




CITY OF CORNWALL WATERFRONT PLAN


August 2019



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EXECUTIVE SUMMARY

Cornwall's entire waterfront area covers approximately 16 kilometers from Guindon Park in the west to Gray's Creek Conservation Area in the east. This plan reflects the latest update to the City of Cornwall's Waterfront Plan. Originally developed in 1989, and last updated in 2007, the plan provides a vision for the future of the City's waterfront and aligns its objectives with those of the newly adopted Official Plan, the Provincial Policy Statement (PPS), and various local plans and guidelines.

This document reflects an extensive community and stakeholder engagement process over a 12 month period. It included two public open houses, an all day/evening design charrette, over thirty stakeholder interviews, and online commenting. The information gathered has significantly contributed to this plan and its recommendations.

The plan is organized into the following Sections:

1. Introduction
2. Background
3. Key Directions
4. Recommendations
5. Implementation Strategy

1. Introduction

The introduction provides an overview of the project and study process undertaken in the development of this plan.

2. Background

The waterfront area is divided into five (5) subsections based on unique characteristics, topography, environmental conditions, and land ownership patterns. An overview of previous recommendations from the 1989 Plan and 2007 plan also summarized by waterfront areas. These five areas include:

- Guindon Park
- Canal Lands
- Lamoureux Park
- Harbour to College
- East Front

3. Key Directions

This section summarizes the community engagement process undertaken in the development of this plan and provides a summary of key findings organized under the following headings:

1. Differing opinions regarding change
2. Facilitating change
3. Protect public access
4. Connectivity
5. Visitors' attractions
6. Resident interests
7. Aesthetics, environment and maintenance
8. Land ownership, access and acquisition
9. Important places and spaces

Based on these nine key findings, Guiding Principles of the plan are provided.

4. Recommendations

Seventy seven (77) recommendations have been identified through the master planning process. These initiatives comprise both physical/infrastructure projects as well as planning strategies to provide the framework necessary to realize the community's vision for the waterfront. These recommendations are based on the outcomes of the community engagement process, site review, and the team's previous experience in waterfront planning and design. The initiatives are organized into six waterfront locations/ topic areas:

1. Waterfront Wide (9 recommendations)
2. Guindon Park (10 recommendations)
3. Canal Lands (22 recommendations)
4. Lamoureux Park (16 recommendations)
5. Harbour to College (13 recommendations)
6. East Front (7 recommendations)

5. Implementation Strategy

A proposed implementation sequence is provided which is based on a number of considerations including results from a developed priority matrix, identified project dependencies and efficiencies, advancement of projects to address immediate need, and budget considerations. The recommendations have been placed into an implementation forecast with proposed budget numbers for design and implementation.

Appendices

The appendices provide further details regarding past studies, stakeholder interviews, open house comments, social media comments, detailed comments received, key issues and the priority matrix.

SECTION 1: INTRODUCTION





figure 1. Views of Lamoureux Park

Overview

This plan reflects the latest update to the City of Cornwall's Waterfront Plan. Originally developed in 1989 and last updated in 2007, this document provides an updated vision for the future of the waterfront and aligns the objective of the newly adopted Official Plan.

This updated version of the Waterfront Plan builds upon its previous iterations while also providing a new and progressive framework for addressing the important economic, social, cultural, and environmental benefits the waterfront offers to the City and to its diverse residents and visitors year round.

Intended as a living document, this plan provides a road map for implementing improvements and serves as a blueprint to enhance Cornwall's Waterfront over the next 25 years.

Study Process

The update to Cornwall's Waterfront Plan was a fifteen month process involving a review of past plans and studies including the 1989 and 2007 waterfront plans, site inventory and assessment along the entire 16 kilometres of waterfront, detailed mapping, with a significant focus on community and stakeholder engagement. This included two public open houses, an all day/evening design charrette, over thirty stakeholder interviews, and online commenting.

The process of preparing this plan was iterative. As new information was obtained and feedback was provided through the community and stakeholder process, the plan's recommendations and implementation strategy were refined to address this new information.

A key aspect of shaping this plan and its recommendations was the community input provided during the two public open houses and the all day/evening design charrette. The feedback received during these sessions helped to identify key issues to be explored, specific waterfront initiatives and/or improvements, and was a critical aspect of assigning priorities and developing the implementation forecast.

SECTION 2: BACKGROUND



Study Areas

Cornwall's entire waterfront area covers approximately 16 kilometers from Guindon Park in the west to Gray's Creek Conservation Area in the east. The waterfront area is divided into five (5) subsections based on unique characteristics, topography, environmental conditions, and land ownership patterns. These sub-sections are the same as those used in the 2007 Plan and, as illustrated on the following two pages, (Figures 7 and 8) include:

1. Guindon Park
2. Canal Lands
3. Lamoureux Park
4. Harbour to College
5. East Front

Each study area is described in the following pages in terms of its geographic boundaries, key characteristics and history.

Cornwall's waterfront history is a significant factor in its current form and future potential for development and enhancement of all types. The historical details of each area, as described in the following pages, have been taken from the 2007 Waterfront Plan.



figure 2. Guindon Park



figure 3. Canal Lands



figure 4. Lamoureux Park at the Clock Tower



figure 5. Harbour to College East of Dock



figure 6. East Front



figure 7. Five Study Areas of Cornwall's Waterfront (West)



figure 8. Five Study Areas of Cornwall's Waterfront (East)

Guindon Park

Boundary

Guindon Park is bound by Vincent Massey Drive to the north, the City of Cornwall limits to the west, the Lake St. Lawrence Dyke to the south, and the Ontario Power Generation Lands to the east.

Existing Characteristics

Guindon Park provides cleared picnic areas, a boat launch, washroom facilities, a BMX Club, and nature and recreational trails for biking and walking in the summer months as well as cross-country skiing in the winter. Guindon Park is almost entirely zoned Open Space 10 (OSP10) with its' western entry having an Open Space-Commerical (OSP-C) zoning and boat launch areas. The Official Plan designation is primarily Public Open Space (P.O.S.), with some small areas identified as Environmental Constraint Areas (E.C.-N.H.), primarily Natural Habitat.

History

Before the Seaway flooding in 1958, this area was part of United Empire

Loyalist farm land. In the early 1970s, 500 acres were developed into recreational parkland as a result of "infrastructure" grants available to Cornwall. The area was known as the Ontario Power Generation lands but was renamed in honour of a Member of Provincial Parliament at that time, Fern Guindon.

In 1977, a detailed park development plan (Knox, Martin, Kretch Limited) was drafted containing significant uses and structures. The plan would have required considerable expenditure of funds to fully develop. Only portions of the plan have been implemented and the area remains largely a passive recreational area.



figure 9. Shoreline at Guindon Park



figure 10. Guindon Park Inventory

Past Project Status

As noted in the tables on the right, the 1989 and 2007 Waterfront Plans proposed a number of improvements for Guindon Park. The status of each project, with comments is provided.

For further information and recommendations regarding the partially completed and incomplete projects for Guindon Park, please refer to Section 4: Recommendations.

Table 1: Guindon Park: 1989 Waterfront Plan Projects			
	Project Summary	Status	Comments
1	Picnic areas	Completed	Several picnic areas along the bike path and also in other areas amidst the park
2	Map of Area in Parking Lot	Completed	Limited amount of trail maps available for skiing, hiking, etc.
3	Observation Tower	Incomplete	Subject to budget reductions

Table 2: Guindon Park: 2007 Waterfront Plan Projects				
	Project Summary	Status	Priority (2007 plan)	Comments
4	Continue to improve ski and walking trails	Partially Completed	Short Term	Continued investment in trail maintenance, in 2015 Parks budget
5	Stargazing area (Parking and power)	Incomplete	Short Term	Low cost
6	West end area improvements and boating facilities	Partially Completed	Long Term	Ramp reconstructed - boat parking improved, medium effort and budget

Opportunities & Challenges

Opportunities

Guindon park has huge potential and serves as a destination park for Cornwall and the regional community and beyond:

- Large natural environment park
- Waterfront pathway provides uninterrupted access from the east
- Existing network of recreation trails
- Boat launch
- Existing infrastructure including parking lots, washrooms and a playground

Challenges

The following challenges need to be considered when planning the future of the park:

- Access to water is limited to boat launch area due to the dyke
- Dyke blocks views of the River
- Distance of park from large proportion of Cornwall residents
- Park amenities are not well promoted
- Amenities are not well signed for visitors not familiar with the park
- Fluctuating water levels need to be considered in the design and planning of new amenities
- Proximity of park to Power Dam. Some enhancements may require approval from Ontario Power Generation



figure 11. Waterfront Pathway



figure 12. Boat Launch



figure 13. Existing Infrastructure (Parking and Washroom)

Canal Lands

Boundary

This area consists of lands bound by the Robert Saunders Power Dam to the west, the Brookdale Avenue bridge (including International Road) to the east, the St. Lawrence River to the south, and Second Street West to the north.

Existing Characteristics

On the west edge of the site is the Ontario Power Generation Robert Saunders Power Dam. On the immediate north bank of the Canal exists a mixture of land uses comprising undisturbed natural lands, developed areas containing commercial, industrial (including the former Domtar lands) and residential zones, including a mobile home park. On the north side of Second Street, land uses include residential, commercial, and Blackadder Creek. To the east is the former Domtar Fine Papers Mill site, now owned by Paris Holdings. The area to the south of the Canal consists predominately of natural undisturbed land.

The Federal Government is a large landowner in this area, and the land has historically been protected for the “All

Canadian Seaway” since the late 1950s. Over the years, the water from the Canal was used for the production of paper at the Domtar Paper Mill. However, with its closure in 2006 and removal of the “All Canadian Seaway” status by the Federal government (as described on proceeding pg. 16), the Canal no longer serves transportation or industrial process

uses. What is currently municipally known as Second Street West was formerly Highway No. 2, as a result, a number of Highway Commercial uses developed along it. With the relocation of Highway No. 2 north of Vincent Massey Drive, the commercial uses became isolated from the main traffic routes. The result has been a decline in commercial uses



figure 14. Bicycle Path between Canal and St. Lawrence River



figure 15. Canal Lands Inventory

and a shift towards residential uses and neighbourhood serving commercial uses. This is evident in the St. Charles' Place apartment building and Jenna Court subdivision, both of which sit on former motel sites. At one time, the St. Lawrence Seaway Authority owned all properties south of Second Street to protect the ability to construct an "All Canadian Seaway". During the 1990s some lands were released for ownership and development. In 2001, a decision was made to abandon the possibility of the construction of a future Seaway. The lands are due to be sold as surplus within the next few years.

History

The Canal Lands are closely linked to the early history and development of Cornwall. Completion of the Cornwall Canal in 1843 provided lake vessels with an 11.5 mile waterway containing seven locks, measuring 200 ft. by 55 ft. by 9 ft. deep to bypass the Long Sault rapids. Around 1888-89, with the expansion of the Canadian Canal system, new larger locks were built at Wood's Creek (Lock 18) and Pine Grove (Lock 19).

Location and access to easy transportation attracted large scale industry. In 1882, the Toronto Manufacturing Company established a paper mill north of the lock at Wood's Creek. Later expansion saw the addition of a sulphate mill in 1887 and a chlorine dioxide and pulp bleaching plant in 1957. Over the years the company experienced several reorganizations. In 1919, the plant was acquired by H. Smith and Company and in 1966, the plant was purchased by Domtar Fine Papers.

Closure of the Domtar Paper Mill in March of 2006 precipitated a large economic impact on the City; however, these lands now present an opportunity for redevelopment in a prime location on the waterfront.

The Canal Lands were also the location of the City's waterworks plant. The original pump house, which provided water for drinking and fire prevention, was built on the south bank of the Canal opposite the paper plant in 1887.



*figure 16. View of the former Howard Smith Paper Mills (later Domtar)
Image Credit: City of Cornwall*

Bridge crossings are also prominently featured on this section of the Canal. The first bridge to cross the St. Lawrence River in this location was built in 1898 by the Ottawa and New York Railway Company. The bridge was planked for vehicular traffic in 1934 and in 1962, was replaced by the Seaway International Bridge, and later renamed the Three Nations Crossing (Canada, USA, Mohawks of Akwesasne). In 2014, the high level bridge was replaced with the present smaller one (causeway type design). Today, Second Street serves as a primary arterial route. This section of the waterfront thus reflects important aspects of transportation, settlement and industrial development.

Past Projects Status

As noted in the table on the right, the 1989 and 2007 Waterfront Plans proposed a number of improvements for the Canal Lands. The status of each project, with comments is provided.

For further information and recommendations regarding the partially completed and incomplete projects for the Canal Lands, please refer to Section 4: Recommendations.

Table 3: Canal Lands: 1989 Waterfront Plan Projects

#	Project Summary	Status	Comments
1	Robert Saunders Power Dam Parking Lot	Completed	Priority parking for carpoolers, electric car refuelling, and pedestrian and bicycle path access
2	Lock 19 Crossing	Completed	
3	Canoe Club/ Boat Launch	Incomplete	Now privately owned residential, 1740 Second St. W.
4	Blackadder Creek preservation & improvements	Completed	Improvements done when Second St. reconstructed. Water quality study done.
5	Second Street Land Development	Completed	Redevelopment of older motel sites, some sites remain (but not occupied by active motels)
6	Second Street Streetscape Improvements	Completed	
7	Canal Crossings - North Bank	Incomplete	
8	Canal Access from Second St.	Incomplete	
9	Nutrite Inc. (Syn Agri L.P.) move and removal of oil tanks	Partially Completed	Nutrite name changed, to Syn Agri L.P. industrial site and was removed. Oil tanks removed. Environmental condition needs investigation.
10	Lock 18 improvements	Incomplete	May coincide with Paris Holdings redevelopment efforts
11	Relocation of snow dump	Completed	Relocation long term away from Waterfront onto Virginia Drive.

Table 3: Canal Lands: 1989 Waterfront Plan Projects (Continued)

#	Project Summary	Status	Comments
12	Spillway Bridge Improvements	Completed	
13	Spillway Lookout Lighthouse	Incomplete	
14	South Side of Canal (Island Park)	Incomplete	
15	The "Willows"	Incomplete	

Table 4: Canal Lands: 2007 Waterfront Plan Projects

#	Project Summary	Status	Priority (2007 plan)	Comments
16	Zoning changes for former Tank Truck area - background studies/urban design alternatives	Partially Completed	Short Term	Requires review in Zoning By-law update, low budget, may need environmental studies. Also, includes former Synagri. area.
17	Zoning changes - protecting views	Partially Completed	Short Term	Requires review in Zoning By-law update, low budget, will require public consultation and effort to implement
18	Bike path - land acquisition for north path	Incomplete	Short Term	Discussions on Land Transfer (May also involve easements)

Table 4: Canal Lands: 2007 Waterfront Plan Projects

#	Project Summary	Status	Priority	<i>(Continued)</i> Comments
19	Economic analysis study for Canal reopening	Incomplete	Short Term	\$75,000 (2007 dollars) Would include need for structural integrity analysis for example.(2019): Prior preliminary analysis was conducted by Parks Canada many years ago, with rough estimations for restoration.
20	Land acquisition	Incomplete	Short Term	Discussions with Federal Government, possible low cost transfer originally anticipated, but still undetermined question on "Market Value" (2019 issue), infrastructure maintenance, high value
21	Development of Riverbank trails	Incomplete	Short Term	Not started
22	Actual construction of north bank bike path	Incomplete	Long Term	\$300,000 (2007 dollars)
23	Possible new bridge crossing	Completed	Long Term	Pedestrian based
24	Redevelopment of tank truck/Synagri	Incomplete	Long Term	Relates to item # 16 in context

Opportunities & Challenges

Opportunities

The canal lands possess a significant amount of untapped potential. This includes but is not limited to:

- Recreation opportunities provided by the canal including but not limited to paddling and rowing sports, ice skating
- Industrial heritage/ maritime based artifacts related to historic shipping through canal.
- Existing trail network
- Gateway opportunity at Paris Holdings Property (formerly Domtar lands) for traffic entering Cornwall from south (U.S.A. and Akwesasne) over the St. Lawrence
- Unique cultural landscape feature (Tourism)

Challenges

As great as the opportunities presented by the canal, so are many of the challenges that exist to maximize the potential of this area.

Key challenges include:

- Land ownership
- Aging infrastructure (restoration and future maintenance anticipated to be of a substantial cost)
- Cost of site cleanup
- Safety and security
- Pathway width
- Steep side slopes in locations



figure 17. Looking easterly along Southside of old Canal on bike path



figure 18. Looking Easterly from Lock 19

Lamoureux Park

Boundary

Lamoureux Park is bounded by Brookdale Avenue bridge corridor to the west, Water Street to the north, Race Street, Marlborough Street South and Bergeron Drive to the east, and the St. Lawrence River to the south.

Existing Characteristics

At the westerly end of the site, Rotary Lane is used by people fishing in the spillway. People can access the bike path to the east as well as the Rotary Eco Garden (a re-naturalized park containing trees, shrubs, plants and a waterfall).

East of the Rotary Eco Gardens is the former Canal Superintendent's house, which is presently being used by the R.C.A.F. Service Club. Entry to the parking area is shared with the large parking area to the south where there are two parking lots: one for vehicles, and the other for vehicles with boat trailers. Between these parking lots, at the water's edge, is a boat launch with a small dock. Just west of the boat launch is a gazebo constructed by the Rotary Club of Cornwall. To the east of the R.C.A.F. Club is an area that serves as



figure 19. Brookdale Avenue Bridge



figure 20. Gazebo by the boat launch



figure 21. Lamoureux Park Inventory

a programming area for outdoor festivals, and is a prime location for picnics, with a view of the St. Lawrence River. The bike path also continues to the north and south of this picnic area.

East of the picnic area is the relocated Cornwall Community Museum in the Wood House, which gives individuals a glimpse of what homes looked like in the early 1900s, along with historical information/archives and community museum space. Programming varies and includes the history of Cornwall, the old Canal and other historical amenities of the City. Municipal tourism services are also available at this site.

East of the Museum is an adult fitness area, splash-pad and playground. The splash-pad and playground have become a very popular area for the children in the community, and there is space for future additional equipment or structures. South of the playground area is, a hill, which is popular for tobogganing, and faces the waterfront. Further east, at the south end of Pitt Street, is an oval space with the Lion's Club Bandshell to the south and a clock tower at the north end. It is arranged with benches, waste receptacles, and lights at its perimeter. Power access is also available for electrical needs during events (ie. vendors, activity tents). The

Bandshell was constructed in 1984 and is used throughout the summer for local concerts during such events as Canada Day festivities, and "Arts in the Park". There are also numerous bike paths and linkages throughout this area. Cornwall Square is at the north-east corner of Pitt Street and Water Street East.

Moving east of the oval area is the Cornwall Civic Complex. The Complex contains an aquatic centre, an arena, offices, conference rooms/salons and municipal offices. There are approximately 600 parking spaces surrounding the Complex which provide access to, and parking for, the Lamoureux Park area, the Curling Centre, the Civic Complex, the Aquatic Centre and the Marina. The Curling Club is located east of the parking lot, where there is also a connection to Marina 200. North of the Marina is the Legion's ball diamond facility. Figure 20 is an inventory of this sub-section of the waterfront.

The City of Cornwall is the land-owner for most of Lamoureux Park, but the west section as well as the east end area (containing Marina 200 and the ball diamonds) remain under various active Federal Government leases and ownership.

History

Cornwall's central waterfront has been linked to the City's changing fortunes for more than two hundred years and is commonly considered to be the first landing location for its' founder's, United Empire Loyalists. Supply depots for tools, food and clothing for the early settlers were centrally located along the waterfront, making this area a focal point for community activity. With the construction of the Cornwall Canal and the leasing of water-power privileges, small scale industries emerged. Grist mills, saw mills, a brewery, a cloth factory and a paper mill were all in operation along this section of the Canal by mid nineteenth century. The construction of the County Courthouse which is situated prominently along the waterfront served to highlight Cornwall's administrative responsibilities for the surrounding districts.

In 1887, the Gault Brothers boosted Cornwall's reputation in the textile industry by building a six-storey brick cotton mill commonly known as the Stormont Mill. Located south of what was, at the time, the Canal, at the foot of York Street, the large scale enterprise provided work for Cornwall's expanding labour force. However, like its counterparts in the east end, the Canada

Mill, as it became known, experienced difficult times in the post war period and ceased operation in the 1950s. It was destroyed by fire in October 1961.

The construction of the St. Lawrence Seaway in 1959 rendered the Cornwall Canal obsolete and it was subsequently filled in along the central waterfront. In 1973, the Honourable Lucien Lamoureux helped secure federal funds through the Department of Regional and Economic Expansion to assist the municipality in developing the waterfront. With the support of Mayor Ed Lumley and City Council, major waterfront improvements were initiated including construction of a new arena and supporting infrastructure facilities such as roads and walkways. The City's development in this area has included the Bandshell, the Curling Club, the Aquatic Centre and Marina 200.

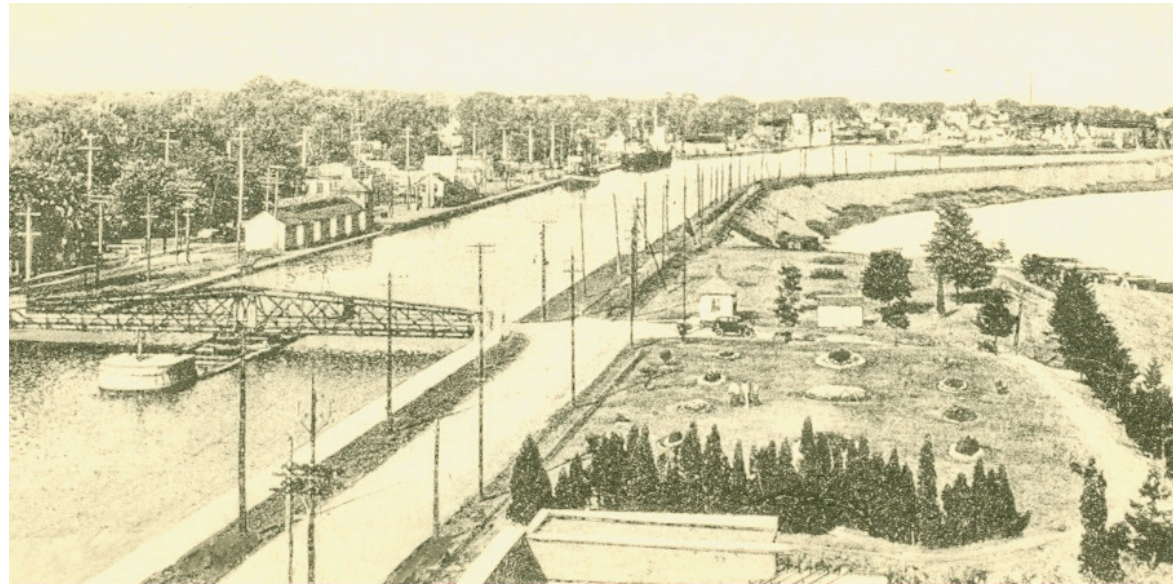


figure 22. (above) Cornwall Canal in the 1940s at the base of Augustus Street facing east before the east portion of the canal was filled in.

figure 23. (below) Future Lamoureux Park at the base of Pitt Street shortly after the canal was filled in

figure 24. Image credit for both images: City of Cornwall

Past Project Status

As noted in the table on the right, the 1989 and 2007 Waterfront Plans proposed a number of improvements for Lamoureux Park. The status of each project, with comments is provided .

For further information and recommendations regarding the partially completed and incomplete projects for Lamoureux Park, please refer to Section 4: Recommendations.

Table 5: Lamoureux Park: 1989 Waterfront Plan Projects			
#	Project Summary	Status	Comments
1	Botanical Gardens/Ponds	Completed	Developed as natural area in partnership with Rotary Club (Eco Gardens)
2	Parking Lot south of RCAF	Completed	Two parking lots available, one specifically for trailers
3	Boat Launch	Completed	Well used
4	Playground	Completed	Equipment well used
5	Parking Lot off Water Street	Completed	Parking lot well used
6	Bandstand Seating	Completed	Numerous park benches available in front of bandstand
7	Aquatic Center	Completed	
8	Curling Club	Completed	Now home to the Shorty Jenkins Classic
9	Fishing/Waterside Platforms	Partially Completed	
10	The (formerly called "Mounds" Area) Legion Ball Park Area	Completed	Ball fields limit use of site
11	Further Landscape Planting/ Bike Path	Partially Completed	Extensions east to Cotton Mills complete with landscaping
12	Gateway/Clock Tower to provide links	Completed	Clock Tower at South end of Pitt and Water St serves as a focal point in park
13	Historic Area/Information Plaques	Completed	Community Museum in the Wood House relocated east of RCAF has become destination location for individuals conducting historical research of Cornwall and area and general historic interest.

Table 5: Lamoureux Park: 1989 Waterfront Plan Projects (Continued)

#	Project Summary	Status	Comments
14	Marina 200 Improvements	Partially Completed	Some improvements have been completed. Other improvements outstanding.
15	Picnic Shelter	Incomplete	Not started
16	Warehouse near old Police Club site	Incomplete	Now used for ball field maintenance
17	Swimming Beach	Incomplete	Cost and Environmental Conditions (St. Lawrence River Institute sediment) to be considered under any feasibility review

Table 6: Lamoureux Park: 2007 Waterfront Plan Projects

#	Project Summary	Status	Priority	Comments
18	Washroom and Service building	Completed	Short Term	\$250,000
19	Linkages across Water Street (Cumberland, Bedford and York Streets)	Completed	Short Term	Several at \$12,000 each, additional \$70,000 for signals
20	Snow Dump Removal	Completed	Short Term	Originally tied to new bridge, now located off Waterfront at Virginia Drive
21	New Parking - Access in	Completed	Short Term	\$150,000

Table 6: Lamoureux Park: 2007 Waterfront Plan Projects (Continued)

#	Project Summary	Status	Priority	Comments
22	Infrastructure - Improved power and water supply	Partially Completed	Short Term	Power was completed, water supply being reviewed. Needs further design to determine costs
23	Splash park/Splash Pad	Completed	Short Term	\$250,000
24	White water/Kayak opportunities in the Spillway	Incomplete	Short Term	Subject to further design, proponent did not follow up
25	Land acquisition - convert Federal leases to ownership	Incomplete	Short Term	Ongoing discussion, unspecified cost, land is now declared surplus
26	Memorial Plantings	Partially Completed	Short Term	Ongoing, private
27	Addition of park furniture	Completed	Short Term	Some completed, more planned
28	Spillway	Incomplete	Medium Term	Subject to further design
29	Snow dump redevelopment opportunities	Incomplete	Long Term	Development management, CBSA now occupies the site - redevelopment postponed
30	Gazebos	Completed	Long Term	Rotary completed
31	Race Street Improvements	Incomplete	Long Term	Subject to further design
32	Power house removal	Incomplete	Long Term	

Opportunities & Challenges

Opportunities

- Large park with flexible spaces to host open community events
- Centrally located in close proximity to Downtown with waterfront pathway connectivity
- Parking and site services with potential to expand infrastructure to support new amenities
- Significant portion of park is not programmed allowing for the introduction of new facilities and amenities
- Views and access to St. Lawrence River
- Key Existing buildings (Civic Complex with Aquatic Centre, Curling Club, RCAF and Museum)
- Canal heritage (ie. former swing bridge in-situ remnants)



figure 25. Spaces to hold community events



figure 26. Views of St. Lawrence River

Challenges

- Micro-climate in winter (can be very windy and cold along River)
- Connectivity between existing park amenities
- Lack of an anchor/community draw, especially in the winter
- Lack of food/restaurant facility during off season to draw people to the park all year round



figure 27. Park Amenities

Harbour to College

Boundary

The Harbour to College district is defined as the area from Bergeron Drive to the west, the eastern boundary of the St. Lawrence College Campus property, Montreal Road to the north, and the St. Lawrence River to the south.

Existing Characteristics

This is one of the only areas in the City in which the urban fabric reaches the shoreline. The western section is characterized by the former Cotton Mills' industrial complex, now transitioning to mixed use development including residential condominiums, community-serving commercial uses and an assortment of general office activities, the Harbour, and the Drydock lands. Yet to be realized redevelopment/repurposing potential exists at the Dundas Mill (Laframboise) property and the Reach Plastics building, both lying to the immediate west of the Cotton Mills Complex. In the central part of this section, fronting the water is the historic 'Lorneville' neighbourhood, a dense and diverse area dating back to the late 1800s. Towards the east, St. Lawrence

College Campus and St. Lawrence River Institute for Environmental Sciences occupy a point projecting into the river. An inlet, over which the College Bridge passes, is all that remains of the channel that once formed an island.

History

Construction of the Cornwall Canal and the addition of a power canal running off of the waterway provided an incentive for rapid industrial expansion in this

section of the waterfront. William Mattice acquired the first water privileges for this area and laid out a primitive industrial park. The Mack Express Mill and the Flack and Van Arsdale Pottery were two of the early small scale operations to establish in this area. Large scale textile operations began in the 1860's with financial backing from Montreal entrepreneurs who were attracted by the good transportation facilities, access to ample waterpower and a large labour force.



figure 28. View of Cornwall Harbour



figure 29. Harbour to College Inventory

In 1868, George Stephen and others formed the Cornwall Manufacturing Company and proceeded to erect a woolen mill. When the mill was destroyed by fire in 1870, the City fathers offered the owners financial incentives to rebuild in circa 1871 and, at the same time, absorbed the area into the City's boundaries. In 1872, the Cornwall Manufacturing Company built a four-storey brick woolen mill (now known as the Dundas Mill) employing some 215 workers. Encouraged by their success with the woolen mill, Stephen and associates built a brick cotton mill (surviving portion commonly known as the Canada Cotton Mill and Weave Shed).

The concentration of large scale textile manufacturing encouraged other industries to locate in the area. The Flack Brothers Batting and Quilting Plant, the Deruchie foundry and related industries provided additional economic growth to the area. Expansion of the textile industry also served to attract a significant Francophone labour force which created a distinct bi-cultural community along the St. Lawrence, which was to be known as Le Village.

During the first and second World Wars, the mills supplied vital material for the troops in service. In 1943-1944 a new four storey building was erected north of the

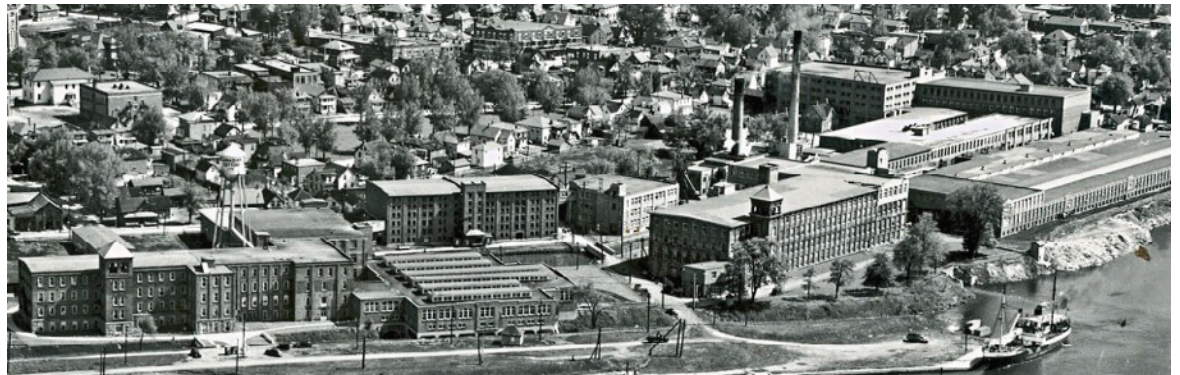


figure 30. (Above) St. Lawrence College and the full Cotton Mills complex in the late 1960s
figure 31. (Below) The Cotton Mills Complex in the 1940s
Image Credit: City of Cornwall

Canada Mill. However, increasing foreign competition rendered the operation of the textile mills less profitable. In 1959, the company closed its doors. Cornwall Industrial Development Limited purchased the buildings and converted them into other uses. Today the few remaining mills are being converted to non industrial land uses with residential condominiums, medical offices, shops and restaurants serving the new residential and existing neighbourhood population. A limited amount of steel fabrication activity still exists at the old Dundas Mill, but with an increasingly higher likelihood of repurposing to take place away from industrial.

New (residential or mixed use) building construction is anticipated and will continue to augment this district's land use 'retooling'/revitalization, as first envisaged by such early advocates as Mr. Chuck Charlebois of the then Groupe Renaissance Group (GRG) and Dr. Avi Friedman of McGill University's School of Architecture in the late 1990s and Early 2000s.

The Cornwall Canal also figures prominently in the history of this area. The original Canal entrance and lock chambers have survived, although in modified form. The newer expanded Canal entrance situated below the old

Canal is still visible and forms a tangible link with the early transportation history of the waterfront.

This area thus incorporates important heritage assets that symbolize the distinctive industrial, bi-cultural history of the community.

Past Project Status

As noted in the table on the right, the 1989 and 2007 Waterfront Plans proposed a number of improvements for Harbour to College. The status of each project, with comments is provided.

For further information and recommendations regarding the partially completed and incomplete projects for Harbour to College, please refer to Section 4: Recommendations.

Table 7: Harbour to College: 1989 Waterfront Plan Projects			
#	Project Summary	Status	Comments
1	Tank Removal	Completed	Need to develop more detailed land use plan
2	Cotton Mills/Rezoning and redevelopment	Completed	Areas rezoned and infrastructure improvements made
3	Transportation Links; roads/ bike path	Completed	New Cotton Mills road bike path constructed
4	Servicing Improvements	Completed	New sewer and water, roads, etc. PRIDE Program, including rue Cotton Mill Street
5	Parking Lot at Harbour Rd. & Edward Street	Incomplete	Implemented but not as per plan
6	Preservation of Eastern Canal Walls	Incomplete	

Table 8: Harbour to College: 2007 Waterfront Plan Projects

#	Project Summary	Status	Priority	Comments
7	Acquire land, as released, as surplus	Partially Completed	Short Term	A contemporary divestiture of the drydock lands by the Federal Government resulted in a joint ownership/ management partnership between the City of Cornwall and Akwesasne
8	Continue to support redevelopment of Cotton Mills, including Quilt of Belonging	Partially Completed	Short Term	Ongoing
9	Localized park improvements along bike path	Partially Completed	Short Term	\$50,000
10	Development of Pointe Maligne	Partially Completed	Long Term	Project was started but later halted, \$325,000. Was the subject of an unsuccessful Canada 150 funding application
11	Release new land for development, ensure public facilities, docking and bike path connections are provided	Incomplete	Long Term	Development management
12	Redevelopment of the warehouse shed	Incomplete	Long Term	

Opportunities & Challenges

Opportunities

- Established residential community immediately surrounding area
- Existing waterfront trail
- Waterfront access (Cornwall Harbour)
- Existing community draws (Pointe Maligne, Cotton Mills and St. Lawrence College)
- Cornwall Harbour is jointly owned with the Mohawks of Akwesasne

Challenges

- Land ownership (privately owned parcels)
- Coordination on parcels jointly owned with the Mohawks of Akwesasne
- Cost of site cleanup
- Existing aging infrastructure (restoration and future maintenance)
- Market forces to address future demand for new development
- Integration with neighbouring land uses
- Width of existing waterfront pathway



figure 32. Aging Infrastructure with restoration potential



figure 33. Existing Trail Network



figure 34. Examples of varying pathway slopes

East Front

Boundary

The East Front section is bounded by the east side of St. Lawrence College to the west, the north side of Montreal Road, to Gray's Creek Park, and the St. Lawrence River to the south.

Existing Characteristics

This section of the Cornwall waterfront is a narrow strip of property south of Montreal Road - in some cases less than 60 feet (18 metres) in depth, particularly in the central and eastern portions. The western section of this area contains École secondaire publique L'Héritage (L'Héritage High School) and the Kirkman Subdivision. The central area consists of primarily low density residential uses on the north side of Montreal Road, and small ancillary parcels on the south that contain some boathouses and docks of varying condition. Three single family units exist on the south side, and one developable lot of record remains.

The area in the eastern section consists of waterfront strips held by the City or other agencies (Nav Canada/ Nav Centre) with the exception of a small group of

dwellings and accessory structures and a co-op boathouse in the area of Inverarden House/Regency Cottage (1816-1823) a declared National Historic Site of Canada since 1968 and Parks Canada Property. In the eastern extremity land holdings by the City exist in the area where Gray's Creek enters the St. Lawrence River. This also provides direct entrance to the Gray's Creek Conservation Area and marina.

History

In 1925, the British-owned Courtaulds' viscose rayon plant was constructed on the site of Barnard Butler's apple orchard. In 1930 and 1934 they constructed two more plants and their fourth mill was attached to the back of the original plant adjoining the two plants constructed in 1930 and 1934. At that time, it was said that Courtaulds was the largest rayon spinning plant in the world. This facility was once a key landmark in this area and had a pump house and parking lot on the waterfront section. The plant was closed and subsequently demolished in the 1990's. The current Montreal Road was the former Highway No. 2 which



figure 35. (Above) Courtaulds
figure 36. (Below) Courtaulds' 1970s



figure 37. East Front Inventory

acted as the major link between Montreal and Toronto before Highway 401 was constructed. Along this major highway were large quadrants of agricultural uses. For example, the house that currently sits in front of Nav Canada/Navcentre was once a farm house and the land that is the main Nav Canada site was part of the original farm holdings.

Past Project Status

As noted in the table on the right, the 1989 and 2007 Waterfront Plans proposed a number of improvements for East Front. The status of each project, with comments is provided.

For further information and recommendations regarding the partially completed and incomplete projects for East Front, please refer to Section 4: Recommendations.

Table 9: East Front: 1989 Waterfront Plan Projects			
#	Project Summary	Status	Comments
1	Courtaulds Parking Lot, Redevelopment and Bike Path	Completed	Private redevelopment, bike path completed
2	Bike Path Recreational Trail	Completed	Completes waterfront trail system

Table 10: East Front: 2007 Waterfront Plan Projects				
#	Project Summary	Status	Priority	Comments
3	Development control/zoning to protect views	Partially Completed	Short Term	Ongoing (Zoning By-law review)
4	Improved bike path connections	Completed	Short Term	\$50,000
5	Adding landscaping and trees to outer Gray's Creek together with picnic tables	Completed	Short Term	RRCA and City work, \$20,000
6	Continue property standards review of old boathouses	Completed	Short Term	Remaining boathouses in reasonable condition
7	Park development of outer Gray's Creek	Partially Completed	Long Term	Ongoing, Further discussions

Opportunities & Challenges

Opportunities

- Well connected waterfront pathway runs the entire length of waterfront
- Multiple small parcels and providing potential for visual and physical access to the shoreline
- Potential destinations along pathway including NAV Centre and Inverarden/Regency House
- Gateway opportunity for visitors entering Cornwall at east end by car, bike and water

Challenges

- Land ownership
- Aging infrastructure (restoration and future maintenance)
- Pathway width
- Distance from core waterfront



figure 38. Pathway along shoreline



figure 39. Destinations along path with visual access to shoreline



figure 40. Example of path distance from waterfront

SECTION 3: KEY DIRECTIONS



Community Engagement

The following section provides an overview of the community engagement activities, key findings from this consultation and the resulting guiding principles that were then used to develop and refine the 77 recommendations described in Section 4.

A variety of community engagement activities were reconducted to help enhance all aspects of the plan including but not limited to developing a thorough understanding of the key issues, opportunities and challenges associated with Cornwall's waterfront, developing and vetting recommendations, and prioritizing future improvements.

The consultation activities are discussed here under the following headings:

- Stakeholder Interviews
- Public Open House #1
- Social Media Input
- Design Charrette (Open House #2)
- Presentation to the Planning Advisory Committee
- Public Open House #3
- Benson Centre Exhibit
- Online Feedback

- Consultation with Akwesasne

This section outlines the engagement process and levels of participation. The outcomes of these activities were used to identify the key issues discussed in the following section.

Stakeholder Interviews

Over thirty meetings were held during two visits to Cornwall: May 30 and 31, and June 20, 2018. The first trip was dedicated solely to these interviews, and on the second trip, these meetings were held in conjunction with an initial public Open House. These trips were able to accommodate the majority of group representatives and individuals who were recommended as interviewees by the City. Those who were unable to attend during these times, have been re-contacted and given an opportunity to speak via telephone.¹

With some initial direction from the consultant, the City developed a list of municipal and community stakeholders to be invited to attend an interview. Each individual was emailed to explain the

¹ One phone interview has been conducted to date, and is included in the total of 30.

purpose of the study and to request their participation in a pre-scheduled meeting with the consultants to provide their organization's position and/or perspective on the future of the City's waterfront. Appendix B contains a list of organizations and agencies that were invited to participate, and those that participated. In a number of cases, as shown in Appendix B, more than one person attended the session.

Public Open House #1

The public open house comprised two sessions on June 20, 2018: 2:00 to 4:00 p.m. and 6:30 to 8:30 p.m. A series of panels mapping the entire waterfront and showing existing parks, facilities and features were used as the basis for informal discussion with the consultants on attendees' opinions of the waterfront's future.

Suggestions and/or concerns regarding future directions, and specific interests in new or improved facilities, features and services could also be marked on the maps using sticky notes, or provided on comment sheets.

A total of 86 people registered on sign-in sheets at the door (51 and 35 in the afternoon and evening session, respectively). Appendix C summarizes the results of the comment sheets completed at the open houses.

Social Media Input

The general public was encouraged to participate via social media to the same questions as those that were posed in the comment sheets at the public Open House. The questions and numbers of responses to each are noted below:

- What are your top three favourite activities to do on the waterfront? (107 answers)
- Are there any improvements you would like to see on the waterfront? (23 answers)
- What is your favourite space or place on the waterfront? Why do you like it? (31 answers)
- What are the top three items the waterfront plan should address? (67 answers)

Other media-generated input included 37 responses to a Seaway News Article (no date or topic provided), and a letter to the editor of the Standard-Freeholder.

figure 4.1. Comment Sheet Format for Public Open House

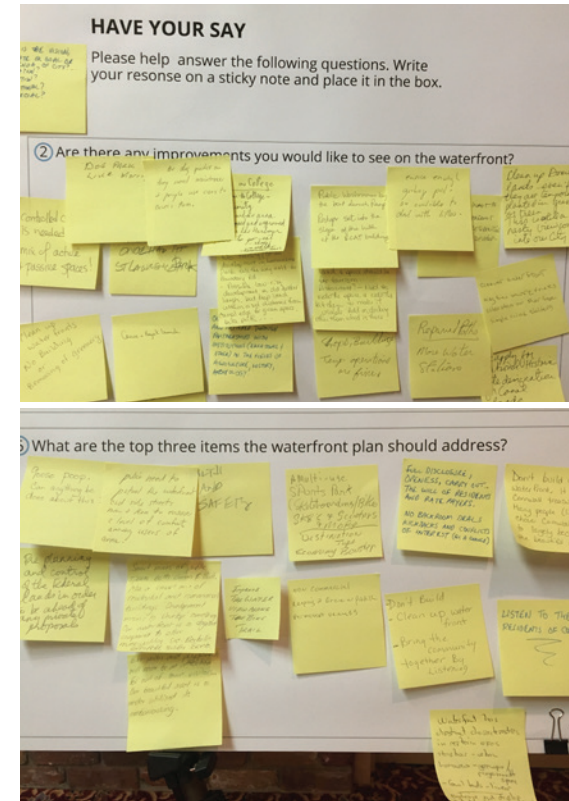


figure 4.2. Participant's sticky notes with input

Design Charrette (Open House #2)

On November 7th, 2018, a design charrette was held at the Civic Complex (Salon B) from 1:30pm until 8:30pm. A total of 90 people registered on sign-in sheets at the door.

Five stations representing each study area were facilitated by a team project member where participants discussed opportunities, challenges, design ideas and recommendations. The five areas were:

1. Guindon Park
2. Canal Lands
3. Lamoureux Park
4. Harbour to College
5. East Front

This session provided an excellent opportunity for participants and project team members to have one on one and small group discussions on a wide range of issues and opportunities facing the waterfront.



figure 43. Photographs from Open House #2

Presentation to Planning Advisory and Hearing Committee (PAC)

On March 18th, 2019 a presentation was made to the Planning Advisory and Hearing Committee which provided an overview of the work completed to date, key findings, guiding principles, and a preview of the 77 design recommendations. Also presented was the format for the April Open House #3 and the next steps moving towards project completion.

Open House #3

On April 9th, 2019 the third community open house was held in two sessions at the Civic Complex (Salon B) from 2:00pm to 4:00pm and 6:00pm until 8:30pm.

A total of 80 people registered on sign-in sheets at the door (57 and 23 in the afternoon and evening session, respectively).

The key aspect of this session was the presentation of seventy-seven draft recommendations were presented on a series of panels. For organizational purposes the room was arranged into six stations corresponding to waterfront planning areas:

1. Waterfront Wide
2. Guindon Park
3. Canal Lands
4. Lamoureux Park
5. Harbour to College
6. East Front

Participants were invited to review the material presented, discuss the recommendations with the project team members and City staff in attendance, and to provide comments.

Comments could be provided as follows:

- Placing sticker dots on the recommendations that participants thought should be highest priority (top 12)
- Providing feedback on proposed matrix evaluation criteria and percentage weighting
- Provided feedback on proposed recommendations and whether any recommendations were missing
- Submitting general written comments on any other aspect of the project

The feedback received from this session was a key component in determining the priority / implementation sequence for the 77 recommendations.



Benson Centre Exhibit

From April 22nd to 30th, 2019 the panels from the Open House #3 were relocated to the Benson Centre to allow visitors to review the recommendations and provide feedback. A comment sheet was provided which allowed participants to identify their top 12 priority recommendations, comment on the matrix criteria as well as criteria percentage weighting. There was also space for general comments.

The feedback received was used to help inform priority setting, and implementation sequencing.



Online Feedback

The information from Open House #3 was posted online for community feedback until April 30th. Fourteen individuals provided feedback by responding to three questions:

1. Please help us determine recommendation priorities by commenting on the proposed criteria and weighting. You may suggest your own percentages - the total must add to 100%.
1. Please select twelve (12) projects that you feel are of highest priority with a check-mark in the check-box next to the recommendation's name. Please only select 12 projects.
2. Please provide any additional comments.

The feedback provided was combined with the feedback received at Open House #2 and from the Benson Centre.

Consultation with Akwesasne

On September 6th, 2018 two members of the consulting team met with the Mohawk Council of Akwesasne to introduce the project, the proposed approach, and schedule and to invite the members of the Council to provide input as well as future consultations.

Prior to each of the three open house events, City staff contacted the Council to invite their members to the meeting. However, there was no formal response from The Council.

As waterfront planning and implementation of projects moves forward, it is recommended that Staff continue to reach out to the Council to help facilitate discussion on the waterfront and discuss any future improvements.

Key Findings

Through discussions with various groups, stakeholders and individuals, the topics covered focused on the following headings:

1. Differing opinions regarding change
2. Facilitating change
3. Protect public access
4. Connectivity
5. Visitors' attractions
6. Resident interests
7. Aesthetics, environment and maintenance
8. Land ownership, access and acquisition
9. Important places and spaces

The following provides key points raised by stakeholders during the consultation process under these nine headings. It should be noted that many of the points are opinions and are based on the perceptions of many different individuals. For a more detailed summary of the key findings from the community engagement process, refer to Appendix F.

1. Differing opinions regarding change

Looking at the results of the community engagement process, there are noticeable differences of opinion regarding change on the waterfront. Opinions range from 'do nothing' to facilitating considerable residential and commercial development as drivers of local economic development.

- Change on the waterfront has been positive in the past
- Range of views regarding how much change is appropriate
- Concern that 'development' means a loss of public space
- Any waterfront development is the 'thin edge of the wedge'
- Need to clarify what the term 'development' means and use the word appropriately

2. Facilitating change

Community caution regarding change, and Council's responding hesitancy to implement it, is a key challenge to making headway on the waterfront.

- Community is cautious about change
- Approvals can be complicated
- Need a strong Zoning Bylaw and phasing plans
- Difficult to control lands not owned by the City

3. Protect public access

Whether in favour of change or not, the community expressed desire for a waterfront that remains a physically open, publicly accessible, connected, and protected linear park, with emphasis on non-motorized activity along the trail.

- Establish a zone along the water for public use
- Support for development adjacent to waterfront spaces
- Development should be sensitive to the waterfront and enhance the public's waterfront experience
- Create destinations that encourage public use of the waterfront

4. Connectivity

One of the best features of Cornwall's waterfront, and which many Ontario communities cannot replicate due to the form of existing development, is its end-to-end waterside recreational trail. As indicated by the community, this asset is essential to the east-west connectivity and enjoyment of the waterfront, and so must be preserved and enhanced.

- Enhance connectivity north-south (waterfront to downtown)
- Develop gateways to Cornwall
- Further develop and implement the City's wayfinding strategy

5. Visitors' attractions

There was strong interest in leveraging the waterfront, along with the area's unique history, to build Cornwall's attractiveness to visitors.

- Need to provide compelling reasons for locals and tourists to visit the waterfront
- Presence of both the Akwesasne community and the NAV Centre provide unique opportunities for Cornwall Tourism
- Support for a coordinated approach to tourism among various partners

6. Resident interests

While many expressed support for growth of the City's tourism economy by leveraging this unique and beautiful asset, interest in more locally-serving facilities, spaces and features also emerged.

Some suggestions received from the public include but are not limited to:

- Beach/swimming area
- Canoe/kayak launch
- New skatepark
- Boardwalk
- More public washrooms
- More trash receptacles/recycling bins
- Restore remaining canal for recreation
- Boat docks
- More refillable water bottle stations
- Seating/picnic/interesting meeting places
- Enclosed off-leash dog park, with access to water
- Water feature gardens
- Boat rentals
- Fishing spots
- Places for sports (e.g., tennis, bocce, volleyball, pickle ball, etc.)
- Fitness stations along trail

7. Aesthetics, environment and maintenance

Although the City conducts regular maintenance in its' parks and is diligent/cognizant of the importance of having a high level of property standards and cleanliness on the waterfront, many voiced some concerns.

- Concern over cleanliness and maintenance
- Need for timely repairs and upgrades to address accessibility (AODA) and overall safety and enjoyment for all users
- Prohibiting and enforcing no smoking bylaws
- Management of geese (droppings)
- Industrial history (impacted sites and sediment)
- Healthy forest canopy (Emerald Ash Borer)

8. Land ownership, access and acquisition

Strongly related to the future form of waterfront is the issue of land ownership and what it means to the City in terms of acquisition and/or access for public use.

- Strategy to address Federal Government surplus lands
- Future use of Domtar (Paris Holdings Lands)
- Establishing a partnership on the Cornwall Harbour site
- Respecting Aboriginal lands claims as part of future planning and development

9. Important places and spaces

The following features were identified during the public input sessions as key places on Cornwall's waterfront in need of special consideration:

- St. Lawrence River
- Waterfront Trail and Shoreline
- Downtown Core
- Canal Lands
- Ball Diamonds
- Lamoureux Park
- Pointe Maligne
- Akwesasne Community
- Bridge Connecting Canada and the U.S.
- Guindon Park
- Former Domtar Lands (now Paris Holdings Lands)
- Le Village and Cotton Mills
- St. Lawrence College
- NAV Centre

Guiding Principles

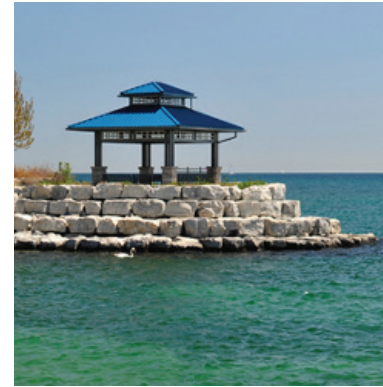
Based on the input received through the community and stakeholder consultation process, seven guiding principles for Cornwall's waterfront were identified:

1. Improve access/increase connectivity
2. Spaces to celebrate and enjoy
3. Enhance culture/historic fibre
4. Create a magnetic waterfront
5. Activities for all seasons
6. Promote strategic infill
7. Be ecologically driven

The following pages further describe and illustrate these principles.

1. Improve access/increase connectivity

- Enhance visual and physical connections
- East-west connectivity
- North-south (downtown) connections
- Green Ribbon (protect public ownership along water's edge)
- Signage and wayfinding



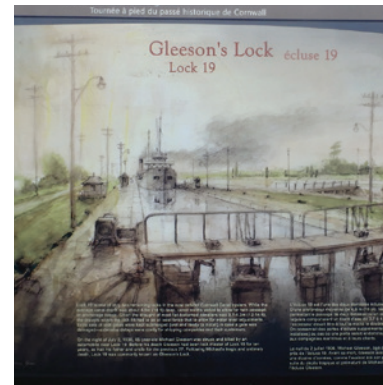
2. Spaces to celebrate and enjoy

- Build upon existing park and trail investment
- Provide spaces and infrastructure for gatherings and special events
- Spaces to promote use and enjoyment of waterfront
- Promote multi-generational enjoyment



3. Enhance culture/historic fabric

- Canal a defining feature in the landscape
- Weave the industrial past into the fabric of the waterfront
- Work with the Mohawk Council of Akwesasne to recognize and promote First Nations Culture across the waterfront



4. Create a magnetic waterfront

- Plan the waterfront with visitor use and enjoyment in mind
- Provide users with experiences unique to Cornwall
- Provide anchors to draw people in



5. Activities for all seasons

- Provide infrastructure which supports year-round activities
- Design spaces to consider seasonal microclimate
- Design to encourage winter programming



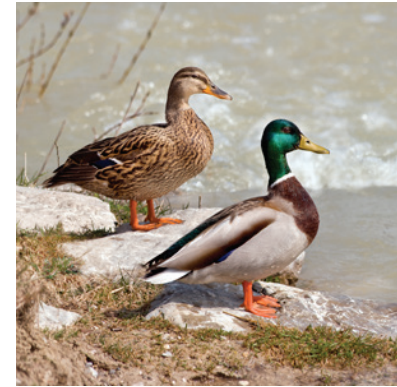
6. Promote strategic infill

- Redevelopment to improve connections to the waterfront
- Locate and design new development to enhance the public's waterfront experience
- Capitalize on the waterfront as an asset for development
- Scale/character of built form to fit Cornwall context



7. Be ecologically driven

- Design to improve wildlife habitat and biodiversity
- Use green technologies
- Follow best practices for environmental design and sustainable development



SECTION 4: RECOMMENDATIONS



Overview

Seventy seven (77) recommendations have been identified through the master planning process. These initiatives comprise both physical/infrastructure projects as well as planning strategies to provide the framework necessary to realize the community's vision for the waterfront. These recommendations are based on the outcomes of the community engagement process, site review, and the team's previous experience in waterfront planning and design. The initiatives are organized into the plan's six waterfront locations/topic areas:

1. Waterfront Wide (9)
2. Guindon Park (10)
3. Canal Lands (22)
4. Lamoureux Park (16)
5. Harbour to College (13)
6. East Front (7)

The following section outlines the proposed recommendations for each of the six locations. A general description of the design framework is provided, followed by a discussion of recommended initiatives.

For details on implementing each of the recommendations, please refer to Section 5 of this plan.

Waterfront (City) Wide

The following describes nine (9) recommended projects that should be implemented across the entire waterfront.

- WW.1 Tourism Strategy
- WW.2 Signage and Wayfinding
- WW.3 Bike Share Strategy
- WW.4 Land Acquisition Task Force
- WW.5 Public Art Strategy
- WW.6 Off-Leash Dog Parks
- WW.7 Accessibility Design Philosophy
- WW.8 Environmental Due Diligence and Readiness Determination
- WW.9 Benson Centre Complex

These are over-arching strategies and plans that would form the framework for realizing the community's vision for the waterfront.

WW.1 Tourism Strategy

Prepare a tourism and marketing strategy with the waterfront as a focus. The City's Economic Development Strategy (McSweeney & Associates, October 2016) recommends that Cornwall prepare a tourism strategy. Without an overall tourism strategy there appears to be lost opportunities to attract tourists to Cornwall.

- Develop terms of reference with a focus on Cornwall's waterfront, downtown and the NAV Centre
- New Municipal Accommodation Tax (MAT) funds can help to fund the study and any projects identified through the study
- Develop in conjunction with updated parks and recreation study to understand potential to attract sport tourism to Cornwall (i.e. tournaments)

WW.2 Signage and Wayfinding

Develop a signage and wayfinding strategy for Cornwall with an emphasis on the waterfront and improving connections between Downtown and the Waterfront.

Improved signage and mapping will help both local residents and visitors navigate the waterfront and explore its waterfront's destinations and special features. Lack of signage is a barrier to use and enjoyment by the public (community and tourists).

- Build upon BIA wayfinding signage recently developed
- Harmonize elements with Centretown Streetscape Design Study / Actual Works projects
- Prepare strategy to direct location, hierarchy and graphic design for signage to be applied throughout Cornwall
- Provide fabrication plans and construction details for construction/ installation
- Implement signs over time in conjunction with waterfront projects

WW.3 Bike Share Strategy

Develop a strategy to provide opportunities for both local residents and tourists to rent bicycles and/or introduce a bike share program in Cornwall with a focus on providing opportunities along the waterfront. With an excellent trail network along the waterfront, the ability to access it via bicycle will help promote the waterfront and maximize use.

- Develop a strategy in conjunction with local bike shops
- Provide bike parking opportunities throughout trail network
- Consider a phased approach to expand bike rental and/or bike share opportunities over time as interest grows
- Partner with local and external bike-related event organizers to utilize the extensive trail resource
- Possible sites: Nav Centre (currently has bike rentals), marina, OPG

WW.4 Land Acquisition Task Force

Committee to address acquiring surplus Federal Government lands. A strategy is needed to address the impending sale of lands by the Federal Government to formulate a preferred approach to purchasing lands.

- This process should begin as soon as possible so that there is time to assess need and desire to acquire certain parcels of land
- Consider requirements (Legislated and otherwise) for consultation with First Nations
- Make this recommendation one of the priority initiatives to ensure committee is in place to facilitate the decision making process associated with land acquisition
- Task force should be authorized to make a recommendation to Council
- Membership to include members of Council and applicants from the general public

WW.5 Public Art Strategy

Establish an overall strategy/master plan to incorporate public art into new waterfront initiatives (both stand-alone elements and integrated pieces). Public art can contribute to the unique waterfront experience and can be representative of local artistic talent.

- This should be a living document to be revisited every 5 years to assess past projects and identify new projects
- Consider partnerships with private development to incorporate public art elements into waterfront related developments
- Integrate with Signage and Wayfinding strategy (ww.2)

WW.6 Off Leash Dog Parks

Requests for off-leash dog parks were made by many, for different locations along the waterfront. The 2009 Recreation Plan recommended that “the City proceed with implementation of an off-leash dog park within a designated area of an existing City park and the designated area be enclosed by fencing”. Recommended investigation for the potential of three off-leash dog parks along the waterfront (to be phased over time).

- East – End of Bergeron Drive (currently playground) - Fenced area
- West – Saunders Dr. and Second Street West - Fenced area
- Guindon Park – Off-leash trail

This study would need to look at whether more off-leash dog parks are required and whether any waterfront locations are appropriate for this use, or if other locations would be better suited.

WW.7 Accessibility Design Philosophy

Enjoyment of the waterfront by all is a fundamental goal in any implementation strategy/plan. New or restored waterfront features such as lookouts and trails should include proper consideration for the incorporation of accessibility elements.

- Ongoing consultation with the City’s accessibility groups/interests
- Perform accessibility audit of the waterfront to identify locations which do not meet accessibility standards

WW.8 Environmental Due Diligence and Readiness Determination

The waterfront’s existing and future environmental health needs to be considered in all projects by allocating sufficient resources to assess, monitor, and address impacted lands; such that all public lands are safe and clean for future generations. Given the extensive 150 years plus industrial history along the majority of Cornwall’s (Central) Waterfront, it is a reasonable assumption that some degree of environmental legacy exists or is possible. Consideration for a proper level of health and safety and environmental rejuvenation of the community must be at the forefront of all initiatives on the waterfront.

WW.9 The Benson Centre

Expand the Benson Centre, Sports and Recreation Complex to accommodate organized sporting tournaments (baseball, soccer, etc). There is an opportunity to expand and concentrate recreation at this location to attract league and tournament play while freeing waterfront lands for their highest and best use and enjoyment of all Cornwall citizens.

- City required to obtain additional lands surrounding the Benson Centre
- Multiple fields of each type (ball, soccer, etc.) needed to accommodate tournaments/attract sports tourism
- Phased implementation approach recommended with phasing out of other sports fields to balance supply with demand
- Coordinate initiatives with future update to the City's parks and recreation master plan
- Ensure new facilities are built and operational prior to removing waterfront recreation amenities



figure 44. The Benson Centre Expansion Concept

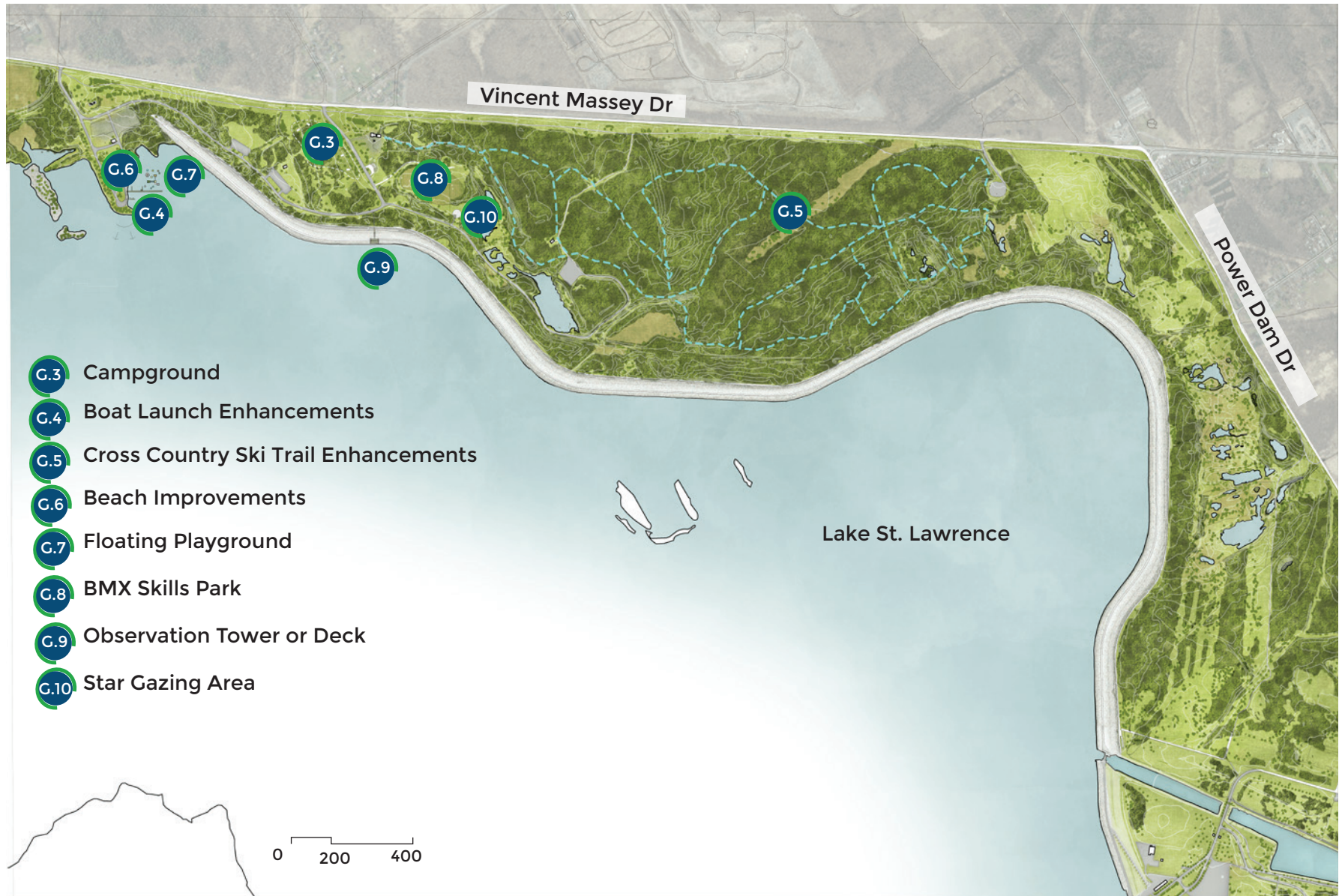


figure 45. Guindon Park

Guindon Park

As a large open natural/green space at the west end of Cornwall, Guindon Park offers a number of opportunities for recreation and tourism due to its unique character and proximity to the central core. The wooded areas, dyke, and calmer water allow for a wide range of recreational activities. To take advantage of the flat water, in March 2019 Guindon Park became the home of Cornwall's first rowing club.

The following ten recommendations are proposed for Guindon Park.

- G.1 Safety Audit
- G.2 Park Promotion
- G.3 Campground
- G.4 Boat Launch Enhancements
- G.5 Cross Country Ski Trail Enhancements
- G.6 Beach Improvements
- G.7 Floating Playground
- G.8 BMX Skills Park
- G.9 Observation Tower or Deck
- G.10 Stargazing Area

G.1 Safety Audit

Given the size and remoteness of Guindon Park, it was suggested by some during the community engagement process that the park should undergo an assessment of its safety and security. Therefore, before other improvements are undertaken, it is suggested that a safety audit be conducted to identify necessary enhancements to improve overall park safety and security. Findings may also provide some direction regarding the recommended signage and wayfinding strategy.

Key considerations include:

- Design with principles of Crime Prevention Through Environmental Design (CPTED)
- Work with Cornwall Police Service to identify problematic areas
- Work with park staff to identify problem areas for vandalism
- Include a safety audit of all
- Conduct safety audits on a regular (i.e. yearly) basis

G.2 Park Promotion

Develop a marketing campaign for the park to encourage greater use by local residents and tourists. As identified during the community engagement process, there appears to be a lack of awareness or understanding of the full extent of features and amenities the park has to offer. The promotional campaign should include:

- More of a presence on the City's website to encourage recreation and tourism
- Branding and marketing campaign that reaches out to different markets to promote the natural and recreational amenities Guindon Park has to offer
- Opportunities to grow with the park as new recreational opportunities are offered
- Work with park stakeholders to develop strategy and keep it current

G.3 Campground

Overnight accommodation in a formal campground setting with a small number of yurts or similar type of permanent shelters would offer visitors a unique waterfront-based camping experience as well as provide a revenue generator for the City. This is an opportunity to attract tourists to the park and provide amenities to complement festivals and organized events. Yurts would attract users for all seasons (cross country skiing, bike tours, etc.). Key considerations in implementation include:

- Potential for revenue generation
- Public / private partnership
- Financial feasibility and market potential to be explored as part of Tourism and Marketing Strategy (WW.1)
- Business plan required to determine feasibility
- Partnership with private operator or St. Lawrence Parks Commission
- Potential to decentralize and integrate eco-accommodations (no municipal services)
- Consider appropriate siting of camp site locations as part of G.1 Safety Audit

G.4 Boat Launch Enhancements

Enhancing the boat launch would encourage use and improve user experience. Enhancements should accommodate issues such as water level fluctuations, which prohibit the ramp from extending far enough into the water. As there are only a few boat launches in Cornwall, making improvements to the Guindon Park launch will encourage people to spend time picnicking, and boating in the area. Key aspects of this recommendation include:

- Ramp and dock to be sized and situated to address fluctuating water levels
- Vehicle access and boat/trailer parking configuration improvements to address safe vehicular and pedestrian movements (reduce conflicts)
- Providing a second dock to separate the proposed beach area (G.6) from the boat launch
- Incorporating temporary docking space and small craft launch access
- Consultation and coordination of improvements with Cornwall Rowing Club to ensure any enhancements align with the Club's requirements

G.5 Cross Country Ski Trail Enhancements

The trail network in Guindon Park has unrealized potential. It should be upgraded and enhanced for a variety of uses during all seasons (walking, hiking, cross country skiing, mountain biking). Key considerations include:

- Undertaking a detailed review and analysis of the existing trail system
- Providing amenities throughout the trail network (seating, rest stops, interpretation, warming huts)
- Creating a formal looped trail network to address all abilities/skill levels of users (mountain biking, cross country skiing and hiking).
- Consider designating separate trails for different winter activities (cross country skiing, snow shoeing and fat biking)
- Consider trail network to accommodate separate trails for (hiking/walking and mountain biking)
- Integrate trail network with waterfront trail and connections to BMX park
- Develop trail signage as a component of WW.2 Signage and Wayfinding.

G.6 Beach Improvements

A common issue raised during the consultation process was the fact that Cornwall lacks opportunities for safe water access for swimming. Guindon park, north of the boat launch areas is one location which can offer safe water access. Therefore, a comprehensive plan is required to address the boat launch design, beach and a floating playground (G.7). This includes:

- Developing a beach zone north of boat launch separated with floating dock and lifeguard tower
- Designated swimming zone would enhance the campground (G.3) and other day use park activities
- Investigate condition of bed of swimming area for any obstructions
- Coordinate design with G.4 Boat Launch Enhancements

G.7 Floating Playground

Floating Playgrounds are increasing in popularity across waterfront communities throughout Southern Ontario provides an excellent opportunity to support this type of use. Key consideration include:

- There is a growing number of precedents for private operation of floating playgrounds in partnerships with municipalities
- Opportunity for private vendors to operate floating playground with City receiving a portion of profits (Public RFP)
- Placement and operation will need to consider fluctuating water levels, liability, public/private partnership (agreement)
- Operate as pilot project for first few years, with City offering an incentive the to operator to provide service and establish a presence in Park

G.8 BMX Skills Park

Work with club to further invest in existing BMX park to and investigate partnership opportunities to further encourage use of facility including:

- Identify additional amenities required to support and encourage use from public and for competitions (food/ concession, water, washrooms, parking)
- Signage at highway to promote facility
- Consider as part of Tourism Strategy (WW.1) and Signage and Wayfinding Strategy (WW.2)

G.9 Observation Tower or Deck

One of the challenges of Guindon Park is the fact that the dyke blocks views and access to the water along the majority of the park's south side. The introduction of a viewing tower or deck (platform) would provide visitors with an opportunity to view the river from the park and would connect visitors to the water. Key considerations include:

- Views of the St. Lawrence River are obstructed by the dyke
- This recommendation dates back to the 1989 Waterfront Plan
- Providing only one tower or deck is most likely feasible
- Consult with Ontario Power Generation to determine feasibility and design requirements given security concerns related to the dyke and dam

G.10 Stargazing Area

Designate location in the park to enhance

- Stargazing by visitors to provide a unique night-time experience
- This recommendation dates back to the 2007 Waterfront Plan
- Further investigative work is required to ensure that in a 'darkened' setting safety of users is maintained
- Review with Police and other safety experts in Cornwall
- Consider as part of Safety Audit (WW.1)



figure 46. Guindon Park Beach Area (G.6) (Before)



figure 47. Guindon Park Beach Area (G.6) (After)



figure 48. View of Canal lands looking east towards Downtown

Canal Lands

The former canal is a historic landscape feature that plays a prominent role in Cornwall's identity. Reinvigorating its use with new life and purpose compounds the importance of this feature as a unique element that ties the waterfront together and provides opportunities for recreation, education and culture. The following describes twenty-two (22) recommendations for the waterfront area which extends from the Moses-Saunders Power Dam in the west to Brookdale Avenue in the east.

A significant portion of the lands in this area is currently owned by Transport Canada. Therefore, before implementing many of these recommendations the land would need to be acquired.

The following 22 recommendations are proposed for the Canal Lands:

- C.1 Kinsmen Minor Soccer Fields
- C.2 Wakeboard Cable Water Park
- C.3 Ice Skating and Associated Amenities
- C.4 Haulage Road Crossing (Lock 19)
- C.5 Lock 19 Improved Access and Restoration
- C.6 Haulage Road and Second West Property
- C.7 Canal Park (Power Dam Drive)
- C.8 Paddle Sports Clubhouse
- C.9 Dragon Boat, Rowing and Paddling Course
- C.10 Riverdale-Pescod Development
- C.11 Pescod Ave Crossing
- C.12 Future Development Parcel
- C.13 Future Development Parcel
- C.14 Future Development Parcel
- C.15 Canal Pathway (Northside)
- C.16 Canal Pathway (South of King Street)
- C.17 Lock 18 Pedestrian Crossing (Domtar/Paris Holdings)
- C.18 Waterfront Trail- St. Lawrence Shoreline
- C.19 Cornwall Gateway (Centretown)
- C.20 South Waterfront Trail Enhancements
- C.21 Waterfront Spa
- C.22 Economic/Engineering Study for Canal Re-opening



- C.1** Kinsmen Soccer
- C.2** Wakeboard Cable Water Park
- C.3** Ice Skating
- C.4** Haulage Road Crossing
- C.5** Lock 19
- C.6** Haulage Road and Second Street West Property
- C.7** Canal Park
- C.8** Paddle Sports Clubhouse
- C.9** Dragon Boat, Rowing and Paddling Course

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figure 49. Canal Lands

C.1 Kinsmen Minor Soccer Fields

This large park (13.7 ha) south of Second Street and west of Haulage Road has significant potential as a waterfront destination. It consists of four soccer fields and two gravel parking lots with over half of the park unprogrammed. The park is primarily used for soccer by the Kinsmen Soccer Club.

While current park activities can remain and be integrated with new uses, it is recommended that the it be enhanced to create a multi-use waterfront destination that allows for a wide range of waterfront based recreation and social activities.

This includes:

- Waterfront pathway that connects with the larger waterfront wide pathway network
- Staging area for paddle sports
- Boat storage
- Floating dock(s) for water access
- Designated spaces for large gatherings/festivals (Waterfest)
- Picnicking facilities (washrooms, shelters, tables, etc.)
- Potential for off-leash dog area (pending City wide review)
- Formalized parking with consideration for temporary, special event overflow parking

- Consideration of current soccer field and use and how they can be properly integrated into new park programming and special event activities
- Host site for proposed Wakeboard Cable Water Park (C.2)
- Host site for Ice Skating and Associated Amenities (C.3)
- Consideration of amenities for all season use including winter activities on the canal (power/lighting, micro climate, snow clearing, warming huts/shelter)



figure 50. View of Kinsmen Minor Soccer Fields

C.2 Wakeboard Cable Water Park

The canal area south of Kinsmen Park has excellent potential for waterfront sports. One potential activity worth exploring is a wakeboard cable park. A wakeboard cable park uses cables over the water to pull water skiers, wakeboarders, and inflatable tubes around a course. This is a popular sport showing huge growth potential with courses found throughout Europe with Cable Water Parks starting to be developed in Ontario.

One of the benefits of Cable Water parks over the traditional model of pulling water skiers/wakeboarders behind a boat is that it requires significantly less space, produces less noise, and is lower in operating costs.

Some key considerations include:

- Cable Water Park can be operated by a private vendor who leases the right to operate within a designated area
- Tourism potential as this is a growing sport, which is popular in Europe
- Recently cable water parks have been established throughout southern Ontario, in Timmins, west of Ottawa and in Quebec
- There is an area approximately 500 meters by 80 meters available, which is sufficient to operate a wakeboard cable park

- Space allows for rails and jumps to enhance the waterpark experience and offer elements for different skill levels
- Enhancements to Kinsmen Park could help support a wakeboard park
- Market potential should be explored as part of Tourism and Marketing Strategy (WW.1)
- Feasibility would need to be reviewed in consultation with Ontario Power Generation

C.3 Ice Skating and Associated Amenities

Providing infrastructure and amenities to support public skating along a portion of the Canal was a popular interest identified through the design charrette and public input process. Key considerations include:

- Enhanced opportunities for winter recreation in Cornwall
- Potential winter tourism draw
- Enhancements to Kinsmen Park (C.1) would help support ice skating (waterfront access, seating, shelter/warming hut, etc.)
- Project to include a technical review/ understanding of the feasibility of controlling water level for skating and potential risks/safety issues (C.22)
- More feasible to at first focus on providing skating in one specific location (i.e. close to Kinsmen Park). Area available for skating could potentially be expanded over long term, if successful

C.4 Haulage Road Crossing (Lock 19)

This crossing over the Canal is an important pedestrian connection to the waterfront pathway. Over the long term, Lock 19 will require upgrades and improvements to provide a level of service and amenity consistent with the other recommended improvements in the area. Some key considerations for this location include:

- A significant opportunity to incorporate historical interpretation
- Safety and accessibility enhancements need to be considered/addressed as part of any improvements
- Bailey Bridge may be approaching need for upgrade/ repair (bridge is inspected every 2 years)
- A viewing opportunity over canal - provides a unique vantage point for "spectators"

C.5 Lock 19 Improved Access and Restoration

Road to be secured by City from Transport Canada to provide a direct link to Lock 19 crossing. Access to the pedestrian crossing should be City owned to ensure permanent public access. Considerations include:

- It currently functions as a municipal roadway and, provides access for residents on east side of road
- Conduct enhancements and restoration in association with crossing improvements (C.4)
- Provides an opportunity for small craft launch (noted in 1989 study)

C.6 Haulage Road and Second Street West Property

The City should consider purchasing property at Haulage Road and Second Street to further secure the area as a key waterfront destination along the canal. Over the long term the leased trailer park could be phased out to incorporate the area into Canal Lands Waterfront park. Considerations include:

- Land is located between two parcels proposed as a waterfront park
- Could be part of a long-term strategy to develop area into a waterfront park destination
- Existing uses can be phased out as leases end and the City is ready to develop it into a park

C.7 Canal Park (Power Dam Drive)

Open space at the south end of Power Dam Drive should become the focal point of water activities on Canal (rowing and paddling). This parcel also has potential as a flexible community gathering space with small craft water access.

Considerations include:

- High visibility location (Second Street West)
- Topography allows for easy water access
- Site design should incorporate some type of gateway feature for visitors to Cornwall from the west (Power Dam Drive)
- Opportunity to obtain commercial and residential lands to the west (Recommendation C.6) and form a large open space link to Kinsmen Soccer Fields (C.1)

C.8 Paddle Sports Clubhouse

Work with local clubs to establish a clubhouse in the abandoned building on south side of Second Street, across from Jenna Crescent. Interest in this property has been raised by the Dragon Boat Club, proposal needs to be further investigated to understand feasibility (building condition and ownership). Considerations include:

- Design should mitigate any potential negative impact to neighbours on Jenna Crescent
- Previous attempts to partner with Transport Canada to use the building were not successful; therefore, a continued renegotiation is necessary to realize this objective or goal
- Significant investment and leadership from private sector is required to realize vision

C.9 Dragon Boat, Rowing and Paddling Course

As suggested by many during the consultation process, the canal is an unrealized opportunity to support rowing and paddling sports as it comprises flat water and is well protected making it perfect for these sports.

While water sports do occur on the canal at times, there are no permanent facilities that support rowing and paddling activities. Therefore, it is recommended that the section of the canal east of Lock 19 be designated for dragon boat and rowing recreational use, training and competitions.

Landownership and permission to access the canal as well as safety considerations, also need to be addressed as part of this proposal. The investigative study on opening the canal (C.22) should include a review related to rowing and paddling.

Key considerations include:

- Open space at the end of Power Dam Drive (C.7) is heavily used during the weekend of the Dragon boat festival – making it a good place to designate for events
- The distance between two former locks approximately 2250 metres (2.25 km) providing sufficient length to support a course.

- The narrowest section of the canal is approximately 50 metres - wide enough for four 12.5 metre lanes
- Viewing opportunities exist along Canal for spectators during races and special events
- Consider providing space adjacent to the course so recreational boaters do not interfere with training/competitions
- Consider multiple docks, points of entry to decentralize access and provide small craft access for recreational boaters
- Assess and consider safety (water quality and water depth) and fluctuating water levels as part of feasibility study for Canal activities (C.22)

C.10 Riverdale-Pescod Development

This parcel south of Second Street and Pescod Avenue currently has two residences on the property, however, it is anticipated that this is a potential future development parcel. Any proposed future development should require (as part of a site plan approval) 15 to 20 meters of waterfront frontage along the canal to support an east-west pedestrian walkway extending from Brookdale Avenue in the east to Kinsmen Park in the west.



figure 51. Canal Lands (Before)



figure 53. Canal Lands Rowing/Paddling Course (C.9) (After - Summer)



figure 52. Canal Lands Skating (C.3) (After - Winter)

C.11 Pescod Ave Crossing

A new mid-canal crossing to is proposed, improve pedestrian connectivity between Second Street West and south side of the canal, and to increase the community's access to the Canal and associated waterfront pathway network. Considerations include:

- A proposed location at a narrow section of the Canal (approximately 50 metres)
- The location should minimize interference with proposed watersports amenities and activities (C.9)
- It is a long term initiative (not immediately required)
- The cost would be significant. Consider a partnership and/or using development charges in area to support the project

C.12 Future Development Parcel

Potential for future development exists on the south side of Second Street W. from Pescod Ave to east of Westmoreland Ave (CW-001-06). This parcel has sufficient depth for development with space available for 20 to 30 metres of open space along the waterfront for park and pathway connections. Considerations include:

- The existing apartment complex St. Charles Place (1425 Second Street W)
- Two existing small residences east of Pescod Ave
- Future plans should allow for a pedestrian route south of Westmoreland Avenue between Second Street W. and the future canal walkway
- Any proposed future development should require (as part of site plan approval) 20 to 30 metres of waterfront frontage along the canal to support an east-west pedestrian walkway, extending from Brookdale Avenue at the east to Kinsmen Park to the west.

C.13 Future Development Parcel

Potential for future development exists on the south side of Second Street W. from east of Westmoreland Ave to Frontenac (CW-001-05).

- Provide a pedestrian route south of Frontenac linking Second St. W to the proposed Canal pathway
- Any proposed future development should require (as part of site plan approval) 15 to 20 metres of waterfront frontage along the canal to support an east-west pedestrian walkway, extending from Brookdale Avenue at the east to Kinsmen Park to the west.

C.14 Future Development Parcel

Potential for future development on south side of Second Street W. from Frontenac to Walter Street (CW-001-05).

- Any proposed future development should require (as part of site plan approval) 15 to 20 metres of waterfront frontage along canal to support an east-west pedestrian walkway extending from Brookdale Avenue at the east to Kinsmen Park to the west.
- Provide pedestrian route south of Walter Street linking Second St. W to Canal Pathway

C.15 Canal Pathway (North Side)

Provide pedestrian waterfront pathway between Pescod Avenue and Frontenac Street with pedestrian link at Westmoreland (approximately 1100 metres).

- Part of waterfront pathway and enhanced waterfront access south of Second Street West
- Minimum three-metre wide multi-use asphalt pathway
- Lighting to be incorporated
- Establish as part of subdivision/land development process
- Incorporate opportunities to access water and for seating / viewing of the canal for spectator viewing of paddle sports
- Minimum 20 to 30 metre buffer should be provided/secured through subdivision process

C.16 Canal Pathway (South of King Street)

Provide pedestrian waterfront pathway from Walter Street to Brookdale Ave (approximately 1,036 metres)

- Part of waterfront pathway and enhanced waterfront access south of Second Street West
- Minimum three-metre wide multi-use asphalt pathway
- Lighting to be incorporated
- Establish as part of subdivision/land development process
- Incorporate opportunities to access water and for seating / viewing of the canal for spectator viewing of paddle sports
- Minimum 20 to 30 metre buffer should be provided/secured through subdivision process

C.17 Lock 18 Improvements (Paris Holdings Pedestrian Connection)

Provide a pedestrian connection over the locks connecting Domtar Land (now Paris Holdings) to the south side of Canal. Considerations include:

- Enhancing connection (path improvements)
- Lock restorations/ repairs
- Enhancing existing site conditions

C.18 Waterfront Trail – St. Lawrence Shoreline

Formalize a secondary pathway along the St. Lawrence shoreline to provide access and views of the River (approx. 1300 metres in length). Consideration include:

- Potential for views and access to south side / St. Lawrence shoreline
- Incorporating a lookout / waterfront viewing area/destination
- Alignment to consider accessibility, safety and views

C.19 Cornwall Gateway (Centretown)

Enhance the entrance to Cornwall at border crossing (Brookdale Ave between Second Street and Water Street). This parcel is highly visible as people enter Cornwall from Cornwall Island / U.S.A. Considerations include:

- Paris Holdings (Former Domtar lands) currently dominate the streetscape and views in this area
- Enhancing the streetscape to improve the image of Cornwall at this important City gateway
- Including signage and lighting (consistent with 2011 EDA Centretown Streetscape Revitalization Strategy Plan principles.)
- Should be considered as part of Tourism Strategy (WW.1)
- Should be considered as part of Signage and Wayfinding Strategy (WW.2)

C.20 South Waterfront Trail Enhancements

Improvements to the existing waterfront trail from Power Dam to Canada Border Services Agency (CBSA) (International Road). Considerations include:

- Pathway widening and alignment enhancements
- Pavement repairs
- Seating
- Signage
- Lighting
- Lookouts and rest areas
- Safety barriers

C.21 Waterfront Spa

Provide a Waterfront Spa as part of an existing development or a new waterfront hotel. Potential locations include:

- The Civic Complex
- Any future waterfront hotel project, which must be attached to Civic Complex as per existing zoning
- Another existing built form such as: Cotton Mills, RCAF (Lockmaster's House), etc.
- The St. Lawrence Seaway Management Corp. owned house on Second Street West.

C.22 Economic/ Engineering Analysis and Study for Canal Reopening

Undertake a study to understand the technical and logistical considerations in making the canal operational or partially operational to control water levels for all season recreation use. The feasibility of reopening of the Canal could have far reaching implications for both the immediate area and the city beyond.

- From 2007 Study
- Economic benefits from a tourism perspective should be considered as part of the Tourism Strategy (WW.1)
- Only feasible from an economic perspective, if supported by substantial Federal level (and others) funding partnership(s)



- L.1** Re-orient Band Shell (low-priority on matrix)
- L.2** Pedestrian/Waterfront Interface
- L.3** Boat Launch Improvements
- L.4** Inlet Boat Docking
- L.5** Canal Landscape Feature
- L.6** Event Spaces along Park Frontage
- L.7** Naturalized Shoreline
- L.8** Transition Legion Park
- L.9** RCAF Building Improvements
- L.10** Civic Complex Enhancements
- L.11** Augustus Street Swing Bridge
- L.12** Major Streetscape Gateway
- L.13** Minor Streetscape Gateway
- L.14** Increased Food/Cafe Opportunities
- L.15** Increased Recreational Opportunities
- L.16** Marina 200 Improvements

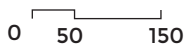


figure 54. Lamoureux Park

Lamoureux Park

The City's central park and waterfront focal point is the heart of Cornwall's history and civic identity. It provides open green space for events and active/passive recreation.

Sixteen recommendations for Lamoureux Park focus on enhancing the user experience by commemorating the history of the site, and providing new opportunities for activities such as food/caf , and recreation for all seasons and ages (not listed in order of priority):

- L.1 Reorient Bandshell
- L.2 Pedestrian/Waterfront Interface
- L.3 Boat Launch Improvements
- L.4 Inlet Boat Docking
- L.5 Canal Landscape Feature (Promenade)
- L.6 Event Spaces Along Park frontage
- L.7 Naturalized Shoreline
- L.8 Transition Legion Park
- L.9 RCAF Building Improvements
- L.10 Civic Complex Enhancements
- L.11 Augustus Street Swing Bridge

- L.12 Major Streetscape Gateway
- L.13 Minor Streetscape Gateways
- L.14 Increase Food/Caf  Opportunities
- L.15 Increased Recreational Opportunities
- L.16 Marina 200 Improvements

L.1 Reorient Bandshell

During the consultation process it was suggested that the current orientation of the bandshell is not optimal from a spectator/ acoustic or performer's perspective. Therefore, revisiting the location and/or orientation of the facility may be considered as part of a larger design and enhancement strategy for the park.

Key considerations include:

- This is proposed as a long term initiative in association with future park improvements and/or in conjunction with future replacement of facility once the current band shell is no longer serviceable in current form
- Undertake in coordination with other improvements (sightlines, seating, other amenities)
- Will require acoustic study, which may identify other recommended improvements regarding the treatment of the exterior facade of Cornwall Square building
- Potential negative impact in architecture and functionality of Salons and exterior west side circulation around Complex.
- Western setting sun impact on performances if oriented facing west.

L.2 Pedestrian/ Waterfront Interface

Improve views and access for pedestrians along the waterfront with additional opportunities for seating and walking close to the water. Currently there are limited opportunities for residents to get close to, or access, the water. A series of formal lookouts at the shore aligned with street grid to should be implemented.

Key considerations include:

- Pathway improvements along shoreline are to provide sufficient space for both cyclists and walkers
- Seating and viewing areas should be located at regular intervals
- Create opportunities to get closer to the water such as decks, steps down to water, and boardwalks
- Consider all season access, river current and seasonally fluctuating water levels in design
- Consider in association with recommendation L.7 Naturalization of Shoreline

L.3 Boat Launch Improvements

Reconfigure boat launch to improve boat/ vehicular access, parking and pedestrian/ vehicular interface. Consider pedestrian flow and potential conflict between boat launch, vehicles and pedestrians. This includes:

- Providing a pathway alignment to loop around the boat launch zone to minimize the potential for vehicular/ pedestrian conflicts at launch
- Providing warning signs, line painting, and P-Gates as appropriate to warn pedestrians about potential for vehicles to be crossing pedestrian pathway at boat launch
- Creating a jog or other feature to interrupt pedestrian flow at boat launch to signal crossing

L.4 Inlet Boat Docking

The inlet east of the Royal Canadian Air Force building provides an excellent opportunity to provide day-use docking facilities for smaller watercraft in the park.

Key considerations include:

- Integrating pathway access and picnicking space
- A second minor launch at inlet
- Sediment contamination issues near mouth of inlet (based on results from River Institute Sampling)
- Inlet constrained by sediment deposits, therefore needs some level of dredging/approvals



figure 55. Lamoureux Park Pedestrian/Waterfront Interface (L.2) (Before)



figure 56. Lamoureux Park Pedestrian/Waterfront Interface (L.2) (After)

L.5 Canal Landscape Feature (Promenade)

Incorporate a design feature in the landscape to celebrate the former canal, which previously traversed the site. Develop it as a unifying element in the park to link features that are currently disjointed.

The promenade feature should run the full length of the park from the RCAF Building on the west to Point Maligne and Cornwall Harbour in the east.

Key considerations include:

- Creating an organizational spine for the park east to west
- Providing a face for the park along Water Street
- Creating a main walkway / central promenade that replicates the alignment and width of the former Canal, which once traversed the site
- The possibility of re-creating canal like elements in sections to support park uses (i.e. skating rink, water feature/ splash pad)
- Integrating historical interpretation throughout the landscape
- Continuing to integrate the Centretown Streetscape Revitalization Strategy for Downtown
- Implementing the plan in stages over time (phases) to minimize the financial impact of construction

L.6 Event Spaces Along Park Frontage

Create a four-season destination to host events throughout the year, integrated into, canal promenade feature (L.5). Beyond weekends in the summer, the park is quiet and is not utilized to its full potential. Key elements for consideration include:

- Skating rink
- Performance spaces
- Food trucks
- Space and amenities for vendors
- Specialty lighting
- Vendor leases to rent bikes, skates, etc to public
- Integrated and stand alone public art features
- Harmonized design elements with the 2011 Centretown Streetscape Plan along the south side of Waterfront

L.7 Naturalized Shoreline

Reduce mowed grass along shoreline and naturalize. Shoreline naturalization will provide wildlife habitat and control the geese population, which were two comments interests raised during the design charrette. Planning and design should be considered in conjunction with recommendation L.2 Pedestrian/ Waterfront Interface.

Key benefits include:

- Improved biodiversity
- Reduced use of park by geese
- Reduced maintenance costs
- Improved flooding and erosion control
- Improved aesthetic
- Enhanced safety (provides a buffer between edge pathway and the shoreline edge)



figure 57. Lamoureux Park Promenade (L.5) (Before)



figure 58. Lamoureux Park Promenade (L.5) (After)

L.8 Transition Legion Park

Over the long term/potentially, and arguably beyond the time-line of this plan the ball fields can transition into park space for the use and enjoyment of all citizens. This would firstly and primarily involve consensus building amongst affected groups.

For example the Benson Centre (Recommendation WW.9) provides an excellent opportunity to investigate options in Cornwall for developing a destination for both baseball and softball that can support a high level of play and support ball tournaments which will attract visitors to Cornwall.

Over the long term, and not in the immediate short term, options for transitioning the ball fields should be further examined. There are demonstrated benefits of locating a baseball/softball facility at the Benson Centre to take advantage of shared amenities (parking, washroom, etc.) and to accommodate large tournaments. However, this new ball complex needs to be in place prior to decommissioning any fields along the waterfront and be fully supported by the intended users.

Then the area currently occupied by the ball diamonds space could be redeveloped in a number of ways following additional community consultations:

- New tree planting, seating and pathways
- Improved park frontage along Race Street
- Possible amenities to support the community to the north (playground, splashpad, etc.)
- Other development as per community needs

Note: This recommendation should be considered in unison with recommendations WW.9 and HC.8.

L.9 RCAF Building Improvements

Improvements should be made to the building and surrounding landscape to further enhance the building as a destination within the park. It is currently underutilized as a public destination as many citizens are unaware it is open to the public. Key considerations include:

- With appropriate upgrades it is an ideal location for a waterfront restaurant.
- Need to look at zoning to enhance opportunities
- Presents an opportunity for public/private partnership
- Enhancing space around building to accommodate larger special events and outdoor gatherings

L.10 Civic Complex Enhancements

Improvements around the Civic Complex should be made to better integrate it with adjacent park spaces, with a focus on south side of building. Key considerations include:

- Civic Complex currently turns its back on the waterfront
- Improvements that help buffer and enhance the south side will improve the waterfront user's experience
- Buffed loading areas
- Protect area to west or south of Complex to accommodate potential for expansion to include a waterfront hotel
- Consider in conjunction with initiative L.1 (Reorient Bandshell)

L.11 Augustus Street Swing Bridge

Integrate an enhanced feature denoting the old bridge crossing, considering the following:

- Historic Reference to crossing at this point
- Designing to further enhance exiting feature and integrate it into proposed the waterfront promenade (L.5)
- Potential for public art project

L.12 Major Streetscape Gateway

Further enhancing the park entrance at Water Street and Pitt Street will further enhance the park's presence along Water Street and improve the Park's connection between the park and Downtown. Key considerations in enhancing this Major Gateway to the park include:

- Integrating the existing park features (Clock Tower and Planting) with streetscape and make the area a visual focal point
- Design the gateway in conjunction with the Park Promenade (L.5)
- Develop the space in conjunction with other park improvements including but not limited to signage and wayfinding, interpretation features, food/concessions, recreation activities, seating, and public art

L.13 Minor Streetscape Gateways

Improve minor connections and sightlines from downtown to the park along Water Street. Minor Gateways to be located at the north-south streets emanating from Downtown and terminating at the park. This includes consideration of the following:

- Design the gateways in conjunction with the Park Promenade (L.5)
- Develop gateways in conjunction with other park improvements including but not limited to signage and wayfinding, interpretation features, food/concessions, recreation activities, seating, and public art

L.14 Increase Food/ Café Opportunities

A lack of food options on the waterfront was one of the most frequent comments received during the consultation process. To increase these opportunities the following should be considered:

- Placing food trucks, pop ups, and street vendors at important nodes
- Use food to help draw tourists to key areas of the park
- Facilitating opportunities to partner with interested Downtown restaurants to do pop-ups, to help offset argument of “hurting” Downtown restaurant businesses.
- Providing the infrastructure necessary to support seasonal food vendors (water and electrical hookups)
- Planning for food vendors in the short term and as part of a longer term strategy on future park upgrades (L.5 Park Promenade and L.6 Event Spaces along Park Frontage)

L.15 Increased Recreational Opportunities

The park needs additional activities to activate the space all year round. Currently, it goes through periods of very low activity beyond weekends and special events. One proposed strategy is to increase recreation opportunities (youth, seniors) and to integrate facilities throughout the park for this purpose. This includes:

- Introducing skating as part of the Canal Promenade Feature (L5)
- Designating skateboard features or a skate park as part of Canal Promenade Feature (L5)
- Introducing beach volleyball court(s)
- Designate a field area for informal social sports (i.e. soccer, frisbee)

L.16 Marina 200 Improvements

Located east of the Civic Complex on lands owned by the Federal Government, Marina 200 has both seasonal and transient slips, showers, restrooms and laundry facilities. Its amenities and proximity to the downtown contribute to the marina being a tourism destination.

To further attract transient boaters, it is recommended that further investment be made. This includes but is not limited to:

- Provide a better pedestrian connection to downtown (Signage and Wayfinding Strategy WW.2)
- Look for public/private partnerships to host smaller tour boats at the Marina to encourage tourism to the area



- | | | | | | |
|------|------------------------------|-------|--|-------|-------------------------------|
| HC.1 | Pointe Maligne | HC.6 | Relocation of Parking Lots | HC.11 | Cornwall Harbour Building |
| HC.2 | Canal Promenade | HC.7 | Future Dev. Parcel | HC.12 | Cornwall Harbour |
| HC.3 | Deep Water Docking | HC.8 | T-Ball Diamonds East of Bergeron Drive | HC.13 | Waterfront Trail Improvements |
| HC.4 | Bergeron Drive Drop Off Loop | HC.9 | Off Leash Dog Park | | |
| HC.5 | Lookout Viewing Platform | HC.10 | Future Dev. Site | | |



figure 59. Harbour to College

Harbour to College

Much of this section of the waterfront is currently underutilized. Expanding on the historic Cotton Mill development with the addition of new mixed-used development, renovating/improving the Cornwall Harbour, and providing a direct link to Lamoureux Park and Downtown (Pitt Street) would increase the potential of the neighbourhood.

The following 13 projects reflect and expand on these key City initiatives.

- HC.1 Pointe Maligne
- HC.2 Canal Promenade
- HC.3 Deep Water Docking
- HC.4 Bergeron Drive Drop-off Loop
- HC.5 Lookout Viewing Platform
- HC.6 Relocation of Parking Lots
- HC.7 Future Development Parcel (Cal. Chloride Tank Site/ Drydocks)
- HC.8 T-Ball Diamonds East of Bergeron Drive
- HC.9 Off Leash Dog Park
- HC.10 Future Development Site

- HC.11 Cornwall Harbour Building
- HC.12 Cornwall Harbour
- HC.13 Waterfront Trail Improvements



figure 60. Harbour to College - Detailed View

HC.1 Pointe Maligne

Pointe Maligne is an important focal point to the City's waterfront. As such it will require:

- Improvements to focus on enhancing pedestrian access and views of the River
- Continued support of the City's partnership as an Eastern Ontario leg of the Waterfront Trail
- Protecting the area for pedestrian access only as providing vehicular access would disturb the area and take away the special aspects of the space
- A solution which can provide convenient parking with an accessible route to a viewing area is preferred
- Possible introduction of a splash pad feature to serve families north of site in the Mattice and Harbour community
- The Canal Promenade concept (H.C.2) will help connect Pointe Maligne to Lamoureux Park
- Potential to enhance existing Legion building with cafe/food concession, rentals, etc.



figure 61. Pointe Maligne

HC.2 Canal Promenade

The Canal Promenade Concept (L.5) should extend from Lamoureux Park east towards Cornwall Harbour. Key considerations include:

- The promenade would follow Bergeron Drive south of Pointe Maligne and turn north-east along the shoreline to Cornwall Harbour Building
- It creates an organizational spine for the park east to west
- The main walkway / central promenade replicates the alignment and width of the former Canal, which once traversed the site
- The possibility of re-creating canal like elements in sections to support park uses (i.e. skating rink, water feature/ splash pad)
- Historical interpretation to be integrated throughout
- Implementation in stages over time (phases) to minimize financial impact of construction

HC.3 Deep Water Docking

Provide deep water docking adjacent to the proposed Canal Promenade between Bergeron Drive and Harbour Road. This feature will:

- Provide additional docking space for large boats
- Provide an opportunity to host tour boats and other larger watercraft
- Create a tourism draw

HC.4 Bergeron Drive Drop-off Loop

Provide a vehicular turnaround at the south end of Bergeron Drive at the proposed Canal Promenade. The location of the proposed Canal Promenade will require a vehicular turn around here to avoid pedestrian/vehicular conflicts. This recommendation should be designed in conjunction with recommendation HC.6 Relocation of Parking Lot.

HC.5 Lookout Viewing Platform

The proposed location for this recommendation offers an excellent opportunity to provide a viewing platform with unobstructed views of the river. Key considerations include:

- The existing point of land can be utilized to support a structure that offers views of the River
- Its location directly off of the Canal Promenade
- The design and aesthetic should be consistent with any improvements for the Cornwall Harbour Building (HC.11) or Cornwall Harbour (HC.12)
- Materials may include wood, steel or a combination of both

HC.6 Relocation of Parking Lots

This recommendation pertains to the need to relocate the existing parking lots further north off of Bergeron Drive to facilitate space for the Canal Promenade (HC.2).

Key considerations include:

- Introducing of low impact development/green standards for parking lot design (rain gardens, permeable paving, shade trees, etc.)
- Designing a flexible space for special events (market space, staging area, etc.)
- Presents an opportunity for a public building at the east end of the lot with space in front for pick-up/drop-off

HC.7 Future Development Parcel (Calcium Chloride Tank Site/Drydocks)

Transform the Calcium Chloride Storage Tank property into a mix of residential, parkland and waterfront promenade. This waterfront property should be used for its highest and best use (not road salt storage).

Considerations include:

- The potential to divide the site by extending Arthur Street:
 - Pro: would help improve connectivity of the waterfront to the community to the north
 - Con: splits property (reduces development parcel envelopes)
- Buffer planting around perimeter to improve site aesthetics during interim period
- Extensive site remediation is likely required

HC.8 T-Ball Diamonds East of Bergeron Drive

Relocate T-ball diamonds to Benson Centre and convert fields into parkland. Considerations include:

- Diamonds are only used for a short period of time each year. Parkland would be useable by larger proportion of the population all year long
- The parcel to be incorporated into surrounding waterfront improvement initiatives including the Canal Promenade, plaza space, parking and park structures
- Benson Centre facility should be provided before removal/ decommissioning of diamonds

Note: This recommendation should be considered in unison with recommendations WW.9 and L.8.

HC.9 Off Leash Dog Park

Convert derelict playground into an off leash dog park (short term). This would be an interim condition to activate area until other improvements are implemented. Considerations include:

- The existing playground is in poor state of disrepair
- The site is already fenced in
- A dog park would help activate the space at all times of day/night
- The site needs some investment to make it suitable for off-leash dog area

HC.10 Future Development Site

Locate infill residential or mixed use development on Laframboise Site (South of William Street to Harbour Road, between Race Street and Edward Street). Considerations include:

- The site provides an excellent opportunity for new residential in close proximity to the waterfront
- Development should be compatible with adjacent residential area
- Green Waterfront Trail corridor should be protected and enhanced by providing an appropriate setback from south edge
- The extension of Arthur Street:
 - Pro: would help improve connectivity of the waterfront to the community to the north
 - Con: splits property (reduces development parcel envelopes)

HC.11 Cornwall Harbour Building

Implement an adaptive reuse of existing building or remove and replace with a flexible mixed-use building to create a waterfront destination for both residents and tourists. The building provides an opportunity to create a waterfront destination to support a wide range of activities. Potential opportunities include:

- Re-purposing building by opening up portions (removing walls) to improve views through building
- The building should provide flexible space for both business and community events/activities:
 - Market space (infrastructure to support vendors)
 - Restaurant (long term)
 - Indoor and outdoor community spaces
 - Food trucks (seasonal and short term)
 - Akwesasne Cultural Centre

Note: this building is jointly owned with the Mohawks of Akwesasne. The future planning and implementation must be undertaken in conjunction with the Mohawk Council of Akwesasne.

HC.12 Cornwall Harbour

The Cornwall Harbour provides an exciting opportunity to activate the waterfront at the east end of the City. Extending the proposed Canal Promenade (L.5 and HC.2) to the front of the Cornwall Harbour Building (HC.11) will create a direct link between the park and Harbour.

As a destination, it holds a number of opportunities including:

- Joint ownership with the Mohawks of Akwesasne
- Deep water docking
- A host location for tour boats
- A connection to the waterfront trail at the east end of the building
- Access for divers at the west end of the pier
- The potential for shipping containers as structures to house concession stands and small businesses
- Space for outdoor concessions/vendors

Note: this site is jointly owned with the Mohawks of Akwesasne. The future planning and implementation must be undertaken in conjunction with the Mohawk Council of Akwesasne.

HC.13 Waterfront Trail Improvements

The waterfront trail along this section of the waterfront is in need of upgrades and repairs. These include:

- Repair of aging infrastructure along this section of the Waterfront Trail
- Upgrade/install railings at access points to the Waterfront Trail between McConnell Ave and Alice Street
- Providing designated lookouts at the end of each street right of way with seating and signage
- Railing heights need to be high enough for cyclist safety
- Opportunity to provide “gateway” at the foot of each street



figure 62. Cornwall Harbour (HC.11 and HC. 12) (Before)



figure 63. Cornwall Harbour (HC.11 and HC. 12) (After)



figure 64. East Front

East Front

Montreal Road and the Waterfront Trail provide a scenic experience along the St. Lawrence River. Improved rest stations and viewing areas along the trail would enhance user experience. This area is also ideal for small craft boat access to the River.

Seven (7) recommendations are proposed for this section of the waterfront:

- E.1 Lookout at l'École secondaire publique L'Héritage
- E.2 Anthony Street Access
- E.3 Glen Stor Dun Lodge Lookout Improvements
- E.4 Nav Centre Dock
- E.5 Inverarden House (Regency House)
- E.6 Waterfront Trail Rest Area
- E.7 Boundary Road Boat Launch

E.1 Lookout at l'École secondaire publique L'Héritage

Along the south side of the school property there are limited waterfront viewing opportunities. Therefore a modest lookout off of the Waterfront Trail is proposed. It would:

- Provide a view of the water (views currently obstructed).
- Require clearing of vegetation
- Provide seating and/or picnic tables
- Need paving

E.2 Anthony Street Access

Waterfront access at the foot of Anthony Street is proposed.

- It offers an opportunity for community waterfront access
- Further information is required regarding land ownership and topography
- Safe access and egress to/from property at Montreal Road



figure 65. East Front



figure 66. East Front

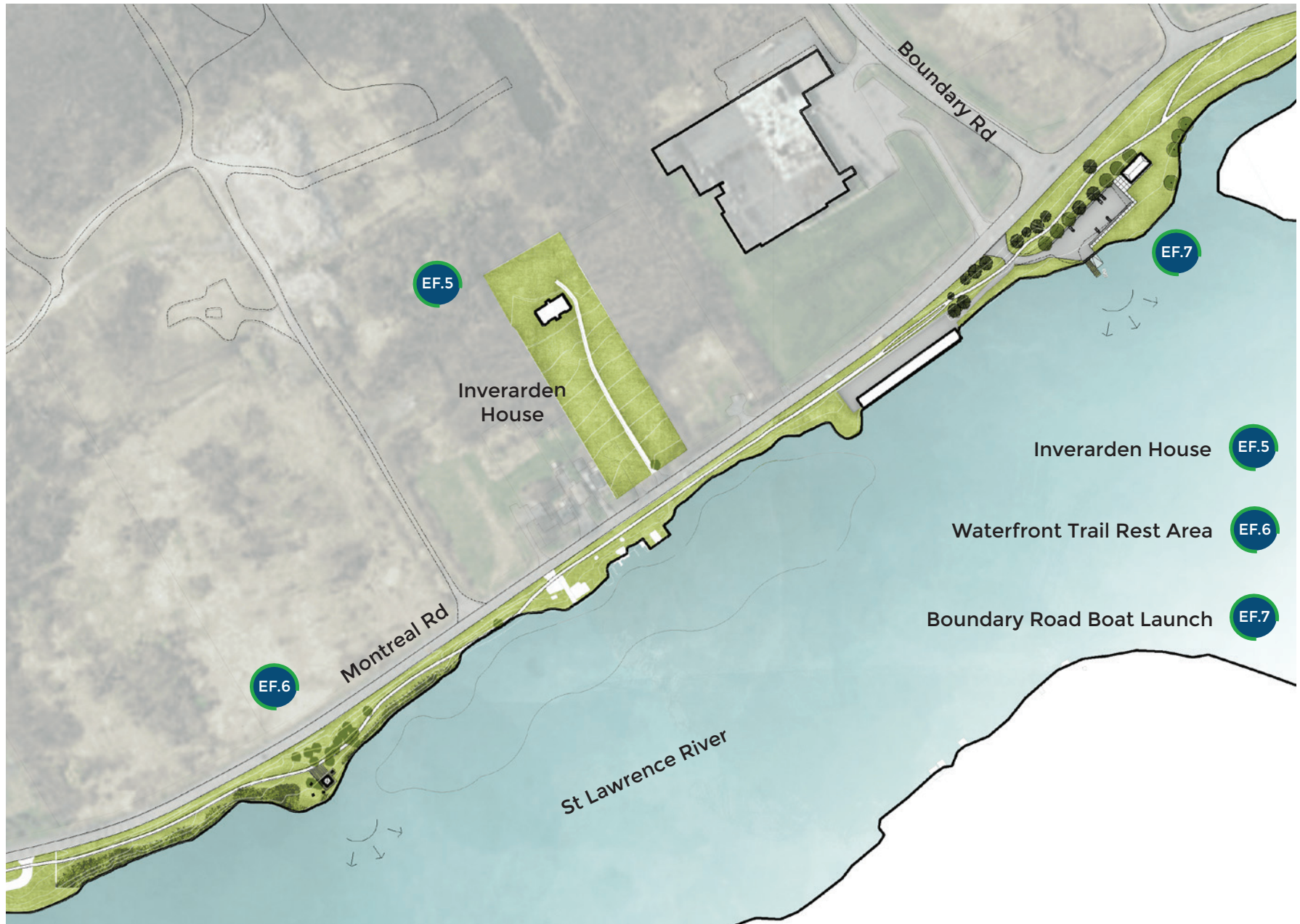


figure 67. East Front

E.3 Glen Stor Dun Lodge Lookout Improvements

Minor improvements to this existing lookout should consider:

- Addressing improvements to the deteriorating retaining wall
- Improvements to address aging infrastructure
- Repairs to retaining wall that were identified by community during design charrette
- Improvements to lookout are not immediately required but it is identified as a project for future consideration

E.4 Nav Centre Dock

A dock to support tour boats and other boating activities was identified as a desirable feature by Nav Centre and participants at the design charrette. Key considerations include:

- Enhancing tourism potential of Nav Centre and the City of Cornwall
- Water depth may be a challenge in this area
- The dock would need to be large enough to support groups and a boat large enough for tours (potentially 20 to 30 people)
- Stairs or a ramp access to water would be needed
- Signage and cross walk for crossing Montreal Road would be required
- Slips for a couple of transient boats would also be an asset
- Potential for a public private partnership

E.5 Inverarden House (Regency House)

Work with Parks Canada to re-establish Inverarden House as a tourism destination.

- Community interest exists in re-establishing this property as a tourism destination and refurbish building and grounds
- Accessibility/access to the house needs to be improved
- Consider providing a sidewalk or other pedestrian route from Montreal Road (Waterfront Trail) to the house

E.6 Waterfront Trail Rest Area

Improvements at the existing rest area adjacent to the Small Mouth Bass spawning area. Enhancements will improve user experience and address accessibility. Proposed upgrades include:

- Provide paving / hard surface connection between the waterfront pathway and the shade structure
- Add picnic tables
- Replace the shade structure, which is approaching the end of its lifespan

E.7 Boundary Road Boat Launch

Improved water access at Boundary Road will provide an eastern Gateway to Cornwall for those arriving by boat, car or bicycle. Enhancements to consider include:

- An improved boat launch
- Adding a lookout
- Providing dock for launching small craft
- Adding picnic/shade structure
- Installing seating and picnic tables
- Providing bike racks
- Formalized parking lot
- Rest stop for cyclists and walkers using waterfront trail
- Offering boat rentals



figure 68. E.7 Boundary Road Boat Launch (Before)



figure 69. E.7 Boundary Road Boat Launch (After)

SECTION 5: IMPLEMENTATION STRATEGY



Overview

As described in the proceeding section, seventy-seven (77) recommendations/projects have been identified for Cornwall's waterfront.

Prior to physical implementation of any project, further consultation is required to address specific issues associated with each project. It is anticipated that each project would go through a process of concept design (in consultation with the community), detailed design, contract documents, and tendering. The costs associated with this work are included in the budget numbers below. These are high level, Class C estimates which are based on an understanding of the project's requirements at this time in 2019 dollars. Further consultation and refinement of a design concept will result in a more accurate estimate.

The intent of this plan is to provide a detailed assessment regarding Cornwall's waterfront and provide design recommendations for future improvements to address identified needs. The resulting 77 recommendations to be implemented over a 25 year period provide the community with a road map to creating a safe, vibrant and sustainable waterfront.

While most of the projects proposed are likely feasible and supported by the broader community at the time of plan preparation, it is expected that some of the project recommendations may be more challenging and receive more or less support over time. Adoption of a plan of this scale and duration needs to allow for flexibility to address new information, new opportunities and evolving perspectives as Cornwall grows and changes over time.

With each of the 77 recommendations a separate process needs to be initiated to work out the finer details of the planning, design, and implementation. While this plan provides the road map for implementation highlighting key elements, future Councils, in consultation with City Staff, will determine and how and when these projects are implemented.

Flexibility in planning and implementation is particularly important in regards to projects further out in the implementation time line since new information or opportunities may emerge, community preferences may shift, and changes to the local economy and market may necessitate changes to the plan. Therefore, this plan must be viewed as a living document to be updated and adjusted over the life of its

implementation. This includes advancing, delaying or amending projects to address current and future directions of Council.

The implementation sequence for the projects, is based on the following factors:

1. Priority results of initiatives from the scoring matrix (described in the following section)
2. Project dependencies and efficiencies
3. Advancement of projects
4. Delay of projects
5. Budget considerations

Adoption of a plan of this scale and duration needs to allow for flexibility to address new information, new opportunities and evolving perspectives as Cornwall grows and changes over time.

Priority Results

A matrix was developed to help organize and prioritize the 77 waterfront initiatives. The matrix uses ten criteria to assess and provide a score for each project. The ranking results from the priority matrix were a key consideration in determining the order of project implementation. Projects which scored high in the matrix were prioritized for early implementation while projects which received a lower score were scheduled later.

The matrix results are provided in the tables on pages 110 to 112. For details on the scoring matrix used to assign priority results refer to Appendix F.

#	Name	Matrix Score/100	Matrix Ranking (B)
G.6	Beach Improvements	61	1
C.3	Ice Skating and Associated Amenities	61	2
HC.1	Pointe Maligne	59	3
G.5	Trail Enhancements	59	4
L.14	Increase Food/Café Opportunities	58	5
WW.2	Signage and Wayfinding Strategy	57	6
C.9	Dragon Boat, Rowing and Paddling Course	56	7
G.3	Campground	55	8
HC.13	Waterfront Trail Improvements	54	9
L.2	Pedestrian/Waterfront Interface	53	10
L.6	Event Spaces along park frontage	53	11
G.8	BMX Skills Park	52	12
C.2	Wakeboard Cable Water Park	51	13
HC.2	Canal Promenade	51	13
L.15	Increased Recreational Opportunities	51	15
G.7	Floating Playground	51	16
L.3	Boat Launch Improvements	49	17
E.6	Waterfront Trail Rest Area	49	18
C.17	Lock 18 Pedestrian Crossing (Domtar/Paris Holdings)	47	19
L.5	Canal Landscape Feature (Promenade)	45	20
HC.11	Cornwall Harbour Building	44	21
WW.9	Benson Centre Complex	43	22
G.9	Observation Tower or Deck	43	23
C.15	Canal Pathway (Northside)	41	24
WW.7	Accessibility Design Philosophy	41	25
E.7	Boundary Road Boat Launch	40	26

#	Name	Matrix Score/100	Matrix Ranking (B)
HC.9	Off Leash Dog Park (Interim)	40	27
L.8	Transition Legion Park into passive waterfront	39	28
HC.12	Cornwall Harbour	39	29
C.18	Waterfront Trail- St. Lawrence Shoreline	39	30
C.20	South Waterfront Trail Enhancements	39	31
G.1	Safety Audit	39	32
L.7	Naturalized Shoreline	38	33
L.4	Inlet Boat Docking	38	34
C.19	Cornwall Gateway (Centretown)	37	35
E.4	Nav Centre Dock	37	36
C.22	Economic/Engineering Study for Canal Reopening	37	37
G.2	Park Promotion	36	38
WW.3	Bike Share Strategy	35	39
C.1	Kinsmen Minor Soccer Fields	35	39
HC.5	Lookout Viewing Platform	35	41
G.4	Boat Launch Enhancements	34	42
E.5	Inverarden House (Regency House)	34	43
E.2	Anthony Street Access	34	44
C.8	Paddle Sports Clubhouse	33	45
L.16	Marina 200 Improvements	33	46
HC.3	Deep Water Docking	33	46
C.16	Canal Pathway (South of King Street)	33	48
C.7	Canal Park (Power Dam Drive)	32	49
E.1	Lookout at École Secondaire Publique L'Héritage	31	50
E.3	Glen Stor Dun Lodge Lookout Improvements	31	51
L.9	RCAF Building Improvements	28	52

Project Dependencies/ Efficiencies

The sequence and grouping of recommendations together in the forecasting schedule was developed based on dependencies between projects. It was also developed to capitalize on efficiencies gained by undertaking recommendations together as one package, either during the planning, design, or the implementation process. In some instances, one or more projects should only be undertaken after another project is completed first.

Some of the key dependencies identified include:

- Guindon Park G.4 Boat Launch enhancements to be done in conjunction with G.6 Beach improvements (top scoring recommendation from matrix)
- Canal Lands C.22 Economic/ Engineering Study for Canal Reopening to provide framework for all future recommendations associated with the Canal

Advancement of Projects

A number of projects have been advanced well ahead of their priority matrix result. This was done primarily to complete planning and investigative work prior detailed design and implementation.

Some of the advanced recommendations include:

- Waterfront Wide WW.1 to WW.6 to facilitate planning for future projects
- Guindon park initiatives G.1 Safety Audit and G.2 Park Promotion
- Canal Lands C.22 Economic/ Engineering Study for Canal Reopening

#	Name	Matrix Score/100	Matrix Ranking (B)
WW.1	Tourism Strategy	27	53
HC.4	Bergeron Drive Off Loop	26	54
WW.4	Land Acquisition Task Force	26	55
HC.8	T-Ball Diamonds east of Bergeron Drive	25	56
C.11	Pescod Ave Crossing	25	57
C.5	Lock 19 Improved Access and Restoration	25	58
L.12	Major Streetscape Gateway	25	59
WW.6	Off-Leash Dog Park Study	24	60
HC.6	Relocation of Parking Lots	24	61
WW.5	Public Art Strategy	23	62
L.13	Minor Streetscape Gateways	23	63
L.10	Civic Complex Enhancements	22	64
L.1	Reorient Band Shell	21	65
C.21	Waterfront Spa	20	66
WW.8	Environmental Due Diligence + Readiness Determination	19	67
C.6	Haulage Road and Second West Property	17	68
C.4	Haulage Road Crossing (Lock 19)	16	69
HC.7	Future Dev. Parcel (Cal. Chloride Tank Site/ Drydocks)	13	70
G.10	Stargazing Area	11	71
L.11	Augustus Street Swing Bridge	6	72
C.10	Riverdale-Pescod Development	3	73
HC.10	Future Development Site	2	74
C.13	Future Development Parcel	1	75
C.12	Future Development Parcel	1	76
C.14	Future Development Parcel	1	77

Delay of Projects

A number of projects have been delayed compared to their priority matrix result. This has primarily been done to allow time for land ownership issues to be resolved prior to beginning the design and implementation process.

It is recommended that as part of WW.4 Land Acquisition Task Force, discussions with the Federal government be initiated as soon as possible to investigate interim options to minimize the delay of projects impacted by questions around land ownership.

Some of the delayed recommendations include:

- C.2 Wakeboard Cable Water Park and associated amenities. Project delayed until engineering study of Canal is complete and land ownership is addressed
- C.3 Ice Skating and Associated Amenities. Project delayed until engineering study of Canal is complete and land ownership is addressed
- C.9 Dragon Boat and associated amenities. Project delayed until engineering study of Canal is complete and land ownership is addressed

Recommendations Not Forecasted

Seventeen (17) recommendations have not been forecasted given their timing for implementation cannot be anticipated due to land ownership, reliance on private ownership/initiatives, or other municipal planning processes. These projects include:

- C.17 Lock 18 Pedestrian Crossing (Domtar/Paris Holdings)
- WW.9 Benson Centre Complex
- L.8 Transition Legion Park Into Passive Waterfront (long term past plan)
- HC.11 Cornwall Harbour Building
- HC.12 Cornwall Harbour
- C.8 Paddle Sports Clubhouse
- HC.3 Deep Water Docking
- HC.8 T-Ball Diamonds East of Bergeron Drive
- C.21 Waterfront Spa
- HC.7 Future Development Parcel (Cal. Chloride Tank Site/Drydocks)
- C.6 Haulage Road and Second West Property
- C.4 Haulage Road Crossing (Lock 19)
- C.10 Riverdale-Pescod Development
- HC.10 Future Development Site
- C.12 Future Development Parcel
- C.13 Future Development Parcel
- C.14 Future Development Parcel

Budget Considerations

The project sequence attempts to evenly distribute the capital costs of all projects over a twenty-five year time frame as well as, the total cost of all projects undertaken each year. This includes costs associated with both design and implementation. The total cost of all projects over the projected twenty-five year schedule is approximately \$24.3 million or an average expenditure of just under \$1 million per year.

The 77 recommendations/projects and their associated costs are listed on the following pages. For information on each individual recommendation, please refer to the descriptions provided in the previous section. Project forecasting on a 25-year time line is provided at the end of this section.

It is important to note the following assumptions regarding the budget numbers provided:

- They are based on 2019 dollars
- They do not include City's internal costs
- More detailed design and planning would be required prior to establishing a construction budget
- Contingencies should be carried to address unforeseen issues

- Design fees include additional community consultation to confirm project scope, engineering studies, concept design, and contract documents
- The budget proposed is based on an amount that would support a design solution that addresses the key considerations in this plan. However, as new information becomes available, and the community's priorities change, these budget amounts may be more or less than required to achieve the community's final expectations
- Where possible, projects would be combined to maximize potential efficiencies regarding design and implementation

In addition, some projects and their respective budget numbers are likely too expensive to be undertaken solely by the municipality. Securing financial partnerships will be considered as a necessity in order to realize implementation. Having a plan such as this will allow the City of Cornwall to undertake partnerships or take advantage of other funding opportunities should they arise.

Proposed Budget for Design Recommendations

		Design Fees	Construction	Proposed Budget	Notes
Waterfront Wide					
WW.1	Tourism Strategy	\$60,000	\$-	\$60,000	
WW.2	Signage and Wayfinding Strategy	\$80,000	\$-	\$80,000	
WW.3	Bike Share Strategy	\$30,000	\$-	\$30,000	
WW.4	Land Acquisition Task Force	\$20,000	\$-	\$20,000	
WW.5	Public Art Strategy	\$50,000	\$-	\$50,000	
WW.6	Off-Leash Dog Park Study	\$20,000	\$-	\$20,000	
WW.7	Accessibility Design Philosophy	\$-	\$-	\$-	
WW.8	Environmental Due Diligence + Readiness Determination	\$-	\$-	\$-	
WW.9	Benson Centre Complex	\$-	\$-	\$-	not forecasted
			TOTAL	\$260,000	
Guindon Park					
G.1	Safety Audit	\$15,000	\$-	\$15,000	
G.2	Park Promotion	\$40,000	\$-	\$50,000	
G.3	Campground	\$50,000	\$300,000	\$350,000	
G.4	Boat Launch Enhancements	\$80,000	\$400,000	\$480,000	
G.5	Trail Enhancements	\$60,000	\$400,000	\$460,000	
G.6	Beach Improvements	\$60,000	\$500,000	\$560,000	potential for partnership
G.7	Floating Playground	\$10,000	\$10,000	\$20,000	
G.8	BMX Skills Park	\$40,000	\$200,000	\$240,000	
G.9	Observation Tower or Deck	\$35,000	\$350,000	\$385,000	potential for partnership
G.10	Stargazing Area	\$10,000	\$10,000	\$20,000	
			TOTAL	\$2,570,000	

Proposed Budget for Design Recommendations (Continued)

		Design Fees	Construction	Proposed Budget	Notes
Canal Lands					
C.1	Kinsmen Minor Soccer Fields	\$90,000	\$750,000	\$840,000	potential for partnership
C.2	Wakeboard Cable Water Park	\$10,000	\$20,000	\$30,000	
C.3	Ice Skating and Associated Amenities	\$80,000	\$200,000	\$280,000	
C.4	Haulage Road Crossing (Lock 19)	\$-	\$-	\$-	not forecasted
C.5	Lock 19 Improved Access and Restoration	\$50,000	\$300,000	\$350,000	
C.6	Haulage Road and Second West Property	\$-	\$-	\$-	not forecasted
C.7	Canal Park (Power Dam Drive)	\$78,000	\$600,000	\$678,000	potential for partnership
C.8	Paddle Sports Clubhouse	\$-	\$-	\$-	not forecasted
C.9	Dragon Boat, Rowing and Paddling Course	\$100,000	\$300,000	\$400,000	
C.10	Riverdale-Pescod Development	\$-	\$-	\$-	not forecasted, based on market
C.11	Pescod Ave Crossing	\$100,000	\$800,000	\$900,000	potential for partnership/outside funding
C.12	Future Development Parcel	\$-	\$-	\$-	not forecasted, based on market
C.13	Future Development Parcel	\$-	\$-	\$-	not forecasted, based on market
C.14	Future Development Parcel	\$-	\$-	\$-	not forecasted, based on market
C.15	Canal Pathway (Northside)	\$20,000	\$250,000	\$270,000	
C.16	Canal Pathway (South of King Street)	\$100,000	\$800,000	\$900,000	
C.17	Lock 18 Pedestrian Crossing (Domtar/Paris Holdings)	\$40,000	\$400,000	\$440,000	not forecasted
C.18	Waterfront Trail- St. Lawrence Shoreline	\$40,000	\$300,000	\$340,000	
C.19	Cornwall Gateway (Centretown)	\$30,000	\$200,000	\$230,000	
C.20	South Waterfront Trail Enhancements	\$36,000	\$300,000	\$336,000	
C.21	Waterfront Spa	\$-	\$-	\$-	not forecasted
C.22	Economic/Engineering Study for Canal Reopening	\$100,000	\$-	\$100,000	study only. no capital
			TOTAL	\$6,094,000	

Proposed Budget for Design Recommendations (Continued)

		Design Fees	Construction	Proposed Budget	Notes
Lamoureux Park					
L.1	Reorient Band Shell	\$90,000	\$750,000	\$840,000	potential for partnership
L.2	Pedestrian/Waterfront Interface	\$80,000	\$600,000	\$680,000	potential for partnership
L.3	Boat Launch Improvements	\$50,000	\$400,000	\$450,000	
L.4	Inlet Boat Docking	\$50,000	\$300,000	\$350,000	
L.5	Canal Landscape Feature (Promenade)	\$120,000	\$1,500,000	\$1,620,000	potential for partnership
L.6	Event Spaces along park frontage	\$80,000	\$600,000	\$680,000	potential for partnership
L.7	Naturalized Shoreline	\$40,000	\$200,000	\$240,000	potential for partnership
L.8	Transition Legion Park into passive waterfront	\$-	\$-	\$-	not forecasted
L.9	RCAF Building Improvements	\$10,000	\$100,000	\$110,000	
L.10	Civic Complex Enhancements	\$100,000	\$1,000,000	\$1,100,000	
L.11	Augustus Street Swing Bridge	\$20,000	\$60,000	\$80,000	
L.12	Major Streetscape Gateway	\$25,000	\$150,000	\$175,000	
L.13	Minor Streetscape Gateways	\$15,000	\$80,000	\$95,000	
L.14	Increase Food/Café Opportunities	\$10,000	\$60,000	\$70,000	
L.15	Increased Recreational Opportunities	\$100,000	\$800,000	\$900,000	potential for partnership
L.16	Marina 200 Improvements	\$90,000	\$300,000	\$390,000	
			TOTAL	\$7,780,000	

Proposed Budget for Design Recommendations (Continued)

		Design Fees	Construction	Proposed Budget	Notes
Harbour to College					
HC.1	Pointe Maligne	\$90,000	\$750,000	\$840,000	
HC.2	Canal Promenade	\$80,000	\$600,000	\$680,000	potential for partnership
HC.3	Deep Water Docking	\$80,000	\$500,000	\$580,000	
HC.4	Bergeron Drive Drop Off Loop	\$35,000	\$300,000	\$335,000	
HC.5	Lookout Viewing Platform	\$54,000	\$450,000	\$504,000	
HC.6	Relocation of Parking Lots	\$25,000	\$200,000	\$225,000	
HC.7	Future Dev. Parcel (Cal. Chloride Tank Site/ Drydocks)	\$-	\$-	\$-	not forecasted, based on market
HC.8	T-Ball Diamonds east of Bergeron Drive	\$40,000	\$300,000	\$340,000	
HC.9	Off Leash Dog Park (Interim)	\$10,000	\$60,000	\$70,000	
HC.10	Future Development Site	\$-	\$-	\$-	not forecasted, based on market
HC.11	Cornwall Harbour Building	\$100,000	\$1,000,000	\$1,100,000	not forecasted, potential for partnership
HC.12	Cornwall Harbour	\$80,000	\$800,000	\$880,000	not forecasted, potential for partnership
HC.13	Waterfront Trail Improvements	\$40,000	\$300,000	\$340,000	
			TOTAL	\$5,894,000	

Proposed Budget for Design Recommendations (Continued)

		Design Fees	Construction	Proposed Budget	Notes
East Front					
E.1	Lookout at l'École secondaire publique L'Héritage	\$5,000	\$15,000	\$20,000	
E.2	Anthony Street Access	\$10,000	\$100,000	\$110,000	
E.3	Glen Stor Dun Lodge Lookout Improvements	\$75,000	\$150,000	\$225,000	
E.4	Nav Centre Dock	\$50,000	\$250,000	\$300,000	
E.5	Inverarden House (Regency House)	\$50,000	\$500,000	\$550,000	potential for partnership
E.6	Waterfront Trail Rest Area	\$20,000	\$100,000	\$120,000	
E.7	Boundary Road Boat Launch	\$80,000	\$350,000	\$430,000	
			TOTAL	\$1,755,000	
	TOTAL BUDGET FOR ALL RECOMMENDATIONS			\$24,353,000	
	Total	\$3,338,000	\$21,015,000	\$24,353,000	
	% of Total	14%	86%	100%	

Project Forecasting

The schedule on the following pages illustrates the proposed roll-out of the 60 of the proposed 77 recommendations over the next 25 years, totaling approximately 22 million dollars including both design and construction fees. The table divides each project into the design/planning and implementation stage and tallies the estimated budget allocation for each year. This table should be used as a guide for staff to establish budgets and to track progress of this plan's implementation.

This schedule should be used as a guide only. External factors may impact the sequence and timing of projects. Projects may be advanced or delayed depending on these external forces. As other priorities emerge or efficiencies are discovered it might facilitate a project's advancement over another.

Cornwall Waterfront Implementation Forecast: Years 1 to 5

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
1	WW.1 Tourism Strategy (53)	Design: 60,000				
2	WW.2 Signage and Wayfinding Strategy (6)	Design: 80,000				
3	WW.4 Land Acquisition Task Force (55)	Design: 20,000				
4	C.19 Cornwall Gateway (Centretown) (35)	Design: 30,000	Construction: 200,000			
5	L.14 Increase Food/Café Opportunities (5)	Design: 10,000	Construction: 60,000			
6	G.1 Safety Audit (32)	Design: 15,000				
7	G.2 Park Promotion (38)	Design: 40,000				
8	G.4 Boat Launch Enhancements (12)	Design: 80,000	Construction: 400,000			
9	G.6 Beach Improvements (1)	Design: 60,000	Construction: 500,000			
10	WW.3 Bike Share Strategy (39)	Design: 30,000				
11	WW.5 Public Art Strategy (62)	Design: 50,000				
12	WW.6 Off-Leash Dog Park Study (60)	Design: 20,000				
13	HC.1 Pointe Maligne (3)	Design: 90,000	Construction: 750,000			
14	HC.13 Waterfront Trail Improvement (9)	Design: 40,000				
TOTAL BY YEAR:		Year 1: \$200,000	Year 2: \$315,000	Year 3: \$240,000	Year 4: \$990,000	Year 5: \$790,000

Notes:

- (#) Priority Ranking from Matrix
- WW.# Waterfront Wide
- G.# Guindon Park
- C.# Canal Lands
- L.# Lamoureux Park
- HC.# Harbour to College
- E.# East Front

1. Recommendations #1 to 3 and #10 to 12 (ww.1, ww.2, and ww.3, ww.4, ww.5 and ww.6) have been advanced to provide direction and upfront planning for future projects
2. Schedule and cost for implementation of ww.2 Signage and Wayfinding Strategy to be determined through planning process and with consideration to

3. Recommendation #4 , C.19 Cornwall Gateway (Centretown) has been advanced to promote the City and is an early project out of the Tourism Strategy (ww.1)
4. Recommendation#6, G.1 Safety Audit is advanced to provide input to high priority Guindon Park recommendations

Cornwall Waterfront Implementation Forecast: Years 6 to 10

		YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
14	HC.13 Waterfront Trail Improvement (9)	Construction: 300,000				
15	G.3 Campground (8)	Design: 50,000	Construction: 300,000			
16	G.5 Trail Enhancements (4)	Design: 60,000	Construction: 400,000			
17	G.7 Floating Playground (16)	Design: 10,000	Construction: 10,000			
18	G.8 BMX Skills Park (35)	Design: 40,000	Construction: 200,000			
19	L.2 Pedestrian/Waterfront Interface (10)	Design: 80,000	Construction: 600,000			
20	L.3 Boat Launch Improvements (17)	Design: 50,000	Construction: 400,000			
21	L.15 Increased Recreational Opp. (15)	Design: 100,000	Construction: 800,000			
22	L.5 Canal Promenade (20)	Design: 120,000	Construction: 1,500,000			
23	L.6 Event Spaces along park frontage (11)	Design: 80,000	Construction: 600,000			
24	C.22 Economic/ Engineering Study for Canal Reopening (37)	Design: 100,000				
25	HC.9 Dog Off Leash Park (Interim) (27)	Design: 10,000	Construction: 60,000			
26	E.6 Waterfront Trail Rest Area (18)	Design: 20,000	Construction: 100,000			
27	E.7 Boundary Road Boat Launch (26)	Design: 80,000	Construction: 350,000			
28	G.9 Observation Tower or Deck (23)	Design: 35,000	Construction: 350,000			
29	HC.2 Canal Promenade (13)	Design: 80,000				
TOTAL BY YEAR:		Year 6: \$460,000	Year 7: \$1,140,000	Year 8: \$2,100,000	Year 9: \$2,245,000	Year 10: \$940,000

(#) Priority Ranking from Matrix

WW.#	Waterfront Wide
G.#	Guindon Park
C.#	Canal Lands
L.#	Lamoureux Park
HC.#	Harbour to College
E.#	East Front

Notes:

- Smaller projects like #26 and #27 (E.6 and E.7) should be combined to provide efficiencies in design and implementation
- Recommendations #19 to #21 (L.2, L.3, and L.15) to Lamoureux Park should be consolidated into one larger phase 1 project to allow for efficiency in design

and implementation and to limit site work to the interior of the park

- Recommendations #22 and #23 (L.5 and L.6) to Lamoureux Park should be consolidated into one larger phase 2 project to allow for efficiency in design and implementation and to limit site work to the park's frontage along Water Street (Design ideas may be sourced from the Centretown Streetscape Plan)

Cornwall Waterfront Implementation Forecast: Years 11 to 15

		YEAR 11	YEAR 12	YEAR 13	YEAR 14	YEAR 15
29	HC.2 Canal Promenade (13)	Construction: 600,000				
30	C.1 Kinsmen Minor Soccer Fields (39)	Design: 90,000	Construction: 750,000			
31	C.2 Wakeboard Cable Water Park (13)	Design: 10,000	Construction: 20,000			
32	C.3 Ice Skating and Associated Amenities (2)	Design: 80,000	Construction: 200,000			
33	C.9 Dragon Boat, Rowing and Paddling Course (23)	Design: 100,000	Construction: 300,000			
34	HC.3 Deep Water Docking (46)	Design: 80,000	Construction: 500,000			
35	HC.5 Lookout Viewing Platform (41)	Design: 54,000	Construction: 450,000			
36	L.4 Inlet Boat Docking (34)	Design: 50,000	Construction: 300,000			
37	L.7 Naturalized Shoreline (33)	Design: 40,000	Construction: 200,000			
38	L.16 Marina 200 Improvements (46)	Design: 90,000	Construction: 300,000			
39	C.15 Canal Pathway (Northside) (24)	Design: 20,000	Construction: 250,000			
40	C.16 Canal Pathway (South of King St) (48)	Design: 100,000	Construction: 800,000			
41	C.18 Waterfront Trail - St. Lawrence (30)	Design: 40,000	Construction: 300,000			
42	C.20 South Waterfront Trail Enhance. (31)	Design: 36,000	Construction: 300,000			
43	E.4 Nav Centre Dock (36)	Design: 50,000				
YEAR TOTAL:		Year 11: \$880,000	Year 12: \$1,404,000	Year 13: \$1,130,000	Year 14: \$996,000	Year 15: \$1,700,000

Notes:

- (#) Priority Ranking from Matrix
- WW.# Waterfront Wide
- G.# Guindon Park
- C.# Canal Lands
- L.# Lamoureux Park
- HC.# Harbour to College
- E.# East Front

1. Canal Lands Recommendations #30 to 33 (C.1, C.2, C.3 and C.9) and #39 to 42 (C.15, C.16, C.18 and C.20) have been deferred until year 11 and year 14 respectively to allow for land ownership issues with the Federal government to be resolved. Alternatively, a re-examination of any longterm leases to accommodate

recommendations may be examined to determine feasibility and the Federal government's position.

Cornwall Waterfront Implementation Forecast: Years 16 to 20

		YEAR 16	YEAR 17	YEAR 18	YEAR 19	YEAR 20
43	E.4 Nav Centre Dock (34)	Construction: 250,000				
44	C.5 Lock 19 Improved Access and Restoration (58)	Design: 50,000	Construction: 300,000			
45	C.7 Canal Park (Power Dam Drive) (49)	Design: 78,000	Construction: 600,000			
46	C.11 Pescod Ave Crossing (57)	Design: 100,000	Construction: 800,000			
47	E.2 Anthony Street Access (44)	Design: 10,000	Construction: 100,000			
48	E.5 Inverarden House (Regency House) (43)	Design: 50,000	Construction: 500,000			
49	L.9 RCAF Building Improvements (52)	Design: 10,000	Construction: 100,000			
50	HC.4 Bergeron Drive Off Loop (54)	Design: 35,000	Construction: 300,000			
51	HC.8 T-Ball Diamonds E of Bergeron Dr. (56)	Design: 40,000	Construction: 300,000			
52	E.1 Lookout at l'École Secondaire Publique L'Heritage (50)	Design: 5,000				
53	E.3 Glen Stor Dun Lodge Lookout Improvements (51)	Design: 75,000				
YEAR TOTAL:		Year 16: \$378,000	Year 17: \$1,010,000	Year 18: \$960,000	Year 19: \$675,000	Year 20: \$680,000

Notes:

(#) Priority Ranking from Matrix

WW.#	Waterfront Wide
G.#	Guindon Park
C.#	Canal Lands
L.#	Lamoureux Park
HC.#	Harbour to College
E.#	East Front

1. Smaller projects should be combined to provide efficiencies in design and implementation
2. Recommendation #48 (E.5) is a Parks Canada facility/property. Therefore this initiative should fall substantially on the Federal government.

Cornwall Waterfront Implementation Forecast: Years 21 to 25

		YEAR 21	YEAR 22	YEAR 23	YEAR 24	YEAR 25
52	E.1 Lookout at l'École Secondaire Publique L'Heritage (50)	Construction:	15,000			
53	E.3 Glen Stor Dun Lodge Lookout Improvements (51)	Construction:	150,000			
54	L.11 Augustus Street Swing Bridge (63)	Design:	20,000	Construction:	60,000	
55	L.12 Major Steetscape Gateway (59)	Design:	25,000	Construction:	150,000	
56	L.13 Minor Streetscape Gateways (72)	Design:	15,000	Construction:	80,000	
57	HC.6 Relocation of Parking Lots (61)	Design:	25,000	Construction:	200,000	
58	L.1 Reorient Band Shell (65)	Design:	90,000	Construction:	750,000	
59	L.10 Civic Complex Enhancements (64)	Design:	100,000	Construction:	1,000,000	
60	G.10 Stargazing Area (71)	Design:		10,000	Construction:	10,000
YEAR TOTAL:		Year 21: 225,000	Year 22: \$315,000	Year 23: \$390,000	Year 24: \$1,760,000	Year 25: \$10,000

Notes:

- Smaller projects should be combined to provide efficiencies in design and implementation
- Projects #54-56 (L.11, L.12, L.13) should be considered for advancement to coincide with design and implementation of Canal Promenade (#22 and #23)
- #58 (L.1) Reorient Band Shell may be considered for advancement depending on life expectancy of structure and time-line for future improvements
- #59 (L.10) Civic Complex Enhancements may be considered for advancement depending on future needs and opportunities

(#) Priority Ranking from Matrix

WW.#	Waterfront Wide
G.#	Guindon Park
C.#	Canal Lands
L.#	Lamoureux Park
HC.#	Harbour to College
E.#	East Front

APPENDICES



Appendix A: Past Studies

Background Documents

List of Documents and Background Information

The following is a list of plans, studies and guidelines that were considered in directing the framework and overall vision for the City's waterfront. Critical points and objectives from key documents, as they relate to the waterfront, are also summarized in this section.

- Gray's Creek Conservation Area Development Study (1974)
- Canal Lands Development Study (1973-1977)
- Parc - Guindon - Park Development Study (1977)
- Waterfront Plan (1989)
- Reopening of the Cornwall Canal Conceptual Study (2003)
- Cornwall Revitalization Concept - Heart of the City (2003)
- Cornwall Sediment Strategy (2005)
- Waterfront Plan (2007)
- Cornwall Recreation Master Plan (2009)
- Bicycle & Pedestrian Master Plan (2010)
- Centretown Streetscape Revitalization Strategy and Implementation Plan (2012)
- Cornwall Harbour Revitalization Concept (2013)
- City of Cornwall Economic Development Plan (2016)
- Public Park Design for Pointe Maligne Lookout Point (2016)
- City of Cornwall Databook (2017)
- Raisin Region Conservation Authority Watershed Report Card (2017)
- Official Plan (2018)
- Cornwall Sediment Strategy

Gray's Creek Conservation Area Development Study (1974)

The purpose of this Study was to prepare a Development Plan for the 43 ha site known as Gray's Creek Conservation Area. The study responds to the environmental capability of the site, its value as a focal point in relation to the City of Cornwall "Waterfront Policy", the objectives of the Raisin Region Conservation Authority and the local and regional needs of Cornwall and surrounding area.

The proposed concept looks at the site in regards to access and administration, marine centre, winter sports, family picnicking, group picnicking, informal games, conservation demonstration and wildlife habitat. The study also provides high level costing and identifies priority projects.

Canal Lands Development Study (1973-1977)

The purpose of this study was to review and analyze the central Cornwall waterfront area from the International Bridge on the west to Cornwall Harbour on the east. An area of approximately 57 hectares. It identified opportunities and challenges related to existing environmental conditions of the site and adjacent lands. It assessed the characteristics and development potential of the area and identified the needs and requirements of the citizens of Cornwall for a Waterfront Park premised on current and future recreation and tourism requirements. Finally, it provided a flexible development scheme. This plan produced many of the key features of today's central waterfront area including Lamoureux Park, Civic Complex and Marina 200.

Parc - Guindon - Park Development Study (1977)

The purpose of the study was to prepare a staged Master Development Plan for 190 ha Guindon Park along with lands leased from Ontario Hydro (12 ha). The plan identifies a series of activities and functions to be considered as a result of the community and stakeholder engagement process. It then outlines the advantages and disadvantages for each and indicates whether the activity or function should be included or not in the plan.

Three “contrasting” concepts were considered through the community and stakeholder consultation process with varying levels of intensity (high, medium and low). The resulting development concept provides detailed recommendations for the park including locations for boating, swimming, picnicking, greenhouse and nursery equestrian centre, education, wetland preserve, golf and Athletic Centre, allotment gardens, highway buffer and circulation and parking.

While only some of the recommendations in this master plan were implemented, it provides further insight into the future potential of Guindon Park.

Cornwall Waterfront Plan (1989)

In 1987, a waterfront committee was created with the responsibility of preparing a comprehensive waterfront plan for the City. Committee members were selected on the basis of their potential role in steering the future development of the waterfront and to represent a cross-section of interests. The committee was to be a working advisory body to the Planning Advisory Committee of Council.

This plan produced by this committee was Cornwall's first waterfront plan for the entire 16 kilometres of waterfront from Guindon Park in the west to Gray's Creek in the east. This plan was the first to establish the organization of the waterfront into the five sub sections used in future iteration of the plan in order to look at the waterfront in greater detail. East section of the waterfront is described in regards to background, existing conditions constraints improvements, past improvements and proposed improvements. Many of the recommendations described in this plan have since been implemented or carried forward as recommendations in the 2007 plan and this 2019 plan.

Reopening of the Cornwall Canal Conceptual Study (2003)

This report prepared by Public Works and Government Services Canada provides a conceptual study to identify the engineering works necessary for the reopening of the Cornwall Canal along with a Class D Estimate. The study identifies a series of improvements required to facilitate operation of the canal, along with four design options at the international bridge crossing. The total estimated project cost to reopen the Cornwall Canal based on the four options proposed range from 43 million (option 1) up to 53 million (option 4). It is important to note that the report indicates that these costs do not include any required realignment of the waterfront trail or new pedestrian crossings.

Revitalization Concept – Heart of the City (2003)

The report was a master plan concept for the revitalization of the downtown area, primarily Pitt Street and the waterfront. The key ideas for the waterfront are as follows:

- Addition of a waterfront drive/promenade through Legion Park and Lamoureux Park with parking;
- Improvement of the bicycle path and pedestrian boardwalk;
- Waterfront residential/commercial at each end of Lamoureux Park. Revenue generation to help development of the park and bring people closer to the water;
- Continue the ongoing sophisticated development of the Cotton Mill Historic Loft District;
- Continue improving “Le Village”;
- Concentrate historic and cultural facilities (such as an art gallery) in one area to create a historic/cultural district within the park close to the existing museum. Relocate the walk of fame to this area;
- Designate picnic areas with tables, shade structures, BBQ and public washrooms;
- Improve marina facilities;
- Provide docking at the bottom of Pitt Street and along waterfront for day visitors;

- Develop an activity and special event yearly calendar for the waterfront park; and,
- Clearly identify public free parking

Cornwall Sediment Strategy (2005)

The Cornwall Sediment Strategy is a long-term management plan for historically contaminated sediments in three zones of the St. Lawrence River at Cornwall. Continued natural recovery, administrative controls and long-term environmental monitoring are all part of this strategy, developed through a science-based consensus of community partners, environmental groups, and federal/provincial, municipal, and Mohawk governments.

As indicated in the strategy, contaminated deposits in the three zones along the Cornwall waterfront are currently covered with a cleaner layer of sediment and therefore do not pose a significant ecological risk. However, these locations should remain undisturbed to avoid exposing deeper, more contaminated material. Therefore, any waterfront development activities which may disturb, expose or re-suspend contaminated sediments must be avoided. The Administrative Controls Protocol for the Strategy identifies the roles and responsibilities of various partners in regards to the development permit review process.

Cornwall Waterfront Plan (2007)

The Cornwall Waterfront Plan was a planning program reviewed in 2007 as an extension of the City of Cornwall's Official Plan and the original 1989 Waterfront plan. The 2018 Master Plan considers this document as it moves forward with an updated version.

The 2007 plan contains background information which provides the following information for each subsection: boundaries, existing land use, history, role of the area to the City, constraints to improvement, descriptions of the project(s), general priorities and action plan, and public input. Elements common to all areas of the waterfront, include land ownership/development control, design control, signage, access and maintenance.

The guiding principles of the plan are as follows:

- A people place, focusing on recreation, tourism and community facilities.
- Good public access through ownership or access rights tied to private development.
- A "connected" Waterfront
- Public facilities to be required of private development

- Quality in design for Waterfront buildings and projects
- Environmentally sound
- Redevelopment of key areas

Cornwall Recreation Master Plan (2009)

The City of Cornwall's Recreation Master Plan is a strategic planning document that sets out the needs and priorities for recreation facilities; programs and activities; and parks and open space to the year 2020. This Master Plan is intended to complement the City's two other strategic planning documents – the Official Plan and the Waterfront Plan 2007.

The Master Plan recommends the City continue to implement the Waterfront Plan 2007 and acquire additional property as it becomes available and continue to develop Cornwall's waterfront for recreational purposes. Additional recommendations applicable to the waterfront include providing additional pathways and trails, creation of an off-leash dog park, and the adoption of a Public Art Policy.

As this plan's duration is to 2020, it will be updated soon. The updated parks and recreation plan should be aligned with this latest version of the waterfront plan (2019) and consider its recommendations.

City of Cornwall Bicycle and Pedestrian Master Plan (2010)

The City of Cornwall Bicycle and Pedestrian Master Plan was initiated in September 2009 to create a document on which the City would largely base its bicycle and pedestrian related decisions over the next decade and beyond. The study was undertaken between September 2009 and June 2010, engaging staff and members of the community in formulating the plans, policies and proposed practices that make up the final Plan. The objectives of the plan are to:

- Create an environment that encourages people to cycle and walk to work, school and other trips;
- Make cycling and walking a safe, comfortable and convenient alternative for everyone, young and old alike;
- Reduce greenhouse gas emissions; and,
- Support economic development and quality of life

The plan consists of five main work streams:

1. Vision, goals and objectives;
2. Cycling network, infrastructure and design guidelines;
3. Pedestrian network, infrastructure

and design guidelines;

4. Policies and programs; and,
5. Funding, implementation, operation, and maintenance.

A key element of the Plan is to create connections to the Waterfront Trail and other sections of multi-use trail. The proposed bicycle network provides fourteen new north-south bikeways that connect with the Waterfront Trail.

Centretown Streetscape Revitalization Strategy and Implementation Plan (2012)

This Streetscape Revitalization initiative arose out of Centretown Cornwall, all three-year revitalization project focused on four key areas: economic development, organization development, marketing and promotions, and beautification. Developing a new streetscape conceptual design for the Centretown area in order to create a unified identity is the overall purpose of this study. The area covered is primarily Pitt Street, Water Street, and Montreal Road. The efforts for such revitalization initiatives continues today through The Heart of City (HOTC) group.

Cornwall Harbour Revitalization Concept (Groupe renaissance Group -GRG) (2013)

Incorporated in 1999, Groupe Renaissance Group (GRG), a non-profit organization, focused on rejuvenating the historic Le Village district of the city of Cornwall. Its mission is revitalization through social, cultural, economic, and architectural, projects and events in the City of Cornwall, Ontario and the surrounding area. GRG's 2013 Harbour Revitalization Project proposes redevelopment of the Harbour through Adaptive re-use opportunities for the existing storage facility's structure with a covered exterior event space and integration of seaway activities and services.

Suggested amenities to be supposed as part of the vision included:

- Tourist Information Centre
- Public Washrooms
- Rooftop Patio
- Small-Scale Commercial Spaces
- Multi-Purpose Hall / Main Room
- Two Level Restaurant with Main-Level
- Patio and Upper Level Seating
- Docking for Large Craft (Tourism and Tall Ships)
- Kayak and Equipment Rental Centre

- Covered Outdoor Space for Farmers Market or Other Community Purpose
- Integrated Water Features

City of Cornwall Economic Development Plan (2016)

The purpose of the plan is to drive investment and new business growth into Cornwall. With regard to the waterfront, on-going actions and new actions are cited:

On-going Actions:

1. Continue to actively maintain public spaces along the waterfront, including Lamoureux and Guindon Parks
2. Continue to actively promote the Waterfront Trail and City recreational path networks
3. Continue to implement the new historic walking trail project
4. Continue to support and promote the St. Lawrence Power Development Visitor Centre
5. Continue to support ongoing revitalization efforts in the Cotton Mill district

New Actions:

1. Complete an update of Cornwall's Waterfront Master Plan:
 - A. Ensure an open public consultation process
 - B. Include all lands along the

waterfront including privately and publicly owned properties

- C. Aim to create more public access points to the water
- D. Examine various best use and development models
- E. Connect downtown to the water
- F. Increase high density residential development opportunities
- G. Attract new commercial development to the waterfront
- H. Create a Cornwall landmark from remnants of bridge
- I. Establish and promote timelines for development
2. Once the Waterfront Master Plan is complete, re-activate the Waterfront Land Acquisition Committee to pursue local ownership of waterfront land
3. Work with developers to create a redevelopment plan for the former Domtar and Courtaulds lands
4. Work with the newly established Cornwall Harbour Corporation to create a redevelopment plan for the former port lands
5. Work with the local business community to bring more on-going activities to Lamoureux

Park with an aim to animate and generate more use of the waterfront

Public Park Design for Pointe Maligne Lookout Point (Canada 150 Submission) (2016)

A study was conducted in 2016 to prepare a concept for Pointe Maligne Lookout Point. The proposed design is rooted in three major factors:

1. Exceptional views to the waterfront;
2. Historical significance of a site in existence since before the founding of the City of Cornwall originally known as New Johnstown; and
3. Accessible and age-friendly infrastructure.

Three aspects of the site analysis guided the inspiration for the design:

1. Place: The siting Pointe Maligne along the St. Lawrence and recognition of planned future waterfront development articulates a site that offers high potential for community and open space to be enjoyed by people of all ages and abilities.
2. History: Parc Pointe Maligne Park is slated with a deep history that should be amplified and communicated to residents and visitors of Cornwall.

3. Lookout: The site is amongst the highest publicly-accessible points along the St. Lawrence River within the City of Cornwall. This 'it' feature is a key opportunity for enhancement, enjoyment, and use.

The design introduces new parking areas with vehicular lookouts, a proposed multi-use path with seating, picnic tables and a shade structure/gazebo at a critical view point. A play space is proposed at the east end of the site, passive open space at the top end, and planting and historic plaquing throughout.

City of Cornwall Databook (2017)

The Planning Division publishes the Cornwall Data Book annually in order to provide the most up-to-date information to those interested in learning more about the City. The Data Book is compiled mainly from secondary sources such as Statistics Canada Census data, Planning Division files, and information from other City departments. The types of demographic data presented in the document are: population data; residential data; labour market; commercial data; public services and facilities; recreation facilities; transportation facilities; and industrial data.

Raisin Region Conservation Authority Watershed Report Card (2017)

The Raisin Region Conservation Authority monitors three key environmental conditions that are important indicators of a watershed's health: Forest Conditions, Surface Water Quality and Groundwater Quality. Cornwall is located within the Gray's Creek Watershed. The 2017 report card identifies a number of "Local Actions Needed for Improvement" that should be considered in the planning and design of Cornwall's waterfront.

These include:

- Protection of all woodlands and Locally Significant Wetlands
- Increase forest interior by "bulking up" woodlots to make them larger and rounder by planting native trees and shrubs around existing woodlots or allowing the edges to naturalize on their own
- Make connections between woodlots and other habitat types by planting hedgerows or windbreaks along fields, waterways and roads
- Improve the health of individual woodlots by preparing and following Woodlot Management Plans
- Plant buffers (grasses and trees) along creeks, rivers and open drains to filter

runoff and provide shade

- Implement protection of identified groundwater infiltration zones and conduct groundwater research and monitoring
- Target soil erosion measures to areas of high erodibility

Official Plan (2018)

This document constitutes the Official Plan for the City of Cornwall Planning Area. The main purpose of the Plan is to provide a general, comprehensive policy based framework for guidance of future land use and physical development within the corporate limits of the City of Cornwall. It consists of written text, schedules and appended maps. A number of chapters involve the waterfront, most notably Chapter 6 - Parks and Recreation, and Chapter 7 - Waterfront Planning. In summary, these sections state that the objectives are to maintain Guindon Park as a wooded area; Lamoureux Park as a major downtown civic space; preserve a continuous park system between Guindon Park and Gray's Creek Conservation Area; and to continue the acquisition of land to improve linkages, public access, recreation, and tourism.

Appendix B: Cornwall Waterfront Master Plan Stakeholder Interviews

Participating Agencies, Organizations and Individuals

May 30 and May 31, 2018

- St. Lawrence College (2)*
- Raisin River Conservation Authority (2)
- St. Lawrence River Institute of Environmental Sciences (2)
- Adopt-a-Street (2)
- Transition Cornwall
- Le Village BIA
- HOTC Centretown
- Cornwall and Area Chamber of Commerce
- District Minor Baseball (3)
- Seaway International Bridge Corporation (2)
- Recreation Advisory Group (8)
- Waterfront Committee members (4)
- Waterfront Land Acquisition Committee members
- then Mayor Leslie O'Shaughnessy
- Todd Bennett, then chair of the Waterfront Committee
- then Councillor Denis Carr
- then Councillor David Murphy
- City of Cornwall Recreation
- City of Cornwall Leisure Arts
- Individuals not associated with an agency or group (2)

June 20, 2018

- Heritage-Patrimoine Cornwall
- St. Lawrence River Institute of Environmental Sciences
- St. Lawrence River Remedial Action Plan (2)
- Municipal Environmental Advisory Committee
- Cornwall and District Environment Committee
- Waterfront Committee members
- Seaway Divers Club of Cornwall
- Menard Bros. Construction
- Individuals not associated with an agency or group (2)

Phone interviews: June 26, 2018

- City of Cornwall, Facility Rental Coordinator

Phone interviews: September 6 and 7, 2018

- Mohawk Council of Akwesasne
- NAV Centre (2)
- Councillor Carilyne Hebert
- Economic Development (2)
- Planning (3)
- Tourism (3)
- Infrastructure and Municipal Works Planning
- Charles Clément

Phone interviews: September 28, 2018

- Transport Canada Regarding Surplus Federal Lands

Phone interviews: October 30, 2018

- Cornwall Innovation Centre

Phone interviews: November 7, 2018

- Bernadette Clément, then Mayor Elect

* brackets show number of people in attendance, if more than one

Appendix C: Open House Comments Consolidated

Open House Comments Consolidated

The following consolidates and summarizes comments received from the community at the following two public open house sessions that took place on June 20, 2018. Attendees were encouraged to identify specific interests in new or improved facilities, features and services on the maps using sticky notes, or on comment sheets provided that posed a number of questions regarding the waterfront plan.

The documentation is a verbatim record of input received in response to the questions asked in an effort to faithfully report what we have heard from everyone.

Key

	Q1. What are the top three favorite activities that you enjoy doing on the Waterfront? (Responses grouped under active and passive recreation and according to whether or not they relate to facilities/amenities or programs/activities.)
	Q2. Are there any improvements you would like to see to the waterfront? (Responses grouped under active and passive recreation and according to whether or not they relate to facilities/amenities or programs/activities.)
	<p><i>Bold, italicized font:</i> comments raised most often</p> <p>Bold font: comments raised often</p> <p>Non-bolded font: comments raised less frequently</p>

	Facilities and Amenities	Programs and Activities
Public recreation: active	Trails Playgrounds	Swimming Baseball Skating on canal Cross-country skiing Canoeing Walking Cycling Roller Blading
	Canoe kayak launch Swimming hole Fitness equipment for adults and children Volleyball courts Mix of passive and active spaces	

	Facilities and Amenities	Programs and Activities
Public recreation: passive	<p><i>Dog park*</i></p> <p><i>Green space*</i></p>	<p><i>Boat cruises/tours</i></p> <p><i>Fishing*</i></p> <p><i>Using splash pad by river</i></p> <p><i>Strolling</i></p> <p><i>Entertaining children & guests</i></p> <p><i>Bird watching</i></p> <p><i>Events in the park</i></p> <p>Picnicking</p> <p>Sitting, relaxing</p> <p>The view</p> <p>Observing nature</p> <p>Photography</p> <p>Horse drawn wagon rides</p>
	<p><i>Beach*</i></p> <p><i>More public washrooms*</i></p> <p><i>More trash receptacles*</i></p> <p><i>Restore remaining canal* (open to vessels, tied with boardwalk)</i></p> <p><i>Boat rental</i></p> <p><i>Boat docks*</i></p> <p>More water stations*</p> <p>Better lighting on path</p> <p>Update or upgrade stage area</p> <p>More trees along shoreline</p> <p>More benches</p> <p>Tea garden</p> <p>Simple relax shelters</p> <p>Streetcar</p>	<p><i>Boat cruises/tours</i></p> <p>Dog park like Morrisburg</p>

	Facilities and Amenities	Programs and Activities
Commercial**		Eating at Farm and Forest food truck
	<i>Assorted shops, restaurants* - permanent, seasonal and temporary kiosks</i>	'Social' cruises

** non-municipal

* identified as one of top three most important in Q. 5

Maintenance requirements identified were:

- *Clean up waterfront*
- *Repave paths*
- *Geese management**

Q3. What is your favourite place or space on the Waterfront?

- **Ball park** (green space and lively play)
- **Eco garden**
- **Canal bike path/bike paths**
- **Lamoureaux Park**
- **Bandshell**
- **Picnic/sitting areas**
- Marina area
- Gazebo
- Pointe Maligne
- Splash pad for the children
- East end shoreline (quiet and open)
- Linear route surrounded by nature and free from cars
- Area under the bridge (very scenic)
- West of Domtar overlooking Polly's Gut tree lighting in winter
- View from Glen Stor Dun Lodge Lock
- Lock #19 (quiet)

Q5. What are the top three items the waterfront should address?

Other than those indicated with the asterisk (*) above, the top three items are listed below, and includes responses to Q.2 that are not related to specific facilities/amenities or programs/activities.

Facilities and amenities

- Multi-use sports park
- Connecting bike paths
- Relocation of the ball diamonds
- Mariner's museum
- Farmers' market
- Boardwalk
- A pier
- More parking
- Restoring and preserving the canal lands

Health and safety

- Police patrol on waterfront side streets
- Health and safety
- Second street is dangerous - safety measures

Political process

- Full disclosure, openness
- Will of residents and taxpayers
- No backroom deals, kickbacks and conflicts of interest

General Directions for Development

No/minimal development

- No development
- No housing/development in Lamoureux Park
- Remove Civic Complex, Aquatic Centre and Curling Club
- Remove all buildings to the east and return waterfront to access on foot/ bike
- No development south of Water Street or Montreal Road
- Future development minimized for future generations

Former Domtar Lands and Area (Now Paris Holdings_

- Develop with waterfront condos, greenspace connected to Lamoureux
- Temporary intervention - grasses, trees, parking lot
- Install footbridge across canal
- Zone part of Domtar lands for future recreational space
- Where possible west of Domtar, gradually acquire lands up to houses on south side of Second Street

Downtown Core and Area

- Restore improve waterfront in order to improve the value of developing areas beyond it – i.e., north of Water Street, Montreal Road, etc.

- Remove Cornwall Square

Waterfront as a Whole

- Acquiring a minimum of 100m of land along the whole waterfront
- More development of the waterfront
- More development towards the east
- No more development east of Lamoureux and south of existing streets
- Non-commercial development
- Public access to waterfront
- Preplan and control of Federal lands in order to be ahead of any private proposals.

Other

- Continue with Cotton Mills improvements and integrate harbour improvements
- Apply for National Historic designation for Canal Lands
- Remove old Power House base and fill to a level (rowing and paddling) that creates rapids and ponds for salmon spawning

Appendix D: Social Media Comments Consolidated

The following consolidates and summarizes comments received from the community via social media, using the same questions posed on the open house comment sheet.

Key

	Q1. What are the top three favorite activities that you enjoy doing on the Waterfront? (Responses grouped under active and passive recreation and according to whether or not they relate to facilities/amenities or programs/activities.)
	Q2. Are there any improvements you would like to see to the waterfront? (Responses grouped under active and passive recreation and according to whether or not they relate to facilities/amenities or programs/activities, and include many responses from both Q.1 that referred to improvements)
	<p><i>Bold, italicized font:</i> comments raised most often</p> <p>Bold font: comments raised often</p> <p>Non-bolded font: comments raised less frequently</p>

	Facilities and Amenities	Programs and Activities
Public recreation: active	Bike paths (4) Splash pad (2)	<i>Walking (14)</i> <i>Biking/cycling (11)</i> Running (2) Kayaking Boating Skateboarding Play baseball
	<i>Beach/swimming area (7)*</i> Access for kayaks (2) New skatepark (4)* More trails Extend bike path to Summerstown so no need to ride on Highway 2 Develop Domtar area and canal (2)* Distance markers on sign posts every 1/4 or 1/2km (e.g., trail markers at the bird sanctuary) Places for sports (e.g., tennis, shuffleboard, bocce courts) Workout stations along trail/Trekfit circuit along canal (2) Relocate baseball fields and make better use of the properties	Bathtub races Weekly exercise on the water such as yoga, pilates, drumming (2)* More spectator water sports tournaments

	Facilities and Amenities	Programs and Activities
Public recreation: passive	Eco gardens (2) Lamoureux Park	Events in Lamoureux Park (6) Nature / scenery appreciation (6) Boat / river watching (5) Relaxing, quiet time, reading, meditate (5) Shows at bandshell (5) Taking dog for a swim (2) Fishing (2) Picnicking (2) Visit friends at Marina 200 Go to Wednesday chicken wings at RCAF Enjoy ice cream Ribfest
	Boardwalk (7)* <i>Keep green space, views, ensure walkable, open/ accessible to all (7)*</i> Refillable water bottle stations (4)* Seating/interesting meeting places (4)* Enclosed dog park, with access to water (3)* Restrooms (3) - including portables Water feature gardens (3) Uninterrupted walk from Holtville building to the marina and back Picnic areas BBQs More areas to play and enjoy the waterfront Park welcome sign Recycling/trash bins (2)* Plant flowers for the bees and butterflies	Fishing spots/tournaments (2)* Free WI-FI for everyone Boat excursions More entertainment at the bandshell (including outdoor theatre) Concerts on the water More events*

	Facilities and Amenities	Programs and Activities
Commercial**	-	Go to Farm and Forest
	Restaurant/patio overlooking water (16)* Small shops/boutiques/stores (11)* Food vendors/kiosks for summer markets/pop-up stores (8)* Licensed establishment/cafe (5)* Restaurant, not necessarily at water's edge (6) (includes reopening Don Cherry location) Repurpose RCAF building for restaurant (2) Accommodations (2) Place to rent canoes/paddle boards, etc.* A manufacturer that makes canoes ("Cornwall Canoes")	Attractions/development along waterfront/make it inviting for tourists (5)* Concentrate on downtown business to attract tourists to spend money and visit park Buskers (performing music, acrobatics, face painting, braiding hair, temporary tattoos, etc.)*

** non-municipal

* identified as one of top three most important in Q. 5

Maintenance/operations requirements identified were:

- **Regular (e.g., weekly) clean of goose droppings from trail/park (9)**
- Reduction in number of geese through non-culling methods, as they are aggressive

- Clean the water
- Repair/repair potholes and cracks in the bike path to make it a smoother ride/inline skate (3)*
- Rehabilitate and maintain what we have (e.g., canal) (2)*
- Enforce 'No Smoking' bylaw in park (2)
- Mosquito fogging
- Make the bridge on the waterfront safer
- Ensure always well maintained

Q3. What is your favourite place or space on the Waterfront? Why do you like it? (see also additional comments)

- The whole eco gardens! It's so peaceful. So beautiful. So wild. Good job!
- Not one place on the waterfront that really interests me, there's something that's missing.
- It is nice along that area and there is lots of potential, but it is not utilized. We need to have something to draw a crowd. You have access to grass and water pretty much any place in Ontario.
- I can't pinpoint one specific spot. From the OPG station right up to (and including the Gray's Creek area) I enjoy the entire path.
- It's beautiful and serene with glorious nature. I was recently at Legion Park, haven't been there in sooooo long. I was very impressed with the area, just wondering why there couldn't be a beautiful view and access to the river from there?
- Down by the Power dam there's a bay area we used to fish when we were kids .it's a beautiful area.
- There is a lovely spot at the bottom of the hill behind the Power Dam visitor's center where the trail leaves the paved path and you can sometimes surprise a heron or two in a little willow-lined bay.
- Swimming at the locks, and skate boarding on the old black bridge
- Bike path!

Q4. What are the top three items the waterfront should address?

Other than those indicated with the asterisk (*) elsewhere, the top three items are listed below, and includes responses to Q.2 that are not related to specific facilities/amenities or programs/activities.

Facilities and amenities

- A new location for a boat launch to remove it from current, highly congested area (possibly located at entrance to old lock between the harbour and marina, incorporated within the old lock walls for historical value).
- Docking facilities for boats, a boat tour and riverside restaurant with easy access from Pitt Street
- More gazebos
- Public art spaces
- Nordik Spa-Nature / Chelsea or Bota Bota
- Maximize use during the winter (i.e., free/very cheap rentals of snow shoes, cross country skis, and inner tubes for sliding; trail grooming in the winter for cross-country)
- Plowed path in winter
- Canal for skating in winter, fishing in summer

Programs and activities

- Water front winter festival
- Bring in a foam fest or water festival every year

Health and safety

- Plan to clean up contaminated river bed
- River Institute signage

Political process

- Those that love Lamoureux Park should attend, because the special interest groups will be there pushing their agendas

General Directions for Development

No/minimal development

- Do not add shops - that will ruin it
- NO buildings, including commercial buildings
- **Fine the way it is/do not disturb peace and tranquility of natural setting (4)**
- Refrain from residential development*

Downtown Core and Area

- Expropriate all decrepit homes south of Water Street, tear down and sell
- Demolish ugly building at the port of Cornwall and replace with picnic tables, park benches, maybe kayak/

canoe rentals or ice cream stand or market or botanical gardens or something to attract tourists

- Preserving the land between the College and Domtar for recreational use only, with all condos, apartments and residences across the street, absolutely not on the waterside*
- Replace/redevelop Cornwall Square or provide 'secondary square' (4)* (e.g., condos, retail, office, etc.)*
- Tying in the College, the Cotton Mills, Lamoureux Park by enhancing the bike path to include a boardwalk. Revitalizing the downtown from the Marina all the way up through art venues for theatre, dance, music, all leading to the waterfront*
- Leave ball fields
- Accessibility to riverfront view from Legion Park

Waterfront as a Whole

- A few years ago, Groupe Renaissance presented the City with conceptual drawings of what could be done with the storage shed at Cornwall Harbour. It was a wonderful mixture of shops, community spaces and amphitheatre for outdoor concerts on the first floor. On the second floor, there would be a restaurant overlooking the river. It was a great design!
- Take the millions of dollars they're talking about putting into the BMO building and put it towards something multifaceted like this instead.
- If a building is to be closed in, have a lot of windows to see through from one side to other without going in the building or in front
- Consider floating housing as in Ashbridges Bay Toronto
- Ensure private development does not cut through the existing waterfront path*
- City should purchase any lands available through the government*
- Protecting wildlife habitats, including non-manicured green space (3)
- Maintaining/enhancing recreational uses/areas (2)
- A mix of commercial development with our fantastic parkland and bike path. And I don't mean adding a public washroom as a major development! If we are going to talk about development, let's come up with a smart mix of commercial ventures that add to the park-like

environment and draw people to the waterfront. There is room for restaurants, pubs, etc. and proper access to those areas so that they do not starve to death during the winter months. The waterfront has to be integrated into the general downtown area of the city.

- General lack of waterfront development in the city should be addressed to attract revenues for the Town

Places suggested as examples of attractive waterfronts

- **Brockville (8)**
- Valleyfield (4)
- Montreal (4) (including repurposing Cornwall Square)
- Kingston (2)
- Winnipeg (2)
- Merrickville
- Morrisburg (re: dog park)
- St Leonard, park near Montreal (re: fitness stations along trail)
- Halifax
- Vancouver
- Gatineau (re: winter trail access/use)
- Brooklyn, New York
- Corpus Christi Texas (re: anchored cruise ship converted into a restaurant)

In response to some of these suggested examples, one respondent wrote: "If your idea of wall-to-wall buildings along the waterfront with little to no green space and little access to waterfront, then the above cities have accomplished that for you! Look up what the city of Victoria has accomplished with their incredible waterfront."

Additional Comments

- There were a number of ongoing conversations among those posting, as well as comments provided that went beyond the scope of the questions posed. These are summarized below.
- Some thought the Civic Complex could accommodate any additional parking as a result of increased use of the waterfront and/or that people could walk to destinations. Others noted concern that parkland will be lost to providing additional lots, especially if people who don't want to walk demand it.
- Concern that the only availability of public restrooms is at the Civic Complex, which limits the distance travelled or time people are willing to spend on the waterfront
- Reference to the past the Canada Day Hot Air Balloon Fest that would draw between 25,000 and 30,000 people, as extent of draw required to make the waterfront and environs successful
- Some referred to the existence of features/facilities that others are requesting, including ice cream sold at the splash pad and the pond in Lamoureux Park that is not visible due to surrounding trees and is a mosquito breeding ground because of stagnate water
- Concern over the cost of rehabilitating the canal, which was suggested in the past to be estimated over \$30 million dollars, and where the money would come from

- A number of people expressed interest in installing a zipline that crosses the river but were skeptical about such a venture going forward, largely based what they perceived as the City's historic conservatism regarding waterfront improvements/development, as other major plans/projects have not gone forward in the past
- Discussion on Pointe Maligne indicated that a previously prepared design includes providing access to cars with a few spots to park and enjoy the view. It was noted that this space is beyond a doubt the most scenic property on our waterfront, is significant to local history, and has been officially designated "Parc Pointe Maligne Park." There was a sense that developers are very interested in acquiring this property.
- Some suggested that the City put money into increasing access to the waterfront instead of the "Art Center."
- If money it to be spent, rehabilitation of the old Domtar site should be in order first and foremost
- Concern that any future plans/projects include the Mohawk Council of Akwesasne, especially in relation to land ownership/claims
- Ecosystem conservation should involve partnerships for the joint stewardship of land between Cornwall, the province and the Indigenous groups with land claims, which may require some work to overcome bureaucracy
- Question about the Is it possibility

of leveraging federal funding for conservation that was provided in Budget 2018 to obtain surplus federal land that will be put up for sale and develop and maintain ecosystem conversation programs? Some of this land can be rehabilitated and form an urban conservation area, like a cross between Coopers Marsh and Rouge National Park. See: <https://www.newswire.ca/news-releases/federal-budget-2018-announces-historic-investment-in-conservation-675342883.html>

- I think providing more viable employment and professional opportunity along with a responsible leadership would add so much more to the quality of life and the community attitude than some green space. We also need to consider the impact of wild life encroaching in these ecosystem conservation areas. The city is not equipped to deal with that, just look at what happened to the moose this past spring.... Your points are totally valid, but the waterfront plan can set a framework for these issues you've raised to be addressed. Take the things that I've proposed in this thread, for example" leveraging federal conservation funds to buy surplus lands and create ecosystem protection programs, build partnership between municipal, Indigenous, and provincial governments, make waterfront lands useful in the winter, and provide subsidized equipment rentals, these ideas all align with what you're looking for (responsible leadership,

viable employment, professional opportunity)...There has to be a business plan with enough detail to gain support and interest and funding

- I hope a chief concern will be the cost to taxpayers for the consultants' suggested improvements. Spend the money as if it were your own and not as found money.
- Interest in having the full unedited report posted on social media, and made available to the general public

Appendix E: Detailed Perspectives on Issues Related to the Waterfront

The following are two detailed comments received in response to request for comments on Cornwall's waterfront.

Detailed Comment #1

I looked at many if not all the comments, and almost all of them were the same. Restaurants, shops and green space was the common theme. The strange fact is we had that and still have that. Remember this is a park; you park your car and walk, until you find your spot to relax for the day.

So don't park at the complex park in one of the other parking lots that are available off of Pitt St, many little shops to have a look see at what they have. Now we had an awesome "Riverside" Restaurant, well we have had many in that location, Blue Room, Backstages, Don Cherry's Mocktails "patio only". Now the city is in that location in the complex and has become office space for them. People we have had all of what you are talking about, we still have the little shops, they are right there 1 block from the waterfront. Problem is people do not support them. Why did Blue Room, Backstages Don's etc.... all close, no support. I have heard people say; O it is out of the way, never thinking of that place as it is out of the way etc... so if that is out of the way how would a developer, business owner, city make any money?

Running a business is not free, even if you are only a vendor in a market it is not free,

cost for the spot, stock, equipment and your time to sit and sell. None of that is free. Suggestions for free wi-fi hotspots, awesome idea, city raised the tax base this year and took out other services and people went nuts over it, who do you think will be paying for this "Free Wi-Fi" remember anything for free from government comes from you and I. I am not trying to be negative towards any idea, but I think way, way before we start looking at doing anything we need to fix the big problem ourselves.

Start going downtown to the little shops on Pitt Street, yes it will cost more than Wal-mart, people will say "O nothing down on Pitt to look at" but usually the quality is a bit better, and you might get a conversation out of it and when we start to use the small business more, well more will come and open, start going to the R.C.A.F they have an awesome patio with views of the landscape, yes menu is limited, but if people start going and supporting them I am sure the menu would be expanded. When out for a walk stop get an ice cream from the kiosk at the splash pad, stop at Mocktails, when you see Weenies on wheels stop and get a dog or sausage.

We have almost all of what people are talking about, but yet very few are supporting it, and one thinks that big developers, or entrepreneurs are going to run down to that area to setup shop.

Brockville like Kingston, have a different waterfront to what we have, and another thing they have is a population that supports it. We have had the same things over the years but with the lack of support from the community, and to some part the City with its ways of doing business we are where we are now.

You want to see change around the water front, start supporting the small mom and pop on Pitt St, start supporting places like the R.C.A.F and before you know it we will have a wonderful place, full of green spaces to relax and unwind old and new restaurants, pop up vendors in the park, the list goes on and on. Then at that point we will hear Brockville saying... Man you should see Cornwall and the waterfront they have. But it all starts with you and I not some committee.

Detailed Comment #2

As the owner of Mocktails Patio and Mocktails Splash in Lamoureux Park, it has been a constant battle to continue to try to “make things happen” for OUR community only to personally take the financial hit.

In the past 6 years we have done free movies (28 movies in total) on the patio to have people attend with a cooler and Tim Hortons donuts and coffee. The costs of purchasing a license for the movie and to rent a lift for the jumbo screen caused us to stop last year, after 5 years, due to wind damage to our Jumbo screen while supporting free events.

Mocktails managed to bring horse rides throughout Lamoureux Park in 2017/2018 with support from the Canada 150 Committee and the Optimist Club with sponsored days/nights. Unfortunately, attempts to offset costs by charging \$3 per person or \$10/family (20 minutes ride) during the summer, ended after we decided the community was not prepared to pay a nominal fee and we could no longer absorb costs to continue. Over 3500 people enjoyed the rides during 2017 with 80% being sponsored.

We have hosted Pokémon Crawls/Events during the past 2 years with the hope

of showing how Lamoureux Park could become a hub for continuous activities. (also helping with the geese problems by creating traffic). We lined the park with lighting and Pokémon collector items to have our dispensers broken/smashed to steal the quarters out of the 15 machines lining the paths. (money that was to be used to replenish machines and sponsor additional events).

We created a beach volleyball area, next to the patio, and rented the necessary fencing to assure the safety of players and paid for several loads of soft beach sand to have players attend with coolers and pizza. We’ve provided tables and adirondak chairs on the patio and the Splash Pad to find them broken, scattered throughout the park or stolen. We had installed patio heaters to extend the patio season to find them broken/damaged with propane tanks removed by bolt cutters. Our freezers, located on the patio, were destroyed by vandals on three separate occasions. Unfortunately, the patio does not have interior facilities since the city office space was created in the Civic Complex.

Mocktails has hosted over 220 separate events in Lamoureux Park during the past 6 years including the recent RCMP Musical Ride in 2018, fundraising activities for charities throughout

Cornwall, CornFest, Touch a Truck, New Years parties in the park, toboggan activities, skate board competitions, teen nights, karaoke, live bands, Fright Nights theme nights, small business meet and greet, art nights etc.. We have tried relentlessly to make Lamoureux Park a family friendly space for activities and our community.

We have never asked for city money to be spent and have paid thousands of dollars in rental fees, repair costs and installation of facilities due to a zero cost policy for upkeep of electrical and maintenance by the city for the patio. "Pulling together for a stronger community" remains our belief but we need support to continue.

2018 will be our deciding year on many levels. A meeting is scheduled for this Friday that will likely determine the fate of the patio and any future development. If not supported, Mocktails Patio will fall like the Blue Room, Backstage and Don Cherry's. A community patio that for 7 years laid dormant after Don Cherry's closed. The patio was budgeted to be removed/bulldozed but due to city budget cuts was given life by Mocktails Patio for the last 6 years. Sometimes the truth needs to be expressed regarding the behind the scenes hard work to "make things happen".

Appendix F: Key Issues

Key Issues

This section summarizes the detail gathered from discussions (in 2018) with community stakeholders in interviews and at public open houses, and through comment sheets and social media. It should be noted that certain statements presented in this section are not necessarily reflective of Administration's position or approach. While important to understanding the uniqueness of the community and residents aspirations for the future, these findings were but one aspect of the whole in developing an updated waterfront plan for the City of Cornwall. As the project moved through the planning process, the team drew on their experience in preparing similar plans and looked to innovative and successful examples of creative planning in other communities, along with best practices for waterfront development, future management and sustainability. These, in turn, were assessed for their potential to achieve an agreed-upon vision for Cornwall's waterfront.

Key topics and issues are discussed under the following headings:

1. Differing Opinions regarding change
2. Facilitating change
3. Protect Public Access
4. Connectivity
5. Visitor attraction
6. Resident interests
7. Aesthetics, environment and maintenance
8. Land ownership, access and acquisition
9. Important places and spaces on the waterfront

Even though discussed separately, the topics and issues below are not necessarily mutually exclusive. Most will go hand-in-hand in planning, design and improving the City's waterfront and surrounding environment.

1. Differing Opinions Regarding Change

Looking at the results of community engagement, there are noticeable differences of opinion regarding change on the waterfront. Opinions range from 'do nothing' to facilitating considerable residential and commercial development as drivers of local economic development.

Likely as a result of divergent public opinion, Council could be hesitant in making decisions that will introduce change. This is viewed by some, however, as counterproductive to leveraging its waterfront setting to create a thriving City from a variety of perspectives, and falling behind other communities that are investing in their waterfronts. At the same time, it is noted that positive change has taken place over time as a result of previous initiatives proposed in the 1989 and 2007 Waterfront Plans.

The Word 'Development'

What may be contributing to apparent reluctance to move forward is a common connotation of the word 'development' - interpreted to mean major changes to the built environment that reflect only the interests of private sector proponents to generate profit, and do not align with or protect those of the community.

With respect to Cornwall's waterfront, this perspective focuses on the potential loss of cherished public parks, its complete trail, vistas and features that residents have historically enjoyed, and which the community felt was demonstrated by a recent proposal to build condominiums in the vicinity of Marina 200 and the Legion ball fields.

In our discussions, it became apparent that some viewed this proposal - should it materialize - as a barrier to future public access to the waterfront just east of Lamoureux Park, as well as the 'thin edge of the wedge' that would usher in indiscriminate building along the length of the shoreline. The comments of some individuals indicated automatic association of the term 'waterfront development' with the eventual loss of Lamoureux Park itself.

Concern was also expressed regarding the potential impacts of development on existing neighbourhoods close to the waterfront in Le Village, and the need to consider the wellbeing of residents in the environs of the waterfront 'proper.'

These findings suggest the need for this Plan to confirm a direction for Cornwall's waterfront that - while considering accomplishments over the last thirty years - clarifies what 'waterfront

development' means in relation to various areas, both along the shoreline itself, and adjacent to it. To this end, we have attempted to limit the use of the word 'development' in this report in an effort to move away from immediately negative connotations. Where it is used, however, it should not be automatically equated with major change or private sector projects.

2. Facilitating Change

Community caution regarding change, and Council's responding hesitancy to implement it, is a key challenge to making headway on the waterfront. Political pushback comes from many, varied - often opposing - interest groups which may effectively result in 'deadlock.' At the same time, a complicated bureaucratic process around approving and implementing specific projects is onerous, and sometimes involves all three levels of government. It comprises many steps and months to navigate and might - in the end - result in an application being turned down. The desire to innovate and propose creative initiatives, therefore, is suppressed. Moreover, there is no clear consensus on what 'development' means or where it should happen.

Administrative Tools and Structure

It was suggested that much of the approval process that occurs now in the political arena could be handled administratively with the support of a strong zoning by-law and a clear, phased plan with a detailed list of projects and associated budgets. At the same time, the inability to control the use of lands that are not yet owned by the City was recognized. Establishing an arms-length agency, such as the Canada Lands Company (CLC) that oversees the

development of Old Port of Montreal, was noted as a possibility for Cornwall's waterfront. These types of changes might re-invigorate the community by providing a consolidated 'apolitical' plan and process to be implemented over the long-term.

3. Protect Public Access

Whether in favour of change or not, the community expressed desire for a waterfront that remains a physically open, publicly accessible, connected, and protected linear park, with emphasis on non-motorized activity along the trail. Those who indicated interest in change identified the need for more land-based features and activity opportunities, as well as increased access to the St. Lawrence River for a variety of recreational pursuits. It was noted that, at present, the general condition of shoreline prevents people from getting close to - or in - the water. Regardless of the form the waterfront takes, therefore, a central objective should be more opportunities for people to 'connect' with the water. This will mean looking for innovative ways of working with the River to make it inviting as well as safe and for people to enjoy.

Buffer Zone

There appears to be interest in establishing a zone along the waterfront that is off-limits to change that is not directly related to enhancing or improving the public realm of parks, trails, waterfront facilities or features, and related amenities. Interest was expressed in establishing a naturalized zone that follows the entire shoreline

and within which there is no commercial or residential development permitted. One suggestion from the community is termed the Public Waterfront Ribbon, which proposes a buffer zone between the water's edge and development. Within the ribbon, public access to the waterfront would be maintained/enhanced, with mixed used development (main floor commercial with residential above) occurring behind the ribbon.

Lamoureux Park

The community is clear on the point that Lamoureux Park, which was noted by many as the 'jewel' of the waterfront, should continue to function as the core space or feature within the restricted zone. Protecting this core waterfront area could be facilitated by clearly defining the limits of Lamoureux Park and, by extension, where development 'zones' could be considered. There was less consistency, however, in opinions regarding the composition of the waterfront's future form to the east and west of Lamoureux Park. There was apparent agreement on the continuing importance of Guindon Park. Interest varied in the extent to which the remaining canal and surrounding lands should be rehabilitated and repurposed for recreation uses. Similarly, there are opposing views on relocating the ball diamonds from the waterfront to

an inland site, to incorporate the area they currently occupy into the publicly accessible waterfront lands.

Controlled Development

Assuming confirmation and protection of public use areas or zones, there may be support for private residential and commercial development in areas that abut public spaces either to the north of the waterfront and/or in the east and west ends of the City that are not existing or potentially prized spaces for public use. One such property is the former Domtar lands now owned by Paris Holdings, which many identified as holding much potential for development that would complement the waterfront - pending environmental remediation. Another area that may benefit from redevelopment is the downtown core on the north side of Water Street.

The community is clear on the need for carefully considered and controlled development - i.e., that which is compatible with both public access and a waterfront location. In practice, this might mean a nodal or cluster approach to planning and development, whereby various uses - residential, commercial, active and passive recreation - are appropriately concentrated while ensuring enhanced public access along the length of the shoreline. This

could include temporary, pop-up uses according to season while ensuring that development is sensitively linked or associated with active and passive recreation uses.

Cluster Development

Examples of a nodal or cluster approach might include limited, new medium-density residential units at several locations (i.e. Laframboise and Drydock lands), further development of mixed commercial-residential at the Cotton Mills, along the lines of the existing 'market plan' for the old harbour building, and advancing mixed use development at the former Domtar site, now owned by Paris Holdings. Appropriate setbacks from the water, along with height restrictions and public access to the shore, would be required of all new residential development. Active, water-based recreation would be supported by providing new or enhancing existing infrastructure for various uses, while integrating passive enjoyment of the shoreline and environs. There was also some interest in the potential to repurpose the Civic Complex itself to orient it to both local users and visitors to the waterfront by taking advantage of the current zoning (from 1979) which allows for a hotel or restaurant to be attached to the Civic Complex.

Other Features

Different perspectives that emerged on specific features that the waterfront should include are:

- a single public focal point to draw tourists
- multiple, multi-use destinations that provide an integrated, complementary and cumulative experience to users
- increased pedestrian access
- increased vehicular access
- commercial attractions (e.g., bars, hotels, restaurants)
- structures overlooking the water
- focus on the linear trail
- mixed use development
- active and passive recreation

Finally, several people noted that - regardless of future form - a Toronto-like waterfront that is separated from the community by a wall of buildings is not wanted in Cornwall. Others identified waterfronts in Kingston and Brockville as either good or bad examples of built forms.

Marina 200 Development Proposal

A proposal was presented to develop 108 condominium units on approximately 2.5 acres of land that abuts Marina 200, with the marina comprising the focal point

of the plan. The proposal has not been approved, but the proponent continues to have interest.

It is anticipated by the proponent that this project would benefit the community in a number of ways: reinvigorating use of the marina by both local residents and visitors; providing needed amenities for boaters; generating additional permit fees and ongoing property tax dollars for the City; providing encouraging visitors to patronize downtown businesses.

This initiative would require site specific Official Plan Amendment(s) and rezoning, and extensive community consultation in design development. Opportunities to formalize public benefits might also emerge (e.g., condo fee levy designated for public projects; redevelopment and operation of the marina as part of condition of sale, etc.).

4. Connectivity

One of the best features of Cornwall's waterfront, and which many Ontario communities cannot replicate due to the form of existing development, is its end-to-end waterside recreational trail. As indicated by the community, this asset is essential to the east-west connectivity and enjoyment of the waterfront, and so must be preserved and enhanced.

North-South Connections

Many indicated, however, that north-south connections are tenuous at best, and that better integration of the waterfront and the downtown core is especially important to the future vibrancy of both areas. This is not to suggest that improved north-south connections alone will rejuvenate the core. There are other initiatives in terms of planning and development of the core itself that will need to go hand-in-hand with better connections to the waterfront. Potential redevelopment of areas abutting Lamoureux Park on the north side of Water Street could provide the impetus for stronger conceptual and physical links between different land uses on either side of the street.

Gateways and Wayfinding

It was also noted that Water Street/Montreal Road is the primary route to the waterfront and so should be designed as 'gateways' from the east and west, and as identified in the 2012 E.D.A. Centretown Streetscape Revitalization (Design) Strategy. The need to further develop the City's wayfinding strategy and increase the speed of implementation was also viewed as an important step to improving both east-west and north-south connections. It was suggested, however, that this work occur within a larger strategy that identifies the narrative to be told by the City's waterfront, and creates a 'brand' or 'image' that will convey this story.

5. Visitors' Attraction

There was strong interest in leveraging the waterfront, along with the area's unique history, to build Cornwall's attractiveness to visitors. Visitors include both day-trippers and longer stay tourists from both Canada and the U.S. Many suggestions emerged around potential themes for growing this part of the local economy, which it was indicated has declined over time. Most tend to agree, however, that there is currently no compelling reason for visitors to come and spend time in the city and/or along its waterfront. The role of tourism in Cornwall, and the part that the waterfront will play in its growth, will be linked to the attractiveness of above-noted brand(s) or image(s) that the community chooses to adopt, and its capacity to draw visitors to the city for both short and long stays.

Tourism Assets

The development of the visitor market, therefore, appears to be an area that requires attention and that increased collaboration among agencies and organizations with an interest in its growth is key to success. The city itself offers a range of assets, including the waterfront and its parks, a trail that hugs the shoreline from end to end, high-end sports facilities, and a singular heritage: assets that other communities have

successfully leveraged to build their tourism sectors. In addition to these resources, however, the presence of both the Akwesasne community and the NAV Centre are unique to Cornwall. The NAV Centre hosts long-stay events such as training and conferences, during which participants are looking for interesting activities in town during their off-hours. Other local organizations also have an interest in growing the visitor market (e.g., HOTC, OPG Visitor Centre, Chamber of Commerce, etc.). It was indicated that, considering all of these assets and actors, Cornwall is in an excellent position to develop a strong visitor economy. At the same time, progress in securing this position appears to be impeded by the tendency for agencies and organizations to work either in isolation or together only sporadically - and so possibly counter-productively.

Comprehensive Tourism Strategy

The City recently instituted a tourism coordinator position, which is a first step in focusing on this market. Beyond this, however, the general consensus appears to be that the current fragmented approach to developing and promoting visitor attractions needs to be replaced with a whole-community, coordinated strategy to planning and implementing tourism initiatives. Collectively, interviewees called for

a comprehensive tourism strategy, supported by a marketing/promotion plan, and a sport tourism function. This work could be financed with the proceeds from the new Municipal Accommodation Tax (MAT). Other suggestions included the participation of the City on regional tourist boards and committees, sponsoring events (e.g., MS Bikathon), improving access into the city via Highway 138, and encouraging the location of an outlet mall in Cornwall.

Suggested themes for both visitors (and residents) to experience include the history and culture of the local indigenous community; early colonial settlement; a river-based economy and lifestyle; the city's industrial heritage; evolution of the dam, locks and the canal; French/English heritage; and local flora and fauna. The nature of this experience could be educational, hands-on, programmed and/or self-directed, depending on the way the themes are designed and developed. As noted above, the City has prepared a number of plans and studies in recent years that are directly related to envisioning a collective effort to attract visitors to the community, while also better serving local residents.

Regardless of the direction taken, there was considerable support for a partner-based coordinated effort among the

relevant agencies/actors, including the City, United Counties, BIAs, HOTC, the NAV Centre, the Akwesasne community, OPG, Raisin River Conservation Authority, MNR, MOE, (and possibly others). A broader regional approach encompassing the U.S. riverside communities was also suggested in view of common themes related to the life and history of the St. Lawrence River and environs.

Opportunities

While residents could also enjoy programs and experiences, the following suggestions received from stakeholders and the public focus on specific opportunities to build the visitor market:

Enhance the On/In-water Experience:

Expand the Marina docks and walking paths to Pitt Street for dinner and music (e.g., Kingston). Offer tour boat rides, boat rentals (e.g., Kingston, Ottawa). This would require the provision of additional docks, which the NAV Centre indicated it would consider as part of a community effort. Provide enhanced access and amenities for diving at harbour.

Winter:

Provide enhanced amenities to encourage use at times other than

during the long days of summer (e.g., lights for night use, warming huts for winter use, etc.). Signature tourism attractions should be developed (e.g., winter festivals like Canada 150 every weekend). Winter activities could include skiing, snowshoeing, pond hockey, and/or skating paths in the park.

Summer:

Cornwall does not have any beaches nearby, and could consider creating a beach like the one in Haileybury Ontario, where an area with treated water area cordoned off along the River to allow for swimming. Signature tourism attractions should be developed (e.g., reinstitute Hot Air Balloon Fest; focus on food; one major feature such as waterslide or ferris wheel).

Sporting Events:

Expand opportunities for sporting events, i.e. increase curling rink, Benson Centre, kayaking, canoeing (possibly in the Canal), hosting tournaments.

Dining:

Expand a boardwalk on the water with restaurants and activities on the water. There are no restaurants on

the water to attract boat traffic in the summer. Provide restaurants/pubs (e.g., initial partnership with the Wing; Tavern on the Hill, Ottawa).

Arts and Culture:

Provide these experiences in the park. Develop an outdoor market for arts and culture, and fresh food.

Festival and Events:

Consider pop-up fairs and pop-up shops; flea market; kiosks on the waterfront.

Fun Family Events:

Amusement park (e.g., 6 flags or waterpark, wave pool, go-karts).

Connect:

Work to link experiences/destinations via the waterfront trail (e.g., cycle from NAV Center to dinner on the City's waterfront)

6. Resident Interests

Appendices B and C consolidate and summarize the input received via comment sheets and social media posts to several questions posed to community residents. While many expressed support for growth of the City's tourism economy by leveraging this unique and beautiful asset, interest in more locally-serving facilities, spaces and features also emerged.

The complete list of suggestions/requests is long, with the following emerging as the most often cited (not in order of priority):

- Beach/swimming area
- Canoe/kayak launch
- New skatepark
- Boardwalk
- More public washrooms
- More trash receptacles/recycling bins
- Restore remaining canal for recreation
- Boat docks
- More refillable water bottle stations
- Seating/picnic/interesting meeting places
- Enclosed off-leash dog park, with access to water
- Restrooms
- Water feature gardens
- Boat rentals

- Fishing spots
- Places for sports (e.g., tennis, bocce, volleyball, pickle ball, etc.)
- Fitness stations along trail

Suggested activities/services included weekly exercise programs on the water such as yoga, pilates, drumming; free WI-FI for everyone; more entertainment at the bandshell (including outdoor theatre); concerts on the water; more events (e.g., bathtub races).

Interviews revealed suggestions for the community as well, including allotment gardens in non-remedial areas, edible fruit orchards, and demonstration/learning gardens.

A small number reported they want no change of any kind along the waterfront. Regardless of the level of support for development, however, it is apparent that the community does not want the waterfront itself or community access to it, to be compromised. Moreover, any commercial development that occurs should be only that which complements the primary public recreation purpose of the waterfront. A number of communities were offered as attractive, successful examples of waterfronts to study, and for various elements (e.g., winter access/use; re-purposing existing features/buildings, etc.). Brockville was most often

mentioned as a good model to consider. Other communities noted included Valleyfield, Montreal, Kingston and Winnipeg.

Some participants wondered why Cornwall is not more advanced in the position of its waterfront in relation to what other communities have done/are doing. Appendix D includes lengthy verbatim posts on two individuals' perspectives about obstacles that may be contributing to what is viewed as slow progress.

7. Aesthetics, Environment and Maintenance

Despite the fact the City conducts regular maintenance in its' parks and is diligent/cognizant of the importance in having a high level of property standards and cleanliness on the Waterfront, many voiced concern with litter along the entire waterfront. There is a large core of volunteers that currently work to collect and dispose of trash. Without this community assistance, the problem would likely be considerably worse and maintaining cleanliness is critical to any future plans to improve the attractiveness of the waterfront. It was noted that more trash and recycling bins, and dog litter bags are needed throughout the entire waterfront area and that animal proof trash bins are needed in the west end. Other suggestions to help address this problem included winter garbage removal, summer volunteer bike patrols, more signage and camera monitoring, and increasing park space clean-up during the sports season.

Timely trail upgrades, repairs and ongoing maintenance were also noted as items that continue to require attention, for both enhanced enjoyment and safety of users. As with all municipalities across Ontario, the Accessibility for Ontarians with Disabilities (AODA) is

part of ongoing improvements to public spaces, and the need to incorporate these considerations in plans for waterfront projects is a legislated requirement, depending on the scope of the project.

Smoking

Prohibiting smoking in the public areas along the waterfront was also noted as important to reducing litter and improving public health. Implementing and enforcing no-smoking by-laws in all public areas will likely become a greater concern to all Canadian municipalities as recreational cannabis use is legalized.

Geese Management

The proliferation of geese and their droppings were also identified as ongoing issues to be addressed. While reducing lawn areas and providing tall, naturalized plantings along shorelines can discourage geese from coming ashore, the attractiveness of these environments to ticks was noted as a concern.

Industrial Heritage

The legacy of the City's industrial history includes a number of large contaminated sites along, or in the vicinity of, the waterfront. Contaminated sediment that cannot be disturbed also exists in designated zones in the riverbed. As noted above, the Domtar lands emerged

as an area of considerable interest for future development as was greater access to the St. Lawrence River for water-based recreation. While both of these aspirations are reasonable, and may offer great potential in creating a vibrant waterfront, significant work around remediation and/or strategic development will be required. A related concern is erosion control over the long-term through effective shoreline engineering.

Urban Forest

About 30% of the Cornwall's tree canopy comprises Emerald Ash, and it is anticipated that these will be lost to disease in the short-term. The City's Tree Action Arbora program is directed to timely replacement of the tree canopy with disease resistant species for Cornwall's environment. At the same time, the community expressed interest in increasing the tree canopy, which will require extension beyond replacement levels. Future waterfront projects should also be consciously treated as opportunities to restore, enhance and protect the biodiversity of native flora and fauna.

8. Land Ownership, Access and Acquisition

Strongly related to the future form of waterfront is the issue of land ownership and what it means to the City in terms of acquisition and/or access for public use. The geographic area of the waterfront comprises a variety of landowners including the municipality, various federal agencies, the private sector, the conservation authority, and land owned jointly by municipality and the Mohawk Council of Akwesasne. Land tenure arrangements also vary and include municipal leases with the federal government.

The federal government is the largest landowner in the area of interest for the waterfront plan, and has recently declared these lands surplus. A key issue for the waterfront plan, therefore, is to understand the implications of the process for disposing of federal lands for the City's acquisition of and/or access to the parcels that are now - or may be - required to implement recommended directions.

Other land-related concerns are those associated with the future use of the former Domtar lands (now Paris Holdings) and other former industrial sites, establishing a partnership to

govern the future of The Harbour Site that is jointly owned by the City and the Mohawk Council of Akwesasne, and respecting Aboriginal land claims as part of future planning and development.

9. Important Places and Spaces

The following features were identified during the public input sessions, and are listed here with some key points related to their future in relation to the waterfront plan. The exclusion of other places and spaces does not necessarily mean that they are not/will not be important to the future of the waterfront.

St. Lawrence River

- interest in more access to the river and water-based recreation (e.g., beach, kayaking, canoeing, fishing, etc.) and amenities such as launches, docks, watercraft rental, etc. to support these activities
- Sediment Strategy identifies zones within which shoreline-based activities cannot disturb the sediment on the river bottom
- address challenges related to current, speed, to make it safe and inviting for in-water activities
- initiate small boat cruises (e.g., 40 people)
- develop deep water dock in harbour

Waterfront Trail and Shoreline

- trail needs to be regularly repaired and maintained, and AODA accessibility improved, to provide easy access and ensure safety
- better direct access and directional

signs to inland destinations from trail (e.g. Cotton Mills)

- wayfinding sign program
- more natural buffers and features along waterfront with interpretive signage (e.g., less mowing to water's edge; nesting boxes for birds, osprey towers, native species plantings, salmon spawning areas, etc.) and to provide natural barriers to on-shore goose problem
- trail is existing asset for building cycling tourism and related areas (e.g., eco-tourism, public art installations)
- need for amenities to support expanded use including water bottle stations, seating areas, night lighting, eating areas, shade, secure bike racks and repair stations (e.g., Kingston), maps/signage/app, trash/recycling bins, food/beverage locations, fishing docks/stations, lookouts, equipment rentals (e.g., bikes, canoes, kayaks, SUPs, skateboards, cross-country skis, snowshoes, helmets, etc.), water playground, floating patios, etc.
- interest in provision of a beach
- bringing eastern end of waterfront into the whole (e.g., reintegrate Parks Canada Inverarden House/Regency Cottage and property)
- bike share program (e.g., Kingston)
- boardwalk, to function as access and feature destination
- public building, possibly at waters edge, kiosks

- community transit with key stops along waterfront

Downtown Core

- continue with plans to revitalize downtown core that is aligned with directions for waterfront
- incorporate recent purchase of Bank of Montreal for new arts centre as part of revitalization
- redevelop Cornwall Square
- create linkages between Cornwall Square and downtown
- amalgamate two downtown BIAs
- make more intersection improvements
- hold foodfest

Canal Lands

- interest in creating a smaller version of Ottawa's Rideau Canal that could accommodate skating in winter, rowing and paddling sports in summer, and support related amenities
- provide appropriate road access and parking on north side, and a recreational trail on south side connected to existing pathway on north shore
- canal restorations and rehabilitation in Valleyfield Quebec and Cardinal Ontario provided as comparable projects
- consider applying to Parks Canada to have the Canal and its environs declared a national historic site, as it

is the only section of the canal that remains

- provide permanent staging for dragon boats, canoes, etc. - parking, access, dock along canal
- floating dock for ramped water access
- re-open canal in Lamoureux Park (bring it closer to Water Street and realign street)
- repurpose old canal to accommodate swimming (e.g., Gord Downey Pier, Breakwater Park, Kingston)
- large vacant parcels/vacated industrial sites in this area to be considered for development (e.g., St. Charles apartments, Frontenac Street, adjacent to Domtar lands), some with good access to canal, although servicing has been/may be a problem

Ball Diamonds

- conflicting views on the optimal future for this property
- interest in retaining and improving this site and the playing fields exists among local ball leagues and to preserve the legacy of service club investment
- interest in relocating some or all of the ball diamonds and integrating some or all this site into surrounding waterfront parkland was expressed by others (e.g., sell portion for residential development, maintain remainder for public use, provide new, replacement complex at Benson Center)
- as it stands now, there is need for spectator parking

Lamoureux Park

- enhance only, do not change
- reorient and upgrade the bandshell
- negative and positive perspectives on extending road access into the park to shorten distances from currently available parking areas and/or providing more on-street parking along Water Street
- consider possibility of adding hotel to Civic Complex to fully develop convention capacity (Zoning in place since 1979 to facilitate an attached hotel).
- develop more large-scale unique events to attract visitors (e.g., similar to the Lift Off Hot Air Balloon Festivals that were held in the past) recognizing the challenge of attracting and maintaining a dedicated/skilled volunteer base, which is typically critical in the ability to grow and sustain successful festivals.
- increase amenities such as seating, eating areas, shade structures, night lighting, etc.
- increase tree canopy
- provide designated event space
- provide bicycle rentals or bike share program (e.g., Bixi) if feasible from financial and security perspectives
- consider edible landscaping for residents, possibly around bandshell (pilot project now approved by Council)
- designate space on southeasterly quadrant of the Civic Complex for

temporary commercial/community uses (e.g., food trucks, farmers market) during off-peak times when entire parking lot is not needed

- install ice rink in large flat land area, east of RCAF building and west of museum
- hold warming hut competition

Pointe Maligne

- noted as one of two points (other is Lock 18) with best views of the river
- conflicting perspectives on how to make it more accessible without dominating available space with a road and parking
- differing concepts for improvements (MMM/WSP)
- need accessible washroom
- available funding needs to be put to best use
- suggestions include café with seating, ice cream, bike rentals, food trucks, sitting area on roof, light house
- possible partnership with food vendor to share upgrades to storage area

Akwesasne Community

- neighbouring First Nation community that will affect/be affected by future waterfront development
- pursue partnership with the Mohawk Council of Akwesasne for work on jointly owned parcel

Bridge Connecting Canada and the U.S.

- could function as a visitor gateway to waterfront and aesthetic feature, particularly with improvements related to new bridge and removal of old structure
- ongoing discussions about the current location of CBSA and logistics around border crossings for those who travel back and forth on a regular basis, especially those who live in the Akwesasne community
- concepts/proposals for land at CBSA when they relocate
- another crossing point west of lock 19

Guindon Park

- negative and positive views on changes to this space
- current uses are relatively low key and should be maintained as such (e.g., boat launch, cross-country skiing, snow shoeing, new BMX park, fishing tournaments)
- consider introducing overnight camping, beach/swimming area
- small tent campground as partnership between City and private operator
- view that it is not really a waterfront park due to separation by dyke and could be hub for community activities
- floating park and designated swimming area at boat launch

Former Domtar Lands (now Paris Holdings lands)

- large property with significant potential for mixed development, including residential, commercial, waterfront recreation
- potential for development in conjunction with canal and environs
- remediation requirements will be significant
- mixed residential, commercial, institutional (e.g., university)
- investigate potential to convert stacks to climbing wall (e.g., Kingston)

Le Village and Cotton Mills

- intact industrial and French cultural heritage of this neighbourhood is linked directly to the Cotton Mills, which it served.

Cornwall Harbour

- revisit studies done by Renaissance Group and by Bob Pelda (RMP Construction) for jointly owned City/Akwesasne site

St. Lawrence College

- interest in greater integration with the waterfront, both physically and programmatically

NAV Centre

- international destination for gatherings, which could provide potential visitors to local attractions
- viewed as competition for visitor market by some

Appendix G: Priority Matrix

Priority Matrix

A matrix was used to help organize and prioritize Cornwall's 77 waterfront recommendations. The matrix uses criteria to help evaluate each recommendation and is one of a number of factors used in determining the roll-out sequence of projects. Other factors to be considered in determining sequence include budget considerations, dependencies/efficiencies, and immediate need are described in the implementation section of this report.

Using the criteria described below, a score of 0, 5 or 10 was applied to each recommendation as follows:

0 = Does not achieve/not applicable
(does not meet/not applicable)

5 = Somewhat achieves (partially meets)

10 = Achieves (meets)

Based on the total score, each project was weighted out of 100.

The 10 criteria with associated weighting is as follows:

1. Level of Community Support ('community dot exercise') (20%)
2. Improves Access to Waterfront (15%)
3. Contributes to Growth in Tourism (10%)
4. Supports Health, Fitness and Wellness (10%)
5. Facilitates Naturalization of Environment (10%)
6. Contributes to Safety and Security (10%)
7. Anticipated Level of Use (10%)
8. Enhances Potential for Beautification (5%)
9. Provides Multi-Season Benefit (5%)
10. Ease of Implementation (5%)

Note: To help determine project priority, this criteria and weighting was shared with the public as part of the various community engagement opportunities in April 2019.

Proposed Criteria and Percentage Weighting

The following describes the 10 criteria used to evaluate each recommendation.

1. Level of Community Support (20%)

This criterion incorporates the community's selection of top priority recommendations out of the 77 presented. Feedback was received from the following engagement opportunities/groups:

1. placing a dot on up to twelve recommendations at the April 9th open house
2. by completing a form at the Benson Centre
3. providing feedback online
4. students from St. Joseph's Catholic Secondary School

The results were applied proportionately to all recommendations to give each recommendation a score out of 10. Recommendation L.14 Increase Food/ Café Opportunities received the most selections at 78, and therefore received a score of 10 out of 10. The remaining recommendations received a score based on the following formula:

$([\# \text{ of dots received} / 78] \times 10)$

For example if a recommendation received 24 dots, it would receive an overall score of 3 ($[24/78] \times 10$).

2. Improves Access to Waterfront (15%)

Improving access to waterfront places and spaces is a key objective of this plan. This includes providing new opportunities or experiences along the waterfront for more users/uses. Recommendations where no access was previously available score highest, with 10 points. Recommendations where access is enhanced through improvements score 5 points. Where there is no change in access zero points were applied.

3. Contributes to Growth in Tourism (10%)

A common theme raised during the community engagement process was the positive impact tourism can have on the City. Residents expressed interest in the City to taking a proactive approach to attracting tourists/visitors by providing exciting waterfront activities and unique experiences. Recommendations that will provide opportunities to attract tourists are deemed to be a high priority. This may include introducing new or

improved infrastructure or operational changes with the objective of expanding the visitor market. Recommendations with the greatest potential to enhance tourism received 10; moderate potential 5; minimal 0.

4. Supports Health, Fitness and Wellness (10%)

Promoting healthy living for Cornwall residents is an important consideration. Recommendations that encourage physical activity by providing infrastructure for walking, cycling and other active recreational pursuits are considered the highest priority compared to recommendations that will have less of an impact on active living, but may still encourage use of the waterfront by residents. Recommendations that will have the greatest impact on healthy, active living received a score of 10. Moderate impact recommendations received a 5, while those with minimal or no impact received a zero.

5. Facilitates Naturalization of Environment (10%)

Undertaking physical waterfront improvements provides an excellent opportunity to restore, protect and enhance ecological health and biodiversity to the landscape. Recommendations that provide

the opportunity to make significant improvements to the ecological health of Cornwall's waterfront received a score of 10. Recommendations with moderate potential received a score of 5. Initiates with minimal or no potential received a score of zero.

6. Contributes to Safety and Security (10%)

Ensuring a safe waterfront experience for all users is a primary concern. This includes upgrades or replacement of aging infrastructure, or improvements where there are issues pertaining to safe operation, use and enjoyment of the waterfront. Each recommendation was evaluated using the following scoring:

- Major improvement 10
- Moderate improvement 5
- Minimal/No improvement 0

7. Anticipated Level of Use (10%)

Level of use applies to the numbers of users who could potentially benefit from the proposed waterfront improvements. Recommendations that will potentially appeal to or benefit a wide cross section of users received a score of 10. Recommendations that will see a moderate level of use or benefit received 5 points. Recommendations that will see

minimal use or benefit to a small number of users received zero points.

8. Enhances potential for Beautification (5%)

Enriching Cornwall from a beautification, arts and culture perspective is viewed as one aspect of improving the waterfront. This may include physical enhancements to the waterfront and adjacent neighbourhoods, or introducing new opportunities / enhancing existing opportunities to cater to/promote local arts and culture. Recommendations that are viewed as potentially having a major influence were given a score of 10. Recommendations with moderate potential were given 5, while recommendations with minimal potential were given 0.

9. Provides Multi-Season Benefit (5%)

Use of the waterfront by both local residents and tourists peaks during the summer and declines significantly during the rest of the year. Recommendations that will help attract users during the winter and shoulder seasons would help create a more sustainable tourism economy, while also providing residents with greater access to year-round waterfront activities. Recommendations that may encourage all season use were awarded 10 points. Multi-season

recommendations were awarded 5 points. Single season recommendations were awarded zero points.

10. Ease of Implementation (5%)

To promote Cornwall's waterfront and facilitate implementation of improvements, recommendations that are relatively quick and easy to implement should be prioritized. Based on this assumption the following scoring was applied to each recommendation:

Easy/Quick (approx. 1-2 years) and less than 100k = 10

Moderate/Average (3-5 years) and less than 500k = 5

Challenging/Slow (6+ years) and more than 500k = 0

The following pages illustrate the scoring matrix, followed by the priority ranking results of all 77 recommendations.

Matrix Scoring Table

Criteria Weight	1		2		3		4		5		6		7	
	Level of Community Support (Community Dot Exercise)		Improves Access to Waterfront		Contributes to Growth in Tourism		Health, Fitness and Wellness		Naturalization of Environment		Safety & Security		Anticipated Level of Use	
	20%		15%		10%		10%		10%		10%		10%	
	# of Dots	Score out of 10	New = 10 Improves access = 5 No change = 0		Major = 10 Moderate = 5 Minimal = 0		Major = 10 Moderate = 5 Minimal/NA = 0		Significant = 10 Moderate = 5 Minimal = 0		Major Improvement = 10 Mod Improvement = 5 Minimal Improvement = 3 No Improvement = 0		Major = 10 Moderate = 5 Minimal/NA = 0	
Waterfront Wide														
WW.1	Tourism Strategy	27	3	0	10	0	0	0	0	0	0	0	0	0
WW.2	Signage and Wayfinding Strategy	18	2	5	10	5	5	0	10	10	0	0	10	0
WW.3	Bike Share Strategy	11	1	5	5	10	0	0	0	0	0	0	5	0
WW.4	Land Acquisition Task Force	33	4	10	0	0	0	0	0	0	0	0	0	0
WW.5	Public Art Strategy	13	2	0	5	0	0	0	0	0	0	0	0	0
WW.6	Off-Leash Dog Park Study	25	3	0	0	5	0	0	3	0	0	0	0	0
WW.7	Accessibility Design Philosophy	3	0	10	5	5	5	0	5	0	0	0	0	0
WW.8	Environmental Due Diligence + Readiness Determination	7	1	5	0	0	0	0	5	0	0	0	0	0
WW.9	Benson Centre Complex	23	3	5	10	10	0	0	0	0	0	0	0	0
Guindon Park														
G.1	Safety Audit	4	1	5	0	10	0	0	10	0	0	0	0	0
G.2	Park Promotion	13	2	5	10	5	0	0	0	0	0	0	0	0
G.3	Campground	58	7	5	10	5	0	0	3	5	0	0	5	0
G.4	Boat Launch Enhancements	15	2	5	10	0	0	0	3	5	0	0	5	0
G.5	Trail Enhancements	35	4	5	10	5	5	5	5	5	0	0	5	0
G.6	Beach Improvements	52	7	10	5	5	5	3	3	10	0	0	10	0
G.7	Floating Playground	41	5	10	5	5	0	0	0	10	0	0	10	0
G.8	BMX Skills Park	38	5	5	10	5	0	0	0	10	0	0	10	0
G.9	Observation Tower or Deck	21	3	10	5	0	0	0	0	10	0	0	10	0
G.10	Stargazing Area	15	2	0	0	0	0	0	0	0	0	0	0	0
Canal Lands														
C.1	Kinsmen Minor Soceer Fields	11	1	5	5	0	5	0	0	5	0	0	5	0
C.2	Wakeboard Cable Water Park	24	3	10	10	5	0	0	0	0	0	0	10	0
C.3	Ice Skating and Associated Amenities	63	8	10	10	5	0	0	0	0	0	0	10	0
C.4	Haulage Road Crossing (Lock 19)	2	0	5	0	0	0	0	0	0	0	0	0	0
C.5	Lock 19 Improved Access and Restoration	18	2	5	0	0	0	0	0	0	0	0	5	0
C.6	Haulage Road and Second West Property	7	1	10	0	0	0	0	0	0	0	0	0	0
C.7	Canal Park (Power Dam Drive)	19	2	5	5	5	0	0	0	0	0	0	5	0
C.8	Paddle Sports Clubhouse	32	4	5	0	5	0	0	0	5	0	0	5	0
C.9	Dragon Boat, Rowing and Paddling Course	33	4	10	10	10	0	0	0	0	0	0	10	0
C.10	Riverdale-Pescod Development	12	2	0	0	0	0	0	0	0	0	0	0	0
C.11	Pescod Ave Crossing	7	1	10	0	0	0	0	3	0	0	0	0	0
C.12	Future Development Parcel	3	0	0	0	0	0	0	0	0	0	0	0	0
C.13	Future Development Parcel	5	1	0	0	0	0	0	0	0	0	0	0	0
C.14	Future Development Parcel	2	0	0	0	0	0	0	0	0	0	0	0	0
C.15	Canal Pathway (Northside)	13	2	10	5	5	0	0	3	5	0	0	5	0
C.16	Canal Pathway (South of King Street)	8	1	5	5	5	0	0	3	5	0	0	5	0
C.17	Lock 18 Pedestrian Crossing (Domtar/Paris Holdings)	18	2	5	5	5	0	0	5	10	0	0	10	0
C.18	Waterfront Trail- St. Lawrence Shoreline	24	3	5	0	5	0	0	5	5	0	0	5	0
C.19	Cornwall Gateway (Centretown)	9	1	0	10	0	0	0	0	10	0	0	10	0
C.20	South Waterfront Trail Enhancements	12	2	5	5	5	0	0	3	5	0	0	5	0
C.21	Waterfront Spa	21	3	0	5	5	0	0	0	0	0	0	0	0
C.22	Economic/Engineering Study for Canal Reopening	6	1	10	5	0	0	0	5	0	0	0	0	0

Matrix Scoring Table *(continued)*

	8	9	10		Total (unweighted)	Weighted Score	Priority Ranking
Criteria Weight	Potential for Beautification	Multi Season Benefit	Ease of Implementation				
	5%	5%	5%		out of 100	100%	out of 77 Projects
	Major = 10 Moderate = 5 Minimal/NA = 0	All Season = 10 Multi-Season = 5 Single Season = 0	Easy/Quick (approx. 1-2 years)= 10 Moderate/Average (3-5 years)= 5 Challenging/Slow (6+ years) = 0				
Waterfront Wide							
WW.1	Tourism Strategy	0	10	10	33	27	53
WW.2	Signage and Wayfinding Strategy	0	10	10	62	57	6
WW.3	Bike Share Strategy	0	0	10	36	35	39
WW.4	Land Acquisition Task Force	0	0	5	19	26	55
WW.5	Public Art Strategy	10	10	10	37	23	62
WW.6	Off-Leash Dog Park Study	0	10	10	31	24	60
WW.7	Accessibility Design Philosophy	0	10	10	45	41	25
WW.8	Environmental Due Diligence + Readiness Determination	0	0	10	21	19	67
WW.9	Benson Centre Complex	0	10	10	48	43	22
Guindon Park							
G.1	Safety Audit	0	10	10	46	39	32
G.2	Park Promotion	0	10	10	42	36	38
G.3	Campground	5	10	5	55	55	8
G.4	Boat Launch Enhancements	5	0	5	35	34	42
G.5	Trail Enhancements	5	10	10	64	59	4
G.6	Beach Improvements	5	0	5	55	61	1
G.7	Floating Playground	0	0	10	45	51	16
G.8	BMX Skills Park	5	5	10	55	52	12
G.9	Observation Tower or Deck	0	10	5	43	43	23
G.10	Stargazing Area	0	5	10	17	11	71
Canal Lands							
C.1	Kinsmen Minor Soccer Fields	5	10	5	41	35	39
C.2	Wakeboard Cable Water Park	0	0	10	48	51	13
C.3	Ice Skating and Associated Amenities	5	0	5	53	61	2
C.4	Haulage Road Crossing (Lock 19)	0	10	5	20	16	69
C.5	Lock 19 Improved Access and Restoration	0	10	5	27	25	58
C.6	Haulage Road and Second West Property	0	0	0	11	17	68
C.7	Canal Park (Power Dam Drive)	5	5	0	32	32	49
C.8	Paddle Sports Clubhouse	5	5	5	34	33	45
C.9	Dragon Boat, Rowing and Paddling Course	0	0	5	49	56	7
C.10	Riverdale-Pescod Development	0	0	0	2	3	73
C.11	Pescod Ave Crossing	0	10	0	24	25	57
C.12	Future Development Parcel	0	0	0	0	1	76
C.13	Future Development Parcel	0	0	0	1	1	75
C.14	Future Development Parcel	0	0	0	0	1	77
C.15	Canal Pathway (Northside)	5	0	5	40	41	24
C.16	Canal Pathway (South of King Street)	5	0	5	34	33	48
C.17	Lock 18 Pedestrian Crossing (Domtar/Paris Holdings)	5	10	5	52	47	19
C.18	Waterfront Trail- St. Lawrence Shoreline	5	10	5	43	39	30
C.19	Cornwall Gateway (Centretown)	10	10	10	51	37	35
C.20	South Waterfront Trail Enhancements	5	10	5	45	39	31
C.21	Waterfront Spa	0	10	0	23	20	66
C.22	Economic/Engineering Study for Canal Reopening	0	10	10	41	37	37

Matrix Scoring Table *(continued)*

Criteria Weight	1 Level of Community Support (Community Dot Exercise) 20%		2 Improves Access to Waterfront 15%		3 Contributes to Growth in Tourism 10%		4 Health, Fitness and Wellness 10%		5 Naturalization of Environment 10%		6 Safety & Security 10%		7 Anticipated Level of Use 10%	
	# of Dots	Score out of 10	New = 10 Improves access = 5 No change = 0	Major = 10 Moderate = 5 Minimal = 0	Major = 10 Moderate = 5 Minimal/NA = 0	Significant = 10 Moderate = 5 Minimal = 0	Major Improvement = 10 Mod Improvement = 5 Minimal Improvement = 3 No Improvement = 0	Major = 10 Moderate = 5 Minimal/NA = 0						
Lamoureux Park														
L.1	Reorient Band Shell	14	2	0	5	0	0	0	0	0	10			
L.2	Pedestrian/Waterfront Interface	11	1	10	10	0	0	5	5	10				
L.3	Boat Launch Improvements	17	2	10	10	0	0	5	5	10				
L.4	Inlet Boat Docking	12	2	10	5	0	0	0	0	10				
L.5	Canal Landscape Feature (Promenade)	8	1	5	10	0	0	5	5	10				
L.6	Event Spaces along park frontage	10	1	5	10	0	0	10	10	10				
L.7	Naturalized Shoreline	13	2	0	0	0	10	5	5	5				
L.8	Transition Legion Park into passive waterfront	27	3	5	0	0	10	0	0	5				
L.9	RCAF Building Improvements	20	3	5	0	0	0	0	0	5				
L.10	Civic Complex Enhancements	26	3	0	0	0	0	0	0	5				
L.11	Augustus Street Bridge	4	1	0	0	0	0	0	0	0				
L.12	Major Streetscape Gateway	8	1	5	0	0	0	0	0	5				
L.13	Minor Streetscape Gateways	1	0	5	0	0	0	0	0	5				
L.14	Increase Food/Café Opportunities	78	10	5	10	0	0	0	0	10				
L.15	Increased Recreational Opportunities	42	5	5	5	10	0	0	0	10				
L.16	Marina 200 Improvements	12	2	10	5	0	0	0	0	5				
Harbour to College														
HC.1	Pointe Maligne	17	2	10	5	5	5	5	5	10				
HC.2	Canal Promenade	24	3	5	5	5	0	5	5	10				
HC.3	Deep Water Docking	12	2	5	10	0	0	0	0	5				
HC.4	Bergeron Drive Off Loop	2	0	5	0	0	0	3	3	5				
HC.5	Lookout Viewing Platform	10	1	5	5	0	0	0	0	10				
HC.6	Relocation of Parking Lots	4	1	5	0	0	0	0	0	5				
HC.7	Future Dev. Parcel (Cal. Chloride Tank Site/Drydocks)	31	4	0	0	0	0	0	0	0				
HC.8	T-Ball Diamonds east of Bergeron Drive	19	2	5	0	0	5	0	0	0				
HC.9	Dog Off Leash Park (Interim)	17	2	5	0	5	5	3	3	5				
HC.10	Future Development Site	6	1	0	0	0	0	0	0	0				
HC.11	Cornwall Harbour Building	46	6	5	5	0	0	0	0	10				
HC.12	Cornwall Harbour	26	3	5	5	0	0	0	0	10				
HC.13	Waterfront Trail Improvements	35	4	5	5	5	5	3	3	10				
East Front														
E.1	Lookout at Ecole Secondaire Publique L'Heritage	12	2	5	0	5	0	3	3	5				
E.2	Anthony Street Access	2	0	5	5	5	0	3	3	5				
E.3	Glen Stor Dun Lodge Lookout Improvements	11	1	5	5	0	0	3	3	5				
E.4	Nav Centre Dock	14	2	10	10	0	0	3	3	5				
E.5	Inverarden House (Regency House)	24	3	5	5	0	0	3	3	5				
E.6	Waterfront Trail Rest Area	12	2	5	10	5	5	3	3	5				
E.7	Boundary Road Boat Launch	19	2	5	10	0	0	3	3	5				

Matrix Scoring Table *(continued)*

Criteria Weight	8	9	10	Total (unweighted)	Weighted Score	Priority Ranking	
	Potential for Beautification	Multi Season Benefit	Ease of Implementation				
	5%	5%	5%		100%		
	Major = 10 Moderate = 5 Minimal/NA = 0	All Season = 10 Multi-Season = 5 Single Season = 0	Easy/Quick (approx. 1-2 years)= 10 Moderate/Average (3-5 years)= 5 Challenging/Slow (6+ years) = 0	out of 100	out of 100	out of 77 Projects	
Lamoureux Park							
L.1	Reorient Band Shell	0	5	0	22	21	65
L.2	Pedestrian/Waterfront Interface	5	10	5	56	53	10
L.3	Boat Launch Improvements	0	0	10	47	49	17
L.4	Inlet Boat Docking	5	0	5	37	38	34
L.5	Canal Landscape Feature (Promenade)	10	10	5	56	45	20
L.6	Event Spaces along park frontage	10	10	5	61	53	11
L.7	Naturalized Shoreline	10	10	10	52	38	33
L.8	Transition Legion Park into passive waterfront	10	10	0	43	39	28
L.9	RCAF Building Improvements	5	10	5	33	28	52
L.10	Civic Complex Enhancements	10	10	0	28	22	64
L.11	Augustus Street Bridge	0	10	0	11	6	72
L.12	Major Streetscape Gateway	5	10	5	31	25	59
L.13	Minor Streetscape Gateways	5	10	5	30	23	63
L.14	Increase Food/Café Opportunities	0	10	10	55	58	5
L.15	Increased Recreational Opportunities	0	10	5	50	51	15
L.16	Marina 200 Improvements	5	0	5	32	33	46
Harbour to College							
HC.1	Pointe Maligne	5	10	5	62	59	3
HC.2	Canal Promenade	10	10	5	58	51	13
HC.3	Deep Water Docking	5	5	5	37	33	46
HC.4	Bergeron Drive Off Loop	5	10	5	33	26	54
HC.5	Lookout Viewing Platform	5	10	5	41	35	41
HC.6	Relocation of Parking Lots	5	10	5	31	24	61
HC.7	Future Dev. Parcel (Cal. Chloride Tank Site/Drydocks)	10	0	0	14	13	70
HC.8	T-Ball Diamonds east of Bergeron Drive	5	10	0	27	25	56
HC.9	Dog Off Leash Park (Interim)	5	10	5	45	40	27
HC.10	Future Development Site	0	0	0	1	2	74
HC.11	Cornwall Harbour Building	10	10	0	46	44	21
HC.12	Cornwall Harbour	10	10	0	43	39	29
HC.13	Waterfront Trail Improvements	5	10	5	57	54	9
East Front							
E.1	Lookout at Ecole Secondaire Publique L'Heritage	0	10	5	35	31	50
E.2	Anthony Street Access	0	10	5	38	34	44
E.3	Glen Stor Dun Lodge Lookout Improvements	0	10	5	34	31	51
E.4	Nav Centre Dock	0	0	0	30	37	36
E.5	Inverarden House (Regency House)	5	5	5	36	34	43
E.6	Waterfront Trail Rest Area	5	10	5	55	49	18
E.7	Boundary Road Boat Launch	5	10	5	45	40	26

