per year. An increase in visitation would have a positive economic impact for the historic site and the community. Incremental spending from the additional visitors would be between \$50,000 and \$300,000 per year.

The *Tourism Study and Interpretation Framework* completed in 2010 by Hockin Cronin and Associates, highlighted that the Van Blarcom study only includes non-resident visitors- visitors from outside Nova Scotia. Consequently, the total increase in visitation to the World Heritage Site, if successfully inscribed, could be greater than the predicted 6.2% increase if visitors from within Nova Scotia are accounted for. The study also does not account for any increase in length of stay by resident or non-resident visitors. Such increase in length of stay in the area could have an additional positive impact on visitor spending. Should Grand Pré receive World Heritage status, a positive economic impact will be felt within the community, the County and the Province of Nova Scotia.

While these studies focus primarily on the economic opportunities tied to tourism, a successful World Heritage inscription and the attention that accompanies it will undoubtedly enhance economic opportunities tied to other sectors, such as the agricultural sector.

The structure, membership, and governance approach of the Stewardship Board will allow the different stakeholders to harness those opportunities by leveraging each other's resources, strengthening partnerships, and having a coordinated strategy that will enhance the economic benefits for the county and the region.

Financial resources are required in order to support both the need for a site manager and the aims of the partners. The following strategic plan outlines the guiding principles, vision, mission, key strategies, and resources needed to achieve effective support.

## VISION AND MISSION

### VISION

*The Landscape of Grand Pré is maintained as an outstanding and sustainable living heritage landscape, a shared legacy connecting the communities that care for it for the world to appreciate.*

### MISSION

*On behalf of people of the world and of the communities that care for the Landscape of Grand Pré, the Stewardship Board will work cooperatively with each government authority and engage the communities to protect, promote, interpret, and foster the sustainable development of this outstanding area for present and future generations.*



## KEY STRATEGY 1: PROTECTING AN OUTSTANDING HERITAGE ASSET

The nomination proposal highlights the importance of the agricultural landscape (dykes, aboiteaux, marshland, farming), the archaeological heritage, the core settlement in Grand Pré hamlet and in Hortonville, and the symbolic importance of the place for Acadians as heritage assets.

As such, this key strategy focuses on providing the resources to understand, protect, and monitor the authenticity and integrity of the heritage assets and of the nominated property as a whole. Those resources are the result of partnerships that are possible because of the presence of a stable, strong, and focused leadership provided by the Stewardship Board. Finally the protection is effective when the resources are provided to carry out legislated responsibilities, implement the management plan, and carry out the requirements linked to a World Heritage inscription, an essential condition for a credible nomination proposal. The protection of that asset is instrumental to the successful development of a sustainable tourism and agricultural asset.

**Goal: To provide for the protection, continuing community and agricultural use and appreciation of the nominated property by:**

- Objective #1: Ensuring that agriculture remains a vibrant economic activity of the community.*
- Objective #2: Dedicating resources to the monitoring and maintenance of the dykes.*
- Objective #3: Preserving and enhancing the memorials reflecting the enduring importance of the area for the Acadians.*
- Objective #4: Nurturing ongoing research and filling the gaps in knowledge about the landscape and the people that inhabited it over the years.*
- Objective #5: Ensuring that the Grand Pré Marsh Body, as long term steward of the marshland, continues to play a significant role in the maintenance, use and protection of the marshlands.*
- Objective #6: Informing visitors to the community, through signage and brochures, of the need to be mindful that they are entering an active agricultural community.*
- Objective #7: Working with the Marsh Body to ensure that visitors have access to the values of the nominated property without interfering with the ongoing agricultural use of the marshland.*

## KEY STRATEGY 2: CREATING AN OUTSTANDING AND SUSTAINABLE EXPERIENCE

Grand Pré and area, as a candidate for World Heritage inscription, is in a position to become one of Nova Scotia's star attractions, a signature destination that will attract visitors from Canada and the world to the province. While the inscription will enhance the area's visibility and interest, a long-term sustainable tourism strategy is dependent on the development of an outstanding and sustainable experience in Grand Pré and area. This relies on high quality, unique, and authentic experiences being offered that reflect the values of the outstanding heritage asset expressed by the World Heritage Committee at the time of a successful inscription. Grand Pré and area will be a gateway to the countless other attractions of Nova Scotia, in particular in the County of Kings. A successful sustainable tourism complements the agricultural identity of the local communities and supports the strong connection of various communities to the heritage place.

This strategy focuses on developing and implementing the tools to explore and create opportunities for visitors to understand the values of, discover, and enjoy the Grand Pré area. This includes such actions as partnerships, promotion, branding, product development, and interpretation.

**Goal: To enrich the existing tourism destination by promoting wide recognition, understanding and appreciation of the educational and cultural values represented by the nominated property by:**

- Objective #1: Developing programs, activities, tools, and interpretation that raise awareness of the importance of the landscape for the different communities, including the Mi'kmaq, the Acadians, and the descendents of the New England Planters.*
- Objective #2: Promoting visitation through regional, national and international media.*
- Objective #3: Ensuring that promotion of the site is managed responsibly in all aspects of publicity in relation to the nominated property in accordance with UNESCO guidelines.*
- Objective #4: Developing tools and interpretation on the history and importance of agriculture.*
- Objective #5: Continuing to raise awareness about the Acadian people and the way they overcame their forced migrations of the 18<sup>th</sup> century.*
- Objective #6: Developing partnerships with existing World Heritage sites.*

## **KEY STRATEGY 3: ENGAGING THE COMMUNITIES TO BUILD STRONG STEWARDSHIP**

The ongoing connection and involvement in management of key stakeholder communities is essential to maintaining the values of the nominated property, protecting it, and developing an authentic experience for visitors. This has been the reality of the Grand Pré area for centuries where the Marsh Body has taken care of the marsh, the Acadian community has been involved at the park, and the farmers have worked the land.

This strategy focuses on developing the tools to continuously engage the different communities in the management, interpretation, and promotion of Grand Pré and area. This includes such actions as a functioning governance structure, community liaison, reporting, public education, and public participation.

**Goal: To instill a strong sense of shared community pride and stewardship in the protection, interpretation and promotion of the nominated property by:**

- Objective #1: Providing for community input and encouraging community participation.*
- Objective #2: Engaging Acadian, local and other stakeholder communities in activities that celebrate the importance of the Grand Pré landscape.*
- Objective #3: Employing a governance model to ensure that the interests and concerns of local residents and the Acadian community are heard, discussed and reflected in the advice to the different regulatory authorities.*
- Objective #4: Ensuring the local and Acadian schools are provided sufficient information and opportunities to incorporate the experience at Grand Pré into their curriculum.*

## KEY STRATEGY 4: FACILITATING ECONOMIC OPPORTUNITIES FOR STAKEHOLDER COMMUNITIES

As previous studies have demonstrated, a World Heritage Site represents a positive economic opportunity for the stakeholder communities. In the case of Grand Pré and area, benefits are expected for the business and farming communities of Grand Pré, Hortonville, North Grand Pré and Lower Wolfville, the Acadian community, the Mi'kmaq community of Glooscap, and other neighboring communities.

These economic opportunities will be more effectively harnessed through the leadership provided by the Stewardship Board whose mandate brings together the different communities who would otherwise not have a common platform to discuss areas of common interest.

This key strategy focuses on articulating the role of the Stewardship Board in harnessing the economic opportunities stemming from a successful inscription for the benefit of the stakeholder communities.

**Goal: To foster increased economic, tourism and agricultural opportunities through partnerships at the nominated property by:**

- Objective #1: Creating a gateway to the Acadian cultural heritage of Nova Scotia.*
- Objective #2: Creating a gateway to cultural tourism in the County of Kings and Nova Scotia.*
- Objective #3: Providing a forum for the discussion of economic, tourism, and agricultural opportunities affected the Grand Pré and area.*
- Objective #4: Facilitating opportunities to raise awareness, stimulate discussion, and educate about the importance and future of agriculture in Grand Pré and area.*
- Objective #5: Working with the Mi'kmaq to develop opportunities related to heritage.*
- Objective #6: Participating actively in economic, development, and tourism initiatives affecting Grand Pré and area.*

## **KEY STRATEGY 5: SUSTAINING THE MANAGEMENT OF THE NOMINATED PROPERTY**

The protection and proper management of a World Heritage Site is a commitment in perpetuity. This is a commitment made by all three levels of government and stakeholders. While public funds are essential to the stability of the management and governance structure, other sources of funding are required to enhance the Stewardship Board's ability to deliver on its mandate.

This key strategy focuses articulating the means pursued by the Stewardship Board to attract private funding.

**Goal: To ensure the long-term sustainability of the nominated property's governance by:**

*Objective #1: Exploring financial strategies to leverage public funding.*

*Objective #2: Developing and implementing a private fundraising strategy.*

*Objective #3: Developing and adopting a financial model for the long-term sustainability of the governance model following the first decade of operations.*

*Objective #4: Exploring revenue streams from managing the brand.*

## **IMPLEMENTATION TIMELINE**

This strategic plan aims to reach its goals within ten (10) years following inscription. Since the World Heritage Committee meets annually in July, the start date of implementation is August of the year of a successful inscription on the World Heritage List.

Year 1 begins in August and ends at the end of March of the following year, in parallel with the end of fiscal year. Subsequent years follow the fiscal calendar cycle.

A first phase of ‘capacity building’ begins in the first year and is expected to last three years. During that period the critical components of operations are put in place. Following that phase, a transition phase allows for the implementation of these components towards full operation in year 7.

## SUMMARY

### Vision

*The Landscape of Grand Pré will be maintained as an outstanding and sustainable living heritage landscape, a shared legacy connecting the communities that care for it for the world to appreciate.*

### Mission

*On behalf of people of the world and of the communities that care for the Landscape of Grand Pré, the Stewardship Board will work cooperatively with each government authority and engage the communities to protect, promote, interpret, and foster the sustainable development of this outstanding area for present and future generations.*

### Key Strategies

<i>Protecting an outstanding heritage asset</i>	<i>Creating an outstanding and sustainable experience</i>	<i>Engaging the communities to build strong stewardship</i>	<i>Facilitating economic opportunities for stakeholder communities</i>	<i>Sustaining the management of the nominated property</i>
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### Goals

To provide for the protection, continuing community and agricultural use and appreciation of the Nominated Property	To enrich the existing tourism destination by promoting wide recognition, understanding and appreciation of the educational and cultural values represented by the Nominated Property	To instill a strong sense of shared community pride and stewardship in the protection, interpretation and promotion of the Nominated Property.	To foster increased economic, tourism and agricultural opportunities through partnerships at the Nominated Property	To ensure the long-term sustainability of the nominated property's governance
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### Activities

#### Phase 1: years 1 – 3: Development and Capacity Building

<ul style="list-style-type: none"> <li>Hire Site Management Coordinator</li> <li>Organize forum on research priorities and partnerships</li> <li>Implement outcome of the forum on research priorities</li> <li>Set up the Technical and Advisory Committee</li> <li>Prepare training</li> <li>Respond to requests for information</li> <li>Monitor condition</li> <li>Conserve key attributes</li> </ul>	<ul style="list-style-type: none"> <li>Set up the Education and Promotion Committee</li> <li>Prepare and implement website</li> <li>Prepare and implement promotion and branding strategy</li> <li>Prepare and implement interpretation strategy</li> <li>Organize forum on creating an outstanding and sustainable experience with key stakeholders based on the Tourism Management Study</li> <li>Establish institutional and tourism partnerships</li> <li>Provide an opportunity to experience the World Heritage Site</li> </ul>	<ul style="list-style-type: none"> <li>Establish the Stewardship Board</li> <li>Prepare and implement communications and engagement strategy</li> <li>Prepare and implement Board policies</li> <li>Prepare residents' kit</li> <li>Organize annual events around heritage and community values</li> <li>Prepare outreach and communication materials</li> <li>Administer and prepare the Board, committee, and public meetings</li> <li>Support media relations</li> <li>Liaise with key stakeholders</li> <li>Engage the communities</li> <li>Prepare business plans</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate the nominated property into the brand for Eastern Kings County</li> <li>Participate in the Commission du tourisme acadien du Canada Atlantique</li> <li>Develop cross marketing strategy with the 2 other World Heritage sites in Nova Scotia</li> <li>Organize a forum on agricultural issues relevant to the sustainability of the nominated property</li> <li>Work with the CDENE to articulate economic opportunities for the Acadian community of Nova Scotia</li> <li>Prepare a paper on agrotourism in Nova Scotia</li> </ul>	<ul style="list-style-type: none"> <li>Explore fundraising strategies for the long term management of the nominated property</li> <li>Identify resources to develop and implement the preferred fundraising strategy</li> <li>Develop options for financial model</li> <li>Submit funding applications to provincial and federal agencies for specific projects</li> </ul>
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#### Phase 2: years 4 – 6: Transition

<ul style="list-style-type: none"> <li>Coordinate output of the research units</li> <li>Manage resources and stakeholder relations for the survey and conservation of the property's values</li> <li>Review management plan and other management related documents</li> <li>Coordinate the information for preparing the report to the World Heritage Committee</li> <li>Respond to requests for information</li> <li>Monitor condition</li> <li>Conserve key attributes</li> </ul>	<ul style="list-style-type: none"> <li>Maintain website</li> <li>Maintain the Education and Promotion Committee</li> <li>Develop tourism products in partnership</li> <li>Sustain institutional and tourism partnerships</li> <li>Provide an opportunity to experience the World Heritage Site</li> </ul>	<ul style="list-style-type: none"> <li>Maintain presence in the communities</li> <li>Support local initiatives</li> <li>Maintain community engagement</li> <li>Support media relations</li> <li>Liaise with key stakeholders</li> <li>Engage the communities</li> <li>Prepare business plans</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to the implementation of the local, regional branding strategies</li> <li>Contribute to the development of a World Heritage tourism package with World Heritage Sites in Atlantic Canada</li> <li>Implement the outcome of the forum on agricultural issues as they are relevant to the sustainability of the nominated property</li> <li>Identify opportunities for leadership from the nominated property in agrotourism in Atlantic Canada</li> </ul>	<ul style="list-style-type: none"> <li>Implement the fundraising strategy</li> </ul>
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#### Phase 3: years 7 – 10 : Full operations

<ul style="list-style-type: none"> <li>Maintain the Technical Advisory Committee</li> <li>Monitor research activities, development pressures, policy development</li> <li>Work with partners to ensure the protection of the nominated property.</li> <li>Respond to requests for information</li> <li>Monitor condition</li> <li>Conserve key attributes</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the Education and Promotion Committee</li> <li>Review website</li> <li>Maintain website</li> <li>Reviewing products and interpretation</li> <li>Work with partners to promote and interpret the nominated property.</li> <li>Provide an opportunity to experience the World Heritage Site</li> </ul>	<ul style="list-style-type: none"> <li>Review communications strategy</li> <li>Update communication materials</li> <li>Work with stakeholders and other partners to manage the property effectively in a sustainable manner.</li> <li>Support media relations</li> <li>Liaise with key stakeholders</li> <li>Engage the communities</li> <li>Prepare business plans</li> </ul>	<ul style="list-style-type: none"> <li>Carry out regular events regarding agricultural issues</li> <li>Nurture partnerships with World Heritage sites in Atlantic Canada and abroad</li> </ul>	<ul style="list-style-type: none"> <li>Carry out fundraising activities</li> <li>Implement financial model</li> </ul>
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## IMPLEMENTATION BY KEY STRATEGY

PROTECTING AN OUTSTANDING HERITAGE ASSET		
Goal	Objectives	Activities and timeline
To provide for the protection, continuing community and agricultural use and appreciation of the Nominated Property	<ul style="list-style-type: none"> <li>Ensuring that agriculture remains a vibrant economic activity of the community.</li> <li>Dedicating resources to the monitoring and maintenance of the dykes.</li> <li>Preserving and enhancing the memorials reflecting the enduring importance of the area for the Acadians.</li> <li>Nurturing ongoing research and filling the gaps in knowledge about the landscape and the people that inhabited it over the years.</li> <li>Ensuring that the Grand Pré Marsh Body, as long term steward of the marshland, continues to play a significant role in the maintenance, use and protection of the marshlands.</li> <li>Informing visitors to the community, through signage and brochures, of the need to be mindful that they are entering an active agricultural community.</li> <li>Working with the Marsh Body to ensure that visitors have access to the values of the nominated property without interfering with the ongoing agricultural use of the marshland.</li> </ul>	<p><b>Phase 1: Years 1-3: Development and Capacity Building</b></p> <ul style="list-style-type: none"> <li>Hire Site Management Coordinator</li> <li>Organize forum on research priorities and partnerships</li> <li>Implement outcome of the forum on research priorities</li> <li>Set up the Technical and Advisory Committee</li> <li>Prepare training</li> <li>Respond to requests for information</li> <li>Monitor condition</li> <li>Conserve key attributes</li> </ul>
		<p><b>Phase 2: years 4-6: Transition</b></p> <ul style="list-style-type: none"> <li>Coordinate output of the research units</li> <li>Manage resources and stakeholder relations for the survey and conservation of the property's values</li> <li>Review management plan and other management related documents</li> <li>Coordinate the information for preparing the report to the World Heritage Committee</li> <li>Respond to requests for information</li> <li>Monitor condition</li> <li>Conserve key attributes</li> </ul>
		<p><b>Phase 3: years 7-10: Full operations</b></p> <ul style="list-style-type: none"> <li>Maintain the Technical Advisory Committee</li> <li>Monitor research activities, development pressures, policy development</li> <li>Work with partners to ensure the protection of the nominated property.</li> <li>Respond to requests for information</li> <li>Monitor condition</li> <li>Conserve key attributes</li> </ul>



<b>CREATING AN OUTSTANDING AND SUSTAINABLE EXPERIENCE</b>		
<b>Goal</b>	<b>Objectives</b>	<b>Activities and timeline</b>
To enrich the existing tourism destination by promoting wide recognition, understanding and appreciation of the educational and cultural values represented by the Nominated Property	<ul style="list-style-type: none"> <li>Developing programs, activities, tools, and interpretation that raise awareness of the importance of the landscape for the different communities, including the Mi'kmaq, the Acadians, and the descendents of the New England Planters.</li> <li>Promoting visitation through regional, national and international media.</li> <li>Ensuring that promotion of the site is managed responsibly in all aspects of publicity in relation to the nominated property in accordance with UNESCO guidelines.</li> <li>Developing tools and interpretation on the history and importance of agriculture.</li> <li>Continuing to raise awareness about the Acadian people and the way they overcame their forced migrations of the 18<sup>th</sup> century.</li> <li>Developing partnerships with existing World Heritage sites.</li> </ul>	<p><b>Phase 1: Years 1-3: Development and Capacity Building</b></p> <ul style="list-style-type: none"> <li>Set up the Education and Promotion Committee</li> <li>Prepare and implement website</li> <li>Prepare and implement promotion and branding strategy</li> <li>Prepare and implement interpretation strategy</li> <li>Organize forum on creating an outstanding and sustainable experience with key stakeholders based on the Tourism Management Study</li> <li>Establish institutional and tourism partnerships</li> <li>Provide an opportunity to experience the World Heritage Site</li> </ul>
		<p><b>Phase 2: years 4-6: Transition</b></p> <ul style="list-style-type: none"> <li>Maintain website</li> <li>Maintain the Education and Promotion Committee</li> <li>Develop tourism products in partnership</li> <li>Sustain institutional and tourism partnerships</li> <li>Provide an opportunity to experience the World Heritage Site</li> </ul>
		<p><b>Phase 3: years 7-10: Full operations</b></p> <ul style="list-style-type: none"> <li>Maintain the Education and Promotion Committee</li> <li>Review website</li> <li>Maintain website</li> <li>Reviewing products and interpretation</li> <li>Work with partners to promote and interpret the nominated property.</li> <li>Provide an opportunity to experience the World Heritage Site</li> </ul>

ENGAGING THE COMMUNITIES TO BUILD STRONG STEWARDSHIP		
Goal	Objectives	Activities and timeline
To instill a strong sense of shared community pride and stewardship in the protection, interpretation and promotion of the Nominated Property	<ul style="list-style-type: none"> <li>• Providing for community input and encouraging community participation.</li> <li>• Engaging Acadian, local and other stakeholder communities in activities that celebrate the importance of the Grand Pré landscape.</li> <li>• Employing a governance model to ensure that the interests and concerns of local residents and the Acadian community are heard, discussed and reflected in the advice to the different regulatory authorities.</li> <li>• Ensuring the local and Acadian schools are provided sufficient information and opportunities to incorporate the experience at Grand Pré into their curriculum.</li> </ul>	<p><b>Phase 1: Years 1-3: Development and Capacity Building</b></p> <ul style="list-style-type: none"> <li>• Establish the Stewardship Board</li> <li>• Prepare and implement communications and engagement strategy</li> <li>• Prepare and implement Board policies</li> <li>• Prepare residents' kit</li> <li>• Organize annual events around heritage and community values</li> <li>• Prepare outreach and communication materials</li> <li>• Administer and prepare the Board, committee, and public meetings</li> <li>• Support media relations</li> <li>• Liaise with key stakeholders</li> <li>• Engage the communities</li> <li>• Prepare business plans</li> </ul>
		<p><b>Phase 2: years 4-6: Transition</b></p> <ul style="list-style-type: none"> <li>• Maintain presence in the communities</li> <li>• Support local initiatives</li> <li>• Maintain community engagement</li> <li>• Support media relations</li> <li>• Liaise with key stakeholders</li> <li>• Engage the communities</li> <li>• Prepare business plans</li> </ul>
		<p><b>Phase 3: years 7-10: Full operations</b></p> <ul style="list-style-type: none"> <li>• Review communications strategy</li> <li>• Update communication materials</li> <li>• Work with stakeholders and other partners to manage the property effectively in a sustainable manner.</li> <li>• Support media relations</li> <li>• Liaise with key stakeholders</li> <li>• Engage the communities</li> <li>• Prepare business plans</li> </ul>

<b>FACILITATING ECONOMIC OPPORTUNITIES FOR STAKEHOLDER COMMUNITIES</b>		
<b>Goal</b>	<b>Objectives</b>	<b>Activities and timeline</b>
To foster increased economic, tourism and agricultural opportunities through partnerships at the Nominated Property	<ul style="list-style-type: none"> <li>• Creating a gateway to the Acadian cultural heritage of Nova Scotia.</li> <li>• Creating a gateway to cultural tourism in the County of Kings and Nova Scotia.</li> <li>• Providing a forum for the discussion of economic, tourism, and agricultural opportunities affected the Grand Pré and area.</li> <li>• Facilitating opportunities to raise awareness, stimulate discussion, and educate about the importance and future of agriculture in Grand Pré and area.</li> <li>• Working with the Mi'kmaq to develop opportunities related to heritage.</li> <li>• Participating actively in economic, development, and tourism initiatives affecting Grand Pré and area.</li> </ul>	<p><b>Phase 1: Years 1-3: Development and Capacity Building</b></p> <ul style="list-style-type: none"> <li>• Incorporate the nominated property into the brand for Eastern Kings County</li> <li>• Participate in the Commission du tourisme acadien du Canada Atlantique</li> <li>• Develop cross marketing strategy with the 2 other World Heritage sites in Nova Scotia</li> <li>• Organize a forum on agricultural issues relevant to the sustainability of the nominated property</li> <li>• Work with the CDENE to articulate economic opportunities for the Acadian community of Nova Scotia</li> <li>• Prepare a paper on agrotourism in Nova Scotia</li> </ul>
		<p><b>Phase 2: years 4-6: Transition</b></p> <ul style="list-style-type: none"> <li>• Contribute to the implementation of the local, regional branding strategies</li> <li>• Contribute to the development of a World Heritage tourism package with World Heritage Sites in Atlantic Canada</li> <li>• Implement the outcome of the forum on agricultural issues as they are relevant to the sustainability of the nominated property</li> <li>• Identify opportunities for leadership from the nominated property in agrotourism in Atlantic Canada</li> </ul>
		<p><b>Phase 3: years 7-10: Full operations</b></p> <ul style="list-style-type: none"> <li>• Carry out regular events regarding agricultural issues</li> <li>• Nurture partnerships with World Heritage sites in Atlantic Canada and abroad</li> </ul>

<b>SUSTAINING THE MANAGEMENT OF THE NOMINATED PROPERTY</b>		
<b>Goal</b>	<b>Objectives</b>	<b>Activities and timeline</b>
To ensure the long-term sustainability of the nominated property's governance	<ul style="list-style-type: none"> <li>• Exploring financial strategies to leverage public funding.</li> <li>• Developing and implementing a private fundraising strategy.</li> <li>• Developing and adopting a financial model for the long-term sustainability of the governance model following the first decade of operations.</li> <li>• Exploring revenue streams from managing the brand.</li> </ul>	<b>Phase 1: Years 1-3: Development and Capacity Building</b> <ul style="list-style-type: none"> <li>• Explore fundraising strategies for the long term management of the nominated property</li> <li>• Identify resources to develop and implement the preferred fundraising strategy</li> <li>• Develop options for financial model</li> <li>• Identify sources of revenue from managing the brand</li> <li>• Submit funding applications to provincial and federal agencies for specific projects</li> </ul>
		<b>Phase 2: years 4-6: Transition</b> <ul style="list-style-type: none"> <li>• Implement the fundraising strategy</li> <li>• Manage the revenues from partnerships and brand management</li> </ul>
		<b>Phase 3: years 7-10: Full operations</b> <ul style="list-style-type: none"> <li>• Carry out fundraising activities</li> <li>• Implement financial model</li> <li>• Manage revenues</li> </ul>

## OPERATIONS

The operations of a site such as the Landscape of Grand Pré focus on protection, research, interpretation, promotion, stakeholder engagement, monitoring, and reporting. In essence it is about the protection of the site and about operating an outstanding and sustainable experience. While this is different from a museum type site, which includes infrastructure maintenance, there are basic operational requirements that stem from the creation of a World Heritage Site. At Grand Pré and area these requirements are fulfilled through the jurisdictional responsibilities as well as through the resources provided to the Stewardship Board to address jurisdictional gaps and gaps in resources. These operational aspects are guided by the four key strategies of this plan. **Appendix 4 identifies the budget related to operations.**

These gaps in resources include:

- limited operational budget (including staff) for survey, conservation, and monitoring of key heritage assets outside Parks Canada property;
- no funding for the conservation of specific types of heritage assets;
- limited budget (including staff) for data collection concerning pressures on the nominated property, and information for interpretation and tourism products; and,
- no coordinated approach to promotion of Grand Pré and area's attractions.

### *Protection and Research*

Protection aims to focus on maintaining the authenticity and the integrity of the tangible attributes of value, including the dykes, the roads, the archaeological sites, the agricultural system, and the memorials.

This aspect of operations will be supported through:

- *Funds and resources from individual departments:* ongoing departmental operational budgets invested in the Landscape of Grand Pré.
- *Funds provided to the Stewardship Board for assistance to conserve specific heritage assets:* managed by the Stewardship Board, under the direction of the regulatory authorities, to help protect heritage assets on private property.
- *Funds and expertise provided to the Stewardship Board to commission studies in reaction to request for input or pressing threats to the integrity of the nominated property:* this includes the expert resources provided through the Stewardship Board's Technical Advisory Committee.

Research is an essential part of the protection and promotion of the nominated property. It allows for the gathering of essential data to monitor the condition of the property, identification of heritage assets, and collection of data to respond to pressures and threats to the nominated property. In addition, it allows the nominated property to play its role as a key attraction to raise awareness, educate, and stimulate public discussion about elements of the outstanding universal value.

Organizational partners, government institutions, and local facilities provide the backbone for the research. Research would be carried out by partner institutions. Funds provided by the Stewardship Board would allow it to be involved in the research agenda to focus on priorities for protection, promotion, and interpretation of the nominated property.

Research is supported through:

- *Privileged partnerships with universities and other research institutions;*
- *Funds provided to the Stewardship Board to allocate annually as per priorities to leverage funds and resources provided by universities:* universities provide access to other grants; and,
- *Funds by private donations:* as the Board gains maturity and a fundraising strategy is developed, fundraising may be targeted to complement the funds that are provided to the Stewardship Board.

### ***Interpretation Products and Activities***

Current heritage interpretation in the area focuses on the reasons for national significance of the Grand-Pré National Historic Site. Following a successful inscription, an interpretation strategy will be a priority to create an outstanding and sustainable experience for visitors. The World Heritage Site will play a crucial role in the definition of the Valley as a destination. Investments in research and the support of the Education and Promotion Committee allow the Stewardship Board the ability to provide accurate guidance regarding interpretation that is respectful of the nominated property's values.

The Stewardship Board will work with business partners and government departments to implement the interpretation strategy.

### ***Promotion and Stakeholder Engagement***

The promotion of the nominated property will focus on the outstanding universal value and other key values. It provides an opportunity to leverage existing promotional efforts for the Annapolis Valley, Kings County and Nova Scotia.

While there is no province wide strategy for World Heritage and only specific initiatives regarding the promotion of Grand Pré and area's values, the promotion of the area and of its attractions will be developed in partnerships with the Stewardship Board taking a leadership role to promote the outstanding universal value of the area.

In addition, the proposed governance model relies on stakeholder engagement to sustain the long term management of the nominated property. This requires funds to communicate, promote, and facilitate the participation of stakeholders, including communicating in both French and English.

Partnerships and an operational budget will sustain promotional and stakeholders engagement activities. The development of products and partnerships may lead to revenues for the Stewardship Board from the management of the nominated property's brand.

### ***Reporting and Monitoring***

Annual reporting on activities and condition of the property is part of the Stewardship Board's duties. In addition, every 6 years, starting 5 years following inscription, a report on condition needs to be prepared for the Canadian Delegation to the World Heritage Committee for their periodic report to the World Heritage Committee.

The reporting and monitoring activities will be sustained through:

- *Funds and resources provided to the Stewardship Board to support the acquisition of data;*
- *Funds and resources provided to the Stewardship Board to support the production of reports.*

### ***Administration and Accountability***

Operations of the nominated property are managed by a secretariat and a site management coordinator. The purpose of the secretariat and of the site management coordinator is to support the Stewardship Board, ensure the decisions are followed up, coordinate the partners, lead projects related to the management of the nominated property, ensure accountability, prepare reports, and engage stakeholders.

Reporting and monitoring activities will be sustained through:

- *Funds and resources provided to the Stewardship Board to hire a site management coordinator;*
- *Funds and resources provided to the Stewardship Board and organizations to support the operations of the Board.*

## BUILDING CAPACITY FOR THE STEWARDSHIP BOARD

The first years following a successful inscription of the nominated property will focus on acquiring the tools and information necessary for the Stewardship Board to carry out its mandate. This in effect builds capacity for the Stewardship Board to operate including with regards to communication, stakeholder engagement, interpretation, promotion, and governance. These building blocks are reflected in all four key strategies.

The Stewardship Board's work relies on in-kind resources provided by the three levels of government as well as funds to build capacity to carry out its mandate. Partnerships with business, organizations, and academic institutions are an important part of the strategy to build capacity. **Appendix 3 identifies the resources and budget required to build capacity.**

### *Communication and stakeholder engagement*

A communication strategy needs to be developed in support of the promotion of the World Heritage Site. This includes developing a logo, a brand, messages tailored for key audiences, a website, a local resident kit, and other tools. Communication on World Heritage matters and the Grand Pré site is a shared responsibility between the Stewardship Board, Parks Canada, and Nova Scotia.

The tools and strategies for stakeholder engagement are intertwined with communication and are essential to support the stewardship of the Grand Pré site.

### *Interpretation and promotion*

There is currently no single opportunity and location for the interpretation of the values of the nominated property. In the event of a successful inscription, the World Heritage Committee will articulate the outstanding universal value that will guide the interpretation. An interpretation strategy will be required to identify the messages, the location for interpretation, the gaps in interpretation, and a framework to facilitate visitor experiences.

In addition, as there is currently no strategy for the promotion of World Heritage in Nova Scotia, a strategy and tools for the promotion of the Grand Pré site will be essential to support the development of economic opportunities for the stakeholder communities.

### *Governance*

The Stewardship Board aims to carry out its mandate with the highest standards of accountability, transparency, and efficiency. In order to build that capacity and reach those goals, it will require developing policies to guide its work, training of the Stewardship Board in governance, and providing the Site Management Coordinator with the necessary tools.

### *Sustainability of the governance structure*

The Stewardship Board has the responsibility, with the regulatory authorities, to manage the nominated property into the future. As such, one of its prime concerns is to secure the resources to implement its mandate. While public funds are essential in the first years to allow it to operate, the Stewardship Board will require resources to develop and implement a fundraising strategy as part of its commitment for the long term sustainability of the nominated property.

## PARTNERSHIPS

Partnerships were core to the development of the nomination proposal and are indispensable to the future management of the nominated property. The financial and expert resources available to the Nomination Grand Pré Advisory Board during the process were essential to leverage resources from other sources. The same strategy is envisioned for the Stewardship Board and the long term management.

The Grand Pré World Heritage Site Stewardship Board has representatives from the following partner organizations:

- Municipality of the County of Kings;
- Kings Regional Development Agency (Kings RDA);
- Grand Pré Marsh Body;
- Société nationale de l'Acadie;
- Société Promotion Grand-Pré;
- Glooscap First Nation;
- Grand-Pré and Area Community Association;
- Destination Southwest Nova; and,
- Parks Canada.

In addition to these voting members, a number of organizations participate as non-voting members. Finally, its committees on technical advice and on promotion will open the Board to new partnerships.

Future partnerships will be sought to address research, protection, interpretation, and promotion.

## IN KIND EXPERTISE AND RESOURCES

Partnerships that lead to the provision of in kind expertise are crucial to the long term management of the nominated property. The in-kind contribution from federal, provincial, and municipal government departments are essential to the methodical collection of reliable information and to the professional technical advice about the nominated property. These are factored in the operations of the Stewardship Board. Their value is not budgeted for.

In addition to these contributions and in keeping with the approach applied in the preparation of the nomination proposal, the Stewardship Board will rely on in kind contributions from volunteers to carry out its mandate successfully.



## Appendix 1: Summary of the structure, responsibilities, and guiding principles of the Stewardship Board

### *Structure of the Stewardship Board*

The Stewardship Board is composed of ten voting members and a number of non-voting members, co-chaired by a representative of the Société nationale de l'Acadie and a representative of the Grand Pré and area community association.

The Stewardship Board is supported in its work by the Technical Advisory Committee and the Promotion and Education Committee. The Site Management Coordinator and the Secretariat provide the resources to implement the direction from the Stewardship Board.

### *Responsibilities*

The Grand Pré and Area World Heritage Site Stewardship Board is responsible for the following activities:

- Act as the manager of the WHS;
- Implement the Management Plan through a coordinated management approach between all Regulatory Authorities;
- Engage the stakeholders in the stewardship of the WHS;
- Consult its members on key issues;
- Promote the WHS's Outstanding Universal Value;
- Foster and facilitate research and information sharing for the benefit of the WHS;
- Report on the condition of the property, including, as necessary, to the World Heritage Centre through the Canadian Delegation to the World Heritage Committee;
- Appoint a Site Management Coordinator;
- Obtain the support of relevant authorities;
- Oversee the management of the finances of the WHS, including adopting business plans, receiving financial reports, and approve spending; and,

### *Guiding principles*

The following principles will guide the actions of the Stewardship Board and throughout the implementation of the management plan for the nominated property:

- **Principle 1:** Management of the property will meet or exceed World Heritage standards regardless of inscription;
- **Principle 2:** The primary focus of the management plan is to address issues directly related to the management and conservation of the World Heritage Site's outstanding universal value and attributes by providing a framework for advice from the Grand Pré World Heritage Site Stewardship Board and for decision-making for the regulatory authorities;
- **Principle 3:** The Management Plan recognizes that the nominated property is set within an active agricultural community where people continue to live and work. People have created, lived and worked on this land for generations and have been responsible stewards of the land. The Management Plan also recognizes that this is an area of great importance for the Acadians who have a strong emotional attachment to it;

- **Principle 4:** Management of the nominated property in relation to World Heritage guidelines will be a shared responsibility between the different owners, communities, and government entities with regulatory responsibilities for the nominated property. The management plan recognizes that actions undertaken by an owner, community, or government entity with regulatory responsibilities may have a detrimental impact and that communication, coordination, and collaboration are essential to the long-term protection of the property;
- **Principle 5:** Management and protection will be delivered through existing boards, bodies, and government authorities, supplemented by technical advice, interpretation, and education from the Grand Pré World Heritage Site Stewardship Board and procedures developed to accommodate a designated World Heritage site.

**Additional information is available in the Terms of Reference of the Stewardship Board.**

## Appendix 2: Descriptions of budget categories (proposed)

Budget category/ line	Description
<b>Communications, Public Relations, Promotion</b>	<b>Objective: Develop and implement programmes related to communication, public relations, and promotion of the proposed World Heritage Site</b>
<i>Communications &amp; PR</i>	<ul style="list-style-type: none"> <li>• Implement the communication strategy to promote the site and raise awareness about its values.</li> <li>• Prepare communication material, coordinate communication between the Stewardship Board, the Canadian delegation, Parks Canada, the Province of Nova Scotia, the Municipality of the County of Kings and other stakeholders.</li> <li>• Raise awareness about the site and its values.</li> </ul>
<i>Communication Strategy</i>	<ul style="list-style-type: none"> <li>• Develop a communication strategy</li> </ul>
<i>Website and new media</i>	<ul style="list-style-type: none"> <li>• Create the website of the World Heritage Site.</li> <li>• Implement the communication strategy with regards to social and other web-based media.</li> </ul>
<i>Web Administration</i>	<ul style="list-style-type: none"> <li>• Costs of maintaining the URL, the servers, and services of webmaster.</li> </ul>
<i>Communication-Related Materials</i>	<ul style="list-style-type: none"> <li>• Implement the communication strategy;</li> <li>• Prepare and print materials to promote the site and raise awareness about its values.</li> </ul>
<i>Promotional material</i>	<ul style="list-style-type: none"> <li>• Products that promote the site.</li> <li>• Potential for revenue.</li> </ul>
<i>Document translation</i>	<ul style="list-style-type: none"> <li>• Translation and editing of all material in French.</li> </ul>
<b>Management - Research, Expertise, Interpretation</b>	<b>Objective: Protect, manage, and interpret the proposed World Heritage Site</b>
<i>Archaeologists and surveys</i>	<ul style="list-style-type: none"> <li>• Monitor condition of existing sites.</li> <li>• Respond to accidental discoveries.</li> <li>• Enhance the archaeological inventory.</li> </ul>
<i>Cartography</i>	<ul style="list-style-type: none"> <li>• Prepare/ design maps for meetings, reports, and management.</li> </ul>
<i>GIS</i>	<ul style="list-style-type: none"> <li>• Generate geographic information of data collected.</li> <li>• Generate layers of information and maps for decision-makers and reports regarding aspects such as archaeology, landscape features, zoning, changes to the integrity of the landscape.</li> </ul>
<i>Historians</i>	<ul style="list-style-type: none"> <li>• Research archives and prepare reports.</li> </ul>
<i>Research support</i>	<ul style="list-style-type: none"> <li>• Outside expertise as needed to advise on technical issues relating to protection.</li> </ul>
<i>Site conservation</i>	<ul style="list-style-type: none"> <li>• Conservation of dykes, aboiteaux, drainage</li> <li>• Conservation of archaeological sites</li> <li>• Conservation of archaeological artefacts.</li> </ul>
<i>Interpretation study</i>	<ul style="list-style-type: none"> <li>• Contracting of interpretation study.</li> </ul>
<i>Interpretation and visitor services</i>	<ul style="list-style-type: none"> <li>• Contribution to the implementation of the interpretation study.</li> </ul>
<i>Information acquisition</i>	<ul style="list-style-type: none"> <li>• Archival, data, video, audio, and other data related to the protection, promotion, management, or interpretation of the nominated property.</li> </ul>
<i>Technical Expertise</i>	<ul style="list-style-type: none"> <li>• Support for the Technical Advisory Committee, the Education and Promotion Committee, and other committees as needed.</li> <li>• Aboiteau superintendent</li> <li>• Technical monitoring of the condition of the nominated property.</li> </ul>

<i>LIDAR</i>	<ul style="list-style-type: none"> <li>• Contribution to LIDAR analysis of the entire nominated area for monitoring purposes.</li> </ul>
<i>Site management studies</i>	<ul style="list-style-type: none"> <li>• Contracting of studies regarding specific protection and management issues as needed in support of the Technical Advisory Committee's work.</li> </ul>
<i>Review of the management plan</i>	<ul style="list-style-type: none"> <li>• Five year review of the management plan, the archaeological heritage strategy, the monitoring programme, and other management related documents.</li> </ul>
<b>Consultation &amp; Stakeholder Relations</b>	<b>Objective: Engage stakeholders in the management of the proposed World Heritage Site.</b>
<i>Stakeholder Relations - Travel</i>	<ul style="list-style-type: none"> <li>• Support for the site management coordinator travel.</li> </ul>
<i>Travel booth</i>	<ul style="list-style-type: none"> <li>• Travel booth and other information support on the site's value and key aspects.</li> </ul>
<i>Meetings</i>	<ul style="list-style-type: none"> <li>• Support for organizing meetings, including annual and quarterly meetings.</li> </ul>
<i>Meeting Documents</i>	<ul style="list-style-type: none"> <li>• Printing of documents, including for annual, quarterly, and stakeholder meetings.</li> </ul>
<i>Simultaneous translation Services</i>	<ul style="list-style-type: none"> <li>• Simultaneous translation.</li> </ul>
<b>Administration and Management</b>	<b>Objective: Provide administrative support to the Stewardship Board and implement the management plan.</b>
<i>Site Management Coordinator</i>	<ul style="list-style-type: none"> <li>• Full-time employee reporting to the Stewardship Board.</li> </ul>
<i>MERC (13%)</i>	<ul style="list-style-type: none"> <li>• For Site Management Coordinator</li> </ul>
<i>Research Assistant</i>	<ul style="list-style-type: none"> <li>• Seasonal support to the site management coordinator to implement components of the management plan, through programs such as Young Canada Works.</li> </ul>
<i>Data - Administrative File Management</i>	<ul style="list-style-type: none"> <li>• Administrative support and cost to administer files, correspondence, and other information.</li> </ul>
<i>Office Supplies</i>	<ul style="list-style-type: none"> <li>• Traditional office supplies to carry out work.</li> </ul>
<i>Office equipment</i>	<ul style="list-style-type: none"> <li>• Computer, phone, and other basic working tools.</li> </ul>
<i>Financial management</i>	<ul style="list-style-type: none"> <li>• Management of Stewardship Board's finances.</li> <li>• Production of financial reports.</li> </ul>
<i>Board Operations</i>	<ul style="list-style-type: none"> <li>• Meals and other minor expenses to support meetings of the Stewardship Board.</li> </ul>
<i>Training</i>	<ul style="list-style-type: none"> <li>• Training of the Site Management Coordinator in issues, services, and expertise related to the management of a World Heritage Site.</li> </ul>
<b>Annual and periodic report and other published material</b>	<b>Objective: Report on condition and activities every 6 years to UNESCO and on an annual basis to stakeholders.</b>
<i>Graphic Design</i>	<ul style="list-style-type: none"> <li>• Design of reports.</li> <li>• Design of promotional and informational material.</li> </ul>
<i>Editing</i>	<ul style="list-style-type: none"> <li>• Editing of reports.</li> <li>• Editing of promotional and informational material.</li> </ul>
<i>Printing</i>	<ul style="list-style-type: none"> <li>• Printing of reports.</li> </ul>
<i>Maps Production</i>	<ul style="list-style-type: none"> <li>• Preparation and printing of maps.</li> </ul>

### Appendix 3: Budget for building capacity (proposed)

Budget category / line	Cash	Comments
<b>Communications, Marketing, Promotion</b>		
Communications & PR		
Communications Strategy	\$60 000,00	
Website and new media	\$15 000,00	
Web Administration		
Communication-Related Materials	\$30 000,00	
Promotional material	\$10 000,00	
Document translation		
<b>TOTAL</b>	<b>\$115 000,00</b>	
<b>Management - Research, Expertise, Interpretation</b>		
Archaeologists and surveys		
Cartography		
GIS		
Historians		
Research support		
Site conservation		
Interpretation study	\$60 000,00	
Interpretation and visitor services	\$30 000,00	
Information acquisition		
Technical Expertise		
LIDAR		
Site management studies		
Review of the management plan		
<b>TOTAL</b>	<b>\$90 000,00</b>	
<b>Consultation &amp; Stakeholder Relations</b>		
Stakeholder Relations - Travel		
Travel booth	\$5 000,00	
Meetings		
Meeting Documents		
Simultaneous translation Services		
<b>TOTAL</b>	<b>\$5 000,00</b>	
<b>Administration and Management</b>		
Site Management Coordinator		
Salary increase		
MERC (13%)		
Fundraising	\$200 000,00	
Research Assistant		

Data - Administrative File Management		
Office Supplies		
Office equipment	\$2 000,00	
Financial management		
Board Operations		
Training		
<b>TOTAL</b>	<b>\$202 000,00</b>	
Annual and periodic report and other published material		
Graphic Design		
Editing		
Printing		
Maps Production		
<b>TOTAL</b>	<b>\$0,00</b>	
<b>GRAND TOTAL</b>	<b>\$412 000,00</b>	

## Appendix 4: Budget for operations (average annual)(proposed)

Budget category / line	Cash	Comments
<b>Communications, Marketing, Promotion</b>		
Communications & PR	\$ 50 000	
Salary increase	\$1 400,00	
MERC (13%)	\$5 500,00	
Communications Strategy		
Website and new media		
Web Administration	\$500,00	
Communication-Related Materials	\$1 500,00	
Promotional material	\$1 000,00	
Document translation	\$10 000,00	
<b>TOTAL</b>	<b>\$69 900,00</b>	
<b>Management - Research, Expertise, Interpretation</b>		
Archaeologists and surveys	\$25 000,00	
Cartography		
GIS		
Historians		
Research support	\$5 000,00	
Site conservation	\$40 000,00	
Interpretation study		
Interpretation and visitor services	\$3 000,00	
Information acquisition	\$2 500,00	
Technical Expertise	\$1 500,00	
LIDAR	\$1 000,00	
Site management studies	\$5 000,00	
Review of the management plan	\$1 000,00	
<b>TOTAL</b>	<b>\$79 000,00</b>	
<b>Consultation &amp; Stakeholder Relations</b>		
Stakeholder Relations - Travel	\$1 500,00	
Travel booth		
Meetings	\$1 000,00	
Meeting Documents	\$500,00	

Simultaneous translation Services	\$20 000,00	
<b>TOTAL</b>	<b>\$23 000,00</b>	
<b>Administration and Management</b>		
Site Management Coordinator	\$50 000,00	
Salary increase	\$1 400,00	
MERC (13%)	\$5 500,00	
Research Assistant	\$12 000,00	
Data - Administrative File Management		
Office Supplies	\$1 200,00	
Office equipment	\$500,00	
Financial management		
Board Operations	\$500,00	
Training	\$2 500,00	
<b>TOTAL</b>	<b>\$73 600,00</b>	
<b>Annual and periodic report and other published material</b>		
Graphic Design	\$5 000,00	
Editing	\$4 200,00	
Printing	\$1 500,00	
Maps Production	\$1 250,00	
<b>TOTAL</b>	<b>\$11 950,00</b>	
<b>Sub TOTAL</b>	<b>\$257 450,00</b>	
Miscellaneous (5%)	\$12 872,50	
<b>Annual Grand Total</b>	<b>\$275 322,50</b>	



### Appendix 5: Annual budget implementation (forecast)

	YEAR											
	1		2		3		4		5		6 to 10	
	capacity	operations	capacity	operations	capacity	operations	capacity	operations	capacity	operations	capacity	operations
Communications, Marketing, Promotion												
Communications & PR		\$29 166.67		\$50 000.00		\$50 000.00		\$50 000.00		\$50 000.00		\$50 000.00
Salary increase				\$1 400.00		\$1 400.00		\$1 400.00		\$1 400.00		\$1 400.00
MERC (15%)		\$5 500.00		\$5 500.00		\$5 500.00		\$5 500.00		\$5 500.00		\$5 500.00
Communications Strategy	\$60 000.00											
Website and new media			\$15 000.00									
Web Administration		\$500.00		\$500.00		\$500.00		\$500.00		\$500.00		\$500.00
Communication-Related Materials		\$1 500.00	\$15 000.00	\$1 500.00	\$15 000.00	\$1 500.00	\$15 000.00	\$1 500.00	\$15 000.00	\$1 500.00	\$15 000.00	\$1 500.00
Promotional material		\$1 000.00	\$10 000.00	\$1 000.00	\$10 000.00	\$1 000.00	\$10 000.00	\$1 000.00	\$10 000.00	\$1 000.00	\$10 000.00	\$1 000.00
Document translation		\$5 000.00		\$10 000.00		\$10 000.00		\$10 000.00		\$10 000.00		\$10 000.00
<b>TOTAL</b>	<b>\$60 000.00</b>	<b>\$42 666.67</b>	<b>\$40 000.00</b>	<b>\$69 900.00</b>	<b>\$15 000.00</b>	<b>\$69 900.00</b>	<b>\$15 000.00</b>	<b>\$69 900.00</b>	<b>\$15 000.00</b>	<b>\$69 900.00</b>	<b>\$15 000.00</b>	<b>\$69 900.00</b>
Management- Research, Expertise, Interpretation												
Archaeologists and surveys		\$16 666.67		\$25 000.00		\$25 000.00		\$25 000.00		\$25 000.00		\$25 000.00
Cartography												
GIS												
Historians												
Research support				\$3 000.00		\$5 000.00		\$5 000.00		\$5 000.00		\$5 000.00



Office Equipment	\$2 000,00	\$500,00	\$500,00	\$500,00	\$500,00	\$500,00	\$500,00	\$500,00												\$500,00	
Financial management																					\$500,00
Board Operations		\$500,00				\$500,00															\$500,00
Training					\$2 500,00		\$1 500,00					\$1 500,00									\$1 500,00
<b>TOTAL</b>	<b>\$2 000,00</b>	<b>\$36 866,67</b>	<b>\$100 000,00</b>	<b>\$73 600,00</b>	<b>\$100 000,00</b>	<b>\$72 600,00</b>	<b>\$72 600,00</b>	<b>\$72 600,00</b>	<b>\$72 600,00</b>	<b>\$72 600,00</b>	<b>\$72 600,00</b>	<b>\$72 600,00</b>	<b>\$72 600,00</b>	<b>\$72 600,00</b>	<b>\$72 600,00</b>	<b>\$72 600,00</b>	<b>\$72 600,00</b>	<b>\$72 600,00</b>	<b>\$72 600,00</b>	<b>\$72 600,00</b>	<b>\$72 600,00</b>
Annual and periodic report and other published material																					
Graphic Design		\$2 500,00				\$5 000,00															\$5 000,00
Editing		\$2 000,00				\$4 200,00															\$4 200,00
Printing		\$500,00				\$1 500,00															\$1 500,00
Maps Production		\$500,00				\$1 250,00															\$1 250,00
<b>TOTAL</b>	<b>\$0,00</b>	<b>\$5 500,00</b>			<b>\$11 950,00</b>	<b>\$11 950,00</b>	<b>\$11 950,00</b>	<b>\$11 950,00</b>	<b>\$11 950,00</b>	<b>\$11 950,00</b>	<b>\$11 950,00</b>	<b>\$11 950,00</b>	<b>\$11 950,00</b>	<b>\$11 950,00</b>	<b>\$11 950,00</b>	<b>\$11 950,00</b>	<b>\$11 950,00</b>	<b>\$11 950,00</b>	<b>\$11 950,00</b>	<b>\$11 950,00</b>	<b>\$11 950,00</b>
<b>SUB TOTAL</b>	<b>\$67 000,00</b>	<b>\$155 866,67</b>	<b>\$220 000,00</b>	<b>\$259 450,00</b>	<b>\$125 000,00</b>	<b>\$260 450,00</b>	<b>\$260 450,00</b>	<b>\$260 450,00</b>	<b>\$260 450,00</b>	<b>\$260 450,00</b>	<b>\$260 450,00</b>	<b>\$260 450,00</b>	<b>\$260 450,00</b>	<b>\$260 450,00</b>	<b>\$260 450,00</b>	<b>\$260 450,00</b>	<b>\$260 450,00</b>	<b>\$260 450,00</b>	<b>\$260 450,00</b>	<b>\$260 450,00</b>	<b>\$260 450,00</b>
Miscellaneous (5%)		\$7 793,33				\$13 022,50															\$13 022,50
<b>GRAND TOTAL</b>	<b>\$67 000,00</b>	<b>\$163 660,00</b>	<b>\$220 000,00</b>	<b>\$273 422,50</b>	<b>\$125 000,00</b>	<b>\$273 422,50</b>	<b>\$273 422,50</b>	<b>\$273 422,50</b>	<b>\$273 422,50</b>	<b>\$273 422,50</b>	<b>\$273 422,50</b>	<b>\$273 422,50</b>	<b>\$273 422,50</b>	<b>\$273 422,50</b>	<b>\$273 422,50</b>	<b>\$273 422,50</b>	<b>\$273 422,50</b>	<b>\$273 422,50</b>	<b>\$273 422,50</b>	<b>\$273 422,50</b>	<b>\$273 422,50</b>
<b>ANNUAL (capacity + operations)</b>	<b>\$230 660,00</b>		<b>\$492 422,50</b>	<b>\$398 472,50</b>	<b>\$273 472,50</b>	<b>\$273 472,50</b>	<b>\$273 472,50</b>	<b>\$273 472,50</b>	<b>\$273 472,50</b>	<b>\$273 472,50</b>	<b>\$273 472,50</b>	<b>\$273 472,50</b>	<b>\$273 472,50</b>	<b>\$273 472,50</b>	<b>\$273 472,50</b>	<b>\$273 472,50</b>	<b>\$273 472,50</b>	<b>\$273 472,50</b>	<b>\$273 472,50</b>	<b>\$273 472,50</b>	<b>\$273 472,50</b>

\*Year 1 begins in August of the year of inscription since the World Heritage Committee makes reviews proposals in July of every year.