



**KINGSTON
WATER
FRONT**

Volume Three
Implementation

Project Implementation

Implementing Kingston's Waterfront Master Plan is a significant undertaking in regards to capital funding and City staff resources. It will also require coordination and participation with other waterfront landowners and stakeholders to have the proposed vision become reality. While this master plan works with a 30-year implementation time-frame, the actual schedule will depend on the participation rate of other land owners and stakeholders.

The following section provides an overview of the key aspects of implementation:

- Waterfront Awareness and Wayfinding Strategy;
- Public/Private Partnerships;
- Priority Matrix;
- Costing;
- Forecasting; and,
- Land Access.

Waterfront Awareness and Wayfinding Strategy

A first step towards implementation is to carry forward the momentum of this waterfront master planning process with a Waterfront Awareness and Wayfinding Strategy. This strategy would be the first project in the plan's implementation and look at kick starting the implementation process. It would establish the framework for all projects along the waterfront and provide further guidance on public/private partnerships.

Key consideration of this first project include:

- Waterfront awareness campaign to inform the public, agencies and stakeholders of the City's plans for the waterfront;
- Overall signage and wayfinding strategy for the waterfront which links key destinations;
- Branding strategy for the waterfront; and,
- Develop a strategy which establishes a formal approach for public / private partnerships to implement segments of the plan. Further details on this recommendation are provided under Land Access at the end of this section.

For more details on this first project please refer to Appendix B.

Project Priority

A key consideration for implementing the plan includes prioritizing the 138 projects to help determine the appropriate sequence for implementation. To assist with prioritizing projects, a matrix was developed to score each project. Information on waterfront planning best practices, community input, ownership/land access potential, required partnerships, approvals, and project costs were used in this evaluation process.

The information gathered from the matrix was then used to help inform the roll-out of the 138 projects over a 30+ year horizon. In addition to the priority matrix other factors were used to consider the implementation sequence. This includes project budget and land access potential. Detailed information is provided in Appendix C.

Priority Matrix

To prioritize each of the projects, a matrix was developed to help evaluate them. The matrix uses 38 criteria organized under 13 topics which are further organized under five topic groups. These five groups fall into one of two categories:

1. Technical Analysis; and,
2. Public Opinion.

The technical analysis consists of 25 questions derived from best practices in waterfront planning. These criteria are weighted 65% of the total score. These questions are organized under three Criteria Groups:

- Criteria Group #1: City Wide Benefit;
- Criteria Group #2: Alignment with Plan's

Mandate; and,

- Criteria Group #3: Related Opportunities and Constraints.

The public opinion category considers input provided by the community. It consists of thirteen tests derived from the various sources of public input received during the waterfront master plan consultation process. These thirteen questions/ tests constitutes 35% of the total score and are organized under two Criteria Groups:

- Criteria Group #4: Community Preference
- Criteria Group #5: Community Generated Themes

Each of the 38 criteria (questions) were applied to each of the projects. A score of 1, 3 or 5 was applied depending on the question/criteria. The project's score was then totaled out of 100 and assigned a ranking out of 137. A summary of the scoring for each project follows. For more detail on the criteria used and individual scoring applied to each project, please refer to Appendix C. It is important to note that the Leo Lake Project was added after the June 24th meeting and therefore was not included in the matrix scoring.

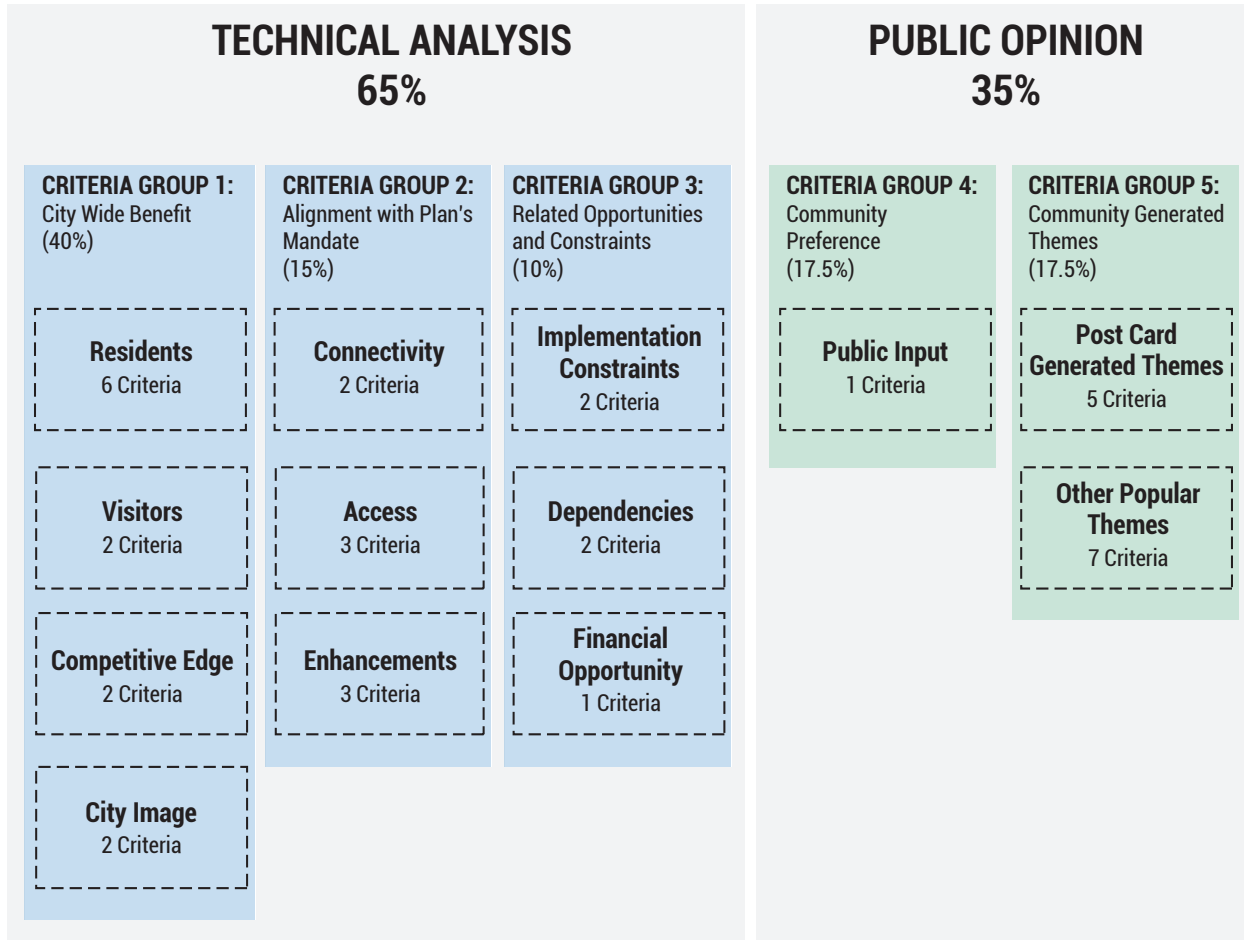


Figure 128: Organization of Priority Matrix
The priority matrix prioritizes each of the 138 projects based on 38 criteria.

Matrix Results By Focus Area

Focus Area #1: Lasalle Causeway to Kingston Mills Locks

Only three projects in Focus Area #1 ranked in the top twenty five City-wide: Project number 1.08 Douglas R. Fluhrer Park (3), 1.12 Tannery Lands River Edge (11) and 1.09 Molly Brant Park (18). 1.14 Belle Park Pathway Improvements (29) scored high as well, as did 1.10 Emma Martin Park (37) and 1.13 Land Bridge connection from the Tannery to Belle Park (42). The complete list of projects and priority rankings is provided below.

#	Project Name	Total Score (out of 100)	Priority Ranking
1.01	LaSalle Causeway - enhanced pedestrian access / crossing	45	82
1.02	Create Connection from causeway to Anglin Lot (at DND Lands)	46	80
1.03	Sidewalk from LaSalle Causeway to King St.	42	93
1.04	Enhanced Connection from Armes Square to Anglin Bay	39	106
1.05	Anglin Parking Lot Connection (buffered pedestrian route - shore edge)	37	118
1.06	Wellington Street Sidewalk (both sides Bay Street to Douglas R. Fluhrer Park)	44	89
1.07	Anglin Bay Bridge (From Frontenac Village to Douglas Fluhrer Park)	48	69
1.08	Douglas R. Fluhrer Park	77	3
1.09	Molly Brant Park (From north end of DFP to Molly Brant Point)	66	18
1.10	Emma Martin Park	59	37
1.11	Public Works Lands Connection Lookout (By River St. Pumping Station)	39	101
1.12	Tannery Lands (River Edge)	69	11
1.13	Land Bridge connection from Tannery to Belle Park	56	42
1.14	Belle Park Pathway Improvements (periphery)	62	29
1.15	Belle Park Lookout	52	53
1.16	Village Apartments Pathway Improvements (waterside path)	39	103
1.17	Third Crossing Landscape Improvements (at future bridge abutments)	51	57
1.18	Newmarket Lane Pathway Improvements (connect to outer station lookout)	44	86
1.19	Railway Underpass Pathway Connection	39	102
1.20	Create Connection (East of Montreal) from Underpass to Greer	40	100
1.21	On Street Connection from Greer to Sutherland Dr. Park	32	134

#	Project Name	Total Score (out of 100)	Priority Ranking
1.22	Sutherland Drive Park	38	113
1.23	Pathway Connecting Sutherland Dr. Park to Highway 401 Crossing (edge of escarpment)	38	114
1.24	West 401 Crossing (at Montreal Street)	32	135
1.25	Carpool Lot to Battersea South Pathway (Montreal / 401)	32	133
1.26	On Road link via Kingston Mills Rd. to Locks	28	137
1.27	Kingston Mills Locks Improvements	48	67
1.28	Pathway connection south of Kingston Mills Road to 401 (east side canal)	49	66
1.29	East 401 Crossing	34	130
1.30	Pathway Connections south of 401 (east side to quarry)	51	58
1.31	MacLean Trails Park	55	46
1.32	Lilla Burke Park	41	97
1.33	Former Rideau Marina Redevelopment	48	68
1.34	100 Foot Park	43	90
1.35	Highway 15 Onroad Link from 100 Foot Park to Craftsman Blvd	42	95
1.36	Highway 15 Roadside Lookout (north of Barriefield) on west side at Craftsman	39	104
1.37	Green Bay Open Space (North of James St. at point)	45	83

Table 9: Focus Area #1 Matrix Results Summary

Focus Area #2: Rideau North of Kingston Mills Locks

Overall the projects in this Focus Area ranked lower than the other Focus Areas. 2.13 Grass Creek Park (15) and 2.06 Cecil and Wilma Graham Park (23) scored in the top twenty five City-wide. The remaining fifteen projects ranked 94 or lower out of 138. Leo Lake Road Small Craft Access was not ranked as this

project was added after the June 24th Open House and therefore, was not included in the priority ranking exercise.

#	Project Name	Total Score (out of 100)	Priority Ranking
2.01	Kingston Mills Locks North Dock	36	123
2.02	Southern Colonel By Lake Waterfront Path (East of Eden Valley Open Space)	39	107
2.03	Northern Colonel By Lake Waterfront Path (South of Edenwood Park)	40	99
2.04	Edenwood Park	34	129
2.05	Aragon Road Boat Launch (roadside at Colonel By Lake)	39	110
2.06	Cecil & Wilma Graham Park (Aragon Rd)	64	23
2.07	Jarvis Open Space (end of Jarvis Road)	42	94
2.08	Colonel By Park	42	96
2.09	Lookout on Treasure Island Causeway (at causeway)	30	136
2.10	Madoma Community Centre	36	121
2.11	Channel View Park	41	98
2.12	English Landing Park	39	112
2.13	Grass Creek Park	68	15
2.14	Rawsons Point (known as Grass Creek Island)	39	105
2.15	Riverwood Park	37	117
2.16	Little Collins Lake Small Craft Access (East side - Perth Rd)	35	125
2.17	Loughborough Lake Boat Launch (winter fishing access + snowmobile access)	39	111
2.18	Leo Lake Small Craft Access (not identified as a project until after June 24, 2015)	NA	NA

Table 10: Focus Area #2 Matrix Results Summary

Focus Area #3: Collins Bay to Lake Ontario Park

The highest ranking project in this Focus Area was 3.21 Sand Bay (behind Invista) at #8. Other notable projects include 3.09 Waterfront Pathway Connection – from Lemoine Point to

Front Road (30), 3.08 Lemoine Conservation Area (31), 3.07 Rotary Park (41) and 3.20 Patterson Park (39).

#	Project Name	Total Score (out of 100)	Priority Ranking
3.01	Arthur Lower Park (at Homeward Ave and Bath Rd)	39	109
3.02	Collins Bay Open Space (at Rankin Cres and Bath Rd.)	39	108
3.03	Collins Bay Boat Launch (Phase 2)	53	52
3.04	Collins Bay Road Right of Way Waterfront Access	34	128
3.05	Bath Road Bridge Connection (Bayridge Drive)	36	120
3.06	Coverdale Drive On Street Pathway (south side)	35	127
3.07	Rotary Park	56	41
3.08	Lemoine Conservation Area	62	31
3.09	Waterfront Pathway Connection -From Lemoine Point to Front Rd.	62	30
3.10	Front Rd Path on Street Pathway (Lemoine to Smugglers Cove)	37	116
3.11	Smugglers Cove (Old Front Rd. and Front Rd - west end)	32	132
3.12	Old Front Rd Path on Street Pathway	35	126
3.13	Horse Bay Parkette (at Bayridge and Front Rd.)	43	91
3.14	Lakeland Point Drive on Street Pathway	36	119
3.15	Reddendale On Road Path (Front Rd to Patterson Park)	36	122
3.16	Private Park (Between 39 and 41 Lakeland Point Drive)	36	124
3.17	Everitt Park	45	81
3.18	Private Park (18 Lakeshore Blvd) "No Dog" Park	37	115
3.19	Crerar Park	48	70
3.20	Patterson Park	57	39
3.21	Sand Bay (Behind Invista)	71	8
3.22	Cataraqui Bay Breakwater	33	131
3.23	Front Road Causeway (west end by Invista)	43	92
3.24	Little Cataraqui Marsh Pathway West (CSC Lands)	47	72
3.25	Greenview Drive Pathway Connection (By Apartments)	44	85
3.26	Rideau Trail: Little Cataraqui Marsh Pathway (east)	46	76
3.27	Elevator Bay Pier (South End)	46	79

Table 11: Focus Area #3 Matrix Results Summary

Focus Area #4: Lake Ontario Park to Simcoe Street

Six projects in this Focus Area ranked in the top twenty-five City-wide, four of which were in the top 10:

1. 4.12 Richardson Beach (1);
2. 4.09 Breakwater Park (2013 Master Plan) (2);
3. 4.11 Macdonald Park (4);
4. 4.05 King Street West Sidewalk (7);
5. 4.03 Portsmouth Olympic Harbour (13); and,
6. 4.04 Kingston Penitentiary (16).

#	Project Name	Total Score (out of 100)	Priority Ranking
4.01	Improved Connection through Providence Continuing Care Centre (behind Hospital)	63	25
4.02	Transport Canada Coal Dock (at Lakewatch Lane)	49	65
4.03	Portsmouth Olympic Harbour	69	13
4.04	Kingston Penitentiary (Foot of Sir John A. Macdonald Blvd)	68	16
4.05	King Street West Sidewalk (south side from Penitentiary to Breakwater Park)	72	7
4.06	Sidewalk in Alwington Place King St. to CSC St. Helens)	51	61
4.07	Correction Canada Property - Pathway link Alwington to Tett (through St. Helens)	60	33
4.08	J.K. Tett Centre Pathway link	62	28
4.09	Breakwater Park (2013 Master Plan)	88	2
4.10	Kingston Central Heating Plant (south side)	58	38
4.11	Macdonald Park	76	4
4.12	Richardson Beach	88	1
4.13	On Road Pathway - Emily St. to Simcoe Street via King	59	34

Table 12: Focus Area #4 Matrix Results Summary

Focus Area #5: Simcoe Street to the Wolfe Island Ferry

Most of the projects in this Focus Area ranked relatively high with the lowest ranking 56 out of 138 projects. Eight of the 24 projects ranked in the top twenty-five. These include:

1. 5.13 Confederation Basin Breakwater (5);
2. 5.14 Confederation Basin Marina (6);
3. 5.20 Crawford Wharf (9);
4. 5.19 Confederation Park (10);
5. 5.17 Delta Hotel Perimeter Walkway (19);
6. 5.16 Pedestrian Feature Bridge (Battery Park to Delta Hotel) (21);
7. 5.04 Pump House Steam Museum Pathway Improvements (22); and,
8. 5.21 Holiday Inn (24).

#	Project Name	Total Score (out of 100)	Priority Ranking
5.01	Waterfront Pathway Connection Simcoe St. to West St.	54	48
5.02	West Street Boat Launch	61	32
5.03	An Gorta Mor Park	63	26
5.04	Pump House Steam Museum Pathway Improvements	64	22
5.05	Pathway connecting Pump House Museum to Lower Union (Shipyards Apt)	52	54
5.06	Lower Union Parking Reconfiguration (Marine Museum Ontario St.)	53	51
5.07	Lower Union Pier Enhancements (vacant)	59	36
5.08	Navy Memorial Park	52	55
5.09	Pedestrian Feature Bridge (Lower Union Pier to Marine Museum)	55	47
5.10	Marine Museum Promenade and Park (south of Marine Museum)	54	50
5.11	Gore Street Enhancement and Lookout (foot of Gore St. at Battery)	59	35
5.12	Battery Park	56	43
5.13	Confederation Basin Breakwater	76	5
5.14	Confederation Basin Marina	75	6
5.15	Waterfront Promenade Improvements	57	40
5.16	Pedestrian Feature Bridge (Battery Park to Delta Hotel)	65	21
5.17	Delta Hotel Perimeter Walkway Enhancements	66	19
5.18	Clarence Street Enhancements (parking and sidewalk enhancements)	63	27
5.19	Confederation Park	70	10
5.20	Crawford Wharf (tour boat area)	70	9
5.21	Holiday Inn	63	24
5.22	Waterfront Promenade (Princess St to Parking Lot at Holiday Inn)	56	44
5.23	Queen Street Pier Promenade	52	56
5.24	Wolfe Island Ferry Terminal	54	49

Table 13: Focus Area #5 Matrix Results Summary

Focus Area #6: Wolfe Island Ferry to Treasure Island

Four out of nineteen Focus Area 6 projects ranked in the top twenty-five. These include:

1. 6.04 Fort Henry Walkways (by Fort on point) (12);
2. 6.03 Fort Henry Waterfront Pathway (around Navy Bay) (14);
3. 6.02 RMC Waterfront Promenade (around edge of RMC) (17); and,
4. 6.05 Deadmans' Bay Pathway (Martello to DND Lands) (20).

#	Project Name	Total Score (out of 100)	Priority Ranking
6.01	Wolfe Island Ferry to LaSalle Causeway (sidewalk improvements)	45	84
6.02	RMC Waterfront Promenade (around edge of RMC)	66	17
6.03	Fort Henry Waterfront Pathway (around Navy Bay)	70	10
6.04	Fort Henry Walkways (by Fort on point)	69	12
6.05	Deadmans' Bay Pathway (Martello to DND lands)	65	20
6.06	Arrowhead Beach Park	56	45
6.07	Pathway connecting Arrowhead Beach to LaSalle Blvd	51	59
6.08	Ravensview Park	47	71
6.09	Pathway connecting LaSalle Blvd to McKnight Rd	44	87
6.10	Sibbit Park	47	73
6.11	Pathway connecting Sibbit Ave to Greensboro Ave	44	88
6.12	Faircrest Park	46	76
6.13	Riverside Waterside Park	50	63
6.14	Pathway connecting Concord Dr. to King Pitt Rd	46	78
6.15	Pathway connecting Glenn Lawrence Cres. to Milton Ave (through woodlot)	46	74
6.16	Milton Connection (vacant subdivision lot / woodlot)	46	74
6.17	Milton Lookout Park	49	64
6.18	Esplanade Park	51	60
6.19	Esplanade to Hwy 2 Fishing Platform - Abbey Dawn and Highway 2	50	62

Table 14: Focus Area #6 Matrix Results Summary

Highest ranking projects

The table below lists the twenty five highest ranking projects based on the priority matrix. For a complete ranking of all projects, please refer to Appendix C.

#	Project Name	Total Score (out of 100)	Priority Ranking
4.12	Richardson Beach	88	1
4.09	Breakwater Park (2013 Master Plan)	88	2
1.08	Douglas R. Fluhrer Park	77	3
4.11	Macdonald Park	76	4
5.13	Confederation Basin Breakwater	76	5
5.14	Confederation Basin Marina	75	6
4.05	King Street West Sidewalk (South Side from Penitentiary to Breakwater Park)	72	7
3.21	Sand Bay (behind Invista)	71	8
5.20	Crawford Wharf (Tour Boat Area)	70	9
5.19	Confederation Park	70	10
1.12	Tannery Lands (River Edge)	69	11
6.04	Fort Henry Walkways (by Fort on point)	69	12
4.03	Portsmouth Olympic Harbour	69	13
6.03	Fort Henry Waterfront Pathway (around Navy Bay)	68	14
2.13	Grass Creek Park	68	15
4.04	Kingston Penitentiary (Foot of Sir John A. Macdonald Blvd)	68	16
6.02	RMC Waterfront Promenade (around edge of RMC)	66	17
1.09	Molly Brant Park (From north end of DFP to Molly Brant Point)	66	18
5.17	Delta Hotel Perimeter Walkway Enhancements	66	19
6.05	Deadmans' Bay Pathway Martello to DND lands)	65	20
5.16	Pedestrian Feature Bridge (Battery Park to Delta Hotel)	65	21
5.04	Pump House Steam Museum Pathway Improvements	64	22
2.06	Cecil & Wilma Graham Park (Aragon Rd)	64	23
5.21	Holiday Inn	63	24
4.01	Improved Connection through Providence Continuing Care Centre (Behind Hospital)	63	25

Table 15: Top 25 priority rankings

Cost Estimate

A high level order of magnitude cost estimate was prepared for each of the 138 projects for capital budgeting purposes. The estimates prepared are only a guide based on a preliminary understanding of the site, programing, schematic design, cost of similar waterfront improvements and anticipated level of investment. The estimates also include consulting fees and a contingency allowance and are based on 2016 dollars.

Costs associated with environmental remediation, if required, are not included in the estimate numbers. Opportunities for cost sharing, money available through Development Charges, donations, grants and other potential revenue streams have also not been considered. Cost associated with land access (if applicable) have been considered separately.

Once a design process is initiated for each site a more detailed and accurate cost estimate will be possible. Efficiencies related to undertaking projects simultaneously, or in conjunction with other capital projects may also present opportunities to reduce or offset costs.

The following table summarizes the estimated costs for each of the 138 waterfront projects. For more detail on the assumptions made to determine the cost estimate for each project please refer to Appendix D.

Estimated Cost for Focus Area #1 Projects

#	Project	Estimated Cost
1.01	LaSalle Causeway - enhanced pedestrian access / crossing*	\$200,000
1.02	Create Connection from causeway to Anglin Lot (at DND Lands)	\$350,000
1.03	Sidewalk from LaSalle Causeway to King St.	\$120,000
1.04	Enhanced Connection from Armes Square to Anglin Bay	\$140,000
1.05	Anglin Parking Lot Connection (buffered pedestrian route - shore edge)	\$430,000
1.06	Wellington Street Sidewalk (both sides Bay Street to Douglas R. Fluhrer Park)	\$185,000
1.07	Anglin Bay Bridge (from Frontenac Village to Douglas R. Fluhrer Park)*	\$560,000
1.08	Douglas R. Fluhrer Park	\$2,684,000
1.09	Molly Brant Park (from north end of DFP to Molly Brant Point)	\$460,000
1.10	Emma Martin Park	\$490,000
1.11	Public Works Lands Connection Lookout (by River St. Pumping Station)	\$160,000
1.12	Tannery Lands (river edge)*	\$1,310,000
1.13	Land Bridge connection from Tannery to Belle Park*	\$910,000
1.14	Belle Park Pathway Improvements (periphery)	\$350,000
1.15	Belle Park Lookout	\$340,000
1.16	Village Apartments Pathway Improvements (waterside path)	\$190,000
1.17	Third Crossing Landscape Improvements (at future bridge abutments)	\$610,000
1.18	Newmarket Lane Pathway Improvements (connect to outer station lookout)*	\$280,000
1.19	Railway Underpass Pathway Connection*	\$310,000
1.20	Create Connection (East of Montreal) from Underpass to Greer (below escarpment west of CN tracks)*	\$410,000
1.21	On Street Connection from Greer to Sutherland Dr. Park	\$115,000
1.22	Sutherland Drive Park	\$310,000
1.23	Pathway Connecting Sutherland Dr. Park to Highway 401 Crossing (edge of escarpment)*	\$660,000
1.24	West 401 Crossing (at Montreal Street)	\$50,000
1.25	Carpool Lot to Battersea South Pathway (Montreal / 401)*	\$160,000
1.26	On Road link via Kingston Mills Rd. to Locks	\$370,000

#	Project	Estimated Cost
1.27	Kingston Mills Locks Improvements	\$225,000
1.28	Pathway connection south of Kingston Mills Road to 401 (east side canal)*	\$690,000
1.29	East 401 Crossing*	\$1,350,000
1.30	Pathway Connections south of 401 (east side to quarry)	\$1,210,000
1.31	MacLean Trails Park	\$470,000
1.32	Lilla Burke Park	\$310,000
1.33	Former Rideau Marina Redevelopment*	\$490,000
1.34	100 Foot Park	\$350,000
1.35	Highway 15 Onroad Link from 100 Foot Park to Craftsman Blvd	\$150,000
1.36	Highway 15 Roadside Lookout (north of Barriefield) on west side at Craftsman	\$310,000
1.37	Green Bay Open Space (North of James St. at point)*	\$360,000
Total Estimated Cost for Focus Area #1		\$18,069,000

Projects of High and Medium Viability **\$10,379,000**

*Projects of Low Viability **\$7,690,000**

Table 16: Estimated cost for projects in Focus Area #1

Estimated Cost for Focus Area #2 Projects

#	Project	Estimated Cost
2.01	Kingston Mills Locks North Dock	\$245,000
2.02	Southern Colonel By Lake Waterfront Path (east of Eden Valley Open Space)*	\$370,000
2.03	Northern Colonel By Lake Waterfront Path (south of Edenwood Park)*	\$380,000
2.04	Edenwood Park	\$450,000
2.05	Aragon Road Boat Launch (roadside at Colonel By Lake)	\$133,000
2.06	Cecil & Wilma Graham Park (Aragon Rd)	\$2,215,000
2.07	Jarvis Open Space (end of Jarvis Road)	\$313,000
2.08	Colonel By Park	\$410,000
2.09	Lookout on Treasure Island Causeway (at causeway)	\$160,000
2.10	Madoma Community Centre	\$350,000
2.11	Channel View Park	\$250,000
2.12	English Landing Park	\$250,000
2.13	Grass Creek Park	\$2,375,000
2.14	Rawsons Point (known as Grass Creek Island)*	\$250,000
2.15	Riverwood Park	\$320,000
2.16	Little Collins Lake Small Craft Access (east side - Perth Rd)	\$133,000
2.17	Loughborough Lake Boat Launch (winter fishing access + snowmobile access)	\$193,000
2.18	Leo Lake Small Craft Access	\$143,000
Total Estimated Cost for Focus Area #2		\$8,940,000

Projects of High and Medium Viability **\$7,940,000**

*Projects of Low Viability **\$1,000,000**

Table 17: Estimated cost for projects in Focus Area #2

Estimated Cost for Focus Area #3 Projects

#	Project	Estimated Cost
3.01	Arthur Lower Park (at Homeward Ave and Bath Rd)	\$340,000
3.02	Collins Bay Open Space (at Rankin Cres and Bath Rd.)	\$200,000
3.03	Collins Bay Boat Launch (Phase 2)	\$300,000
3.04	Collins Bay Road Right of Way Waterfront Access	\$160,000
3.05	Bath Road Bridge Connection (Bayridge Drive)	\$505,000
3.06	Coverdale Drive On Street Pathway (south side)	\$520,000
3.07	Rotary Park	\$340,000
3.08	Lemoine Point Conservation Area	\$550,000
3.09	Waterfront Pathway Connection -From Lemoine Point to Front Rd.*	\$1,040,000
3.10	Front Rd Path on Street Pathway (Lemoine to Smugglers Cove)	\$400,000
3.11	Smugglers Cove (Old Front Rd. and Front Rd - west end)*	\$155,000
3.12	Old Front Rd Path on Street Pathway	\$460,000
3.13	Horsey Bay Parkette (at Bayridge and Front Rd.)	\$250,000
3.14	Lakeland Point Drive on Street Pathway	\$345,000
3.15	Reddendale On Road Path (Front Rd to Patterson Park)	\$590,000
3.16	Private Park (Between 39 and 41 Lakeland Point Drive)*	\$100,000
3.17	Everitt Park	\$220,000
3.18	Private Park (18 Lakeshore Blvd) "No Dog" Park*	\$160,000
3.19	Crerar Park	\$410,000
3.20	Patterson Park	\$280,000
3.21	Sand Bay (Behind Invista)*	\$1,670,000
3.22	Cataraqui Bay Breakwater Study*	\$310,000
3.23	Front Road Causeway (west end by Invista)	\$340,000
3.24	Little Cataraqui Marsh Pathway West (CSC Lands)*	\$1,210,000
3.25	Greenview Drive Pathway Connection (By Apartments)	\$150,000
3.26	Rideau Trail: Little Cataraqui Marsh Pathway (East)	\$1,120,000
3.27	Elevator Bay Pier (South End)*	\$680,000
Total Estimated Cost for Focus Area #3		\$12,805,000

Projects of High and Medium Viability **\$7,480,000**

*Projects of Low Viability **\$5,325,000**

Table 18: Estimated cost for projects in Focus Area #3

Estimated Cost for Focus Area #4 Projects

#	Project	Estimated Cost
4.01	Improved Connection through Providence Continuing Care Centre (Behind Hospital)	\$670,000
4.02	Transport Canada Coal Dock (at Lakewatch Lane)*	\$356,000
4.03	Portsmouth Olympic Harbour	TBD
4.04	Kingston Penitentiary (Foot of Sir John A. Macdonald Blvd)*	\$1,425,000
4.05	King Street West Sidewalk (South Side from Penitentiary to Breakwater Park)	\$660,000
4.06	Sidewalk in Alwington Place King St. to CSC St. Helens)	\$150,000
4.07	Correction Canada Property - Pathway link Alwington to Tett (through St. Helens)*	\$170,000
4.08	J.K. Tett Centre Pathway link*	\$240,000
4.09	Breakwater Park (2013 Master Plan)	\$4,880,000
4.10	Kingston Central Heating Plant (south side)	\$685,000
4.11	Macdonald Park	\$2,680,000
4.12	Richardson Beach	\$1,340,000
4.13	On Road Pathway - Emily St. to Simcoe Street via King	\$150,000
Total Estimated Cost for Focus Area #4		\$13,406,000

Projects of High and Medium Viability **\$11,215,000**
 *Projects of Low Viability **\$2,191,000**

Table 19: Estimated cost for projects in Focus Area #4

Estimated Cost for Focus Area #5 Projects

#	Project	Estimated Cost
5.01	Waterfront Pathway Connection Simcoe St. to West St.	\$300,000
5.02	West Street Boat Launch	\$440,000
5.03	An Gorta Mor Park	\$490,000
5.04	Pump House Steam Museum Pathway Improvements	\$250,000
5.05	Pathway connecting Pump House Museum to Lower Union (Shipyards Apt)	\$310,000
5.06	Lower Union Parking Reconfiguration (Marine Museum Ontario St.)*	\$440,000
5.07	Lower Union Pier Enhancements (vacant)*	\$970,000
5.08	Navy Memorial Park	\$350,000
5.09	Pedestrian Feature Bridge (Lower Union Pier to Marine Museum)*	\$490,000
5.10	Marine Museum Promenade and Park (south of Marine Museum)*	\$600,000
5.11	Gore Street Enhancement and Lookout (foot of Gore St. at Battery)	\$350,000
5.12	Battery Park	\$440,000
5.13	Confederation Basin Breakwater	\$1,190,000
5.14	Confederation Basin Marina	\$785,000
5.15	Waterfront Promenade Improvements (William St to Johnson St. behind Landmark)	\$490,000
5.16	Pedestrian Feature Bridge (Battery Park to Delta Hotel)	\$792,000
5.17	Delta Hotel Perimeter Walkway Enhancements	\$1,750,000
5.18	Clarence Street Enhancements (parking and sidewalk enhancements)	\$370,000
5.19	Confederation Park	\$6,150,000
5.20	Crawford Wharf (tour boat area)	\$980,000
5.21	Holiday Inn	\$780,000
5.22	Waterfront Promenade (Princess Street to Queen Street Pier / Parking Lot at Holiday Inn)*	\$820,000
5.23	Queen Street Pier Promenade*	\$680,000
5.24	Wolfe Island Ferry Terminal*	\$490,000
Total Estimated Cost for Focus Area #5		\$20,707,000

Projects of High and Medium Viability **\$16,217,000**

*Projects of Low Viability **\$4,490,000**

Table 20: Estimated cost for projects in Focus Area #5

Estimated Cost for Focus Area #6 Projects

#	Project	Estimated Cost
6.01	Wolfe Island Ferry to LaSalle Causeway (sidewalk improvements)	\$150,000
6.02	RMC Waterfront Promenade (around edge of RMC)	\$1,270,000
6.03	Fort Henry Waterfront Pathway (around Navy Bay)	\$540,000
6.04	Fort Henry Walkways (by Fort on point)	\$790,000
6.05	Deadmans' Bay Pathway (Martello to DND lands)	\$410,000
6.06	Arrowhead Beach Park	\$430,000
6.07	Pathway connecting Arrowhead Beach to LaSalle Blvd.	\$980,000
6.08	Ravensview Park	\$160,000
6.09	Pathway connecting LaSalle Blvd to McKnight Rd	\$330,000
6.10	Sibbit Park	\$160,000
6.11	Pathway connecting Sibbit Ave to Greensboro Ave*	\$180,000
6.12	Faircrest Park	\$190,000
6.13	Riverside Waterside Park	\$310,000
6.14	Pathway connecting Concord Dr. to King Pitt Rd*	\$240,000
6.15	Pathway connecting Glenn Lawrence Cres. to Milton Ave (through woodlot)*	\$1,220,000
6.16	Milton Connection (vacant subdivision lot / woodlot)*	\$210,000
6.17	Milton Lookout Park	\$330,000
6.18	Esplanade Park	\$530,000
6.19	Esplanade to Hwy 2 Fishing Platform - Abbey Dawn and Highway 2 (N.E. Side)	\$150,000
Total Estimated Cost for Focus Area #6		\$8,580,000

Projects of High and Medium Viability **\$6,730,000**

*Projects of Low Viability **\$1,850,000**

Table 21: Estimated cost for projects in Focus Area #6

Project Forecast

The project forecast is used as a tool to help plan and anticipate the implementation of the waterfront master plan. It is important for establishing budgets and anticipating staff resources.

The forecast should only be seen as a guide, as it will be influenced by outside factors that cannot be anticipated which may change a project's priority. This may result in a project being advanced or delayed.

The proposed forecast described here is based on a thirty year implementation plan, organized into streams of cost and viability.

Forecasting Streams

The proposed project forecast outlines a possible sequence for implementing the Waterfront Master Plan. The forecast is organized by viability: High, Moderate and Low. A forth stream of projects to be located in the municipal right-of-way has also been identified.

High Viability

High viability projects are those projects that should have few challenges for implementation. These are projects that are on City owned lands and will likely be implementable without any barriers.

High Viability projects are further organized by budget:

- Signature Projects (over 2 million);
- Major (500k to 2 million); and,
- Minor (under 500k).

Signature Projects

Large budget projects are those with total construction budgets over 2 million dollars. These projects assume one year for design and approvals and three years for construction. Given the staff resources required to manage these projects only one large budget project is scheduled for implementation at a time.

Major

Medium budget projects are estimated to cost between 500 thousand and 2 million dollars. Most of these projects require time for negotiating land access with project partners as the projects are not on City lands. As a result the forecast assumes two years for design and approvals and three years for construction. On average, two Medium budget projects are scheduled for implementation at one time.

Minor

Projects under \$500,000 fall into this category. These projects should only require a couple of years for design and construction. Multiple Low budget projects have been forecasted simultaneously.

Moderate Viability

Projects identified as being moderately viable require one or more partners, which may preclude project implementation. These projects have other public sector partners and/or require access to land owned by other public sector groups. In some instances, the land owner has already expressed some interest in the project or has expressed a willingness to discuss it. These projects are placed in the forecast in the Major and Minor budget streams so they can be budgeted.

Low Viability

Projects in this stream have not been forecasted. These are projects that are difficult to schedule primarily due to the requisite lands being privately owned, or due to other anticipated challenges to implementation. However, should certain opportunities present themselves a Low Viability project may be scheduled and implemented.

Please refer to Appendix E for a complete list of projects organized by high, moderate and low viability.

Projects in the Right-of-Way

Projects proposed for the City's right-of-way will be subject to planning, design and coordination with the City of Kingston's Engineering Department. With the City's engineering projects already determined until 2019, the proposed waterfront projects in the right-of-way will be further defined and forecasted based on the City's Active Transportation Plan to be undertaken in 2016.

Seventeen projects are proposed for within the City's right-of-way. These include:

- 1.03: Sidewalk from LaSalle Causeway to King St.;
- 1.06: Wellington Street Sidewalk (both sides Bay Street to Douglas R. Fluhrer Park);
- 1.17: Third Crossing Landscape Improvements (at future bridge abutments);
- 1.21: On Street Connection from Greer to Sutherland Dr. Park;
- 1.24: West 401 Crossing (at Montreal

Street)

- 1.26: On Road link via Kingston Mills Rd. to Locks;
- 1.35: Highway 15 On Road Link from 100 Foot Park to Craftsman Blvd
- 3.05: Bath Road Bridge Connection (Bayridge Drive);
- 3.06: Coverdale Drive On Street Pathway (Southside);
- 3.10: Front Rd Path On Street Pathway (Lemoine to Smugglers Cove);
- 3.12: Old Front Rd Path on Street Pathway;
- 3.14: Lakeland Point Drive on Street Pathway;
- 3.15: Reddendale On Road Path (Front Rd to Patterson Park);
- 4.05: King Street West Sidewalk (South Side from Penitentiary to Breakwater Park);
- 4.06: Sidewalk in Alwington Place King St. to CSC St. Helens);
- 4.13: On Road Pathway - Emily St. to Simcoe Street via King; and,
- 6.01: Wolfe Island Ferry to LaSalle Causeway (sidewalk improvements).

Project Sequence

The sequence of implementation is based on a number of factors including:

- Priority results from the matrix;
- Project dependencies;
- Advancement of projects; and,
- Budget considerations.

Priority Results

The ranking results from the priority matrix was one of the primary considerations in determining the order for project implementation. Projects which received the highest ranking were prioritized first for implementation early in the forecast while projects which received lower ranking were generally forecasted later.

Project Dependencies/Efficiencies

The project implementation sequence was further refined based on dependencies between projects and to capitalize on efficiencies gained by undertaken two or more projects simultaneously. For example, in some instances one or more projects should be undertaken after a particular project is completed. Similarly projects located immediately adjacent to one another may see efficiencies by undertaking the projects simultaneously – either during the planning, design or implementation process.

Some of the project dependencies/efficiencies to be considered include but are not limited to:

- 1.14 Belle Park Pathway Improvements (Periphery) and 1.15 Belle Park Lookout;
- Greenview Drive Pathway (3.25) should be designed in conjunction with the Cataraqui Marsh Pathway (3.26) since the former provides access to the later.
- 5.19 Confederation Park and 5.18 Clarence Street Enhancements (parking and sidewalk enhancements);
- Grouping of the boat launch projects in Focus Area 2 including 2.05 Aragon Road Boat Launch, 2.07 Jarvis Open Space, 2.16 Little Collins Lake Small Craft Access, 2.17 Loughborough Lake Boat Launch and

2.18 Leo Lake Small Craft Access.

- 5.03 An Gorta Mor Park and 5.04 Pump House Steam Museum Pathway Improvements; and,
- 1.10 Emma Martin Park and 1.11 Public Works Lands Connection Lookout.

Advancement of Projects

A number of projects have been advanced ahead of their priority matrix queue. This has been done for a number of reasons such as to respond to immediate need, to address urgent infrastructure updates and to ensure a more even distribution of projects across all focus areas during the early phases of implementation.

The projects which were advanced include:

- 4.01 Improved Connection through Providence Continuing Care Centre;
- 5.05 Pathway Connecting Pump House to lower Union;
- 6.19 Esplanade to Hwy 2 Fishing Platform - Abbey Dawn and Highway 2;
- 3.13 Horsey Bay Parkette;
- 3.01 Arthur Lower Park; and,
- Boat Launch projects in Focus Area #2 (2.05, 2.07, 2.16, 2.17 and 2.18).
- 1.36 Highway 15 lookout north of Barriefield

Budget Considerations

The project sequence considers the total capital costs of all projects undertaken at one time. The goal is to distribute the projects across a 30+ year span as much as possible to deliver projects within the City's financial means.

The total cost estimate for high and medium projects is approximately \$54 Million in 2016 dollars. The cost to implement Low viability projects is not projected at this time. As land access circumstances change and increase the viability, some Low viability projects could be recommended to be integrated into the overall plan. The possible injection of additional unplanned low viability projects is expected to displace other projects in the prioritization plan.

Priority 1 to 5						
Budget	2016	Priority 1 (2017)	Priority 2	Priority 3	Priority 4	Priority 5
SIGNATURE Over 2 million			4.09 Breakwater Park (2013 Master Plan) Budget: \$ 4,880,000			(#2)
			4.03 Portsmouth Olympic Harbour Planning budget: TBD		Construction budget: TBD	
					1.08 Douglas R. Fluhner Park Design budget: \$ 200,000	Construction budget: \$ 2,454,000
Projects	\$ -		\$ 4,880,000	\$ 200,000	\$ 2,454,000	\$ -
MAJOR 500k to 2 million		4.12 Richardson Beach (Phase 2 / Landscape Improvements) Budget: \$ 100,000		Construction budget: \$ 1,240,000		(#1B)
			4.01 Improved Connection through Providence Continuing Care Centre Planning budget: \$ 60,000		Construction budget: \$ 610,000	
					5.13 Confederation Basin Breakwater Planning budget: \$ 90,000	
MINOR less than 500k		7.1 Wayfinding / Awareness Budget: \$ 250,000				
		4.12 Richardson Beach (Phase 1 / building Improvements) Budget: \$ 375,000		(#1A)		
		5.05 Pathway connecting Pump House Museum to Lower Union (Shipyards Apt) Budget: \$ 310,000		(#54)		
			6.19 Fishing dock - Abbey Dawn and Highway 2 (north east side) Budget: \$ 150,000		(#52)	
			3.13 Horsey Bay Parkette (at Bayridge and Front Rd.) Budget: \$ 250,000		(#91)	
			3.01 Arthur Lower Park (at Homeward Ave and Bath Rd) Budget: \$ 340,000			
					1.09 Molly Brant Park (From north end of DFP to Molly Brant Point) Budget: \$ 460,000	(#109)
					6.05 Deadmans' Bay Pathway Martello to DND (lands) Planning budget: \$ 45,000	
					1.14 Belle Park Pathway Improve Budget: \$ 350,000	
					1.15 Belle Park Lookout Budget: \$ 340,000	
Sub total medium and low budget	\$ 375,000	\$ 660,000	\$ 210,000	\$ 1,830,000	\$ 1,205,000	\$ 690,000
						4.05 King Street West Sidewalk Budget: \$ 660,000
Projects in ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 660,000
Large Budget (2 to 5 M)	\$ 21,324,000	\$ -	\$ 4,880,000	\$ 200,000	\$ 2,454,000	\$ -
Med + Small	\$ 32,395,000	\$ 375,000	\$ 660,000	\$ 210,000	\$ 1,830,000	\$ 690,000
ROW Projects	\$ 4,940,000	\$ -	\$ -	\$ -	\$ -	\$ 660,000
Land Access	\$ 4,550,000	\$ -	\$ 350,000	\$ -	\$ 350,000	\$ -
Total	\$ 63,209,000	\$ 375,000	\$ 660,000	\$ 5,440,000	\$ 2,030,000	\$ 1,350,000
Priority 1 to 5						\$ 13,489,000

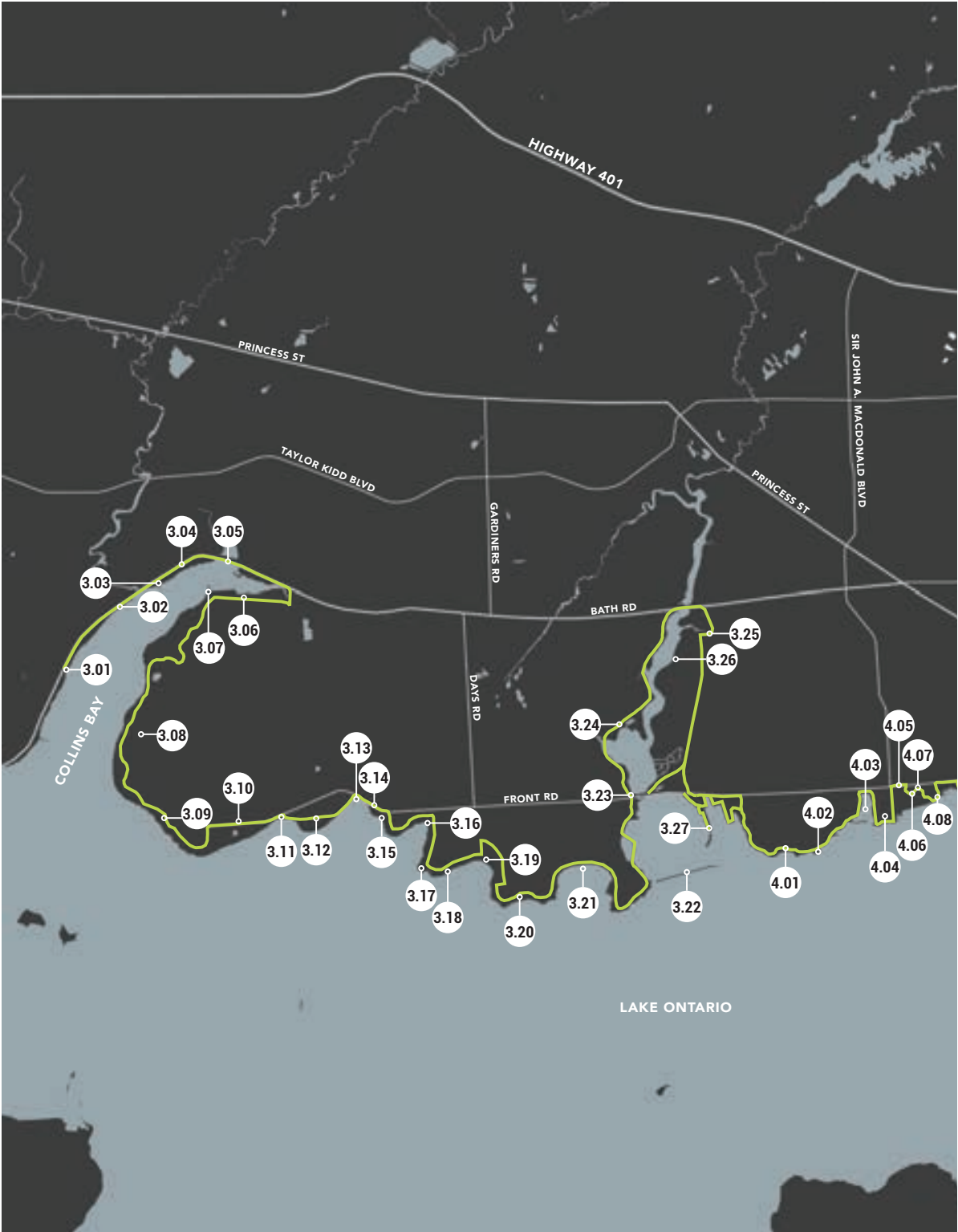
Priority 6 to 10				
Priority 6	Priority 7	Priority 8	Priority 9	Priority 10
	(#13)			
		(#3)		
	4.11 Macdonald Park Design budget \$ 200,000	Construction budget \$ 2,480,000		Confederation Park Design budget \$ 450,000
\$ 200,000	\$ 2,480,000	\$ -	\$ 450,000	\$ -
(#25)				
Construction budget \$ 1,100,000			(#5)	
	5.14 Confederation Basin Marina Planning budget \$ 70,000		Construction budget \$ 715,000 5.20 Crawford Wharf (Tour Boat Area) Planning budget \$ 90,000	
				6.04 Fort Henry Walkway Planning budget \$ 70,000
Construction budget \$ 365,000		(#20)		
ements (periphery)	(#29)			
	(#53)			
	5.03 An Gorta Mor Park Budget \$ 490,000		(#26)	
	5.04 Pump House Steam Museum Pathway Improvements Budget \$ 250,000		(#22)	
	5.02 West Street Boat Launch Budget \$ 440,000		(#32)	
	1.36 Highway 15 Roadside Lookout (north of Barrie/field) on west side @Craftsman Planning Budget \$ 40,000		Construction budget \$ 270,000	
		1.10 Emma Martin Park budget \$ 490,000		(#37)
		1.11 Public Works Lands Connection Lookout (by River St. Pumping Station) Budget \$ 160,000		(#101)
				3.20 Patterson Park Planning budget \$ 40,000
				5.15 Waterfront Promenade Budget \$ 480,000
\$ 1,465,000	\$ 1,290,000	\$ 650,000	\$ 1,075,000	\$ 530,000
(South Side from Penitentiary to Breakwater Park) (#7)				
	4.13 On Road Pathway - Emily St. to Simcoe Street via King Budget \$ 150,000.00		(#34)	
			4.06 Sidewalk in Alvington Place King St. to CSC St. Helens) Budget \$ 150,000.00	
\$ -	\$ 150,000	\$ -	\$ 150,000	\$ -
\$ 200,000	\$ 2,480,000	\$ -	\$ 450,000	\$ -
\$ 1,465,000	\$ 1,290,000	\$ 650,000	\$ 1,075,000	\$ 530,000
\$ -	\$ 150,000	\$ -	\$ 150,000	\$ -
\$ 350,000	\$ -	\$ 350,000	\$ -	\$ 350,000
\$ 2,015,000	\$ 3,920,000	\$ 1,000,000	\$ 1,675,000	\$ 880,000
Priority 6 to 10				\$ 9,490,000

Priority 16 to 20	\$ 10,395,000
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Priority 21 to 25	\$	7,225,000
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Priority 26 to 30					
Priority 26	Priority 27	Priority 28	Priority 29	Priority 30	

Project Forecast – Overall Project Map



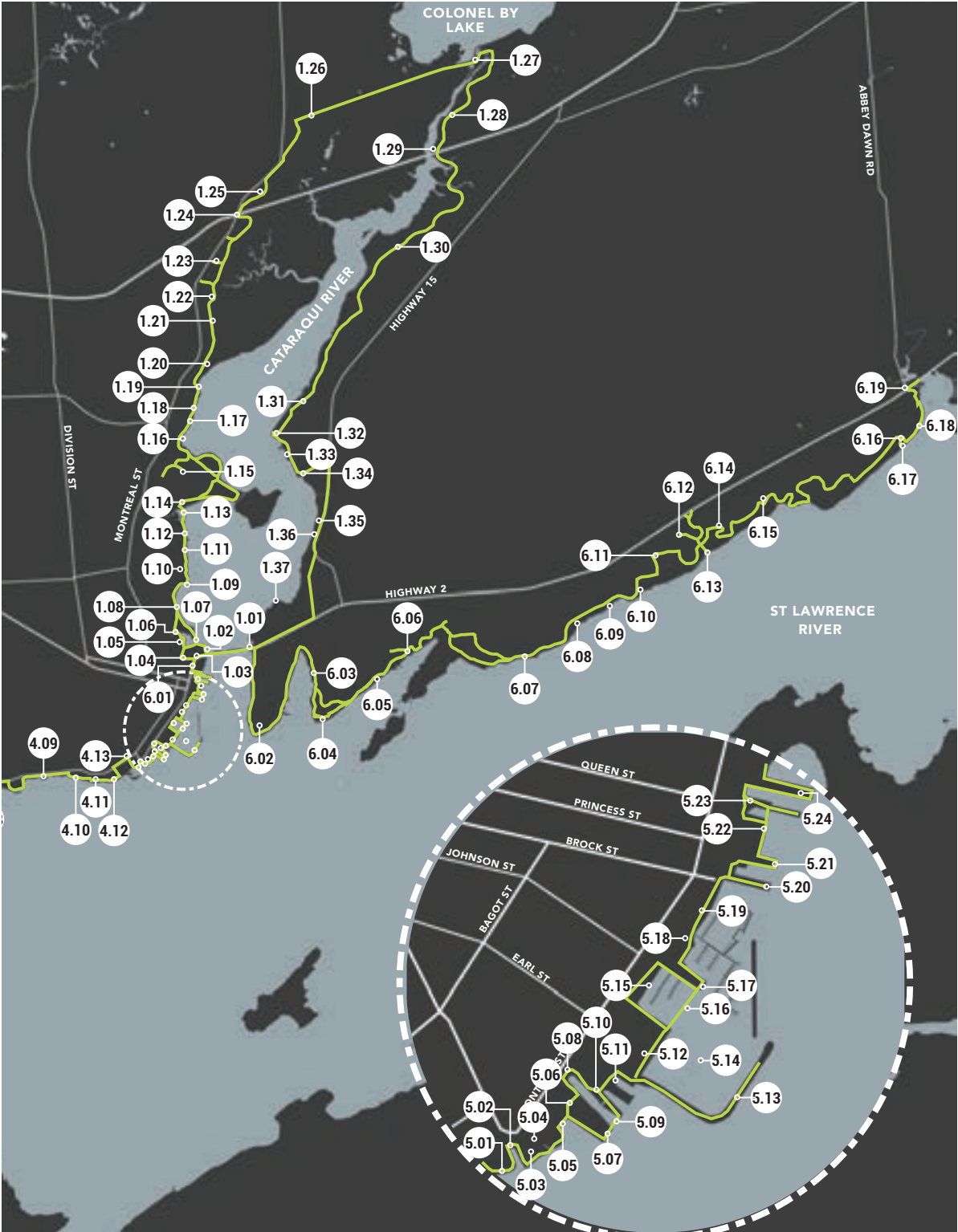


Figure 134: Overall Project Map

Project Forecast – Overall Project Map

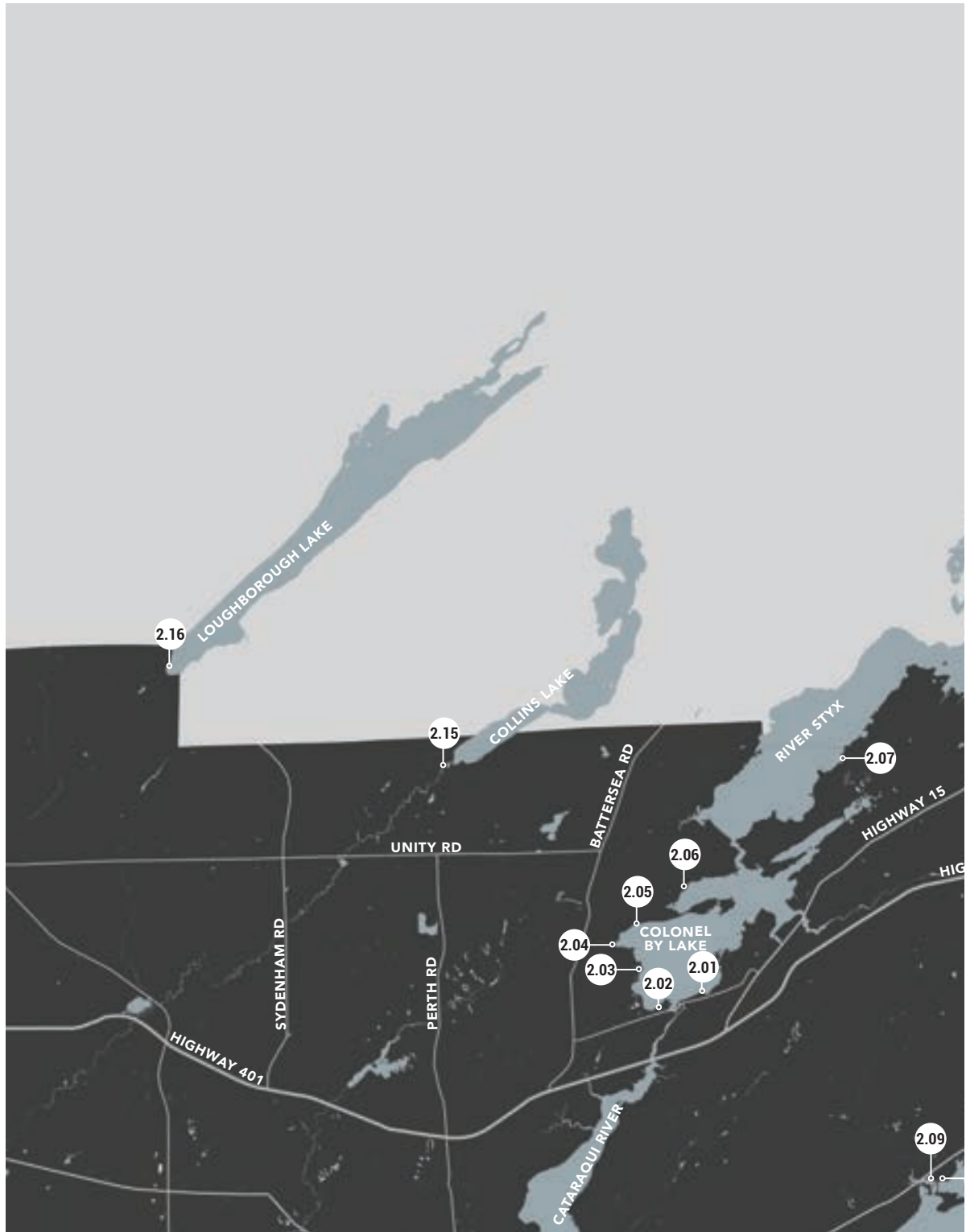




Figure 135: Overall Project Map

Project Forecast – Map of Projects Priority 1 to 10



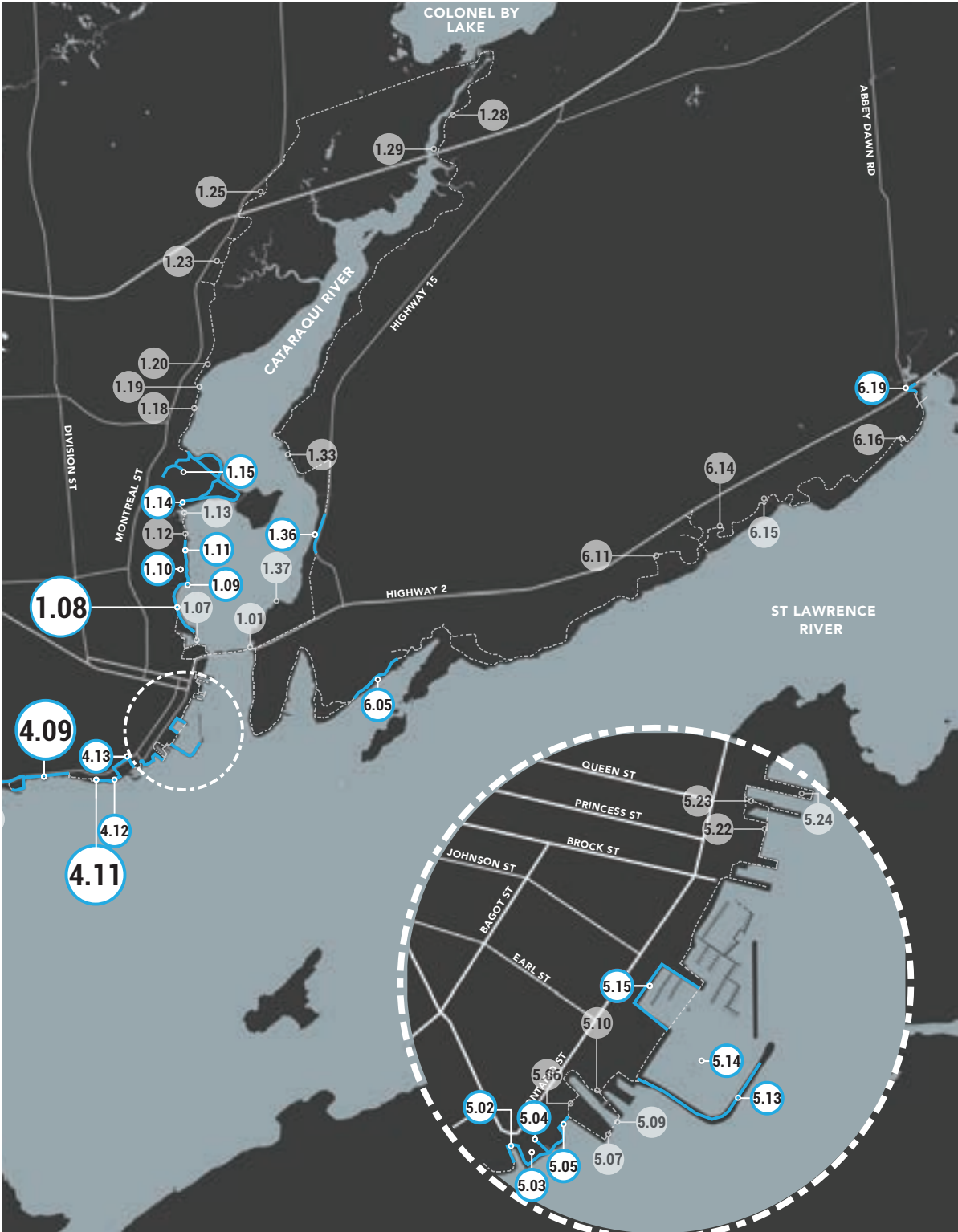


Figure 136: Project Forecast Map of Projects Priority 1 to 10

Project Forecast – Map of Projects Priority 1 to 10



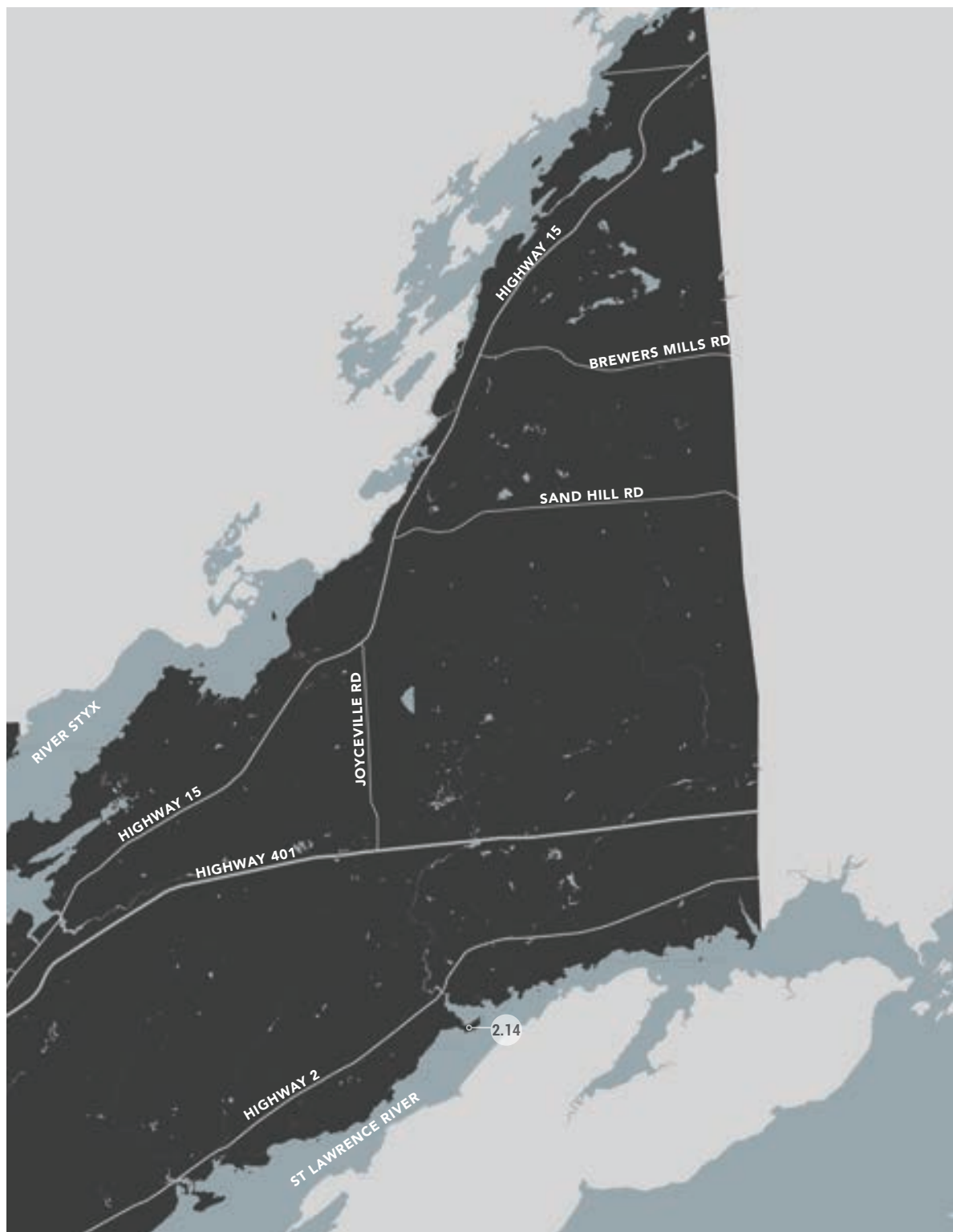
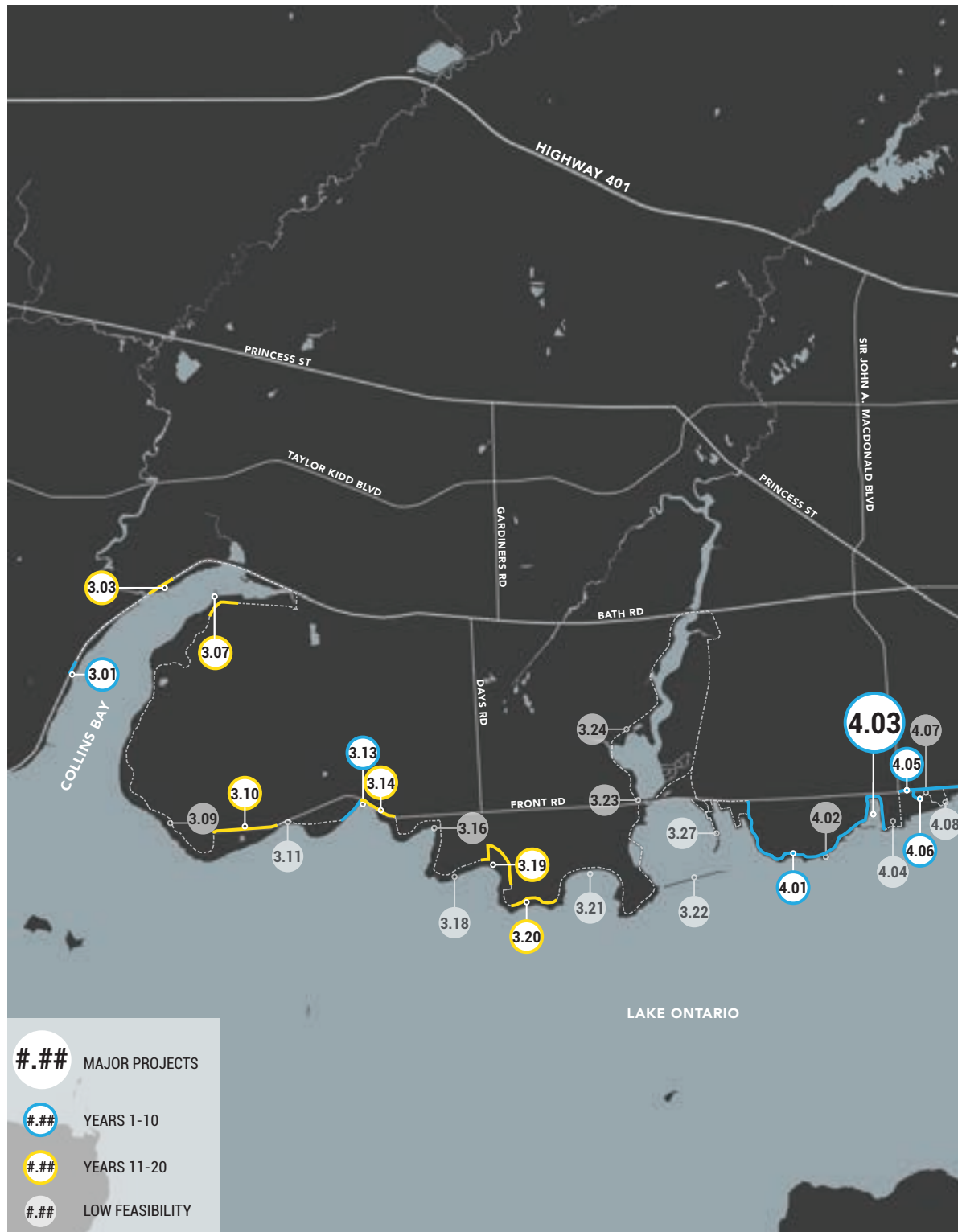


Figure 137: : Project Forecast Map of Projects Priority 1 to 10

Project Forecast – Map of Projects Priority 1 to 20



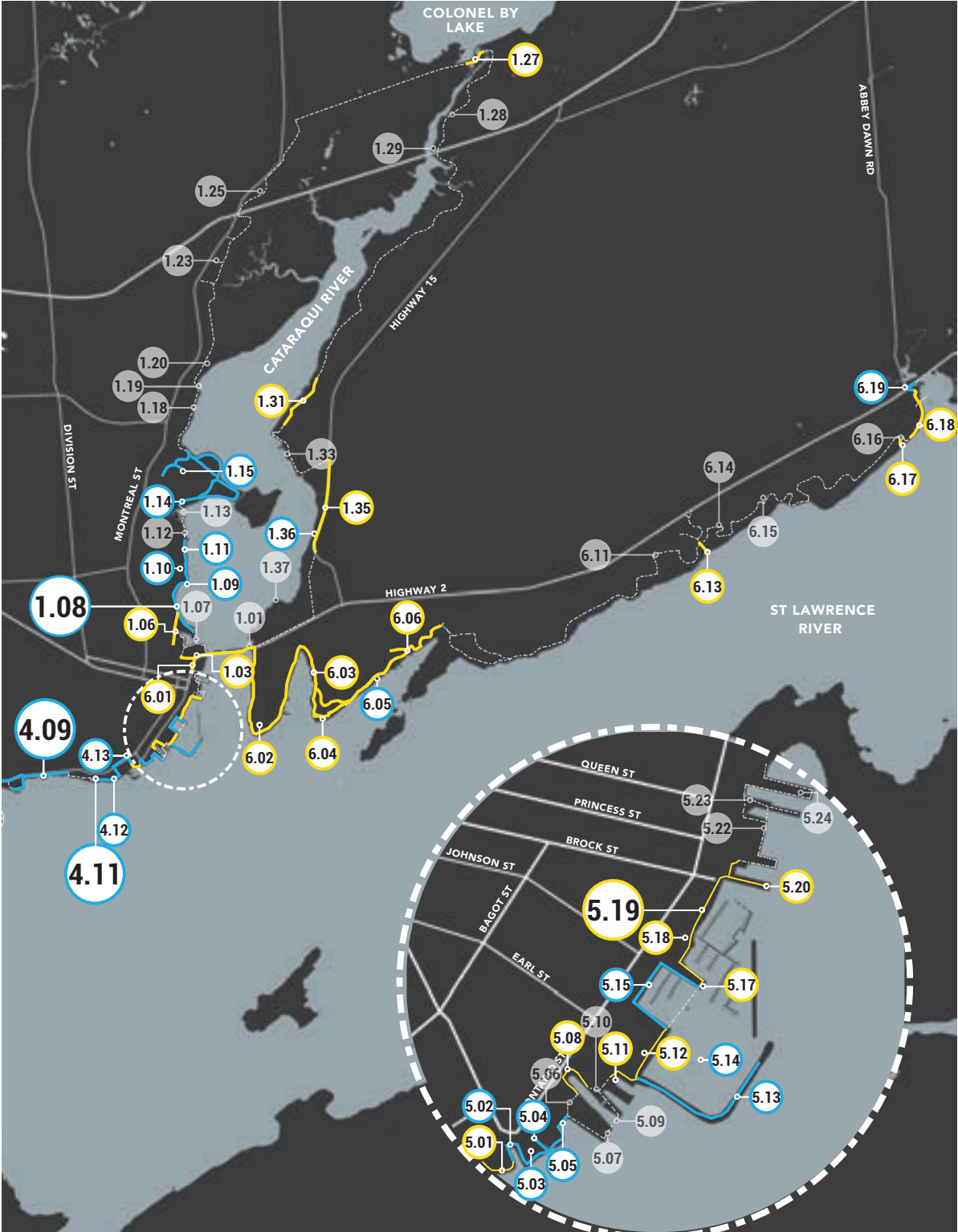
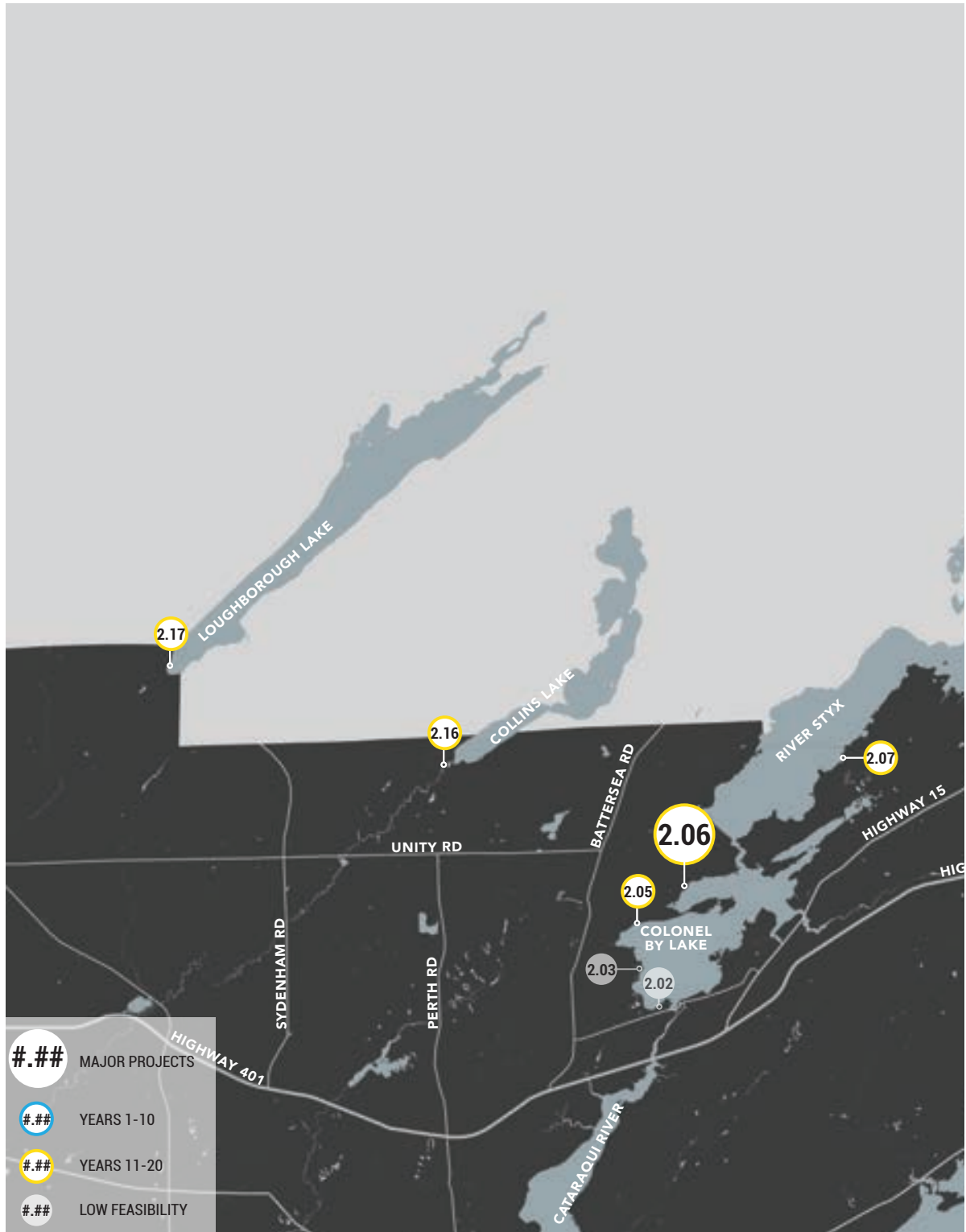


Figure 138: Project Forecast Map of Projects Priority 11 to 20

Project Forecast – Map of Projects Priority 1 to 20



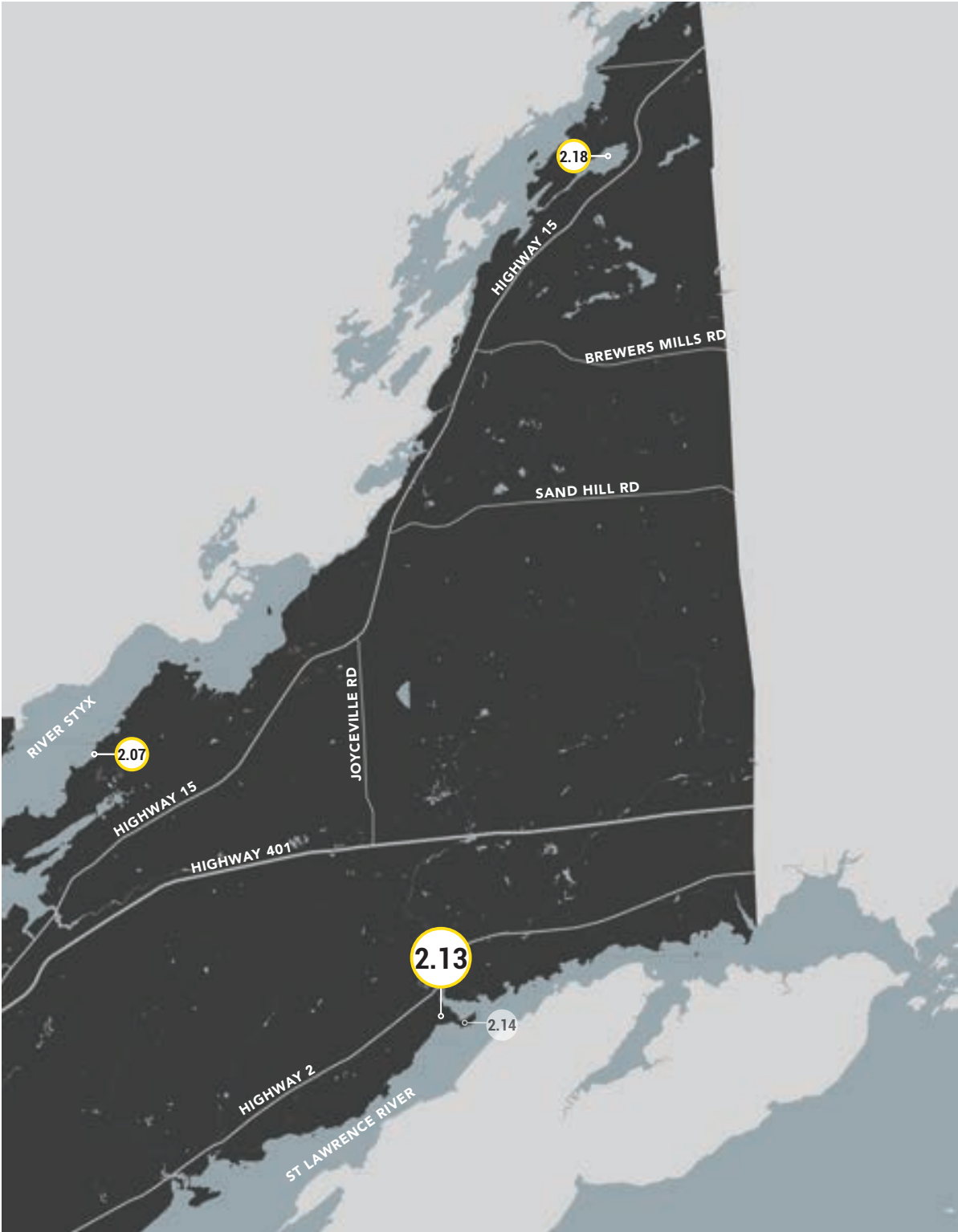
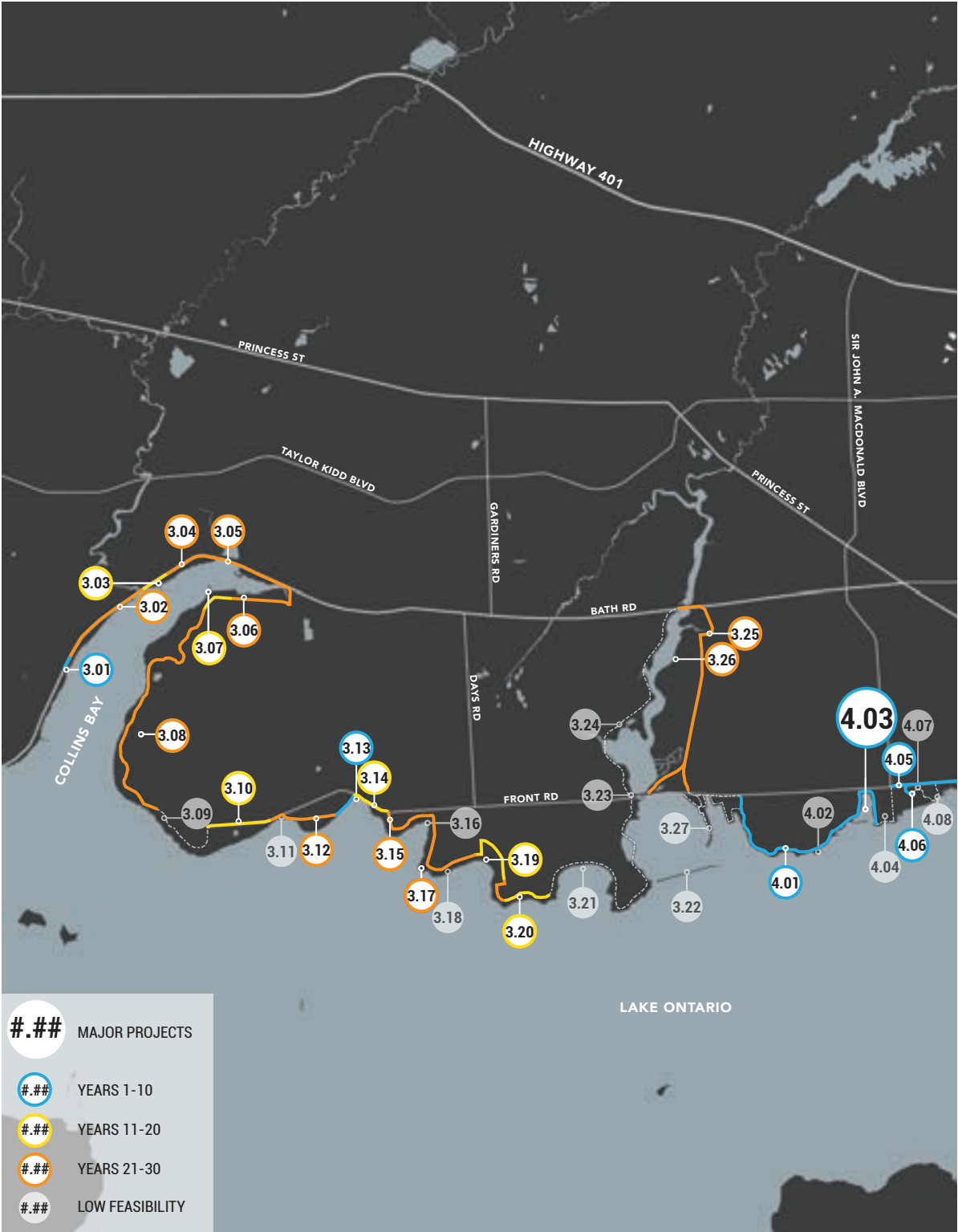


Figure 139: Project Forecast Map of Projects Priority 1 to 20

Project Forecast – Map of Projects Priority 1 to 30



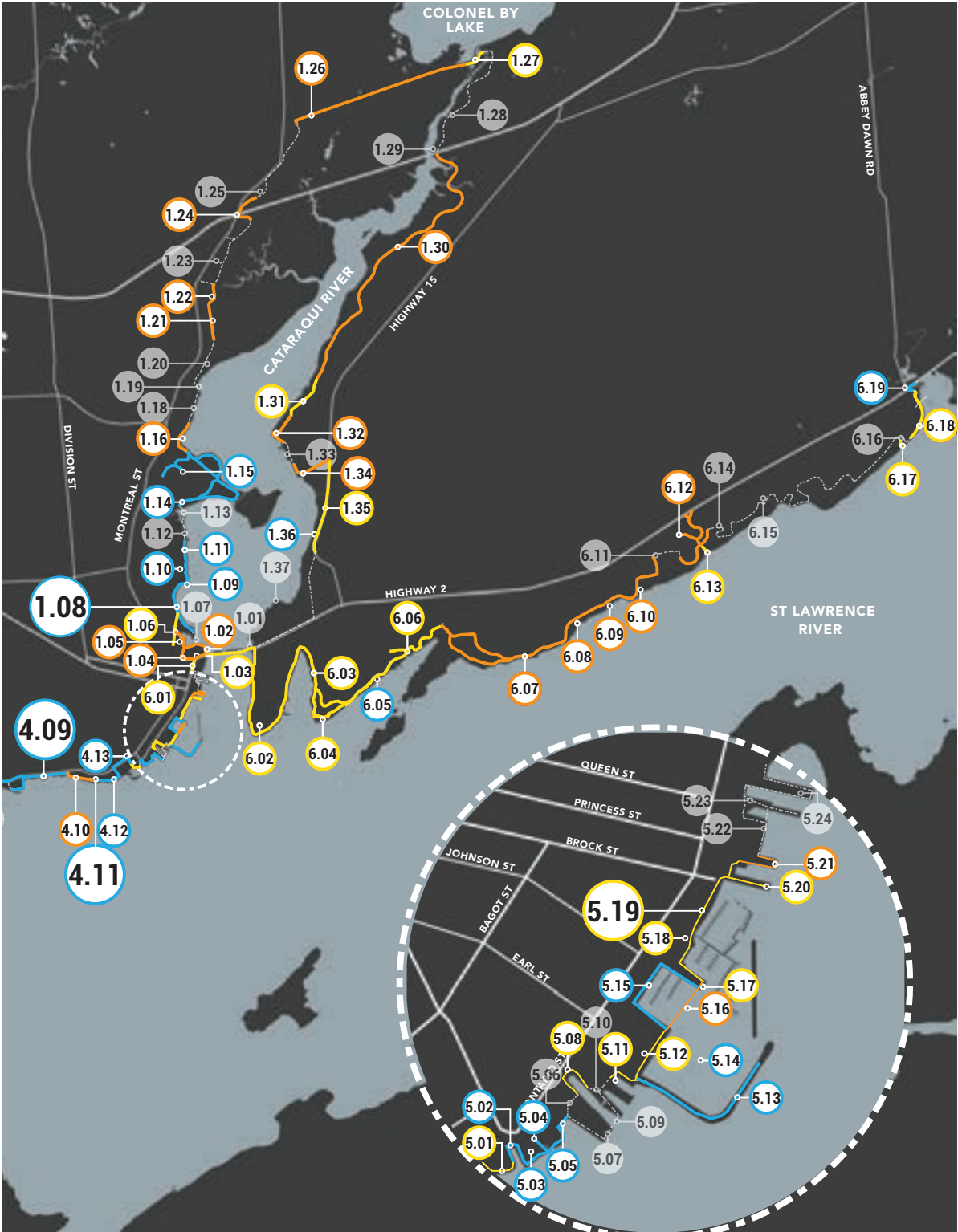
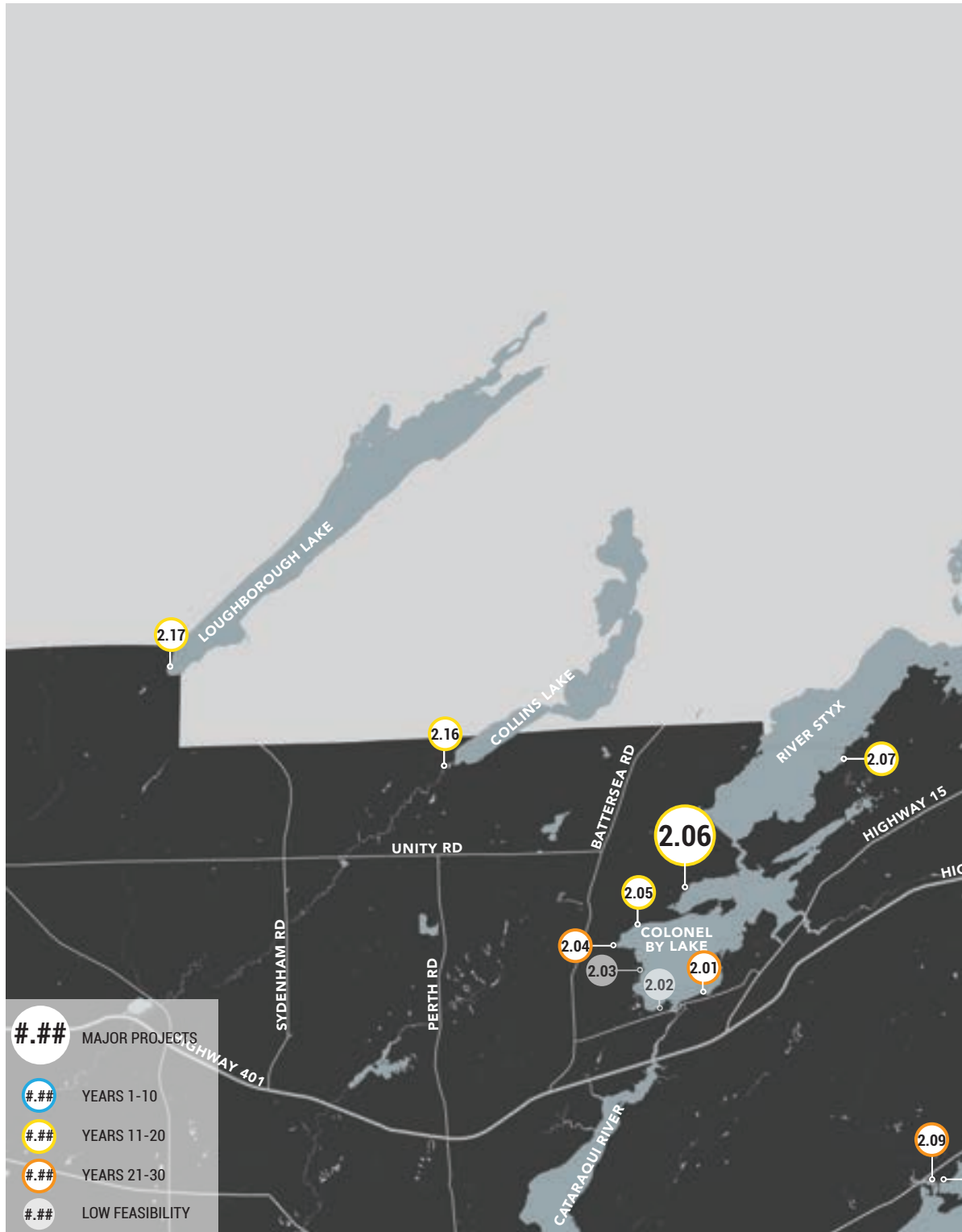


Figure 140: Project Forecast Map of Projects Priority 1 to 30

Project Forecast – Map of Projects Priority 1 to 30



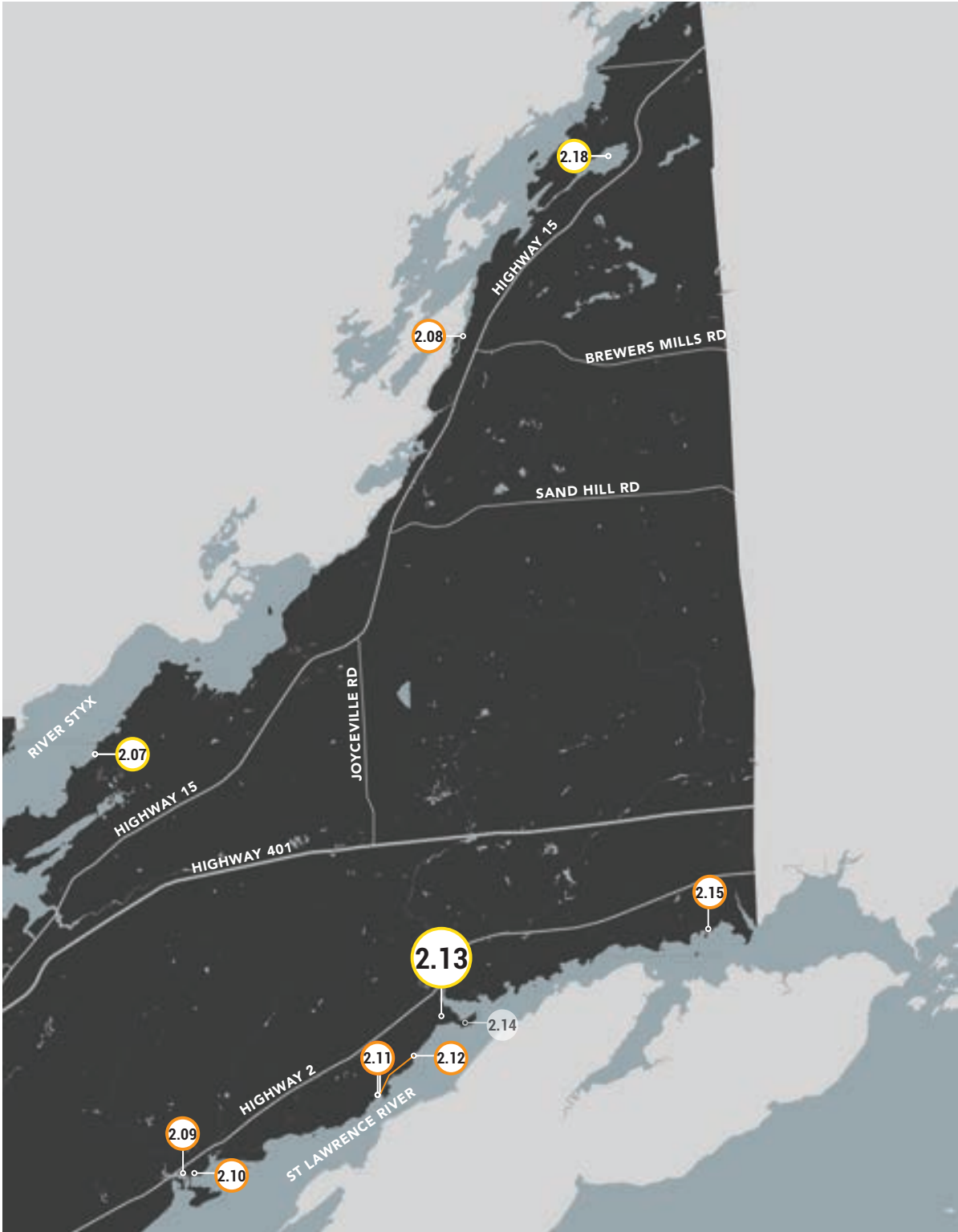


Figure 141: Project Forecast Map of Projects Priority 1 to 30

Focus Area #1 Projects of Low Viability

#	Project
1.01	LaSalle Causeway - enhanced pedestrian access / crossing (#82)
1.07	Anglin Bay Bridge (From Frontenac Village to Douglas Fluhrer Park) (#69)
1.12	Tannery Lands (river edge) (#11)
1.13	Land Bridge connection from Tannery to Belle Park (#42)
1.18	Newmarket Lane Pathway Improvements (connect to outer station lookout) (#86)
1.19	Railway Underpass Pathway Connection (#102)
1.20	Create Connection (East of Montreal) from Underpass to Greer (below escarpment west of CN tracks) (#100)
1.23	Pathway Connecting Sutherland Dr. Park to Highway 401 Crossing (edge of escarpment) (#114)
1.25	Carpool Lot to Battersea South Pathway (Montreal / 401) (#133)
1.28	Pathway connection south of Kingston Mills Road to 401 (east side canal) (#66)
1.29	East 401 Crossing (#130)
1.33	Former Rideau Marina Redevelopment (#68)
1.37	Green Bay Open Space (North of James St. at point) (#83)

Table 22: Projects of low viability in Focus Area #1

Focus Area #2 Projects of Low Viability

#	Project
2.02	Southern Colonel By Lake Waterfront Path (east of Eden Valley Open Space) (#107)
2.03	Northern Colonel By Lake Waterfront Path (south of Edenwood Park) (#99)
2.14	Rawsons Point (known as Grass Creek Island) (#105)

Table 23: Projects of low viability in Focus Area #2

Focus Area #3 Projects of Low Viability

#	Project
3.09	Waterfront Pathway Connection -From Lemoine Point to Front Rd. (#30)
3.11	Smugglers Cove (Old Front Rd. and Front Rd - west end) (#132)
3.16	Private Park (Between 39 and 41 Lakeland Point Drive) (#124)
3.18	Private Park (18 Lakeshore Blvd) "No Dog" Park (#115)
3.21	Sand Bay (behind Invista) (#108)
3.22	Cataraqui Bay Breakwater (#131)
3.24	Little Cataraqui Marsh Pathway West (CSC Lands) (#72)
3.27	Elevator Bay Pier (south end) (#79)

Table 24: Projects of low viability in Focus Area #3

Focus Area #4 Projects of Low Viability

#	Project
4.02	Transport Canada Coal Dock (at Lakewater Lane) (#65)
4.04	Kingston Penitentiary (Foot of Sir John A. Macdonald Blvd) (#16)
4.07	Correction Canada Property - Pathway link Alwington to Tett (through St. Helens) (#33)
4.08	J.K. Tett Centre Pathway link (#28)

Table 25: Projects of low viability in Focus Area #4

Focus Area #5 Projects of Low Viability

#	Project
5.06	Lower Union Parking Reconfiguration (Marine Museum Ontario St.) (#51)
5.07	Lower Union Pier Enhancements (vacant) (#36)
5.09	Pedestrian Feature Bridge (Lower Union Pier to Marine Museum) (#47)
5.10	Marine Museum Promenade and Park (south of Marine Museum) (#50)
5.22	Waterfront Promenade (Princess Street to Queen Street Pier / Parking Lot at Holiday Inn) (#44)
5.23	Queen Street Pier Promenade (#56)
5.24	Wolfe Island Ferry Terminal (#49)

Table 26: Projects of low viability in Focus Area #5

Focus Area #6 Projects of Low Viability

#	Project
6.11	Pathway connecting Sibbit Ave to Greensboro Ave (#88)
6.14	Pathway connecting Concord Dr. to King Pitt Rd (#78)
6.15	Pathway connecting Glenn Lawrence Cres. to Milton Ave (through woodlot) (#74)
6.16	Milton Connection (vacant subdivision lot / woodlot) (#74)

Table 27: Projects of low viability in Focus Area #6

Land Access Strategy

A significant portion of Kingston's waterfront is not accessible to the public due to private ownership. Whether it is land owned by an individual, corporation or community group. Through the waterfront master planning process it became evident there is significant interest in increasing the public's access to the waterfront. While this plan respects the rights of private ownership of waterfront land and in no way endorses acquiring access to privately owned lands without the owner's consent, a long-term strategy for improved land access is required.

The following section describes the options for acquisition, funding, partnerships, strategy and sequence for negotiating access to privately owned waterfront parcels. A list of privately owned waterfront parcels of potential interest and recommended strategy for acquisition is provided in Appendix F.

Options for Acquisition

The strategy for land access is based on employing a wide range of mechanisms. These include:

1. Purchase;
2. Option to purchase;
3. Right-of-First-Refusal;
4. Parkland dedication (Planning Act, s. 51.1);
5. Easement/Right-of-Way;
6. Lease/Licence;
7. Land Swap;
8. Inter vivos gift (donation);
9. Testamentary disposition/bequest;
10. Traditional Land Use or Regulatory Controls;
11. Land Trust; and,
12. Conservation Easement.

Which tool or mechanism selected will vary depending on the parcel of waterfront in question, the type of access desired or required, and the owner's interest. A variety of different land access mechanisms will likely be employed across the waterfront.

The following provides a description of each mechanism including a discussion of the advantages, opportunities, limitations and administrative responsibilities.

Funding for Land Access

Funding for land access, easements and purchases may be accommodated in the Natural Land and Parkland Acquisition (NLPA) Fund and the Parkland Cash-in-Lieu Fund (PCIL) but additional funding may be required. As city wide funds, it is anticipated that the NLPA and PCIL will have many other demands placed on those funds, outside of waterfront lands. If land owner access participation is low or does not occur, there may be limited impact on the City's land funds. However, if participation is moderate, an annual capital contribution increase to the natural lands fund would be required.

One time capital funding for specific waterfront land access agreements or purchases may also be required. The pace of the uptake in partnership with land owners and the scale of funding of those agreements would be monitored and appropriate funding strategies would be brought forward for Council's consideration as needed.

As part of the budget forecasting, \$350,000 is budgeted for every second year – starting in Priority 2 – to cover land access costs. Over thirty years this totals approximately 4.5 million dollars.

Partnerships

The City may form partnerships with land owners to obtain access while the property remains under private ownership. Funding for partnerships may in some circumstances be in the form of charitable tax receipts, in combination with other land access mechanisms. Partnerships may also include

consideration of land and liability management responsibility. To minimize costs, partnerships should be sought whenever possible to achieve waterfront access while minimizing the cost associated with purchasing the land.

Strategy

The City should explore a variety of low cost means to acquire waterfront access including: land donations for tax rebates; securing easements; and other similar methods as described in Tables 9 to 11, prior to considering the purchase or exchange of land.

In some instances a process of purchasing the land, severing the waterfront portion and then selling the balance of the land back onto the market may make the most economical sense and provide a more financially favourable alternative to simply purchase.

Sequence

The targeted land access approach for all the identified properties would be conducted strategically over a cycle of several years. The land owners would be consulted in sequence based on their associated projects' overall priority with the highest priority sites being addressed first. As confirmation of non-participation occurs on private land negotiations, the next project area would be addressed, and so on, until a cycle of consulting with all land owners was exhausted. At that time, the consultation would start again at the top of the list.

If participation/agreement for land access occurred on a property or properties, the opportunity would be brought forward for

Council consideration. Following which, if approved, execution of an agreement would occur and staff would continue with land access consultation and negotiation with the next properties in the sequence. It is expected that the cycle would occur over several years and the repeated cycling of consultation would focus on relationship development and respect for land owners' private rights. The Waterfront Master Plan does not recommend a forceful land access approach such as expropriation and consistent messaging to that effect would occur through consultation.

The consultation and negotiation strategy would include recording the approach taken and subsequent improvement on approach for future consultation with same and similar land owners. All properties would be monitored for market transaction opportunities and land access opportunities, that might occur out of sequence, may be brought forward for consideration in the time that they are available. Initiatives from land owners for access opportunities, that might occur out of sequence, would be brought forward for consideration in the time they are available.

Land Assemblies

Dependent land assemblies of multiple properties and owners may be consulted simultaneously. Land access agreements with potential large budget impacts or of significant complexity would mostly be consulted one at a time. Multiple properties may be consulted simultaneously provided the budget impacts of all of the potential participation agreements from those lands were appropriate. The pace of the cycle of consultation would also be

tempered against overall budget and staff resource capacities.

Land access opportunities may involve a commitment to advance land improvements or be recommended that improvements be advanced for safety, security and land management rationale. These improvement projects would be expected to occur out of sequence of the priority implementation plan of all other projects in the WFMP. In those circumstances, consideration of Council would be sought and if approved, displacement of higher priority projects would occur.

Parcels with Group Ownership

A number of parcels on the waterfront are held by a consortium such as community neighbourhood association. The structure of ownership can vary. Two likely scenarios are corporate ownership and tenants in common.

With a property owned by a corporation, a Board makes decisions based on input/support from the shareholders. Therefore, the City would need to negotiate and reach an agreement with the Board to obtain access.

A second scenario is that a parcel is owned by a group of individuals as tenants in common with each having an individual interest in the property. In this instance the City would need to have agreement with all of the owners to gain public access.

Method	Explanation	Advantages	Opportunities
1. Purchase	City or designate purchases desired lands at fair market value	<p>Simplicity & straightforwardness. Lands come under care, control and ownership of municipality or group responsible for administration of trail system on a permanent basis</p> <p>Municipalities not subject to subdivision control provisions of the Planning Act, therefore no consent/severance approval(s) necessary</p>	<p>Owners of larger parcels with historically underused waterfronts may be more amenable to giving up the waterfrontage where retention of the upshore lands is available/viable. Disposition of waterfrontage may significantly reduce tax burden if assessed value diminishes appreciably</p> <p>Vendors of land may be enticed through trail section "naming" rights</p> <p>City may subdivide land and keep waterfront portion and sell balance of property.</p>
2. Option to purchase	City or designate procures the right to acquire lands on specific terms exercisable under certain circumstances	Allows the creation of a trail system over a longer period of time; can acquire options from private owners amenable to transfer while still negotiating with hesitant owners	Can 'soft-sell' the concept to more progressive landowners who may be agreeable to the concept if a "whole trail" were being created, i.e. option could be exercised where the rest of the trail connections have been similarly lined up
3. Right-of-First-Refusal	Conceptually similar to an Option; City acquires the right to be "first in line" when the property is next offered for sale	Potential for minimal cash outlay upfront	May be more palatable to progressively-minded private owners

Table 28: Land/Rights-of-Use Acquisition Options/Tools

Limitations	Administration / Responsibility
Potentially costly. Dependent upon negotiated resolution/settlement with private owner	City; potential for a section 203 Corporation owned by the municipality; Non-profit corporation
Same as purchase	Same as purchase
No public access in the intervening period between private ownership and acquisition; no ability to compel owner to sell, time frame indeterminate. Same cost considerations as in purchase & option, expense simply deferred	Same as purchase

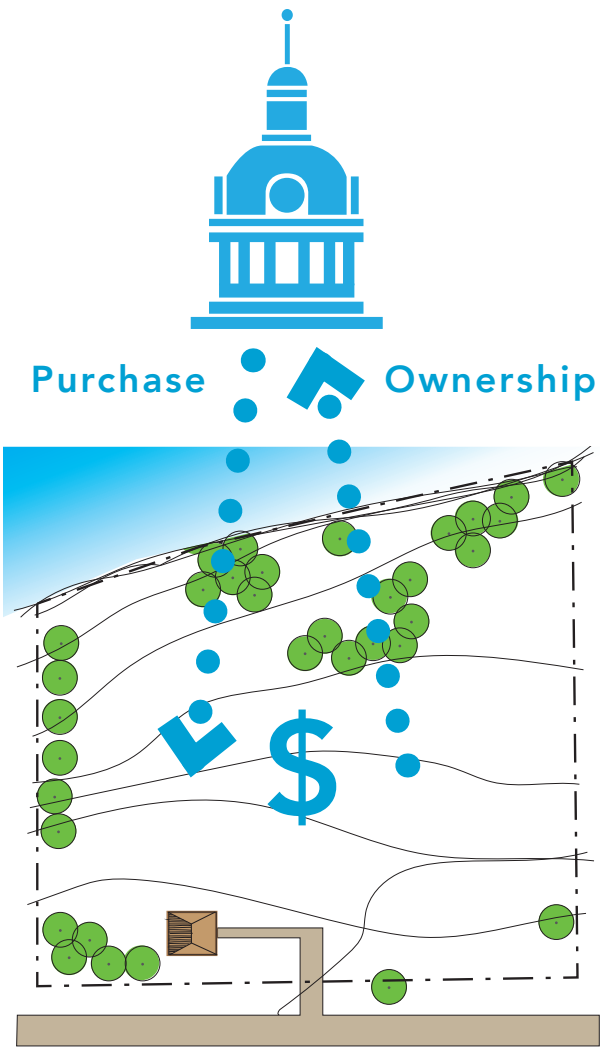


Figure 142: Purchase
As this is potentially a costly approach, the purchase of a property for public access should be considered after all other options are ruled-out.

Method	Explanation	Advantages	Opportunities
4. Parkland dedication (Planning Act, s. 51.1)	Lands dedicated to municipality for parkland purposes during the subdivision approval/development process	Municipal ownership, control. Public access	Parkland dedication provisions non-optional for developers. Municipality has authority to determine whether cash or land will be accepted
5. Easement/ Right-of-Way	Transfer of a right-of-way in favour of the City for a recreational trail	Similar benefits as purchase, can draft easement terms to permit construction of trail infrastructure	Can minimize actual acquisition of land by City, parks/nodes may be connected to one another through a network of rights-of-way benefiting the parks already owned by the municipality
6. Lease/Licence	Lands are rented for a specified period of time pursuant to a written agreement.	Potential for lower cost; can include public access as term; Notice of lease can be registered on title to lands, making future owners subject to lease for duration of lease	May appeal to progressive landowners who wish to retain ownership but willing to permit trail. May be more desirable for non-residential property owners

Table 29: Land/Rights-of-Use Acquisition Options/
Tools (continued)

Limitations	Administration / Responsibility
If significant loss of value/buildable land to project for developer, may be subject to appeal at Ontario Municipal Board	City

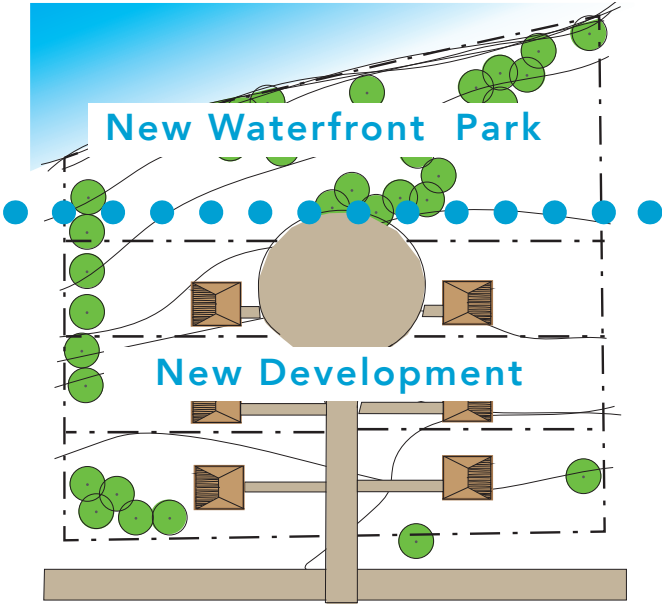


Figure 143: Parkland Dedication

Through the land development process land is transferred to the City for parkland dedication.

May be as costly as a purchase; appeal may be limited	City; possibly other ownership entity (i.e. if owner of dominant easement lands other than City)
Limited in time/scope (i.e. no permanent protection); May be subject to termination rights;	Same as purchase

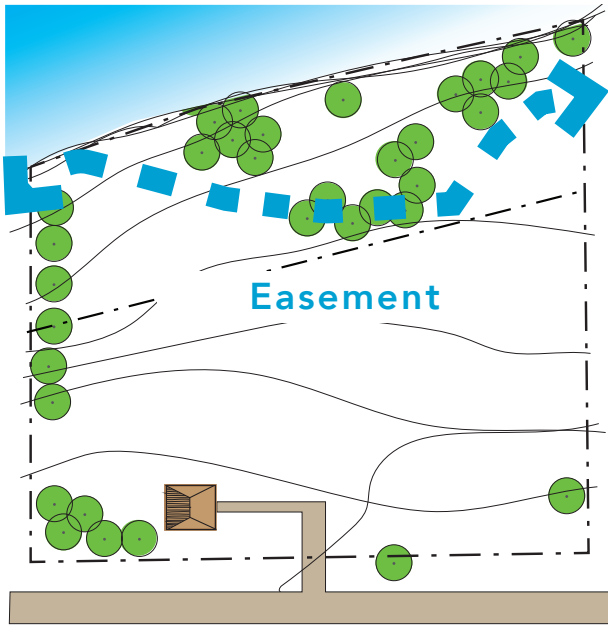


Figure 144: Easement

With the owner's permission as easement can permit public access to the waterfront

Method	Explanation	Advantages	Opportunities
7. Land Swap	Lands owned by City exchanged for desired lands of private owner	Same as purchase	Non-residential property owners may wish to retain space for future use/ expansion, providing alternate land may satisfy that desire
8. Inter vivos gift (donation)	Lands "gifted" by a private owner during his/her lifetime	Municipal ownership, control. Public access. Minimal to no cost	<p>Potential for charitable tax credit/ benefit; municipalities are "qualified donees" under the Income Tax Act and may issue charitable tax receipts</p> <p>Donor may retain a life interest/estate in the property such that the gift lands are not "useable" until the death of the donor</p>
9. Testamentary disposition/ bequest	Lands or right-of-use gifted pursuant to the terms of the testator's will	Same as gift	Many individuals wish to 'leave a legacy' or do something for the public good upon their passing
10. Traditional Land Use or Regulatory Controls	Ownership does not change, restrictions on use of land imposed through Official Plan, Zoning By-law and other regulatory controls	Ability to use land for anything other than open space and/or trail can be removed. Lands in question may be permanently protected. Potentially minimal to no cost (upfront)	Desirable land parcels may effectively be "set aside" through land use controls/mechanisms and addressed at a later date

Table 30: Land/Rights-of-Use Acquisition Options/ Tools (continued)

Limitations	Administration / Responsibility
City must own lands of comparable utility to exchange	Same as purchase
Minimal	Same as purchase
Where life estate retained, property may not become available for a lengthy period of time	

Other beneficiaries of estate may contest; availability of land for public use may be indeterminable	Same as purchase
Subject to appeal at Ontario Municipal Board for down zoning. No municipal control or public access. Effectively a de facto expropriation which may be overturned or for which compensation may be ordered payable	City



Figure 145: Donation and Gifts
A land owner may wish to donate or gift a portion or all of a property to the City as a charitable tax credit/benefit or to leave a legacy for future generations.

Method	Explanation	Advantages	Opportunities
11. Land Trust	Non-profit group/entity whose purpose is typically to preserve land for environmental, potentially recreational purposes (*not itself a method of acquisition)	Permanent protection possible.	<p>A number of high-profile organizations exist with a broadly similar mandate.</p> <p>Prospect of raising funds through charitable initiative/campaign</p>
12. Conservation Easement	Voluntary Agreement restricting use of property for 'conservation' type purposes (e.g. recreational)	Restrictions on use run with the land, binding future property owners	Potential for lower upfront costs; permanent protection; ownership remains private; may qualify as ecological gift for tax purposes

Limitations	Administration / Responsibility
Public access/use questionable, as well as ability to improve lands with trail infrastructure, dependent upon mandate of trust. Still need to acquire lands via another method	Trust
Public access may be limited; similar confines to Land Trust	Ontario Heritage Trust; Registered Charity meeting criteria



Figure 146: Conservation Easement
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