Priority Matrix

To evaluate each of the projects, a matrix has been developed to help prioritize them. The matrix uses thirty-eight 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,

The technical analysis consists of criteria that consider best practices in waterfront planning. These criteria are worth 65% of the total score. The public opinion category considers input provided by the community. It constitutes 35% of the total score.

Each criteria (question) is applied to each of the 138 projects. A score of 1, 3 or 5 is applied to the project depending on how it is assessed against the question/criteria. Based on the total score, each project is weighted out of 100.

The following provides a more detailed description of the criteria groups, weighting and criteria used to assess the projects, followed by the complete matrix and scores applied to each of the 137 projects.

Technical Analysis (65%)

The Technical Analysis consists of twenty-five questions derived from best practices in waterfront planning. These questions are organized under three Criteria Groups:

1. Criteria Group #1: City Wide Benefit
2. Criteria Group #2: Alignment with Plan’s Mandate
3. Criteria Group #3: Related Opportunities and Constraints

Each criteria group is organized into topics which are further organized into the specific evaluation criteria questions and scoring.

Criteria Group #1: City Wide Benefit – 40%

These criteria address the extent to which projects serve the community as a whole in the areas of walkable access, visitor potential, creating a competitive edge over other cities and improving the City’s image to residents and people outside of Kingston.

This group is organized into four topic headings:

1. Residents;
2. Visitors;
3. Competitive Edge; and,

Residents

Six criteria are used to evaluate each project. These criteria consider a project’s benefit to Kingston residents and in regards to proximity to where the majority of people live, work, and recreate during lunch, after work or on weekends. For example projects closer to concentrations of works/high employment areas scored higher, while projects further away received a lower score. Refer to the map on the following page used to assess Criteria 1A and 1B.

Visitors

Two criteria are used to evaluate the impact of a project on visitors to Kingston: Visitor Attraction
Waterfront Master Plan

Figure 195: Population Density
Information used to score criteria 1A and 1B.
### Criteria Group #1: City Wide Benefit – 40%

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Question</th>
<th>Scoring</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Residents</strong></td>
<td></td>
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</tr>
</tbody>
</table>
| 1A: Proximity to Population | Is the project located near large population base? | 1 - Is over 2 km away  
3 - Is within 2 km  
5 - Is within or immediately abuts |
| 1B: Proximity to Locations of Dense Population | Is the project located near an area with residents in dense living conditions? | 1 - Is over 2 km away  
3 - Is within 2 km  
5 - Is within or immediately abuts |
| 1C: Proximity to New Growth Areas | Is the project located near areas of medium term (20 years) residential growth? | 1 - Is over 2 km away  
3 - Is within 2 km  
5 - Is within or immediately abuts |
| 1D: Weekday Attraction | Is the project located near existing concentrations of employment and will be a mid day attraction? | 1 - Is over 0.5 km away  
3 - Is within 0.5 km  
5 - Is within or immediately abuts |
| 1E: After Work and Weekend Attraction | To what extent will the project provide or enhance a destination for residents on weekends and after work? | 1 - Limited extent  
3 - Moderate extent  
5 - High extent |
| 1F: Outdoor Physical Activity | To what extent will the project be attractive to residents from a health and fitness perspective? (walking, cycling, jogging, swimming, etc.) | 1 - Limited extent  
3 - Moderate extent  
5 - High extent |
| **Visitors** |                                                                 |                                  |
| 1G: Visitor Attraction | To what extent will the project attract visitors and tourists to Kingston? (e.g., hotels, restaurants, events, uniqueness) | 1 - Limited visitor attraction potential  
3 - Potentially a new key visitor attraction  
5 - Potentially enhanced attraction of existing visitor destination |
| 1H: Visitor Experience | Will the project enhance visitor waterfront experiences? (e.g., waterfront events, on-water activities, proximity to water’s edge, unique environments/experiences, local history/heritage) | 1 - Does not provide/enhance visitor waterfront experience  
3 - Provides/enhances several visitor waterfront experiences  
5 - Provides/enhances many visitor waterfront experiences |
### Criteria Group #1 – City Wide Benefit

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Question</th>
<th>Scoring</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Competitive Edge</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 1I: Attracting Residents | To what extent will the project attract new residents (permanent and temporary) to Kingston? | 1 - Limited extent  
3 - Moderate extent  
5 - High extent |
| 1J: Retaining Residents | To what extent will the project serve to retain residents in Kingston?  
(by increasing their waterfront experience, improved lifestyle, etc.) | 1 - Limited extent  
3 - Moderate extent  
5 - High extent |
| **City Image** | | |
| 1K: City Image (outside) | To what extent will the project enhance and build image and impression for those outside of the City of Kingston? | 1 - Limited extent  
3 - Moderate extent  
5 - High extent |
| 1L: City Image (inside) | To what extent will the project enhance Kingston's image and pride within the City? | 1 - Limited extent  
3 - Moderate extent  
5 - High extent |

*Table 48: Criteria Group #1 – City Wide Benefit  
Criteria, Questions and Scoring*
and Visitor Experience. These consider a project’s benefit in attracting visitors and tourists to Kingston and consider the extent to which the project will enhance their waterfront experience.

**Competitive Edge**
Two criteria are used to score a project’s ability to give Kingston a competitive edge over other communities by looking at the project’s ability to attract new residents and the project’s ability to retain residents. Projects which were believed to give Kingston a competitive edge were awarded higher scores.

**City Image**
Two criteria are used to score a project’s affect on the City’s image to Kingston’s residents as well as to those outside of Kingston. Projects that would likely have minimal impact on the City’s image were awarded lower scores than those that would enhance Kingston’s image.

**Criteria Group #2: Alignment with Plan’s Mandate – 15%**
These criteria address the extent to which projects further the triple mandate of the Master Plan, which is to achieve connectivity (full along the urban waterfront and nodal in rural areas), enhance overall access to waterfront, and enhance existing waterfront spaces.

This group is organized into three topic headings:
1. Connectivity;
2. Access; and,
3. Enhancements.

**Connectivity**
Two criteria are used to evaluate a project’s ability to address achieving connectivity along the waterfront. Projects with minimal connective potential were awarded lower scores than projects that would extend or improve a connection.

**Access**
Three criteria are used to evaluate a project’s ability to address improving access to the waterfront. Projects that would not result in improved access were given a score of 1 while projects that would improve access were awarded a score of 5.

**Enhancements**
Three criteria are used to evaluate how important enhancements are to addressing the anticipated level of use, user needs and aging infrastructure. Projects which will benefit greatly from enhancements were awarded higher scores than those that would see less of a benefit from improvements.

**Criteria Group #3: Related Opportunities and Constraints – 10%**
These criteria incorporate other factors that will influence the potential to implement projects in the short or long-term.

This group is organized into three topic headings:
1. Implementation Constraints;
2. Dependences; and,
Implementation Constraints
Two criteria are used to evaluate the ease of implementing the project given the need for partnerships and/or approvals. Projects which have few or no partners were scored higher. Similarly, projects requiring minimal approvals were awarded higher scores.

Dependences
Two criteria have been used to assess the impact of any inter-relationship between projects. A higher score was applied to projects that would see a benefit from being implemented in conjunction with other planned or anticipated capital works. Similarly, projects that are stand alone and not impacted by other projects were given higher scores, while projects that are reliant on one or more other projects to be implemented were assigned lower scores.

Financial Opportunity
Projects were evaluated based on their potential for being financed through non-tax revenue sources. Those which could be partially or fully funding through alternative sources of funding were assigned a higher score.
### Criteria Group #2: Alignment with Plan’s Mandate – 15%

<table>
<thead>
<tr>
<th>Criteria Group #2</th>
<th>Criteria</th>
<th>Question</th>
<th>Scoring</th>
</tr>
</thead>
</table>
| Connectivity      | 2A: Existing Connectivity | To what extent does the project improve an existing connection?         | 1 - Is not a connector  
3 - Enhances an existing connection, but does not extend  
5 - Extends an existing connection |
|                   | 2B: Proposed Connectivity | To what extent does the project provide a new connection?               | 1 - Is not a connector  
3 - Enhances an existing connection, but does not extend  
5 - Extends an existing connection |
| Access            | 2C: Improved Access        | Will the project provide improved access to waterfront places/spaces where there is no or poor access? | 1 - No  
5 - Yes |
|                   | 2D: Attractiveness         | Will improved access generate/stimulate use through greater awareness, positive perception, increased attractiveness? | 1 - No  
5 - Yes |
|                   | 2E: Universal Accessibility | To what extent will the project improve universal accessibility (AODA, FADS, inclusive design)? | 1 - No  
5 - Yes |
| Enhancements      | 2F: Expected Level of Use  | Will enhancements be expected to receive heavy use?                      | 1 - No  
3 - Maybe  
5 - Yes |
|                   | 2G: Expected Impact        | How critical is the enhancement to the potential function and use of the space? (to what degree will the improvement impact the function of the space)? | 1 - Currently not required; site already functions and meets current user needs  
3 - Would be nice  
5 - Critical need to enhance to function properly |
|                   | 2H: Aging Infrastructure   | Will the project include upgrades to/ replacement of aging infrastructure that presents operational, safety or environmental concerns? | 1 - No  
3 – Yes  
5 - Urgent |

Table 49: Criteria Group #2 – Alignment with Plan’s Mandate  
Criteria, Questions and Scoring
### Criteria Group #3: Related Opportunities & Constraints – 10%

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Question</th>
<th>Scoring</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Implementation Constraints</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3A: Partnerships</td>
<td>Ease of partnerships in achieving land access?</td>
<td>1 - Dependent on partners not expected to participate soon.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 - Participation between partners expected</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 - Primarily City Controlled</td>
</tr>
<tr>
<td>3B: Approvals</td>
<td>How extensive will the approvals process for implementation be?</td>
<td>1 - Extensive approvals required</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 - May have some challenges</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 - Minor</td>
</tr>
<tr>
<td><strong>Dependences</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3C: Efficiencies</td>
<td>Will the project be triggered and efficiencies gained by other capital works?</td>
<td>1 - No</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 - Yes</td>
</tr>
<tr>
<td>3D: Linked Projects</td>
<td>Can the project proceed without the initiation or completion of other projects?</td>
<td>1 - Contingent on initiation of multiple other projects</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 - Contingent on completion of one other project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 - Stands alone</td>
</tr>
<tr>
<td><strong>Financial Opportunity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3E: Financing</td>
<td>Will the project be financed through non-tax revenues?</td>
<td>1 - No non-tax revenues available</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 - Partially financed through non-tax revenues</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 - Fully financed through non-tax revenues</td>
</tr>
</tbody>
</table>

Table 50: Criteria Group #3 – Related Opportunities and Constraints
Criteria, Questions and Scoring
Public Opinion (35%) 

The evaluation of projects based on public input consists of thirteen tests derived from the various sources of public input received during the waterfront master plan consultation process. These thirteen questions or tests are organized under two Criteria Groups:

1. Criteria Group #4: Community Preference
2. Criteria Group #5: Community Generated Themes

Each criteria group is organized into topics which are further organized into the specific evaluation criteria questions and scoring.

Criteria Group #4: Community Preference – 17.5% 

This criterion incorporates the community’s priority assignment to the projects presented at the June 24, 2015 Open House. Points applied are proportional based on a top score of 80 dots. Therefore the project’s score increases according to its level of public favour.

Criteria Group #5: Community Generated Themes – 17.5%

These criteria address the extent to which projects reflect the dominant themes that emerged in public consultation activities (documented from Focus Area sessions, on comment sheets and on-line chats).

This group is organized into two topic headings:

1. Post Card Generated Themes; and,
2. Other Popular Themes.

Post Card Generated Themes

Criteria used are based on the most common responses to the post card survey.

Other Popular Themes

Criteria used are based on the themes from the public consultation activities including the public workshops for each focus areas, comment sheets, and on-line chat session.

Criteria Groups #4: Community Preference – 17.5% 

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Question</th>
<th>Scoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>3A: Partnerships</td>
<td>What was the priority assigned to the project by the community (June 24th Open House)?</td>
<td>Group weight (17.5%) x project’s score / Top Score (80)</td>
</tr>
</tbody>
</table>

Table 51: Criteria Group #4 – Community Preference
Criteria, Question and Scoring
### Criteria Groups #5: Community Generated Themes – 17.5%

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Question</th>
<th>Scoring</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Post Card Generated Themes</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5A: Access to Nature</td>
<td>Does the project respond to the community's desire for access to nature?</td>
<td>1 - No</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 - Yes</td>
</tr>
<tr>
<td>5B: More Trails</td>
<td>Does the project respond to the community's desire for more trails?</td>
<td>1 - No</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 - Yes</td>
</tr>
<tr>
<td>5C: Places to Relax</td>
<td>Does the project respond to the community's desire for more or improved places to relax?</td>
<td>1 - No</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 - Yes</td>
</tr>
<tr>
<td>5D: Access to Swimming</td>
<td>Does the project respond to the community's desire for access to swimming?</td>
<td>1 - No</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 - Yes</td>
</tr>
<tr>
<td>5E: Connections Along the Water</td>
<td>Does the project respond to the community's desire for connections along the water?</td>
<td>1 - No</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 - Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Other Popular Themes</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>5F: Improved Land Access</td>
<td>Does the project improve access to land-based activities?</td>
<td>1 - No change</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 - Improves/provides access to land-based activities</td>
</tr>
<tr>
<td>5G: Improved Water Access</td>
<td>Does the project improve access to water-based activities?</td>
<td>1 - No change</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 - Improves/provides access to water-based activities</td>
</tr>
<tr>
<td>5H: Variety of Interests</td>
<td>Does the project accommodate a variety of interests (physical, cultural and social)?</td>
<td>1 - Intends to accommodate physical or cultural or social activity/interests</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 - Intends to accommodate two of the three types of activities /interests</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 - Intends to accommodate all three (physical, cultural, and social activity/interests)</td>
</tr>
</tbody>
</table>

*Table 52: Criteria Group #5 – Community Generate Themes
Criteria, Question and Scoring*
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Question</th>
<th>Scoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>5I: Variety of Users</td>
<td>To what extent will the project accommodate a variety of users?</td>
<td>1 - Accommodates a single type of user/user group (e.g., power boaters)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 - Accommodates a number of different users/use groups (e.g., several age groups)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 - Accommodates wide variety of users/user groups (e.g., different age groups, singles, families, clubs, walkers, cyclists, etc.)</td>
</tr>
<tr>
<td>5J: Environmental Stewardship</td>
<td>To what extent does the project steward the natural environment and/or ecosystems?</td>
<td>1 - Limited natural environment improvement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 - Restores deteriorated natural environment/ecosystems</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 - Restores and enhances natural environment/ecosystems</td>
</tr>
<tr>
<td>5K: All Season</td>
<td>To what extent will the project facilitate/encourage multi-season use of the waterfront?</td>
<td>1 - Limited to single season use/activity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 - Facilitates/encourages 2 or 3 season use/activity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 - Facilitates/encourages year-round use/activity</td>
</tr>
<tr>
<td>5L: Built Heritage</td>
<td>Will the project showcase/complement the City's built heritage?</td>
<td>1 – No</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 – Somewhat</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 - Yes</td>
</tr>
</tbody>
</table>

*Table 53: Criteria Group #5 – Community Generate Themes (continued)*

*Criteria, Question and Scoring*
Matrix Scoring

The following tables outline the scores applied to each project based on the preceding criteria, questions and scoring. The scoring tables are organized by Focus Area.
## Priority Matrix Scoring: Focus Area #1

<table>
<thead>
<tr>
<th>#</th>
<th>Project Name</th>
<th>Residents</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>LaSalle Causeway - enhanced pedestrian access / crossing</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Create Connection from causeway to Anglin Lot (@ DND Lands)</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Sidewalk from LaSalle Causeway to King St.</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Enhanced Connection from Armes Square to Anglin Bay</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Anglin Parking Lot Connection (buffered pedestrian route - shore edge)</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Wellington Street Sidewalk (both sides Bay Street to DFP)</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Anglin Bay Bridge (From Frontenac Village to Douglas R. Fluhrer Park)</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Douglas R. Fluhrer Park</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Molly Brant Park (From north end of DFP to Molly Brant Point)</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Emma Martin Park</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Public Works Lands Connection Lookout (by River St. Pumping Station)</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Tannery Lands (River Edge)</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Land Bridge connection from Tannery to Belle Park</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Belle Park Pathway Improvements (periphery)</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Belle Park Lookout</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Village Apartments Pathway Improvements (waterside path)</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Third Crossing Landscape Improvements (at future bridge abutments)</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Newmarket Lane Pathway Improvements (connect to outer station lookout)</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Railway Underpass Pathway Connection</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Create Connection (East of Montreal) from Underpass to Greer (below escarpment)</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>On Street Connection from Greer to Sutherland Dr. Park</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Sutherland Drive Park</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Pathway Connecting Sutherland Dr. Park to Highway 401 Crossing</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>West 401 Crossing (at Montreal Street)</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Carpool Lot to Battersea South Pathway (Montreal / 401)</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>On Road link via Kingston Mills Rd. to Locks</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Kingston Mills Locks Improvements</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Pathway connection south of Kingston Mills Road to 401 (East side canal)</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>East 401 Crossing</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Pathway Connections south of 401 (east side to quarry)</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>MacLean Trails Park</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Lila Burke Park</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Former Rideau Marina Redevelopment</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>100 Foot Park</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Highway 15 Onroad Link from 100 Foot Park to Craftsman Blvd</td>
<td>3</td>
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Table 54: Focus Area #1 Priority Matrix
Criteria 1A to 1H
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### Access

#### Existing Connectivity

#### Proposed Connectivity

#### Improved Access

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Table 55: Focus Area #1 Priority Matrix
Criteria 1I to 2C
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## Priority Matrix Scoring: Focus Area #1

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Table 57: Focus Area #1 Priority Matrix
Criteria 3C to 5A
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Table 58: Focus Area #1 Priority Matrix  
Criteria 5B to 5J
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*Table 59: Focus Area #1 Priority Matrix
Criteria 5K to 5L and total score*
### Priority Matrix Scoring: Focus Area #2

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<tr>
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<td>Northern Colonel By Lake Waterfront Path (south of Edenwood Park)</td>
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Table 60: Focus Area #2 Priority Matrix  
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*Priority Matrix Scoring: Focus Area #2*
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Table 61: Focus Area #2 Priority Matrix
Criteria 1I to 2C
### Priority Matrix Scoring: Focus Area #2

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<td>Northern Colonel By Lake Waterfront Path (south of Edenwood Park)</td>
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Table 6.2: Focus Area #2 Priority Matrix
Criteria 2D to 3B
## Priority Matrix Scoring: Focus Area #2

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### Efficiencies  Linked Projects

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**Table 63: Focus Area #2 Priority Matrix**  
*Criteria 3C to 5A*
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## Table 64: Focus Area #2 Priority Matrix

Criteria 5B to 5J

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## Priority Matrix Scoring: Focus Area #2

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Table 65: Focus Area #2 Priority Matrix
Criteria 5K to 5L and total score
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<td>Smugglers Cove (Old Front Rd. and Front Rd - west end)</td>
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Table 66: Focus Area #3 Priority Matrix
Criteria 1A to 1H
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**Table 69: Focus Area #3 Priority Matrix**

*Criteria 3C to 5A*
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### Table 70: Focus Area #3 Priority Matrix

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### Priority Matrix Scoring: Focus Area #3

#### All Season  Built Heritage

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Table 71: Focus Area #3 Priority Matrix
Criteria 5K to 5L and total score
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Table 72: Focus Area #4 Priority Matrix  
Criteria 1A to 1H
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<td>J.K. Tett Centre Pathway link</td>
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Table 73: Focus Area #4 Priority Matrix
Criteria 1I to 2C
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<td>Sidewalk in Alwington Place King St. to CSC St. Helens</td>
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<tr>
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Table 74: Focus Area #4 Priority Matrix
Criteria 2D to 3B
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<td>Portsmouth Olympic Harbour</td>
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<td>King Street West Sidewalk (South Side from Penitentiary to Breakwater Park)</td>
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Table 75: Focus Area #4 Priority Matrix
Criteria 3C to 5A
## Priority Matrix Scoring: Focus Area #4

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### Connectivity
- Access to Water
- Improved Land Access
- Improved Water Access
- Variety of Interests
- Variety of Users
- Environmental Stewardship

#### Score

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*Table 76: Focus Area #4 Priority Matrix
Criteria 5B to 5J*
Priority Matrix Scoring: Focus Area #4

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### Table 77: Focus Area #4 Priority Matrix

Criteria 5K to 5L and total score

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## Priority Matrix Scoring: Focus Area #5

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<td>Pathway connecting Pump House Museum to Lower Union (Shipyards Apt)</td>
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<td>Pedestrian Feature Bridge (Lower Union Pier to Marine Museum)</td>
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<td>5.10</td>
<td>Marine Museum Promenade and Park (south of Marine Museum)</td>
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<td>Gore Street Enhancement and Lookout (foot of Gore St. at Battery)</td>
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Table 78: Focus Area #5 Priority Matrix
Criteria 1A to 1H
## Priority Matrix Scoring: Focus Area #5

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Table 79: Focus Area #5 Priority Matrix
Criteria 1I to 2C
## Priority Matrix Scoring: Focus Area #5

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## Table 80: Focus Area #5 Priority Matrix

**Criteria 2D to 3B**

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### Priority Matrix Scoring: Focus Area #5

#### Dependencies

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Table 81: Focus Area #5 Priority Matrix
Criteria 3C to 5A
## Priority Matrix Scoring: Focus Area #5

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### Table 82: Focus Area #5 Priority Matrix

Criteria 5B to 5J

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### Priority Matrix Scoring: Focus Area #5

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Table 83: Focus Area #5 Priority Matrix
Criteria 5K to 5L and total score
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### Table 84: Focus Area #6 Priority Matrix
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## Priority Matrix Scoring: Focus Area #6

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**Table 86: Focus Area #6 Priority Matrix**

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## Table 88: Focus Area #6 Priority Matrix

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*Table: Kingston’s Waterfront Master Plan*
### Priority Matrix Scoring: Focus Area #6

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<td>Milton Connection (vacant subdivision lot / woodlot)</td>
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<td>Esplanade Park</td>
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Table 89: Focus Area #6 Priority Matrix
Criteria 5K to 5L and total score
## Priority Matrix Results: Focus Area #1

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<thead>
<tr>
<th>#</th>
<th>Project</th>
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<tbody>
<tr>
<td>1.01</td>
<td>LaSalle Causeway - enhanced pedestrian access / crossing</td>
</tr>
<tr>
<td>1.02</td>
<td>Create connection from Causeway to Anglin Lot (@ DND Lands)</td>
</tr>
<tr>
<td>1.03</td>
<td>Sidewalk from LaSalle Causeway to King St.</td>
</tr>
<tr>
<td>1.04</td>
<td>Enhanced Connection from Armes Square to Anglin Bay</td>
</tr>
<tr>
<td>1.05</td>
<td>Anglin Parking Lot Connection (buffered pedestrian route - shore edge)</td>
</tr>
<tr>
<td>1.06</td>
<td>Wellington Street Sidewalk (both sides Bay Street to Douglas R. Fluhrer Park)</td>
</tr>
<tr>
<td>1.07</td>
<td>Anglin Bay Bridge (From Frontenac Village to Douglas Fluhrer R. Park)</td>
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<td>Douglas R. Fluhrer Park</td>
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<tr>
<td>1.09</td>
<td>Molly Brant Park (From north end of Douglas R. Fluhrer Park to Molly Brant Point)</td>
</tr>
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<td>1.10</td>
<td>Emma Martin Park</td>
</tr>
<tr>
<td>1.11</td>
<td>Public Works Lands Connection Lookout (By River St. pumping station)</td>
</tr>
<tr>
<td>1.12</td>
<td>Tannery Lands (River Edge)</td>
</tr>
<tr>
<td>1.13</td>
<td>Land Bridge connection from Tannery to Belle Park</td>
</tr>
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<td>Belle Park Pathway Improvements (periphery)</td>
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<td>1.15</td>
<td>Belle Park Lookout</td>
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<td>1.16</td>
<td>Village Apartments Pathway Improvements (waterside path)</td>
</tr>
<tr>
<td>1.17</td>
<td>Third Crossing Landscape Improvements (at future bridge abutments)</td>
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<tr>
<td>1.18</td>
<td>Newmarket Lane Pathway Improvements (connect to outer station lookout)</td>
</tr>
<tr>
<td>1.19</td>
<td>Railway Underpass Pathway Connection</td>
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<td>1.20</td>
<td>Create Connection (East of Montreal) from Underpass to Greer (below escarpment west of CN tracks)</td>
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<td>On Street Connection from Greer to Sutherland Dr. Park</td>
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<td>1.22</td>
<td>Sutherland Drive Park</td>
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<tr>
<td>1.23</td>
<td>Pathway Connecting Sutherland Dr. Park to Highway 401 Crossing (edge of escarpment)</td>
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<td>Project</td>
<td>Technical (Out of 65%)</td>
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<tr>
<td>LaSalle Causeway - enhanced pedestrian access / crossing</td>
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<tr>
<td>Create connection from Causeway to Anglin Lot (@ DND Lands)</td>
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<td>Sidewalk from LaSalle Causeway to King St.</td>
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<tr>
<td>Enhanced Connection from Armes Square to Anglin Bay</td>
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<td>Anglin Parking Lot Connection (buffered pedestrian route - shore edge)</td>
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<tr>
<td>Wellington Street Sidewalk (both sides Bay Street to Douglas R. Fluhrer Park)</td>
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<td>Anglin Bay Bridge (From Frontenac Village to Douglas Fluhrer R. Park)</td>
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<td>Douglas R. Fluhrer Park</td>
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<td>Molly Brant Park (From north end of Douglas R. Fluhrer Park to Molly Brant Point)</td>
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<td>Public Works Lands Connection Lookout (By River St. pumping station)</td>
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<td>Tannery Lands (River Edge)</td>
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<td>Land Bridge connection from Tannery to Belle Park</td>
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<td>Village Apartments Pathway Improvements (waterside path)</td>
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<td>Third Crossing Landscape Improvements (at future bridge abutments)</td>
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<td>Newmarket Lane Pathway Improvements (connect to outer station lookout)</td>
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<td>Railway Underpass Pathway Connection</td>
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<td>On Street Connection from Greer to Sutherland Dr. Park</td>
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Table 90: Priority Matrix Results Summary for Focus Area #1
## Priority Matrix

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<tbody>
<tr>
<td>1.24</td>
<td>West 401 Crossing (at Montreal Street)</td>
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<td>1.25</td>
<td>Carpool Lot to Battersea South Pathway (Montreal / 401)</td>
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<tr>
<td>1.26</td>
<td>On Road link via Kingston Mills Rd. to Locks</td>
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<td>1.27</td>
<td>Kingston Mills Locks Improvements</td>
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<td>1.28</td>
<td>Pathway connection south of Kingston Mills Road to 401 (east side canal)</td>
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<td>East 401 Crossing</td>
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<td>1.30</td>
<td>Pathway Connections south of 401 (east side to quarry)</td>
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<tr>
<td>1.31</td>
<td>MacLean Trails Park</td>
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<td>1.32</td>
<td>Lilla Burke Park</td>
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<td>Former Rideau Marina Redevelopment</td>
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<td>100 Foot Park</td>
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<td>1.35</td>
<td>Highway 15 Onroad Link from 100 Foot Park to Craftsman Blvd</td>
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<tr>
<td>1.36</td>
<td>Highway 15 Roadside Lookup (north of Barriefield) on west side @Craftsman</td>
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<td>1.37</td>
<td>Green Bay Open Space (north of James St. at point)</td>
</tr>
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<td>Technical 65%</td>
<td>Public Opinion 35%</td>
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Table 91: Priority Matrix Results Summary for Focus Area #1
(continued)
### Priority Matrix Results: Focus Area #2

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<td>2.01</td>
<td>Kingston Mills Locks North Dock</td>
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<td>2.02</td>
<td>Southern Colonel By Lake Waterfront Path (east of Eden Valley Open Space)</td>
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<td>2.03</td>
<td>Northern Colonel By Lake Waterfront Path (south of Edenwood Park)</td>
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<td>2.04</td>
<td>Edenwood Park</td>
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<td>2.05</td>
<td>Aragon Road Boat Launch (roadside at Colonel By Lake)</td>
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<td>2.06</td>
<td>Cecil &amp; Wilma Graham Park (Aragon Rd)</td>
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<td>2.07</td>
<td>Jarvis Open Space (end of Jarvis Road)</td>
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<td>2.08</td>
<td>Colonel By Park</td>
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<td>2.09</td>
<td>Lookout on Treasure Island Causeway (at causeway)</td>
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<td>2.10</td>
<td>Madoma Community Centre</td>
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<td>2.11</td>
<td>Channel View Park</td>
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<td>English Landing Park</td>
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<td>Grass Creek Park</td>
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<td>Rawsons Point</td>
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<td>2.15</td>
<td>Riverwood Park</td>
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<td>2.16</td>
<td>Little Collins Lake Small Craft Access (east side - Perth Rd)</td>
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<td>2.17</td>
<td>Loughborough Lake Boat Launch (winter fishing access + snowmobile access)</td>
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### Table 92: Priority Matrix Results Summary for Focus Area #2

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<th>Technical Priority Ranking (Out of 65%)</th>
<th>Public Opinion Priority Ranking (Out of 35%)</th>
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*Table 92: Priority Matrix Results Summary for Focus Area #2*
### Priority Matrix Results: Focus Area #3

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<tr>
<td>3.01</td>
<td>Arthur Lower Park (at Homeward Ave and Bath Rd)</td>
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<td>3.02</td>
<td>Collins Bay Open Space (at Rankin Cres and Bath Rd.)</td>
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<tr>
<td>3.03</td>
<td>Collins Bay Boat Launch (Phase 2)</td>
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<td>3.04</td>
<td>Collins Bay Road Right of Way Waterfront Access</td>
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<td>3.05</td>
<td>Bath Road Bridge Connection (Bayridge Drive)</td>
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<tr>
<td>3.06</td>
<td>Coverdale Drive On Street Pathway (south side)</td>
</tr>
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<td>3.07</td>
<td>Rotary Park</td>
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<tr>
<td>3.08</td>
<td>Lemoine Conservation Area</td>
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<td>3.09</td>
<td>Waterfront Pathway Connection -From Lemoine Point to Front Rd.</td>
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<td>3.10</td>
<td>Front Rd Path on Street Pathway (Lemoine to Smugglers Cove)</td>
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<td>3.11</td>
<td>Smugglers Cove (Old Front Rd. and Front Rd - west end)</td>
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<td>3.12</td>
<td>Old Front Rd Path on Street Pathway</td>
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<td>3.13</td>
<td>Horsey Bay Parkette (at Bayridge and Front Rd.)</td>
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<tr>
<td>3.14</td>
<td>Lakeland Point Drive on Street Pathway</td>
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<td>3.15</td>
<td>Reddendale On Road Path (Front Rd to Patterson Park)</td>
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<td>3.16</td>
<td>Private Park (Between 39 and 41 Lakeland Point Drive)</td>
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<td>Everitt Park</td>
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<td>Private Park (18 Lakeshore Blvd) &quot;No Dog&quot; Park</td>
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<td>Patterson Park</td>
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<td>Sand Bay (Behind Invista)</td>
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<td>Cataract Bay Breakwater</td>
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<td>Front Road Causeway (west end by Invista)</td>
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<td>Little Cataract Bay Marsh Pathway West (CSC Lands)</td>
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<td>Greenview Drive Pathway Connection (By apartments)</td>
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<td>Rideau Trail: Little Cataract Bay Marsh Pathway (east)</td>
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<td>Elevator Bay Pier (south end)</td>
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## Table 93: Priority Matrix Results Summary for Focus Area #3

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<th>Technical Priority Ranking</th>
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<th>Public Opinion Priority Ranking</th>
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# Priority Matrix Results: Focus Area #4

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<th>#</th>
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<tbody>
<tr>
<td>4.01</td>
<td>Improved Connection through Providence Continuing Care Centre (Behind Hospital)</td>
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<td>4.02</td>
<td>Transport Canada Coal Dock (at Lakewatch Lane)</td>
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<td>4.03</td>
<td>Portsmouth Olympic Harbour</td>
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<td>4.04</td>
<td>Kingston Penitentiary (Foot of Sir John A. Macdonald Blvd)</td>
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<td>4.05</td>
<td>King Street West Sidewalk (South Side from Penitentiary to Breakwater Park)</td>
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<tr>
<td>4.06</td>
<td>Sidewalk in Alwington Place King St. to CSC St. Helens</td>
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<tr>
<td>4.07</td>
<td>Correction Canada Property - Pathway link Alwington to Tett (through St. Helens)</td>
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<tr>
<td>4.08</td>
<td>J.K. Tett Centre Pathway link</td>
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<tr>
<td>4.09</td>
<td>Breakwater Park (2013 Master Plan)</td>
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<td>4.10</td>
<td>Kingston Central Heating Plant (south side)</td>
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<tr>
<td>4.11</td>
<td>Macdonald Park</td>
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<td>4.12</td>
<td>Richardson Beach</td>
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<td>4.13</td>
<td>On Road Pathway - Emily St. to Simcoe Street via King</td>
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### Table 94: Priority Matrix Results Summary for Focus Area #4

<table>
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<tr>
<th>Technical (Out of 65%)</th>
<th>Technical Priority Ranking</th>
<th>Public Opinion (Out of 35%)</th>
<th>Public Opinion Priority Ranking</th>
<th>Total Score (Out of 100)</th>
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## Priority Matrix Results: Focus Area #5

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<tr>
<td>5.01</td>
<td>Waterfront Pathway Connection Simcoe St. to West St.</td>
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<tr>
<td>5.02</td>
<td>West Street Boat Launch</td>
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<tr>
<td>5.03</td>
<td>An Gorta Mor Park</td>
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<tr>
<td>5.04</td>
<td>Pump House Steam Museum Pathway Improvements</td>
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<tr>
<td>5.05</td>
<td>Pathway connecting Pump House Museum to Lower Union (Shipyards Apt)</td>
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<tr>
<td>5.06</td>
<td>Lower Union Parking Reconfiguration (Marine Museum Ontario St.)</td>
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<tr>
<td>5.07</td>
<td>Lower Union Pier Enhancements (vacant)</td>
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<tr>
<td>5.08</td>
<td>Navy Memorial Park</td>
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<tr>
<td>5.09</td>
<td>Pedestrian Feature Bridge (Lower Union Pier to Marine Museum)</td>
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<tr>
<td>5.10</td>
<td>Marine Museum Promenade and Park (south of Marine Museum)</td>
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<tr>
<td>5.11</td>
<td>Gore Street Enhancement and Lookout (foot of Gore St. at Battery)</td>
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<td>5.12</td>
<td>Battery Park</td>
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<td>5.13</td>
<td>Confederation Basin Breakwater</td>
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<td>Confederation Basin Marina</td>
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<tr>
<td>5.15</td>
<td>Waterfront Promenade Improvements (William St to Johnson St. behind Landmark)</td>
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<tr>
<td>5.16</td>
<td>Pedestrian Feature Bridge (Battery Park to Delta Hotel)</td>
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<tr>
<td>5.17</td>
<td>Delta Hotel Perimeter Walkway Enhancements</td>
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<td>5.18</td>
<td>Clarence Street Enhancements (parking and sidewalk enhancements)</td>
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<td>5.19</td>
<td>Confederation Park</td>
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<td>Crawford Wharf (Tour Boat Area)</td>
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<td>Holiday Inn</td>
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<td>5.22</td>
<td>Waterfront Promenade (Princess Street to Queen Street Pier / Parking Lot at Holiday Inn)</td>
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<td>Queen Street Pier Promenade</td>
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<td>5.24</td>
<td>Wolfe Island Ferry Terminal</td>
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<td>Public Opinion 35%</td>
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Table 95: Priority Matrix Results Summary for Focus Area #5
## Priority Matrix Results: Focus Area #6

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<tr>
<td>6.01</td>
<td>Wolfe Island Ferry to LaSalle Causeway (sidewalk improvements)</td>
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<td>6.02</td>
<td>RMC Waterfront Promenade (around edge of RMC)</td>
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<tr>
<td>6.03</td>
<td>Fort Henry Waterfront Pathway (around Navy Bay)</td>
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<tr>
<td>6.04</td>
<td>Fort Henry Walkways (by Fort on point)</td>
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<td>6.05</td>
<td>Deadmans’ Bay Pathway Martello to DND lands</td>
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<td>6.06</td>
<td>Arrowhead Beach Park</td>
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<td>Pathway connecting Arrowhead Beach to LaSalle Blvd</td>
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<td>Ravensview Park</td>
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<td>6.09</td>
<td>Pathway connecting LaSalle Blvd to McKnight Rd</td>
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<td>Sibbit Park</td>
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<td>Pathway connecting Sibbit Ave to Greensboro Ave</td>
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<td>Faircrest Park</td>
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<td>Riverside Waterside Park</td>
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<td>Pathway connecting Concord Dr. to King Pitt Rd</td>
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<td>Pathway connecting Glenn Lawrence Cres. to Milton Ave (through woodlot)</td>
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<td>Milton Connection (vacant subdivision lot / woodlot)</td>
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<td>6.17</td>
<td>Milton Lookout Park</td>
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<td>Esplanade Park</td>
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<td>6.19</td>
<td>Fishing dock - Abbey Dawn and Highway 2 (north east Side)</td>
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### Table 96: Priority Matrix Results Summary for Focus Area #6

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