Presented to the City of Kingston by
thinc design
Mehak, Kelly & Associates Inc.
MacIntosh Perry Consulting Engineers Ltd.
Shoreplan Engineering Limited
Rogers Trainor Commercial Realty Inc.
Cunningham, Swan, Carty, Little & Bonham LLP

April 2016
280 kilometers of shoreline. 6 focus areas. one vision.
# CONTENTS

## ACKNOWLEDGMENTS
- Waterfront Groups/Associations 1
- Working Group Members 1
- Technical Agencies 1
- City Councillors 1
- City Staff 2
- Consulting Team 2

## EXECUTIVE SUMMARY
- Study Area 3
- Study Process 3
- Waterfront Projects 5
- Implementation 7
- Document Organization 7

## VOLUME ONE: BACKGROUND

### INTRODUCTION
17

### CONTEXT
18

- Kingston’s Waterfront 18
  - History 18
  - Past Studies 18
  - Study Area: Six Focus Areas 18

### COMMUNITY INVOLVEMENT
21

- Public Consultation Process 21
- General Public Activities/Events 22
  - Post Card Survey 22
  - June 25, 2014 Public Meeting 22
  - Focus Area Public Meetings 23
  - On-line Chats 23
  - June 24, 2015 Open House 26
- Meetings/Interviews 28
  - Working Group Meetings 28
<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waterfront User Group Interviews</td>
<td>28</td>
</tr>
<tr>
<td>City Staff Meetings/Discussions with Stakeholders</td>
<td>28</td>
</tr>
<tr>
<td><strong>Communication/Outreach</strong></td>
<td>29</td>
</tr>
<tr>
<td>Media Releases</td>
<td>29</td>
</tr>
<tr>
<td>City Project Webpage</td>
<td>29</td>
</tr>
<tr>
<td>Facebook Page</td>
<td>29</td>
</tr>
<tr>
<td>Twitter</td>
<td>29</td>
</tr>
<tr>
<td>Poster Ads</td>
<td>30</td>
</tr>
<tr>
<td>Letter to Landowners</td>
<td>30</td>
</tr>
<tr>
<td><strong>INVENTORY + ANALYSIS</strong></td>
<td>31</td>
</tr>
<tr>
<td>Project Focus Areas</td>
<td>32</td>
</tr>
<tr>
<td>Focus Area 1: Cataraqui</td>
<td>34</td>
</tr>
<tr>
<td>Focus Area 2: Rideau Canal + St. Lawrence</td>
<td>38</td>
</tr>
<tr>
<td>Focus Area 3: Lake Ontario West</td>
<td>42</td>
</tr>
<tr>
<td>Focus Area 4: Lake Ontario Central</td>
<td>46</td>
</tr>
<tr>
<td>Focus Area 5: Lake Ontario Central</td>
<td>50</td>
</tr>
<tr>
<td>Focus Area 6: St. Lawrence River</td>
<td>54</td>
</tr>
<tr>
<td><strong>VOLUME TWO: MASTER PLAN</strong></td>
<td>57</td>
</tr>
<tr>
<td><strong>VISION</strong></td>
<td>59</td>
</tr>
<tr>
<td>Connections</td>
<td>59</td>
</tr>
<tr>
<td>Access</td>
<td>59</td>
</tr>
<tr>
<td>Enhancement</td>
<td>59</td>
</tr>
<tr>
<td><strong>THE WATERFRONT CODE</strong></td>
<td>61</td>
</tr>
<tr>
<td>Ten Key Ingredients to Waterfront Development</td>
<td>61</td>
</tr>
<tr>
<td>1. Engaging the Waterness</td>
<td>61</td>
</tr>
<tr>
<td>2. Back is the New Front</td>
<td>62</td>
</tr>
<tr>
<td>3. May I Enjoy the Waterfront too?</td>
<td>62</td>
</tr>
<tr>
<td>4. Engage the History/ Promote the Culture</td>
<td>63</td>
</tr>
<tr>
<td>5. Are You Listening?</td>
<td>63</td>
</tr>
<tr>
<td>6. We Want More Access to the Water!</td>
<td>63</td>
</tr>
<tr>
<td>7. Protecting The Waterfront Ribbon</td>
<td>64</td>
</tr>
<tr>
<td>8. Elevate the Water Experience</td>
<td>64</td>
</tr>
<tr>
<td>9. Will I Feel Safe?</td>
<td>65</td>
</tr>
</tbody>
</table>
10. Maintainable

EFFECTING POLICY

Parking Access Strategy
Cash in lieu of Parkland
Waterfront Access
Public Art
First Peoples
Cultural Heritage
Conservation
  Natural Hazards
  On Ontario Regulation 148/06
  Natural Heritage
  Changing Climate
Land Access

WATERFRONT PROJECTS

Urban Waterfronts (FA1, FA3, FA4, FA5, FA6)
Rural Waterfronts (FA2)

Focus Area 1
  Overall Design Intent
  Key Projects
  To Consider
  Focus Area #1 Projects
  City Owned

Focus Area 2
  Overall Design Intent
  Key Projects
  To Consider
  Focus Area #2 Projects
  City Owned

Focus Area 3
  Overall Design Intent
  Key Projects
  To Consider
  Focus Area #3 Projects
  City Owned
## Focus Area 4

- **Overall Design Intent** 102
- **Key Projects** 102
- **To Consider** 102
- **Focus Area #4 Projects** 104
- **City Owned** 104

## Focus Area 5

- **Overall Design Intent** 108
- **Key Projects** 108
- **To Consider** 108
- **Focus Area #5 Projects** 110
- **City Owned** 110

## Focus Area 6

- **Overall Design Intent** 116
- **Key Projects** 116
- **To Consider** 116
- **Focus Area #6 Projects** 118
- **City Owned** 118

### VOLUME THREE: IMPLEMENTATION 121

#### PROJECT IMPLEMENTATION 123

- **Waterfront Awareness and Wayfinding Strategy** 123

#### PROJECT PRIORITY 124

- **Matrix Results By Focus Area** 126
  - Focus Area #1: Lasalle Causeway to Kingston Mills Locks 126
  - Focus Area #2: Rideau North of Kingston Mills Locks 128
  - Focus Area #3: Collins Bay to Lake Ontario Park 129
  - Focus Area #4: Lake Ontario Park to Simcoe Street 130
  - Focus Area #5: Simcoe Street to the Wolfe Island Ferry 131
  - Focus Area #6: Wolfe Island Ferry to Treasure Island 132
  - Highest ranking projects 133

#### COST ESTIMATE 135

- Estimated Cost for Focus Area #1 Projects 136
- Estimated Cost for Focus Area #2 Projects 138
- Estimated Cost for Focus Area #3 Projects 139
Estimated Cost for Focus Area #4 Projects
Estimated Cost for Focus Area #5 Projects
Estimated Cost for Focus Area #6 Projects

PROJECT FORECAST
Forecasting Streams
  High Viability
  Moderate Viability
  Low Viability
  Projects in the Right-of-Way

Project Sequence
  Priority Results
  Project Dependencies/Efficiencies
  Advancement of Projects
  Budget Considerations

Project Forecast – Priority 1 to 6
Project Forecast – Priority 6 to 13
Project Forecast – Priority 13 to 20
Project Forecast – Priority 20 to 26
Project Forecast – Priority 25 to 30
Project Forecast – Overall Project Map

Focus Area #1 Projects of Low Viability
Focus Area #2 Projects of Low Viability
Focus Area #3 Projects of Low Viability
Focus Area #4 Projects of Low Viability
Focus Area #5 Projects of Low Viability
<table>
<thead>
<tr>
<th>Focus Area #6 Projects of Low Viability</th>
<th>170</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Access Strategy</td>
<td>171</td>
</tr>
<tr>
<td>Options for Acquisition</td>
<td>171</td>
</tr>
<tr>
<td>Funding for Land Access</td>
<td>172</td>
</tr>
<tr>
<td>Partnerships</td>
<td>172</td>
</tr>
<tr>
<td>Strategy</td>
<td>172</td>
</tr>
<tr>
<td>Sequence</td>
<td>172</td>
</tr>
<tr>
<td>Land Assemblies</td>
<td>173</td>
</tr>
<tr>
<td>Parcels with Group Ownership</td>
<td>173</td>
</tr>
</tbody>
</table>

### APPENDIX A: COMMUNITY ENGAGEMENT 183

<table>
<thead>
<tr>
<th>A1: POST CARD SURVEY</th>
<th>185</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post Card Results</td>
<td>186</td>
</tr>
<tr>
<td>Other Comments</td>
<td>188</td>
</tr>
<tr>
<td>Rural Parks Survey</td>
<td>189</td>
</tr>
<tr>
<td>Comments</td>
<td>189</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>A2: PUBLIC MEETINGS</th>
<th>191</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting comments</td>
<td>191</td>
</tr>
<tr>
<td>On-line Chat Session Q &amp; A</td>
<td>198</td>
</tr>
<tr>
<td>Focus Area #1: January 14, 2015</td>
<td>198</td>
</tr>
<tr>
<td>Focus Area #2: February 12, 2015</td>
<td>201</td>
</tr>
<tr>
<td>Focus Area #3: March 11, 2015</td>
<td>202</td>
</tr>
<tr>
<td>Focus Area #4: April 8, 2015</td>
<td>204</td>
</tr>
<tr>
<td>Focus Area #5: May 6, 2015</td>
<td>206</td>
</tr>
<tr>
<td>Focus Area #6: May 26, 2015</td>
<td>208</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>A3: WORKSHOP PANELS</th>
<th>211</th>
</tr>
</thead>
<tbody>
<tr>
<td>A4: WORKING GROUP</td>
<td>247</td>
</tr>
<tr>
<td>Meetings</td>
<td>247</td>
</tr>
<tr>
<td>Terms of reference</td>
<td>247</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>A5: INTEREST GROUPS</th>
<th>249</th>
</tr>
</thead>
<tbody>
<tr>
<td>User/Interest Groups Represented in October 6/7 Interviews</td>
<td>249</td>
</tr>
</tbody>
</table>

| A6: STAKEHOLDER MEETINGS | 251 |

Table of Contents
City Meetings with Stakeholders 251

A7: COMMUNICATIONS 253

APPENDIX B: PROJECT SHEETS 257

PROJECTS 259
  Archaeological 259
  Ontario Regulation 148/06 259
  Canada Fisheries Act 260
  Parks Canada 260
  Phasing 260
  Waterfront Awareness and Wayfinding Strategy 261
    Signage and Wayfinding 261

FOCUS AREA 1 PROJECTS 267

FOCUS AREA 2 PROJECTS 311

FOCUS AREA 3 PROJECTS 333

FOCUS AREA 4 PROJECTS 365

FOCUS AREA 5 PROJECTS 381

FOCUS AREA 6 PROJECTS 407

APPENDIX C: PRIORITY MATRIX 429

PRIORITY MATRIX 431
  Technical Analysis (65%)
    Criteria Group #1: City Wide Benefit – 40% 431
    City Image 436
    Criteria Group #2: Alignment with Plan’s Mandate – 15% 436
    Criteria Group #3: Related Opportunities and Constraints – 10% 436
  Public Opinion (35%)
    Criteria Group #4: Community Preference – 17.5% 440
    Criteria Group #5: Community Generated Themes – 17.5% 440
  Matrix Scoring 443
## APPENDIX D: COST ASSUMPTIONS 531

### COST ESTIMATES 533
- Cost Assumptions 533
- Focus Area #1 Projects Cost Assumptions 534
- Focus Area #2 Projects Cost Assumptions 537
- Focus Area #3 Projects Cost Assumptions 538
- Focus Area #4 Projects Cost Assumptions 540
- Focus Area #5 Projects Cost Assumptions 541
- Focus Area #6 Projects Cost Assumptions 543

## APPENDIX E: PROJECT FEASIBILITY 545

### PROJECT FORECAST 547
- High Viability Projects 548
- Moderate Viability Projects 550
- Low Viability Projects 551
- Right-of-Way Projects 553

## APPENDIX F: LAND ACCESS 555

### LAND ACCESS 557
- Land Access Strategy Private Parcels 558
- Land Access Strategy Private Parcels 559
- Land Access Strategy Private Parcels 560
- Land Access Strategy Private Parcels 561
- Land Access Strategy Private Parcels 562
- Land Access Strategy Private Parcels 563
- Land Access Strategy Private Parcels 564
- Land Access Strategy Private Parcels 565
# TABLES

Table 1: Land Acquisition Policies 78  
Table 2: Land Acquisition Policies 79  
Table 3: (facing page) Project list for Focus Area #1 82  
Table 4: Project list for Focus Area #2 89  
Table 5: Project list for Focus Area #3 97  
Table 6: Project list for Focus Area #4 104  
Table 7: Project list for Focus Area #5 110  
Table 8: Project list for Focus Area #6 118  
Table 9: Focus Area #1 Matrix Results Summary 127  
Table 10: Focus Area #2 Matrix Results Summary 128  
Table 11: Focus Area #3 Matrix Results Summary 129  
Table 12: Focus Area #4 Matrix Results Summary 130  
Table 13: Focus Area #5 Matrix Results Summary 131  
Table 14: Focus Area #6 Matrix Results Summary 132  
Table 15: Top 25 priority rankings 133  
Table 16: Estimated cost for projects in Focus Area #1 137  
Table 17: Estimated cost for projects in Focus Area #2 138  
Table 18: Estimated cost for projects in Focus Area #3 139  
Table 19: Estimated cost for projects in Focus Area #4 140  
Table 20: Estimated cost for projects in Focus Area #5 141  
Table 21: Estimated cost for projects in Focus Area #6 142  
Table 22: Projects of low viability in Focus Area #1 168  
Table 23: Projects of low viability in Focus Area #2 168  
Table 24: Projects of low viability in Focus Area #3 169  
Table 25: Projects of low viability in Focus Area #4 169  
Table 26: Projects of low viability in Focus Area #5 170  
Table 27: Projects of low viability in Focus Area #6 170  
Table 28: Land/Rights-of-Use Acquisition Options/Tools 174  
Table 29: Land/Rights-of-Use Acquisition Options/Tools (continued) 176  
Table 30: Land/Rights-of-Use Acquisition Options/Tools (continued) 178  
Table 31: Post Card Survey Results 186  
Table 32: Rural Park Survey 189  
Table 33: Workshop Comments 193  
Table 34: Workshop Comments (continued) 195  
Table 35: Workshop Comments (continued) 197  
Table 36: Focus Area #1 Q&A 198  
Table 37: Focus Area #1 Q&A (continued) 199  
Table 38: Focus Area #1 Q&A (continued) 200  
Table 39: Focus Area #2 Q&A 201
<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 40</td>
<td>Focus Area #3 Q&amp;A</td>
<td>202</td>
</tr>
<tr>
<td>Table 41</td>
<td>Focus Area #3 Q&amp;A (continued)</td>
<td>203</td>
</tr>
<tr>
<td>Table 42</td>
<td>Focus Area #4 Q&amp;A</td>
<td>204</td>
</tr>
<tr>
<td>Table 43</td>
<td>Focus Area #4 Q&amp;A (continued)</td>
<td>205</td>
</tr>
<tr>
<td>Table 44</td>
<td>Focus Area #5 Q&amp;A</td>
<td>206</td>
</tr>
<tr>
<td>Table 45</td>
<td>Focus Area #5 Q&amp;A (continued)</td>
<td>207</td>
</tr>
<tr>
<td>Table 46</td>
<td>Focus Area #6 Q&amp;A</td>
<td>208</td>
</tr>
<tr>
<td>Table 47</td>
<td>Focus Area #6 Q&amp;A (continued)</td>
<td>209</td>
</tr>
<tr>
<td>Table 48</td>
<td>Criteria Group #1 – City Wide Benefit</td>
<td>435</td>
</tr>
<tr>
<td>Table 49</td>
<td>Criteria Group #2 – Alignment with Plan’s Mandate</td>
<td>438</td>
</tr>
<tr>
<td>Table 50</td>
<td>Criteria Group #3 – Related Opportunities and Constraints</td>
<td>439</td>
</tr>
<tr>
<td>Table 51</td>
<td>Criteria Group #4 – Community Preference</td>
<td>440</td>
</tr>
<tr>
<td>Table 52</td>
<td>Criteria Group #5 – Community Generate Themes</td>
<td>441</td>
</tr>
<tr>
<td>Table 53</td>
<td>Criteria Group #5 – Community Generate Themes (continued)</td>
<td>442</td>
</tr>
<tr>
<td>Table 54</td>
<td>Focus Area #1 Priority Matrix</td>
<td>445</td>
</tr>
<tr>
<td>Table 55</td>
<td>Focus Area #1 Priority Matrix</td>
<td>447</td>
</tr>
<tr>
<td>Table 56</td>
<td>Focus Area #1 Priority Matrix</td>
<td>449</td>
</tr>
<tr>
<td>Table 57</td>
<td>Focus Area #1 Priority Matrix</td>
<td>451</td>
</tr>
<tr>
<td>Table 58</td>
<td>Focus Area #1 Priority Matrix</td>
<td>453</td>
</tr>
<tr>
<td>Table 59</td>
<td>Focus Area #1 Priority Matrix</td>
<td>455</td>
</tr>
<tr>
<td>Table 60</td>
<td>Focus Area #2 Priority Matrix</td>
<td>457</td>
</tr>
<tr>
<td>Table 61</td>
<td>Focus Area #2 Priority Matrix</td>
<td>459</td>
</tr>
<tr>
<td>Table 62</td>
<td>Focus Area #2 Priority Matrix</td>
<td>461</td>
</tr>
<tr>
<td>Table 63</td>
<td>Focus Area #2 Priority Matrix</td>
<td>463</td>
</tr>
<tr>
<td>Table 64</td>
<td>Focus Area #2 Priority Matrix</td>
<td>465</td>
</tr>
<tr>
<td>Table 65</td>
<td>Focus Area #2 Priority Matrix</td>
<td>467</td>
</tr>
<tr>
<td>Table 66</td>
<td>Focus Area #3 Priority Matrix</td>
<td>469</td>
</tr>
<tr>
<td>Table 67</td>
<td>Focus Area #3 Priority Matrix</td>
<td>471</td>
</tr>
<tr>
<td>Table 68</td>
<td>Focus Area #3 Priority Matrix</td>
<td>473</td>
</tr>
<tr>
<td>Table 69</td>
<td>Focus Area #3 Priority Matrix</td>
<td>475</td>
</tr>
<tr>
<td>Table 70</td>
<td>Focus Area #3 Priority Matrix</td>
<td>477</td>
</tr>
<tr>
<td>Table 71</td>
<td>Focus Area #3 Priority Matrix</td>
<td>479</td>
</tr>
<tr>
<td>Table 72</td>
<td>Focus Area #4 Priority Matrix</td>
<td>481</td>
</tr>
<tr>
<td>Table 73</td>
<td>Focus Area #4 Priority Matrix</td>
<td>483</td>
</tr>
<tr>
<td>Table 74</td>
<td>Focus Area #4 Priority Matrix</td>
<td>485</td>
</tr>
<tr>
<td>Table 75</td>
<td>Focus Area #4 Priority Matrix</td>
<td>487</td>
</tr>
<tr>
<td>Table 76</td>
<td>Focus Area #4 Priority Matrix</td>
<td>489</td>
</tr>
<tr>
<td>Table 77</td>
<td>Focus Area #4 Priority Matrix</td>
<td>491</td>
</tr>
<tr>
<td>Table 78</td>
<td>Focus Area #5 Priority Matrix</td>
<td>493</td>
</tr>
<tr>
<td>Table 79</td>
<td>Focus Area #5 Priority Matrix</td>
<td>495</td>
</tr>
</tbody>
</table>
Table 80: Focus Area #5 Priority Matrix 497
Table 81: Focus Area #5 Priority Matrix 499
Table 82: Focus Area #5 Priority Matrix 501
Table 83: Focus Area #5 Priority Matrix 503
Table 84: Focus Area #6 Priority Matrix 505
Table 85: Focus Area #6 Priority Matrix 507
Table 86: Focus Area #6 Priority Matrix 509
Table 87: Focus Area #6 Priority Matrix 511
Table 88: Focus Area #6 Priority Matrix 513
Table 89: Focus Area #6 Priority Matrix 515
Table 90: Priority Matrix Results Summary for Focus Area #1 517
Table 91: Priority Matrix Results Summary for Focus Area #1 519
Table 92: Priority Matrix Results Summary for Focus Area #2 521
Table 93: Priority Matrix Results Summary for Focus Area #3 523
Table 94: Priority Matrix Results Summary for Focus Area #4 525
Table 95: Priority Matrix Results Summary for Focus Area #5 527
Table 96: Priority Matrix Results Summary for Focus Area #6 529
Table 97: Projects of high viability 549
Table 98: Projects of moderate viability 550
Table 99: Projects of low viability 551
Table 100: Projects of low viability - continued 552
Table 101: Projects proposed for the City’s Right-of-Way 553
Table 102: Land Access Parcels 33 to 46 558
Table 103: Land Access Parcels 47 to 59 559
Table 104: Land Access Parcels 60 to 78 560
Table 105: Land Access Parcels 79 to 90 561
Table 106: Land Access Parcels 66 to 70 and 1 to 10 562
Table 107: Land Access Parcels 11 to 25 563
Table 108: Land Access Parcels 26 to 32 and 91 to 97 564
Table 109: Land Access Parcels 98 to 103 565
FIGURES

Figure 2: Previous Waterfront Related Studies 13
Figure 3 (top): Working Group boat tour 14
Figure 4 bottom): Working Group bus tour 14
Figure 5: Consultation activities 15
Figure 6: Focus Areas and corresponding public meeting dates and locations 19
Figure 7: Images from June 24th, 2015 Open House 20
Figure 8: Open House orientation panel 21
Figure 9: Focus Areas 27
Figure 10: (top) LaSalle Causeway 28
Figure 11: (middle) Douglas Fluhrer Park 28
Figure 12: (bottom) Molly Brant Point 28
Figure 13: Focus Area #1 29
Figure 14: (top) Douglas R. Fluhrer Park 30
Figure 15: (middle) MacLean Trails 30
Figure 16: (bottom) Tannery Lands 30
Figure 17: (top) Highway 401 over the Rideau Canal 31
Figure 18: (middle) Great Cataract Marsh 31
Figure 19: (bottom) Kingston Mills dock and locks 31
Figure 20: (top) Cecil and Wilma Graham Park 32
Figure 21: (middle) Collins Lake 32
Figure 22: (bottom) Riverwood Park 32
Figure 23: Focus Area #2 33
Figure 24: (top) English Landing Park 34
Figure 25: (middle) Loughborough Lake boat launch 34
Figure 26: (bottom) Upper Brewers Mills Locks 34
Figure 27: (top) Aragon Road Boat Launch 35
Figure 28: (middle) Little Collins Lake at Perth Road 35
Figure 29: (bottom) Edenwood Park 35
Figure 30: (top) Bath Road Crossing 36
Figure 31: (middle) Collins Bay Boat Launch 36
Figure 32: (bottom) water intake pipe at Invista 36
Figure 33: Focus Area #3 37
Figure 34: (top) Crerar Park 38
Figure 35: (middle) Lemoine Point Conservation Area 38
Figure 36: (bottom) Elevator Bay Pier 38
Figure 37: (top) southwest of Cataract Bay 39
Figure 38: (middle) Everett Park 39
Figure 39: (bottom) Collins Bay Boat Launch. 39
Figure 40: (top) Lake Ontario Park 40
Figure 41: (middle) Portsmouth Olympic Harbour 40
Figure 42: J.K. Tett Centre
Figure 43: Focus Area #4
Figure 44: (top) Kingston Yacht Club
Figure 45: (middle) Rideau Trail through MacDonald Park
Figure 46: (bottom) Kingston Yacht Club
Figure 47: (top) Richardson Beach
Figure 48: (middle) Transport Canada Coal Dock
Figure 49: (bottom) Kingston Penitentiary
Figure 50: (top) West Street boat launch / Pumphouse Steam Museum
Figure 51: (middle) Lower Union Street Pier
Figure 52: (bottom) Confederation Basin Breakwater
Figure 53: Focus Area # 5
Figure 54: (top) Wolfe Island Ferry Terminal
Figure 55: (middle) Shoreline east of Holiday Inn
Figure 56: (bottom) Confederation Park
Figure 57: (top) Delta Hotel From Flora MacDonald Confederation Basin
Figure 58: (middle) Breakwater
Figure 59: (bottom) Battery Park
Figure 60: (top) Royal Military College shoreline
Figure 61: (middle) Shoreline south of Fort Henry
Figure 62: (bottom) Arrowhead Beach Park
Figure 63: Focus Area #6
Figure 64: (top) Milton Lookout Park
Figure 65: (middle) Esplanade Park
Figure 66: (bottom) Royal Military College
Figure 67: 2014 CORK Regatta
Figure 68: (top) Picnicking
Figure 69 (middle) Paddling
Figure 70: (bottom) Sailing
Figure 71: Examples of development turning its back to Kingston’s waterfront
Figure 72: Fort Henry
Figure 73: (top) Turtle on Kingston’s waterfront
Figure 74 (middle) Fishing on the Cataraqui River
Figure 75 (bottom): Signage for the Waterfront Trail at Grass Creek Park
Figure 76: (top) Paddle Boarding
Figure 77 (bottom): Sailing on Lake Ontario
Figure 78: (top) Confederation Park with City Hall behind (bottom):
    Anglin Bay Parking lot
Figure 79: (top) Windsurfing
Figure 80 (middle) Paddle boarding
<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>81</td>
<td>(bottom): power boating</td>
<td>64</td>
</tr>
<tr>
<td>82</td>
<td>Sculpture titled Time in Breakwater Park</td>
<td>65</td>
</tr>
<tr>
<td>83</td>
<td>View of City Hall and Confederation Park from water</td>
<td>67</td>
</tr>
<tr>
<td>84</td>
<td>Cataraqui River south of Marsh</td>
<td>68</td>
</tr>
<tr>
<td>85</td>
<td>(top) Crawford Wharf - Downtown</td>
<td>75</td>
</tr>
<tr>
<td>86</td>
<td>(middle) Royal Military College</td>
<td>75</td>
</tr>
<tr>
<td>87</td>
<td>(bottom): Channel View Park</td>
<td>75</td>
</tr>
<tr>
<td>88</td>
<td>(both pages) Focus Area #1 project locations</td>
<td>78</td>
</tr>
<tr>
<td>89</td>
<td>(top) Douglas Fluhrer R. Park Existing Condition</td>
<td>80</td>
</tr>
<tr>
<td>90</td>
<td>(bottom) Douglas R. Fluhrer Park Conceptual Rendering</td>
<td>80</td>
</tr>
<tr>
<td>91</td>
<td>Precedent Images for Focus Area #1</td>
<td>81</td>
</tr>
<tr>
<td>92</td>
<td>(both pages) Focus Area #2 project locations</td>
<td>84</td>
</tr>
<tr>
<td>93</td>
<td>Focus Area #2 project locations</td>
<td>86</td>
</tr>
<tr>
<td>94</td>
<td>Preliminary Concept for Cecil and Wilma Graham Park</td>
<td>87</td>
</tr>
<tr>
<td>95</td>
<td>(both sides): Precedent Images for Focus Area #2</td>
<td>89</td>
</tr>
<tr>
<td>96</td>
<td>(both pages) Focus Area #3 project locations</td>
<td>93</td>
</tr>
<tr>
<td>97</td>
<td>(top) Lemoine Point Existing Conditions</td>
<td>94</td>
</tr>
<tr>
<td>98</td>
<td>(bottom) Lemoine Point Conceptual Rendering</td>
<td>94</td>
</tr>
<tr>
<td>99</td>
<td>Precedent Images for Focus Area #2</td>
<td>95</td>
</tr>
<tr>
<td>100</td>
<td>(both sides): Precedent Images for Focus Area #4</td>
<td>97</td>
</tr>
<tr>
<td>101</td>
<td>Focus Area #4 project locations</td>
<td>99</td>
</tr>
<tr>
<td>102</td>
<td>(top) Richardson Beach Existing Conditions</td>
<td>100</td>
</tr>
<tr>
<td>103</td>
<td>(bottom) Richardson Beach Conceptual Rendering</td>
<td>100</td>
</tr>
<tr>
<td>104</td>
<td>(both sides): Precedent Images for Focus Area #4</td>
<td>101</td>
</tr>
<tr>
<td>105</td>
<td>Precedent Images for Focus Area #5</td>
<td>103</td>
</tr>
<tr>
<td>106</td>
<td>Focus Area #5 project locations</td>
<td>105</td>
</tr>
<tr>
<td>107</td>
<td>(top) Confederation Basin Breakwater Existing Conditions</td>
<td>106</td>
</tr>
<tr>
<td>108</td>
<td>(bottom) Confederation Basin Breakwater Conceptual Rendering</td>
<td>106</td>
</tr>
<tr>
<td>109</td>
<td>(top) Confederation Park Existing Conditions</td>
<td>107</td>
</tr>
<tr>
<td>110</td>
<td>(bottom) Confederation Park Conceptual Rendering</td>
<td>107</td>
</tr>
<tr>
<td>111</td>
<td>(top) Delta Hotel Existing Conditions</td>
<td>108</td>
</tr>
<tr>
<td>112</td>
<td>(bottom) Delta Hotel Conceptual Rendering</td>
<td>108</td>
</tr>
<tr>
<td>113</td>
<td>(top) Behind Landmark Existing Conditions</td>
<td>109</td>
</tr>
<tr>
<td>114</td>
<td>(bottom) Behind Landmark Conceptual Rendering</td>
<td>109</td>
</tr>
<tr>
<td>115</td>
<td>Precedent Images for Focus Area #5</td>
<td>111</td>
</tr>
<tr>
<td>116</td>
<td>Focus Area #6 project locations</td>
<td>113</td>
</tr>
<tr>
<td>117</td>
<td>(top) Fort Henry Existing Conditions</td>
<td>114</td>
</tr>
<tr>
<td>118</td>
<td>(bottom) Fort Henry Conceptual Rendering</td>
<td>114</td>
</tr>
<tr>
<td>119</td>
<td>Organization of Priority Matrix</td>
<td>119</td>
</tr>
<tr>
<td>133</td>
<td>Project Forecast – Priority 1 to 6</td>
<td>141</td>
</tr>
<tr>
<td>Figure</td>
<td>Description</td>
<td>Page</td>
</tr>
<tr>
<td>--------</td>
<td>-----------------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>179</td>
<td>Focus Area 4 – panel 4 of 5 – Alwington Place to Breakwater Park</td>
<td>227</td>
</tr>
<tr>
<td>180</td>
<td>Focus Area 4 – panel 5 of 5 – Breakwater Park to Kingston Yacht Club</td>
<td>228</td>
</tr>
<tr>
<td>181</td>
<td>Focus Area 5 – panel 1 of 5 – Concept</td>
<td>230</td>
</tr>
<tr>
<td>182</td>
<td>Focus Area 5 – panel 2 of 5 – An Gorta Mor Park to Battery Park</td>
<td>231</td>
</tr>
<tr>
<td>183</td>
<td>Focus Area 5 – panel 3 of 5 – Navy Memorial Park to Delta Hotel</td>
<td>232</td>
</tr>
<tr>
<td>184</td>
<td>Focus Area 5 – panel 4 of 5 – Battery Park to Confederation Park</td>
<td>233</td>
</tr>
<tr>
<td>185</td>
<td>Focus Area 5 – panel 5 of 5 – Confederation Park to Wolfe Island Ferry Terminal</td>
<td>234</td>
</tr>
<tr>
<td>186</td>
<td>Focus Area 6 – panel 1 of 5 – Concept</td>
<td>235</td>
</tr>
<tr>
<td>187</td>
<td>Focus Area 6 – panel 2 of 5 – LaSalle Causeway to Fort Henry</td>
<td>236</td>
</tr>
<tr>
<td>188</td>
<td>Focus Area 6 – panel 3 of 5 – Fort Henry to Ravensview Park</td>
<td>237</td>
</tr>
<tr>
<td>189</td>
<td>Focus Area 6 – panel 4 of 5 – Ravensview Park to Glenn Lawrence Cres.</td>
<td>238</td>
</tr>
<tr>
<td>190</td>
<td>Focus Area 6 – panel 5 of 5 – Glenn Lawrence Cres. to Esplanade Park</td>
<td>239</td>
</tr>
<tr>
<td>191</td>
<td>Location of proposed urban project</td>
<td>257</td>
</tr>
<tr>
<td>192</td>
<td>Location of proposed rural project</td>
<td>259</td>
</tr>
<tr>
<td>193</td>
<td>Focus Area #1 Projects</td>
<td>263</td>
</tr>
<tr>
<td>194</td>
<td>Map 1 - Focus Area #1</td>
<td>264</td>
</tr>
<tr>
<td>195</td>
<td>Map 2 - Focus Area #1</td>
<td>265</td>
</tr>
<tr>
<td>196</td>
<td>Focus Area #2</td>
<td>306</td>
</tr>
<tr>
<td>197</td>
<td>Focus Area #2</td>
<td>307</td>
</tr>
<tr>
<td>198</td>
<td>Focus Area #2</td>
<td>308</td>
</tr>
<tr>
<td>199</td>
<td>Focus Area #2</td>
<td>308</td>
</tr>
<tr>
<td>200</td>
<td>Map 1 – Focus Area #3 - West Side</td>
<td>328</td>
</tr>
<tr>
<td>201</td>
<td>Map 2 – Focus Area #3 – East Side</td>
<td>329</td>
</tr>
<tr>
<td>202</td>
<td>Map 1 &amp; 2 - Focus Area #4</td>
<td>360</td>
</tr>
<tr>
<td>203</td>
<td>Focus Area #5</td>
<td>376</td>
</tr>
<tr>
<td>204</td>
<td>Map 2 - Focus Area #1</td>
<td>402</td>
</tr>
<tr>
<td>205</td>
<td>Population Density</td>
<td>427</td>
</tr>
<tr>
<td>270</td>
<td>Land Access Map #1</td>
<td>560</td>
</tr>
<tr>
<td>271</td>
<td>Land Access Map #2</td>
<td>561</td>
</tr>
<tr>
<td>272</td>
<td>Land Access Map #3</td>
<td>562</td>
</tr>
<tr>
<td>273</td>
<td>Land Access Map #4</td>
<td>563</td>
</tr>
<tr>
<td>274</td>
<td>Land Access Map #5</td>
<td>564</td>
</tr>
<tr>
<td>275</td>
<td>Land Access Map #6</td>
<td>565</td>
</tr>
<tr>
<td>276</td>
<td>Land Access Map #7</td>
<td>566</td>
</tr>
<tr>
<td>277</td>
<td>Land Access Map #8</td>
<td>567</td>
</tr>
</tbody>
</table>
Figure 278: Land Access Map #9 .................................................. 568
Figure 279: Land Access Map #10 ................................................. 569
Figure 280: Land Access Map #11 ................................................. 570
Figure 281: Land Access Map #12 ................................................. 571
Figure 282: Land Access Map #13 ................................................. 572
Figure 283: Land Access Map #14 ................................................. 573
ACKNOWLEDGMENTS

The Kingston Waterfront Master Plan was developed in tandem with numerous community stakeholders who contributed their knowledge, insight, and aspirations for their city’s waterfront. thinc design would like to thank the following individuals and collectives for their invaluable input and guidance:

**Waterfront Groups/Associations**
- Ahoy Rentals
- Brigantine St. Lawrence
- Cataraqui Canoe Club
- CORK Sail Kingston
- Cycling-Eco-tourism
- First Nations
- Friends of Phoebe
- Frontenac Condo Corp #40 (Elevator Bay Townhouses)
- K&P Trail
- Kingston Coalition for Active Transportation (KCAT)
- Kingston Field Naturalists
- Kingston Rowing Club
- Kingston Yacht Club
- Kiteboarders
- Marine Museum of the Great Lakes
- Model Yachting in Kingston
- Preserve Our Wrecks
- Rideau Trail
- Scuba Divers

**Working Group Members**
- Mary Farrar (Friends of Kingston Inner Harbour)
- Laurel Claus Johnson (1st Nations Perspective)
- Jamie Lemery (Fishing)
- David Gordon (Queens School of Planning)
- Pat Collins (Queens University)
- Erika Beresford-Kroeger
- Dr. Hans Westenberg
- David McDonald (Water Access Group)
- Isabel Turner

**Technical Agencies**
- Cataraqui Regional Conservation Authority (Rob McRae)
- School of Urban and Regional Planning, Queen’s University (David Gordon, Pat Collins)
- Kingston Environmental Advisory Forum (Viviane Paquin, Roger Healey)
- Municipal Accessibility Advisory Committee (Lorraine Farrar)
- Kingston, Frontenac and Lennox and Addington Public Health (KFL&A) Public Health (Jennifer Hroch, Stephanie Sciberras)

**City Councillors**
- Laura Turner (District 4)
- Liz Schell (District 5)
- Rob Hutchison (District 11)
City Staff

- Neal Unsworth (Manager, Parks Development)
- Kris Hebert (Project Coordinator, Parks & Open Space Planning)
- Greg Newman (Manager, Policy Planning)
- Jason Budd (Senior Planner, Planning and Development)
- Debbie Miller (Communications Officer)

Consulting Team

- thinc design (Mike Tocher, Peter Heyblom, Audrey Fung, Katie Brown and Trish Clarke)
- Mehak, Kelly & Associates Inc. (Mary Catherine Mehak)
- McIntosh Perry Consulting Engineers Ltd. (Adam O'Connor, Mark Priddle, Victoria Coates, Mark Snider)
- Shoreplan Engineering Limited (Milo Sturm, Jane Graham, Bruce Pinchin)
- Rogers Trainor Commercial Realty Inc. (Gary Croke)
- Cunningham, Swan, Carty, Little & Bonham LLP (Robert Tchegus, David Munday)

+ Other members of Kingston’s community who provided their input throughout the consultation process including attendance at public meetings and feedback on-line.
Executive Summary

Kingston has over 280 kilometres of both rural and urban shoreline under both public and private ownership. There is a strong desire within the Kingston community to improve access to the water and enhance opportunities for all types of recreation. A plan is needed to guide decisions on waterfront improvements and provide a long term vision for Kingston’s waterfront.

Study Area

The planning of the waterfront has been organized into six focus areas. These six areas are divided into areas of similar landscape units as well as organized into urban and rural.

1. Cataraqui (LaSalle Causeway North to Kingston Mills) – 42 km;
2. Rideau Canal (North of Kingston Mills, Colonel By Lake, Loughborough Lake, and Collins Lake) & St Lawrence (Treasure Island East) – 172 km;
3. Lake Ontario West (Collins Bay to Elevator Bay) – 34 km;
4. Lake Ontario Central (Elevator Bay to Simcoe Street) – 10 km;
5. Lake Ontario Central (Simcoe Street to Wolfe Island Ferry Terminal) – 4 km; and,
6. St. Lawrence (LaSalle Causeway to Treasure Island) – 18 km.

Study Process

Over an 18 month time-frame, the public consultation process comprised of three concurrent streams: general public activities/events, meetings/interviews with stakeholders, and communication and outreach vehicles which included:

- 13 working group meetings;
- 9 public meetings / open houses;
- 6 on-line chats;
- 13 waterfront user group interviews;
- 47 meetings/discussions with stakeholders,
- Surveys; and,
- a variety of on-line and social media platforms including media releases, the City’s project website, interactive waterfront story map, Facebook, twitter, posters and letters to waterfront land owners.

As a planning tool, the use of focus areas allowed the process and study team to concentrate on one section of Kingston’s waterfront at a time. For each Focus Area the design team gathered data, assessed conditions, and proposed waterfront improvements. Community meetings were organized around each Focus Area allowing those interested in a particular area of the waterfront to attend meetings and direct their input accordingly.

The consultation and planning process concentrated on three core mandates: Connections, Access and Enhancements.
Connections
Capitalize on opportunities for existing and new linkages to improve the overall connection of waterfront spaces for all people.

Access
Manifest the spirit of engagement with water and increase access to elements such as water, nature, and recreation for all people.

Enhancement
Enhance and protect both the terrestrial and aquatic environments.

From these core mandates ten key elements of Kingston’s waterfront became evident which should be applied as layers in the planning, design, and implementation process in all waterfront projects. These include:

1. Engaging the Waterness: Recognizing water as a critical aspect of all life from a physical, social, emotional and spiritual connection.
2. Back is the New Front: Change the focus of development to create a front edge to the waterfront that is exciting and inviting.
3. May I Enjoy the Waterfront too?: Create a waterfront that is for all users by providing access and amenities throughout Kingston for all seasons and a full range of activities.
4. Engage the History/ Promote the Culture: Create opportunities for art and culture into the waterfront experience with space for ceremonies and celebrations to experience the reverence and opportunity of water.
5. Are You Listening?: Create a culture of engagement with the community as a core component of all project work; and reach out and encourage engagement from all segments of the community through alternative methods of engagement.
6. We Want More Access to the Water!: Increasing waterfront activity as a positive goal with significant spin-off benefits.
7. Protecting The Waterfront Ribbon: The waterfront edge is a continuous ribbon of greenspace adjacent to the bluespace. The protection of this critical terrestrial and aquatic habitat needs to be integrated into all waterfront planning.
8. Elevate the Water Experience: Waterfront is a place where experience is intrinsic to location. This required need for experiential quality is universal across multiple interests, user groups and expectations.
9. Will I Feel Safe?: Improved access and encouraging use of the waterfront is a positive goal. Improved access has a number of spin-off benefits including safety.
10. Maintainable: An important criterion to any project is how the project is maintained following construction.
Waterfront Projects

Emerging from the consultation and planning project were 138 projects spread across the six Focus Areas.

Urban Waterfronts (FA1, FA3, FA4, FA5, FA6)
- Approximately 108 kilometres of waterfront within Kingston’s urban boundary;
- 120 projects;
- Intent is for full connectivity from Collins Bay to Treasure Island; and,
- ‘Full Connectivity’ means a physical connection via an on or off road path connection.

Rural Waterfronts (FA2)
- Approximately 172 kilometres of waterfront outside of Kingston’s urban boundary;
- 18 projects;
- Intent is to provide nodal connectivity to waterfront at key destinations; and,
- ‘Nodal connectivity’ is waterfront access at key locations and may include picnicking areas, boat launches, trails and waterfront viewing.

Focus Area 1
Thirty seven projects have been identified in Focus Area #1 which extends from the LaSalle Causeway north to Kingston Mills on both sides of the Cataraqui River. This Focus area has the distinction of being urban at the south end transitioning to a more rural character at the north end.

Focus Area 2
Eighteen projects have been identified in Focus Area #2 extending from Kingston Mills Locks to Broads Bay along the Rideau Canal and from Treasure Island East to the eastern boundary of Kingston on the St. Lawrence River. Little Collins Lake and Loughborough Lake are also included in this Focus Area which is centred around the rural waterfronts of Kingston.

Focus Area 3
Twenty seven projects have been identified in Focus Area #3 extending from Collins Bay to Elevator Bay along the western portion of Kingston’s Waterfront on Lake Ontario.

Figure 1: Lemoine Point Conceptual Rendering
Figure 2: (top) Richardson Beach Conceptual Rendering
Figure 3: (middle) Confederation Breakwater Conceptual Rendering
Figure 4: (bottom) Confederation Park Conceptual Rendering
Focus Area 4
Thirteen projects have been identified in Focus Area #4 which extends from Elevator Bay to Emily Street on Lake Ontario just west of downtown.

Focus Area 5
Twenty four projects have been identified in Focus Area #5 which is the Downtown Core of Kingston. This focus area extends from Simcoe Street to the Wolf Island Ferry Terminal.

Focus Area 6
Nineteen projects have been identified in Focus Area #6 which extends west of downtown along the shoreline of Lake Ontario and the St. Lawrence. A large proportion of this Focus Area are lands under ownership of the Department of National Defense and private estate residential.

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.

A strategy to negotiate land access with private land owners is proposed. The process is one of relationship building over time using a variety of land access tools which respects the rights of private land ownership and provides a wide range of options for land owners to work with the City to allow access.

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.

Costs for each of the projects was then estimated to help understand the budget implications of the various projects. The matrix scoring and cost information was then used along with other factors such as project dependencies, and land access, to help determine the appropriate implementation sequence.

The result is a project forecast for a thirty year period. This forecast can be used by staff to understand the staff and financial resources required to implement the plan.

Document Organization
This plan is organized into three volumes and six appendices. It is intended to be a living document that can be used to track progress of the implementation of the waterfront. It should be used by City staff to help plan and implement the 138 waterfront projects.

Volume 1: Background
The first half introduces the project, provides the context for the plan and summarizes the community engagement process with more detail provided in Appendix A. The second half
discusses the key findings from the inventory and analysis which informed the plan.

**Volume 2: Master Plan**
The Vision and Waterfront Code are discussed, followed by applicable waterfront policy. The proposed projects for each of the six focus areas is then introduced with the detail provided in Appendix B.

**Volume 3: Implementation**
This section gives the details of how the implementation sequence for the 138 projects was determined using the priority matrix, costing, and other criteria to forecast the project roll-out over a 30 year time-frame. This section also discusses the land access strategy with recommendations regarding process and tools that can be used to gain access to privately held parcels over the long term. Details on implementation specifics on the matrix, project costing and land access are provided in Appendices C, D, E and F respectively.

**Appendix A: Community Engagement**
This appendix provides more details on the public engagement materials and results including presentation panels provided at the June 24th, 2015 open house.

**Appendix B: Project Sheets**
Each of the 138 projects have a project sheet which includes a description of the project, a design sketch, identifies recommended improvements, project risks and challenges, and specific details such as size, ownership, project partners, budget, priority ranking and associated initiatives.

**Appendix C: Priority Matrix**
The first section provides an overview of the matrix and the 37 criteria used to assess each of the 138 projects. This is followed by the completed matrix with individual scores under each criteria

**Appendix D: Cost Assumptions**
This appendix provides more details on the assumptions used to cost each project.

**Appendix E: Project Forecast**
This appendix organizes the 138 projects into lists based on viability and implementation stream.

**Appendix F: Land Access**
One hundred and three privately owned parcels are identified in this section for which the City may consider negotiating access to implement the plan. The information is provided in table format with associated mapping to identify the location of the parcels.
Figure 5: (top) Delta Hotel Conceptual Rendering
Figure 6: (middle) Behind Landmark Conceptual Rendering
Figure 7: (bottom) Fort Henry Conceptual Rendering
Figure 8: Proposed Project locations
Figure 9: Proposed project locations