

Branding, Communications and Public Engagement
Plan for the Grand Pré and Area UNESCO World
Heritage Nomination Process

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1.0. Background

The Grand Pré Area has embarked upon an exciting and prestigious journey to be designated a UNESCO World Heritage Site. After being named to Canada's Tentative List in 2004, collaborative work to pursue the nomination resumed in mid 2007 when an Advisory Board and Steering Committee were formed with committed partners and resources. Among the long list of tasks assigned to the board and committee's responsibility, branding, communications and public engagement topped the list.

In September 2008, ICON Communications was contracted to research and develop a strategy to guide branding, communications and public engagement related to nomination efforts. Unlike other tentatively nominated sites, the Grand Pré and Area nomination is unique as it involves a large and diverse group of stakeholders resident and non-resident, with direct tangible and intangible connections to the land, which have in common an emotional attachment and pride. Despite valiant efforts by the organizing group, including numerous public meetings and newsletters, the nomination has also been hampered by miscommunication in the immediate community, which has created confusion and frustration.

These are just some of the symptoms during its implementation phase of the nomination project. While there are many challenges in the coming year, the enclosed branding, communications and public engagement strategy will provide valuable research and recommendations to guide implementation efforts. In order to move forward, the Steering Committee must ensure all stakeholders are supportive and committed to the realization of the UNESCO designation. It is an important step to identify, capture and articulate the authentic purpose of the nomination efforts as an inclusive and engaging project which seeks to protect the cultural importance and outstanding universal value of the Grand Pré Area for future generations.

Integral to the success of implementation efforts is the understanding that all communication efforts must support and interrelate with the nomination's branding and public engagement strategies. Each strategy does not exist in isolation. The effective marriage of these three key planning functions is essential to the success of the nomination's stakeholder buy-in efforts. For this reason, the three strategies are being presented in one document to the Committee. Similarly, the Action Plan details a chronological yet organic sequence of all three functions as their tactics interrelate. For example, the development of a Brand Strategy that effectively positions the nomination efforts in the hearts and minds of all stakeholder groups does not exist in isolation from the communications strategy which focuses on tailored communication with those same groups. Furthermore, the nomination project's name, supporting logo identity and tagline, which effectively articulates the passion and importance of the initiative, will be the foundation for all future communications and public engagement activities.

Likewise, the Communications Plan and Public Engagement Strategy are so intricately linked that their tactics are often one in the same. As stated above, the interrelation of the branding, communications and public engagement strategies are crucial to the success of this project.

2.0. Comprehensive Consultation

This project began with an initial meeting with the Steering Committee where the detailed work plan was reviewed and feedback was offered.

Following approval of the work plan, ICON conducted an in-depth consultation with members from the Steering Committee on September 29, 2008. During this meeting, Committee members provided input into consultative components of the project and shared their goals for the inclusive consultation approach, including the desire to unite the various communities who share a special connection to Grand Pré. The Committee also provided an overview of its current consultative efforts to date and identified challenges for the process.

During this consultation, ICON asked the Steering Committee to identify and discuss all key stakeholder groups, including the Grand Pré and area geographic community, the broader Annapolis Valley geographic community, the Acadian, Planters and local First Nations communities and funding partners from various levels of government. From this information, ICON conducted an assessment of each stakeholder group from a communications and public engagement perspective where specific strengths, weaknesses, opportunities and threats were examined, analyzed and documented for potential impact on the process. Each group's assessment was provided to the Steering Committee for review and input. That assessment is detailed in the following section 2.1. of this document.

The Committee also provided names for each stakeholder group. ICON recorded these names and researched their contact information in order to reach these individuals for interviews during the research phase of the branding process.

During the comprehensive consultation, ICON also conducted an exhaustive review of the documents and background information provided by the Committee including the Historic Sites & Monuments Board of Canada Agenda Paper; the group's ACOA application; the Terms of Reference for the Community Plan; the Municipality's Community Plan 2008; the Grand Pré Hortonville Heritage Conservation Discussion Paper; and all newsletters related to the project. ICON also conducted additional research including a review of the municipality's website, the Nomination Grand Pré website and other online resources like the Aboiteau Report by Jonathon Fowler.

Comparative analysis work was conducted in the form of a mystery shop to access information on other nominated sites and current UNESCO sites who recently went through the nomination process.

2.1. Stakeholder Analysis

After an in-depth consultation with the Grand Pré and Area UNESCO World Heritage Nomination Steering Committee, ICON conducted an assessment of each stakeholder group. The following summary report provides an overview of that assessment.

Each group was assessed from a communications and public engagement perspective where specific strengths, weaknesses, opportunities and threats were examined, analyzed and documented for potential impact on the nomination process.

Conclusions from this assessment will shape the approach used during the consultation phases of the project and, in the end, impact the results gathered.

Acadian Community

The Acadian Community must continue to be one of the Steering Committee's central audiences as it proceeds with nomination efforts. In co-operation with the local community, the Acadian Community is sharing the leadership role in this process. The Acadian Community did initiate the initial process of having Grand Pré designated a UNESCO World Heritage Site by submitting the site to be shortlisted on Canada's Tentative List. The history and strong spiritual and emotional bond the Acadian people share with the Grand Pré area is one of unprecedented cultural significance. This historical and emotional chapter of Grand Pré's past has garnered and continues to attract visitors and historians from around the world.

From an external communications perspective, the Acadian perspective will leverage media efforts, especially in the Francophone media where the Grand Pré chapter of Acadian history has been well told. Communications within the stakeholder group, if well managed, will also leverage efforts with many strong champions becoming supporting voices for the nomination efforts. The challenge will be communicating that the nomination includes but also extends beyond the National Historic Site and the Acadian sentiment.

- Strengths:** International familiarity with the Acadian story associated with Grand Pré will leverage nomination awareness efforts.
- Weaknesses:** There is a misconception amongst the Acadian Community that the nomination efforts are limited to the Parks site and the story of the Acadians.
- Opportunities:** The community could serve as strong supporters and champions.
- Threats:** If the Outstanding Universal Value (OUV) and the nomination's extension beyond the Acadian story is not properly communicated, the community may be disengaged from or oppose the project.

Planters Community

The Planters Community is another key audience for the Steering Committee. Much like the Acadian Community, there are sensitivities associated with historical and emotional ties that must be properly managed. While the Planters Community is taking a less active role in moving the nomination process forward, their involvement in the planning is crucial. As keepers and owners of much of the lands, and/or descendants, the Planters played an integral role in maintaining the rich agricultural legacy of the dyke lands. Keeping the Planters Community involved and engaged will address any historical sensitivities and encourage celebration and pride for the land they keep.

From a public engagement perspective, communication with this audience is paramount. Through effective communication and engagement, this group has the potential to become a strong supporter and champion of the nomination project.

- Strengths:** Pride for the land and respect for the historical events that took place in Grand Pré.
- Weaknesses:** Since the nomination project started, a lack of communication or miscommunication has contributed to confusion and frustration.
- Opportunities:** Through effective communication and tapping into the Planters' pride for the land and sharing with the world why their land is so special, an opportunity will be created for them to become strong supporters and champions of the UNESCO process.
- Threats:** If the Outstanding Universal Value (OUV) is not communicated properly, the community may be disengaged, express frustration, and oppose the project.

First Nations Community

The First Nations Community is another key audience requiring careful communication throughout the nomination process. Historically, the ties between the Acadians and the First Nations communities have been strong. As original inhabitants of these lands before the Acadians and Planters, the First Nations Community must be engaged out of respect and the role their ancestors played in the land's history. The First Nations Community will also add to the multicultural story of the historic lands of Grand Pré.

- Strengths:** Feelings of engagement will encourage the First Nations Community to support the nomination efforts.
- Weaknesses:** Stretched resources may affect the level of active involvement.
- Opportunities:** There may be opportunities to explore specific projects where the community could be more engaged on a cultural participation level to support the nomination efforts.
- Threats:** Like other groups, lack of knowledge and engagement may lead to the group opposing the project or appearing indifferent.

Heritage & Naturalists Community

Considering the natural and cultural heritage being analyzed throughout the nomination process (and Grand Pré's current status as an historic district), it is important to create and maintain clear lines of communication with heritage enthusiasts and naturalists in the immediate community and across the region. Many heritage groups are mandated to maintain and preserve unique natural and historical places and buildings. Such groups will likely feel very passionate about the Grand Pré nomination project and therefore should be engaged in order to effectively leverage their eager contributions and channel efforts to remain focused on the nomination goals and objectives.

From a communications and engagement perspective, this group would also be considered an emotionally connected group. Those typically involved with preserving nature and history are very passionate individuals and therefore can be your biggest supporter or your strongest opponent. For that reason, the naturalist and heritage communities should be just as adequately engaged as the other stakeholder groups.

- Strengths:** Naturalists and heritage enthusiasts who are passionate about the unique natural and cultural heritage of Grand Pré will be valuable champions and will contribute to networking efforts to garner additional support.
- Weaknesses:** Lack of communication may contribute to confusion and misconceptions - negatively effecting efforts.
- Opportunities:** Through effective communication and engagement, dedicated naturalists and heritage enthusiasts will likely offer to contribute their time and expertise to the project - a valuable asset to leverage.
- Threats:** If the Outstanding Universal Value (OUV) is not communicated properly and is seen as failing to address the expectations of the naturalists and heritage enthusiasts, they may become confused, express frustration and disappointment and become disengaged from the project.

Local Community

The local community remains one of the primary audiences for the nomination. Their support is crucial to the success of this project. Communication and engagement with this group must be approached in a similar manner as the aforementioned groups, but keeping in mind that they stand to be affected the most by change than any other group. Similarly, members of the aforementioned groups are also residents and members of the local community proving that many of these groups overlap and interrelate. Effectively communicating with this group and engaging their input and support is vital. There is great opportunity for the local community to join the legions of supporters, but they must first understand the process and how their lives will be affected. Failure to communicate with and engage the local community will have serious consequences on the success of the UNESCO nomination.

- Strengths:** Local community is passionate about where they live.
- Weaknesses:** Lack of communication has led to confusion and frustration amongst locals.
- Opportunities:** Tapping into local pride and through effective communication and engagement locals will feel motivated to share their passion for Grand Pré with the world.
- Threats:** Residents may oppose the process because of misperceptions and miscommunication that the designation will result in UNESCO imposing additional restrictions on properties.

Greater Geographic Community

Interest has been garnered amongst heritage groups from Annapolis Royal to Windsor and amongst Town Councils in Windsor, Wolfville and Kentville. Many community groups outside the Grand Pré area have also expressed interest in the project. The greater geographic community also includes the Bay of Fundy which ties together a number of significant sites and creates unique marketing opportunities for this project. As the engagement process moves forward it is important to continue to inform these groups, the business community and others about the benefits of a UNESCO designation to the greater Valley region.

- Strengths:** Valley residents have a unique pride of place and respect for the storied history of their home.
- Weaknesses:** While segments of the greater geographic community have expressed interest in the process, it has been premature to turn those interests into action in the absence of an engagement plan. This may contribute to a loss of momentum.
- Opportunities:** Communicating far-reaching benefits of the nomination and positioning it as a success for the Valley and the Province as a whole will garner political support, economic opportunities and motivate residents to support the nomination.
- Threats:** If the opportunities surrounding the nomination proposal are not communicated properly, it may result in lack of support and competition for resources.

2.2. Environmental Analysis

After reviewing all documents and reports gathered from the Steering Committee, ICON completed a preliminary environmental analysis. Since no project can exist in isolation, this analysis strives to review factors in your operating environment which may influence or impact on the nomination process. From a planning perspective, it is important to conduct an environmental analysis to be aware of factors that may leverage or challenge the success of the project. The following key conclusions have been derived from the environmental assessment and may shed light on potential opportunities or threats that may suggest the need to chart a particular course.

- *Current designation as an historic district and Heritage Conservation Districts Regulations* - Sets a stage as an area worthy of further designations, but also harbours negative feelings in the community. That particular process created much division and frustration in the community that is still very real today. Many associate “preservation” with “restriction”.
- *Community Demographics* - From the community profile supplied by the Municipality, it is clear that changing demographics in Grand Pré and Area reflect national trends. Population shifts due to aging baby boomers; outmigration of younger population and older population remaining. Growth opportunities for the community with or without the UNESCO nomination may have a reverse impact on outmigration.
- *Agriculture* - Due to dykelands, most of the rich land in Grand Pré and Area is used for active agricultural operation including the cultivation of vegetables, fruits, and cereal grain. There are also several large and intensive livestock operations in the area. There are opportunities for high soil classification to be protected. Rural residential subdivision development is also discouraged near agricultural areas. Urban growth is also controlled to avoid expansion toward agricultural industry.
- *Municipal Zoning* - Protection and preservation is a municipal priority through its zoning bylaws. This must complement any future development or possible UNESCO changes.
- *Heritage & Cultural Tourism* - The demographic of travellers is changing. Learning is a motivator. UNESCO designation would tap into a very niche travel market for tourism.
- *Proximity to Halifax* - Just off Highway 101 and only one hour from Halifax, Grand Pré is well positioned and accessible.

- *Established and developing business community & infrastructure* - The small community has a number of established businesses and is supportive of new enterprises including a fair trade coffee company and a thriving wine industry.
- *Resources* - Unlike Lunenburg and many other World Heritage sites and sites on the Tentative List in Canada, access to specialized resources at the federal level is ensured by the active presence of Parks Canada at the Grand-Pré National Historic Site. At the same time, government cutbacks may affect funding opportunities from all levels of government.

2.3. Mystery Shop

ICON compared the Grand Pré Nomination group with other proposed sites on the tentative nomination list. An online search of all other sites on the tentative list proved that no other group is as organized in its nomination efforts as the Grand Pré group. Grand Pré was the only group who had a website dedicated to their nomination efforts. All other online searches only resulted in being directed to a nominated site's official web presence as opposed to a website dedicated to nomination communication. Grand Pré's nomination website shows that the group is publically more organized in sharing their nomination activities than other sites.

2.4. Similar Models

For comparative purposes, ICON consulted Joggins Fossil Cliffs, another UNESCO site, to inquire about their experience. Joggins is a 15km site, but only 4km is protected and recognized by UNESCO. Provincial legislation protects the shore and cliffs, but much work had to be done with the municipality to establish a new land use planning and zoning by-law that provided a buffer from the cliffs on the land. This by-law also placed restrictions on signage and buildings. It was noted from their experience that a process is outlined in the Municipalities Act which must be followed for that by-law to be active. This is likely the case for Grand Pré as well.

It was confirmed that from Joggins' experience, UNESCO does not impose new legislation. Any legislation relating to land use must already be in place. UNESCO is merely a recognition. Joggins encountered this same common misperception that many people believe in Grand Pré - that the designation adds another layer of protection or restriction.

The Joggins' public engagement process was community led and happened over a 10 year period. Their communications process included presentations, press releases, newsletters, etc. as part of a formal process. They also held a number of workshops to involve the community in visioning and discussions from the outset.

Specifically, Joggins shared two tactics that worked well for them:

- When addressing potentially controversial issues, they prepared and presented a strong recommended stance, knowing there was room to make concessions to bring people on board. This approach was more effective than asking everyone for input and getting something watered down.
- They also identified key people who could serve as ambassadors or champions, knowing that certain people would have a better chance of persuading the majority.

When asked to offer advice for Grand Pré, Joggins encouraged committee leaders to take their time and ensure they are doing due diligence and approaching and engaging the community in the right way. It was also recommended that Grand Pré should be strategic about what to say and when - outline issues and responses in a planned way and then interpret community feedback accurately. It is important to confirm community feedback before proceeding. Joggins cautioned against trying to sell everything at once, recommending instead that it is better to go for bite-sized chunks.

Since their designation, Joggins has seen increased visitation and interest, increased community pride, and an understanding and appreciation for world heritage and their community's place in it. Their web visitation also increased six fold and they have seen more international visitation.

2.5. SWOT

The comprehensive consultation section of this project also included a review of the strengths, weaknesses, opportunities and threats from a communications perspective. Following is a summary of that analysis:

Strengths

From a communications perspective, the strengths of the nomination include:

- Some awareness of UNESCO designations and what it means for a community as opposed to zero recognition.
- Strong leaders - active and committed board and Steering Committee who value and understand the importance of effective communications in leading this process forward.
- Recent Joggins announcement has further increased awareness levels of UNESCO sites amongst media and general public.
- Two UNESCO sites in Nova Scotia have laid a foundation for understanding and experience to draw upon.

Weaknesses

From a communications perspective, the weaknesses of the nomination include:

- Confusion in community is contributing to the spread of misinformation.
- The OUV and boundaries are not defined which leaves many unanswered questions amongst your stakeholders.
- So many unanswered questions breeds lack of confidence in the process.
- While well intended, the communication efforts to date have not answered questions and only added to frustration.

Opportunities

From a communications perspective, the opportunities of the nomination include:

- Opportunity to convert and gain champions once all questions are answered and correct information is shared.
- Once boundary and OUV are defined, there will be an opportunity for clearer communication which can answer some of the critical questions about who, what, where and why.
- Opportunity to create valued partnerships with stakeholders.
- Opportunity to involve youth and influence the next generation of leaders.
- Opportunity to create strong media alliances throughout process.
- Opportunity to communicate what makes Grand Pré so special - with or without a UNESCO designation.

Threats

From a communications perspective, the threats of the nomination include:

- Rushing the process is a serious threat to its success. Take your time.
- Lack of human resources dedicated to the project is a threat to its success.
- Initiating communication prior to having all questions answered is a threat to the project's success.
- Vocal opposition and spreading inaccurate information is a threat.

3.0. Branding

Defining the Message

Branding is a fundamental concept in the field of marketing, but the term is widely misused and misunderstood. ICON defines a brand as the feeling or perception that forms in the hearts and minds of the audience (and stakeholders) when they think about or interact with an entity.

Through a collaborative process with the Steering Committee and some members of the Advisory Committee, a “Brand Flight Plan” has been created for the Grand Pré & Area UNESCO Nomination. Before presenting the Brand Flight Plan in this document, it is important to recap the steps taken during the entire branding process.

3.1. The Branding Process

The project began with an initial consultation meeting with the Steering Committee. During this meeting, the group established the goals of the Steering Committee for the branding strategy discussed the current positioning; identified preliminary issues and potential opportunities; and discussed any potential threats within the operating environment. ICON also requested information for the subsequent steps of the project, such as background research.

Brand Effectiveness Assessment

ICON conducted an assessment of the current brand positioning. This included a review of your website and previously distributed newsletters. While important steps have already taken place to communicate with various stakeholder groups, ICON's assessment determined that, although well intended, these efforts only created more confusion and frustration.

For example, the current website is used as a tool to communicate and create transparency with stakeholders. However, there is a lot of information housed on the site, which may be daunting to those looking for information on how the nomination will affect them. There is a lot of information on the site, but it does not answer questions or clarify the process. This is understandable, though, as the process is evolving and many of the answers stakeholders are looking for are still unknown.

In short, the perceived brand amongst stakeholders, especially the local community, is not as positive as it could be. The stakeholder interviews (described below) confirmed this. However, the primary research conducted also found that current negative perceptions could quickly change once accurate information is shared with stakeholders and their questions are answered.

Environmental Scan

As detailed in Section 2.2 of this document, ICON conducted an analysis of the environment including trends and demographics. Since all aspects of this project are interrelated, ICON used the analysis from Section 2.2 for the Branding component as well.

Stakeholder Interviews

During this phase, ICON conducted a series of interviews with stakeholders to obtain their individual perceptions of your current brand positioning. Interviews were conducted in person and over the phone. Responses gathered proved very valuable in shaping the current brand proposed in the Brand Flight Plan. It is important to note that these interviews were primarily focused on obtaining perceptions of the current brand. By default, these interviews became an important step in engaging many stakeholders when we asked for their input, but the focus was not on quantitative public engagement. The main focus was on branding research.

To summarize the key findings from these interviews the following synopsis is offered for those consulted in the Acadian Community and those consulted who live in the local area of Grand Pré.

Synopsis of Local Area Participant Feedback - In total, 29 individuals were interviewed from the local area of Grand Pré.

1. When you hear the name “Grand Pré” what’s the first thing that comes to mind? Why?

This question prompted mixed responses. Many referred to the land, its beauty, the dykes and the tranquil community they call home. Others referenced the land in a production capacity as farms or vineyards. About half of the respondents referenced the deportation or Acadian history as the first thing that came to mind. Only two respondents immediately shared concerns and fear for the future of their community as an initial reaction when they hear the name “Grand Pré”.

2. What’s your favourite thing about Grand Pré? What explains that?

The majority of respondents described the views of the land, the vistas, the ocean, the dykes and the tranquility and peacefulness of their rural farming community. Some also described the peacefulness of the land having undercurrents of something haunting and/or enchanting.

3. a. Are you aware of Grand Pré’s process to become designated as a UNESCO World Heritage Site?

All respondents were aware of the process. Their levels of awareness ranged from very aware and involved to minimally aware and not actively involved. Some respondents did refer to emails, flyers and community meetings. Others felt misinformation and lack of information to address questions contributes to low awareness levels and misunderstandings.

b. What’s the first thing that comes to mind when you think of the UNESCO World Heritage designation? Why?

Responses to this question were very mixed. Some individuals had no opinions while others did not know or understand what UNESCO is or what the designation means. Several understood and felt proud and honoured to be considered for a UNESCO designation and could foresee benefits for their community. Others were very skeptical and asked lots of questions about UNESCO imposing restrictions, changes to land use and regulations affecting their way of life.

c. How do you feel about this process?

While some respondents felt positive about the process, the majority felt there were too many unanswered questions creating misinformation which is affecting the process.

d. How do you think it will impact you?

Again, responses were mixed. Some felt that increased traffic and economic development would have a positive impact on their community. Others were opposed and felt that increased taxes, traffic and commercial development would negatively impact their community. Many referred to new regulations have an impact on them.

4. What do you believe are the pros and cons of getting a UNESCO World Heritage designation for Grand-Pre?

Interestingly, some items which were listed as pros by some respondents were in contrast listed as cons by others. To summarize, respondents felt that the main advantages of the designation would include increased tourism, increased business and economic development and recognition for the area's history. Others saw increased tourism as a disadvantage noting that increased traffic would be a major concern for the community. The majority of respondents also felt that commercial development should be limited to safeguard against urban sprawl moving into their rural community. Others were concerned with access to newly protected land many more expressed concern over increased property taxes and newly imposed restrictions and regulations on housing and land use.

5. a. Are you familiar with other sites or communities who have become recognized as UNESCO World Heritage Sites?

The majority of respondents listed Lunenburg and Joggins. Some were not aware of any, while others listed Quebec City, Rideau Canal, l'Anse aux Meadows or several in Europe.

b. If so, what is your perception of the impact of that designation?

The perceptions on the impact of a designation are mixed. Some felt Lunenburg was experiencing increased tourism and economic development while others noted increased property taxes and seniors having to give up their homes because they couldn't afford the taxes and regulations. Some respondents shared that the impact is very positive, recognizing a special place in history.

6. If you were in charge of the Grand Pre UNESCO World Heritage nomination process, what is the first thing you would do to improve or enhance it?

The majority of respondents agreed that clarifying the current misinformation and answering the community's question would top their list of things to do to improve the nomination process. Others suggested including all stories, making the designation area larger to include other communities and to provide more concrete examples. Many suggested that the best way to seek consensus, dispel myths and rumours and to come across as more sincere and honest is to go door to door and meet with people at their kitchen tables. Another individual suggested addressing highway infrastructure to accommodate the expected increases in traffic.

Synopsis of Acadian Participant Feedback - In total, 24 individuals from the Acadian community participated in interviews.

1. When you hear the name "Grand Pre" what's the first thing that comes to mind? Why?

This question elicited one main answer, the deportation. It is part of their personal and family history. Grand Pre represents a starting point of their family's connection with this part of the world. Several respondents commented on seeing the area first as children, either as tourists or participants in high school field trips.

2. What's your favourite thing about Grand Pre? What explains that?

This question evoked descriptions of emotions and feelings. Pride was often mentioned, as in pride of the work of ancestors, and pride in how Acadians forged a unique North American culture. Feelings of peace and connection were also mentioned often. For some who are deeply aware of history, the peaceful atmosphere does little to indicate what must have been a profoundly disturbing time in their ancestors' lives. Many describe the area as sacred, having a spiritual aura. None of the interviewees live at Grand Pre.

3.a. Are you aware of Grand Pré's process to become designated as a UNESCO World Heritage Site?

Many respondents indicate an awareness of the process. The majority describe their awareness as minimal.

b. What's the first thing that comes to mind when you think of the UNESCO World Heritage designation? Why?

This question revealed universal and unwavering support by the Acadian interviewees for following through on the nomination bid.

c. How do you feel about this process?

All respondents indicated a willingness to support the proposed designation. A few are even willing to do some work on the project. Unlike those who live near the historic site, the Acadian respondents have few questions to be resolved before offering their full support. They see little or nothing to deter them in offering support.

d. How do you think it will impact you?

This question separates the Acadian respondents from those living in the Grand Pré area. Rather than asking more questions, the majority said a successful nomination would do little more than make them more proud of Grand Pré's place in their family history.

4. What should be the main focus of the story told about Grand Pré?

This question brought forth a couple of themes. While all feel that the deportation is the place to begin the telling of the story, many feel that it must not end there. They want the world to know that the deportation shaped the destiny of the people who were dispersed, that a living culture continues to thrive today, and that the world should know that Acadians continue to make an impact around the world and in many Atlantic region communities today. One respondent articulately summarized that the focus for an international body like UNESCO should be more on Grand Pré's witness to the creation of a new world society, the destruction of that society and then the rebirth of that society in other places.

5. What room may there be to focus on other groups who lived at Grand Pré before and after the deportation, namely the Mikmaq and the Planters?

The answers to this question reveal Acadian pride in making sure the focus of the story remains on them. They know that what makes Grand Pré relevant in history are the events which happened, particularly in the 13 years after 1755. There is nearly universal support for acknowledging the contributions of Mikmaq, whom many described as allies and strong supporters. There is less support for sharing the spotlight with the Planters.

However, all participants agree that the contributions of these groups must be acknowledged, that for the sake of historical accuracy, they cannot be ignored. The majority of responses indicate that Mikmaq must be acknowledged for their support of Acadians in adapting to their new home in Acadie. There is also support for acknowledgement of the Planter contribution of maintaining the land without significant change in the many years since the deportation. Ultimately though, the story told at Grand Pré must be one about survival and the creation of a unique Acadian culture in North America, in the face of trying circumstances brought on by the Grand Derangement.

6. a. Are you familiar with other sites or communities which have been recognized as UNESCO World Heritage Sites?

Nearly all participants have awareness, though minimal, of a world heritage site or two. The majority mentioned Lunenburg and Joggins, the two closest world heritage sites to Grand Pré. Other Canadian and international sites were mentioned too.

b. If so, what is your perception of the value of the (potential) designation?

Some respondents perceive that it could have an economic impact through tourism. The main benefit perceived however, is an endorsement of Acadian culture and history.

7. If you were in charge of the Grand-Pré UNESCO World Heritage process, what is the first thing you would do to improve or enhance it so it is successful?

A few ideas were generated, but what stands out as a contrast to interviews conducted with local residents is the lack of questions on the minds of respondents. Acadians support this nomination without question.

This research provided a strong foundation for several branding and public engagement recommendations included in this report. The most evident common denominator that was revealed during this research was the connection to the land. Regardless of culture, language, history, emotion, politics, or socio-economic class all groups were connected in some way to the lands of Grand Pré. Additionally, the need to be inclusive and sensitive to all stories and each group's connection to the land helped to shape the visual identifier for the nomination project. Likewise, the tagline was crafted to be bilingual, inclusive and sensitive to each group's connection to the land. As the remainder of this report will illustrate, many other recommendations are rooted in the research conducted including the recommendation to conduct face-to-face, door-to-door meetings in the local community to address the current sentiment of misinformation that was so passionately shared during interviews.

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Branding Workshop

The first four stages of ICON's branding process were designed to provide a firm understanding of the current positioning being projected by the Grand Pré UNESCO nomination group and the environment in which it operates. With Step 5, attention turned toward shaping the new brand strategy. During this step, a branding workshop was conducted with members of the Steering Committee and the Advisory Committee on October 22, 2008. This workshop spanned four hours and covered an introduction to branding; a presentation and discussion of findings to date; defining the Brand Platform and brainstorming the components of the Brand Identity and Expression. The input gathered during this workshop formed the basis of the Brand Flight Plan.

Brand Identification

After the branding workshop, ICON conducted a complete review of all of the information collected in the previous steps of the process. From this workshop and an internal brainstorming session, recommendations and rationale for the brand's visual identity, name, logo and tagline were drafted.

Brand Identity Presentation and Action Plan Discussion

On November 12, 2008, ICON met with the Steering Committee to share its draft outline of the Brand Flight Plan including logo mock ups, messaging and the recommended methodology approach. The information shared during this meeting was high level and did not get into specific details. The Committee provided a wealth of valuable feedback which ICON incorporated into this report.

3.2. Brand Platform

The brand platform defines the positioning of the Grand Pré UNESCO Nomination from the inside out. It reflects who the nomination process is, in terms of authenticity, and where it would like to go, in terms of aspiration. It is a combination of what is real about the process and what is remarkable about what it does and is trying to do.

Vision

The vision is a desired description of how the brand should eventually be perceived. In this case, it is part aspiration (focused on successfully securing the UNESCO designation) and part representation of what is already inherent within the nomination culture (demonstration of spiritual and unique connection to the land):

Through open and honest communication, the Grand Pré UNESCO World Heritage Nomination is uniting diverse peoples, cultures and histories to celebrate the individual and collective qualities which make this place so special.

Differentiators

The differentiators are the core aspects that set a brand apart from any competitors. For the Grand Pré UNESCO World Heritage Nomination, there are two differentiators:

Who - A powerful resonance with so many different people, many of whom are not physically located in the immediate physical area.

What - A connection which means different things for different people and spans the tangible and intangible realms.

Promise

This is what the process promises through its customer or stakeholder experience.

For the Grand Pré UNESCO World Heritage Nomination, there is a dual promise:

As leaders of the nomination process, we will listen, be transparent and be accountable while encouraging stakeholder input and fostering appreciation, pride and stewardship for Grand Pré.

Values

These are the values that are intrinsic within the Grand Pré UNESCO World Heritage Nomination brand:

- ***Caring / Stewarding***
- ***Responsible / Accountable***
- ***Honest***
- ***Pride / Enthusiasm***

3.3. The Market

Target Audiences

Defining the target audience provides a focus for the communication of the brand messages. While the Grand Pré UNESCO World Heritage Nomination affects many people, providing a focal point ensures that everyone involved in the implementation of the nomination process has a common picture of the ideal stakeholder.

The ideal stakeholder is like a caricature of the target markets. By providing this characterization, a clear picture of the stakeholder audiences is formed mentally. It's important to note that the entire target audience is wider than this characterization, but shares common traits with this description. The ideal customer definition provides focus for the messaging.

The Grand Pré UNESCO nomination process has four key target audiences:

Acadian Champions

- Progressive leaders in the greater community who are focused on the evolution of their thriving culture.
- Passionate about Grand Pré.

Local Family Champions

- Younger
- Proudly grew up in the area with several generations before them. Gracious stewards of the land who are primarily concerned with *how* their lives will be affected by the designation, rather than *what* the designation is recognizing.
- Passionate about Grand Pré.

Come from Away Champions

- Well-travelled and well-educated who see a strong value in the UNESCO designation.
- Passionate about Grand Pré.

First Nations Champions

- Proud Mi'kmaq leaders who are seeking opportunities to showcase their stories, heritage and way of life.

Expectation

This is what the target audiences expect to receive from their experience with the Grand Pré UNESCO World Heritage Nomination process:

Acadian Champions:

- To celebrate their story in a modern context
- To foster Acadian pride
- To recognize the contributions of their ancestors

Local Family Champions

- To be respected and have their concerns heard
- To preserve their way of life
- To be free of any undue restrictions on their land usage

Come From Away Champions

- To celebrate and preserve their adopted home
- To foster pride of place

First Nations Champions

- To recognize the contributions of their ancestors
- To celebrate their story

3.4. Brand Expression

The Brand Expression shapes how the elements of the brand platform are communicated to the defined target audiences in specific words and messages.

Name

We are essentially branding a process with a limited lifespan. Naturally, the first component of the Brand Expression is the name. To meet the needs of the process, the following name has been recommended; **Nomination Grand Pré**. The name **Nomination Grand Pré** covers both the territory and the lifespan. Once the designation is received the nomination brand will no longer be needed.

Slogan

While the name must cover the obvious elements of location and purpose, additional messages, such as a slogan, may be developed that speak more to the human and emotional connections that are driving the nomination. Based on Committee input and feedback, ICON is recommending the following slogan:

- ***One Land. Many Stories. A Shared Legacy.***
- ***Une terre, riche d'histoire et un héritage en commun.***

After numerous potential slogans were reviewed, this slogan was agreed upon as an appropriate collaboration representing the land, its stories and the sense of moving forward. In particular, the slogan has three main areas of strength:

- it denotes inclusivity and each peoples' common connection to the land.
- it symbolizes the many emotional stories that connect so many different groups to this special place.
- It provides a sense of moving forward and establishing a legacy for future generations.

Purpose

To bring those with a connection to Grand Pré together to celebrate and steward the outstanding universal value that makes this place special and worthy of sharing with the world.

Key Message

This is a brief response to the question, "What do you do?" It is designed to peak interest, then address specific audiences. For Nomination Grand Pré, the key message is:

Overall Message

We are coming together to celebrate and care for this special place - Grand Pré.

Targeted Key Message for Acadian Champions

Grand Pré is a spiritual home for Acadians, where our ancestors' strength showed itself in acts of peace and ingenious adaptation of nature, a guiding light for our thriving culture globally.

Targeted Key Message for Local Family Champions

Grand Pré is the home of our ancestors, honourable stewards of farm land that remains rich because of our respect for those who came before us.

Targeted Key Message for First Nations Champions

Grand Pré is a special place, where the land holds many stories and shares many gifts for those who cared for it throughout the centuries.

Targeted Key Message for Come From Away Champions

Grand Pré is our special place too, where its deep history, agricultural richness, simple beauty and serene ingeniously sculpted landscape instils a spiritual sense of home, where everyone can understand and appreciate the natural, cultural and historical stories which make our province and our country so unique.

The Story

Once a person is engaged by the key message, the story takes the audience to a deeper level of engagement where they begin to envision the benefit they will get from your experience. The story should be genuine and be crafted to reinforce the brand positioning. These stories are also powerful examples that can guide approaches. For Nomination Grand Pré, here is the story:

Nomination Grand Pré exists to bring together all of the diverse peoples, cultures and histories that have a special connection to the lands of the Grand Pré Area. When a First Nations person is asked why Grand Pré is being named a UNESCO World Heritage Site, he will answer “Because those lands hold many stories, including the stories of my people who were stewards of the land for centuries before European settlers arrived.” When a young Acadian schoolgirl hears her parents discussing today’s headline in the newspaper announcing Grand Pré as a UNESCO World Heritage Site, she doesn’t have to ask why. She knows in her heart that Grand Pré is a place which holds many stories, including those of her ancestors who shaped the land, stood for peace and were torn apart only to survive and thrive with a rich culture that spans the globe. When a fifth generation farming family from Hortonville attends a celebratory launch for Grand Pré’s UNESCO nomination, they speak with pride about their agricultural heritage with an inner peace that comes from knowing their way of life will not be threatened or restricted. These are just some examples that demonstrate why **Nomination Grand Pré** is about **“One Land. Many Stories. A Shared Legacy.”**

3.5. Brand Identity

The logo for the nomination process is the most basic visual representation of the brand. Logos should be designed to resonate with purpose, rather than incorporating trendy elements or colours. For Nomination Grand Pré, a number of logo versions were presented to the Steering Committee for review and feedback. Several rounds of edits and revisions took place. The final logo is detailed below.

The logo depicts a strong connection to the land with which all stakeholder groups can identify. It was evident in the branding workshop that despite cultural or historical differences, all stakeholders share a common connection to the lands of Grand Pré. The use of the church calls upon a very recognizable symbol of Grand Pré and acknowledgement of the Acadian story. The star symbolizes a common goal; something everyone can reach towards. The oval shape denotes inclusivity in the process and a sense of coming together.



- Pantone 376
- Pantone 181
- Pantone 123
- Pantone 349
- Pantone 293

Fonts:

Nomination - Avenir LT 85 Heavy
 Grand Pré - Berman Regular

Now that the message has been defined in this Brand Flight Plan, the following section on Communications will address how the message will be managed. Following this, the section on Public Engagement will detail the tactics to deliver the message in the context of a strategic methodology.

4.0. Communications Plan

Managing the Message

The Grand Pré and Area UNESCO World Heritage Nomination process entails a diverse range of communications opportunities and challenges which require careful management. To summarize, there is a tremendous opportunity to communicate locally, globally and across various sectors why Grand Pré and Area is so special and unique, with or without a UNESCO designation. The communications challenge will be to bridge gaps between groups, inform groups that with or without the designation Grand Pré is special in its own right, reverse the current sentiment of frustration resulting from unanswered questions and ensure all future communications are accurate, timely and inclusive.

4.1. Communications Objectives

The focus of our communications efforts will be directed towards education about the process and creating a sense of unity and pride amongst key stakeholder groups. In doing so, we will:

1. Inform and educate all key stakeholder groups about the nomination process and the important role they play.
2. Highlight the contributions each key stakeholder group has made to making the Grand Pré area unique, special and worthy of an international designation.
3. Generate awareness and leverage support for the nomination amongst key stakeholder groups.

These objectives will be achieved through overriding tactics for the process, which are detailed in the public engagement section of this report.

4.2. Target Audiences

- Acadian Community (including those outside Nova Scotia)
- Planters Community
- First Nations Community
- Local Geographic Community
- Greater Valley Geographic Community
- Local Municipal Governments
- Local Media
- MPs & MLAs

4.3. Key Messages & Themes

Deciding what you want to say to each of your target audiences is a crucial step in any planning document. Messages must be simple, straight-forward and speak personally to your target audience. Sometimes, we forget that key messages aren't necessarily what we want to say - but what we want others to know. In crafting key messages, it helps to put yourself in the shoes of your audience. It is important that key messages to targeted groups not focus on the designation; rather key messages serve to rally groups and instill pride and respect regardless of the outcome of the nomination.

OVERALL KEY MESSAGE:

Grand Pré is a special place. So, we're all coming together to care for and celebrate the things that make it so unique.

4.4. Strategic considerations

In any planning process, it is valuable to be aware of some items that will assist in the roll-out phase of the plan. The following items should be taken into consideration during implementation.

- All communication with media should be co-ordinated through one contact, a communications coordinator, who will organize interviews, supply press kits, etc. To ensure consistency, all spokesperson responsibilities will reside with the Co-Chairs of the Advisory Board.
- To ensure consistent and controlled messages, all board members, committee members, partners, staff and champions must be well briefed and receive background materials on the nomination branding and messaging. They should also be advised to forward all media inquiries.

4.5. Issues

This section of the plan identifies existing and potential issues which may impact the success of communication efforts if not effectively managed. Addressing current issues is crucial in order to move forward. Identifying other issues before they occur is effective issues management. By identifying aspects of the nomination process that may be challenged will better prepare the Committee to quickly address such issues should they arise.

Existing

1) Three Planning Processes - There are additional factors in your operating environment which may influence or impact the nomination process. They include the current municipal planning process and the Parks Canada management planning process. Timing for these two processes is coinciding with the process for the UNESCO nomination. For this reason, it is important to identify how the processes interrelate, their interdependence and recommend considerations for communicating their differences and similarities to the various stakeholder groups involved in the nomination process. It is evident that all three processes are targeting the same stakeholder groups. As such, there is serious concern about confusion amongst stakeholders. The three processes are charged by three distinct groups, but share similar challenges and goals. For example, all three processes are focused on engaging their stakeholders to garner sincere consultative results. All three processes address issues pertaining to heritage, protection and conservation at various extents. The three processes share different approaches to those themes, but nonetheless public perception paints them all with the same brush. As such, it will not be sufficient to rely on corporate identities alone to distinguish the three processes. In an effort to distinguish these three processes and simultaneously respect their interrelation and interdependence, the following recommendations are advised.

Recommended Approach - Approach local media for an editorial meeting. Explain there are three separate processes taking place and it would be a valuable service to their readers/listeners to explain the differences. Request three newspaper columns for each process to provide ongoing updates.

As currently taking place, all three groups (federal, municipal & UNESCO) must continue to refer to each others' processes as separate and defer questions to each other as appropriate to keep association of people and processes clear.

Prior to launching the UNESCO nomination brand and prior to the commencement of Parks Canada planning engagement, a separate and independent 1-pager should be created and distributed to all local residents because they are the only stakeholder group impacted by all three processes. This 1-pager will clearly distinguish and explain that the three processes are different and provide contact information for the three separate groups responsible. As an introduction, this will be the only communication piece that will address all three processes at the same time. Any further communication on each process must be kept separate. This 1-pager can be used as a support piece to clarify the differences. All three groups should have copies of this 1-pager on hand during their respective consultations.

2) Communication gaps have created confusion and frustration amongst the local community. Levels of trust and support are low due to misinformation and circulation of inaccurate information.

Recommended Approach - The Committee should not hold any additional public meetings until there is something concrete to share and the community's questions can be answered. It is urged that the Committee follow public engagement recommendations. Continuing to hold meetings where questions remain unanswered only adds to the frustration. As described in the public engagement plan, a community meeting should only be held after one-on-one consultations are complete and all questions gathered from the community during our research are answered. In answering questions and sharing the brand, key messages and united excitement for the area (with or without a UNESCO nomination), the local community will feel part of this important project.

Recommended Response - Openly and honestly admit that communication to date has been challenging due to the nature of the process. Since much of the work was still being defined it was difficult to answer the community's questions. But after one-on-one consultations and boundary definitions are complete, we now have information to share.

3) Lack of communication with the Acadian community has created a misunderstanding surrounding what the UNESCO designation entails.

Recommended Approach - As described in the public engagement strategy, the Acadian community must be informed about the nomination in order to clarify any existing misinformation.

Recommended Response - Openly and honestly admit that the misunderstanding surrounding what the UNESCO designation entails is a result of lack of active communication with the Acadian community due to pending information in the process. Inform the community about the process and share the brand and uniting key messages.

Potential

1) OUV - When the OUV is defined, one or more groups may disagree with what is being proposed to UNESCO for designation. This group(s) may become vocal to garner media attention.

Recommended Approach - Meet with group or key vocal representatives. Discuss their concerns. Explain UNESCO criteria. Invite their input and seek compromise.

Recommended Response - Validate their concerns and refer back to the key message of celebrating all the stories that make Grand Pré special. Reiterate the importance of being inclusive to all stories. If this approach and response are not successful, any media response will note that the Committee met with the group and tried to reach a compromise since the Committee is focused on celebrating all the stories and peoples connected to Grand Pré.

5.0. Public Engagement Strategy

Delivering the Message

The following Public Engagement Strategy will serve as the Steering Committee's blueprint for successful engagement of its various stakeholder groups. The Strategy includes identification of groups to be targeted, recommended consultation processes to ensure stakeholder inclusion, desired outcomes, methodology, resources, timelines and tools for measuring performance of implementation.

5.1. Identification of Groups

As part of its initial consultation with the client, ICON conducted an assessment of all stakeholder groups. That same assessment applies for this section of the plan as well. Refer to Section 2.2.

Public engagement will target the Acadian, Planter & Agricultural communities, the First Nations community, the local community, media, government and the general public.

5.2. Outcome Objectives

- To answer all questions and concerns about the nomination.
- To share accurate information with key stakeholders.
- To gain support from the majority of stakeholders.
- To mitigate and manage any potential opponents.
- To solicit champions who will campaign in support of the nomination.

5.3. Recommended Processes & Methodology to Garner Input

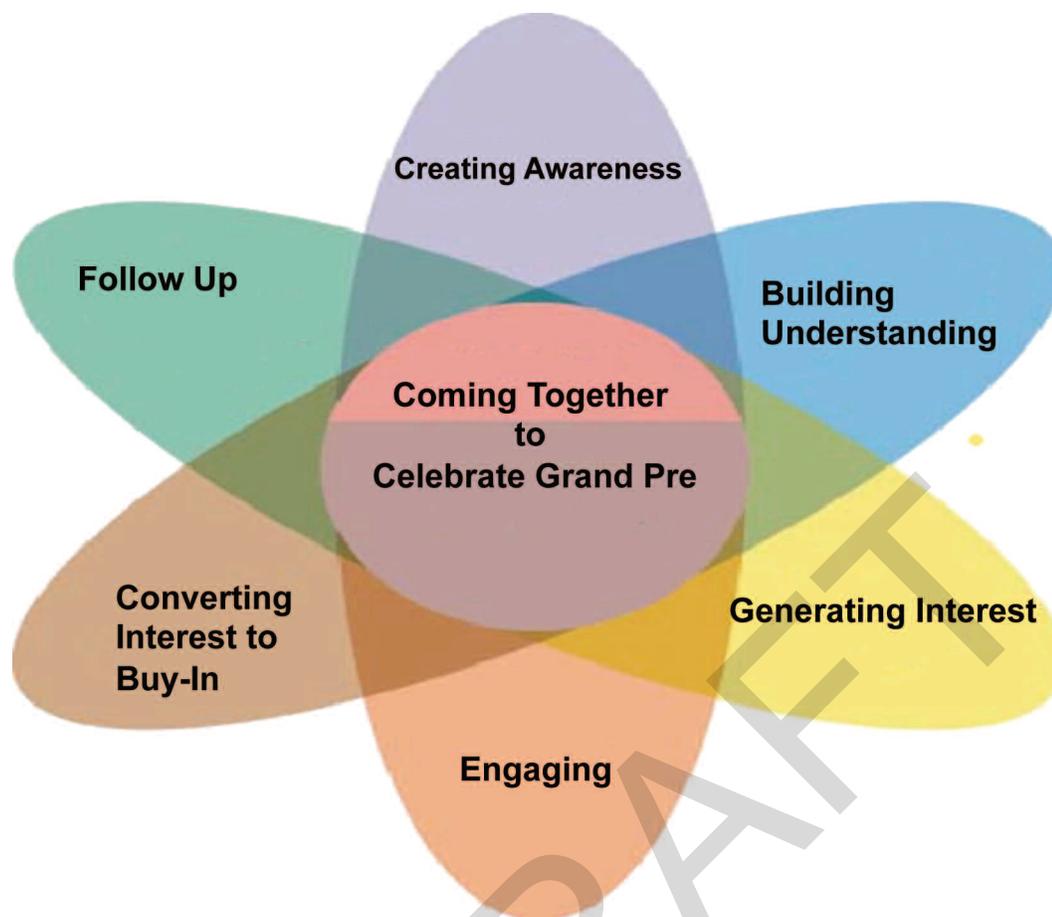
To obtain inclusive input from a cross section of all identified stakeholder groups and other interested individuals and organizations in this project, several research options were explored. What follows is the recommended approach.

Methodology

A brand is a living and breathing entity which should never sit on a shelf. To put a brand strategy into action, it must permeate all activities of an organization. When a brand is put into action, it becomes a vital component of public engagement and communication activities. To establish a strategic framework around those activities and tactics, a methodology is being recommended which dictates a process to enable the brand and related efforts to have the maximum impact. For example, without a methodology which mirrors a process and logic for how people make decisions, actions may unfold in a reverse manner and generate undesired results.

To reach the desired purpose of coming together, ICON is recommending the following methodology for structuring your actions.

Organic Methodology of the Nomination Grand Pré Communications & Public Engagement Process



Creating Awareness. Building Understanding. Generating Interest. Engaging. Converting Interest to Buy-in. Follow up. The logical order of these phases creates momentum in reaching final conversion. Contrarily, if one were to engage before creating awareness and understanding, the likelihood for positive results diminishes. This methodology and the visual representation above also recognizes that this process is more fluid and organic than linear. Each phase in the methodology is not independent from each another. As shown in the graphic above, the phases intersect and overlap which represents the interrelation and interdependence of each phase. Ideally, all stakeholders would follow a clockwise direction to the Follow Up Phase.

The methodology for the public engagement strategy incorporates branding and communications tactics. Since branding, public engagement and communications are so closely interrelated all three strategies follow this methodology for execution of tactics. It is illogical to separate these three strategies. As such, the methodology's action items serve the branding, communication and public engagement strategies.

Recommended Public Engagement

As the graphic above illustrates, engaging is part of an overall process which relies on creating awareness and understanding and generating interest. The interrelation of all these steps proves that no one tactic exists in isolation or strictly resides in a linear phase. The fluid approach allows action items so flow along a path towards conversion and commitment. To put this methodology into action, the following practical tools are recommended to engage each of your specific stakeholders through the phases of awareness, understanding, interest, engagement and follow up.

LOCAL FAMILY CHAMPIONS & COME FROM AWAY CHAMPIONS

Awareness - tactics targeted towards Local Family Champions in this phase serve to share information about the nomination and what it's all about. This audience is already largely aware of the nomination, but a renewed focus on awareness also helps to reinforce the new Nomination Grand Pré brand through specific tactics, including:

Simple Website

The current site contains a great deal of information, but may be daunting for those looking for simple answers about what the nomination is and how it will affect them. The website is a key tool in the branding process for the Local Family Champions stakeholder group. Visually, it should be re-designed to match the brand identity. Content-wise, care must be taken to ensure the text, photos and other information is representative of the values of the nomination process and addresses the stories, needs and expectations of the Local Family Champions stakeholder group. The Grand Pré story of Local Family Champions and Come From Away Champions must be told on the website in the context of the larger story. It would also be highly beneficial to incorporate actual stories and testimonials from key people in this stakeholder group to demonstrate the passion they feel for Grand Pré and the proposed designation.

Understanding - tactics targeted towards Local Family Champions in this phase will support information sharing in an effort to build understanding within the community. Once community members are aware, it is important to follow that awareness with information to help them understand. The following tactics are also an opportunity to reinforce the Nomination Grand Pré brand.

One-on-One Meetings with Local Residents

There is a significant opportunity to build a solid understanding of the nomination with stakeholders through face-to-face meetings. This is a crucial engagement tactic. The approach, tone and message used during these meetings serves as a very real interaction with your brand.

Current confusion and frustration in the local community resulted from not having information to share with residents. During the branding research phase, ICON conducted one-on-one interviews with over 30 local residents. From this experience it was clear that confusion stems from lack of information. Residents have many unanswered questions, as illustrated by the list of questions that arose during our interviews in APPENDIX A. Until these questions can be answered, feelings of frustration and confusion will continue. It is not serving the nomination efforts well to hold public meetings where questions go unanswered. This is the root of the community's concern. In this instance, such attempts at communication are doing more harm than good.

During one-on-one, face-to-face meetings with community members all of their questions should be answered in a professional way which is reflective of the brand. Individuals should also be asked to freely share their vision, ideas, concerns and suggestions. These meetings should be conducted by the recommended new hire (communications coordinator), a member of the steering committee, an identified champion and a representative from another UNESCO site to speak to their experience. A "leave-behind" collateral piece answering all questions in APPENDIX A should be left with individuals after each meeting.

Brochure

As a leave-behind piece from the one-on-one meetings, this simple brochure will clearly articulate the process and answer the most pressing questions for this group.

Media

Building understanding can also take place through the media. As described in the communications plan, the media will become a valuable ally in your efforts to differentiate the three planning processes currently underway in the Grand Pré Area. As such, your relationship with local media should be treated with utmost care, keeping in mind that your exposure in the media is another way to reinforce your brand. Therefore, any future media releases should include the logo and slogan as graphical elements. Key messages should be incorporated within the body content of all communication with media and should strive to reflect the spirit of the brand through quotes. As described in the communications plan, where possible, efforts should be taken to ensure that audio, photography, or video interaction with media reflect the brand positioning. Spokespersons should be prepped on how to incorporate the branding messages within their statements.

Generate Interest - once you create awareness and inform Local Family Champions about the nomination, you are then in a better position to generate interest amongst them. Since they are aware and they understand the nomination, generating interest with these important stakeholders through the following key tactics also helps to reinforce your brand.

Sharing stories

People love stories. To generate interest, record and share all the stories of Grand Pré through your website, a weekly column in local newspapers and a weekly radio call-in spot. Also, encourage others to engage and share their stories too.

Public meetings / sharing sessions

As a way to generate interest, the Committee could organize and host a series of public meetings which would share interesting historical information about Grand Pré as presented by leading historians. These public meetings would also encourage others to share their stories about Grand Pré.

Website enhancement

As interest builds continued enhancements to the website are essential. More detail should be added about the nomination process.

Media relations

Ongoing relations with the media will also help to generate interest. As mentioned above, sharing stories through local media is a great way to generate interest. Media should also be invited to various activities to keep them abreast of the nomination process, in addition to regular news releases and contact.

Engagement - reinforce the Nomination Grand Pré brand when you engage Local Family Champions. The following tactics will reinforce the brand and engage your stakeholders.

Mobilize Champions

Engage key supporters in the Local Family Champions stakeholder group and enlist them as champions of the nomination. Host an information session for champions to fully educate them on their vital role. Also, equip champions with materials and tools they will need to fulfill their duties (i.e. Q&A sheets, brochures, etc). In their role, champions will aid their peers in understanding, becoming interested, engaged and converting to the process.

Continued Website Enhancements

A page could be added to the site which shares the stories of Grand Pré and invite Local Family Champions to share their own through a post on the site.

School Contest

Encourage engagement of younger generations by sponsoring a contest in the schools. A poster contest, a poem contest or a short skit contest are some options for consideration. This contest must focus on pride of place and not the nomination.

Videos - "What Grand Pré means to me..."

Another way to engage Local Family Champions is to encourage people to share what Grand Pré means to them through a video testimonial. A video camera could be set up during public meetings and on location at the National Historic Site. With permission, short clips could be added to the website.

Conversion - once Local Family Champions are aware and engaged, they can more easily be converted to committing to the nomination. Following are suggestions to actively encourage people to commit to the nomination.

Conference

To encourage all local Family Champions and mass public commitment to the nomination, it is suggested that the Committee organize and host a conference at Acadia University. Guest speakers could include historians, other UNESCO sites, a UNESCO representative and key federal and provincial politicians. Local Family Champions should be encouraged to attend by offering them free conference passes.

Commitments

After the conference and dignitary signing event, all Local Family Champions will be asked to sign and encourage others to sign too. They would simply sign a declaration stating that they will be an ambassador for Grand Pré with respect to World Heritage. Signing this declaration has no binding commitments, but it has a symbolic meaning and is a tangible method of measuring support. The "Come to Life" model used in Nova Scotia is a prime example of a successful signing campaign.

Follow-up

Even after conversion and commitment, there are still opportunities to consistently reinforce your brand through personal contact and interaction with these important people. Distribute e-news regularly and ensure hard copy of newsletter should be distributed to all households.

ACADIAN CHAMPIONS

Awareness - tactics targeted towards Acadian Champions in this phase serve to share information and clarify the nomination. While some Acadians are aware of the nomination, many are not. Creating awareness with the Acadian community also helps to reinforce the Nomination Grand Pré brand through specific tactics, including:

Media

To reach the Acadian Champions stakeholder group, and create awareness, special care and attention must be given to the francophone media. All media releases should be distributed to francophone media outlets in French, along with the logo and francophone slogan as graphical elements. Key messages should be incorporated within the body content of all communication with media and should strive to reflect the spirit of the brand through quotes. Having a francophone spokesperson ready and prepared to incorporate the branding messages within their statements is crucial for maximizing your relationship with the francophone media. If effectively managed and maintained, a strong relationship with francophone media will prove to be powerful in building awareness and understanding with the Acadian community.

Understanding - tactics targeted towards Acadian Champions in this phase will support information sharing in an effort to build understanding within the Acadian community. Once key leaders in the Acadian Community are aware, it is important to follow that awareness with information to help them understand and share their understanding with others. The following tactics are also an opportunity to reinforce the Nomination Grand Pré brand.

Series of Presentations to Key Organizations

Similar to the face-to-face meetings with local residents noted earlier, conducting a series of presentations with key Acadian groups (including la FANE, SNA, CSAP, FeCANE, etc.) serves as a direct vehicle for building understanding with these important groups. Meetings should always be conducted in French keeping in mind the message and expectations of this group.

Simple Website

The current site contains a great deal of information but is not translated into French. This may be discouraging for Acadian Champions looking for information on the nomination in their language. The website is a key tool in the branding process and may alienate this key stakeholder group if it is not translated. Content-wise, care must be taken to ensure the text, photos and other information is representative of the values of the nomination process and addresses the stories, needs and expectations of the Acadian Champions stakeholder group. The Acadian story of Grand Pré must be told on the website in the context of the larger story. It would also be highly beneficial to incorporate actual stories and testimonials from key people in the Acadian Community to demonstrate the passion people feel for Grand Pré and the proposed designation.

Generate Interest - once you create awareness and inform the Acadian Champions stakeholder group about the nomination, you are then in a better position to generate interest amongst them. Since they are aware and they understand the nomination, generating interest with these important stakeholders through the following key tactics also helps to reinforce your brand.

Sharing stories

Similar to the “sharing stories approach” suggested for the English-speaking community, care must be given to launching the same campaign with the Francophone community. Significant interest can be generated amongst the Acadian community by sharing stories of Grand Pré through the website, a weekly column in Le Courier, in addition to a weekly radio call-in spot on Radio-Canada and local radio stations in Acadian communities across the province and throughout Atlantic Canada. This will also encourage the Acadian Community to engage and share their stories too.

Public meetings / sharing sessions

As a way to generate interest amongst the Acadian Champions, the Committee could organize and host a series of public meetings in Acadian communities which would share interesting historical information about Grand Pré as presented by leading historians. It is important that these public gatherings have a francophone component. These public meetings would also encourage Acadian Champions to share their stories about Grand Pré.

Website enhancement

As interest builds continued enhancements to the francophone website are essential. More detail should be added about the nomination process as it becomes available.

Media relations

Ongoing relations with the francophone media will also help to generate continued interest. As described earlier, sharing stories through the francophone media is a great way to generate interest. Francophone media should also be invited to various activities to keep them abreast of the nomination process through French translated news releases and regular contact.

Engagement - reinforce the Nomination Grand Pré brand when you engage the Acadian Champions stakeholder group. The following tactics will reinforce the brand and engage these stakeholders.

Mobilize Champions

Engage key supporters in the Acadian community and enlist them as champions of the nomination. Host an information session in French for Acadian Champions to be fully educated on their vital role. Also, equip champions with translated materials and tools they will need to fulfill their duties (i.e. Q&A sheets, brochures, etc). In their role, these champions will help their peers to understand, become interested and engaged and commit to the nomination.

Continued Website Enhancements

A page should be added to the francophone site which shares the stories of Grand Pré and ask others to share their own through a post on the site.

School Contest

Through a partnership with le Conseil Scolaire Acadien Provincial (CSAP) de la Nouvelle-Écosse, launch a contest in CSAP schools across the province to encourage engagement of younger generations. A poster contest, a poem contest or a short skit contest are some options for consideration. Also explore a partnership with Le Conseil Jeunesse Provincial to encourage additional youth participation.

Videos - “What Grand Pré means to me...”

Another way to engage Acadian Champions is to encourage everyone to share what Grand Pré means to them on video. A video camera could be set up during public meetings and on location at the National Historic Site. The question and/or signage must be bilingual to encourage responses in French. With permission, short clips could be added to the francophone website.

Conversion - once Acadian Champions are aware and engaged, they can more easily be converted to committing to the nomination.

Conference

Similar to the conference suggested earlier for the local Family Champions, specific attention should be given to the Francophone component of the agenda. Key groups should be invited to participate and speak (SNA, la FANE, etc.).

Commitments

After the conference and media event when key dignitaries sign on, all Acadian Champions will be asked to sign and encourage others to sign too.

Follow-up

Ensure e-news and newsletter are translated into French for the Acadian Community.

DRAFT

FIRST NATIONS CHAMPIONS

Awareness - There is very little awareness about the nomination amongst this group. Tactics targeted towards First Nations Champions in this phase serve to share information about the nomination. Creating awareness also helps to reinforce the Nomination Grand Pré brand through specific tactics, including:

Series of Presentations to First Nations Community & Leaders

Similar to the meetings with Acadian organizations and leaders noted earlier, the first step will be a presentation to the band council at Glooscap. At this time the band council will be asked for suggestions on the best way to reach their residents and other Mi'kmaq. Always keep in mind the message and expectations of this group.

Understanding - tactics targeted towards First Nations Champions in this phase will support information sharing in an effort to build understanding within that community. Once key leaders in the First Nations Community are aware, it is important to follow that awareness with information to help them understand.

Simple Website

The website should have photos and stories which appeal to the First Nations community to create inclusivity. Content-wise, care must be taken to ensure the text is representative of the values of the nomination process and addresses the stories, needs and expectations of the First Nations Champions stakeholder group. It would also be highly beneficial to incorporate actual stories and testimonials from key people in the First Nations Community to demonstrate support for the proposed designation.

Generate Interest - once you create awareness and inform the First Nations Champions stakeholder group about the nomination, you are then in a better position to generate interest amongst them.

Sharing stories

Similar to the "sharing stories approach" suggested for the English-speaking and French-speaking communities, care must be given to launch the same campaign with the First Nations community. Perhaps a partnership with a local group could encourage story sharing in the Mi'kmaq language.

Public meetings / sharing sessions

As a way to generate interest amongst the First Nations Champions, the Committee could organize and host a series of public meetings in First Nations communities which would share interesting historical information about Grand Pré as presented by leading historians and include historical information about the First Nations presence in the community especially during the time of the Acadians. It is important that these public gatherings have a First Nations component. These public meetings would also encourage First Nations Champions to share their stories about Grand Pré.

Website enhancement

As interest builds continued enhancements to the website are essential. More detail should be added about the nomination process along with more stories that relate to the First Nations community.

Engagement - reinforce the Nomination Grand Pré brand when you engage the First Nations Champions stakeholder group. The following tactics will reinforce the brand and engage these stakeholders.

Mobilize Champions

Engage key supporters in the First Nations community and enlist them as champions of the nomination. Host an information session in their community to fully educate champions on their vital role. Also, equip champions with translated materials and tools they will need to fulfill their duties (i.e. Q&A sheets, brochures, etc).

School Contest

Through a partnership with the local First Nations community, launch a contest in First Nations schools to encourage engagement of younger generations. A poster contest, a poem contest or a short skit contest are some options for consideration. The focus could be on pride in the land.

Conversion - once First Nations Champions are aware and engaged, they can more easily be converted to committing to the nomination.

Conference

To encourage mass public commitment to the nomination, it is suggested that the Committee organize and host a conference at Acadia University. Guest speakers could include historians, other UNESCO sites, a UNESCO representative and key federal and provincial politicians. It is important to have an Aboriginal component to the conference.

Commitments

After the conference and media event when key dignitaries sign on, all First Nations Champions will be asked to sign and encourage others to sign too.

Follow-up

Distribute e-news and hard copies of the newsletter.

TACTICS THAT APPLY TO ALL STAKEHOLDERS

Awareness - tactics targeted towards all stakeholders in this phase serve to share information about the nomination and what it's all about. Creating awareness also helps to reinforce the Nomination Grand Pré brand through specific tactics, including:

Simple Brochure

Create a simple bilingual brochure with three main points about the nomination process. Include new logo, slogan and messaging. This will also serve as a support, leave-behind piece at meetings and events.

Other Collateral Materials and Identity Tools

Collateral materials and identity tools should be developed to support the brand identity and should be implemented consistently. During public engagement it will be important for materials to reflect the brand identity. These materials may include:

- Corporate identity materials (business cards, letterhead, envelopes, forms, etc.)
- Email signatures
- PowerPoint presentations
- Newsletters

Promotion

All future advertising or promotions conducted by the Committee should be designed to reflect the new brand identity outlined in this document.

Bilingual Signage

If appropriate, consistent bilingual signage (for parades or information booths, etc.) should be developed for consistency with the brand identity.

Engagement - reinforce the Nomination Grand Pré brand when you engage with all stakeholders. The following tactics will reinforce the brand and engage all stakeholders.

Song Contest

Similarly, the local music sector could be engaged through a song contest. Criteria would be established and the contest could be sponsored by CBC/Radio-Canada through a partnership agreement. The prize could be recording a demo of the winning song in CBC/Radio-Canada studios and perhaps an ECMA showcase or Les Prix Eloizes.

Support - One of the most important outcomes of consistent brand messaging and identity is garnering the desired support from key stakeholders. When support reaches desired proportions, then nomination staff can secure champions within those stakeholder groups to verbally support the project. Strong support can also be shown in the form of testimonials which will be useful on the website and in collateral materials to help spread the word that support is building.

Implementation - Bringing the new brand positioning to life will involve a concerted effort on the part of the Steering Committee and Advisory Board to complete the transition as a strong, unified and open group. The following items detail critical implementation steps during the branding process which affect the health of the strategy. Only implementation steps related to strategic branding considerations are detailed here. These steps will re-appear in the Action Plan.

“Train the Trainer” Workshop

A workshop should be developed and delivered to include board members, committee members and any staff to educate the participants on the newly defined brand positioning strategy and their role in helping the brand come to life. This session will inform the group about the rollout stages including new website, collateral, letterhead, business cards, etc. It is important to note that this process should ensure key leaders in the group are speaking positively about the new brand; therefore, group members who are seen as influential leaders must take the lead in demonstrating the brand values. It will be reinforced why it is so important for everyone to unite and live the nomination brand on a day-to-day basis.

Update Identity

This step is a considerable undertaking that will include:

- updating the website with the new brand identity and fresh content, pictures, etc. that support the new brand
- creating new e-mail signatures that may be consistently utilized
- creating new business cards, letterhead and envelopes that utilize the new brand identity
- creating new promotional materials and tools that reinforce the new brand identity

Share the Brand - Public Engagement - One-on-One Meetings

In the public engagement section of this report, the importance of one-on-one, face-to-face meetings with key stakeholder groups was outlined. Not only is this approach essential for answering questions, sharing accurate information and making people feel engaged, but it is also a great way to personally share and embody the brand in an intimate way with key stakeholders.

Launch the Brand Publically

Only after all face-to-face, one-on-one meetings have taken place during the public engagement phase will the brand be launched publically. It is key for the first steps in the public engagement to be complete and as much support garnered as possible. When the board and steering committee are ready to launch, the event should involve a special component that will create excitement and stand out from other events while reinforcing the brand positioning.

Measure Progress

Once the brand strategy has been fully launched, it is important to measure its progress in shaping perceptions amongst stakeholder groups. This may be accomplished through a survey of the target audiences to determine their perceptions toward the brand in comparison to initial research conducted during the branding process. The results may validate successful aspects of the brand strategy, while uncovering areas of concern to address.

Reinforce the Brand Positioning

Because a brand is a perception or feeling that resides in the minds of the members of the target audience, it is important to remember that branding is a long-term concept. The brand will be shaped by the sum of experiences, through various touch points, that members of the target audience have with the nomination process. Therefore, it is important to continue to reinforce the brand positioning over and over again at every opportunity.

Conversion - once stakeholders are aware and engaged, they can more easily be converted to committing to the nomination. Following are suggestions to actively encourage people to commit to the nomination. Even after conversion and commitment, there are still opportunities to consistently reinforce your brand through personal contact and interaction with these important people.

Conference

To encourage mass public commitment to the nomination, it is suggested that the Committee organize and host a conference at Acadia University. Guest speakers could include historians, other UNESCO sites, a UNESCO representative and key federal and provincial politicians.

Media event with dignitaries

The conference would culminate with a media event at which time key dignitaries would commit to the nomination by signing a charter, pledging to be a champion of the nomination and encouraging everyone to follow suit.

Commitments

After the conference and media event, there could then be a road show of commitment signing where the Committee would try to secure as many additional names as possible to the charter. They would simply sign a declaration stating that they will be an ambassador for Grand Pré with respect to World Heritage. Signing this declaration has no binding commitments, but it has a symbolic meaning and is a tangible method of measuring support. The "Come to Life" model used in Nova Scotia is a prime example of a successful signing campaign.

Website enhancement

As commitments are added, the names will then be listed on the website.

Personal Contact

During the public engagement phase of this project it was recommended that personal face-to-face contact with key stakeholder groups takes place. Whether a person is phoning, emailing, or talking face-to-face with a staff person, board or committee member, they should be receiving the key message, getting a sense of the values of the nomination process, and feeling that their expectations will be met.

A workshop for board and committee members (and any future staff dedicated to the nomination process, particularly those on the front-line conducting one-on-one engagement with stakeholders), would be a valuable way to gain buy-in on consistent messages. During this workshop, these staff members may come to an agreement on such things as a consistent way to answer questions and or address concerns that reinforce the brand expression.

Interaction

In the day to day delivery of programs and operation of the nomination process, it is important that all interactions with key stakeholders are reflecting the brand values (caring and stewardship, pride and enthusiasm). It is important to communicate these values to current staff, board & committee members, which, in most cases, is mainly a reinforcement of how they are already approaching their role. It is also important to put a process into place that communicates these values to future nomination employees during their training.

Other Recommendations

Don't Rush

It is vitally important to take the time to do things right, especially with the community. Having an aggressive and ambitious timeline will only make your efforts feel pressured and rushed and in turn your stakeholders will feel the same.

Allocate resources to hire a communications coordinator

The public engagement phase of this process is so important it requires the dedication of resources for a communications coordinator who will be specifically charged with implementing the branding, public engagement and communications tactics. As noted in the Committee's budget there is in-kind support from Parks Canada and Kings CED for communications. It should be explored if this in-kind support is adequate to fulfill the duties of implementation. If not, resources should be allocated to hire a communications coordinator. It is crucial that a communications professional commit to these important implementation steps. Dedicated human resources will ensure implementation receives the attention it demands.

Public Meetings with Champions & rep from a UNESCO site

Any future public meetings should only be held after local stakeholders are consulted one-on-one during face-to-face meetings with the communications coordinator. Before the first meeting, identified community champions should be approached and prepped for their participation in the public meetings. Likewise, it will be important to have a representative present from another UNESCO site in Nova Scotia to speak to their experience with the process and their outcomes.

Further Engage Stakeholders

Beyond consultation and meetings, garner more ownership in the process amongst stakeholders by encouraging them to become champions, share their own stories about Grand Pré online or on FaceBook, participate in video testimonials and encourage others to commit as well.

Measure and celebrate your success

Set a target number of supporters who you wish to see sign up for e-news or sign on as champions. Also have a target number for the amount of testimonials added to the site, and attendance numbers at public meetings. Conduct a survey to compare responses to those gathered during the branding interviews with stakeholders.

Components of this strategy are incorporated into the action plan section of this report and feature timelines, assignment of responsibilities, and budgetary requirements.

6.0. Action Plan

Action	Lead	Timing	Budget
Develop Q&A 1-pager which answers all questions that came up during research.	Committee	December 15, 2008	n/a
Assign a person to be dedicated to implementing and carrying out the steps required – preferably a professional with communications training and experience. (Either new hire or re-allocated personnel within Parks or Kings CED as per the budget.) This dedicated personnel will be herein referred to as Communications Coordinator”.	Committee & Board	January 15, 2009	\$700 position advertising if applicable \$28,000 (your budget lists in-kind PR & communications from Kings CED & Parks Canada. Is this in the form of dedicated personnel?)
“Train the Trainer” Workshop – information about new brand	Committee	January 30, 2009	\$100 meeting expenses
Branding Information Sessions with Board	Communications Coordinator	February 6, 2009	\$100 meeting expenses
Update identity (photos, letterhead, envelopes, email signatures, business cards, etc) using logo & slogan.	Communications Coordinator	February 13, 2009	\$1200 graphic design \$500 letterhead printing \$500 envelope printing \$250 business card printing
Media Relations – editorial meeting with various local media to explain 3 processes.	Communications Coordinator	February 20, 2009	\$100 meeting expenses
Create & distribute 1 pager for “The Three Processes”	Communications Coordinator, Steering Committee, Parks & Municipality	February 20, 2009	\$1500 printing
Create simple brochure (using logo, slogan & key messages)	Communications Coordinator with graphic design support	February 20, 2009	\$1000 graphic design \$1500 printing (depends on quantity)
Update and simplify website(using logo, slogan & key messages)	Communications Coordinator with web designer support initially, then through Contribute software, coordinator will manage ongoing edits	February 20, 2009	\$2500 web designer \$350 Contribute editing software
One-on-One Meetings (utilize key messages)	Communications Coordinator	March 31, 2009	\$500 travel expenses
Gather emails for e-news	Communications Coordinator	March 31, 2009	n/a
Presentations to Stakeholders (utilize key messages)	Communications Coordinator	April 17, 2009	\$700 travel expenses
Produce promotional materials with new logo for upcoming activities	Communications Coordinator	April 24, 2009	\$1000 for production costs
Produce Signage with new logo for upcoming events	Communications Coordinator	April 20, 2009	\$600 graphic design \$1500 production
Write and distribute regular e-news and newsletter	Communications Coordinator	May 1, 2009	\$250 printing hard copies
Launch “Sharing Stories” Campaign	Communications Coordinator	May 8, 2009	\$500 costs for launch event
Media relations - request weekly newspaper column for updates, request weekly radio call in interview.	Communications Coordinator	May 15, 2009	n/a
Host public information meetings with historians and invite public to share their Grand Pre stories	Communications Coordinator	May 29, 2009 June 5, 2009 June 12, 2009 June 19, 2009 June 26, 2009	\$2000 event logistics & travel
Continue to enhance the website – add updates and stories collected at public information meetings	Communications Coordinator	July 3, 2009	n/a through initial set up of Contribute editing software

Action	Lead	Timing	Budget
Continue to keep media involved in activities, issue releases, continue weekly column and radio call-ins which provide updates and interesting facts/tidbits about Grand Pre and UNESCO.	Communications Coordinator	Ongoing	n/a
Mobilize champions and provide them with training and tools to fulfill their role as a champion for the nomination	Steering Committee & Communications Coordinator	July 10, 2009	\$100 meeting expenses (collateral materials they will use as tools are already produced)
Continue to enhance website – add a page where people can post their stories about Grand Pre	Communications Coordinator	Ongoing	n/a through initial set up of Contribute editing software
Continue regular distribution of e-news and newsletter	Communications Coordinator	Ongoing	\$250 printing hard copies
Coordinate song contest	Communications Coordinator	July 31, 2009	\$500 promotional expenses - prize will be demo recording, partner with CBC for in-kind contribution
Collect video testimonials where people share why Grand Pre is so special for them	Communications Coordinator	August 28, 2009	\$500 travel and misc
Coordinate school contest (poster or poem)	Communications Coordinator	October 23, 2009	\$500 promotional expenses \$200 prizes
Organize and host conference	Communications Coordinator	November 6, 2009	\$5000 venue, logistics, travel, meals, speaker gifts, sound, materials, etc.
Media event with dignitaries	Communications Coordinator	November 6, 2009	\$500 materials, event logistics
Encourage commitments – charter signings	Communications Coordinator	November 30, 2009	
Continue website enhancements – add page to display names of all those who signed on to commit to the nomination	Communications Coordinator	Ongoing up to and after dossier is submitted	n/a through initial set up of Contribute editing software
Continue to keep media involved in activities, issue releases, continue weekly column and radio call-ins which provide updates and interesting facts/tidbits about Grand Pre and UNESCO.	Communications Coordinator	Ongoing up to and after dossier is submitted	
Write and distribute regular e-news and newsletter	Communications Coordinator	Ongoing up to and after dossier is submitted	
When appropriate, hold public meetings in local community	Steering Committee	Ongoing up to and after dossier is submitted	
GRAND TOTAL			\$54,000 before HST

These recommendations are based on an optimal approach which acknowledges budgetary limits. There may be adjustments to this budget based on feedback from the Committee.

This budget appears to fall within the parameters of the Communications & Public Relations budget line for the Committee. However, clarification regarding allocation of in-kind support versus cash support is necessary. If in-kind support is in the form of dedicated personnel, then this budget total will decrease significantly.

After December 31, 2009 the Communications Coordinator's duties can be scaled back to part-time or may terminate with responsibilities shifting to Kings CED.

Please note that production costs are estimates only and are dependant upon such factors as quantity, panels, folds, colours, etc.

Appendix A: Part 1

Questions in the Community

Questions People Want Answered

The Process:

1. Where did this idea come from? Who had the idea?
2. Who is leading this process? Who are the players?
3. How long will this process go? What's the deadline?
4. Who is being consulted? Acadians? Planters? Farmers? Residents? Mikmaq? Business People?
5. How are they being consulted?
6. Why was Grand Pré nominated?
7. What makes the designated area unique?
8. Who is paying for this process? How much is being spent? For how long?
9. What financial input is required by people in the area?
10. What makes it worth the investment?
11. What stages or steps will take place?
12. What are the motives of UNESCO, Parks Canada, the municipality and all other partners?
13. What are their roles?
14. What is our role?
15. What public input do you want?
16. We hear it's "community driven." What makes it so?
17. Who is really driving this effort?
18. How will we be kept up to date on progress?
19. What's the connection with the new community association?
20. What's the connection with the municipal planning process?
21. Where else has this been done?
22. Who has to be impressed?
23. What is UNESCO?
24. Why do they give these designations?
25. What does UNESCO want from us?
26. What will tell UNESCO if the nomination has our support?
27. What makes that fair, honest and democratic?
28. Will there be a plebiscite or vote?
29. Why is it necessary for Grand Pré to achieve this designation?
30. What will be the tangible benefits to area residents?
31. Why "protect" what is already protected?

The area to be designated:

1. Where is it? What's included?
2. What will it look like after the designation?
3. Who decided that? Why?
4. What makes it "internationally significant," worthy or special?
5. Where is the research to back it up? Who did that research?
6. What tells you the research is balanced, fair and true?
7. What are the fundamental elements of the story to be told to the world?
8. What about the Acadian story, the Planters story, the story of the Mikmaq and the landscape?
9. What is so special about this area to be designated?

Impact of the designation:

1. What will the final product look like?
2. What will its impact be on my day to day life?
3. What will be the benefit or impact on the community? Kings County? Nova Scotia? Canada?
4. What will happen to the rural way of life?
5. What will happen to the views and the landscape?
6. What will protect the heritage any more than it is already protected?
7. What tells you it will protect this heritage?
8. In what way will restrictions and covenants affect daily life?
9. In what way will restrictions and covenants protect people and heritage?
10. In what way will restrictions and covenants affect business and farming?
11. Are the restrictions and covenants written in stone?
12. If not, what will it take to change them?
13. What new agreements or contracts will people be expected to sign?
14. Where are the communities to be included?
15. What about the Mikmaq and their land claims? What could happen there?
16. Why were some areas included while others were left out?
17. What about Hantsport, St. Croix, Falmouth and Windsor?
18. Who will oversee the designation and how it is implemented?
19. What will be the administrative structure?
20. How will it be governed?
21. What accountability will there be to the public by these bodies?
22. What money will come from governments or UNESCO to implement the designation?
23. What about a trust fund to support the designation?

24. What new buildings, roads, signs or infrastructure will be necessary?
25. Who pays for that?
26. How much traffic will it generate? Vehicles? Pedestrians?
27. How will that traffic be handled?
28. Will farm machinery still be able to get to the dikes?
29. Who will be responsible for governing the dike land?
30. Who will be able to have access to the dikes?
31. What will happen to the current rules of access to the dikes?
32. What if some tourist doesn't like the smell of the manure spread there?
33. What happens to the dike board? How much of their revenue will go to this project?
34. How is the dike board's view represented?
35. What happened in other places that were designated like Lunenburg and Joggins?
36. What will happen to the rules around renovation of homes and properties?
37. Who will be affected by changes in rules, bylaws etc?
38. What if the values of farmers and business people clash?
39. What will be in place to resolve conflicts and disputes?
40. What new business opportunities will occur?
41. What tax breaks/incentives will be provided to residents so that they may face these changes?
42. How does this designation compare to the creation of a Historic District?
43. Will people be able to opt in or opt out? Why or why not?
44. What room will there be for residential development?
45. What opportunity will there be for commercial development?
46. Who will make these development decisions?
47. What are your predictions on tourism numbers after the designation? Based on what?
48. Where will they be from? When will they come here?
49. What restrictions will there be on development, farming, access and properties?
50. What will be the impact on property values? Assessments? Property taxes?
51. What will be the impact on those who want to sell homes and properties?
52. What if you want to apply for rezoning of land, especially farm land?
53. What protection is there from big commercial "Walt Disney" developments?
54. What impact will there be for Parks Canada and its budget?
55. If designation occurs, what new activities will take place at the historic site?

Appendix A: Part 2

Questions in Acadian Community

1. What specifically is the designation acknowledging?
2. Is it more than the Park?
3. If there are other aspects to the designation, where does the Acadian story fit?
4. How will the Acadian story be told in relation to the other stories?
5. Who is leading the process?
6. When will the designation happen?
7. How will the Acadian community be involved? To what extent?
8. The Acadian story is universally relevant and worthy of a UNESCO designation. We don't mind sharing the recognition to include other stories, but how will all these stories be presented to UNESCO?
9. How will the designation affect the Park site?

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