The Grand Strategy

for Managing the Grand River as a Canadian Heritage River
Mill at Elora 1930
A.J. Casson
Courtesy of Mrs. Margaret Hall

A.J. Casson (1898 - 1992)

A member of Canada's renowned "Group of Seven", A.J. Casson held a particular affection for Ontario's small towns. Elora on the Grand River, with its historic stone structures and riverside location, was a favourite subject for Casson's paintings during the late 1920s.
THE GRAND STRATEGY
FOR
MANAGING THE GRAND RIVER
AS A CANADIAN HERITAGE RIVER

coordinated by
Grand River Conservation Authority
on behalf of the Province of Ontario

and tabled with
Canadian Heritage Rivers Board
January 18, 1994
The Song My Paddle Sings

West wind, blow from your prairie nest,
Blow from the mountains, blow from the west.
The sail is idle, the sailor too;
O! wind of the west, we wait for you.

Blow, blow!
I have wooed you so,
But never a favour you bestow.
You rock your cradle the hills between,
But scorn to notice my white lateen.

I stow the sail, unship the mast;
I wooed you long but my wooing’s past;
My paddle will lull you into rest.
O! drowsy wind of the drowsy west,
Sleep, sleep.
By your mountain steep,
Or down where the prairies grasses sweep!
Now fold in slumber your laggard wings,
For soft is the song my paddle sings.

August is laughing across the sky,
Laughing while paddle, canoe and I,
Drift, drift.

Where the hills uplift
On either side of the current swift.

The river rolls in its rocky bed;
My paddle is plying its way ahead!
Dip, dip,

While the waters flip
In foam as over their breast we slip.

And oh, the river runs swifter now;
The eddies circle about my bow.
Swirl, swirl!

How the ripples curl
In many a dangerous pool awhirl!

And forward far the rapids roar,
Fretting their margin for evermore.
Dash, dash,

With a mighty crash,
They seethe, and boil, and bound, and splash.

Be strong, O paddle! be brave, canoe!
The reckless waves you must plunge into.
Reel, reel.

On your trembling keel,
But never a fear my craft will feel.

We’ve raced the rapid, we’re far ahead!
The river slips through its silent bed.
Sway, sway,
As bubbles spry
And fall in tinkling tunes away.

And up on the hills against the sky,
A fir tree rocking its lullaby,
Swings, swings,
Its emerald wings,
Swelling the song that my paddle sings.

E. Pauline Johnson

Renowned Canadian poet, E. Pauline Johnson resided in Ohsweken on the banks of the Grand River.
Declaration of Support

The Grand Strategy For Managing the Grand River as a Canadian Heritage River

We, the undersigned, support the designation of the Grand River as a Canadian Heritage River.

In doing so, we commit to:

☐ adopting the values of openness, clarity, understanding, sensitivity, holism, action, integrity, and accountability contained in The Grand Strategy.

☐ sharing responsibilities to achieve the goals contained in The Grand Strategy.

☐ strengthening the knowledge, stewardship and enjoyment of the heritage and recreational resources of the Grand River watershed.

☐ acknowledging that nothing in the Grand River designation as a Canadian Heritage River abrogates, derogates from, adds to, prejudices, affects, or defines any aboriginal treaty, or any other rights, privileges, and freedoms which may have accrued or may accrue to any Aboriginal peoples.

☐ ensuring that the CHRS Objectives, Principles and Procedures are appropriately applied within the Grand River watershed in the management of the Grand River as a Canadian Heritage River.

For the Government of Ontario:

Hon. Howard Hampton, Ontario Minister of Natural Resources

Hon. Anne Swarbrick, Ontario Minister of Culture, Tourism and Recreation

Hon. Ed Philip, Ontario Minister of Municipal Affairs

Hon. Bud Wildman, Ontario Minister of Environment and Energy

For the Grand River Conservation Authority:

Archie MacRobbie, Chairman, Grand River Conservation Authority

A Registry of Endorsements and Commitments containing the signatures of municipalities, interest groups, associations, private businesses, educational institutions, and individuals is being compiled under separate cover.
A Vision Realized - A Look From the Future, 2019

The following description of the Grand River watershed represents the shared vision of participants in The Grand Strategy, 1993. It is written as a "State of the Grand River as a Canadian Heritage River" address to watershed residents in the year 2019.

"In February 1994, the Grand River was designated as a Canadian Heritage River. On reflection, this event marked the beginning of a new era in resource stewardship in the Grand River Watershed.

Through the collaborative efforts of individuals, community groups, businesses, landowners, educational institutions, municipalities and government agencies, The Grand Strategy has changed our attitudes and the way in which we interact with and relate to our natural and human environments. The Grand River valley is now regarded as a prized and priceless asset, world renowned for its natural beauty and cultural diversity.

Today, the rivers and streams are measurably cleaner than they were twenty-five years ago. The Grand River is now "the place" to fish in southern Ontario. An ever-growing number of visitors enjoy picnicking, swimming and camping in our local conservation areas and parks each year. Canoeing, hiking, cycling, and horseback riding along the extensive network of trails attract increasing numbers of vacationers to the watershed. This helps sustain the economic vitality of our communities.

Seasonal cultural events attract thousands of visitors each year. The many historical sites and buildings fascinate young and old alike. Growing numbers of painters, photographers, and others are drawn to the valley to find renewed inspiration and to enjoy the tranquility and peace the river offers.

Watershed communities are committed to ensuring that heritage and recreational resources are maintained and enhanced. Landowners are well informed and play a primary role in managing and conserving heritage resources on private lands. The Grand River Heritage Forum provides opportunities for groups, individuals, landowners and agencies to exchange information, discuss concerns and issues and decide on appropriate actions which reflect individual and joint stewardship efforts. An annual "State of the Grand as a Canadian Heritage River" is prepared in conjunction with this event. As a report card of civilization, the Grand River has improved its marks each year.

We are proud of our river. The commitments to action instilled by The Grand Strategy have bestowed a special legacy to present and future generations who live, work and play in the Grand River valley."
Acknowledgments

The Grand Strategy for Managing the Grand River as a Canadian Heritage River was not possible without the support and assistance of the many stakeholders who participated. The Steering and Coordinating Committee extend their sincere appreciation to all participants representing: The Governments of Canada and Ontario; Six Nations Council; City Mayors, their councils and departments; Regional Chairs, their councils and departments; County Wardens, their councils and departments; various public and private agencies, boards, associations and groups; and individual landowners and residents. These individuals and their affiliations are acknowledged in the Appendix.

Special recognition should be extended to the members and staff of the Grand River Conservation Authority who coordinated The Grand Strategy on behalf of the Province of Ontario.

Members of the Steering Committee:

Norm Richards, Chair, Ministry of Natural Resources
Nick Coomber, Parks Canada
Allan Holmes, Grand River Conservation Authority
Derek Doyle, Ministry of Environment and Energy
Mabel Dougherty, Association of Municipalities of Ontario
Gerry Fitzpatrick, Ministry of Municipal Affairs
Charles Bouskill, Ministry of Culture, Tourism and Recreation
Bob Farrow, Ministry of Culture, Tourism and Recreation
Robert Montgomery, Ministry of Culture, Tourism and Recreation

Members of the Coordinating Committee:

Barbara Veale, Co-chair, Grand River Conservation Authority
Bryan Howard, Co-chair, Ministry of Natural Resources
Rick Antaya, Ministry of Culture, Tourism and Recreation
Duncan Armstrong, Ministry of Natural Resources
Greg Baeker, Ministry of Culture, Tourism and Recreation
Bill Bennett, Langdon Hall
Gary Cousins, County of Wellington
Ann Croceau, Ministry of Culture, Tourism and Recreation
Dan Cramb, Public Representative
Harold Flaming, Ontario Ministry of Agriculture and Food
Phil Goldsmith, Urban Development Institute
Stan Gorecki, Grand River Canoe Company
Stan Irwin, Ministry of Environment and Energy
Michael Johnson, Ministry of Culture, Tourism and Recreation
Lee Kennaley, Regional Municipality of Halidmand-Norfolk
Don Kirk, Ministry of Natural Resources
Stephen Lauzer, Heritage Canada
John McCorkindale, County of Brant
Jack McCadden, Ministry of Natural Resources
Peter McPadden, Festival Country
Kent Murray, Ministry of Municipal Affairs
Jo-Anne Rzadki Moul, Public Representative
Eva Salter, Ministry of Culture, Tourism and Recreation
Dan Schneider, Ministry of Culture, Tourism and Recreation
Lorne Smith, Ministry of Education and Training
Warren Stauch, Public Representative
Sally Thorsen, Regional Municipality of Waterloo
Elbert van Donkergoed, Christian Farmers Federation of Ontario
Glen Wall, University of Waterloo
Bob Yuhaz, Grand River Watershed Congress
# Table Of Contents

<table>
<thead>
<tr>
<th>Executive Summary</th>
<th>viii</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Part One</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Introduction</strong></td>
<td>1</td>
</tr>
<tr>
<td>The Canadian Heritage Rivers System (CHRS)</td>
<td>1</td>
</tr>
<tr>
<td>Role of the Grand River in the CHRS</td>
<td>1</td>
</tr>
<tr>
<td>The Grand River as a Canadian Heritage River</td>
<td>3</td>
</tr>
<tr>
<td>Designating a Canadian Heritage River</td>
<td>5</td>
</tr>
<tr>
<td>The Grand River - A New Kind of Canadian Heritage River</td>
<td>5</td>
</tr>
<tr>
<td>Purpose of The Grand Strategy</td>
<td>7</td>
</tr>
<tr>
<td>Preparing The Grand Strategy</td>
<td>9</td>
</tr>
<tr>
<td><strong>Part Two</strong></td>
<td>11</td>
</tr>
<tr>
<td>Management Philosophy</td>
<td></td>
</tr>
<tr>
<td>Beliefs</td>
<td>11</td>
</tr>
<tr>
<td>Values and Principles</td>
<td>13</td>
</tr>
<tr>
<td>Challenges</td>
<td>15</td>
</tr>
<tr>
<td>Opportunities</td>
<td>21</td>
</tr>
<tr>
<td>Central Goals</td>
<td>25</td>
</tr>
<tr>
<td>Guidelines for Action</td>
<td>27</td>
</tr>
<tr>
<td><strong>Part Three</strong></td>
<td>29</td>
</tr>
<tr>
<td>Implementation</td>
<td></td>
</tr>
<tr>
<td>Existing Management Arrangements</td>
<td>29</td>
</tr>
<tr>
<td>Building The Grand Strategy</td>
<td>31</td>
</tr>
<tr>
<td>Gathering Commitments to Action</td>
<td>33</td>
</tr>
<tr>
<td>Keys to Success</td>
<td>35</td>
</tr>
<tr>
<td><strong>Appendix</strong></td>
<td>37</td>
</tr>
<tr>
<td>Supporting Information</td>
<td></td>
</tr>
<tr>
<td>Basis for Nominating the Grand River as a Canadian Heritage River</td>
<td>37</td>
</tr>
<tr>
<td>Background Documents</td>
<td>39</td>
</tr>
<tr>
<td>List of Participants (To Date)</td>
<td>40</td>
</tr>
<tr>
<td>List of Affiliations (To Date)</td>
<td>43</td>
</tr>
</tbody>
</table>
THE GRAND STRATEGY FOR MANAGING THE GRAND RIVER AS A CANADIAN HERITAGE RIVER

Executive Summary

The Grand River valley is unique. It boasts a rich diversity of heritage resources which illustrate key elements in the history and development of Canada. A broad range of excellent recreational opportunities is provided by the river and its tributaries. These resources represent the basis for the nomination of the Grand River and its four major tributaries, the Nith, Conestogo, Speed and Elora, to the Canadian Heritage Rivers System.

In order for a river to be formally designated to the System, its managing agencies must demonstrate how the outstanding heritage and recreational resources will be conserved, interpreted and enhanced in accordance with and in the spirit of established CHRS objectives, principles and procedures. In the case of the Grand, the area to be designated and managed as a Canadian Heritage River will include the entire Grand River watershed.

Designation of the Grand River as a Canadian Heritage River is not legislated. The Canadian Heritage Rivers System honours important Canadian rivers and gives them national and international regard. Recognition of the Grand River valley as a desirable place in which to live, work and play will increase potential for tourism and economic development.

The management plan for the Grand River as a Canadian Heritage River is called The Grand Strategy and represents a new approach to fulfilling CHRS requirements. Unlike most Canadian Heritage Rivers, the Grand is located in a densely populated part of Canada. Almost all of the lands within the watershed are privately owned. Within the Grand River watershed, the management of heritage and recreational resources is shared by federal and provincial agencies, the Grand River Conservation Authority, municipalities, Native Peoples, interest groups, associations, private businesses, educational institutions, and individuals. All stakeholders were invited to participate in the development of The Grand Strategy.

Conceived as a living document, The Grand Strategy is both process and product. This "first edition" of The Grand Strategy is the outcome of a collaborative process. As the process develops, new "editions" will be produced at critical stages determined by participants.

At the community open houses and workshops held in 1993, participants expressed the need to develop new approaches to resource management. They suggested several beliefs, values and principles which should provide the foundation for The Grand Strategy. They also identified key challenges and opportunities related to heritage and recreational resources within the Grand River watershed. This exercise provided the context for initiating actions in support of two central and long-term goals.
Central Goals

To strengthen, through shared responsibility, the knowledge, stewardship and enjoyment of heritage and recreational resources of the Grand River watershed.

To improve the well-being of all life in the Grand River watershed.

Several primary actions were identified by participants including:

☐ Advocate the establishment of a Coordinating Mechanism, with both financial and human resources, to integrate the actions of all contributors and to act as the "engine" which drives The Grand Strategy;

☐ Explore innovative and effective techniques for public involvement in heritage and recreational resources’ research, planning, decision-making and implementation in the watershed;

☐ Formally recognize and support private and public stewardship in conserving and interpreting the watershed’s natural and human heritage;

☐ Celebrate and promote the designation of the Grand River as a Canadian Heritage River by sponsoring and supporting events which highlight the heritage and recreational resources of the watershed;

☐ Examine and evaluate the effectiveness of existing heritage and recreational resource management arrangements;

☐ Encourage the incorporation and integration of strong heritage policies and appropriate recreation and tourism development policies in pertinent policy and planning documents;

☐ Continue efforts to improve water quality.

☐ Continue to research, inventory and monitor heritage resources within the watershed; and,

☐ Emphasize the designation of the Grand River as a Canadian Heritage River in funding submissions to governments, foundations and organizations and in newspapers, magazines and research publications, wherever possible.

These primary actions provide a framework within which stakeholders can volunteer specific actions in support of the central goals. These actions are being gathered and recorded in the Registry of Endorsements and Commitments under separate cover.

The key to securing a dynamic, living process is the establishment of a Coordinating Mechanism to integrate the actions of all contributors and to act as the "engine" which drives The Grand Strategy.

The Grand Strategy will evolve and mature as increasing numbers of stakeholders undertake specific actions in support of the Grand River as a Canadian Heritage River.
The Grand Strategy for Managing the Grand River as a Canadian Heritage River

Part One
Introduction

The Canadian Heritage Rivers System (CHRS)
The Canadian Heritage Rivers System (CHRS) is a cooperative federal-provincial-territorial program which was established in 1984. The objectives of the CHRS are to give national recognition to Canada's important rivers and to ensure their future management such that:

- the natural and human heritage which they represent are conserved and interpreted; and,
- the opportunities they possess for recreation and heritage appreciation are realized by residents of and visitors to Canada.

Role of the Grand River in the CHRS
The role of the Grand River in the Canadian Heritage Rivers System as described in the Nomination Document is to:

- provide an outstanding example of rivers located in a highly developed part of Canada;
- serve as an outstanding representation of rivers in the Great Lakes Lowlands;
- demonstrate the adaptation of Canadians to fluctuating river flows;
- demonstrate the role of rivers in the early industrial and cultural development of Canada;
- provide an opportunity for greater public awareness of the importance of the role of Native Peoples in the development of Canada; and,
- provide outstanding recreational and educational experiences, in a natural setting, to millions of urban Canadians.
A Bicentennial Anniversary Celebration of the Iroquois Nations on the Grand River
Photographer: Kevin King
Photograph Courtesy of: The Woodland Cultural Centre, Brantford
The Grand River as a Canadian Heritage River

The Grand River was nominated to the Canadian Heritage Rivers System in 1990. The nomination was accepted because of the abundant nationally significant human heritage and recreational features which are associated with the river.

Outstanding human heritage resources are represented by the following five themes:

- the watershed’s cultural mosaic since the mid-nineteenth century;
- the strong association of Native Peoples with the watershed for thousands of years;
- the Grand River’s industrial heritage;
- human adaptation to fluctuating river flows; and,
- the many famous persons associated with the Grand River watershed.

The following five themes illustrate the range of quality recreational opportunities available in the Grand River watershed:

- water sports;
- nature/scenic appreciation;
- fishing and hunting;
- trails and corridors; and,
- human heritage appreciation.

The Grand River has a rich diversity of significant natural heritage features. Although natural heritage was not used as a primary basis for the river’s nomination, these features do provide excellent recreational and tourism opportunities in a natural setting.
Wetlands are an important natural heritage feature in the Grand River watershed.

German Mennonites from Pennsylvania settled in Waterloo County in 1800 and created the German Tract, the largest settlement in what was then the interior of Upper Canada. The Pioneer Memorial Tower was built in 1925 as a Federal Heritage Site to commemorate this settlement.
Designating a Canadian Heritage River

Nomination represents the initial step towards formally designating a Canadian Heritage River. The next step is the preparation of a document, usually referred to as the "management plan", to show how the objectives of the CHRS will be met and to demonstrate commitment by the managing government agencies.

Upon receipt of this document, the Canadian Heritage Rivers Board recommends to the responsible federal and provincial ministers that the river be designated.

Designation is achieved through a formal ceremony and joint announcement by the federal minister responsible for the CHRS and the provincial or territorial ministers responsible for the river's nomination and management.

As the first Protestant church in Ontario and only Royal Chapel in North America, St Paul's Her Majesty's Chapel of the Mohawks was built in Brantford in 1785.

The Grand River -
A New Kind of Canadian Heritage River

The nomination of the Grand River marks the beginning of a second generation of Canadian Heritage Rivers. Before 1990, almost all nominated rivers were either within protected areas or were short sections of larger rivers. In contrast, the Grand River flows through over sixty municipalities in the most densely populated part of Canada where almost all lands are privately owned.

The nomination includes the entire Grand River (290 km) and its four major tributaries, the Nith, Conestogo, Speed and Eramosa - a total of 627 km.

The area to be designated and managed as a Canadian Heritage River will include the entire Grand River watershed.

The Grand River provides the CHRS with its first representation of a Canadian Heritage River in a highly populated urban setting.
Chinese delegation examining a stream rehabilitation project near Cambridge.

Outstanding natural heritage and recreation at Rockwood Conservation Area on the Eramosa River.

*John deVisser*
Purpose of *The Grand Strategy*

The "management plan" prepared for the Grand River is called *The Grand Strategy*. It identifies how its heritage* and recreational resources will be managed to maintain, celebrate, and honour its status as a Canadian Heritage River and explains how its role in the CHRS will be fulfilled.

*The Grand Strategy* represents a new approach in working together to continue to conserve and revitalize the river valley and its abundant assets and to enhance the quality of life.

*The Grand Strategy* does not impose any new legislation or regulations. It guides actions which:

- serve as a catalyst for the creation of new partnerships and voluntary coalitions of support;
- embody long-term commitments to the identification, protection, interpretation and sustainable use of the river's nationally recognized heritage;
- complement existing planning processes and management arrangements;
- enhance the quality of recreational opportunities; and,
- improve tourism and community economic development potential.

In addition, *The Grand Strategy* may serve as a model for addressing the management of:

- other resources within the watershed; and,
- other second generation Canadian Heritage Rivers.

*The Grand Strategy* is a dynamic, living document, developed with the assistance and support of watershed residents and agencies.

* The *Grand Strategy* addresses the management of both the natural and human heritage resources, referred to collectively as "heritage resources".
Young stewards participating in a stream study.

Businesses such as S.C. Johnson Wax of Brantford, are investing in the future of the Grand River valley.
Preparing The Grand Strategy

Conceived as a living document, The Grand Strategy is both process and product. This "first edition" of The Grand Strategy is the outcome of a collaborative process which began in 1993. As the process develops, new "editions" will be produced at critical stages determined by the participants.

The Grand River Conservation Authority facilitated the commencement of the process on behalf of the Province of Ontario. Participants include federal and provincial agencies, municipalities, Native Peoples, interest groups, associations, corporations, private businesses, educational institutions and individuals.

A Steering Committee and a Coordinating Committee were established to oversee the preparation of The Grand Strategy and to direct the process. The Steering Committee is comprised of eight representatives from the managing government agencies within the watershed. The Coordinating Committee is currently comprised of thirty members representing various stakeholder groups within the watershed.

Because management of resources within the Grand River watershed is shared among several jurisdictions, involvement has been sought from as many stakeholders as possible. Opportunities to participate have been provided through various means.

Twenty community open houses and workshops were held in eight key locations throughout the watershed during May and June 1993. Additional opportunities to provide input to The Grand Strategy such as submitting briefs, responding to surveys, and speaking directly with Conservation Authority staff were available to stakeholders.

The provision of ongoing opportunities for participation in The Grand Strategy is essential to encourage expanding and lasting coalitions of support and commitments.

The National Campers and Hikers Association donated benches for the use of hikers at the Apps’ Mill Conservation Area.

Menonite farmers.

John deVisser
Luther Marsh at the headwaters of the Grand River is one of Ontario’s renowned Class 1 wetlands and provides nesting habitat for birds such as Great Blue Heron, Osprey, Rednecked Grebe, Least Bittern and Wilson’s Phalarope.

Lovers Leap overlooking the impressive Elora Gorge.
Part Two
Management Philosophy

At the community open houses and workshops, participants expressed the need to develop new approaches to resource management. They suggested several beliefs, values and principles which should provide the foundation for The Grand Strategy. They also identified key challenges and opportunities related to heritage and recreational resources within the Grand River watershed. This exercise provided the context for establishing goals and guidelines for action in The Grand Strategy.

Beliefs

Discussions among participants revealed that some common beliefs were held which should be respected in making all resource management decisions in the watershed. These beliefs are:

- The resources of the Grand River watershed are of enduring value to its inhabitants and the peoples of Canada.
- The quality of life and the well-being of inhabitants of the Grand River watershed depend on the knowledge, stewardship and enjoyment of its resources.
- Rivers are life-supporting.
- Rivers are "report cards" of civilization.
While in Ypres, John McCrae wrote the poem, "In Flanders Fields" in April 1915. This national plaque commemorates his birthplace in Guelph.

*John deVisser*

South of Brantford, the Six Nations Reserve is the largest Indian Reservation in Southwestern Ontario. It is the only First Nations Community in North America that has each of the Iroquois Nations represented.

*John deVisser*
Values and Principles

Participants identified several values and principles which were considered to be vital for stakeholders to embrace. Respect for these values can be demonstrated through the following behaviour:

<table>
<thead>
<tr>
<th>Values and Principles</th>
<th>Behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Openness</td>
<td>Communicating and sharing information and ideas.</td>
</tr>
<tr>
<td>Clarity</td>
<td>Using appropriate messages and communication techniques to bring about common understanding.</td>
</tr>
<tr>
<td>Understanding</td>
<td>Actively listening, discussing, and debating to confirm the meaning of what is being expressed by another.</td>
</tr>
<tr>
<td>Sensitivity</td>
<td>Being responsive to others.</td>
</tr>
<tr>
<td>Holism</td>
<td>Using approaches to research and resolve issues which recognize social, environmental and economic interdependencies and to include others in research, planning, decision-making and implementation.</td>
</tr>
<tr>
<td>Action (Results-Oriented)</td>
<td>Establishing priorities and undertaking results-based initiatives.</td>
</tr>
<tr>
<td>Integrity</td>
<td>Ensuring that results reflect commonly-held values and meet stated goals and objectives.</td>
</tr>
<tr>
<td>Accountability</td>
<td>Being individually and collectively responsible for actions.</td>
</tr>
</tbody>
</table>

Outdoor Education at the Apps’ Mill Nature Centre.
Built in the 1870s, Penman's Dam provided water power for textile mills on the Grand River in Paris.

Famous Canadian Poet, E. Pauline Johnson received much of the inspiration for her writing while living at her riverside home "Chiefwood" in Ohsweken.

*John deVisser*
Challenges

A number of key watershed issues relating to heritage and recreational resources and their governance were identified by participants during the preparation of *The Grand Strategy*. Participants felt strongly that the following challenges should be addressed.

**Challenges Relating to Heritage and Recreational Issues**

- Further action is necessary to identify and eliminate sources of water quality degradation, particularly non-point sources.
- The importance of heritage and recreational resources must be better defined and communicated to be understood and fully appreciated by watershed residents and visitors.
- Some heritage resources and recreational opportunities must be better protected.
- Additional research is required to increase knowledge and understanding of the functions and interconnections within ecosystems and their relationship to heritage and recreation.
- A better system for managing and sharing resource information and user data is needed.

Canoeing past the Grand River Carolinian Forest south of Cambridge. This is one of the best remaining examples of Carolinian forests in Canada and includes southern species such as Sycamore, Sassafras, Pignut Hickory and Hackberry.
Located north of Fergus on the Grand River, the Shand Dam, built in 1942, was the first multi-purpose dam in Canada and became the model for other water control structures in Ontario and Canada.

*John deVisser*
Challenges Relating to Governance Issues

Common values and principles to guide the identification, evaluation, planning, management, and monitoring of heritage and recreational resources must be confirmed.

The roles and responsibilities of agencies and groups related to heritage, recreation, and tourism in the watershed must be identified and communicated more effectively to raise public knowledge of and accessibility to programs.

Cooperation, collaboration and consensus building among stakeholders with an interest in heritage and recreation must be improved.

Ongoing opportunities for the general public to participate in building and implementing The Grand Strategy are essential. Continuing efforts are needed to recognize Native Peoples’ issues and encourage their participation in developing, updating and implementing The Grand Strategy.

Conflict resolution mechanisms with respect to conservation, management and use of heritage resources and recreational and tourism opportunities must be effective, accessible and affordable.

All stakeholders must be efficient and accountable in administering current programs and activities which address heritage and recreation.

Programs need to be periodically reviewed and updated to improve protection and recognition of many important heritage and recreational resources.
CONSERVATION AREAS

1. Luther Marsh Wildlife Management Area
2. Belwood Lake Conservation Area
3. Conestogo Lake Conservation Area
4. Elora Gorge Conservation Area
5. Guelph Lake Conservation Area
6. Rockwood Conservation Area
7. Laurel Creek Conservation Area
8. Shade's Mills Conservation Area
9. Pinehurst Lake Conservation Area
10. Brant Conservation Area
11. Byng Island Conservation Area

NATURE CENTRES

1. Guelph Lake Nature Centre
2. Laurel Creek Nature Centre
3. App's Mill Nature Centre
4. Brant Nature Centre
5. Toguanyah Nature Centre

HISTORIC SITES

1. Shand Dam
2. Ferguson Highland Games
3. West Montrose Covered Bridge
4. Edward Johnson—Plaque
5. Lieutenant—Colonel John McCrae—Plaque
6. Waterloo Farmers Market
7. Joseph Emion Seagram—Plaque
8. Woodside National Historic Park
9. K-W Octoberfest
10. Joseph Schneider Haus
11. Doon Heritage Crossroads
12. Huron Road—Plaque
13. Pioneer Memorial Tower
14. Homer Watson House
15. Sir Adam Beck—Plaque
16. Hon. James Young—Plaque
17. Cambridge Living Leves
18. Paris Plains Church—Plaque
19. Adelaide Hunter Hoodless—Plaque
20. Brant County Museum
21. Lawson Harris—Plaque
22. Arthur Sturgis Hardy—Plaque
23. Augustus Jones—Plaque
24. County Court House
25. Woodland Cultural Centre
26. St. Paul's Her Majesty's Chapel of the Mohawks
27. Alexander G. Bell Homestead—Plaque
28. Dr. Augusto Stave—Guiller—Plaque
29. "Chiefesowd" (E. Pauline Johnson Homestead)—Plaque
30. Joseph Brant—Plaque
31. Tom Longboat—Plaque
32. The Nelles Settlement—Plaque
33. Holdihamd County Museum
34. Holdihamd Grant—Plaque
35. Mohawk Island Lighthouse
SOME OUTSTANDING HERITAGE AND RECREATIONAL RESOURCES IN THE GRAND RIVER WATERSHED
Nature trails at the Laurel Creek Conservation Area and the Apps' Mill Nature Centre have been adapted for use by handicapped visitors.

Converted in 1991, to a hiking trail in the Carolinian life zone, the Rail Trail along the Grand River provides excellent recreational opportunities south of Cambridge.
Opportunities

Formal recognition of the Grand River as a Canadian Heritage River gives it international and national regard. This attention presents opportunities for:

- integrating the management of heritage resources and recreational and tourism opportunities in a manner consistent with the values and principles established in *The Grand Strategy* and the objectives of the CHRS;
- emphasizing the interrelationships between natural and human heritage;
- increasing awareness, appreciation and understanding of different cultures within the watershed, including Native Peoples;
- improving access to heritage and recreational resources for people of all ages and abilities;
- promoting the goals and principles advocated in the 1990 Ontario Heritage Policy;
- formulating "codes of conduct" that reflect appreciation for heritage and recreational resources;
- establishing a common knowledge base for information sharing;
- increasing the knowledge and understanding of functions and interconnections within ecosystems by developing appropriate research programs;

The Grand River provides habitat for the Great Blue Heron.

Waterloo artist Peter Etril Snyder.

Celebrating the beautification of the Ayr Community pond on the Nith River.
An Elora Festival musical performance at the Elora Quarry, famous for natural acoustics.

Kitchener-Waterloo Oktoberfest is the largest Oktoberfest in the world outside of Munich.
*John deVisser*
Opportunities continued

- developing a model for effective participatory decision-making and action in resource management and watershed planning;
- broadening a common community of interest within the watershed;
- creating additional supportive networks and partnerships among agencies and groups;
- attracting visitors, increasing tourism and development potential, and creating related jobs;
- increasing existing and future investments in heritage and recreational resources;
- improving well-being and quality of life within the watershed; and,
- providing an ongoing process for stakeholders to participate in building and implementing *The Grand Strategy*.

The Fergus Highland Games. A Scottish Festival at its best!
*John deVisser*

*The Grand Strategy* embodies commitments aimed at realizing these opportunities and maintaining the status of the Grand River as a Canadian Heritage River.
A host of partners gather at the ground breaking ceremony for the Brantford Environmental Education Project interpretive trail July 1992.

Homer Watson Park in Kitchener was named in honour of renowned Canadian painter, Homer Watson, who resided on the banks of the Grand River at Doon.
Central Goals

As a result of discussions among participants regarding the purpose and scope of *The Grand Strategy*, two central, long-term goals for actions were identified. Definitions for key words were crafted to ensure a common understanding of each goal. These central goals are:

- To strengthen, through shared responsibility, the knowledge, stewardship and enjoyment of the heritage and recreational resources of the Grand River watershed.

- To improve the well-being of all life in the Grand River watershed.

Kitchener Girl Guides and Brownies mark curbs to remind residents that urban storm drains are connected directly to the Grand River and impact on water quality.

Langdon Hall in Cambridge is a restored heritage residence converted to a tourist destination.
Examples of private stewardship in action are the conservation tillage programs which assist landowners to reduce pollution from agricultural runoff.

Grand River entering Lake Erie at Port Maitland.

John deVisser
Guidelines for Action

To help achieve the central goals of *The Grand Strategy*, participants identified three fundamental guidelines for action in response to the challenges and opportunities. Actions should:

- **Acknowledge, promote and strengthen** existing partnerships and programs which recognize, protect, and enhance heritage and recreational resources.

- **Encourage the development and funding of new partnerships and programs** where knowledge, stewardship and/or enjoyment need to be strengthened for heritage and recreational resources.

- **Provide ongoing opportunities** for all stakeholders to endorse and participate voluntarily in *The Grand Strategy*.

It was in 1874, at the Bell Homestead in Brantford overlooking the Grand River, that Alexander Graham Bell’s early research on acoustics culminated in the concept of the telephone.
Canoeing the Grand River.

Triathlon at Guelph Lake Conservation Area.
Part Three
Implementation

Existing Management Arrangements
Within the Grand River watershed, the management of heritage and recreational resources is shared by federal and provincial agencies, the Grand River Conservation Authority, municipalities, Native Peoples, interest groups, associations, private businesses, educational institutions, and individuals.

Many programs and activities exist that relate to heritage and recreational resources. These will be identified and described in a separate background document entitled *Summary of Existing Programs and Activities.* The effectiveness of these programs and activities in recognizing, protecting, and/or enhancing some heritage and recreational resources varies.

*The Grand Strategy* outlines commitments to action that strengthen and broaden existing programs and activities. It also includes new partnerships and programs which can be implemented using existing legislation and management arrangements.

*The Summary of Existing Programs and Activities* will describe the key programs and activities currently carried out by governments and interest groups. These programs and activities may be subject to frequent modification. This document is being compiled by the Coordinating Committee and is expected to be completed in 1994.

Son of Augustus Jones and a Mississauga chief's daughter, Peter Jones was a highly regarded Methodist Missionary who translated hymns and scriptures into Ojibwa. This was his former home in Brantford.
Homer Watson, born at Doon, was a self-taught painter. By the age of 25, he had won international acclaim and today some of his paintings hang in Windsor Castle.

Caledonia Mill on the Grand River in Caledonia.

*John deVisser*
Building The Grand Strategy

During 1993, all stakeholders were invited to contribute to The Grand Strategy. This "first edition" outlines commitments to action that have been submitted voluntarily by those who have endorsed the designation of the Grand River as a Canadian Heritage River.

These actions do not address every challenge and opportunity identified by participants. They represent an initial response within the context of existing mandates, budgets, and staffing.

Ownership of and responsibility for implementing The Grand Strategy are shared by all stakeholders who have contributed to its development.

The key to securing a dynamic, living process is the establishment of an ongoing Coordinating Mechanism to integrate the efforts of contributors and to act as the "engine" to drive The Grand Strategy.

The Grand Strategy will evolve and mature as increasing numbers of stakeholders commit to and carry out specific actions in support of the Grand River as a Canadian Heritage River.

The Grand River watershed offers many excellent opportunities for recreational trails.
Fishing at New Dundee.

Grand River Forest.
Gathering Commitments to Action

Several primary actions were identified by participants to provide a framework within which stakeholders can volunteer specific actions in support of the central goals. These actions are being gathered and recorded in the Registry of Endorsements and Commitments under separate cover.

Primary actions include:

☐ Advocate the establishment of a Coordinating Mechanism, with both financial and human resources, to integrate the actions of all contributors and to act as the "engine" which drives The Grand Strategy;

☐ Explore innovative and effective techniques for public involvement in heritage and recreational resources research, planning, decision-making and implementation in the watershed;

☐ Formally recognize and support private and public stewardship in conserving and interpreting the watershed's natural and human heritage;

☐ Celebrate and promote the designation of the Grand River as a Canadian Heritage River by sponsoring and supporting events which highlight the heritage and recreational resources of the watershed;

☐ Examine and evaluate the effectiveness of existing heritage and recreational resource management arrangements;

☐ Encourage the incorporation and integration of strong heritage policies and appropriate recreation and tourism development policies in pertinent policy and planning documents;

☐ Continue efforts to improve water quality;

☐ Continue to research, inventory and monitor heritage resources within the watershed; and,

☐ Emphasize the designation of the Grand River as a Canadian Heritage River in funding submissions to governments, foundations and organizations and in newspapers, magazines and research publications, wherever possible.
The Iroquois, led by Joseph Brant, served with Sir William Johnson in the Niagara Expedition of 1759, and fought at Pontiac’s Uprising of 1763. They also supported the British in the American Revolution, and at the end of the war, were awarded land along the Grand River. The Joseph Brant Monument is located in Brantford.

John deVisser
Keys to Success

The success of *The Grand Strategy* is dependent on the following:

- The willingness of all contributors to adopt the values contained in *The Grand Strategy*.
- The commitment by all contributors to carry out specific actions based on the primary actions outlined in *The Grand Strategy*.
- A common understanding that *The Grand Strategy* is a continuing process which will produce new "editions" over time.
- Ongoing opportunities for all stakeholders to endorse and contribute voluntarily to *The Grand Strategy* as it evolves and matures.
- The willingness of individuals, groups, businesses, institutions, municipalities, governments and agencies to work together in building *The Grand Strategy* based on community driven initiatives.

Grand River near Paris.
Kayaking through Elora Gorge.

John deVisser

The Grand is one of Ontario's most popular rivers for fishing.
Appendix

Supporting Information

Basis for Nominating the Grand River as a Canadian Heritage River

A river can be included in the Canadian Heritage Rivers System if it meets one or more of the "Heritage Value Guidelines", as well as a set of integrity guidelines. Heritage Value Guidelines have been established for natural heritage, human heritage and recreation.

The entire length of the Grand River including its major tributaries, the Nith, Conestogo, Speed and Eramosa Rivers, was nominated to the Canadian Heritage Rivers System on the basis of its abundant heritage features and recreational opportunities of outstanding Canadian significance.

Human Heritage

In the Grand River watershed, human heritage features are represented by the following five themes:

- the cultural mosaic or number of groups which have settled and retained their culture since the mid-nineteenth century through settlement patterns, buildings, arts, and events;
- the recognition of the special role of the Aboriginal peoples in the stewardship of the river;
- the significant concentration of nineteenth century factories, mills, foundries, dams, canals and other artifacts of industrial heritage;
- the structural, regulatory and planning mechanisms which are outstanding representations of human adaptation to periodic flooding and drought conditions; and,

Recreation

The following five themes describe the range of excellent recreational opportunities available in the Grand River watershed:

- water sports: canoeing, kayaking, sailing, power boating, water skiing, and swimming;
- nature/scenic appreciation: picnicking, camping, and naturalist activities such as birdwatching and photography;
- fishing and hunting;
Recreation continued

- trails and corridors: pedestrian and/or equestrian trails, scenic drives and/or cycling routes, and cross-country skiing or snowmobiling trails; and,
- human heritage appreciation: historic walking tours, historic buildings, and events and festivals.

Natural Heritage

The Grand River has a rich diversity of natural heritage features which form the basis for many excellent recreational opportunities. Five areas in the Grand River watershed stand out for their significant natural features:

- **Luther Marsh** encompasses a 4,000 ha marsh and open water area, a 500 ha acidic fen, and upland and lowland forests. A dam built in the 1950s created the marsh, providing ideal nesting habitat for birds such as Great Blue Heron, Osprey, Red-necked Grebe, Least Bittern and Wilson’s Phalarope.

- **The Grand River Marshes** near Dunnville harbour abundant wildlife and provide important spawning and rearing sites for fish such as Largemouth Bass, Northern Pike, Crappie, and Yellow Perch.

- **The Grand River Forest** includes extensive uplands and swamp forest, bogs, fens, oak savannah and prairie remnants. This is one of the best remaining examples of Carolinian forests in Canada and includes southern species such as Sycamore, Sassafras, Chinquapin Oak, Pignut Hickory and Hackberry.

- At Elora Gorge, the Grand River tumbles over a waterfall, then winds over 2 km between sheer walls of limestone. A short distance from the waterfall, Irvine Creek, which flows through an equally impressive gorge, meets the Grand.

- During the last Ice Age, swirling rocks in a glacial meltwater stream eroded not only the largest concentration of potholes in Ontario, but also the Devil’s Well, which may be the world’s largest pothole. Much of this unique site is protected within the Rockwood Conservation Area on the Eramosa River.

- One of the oldest rivers in Ontario, the Grand River’s outstanding geology results from landforms created by the last glaciation 12,000 years ago. Features include unusually large aquifers and numerous special areas such as the Dumfries Landscape Complex, the Guelph Drumlin Field, and the Baden Hills Kame Complex.
Background Documents For The Grand Strategy


Canadian Heritage Rivers Secretariat, CHRS Fact Sheet for the Grand River Ontario, Ottawa, Ontario. K1A 0H3. 1991 (available in English and French)


Background Paper No. 3 - *Mapping Inventory and Value Descriptions for Human Heritage and Recreation*, Alex Cooper, Cathy Papp, and Roger Schamp, Grand River Conservation Authority, 1992.


List of Participants (To Date)

The following list recognizes those individuals who participated in the *The Grand Strategy* during 1993, by attending community/planning workshops and presentations, submitting verbal or written comments, or expressing an interest in the initiative. The list is current to December 17, 1993.

Don Abel, M.P.P.  
Joseph Agnew  
John Albin  
Lucilla Albin  
David Amos  
Barb Anderson  
Cheryl Anderson-Langmuir  
Jim Anderson  
Richard Anderson  
Claude Andre  
Jean Anger  
Russel Anger  
David Ansley  
Rick Antaya  
Duncan Armstrong  
John. L. Armstrong  
Ted Arnott, M.P.P.  
Allan Arthur  

Isabel Brubacher  
Andrew Bruce  
Clarence Bryan  
Sadie Bryan  
Lise Burcher  
Bob Burtt  
Bill Bus  
Tony Buszynka  

George Caesar  
Beverley Cairns  
Dave Cameron  
Andrew Camm  
Louis Campbell  
Reg Campbell  
Florence Carbray  
Dominic Cardillo  
Art Carr  
John Carruthers  

A. Wayne Caston  
Elizabeth Caston  
Margaret Chan  
Paul Chantrel  
Rita Chantree  
Eleanor Chapin  
Stewart Chisholm  
Ken Chrisjohn  
Richard Christy  
Kari Chwieczak  
Petr Cizek  
John Cinean  

Bruce Fairbrother  
Ted Fairless  
Jane Falconer  
Karen Farbridge  
Mike Farnan, M.P.P.  
Jean Farquharson  
Joe Farwell  
Bob Farrow  
Pat Fedak  
Bob Felker  
Will Ferguson, M.P.P.  
Angela Fies  
Rev. James Fitches  
Max Finkenstein  
Gerry Fitzpatrick  
John Fisher  
Harold Flaming  
Derek Fletcher M.P.P.  
Michael Fox  
Ronald Fox  
Debra Francis  
Dr. George Franeis  
Dr. Richard Frank  
John Frey  
Christopher Friel  
W. Froman  
Glenda Frosch  
Jim Furlong  

Gary Gander  
Gawitha  
Joyce George  
Lieve Gevaert  
Arnold General  
Irene Gesza  
Don Gibson  
Tracey Giesen  

40
List of Participants continued

Dr. George Priddle
Estelle Pringle

Michael Ramsey
Jim Ratcliffe
Margaret Ratcliffe
Doug Ratz
Frederick Reeves
Brian Reid
Jim Reid
Matt Renier
Shirley Rennie
Angie Reynolds
Bob Reynolds
Shirley Rennie
Norm Richards
Jim Robison
John Roe
Don Roth
Mark Rourke
David Rowe
John Rowe
R. J. Rowe
Bob Rowell
Marg Rowell
Peter Rumble
Gus Rungis
Kathy Russwurm
Tracey Ryan
Jo-Anne Rzadki
Yvette Rybinsky

William Struck
Rose Slocco
Margaret Stockton
Ronald Stuart
Shelley Sturgeon
Margaret (Peg) Sunnucks
Al Sullivan
Joanne Sullivan
Neil Sullivan
Kimble Sutherland, M.P.P.
Marie Sutherland
Dan Suzuki
John Swatridge
Ron Swatski
Kevin Swayze

Irene Taylor
Marion Taylor
Wayne Taylor
Robert Taylor
Lynn Thiessen
Cory Thomas
Catherine Thompson
Gerry Thompson
Julia Thorne
Sally Thorsen
David Tilson, M.P.P.
Arthur Trimns
Scott Tracey
Ellen Tree
Jerry Tree
Susan Twist

Aldo Salis
Eva Salter
Pat Salter
Tom Salter
Dr. Marie Sanderson
Dan Schneider
Wladimir Schweigert
Deanna Searle
Diana Seebach
Kim Seward-Hannam
Elaine Brunn Shaw
Lynne Simons
Maureen Sinclair
Jane Sinclair
Bob Skeoch
Dr. Scott Slocumbe
Andy Smith
Arlene Smith
Karen Smith
Lorne Smith
Michael Smith
Dr. Robert Smith
Dr. Tony Smith
Allan Snowe
Bill Somers
Valerie Spring
Warren Stach
Bob Steinberg
Bill Stewart
Kevin Street
Kellie Stright

Scot Weeres
William Weichel
Mary Welsh
Anne Westaway
Sandi Wey
Dr. J. Whaley
Heity Wight
James Wilkinson
Peter Williams
Doris Wilson
Irene Wilson
Jan Wilson
Jim Wilson
John G. Wilson
Robert Wilson
Lenora Winger-Tupper
Jacqueline Winter
Elizabeth Witmer, M.P.P.
Douglas Wood
John Wood
Olive Woodard
Remice Wright
Gary Wright
Steven Woodley
Don Wooleutt
Art Wombwell
Charlene Wranich
George Wyherge

Warren Yerex
Gloria Yeung
Bob Yuhasz

Jim Uhrig
Sandra Usherwood

Danny Zahelishensky
Will Zbogar

Don Vallery
Julie Van Alstine
Dr. Vera Vanderlip
Lori Vanderzand
Jackie Van de Valk
Elbert van Donkersgoed
Diana Vanghstri
Barbara Veale
Catherine Verrall
Elizabeth Vogel

Shawn Waford
Pat Wagner
Dr. Geoff Wall
Lynda Walters
Brad Ward, M.P.P.
Dr. Keith Warriner
Percy Way
Craig Weatherston
Deryk Weatherston
Don Weatherston
Sheila Weatherston
Nicole Weatherston
Nellie Webb

42
List of Affiliations (To Date)

The List of Participants comprises many individuals who are affiliated with various governments, agencies, associations and interest groups, businesses, educational institutions, and media. The following list identifies these affiliations:

Federal Government:

Department of the Environment
Department of Canadian Heritage
Canadian Heritage Rivers Board Secretariat
Canadian Heritage Rivers Board

Provincial Government:

Ontario Ministry of Natural Resources
Ontario Ministry of Culture, Tourism and Recreation
Ontario Ministry of Environment and Energy
Ontario Ministry of Municipal Affairs
Ontario Ministry of Agriculture and Food
Ontario Ministry of Education and Training
Ontario Native Affairs Secretariat

Six Nations Council

Grand River Conservation Authority

Watershed Municipalities (Upper and Lower Tier)

Dufferin County (including the Townships of East Garafraxa, East Luther, Amaranth, Melancthon; Village of Grand Valley)

Grey County (including the Township of Proton; the Village of Dundalk)

Wellington County (including the City of Guelph; Townships of Puslinch, Guelph, Eramosa, Erin, West Garafraxa, Nichol, Pilkington, Peels, Maryborough, Arthur, West Luther; Town of Fergus; Villages of Elora, Drayton, Arthur)

Region of Halton (including the Towns of Milton, Halton Hills)

Region of Waterloo (including the Cities of Cambridge, Kitchener, Waterloo; Townships of North Dumfries, Wilmot, Wellesley, Woolwich)

Region of Hamilton-Wentworth (including the Township of Glandbrook; Towns Ancaster, Flamhorough)

Perth County (including the Townships of South Easthope, North Easthope, Ellice, Mornington, Elma; Village of Milverton)

Oxford County (including the Townships of Norwich, East Zorra-Tavistock, Blandford-Blenheim)

Brant County (including the City of Brantford; Townships of Onondaga, Brantford, Oakland, Burford, South Dumfries Town of Paris)

Region of Haldimand-Norfolk (including the City of Nanticoke; Towns of Dunnville, Haldimand)

Local Architectural Conservation Advisory Committees (LACACs)

Association of Municipalities of Ontario
Associations and Interest Groups:

Adelaide Hunter Hoodless Homestead
APT - Elmira
Architectural Services, Brantford

Belwood Lake Sailing Club
Boys and Girls Club of Brantford
Brant County Branch, Ontario Genealogical Society
Brant County Federation of Agriculture
Brant County Museum
Brant Historical Society
Brant Muzzle Loaders
Brant Waterways Foundation
Brantford Nature Club
Brantford Riverfest
Brantford Round Table on Environment and the Economy
Bridgeport Rod and Gun Club
Brubacher House Museum
Bruce Trail Association

Cambridge Environmentalists
Cambridge Riverfest
Canadian Recreational Canoeing Association
Canadian Wildflower Society, Waterloo-Wellington Chapter
Christian Farmers Federation of Ontario
Creditville Concerned Citizens

Ducks Unlimited
Dufferin Environmental Concerns Committee
Dunville Bioregion Association
Dunville District Heritage Association
Dunville Mudcat Festival

Eden Mills Millpond Conservation Association Inc.
Elora Environmental Action Group
Elora Environmental Centre for Excellence
Environmental Hazards Group
Erbsville Citizens’ Committee

Federation of Ontario Naturalists
Festival Country - Niagara and Midwest Ontario Travel Association
Fergus History Group
Fergus Scottish Festival Inc.
Friends of World Heritage

Grand River Bass Derby
Grand River Mines Society
Grand Valley Conservation Foundation
Grand Valley Trails Association
Granite Club, Kitchener
Guelph 2000
Guelph Arts Council
Guelph Community Boating Club
Guelph Field Naturalists
Guelph Green Plan
Guelph Kayak Club
Guelph Round Table on the Environment and Economy
Guelph Trail Club
Haldimand Federation of Agriculture
Heritage Canada
Hikers Association

In Love with Elora
International Society of Arboriculture, Ontario Chapter

Kiéchener-Waterloo Field Naturalists
Kiéchener-Waterloo Home Builders' Association
Kiéchener-Waterloo Multicultural Centre
Kiéchener-Waterloo Native Urban Wigwam Project
Kiéchener-Waterloo Oktoberfest
Kiéchener-Waterloo Real Estate Board
Kinsmen Club of Guelph
Kiwanis Apps Mill Park

Landscape Ontario
Lower Grand River Land Trust

Maple Syrup Museum of Ontario
Mennonite Central Committee, Ontario

Nature Conservancy of Canada

Ontario Association of Landscape Architects
Ontario Environmental Network
Ontario Parks Association
Ontario Public Interest Research Group, Guelph
Ontario Shade Tree Council

Pinetree Native Centre of Brantford
Preserve Our Lands

Riverlands Association
Riverside Women's Institute, Guelph
Royal City Bowmen

Sentosa Club of K-W
Sierra Club of Eastern Canada
Sunrise Equestrian Centre for the Disabled

The Copper Trust
The Elora Festival
The Water Network
Township of Erinosa Healthy Community Committee
Trees for Today
Trout Unlimited

United Empire Loyalists Association of Canada, Grand River Branch
Urban Development Institute

Waterloo Public Interest Research Group
Waterloo Regional Heritage Foundation
Waterloo Rod and Gun Club
Watershed Congress
Wellington County Historical Society
Wellington Federation of Agriculture
Woodland Cultural Centre
Woodside National Historic Site

York, Grand River Historical Society
List of Affiliations continued

**Business Associations and Businesses:**

Brant Community Futures Committee Inc.
Cambridge Visitor and Convention Bureau
Cayuga and District Chamber of Commerce
Downtown Guelph Board of Management
Dunnville Chamber of Commerce
Fergus Business Improvement Association
Fergus Chamber of Commerce
Flamborough Chamber of Commerce
Halton Hills Chamber of Commerce
Kitchener-Waterloo Area Visitor and Convention Bureau
Kitchener-Waterloo Chamber of Commerce
St. George and Area Business Marketing Association
Stratford Chamber of Commerce
Stratford and District Chamber of Commerce
Bedrock Farms
Big Creek Boat Farm
Brant County Community Future Inc.
Community Opportunities Development Association
Ecologistics
Edgewood Camp
Grand River Canoe Company
Kitchener-Waterloo Bass Club
Langdon Hall
Lumber Island Company Ltd.
Natural Sports, Kitchener
Nellig Construction
Ontario Hydro
Pine Meadows Retirement Community
Rockwood Outfitters
Soft Science Associates
The Cambridge Mill
The Meeting Place, St. Jacobs
Wm. Green and Associates

**Educational Institutions:**

Wilfrid Laurier University
University of Guelph
University of Waterloo

**Media:**

Brantford Expositor
Cambridge Reporter
Cambridge Times
Dunnville Chronicle
Elmira Independent
Elora Sentinel
Fergus-Elora News Express
Fergus Thistle
Guelph Daily Mercury
Kitchener-Waterloo Record
The Grand River Sachem
The Haldimand Press
The Regional News This Week
The St. George Lance

The lists of participants and affiliations were compiled from correspondence and sign-in sheets from community workshops and open houses. Some signatures were difficult to discern and may be misspelled. Also, some participants may have been inadvertently missed. Apologies are extended to those participants whose names are spelled incorrectly or who have not been acknowledged in this “first edition” of *The Grand Strategy*. 
Jacques-Nicholas Bellin (1703 - 1772)

Bellin’s famous map of the Great Lakes was first published in 1744, using updated information provided by French explorers and missionaries. Bellin is believed to be the first cartographer to use the names of the Great Lakes as we know them today, and to identify the Grand River by name on a published map - R. d’Urse ou la Grande Rivièrè.