

TOWN OF PRESCOTT STRATEGIC PLAN

INTRODUCTION

This document summarizes and amplifies Council discussions in early 2020 to revise and renew the current strategic plan. It responds to comments from the broader community, and respects and acknowledges the work of previous Councils and the support of administration. Together with the revised official plan, it establishes clear, aspirational goals and enabling strategies to guide decision-making for the 2020-23 period.

VISION

To be recognized as a welcoming and progressive riverside community

MISSION

To provide responsible leadership that celebrates our achievements and invests in our future

VALUES

- Integrity, accountability, and transparency in decision-making and communication
- Service efficiency and excellence through the use of technology and new methods to achieve our goals
- Leadership and teamwork that is collaborative and respectful
- Commitment to growth and future development
- Fiscal, social, and environmental responsibility and resilience

PILLAR – ECONOMIC DEVELOPMENT

Downtown Reinvigoration

The Downtown area is the heart of Prescott providing a place for people to work, live, shop, and enjoy. It is through the use of public/private partnerships, such as the Community Improvement Plan (CIP), that investments to reinvigorate this area will be encouraged. The goal is to reduce the number of vacant storefronts and increase activity in the Downtown by growing and diversifying the Farmers and Crafters Market, supporting themed events and activities, developing the linkages between the Downtown and the RiverWalk District/Waterfront areas, and enhancing mixed use development in a manner consistent with the Official Plan.

Key Activities

- Promote the Community Improvement Plan to Downtown property owners and tenants
- Revise and update Farmer's and Crafter's Market bylaw
- Collaborate with community groups and organizations for events and activities in the RiverWalk District
- Improve marketing and wayfinding for the RiverWalk District/Downtown, building on previous studies creating linkage between St. Lawrence River and King Street

Measures

- Decrease in the number of vacant storefronts
- Continued uptake of the Community Improvement Plan partnerships
- Increase in the number of planned events and activities in the RiverWalk District

Hotel Attraction and Readiness

It is recognized that the community would benefit from a hotel / motel development. Two possible locations are adjacent to Highway 401 or along the waterfront. It is imperative that the necessary Official Plan and Zoning Bylaw amendments be put in place to help support such a development.

Key Activities

- Complete Official Plan and Zoning Bylaw review
- Develop hotel/motel attraction strategy

Measures

- Attraction of hotel/motel development

401 Industrial/Commercial Attraction and Readiness

Vacant land adjacent to Highway 401 on north and south side is prime for industrial and commercial development. The Town needs to market and be ready for a wide range of possible uses. The extension of water and sewer services north of the 401 may be beneficial for development depending on the intended use. Provincial site certification for lands south of the 401 would generate additional marketing opportunities by being included in the provincial lands database.

Key Activities

- Pursue site certification for lands south of the Highway 401
- Complete engineering study to ascertain the cost and method of providing water and sewer services north of Highway 401
- Complete Official Plan and Zoning Bylaw Review
- Complete marketing strategy for vacant land adjacent to Highway 401 on north and south side

Measures

- Development on the vacant land parcels adjacent to Highway 401 on north side and south side

Tourism Development

Tourism provides an opportunity for people from outside of the Town of Prescott to experience what the community has to offer. Usually this comes with increased spending and support for local businesses thereby increasing their success. Working with event organizers, the Town can provide the necessary support to ensure the success of local events. Coordinating with neighbouring municipalities and partners on both the north side and the south side of the border will increase the number of tourism opportunities in the region by reducing overlap of events. Focusing on maximizing the use of the tourism assets that Town already has by investing in them, will establish a group of both passive and active activities.

Key Activities

- Complete tourism asset and activity inventory
- Enhance collaboration between Town departments, community organizations and neighbouring municipalities to provide a cohesive tourism experience
- Complete community tourism strategy

Measures

- Number of tourism events held in Prescott

Regional Transportation Development

To support residents and local businesses the development of more transportation options within the region is beneficial. Currently, there are minimal transportation options to and from Prescott. By working with other local communities a public or public/private partnership may be possible to increase those options. This could include buses, trains, and an increased focus on active transportation alternatives. Regional transportation can also support tourism.

Key Activities

- Active transportation strategy for walking and bicycling infrastructure
- Collaborate with neighbouring municipalities on regional bus services
- Work with VIA Rail to assess the feasibility of a stop in Prescott
- Partner with the City of Ogdensburg for a cross-border ferry

Measures

- Number of transportation options to and from Prescott

PILLAR – COMMUNITY DEVELOPMENT

Recreation, Leisure, and Cultural Development

An active lifestyle is promoted in Prescott by our extensive recreational and cultural facilities, and our numerous groups, clubs, and organizations. The Town completed a Recreation Master Plan in 2018 which included a broad range of recommendations. Putting these recommendations into action will allow the Town to build and develop its recreational, leisure, and cultural programs through collaborative support and partnerships.

Key Activities

- Create a Recreation Master Plan action plan
- Create recreational and cultural space opportunities for Town and organizations to utilize; explore multi-use performance space to be used year-round
- Support and coordinate with partners to further promote and enhance cultural opportunities in Prescott

Measures

- Number of implemented recommendations from the Recreation Master Plan
- Number of recreational and cultural activities available

Youth Programs and Engagement

Youth in Prescott should have opportunities to have their voices heard and considered in decision-making and resource allocation to help identify the programs and activities that best meet their needs. The provision of services to youth should cover a wide range of activities and be developed through partnerships that work collaboratively. Taking a holistic approach to program development will allow partners to work seamlessly to fulfil the ever-changing needs of youth in the community.

Key Activities

- Create a Youth Advisory Group
- Create a youth program and activities inventory
- Foster the formation of partnerships across services being offered
- Develop programs through partnerships that address gaps in current programs and activities

Measures

- Number of youth engaged in programs and activities offered to residents of the Town of Prescott

Heritage Preservation

The Town of Prescott has a long and colourful history that is important to preserve. Citizen participation is essential to heritage conservation. Prescott today still reveals its proud past by the many historic buildings that are in various stages of preservation. The Town wishes to provide building owners with information and tools to be able to maintain and restore their heritage properties.

Key Activities

- Support Community Improvement Plan heritage stream promotion
- Heritage Committee collaboration with historical society stakeholders to understand their challenges and support programs
- Provide a forum to disseminate programs and information to heritage property owners

Measures

- Continued uptake of the Community Improvement Plan heritage stream partnership
- Coordinate yearly heritage workshop

PILLAR – INFRASTRUCTURE

Infrastructure Improvement and Capacity for Growth

The health, safety, and well-being of residents and businesses within the Town of Prescott is of utmost importance. To be effective, the Town's infrastructure assets including water, sewer, roads, bridges, buildings, and equipment, must be maintained and delivered at expected levels of service. Resources need to be allocated to maintain infrastructure to ensure it functions and provides service to those that rely on it. When the inevitable replacement of assets occur, there should be consideration of future growth and environmental impacts. When adding new infrastructure there should be a clear understanding of the total cost of ownership and the impact on both the operational budget and future capital investment and replacement requirements.

Key Activities

- Complete Asset Management Plan with development of expected levels of service
- Develop Long Term Capital Financial Plan
- Undertake regular assessments of Town infrastructure and assets
- Complete risk assessment

Measures

- Asset Management Plan and Long-Term Capital Financial Plan approved by Council

Recreation Facilities and Assets

The provision of recreational facilities and assets enhances social and physical well-being of residents of Prescott and the surrounding area. This helps to retain and attract residents to the Town. The Town currently has a number of recreational facilities and assets that could be further developed through the creation of cohesive linkages. A prime example of this linkage is the waterfront which boasts Centennial Park, RiverWalk Park, Sandra S. Lawn Marina & Harbour, Heritage River Trail, Dive Ramp, Deep Water Dock, Boat Ramp, Kelly's Bay Beach, Centennial Pool, and a riverside walking trail, all being in close proximity.

Key Activities

- Invest in active transportation and wayfinding infrastructure to link recreational areas
- Ascertain the wants and needs of the community and surrounding area for recreational facilities and assets
- Develop current facilities to maximize their use and add new assets to fill demonstrated gaps (i.e. Dog Park)

- Develop partnerships with neighbouring municipalities on recreational facilities and assets

Measures

- Public satisfaction with recreational facilities and assets through yearly survey

GUIDING PRINCIPLES

The Town of Prescott will be guided by the following principles when developing and executing policy and strategic resource allocation decisions:

Modernization

The Town acknowledges the impact of the digital revolution in communities across the globe and will make decisions that employ available and proven technologies in its operations and services

Regional Collaboration

The Town will make decisions that support the local economy, local vendors and partnering with regional municipalities

Environmental Stewardship

The Town recognizes the climate challenge and will make decisions that reflect responsible use of scarce resources and respect for the environment

Long-term Financial Stability

The Town is committed to fiscal discipline and will make decisions consistent with responsible long-term financial planning

Official Plan

The Town will explore effective and creative residential land use policies and guidelines to support intensification and growth of the residential housing supply