

Economic Development and Planning Committee

Tuesday, February 4, 2014, 4:45 pm City Hall, Council Chambers

Committee Members
Councillor M. McFall, Chair
Councillor D. Beatty
Councillor M. Kalivas
Councillor D. LeSueur
Mayor D. Henderson,
Ex-Officio

Areas of Responsibility
Economic Development
Planning
Chamber of Commerce
DBIA
Heritage Brockville

Economic Development Advisory Team Museum Board Library Board Arts Centre Tourism

Page

COMMITTEE AGENDA

MOTION TO MOVE INTO CLOSED SESSION (4:30 pm)

THAT pursuant to Municipal Act, 2001, Section 239, Sub. 2, (c), the Committee resolve itself into Closed Session to consider:

 a proposed or pending acquisition or disposition of land by the municipality or local board:

REPORT OF THE COMMITTEE FROM CLOSED SESSION

THAT the EDP Committee rise from Closed Session and the Chairman report that all recommendation(s) adopted in Closed Session, be adopted.

DISCLOSURE OF INTEREST

DELEGATION(S) AND PRESENTATION(S)

4 1. Innovation Centre

Mr. Michael Mann, CEO, Launch Labs will address the Committee regarding innovation centres.

CORRESPONDENCE

9 - 66
1. The Thousand Islands Area Residents' Association
Request for Support to nominate Upper St. Lawrence River as a Canadian
Heritage River

THAT the Council of the Corporation of the City of Brockville confirm its endorsement of the submission by the Thousand Islands Area Residents' Association (TIARA) nominating the Upper St. Lawrence River as a Canadian Heritage River.

STAFF REPORTS

67 - 75 1. 2013-141-12 Festival and Events Co-ordinator

(This matter was referred from the EDP meeting of December 3rd. Additional information has been prepared and is attached to this agenda from the Brockville and District Chamber of Commerce.)

THAT the Economic Development and Planning Committee recommend to Council the establishment of a festival and events reserve account being \$115,000 +1- surplus generated from profit of the Tall Ships Festival- 1812 Tour, and further;

THAT the City enter into a three year contractual agreement with the Brockville and District Chamber of Commerce/Tourism Office for a Festival and Event Coordinator position with terms and conditions to be presented to Council at a later date for ratification.

NEW BUSINESS - REPORT FROM MEMBERS OF COUNCIL

76 - 80 1. Innovation Centre (Councillor D. LeSueur)

(This matter was referred from the November EDP meeting.)

THAT Council authorizes the addition to the Economic Development Department work plan, the research and participation of the Director of Economic Development for the City of Brockville, with the committee for creating an Innovation Centre; and

THAT the Director of Economic Development communicate and input ideas along with NRC, Invest Ottawa, Launch Labs (Kingston), United Counties of Leeds and Grenville, the 1000 Islands Community Development Corporation,

Leeds and Grenville Computer Technology Centre, the local Angel Group, interested council members and other partners who might join; and

THAT the Economic Development Department help with and advise on potential plans forward; and

THAT Council recognizes the importance of job creation that comes with Innovation Centres, as per our Economic Development Plan of 2010 which was adopted by Council, in which Innovation Centres are mentioned as a goal; and

THAT hours were spent on the greatest event Brockville has seen in years, the Tall Ships Festival and now the City's most economical way to create jobs should be looked at.

Brainstorming

CONSENT AGENDA

ADJOURNMENT

THAT the Economic Development and Planning Committee adjourned its meeting until the next regular meeting scheduled for March 4, 2014.



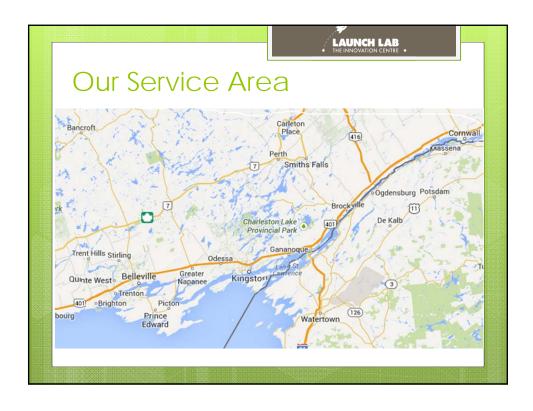
LAUNCH LAB

Who Are We?

We are a team of entrepreneurs from Eastern Ontario helping other entrepreneurs. We are funded by the provincial government.

Our goal is to be the catalyst for driving economic growth and prosperity through entrepreneurship and the commercialization of innovations as part of the Ontario Network of Entrepreneurs (ONE) in Eastern Ontario.

There is no cost to clients who engage our services.







What Don't We Do?

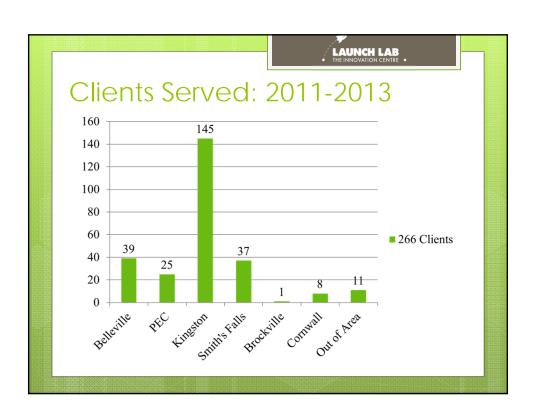
- We do not share your confidential information as our staff is bound by non-disclosure agreements
- We can provide guidance and assistance, but we do not do the work for you
- We are not a source of funding but are able to offer advice/mentorship to help narrow your focus
- We will not stand in the way of our clients' success



Our Process

- Submit your business information through the Get Started button on our website
- Come for an initial Discovery Meeting with our administrative staff so we can learn more about you, your business, and how we can help
- Work together to ensure your business fundamentals are in place
- Prepare a pitch presentation for our team of Entrepreneurs in Residence (EIRs), our business specialists who can offer advice and guidance
- Work together with our team to bring your business to the next level







Thousand Islands Area Residents' Association

An association dedicated to the preservation of the beauty and character of the Thousand Islands region

December 2, 2013

Ms. Sandra Seale City of Brockville 1 King St. W Brockville ON K6V 7A5

Directors

Laura Bell

Michael Bell

Pamela Bliss

Martin Bordt

David Bull **Executive Director** & Acting President

Joy Macklem

Marion MacLeod Secretary/Treasurer

Dr. Harry McAdie

Michael McCarthy

Margot Miller

Brian Reynolds

Dear Ms. Seale,

During 2007, we made a presentation to Brockville City Council seeking its support for our project to designate the St. Lawrence River, between Kingston and the Quebec border, a Canadian Heritage River. We are re pleased to report that after much work over several years, the process is nearing completion. TIARA (The Thousand Islands Area Residents' Association) undertook the project feeling strongly that the St. Lawrence, bound up closely with so much of Canada's proud history, and with its outstanding natural and cultural values, richly deserves such a nomination. There are currently 37 designated "Heritage Rivers" in Canada and it was inconceivable to us that the Upper St. Lawrence should not be among them.

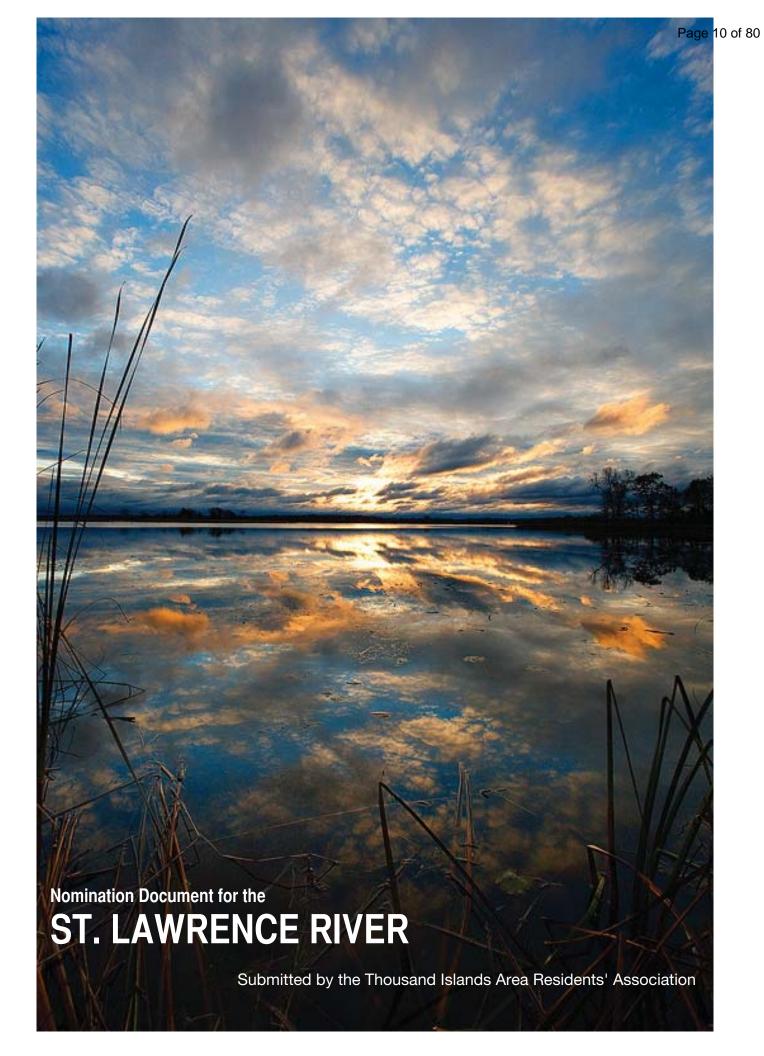
Following our presentation in 2007, we were encouraged and grateful to receive a letter of support from your municipality for our initiative. Since then, after several years of research, our nomination document was prepared and formally presented to the Canadian Heritage Rivers Board of Directors in May 2011. (This document is attached if you wish to review it.) The Board's final requirement is that TIARA ask each municipality along the river to confirm its endorsement of our nomination by a Motion of Council. (We have attached a draft motion which Council may wish to consider.)

Our volunteers would be very glad to answer any further questions you may have about the designation or the process. We can perhaps accomplish this by correspondence, or we would be happy to attend one of your Council meetings for this purpose, if you wish.

As a last step, the Canadian Heritage Rivers Board will present our nomination to the Minister of Environment Canada for final approval. We are looking forward to the day when the St. Lawrence can officially join this "hall of fame" of Canadian rivers, a designation of which we will all be proud.

Yours sincerely, Blu Mackintosh

St. Lawrence Heritage River Project Committee



St. Lawrence River CHRS Nomination |

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River Nomination

Whereas, the St. Lawrence River, known to First Nations as Kaniataraowaneneh (the majestic and magnificent river), was the central artery for exploration, commerce and cross-cultural contact between aboriginal groups and European settlers.

Whereas, the Upper St. Lawrence region shows evidence of prehistoric Aboriginal occupation as early as the Paleo-Indian period (9000 - 5000 BCE).

Whereas, Europeans arrived in the Upper St. Lawrence region in the 1600s, providing Canadians with almost 400 years of history related to exploration, trade, conflict and settlement.

Whereas, the Upper St. Lawrence River was and continues to be a vital transportation route, helping to sustain earlier fur and timber trades and present-day international trade.

Whereas, numerous fortification-based communities can be found along the north shore of the Upper St. Lawrence, revealing the stories of relations among First Nations and Europeans and between Canadians and Americans.

Whereas, the Upper St. Lawrence offers a rich social history of trade between Canada and the U.S. spanning more than a century.

Whereas, the region was the scene of many battles that marked significant points in the development of Canada as a nation – from the Beaver Wars and the French and Indian War, to the War of 1812 and Rebellions of 1837 — and was a hotbed of activity during the American Civil War.

Whereas, the construction of the Seaway on the Upper St. Lawrence River offers a unique and poignant story of the "Lost Villages" and the industrial development of Canada.

Whereas, well-preserved homesteads and buildings showcase a range of building and living styles from the nineteenth century.

Whereas, the Upper St. Lawrence traverses an area that represents more than one billion years of evolutionary history.

Whereas, the Upper St. Lawrence River consists of a complex array of habitats including more than 1,800 islands, 2,000 shoals and thousands of hectares of coastal wetlands.

Whereas, the Upper St. Lawrence is situated in the centre of the most important area of ecological connectivity east of the Rocky Mountains, with Algonquin Park to the north and Adironacks State Park in New York State to the south.

Whereas, the region is home to the Frontenac Arch Biosphere, one of 15 UNESCO-designated biospheres in Canada.

Whereas, the Upper St. Lawrence is home to 31 species at risk and supports more than 88 species of fish in the Thousand Islands area alone.

Whereas, the Upper St. Lawrence has an impressive network of scenic roads and hiking and biking trails along both its north and south shores, most prominent of which is the Thousand Island Parkway.

Whereas, the Upper St. Lawrence River includes the full range of water-based activities such as boating, angling, camping, hiking, and natural and cultural appreciation, which work together to form a unique river-touring experience.

Whereas, environmental, cultural and recreational groups on both the Ontario and American sides of the Upper St. Lawrence work together to conserve and celebrate the river's rich heritage.

Therefore, it is recommended by the Province of Ontario that the 200-kilometre-long section of the St. Lawrence River bordering the Province of Ontario, from the headwaters at Kingston on Lake Ontario to Lake St. Francis, be nominated to the Canadian Heritage Rivers System for the purpose of recognizing, celebrating and conserving the River's outstanding cultural heritage values.

Honourable Linda Jeffrey Minister of Natural Resources Province of Ontario

Date

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Executive Summary

This document presents the case in support of the nomination of the Upper St. Lawrence River for inclusion in the Canadian Heritage Rivers System. The nomination is based on the river's cultural heritage values, and covers the area from the St. Lawrence's headwaters at Kingston to the Ontario-Québec border.

The Upper St. Lawrence River has a long and storied role in the pre-history and development of Canada. Activity on the river can be traced back to prehistoric times. From the fur trade to the lumber trade, the St. Lawrence River served as the shipping link between the Atlantic Ocean and the Canadian interior, and was used by Aboriginal and European communities alike. By enabling the trading of Canada's natural resources, it was a key facilitator of Canada's development as a country.

Today, the Upper St. Lawrence boasts abundant historic sites and museums along its length, offers a stunning and internationally-recognized riparian environment in the Thousand Islands, and remains a vital transportation route linking the Atlantic Ocean to the Great Lakes.

Designating the Ontario portion of the St. Lawrence River would address recognized gaps in the Canadian heritage river network. This section of the river crosses both international and provincial boundaries; has been the backdrop for Aboriginal and European crosscultural contact; boasts distinctive architecture inspired by the river; and is home to well-developed and nationally recognized land-based tourism attractions.

Future designation of the Ontario portion of the St. Lawrence will build on the considerable community support and momentum that exists on both the Canadian and American sides of the river. There already exists a strong grassroots commitment to sustainable living and stewardship of cultural and natural values built by initiatives such as the Frontenac Arch Biosphere Reserve. Disparate communities in the region are working together and building networks.

Designating the Ontario portion of the St. Lawrence River as a heritage river will build upon this strong foundation in the interests of protecting, enhancing, and publicizing the cultural and natural heritage of this special waterway.

INTRODUCTION

1.1 The Upper St. Lawrence River Heritage Designation

The St. Lawrence River holds a unique and special place in the development and daily life of Canada. Kaniataraowaneneh (the majestic and magnificent river), as the St. Lawrence was first named, is a mother river of Canada. It was the central artery for exploration, commerce and cross-cultural contact between aboriginal groups and European settlers. Linking the Atlantic Ocean to the Great Lakes, the St. Lawrence River was and continues to be a vital transportation route. For these reasons and more, the St. Lawrence is a worthy addition to the Canadian Heritage Rivers System (CHRS).

There has been a growing interest within the communities along the Canadian and American sides of the river to seek heritage river status for the St. Lawrence. It is felt that such a designation would significantly increase awareness of the river's cultural, natural and recreational values and encourage its conservation and sustainable management.

In August 2007, the Thousand Islands Area Residents' Association (TIARA) accepted the leadership role in preparing the nomination for heritage river status for the Ontario section of the St. Lawrence River, from Kingston to just east of Cornwall. At this time, the Québec Government does not participate in the CHRS program.

TIARA is a grassroots organization of some 650 members, drawn from Canadian and American landowners in the Thousand Islands and along the shoreline of the St. Lawrence from Kingston to Brockville, Ontario.

TIARA embarked on an extensive round of meetings with all local governments along the Ontario side of the river, including the Band Council of the Mohawk of Akwesasne. As well, in the summer of 2008, TIARA commissioned an extensive study of the cultural and natural values of the St. Lawrence River.

Finally, TIARA created the St. Lawrence Heritage River Committee to advise on the nomination process and to set in motion a Management Plan for the river. The Committee is made up of two TIARA Board members, one First Nations and one tourism industry representative, one historian and two additional stakeholders (see Appendix x for the membership list).

1.1.1 Community Support

There is widespread support on both sides of the river for nominating the Upper St. Lawrence1 as a Canadian Heritage River. Many individuals representing organizations in Ontario and New York State are contributing to this initiative. Meetings have taken place in communities along the river, tapping into considerable enthusiasm.

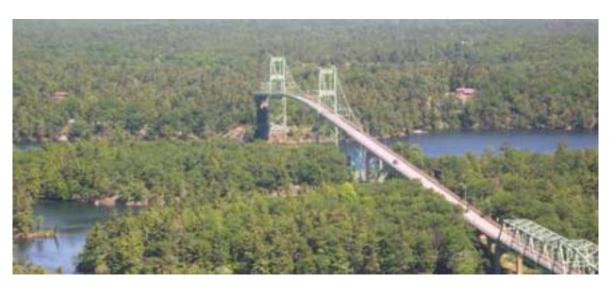
Typical was a meeting in Brockville in December 2009, where more than 50 representatives from municipal governments, Canadian and American government and non-government agencies, the Akwesasne First Nation and academic institutions discussed holistic approaches for managing the river and building partnerships. Several participants made the case that securing heritage river status would be an effective way to promote and protect the historical and aesthetic values of the river and to spur the creation of a Management Plan and stewardship council.

The heritage river nomination process is a natural outgrowth of existing and well-supported initiatives to secure the cultural and natural health of the region, such as the Algonquin to Adirondack project and the Frontenac Arch Biosphere Reserve.

1.1.2 Methodology

The Upper St. Lawrence River nomination document identifies significant cultural, natural and recreational values found on the Ontario section of the St. Lawrence River, as defined by Canadian Heritage Rivers Board guidelines. The nomination is based on the river's outstanding cultural heritage values.

Ivy Lea Bridge



1.2 The Canadian Heritage Rivers System

The mandate of the CHRS is to promote, protect and enhance Canada's river heritage and to ensure that Canada's leading rivers are managed in a sustainable manner. One way it fulfils its mandate is by recognizing rivers with significant natural or cultural heritage values, and outstanding recreational values that are backed by community support for a management plan.

Designating a Canadian heritage river is a two-step process overseen by the Canadian Heritage Rivers Board. The Board is made up of 15 members appointed by federal, provincial and territorial governments. First, typically working with a local group of interested citizens, a province or territory submits a nomination proposal to the Board that shows how the proposed river meets the selection criteria.

If the nomination is accepted by the Board, the local group develops a Heritage Strategy with wide community involvement that ensures the river's heritage values will be protected for future generations. The Board will consider, and if appropriate endorse the Heritage Strategy, and recommend the river's designation to the jurisdictional minister responsible for CHRS. The river is officially designated once jurisdictional and federal ministerial approval has been granted.

Currently there are 37 designated Canadian heritage rivers, and four rivers that have received nomination.

1.3 Location and Description of the Upper St. Lawrence River

In its entirety, the St. Lawrence River is the tenth largest in the world in terms of flow. The Upper St. Lawrence itself consists of a complex array of habitats including more than 1,800 islands, 2,000 shoals and thousands of hectares of coastal wetlands.

Old Galop Canal and Lock at Cardinal



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The Ontario portion of the river measures approximately 200 kilometres long, from the headwaters at Kingston to the Quebec border, some 30 kilometres east of Cornwall. The Upper St. Lawrence can be divided into four sections. The first section runs from Kingston to Mallorytown Landing. In this zone, the hydrology transitions from lake to river. Management challenges include habitat degradation, loss of biodiversity and maintenance of adequate water levels. Here are provincial and national parks and the beauty of the Thousand Islands.

The second stretch of the Upper St. Lawrence runs from Brockville through Johnstown, Ontario. This stretch is straight and fairly narrow. The water is fast moving and has great clarity, offering superb diving opportunities. The river becomes heavily channelized from approximately Prescott to Johnstown. The area features a fortification built in the early nineteenth century and excellent fish habitat just east of Prescott.

The third section is Lake St. Lawrence, an artificial lake created during the construction of the St. Lawrence Seaway. This is where the original character of the river has been most affected. The Seaway brought dams, locks and flooding, which inundated 10 Ontario villages, now collectively known as the "Lost Villages." The now placid waters are populated by carp and walleye. Affects on water quality from industrialization is the primary management challenge.

The fourth section, from the Moses-Saunders Dam to the Ontario-Québec border, is called Lake St. Francis. The lake's level is controlled by the Moses-Saunders Dam and the Beauharnois Dam. There are islands, and the coastal wetlands are rich in biodiversity. The Akwesasne First Nation Reserve is located at the eastern edge of the Upper St. Lawrence.

Looking at the river from a macro level, the Upper St. Lawrence is situated in the most important area of ecological connectivity east of the Rocky Mountains, with Algonquin Park to the north and Adironacks State Park in New York State to the south.

1.4 Role of the Upper St. Lawrence River in the Canadian Heritage Rivers System

For the first 10 years of the program, the primary goal of the CHRS was to cooperatively build a system with heritage rivers in each province and territory. For the second decade, the program focused on building value and recognition in the system and sustaining river heritage.

For the program's third decade, the 2008-2018 Canadian Heritage Rivers System Strategic Plan defined four priorities. They are to: "build a comprehensive and representative system that recognizes Canada's river heritage"; "conserve the natural, cultural, and recreational values and integrity of designated Canadian Heritage rivers"; "engage communities and partners to maximize the full range of benefits associated with the Canadian heritage rivers program"; and "foster excellence in river management."

Where are those gaps? The Canadian Heritage Rivers Board commissioned a report to help answer that question. The report concluded that, for cultural heritage values, the eight most underrepresented "cultural framework elements" are: Agricultural Extraction, Architectural Responses to River Locations, Human Consumption, Aboriginal-European Conflict, Interprovincial—Territorial Boundaries, Trans-boundary Rivers, Collection of Shellfish, and Land-based Touring.

The Upper St. Lawrence River would help fill some of these gaps in the following ways.

- Architectural Responses to River Locations: Many of the Georgian-style houses built by Loyalists who settled in the area following the American Revolution represented architectural responses to river locations. The riparian style was also reflected in barns, farms and fences, such as the Schohaire style of barn. More recently, grand houses and even a castle are distinctive features of the Thousand Islands region.
- Aboriginal-European Conflict: The French-Iroquois Wars involved a series of intermittent conflicts, mostly in the form of small guerrilla-like skirmishes and raids, taking place over most of the seventeenth century. Sporadic Mohawk raids on French farms of the Lower St. Lawrence were the norm. At least 100 men from Akwesasne, a Mohawk village founded in 1747, joined the Loyalist forces during the American Revolution. Mohawks also fought alongside their Canadian allies in the War of 1812, the Patriot Rebellion of the 1830s and the Fenian Invasion of the 1860s.
- **Trans-boundary Rivers**: At the junction of both an international and provincial boundary, the Upper St. Lawrence serves as a prime example of a trans-boundary river.
- Land-based Tourism: The Upper St. Lawrence has an impressive network of scenic roads and hiking and biking trails along both its north and south shores. Most prominent is the Thousand Island Parkway, which extends approximately 40 kilometres from Gananoque to just west of Brockville. The Parkway features a well-used hiking/biking trail and dramatic views of small islands and the river habitat.

In terms of natural values, the gap analysis commissioned by the Canadian Heritage Rivers Board cites five rivers not part of the CHRS that support rare fish species: the St. Lawrence, Columbia, Kootenay, Milk and Shubenacadie. The Upper St. Lawrence, for example, supports populations of Lake sturgeon, Bridal shiner, Pugnose shiner, and striped bass, all species designated at risk.

The Upper St. Lawrence is home to several other species of concern including Blanding's turtle, bald eagles, osprey and black tern.

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French

des Français

hames

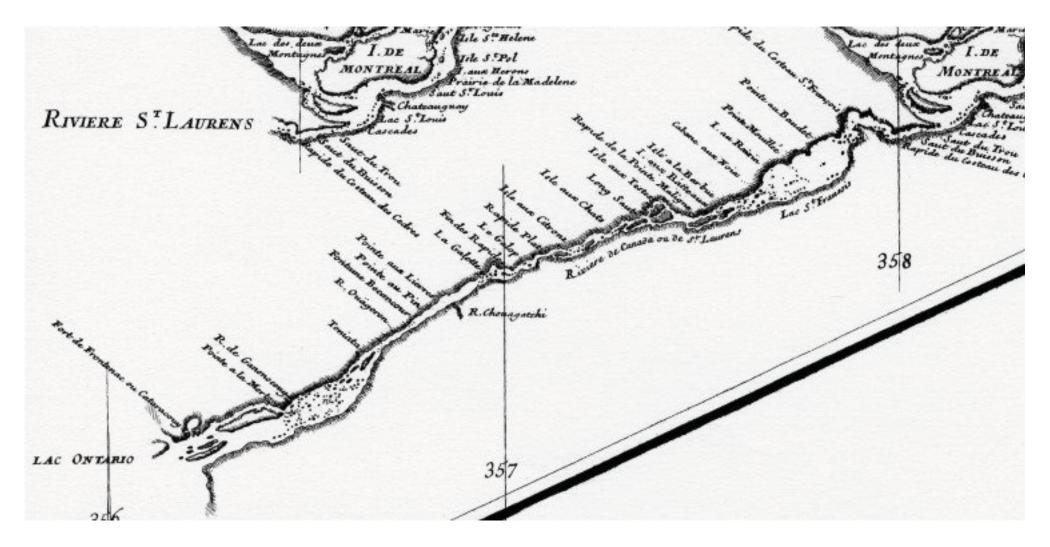
Detroit -

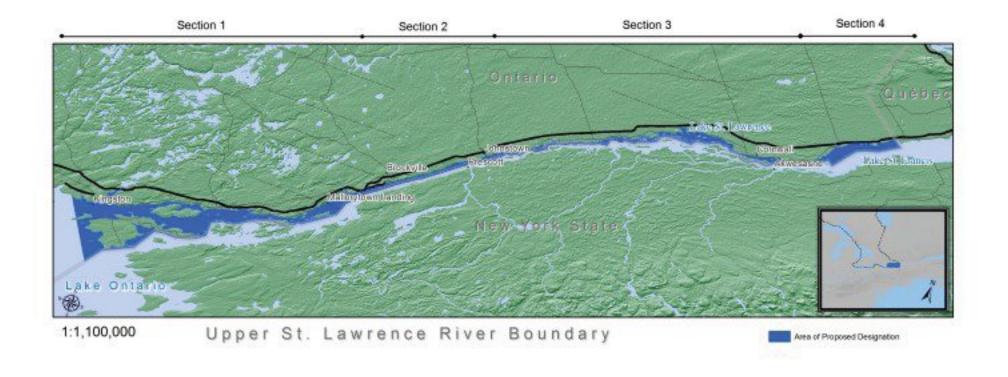
Designated rivers / Rivières désignées

Nominated rivers / Rivières mises en candidature

Humber

Grand





Cultural Heritage Values

This section describes the outstanding cultural heritage features of the Ontario portion of the St Lawrence River upon which this nomination is based. The description is organized according to the five heritage themes of the *Cultural Framework for Canadian Heritage Rivers, Second Edition, 2000.*

2.1 Description of Cultural Heritage Values

2.1.1 THEME 1: Resource Harvesting

The Upper St. Lawrence region shows evidence of prehistoric Aboriginal occupation as early as the Paleo-Indian period (9000 - 5000 BCE.). Europeans arrived to the area in the 1600s, providing us with almost 400 years of history related to exploration, trade, conflict and settlement.

Fishing

There is evidence of *Aboriginal pre-historic fishing* in the Thousand Islands around 4000 BCE. The remains of campsites indicate that nomadic people camped there seasonally to fish for sturgeon, walleye, eel and catfish, leaving behind bear, deer and beaver bones.

Historical domestic fishing was recorded in the eighteenth century during the Seven Years War by Captain François Pouchot of the French Navy when he visited Grenadier Island. In his memoirs, he wrote:

At five leagues from Point au Baril is the Island of Toniata. The main channel of the river is between this island and the south shore. The north part of the river is filled with rushes, and in summer, it is famous for a thriving eel fishery.

Commercial fishing in the Upper St. Lawrence was mostly at a small scale, supplying the local markets and restaurants. Eel, however, was popular in Europe and Japan, allowing the eel fishing industry to access commercial markets. During the Depression, the sturgeon

fishery was also a significant enterprise. Lake St. Francis had the largest *commercial fishing* network on the river.

Shoreline Resource Harvesting

The Upper St. Lawrence offered an abundance of resources for Aboriginal groups during the summer months. Although not as widespread as other areas of Canada, *trapping of fur bearing animals*, particularly muskrat, was still performed in the Upper St. Lawrence on a limited basis in the protected coves and bays of the river. The *collection of aquatic plants* was in the form of wild rice for food and marsh grass for weaving baskets.

There is also evidence of early *hunting* practices in the area, including stone spear-points, which have been excavated at Lake St. Francis, and stone hunting tools, which were discovered on Gordon Island in the Thousand Islands. Duck hunting was very popular in the area, resulting in many of the original decoy designs coming from the Upper St. Lawrence – created by the people who used them most. Many artefacts have been also been uncovered at Grenadier Island and at Kerry Point.

Extraction of Water

The waters of the St. Lawrence were a key factor in the region's growing settlements and participation in trade. *Direct drive power generation* came in the forms of mills, which in turn helped establish commerce and trade. Edwardsburg Starch Company and the Canada Starch Company, for example, harnessed power from locks at the Galop Canal. Other mills included Jones's Mills (Brockville), Robert Shepherd Grist Mill (Brockville), Stone's Mill/Gananoque Mills, George Longley Grist Mill and Tower, Beach's Sawmill (now at Upper Canada Village), and Steam Flour Mill (now at Upper Canada Village).

Industrial water extraction was important to the thriving of businesses such as tanneries, distilleries and ice cutting.

2.1.2 THEME 2: Water Transport

Providing access from the Atlantic Ocean to the Great Lakes, the St. Lawrence River was an important transportation route and continues to be so today.

Commercial Transportation

Transportation along the St. Lawrence River took a range of forms, from the earliest methods such as canoes and bateaux to the horse boat ferries. There was also winter travel such as sleigh along the "bushed roads", where cedar branches were placed along the edges of the roads to mark the path. During fall freeze and spring thaw, ice boats were used to cross the river.

The early fur trade saw the use of *historic human-powered freight* often in the form of bateaux — shallow-draft, flat-bottomed boats. The distinct clandestine nature of the early French fur traders makes it difficult to gauge who came up the St. Lawrence and when. There are, however, some lasting pieces of evidence. For example, it is argued that

Excerpt from Letter dated July 16 1804. From Joel Stone to wife Abigail, describing his venture over the Long Sault Rapids on a log raft:

"...with enough to do I got on board the Canadian Boat wind fare and very strong Evening com on, I went to Sleep and Did not wake until we were going down the Galoos and not thinking [my associate] near behind Did not stop untill I got to the famos Esquir Reed oposit Bramharts so here I found my mistake then stopped my trunk turned about and went back as far as Ephraim Jones Esq. _ then saw my raft underway and was informed by him that they had loaded on 300 barrels flower and was underway I tacked about again went to the head of the Long Suit [Sault] waited there until I saw my rafts coming in Dis order she struck in the Galoos struck on the cribb there and the next parted coming down two by too O and Or [over and over] and some without any body on them. I got hands forthwith Collected together [unclear word] Cribbs and secured them at the head of the Sew [Sault] this on Saturday, Sunday Stephen went back after the Other Cribb, I went down the Suit with Six Safe and this Day I have heard Stephen had got all his Cribb and near coming Down will I hope to be underway Soon and to stick with my raft..."

Compeau, Timothy J., http://www.colonelstone.ca/July16letter.html (Accessed October 27, 2010)

Cardinal, a small town on the Upper St. Lawrence situated between Brockville and Cornwall, took its name from the voyageur landmark at the Galop rapids, Pointe au Cardinale. As the men poled their bateaux passed the rapids, they may have stopped here to refill their pipes and break from the hard labour. The Narrows between Kerry Point and Grenadier Island was another well known pipe stop. Persons passing through this area for the first time were subjected to an initiation much like crossing the equator.

In the nineteenth century, larger vessels such as the paddlers and steamships, as well as the timber barges, overtook the smaller vessels in popularity. The new *powered commercial freight* provided a vital service to the public and businesses on the Upper St. Lawrence, while the river itself provided a vital water highway on which they could operate. Vessels that have a rich and memorable history with the people of the river include the *Rapids Prince* and the *Great Britain*.

The Upper St. Lawrence River also played a key role in the *surface bulk transportation* of logs for the booming lumber trade. The timber industry used the Upper St. Lawrence to ship its product to Montréal and across the Atlantic. Of particular importance is the Calvin Co. of Garden Island, who were not only master shipbuilders but were deep in the business of cordwood and lumber. Thousands of log drams set off from Garden Island to make the journey down the river, over the rapids, to be loaded on ocean-going vessels in Montréal.

Transportation Services

Fur trading posts such as Fort Frontenac, built in 1673 by Governor General Louis de Buade Frontenac, extended the fur trade into the hinterland and helped control the fur-rich Great Lakes basin. Several habitant houses, an Indian village, a convent and a Recollet Church grew about the young outpost of French expansionism. Until the War of 1812, when the fort was deemed obsolete, it served as a barracks for British forces and a stomping ground for passing fur traders.

At the same time Fort Frontenac was being constructed, a small trading post and fortified depot was established at the present day site of Johnstown. Fort La Galette, at the head of the Galop rapids, became a regular stop for traders and troops making their way up the St. Lawrence to Fort Frontenac and beyond.

Owners of wharves (known then as "Wharfingers") provided an essential service to the shipping industry. Farmers and lumber dealers for example, would sell their product to the wharfinger who would then sell it to companies that shipped it down the river and eventually exported it. Many, such as Thomas Darling and his sons, sold cordwood as fuel for the vessels. The Wharfingers' stores sold essential goods to people of the town as well as those vessels making their way up and down the river. Notable locations along the river included Darlingside, Moulinette and Dickinson's Landing.

Navigational improvements along the St. Lawrence came in the form of dams and canals, essential for shipping as well as for providing power to the riparian communities. The Upper St. Lawrence has had 200 years of alterations, beginning with small-scale canals at Long Sault and Galop. Some of the early canals, such as the Williamsburg Canals

(composed of the Farran Point, Rapide Plat, and Galop canals), can still be seen today.

Undoubtedly, the most dramatic navigational improvement was the construction of the St. Lawrence Seaway, which opened in 1959. Construction of the 306-kilometre stretch of the Seaway between Montreal and Lake Ontario is recognized as one of the most challenging engineering feats in history. Particularly daunting was the International Rapids Section, covering 70.8 kilometres from Cornwall to Prescott, which involved the flooding of 10 villages and hamlets.

Once completed, the Seaway transformed shipping on the St. Lawrence River. It led to the creation of a new generation of larger, more efficient vessels designed specifically to fit as snugly as possible into the Seaway's locks. Ships measuring 222 metres in length, with drafts of 7.6 metres, could now travel up and down the river, whereas the old system could only handle 76-metre vessels—known as canallers—with drafts of under 4 metres.

Today, the primary carrier vessels fall into three main groups: "lakers" (bulkers and self-unloaders with their own onboard equipment for unloading cargo); ocean ships or "salties"; and tug-propelled barges.

The region has a long history of ship building. The first sailing ship on the Great Lakes, the Frontenac, a barque, was built by La Salle at Cataraqui (now Kingston) in approximately 1678. In 1758, the French built a *shipyard* at Pointe au Baril, now Maitland. At the Marine Museum of the Great Lakes at Kingston, visitors can view a recent exhumation of a French warship's bow from the Cataraqui harbour. For Pointe au Baril, the two barques – French corvettes – *l'Outaouise* and *l'Iroquoise*, were the pride and last defenders of water sovereignty for the French. Other shipyards along the river include the naval dockyard at Kingston and the large-scale operation of the Calvin Co. at Garden Island.

The forwarding business boomed for a short while before the introduction of the large canals and vessels that could shoot the rapids. *Facilities for loading and provisioning*

Smuggling and Bootlegging

Smuggling and bootlegging has always been a fact of life on the Upper St. Lawrence. As early as the days of the U.S. embargo on Canadian and British imports during the War of 1812, smuggling has been common. There's even an area on the river in the Thousand Islands that bears reminder of this clandestine industry: Smuggler's Cove.

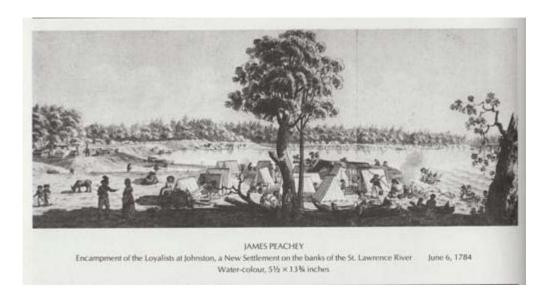
passengers were established in new towns at the head and mouth of a set of rapids, such as Prescott and Cornwall. Hotels, inns, taverns and wharves met the demands of the ships and cargoes, including passengers, that had to be transferred in order to pass the rapids. Today, The Forwarders' Museum in Prescott is housed in a building that was originally owned by William Gilkison, the first forwarder to establish his business in Prescott in 1811.

Exploration and Surveying

Although the French heritage on the Lower St. Lawrence River is still strong and vibrantly apparent, the Upper St. Lawrence region was not out of the reaches of New France. The French had a significant, if not well-documented, presence on the Upper St. Lawrence River. Aspects such as the history of Fort Frontenac, missionary work and high-profile exploration have been recorded through such resources as journals, correspondences and the seminal *Jesuit Relations*. Yet, this represents but a fraction of the human presence on the Upper St. Lawrence in the seventeenth and eighteenth centuries. It remains difficult to gauge how many coureurs de bois escaped colonial life in Québec and set to the *terra incognita* to trade for valuable furs in Indian country. Many were illiterate and most left little written traces of their lives.

In 1654, Jesuit missionary, Father Simon Le Moyne, became the first recorded European to ascend the Upper St. Lawrence, which he recorded in his diary. La Salle, however, is among the most recognised of all the *French explorers* in North America. As Frontenac's protégé, he accompanied him up the St. Lawrence to Fort Frontenac. He not only left his mark at Fort Frontenac, expanding the structure, but was also influential elsewhere as a result of his intrepid nature and frequent journeys. One known site was the small trading post he established in 1669 at what would become Dickinson's Landing, a town of the Lost Villages.

By the time Jean Deshayes was sent on a *surveying expedition* to New France in 1685, he had already earned a name for himself as a skilled hyrdrographic surveyor. He immediately accompanied Governor General Denonville to the trading post, Fort Frontenac, charting the



route along the way. His map of the Upper and Lower St. Lawrence was first published in 1702 and then again in 1715. His study became the standard chart of the river until British surveys of the 1760s. For his work, Deshayes was named Royal Hydrographer of New France. Deshayes' legacy continues today as he is credited for giving the Thousand Islands their name when he called the region, "lac des mille îles."

It has been argued that the American Revolutionary War created not one, but two nations. This is certainly the case for what was to become the English-speaking province of Upper Canada, established in the Constitutional Act of 1791. Whether they fled persecution for loyalty to the Crown, or chased the opportunity of land and commerce, the United Empire Loyalists who left the United States, *nee* the Thirteen Colonies, endured all the hardships of establishing a new life in a rough land. A Historic Sites and Monuments Board of Canada plaque outside the new Fort Frontenac barracks in Kingston marks their migration and settlement to the area:

In October 1783, at Carleton Island near here, Captain William Redford Crawford of the King's Royal Regiment of New York met with local Mississauga Indians led by the elderly Mynass. Crawford, acting for the British government, purchased from the Mississaugas for some clothing, ammunition and coloured cloth a large tract of land east of the Bay of Quinte. The land was subsequently settled by United Empire Loyalists and Britain's Indian allies who had been forced to leave their homes in the United States.

The Loyalists moved to the Upper St. Lawrence from Montréal in droves in the Spring of 1784. Arriving on flotillas of bateaux, they arrived to re-establish their lives with what little they had managed to escape from the Colonies. Prior to their arrival, Sir Frederick Haldimand, Governor of Québec, had the north shore of the Upper St. Lawrence surveyed and drawn up. Under the leadership of Sir John Johnson who was charged with allotting the land, and the Deputy Surveyor, Captain Justus Sherwood, the Loyalists were granted property gratis. Landing at such sites as New Oswegatchie and the Johnstown base camp, Loyalists drew lots and were strategically placed in townships according to ethnic background (i.e. English, Scottish, Dutch) and regiment.

Climax of the Action at Crysler's Farm



Battle of Crysler's Farm Visitor Centre, Crysler Park

The Loyalists immediately set to clearing the land. Constructing small working log shanties, they hewed at the rich virgin forests until enough land was cleared for farming (Fig. 21). From the shanty, they eventually upgraded to a larger structure, many opting for the vernacular loyalist stone dwellings brought from the northern colonies.

2.1.3 THEME 3: Riparian Settlement

Siting of Dwellings

Archaeological evidence suggests Aboriginal campsites popped up along the St. Lawrence during the summer. Algonquian-speaking people came from the interior and gathered in larger groups in *shoreline seasonal dwellings* along riverbanks and the seashore in the summer to benefit from the abundance of fish, shellfish, birds and fruit. Stone tools, bones and (later) ceramic cooking pots serve as evidence of the campsites.

When the Loyalists came from the Thirteen Colonies, they brought with them ideas and styles typical of their region (i.e. New England, Schohaire Valley of New York). *Riverside homesteads and farms* were first tents and then log shanties. The settlers hacked out the surrounding wilderness to establish themselves. Many families later transitioned from the temporary shanty – which became the barn – to a permanent log house. The wealthier families were able to make another transition into the limestone structures that characterise towns along the river such as Kingston and Brockville.

The Georgian House, a common style in the area, is found in various forms and is commonly referred to as American or Loyalist Vernacular for its American roots and Georgian influences (symmetrical and simple). These types of homes were the quintessential loyalist homes. There were, of course, more elaborate variations, such as

Stone home in the Loyalist Vernacular style



Homewood of the Georgian Classicism style.

The typical riparian style was also reflected in barns, farms and fences. A representation of the Schohaire-style of barn can be found at Upper Canada Village in the form of two barns from the early 1800s moved from Kirkwood near Aultsville. There are also churches, inns, taverns and hotels that reflect the style; Upper Canada Village hosts originals such as Cook's Tavern and Willard's Hotel.

A *permanent riverside dwelling* of particular note is the Morrisburg Stage Coach Inn, now a home located on the water in the west end of Morrisburg. It was recently purchased by Dr. Traer Van Allen and has been converted into a period home and archives. From Dr. Van Allen, it was learned that the home used to be operated as an inn for those travelling the original King's Highway to bypass the rapids – the original road passing between the home and the river, facing a section of the Williamsburg Canal.

River-based Communities

Along the St. Lawrence, *fortification-based communities* established around forts such as those at Oswegatchie/Fort La Présentation (Ogdensburg). Fort Frontenac, for example, saw the construction of longhouses, which served to build a strong relationship between Aboriginal and European traders that fuelled the fur trade. Although it had a tenuous existence in relation to ongoing wars, Fort Frontenac saw a small hamlet grow around its walls prior to war in 1680. From such resources as correspondences, maps and plans, it is evident that those that garrisoned the trading post brought their families to settle the surrounding area.

From bateaux to the memorable steamships, the river has been used both out of necessity and convenience in a commerce that has allowed towns and cities to thrive on the river. Primarily a shipping river, *river industry-based communities* were built with that fact in mind. As a result, these many towns became the stomping grounds of the sailor and the transient. Hotels and taverns were commonplace on the ubiquitous "Water Street". Places

Horse Towing through the canal, Upper Canada Village



such as Cook's Tavern, which was moved to and restored at Upper Canada Village, and the Stage Coach Inn at Morrisburg were perfect haunts for the traveller and mariner.

Island farming owed its existence to the river. Certain islands such as Grenadier, Tar, Club, Wellesly and Grindstone supported substantial farming communities that enjoyed an advantage over their mainland counterparts. The river provided a ready-made highway. Island farmers, for example, were able to row their milk to the doorstep of the cheese factory in Rockport until its destruction by fire in the 1930s.

River-influenced Transportation

Steamship, paddlers, and *ferries* provided a vital service to the public and businesses of the river, while the river itself provided a vital water highway on which they could operate. The first ferry service from Prescott to Ogdensburg started in the 1770s, initiating a long history of ferry transportation on the Upper St. Lawrence River. Ferries that hold a rich and memorable history with the people of the river include the *Rapids Prince*, the *Great Britain* and *The River Girl* (the first ferry at Prescott). For some time, there was also a significant triangular route encompassing the Ottawa, Rideau and St. Lawrence rivers.

During winter, sleighs served as a viable transportation option to cross the river at frozen crossings, while fall freeze and spring thaw saw the employment of ice boats.

In more recent times, the Upper St. Lawrence inspired the creation of a significant land-based route for vehicles. King's Highway 2S was a scenic parkway constructed during the late 1930s through the Thousand Islands region between Gananoque and Brockville. Highway 2S was one of Ontario's earliest divided highways. In 1970, it was officially renamed as the Thousand Islands Parkway and today offers one of the most memorable scenic routes in the province.

2.1.4 THEME 4: Culture and Recreation

Spiritual Associations

In many instances, settlements along the river still have standing *ritual or ceremonial structures and sites*, such as churches. The "Blue Church" of New Oswegatchie, for example, was a focal point for Methodism and Loyalists in Upper Canada. Half Moon Bay, a small, natural amphitheatre has served as a location of worship for more than 100 years with worshippers attending services by boat. Butternut Bay was home to a Methodist Episcopal summer retreat. An *Aboriginal burial ground* dating to c.1500 BCE has been discovered on Sheek (Sheik) Island. And *European burial places* dot the Upper St. Lawrence River. One of note is the Maple Grove Cemetery, the only graveyard moved in its entirety during the Seaway Project. Jeremiah French, a Loyalist in the American Revolution and the first Member of the First Ontario Legislature for Stormont, is interred at Maple Grove Cemetery.

Cultural Expression

Examples of cultural resources along the Ontario portion of the St. Lawrence River are

The Lost Villages



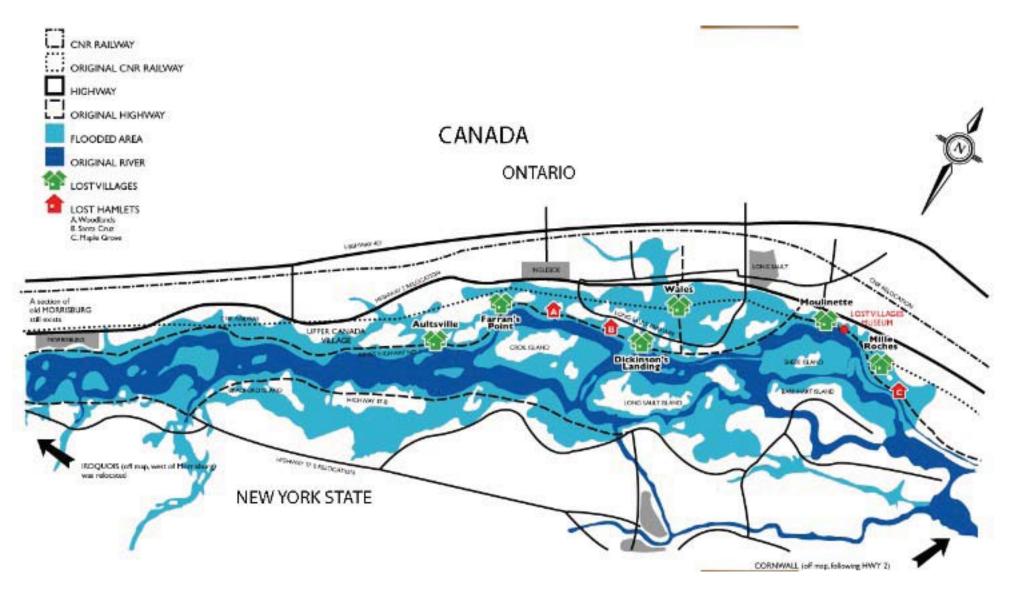
In 1951, the Canadian government established the St. Lawrence Seaway Authority with the objective to construct and operate a canal system either wholly in Canada or with the United States. By 1954, the U.S. Government set up a similar organization for alterations to the US side of the river system. The

project was an elaborate undertaking. In addition to the construction of canals, locks and dams, the riverbed needed to be deepened in areas and large areas of land needed to be flooded, including some towns and villages.

In all, ten villages and hamlets were affected by the flooding: Mille Roches, Moulinette, Wales, Dickinson's Landing, Farran's Point and Aultsville, as well as the hamlets of Maple Grove, Santa Cruz, Woodlands and the farming community of Sheik's/Sheek's Island. Approximately 6500 residents and 550 dwellings were relocated to two new towns: Long Sault and Ingleside.

The flooded towns and villages became known as The Lost Villages. Some of the heritage buildings relocated prior to the flooding can be seen today at The Lost Villages Museum, outside Long Sault. (Photo: Lost Villages Museum)

Map of the Lost Villages



abundant. Upper Canada Village is probably one of the most impressive examples of a *riverside museum, art gallery and commemorative structure* in the area, if not the country. The 60-hectare site includes more than 40 heritage buildings, as well as costumed interpreters who recreate examples of life in the area in the 1860s. The buildings are restored heritage buildings from the area, or reconstructed based on historical research. Some of the buildings were relocated from villages that were flooded during the construction of the St. Lawrence Seaway in 1958.

The Lost Villages Historical Society's Museum also includes heritage buildings from villages flooded in 1958. It holds 10 buildings that were moved and restored to the museum site at Ault Park in Long Sault. Other museums that have cultural significance for the river include Marine Museum of the Great Lakes at Kingston, Arthur Child Heritage Museum of the Thousand Islands, Brockville Museum, Forwarder's Museum, Springfield House at Escott and Battle of Crysler's Farm Interpretive Centre.

Culturally associated sites also prove abundant in the area. In Kingston alone, there is Fort Frontenac, which was key to the fur trade, as well as Fort Henry, Martello Towers, Fort Frederick, Cathcart Tower, Murney Tower and Shoal – all of which have been designated historic sites.

As mentioned in the Riparian Settlements section, many of the homes built by Loyalists who settled in the area following the American Revolution represented *architectural* responses to river locations in their typical Riparian style.

Early Recreation

During the last half of the nineteenth century, the Thousand Islands area of the St. Lawrence saw the development of resorts, designed to take advantage of the areas recreational possibilities. A guide book published in 1881 suggested three possible reasons that a visitor might come to the Thousand Island: "1st) health and happiness, 2nd) enthusiasm and poetic feeling, as a substitute for dullness and dry prose, 3rd) love

Thousand Islands 1796



Recreational boating was popular and in particular the St. Lawrence Skiff – a boat similar to a canoe but with its own unique design elements. Angling was also a popular recreational activity, often led by guides. The muskellunge, a large freshwater fish, was one of the most popular sport fish.

By the 1890s, hotels and privately owned islands became popular. Hay Island and Tremont Park Island near Ganaoque were home to popular guest houses.

2.1.5 THEME 5: Jurisdictional Use

Conflict and Military Associations

The St. Lawrence River suffered under numerous conflicts throughout its history. *Aboriginal internecine* conflict in the area likely began early in the common era and included the sixteenth and seventeenth century wars between the Mohawk and Algonquin for dominance of the Upper St. Lawrence. After pushing the Algonquin out of the Upper St. Lawrence in the early 1600s, the Iroquois launched a full-scale war against the Huron that ended in their dispersal and near-extinction. The Iroquois then became the dominant group of the Upper St. Lawrence for most of the seventeenth century, waging intermittent war against the French and their Algonquin allies.

In the late 1680s, a coalition of Ottawa, Mississauga and refugee Huron began attacking Iroquois settlements on and south of the St. Lawrence. By the 1720s, the Mississauga had replaced the Iroquois on the Upper St. Lawrence and became the masters of the Thousand Islands. The Iroquois maintained some control of the Upper St. Lawrence, but isolated to the south shore of the eastern portion.

It is worth noting that the region was the birthplace of the Iroquois League or Confederacy, which was formed sometime between 1450 and 1600. The Confederacy originally consisted of five nations: the Mohawks, Oneidas, Cayugas, Senecas and Onondagas. Delegates from each nation met at Onondaga, on the south shore of the Upper St. Lawrence, to resolve disputes and discuss matters of mutual interest. Historians have suggested the Iroquois system of government influenced the development of the United States Constitution.

The French-Iroquois Wars, often referred to as the Beaver Wars, was an example of *Aboriginal/European conflict*. It involved a series of intermittent conflicts, mostly in the form of small guerrilla-like skirmishes and raids, taking place over most of the seventeenth century. Sporadic Mohawk raids on French farms of the Lower St. Lawrence were the norm. The Beaver Wars, as the name suggests, were ostensibly wars for dominance over the fur trade.

Although the Seven Years' War began in 1756 in Europe, small-scale war had already erupted two years earlier in the interior of North America. The Seven Years' War in North

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During the War of 1812, Upper Canada's colonial government went to great lengths to ensure the sovereignty of the river from American incursions, especially following the intensive settlement of the Loyalists after the American Revolution. The Upper St. Lawrence was now a water boundary and vital shipping highway that connected Upper Canada to Montréal and the Atlantic.

Boundaries

The St. Lawrence is part of Canada's most significant border – the *international border* with the United States. It runs almost the entire length of the Upper St. Lawrence and was established following the War of 1812 by the Treaty of Ghent. Soon thereafter, the Rush-Bagot Treaty of 1818 laid the groundwork for the demilitarization of the Canada-U.S. border. There have also been treaties of reciprocity and navigation, as well as the seminal Boundary Waters Treaty in 1909 that set an international precedent for waterways as an international boundary between friendly nations.

Although this nomination refers to the Ontario portion of the St. Lawrence River, the river itself flows through Ontario's neighbouring province of Quebec. The *interprovincial border* that separates Ontario and Quebec was a result of the Constitutional Act of 1791 and remains today.

A historic *land use boundary* includes the current Akwesasne Reserve; the village of Akwesasne was founded in 1747.

At the junction of both an international and provincial boundary, the St. Lawrence River serves as a prime example of a *transboundary river*.

Environmental Regulation

The Upper St. Lawrence River has a history of *flood control* and *improvements to water management*. The building of the Seaway and the installation of dams in the late 1950s allowed for the generation of hydroelectricity and the regulation of water levels. The Moses-Saunders Power Dam, which crosses the St. Lawrence River between Cornwall, Ontario, and Massena, New York, regulates Lake Ontario outflows. A second dam, located near Long Sault, Ontario, acts as a spillway when outflows from Lake Ontario are larger than the capacity of the power dam. A third dam at Iroquois, Ontario, is used to assist in the formation of a stable ice cover in the winter as well as to prevent water levels from rising too high in Lake St. Lawrence.

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2.2 **Assessment of Cultural Heritage Values**

The following assessment applies Selection Guidelines for Cultural Values and Cultural Value Integrity Guidelines as required for the Nomination of Canadian Heritage Rivers (CHRS, 2001). The assessment demonstrates that the Ontario portion of the St. Lawrence River satisfies all of the required Selection and Integrity Guidelines for cultural values.

2.2.1 Selection Guidelines: Cultural Values

Therefore, outstanding Canadian cultural value will be recognized when a river and its immediate environment:

Guideline: is of outstanding importance owing to its influence, over a period of time, on the historical development of Canada through a major impact upon the region in which it is located or beyond; or

The Upper St. Lawrence River is of outstanding importance to the historical development of Canada due to its role as a major trade, travel and transportation route. Use of the river can be traced back to prehistoric Aboriginal use and through history to present day. From the fur trade to the lumber trade, the St. Lawrence River served as the shipping link between the Atlantic Ocean and the Canadian Interior, and was used by Aboriginal and European communities alike. By enabling the trading of Canada's natural resources, it was a key facilitator of Canada's development as a country.

Guideline: is strongly associated with persons, events, or beliefs of Canadian significance; or

Explorers including Father Simon Le Moyne, Jean Deshayes and René Robert Cavelier, Sieur de La Salle were among the first to discover and map the Upper St. Lawrence River. The region quickly became the scene of many battles which marked significant points in the development of Canada as a nation – from the Beaver Wars and the French and Indian War, to the War of 1812 and Rebellions of 1837. The borders that now exist in the region can be traced back to these historical conflicts. The river was also a hotbed of activity during the American Civil War, with agents from both sides operating on American and Canadian sides of the border.

Guideline: contains historical or archaeological structures, works or sites which are unique, rare or of great antiquity; or

The Upper St. Lawrence contains numerous historical or archeological structures, works or sites which are unique, rare or of great antiquity, including Lake St. Francis and Gordon Island, where archaeological evidence indicates prehistoric Aboriginal use of the area; Sheek (Sheik) Island, home to an aboriginal burial ground that dates back to c.1500 BCE; possible burial grounds on Grenadier and Belle islands; and Fort Frontenac, first built in 1673 and relating to seventeenth century exploration and the fur trade.

Guideline: contains concentrations of historical or archaeological structures, works or sites which are representative of major themes in Canadian history.

As the concentrated location of numerous heritage buildings from the region, Upper Canada Village stands out as an excellent example of a significant era in Canadian history. Other concentrations of historical or archaeological structures, works or sites which are representative of major themes in Canadian history include Fort Frontenac, Fort Henry, Martello Towers, Fort Frederick, Cathcart Tower, Murney Tower and Shoal – all of which have been designated historic sites. Furthermore, the abundance of settlements that line the Upper St. Lawrence attest to its role in the fur and lumber trades, as well as its historical role as a summer destination.

2.2.2 Integrity Guidelines: Cultural Integrity Values

In addition to meeting one or more of the above cultural heritage selection guidelines, a river must also meet cultural integrity guidelines to demonstrate its outstanding cultural heritage value.

Guideline: The nominated section is of sufficient size to include significant representations of all of the features, activities or other phenomena which give the river its outstanding cultural value;

The nominated area of the St. Lawrence River includes the 200 kilometres that border Ontario, from the Great Lakes to the Ontario/Quebec border. This portion of the river was integral to the development of the fur and lumber trades that stimulated the development of Canada. It was also home to numerous battles and wars that defined the nation. The nominated portion of the river is sufficient in size to include significant representations of all the features, activities or other phenomena which give the river its outstanding cultural value.

Guideline: The visual character of the nominated section enables uninterrupted appreciation of at least one of the periods of the river's historical importance;

Although the river is highly settled, there are many periods of historical importance that remain uninterrupted for purposes of appreciation and interpretation. Many remaining forts serve to represent times of trade as well as war. The Thousand Islands Bridge is an historic site, significant border crossing and visual icon. Old mills, such as those at La Rue's Creek and Jones Creek, mark locations of early settlements.

Guideline: The key artefacts and sites comprising the cultural values for which the river is nominated are unimpaired by impoundments and human land uses; and Despite a number of impoundments along the St. Lawrence River, there are many outstanding cultural heritage values along the St. Lawrence River which remain unimpaired by impoundments and human land uses. Many of these artefacts and sites are protected as designated historic sites.

Guideline: The water quality of the nominated section does not detract from the visual character or the cultural experience provided by its cultural values.

The water quality of the St. Lawrence River is considered to be intermediate to good, and in fact has experienced significant improvements in recent decades. There are numerous areas of the river and along its shore that are suitable for fishing and swimming. The water quality of the nominated section does not detract from the visual character or the cultural experience provided by its cultural values.

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Deerberry, a federally designated Species at Risk.

Natural Heritage Values

The following describes the outstanding natural heritage features that the St. Lawrence River would contribute to the CHRS. This description is organized according to the six themes of the Framework for the Natural Values of Canadian Heritage Rivers, Second Edition, 2001.

3.1 Description of Natural Heritage Values

3.1.1 THEME 1: Hydrology

Drainage Basin

The St. Lawrence system differs from other large rivers in two important ways. One, it is fed by the Great Lakes and bears the hydrological characteristics of lake runoff rather than that of free running streams. And two, it is relatively straight, with water from the Great Lakes occupying the central area of the river bed while the tributaries hug the shorelines.

The St. Lawrence River is the primary river in the St. Lawrence Drainage Basin, giving the river a stream number of zero. The western edge of the St. Lawrence Drainage Basin is located slightly west of Duluth Minnesota and stretches to the Atlantic Ocean, covering an area of more than 1,344,000 square kilometres if both land and water are included.

"The St. Lawrence—Great Lakes is one of the largest hydrographic systems in the world. It drains more than 25% of the earth's reserves of fresh water and influences the environmental processes of the entire North American continent. Its drainage basin is the second-largest in Canada, after that of the Mackenzie River, and the third-largest in North America, after that of the Mississippi and Mackenzie rivers." (Environment Canada, 2007).

On an international level, the hydrographic system of the St. Lawrence—Great Lakes compares as follows:

- :: It has the world's thirteenth largest drainage basin, at 610,000 square kilometres.
- :: It ranks sixteenth for its mean annual flow: 12 600 m3/s just off Quebec City.
- :: It is the seventeenth longest, at 3,260 kilometres, from Lake Superior to the Cabot Strait.

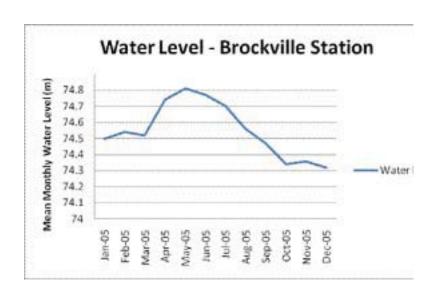
Seasonal Variation

Despite the strict regulation of water levels on the Upper St. Lawrence since the installation of dams in the late 1950s, water levels do vary according to season. Water levels in the Upper St. Lawrence reach their maximum height sometime between May and July corresponding to the winter thaw in the Upper Great Lakes. The period of the lowest water levels occurs in the early winter, typically around December. The graph below shows the typical annual water level readings at the Brockville Station.

Water levels on the Upper St. Lawrence are regulated in accordance to International Joint Commission guidelines using control dams at Iroquois, Cornwall/Massena and at the east end of Lake St. Francis. Water levels in the International Rapids section between the Iroquois Dam and the Cornwall Dam help maintain a buffer between Lake Ontario water levels and the power dam at Cornwall and are adjusted to provide optimal conditions for power generation and shipping.

Before regulation of water levels in Lake Ontario and the Upper St. Lawrence in 1960, the historical water levels were not that different. From 1918 to 1959, the mean water level for Lake Ontario and the Upper St. Lawrence west of the Iroquois Dam was 74.70, with a maximum monthly mean of 75.76m and a minimum monthly mean of 73.74. The range of mean water levels was 2.02m pre-1960 compared to 1.90m post-1960.

In the coming years, water levels will also be affected by climate change. Modelling suggests that the flow of water from Lake Ontario into the St. Lawrence River could



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decrease by 4 to 24 percent annually by 2050, largely due to warmer weather and increased evapotranspiration.

Water Content

The physical properties of the St. Lawrence River vary greatly along the river as a result of its diverse ecosystems. In terms of the chemical properties of the Upper St. Lawrence River, the system has been greatly affected by the release of toxic substances from industrialization, agriculture and urban development. In the Cornwall area, sediment was found to be contaminated with mercury and other metals, however these concentrations have declined substantially. The overall health of the river is now considered to be intermediate to good.

Size of the St. Lawrence River

The size of the St. Lawrence River can be determined by looking at both the **length** of the river, as well as the **discharge volume**.

The length of the St. Lawrence River is somewhat debatable given that there is no clear start or endpoint to the river. The most commonly cited length of the river is 1,197 kilometres. The Ontario portion of the river is approximately 200 kilometres long.

The discharge volume of the St. Lawrence at Ogdensburg, New York, had an annual average of 6986 m3/s, with an annual high of 8946 m3/s and an annual low of 5219 m3/s.

THEME 2: Physiography 3.1.2

Physiographic Regions

The Upper St. Lawrence River crosses two physiographic regions: the St. Lawrence Lowlands (specifically the Central St. Lawrence Lowlands) and the Laurentian region of the Canadian Shield (also known as the Precambrian Shield).

Geological Processes

The Upper St. Lawrence region is comprised of two geologically unique characteristics, each formed during different time periods: paleozoic geology, which accounts for the sedimentary rock found around Kingston and east of Brockville; and the much older igneous and metamorphic rock of the Canadian Shield's Grenville Province formed during the mesoproterozoic era, about 1.3 billion years ago during the formation of the continent Rodina.

It is believed that during the breakup of the supercontinent Rodinia some 570 million years ago, two rifts formed: the Ottawa-Bonnechere Graben and the St. Lawrence Rift. The St. Lawrence Rift created a large gouge in the earth's lithosphere along the length of the present day St. Lawrence River extending into Lake Erie, which has remained ever since the breakup of Rodinia. The sedimentary rock found in the Upper St. Lawrence region was formed at this time.

During the breakup of Rodinia, the Shield's surface (Cashel Peneplain) sagged downwards allowing the Iapetus Sea to inundate the Shield creating broad shallow seas over Southern Ontario during the Paleozoic era between 300 and 600 million years ago. The inundation of the Iapetus Sea occurred on either side of the present day Frontenac Arch, which has resulted in the varied geology of the Upper St. Lawrence. Sedimentation from the broad shallow seas on either side of the Frontenac Arch eventually lithified, turning into limestone plains over many millions of years. Thus to the west of the Frontenac Arch lies the limestone belonging to the Simcoe Group, while to the east of the Arch lies the limestone and shale of the Ottawa Embayment.

The surficial layer is shaped by bedrock topography with low areas filled with glacial deposits. Glacial deposits are largely the result of the Wisconsin Glaciation period which covered Ontario 75,000 BP (before present), with the most recent ice sheet (the Laurentian) retreating approximately 12,000 BP.

The formation of surficial deposits in the area between Brockville and the Ontario—Quebec border can be categorized three ways: deposits of the Sangamonian optimum, deposits predating the Late Wisconisinan glacial maxium, and postglacial deposits dating from the end of the Late Wisconsian and the beginning of the Holocene. Sub-till deposits found at Pointe-Fortune, on the Ontario-Quebec border, are representative of deposits from the Sangamonian optimum, the interglacial period preceding the Wisconsian Glaciation. The Pointe-Fortune till deposit consists of unfossiliferous sand overlying organic-bearing sand, massive clay and sand-clay. Aside from the Pointe-Fortune deposits, evidence of deposits predating the last glacial maximum in the Upper St. Lawrence are hard to come by. Evidence of post glacial deposits is plentiful in this region, however, largely as a result of the Champlain Sea's dominance over the area as far west as Brockville.

The western and southern parts of the Upper St. Lawrence east of Brockville are underlain by glacial deposits (till). Wave action removed the silt and clay from the till, leaving behind sand and gravel.

Hydrogeology

The floor of the St. Lawrence River consists of a series of terraces and stepped plains formed by the littoral and fluvial processes during the regression of the Champlain Sea at the end of the Wisconsinan Era.

The surficial deposits of the St. Lawrence Hydrogeological Region east of Kingston are composed primarily of sand deposits which originated either as beaches of the glacial era Champlain Sea or as high terraces formed during the early stages of the Ottawa and St. Lawrence Rivers. Water quality in this region varies from less than 500ppm Total Dissolved Solid (TDS) in the west to a range of 500 to 2500ppm TDS in the east. Yields are commonly from 0.5 to 2 litres per second.

The St. Lawrence Lowlands Hydrogeological Region, an area of low relief and humid climate, is underlain by unfolded Paleozoic rocks. This region is divided into three distinct areas by Precambrian rocks. The western part, which comprises most of Southwestern

Ontario, is separated from the central part by a projection of the Canadian Shield region intersecting the St. Lawrence River to the east of Kingston. The central part is similarly separated from the eastern part by the Canadian Shield region crossing at the confluence of the Ottawa and the St. Lawrence rivers. Groundwater occurs in the pore spaces and fractures in these rocks, with inter-granular flow being dominant in the sandstones and fracture flow predominating in the carbonates.

Topography

The natural flow of the St. Lawrence River is influenced by the relief and sloping evident in the region's topography, however, it has been drastically altered since the damming of the river in 1959. Gone are the mighty Long Sault Rapids. Since the building of the dams at Cornwall/Massena and the Iroquois Dam, the descent of the river's flow has been levelled off. Consequently, the rapids have been flooded and a reservoir lake named Lake St. Lawrence has formed upriver of Moses-Saunders Power Dam.

3.1.3 THEME 3: River Morphology

Valley Types

The walls of the St. Lawrence Valley vary according to the river's bedrock geology. In the Frontenac Arch where the Canadian Shield is prominent, straight slope valley walls are evident. In the area east of the Frontenac Arch (known as the Central St. Lawrence Lowlands), where sedimentary rock underlies the river, the valley walls are much broader and far less defined.

Channel Patterns

The Upper St. Lawrence is a relatively straight river, with few bends in its course. Those bends that do exist tend to be very slight in nature. The portion of the river between Prescott and Lake St. Francis is more sinuous in nature. In this portion, the river displays characteristics somewhat like a delta where it empties into Lake St. Francis. The river's flow in this area has been drastically altered due to damming of the St. Lawrence at Cornwall.

The Upper St. Lawrence has two lakes on its course to the Quebec portion of the River. Lake St. Lawrence rests above the Moses-Saunders Power facility. It is a man-made lake created when the damming of the St. Lawrence was completed in 1959. Lake St. Francis, which lies in Ontario, Quebec and New York, is not man-made; however, the present water level of the lake is controlled by dams at each end of the lake.

Channel Profile

Historically the horizontal profile of the St. Lawrence could be considered stepped, being level in some spots with areas of steep decline and rapids. However, since the damming of the St. Lawrence, the infamous rapids on the Upper St. Lawrence have been flooded. There are areas of swift water, particularly where the underwater waterfalls occur in the Raft Narrows section near Ivy Lea.

Fluvial Landforms

One of the more noteworthy phenomena resulting from the influence of climate on fluvial activity is the 'glacial' process that occurs every spring. Tributaries are frozen during the winter; flooding and stream flow during spring break-up results in the transport of debris and shore erosion by seasonal ice.

Over thousands of years the river has flowed over the underlying bedrock of the St. Lawrence River. Variation in bedrock resistance in the Frontenac Axis region where the river passes over Precambrian Shield has resulted in the formation of the picturesque Thousand Islands.

3.1.4 THEME 4: Biotic Environments

Aquatic Ecosystems

The Upper St. Lawrence has various aquatic ecosystems, including: riverine systems, lake systems and wetland systems along its course. The river displays characteristics of a middle-order riverine system. Common characteristics of a middle-order riverine system include: sediment transport, broad seasonal water temperatures, variable discharge and common invertebrates comprised of collectors and grazers.

The Upper St. Lawrence flows through two lacustrine systems: Lake St. Lawrence and Lake St. Francis. As mentioned previously, Lake St. Lawrence is the result of damming at Cornwall and Lake St. Francis, which existed prior to European settlement, is also regulated with dams at each end of the lake.

A number of wetlands exist along the Upper St. Lawrence, many of which have been designated provincial or regional areas of natural or scientific interest (ANSI) by the

Wetland



Ministry of Natural Resources. These wetlands are highly biologically diverse environments and are crucial for the maintenance of a healthy river ecosystem. In the entire St. Lawrence Valley, wetlands account for 9 percent of total surface area, with marshes and peatlands accounting for less than 1 percent. There has been significant wetland loss since 1800 along the Upper St. Lawrence.

Terrestrial Ecosystems

The Upper St. Lawrence River is part of two terrestrial ecosystem zones (or eco-regions): Mixed Wood Plains and Boreal Shield. The Mixed Wood Plains can be further dived into two sub-regions: Manitoulin-Lake Simcoe and the St. Lawrence Lowlands. The Frontenac Arch of the Algonquin-Lake Nipissing sub-region is within the Boreal Shield ecosystem.

The Manitoulin – Lake Simcoe Eco-region: This eco-region is located around Kingston on the limestone plains to the east of the Frontenac Arch and only constitutes a small portion of the proposed designation length for the river. This region is primarily dominated by agricultural land cover, with significant areas of mixed wood forest, successional woodland and scrub.

The St. Lawrence Lowlands Eco-region: This eco-region to the east of the Frontenac Arch sits on top of the sandstone and shale created by ancient marine sediments. Soil in this area tends to be suitable for a diverse eco-system. Similar to the area around Kingston, this region is primarily dominated by agricultural land cover, with significant areas of mixed wood forest, successional woodland and scrub.

The Frontenac Arch Eco-region: This eco-region sits on the Canadian Shield. It acts as the connection corridor between Algonquin highlands and the Adirondacks. The Frontenac Arch ecosystem differs from its neighbouring ecosystems for a number of reasons: thin acidic soil chemistry limits some plants and animals in favour of others; and the Thousand Islands region is also regulated by a micro-climate which contributes to differences in ecosystem composition.

Blandings's Turtle



3.1.5 THEME 5: Vegetation

The fast flow and the depth of the St. Lawrence generally restrict the growth of in-stream vegetation to algae and macrophytes (larger aquatic plants). Wetlands along the banks of the St. Lawrence and among the islands also provide an example of in-stream vegetation.

Variation in the trees and shrubs found along the St. Lawrence generally coincide with a particular eco-region. The Manitoulin-Lake Simcoe eco-region, which can be seen around Kingston, displays examples of mixed wood forest. The dominant species are sugar maple, beech, eastern hemlock, red oak and basswood. The Frontenac Arch eco-region is typified by sugar maple, beech, basswood, red and white ash, yellow birch, red maple, eastern hemlock, white pine, and red, white and bur oak trees. The St. Lawrence Lowlands eco-region east of Brockville displays examples of sugar maple, yellow birch, eastern hemlock, and eastern white pine, red pine, eastern white cedar and red oak. Wetter sites support red maple, black ash, white spruce and tamarack.

The Upper St. Lawrence is home to a number of *rare plant species*. St. Lawrence Islands National Park, which includes more than 20 island properties in the St. Lawrence River between Kingston and Brockville, is home to the following species identified as either endangered or threatened: American ginseng, blunt-lobed woodsia, butternut, eastern prairie fringed orchid and deerberry.

3.1.6 THEME 6: Fauna

The Upper St. Lawrence has a diverse range of fauna within its various eco-regions, which contribute to the biodiversity of the river. The river hosts a wide variety of fish, mammals and birds, reptiles, amphibians and invertebrates, some of which are extremely rare.

Upper Canada Migratory Bird Sanctuary



Fish: Due the numerous different types of water habitats, the St. Lawrence supports a large variety of fish. It has been estimated that there are over 88 species of fish in the Thousand Islands region alone (Ross, 1983). Smallmouth bass, northern pike and muskellunge have traditionally lured sport fishers to the area. Southern fish such as bowfins and long-nosed gar can also be observed in the river. The mighty sturgeon has been a fixture on the river, particularly Lake St. Francis where a large commercial fishery operated for many years before the decline of the sturgeon. It is now a threatened species.

Mammals: The Upper St. Lawrence has seen a considerable shift in mammal species since the arrival of Europeans during the seventeenth century. Cougars, lynx, moose, martens, wolverines, black bears and timber wolves were all part of the Upper St. Lawrence landscape. These mammals, however, have disappeared from the area as a result of settlement, trapping and land clearing. Today, common mammals include: the white-tailed deer, snowshoe hare, coyote, red and grey squirrel and chipmunks. Examples of rare animals in the area include the grey fox, which returned to the area in 1942 after a 300-year absence, and the occasional opossum has been sighted in the Thousand Islands (Ross, 1982).

Birds: The Upper St. Lawrence is host to many different bird types, in part due to its location on a migratory bird route. The most identifiable bird on the Upper St. Lawrence is likely the blue heron, which is particularly prevalent in the Thousand Islands Region.

Reptile and Amphibians: The Upper St. Lawrence River, particularly the Thousand Islands region, has one of the richest populations of reptiles and amphibians in Canada. This area represents a "tension zone" where many populations are at their southernmost or northernmost range. A notable example is the black rat snake, Canada's largest reptile and a threatened species.

The Upper St. Lawrence is home to a number of *rare animal species*. St. Lawrence Islands National Park identifies the following resident species as either endangered or threatened: Eastern Loggerhead Shrike, Henslow's Sparrow, King Rail, Northern Bobwhite, Blanding's Turtle, Eastern Rat Snake, Golden- Winged Warbler, Least Bittern, Peregrine Falcon, Pugnose Shiner and Stinkpot Turtle. Species of special concern include: American Eel, Bridle Shiner, Broad Beech Fern, Cerulean Warbler, Eastern Milksnake, Eastern Yellow Breasted Chat, Five- Lined Skink, Grass Pickerel, Lake Sturgeon, Monarch Butterfly, Northern Map Turtle, Northern Ribbonsnake, Red Headed Woodpecker, Short-Eared Owl and Yellow Rail.

The Ontario portion of the St. Lawrence River is not being nominated to the CHRS for its natural heritage values. Although the river meets the *CHRS Selection Guidelines for Natural Heritage Values*, as required for the nomination of Canadian Heritage Rivers, the St. Lawrence River is unable to meet certain *Natural Integrity Values* as required for nomination.

The following assessment applies *Selection Guidelines for Natural Heritage Values* and *Natural Value Integrity Guidelines* to the St. Lawrence River. It also explains which Natural Integrity Values the St. Lawrence River does not possess, thereby preventing it from being nominated on the basis of its natural heritage values.

3.2.1 Selection Guidelines: Natural Heritage Values

Outstanding Canadian natural heritage value will be recognized when a river and its immediate environment:

Guideline: is an outstanding example of river environments as they are affected by the major stages and processes in the Earth's evolutionary history that are represented in Canada; or

The Upper St. Lawrence traverses an area that represents more than one billion years of evolutionary history. It crosses two physiographic regions and is comprised of two geologically unique characteristics.

Guideline: contains outstanding representations of significant ongoing fluvial, geomorphological or biological processes; or

The Upper St. Lawrence continues to experience seasonal variations in water levels despite the strict regulations of water levels along the river. Further, the influence of climate on fluvial activity is illustrated by the glacial process that occurs every spring. Tributaries are frozen during the winter, while flooding and stream flow during spring break-up results in the transport of debris and shore erosion by seasonal ice.

Guideline: contains along its course unique, rare or outstanding examples of biotic and abiotic natural phenomena, formations or features; or

The Frontenac Axis, or Frontenac Arch, is a narrow isthmus that links two important North American landforms – the Canadian Shield and the Adirondack Mountains. This link, which crosses through the nominated section of the river, creates a continuous ecosystem and provides habitat for a high diversity of reptiles and amphibians, as well as a number of rare species. It is also the only place in Ontario where pitch pine grows.

Guideline: contains along its course habitats of rare or endangered species of plants and animals, including outstanding concentrations of plants and animals of Canadian interest and significance.

The Upper St. Lawrence is home to 31 species at risk, including the black rat snake, Henslow's Sparrow, peregrine falcon and monarch butterfly. The river is also estimated to 43

support more than 88 species of fish in the Thousand Islands area alone. In 1942, the area saw the return of the grey fox, after a 300-year absence.

3.2.2 Integrity Guidelines: Natural Integrity Values

In addition to meeting one or more of the above natural heritage value guidelines, a river must also meet natural integrity guidelines to meet CHRS criteria for designation.

Guideline: The nominated section is of sufficient size to include significant representations of all of the natural processes, features, or other phenomena which give the river its outstanding natural value;

The nominated area of the St. Lawrence River includes the 200 kilometres that border Ontario, from the Great Lakes to the Ontario/Quebec border. It includes all the natural processes, features and phenomena which give the river its outstanding natural value.

Guideline: The nominated section includes those ecosystem components that contribute significantly to the provision of habitat for species in need of protection;

The nominated section includes those ecosystem components that contribute significantly to the provision of habitat for species in need of protection, including riverine systems, lakes and wetlands, as well as mixed wood and boreal forests.

Guideline: There are no human-made impoundments within the nominated section; There are various impoundments within the nominated section, particularly those associated with the construction of the St. Lawrence Seaway and hydroelectric stations.

Guideline: All key elements and ecosystem components are unaffected by impoundments located outside the nominated section;

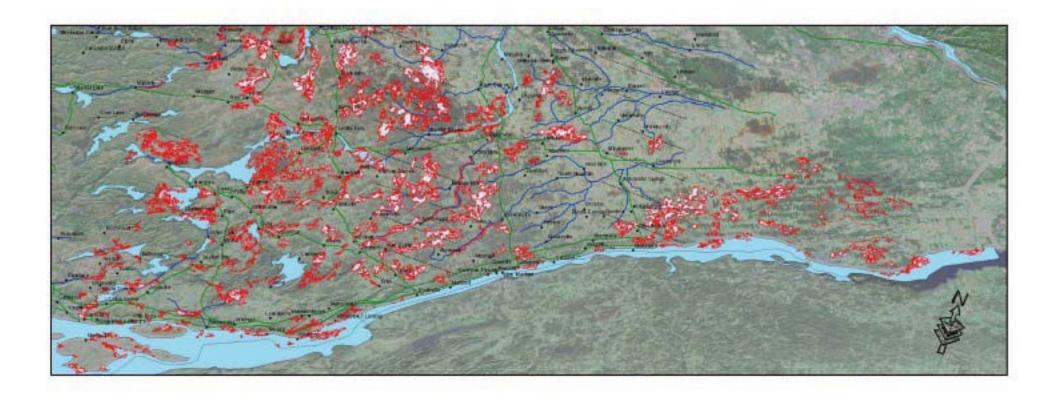
The St. Lawrence River is subject to various impoundments, even outside the nominated section. Protected parklands along the river, however, still maintain a high level of natural ecological integrity.

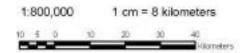
Guideline: The water in the nominated section is uncontaminated to the extent that its natural aquatic ecosystem is intact; and

The water in the nominated section has been heavily affected by the various land and water uses in the area. The area most contaminated has been part of a Remedial Action Plan process since 1988, and water quality is now considered moderate to good.

Guideline: The natural aesthetic character of the nominated section is free of, or not adversely affected by, human developments.

There are areas within the nominated section of the St. Lawrence River that are free of, and not adversely affected by, human developments. There are, however, areas within the nominated section that have been adversely affected by development.





Wetland Areas

Kingston to Ontario Border



Boldt Castle

Recreational Values

The following section describes the outstanding recreational values that the Ontario portion of the St. Lawrence River will contribute to the CHRS. The section is organized according to the following categories: boating, angling, swimming and water contact sports, water-associated activities, winter activities, and natural and cultural heritage appreciation.

4.1 <u>Description of Recreational Values</u>

4.1.1 Boating

The Upper St. Lawrence River has hosted recreational boating enthusiasts since the late 1800s. Numerous marinas dot the shore, providing mooring for both power boats and sailboats. With about 1800 islands in the Thousand Islands area, boaters enjoy stunning scenery as well as historic sites along the way. The options for canoeing and recreational kayaking are abundant and available for almost any skill level, including the Thousand Islands Water Trails, a series of water trails of varying lengths that take paddlers to various islands and points of interest.

4.1.2 Angling

With 88 species of fish, including about 20 popular game fish such as small and large mouth bass, northern pike and pickerel, fishing has been a popular recreational activity in the region for more than a century. The muskellunge, a large fish from the pike family, is one of the most popular game fish, attracting sport anglers to the region in the summer months. Numerous guides and outfitters take out fishing groups along the Upper St. Lawrence.

4.1.3 Swimming and Water Contact Sports

There are a number of sandy beaches along the Upper St. Lawrence River, including Mille Roches Beach, Glengarry Park and Brown's Bay, which attract swimmers during the summer months. Water skiing, wakeboarding and water tubing are also popular activities along the river, with numerous outfitters supplying the necessary equipment.

The Upper St. Lawrence is one of the world's best freshwater diving spots for shipwrecks, attracting divers from all over the world. Numerous outfitters supply equipment and take out tours to see remnants of the region's history.

4.1.4 Water-Associated Activities

The Upper St. Lawrence River is lined with trails, providing the opportunity to enjoy the water from a different perspective. Among the many waterfront trails are the St. Lawrence Recreational Path, which extends more than 75 kilometres from Morrisburg to Lancaster; the majority of the trail follows the St. Lawrence River shoreline and is open year-round. Activities on the trail include hiking, walk and cycling. The Thousand Islands Bike Path runs for 37 kilometres along the Thousand Islands Parkway, from Gananoque to Brockville. These trails make up an extended Waterfront Trail that follows the St. Lawrence River from the Quebec border to Lake Ontario.

A number of campgrounds are run by Parks of the St. Lawrence and St. Lawrence Islands National Park, providing various types of camping throughout the region, including canoein camping on the park's islands. The Upper St. Lawrence also has a strong history of duck hunting which continues today. The area attracts goose and duck hunters from Canada and the US.



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4.1.5 Winter activities

A number of trails are open year-round in the area. The St. Lawrence Recreational Path, for example, becomes an excellent trail for snowshoeing during the winter months. Snowmobiling and cross-country skiing are also popular past-times along the shores of the Upper St. Lawrence.

4.1.6 Natural Heritage Appreciation

The Upper St. Lawrence is rife with opportunities for natural heritage appreciation. The Upper Canada Migratory Bird Sanctuary, St. Lawrence Islands National Park and Frontenac Arch Biosphere provide access to protected spaces from which to view and interpret the diverse ecosystems of the area. The Frontenac Arch Biosphere is one of 15 UNESCO-designated biospheres in Canada.

The natural rock bay of Half Moon Bay is a unique geological feature that has attracted visitors since the late 1800s.

4.1.7 **Cultural Heritage Appreciation**

The culture and history of the Upper St. Lawrence is marked by numerous museums, historical sites, events and plaques. Kingston alone has 20 museums and national historic sites to attract visitors wishing to learn about the rich cultural heritage of the region. Historical plaques are abundant in the towns and cities along the river, providing insight into specific people, locations and events of historical importance in the region.

Some of the larger cultural heritage attractions along the Upper St. Lawrence include: Upper Canada Village, an elaborate heritage park which recreates examples of life in the 1860s; Fort Wellington, an original British fort built between 1838-1839 to defend the St. Lawrence shipping route; and Crysler's Farm Battlefield National Historic Site, which marks a critical moment in the history of Canada. Among the region's many events are the Akwesasne International Powwow, Long Sault Regatta, Medieval Festival at Upper Canada Village, St. Lawrence Shakespeare Festival and Thousand Islands Jazz Festival.

Not all the artefacts of the Upper St. Lawrence's history are found above land; there is much to be found underwater. The popularity of scuba diving in the area gives access to a rich cultural history, with a great many sunken treasures to explore. There is a long list of ships found at the bottom of the St. Lawrence, including: the Comet, a side-wheel steamer built in 1848; the Iroquois, built by the French in 1759 and captured by the British at the battle of Fort de Levis; and the Sir Robert Peel, allegedly stormed and set fire by the pirate Captain Bill Johnson.

4.2 Assessment of Recreational Values

The Ontario portion of the St. Lawrence River provides excellent opportunities for recreation and meets all of the recreational selection and integrity guidelines as outlined by CHRS.

4.2.1 Selection Guidelines: Recreational Values

Outstanding Canadian recreational value will be recognized when a river and its immediate environment possess a combination of river-related recreational opportunities and related natural and/or cultural values, which together provide an opportunity for outstanding recreational experiences.

Guideline: Recreational opportunities include water-based activities such as canoeing and other forms of boating, swimming and angling, and other activities such as camping, hiking, wildlife viewing and natural and cultural appreciation, which may be part of a river-touring experience.

The Upper St. Lawrence River includes the full range of water-based activities such as boating, angling, camping, hiking, and natural and cultural appreciation, which work together to form a unique river-touring experience. There are currently numerous river tours, both led and self-guided, which include these features.

Guideline: Natural values include natural visual aesthetics, and physical assets such as sufficient flow, navigability, rapids, accessibility and suitable shoreline.

The Upper St. Lawrence includes a range of natural visual aesthetics, as well as suitable flow, navigability, accessibility and shorelines to make it appropriate for a full range of water sports and water-associated activities.

4.2.2 Integrity Guidelines: Recreational Integrity Values

In addition to meeting both of the recreational value guidelines, for a river to be judged to have outstanding Canadian recreational value, it must meet all of the following recreational integrity

guidelines:

Guideline: The river possesses water of a quality suitable for contact recreational activities, including those recreational opportunities for which it is nominated;

The water quality along the river is suitable for contact recreational activities, such as swimming, scuba diving and paddling, making it suitable for the recreational opportunities for which it is nominated.

Guideline: The river's visual appearance is capable of providing river travellers with a continuous natural and cultural experience, or a combined natural and cultural experience, without significant interruptions by modern human intrusions; and Although there are towns and cities along the river, there is also extensive uninterrupted natural space. Furthermore, some of the towns and villages provide a combined natural and cultural experience in themselves. The river's visual appearance is therefore capable of providing river travellers with many areas of diverse continuous natural and cultural

experience without significant interruptions by modern human intrusions.

Guideline: The river is capable of supporting recreational uses without significant loss of, or impact on, its natural or cultural values or its visual character.

The Upper St. Lawrence River is capable of supporting recreational uses without significant loss of, or impact on, its natural or cultural values or its visual character. Recreational activities are already popular on the river and have been for more than 100 years.

Conclusion

The Nomination Document presents the case supporting the inclusion of the Ontario portion of the St. Lawrence River into the Canadian Heritage River System based on the river's cultural heritage values. The Upper St. Lawrence has long had a central role in nation-building events; the story of Canada can be told along this waterway.

The Ontario portion of the St. Lawrence River would address recognized gaps in the Canadian heritage river network. It crosses both international and provincial boundaries; has been the backdrop for Aboriginal and European cross-cultural contact; boasts distinctive architecture inspired by the river; and is home to well-developed and nationally recognized land-based tourism attractions.

This document also offers compelling evidence of the natural heritage and recreational values of the Upper St. Lawrence River. Because CHRS Guidelines for Natural Integrity Values cannot be met, however, the river is not eligible to be nominated on the basis of its natural values.

The Québec portion of the St. Lawrence is no less worthy a candidate for nomination based on its impressive cultural heritage values. The option remains open for the Québec government to pursue this candidacy in the years ahead.

Future designation of the Ontario portion of the St. Lawrence will build on the considerable community support and momentum that exists on both the Canadian and American sides of the river. There already exists a strong grassroots commitment to sustainable living and stewardship of cultural and natural values built by initiatives such as the Frontenac Arch Biosphere Reserve. Disparate communities in the region are working together and building networks.

Designating the Ontario portion of the St. Lawrence River as a heritage river will build upon this strong foundation in the interests of protecting, enhancing and publicizing the cultural and natural heritage of this special and storied river.

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St. Lawrence River CHRS Nomination Appendices

Appendix A

List of the National Historic Plaques along the Upper St Lawrence River

Battle of Crysler's Farm

The Battle of the Windmill

Bellevue

Bethune-Thompson House

Bishop Alexander Macdonell 1762-1840

Charles Edward Poulett Thomson 1799-1841

Chimney Island (Bridge Island)

The Coming of the Mohawks

The Construction of the St. Lawrence Seaway

The Crawford Purchase

Christ Church, Her Majesty's Chapel Royal of the Mohawk

Darlingside

The First Meeting of the Executive Council of Upper Canada

Fort De Levis

Fort Frontenac

Fort Henry

Fort Wellington

Glengarry Cairn

Her Majesty's Chapel of the Mohawks

Inverarden

Kingston City Hall

Kingston Custom House

Kingston Dry Dock

Kingston Fortifications

Kingston Navy Yard

Legislature of the Province of Canada 1841-1844

Lieutenant-Colonel John Macdonell (Aberchalder) c. 1750-1809

Mary (Molly) Brant (Tekonwatonti) (ca. 1736-1796)

Point Frederick Buildings

Pointe au Baril

Raid on Gananoque 1812

Rebellion of 1837

Right Reverend John Strachan 1778-1867

Saint-Louis

Sir Charles Bagot 1781-1843

Sir John Alexander Macdonald 1815-1891

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Sir John Johnson House Sir William Buell Richards 1815-1889 The Six Nations Southwold Earthworks St. Raphael's Ruins Thayendanega (Joseph Brant) 1742-1807 Tom Longboat 1886-1949 United Empire Loyalists War of 1812 The Williamsburg Canals The Wolfe Island Township Hall

St. Lawrence River CHRS Nomination Appendices

Appendix B

List of the Provincial Historic Plaques along the Upper St Lawrence River

Abel Stevens

Ahyouwaeghs John Brant 1794-1832

Battle of Crysler's Farm 1813

Bethune-Thompson House

Bishop Alexander Macdonell 1762-1840

Blockhouse Island

Captain Samuel Anderson 1736-1836

Capture of Ogdensburg 1813

"Cariboo" Cameron 1820-1888

Christ Church 1843

Cogwagee Tom Longboat 1886-1949

The College of Iona

Colonel Edward Jessup 1735-1816

Colonel Joel Stone 1749-1833

Cornwall Grammar School

District Court-House and Gaol 1833

E. Pauline Johnson 1861-1913

Fort Henry

Fort Wellington

The Forwarding Trade at Prescott

The Founding of Cardinal

The Founding of Cornwall

Fraserfield

The French Presence in Cornwall

The French Presence in Lafontaine

Gananoque Town Hall

George Chaffey 1848-1932

The Glengarry Emigration of 1786

The Glengarry Fencibles

Government House 1832

Heathfield

Hillcroft 1853

Holstein Friesian Cattle in Ontario

James Morris 1798-1865

John McIntosh 1777-1846

Johnstown 1789

Justus Sherwood 1747-1798

The King's Royal Regiment of New York

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Lost Villages of the St. Lawrence

Louis de Buade, Comte de Frontenac et de Palluau 1622-1698

Loyalist Landing at Cataracoui 1784

The MacMillan Emigration 1802

Militia Garrison 1837-38

The Mohawk Institute

Molly Brant

The North West Company

Ogle Robert Gowan 1803-1876

Oronhyatekha (Peter Martin) (1841-1907)

The Parish of St. Raphael

"Pirate" Johnston 1782-1870

Point Frederick

Prescott Barracks and Hospital

Rebellion of 1837

René-Amable Boucher 1735-1812

René-Robert Cavelier de La Salle at Cataracoui

The Reverend Johann Samuel Schwerdtfeger 1734-1803

The Reverend John Strachan in Cornwall

The Reverend John Stuart 1740-1811

Roebuck Indian Village Site

The Royal Military College of Canada

The Rush-Bagot Agreement

St. Paul's 1785 H.M. Chapel of the Mohawks

St. Paul's Church

Senator George T. Fulford 1852-1905

Sir James Pliny Whitney 1843-1914

Sir Oliver Mowat 1820-1903

Sir Richard Bonnycastle 1791-1847

The Stone Frigate

Summerhill 1839

Thousand Islands International Bridge

The Typhus Epidemic 1847

William Buell, Sr. 1751-1832

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November 25, 2013

REPORT TO ECONOMIC DEVELOPMENT AND PLANNING COMMITTEE – December 3, 2013

2013-141-12

FESTIVAL & EVENTS COORDINATOR DAVID C. PAUL
DIRECTOR OF ECONOMIC DEVELOPMENT AND TOURISM

RECOMMENDATION

THAT the Economic Development and Planning Committee recommend to Council the establishment of a festival and events reserve account being \$115,000 +/- surplus generated from profit of the Tall Ships Festival- 1812 Tour, and further;

THAT the City enter into a three year contractual agreement with the Brockville and District Chamber of Commerce/Tourism Office for a Festival and Event Coordinator position with terms and conditions to be presented to Council at a later date for ratification.

PURPOSE

To provide supplementary financial assistance to the Brockville and District Chamber of Commerce/Brockville Tourism Office to enable the Chamber to create a designated Festival and Events Coordinator for the facilitation on all existing festivals and special events and the potential introduction of another signature festival for the community.

BACKGROUND

- The Tall Ships 1812 Tour, First Port of Call Brockville, generated a financial surplus of approximately \$115,000 + during this year's June 2013 weekend.
- The Tall Ships Festival Committee responsible for this successful venue have publically expressed to the Council and community the desire for a new position to facilitate both existing and future festivals and special events for Brockville.
- There is no intent to currently host another Tall Ships festival, and further, the touring of tall ships occur on a cycle of 3 to 5 years as organized by Tall Ships America.
- The subject recommendation would enable all current and future festivals and special events to secure qualified coordination and guidance on hosting for their events.

- Most festivals/events rely heavily on volunteers who often suffer "burn out", and as such, the constant recruitment by charities and special interest groups seeking new personnel.
- Several Ontario communities of similar population already provide this support function as noted on the Attachment A.
- The contracting of such a position as an extension of the existing Tourism Service Agreement between the City and the Brockville & District Chamber of Commerce/Tourism Office is a logical option based on the success and experience documented by the Chamber on both market promotion, visitor services and hosting of several special events.
- The Chamber of Commerce is aware of the recommendation and is favourably disposed to provide this supplementary service.
- The Chamber will provide any additional salary and benefits necessary to secure a qualified candidate and commit to the three year term.
- A full job description including the negotiated final terms will be presented to Council prior to ratification.

Attachment A

Survey of Communities with Festival and Event Coordinators

FINANCIAL CONSIDERATION

There currently are surplus revenues of approximately \$104,000 in the Tall Ships account with an additional final \$15,000 final payment forthcoming from the Provincial Government. The estimate after final adjustments will leave a balance of approximately \$115,000.

D Parl

Director of Economic Development

D. DICK, CA

Director of Corporate Services

B. Casselman City Manager

Status	Туре	Population 2011	FEO Member Festivals & Events Ont.	Event Coordinator working for City/BIA/Chamber
Amherstburg	Town	21,748		
Bracebridge	Town	15,652	Yes	No
Bradford West Gwillimbury	Town	24,039	i silul	
Brockville	City	21,957	Yes	Considering hiring Event Staff
Cobourg	Town	18,210	Yes	Yes – Event Coordinator under Municipality
Collingwood	Town	17,290	Yes	Yes – Event Coordinator - Municipal
Elliot Lake	City	11,549		
Erin	Town	11,148		
Essex	Town	20,032	Yes	No
Grimsby	Town	23,937	Yes	No
Huntsville	Town	18,280		
Ingersoll	Town	11,760		
Innisfil (Alcona-Lefroy-Gilford)	Town	31,175		
Kingsville	Town	20,908		
LaSalle	Town	27,652		
Leamington	Town	28,833	Yes	Yes – Supervisor of Marketing & Special Events - Municipal
Lincoln (Beamsville)	Town	21,722		
Napanee (Greater Napanee)	Town	15,400		
Orangeville	Town	26,925	Yes	Yes — 150 th Event Coordinator - Municipal
Orillia	City	30,259	Yes	Yes – Manager of Special Projects - Municipal

2013-141-12 - Report to EDP - Festival Events Coordinator Appendix A

Owen Sound	City	21,753	Yes	Yes – City
Pelham	Town	16,155		
Pembroke	City	13,930	Yes	No
Petawawa	Town	14,651		
Port Colborne	City	18,599	Yes	Yes – 2 Municipal Event Coordinators
Port Hope	Town	16,390	Yes	Yes - Chamber
Prince Edward (Picton)	City	25,496		
Saugeen Shores (Port Elgin-Southampton)	Town	11,720	Yes	Yes - Chamber
Tecumseh	Town	24,224	Yes	Yes – Manager of Recreation/Event Services
Temiskaming Shores (Haileybury-New Liskeard)	City	10,442	Yes	No
Thorold	City	18,224		
Tillsonburg	Town	14,822		
Whitchurch-Stouffville	Town	24,390		

Summary

Festival and Events Coordinator Position - 2014

Salary - Tall Ships Legacy Funding

 $115\ 000.00 / 3\ years = 38\ 300.00$

Main Objectives:

- 1. It would be the responsibility of the Special Festival and Events Coordinator to research all existing festivals and events and make recommendations for improvement, growth, and execution.
- 2. They would be responsible for researching and creating a proposal of a New Annual Signature Event or Festival as well as "shoulder or off Season" events including Sports Tourism opportunities.
- 3. The Festival and Events Coordinator would be responsible for the creation of a consistent performance tracking model for all festivals and events to help in analytical analysis and future planning.



Jan. 28, 2014

Prepared by: Anne MacDonald, Executive Director Brockville and District Chamber of Commerce

Steve Weir Tourism Manager

Prepared for: Dave Paul, Director, Economic Development, City of Brockville

BROCKVILLE AND DISTICT

POSITION DESCRIPTION

Brockville and District Chamber of Commerce

Position: Tourism Festival and Events Coordinator

Reports to: Tourism Manager

Required: Knowledge of tourism, sustainable tourism and promotional

principles and practices; festival and events coordination, and the tourism industry; of tourism trends; and of community relations with experience in Project Management or/a proven track record for planning and execution of Festivals and Events. Ability to manage a variety of projects, a budget, a myriad of tasks and

deadlines.

Bilingualism would also be considered an asset for this position.

Festival and Events Coordination

- Assist with the ongoing development of festival and events in Brockville. Propose new ideas to improve event planning, themes and assist in the implementation process. Provide a support program as determined by the Tourism Manager for festival and event organizers. The support program could include any/all of the following examples:
 - 1. Logistical Solutions: Organizational checklists, Media Contacts, How-To examples, etc.
 - 2. Referral to festival/event support resources such as rental businesses, funding opportunities, volunteers, etc.
 - 3. Identify organizations needs and provide possible solutions and support.
- Development of a new Signature Event or Festival for Brockville /and or the 1000 Islands Region. Provide a support program as determined by the Tourism Manager for this festival. The support program could include any/all of the following examples:
 - 1. Logistical Solutions: Organizational checklists, Media Contacts, How-To examples, etc.
 - 2. Referral to festival/event support resources such as rental businesses, funding opportunities, volunteers, etc.
 - 3. Identify organizations needs and provide possible solutions and support.
- Assist with the development of marketing and advertising for festivals and events, recruitment and sponsorship plans and oversee execution
- Assist festivals and events committees with grant writing, arrangements, ordering and booking when required

- Maintain an excellent database/knowledge base of Brockville and 1000 Islands festivals, events and committees and knowledge of general visitor and operator services.
- Development and coordination with different levels of Government, including Federal, Provincial and Municipal, Stakeholders and Partners in Brockville and 1000 Islands Region

Research and Product Development

- Conduct research; make site visits during events for determining recommendations/needs for future growth.
- Maintain an excellent knowledge base of Brockville 1000 Islands Region tourism products to assist in product development and general visitor and operator services.
- Development and coordination with Stakeholders and Partners in Brockville and 1000 Islands Region with:
 - 1. Sports Tourism
 - 2. Garden Tourism
 - 3. Arts/Heritage/Culture Tours
 - 4. Cycle Tourism
 - 5. Convention Attraction/Support
 - 6. On-going tourism development
 - 7. Workshop Development

Stakeholder Services

- Assist in the Organization and implementation of the annual Brockville Tourism Forum
- Support tourism events such as trade shows, networking forums, sporting events and brochure swap and information sessions

Partnerships/Stakeholder and Media Relations

- Identify, research and evaluate partnering opportunities; develop and negotiate partnering opportunities and provide leadership and expertise
- Develop and provide media relations services/projects, such as media lines, news releases, speaking points, speeches and backgrounders; establish and maintain contacts with media representatives. Provide functional advice and input to highprofile communications and media relations

- Provide on-site communications planning, organization, coordination and support for media conferences, speaking engagements and other special events and ceremonies
- Volunteer based programming

Design & Marketing Communications

- Knowledge and/or the ability to communicate visions for graphic designs for various publications, promotions and merchandise
- Maintain Festival and Events Photo database/library create and maintain on a yearly basis

Boards & Committees

- Attend committee meetings identified and deemed important by Tourism Manager on behalf of Tourism
 - Extent to which the employee is involved with each board/committee is to be decided on a case-by-case basis; taking into consideration the employee's core duties, current workload and existing commitments.

General Administration and Reporting

- Self-starter who takes pride in maintaining a smooth running office, is eager to assist all Tourism and Chamber staff, as well as answering/directing a myriad of inquiries daily. Proficient in building customer relations to represent Brockville and 1000 Islands Tourism in a highly professional manner.
- Prepare and distribute correspondence, media releases/advisories as directed by Tourism Manager
- Maintain up-to-date databases and information in regards to media, volunteer, committee, board, council and other community stakeholder email lists and distribution
- Assist with the ongoing development of the strategic direction for Brockville and District Tourism

Miscellaneous

- Highly motivated and organized, with exceptional customer service (telephone and personal) and coordinating skills.
- Initiative orientated and has an understanding of computer technology using MS
 Office, Photo Manipulation and Design Software, Proficient using the latest versions
 of Microsoft Word, Excel, PowerPoint, Access, and mail merges; email and web
 searches.

- Interact and co-operate with all other staff members as a team player
- Staff training when required
- Attend staff, tourism and community meetings as necessary
- Perform other related duties as required

MONITORING

- Monitored on a daily basis by the Tourism Manager
- Assessed daily through interaction with team members and community members
- Assessed monthly through production of committee minutes and reports by various committee members

EXPECTED RESULTS

- To provide the participant with the opportunity to develop additional work place experience, skills and contacts
- To provide the Tourism Program with additional resources to better serve the economic interests of the community; visitors and tourism operators
- To develop policies and procedures which will allow the organization to grow due to increased efficiencies
- To assist with the ongoing development of festivals and events in Brockville
- To development of a new Signature Event or Festival for Brockville /and or the 1000 Islands Region

Revised January 27, 2014 SWEIR – DRAFT

Business Incubation

A Catalyst for Economic Development

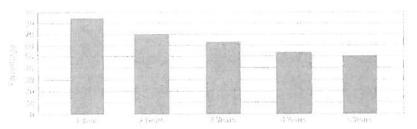
Although Canada has been the most resilient country of the G8 due to a sound banking system, better fiscal position, and stable housing market, many municipalities have been devastated by the economic recession. Cases in point are areas such as Ontario's Windsor-Essex, Sarnia, and St. Thomas-Elgin (just to name a few). As the saying goes, the stories are the same – it's just the names and faces that are changed.

The federal and provincial governments' economic stimulus has been helpful, but many municipalities are not out of the woods yet. They are pursuing other economic initiatives, attending trade missions to foreign countries, and developing research parks and industrial lands in hopes of luring another plant and hundreds or thousands of jobs. But, are these things really catalysts? The return on investment can be large, yet the sales cycle can be very long. And, can we afford to wait? This is not to suggest that we stop doing these things; rather, that we must look at diversification and augment our tactics to secure a sustainable economy for our municipalities. What can we do to get back to the grass roots? What can smaller municipalities do to grow and maintain their economy?

Surprisingly, you probably have all that you need right now to make a significant impact to your community. Business incubation may be the most affordable and efficient way to create sustainable businesses and jobs within your community and region, and you

Figure 1

Typical Small Business Survival Rate



Source: Statistics Canada, Small and Medium-Sized Enterprise Data Warehouse, 2008

likely already have the partnerships in place now.

Understanding the Challenges for New Businesses

Small business makes up over 48 percent of the workforce in Canada (over five million people) and is growing at a very fast rate. Over 100,000 new businesses are created every year in this country; however, the reality is that most fail within a five-year period. In fact, 15 percent fail in the first year with only 51 percent surviving the first five years (see Figure 1). What if you could change these statistics in your municipality and region? Would you? And, what would you pay a year to do this? What is a job worth to your community? What is it worth to have someone come off Employment Insurance (EI) or social assistance? What if you could increase survival rate of business to 60 percent over five years? How about 75 percent or even 80 percent? Would you invest some time and seek out some partners? And

what if, with business incubation, you could increase survival rate of business to 90 percent over a 10-year term?

What is Business Incubation?

In short, business incubation provides ongoing business counseling to the entrepreneur. The incubator is usually a physical location (although not always, as virtual incubation requires no physical space). The focus here, however, is on the physical incubator.

JOHN REGAN is General Manager of the Elgin Business Resource Centre and the Innovation Centre for Entrepreneurs < www.iceinnovation.ca>. ICE is a not-for-profit mixed-use business incubator located in St. Thomas, Ontario that provides small and growing businesses, including home-based and youth businesses, with the resources and support they need to grow and prosper, John can be reached at < jregan@elgincfdc.ca>.

SUSAN M. GARDNER is Executive Editor of Municipal World, Canada's municipal magazine, dedicated to promoting good local governance practices. She is also Past President of the Innovation Centre for Entrepreneurs. Susan can be reached at <sgard ner@municipalworld.com>.

The services provided at the incubator include space, access to administrative services, mailbox, copier, phone, internet, and other typical business services that any business would need – including access to business experts. The thought behind incubation is to provide all these services at a reduced rate during the first year, with increases every year to prepare the business for graduation.

As stated by the National Business Incubators Association, "The goal of an incubator is not only to ensure the small business survives the start-up period where they are most vulnerable, but to produce confident, successful graduates that are well-grounded financially and secure in their knowledge of how to run a productive business independently, within two or three years of start-up."

Building a Local Partnership for Incubation

To launch a successful community incubation program, it will be important for the municipality to seek out partners. Specifically, reach out to the local Community Futures Development Corporation (CFDC) or Small Business Enterprise Centre (SBEC); these organizations are already doing virtual incubation, whether they realize it or not. Such partners are mission critical to your success, as they have all the human capital and professional business counsellors that are so important to the incubation pro-

cess. They also have access to resources for the entrepreneurs, from programs to funding (loans).

You can also look to other organizations for partnerships, including other municipalities, provincial ministries, local business associations and chambers of commerce, regional innovation and research centres, colleges, universities, etc. More partners brought onboard demonstrates a higher level of community engagement and support – and a greater likelihood of attracting the community investments necessary to achieve sustainability.

Chances are good that you may already have many of these partnerships in place. Still, the next steps are not for the faint-hearted. Incubation is a lot of work, but also offers the potential of great return on your investment.

Costs

Costs can range from very little to extreme. It is important to research what incubation model the community needs—and what it can afford. There is value in a one-client incubation model; there is also value in a 20-client model and beyond. Costs are dependent on staffing (hence your partners) and the physical space available. Many municipalities have surplus property. Local partners may also have an extra office—or two or three. In some instances, it may be necessary to build or expand to accommodate your

chosen model. Again, it will depend on what you can afford and are prepared to invest.

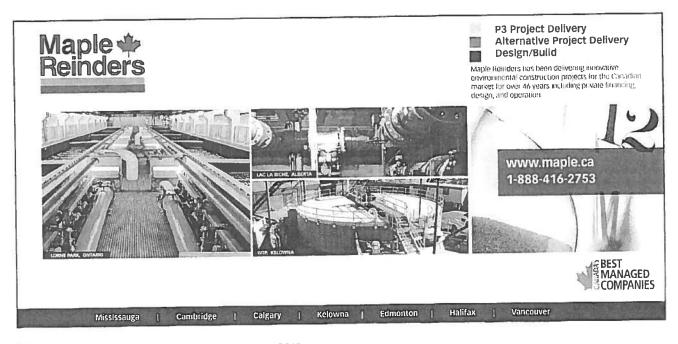
Ongoing operational costs may be offset by a combination of program fees collected from clients, in-kind contributions, potential sponsorships, and designated funds provided by the municipality and other partners.

Entrance into Incubation

Once the physical location, programming, and staff are in place, the incubator is ready for clients. Potential participants will need to be made aware of the incubation program through a community awareness campaign that will include advertising, open houses, and other marketing efforts.

To be considered for entrance into the program, prospective clients will need to meet some criteria, such as not being in a current lease. The goal is certainly not to be in competition with landlords; rather, the incubator's role is to get these businesses out of their basements and garages, accelerate them, and then connect them with local economic development officers to help them find suitable space. (Most communities have storefronts and factories they would like filled.)

The client also goes through some screening with business counsellors and works on developing a business plan. Once the plan is developed, it is vetted through appropriate vested parties, such



as an admissions committee, to determine if the client is coachable (this is critical), understands the commitment, and has a viable business plan.

Staying in the incubator

Most residencies are up to three years, but there are many models. The nature of the business may also dictate the length of incubation. For example, perhaps a graphic artist needs only a two-year period; whereas the developer of a software application or game may need up to five years. At the end of the day, the goal is for the clients to graduate and to fill those vacant storefronts, making room for the next client to enter the incubator.

Some of the criteria for the client to remain in the incubator are show up to work, provide monthly financial statement to the counsellor, meet milestones set out by both the incubator staff and client, and to remain coachable – these are just a few. And, they must pay their program fees.

Graduation

Once the client has fulfilled the term of the program agreement and is at the stage where they no longer need incubation services, they can self-graduate. Expansion of the business can also lead to graduation, and this is a good thing. You do want be careful in allowing a company to expand several times in the incubator. By having good governance, this can be avoided – remember, the goal of incubation is not to be landlords; you want clients to grow.

Having clear expectations is key.

Many incubators have failed as they have allowed clients to expand several times, to the point where they become the main source of revenue to the incubator. This leads to disaster when they do leave, leaving behind a larger than expected vacant space.

So, meeting milestones and fulfilling agreements allows for planned exits from the incubator. There are also non-planned exits, and this too is a good thing – when it is a reflection of having good governance and policies. Clients who fail to pay fees, show up for work, and meet milestones must be removed from the program. The goal here is to create busi-

nesses, so it is important to know when to pull the plug in order to make room for the next entrepreneur. Also, you never want to hurt business or people – you want them to leave the incubator better than you found them ... and sometimes early termination can save a lot of heartache for the entrepreneur and their families. It is "tough love" for business.

Conclusion

Business incubation programs are designed to accelerate the successful development of entrepreneurial companies through an array of business support resources and services offered both in the incubator and through its network of contacts. With the help of targeted business assistance, entrepreneurs are better prepared to turn business ideas into successful new ventures that have a greater-than-average chance of success.¹

The payback is enormous. On average, 95 percent of an incubator's clients graduate, and 87 percent of incubator graduates remain in business.² The resulting community benefits of an incubator are healthy companies, accelerated job growth, and a significant return on investment for each economic development dollar spent. The companies that graduate tend to stay in the region, bringing new jobs, economic diversity, and a stronger social responsibility commitment – certainly a win-win situation.

As noted by Ed Hobbs, Chairman of the Canadian Association of Business Incubation, "Business incubation centres help communities create and retain businesses that generate jobs, wealth, taxes, and economic development. Incubation centres are not about 'bricks and mortar' or real estate. They are about a process that mentors and guides entrepreneurial businesses to success." WW

- 1 See also John Regan (2010). "Key Factors in Developing Effective, Successful, and Sustainable Business Incubators," Papers in Economic Development Final, P. Parker and E. Carvalho. Waterloo, ON. Economic Development Program, University of Waterloo.
- "Impact of Incubator Investments Study" published in 1997, National Business Incubation Association.
- 3 Quoted by Michael St. Amant in "The argument for a business incubation centre," *Brant News*, Thursday, February 2, 2012.

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ENTREPRENEUR

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Invest Ottawa offers advice, mentors to help businesses boom



VITO PILIECI, POSIMEDIA NEWS | 23/10/13 10:38 AMET More from Postmedia News



The national capital region's economic development agency, which has a mandate to support small and medium-sized businesses as far away as Kingston, has developed a "triage" approach to assisting entrepreneurs.

Business people with an idea, a part-time operation, or executives from a fully functioning enterprise can walk into the Invest Ottawa offices and meet with a business specialist who will then determine their needs and what type of help to offer.

Business coaching, industry research, accounting assistance, university research contacts, venture capitalists and even entrepreneurs in residence can be assigned to help.

The move to triage incoming businesses was part of a massive makeover that took place at the organization in February 2012, when it changed its name from the Ottawa Centre for Research and Innovation.

With the name change came a new mandate: The organization went from boosting the local technology economy to acting as a lobby group and point of contact for all of the region's entrepreneurs.

Those involved with the newly structured agency say the makeover has been welcomed and business is booming. "A majority of the companies we have coming through are just people looking to start a service business to put food on the table," said Andrew Moffat, an entrepreneur in residence at Invest Ottawa.

"Our advice is early stage, just to get them going."

He said more than 4,000 people attended Invest Ottawa workshops last year to learn how to start a new company. The organization puts on the workshops through its entrepreneurship centre, dedicated to helping fledgling businesses.

For people with bigger aspirations, the organization can team the individual with one of 10 entrepreneurs in residence, industry experts and successful business owners who work with the economic development agency to guide fledgling businesses and help them expand. The goal is to drive any type of economic growth within the region by supporting area entrepreneurs.

"Every mayor believes John Deere will come in and put 1,000 jobs in their city. That's just not going to happen anymore," said Bob Huggins, one of the entrepreneurs working at Invest Ottawa.

Mr. Huggins sold his newspaper archival company Paper Of Record to Google Inc. in 2008 for millions of dollars. "The knowledge-based industry is where there will be growth."

Kevin Carroll, Invest Ottawa's managing director of innovation, said what makes the organization unique among other economic development agencies in Ontario is its ability to get entrepreneurs exactly the help they need.

Overseas manufacturing and international competition has forever changed the landscape of Ottawa, which was known for creating technology titans. The future belongs to smaller more nimble firms, Mr. Carroll said.

"It'd be nice to grow a 1,000-person company locally, but it's more likely we will see 30-, 50-people companies emerge," he said. "You don't need to be a multinational to take on the world any more."

Invest Ottawa now has space to incubate as many as 40 companies, though it is currently hosting 36, and it is looking to increase that space to help more businesses.

The refocus on building businesses comes as Invest Ottawa rejigs the way it handles international business development. The organization now has a team of six industry experts whose job it is to attract business to the city from abroad.

Having the business development managers close by has been a boon for many startups, Mr. Carroll said. Being able to draw on manufacturing contracts abroad, take advantage of international research partnerships, or even secure funding from U.S. or European investors becomes much easier thanks to the contacts the business development managers provide.

Invest Ottawa is funded jointly by the City of Ottawa and the Ontario and federal governments.



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