



Joint Economic Development Action Plan

Town of Prescott
Township of Augusta
December 2021



Contents

Executive Summary	1
Vision and Mission	3
Common Priorities and Joint Tactics	4
Business Retention and Expansion	5
Investment Attraction	8
Tourism Development and Resident Attraction	13
Joint Implementation and Opportunities	17
Background	18

Photo (cover): Town of Prescott, Township of Augusta.

Photo (page 1): Dive Brockville Adventure Centre & Abucs Scuba Charters Facebook photo gallery.

© MDB Insight Inc.

December 2021



Executive Summary

Scuba divers never go it alone; they always dive with a buddy, someone with similar interests, experience, and ability. As a team, the two divers continuously monitor each other throughout the entry, the dive, and the exit, always remaining close enough to render immediate assistance to each other if required.

The Town of Prescott and the Township of Augusta are economic development buddies, diving into a better future for their communities. By embarking together – by approaching the challenge of economic development as a team – Prescott and Augusta are sending positive signals to their citizens and businesses. The message is simple: join us in building a bright legacy for our region, filled with promise and prosperity.

The Joint Economic Development Action Plan for the Town of Prescott and Township of Augusta is a map of potential opportunities these buddies can explore together.

This document builds upon the individual economic development strategies for each municipality. Specific common tactics are listed, and resources are outlined.



To achieve quick wins, the following joint tactics offer straightforward options:

1. Keep communicating by meeting monthly and sharing news in confidence.
2. Post information about each other on your web pages, along with links, and start the conversation about a potential joint Prescott and Augusta microsite.
3. Brainstorm on joint waterfront initiatives, such as improved amenities for the enjoyment of residents and visitors.
4. Explore options for an inexpensive, shared Customer Relationship Management (CRM) system, improving communications with local businesses and tracking investment prospects.

By implementing these initial recommendations, the municipalities will build enough trust, rapport, and confidence, to explore a deeper relationship to harness the natural assets and heritage of the region.

- Establish a joint economic development advisory team that meets two or three times per year.
- Consider a joint development protocol for proposals that occur on your boundaries to make the process more welcoming to investors.
- Connect farmers and food producers in Augusta with Prescott's restaurants, retailers, entrepreneurs, and event organizers.



- Do your best to align your Official Plans and Zoning By-Laws. Develop an action plan and target dates for milestones.
- Continue to collaborate with regional partners to maximize lead generation, awareness of government programs, and other priorities.

The advantages of working together always outweigh the inconvenience and trepidation. By helping each other, you avoid the risks of independently expending all your resources.

Implementation of the Joint Economic Development Action Plan is the next step in an exciting journey for the community. Stick together, keep your businesses top of mind, and invest in what makes your community proud.

Buddying up on economic development is the only way to go. Explore the depths and watch prosperity bubble up.



Vision and Mission

MDB Insight developed the economic development strategies of the Town of Prescott and the Town of Augusta independently because it is essential to respect and consider each community’s individual needs and aspirations.

That said, economic development is a team sport. Given that the municipalities embarked on this process together, it was essential to identify mutual benefits. Frequent communication between the strategy authors and consultants and joint discussions with municipal staff led to the discovery of commonalities and alignment.

When the two documents were completed in draft form, it was reassuring that Prescott’s three strategic directions align conceptually with Augusta’s priorities and targets.

Prescott’s Strategic Directions	Augusta’s Priorities and Targets
Keep businesses top of mind	Urban Border Lands
Continue RiverWalk revival	Hamlet/Rural Revitalization
Attract investment, workers, citizens	Larger Industrial Opportunities

As a result, joint draft vision and mission statements are crafted for consideration.

Vision

What is a vision statement? It is an aspirational focus that sets the tone for the desired future. It guides all strategic priorities that reflect movement towards that future.

Proposed Vision

The Town of Prescott and the Township of Augusta are forward-thinking communities with individually unique opportunities that collaborate on common initiatives to sustain a robust regional economy and an environment of healthy residents, a high quality of life, and a positive future for all generations and walks of life.

Mission

What is a mission? It explains why an organization or alliance exists. It is typically an inward-focused statement intended to guide decisions, operations, and service delivery.

Proposed Mission

Through mutual respect and collaboration, the Town of Prescott and the Township of Augusta collectively marshal their political, administrative, regional, and local community resources to lead effective initiatives that deliver tangible, sustainable benefits to the economy.



Common Priorities and Joint Tactics

Together, the Town of Prescott and the Township of Augusta can leverage their common strategic directions and similar economic drivers to align their priorities, targets, tactics, and resources to benefit regional and local economic prosperity. The following pages outline collaborative actions in the following operational areas:

- Business Retention and Expansion
- Investment Attraction
- Tourism Development and Resident Attraction

These abbreviations and acronyms conserve space in the document:

Augusta = Township of Augusta

Brockville = City of Brockville

EODF = Eastern Ontario Development Fund¹

EOMC = Eastern Ontario Mayors' Caucus²

EORN = Eastern Ontario Regional Network³

EOWC = Eastern Ontario Wardens' Caucus⁴

EWIB = Eastern Workforce Innovation Board⁵

FCLGL = Food Core Leeds Grenville Lanark⁶

GCFDC = Grenville Community Futures Development Corporation⁷

LGSBC = Leeds Grenville Small Business Centre⁸

MEDJCT = Ministry of Economic Development, Job Creation and Trade

OEEDCC = Ontario East Economic Development Commission⁹

PBIA = Prescott Business Improvement Area¹⁰

PC = Parks Canada¹¹

PJ = Port of Johnstown

RTO9 = Regional Tourism Organization 9 / South Eastern Ontario¹²

SGCC = South Grenville Chamber of Commerce¹³

SLC = St. Lawrence College¹⁴

SLCEDC = St. Lawrence Corridor Economic Development Commission¹⁵

SLRIP = St. Lawrence - Rideau Immigration Partnership¹⁶

SOS = Save Ontario Shipwrecks

TEC = Township of Edwardsburgh Cardinal

UCLG = United Counties of Leeds and Grenville

¹ <https://www.ontario.ca/page/eastern-ontario-development-fund>

² <https://eomc.ca/members/>

³ <https://www.eorn.ca/en/news/eastern-ontario-officials-respond-to-provincial-broadband-funding.aspx>

⁴ <http://www.eowc.org/en/index.aspx>

⁵ <http://www.workforcedev.ca/index.php/en/>

⁶ <http://www.foodcorelgl.ca/>

⁷ <https://www.grenvillecfdc.com/>

⁸ <https://www.lgsmallbusiness.com/about/>

⁹ <https://ontarioeast.ca/>

¹⁰ <https://downtownprescott.ca/>

¹¹ <https://www.pc.gc.ca/en/lhn-nhs/on/wellington>

¹² <https://southeasternontario.ca/>

¹³ <https://www.southgrenvillechamber.ca/>

¹⁴ <https://www.stlawrencecollege.ca/>

¹⁵ <https://slcedc.com/home/>

¹⁶ <http://www.leedsgrenvilleimmigration.ca/>



Business Retention and Expansion

Target Sectors

Manufacturing: The region has a unique competitive advantage in the chemical manufacturing sector, representing a significant concentration of businesses and workforce. Other traditional industries in the area include electrical equipment and component manufacturing, textile and fabric finishing, and fabric coating. New subsectors of manufacturing and other sectors must be explored to mitigate anticipated declines in traditional sectors.

Transportation and Logistics: The region hosts a significant and growing concentration of workforce and businesses in general and specialized freight trucking, warehousing and storage, and automotive repair and maintenance.

Professional, Scientific, and Technical Services: The region is home to a growing professional and technical services cluster, including data processing and hosting, and management, scientific and technical consulting services.

Retail Trade, Accommodation, and Food Services (Tourism Focus): The region has a unique, attractive position on the St. Lawrence River. Local stakeholders and community leaders are supportive of tourism development. There is a lack of accommodation options in the region and very little selection in food services. Jointly developing the waterfront and linking Prescott with amenities in Augusta will serve as a way forward to enhancing the tourism experience.

Joint Tactics:

- Meet with these businesses to better understand their needs.
- Leverage regional partners to secure new investment for these sectors.

Joint Resources: SLCEDC, OEEDC, UCLG, CIAC, BIC



Business Retention and Expansion

Technology

Customer Relationship Management: A regional CRM to track the municipalities' relationships with the business community is essential for a successful BR+E program and tracking investment leads.

Engagement Platforms: Existing tools may be adapted to support a business-centric and investment-focused website with up-to-date industry-standard data. This resource will support the local business community and help the region compete to attract investment.

Key Performance Indicator Tracking: KPIs that are easy to understand can be monitored through the CRM or engagement platform. This process will help communicate the return on investment and add value to the BR+E program. Examples of KPIs could include:

- Number of business visits completed
- Effectiveness and use of business visit information
- Number of contacts made with businesses interested in expanding
- Number of businesses that received assistance from the program (by type of assistance)
- Average wage of jobs created by expanding firms that receive assistance

Joint Tactics:

- Explore options for a regional CRM at the local or regional level, UCLG and SLCEDC could provide access to their platforms, or the Town and Township could establish their own shared CRM.
- Maximize the effectiveness of OEEDC's Zoom Prospector¹⁷ engagement platform and the UCLG's Property Lookup tool¹⁸. The Town and Township should ensure that their investment-ready sites are included and updated on the platforms and link the tools directly to their websites.
- Align KPI tracking on tactics that are jointly implemented.

Joint Resources: SLCEDC, OEEDC, UCLG, OMAFRA

¹⁷ Ontario East ZoomProspector, ontarioeast.ca/why-ontario-east/available-properties

¹⁸ United Counties of Leeds and Grenville, uclg.maps.arcgis.com/apps/Viewer/index.html?appid=b563b852d0a641d19c81a619fa404847



Business Retention and Expansion

Communications

Dashboarding: KPIs tracked through technology platforms can be reported on a public-facing dashboard that identifies progress on identified metrics.

Initiative Development: Data collected through BR+E visitation supports programming development and enhances the municipalities' relationship with the business community.

Alignment with Partners: Communications aligned with the partner network's regional messaging reinforce the message's effectiveness. For example, when SLCEDC is sharing an advocacy message with regional elected representatives, the Town and the Township should ensure that local politicians are aware of the messaging to support the thrust of the advocacy. Similarly, when EWIB undertakes an EmployerOne Survey, the municipalities should encourage local employers to participate.

Joint Tactics:

- Establish a joint economic development advisory team comprised of selected Council members and key staff (Planning and Economic Development) from the Town and the Township / UCLG.
 - Include BR+E as a standing item for discussion on the agenda.
 - Meet two or three times per year.
- Share resources, insights and success on dashboarding.
- Communicate to each other about initiative successes and consider joint projects (e.g. joint workforce development strategies).
- Reinforce each others' messages and those of the regional partners.

Joint Resources: SLCEDC, OEEDC, UCLG



Investment Attraction

Investment Readiness

The background review discovered that Augusta's BR+E Report (2018) identified investment attraction as an important consideration over five to 10 years. Survey participants highlighted other areas, including business attraction, business incentives, commercial development, and tourism development. The report also highlighted the need to develop a waterfront strategy to utilize proximity to St. Lawrence River, considering tourist stops, small parks, public access, municipal docks, and businesses with river access to allow resident use. The report mentioned the need to complete an Investment Readiness Assessment and develop an Official Plan to identify lands for expansion. Moreover, Augusta should also undertake an Industrial Park Competitive Analysis and create a vision for the industrial park with new signage, building a road, maintaining the property regularly for ease of investor viewing and providing water services. Identification land for manufacturing was required, along with adequate services to create an inventory of underutilized facilities/sites. Moreover, Augusta should assist in redeveloping and enhancing the chemical industrial park by increasing infrastructure within the park, preapproval, zoning, and Community Improvement Plan.

Prescott's Strategic Plan (2020) mentioned 401 Industrial/Commercial Attraction and Readiness. Vacant land adjacent to Highway 401 on the north and south sides is prime for industrial and commercial development. The Town needs to market this land and be ready for a wide range of possible uses. Although very expensive to complete, 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.

Available Properties: Information about employment lands and buildings must be housed in a comprehensive, publicly accessible database. This inventory is essential for municipalities focused on attracting investment. Communication and collaboration with owners and developers of priority sites are crucial.

Development Policies and Process: The regional land-use policy regimen and approvals / permitting process must be flexible and responsive to retain the competitive advantage of being open for and supportive of new investment.



Joint Tactics:

- Establish a joint economic development advisory team and include Investment Attraction as a standing item for discussion on the agenda. Meetings could be held two to three times per year.
- Map the similarities and differences in the development process between the single-tier Town and the two-tier Township / UCLG to address limitations, complications, and opportunities for alignment of policies and procedures.
- Jointly advocate for modifications to settlement area boundaries to facilitate development.
- Jointly advocate for financial assistance from the Province or others for carbon sinks (e.g., wetlands, woodlands) or other programs¹⁹ and subsidies.
- Create a joint Prescott and Augusta microsite to house a single comprehensive, accessible database of employment lands and buildings, as well as local economic information. Embed or link the information through the municipalities' existing websites, and align content and resources with regional agencies (e.g., Maximize the effectiveness of OEEDC's Zoom Prospector engagement platform and the UCLG's Property Lookup tool)
- Implement a Joint Development Protocol and Concierge Service that automatically activates when a developer proposes a project requiring regulatory approval from both municipalities.
- Review the Official Plans and Zoning By-Laws of both municipalities in tandem to align definitions, streamline borderland zones, and improve other objectives and sections.

Joint Resources: OEEDC Zoom Prospector, UCLG Property Lookup Tool, Ministry of Municipal Affairs

¹⁹ ALUS Ontario East, https://alus.ca/alus_community/alus-ontario-east/



Investment Attraction

Target Opportunities

Development Residential Land: The Land Needs Analysis identified a section of Augusta Township east of Merwin Lane and north of County Road 2 that could be developed as new residential land immediately west of the Town of Prescott. Adding housing helps achieve objectives in both municipalities' economic development strategies.

Joint Tactics:

- Work together with developers and landowners to secure new residential housing projects
- Secure a joint servicing agreement between Augusta Township and the Town of Prescott
- Work together on concept plans for the new neighbourhood
- Cooperate on Municipal Environmental Assessments and/or Plan of Subdivisions
- Collaborate on amendments of Official Plans and Zoning Bylaws
- Consider larger-capacity infrastructure and undertake improvements to water treatment and distribution, wastewater collection and treatment, and stormwater systems
- Construct street and municipal servicing extensions into Augusta Township from Town of Prescott

Joint Resources: OEEDC, UCLG, SLCEDC



Investment Attraction

Infrastructure Investment

Secure Additional Utility Capacity: Expanding water and sewer infrastructure for new residential development is critical for attracting new investment. High-speed internet improvements are also needed. Funding from senior levels of government will support municipal infrastructure investment and enhance existing business and industrial parks to meet target sector needs.

Provincial Regulatory Challenges: Provincial regulatory challenges can sometimes be mitigated through facilitation and flexibility when municipalities develop rapport with senior government peers.

Secure Improved Transportation Access: Better transportation access by road, rail, and sea boost economic development advantages for the municipalities.

Developer Support: Information and incentives assist developers through the predevelopment, feasibility, and site analysis stages.

Joint Tactics:

- Approve a joint servicing agreement
- Collaborate on improvements and alignment in Community Improvement Plans
- Continue to work together with regional partners and the private sector to secure high-speed internet investment.
- Collaborate with advocacy organizations to access provincial and federal funding to support municipal infrastructure investment and Foreign Trade Zones
- Share information and insight with developers in mitigating provincial regulatory challenges
- Work with government officials, investors, rail operators and regional partners to improve road and rail access through facilitating collaboration and accessing grant funding.

Joint Resources: EOWC, EOMC, EORN, SLCEDC, UCLG, OEEDC, MEDJCT, MTO, FedDev Ontario, OMAFRA, CN



Investment Attraction

Lead Generation

Lead Generation Partners: Regional, provincial, and federal partners are already generating and working leads in the sectors identified in the Supply Chain Analysis for Prescott and Augusta. Investor-focused marketing materials identify target sectors and lands. Competitive advantages can be shared through partner marketing channels.

Site Selection Community: Trade shows and event delegations are important in the site selection community to raise awareness of opportunities in target sectors. By getting to know this community better, Prescott and Augusta will become more aware of resources that may become available to help fund marketing materials, lead generation agreements, and other tactics.

Familiarization Tours: Site selectors and developers may participate in regional familiarization tours. It maximizes their time to participate in a regional tour rather than several small local tours.

Joint Tactics:

- Jointly support each other in maximizing relationships with regional, provincial, and federal partners involved in lead generation
- Leverage each other's BR+E activities to generate leads for proactive outreach in partnership with local businesses.
- Cooperate to develop, design and fund joint marketing materials and share them through partner marketing channels.
- Become active supporters of trade shows, event delegations and other initiatives in key sectors being organized by OEEDC's Regional Marketing Committee²⁰ and other economic development agencies. Specific shows and events change from year to year.
- Support joint grant funding applications to develop partners' marketing materials and lead generation agreements.
- Investigate jointly hosting or supporting a regional Familiarization Tour with site selector organizations in residential construction, bio-industrial, transportation, and logistics sectors.

Joint Resources: SLCEDC, OEEDC, UCLG, CIAC, BIC, MEDJCT, GCFDC, RTO9, Brockville

²⁰ Ontario East Regional Marketing Committee (RMC): ontarioeast.ca/regional-marketing-committee



Tourism Development and Resident Attraction

Value Proposition

Place, Identity and Brand: A community's sense of what it means to visit or live here translates into whether people feel welcome or a sense of belonging. Local culture and leadership affect community values and principles. The nature of the welcome mat and the community's values establish a community's identity and, ultimately, the area's brand.

Improve Facilities, Assets and Attractions: When public and private facilities and recreation amenities are upgraded, residents and visitors feel the area has a good quality of life. They take pride and ownership of the community and promote it to others. Partner organizations also feel more confident promoting communities that invest in themselves.

Joint Tactics:

- Establish a joint economic development advisory team and include Tourism Development and Resident Attraction as a standing item for discussion on the agenda.
- Jointly discuss how placemaking efforts, local culture and leadership, and community branding in Augusta and Prescott can support and reinforce each other.
- Jointly brainstorm how to upgrade public and private facilities, signage, and recreation amenities such as the waterfront, trails, and attractions.
- Collaborate to catalogue community assets and tourism attractions to help promote them through regional tourism organizations and resident-attraction initiatives.

Joint Resources: UCLG, Brockville, RTO9, UCLG, Brockville, OEEDC, PC



Tourism Development and Resident Attraction

Market Research and Targets

Visitor Attraction: Tourists don't see municipal boundaries. Local tourism businesses can help you develop and refine your joint value proposition and target markets.

Resident and Workforce Attraction: Market research and targeted data are needed to create a resident attraction-focused community value proposition. Employers know the details of their workforce needs and will be happy to collaborate on recruitment drives. Real estate representatives have an excellent handle on prospective new residents.

Joint Tactics:

- Seek input from your businesses about their tourism clientele. Build that data into your target markets.
- Develop a joint tourism strategy to maximize the assets and competitive advantages of the region's outdoor experiences (e.g., cycling, water recreation, eco-tourism).
- Collaborate with regional partners to create a specific St. Lawrence Scuba Diving Tourism Action Plan.
- Share information with other partners to leverage regional marketing platforms and promote Prescott and Augusta to a broader audience.
- Create a joint welcome package to be used by employers for workforce recruitment efforts and real estate agents for marketing channels.

Joint Resources: RTO9, UCLG, SEO, SLP, Brockville



Tourism Development and Resident Attraction

Infrastructure

Attraction and Asset Development: The identification, development, and promotion of the region's assets and attractions are necessary when seeking support for the region's growth.

Infrastructure Investment: Public access to the waterfront and other recreational and social amenities will require hard infrastructure supports. Creating a business case for investing in infrastructure is the first step in making the ask of senior levels of government.

Joint Tactics:

- Jointly update your list of assets and attractions that contribute to a healthy community and an attractive visitor destination and educate each other about their importance. Identify gaps.
- Work with regional partners to lobby for and access grants to invest in community assets and amenities, including updated signs, improved online presence, trails, waterfront access and bike lanes on roads.

Joint Resources: RTO9, UCLG, SLP



Tourism Development and Resident Attraction

Storytelling and Promotional Tactics

Story Development: Highlighting specific experiences, locations, people, and products in your communities will help develop a narrative that fortifies the brand and value proposition.

Promotional Channels: Sharing the stories requires access to a catalogue of promotional channels and contacts to facilitate the distribution of messages and calls to action.

Share and Repeat: Promotion is not a one-and-done process; it is a marathon that requires stamina for the long journey. You may be lucky if one message “goes viral,” but typically, marketers repeat their messages many times before they click with the target market.

Joint Tactics:

- Pick one visitor market (e.g. scuba diving instructors) and develop a marketing plan to increase the number of diver certifications occurring in Prescott and Augusta. Organize a focus group with potential visitors.
- Share the benefits of scuba divers with local businesses and explain how they can be dive-ready. Promote to dive instructors when your businesses are ready.
- Align water-recreation messages with boating safety to mitigate any increased need for search and rescue services.
- Undertake a joint parking study to prepare for traffic increases in tourism nodes (e.g. Maitland, Prescott, etc.).

Joint Resources: Brockville, PC, RTO9, UCLG, SLP, Coast Guard



Joint Implementation and Opportunities

Discussions with the Councils of the Town of Prescott and the Township of Augusta involved additional ideas for joint opportunities, including:

- Harmonize service delivery reviews of economic development programs (e.g., sharing existing and/or new staff)
- Sharing equipment
- Saving money on shared services or procurement
- Continue the Transit Pilot Program and build on it
- Co-host tournaments and concerts in recreation facilities
- Work together to create a buzz, make residents and businesses aware of economic potential
- Jointly advocate the UCLG to invest more money in the area (e.g. pave shoulders of County Road 2 for cyclists, which helps tourism)
- Jointly advocate for Provincial funding support, communicate with MPP



Background

For more detailed information, see the individual economic development strategies for the Township of Augusta and the Town of Prescott, the Joint Technical Report, and the Land Needs Analysis report.

