

EVOO

STRATEGIES



REPORT

Visitor Experience Concept and Feasibility Study

LANDSCAPE OF GRAND PRÉ WHS
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The Landscape of Grand Pré

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Executive Summary

PART I - APPROACH

Context

The site manager of the World Heritage site is Landscape of Grand Pré Inc. (the “Corporation”). The Board of Directors of the Corporation is composed of representatives from the communities and groups associated with the Landscape, including residents, the Acadians, farmers, the Mi’kmaq, and government agencies. Together, they coordinate the various authorities responsible for the protection and management of the Landscape, ensure the protection and interpretation, and report to UNESCO on its condition.

At the time of the nomination, the community was mobilized to acquire a property on Old Post Road, located at the top of the hill, overlooking the national historic site with a view towards Cape Blomidon. That property, the View Park, became a legacy of the nomination, key land for the enjoyment of the community and the facilitation of interpretation of the Landscape’s OUV.

Mandate

The mandate is to focus on communicating and interpreting the OUV at the View Park in a way that is complementary to the experience at the national historic site. It aims to embrace the principles of sustainability and generate educational, economic, tourism, community, and partnership benefits.

Methodology

The methodology applied followed a set of principles to guide the process:

1. Anchoring the story in the Outstanding Universal Value (OUV)
2. Co-creating the experience
3. Embracing the landscape
4. Scaling aspirations
5. Applying sustainability goals

These principles guided a four-step process: **understanding, listening, translating, expressing.**

Throughout this process, there was significant engagement of key stakeholders, including through co-creation.

PART II - ANALYSIS

Site Management Mandate Assessment

The Corporation’s mandate exists at the intersection of multiple other agencies’ individual and distinct mandates. This sets the context for the realities that it needs to take into account, such as government agency authorities and priorities, relationships with communities, environmental and economic pressures and opportunities, and Indigenous relations. It manages such interests as those stemming from the local community’s desire to nurture a connection with the agricultural and living landscape; the Acadian community’s efforts to maintain it as a place of memory; the tourism sector’s investments in high quality destinations,

activities, and products; and Mi'kmaq strengthening of their presence in the landscape. All these elements are considered in the preparation of the visitor experience concept so as to identify the gaps and opportunities, the distinguishing features of the proposed offer, and complement or enhance what exists.

Within that space, the Corporation fills the gaps that currently no other agency can, owns the mandate of protecting and promoting the OUV, and carries out the necessary coordination between all parties to achieve that mandate.

Cultural Resource Assessment

A number of cultural resources directly support the OUV as attributes. These include the dykelands and landscape elements, archaeological sites, monuments, and uses by communities. The key findings of the cultural resource assessment are the following:

- The OUV is supported by a number of attributes, many located within the project area;
- The View Park allows an indirect contact with the dykelands;
- The area administered by Parks Canada includes landscape features, archaeological resources, and memorial elements that could allow a direct visitor contact.

Site Assessment

The View Park is a 5-acre rectangular shaped property situated along Old Post Road at the top of the hill overlooking Grand-Pré National Historic Site (NHS). The site was assessed in the context of its place within the broader site administered by Parks Canada. Key findings include:

- The project area is a collection of different components resulting from the evolution of the site and its diverse functions;
- There is a range of low-level services since most visitor services are concentrated at the visitor centre, the main entry point to the area;
- Parking is available mainly at the visitor centre, with an overflow at the northeast corner and a limited number of spaces at the View Park;
- The surroundings contribute to strengthening the meaning of the site but potential pressures may arise;
- Accessibility is an issue throughout the site, in particular to connect the bottom of the hill to the top;
- Different functional uses for the various parts of the site and their respective management approaches, require sensitivity to ensure the introduction of species and design features that do not exacerbate or create management conflicts.

Interpretation, Visitor Experience, and Current Offer Assessment

The various types of experiences and interpretative infrastructure available in the project area was assessed in relation to the OUV. Takeaways include:

- The OUV is captured partially in the interpretation offer at the national historic site;
- The absence of the Corporation's brand and the predominance of Parks Canada's brand communicating both the national historic site significance and the presence of a World Heritage site is confusing;
- The function of the View Park limits the ability to convey the OUV.

Market Assessment

The market assessment for the Landscape of Grand Pré included the review of signature resource documents – provincial, national and sectoral-- relevant websites, social media. Personal interviews conducted with key informants, insights gathered from local businesses and tourism operators, from residents of the local area and overviews of consultations with Mi'kmaq leaders and Parks Canada officials contributed to the assessments. Key points include:

- The brand “Grand Pré” is heavily associated with the Acadian story and with the national historic site;
- The region is an economic and tourism priority for the province, based on agritourism and cultural products;
- The World Heritage status is associated with high quality experiences;
- In order for the site to benefit from growth, generate revenue, and insert itself in regional opportunities, high quality experiences, reflected in infrastructure and activities that are exceptional, need to be prioritized.

Stakeholder engagement

The backbone of the project was the engagement of various stakeholders in the co-creation of the concept. This followed the four steps of the process, namely **Understanding, Listening, Translating, and Expressing.**

For each of the steps, stakeholders were engaged based on their interests, their connection, and the uses they make of the place. The main groups were the business community, government officials, the Acadian organizations, the local community, the Mi'kmaq and youth. For each, a specific approach was

designed to ensure meaningful participation. These approaches included workshops, small group discussions, pop up events, individual conversations, online exchanges, public meetings, and presentations. The process relied significantly on an online platform where information was shared regularly and interactions were possible in real time.

Scope

Based on the analysis carried out at the onset of the project and the ideas that emerged through the first phases of stakeholder engagement, EVOQ concluded that the original scope of the project, confined to the development of a visitor experience at the View Park was inadequate for the vision set for the project and to respond to the needs expressed by the various stakeholders.

In particular the following points invited further reflexion on the scope of the project:

- Connectivity with the trails
- Universal accessibility
- Complementarity with the national historic site
- Relationship with the attributes supporting the OUV
- Managing conflicting perspectives
- Offering opportunities for emotion and diversity to be reflected

PART III - INTERPRETATION AND CONCEPT

Principles

The first outcome of the engagement phase was to develop principles to establish a foundation on which to build the concept design. The following principles were reviewed and commented on by the stakeholders and guided the co-creation phase.

1. Collaboration for mutual benefit
2. The View Park focuses on the view to help people appreciate and emotionally connect with the Landscape
3. The View Park is accessible
4. Sharing, equity and reconciliation are embodied in the concept plan
5. The Visitor Experience Concept is distinct from the Grand-Pré Historic National site, which celebrates Acadian culture and commemorates “Le Grand Dérangement”
6. The Visitor Experience Concept will look beyond the View Park
7. The Visitor Experience Concept is based on principles of sustainability

Purpose of the proposed concept

The purpose of the concept revolves around the combined goals of conveying the OUV, demonstrating shared stewardship, enhancing the community’s well-being, crafting an outstanding experience, and providing revenue generation opportunities at the level of the Corporation’s responsibilities.

Themes and approaches

The themes that guide the interpretation are framed by the emphasis on the landscape as a whole, the cultural diversity, and the centuries of human experiences. These are:

- Agriculture and its landscape- then, now, and into the future;
- Place of memory- memorial homeland of the Acadians;
- The interaction between people and their environment- the shaping of the land and of its people, their settlement, including the Mi’kmaq, the Acadians, the Planters, the current and future generations of farmers;
- The universal message of peace, sharing and ongoing reconciliation

Concept and Experience

The overarching design approach is guided by two main ideas derived from the OUV. The first are the diversity of **people** associated with the Landscape. The second relates to the **tides** and the water that have shaped the land and history, both as an expression of the forces of nature at play and a reflection of historical events.

The proposed interventions at the View Park emphasize the agricultural and local history, the quest for reconciliation, and the overall description of the OUV. These include adding sheltering components, interpretive elements, furniture improvements, amenity structures, interpretive panels with online experience support (e.g., QR code); the addition of accessible trails.

The proposal includes stops and stations that could be added to the site to complement Parks Canada's visitor experience offer. The Visitor Centre remains the main point of entry. Primary and secondary stops, as well as strategically located structures would allow for playful and varied discovery of the Landscape's many assets that reflect different aspects of the OUV.

PART IV - FEASIBILITY AND RECOMMENDATIONS

Preliminary high level cost estimates have been prepared. They provide consideration for the type of resources needed to carry out the whole or part of the concept, as the Corporation explores next steps.

We have formulated twelve recommendations for the Corporation, as it considers its options. These recommendations focus on governance, the conservation and expression of the OUV, the visitor experience concept, financial matters and sustainability.



Part I

Approach

Context

The Landscape of Grand Pré World Heritage Site was inscribed on UNESCO’s World Heritage List in 2012. It was the result of many years of public engagement, research, and planning that met the requirements of the *Guidelines for the Implementation of the World Heritage Convention*.

That document offered the framework to demonstrate three things that are critical to the inscription:

- The significance as expressed through its Outstanding Universal Value (OUV);
- The protection through legislation and regulation;
- The management of the Landscape to ensure its authenticity and integrity over time. This includes managing the resources, tourism, interpretation, and monitoring condition.

The site manager is the entity responsible for coordinating the management of the site and is able to coordinate the implementation of plans, strategies, and activities in relation to conservation, protection, interpretation, and visitor management.

In the case of the Landscape, the site manager is currently Landscape of Grand Pré Inc. (the “Corporation”). The Board of Directors of the Corporation is composed of representatives from the communities and groups associated with the Landscape, including residents, the Acadians, farmers, the Mi’kmaq, and government agencies. Together, they coordinate the various authorities responsible for the protection and management of the Landscape, ensure the protection and interpretation, and report to UNESCO on its condition.

At the time of the nomination, the community was mobilized to acquire a property on Old Post Road, located at the top of the hill, overlooking the national historic site with a view towards Cape Blomidon. That property, the View Park, became a legacy of the nomination, key land for the enjoyment of the community and the facilitation of interpretation of the Landscape’s OUV.

Mandate

The mandate ascribed to EVOQ Strategies and its partners focuses on the interpretation of the Landscape's OUV at the View Park.

“[The] development of the View Park is seen as an opportunity to foster broader support for the mandate of the Landscape of Grand Pré WHS; and where the Outstanding Universal Value can and should be communicated. It is also where bridging the gap between what visitors see and the human experience of this special place can take place. In other words, this provides an opportunity for the WHS to develop an identity which is complementary to GPNHS.” (RFP, section 3.2)

The **vision** outlines additional expectations, including “[...] a sustainable visitor experience that reflects and communicates the Outstanding Universal Value that the Landscape of Grand Pré WHS embodies. [...]”

The View Park will be complementary to Grand-Pré National Historic Site and other commemorations in the area, [...], becoming a gathering space and providing visitor services and programs that are aesthetically and environmentally progressive, with a learning focus on cultural and natural heritage, including the continuing importance of this traditional agricultural landscape. The View Park will welcome visitors, stakeholders, and community members and anchor the Landscape of Grand Pré WHS within the local, regional, and provincial heritage and tourism settings.

The project aims to generate **benefits**, including:

- a) Local area residents and stakeholders will be directly engaged in presenting the story of the Landscape;
- b) It will highlight the fact that Grand Pré is the iconic place of remembrance of the Acadian diaspora;
- c) It will provide opportunities for communicating the continued significance of agriculture;

- d) It will highlight the challenges of protecting the dyke-lands as the impacts of climate change (sea levels rise and coastal erosion) are increasing;
- e) It will build on the existing heritage tourism offer of the area;
- f) Visitors will understand the natural history of this landscape, including its tremendous tides, and how it has shaped multiple cultures, whose descendants continue to be inspired by their relationship to this special landscape;
- g) Increased numbers of visitors to the area will generate important economic benefits
- including opportunities for partnerships and increased marketing and promotional activities.

In summary, the mandate is to focus on communicating and interpreting the OUV at the View Park in a way that is complementary to the experience at the national historic site. It aims to embrace the principles of sustainability and generate educational, economic, tourism, community, and partnership benefits.

The outcomes of the work include:

- A site review and situational analysis, including of the cultural resources and OUV; the current interpretation offer; stakeholder profile; and tourism market analysis.
- A concept design and visitor experience opportunities, including themes and content ideas; high level story-lines; conceptual design, plans, diagrams, sketches; and recommended media.
- A feasibility study, including potential tourism markets; class D estimates; and potential sources of funding.

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Methodology

The methodology applied followed a set of principles to guide the process:

1. Anchoring the story in the Outstanding Universal Value (OUV)
2. Co-creating the experience
3. Embracing the landscape
4. Scaling aspirations
5. Applying sustainability goals

These principles guided a four-step process described below:

STEP 1 - UNDERSTANDING

The objective of this step is to understand the setting; the social and cultural dynamics; the history of the project; the stakeholders' priorities; the tourism market and business case; the funding opportunities; the trends leading to changes in the landscape; the community relationship with the view park; and the environmental conditions. Within that step, the following was conducted:

- research: focused on understanding the investment strategy for tourism and infrastructure pursued by a range of groups and authorities, including the Corporation, the provincial government departments, and federal agencies. It also considered the range of heritage values and history of the project including its evolution to its current social, cultural and environmental context.
- a site review and situational analysis: focused on understanding the characteristics of the View Park, its setting, and of the adjacent national historic site's visitor facilities and offer. It included geophysical features, the heritage and archaeological nature of the area, the relationship with the neighbouring properties, the connections to existing tourism infrastructure, the transportation and circulation patterns, the themes and interpretation approaches, and the interpretive tools. Particular attention was paid to which aspects of the OUV are already presented, are missing, or require additional support.
- an audience assessment: the assessment will take into account the data available from the national historic site as well as neighbouring tourism destinations, such as wineries, agro-tourism destinations, and other heritage related tourism offers. The data will also attempt to provide a profile of potential visitors and how current visitor profiles might respond to certain offers.

Throughout the step, the EVOQ team and its partners carried out interviews with key stakeholders. These focused specifically on the market analysis, the existing tourism offer, tourism development strategies, investments, current visitor experiences.

The tourism market analysis was performed based on available data from Parks Canada and the province. A balance of high level trends and individual visitor profile was analyzed to position Grand Pré in the bigger picture of the tourism industry in the next few years.

STEP 2 - LISTENING

This step focused on engaging stakeholders to understand how they perceived the site, its meaning, and determine its uses.

An engagement strategy was developed earlier on, which identified key stakeholders and the means to engage them efficiently. The exchanges focused primarily on gauging their understanding of the value, the site's function, opportunities for uses and partnerships, and its evolution. The groups that were engaged included the local community, the businesses and tourism industry, the Mi'kmaq, the Acadian groups, and youth. The engagement combined online discussions, individual and group interactions, pop-ups, and an online platform.

STEP 3 - TRANSLATING

The information gathered during step 2 served as the foundation of the co-creation exercise. The engagement generated much information regarding the significance of the place, the stories, the uses, opportunities and concerns for each group. Our work analysed that information, cross referenced it to identify similarities, conflicts, and trends.

Once the ideas had been gathered, we translated those words into concepts. The translation was geared towards the creative professionals (visitor experience specialist, architects and landscape architects) as well as towards the stakeholders. They were organized into themes to capture emotions and information. These themes structured the thinking of the creative professionals so as to lay out the possibilities available to express these with authenticity and integrity.

We continued the community engagement through co-creation by sharing the themes on the platform to gather reactions, provide additional ideas about the meaningfulness of them and help flesh them out.

STEP 4 - EXPRESSING

This last step focused on providing substance to the ideas, strategies and themes heard during the previous steps. It proposed concepts and ideas for design, visitor experience, and infrastructure.



Part II

Analysis

Site Review and Situational Analysis

The site review and situational analysis consisted of a survey and analysis of information related to the site management mandate; cultural resources; the site and its immediate surroundings; the current interpretation and visitor experience offer; and the tourism market.

SITE MANAGEMENT MANDATE ASSESSMENT

The site management mandate review centred on the core areas of responsibility. This was needed to understand the scope of the interpretation, the community relationships, and the key building blocks of its action. It is not to be understood as a review of its effectiveness or operations as this was irrelevant to the objectives of this report.

The mandate derives from the inscription on the World Heritage List, since it requires a site manager responsible to ensure its integrity and authenticity. In the case of the Corporation, its stated purpose is to:

- Facilitate a coordinated management approach among those who have jurisdiction over the Landscape of Grand Pré UNESCO World Heritage 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. (excerpt from articles of incorporation, January 22, 2016)

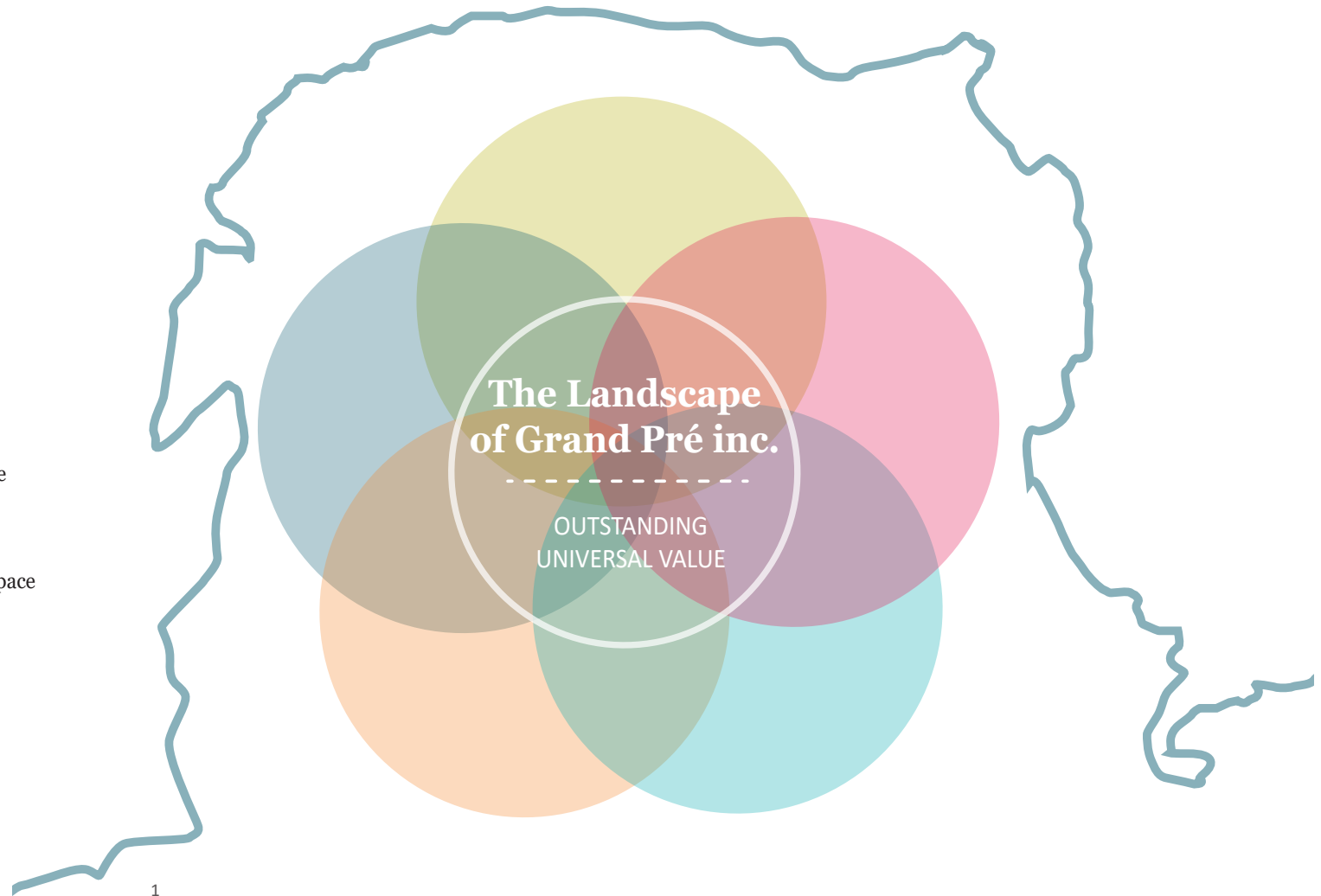
In its coordination role, the Corporation brings together government agencies from all levels of government and representation from the various communities to focus on the protection and conservation of the OUV. Equally, in its promotion role, the Corporation is responsible for the World Heritage identity of the Landscape, as the organization entrusted with the application of the brand as well as the communication of the OUV and the associated tourism related products. While other government agencies may have responsibilities for aspects and portions of the World Heritage site, none have a mandate for World Heritage, for the Landscape's OUV, or for its brand.

In essence, the Corporation's mandate exists at the intersection of multiple other agencies' individual and distinct mandates. This also sets the context for the realities that it needs to take into account, such as government agency authorities and priorities, relationships with communities, environmental and economic pressures and opportunities, and Indigenous relations. It manages such interests as those stemming from the local community's desire to nurture a connection with the agricultural and living landscape; the Acadian community's efforts to maintain it as a place of memory; the tourism sector's investments in high quality destinations, activities, and products; and Mi'kmaq strengthening of their presence in the landscape. All these elements are considered in the preparation of the visitor experience concept so as to identify the gaps and opportunities, the distinguishing features of the proposed offer, and complement or enhance what exists.

Within that space, the Corporation fills the gaps that currently no other agency can, owns the mandate of protecting and promoting the OUV, and carries out the necessary coordination between all parties to achieve that mandate.

Project Mandate -
Consolidating Five
Priorities into a Single
Project

- Mi'kma'ki
- Environmental Resilience
- Place of Memory
- Social and Community Space
- Economic Opportunity



CULTURAL RESOURCE ASSESSMENT

The Landscape of Grand Pré is a world heritage site inscribed because of its agricultural value and its illustration of the symbolic re-appropriation of the land by a displaced community in a spirit of peace between different communities.

Specifically, UNESCO's World Heritage Committee recognized its outstanding universal value (OUV) as:

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

Based on this OUV, a number of cultural resources directly support it as attributes. These include the dykelands and landscape elements, archaeological sites, monuments, and uses by communities.

The attributes directly located within the View Park area are landscape features.

The attributes directly located within the Parks Canada administered area include:

- The field patterns associated with the seigneurial land use pattern as well as the Acadian settlement pattern;
- An Acadian period road;
- Archaeological resources associated with the Acadian and later periods, including houses and settlement related features, and military features;
- Monuments and memorial structures;
- Designed landscape features in the memorial garden;

Additionally, from the project area, the attributes that can be experienced from a distance include the dykelands and its field patterns.

These attributes are in good condition. Recent interventions in the landscape features associated with land patterns may affect their understanding and long term condition.

These cultural resources and their function as attributes of the OUV are core to the development of the Visitor Experience Concept. The project needs to conserve them and the design should encourage a direct visitor contact with these to strengthen the site's sense of authenticity. A direct contact is defined as being aware and invited to touch, walk in/on, be located next to so as to visually experience physical features of significance.

Currently, visitors have a direct contact with the memorial garden and church, monuments, and to a lesser extent the dykelands (visually). There is awareness in some locations of the presence of archaeological features.

Figure 2 illustrates the presence and nature of these cultural resources.



Highlights

The OUV is supported by a number of attributes, many located within the project area;

The View Park allows an indirect contact with the dykelands;

The area administered by Parks Canada includes landscape features, archaeological resources, and memorial elements that could allow a direct visitor contact;

EXISTING CONDITIONS - HISTORY AND HERITAGE

- Site administered by Parks Canada
- Landscaped Gardens
- Old French Willows
- Apple Orchard
- Old Acadian Road
- Former seigneurial lots
- Former DAR Railway (Harvest Moon Trail)
- Archaeological Features

Structures

- Blacksmiths' Shop
- Memorial Church
- Évangéline's Well
- Longfellow Bust
- Herbin Cross
- Acadian cemetery
- Statue of Évangéline

SITE ASSESSMENT

The site assessment consists of a survey and description of the features, assets, and connections located with the project area. The project area is owned and administered by Parks Canada. Any changes, plans, products, and services on the site need the agency's approval and to follow its policies. Figure 3 (next page) represents the information gathered during the site assessment.

The View Park is a 5-acre rectangular shaped property situated along Old Post Road at the top of the hill overlooking the national historic site. It was acquired in 2011 by Parks Canada through a partnership with the community.

At the time of acquisition, a house (duplex) built in the 1990s was sitting on the land. After acquisition, the buildings were removed and their foundations left in place. The concrete slab of the garage serves as a hard surface for a lookout. A landscape design was commissioned and partially implemented. The implemented design includes a parking surface, a lookout, a few benches, flag poles, the WHS plaque, a few interpretative panels, and a harvest table.

Access is facilitated from Old Post Road both for vehicles and pedestrians. Larger vehicles, such as motorcoaches, need to drive up the steep incline on Old Post Road and cross its narrow width to enter and exit the parking lot which is not conducive to significant or increased traffic. An informal path that follows the eastern boundary of the property connects the national historic site to the View Park. Lastly, it is an access point for visitors to the wineries coming from the vineyard across the road. There are no electrical outlets, access to water, shelter or washrooms.

The rest of the property is composed of different areas of uses, reflecting the site's evolution and Parks Canada's management approaches. It is divided into an area to the east of Grand Pré Road which hosts a parking lot and new maintenance buildings. Immediately to the west of the road is the memorial park which

is the historic tourism destination. South of the park, and dividing the entire property is the former railway track that once brought visitors from Halifax and Yarmouth. South of the railway is a large expanse of green fields that contain archaeological resources. To the east, past a grove, is located the visitor and interpretation centre built in 2003. Next to it, is the main parking lot. Each component is connected to the other by crushed gravel paths.

The historic tourism destination is composed of the gardens designed by Percy Nobbs, the Memorial Church, and a range of monuments indicating the association to Evangeline, the presence of the settlement's cemetery, and the role of Longfellow in making the site known. The original entry points included a south entry to the railway and an east entry to the road. Today, only the south entry remains functional. Additionally, there are secondary entry points to the north for services and to the west for pedestrians. Crushed gravel paths follow the original landscape design and connect the different features of the garden. The area is bound by rows of trees that delineate it from the rest of the site enhancing some of the heritage values, such as the presence of willow trees and an apple orchard.

The large expanse of green fields to the south is maintained minimally. Some archaeological features stand out largely because of the tall grasses and shrubbery that was allowed to grow. A crushed gravel path connects to the visitor centre and a new path installed in 2021 connects the parking lot to the temporary accommodation (oTENTiks) at the west of the fields. The area surrounding the accommodation is left unmowed with minimal maintenance. South of those fields, the fields are leased to a farmer for ongoing agricultural use. A service access path serves as an informal pedestrian access to the top of the hill. Washrooms are installed in the vicinity of the accommodation for use during outdoor events and for the visitors who stay overnight. Similarly, there is access to electrical outlets for outdoor events.

To the east, the visitor centre hosts a range of visitor services, including washrooms, exhibit space, a souvenir shop, exhibits, and a theatre. It serves as the main entry point to the entire property as visitors park their vehicles or disembark motor coaches in the adjacent parking lot.

The former railway track has been transformed into a crushed stone bike and walking trail connecting Wolfville and the Valley to Grand Pré and eventually Windsor.

Surroundings and visual connections

The property is surrounded by farm fields, residential properties, and the dykelands. The farm fields are zoned Agriculture and have limited development potential under this zone. They can be developed for agritainment opportunities subject to a development agreement (winery, home stays, large farm markets, inn associated with a farm etc). Currently the zoning offers limits to development.

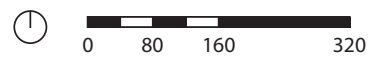
However, the properties could be redesignated/rezoned to be included within the Hamlet of Grand Pré and developed for a variety of uses including medium density housing, commercial etc. There is servicing nearby (sewer) which facilitates considerations for development. The County does not include the View Park or the lands behind it in its heritage inventory.



Existing Conditions - Physical Components

- ▬ Study Area
- ▬ Agricultural Property
- ▬ Residential Property
- Trees
- Orchards
- Water
- Road
- Path
- Interpretation Panel
- Commemorative Plaque
- Contour Lines
- ① Parking
- ② Visitors Centre
- ③ Parking
- ④ Observation platform
- ⑤ Active Transport Trail
- ⑥ oTENTIKS
- ⑦ Parking
- ⑧ Harvest Table
- ⑨ Observation Platform

3 - Existing Conditions- Physical Components



The dykelands are visible from the View Park and are abutting the national historic site. They are physically accessible to various types of traffic (e.g. vehicles, cyclists, hikers, horseback riders) from the road and various official and unofficial entry points along the marsh, although this is discouraged by the owners and the Marsh Body due to risk of damage to the land and injury. Access to the dykeland experience, their significance and functioning, is critical to understanding the OUV but cannot occur on the marsh itself.

The site's value, both its OUV and the one ascribed by stakeholders, resides in part in its visual connections. The boundary of the World Heritage site is set in part by a visual corridor starting at the View Park and extending to Cape Blomidon. Within that visual corridor is an important element of the setting (Cape Blomidon) as well as an unimpeded appreciation of the dykelands, and the monuments at the national historic site. The visual qualities of the space are also important for the local residents who enjoy watching sunsets and sunrises, the breathtaking views of the area, and the tranquility of the setting. From there, visitors can be directed to a number of visual markers related to historical events and attributes of the World Heritage site.

Accessibility

Accessibility is an issue in many parts of the project area. The principal challenge is connecting the visitor centre to the View Park and applying universal accessibility standards. The crushed stone path is the predominant type of surface to move around the site. Considering the incline in certain areas, that surface is inadequate to achieve universal accessibility. Additionally, access to interpretation panels, temporary services, and experiences is unevenly available for individuals with mobility issues and visual impairments.

Connectivity

Grand Pré is situated at the crossroads of a number of recreational opportunities. The prime recreational infrastructure is the Harvest Moon Trail, a project that aimed to take advantage of the former rail bed to create a trail for a range of users and linking a number of communities from Annapolis Royal to the national historic site. Users are largely cyclists and hikers, but may include horseback riders and ATV riders. While Grand Pré is the end point of the 110km long trail, the infrastructure currently does not invite users to explore the site, follow secondary paths and push further up the hill. However, some trail users do make their way to the View Park and then carry on back to the trail or on the main roads.

Additionally, the View Park is connected informally to the wineries, since various paths through the vineyards are used by visitors to the wineries (Domaine de Grand Pré in particular), leading them to the park to enjoy the ideal view of Cape Blomidon, the marsh, and the Minas Basin.

Vehicular traffic is connected to the site on Old Post Road to access the View Park and on Grand Pré road to access the visitor centre. The size and shape of the roads restrict the capacity to increase traffic in a fashion that is safe and respectful the resident's well being, especially on Old Post Road.

The completion of a pattern of connectivity throughout the area administered by Parks Canada would enhance the visitor experience by allowing access to the various parts of the site and the attributes supporting the OUV.

Environmental conditions

The environmental conditions at the site are diverse due to the various functions. The fields that are maintained agriculturally functional are managed according to farming principles to optimize the productivity of the soil and with shallow root crops to protect archaeological features. The formal gardens are managed according to landscape management principles to maintain the design by Percy Nobbs and enhance the aesthetic values of the gardens. The rest of the property is maintained through minimal management principally by mowing. One distinct area surrounding the accommodations is kept 'wild' and access is restricted due to the presence of wild parsnip.

The property is host to a range of invasive species which have been the subject of management strategies. Similarly, actions have been taken to nurture the presence of important species, such as the bald eagle, to ensure that they are not impacted.

Trees and water features on the property are generally the result of contemporary human intervention, such as the design of the gardens and the construction of the railway. Most have now acquired heritage value due to their association with attributes of OUV, such as the memorial gardens. Their health and maintenance is important.

There is a potential conflict of use between the management of the different sections such as the low maintenance of open fields by Parks Canada and the ongoing agricultural use of neighbouring and leased field. This environmental context sets the course for a landscape design that needs to be sensitive to the potential conflicts in order to avoid creating new ones or exacerbating existing ones.

Highlights

The project area is a collection of different components resulting from the evolution of the site and its diverse functions;

There is a range of basic interpretation tools and services since most visitor services are concentrated at the visitor centre, the main entry point to the area;

Parking is available mainly at the visitor centre, with an overflow at the northeast corner and a limited number of spaces at the View Park;

The surroundings contribute to strengthening the meaning of the site but potential pressures may arise;

Accessibility is an issue throughout the site, in particular to connect the bottom of the hill to the top;
Different functional uses for the various parts of the site and their respective management approaches, require sensitivity to ensure the introduction of species and design features that do not exacerbate or create management conflicts;

INTERPRETATION, VISITOR EXPERIENCE, AND CURRENT OFFER ASSESSMENT

This report surveyed the various types of experiences and interpretative infrastructure available in the project area in relation to the OUV. It limited its study to identifying and describing the association of various elements to that OUV. While it considered the various elements managed by Parks Canada, it should not be understood as a review of the agency's interpretative program and infrastructure as it is outside the mandate.

Brand

The Parks Canada brand is predominant on the site, through the use of logo, corporate colours and panel types, staff uniforms.

The identity of the Corporation of the Landscape of Grand Pré is absent within the project area (except for a plaque at the View Park) and should it be introduced would compete with Parks Canada's.

The reference to the UNESCO designation is present in the form of a large panel at the entrance of the visitor centre. Its presence and statement is confusing from a visitor perspective and may lead to the perception that the national historic site is the World Heritage site. Other references include the presence of the United Nations flag at the View Park and of the designation plaque. The World Heritage brand is protected and regulated, limiting its use to specified purposes and formats.

Understanding of the OUV

Exhibits

The main exhibit space in the vicinity of the project area and within the Parks Canada property is located at the visitor centre. The

interpretation inside the Memorial Church is primarily dedicated and compatible with its function as a place of memory. Once a space that exhibited agricultural objects, particular care has been placed on enhancing its memorial function and displaying images and art that reinforce the story of the Deportation. The visitor centre was designed almost 20 years ago and introduces some elements related to the OUV, including a large model of an aboiteau, objects associated with life in the Acadian settlement, the Deportation, and the importance of the symbols.

There is no significant mention of the local community's values, the agricultural use over time and the evolution of the marsh, the relationship between communities, and exhibits of post-Acadian objects. There are minimal mentions of the Mi'kmaq presence and values.

Panels and Plaques

Interpretative panels are located throughout the site with a particular concentration at the visitor centre and within the memorial garden. The panels are associated with the story of Evangeline, the presence of archaeological features, and communicating the messages of national historic significance.

There is no interpretation of the World Heritage attributes or the OUV in the current offer. The View Park has three interpretative panels that provides information about the landscape and the the process leading up to the designation. It includes a harvest table donated by local businesses with a laser-etched detailed map of the Landscape.

There are a number of designations within the project area, each with its plaque. This is a potential source of confusion for visitors to understand the reason why this is a World Heritage site.

Messages, feel, and activities

The messaging and feel of a place are determined by the interpretative messaging, the symbols, uses, and other visual elements that define a location. At the View Park, the presence of flag poles and of the Parks Canada sign conveys the message that the location is a government owned and administered. The title of the location on the official Parks Canada sign, “The Landscape of Grand Pré View Park” signals a destination for visitors but in the absence of the qualifier “national historic site” or “world heritage site” visitors would not appreciate the relationship between the location and the world heritage inscription. The presence of the World Heritage plaque together with the flag of the United Nations signals a value of international scope, however visitors have little explanation as to why the site was inscribed and why the View Park is related to that inscription.

The set up of infrastructure and furniture is conducive to enjoying the view and resting. This is in line with the original intent of the park, which was to offer community members a location to enjoy, bring visitors to, and have low key activities. These include picnics, enjoying the sunset and sunrise, contemplation, painting and other artistic endeavours. As a destination for visitors to discover the World Heritage site, it falls short of communicating the key messages, providing a context that underlines the exceptional nature of the Landscape, and to a certain extent may be confusing to visitors. It achieves its role as a community destination but is limited in performing a function as the destination to experience the World Heritage site.

The rest of the project area is similarly defined by Parks Canada branding but the messaging is geared towards conveying the significance as a national historic site. The emphasis is on the messages related to the Acadian settlement, the Deportation, and the ongoing significance for the Acadian community. While some of the messages are related to the OUV, the absence of key elements tied to the agricultural story, the peaceful symbolic reclamation of a connection with the lands of the origins, and

the presence of the Mi’kmaq makes it difficult to convey the OUV as a whole. As noted previously, the presence of a large banner announcing Grand Pré NHSC as being at the ‘heart of the world heritage site’ may confuse the visitor in determining that the national historic site is the world heritage site, and thus that the messages conveyed there are to be equated with the OUV.

While activities and services were limited in this pandemic year, there are general trends of uses and past activities that shape the perception of the project area. These are concentrated at the visitor centre, the Memorial Church, the gardens, and the open fields, and typically have resulted in performances, events, and gatherings that focus on celebrating Acadian culture and relationships between Acadian people and the Mi’kmaq.

Highlights

The OUV is captured partially in the interpretation offer at the national historic site;

The absence of the Corporation’s brand and the predominance of Parks Canada’s brand communicating both the national historic site significance and the presence of a World Heritage site is confusing;

The function of the View Park limits the ability to convey the OUV;

MARKET ASSESSMENT

Background Research Resources

A number of signature resource documents – provincial, national and sectoral -- relevant websites, social media were reviewed and personal interviews conducted with key informants conducted in specific sectors as background resources for the Market Assessment. An overview of those resources is included in Appendix D attached. Importantly, the insights gathered from local businesses and tourism operators, from residents of the local area and overviews of consultations with Mi'kmaq leaders and Parks Canada officials, informed this assessment. Information was gathered during the Listening Phase of this project and subsequent discussions and input on the online platform.

Environmental Scan & Market Considerations:

All recommendations for the visitor concept are framed by the OUV and the reality of Grand Pré. As the project progressed, a number of overarching considerations emerged, based on internal and external factors that impact and influence the assessment of market priorities for the Landscape of Grand Pré and use of the View Park over next 5 years.

These over-arching considerations are:

1. The importance of aligning with the OUV and with the mandate of Landscape of Grand Pré Inc. which is to:

- To protect and preserve the Landscape of Grand Pré UNESCO World Heritage Site, in Grand Pré, Nova Scotia;
- To educate the public and increase its appreciation and awareness of the Landscape of Grand Pré UNESCO World Heritage Site and its history.

2. There will be lasting impacts from the COVID-19 pandemic... and they are not yet clear. Destination Canada anticipates it will be 2025 before the tourism economy bounces back to 2019

levels. The impacts of COVID-19 shutdowns were more dramatic to tourism than SARS, 9/11 and the economic crisis of 2008 combined.

As such, this Market Assessment considers the following factors:

- The North American visitor motivation to travel is anticipated to be strong, when opportunity returns. Destination Canada reports that 80% of Canadians are poised to travel within Canada once restrictions are lifted, spending money domestically that would otherwise be been spent internationally.
- Trip Advisor's 2021 Summer Travel Index (reported in April 2021) indicated that 67% of Americans are planning to travel this summer, 13% of them planning to travel internationally.
- Two out of three non-resident visitors to Nova Scotia (2.3 million people in 2019) travel here in a vehicle and some 50% are Atlantic Canadians. Opening borders for drive traffic is most important.
- Air travel and ferry access has been disrupted during COVID-19. It is unclear when air and ferry access and, importantly, capacity to Nova Scotia from high revenue overseas markets, will rebound to 2019 levels. This impacts Free & Independent Travel (FIT) and motorcoach as well. The motorcoach sector is impacted however major group tour organizations and companies in the US and in Canada are reporting pent-up demand and bookings now for 2022.
- The cruise industry was impacted worldwide. Canadian cruise ports re-open in 2022 and travel intentions are strong; 150 arrivals are booked for Halifax in 2022.
- It is too soon to know whether or how current or lingering restrictions will impact major events in out-years.
- It is early to predict the long-term impacts of pandemic closures on the small and medium-sized enterprises (SMEs) which comprise the vast majority of tourism and tourism-related businesses in the Annapolis Valley. However, Tourism NS expresses confidence that there has not been "significant contraction" in industry capacity. There remains however concern about available labour.

3. Commit to being consistent with Themes and Design Principles as identified and ratified in consultations with the community.
4. Acknowledge that the local community expresses a deep sense of ownership of the View Park.
5. Appreciate the local passion to protect the working, agricultural dyke lands from infringement and trespass for the sake of all.
6. Understand that the incremental value of the broader, multi-cultural and multi-generational story of the WHS is not well understood as different and complementary to the history of the Acadian people at the NHS at Grand Pré. This is often the case at the local level as well as among visitors to the area.
7. The Grand Pré area is the base of the wine industry in Nova Scotia with a growing reputation and a critical mass of well-serviced wineries and visitor amenities. A growing percentage of visitors self-identify as travelling to Nova Scotia primarily for culinary product including wineries, and tens of thousands more visit a winery at some point during their stays.
8. **Congrès Mondial Acadien 2024, August 10-18, 2024.** An international gathering celebrating Acadian culture, this major event is expected to attract up to 100,000 participants and will be held in southwest Nova Scotia. The NHS at Grand Pré is considered the spiritual heart of the Acadian culture.
9. Recognize that the key elements for integrating stories of the Mi'kmaq people remain unclear.

Current Visitor Movement:

Please note: This information is drawn primarily from the 2019 Nova Scotia Visitor Exit Survey of 3200+ randomly-selected, non-resident overnight visitors to the province, as well as information available from 2019 and before. The information regarding the impacts of Nova Scotians travelling within Nova Scotia is discussed as well and separately. See below, *Resident Nova Scotians Travelling in NS*.

During the COVID-19 chaos of 2020, and Q1 and Q2 of 2021, visitation to all areas of the province suffered dramatically. Overall revenues in 2020 totaled \$900 million, a \$1.7 billion decline from 2019's revenues of \$2.6 billion. Nova Scotia's Tourism Strategy (see details below) is (as of June 2021) focused on a revenue target of \$4 billion by 2024. There is every expectation that Nova Scotia will adjust growth expectations in light of pandemic fall-out.

However, as the smoke clears (June 2021) Tourism NS, using Destination Canada modelling, anticipates NS will return to 2019 levels for visitors from the domestic market --86% of overall non-resident visitation-- by 2022. As well, the movement of Nova Scotians through the province remains strong. The lag in visitation re-bound will be in visitation from the US and overseas.

We have developed this Market Assessment using 2019 data as the benchmark and have considered information gathered, to offer growth "estimations" that are logical and generally conservative.

Snapshot: Tourism in Nova Scotia

Much of the data included here is drawn from the Visitor Exit Survey (VES) of non-resident visitors to NS.

1. Non-resident visitation/ tourism benchmarks in 2019:

- Nova Scotia welcomed 2.3 million non-resident visitors, 50% of whom are neighbours from Atlantic Canada. Visitation from Ontario, Western Canada and Quebec amounted to the vast majority of overall visitors, the majority of whom travelled here by road. Non-resident visitor breakdown is detailed in Appendix D, Table 1: Overall Visitation to Nova Scotia 2019 & 2018.
 - Tourism revenues exceeded \$2.6 billion.
- Since 2017, most non-resident visitors (46%) have travelled to NS for pleasure; important as pleasure visitors spend more than those Visiting Friends and Relatives (VFR). VFR accounts for 36% of visitation and 13% travelling here for business.
- First-time visitors to the province have increased by almost 10% over the past 10 years, the majority of whom have flown here.
- Nova Scotia's visitors are primarily 55- to 64-year-old couples, who are educated and affluent with household income of over \$100,000.
- They describe primarily coming for scenery and seacoast (36%); 18% are motivated by a specific location; 5% come first and foremost for a specific museum, attraction or heritage site; culinary experiences motivated 2% of overall non-resident visitors to travel here! During their visits, 1 in 5 enjoyed a local alcohol product and 6% of those visited a winery.
- In 2019, 210 cruise ships docked in Halifax carrying 320 000 passengers in port for a day. An estimated 50% of those passengers took a shore excursion-tour of some kind with Peggy's Cove and Step-On-Step-Off Halifax being the most popular. The industry estimates it will take 3 to 5 years to rebound to 2019 levels with an increase of some 10% annually. To date, 150 cruise

arrivals are booked for Halifax in 2022 and many are sold out. Cruise passengers to Halifax average 72+ years of age. For details see Appendix D: Tourism Segment Details: Motorcoach & Shore-Excursion Cruise

- In 2019, 1000 motorcoaches crossed the border into NS. Additionally, passengers who picked-up a coach and tour director in Halifax, flew to the province to begin a tour and are counted in the in-bound air numbers. Demand for NS from coach companies is strong for 2022. Regardless of COVID, Tourism Nova Scotia does not anticipate significant growth in this segment in the years ahead because of challenges of industry capacity. Coach capacity is expected to change in immediate years. For details see Appendix D: Tourism Segment Details: Motorcoach & Shore-Excursion Cruise

2. Nova Scotia's Tourism Strategy 2018-2023, *Driving Export Revenue* is built to achieve tourism revenues of \$4 billion by 2024. It can be viewed in its entirety at Tourism Nova Scotia's Strategy | Tourism Nova Scotia (tourismns.ca).

The strategy has four pillars:

PILLAR 1: Attract First Time Visitors. More than 75% of first-time visitors come to Nova Scotia for a pleasure trip, they spend markedly more than repeat visitors (\$2,700 per party versus \$1,500 per party) and a successful first-time visit will trigger a return. Culinary experiences are identified among the motivators that will encourage first-time visitation.

PILLAR 2: Invest in Markets of Highest Return. Tourism Nova Scotia is attentive to the geographic origin of visitors but is also focused on the demographic motivations that encourage them here. Explorer Quotient (EQ) groups identified as Authentic Experiencers, Cultural Explorers and Free Spirits are priority for Nova Scotia's Strategy. These segments will be enticed by the messaging of the Landscape of Grand Pré. Details on each EQ segment are outlined in Appendix D, Explorer Quotient Profiles.

PILLAR 3: Focus on World-Class Experiences.

The Landscape of Grand Pré and surrounding area is an asset for growing tourism in Nova Scotia. The strategy calls for Tourism NS to market by showcasing its strengths which include, "...national parks, world heritage sites...Bay of Fundy...and Nova Scotia's burgeoning culinary reputation including wineries, distilleries and craft breweries". World-class experiences, luxurious or otherwise differentiate Nova Scotia as a destination, and are found "...as experiences that are authentic to the culture, heritage, terroir and coastal landscapes, and those that generate buzz and build on the cachet of Nova Scotia as a vacation destination."

PILLAR 4: Build Tourism Confidence: Harnessing the collective voice of all Nova Scotians as tourism ambassadors inviting the world to visit.

3. Snapshot: Resident Nova Scotians Travelling in NS:

Nova Scotians took 5.5 million overnight and day-trips (x 1.7 people per trip) throughout NS, the equivalent movement of 9.4 million people, spending \$800 million in this province. Some 69% of those resident visits were for pleasure or to visit friends and relatives.

Nova Scotians took 1.4 million trips to the Bay of Fundy & Annapolis Valley, the most visited destination outside of Halifax. See Appendix D, Table 2: Destination of Nova Scotians Travelling in Nova Scotia.

4. Snapshot: Tourism in the Annapolis Valley:

The Grand Pré-Wolfville area is a prominent and popular area in the tourism destination region marketed by Tourism NS as *Bay of Fundy & Annapolis Valley*. Much of the data included here is drawn from the Bay of Fundy & Annapolis Valley Community Report, extrapolated from the VES 2019.

Overall, 2019 benchmarks for the Bay of Fundy & Annapolis Valley Region include:

- 37% of all non-resident visitors to Nova Scotia (some 850,000 people) stopped for at least 30 minutes or stayed overnight in this region; this is a consistent percentage since 2010. This is the second most heavily visited region in NS outside Halifax. See, *Appendix D, Table 3: Non-Resident Visitation to Bay of Fundy & Annapolis Valley Region, 2019*.
- This is a large and a diverse region which includes large towns like Truro (Colchester County), Amherst (Cumberland County) and Kentville (Kings County) in addition to the most heavily travelled route in the Maritimes (Halifax to Moncton) with highway links to NB and to PEI. The --Capture Rates for centers in the region-- the percentage of the 850,000 people who travelled through the region and stopped for 30 minutes or more-- helps to illustrate popular destinations. Wolfville with an overall capture rate of 25% demonstrates twice the stopping power of neighbouring Kentville; regionally surpassed only by Truro. Grand Pré has a capture rate of more than 12%. *Appendix D, Table 4: Capture Rates, Bay of Fundy & Annapolis Valley, 2019*
- Consistent with provincial trends, 41% of visitors to the region travel for Pleasure, 38% to VFR and 23% for business.
- The region attracts high-revenue guests; 44% of overall visitors from Overseas, 43% of American visitors and 36% of Canadian visitors stop here.
- The website, www.winesofnovascotia.com stated that Nova Scotia wineries, the critical mass of which are in this Grand Pré-Wolfville area, welcome some 112,000 guests a year. Considering the winery product is popular with Nova Scotians as well as non-resident visitors, these numbers are consistent with the VES.
- The Annapolis Valley is a popular destination for motorcoach visitors, however the exact number who make a stop is not readily available. There are specific services and amenities required for a stop by

a motorcoach company; a location to eat something different in a unique way would be welcomed.

- Ambassatours Gray Line reports that 100 motorcoaches carrying some 5,000 visitors, travelled to the Wolfville and Grand Pré area for a shore excursion in 2019. With cruise-friendly amenities in place, a stop at the Landscape would be considered “a nice addition”.

5. Snapshot: Visitation to Grand-Pré National Historic Site:

Grand-Pré National Historic Site (NHS), adjacent to the Harvest Moon Trail and location for the Acadian Memorial Park including the Acadian Memorial Church, cemetery and statue of Evangeline, the Interpretation Center and oTENTiks, is a popular visitor destination for visitors seeking Valley stories and for those of Acadian descent.

In 2019, Parks Canada reports that:

- Of the 10 NHS in NS, Grand-Pré is the fourth most visited with 40,000 visitors, an increase of 13% from the 2018 visitation of 35,000 people. It is estimated that some 15% of the total visitation (6,000 people) are Acadians stopping at Grand-Pré only to better appreciate their Acadian history.
- Majority of visitors are Canadians (62%) with a predominance of Nova Scotians; 23% are Americans and a whopping 94% are first-time visitors.
- Using the benchmark EQ quotient, Learners and Familiarity Seekers – which includes the Authentic Experiencers and Cultural Explorers also targeted by Tourism Nova Scotia—are travelling to Grand-Pré NHS.
- Parks Canada does not have data available regarding visitation to the NHS from participants of the most recent Congrès Mondial Acadien in 2019 which was hosted in New Brunswick and PEI. The next congress is being planned for southwestern Nova Scotia, August 2024 and is anticipated to host 100,000 people.

6. Snapshot: Local Visitation:

The Grand Pré area which includes the View Park and encompasses the NHS, Harvest Moon Trail, and local roadways around the marshland is heavily used by the local community. Those who interacted with the online platform reported multiple annual visits to the View Park. The local community expresses a deep sense of ownership of the View Park, a legacy project honouring the collaboration realized during the process of UNESCO inscription. Local residents use the area as a choice location for personal recreation, quiet contemplation and uncomplicated, gentle activity.

The community sees the park as “theirs” and while they are prepared to share it there is little enthusiasm to see it “developed”.

7. Snapshot: Festivals and Events, Wolfville – Grand Pré area:

Although COVID-19 has required that on-site festivals and events be on hiatus, some of the most traditionally well-attended and most creative festivals in the province are part of the fabric of the local area. The Annapolis Valley Apple Blossom Festival, Devour! Food and Film Festival, the Deep Roots Music Festival, county exhibitions and the Pumpkin Festival draw tens of thousands of residents and non-residents annually. As well Farm Markets and produce stands are enticing complements to the festival attractions.

Well-developed and appropriating themed and timed special events and festivals are well-attended in the area.

Anticipated Visitor Movement: 2022 to 2025 and beyond.

1. Nova Scotia Tourism Growth Indicators:

The province has yet to adjust its strategy which is currently built toward generating revenue of \$4 billion by 2024. It is anticipated the strategy may be influenced by factors including the health of the industry post-pandemic, by transportation access (air and ferry) in immediate years, and impact of local travel. However, it is fair to assume that the strategic pillars will not change dramatically. The revenue growth estimates by market may be adjusted. However, there is a provincial mechanism, with partnerships, in place to continue Nova Scotia positive trajectory.

Predictions:

- Nova Scotia's domestic (Atlantic Region & Canada) market visitation will rebound to 2019 levels by Q-4, 2022. International/ overseas visitation will ramp up beyond 2022.
- The impact of Nova Scotians travelling in the province is important and anticipated to grow.
- A newly-minted COVID appreciation for smaller places with space and adventures should work in Nova Scotia's favour.

2. Nova Scotia Motorcoach Indicators:

Sector return to 2019 levels for motorcoaches that travel to the province (1,000 per year) is anticipated based upon 2022 bookings; fly-drive motorcoach will be effected somewhat by air capacity. There is no growth anticipated in the sector as NS has experienced a perennial capacity issue that limits growth of motorcoach business.

Predictions:

- Business will rebound to 2019 levels in 2022.
- Coach capacity size will decrease to 35 from 50.
- No significant growth is anticipated to 2025.

3. Cruise Shore-Excursions Indicators:

Predictions:

- It will take 3 to 5 years to rebound to 2019 levels;
- increase of some 10% annually. To date, 150 cruise arrivals are booked for Halifax in 2022.
- Anticipated Visitation: 2022 – 3,600. 2023 – 4,000. 2024 – 4,400. 2025 – 5,000.

4. Bay of Fundy & Annapolis Valley Tourism Growth Indicators:

There is no tactical plan for tourism in the Annapolis Valley at the moment. But there is information and recent experience that can be factored into market assessment estimations going forward.

We know that:

- Among sister-UNESCO sites in Nova Scotia, Joggins Fossil Cliffs has the Joggins Fossil Center as a focus for its messaging and staging experiences. In 2018, some 20,000 people visited the cliffs and the area; 15,000 were paid admission.
- Local wineries have reportedly experienced exponential growth in recent years; pre-pandemic at least one winery reported projecting 10% year-over-year growth for the next 5 years. Although this target may be aggressive in immediate years because of COVID interruptions, with the provincial emphasis on the culinary product and the target market appetite for our top-notch culinary tastes, growth at some level will continue.
- Growth in culinary product is also evidenced in the continued enthusiasm of those operating wine, vineyard and cultural tours, even throughout the tough summer of 2020.

5. Parks Canada Growth Indicators:

At the time of finalizing this report, Parks Canada has not provided visitor projections for 2022 and beyond. Where appropriate we have estimated visitation based upon provincial projections.

Comparables

The objective of this section is to give a measure of the investments in visitor experience and the impact on revenue and promotion. The study of these comparables, while general, still provides a picture of the strategies employed and a positioning of the potential offer at Grand Pré.

World Heritage sites in Nova Scotia

There are two other World Heritage sites in the province, one is Old Town Lunenburg and the other Joggins Fossil Cliffs.

Old Town Lunenburg was inscribed in 1995 following a modest engagement of stakeholders and limited planning for long term management, including tourism management, conservation, interpretation, and revenue generation. The outcome is that the town remains without a specific source of revenue tied to its status and visitors, while attracted to Lunenburg in part due to its notoriety as a World Heritage site, generate revenue for the town indirectly through consumption of goods and services locally. Furthermore, there is limited interpretation of the OUV and visitors may experience many other characteristics of the town's identity such as the fisheries. Lastly, governments have a limited role in interpreting the OUV and providing resources for Lunenburg to carry out its responsibilities as a site manager for a World Heritage site.



4 - Lunenburg.. Source: novascotia.com

Joggins Fossil Cliffs is a site inscribed in 2008 for its extraordinary fossil record. Extensive planning and management tools were developed prior to inscription to guide the establishment and evolution of the visitor experience. Key to the offer is significant infrastructure that was purpose built to host visitor services, exhibits, and research capacity. The building has iconic status for its architecture but also for its ethos of pursuing the highest grade of green building at the time. Operations are supported by the province of Nova Scotia, donations, and project funding. The ability to distinguish itself in the market of cultural tourism infrastructure and to generate revenue that is reinvested in the site are important attributes of the Joggins experience that distinguish it from the Lunenburg case.

By contrast, the Landscape of Grand Pré benefits from a site manager distinct from government agencies and funds held in Trust to support operations. Considering the Joggins experience, there is a case for developing specific infrastructure that becomes a destination in its own right as well as a vehicle to achieve conservation and interpretation goals.



5 - Joggins Fossil Cliffs.. Source: novascotia.com

Immediate regional infrastructure - wineries

The primary tourism and cultural infrastructure that defines the offer in the immediate vicinity of Grand Pré are wineries. A growing industry since the 1990s, it has now acquired status in the regional tourism offer attracting visitors from across Canada and internationally. Many investors in that industry have experience with other wine regions in North America which influences the concept of the visitor experience and infrastructure investments.

These experiences aim to achieve a standard of international caliber mixing characteristics of the local 'terroir' with expectations of high quality. This ranges from the architecture of the infrastructure which is distinctive and attractive to the experiences that are personalized aiming for the unique that caters to lovers of finer things. Increasingly, the ability to stay and experience the place manifests itself through the offer of culinary experiences, high end accommodations, specialized tours, and carefully crafted activities that connect the product to the people and the place.

Wineries in the immediate vicinity to Grand Pré attract close to 100 000 visitors a year. This represents a potential source of new visitors should the experience offered in the context of the World Heritage site meet the expectations of a type of visitor that is different from the typical profile attracted by historic sites.

Highlights

The brand "Grand Pré" is heavily associated with the Acadian story and with the national historic site;

The region is an economic and tourism priority for the province, based on agritourism and cultural products;

The World Heritage status is associated with high quality experiences;

In order for the site to benefit from growth, generate revenue, and insert itself in regional opportunities, high quality experiences, reflected in infrastructure and activities that are exceptional, need to be prioritized;

Visitors to View Park & Area by Market Segment, 2022 - 2026

Market Sector	Geographic Origin	Market Size	Market Profile	Estimated People to WHS Site 2022-2026	Notes	Key View Park Products/Experiences
Valley "Neighbours"	Windsor to Kentville	15,000 (est)	Local residents with passion for the area	2022, 30k 2023, 30k 2024, 30k 2025, 30k 2026, 30k	Based upon 2 visits per year for relax & rec & estimating 0% growth	"The View", Harvest Moon Trail, hiking, biking, picnics
NS Residents: Day-trips & Overnight	Nova Scotia	1.4-m trips to B of F/ Ann-Valley. Travel party= 1.7 ppl. More frequent visits.	PC says 26% of 40k NHS visitors ('19) are NS'ians = 9800	'22, 9800 '23, 10k '24, see CMA '25, 10.2k '26, 10.4k	PC does not offer growth projections. Estimate 2% growth per year.	Needs signage, wayfinding, basic servicing. Need reasons to visit i.e. experiences, events .
Non-Resident Visitors	Atl. Canada, Ont, West, PQ, US, Overseas	2019: 851-k ppl to B of F/ Anna Valley. 500k to W'ville. 213k to G-Pre	- EQ: Auth Experience & Cultural Explorers. -55+ yrs old -40% First-time	2022, 500k 2023, 510k 2024, 520k 2025, 530k 2026, 541k	Pleasure + VFR visitors to G-Pre & W'ville. Est. 2% growth per year based on W'VILLE #	Need reasons to visit & stay i.e. food onsite, OUV interp, Storytelling, observation & photo options, special events. Options for night & season extension. Needs signage, wayfinding, basic servicing.
Visitors to Grand Pré NHS	Resident & Non-Res	2019: 40K Up 13% 2018	-EQ: Auth Experiencers, Cultural Explorers & Familiarity Seekers -62% Canadian -94% First-time	N/A	PC does not offer growth projections.	Need reasons to visit & stay i.e. food onsite, OUV interp, Storytelling, observation & photo options, special events. Options for night & season extension. Needs signage, wayfinding, basic servicing

Market Sector	Geographic Origin	Market Size	Market Profile	Estimated People to WHS Site 2022-2026	Notes	Key View Park Products/Experiences
Acadian “Pilgrims” to NHS	Resident & Non-Res	Est 15% of 40k (2019) = 6k	Visitors of Acadian Decent. Most are visiting Memorial Park	N/A	PC does not offer growth projections.	“Sacred” Acadian areas/ artifacts
Congrès Mondial Acadien 2024	All markets	Estimated: 100k overall	PPI of Acadian Decent & cultural visitors	2024: 25k (estimated)	Est. 25% of est. 100k visitors. Excellent opportunity to launch new product.	Complementary story to Acadie that includes Acadie.
Cruise Ship Shore Excursions	Primarily US	2019: 5,000 Pax to the Valley	Day-trips by coach. 72+ yrs old	2022, 3.6k. 2023, 4k. 2024, 4,4k. 2025, 5k	Based upon 150 ships in 2022, 23 ppl per ship to Valley & 10% inc per year	See the view & option to eat. Need services, access & coach amenities
Wine Enthusiasts	Non-residents; all markets	2019: 46k 2019:368k	Primary Travel Motivator: Culinary Visited a winery/ craft brewery	2022, 158k <u>domestic</u> visitors. 2023, 184k <u>all mrkts</u> ('19 base). 2023, 193k 2024, 203k 2025, 213k 2026, 224k	Assuming 50% of 368k non-res visit to winery X 5% inc per yr Does not incl NS residents.	Access to wineries & culinary product. VP needs shared messages, partnerships & trail access to wineries
Special Events/Festivals	Locals, NS residents & non-residents				Episodic perhaps annual	Festival event that is thematically complementary & local partnerships.

Stakeholder engagement

The backbone of the project was the engagement of various stakeholders in the co-creation of the concept. This followed the four steps of the process, namely **Understanding, Listening, Translating, and Expressing.**

For each of the steps, stakeholders were engaged based on their interests, their connection, and the uses they make of the place. The main groups were the business community, government officials, the Acadian organizations, the local community, the Mi'kmaq and youth. For each, a specific approach was designed to ensure meaningful participation. These approaches included workshops, small group discussions, pop up events, individual conversations, online exchanges, public meetings, and presentations. The process relied significantly on an online platform, HowSpace, where information was shared regularly and interactions were possible in real time.

Because the project relied on a cohesive vision for a concept, the initial steps of engagement with specific stakeholder groups and individuals was progressively steered towards shared knowledge to engage groups together as much as possible.

The details of the stakeholder engagement strategy is available in *Appendix B.*

COMMUNITIES OF INTEREST

To ensure that a diversity of perspectives was captured, stakeholder groups were organised as **communities of interest**. This strategy allowed for targeted discussions and aligned viewpoints to be expressed.

The groups consulted included:

- Local community
- Acadian community
- Business and Tourism Industry
- Historical and Natural Heritage
- Mi'kmaq
- Parks Canada
- Trail association
- Youth



ENGAGEMENT

Engagement included **individual conversations, in person meetings** in the community, **virtual meetings** and online engagement through the **Howspace site**.

Shifting public health constraints were managed by moving consultation online. Meetings and workshops allowed for a clear and consistent message about the mandate, focusing on the OUV, the View Park and the landscape.

A two step process was used to gather information, synthesize and organise the data, and go back to stakeholders in a second workshop with emerging themes and principles.

Individual interviews and in-person meetings were undertaken with different stakeholders



Virtual group meetings focused on communities of interest. Workshops in French and English were undertaken to gather input and validate what was heard.



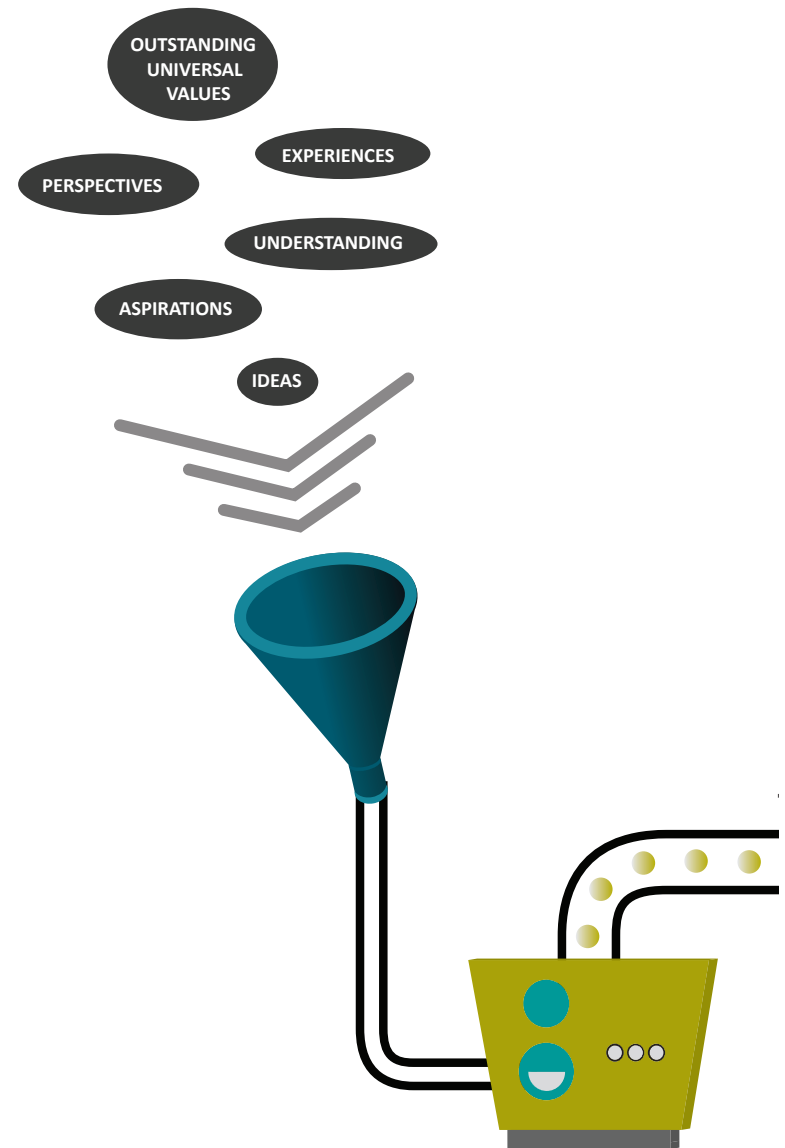
The Howspace site enabled members of different communities of interest to share ideas, thoughts, concerns, pictures and continue the conversation. The Howspace site provided a vehicle to capture additional points of views, including those of people who did not attend virtual group sessions.



LISTENING PROCESS

The responses collected were synthesized and then organised around different themes.

Some of the themes were shared broadly by the different communities of interest, whereas others were divergent on certain topics.



EMERGING THEMES

- Conserving and focusing on the natural aspects of the site
- Agriculture and active farming with a clear desire to touch or feel the landscape somehow
- The desire to hear more about the relationship of the site to the Mi'kmaq
- This site is often linked with art and feeling
- The importance of connecting to what is around the site, such as the trails, wineries and the National Historic site
- Play and fun- people want experiences
- A need to clarify the roles, and to build on the interrelationship, between the Landscape and the National Historic Site
- There is opportunity for tourism development and to support local businesses, and maybe even make this a 4 season site to visit
- The Landscape of Grand Pré is significant to many groups and people for different reasons
- The Landscape is a place of emotion

DESIGN PRINCIPLES

Informed by the themes, the outstanding universal values, and the physical characteristics of the site, six design principles were established.

The themes were presented and discussed with the community during the second round of consultation.

1. Collaboration for mutual benefit – Many organizations, groups, businesses, and individuals are interested in collaborating to maximize the View Park experience. This collaboration follows the Outstanding Universal Value around peace and cultural sharing. Collaboration may involve programming, events, shared infrastructure, tourism product development or interpretive services.

2. The View Park focuses on the view to help people appreciate and emotionally connect with the Landscape – The Landscape evokes different feelings for different people depending on their history, connection, culture or experience. The ability to focus on that visual connection through different means is critical to the experience at the View Park.

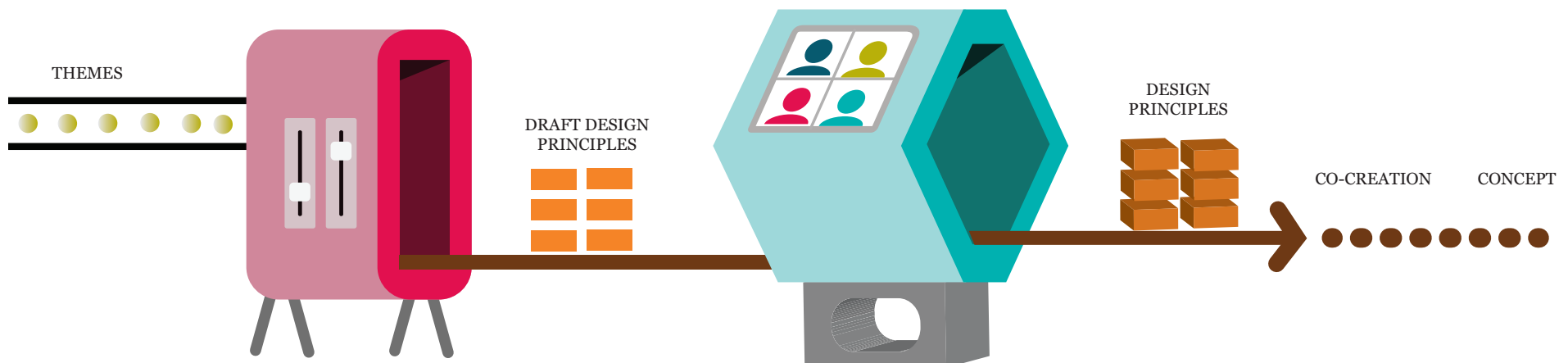
3. The View Park is accessible – The concept plan and recommendations will meet or exceed the standards for accessibility for those disabled by barriers, while making the site accessible for all who wish to experience it.

4. Sharing, equity and reconciliation are embodied in the concept plan – The Visitor Experience Concept recognizes the intertwining of experiences, culture, and history of the Acadians, descendant of the Planters, Mi'kmaq and current residents. The vision and generosity of the local community in helping to create the View Park as a peaceful space of gathering is celebrated.

5. The Visitor Experience Concept is distinct from the Grand Pré Historic National site, which celebrates Acadian culture and commemorates “Le Grand Derangement” – The NHS will be a main entry point, and the Visitor Experience Concept is a companion to the NHS where the landscape, the living agricultural features as well as natural elements are showcased.

6. The Visitor Experience Concept will look beyond the View Park – The concept will capture ideas and connect places that are not necessarily within the 5-acre site. Infrastructure will be of a high calibre international stature, but remain light touch and simple in order to protect the view.

7. The Visitor Experience Concept is based on principles of sustainability – The concept will embrace the characteristics of sustainability by considering design principles and experiences that are environmentally compatible, contribute economically, nurture social inclusion, and preserve culturally significant elements and the sense of place.



HIGHLIGHTS OF FEEDBACK

The **Understanding** step was carried out in April and May. It consisted mainly of gathering information from different stakeholders on their perceptions of Grand Pré, the World Heritage site, and the values. Questions were geared towards gathering emotions, perceptions, descriptions of experiences, and statements of value related to the site.

There were a number of commonalities observed in what was heard during that phase. In particular comments made about the national historic site, the knowledge of the OUV, and the use of the View Park stood out.

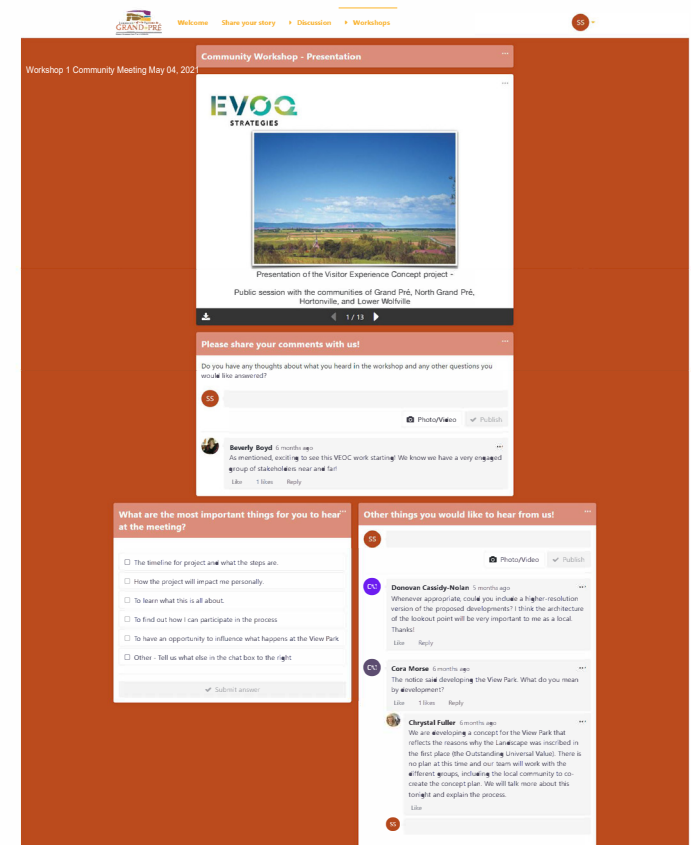
The national historic site has a long standing presence in the community, with the Acadians, and in the province. It has been a fixture of tourism for over a century. This history has made it a well known entity and much of the feedback reflected that. Most participants demonstrated that there is no perceived distinction between the national historic site and the World Heritage site and furthermore that Parks Canada is responsible for the World Heritage site. Additionally, other than the local community, no other stakeholder group discussed the area in terms of the View Park. Instead, it was about the ‘park’ as the national historic site is often referred to.

Across stakeholders, there is recognition of the importance of the site for the Acadians. This was expressed variously as the ‘Acadian site’, ‘a place of pilgrimage for the Acadians’, or the ‘site of the Deportation’. It was further reinforced by the misunderstanding about the reasons behind the UNESCO recognition. Generally, the OUV is not known and understood. Except for the few who were involved in the nomination process, stakeholders are unaware of the agricultural values and of the universal values of peace and reconciliation associated with the Landscape.

When pressed on thoughts about the View Park, there was across the board support for an experience that focuses on the

viewscape, where visitors can enjoy the scenery and peaceful setting, as well as spend time with friends and family. In fact, some businesses (e.g. wine tours, ghost tours) already capitalize on the view and bring visitors to the View Park to take in the landscape and create a background for stories and activities.

Lastly, there was general support for emphasizing the sharing and ongoing reconciliation aspects of the message. In instances, reference to the Mi’kmaq and reconciliation were made so as to stress the relevance of this message today. The idea of defining a place that was welcoming to all was a strong point.



6 - HowSpace online platform used for stakeholder engagement

Some of the differences and specific stakeholder perspectives include the intensity of the tourism activities and the desire for each to find their place.

For businesses, there was particular consideration for opportunities to hold events, better connect to existing/expanding regional offer (e.g. recreational tourism, wine and culinary tourism) and take advantage of the view. These opportunities could be the result of partnerships between the Corporation and local businesses. There was interest in having an enclosed space to welcome off-season activities. Additionally, there was a recommendation to pursue a seamless experience for the visitor, one that would integrate the Parks Canada and World Heritage site.

This approach to tourism activities was balanced with a concern for maintaining the sacredness of the site for the Acadians and a place of enjoyment for the local residents. It stressed that for the Acadians, Grand Pré remains a place of pilgrimage and whatever activity and infrastructure is introduced, it needs to respect that sense of place. Additionally, it was important to define the experience not only in terms of history, but also about the living community and its future.

Similarly, the local residents stressed the story of the View Park as a legacy project from the time of the nomination process, one that was meant to offer the community a project that would benefit them. At times, because it is so strongly associated with the Acadians, the 'park' is not a welcoming place for local residents. They wish to reclaim the View Park as their own and shape it in terms of their needs and their identity. Tourism while beneficial is also perceived as a stressor. Residents expressed an interest in exploring ideas for visitors to experience the marsh without setting foot on the dykelands.

The **Listening** step took place in June and focused on introducing general ideas, precedents, and articulating a general direction based on the research that had been accomplished. It was the opportunity to go beyond initial impressions to develop and validate design principles which served as the foundation for the concept. Participants were encouraged to react to sample examples of structures, designs, panels, interpretive techniques, both online and during workshops.

Deriving from the information collected during the **Understanding** step, the main outcomes were discussions around principles to guide the design and the extent of the experience.

The principles were worked on collectively through group interactions, in workshops and online. This is the single most critical element of the project that was supported by all stakeholders. These principles reflected the concern for sustainable approaches to the design and the experiences, as well as a definition of the spirit of the visitor experience. Additional details on these are included in the section titled 'Principles' in this report.

It is also at that step that the possibility of extending the scope of the project emerged. During the previous phase, both through research and stakeholder feedback, the need to connect with existing programs, the complexity of the OUV messages, and the challenges of universal accessibility made it necessary to extend the visitor experience concept beyond the View Park. This was validated during this step, including by discussing the area that does not offer permanent extended Parks Canada programming, and defining areas. Additional details on the rationale are included in the section titled 'Scope' in this report.

The commonalities observed during that step included promoting a minimal intervention in the landscape, making a place for

art, demonstrating the sharing of the landscape, emphasizing connections, and considering certain types of structures and materials.

The minimal intervention in the landscape was an important theme throughout the discussions. However, its definition ranged from no changes to potential structures should blend in the landscape and not detract from the place. The strength of the visual impact of the landscape and the emotional attachment to the traditional setting expressed by stakeholders are compelling arguments for an approach that is putting the landscape first in the design. Similarly, because of these qualities, a number of

observations were made about the place of art in the experience, both as inspiration for artists and writers, and as a contribution to the design and communicating the OUV.

Another important common denominator between stakeholder perspectives was the importance of demonstrating the shared stewardship and multiple cultural connections with the landscape. Each group claims a long standing relationship to the place in the past and the present with continuing aspirations to remain connected through use, function, and emotions. There is a good understanding and willingness to show the spirit of sharing that is embodied in the creation and maintenance of the landscape.

"Invisible" infrastructure
Path has to be integrated



7 - Jamboard tool used for stakeholder engagement

Building on the theme of connections, stakeholders expressed the desire to ensure that the visitor experience was physically connected to the existing tourism infrastructure. The Harvest Moon trail is an important new entry point for visitors to Grand Pré as they arrive by bicycle or vehicle to start their journey on the trail. A path that would allow cyclists and pedestrians to get to the top of the hill and enjoy the view was raised a few times. Similarly, the connection to the Parks Canada infrastructure was highlighted as natural since visitors are already attracted to the national historic site and the amenities to welcome them are already in place. It is perceived as a natural entry point to charge for activities and providing guides. Lastly, the connection to the wineries is important as one the prime tourism destinations in the Annapolis Valley. Neighbouring wineries have already made connections physically as some of their own paths through the vineyards land across the road from the View Park. This does represent a potential hazard for crossing because of the road's configuration and lack of warning to drivers of a crossing. Those connections are also made by vehicle since wine tours often include a stop.

Stakeholders support these connections but raised the significant issue of universal accessibility. Beside the safety matter of crossing the road, the steepness of the hill and distance between points are potential obstacles for pedestrians with mobility issues. Stakeholders were supportive of ways to design the project in order to achieve a equitable access to the OUV for everyone.

There was much discussion about types of structures and materials based on the examples provided for discussion. The main ideas that emerged related to structures included shelters for shade and protection from the elements, an amphitheatre type structure to allow gatherings and activities, a structure for basic services at the top of the hill (i.e. washrooms, water, electricity), a location to interpret the dykelands without going

on them and to present the agricultural story, and panels that were not intrusive but indicated the presence of features. The materials that were preferred were natural, mainly wood and metal. The creative use of vegetation to illustrate the presence of features was also highly appreciated.

Some of the main differences between stakeholder groups include concerns about tourism impact, the balancing of values, and the level of comfort regarding bold ideas.

Concerns around tourism were equally raised by local residents and Acadians but for different reasons. Local residents emphasized the value of the View Park as a legacy project for the community and that amenities and visitation should not detract from that original intent. Traffic and littering were perceived as potential risks of increasing tourism. Acadians raised the concern that the tourism experience and activities should not conflict with the sacred and memorial nature of the site.

The balancing of stories was raised as a potential issue by both local residents and Acadians. It was felt that the project is an opportunity to introduce elements of the story that are currently wholly absent, such as the agricultural story, and to create a space for local residents to call their own. There is an element of pride of place that requires its own location of quality. While there is understanding and appreciation for the importance of the site to Acadians, many have expressed that they wish to have their own presence. For Acadians, while there is clear openness to sharing the place in line with the OUV, there is a expressed concern that the interpretation and experiences considered for the World Heritage site do not dilute the Acadian story and that it reinforces the connection to the tangible cultural resources.

Lastly, the level of comfort with change varied between stakeholders. Local residents were particular concerned with the potential presence of buildings and limiting change (and

even not allowing change). The idea of compatibility with the surroundings was raised with an emphasis on retaining a rural feel. At the other end of the spectrum, a group of stakeholders representing youth expressed a greater willingness to consider the introduction of structures and bolder design, as long as it equally emphasized a sustainable approach and responsibility to future generations. Proposed ideas that are environmentally, socially, and culturally sensitive, such as rewilding, reintroducing the Acadian forest, messages of inclusion, multicultural expressions were discussed in relation to pursuing a message of ongoing relevance of the Landscape.

The **Translating** step began in July as a means to illustrate the principles that were embraced by stakeholders in previous discussions and articulating them through concept designs. A logic and stories were introduced to guide the co-creation. The path towards the **Expressing** step was altered in response to uneven feedback from stakeholders and options that reflected two different perspectives and financial scenarios. The Board was introduced to concepts that aimed to stimulate discussions around the scope and ambition in response to the core requirements of the original call for proposal, including communicating complex aspects of the OUV, connecting to the regional tourism offer, generating revenue, and supporting the stewardship of the Landscape.

The common elements heard during the **Translating and Expressing** steps are that the ideas achieved their objective of communicating the OUV, especially in relation to the agricultural story and local residents. The Acadian aspect was deemed enriched. There were excited reactions to some of the stops and stations as they were perceived as ideal to share personal stories from residents and more complex messages such as reconciliation and the human interaction with the environment that shaped the landscape. There were positive reactions to the ideas that allowed better accessibility and staying off the

marsh. The quality of the design, both architectural and of the landscape, was noted. It offered the ingredients for a high quality experience that would target a different audience and supported a different source of revenue.

The connection with the existing program managed by Parks Canada was perceived as positive, especially in recognizing the current visitor centre as the main entry point and relying on the existing parking facilities to accommodate vehicles. Connections with the Harvest Moon trail and the wineries were noted, appreciating that more work needs to be done.

There were also mixed reactions about the concept. While some noted and embraced the ambitious nature of the concept, which was more than what was anticipated, others expressed important concerns as it was perceived as more ambitious than desired and perhaps difficult to achieve sustainability. The number and size of some of the infrastructure was too much and did not reflect the desire for minimal change and no buildings. This was particularly prevalent amongst local residents. Acadians raised the question of the potential impact to the operations of the Société Promotion Grand-Pré

Throughout the process and all four steps, the engagement of Mi'kmaq leadership was open and transparent but faced some challenges, as representatives and elders were solicited with a number of other events affecting the community. Feedback came from representatives of KMK and Glooscap Band Council who indicated openness to the principles and approaches proposed. There was recognition that the effort to incorporate a Mi'kmaq perspective needed to be defined by the Mi'kmaq and that the ideas associated with the design, the Tides and its immersive experience, some of the stops focusing or incorporating Mi'kmaq stories were good starting points.

Scope

Based on the analysis carried out at the onset of the project and the ideas that emerged through the first phases of stakeholder engagement, EVOQ concluded that the original scope of the project, confined to the development of a visitor experience for the View Park was inadequate for the vision set for the project and to respond to the needs expressed by the various stakeholders.

In particular the following points invited further reflexion on the scope of the project:

- **Connectivity with the trails:** this requires exploring the areas between the View Park and the Harvest Moon Trail to provide solutions of connectivity.
 - **Universal accessibility:** this challenges the design approach to explore ways for individuals with mobility issues to access the different parts of the site and benefit of an equitable visitor experience.
 - **Complementarity with the national historic site:** in order for a visitor experience to be integrated with the one on offer at Grand-Pré NHS, it is important to ‘fill the gaps’ physically, in messaging, and experiences.
 - **Relationship with the attributes supporting the OUV:** a number of critical attributes are located outside of the 5-acre View Park. These would not fall under the purview of Parks Canada to interpret as part of the national historic site which is a gap for the visitor experience of the OUV. Additionally, in order to facilitate an authentic experience of values, a direct contact with the attributes is preferred whenever possible.
- **Managing conflicting perspectives:** the engagement and current planning tools revealed potential conflicts of vision, uses, and impact at the View Park. In order to accommodate competing objectives such as the presence of structures, the uses of the space, potential impacts on traffic, the ability to generate revenue, and the complexity of messaging, it became essential to expand the area for the project.
 - **Offering opportunities for emotion and diversity to be reflected:** the OUV is complex in conveying universal values of peace, sharing of stories and places, ongoing reconciliation, and the emotional dimensions associated with these values. These cannot be captured strictly through interpretive panels, but rather different media may be more effective, such as art, landscaped spaces and immersive experiences that facilitate interactions.

As such, the team focused its attention on the areas beyond the View Park to provide some answers to these issues and areas that were currently not offering a permanent visitor experience and interpretation of values. This restricted the project area to exploring connecting areas and excluded a review of the existing programs administered by Parks Canada. The team’s work did not explore changes to the panels, experiences, and infrastructure currently defined and managed by Parks Canada, such as in the gardens, the Memorial Church or the Visitor Centre. Nevertheless, the study area is considerably larger under these premises.



Part III

Interpretation and
Concept

Principles

The first outcome of the engagement phase was to develop principles to establish a foundation on which to build the concept design. The following principles were reviewed and commented on by the stakeholders and guided the co-creation phase.

1. Collaboration for mutual benefit – Many organizations, groups, businesses, and individuals are interested in collaborating to maximize the View Park experience. This collaboration can be tied to the Outstanding Universal Value around peace and cultural sharing. Collaboration may involve programming, events, shared infrastructure, tourism product development or interpretive services.

2. The View Park focuses on the view to help people appreciate and emotionally connect with the Landscape - The Landscape evokes different feelings for different people depending on their history, connection, culture or experience. The ability to focus on that visual connection through different means is critical to the experience at the View Park.

3. The View Park is accessible – The concept plan and recommendations will meet or exceed the standards for accessibility for those disabled by barriers, while making the site accessible for all who wish to experience it.

4. Sharing, equity and reconciliation are embodied in the concept plan – The Visitor Experience Concept recognizes the intertwining of Acadian, Planter, Mi'kmaq experiences, culture, and history of the Acadians, descendants of the Planters, Mi'kmaq and current residents. The vision and generosity of the local community in helping to create the View Park as a peaceful space of gathering is celebrated.

5. The Visitor Experience Concept is distinct from the Grand-Pré Historic National site (Grand-Pré National Historic Site), which celebrates Acadian culture and commemorates “Le Grand Dérangement” – The NHS will be a main entry point, but the View Park and beyond will be a companion to the NHS where the landscape, the living agricultural features well as natural elements are showcased.

6. The Visitor Experience Concept will look beyond the View Park - The concept will capture ideas and connect places that are not necessarily within the 5-acre site. Infrastructure will be of a high calibre international stature, but remain light touch and simple in order to protect the view.

7. The Visitor Experience Concept is based on principles of sustainability – The concept will embrace the characteristics of sustainability by considering design principles and experiences that are environmentally compatible, contribute economically, nurture social inclusion, and preserve culturally significant elements and the sense of place.

Purpose of the proposed concept

This proposed visitor concept aims to achieve the goals set at the beginning of the project, as stated in the RFP. It also aims to balance competing interests between stakeholders in ways that leverage each of their strengths, responds to their aspirations and mitigates some of the potential impacts of increased attraction.

The purpose of the concept revolves around the combined goals of conveying the OUV, demonstrating shared stewardship, enhancing the community's well-being, crafting an outstanding experience, and providing revenue generation opportunities at the level of the Corporation's responsibilities.

Themes and approaches

The interpretative approach for the World Heritage Site of the Landscape of Grand-Pré (Landscape of Grand Pré WHS) is based on the OUV which is expressed through two main ideas: the agricultural landscape and the symbolic reclamation possible through peaceful sharing between multiple cultures. The Landscape of Grand-Pré is a living place both because of the continuity of its uninterrupted agricultural function since 1682 as well as the symbolic dimension that is crucial for Acadian identity.

Based on these two ideas, the themes that guide the interpretation are framed by the emphasis on the landscape as a whole, the cultural diversity, and the centuries of human experiences. These are:

- Agriculture and its landscape- then, now, and into the future;
- Place of memory- memorial homeland of the Acadians;
- The interaction between people and their environment- the shaping of the land and of its people, their settlement, including the Mi'kmaq, the Acadians, the

- Planters, the current and future generations of farmers;
- The universal message of peace, sharing and ongoing reconciliation- inspiration for the world and for visitors of all backgrounds.

Some of these themes are addressed in part in the current offer by Parks Canada, but generally, the visitor experience concept would complement that existing offer by highlighting the distinctive elements of the Landscape.

The visitor must have an experience that allows learning about the creation of the place and the different cultures in the past and the present as well as being exposed to the challenges related to its future posed by climate change, rising water levels, and the maintenance of agricultural functions.

The visitor experience concept is envisioned to be multi sensory, emotional, intellectual, and appealing to a diverse audience. The combination of information and interactivity at each stop is a means to open up the possibilities for visitors to experience the place, recognizing that each visitor may wish to experience the site differently. Similarly, designing elements that appeal to the senses in a fun way, such as by introducing sounds or smells, playing with shapes and textures, or manipulating a mechanism contribute to facilitating different ways of creating a memorable imprint of the visit to the Landscape.

An important dimension to the site, especially for those of Acadian descent, is the sense of place as a memorial to the original Acadian settlement, the forced removal of its inhabitants and the iconic stature of Grand Pré. That experience is facilitated through a direct contact with the historical evidence as well as by creating the conditions for a quiet enjoyment of the place that allows contemplation. That dimension is equally relevant to understand the OUV.

The visitor experience concept should also allow for a range of undefined activities that may be organized as the opportunity arises. These may be a response to spontaneous events, local initiatives, or interpretive media (e.g. theatre). The design should allow flexibility to allow these uses.

The introduction of interpretive panels in the project area should be made carefully so as to limit their visual impact, support the communication of essential information, and serve as markers to guide the visitor's gaze. Text should be minimal and take advantage of portable technology (e.g. QR codes and personal cellphones) to convey additional information on web-based platforms that engage visitors in the long term.

Lastly, technology plays an important role in compensating for the absence of tangible elements, the inability to experience something directly, or to convey a complex narrative. In this instance, technology is an adequate option to experience the tides and the cultural groups who were shaped by them. The consideration of an immersive experience to convey the role of water in shaping the landscape, the Mi'kmaq stories, and the constant struggle against the forces of nature, is an option that may alleviate the concerns of marshland owners who do not wish to encourage visitors on the dyke while creating an exceptional experience.

CONCEPT AND EXPERIENCE

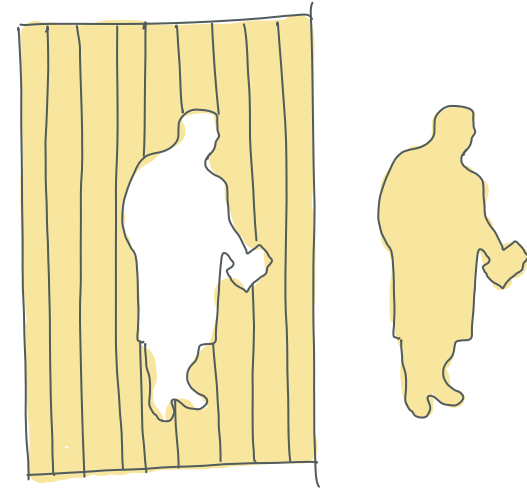
The concept was the result of co-creation workshops between the landscape architects and architects and the stakeholders, both during workshops and online. This concept reflects an approach to interpreting the OUV, the needs of the stakeholders, and the opportunities provided by the site both for interpretation and revenue generation. In order to achieve the principle of allowing visitors to appreciate and emotionally connect with the site, particular emphasis was made on allowing a direct contact with the attributes of OUV as physical tangible evidence of the values, in support of an authentic experience. The boldness of some of the ideas reflects a response to the stakeholders who expressed a desire to ensure relevance into the future, a transformational impact that nurtures the conversations that emanate from the OUV.

Being a concept, these ideas are meant to stimulate discussions. Next steps would require additional studies and stakeholder engagement to validate the options. The overall concept and the locations of the different stops and stations will be described in more detail in the following sections.

Design pillars

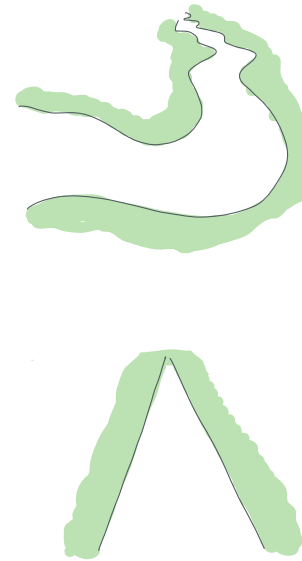
The overarching design approach is guided by two main ideas derived from the OUV. The first are the **diversity of people** associated with the Landscape expressed through metal cut outs (in positive and negative) showcasing different characters from different time periods, cultures, age groups, and gender. The second relates to the **tides and the water that have shaped the land and history**, both as a expression of the forces of nature at play and a reflection of historical events.

The people would find their place at the stops and the stations to guide the visitor through the experience, a constant reminder of the cultural diversity, of the complexity of human connections to the Landscape, and that it is a living environment. Where negative cut-outs would be located at each stop, the positive forms would congregate at the **Reconciliation** stop to highlight the positive dimensions of that diversity and the positive dialogue that results from it.



8 - The people pillar, concept sketch

The tides are reflected in the shapes adopted for the paths, for signs, and for furniture. In particular, they are expressed based on the winding traces left behind on the mudflats by the receding tide and the shape of rivers connecting to the Basin, as well as the straight line formed by the furrows, the result of work by the farmers to allow water to drain properly off the fields. These shapes in particular are adopted to design the paths connecting the stops.



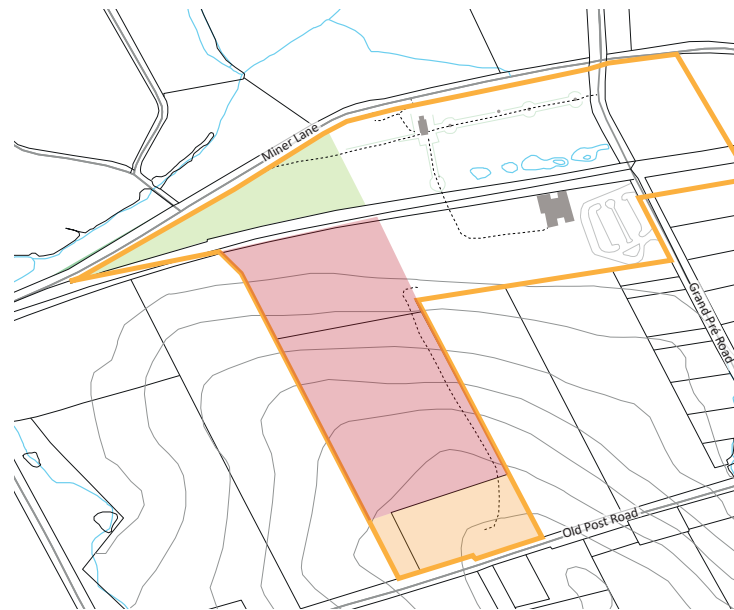
9 - The tide pillar, concept Sketch.

Source (upper): fineartamerica.com (lower) dijonbeaunemag.fr

The space

Since the scope of the project expanded from the original 5 acres to consider the areas in between the View Park and the Parks Canada programming area, it became necessary to consider the concept as a response to uses and functions as much as creating experiences for visitors. The area is divided into three sections: the **View Park**, the **fields**, and the **triangular property** (see figure 9 below). The rest of the Parks Canada property already includes programming, including at the Memorial Church, the gardens, and the visitor centre. This project links to those existing amenities.

The View Park remains a place that is dedicated to enjoying the view, gathering with friends and family, and taking in the natural beauty of the landscape. While it primarily accommodates the local community's uses as a park, it also attracts visitors. The sweeping views of the Landscape offer an opportunity for a general introduction to the UNESCO recognition and to the OUV. As such,



10 - Grand Pré sections

the main amenities are related to conveying that information in a non-intrusive way. Additionally, based on community feedback, there is a desire for basic services to be available, such as electricity, water, and washrooms. This would make it possible for visitors to stay longer. The proposed interventions emphasize **the agricultural and local history, the quest for reconciliation, and the overall description of the OUV**. The proposed changes include adding sheltering components around the granite table; redesigning the parking lot; redesigning the viewing area to include interpretive elements, furniture improvements, and bicycle stands; relocating the flagpoles and possibly the plaque; and building an amenities structure, the Shelter (described below), the Apple to incorporate the traditional importance of the fruit in the region in a fun way (described below), and an artistic installation, **Reconciliation** (described below).

The fields includes the land currently leased to a local farmer, the area where oTENTiks were recently erected, and the open grounds to the east of these, containing visible archaeological evidence of the past Acadian settlement. These are the critical areas for connecting to the Parks Canada infrastructure and to the Harvest Moon Trail. They are also critical for interpretation because together with the View Park, the field patterns associated with the seigneurial system in place at the time of the Acadian arrival and the location of the Acadian settlement are attributes in support of the OUV.

The fields represent a challenge as well as opportunities for interpretation. The challenge lies in the large expanse of land and the slope that makes it difficult to achieve universal accessibility. Functionally, there is a more flexible tolerance to intrusions since it is a natural extension to the existing programming. Their delineation to enhance the understanding of the seigneurial field pattern and retrace the Acadian route are important ways to ensure the integrity of the attribute and communicate the OUV. However, those intrusions cannot detract from the view when seen from the top of the hill, nor can they detract from the

attributes when experienced from the bottom of the hill. They are prime locations for maintaining a use for large gatherings, establishing paths to guide visitors to key locations of interest, establishing temporary event infrastructure, and enjoying the view (from locations in the middle of the hill). The fields are the focus of the visitor experience concept for their cultural resources, the strategic location, and the ability to still offer an extraordinary view.

The proposed interventions focus on the **landscape, the natural dimensions and the tides, and the presentation and enhancement of the Acadian settlement**. The proposed modifications are the addition of interpretive panels with online experience support (e.g., QR code); the addition of accessible trails, including sheltered stopping points through landscape/structural modifications and furniture; the highlighting of evidence of the settlement, including the shape of the fields, the road, and the archaeological remains; and an amphitheatre-style gathering area; the development of a flagship infrastructure, the **Tide** (described below), an interpretive structure of human settlement, the **Village** (described below), and a stop describing the shaping of the landscape and the knowledge passed down through time to maintain it, the **Landscape** (described below).

The triangular property, located north of the fields and adjacent to the gardens, is a location rich in meaning and opportunities to experience the marsh. It is an area that largely does not attract visitor and that is subject to minimal maintenance. One component of the area is home to the blacksmith shop, an Acadian garden, and a few interpretation panels. The rest is allowed to grow wild. The property is bound by a row of poplar that once lined the railway track and by a row of pine trees that delineate the gardens. The poplars host many bald eagle nests which makes them an extraordinary destination to enjoy viewing the birds. There are also archaeological remains associated with the Acadian period. The property is a focus of the visitor experience concept for the cultural resources, the proximity to

the first area dyked by the Acadians in the 1680s, and the natural context. It is ideally located to experience the natural setting of the marsh and explain its subsequent dyking.

The proposed interventions emphasize the history of **dyking**, as well as the **link between the memorial site and the historic site**. The proposed modifications are the inclusion of a playful and contemplative stop describing the marsh before its dyking and the millennial presence of the Mi'kmaq, the **Marsh** (described below), an interactive interpretation structure of the functioning of the aboiteau located in front of the first dyked area, the **Aboiteau** (described below), and an interactive transitional stop between the historic area and the commemorative garden highlighting the link between the Evangeline story and the emergence of a historical and memorial consciousness in Grand-Pré, the **Forest Primeval** (described below).

This spatial organization is dependent on two essential strategies. The first is that parking remains essentially concentrated in the current parking areas off Grand Pré road at the national historic site. This encourages visitor traffic to be concentrated in that area. The second strategy is for the main entry point to the site is at the visitor centre. This would allow visitors to discover an experience that integrates the national historic site and the world heritage site. It would capitalize on the existing visitor welcome services and infrastructure to enhance the experience and leverage each other's investments. Lastly, it would help manage the number of visitors and their flow in a more coherent and responsible way.

This concept offers elements of a solution to support universal accessibility. Each stop and station is considered in light of different sensory and physical accommodation needs, so that an equitable experience of key elements of the OUV can be achieved. In addition, the issue of access to the entire site is considered in terms of three strategies. The first is to manage distance by creating interruptions through rest stops and stations. These offer breaks and shelter to make the visit more comfortable. The second strategy is to adopt a route with the

smallest slope, meeting the accessibility standards. In this case, these same interruptions are used to allow the trail to follow the physical contours of the bottom of the hill and gradually ascend to the top by taking a winding route to follow (or modify) the gentlest slope. The third is to ensure that the trail surface is compatible with the overall experience currently offered at the national historic site, in this instance gravel.

The stops

The stops are the essential opportunities for visitors to understand the OUV. They are designed to focus on the anchor points of value that are absent from the current experience, namely the agricultural landscape, the settlement patterns, the dyking techniques and dykelands, and the symbolic reclamation and ongoing reconciliation.

These find their place at the stops titled **The Village, The Landscape, The Marsh, and Reconciliation**. These are essential and a priority to fill the gaps.

Additionally, there are complementary stops that help contextualize the understanding of these main stops and their relation to OUV. These include **The Railway, The Aboiteau, The Apple, and the Forest Primeval**.

Furthermore, to help tie together the stops and the existing visitor experience elements, minimal interventions in the form of outdoor furniture (such as benches) and interpretive triggers (such as metal cut outs of characters) serve as a means to convey the Corporation's brand and the OUV messaging.

The materials that are favoured are in harmony with the natural setting, the materials that were originally prevalent in the settlements, and allow for the introduction of new elements that is a compatible and subordinate to the characteristics of the landscape. These include primarily wood, metal, and landscaping features (e.g. flowers, grasses).

The ecological dimension of the setting, requires that attention be paid to the type of flora being considered, both to adapt to changing environmental conditions and be in harmony with the existing landscape features. Consequently, where landscape elements are considered to evoke the presence of historical features or highlight the value of a location, the planting material and the maintenance associate with it is compatible with the one in the garden, the agricultural use of neighbouring fields, and historical grasses, plants, and trees (e.g. the Acadian forest). Proposals of rewilding or reforesting the hill are not recommended because of the potential impact on visitor experience (including their safety), on the quality of the soil and crops in areas that are farmed, on attributes of the World Heritage site, and on general maintenance.

The stations

The stations are primarily structures that house services for user comfort, like washrooms, access to water and electricity. Ideally, these structures can also be multifunctional to adapt to a range of activities and potential opportunities for events. There are three main stations recommended, namely **The Shelter** at the View Park, **The Tides** embedded in the hill down from the View Park, and **The Railway Station** located next to the remaining railway tracks.

The stations are meant to serve as destinations in their own right and be architecturally attractive. **The Shelter** being proposed to be located near Old Post Road requires an architecture that is sensitive to the historical character of the heart of the hamlet of Grand Pré without intruding on the visual qualities of the View Park. It is envisioned as a contemporary interpretation of local traditional farm buildings, embracing its volume, general shape, and materials (wood). It would provide services, such as

washrooms, for visitors to be able to spend more time at the View Park. It could also accommodate an interior/ exterior space to allow for seasonal cultural activities and temporary exhibits.

The Tides is a four-season station that is envisioned as the cornerstone of the visitor experience, tying together all stops and other stations, offering an immersive experience, and serving as a critical location to take full advantage of the view of Cape Blomidon without impacting the view from the View Park. Partially embedded in the hill and with a green roof, it seamlessly integrates into the fields so as to ‘disappear’ while becoming a destination of its own. Shaped to follow the contours of the landscape and opening an ‘eye’ in the hill gazing towards Cape Blomidon, it evokes the importance of multiple perspectives associated with the Landscape and turns the attention towards enjoying the view.

Critically, it is also the opportunity to ground the experience in the Mi’kmaq presence for millennia and position the visitor experience in a Mi’kmaq worldview. By using the shape of an eye, it may serve as a powerful reminder of the presence of Glooscap through the visual connection with Cape Blomidon and the Bay Fundy, locations of many of Glooscap’s battles and stories, and through his seeing powers.

Additionally, **the Tides** would host an immersive experience that anchors the entire OUV in the relationship between nature and culture, introducing first the Glooscap stories related to the tides as the starting point of the significance of the area and continuing up until today in showcasing the ongoing battle to keep the tides at bay and farm the land. When the immersive experience is not

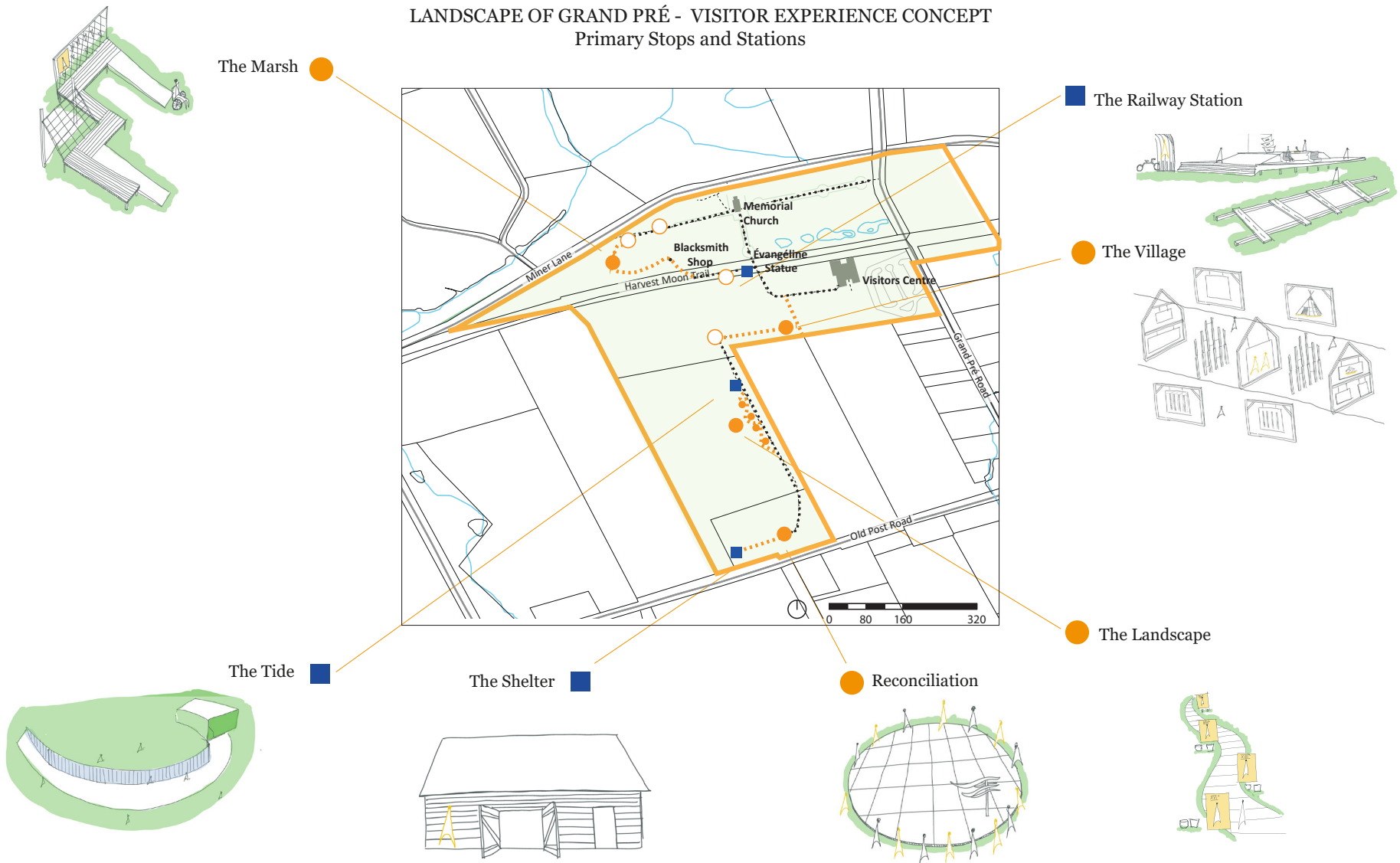
in use, the same space could serve to host activities and events to take advantage of the extraordinary setting and generate some revenue towards the operations of the structure.

The last station, related to the railway and titled **The Station**, is a smaller seasonal structure located next to the Harvest Moon trail in the vicinity of the location of previous railway stations. It would serve to offer shelter, visitor services and information to users of the trail.

DESIGN AND APPROACHES

This section presents specific detailed ideas related to the stops and stations. These ideas derive from the principles as well as the co-creation carried out with the communities where materials, shapes, structures, furniture, panels, landscaping and feel were explored. There is no particular order to approach the stops. However, it takes advantage of the existing Parks Canada visitor centre as the main entry point to the area to funnel visitors through the world heritage experience.

LANDSCAPE OF GRAND PRÉ - VISITOR EXPERIENCE CONCEPT
Primary Stops and Stations



11 - Visitor experience concept map

Home (Parks Canada Visitor Centre)



12 - Grand Pré View Park key map, Home location

ICONOGRAPHIES

- Map of the Landscape of Grand Pré World Heritage Site
- Image of agricultural work
- Partner logo

SUMMARY OF THE THEME

General information content

OBJECTIVES

- Introduce the World Heritage Site; the OUV, partners, routes, warnings about access to the marsh

GENERAL CONTENT

Introduction to the World Heritage site

PROPOSED APPROACH

- Static wall
- Interactive and multimedia panels.
- Outside: focus on the national historic site, removal of the Historic Rural District of national significance plaque and relocation at a more suitable location (e.g. the View Park or elsewhere in a prominent location in the community), introduction of UNESCO flag and relevant flags, location of a large size overview of the World Heritage site indicating the location of the national historic site and the extent of the Landscape.

The Village



13 - Grand Pré View Park key map, The Village location

SUMMARY OF THE THEME

The village of Grand-Pré, established in 1682, was one of the three main settlements in Acadia. Originally established according to the French model of the seigneurie, the settlement quickly adapted to the needs of work on the marsh. Its shape spread out along the marsh. The link with the other settlements was made by roads. The houses adopt a distinct architectural style, include a vegetable garden and outbuildings. The heart of the village is the church associated with a cemetery. It is a place of great significance to the Acadians today, one of the witnesses to history that make it a place of pilgrimage. At the time, Grand-Pré was the Acadian community where there were the most marriages between Acadians and Mi'kmaq.

OBJECTIVES

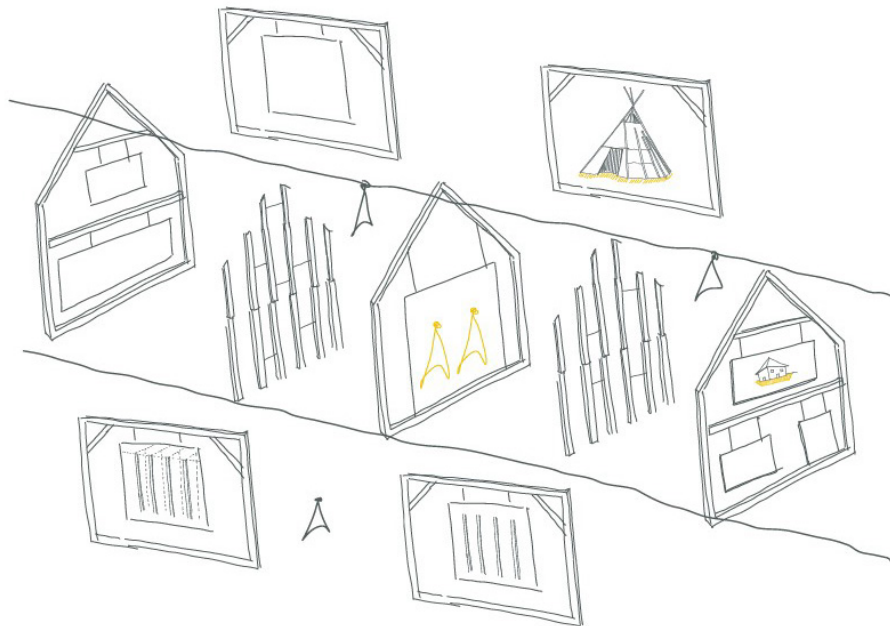
- To discover the Acadian village, the form of the settlement, the context of life in the 18th century
- To locate the archaeological remains
- Trace the Acadian route
- Communicate social, economic, and family ties with Mi'kmaq who were once present in the village.

GENERAL CONTENT

The history of the Acadian village in the 18th century

PROPOSED APPROACH

- This interpretive stop serves to introduce the Acadian village of Grand Pré. The Acadian house has a very distinct structure, it is organized according to an ingenious system of beams and joists. The architectural form of the rest stop emphasizes this particular structure, it represents a deconstructed Acadian house. Each structural part is punctuated by an interpretive glass panel, on which is drawn a structure in the village that is evidence of its location in the landscape. Thus, the visitor can become aware of the key elements of an Acadian village, while discovering the ingenuity behind the architecture of the main houses. The deconstructed Acadian house is oriented towards the remains of the old Acadian road, which is redefined by a thin belt of vegetation.
- In order to mark the Acadian presence on the site, one of the structures will bear a wooden panel, on which an Acadian villager is drawn in negative.
- In order to make the experience more interactive, sliding wooden panels are installed right on the joists, making the user discover several information. In order to discover the answer to the questions presented, simply slide the panels up which will reveal the information to be remembered.
- A nod to the Mi'kmaq dwelling, the wigwam, will also appear on one of the interpretive panels to signify the traditionally harmonious cohabitation between the two communities. This could be complemented by the seasonal presence of a real wigwam, erected and interpreted by Mi'kmaq.



14 - The Village, concept sketch



15 - The Village, inspiration: Donzon de Lazar, Jursevac, Serbia.

Source: Anonyme

The Landscape



16 - Grand Pré View Park key map, The Landscape location

SYNTHESIS OF THE THEME

The landscape is the artifact inscribed on the World Heritage List. It is both symbolic and concrete, containing agricultural dimensions interconnected with memorial features. This theme addresses the landscape in its creation, maintenance, form, function, and the pressures that threaten it. Named 'marsh' by Acadians and farmers, it has inspired generations of artists and attracted waves of tourists curious about the land of Evangeline and moved by its romantic character. It is a place for farmers to live and work. It is a place of life and emotion for the Acadians. It is a landscape that is part of the traditional territory of the Mi'kmaq and has a strong link to the hero Glooscap. For all communities involved it is living through the stories, the memory, and the livelihood. Each is experiencing the challenges of being a steward for future generations and maintain the outstanding universal value through environmental, social, cultural, and economic changes. Together they work to ensure its sustainability and relevance.

OBJECTIVES

- Highlight the panoramic view of the landscape ;
- Locate Mi'kmaq, Acadian, Planter, and contemporary values in the landscape;
- To express the meaning and emotion attached to the place ;
- Stimulate reflections on the impact of climate change, changes in function, and the interest of future generations for the authenticity and maintenance of the landscape.

GENERAL CONTENT

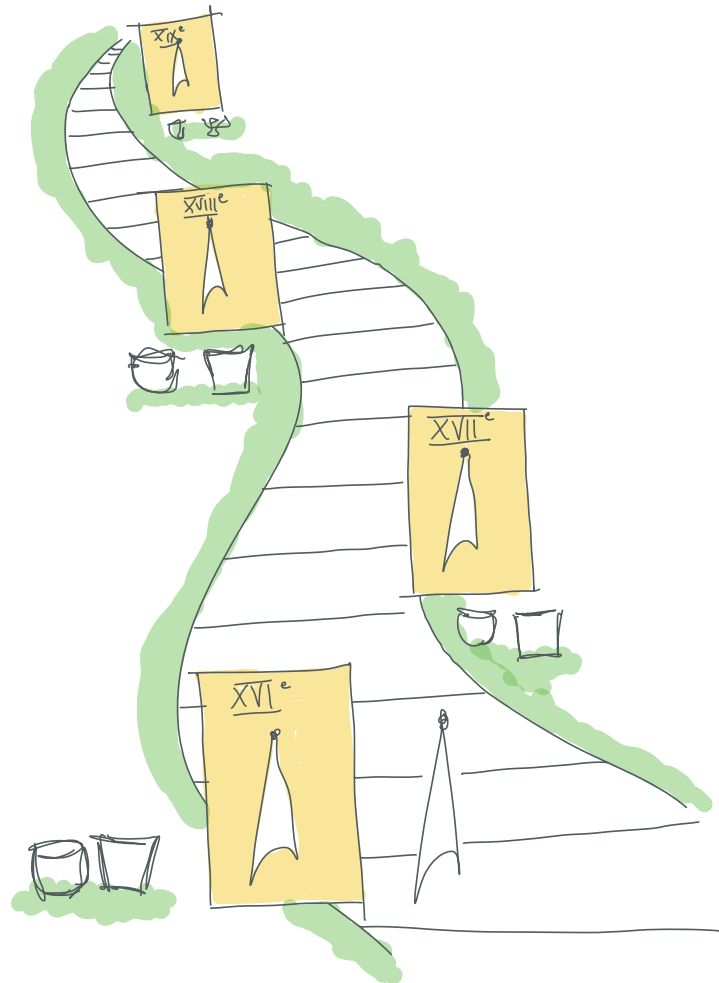
To give an overview of the knowledge applied to the creation and preservation of the landscape through time, eras.

PROPOSED MEANS

- This stop takes the form of a timeline, through which the user can become aware of the use of the land by the Mi'kmaq and its transformation and use since the arrival of the Acadians
- Through a winding path, the user discovers the different communities that cultivated the land at different times, the different pastures, crops, hunts.
- In spite of the diversity of the elements represented over the centuries, the drainage technique remains the same, transmitted from generation to generation. This constant, transmitted over the centuries, ensures the preservation and development of the landscape as we know it today.

ICONOGRAPHY

- Images or reproductions of the tools used
- Images of the communities in action



17 - The Landscape: concept sketch



18 - The Landscape: inspiration.

The Marsh



19 - Grand Pré View Park key map, The Marsh location

SYNTHESIS OF THE THEME

The marsh is an ecosystem specific to an intertidal environment. It is made up of vegetation capable of growing in a saline environment and resisting the force of the tides. The marsh in its natural state attracts bird species that take advantage of the incredible diversity of mollusks and invertebrates that reside there (e.g. herons, plovers, ducks, geese). The ecosystem attracted an array of marine mammals. This biodiversity has attracted Mi'kmaq populations for millennia who gathered medicinal plants, fished, and hunted there.

OBJECTIVES

- Provide a space for rest and contemplation at the edge of the marsh ;
- To introduce visitors to the species of birds, marine mammals, and flora in the marsh before and after it was dyked ;
- Provide visitors with an understanding of the original marsh's hydrographic system and its relationship to dyking.
- Mi'kmaq use of the marsh before its dyking- hunting, fishing, and medicinal plants

GENERAL CONTENT

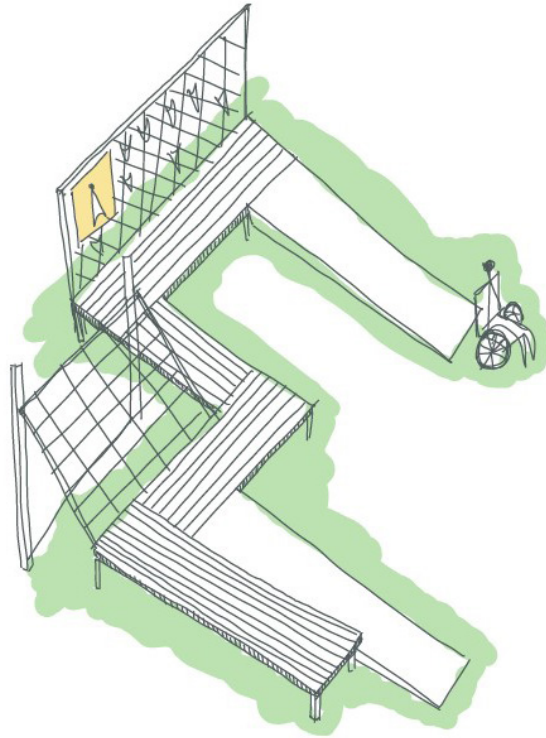
The marsh ecosystem
The traditional territory and its use by the Mi'kmaq

PROPOSED MEANS

- The purpose of this rest stop is to provide a space for rest and contemplation at the edge of the marsh, while recalling the vegetation and wildlife inhabiting it.
- The rest stop takes the architectural form of wooden walkways, symbolic of the complex access to the marshes and the beginning of the phenomenon of dyking. The wooden walkways are slightly sloped, making the experience more playful and realistic of the marsh edges. The slopes also serve to ensure universal access to the experience. Along the way, users are greeted by sounds activators that recall the marsh birds characteristic of this particular ecosystem.
- In a few places, nets placed vertically and recalling the particular technique of fishing in the marsh will offer play spaces for children to hang on.
- A Mikma'q character in negative will also appear near the fishing nets, to recall their traditional presence in the marshes.

ICONOGRAPHY

- Illustrations of wildlife before dyking and now.
- Map of the hydrographic system.
- Illustrations (drawings and photos) of the Mi'kmaq presence in the area.



20 - The Marsh, concept sketch



21 - The Marsh, inspiration. Source Library and Archives Canada, Mikan no. 205928

Reconciliation and peace (together)



22 - Grand Pré View Park key map, Reconciliation and Peace location

OBJECTIVES

- Explore the concept of reconciliation and its manifestation in the landscape ;
- Highlight the communities involved in the reconciliation effort and their perspectives ;
- Inspire the visitor to imagine the impact of gestures of reconciliation in contemporary conflicts and the individual role in achieving these goals;
- Serve as a discussion point for those who advocate for peace, have experienced forced displacement due to war.
- Provide an opportunity for a contemporary artistic brand to evoke the concept.

SUMMARY OF THE THEME

The quest for reconciliation is critical in defining the site's values. The quest manifests itself through the Acadian experience which has been motivated over time by a desire to reconnect with the ancestral land while seeking to make peace with the consequences of the past. It is also manifested in the collective efforts between communities to maintain a dialogue on the impacts of history, the current expression of attachment to the landscape, and the development of a shared vision. In a contemporary Indigenous context, the quest for reconciliation further challenges everyone to address the wrongs of the past. The sharing of an ancestral territory in a peaceful approach is an important characteristic that has inspired many visitors from other cultures and a model for humanity as a whole. This theme must address the concept in a dynamic way that is sensitive to the effort rather than the outcome. It should raise questions about the perpetual challenge of pursuing this quest.

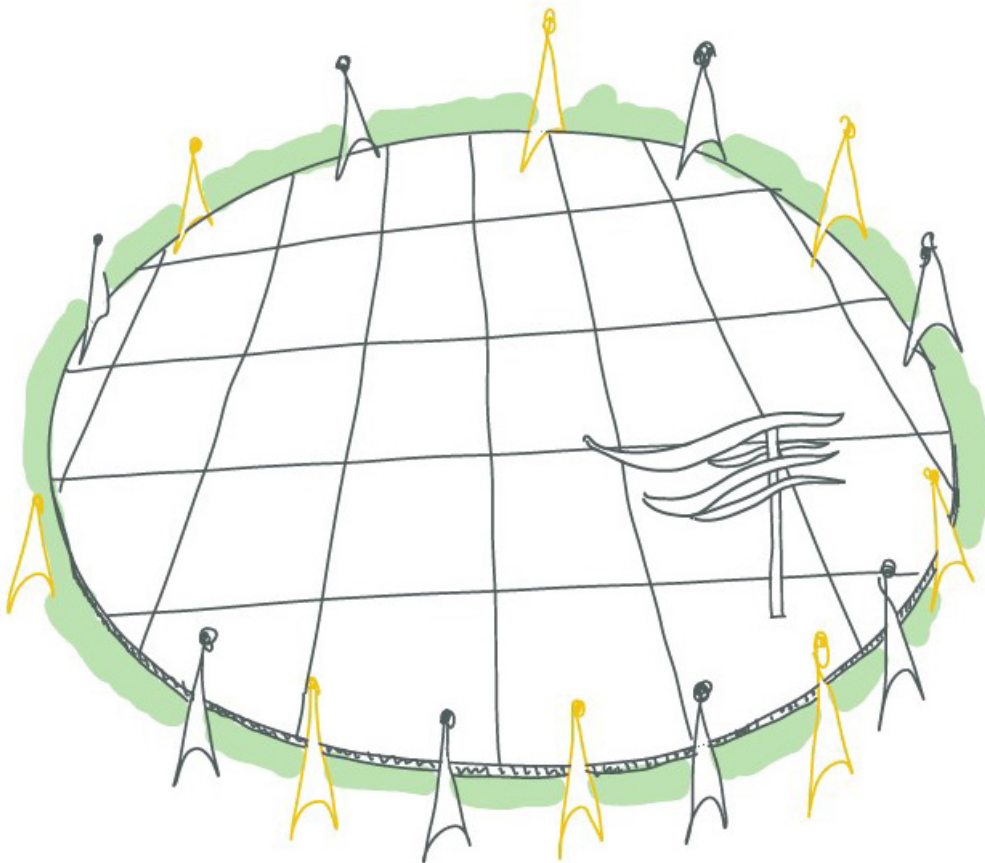
GENERAL CONTENT

Introduction to the concept of reconciliation and its role in defining the values of the landscape.

PROPOSED APPROACH

- The stop will take the form of a circle, a strong symbol of gathering and sharing in Mi'kmaq culture.
- On the ground, a quilt made by the local community will be represented to symbolize the coming together of the communities that have lived and are connected to Grand Pré.
- Around this quilt, all the positives of the characters that are found in negative at each of the other stops will be represented.
- The structures in positive will be spaced out from each other to allow users to sit or stand between them, inviting them to connect to the place and embrace a role in stewarding the landscape.

- Within the quilt, a kinetic structure less intrusive than a sculpture, artistically conveys the quest for reconciliation. It serves as a reminder of the importance of natural elements in shaping and maintaining the landscape, is a visual manifestation of the tides of history and the ever-changing nature of the landscape, and evokes the ongoing shifting efforts towards reconciliation.
- This stop is a synthesis, a gesture toward the reconciliation of peoples.



25 - Reconciliation and Peace, concept sketch

ICONOGRAPHY

- Quilt proposed by local communities.
- Signature kinetic structure made by renowned or emerging artist of high caliber

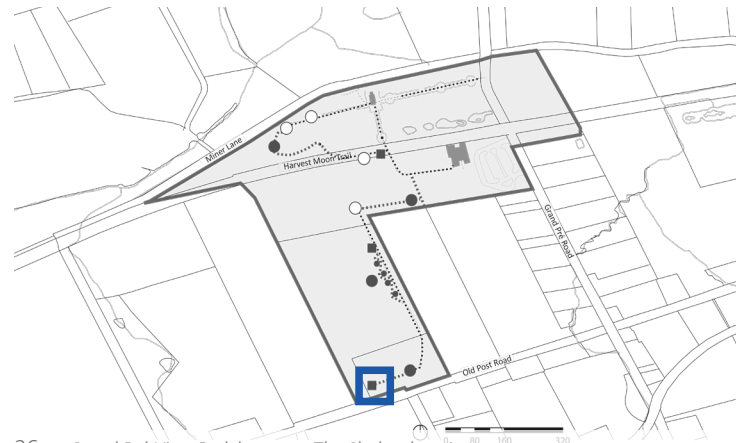


23 - Reconciliation and Peace, inspiration. Source: Life and Soul Magazine



24 - Reconciliation and Peace, quilt inspiration. Source: Grand Pré Visitor Centre

The Shelter



26 - Grand Pré View Park key map, The Shelter location

SUMMARY OF THE THEME

Agriculture is an essential dimension of the landscape. The barn evokes local architecture and a form that was once predominant in the landscape. Barns are usually used to store hay, fodder, grain and tools. They are an element of identity for the local community, reminding us of the prosperity of the region and the collective effort required to build each building and work the landscape. Today's challenges, including sea level rise, attracting the next generation of farmers, and adapting crops to market and changing environmental conditions, are a reminder of the fragility of this landscape and of its long term stewardship.

OBJECTIVES

- To discover the history of agriculture in Grand-Pré and address today's challenges;
- To introduce the different species grown on the hills and marsh- fruit, forage, flax, hemp, soybeans, corn ;
- Provide a rest and sanitary break area;
- Create a indoor/outdoor space (3 seasons) that can be used by the community for cultural activities, artists for displaying or creating work ;

GENERAL CONTENT

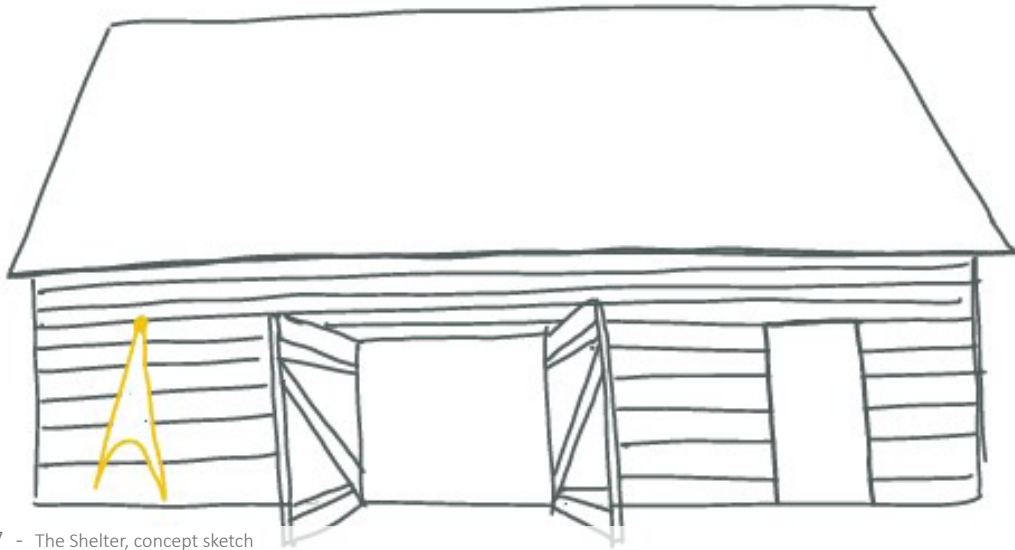
History of agriculture in Grand-Pré.
Current information related to farmland.
Display of key agricultural artifacts

PROPOSED APPROACH

- Combined with the apple, the Shelter is a testament to agriculture in Grand Pré. Therefore, this rest stop hosts current information related to farmland. The form of the rest stop is a barn, to recall the neighbouring architecture, but also serves as a space for rest, contemplation, and a sanitary break.
- The Shelter is located at the highest point of Grand Pré, at the View Park. It consists of 2 floors, the first of which is a vacant space that can host events.
- On the south facade of it, a Planter and a contemporary figure in negative bear witness to the stewardship of the place.

ICONOGRAPHY

- Illustrations of farms in the 19th and 20th centuries
- postcards



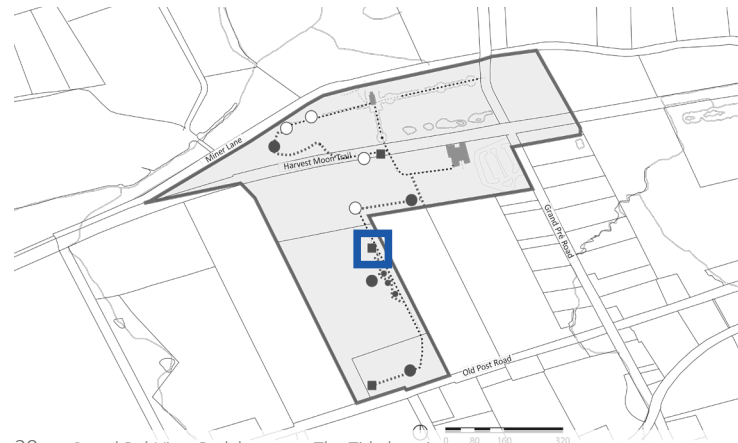
27 - The Shelter, concept sketch



28 - The Shelter, inspiration: Typical house from the Planter period.

Source: McCord museum

The Tide (Connexion Pavilion)



29 - Grand Pré View Park key map, The Tide location

SUMMARY OF THE THEME

The tide is at the heart of the landscape's transformation and values. The tide brought in the sediments and minerals needed to fertilize the farmland. In Mi'kmaq stories, the tide is explained by the battles of Glooscap. Today, the tide remains the essential natural element that defines the human struggle to maintain farmland behind dykes. Symbolically and concretely the tide illustrates a range of characteristic landscape elements.

OBJECTIVES

- Imagine Glooscap's adventures and its place in the landscape by sharing traditional stories.
- Experience the highest tides in the world and the dykeland without going on the marsh.
- Discover the role of the tide in creating and maintaining the landscape.
- Provide a landmark location to welcome visitors and host events.

GENERAL CONTENT

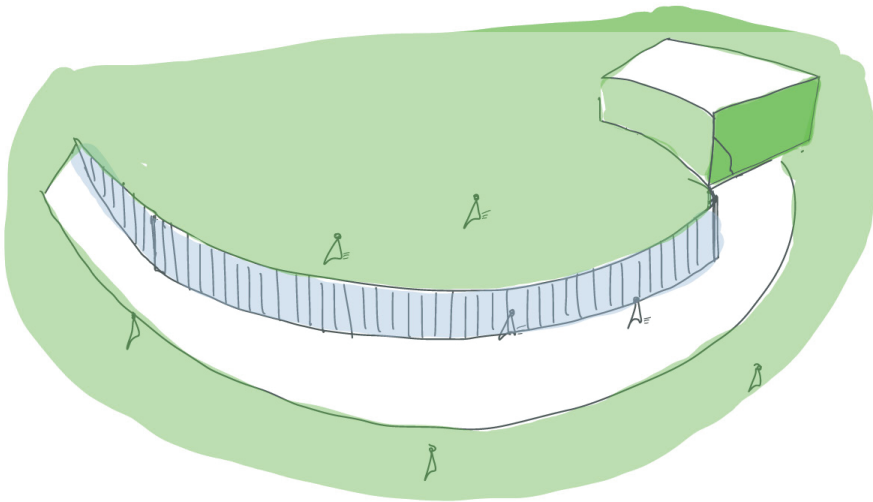
Animated presentation of Glooscap's struggles, the tide, and human interaction with the environment.

PROPOSED APPROACH

- This stopover will take the form of a building, which will house local exhibit rooms, an immersive tidal effects show, multipurpose rooms
- In an effort to preserve the spirit of the place and the landscape, the building will be partially buried, in the shape of a 'eye' to recall the legend of Glooscap, a mythical hero of the Mi'kmaq.

ICONOGRAPHY

- Mi'kmaq iconography depicting Glooscap's battles in the Bay of Fundy and at Cape Blomidon.
- Images depicting the force of the tide.



30 - The Tide, concept sketch

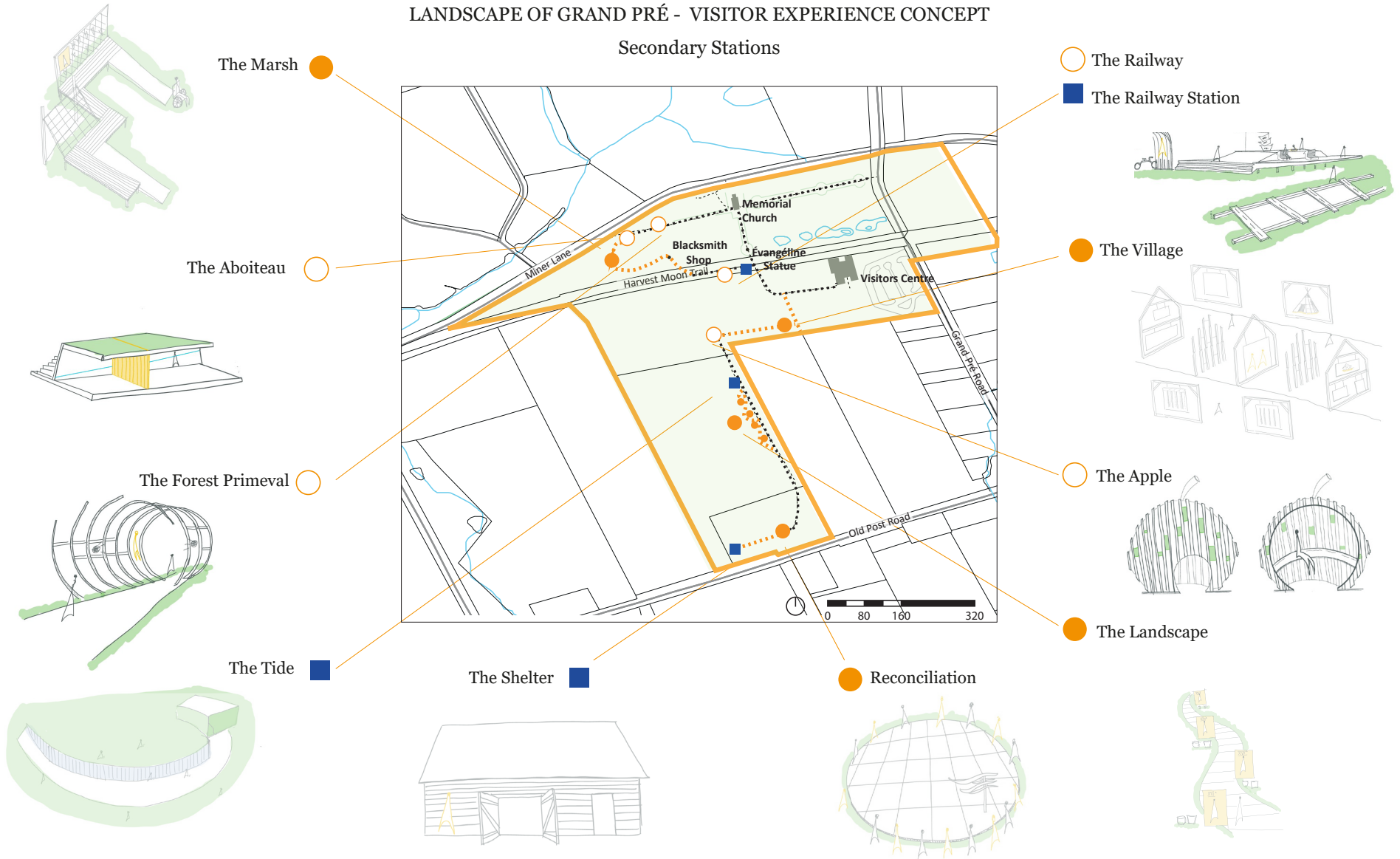


31 - The Tide, inspiration: Cebra Visitor Center, Denmark.

Source: <https://cebraarchitecture.dk/>

LANDSCAPE OF GRAND PRÉ - VISITOR EXPERIENCE CONCEPT

Secondary Stations



The Railway Station



33 - Grand Pré View Park key map, The Railway Station location

SUMMARY OF THE THEME

Grand Pré developed thanks to the railroad and the tourists who came to visit. In the mid-19th century, in response to the enthusiasm for Longfellow's poem and for the search for the land of Evangeline, a first railroad was built in 1869 to attract tourists from New England. That enthusiasm continued in the later years, leading the company to invest to better attract and welcome tourists. Finally, in the 1910s, following numerous representations by John Frederic Herbin, a local resident, the company purchased and developed the site to build it as a memorial to the Acadian experience.

OBJECTIVES

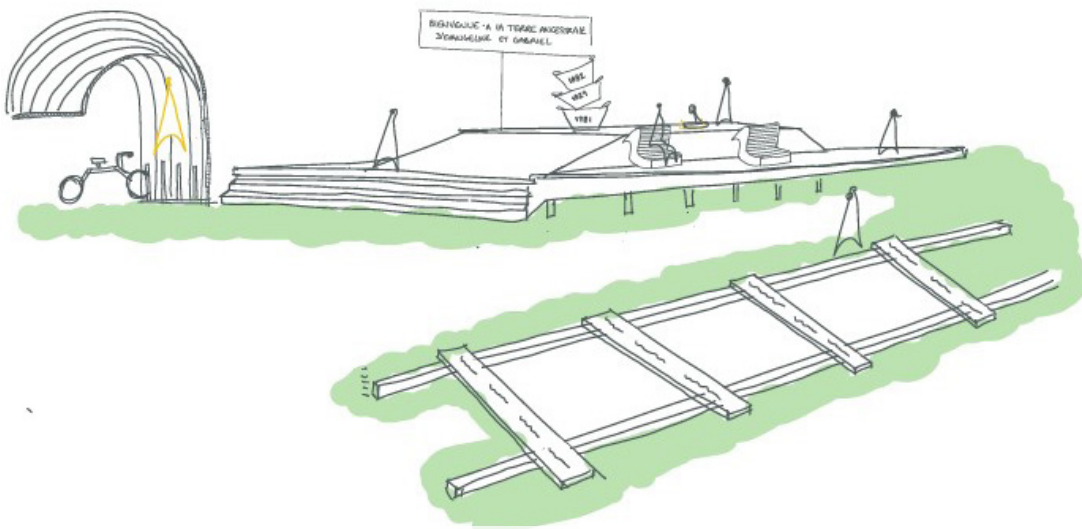
- To signal the presence of the railroad on the site in connection with the symbolic reappropriation and the apple industry ;
- Provide a place to welcome visitors on bicycles;
- Make a connection to local families who played a role in the tourism industry and the railroad.

GENERAL CONTENT

Communicate the importance of the railroad to the region, both for symbolic reclaiming, tourism, and local economic development.

PROPOSED APPROACH

- The Railroad Stop serves to signal the presence of the Railroad on the site, in connection with tourism and symbolic reappropriation of the Evangeline story. The architectural form of this halt recalls that of the old Grand Pré station platform, by its shape and its proximity to the railway tracks. A lever recalling the change of direction of the rails will be present on the platform. At its activation by the user, will be triggered the sound of the train arriving, as well as a smoke reminding the steam once released by the engines.
- The rails: The important dates in the history of the Grand Pré station, starting with the history of Evangeline and the importance of the apple industry in the region, will be engraved on the rails.
- The platform: a distinctive bench design recalls the concept of the tide.
- A wavy structure as well as bike racks will also be installed to provide rest for cyclists. On the structure, there is a 19th century character in negative.

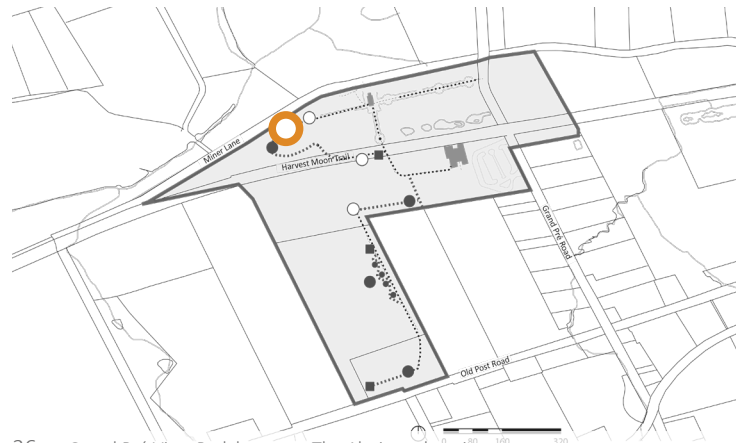


34 - The Railway Station, concept sketch



35 - The Railway Station, inspiration. Source: Wikicommons

The Aboiteau



36 - Grand Pré View Park key map, The Aboiteau location

SUMMARY OF THE THEME

The aboiteau is a technology derived from ancient European traditions and adapted to the natural environment of the Bay of Fundy. French settlers from western France had traditional knowledge of life in marshy areas dating back to Celtic times and of marsh draining dating back to at least the Middle Ages. The aboiteau requires an understanding of the hydrographic system of an intertidal area, a source of natural materials, and a cooperative method of working. The aboiteau has acquired a symbolic dimension for the Acadians.

OBJECTIVES

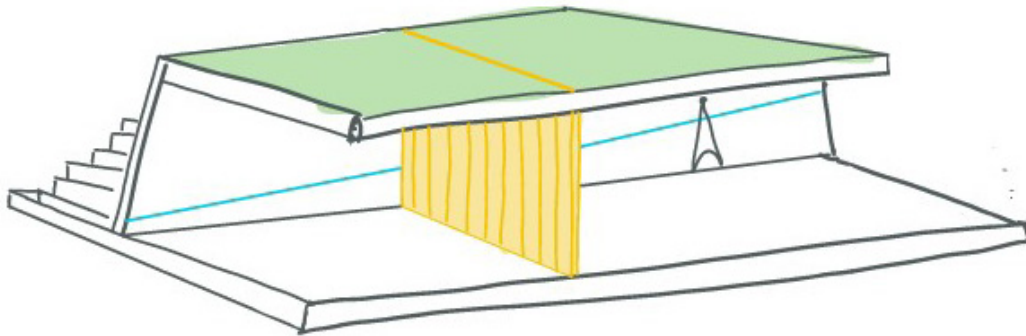
- To experience the operation of an aboiteau from past to present.
- To locate the site of the first enclosure leading to the damming of the marsh, dating from the 17th century
- Discover the European traditions that led to the creation of the dyked marsh

GENERAL CONTENT

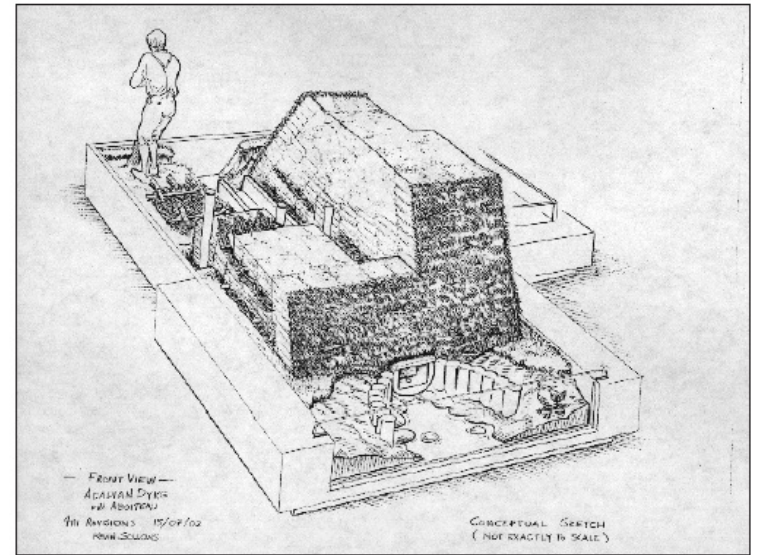
The construction and operation of the aboiteau
The dyking of the marsh

PROPOSED APPROACH

- This stop explains the technology behind the aboiteau system, used here by the Acadians, then the Planters, and today still by generations of farmers from many different communities. Through this stop, visitors experience the functioning of an aboiteau as it explains the dyking of the marshes. The architectural form of this stop represents an aboiteau in section, with which the user can interact to discover the functioning of this system. The structure being of important dimensions, the user is called to enter the aboiteau and activate the valve that allows the evacuation of water. Once the valve is lifted, a groove of water will be activated to signify its movement towards the marshes.
- The structure also consists of a second floor, inside the dyke, where the visitor will be able to see the first dyked enclosures. The direction at rest of the valve will therefore point to these, to signify their position. The roof of the structure is greened, to recall the grassy nature of the dike and the root system that holds the structure in place.
- On the wall of the aboiteau will be engraved two characters who have used this system extensively to survive: an Acadian and a Planter, whose transfer of knowledge has allowed the retaining of this technology to this day.



37 - The Aboiteau: concept sketch



38 - The Aboiteau: inspiration. Source Kevin Sollors, courtesy of Parks Canada

The Forest Primeval



39 - Grand Pré View Park key map, The Forest Primeval location

SUMMARY OF THE THEME

Evangeline was born of the imagination of the American poet Longfellow, who never actually visited Grand Pré. The poem is in the Romantic tradition since it adopts a definition of the sublime beauty of nature in connection with intense emotions and places the main characters in an idealized, albeit relatively recent, past. Evangeline was adopted by the Acadians to represent their struggle and survival. The figure is celebrated on the site through the erection of a statue and the identification of certain objects, such as the well, as being associated with her story. The garden is intended to be a display of these objects. The character played an important role in the symbolic reappropriation of Grand-Pré by identifying the place in the collective imagination, by sublimating the marshes, and by creating a character that brought together the qualities of the Acadian reality.

OBJECTIVES

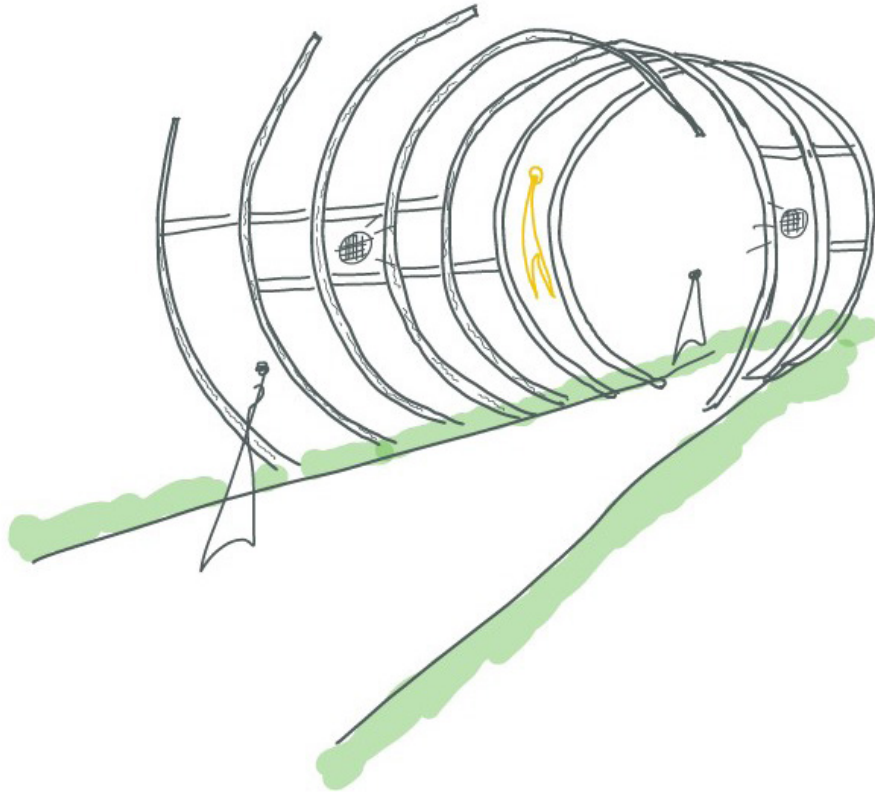
- Recall the place of the poem in the creation of place and symbolic reappropriation.
- To serve as a place of transition between the real place of the Acadian village and the mythical place of the land of Evangeline.
- Encourage an aesthetic discovery that recalls the romantic appreciation of place.

GENERAL CONTENT

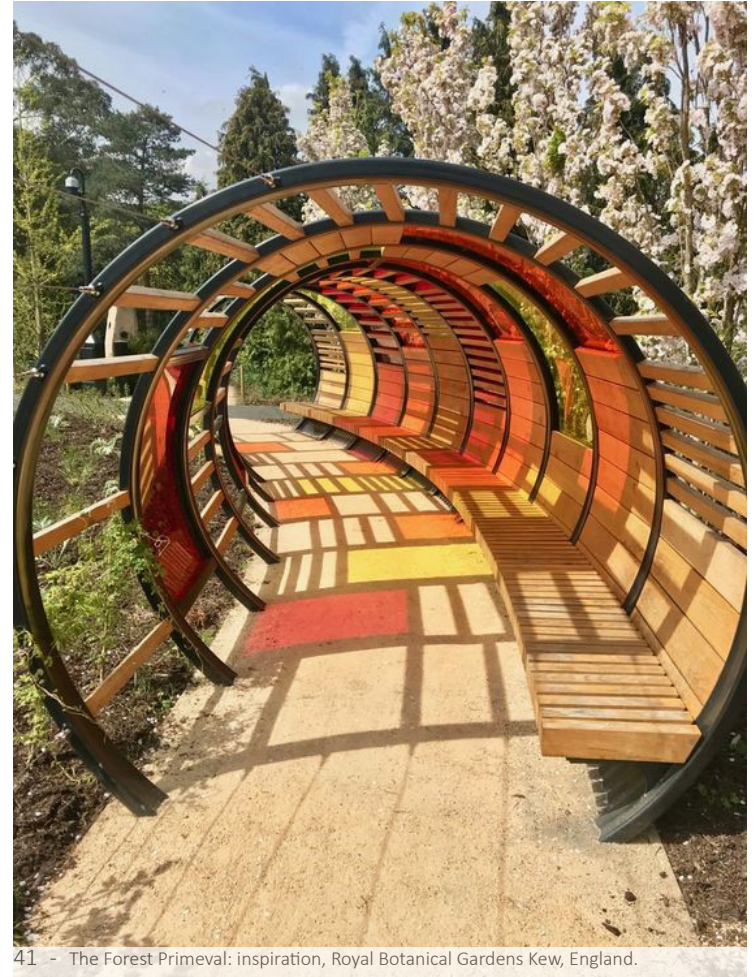
Sharing elements of the poem that make the connection to the site.

SUGGESTED APPROACH

- Evangeline is the poetic story of Grand Pré. The eponymous stop will recall Longfellow's poem, and its impact on the symbolic reappropriation of the place around the church and in Percy Nobbs' gardens. Through a tunnel of words reciting Longfellow's poem, we travel between the mythical world of Evangeline and the reality of the agricultural, historical, and memorial landscape.
- This stop takes the form of a tunnel, a passage through time, which becomes more and more concrete as the user advances towards the marshes. The circles represent the rings of the moon which are at the base of the phenomenon of the tide, and are deconstructed as one approaches the mythical world.
- Throughout the walk through time, lines from Longfellow's poem are carved into the moon rings. Before arriving in the real world, Evangeline closes the step, engraved in negative in the temporal tunnel.
- Sound installations will also allow the experience to be lived differently, and to make it more inclusive.



40 - The Forest Primeval: concept sketch



41 - The Forest Primeval: inspiration, Royal Botanical Gardens Kew, England.

Source: externalworkindex.co.uk

The Apple



42 - Grand Pré View Park key map, The Apple location

THEME SUMMARY

The apple has played a critical role in the evolution of the local landscape, communities and culture, and in the regional economy. Brought over by Acadian settlers, the apple became a predominant crop in the 19th and 20th centuries, becoming a symbol of the region and found throughout the British Empire. The apple has given rise to festivals that continue to enliven the region each year. New varieties and agricultural techniques have been developed through experimental farms. There is an important link with the development of tourism. Today, this culture is disappearing to be partly replaced by viticulture.

OBJECTIVES

- To discover the history of apple growing in Grand-Pré
- To experience the festivals related to its economic importance

GENERAL CONTENT

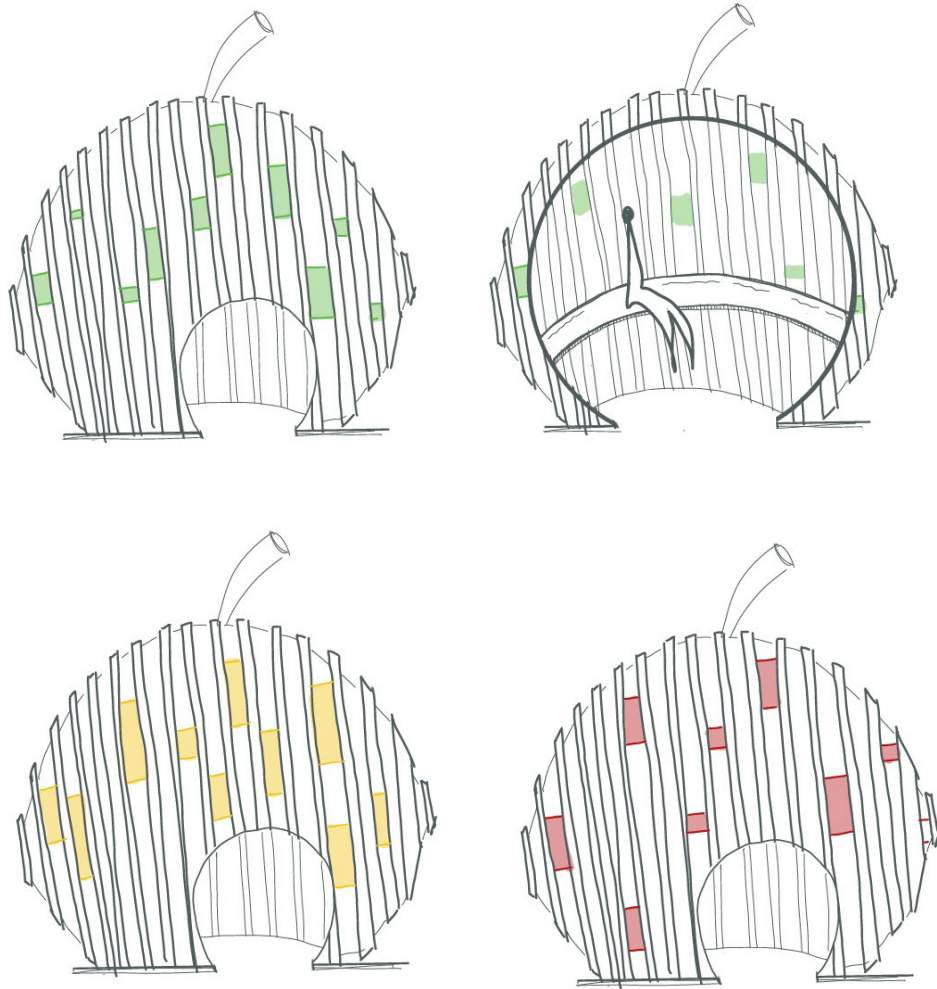
History of apple growing.
Link to the agricultural continuity of the landscape.

PROPOSED APPROACH

- The purpose of this stop is to introduce the history of apple growing in Grand Pré. It takes the architectural form of apples, visible from the Shelter and recalls the strong presence of orchards in Grand Pré. This space adjacent to the Shelter could serve as an outdoor event space.
- The round structures will thus be able to accommodate one to two people inside, thanks to the installation of a continuous bench on which users can rest during events. This bench will also host information regarding apple growing, which will be etched on its surface.
- Colored glasses will be installed on the wooden structures, to refer to the different varieties of apples grown in Grand Pré, providing an interesting lighting effect inside the structures.

ICONOGRAPHY

- Aerial views of the area showing the orchards.
- Articles promoting the apple
- Map depicting where the region's apples were found ;
- Images of the Apple Blossom festival.



43 - The Apple: concept sketch



44 - The Apple: inspiration Source: archiexpo.com



Part IV

Feasibility and
Recommendations

Feasibility

The concept and ideas are preliminary and offer a direction for the future development of a visitor experience in relation to the World Heritage site. The feasibility of implementing them is based on a number of factors, including such aspects as impacts on cultural resources and environmental matters, access to services, soil assessments, traffic studies, sustainability objectives, and funding.

The following class D costs are indicative of the general cost associated with installing the features and the structures. However, there are too many unknowns to provide a clear picture. The costs would be further clarified at a later stage.

	Considerations	Estimate range
The Tides	<ul style="list-style-type: none"> · No architectural program, so no definitive size · Engineering costs (civil, structure, mechanical, electrical) not evaluated · Nova Scotia and post pandemic cost adjustments required · No design, materials, shapes, and space · Does not include taxes, services connections and access, professional fees, surveys, studies, archaeological investigations 	\$ 6.5 M to \$ 8 M
	<ul style="list-style-type: none"> · Immersive experience and exhibit to be defined 	\$ 2 M
The Station	<ul style="list-style-type: none"> · No defined program · Engineering costs (civil, structure, mechanical, electrical) not evaluated · Nova Scotia and post pandemic cost adjustments required · No design, materials, shapes, and space · Does not include taxes, services connections and access, professional fees, surveys, studies, archaeological investigations 	\$ 500 K
The Shelter	<ul style="list-style-type: none"> · No defined program · Engineering costs (civil, structure, mechanical, electrical) not evaluated · Nova Scotia and post pandemic cost adjustments required · No design, materials, shapes, and space · Does not include taxes, services connections and access, professional fees, surveys, studies, archaeological investigations 	\$ 1 M
The Stops	<ul style="list-style-type: none"> · Each stop has different materials, shapes, and designs; · Nova Scotia and post pandemic cost adjustments required · Does not include taxes, services connections and access, professional fees, surveys, studies, archaeological investigations 	\$ 1.2 M (for 8, or approximately \$ 150 K each)

The costs associated with the operation of the concept are difficult to assess considering the number of unknowns. The Tides requires a program, a business strategy and a vision for the immersive experience which are premature to assess at this stage. Staff may be required and consulting services as well. Additionally, should maintenance of the stops (not the stations) be managed by Parks Canada, the costs would take into account different factors.

In terms of revenue opportunities, since the project is located on Parks Canada land, it is dependent on arrangements with the agency. However, as an indication, based on the experience of agrotourism and high-quality destinations in the vicinity (e.g. wineries), the entry cost (which may not be a fee, but rather for consumption of a service) attracts visitors with means, who are willing to pay for a setting, quality interactions, something unique, even if the actual product is not well known. Additionally, the specific location of the View Park and other potential stations offers a unique and exceptional vantage point, difficult to reproduce elsewhere. The current Parks Canada offer potentially caps visitation at around 40 000 visitors a year, providing an opportunity for the Corporation to offer experiences that raise the profile of the area, increase visitation, increase revenue (including for Parks Canada), and enhance the overall status of the experience.

As a usual approach, entry fees are exclusively managed by Parks Canada according to federal Treasury Board guidance and business strategies. It would be difficult to consider shared revenue or separate entry fees for the Landscape experience with the current arrangement. The activities associated with an immersive experience within the proposed infrastructure would garner attention as an exceptional attraction and could generate revenue for the Corporation. Similarly, a multifunctional space within that same infrastructure could capitalize on the exceptional view to offer access for a range of culinary, corporate, cultural, and other events, thus extending the season and the opening hours. However, the means to benefit from that power

of attraction requires a strategy that engages Parks Canada.

UNESCO World Heritage sites typically charge entry fees that allow access to enjoy an experience and increasingly attention is paid to generate funds for the stewardship of the property. That relationship between visiting and contributing to the stewardship is an important avenue to explore since the site extends beyond the boundaries of the project area and of the purview of Parks Canada. Independent revenue streams are important to site managers, especially when they are not government bodies, as a means to enact its commitments towards the protection, conservation, and interpretation of the world heritage site. Considering that the site management of the Landscape was set up to have an independent body act as the site manager funded in part by a funds held in trust, it is particularly critical for the long-term viability of the operation to generate revenue to invest in the site, partner with like minded organizations, and defend the integrity of the site should it be under pressure.

The main sources of funding are public through economic development agencies, heritage departments, and tourism infrastructure programmes. Since the project is located on federal land, there are some constraints to invest other federal or provincial funds which needs to be addressed through the mechanism to manage the project and implement the concept.

For private funding to be involved at any significant level, the project needs to be exceptional and of a quality that will have an impact. The competition for private fund is significant and the rate of success is relatively low with private foundations if there is no history of relationship, such as is the case with the Corporation.

In the absence of iconic infrastructure and a business strategy to operate it, it would be difficult to generate funds for long term operations, contribute to the stewardship of the World Heritage site, and attract significant private funds.

Recommendations

This visitor experience concept sets the stage for a strategic direction for the Corporation, discussions with Parks Canada, and engagement of stakeholders. However, there are still many gaps that make it difficult to complete the picture.

Further studies would be required to understand the practicalities of developing the concept elements, including soil studies, traffic studies, archaeological potential, and access to services. Additionally, a robust engagement of stakeholders would be required over a period of time to expand on the ideas, strengthen them through careful design, and build stronger support from stakeholders for the site's evolution.

We recommend that as the Corporation considers its options, the following be adopted as principles and factors for decision-making. These derive from our analysis, stakeholder perspectives, and obligations under the World Heritage Convention.

1. Adopt the design principles included in this report;
2. Ensure that any change to the site conserves the attributes of the OUV according to established conservation standards;
3. Establish infrastructure and services that are of the highest quality in line with the expectations associated with a World Heritage site;
4. Focus the project on the OUV so as to maintain the Corporation's independent and coordinating role for the protection, conservation, and interpretation of the whole Landscape of Grand Pré World Heritage site;
5. Establish a brand for the Landscape of Grand Pré WHS and World Heritage that is owned and governed exclusively by the Corporation;

6. Implement a visitor experience that ties the visitor to the Landscape's stewardship, so as to generate the revenue necessary for its long-term protection and conservation;
7. Integrate the needs and aspirations of each community within a shared vision for a site of international calibre;
8. Develop and implement a strategy to engage stakeholders on a regular basis for stronger shared stewardship and more confident Corporation decision-making around activities and infrastructure;
9. Review the governance of the Corporation to ensure that its mandate, resources, business strategy, and partnerships are clear and in place to undertake projects, such as the implantation of the Visitor Experience Concept;
10. Promote the exceptional nature of the Landscape so as to raise awareness of its OUV and the need to protect it;
11. In prioritizing investments, consider the whole concept and identify the cornerstone investments that will give momentum to the entire project. A transformation of the View Park and the of Visitor Center as proposed in this report would add momentum to the overall project;
12. If the project were to focus solely on modifications to the View Park as proposed in this report, it would be essential to consider the impact of the physical limits of connection to services and parking at the National Historic Site, the ability to contribute to the communication of the OUV, the ability to contribute to the management of the issue of access to the marsh, and to have an impact on the regional tourism offer and benefit from its associated revenues.

Appendix

A

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Appendix B

Engagement Strategy

Appendix C

General list of
meetings

APPENDIX C - GENERAL LIST OF MEETINGS

	DATE	THEME / SUBJECT	Highlights	TYPE OF MEETING
	3/22/21	Project start-up meeting. Introduction of the team members and the client		Meeting with the client
Understand	4/8/21	Consultation planning meeting and Howspace		Planning consultation
	4/9/21	Meeting on the links between the site and the community	Communication with the community, linkage issues between Parks Canada and the Corporation and the community	Individual speaker
	4/13/21	Meeting on the agricultural dimension	"Traditional agriculture", agriculture is far from being ancestral, a lot of chemicals used for livestock feed cultivation	Individual speaker
	4/13/21	Marsh Management Meeting	Safety issues on the dikes, allow interpretation at the observation park and not on the dikes	Individual speaker
	4/14/21	Meeting on the links between the site and the community	The importance of making a project for all ages. Links to the Harvest Moon Trail	Individual speaker
	4/15/21	Meeting on the links between the site and the community	Emphasis should be on the view. Potential for agri-tourism activities in the park, links to Harvest Moon Trail. Light infrastructure	Individual speaker
	4/15/21	Meeting on the links between the site and the community	The park could be programmed, a project has already been proposed for the interpretation	Individual speaker
	4/22/21	Consultation planning meeting with the Mi'kmaq community		Preparatory meeting
	4/22/21	Meeting on the links between the site and the community	The relevance of having an Aboriginal consultant	Individual speaker
	4/23/21	Meeting on the links between the site and the community	Community contribution for the purchase of the park, importance of not burdening the site or the view	Individual speaker

	DATE	THEME / SUBJECT	Highlights	TYPE OF MEETING
	4/28/21	Tourism issues and opportunities (English)		Public consultation
	4/29/21	Meeting on the tourism dimension	Lack of understanding between the NHS and the Landscape. Do not understand the difference	Individual speaker
	4/30/21	The evolution of the site, its development and the emergence of a cultural landscape (French)		Preparatory meeting
	4/30/21	Final preparation and technical test of the working session #1		Preparatory meeting
Listen to	5/4/21	Presentation of the project, Howspace and the process to the community		Public consultation
	5/4/21	Meeting on the tourism dimension	Complementing their interpretive center, the Harvest Moon Trail and the observation park	Individual speaker
	5/4/21	Topics for interpretation		Individual speaker
	5/5/21	Meeting on the tourism dimension	Potential for on-site trails. Immersive visitor experience	Individual speaker
	5/6/21	Meeting on the tourism dimension	Importance of trails and links to places of interest throughout the site and to destinations elsewhere	Individual speaker
	5/7/21	Introducing the project, Howspace and the process to Parks Canada		Meeting with Parks Canada
	5/10/21	Preparation for meeting with Glooscap		Preparatory meeting
	5/11/21	Presentation of the project, of Howspace and of the approach		Meeting with Glooscap
	5/14/21	Continued discussion with Parks Canada		Meeting with Parks Canada
	5/18/21	Preparation and discussion of issues related to the principles		Preparatory meeting
	5/18/21	Meeting on the links between the site and the community	the need for an attraction / history to translate the history of the place for the visitors	Individual speaker
	5/27/21	Consultation on the visitor experience concept		Public consultation

APPENDIX C - GENERAL LIST OF MEETINGS

	DATE	THEME / SUBJECT	Highlights	TYPE OF MEETING
	6/1/21	Consultation on the visitor experience concept (French)		Public consultation
Translate	6/3/21	Exchange on precedents and design principles		Design cart
	6/8/21	Preparation of the cards		Preparatory meeting
	6/14/21	Design and architectural precedents		Design
	6/15/21	Design and architectural precedents		Design
	6/15/21	Meeting on the links between the site and the community	The fact that the park was a gift from the local community	Individual speaker
	6/16/21	Co-creation workshop (English)		Co-creation
	6/19/21	Preparation of the cards		Preparation of the cards
	6/17/21	Grand Pré Landscape Board Meeting (client)		Board of Directors Meeting
	6/21/21	Consultation with youth (French and English)		Public consultation
	7/5/21	Co-creation workshop (French)		Co-creation
	7/14/21	Design Charrette - Visitor Experience and Stops		Design cart
	7/15/21	Design Charrette - Visitor Experience and Stops		Design cart
	7/15/21	In-person consultation (English and French)		Public consultation
	8/24/21	Visit to the World Heritage site		Site visit
	8/25/21	Visit to the World Heritage site		Site visit
Express	9/1/21	Revisions and adjustments to the concept		Debriefage and summary of the visit
	9/2/21	Revisions and adjustments to the concept		Design
	9/17/21	Presentation of the revised concept to the client		Customer presentation
	9/29/21	Presentation of the visitor experience concept at Grand Pré		Public consultation
	10/4/21	Presentation of the visitor experience concept at Grand Pré (French)		Public consultation
	10/26/21	Discussion on the visitor experience concept at Grand Pré in Glooscap		Public consultation

Appendix D

Market Assessment

Background Information

DOCUMENTS REVIEWED:

- <http://www.landscapeofgrandpre.ca/>
- <https://www.facebook.com/Landscape-of-Grand-Pr%C3%A9-UNESCO-World-Heritage-Site-109798503960315/> (59 Followers @ May 26-2021)
- *Driving Export Revenue*, Strategy 2018-2023- Tourism Nova Scotia
 - www.novascotia.com
- Tourism Nova Scotia Exit Survey 2019
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- Destination Canada
 - <https://www.destinationcanada.com/en/rebuilding-traveller-confidence>
 - Revisiting Tourism, March 2021
 - COVID-19 Research | Destination Canada
- Landscape of Grand Pré- UNESCO World Heritage Centre
- <https://winesofnovascotia.ca/>

KEY INFORMANT INTERVIEWS:

- Hanspeter Stutz, Grand Pré Winery
- Claude DeGrace, Executive Director,
- Micheal Howell & Lia Rinaldo, DEVOUR! Food & Film Fest
- Heather Yule, Manager, Experience Development, Tourism Nova Scotia
- Judy Lynch, Tourism Development Advisor, Tourism Nova Scotia
- Janice Ployer, Research, ACOA- Tourism Atlantic
- Devon Gordon-McConnell, Benjamin Bridge Winery
- Meghan Lloyd, Market Development Specialist-North America, Tourism NS
- Paula Foster, Manager-Cruise Operations, Ambassatours Gray Line
- Anna Moran, Manager-Research, Tourism NS
- Richard Foote, Research, Tourism NS
- Bonnie MacDonald, Research, Tourism NS

Visitors to Nova Scotia

TABLE 1: OVERALL VISITATION TO NOVA SCOTIA 2019 & 2018

VISITATION TO NOVA SCOTIA	2019	2018	% CHANGE
ATLANTIC CANADA	1.1 MILLION	1.6 MILLION	
ONTARIO	577,000	600,000	
WESTERN CANADA	184,000	193,000	
QUEBEC	112,000	119,000	
TOTAL CANADA	1.9 MILLION	2.07 MILLION	-4%
NEW ENGLAND	67,000	71,000	
SOUTH ATLANTIC	42,000	45,000	
MID-ATLANTIC	39,000	39,000	
TOTAL US VISITORS	232,000	235,000	-1%
UNITED KINGDOM	27,000	31,000	
GERMANY	14,000	16,000	
OTHER OVERSEAS	26,000	37,000	
TOTAL OVERSEAS VISITORS	86,000	104,000	-17%
TOTAL NON-RESIDENT VISITORS	2.3 MILLION	2.4 MILLION	-5%

Source: Tourism Nova Scotia

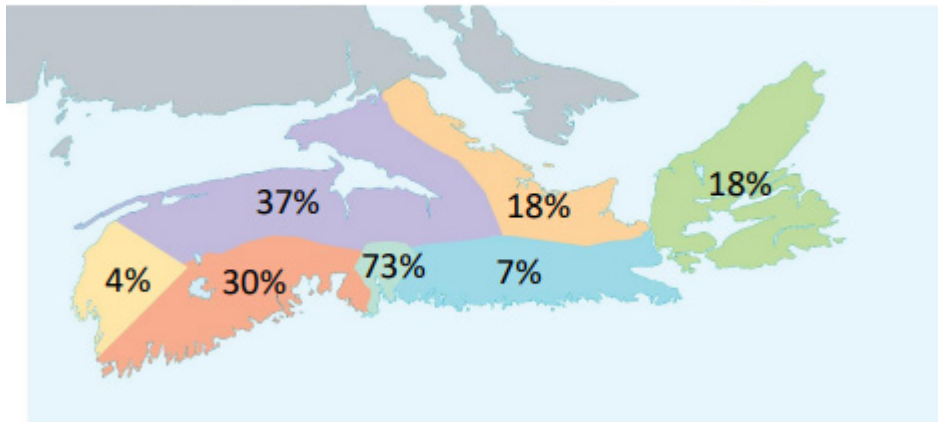
TABLE 2: DESTINATION OF NOVA SCOTIANS TRAVELLING IN NOVA SCOTIA

MAIN DESTINATION	TRIPS	SAME DAY	OVERNIGHT
TOTAL	5,512,000	4,207,000	1,305,000
HALIFAX	1,837,000	1,394,000	443,000
SOUTH SHORE	583,000	428,000	155,000
YARMOUTH & ACADIAN SHORES	151,000	115,000	36,000
BAY OF FUNDY & ANNAPOLIS VALLEY	1,481,000	1,161,000	320,000
NORTHUMBERLAND SHORE	646,000	420,000	226,000
CAPE BRETON ISLAND	591,000	410,000	181,000
EASTERN SHORE	50,000	38,000	12,000

Source: Tourism Nova Scotia

TABLE 3: NON-RESIDENT VISITATION TO BAY OF FUNDY & ANNAPOLIS VALLEY REGION, 2019

% who stopped for at least 30 minutes, or overnight



Source: Tourism Nova Scotia

TABLE 4: CAPTURE RATES, BAY OF FUNDY & ANNAPOLIS VALLEY, 2019

Capture Rate		
	Pleasure Visitor	VFR* Visitor
Truro	36%	46%
Wolfville	24%	35%
Digby	28%	12%
Annapolis Royal	17%	13%
Kentville	8%	21%
Grand Pré	15%	10%
Windsor	6%	16%
Berwick	4%	14%
Masstown	5%	8%
Blomidon	7%	6%
Middleton	4%	9%
Bridgetown	4%	6%

Source: Tourism Nova Scotia

TABLE 5: DETAILS ON EXPLORER QUOTIENT (EQ) SEGMENTS PRIORITIZED BY NOVA SCOTIA'S STRATEGY

Source: Nova Scotia's Tourism Strategy 2018-2013, Driving Export Revenue

Authentic Experiencers: are understated travellers looking for authentic, tangible engagement with the destinations they visit. They prefer to do their own thing at a destination, having control over what they see and when they see it. They do not rush around to take in all the “must-sees.” For this segment, travel is about personal development and learning. They are not looking to escape or “get away” from the stress of their everyday lives. Some Authentic Experiencers have a particular interest in understanding the history of the places they visit. Authentic Experiencers will actively seek the most authentic cultural experiences possible, going so far as to learn the local language and to find the sights and experiences that are not considered “touristy.” They seek to connect meaningfully and will not shy away from living like the locals. They do not need to be pampered or have everything taken care of for them. Authentic Experiencers will not seek out overly luxurious amenities or gourmet experiences. Although they are relatively affluent and may make high-cost purchases, they do not derive pleasure from ostentatious consumption.

Cultural Explorers: are defined by their love of constant travel and continuous opportunities to embrace, discover, and immerse themselves in the culture, people and settings of the places they visit. Part of the joy of travel is learning about how life really is in a destination and connecting with the locals. To them, not feeling like a “tourist” is thrilling, and they do not want to feel rushed to visit the highlights of a destination. This segment truly values authentic local experiences that allow them to immerse themselves in the local culture. They have a desire for exploration, and enjoy trying new things. This segment is not overly materialistic. Although price conscious, they will

pay for a truly unique experience, but they want it to be worth it. They make efforts to be ethical consumers and appreciate environmentally and socially responsible options.

Free Spirits: are highly social and open-minded. Their enthusiasm for life extends to their outlook on travel. Experimental and adventurous, they indulge in high-end experiences that are shared with others. They are the most social of the EQ segments and are attracted to groups and shared experiences. Free Spirits want to see all the major attractions but do not need to go into depth with any of them. They may rush around to see the highlights of a location. Free Spirits are highly motivated to succeed and like to show off their success. Status and brands are important. Free Spirits have busy lives and feel time-stressed. Travel is an escape—a time to let loose, have fun and indulge themselves. This segment often aspires to stay at the most luxurious accommodations and venues. Vacationing is a time to be more indulgent and carefree than at home. They are confident risk-takers, and are not afraid to take local transportation, stay in accommodations, and eat food that may not be the same as at home. They like to try new things for the novelty.

Tourism Segment Details - Motorcoach & Shore-Excursion Cruise

Motorcoach: Meghan Lloyd, Market Development Specialist –
North America, Tourism Nova Scotia

Market Scope:

Many things have changed since COVID, however there is great pent-up interest from major coach lines throughout the US and Canada to travel to Nova Scotia, as evidenced during online meeting with major group tour associations and during recent Rendezvous Canada Travel Marketplace 2021. Meghan notes there is unprecedented interest from coach companies in Quebec for 2022. NS is considered “safe” because of our COVID track record, with plenty of open space for distancing, and with visitor demand high, companies are booking now for 2022. It is anticipated that individual loads will be smaller, up to 35 people rather than maximum capacity of 50 per coach.

In 2019, 1000 motorcoach trips moved through Nova Scotia. Additionally, thousands of motorcoach visitors flew here to step aboard a coach waiting to tour them through NS (Fly-Drive). Nova Scotia’s perennial challenge for motorcoach growth revolves around the capacity of provincial tourism operators to meet demand with infrastructure (available coaches, rooms, services), staffing and fresh experiences. Regardless of COVID, Tourism Nova Scotia does not anticipate significant growth in this segment in the years ahead because of these challenges.

Guests are on average 50+ in age. and choosing trips with options for physical activity. Coach companies are seeking to satisfy guests by stopping at locations with stories to tell in unique ways, with options for an activity and physical activity, with space and services for tour loads, and for places to stop and eat.

Experience Opportunities:

Meghan Lloyd feels the opportunities presented by high-quality enhancements/ infrastructure at the View Park can entice group tours.

- Group tour visitors seek “more than a museum” from a stop. The Grand Pré NHS with its interpreters is viewed as such a location. She feels the Acadian and associated stories are currently “undersold”; that demand and fresh stories will be welcomed;
- A “comfortable way” to enjoy the view available at the park, with washrooms and appropriate parking than can house at least 50 people at a time;
- Authentic interpretation of rich, Indigenous stories, beyond the Indigenous association with Acadians;
- Interpretation of the Order of Good Cheer;
- Access to bike rentals and the Harvest Moon Trail would be advantageous as coach companies are striving to attract a more youthful market;
- Opportunities for picnics, appropriate box-lunches and food service on-site.

Contact: Meghan Lloyd

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Shore Excursion, Cruise: Paula Foster, Senior Manager-Cruise Operations, Ambassatours Gray Line

Market Scope:

Ambassatours Gray Line is the leading shore-excursion operator in Atlantic Canada handling some 85+% of excursion passengers landing in Halifax. In 2019, 210 cruise ships visited Halifax with some 320,000 passengers. An estimated 50% of those passengers took an excursion-tour of some kind with Peggy's Cove and Step-On-Step-Off Halifax being the most popular. People who cruise "are passionate about cruising", often take more than one a year (are therefore experienced in cruises and excursions) and are clamouring for cruise options today.

The industry estimated it will take 3 to 5 years to rebound to 2019 levels with an increase of some 10% annually. To date, 150 cruise arrivals are booked for Halifax in 2022 and many are sold out. Cruise passengers to Halifax average 72+ years of age.

An estimated 5000 cruise passengers (100+ coaches) visited the Valley in 2019, the majority to visit one or more wineries, to walk the area and some to visit the NHS. A coach with capacity for 50 people, on average carries 35-45 cruise excursion passengers who pay additionally to their cruise cost, for excursions on-shore which are offered by local vendors (Ambassatours), approved by cruise lines often 12 months out, and sold in advance of arrival. The excursions are hours in length with return to the ship for evening departure (a day-stop).

Market Opportunities:

- Paula Foster offered that it "would be easy to add (an enhanced) View Park opportunity" to a Valley excursion and "a nice addition". They need a prime location to view the Landscape with as basics:
- A flat and solid viewing area for all visitors at once, up to 50;
- Safe embarkation and debarkation available;
- Appropriate location for ease of coach movement in and out;
- Washrooms;
- Rich interpretive information for Tour Guides;

An excursion could be built based upon this.

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