



Russell Township Economic Development Strategic Plan

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FINAL



Municipalité de
RUSSELL
Township



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Executive Summary



Executive Summary

Russell Township has been one of Ontario's fastest growing communities, with a growth rate of 33% over the last 15 years¹. The township occupies a strategically beneficial location on the eastern boundary of Canada's National Capital, and has enjoyed a boom in residential growth, household incomes, and cost competitive homes compared to Ottawa or other areas such as Kemptville (North Grenville).

The township also borders on the 417 Trans-Canada Highway and is within as little as 15 minutes from the MacDonal-Cartier International Airport. Recent investments in bicycle path upgrades and expansions, a new all-season sports dome, and a new public library in the village of Russell, are complemented by new commercial lands coming online in Embrun, service extensions to business park, and industrial land at the 417 junction.

Russell Township's economy is on the verge of a large transformation. It is palpable and imminent. Plans to extend water and waste services to the 417 Industrial Park will complement already strong interest in developing and launching industries. The recent completion of service extensions to the village of Embrun's Business Park has also opened the door to new investment opportunities. Add to this, highly competitive development charges and municipal tax rates for commercial, industrial and residential new-builds, and it is clear there are numerous competitive advantages to establishing a business in the township.

When a community has grown significantly and can be expected to continue its growth trajectory for the foreseeable future, many opportunities can present themselves, but they may not always be congruent with where the community envisions itself going. Creating a strong and coherent Economic Development Strategic Plan charts a course for developing the local and regional economy in a way that is both intentional and flexible.

The Economic Development Strategic Plan is based on the premise that the community can develop a local vision and strategic objectives for what it wants to become, determine the actions that will lead the community in that direction, and identify ways to measure and monitor whether progress is being made.

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Understanding Russell Township's Economic Landscape

Economic development is the process of bringing new investment into a community, retaining money among local businesses, and creating new businesses that either replace imported goods and services or fill important needs that currently lacks or which can continue to be diversified. It can be planned for and nurtured.

¹ Statistics Canada, Census Profiles, 2001, 2016.



Underpinning this process are key sectors that direct money into the community from outside, known as economic drivers. Manufacturing, agriculture, finance and insurance, real estate, professional scientific and technical services, and tourism all bring new investment into Russell Township. As many residents continue to spend their money in other communities they work in, such as Ottawa, the development of sufficient retail, personal, and food service options also becomes a priority to reducing economic leakage. Moreover, a parallel concern is also related to diversifying and enhancing high quality local jobs so that fewer residents ultimately commute somewhere else to work.

At the same time, there are different components to economic development that require attention. These include investment readiness and attraction activities, business retention and expansion roles, and start-up (entrepreneur) support. Economic gardening is also an important activity as it points to a core Municipal purpose – to create conditions that allow for businesses to grow, thrive, or relocate/expand to Russell Township. This includes activities such as installing appropriate infrastructure, having business-friendly policies, ensuring cost competitiveness, delivering strong communications, and enhancing quality of life amenities that businesses, workforces, and residents want.

Finally, a discussion is dedicated to understanding global investment as a product of developing several critical capacities including the partnerships Russell Township has related to investment attraction, sector strengths, lead handling, supply chain gap identification, the Township’s strategic location, and the newly launched Comprehensive Economic and Trade Agreement with the European Union.

With these considerations and others in mind, this Economic Development Strategic Plan brings together the attention that economic drivers need with the aspirations of the community. The result is a framework for economic development planning, investing, and actions.

The vision for a strong economy in Russell Township is ...

A place where friends and family gather in a thriving and beautiful community that is supported by businesses that are strong and able to capitalize on opportunities – all balanced by an engaged and supportive municipality.

Russell Township’s **guiding principles** are ...

1. **Caring for Businesses and Residents:** We are a Municipality that takes to heart the needs of our local businesses and residents and makes sincere efforts to ensure their satisfaction, health and success.
2. **Balanced Growth:** We are a Municipality that actively strives to grow in ways that enhance our economy without sacrificing the rural charm and quality of life elements that have always attracted and retained residents and businesses.
3. **Relationship Building and Enhancement:** We are a Municipality that actively builds relationships with its business community and residents, and communicates effectively to share information, build awareness, and learn from stakeholders.
4. **Solutions Oriented:** We are a Municipality that provides solutions instead of barriers. We facilitate the navigation of government policies, programs, and services for the benefit of our business community.



The Strategic Plan also includes a series of strategic objectives that are rooted in the aspirations of the community. In total, 22 recommended initiatives are laid out under the following strategic objectives:

Strategic Objective #1: Enhance investment readiness and attraction efforts

1. Ensure servicing is completed to the 417 Industrial Park
2. Develop and update available land inventory in conjunction with United Counties of Prescott and Russell to be integrated into its *a la Carte* GIS tool
3. Initiate a Business Park Working Group with area businesses
4. Develop a Community Profile and dataset that highlights Russell Township as a location for investment
5. Develop and implement a lead-handling protocol
6. Focus investment attraction efforts on manufacturing and other related sectors that represent a good fit for 417 Industrial Park and Business Park
7. Build Knowledge Capacity Surrounding the Comprehensive Economic and Trade Agreement

Strategic Objective #2: Actively pursue best-fit retail, personal, and food service development and attraction

8. Actively identify and engage best-fit retail, personal, and food service businesses to attract to Russell Township
9. Recognize the value of existing retail, personal, and food service establishments

Strategic Objective #3: Continue to promote Russell Township as a location of unparalleled quality of place

10. Continue to promote the Community Improvement Plans
11. Implement a Main Street Redevelopment Plan for Embrun
12. Attract development of mixed-use commercial property to allow for small office and co-location space
13. Attract and retain more young adults to the area

Strategic Objective #4: Enhance business stakeholder engagement and communications

14. Continue capacity building workshops
15. Develop an Economic Development Communications Strategy
16. Address misperceptions through concerted awareness-building efforts
17. Implement a mandatory business registry to enhance business engagement and improve industry intelligence



18. Implement a statistically valid business retention and expansion survey to scientifically identify critical issues requiring attention at a level that is generalizable to the broader population, and which identifies critical red flags (bad news) and green flags (good opportunities) among individual businesses
19. Continue to monitor and update national and provincial rankings that promote Russell Township's quality of place and quality of life
20. Put in place contingencies for rapid changes to interest rates
21. Put in place contingencies for North American Free Trade Agreement (NAFTA)
22. Put in place contingencies for Ottawa's threats to Russell Township or its competitiveness

The Economic Development Strategic Plan also lays a path for implementation, including step-by-step actions to support each recommended initiative, and recommended partnerships (both internal and external to the Municipality). A follow-up section converts the recommended initiatives into resource and budget considerations, as well as identifies performance measures for evaluating progress.



Chapter 1



1. Introduction

Russell Township has been one of Ontario's fastest growing communities, with a growth rate of 33% over the last 15 years². Located at the National Capital's eastern-most boundary and situated on the 417 Highway, which runs between Ottawa and the Quebec border, Russell Township has reaped the benefits of a growing National Capital region. The township's large and established construction sector is evidence of both local and regional growth. With 69% of its existing working population commuting outside the township for work, largely to Ottawa, median household income is highest in Russell Township compared to all major comparators (Ottawa, The Nation, Clarence-Rockland, North Grenville, and Ontario).

And while this growth has netted many positive results, such as strong disposable income, outdoor recreation and infrastructure enhancements, and heritage and community improvement plans, there are, nonetheless, challenges facing the community. For one thing, the amount and diversity of amenities have not kept pace with the booming population. There is economic leakage, as residents spend money in Ottawa or other communities they work in outside of Russell Township. Manufacturing and other productive industries are only starting to pick up momentum in the area, and many existing local businesses are individually operated or have low numbers of employees, but seek additional space to grow.

Presently, Russell Township's economy is on the verge of a large transformation. It is palpable and imminent. Plans to extend servicing to the 417 Industrial Park would complement already strong interest in developing and launching industries. The recent completion of service extensions to the village of Embrun's Business Park has also opened the door to new investment opportunities.

1.1 Purpose: Why an Economic Development Strategic Plan Now?

When a community has grown significantly and can be expected to continue its growth trajectory for the foreseeable future, many opportunities can present themselves, but they may not always be congruent with where members of the community envision it to be going. Creating a strong and coherent Economic Development Strategic Plan charts a course for developing the local and regional economy in a way that is both intentional and flexible.

This Economic Development Strategic Plan illustrates how the Township and its partners can work together to enhance employment, business support, and investment opportunities that will benefit the community. The Plan is based on the premise that the community can develop a local vision and strategic objectives for what it wants to become, determine the actions that will lead the community in that direction, and identify ways to measure and monitor whether progress is being made. If done systematically and over the long-term, Russell Township can enhance its economic base while maintaining its core values and improving personal quality of life.

² Statistics Canada, Census Profiles, 2001, 2016.



This Economic Development Strategic Plan has therefore built these considerations into a living document that can be updated and fine-tuned as time goes on. Shifting economic forces can arise that are beyond the immediate control of the Township which may offer new opportunities or challenges, and this framework allows sufficient flexibility to address them as they materialize.

Methodology

The methodology used to develop this Strategic Plan combined research and analysis of the current context in Russell Township, Ottawa, and several surrounding communities, and the province. The project included a comprehensive consultation and engagement process with business and community leaders. These efforts provided a foundation for informed strategic objectives for the Township and actions to implement those objectives.

The detailed components of the project included:

- **Project Initiation** - Project launch meeting, Project Charter, project work plan, and outreach consultation plan
- **Research and Engagement** - Background review, economic base analysis, stakeholder engagement (interviews, focus group discussions)
- **Strategic Directions & Action Planning** - Strengths, weaknesses, opportunities and threats (SWOT) analysis and strengths, opportunities, aspirations, and results (SOAR) analysis, sector competitiveness assessments and value propositioning, selection of future directions and opportunities, action planning, and draft final report
- **Project Conclusion** - Finalizing the Economic Development Strategic Plan and presentation to Township Council

1.2 Structure of the Strategic Plans

Following this introduction chapter, the remainder of the Strategic Plan is divided into the following sections:

- **Understanding Our Economic Landscape** – An overview of key findings from the background review and economic base analysis, with detailed analyses provided in Appendix A.
- **Understanding Our Competitiveness** – An overview of stakeholder consultation methods undertaken, followed by a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis and Strengths, Opportunities, Aspirations, and Results (SOAR) analysis, which build on consultation results in addition to findings uncovered in the background review and economic base analysis. Detailed results of the consultations are provided in Appendix B.
- **Articulating Our Unique Value Proposition** – A process that assesses existing and possible future economic drivers and their relationship to building the kind of economy that is in line with the aspirations of the community and the Municipality's leadership.



- **Building Our Economic Future** – A detailed presentation of the Township’s strategic objectives for economic development, and an accompanying action plan and implementation guide, which will serve as the blueprint for economic development activities, guide decision making, and identify roles for different actors throughout the process.
- **Technical Appendix** – A section comprised of all necessary background research, economic base analysis, and consultation findings that were used to inform components of the Strategic Plan.



Chapter 2



2. Understanding Our Economic Landscape

The Township of Russell has embarked on a significant and intentional journey to ensure an economic future for the community that brings prosperity and happiness and meets the needs of its residents, businesses, and visitors.

Before a strategy can even be formulated, the Township of Russell must take stock of its current policy landscape and socio-economic footprint, to create an understanding of where the community is right now. Once the “now” is understood, a course can more easily be plotted for where Russell Township wants to go and how it will get there.

This section presents a brief overview of findings from the Background Document Review and Economic Base Analysis. Detailed versions of each component are in Appendix A.

2.1 Background Document Review

A series of existing Township documents and relevant United Counties of Prescott-Russell documents were reviewed. Key themes identified are outlined below:

- The 417 Industrial Park provides significant opportunity for Russell Township to create jobs and enhance the tax base. It has been a main source of growth within the township in recent years

Further opportunity for increased growth in the 417 Industrial Park could exist if land became serviced. This would allow for increased concentration of employment within the industrial park and for broader range of business types

- Quality of place asset development has been a major focus for Russell Township, including recreation facilities and infrastructure. The goal is to increase resident satisfaction and also use quality of place assets to attract population growth

Investment such as the new sports dome, and trail system indicate recreation and quality of place are priorities for Russell Township

- With recent growth and further projected growth, it is anticipated that traffic will become an issue in Russell Township. Specific needs will surround north-south travel to Highway 417, or alternative solutions through public transit and bicycle routes.
- General community improvement and downtown revitalization requirements including signage, façade improvements, entrances, parking, boulevard improvements (planters, seating) and public art. Community improvement plans incentivize cosmetic and aesthetic enhancements in local businesses in villages of Russell and Embrun
- There is a desire for increased local employment and mixed employment opportunities
- There is a policy preference (from Province and local Official Plan) for promoting increases to building density, including mixed-use properties, and a prerogative to continue to grow Russell Township’s population

Review of background materials has also indicated that there are many synergies between different policy instruments, which is a compliment to the Township’s ability to adopt a holistic appreciation of economic considerations within a broader understanding of community life, prosperity, and happiness.



2.2 Economic Base Analysis

An Economic Base Analysis provides an overview of the current economic and demographic indicators within a community and helps to identify key industries. Russell Township has been benchmarked against The Nation, Clarence-Rockland, North Grenville, Ottawa, and Ontario.

Key Highlights from Economic Base Analysis

The following highlights have emerged from the economic base analysis:

- Russell Township's population has exploded over the past 15 years, from 12,412 to 16,520 (+33%); outpacing any other comparator in Eastern Ontario. In the last census period alone, the population grew by 8% (1,273 people).
- There is evidence of a large number of self-employed business owners without employees. This could suggest a high number of at home-based businesses. During consultations, there was an expressed need for office space for some of these businesses within the township. A co-working space could be a solution to the gap in office space for small currently home-based businesses.
- 68% of residents commute out of Russell Township for work. 54% of existing jobs in Russell Township are filled by individuals commuting from outside of Russell. There is a disconnection between those leaving and those entering Russell for work. Encouraging those who live in Russell to stay in Russell will boost spending within the community, and prevent Russell Township from further becoming a bedroom community. These findings also underscore the importance of diversifying local industries.
- Russell Township has a noticeable drop in population between the ages of 20-34. With the age group being a significant portion of the working age, Russell Township is missing out on having young skilled workers. This may explain why so many people commute to Russell Township for work. Implementing youth retention and attraction strategies could be a way to combat the slump. Also, youth retention or attraction can serve as a business development or investment attraction tool through many facets, but specifically in providing less expensive labour as younger individuals are typically less experienced and therefore demand a lower wage. Also, young labour tends to be more energetic and may have modernized approaches or skills to contribute to established businesses.
- In Russell Township median individual and household incomes are higher than all comparator communities. The result bodes well as a quality of life indicator because of anticipated disposable income growth. Higher wages may translate into an appetite for higher order retail or commercial goods. On the downside, increased wages and spending may result in more challenges in matching expected salary levels locally compared to those made in Ottawa. For people looking to hire young professionals locally, there may be challenges to meeting their income expectations.
- In addition to higher than average income, Russell Township also experienced higher dwelling values than The Nation and Clarence-Rockland. Dwelling values could also be a contributing factor as to why there is a drop in population between the ages of 20-34. Individuals who have gone away to school and are looking to return home, or are looking to purchase their first home, might choose a neighboring community with lower housing costs. Providing a mix of housing options that include a broader range of affordable housing (i.e., apartment, duplex, or mixed-use) could help to encourage those to come back home, or encourage new residents to move to the community.



- There is a noticeable shortage in the township of individuals with education levels of a Bachelor Degree or higher, compared to Ontario and Ottawa. Nonetheless, Russell Township does rank higher than The Nation and Clarence-Rockland for university-educated individuals. An educational profile is an important socioeconomic indicator as it reveals a community's ability to staff new and existing businesses. Lower than the Ontario and Ottawa average in regards to University educated individuals could be explained by 'brain drain' whereby educated individuals leave the township in search of more specialized jobs in larger city centres or elsewhere. Brain drain also explains why there is a noticeable dip in the population age group of 20-34.
- Construction, agriculture, utilities, and professional, scientific and technical industries are industries within Russell Township that show particular strength regarding the density of businesses, and both construction and utilities are strong employers. Other strong industries include real estate and finance/insurance. While it is important to foster these industries to encourage growth, Russell Township has also expressed the need for job diversity and businesses that yield higher job densities. The Township can target and incentivize particular industries to bring a broader range of employment. Providing services to 417 Industrial Park could also result in a diversified industry landscape. Promising growth in manufacturing indicates it is an emerging industry with room to grow, that could help create well-paying, local jobs that are in line with employment density objectives of the Township.



Chapter 3



3. Understanding Our Competitiveness

This section is comprised of an overview of consultation methods used to supplement the findings of the background review and base analysis, and the application of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis and joint Strengths Opportunities, Aspirations, Results (SOAR) analysis.

3.1 Consultation Process Overview

Two methods of stakeholder engagement were used to gather intelligence for the SWOT and SOAR analysis. They are:

- **One-on-one Interviews** – This method of consultation engaged 15 business or community leaders familiar with Russell Township’s business climate. Interviews lasted between 20 and 30 minutes and were conducted either in-person or over the phone. Participants were informed of the parameters of the research, the purpose, and that their personal and professional information would be treated confidentially. Interview results were aggregated and analyzed using qualitative analysis based on common themes.
- **Focus Group Workshops** – Two focus group workshops were conducted; one with senior staff and administration from Township of Russell, and the other with Council, which was an open-session, convened at a Special Meeting of Council. Both groups received the same questions. A brief overview of key findings from the economic base analysis preceded a period of open discussion, which was led by a facilitator.

Detailed overviews of the interview analysis and two focus group workshops are available in Appendix B.

3.2 SWOT and SOAR Analyses

Developing an assessment of a community’s competitiveness involves the consolidation of results uncovered in the background review, economic base analysis, and consultation efforts. This Economic Development Strategic Plan reflects the culmination of two closely related analyses; the strengths, weaknesses, opportunities, and threats (SWOT) analysis and the strengths, opportunities, aspirations and results (SOAR) analysis.

Key elements of a SWOT analysis are:

- **Strengths:** Positive attributes or assets currently present in Russell Township, particularly in comparison to the broader region (i.e. Ottawa, United Counties of Prescott-Russell) and Ontario.
- **Weaknesses:** Local issues of characteristics that limit the current or future economic development of Russell Township.
- **Opportunities:** Areas where Russell Township can remedy weaknesses or leverage strengths into competitive advantages.
- **Threats:** Trends or characteristics that threaten Russell Township’s future and attractiveness to new industry, and represent potential competitive disadvantages.

The SOAR analysis represents a model of appreciative inquiry, which helps to go beyond where things

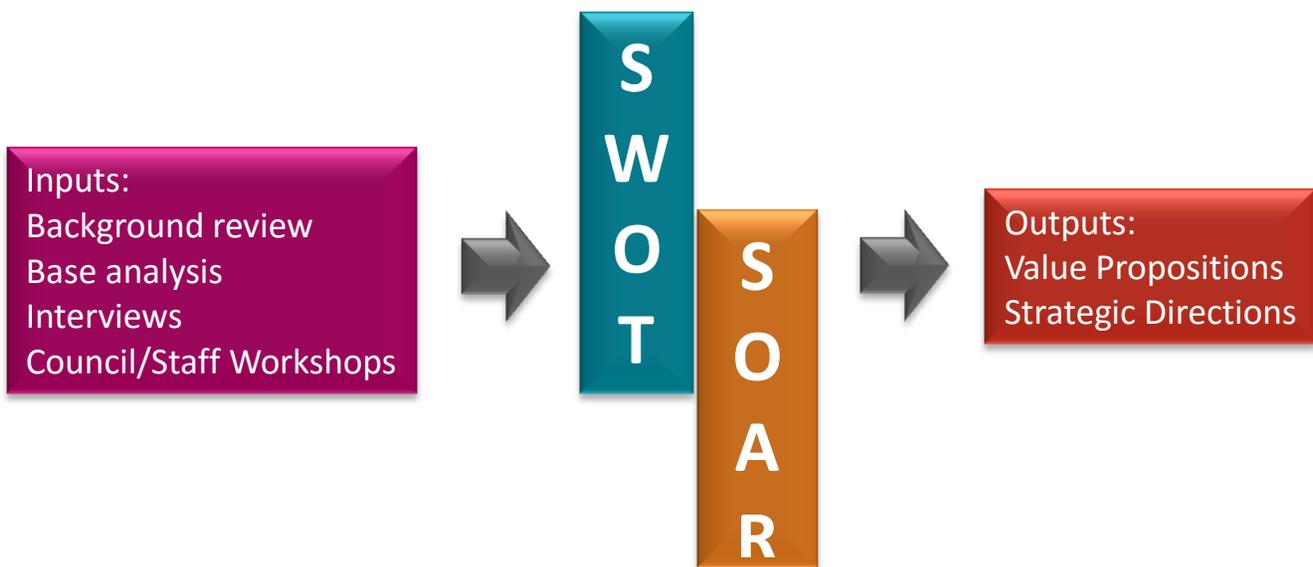


currently stand, by identifying components of a vision and how best to understand if they are effective
The SOAR model includes the following:

- **Strengths:** Positive attributes or assets currently present in Russell Township, particularly in comparison to the broader region (i.e. Ottawa, United Counties of Prescott-Russell) and Ontario.
- **Opportunities:** Areas where Russell Township can remedy weaknesses or leverage strengths into competitive advantages.
- **Aspirations:** Areas where the community seeks to be, serving as outcomes or an end-point following a series of actions.
- **Results:** The ways that progress toward and fulfilment of aspirations will be conducted

As the figure below outlines, the SWOT and SOAR convert data from the background review, base analysis, interviews and council/staff workshops, into tangible strategic directions and value propositions. In the pages below, both the SWOT and SOAR are integrated into a single framework, bringing the critical and reflective appreciation of the SWOT in line with the future desires and expectations of Russell Township and its stakeholders. Components of the SWOT/SOAR are addressed in turn.

Figure 1: Inputs and Outputs Associated with the SWOT and SOAR Models



Strengths

Demographic Shifts: Over the past 15 years, Russell Township has grown its population by 1/3, from around 12,500 people to over 16,500. Also, median family incomes have continued to rise, and are stronger than other municipalities in the United Counties, North Grenville, Ottawa, and Ontario. 38% of households earn \$125,000 or more per year, compared to 26% for The Nation, 28% for Clarence Rockland, 29% for North Grenville, 30% for Ottawa, and 24% for Ontario. Essentially, the population is growing and they increasingly have high family incomes.



Bilingualism: Not only are Russell Township’s citizens more likely to be bilingual than people from Ottawa, North Grenville, and Ontario, but its share of bilingual citizens continues to grow, making a great competitive advantage for investment attraction from Quebec or Europe.

Investments in Infrastructure: Russell Township has made significant investments in infrastructure improvements, including a recent extension of water and sanitary sewer servicing to Business Park properties in Embrun, the creation of a traffic circle to enhance traffic flows and improve the aesthetic of the community, and the re-designation of employment lands to allow for strong future growth opportunities.

Competitive Tax Rates and Development Charges: The rumours are unsubstantiated. Review of tax and development charge rates showed that Russell Township had the lowest municipal tax rates for new-build industrial, commercial, and residential developments. Furthermore, only one location had a lower development charge rate (The Nation). Despite these results, businesses do not appear to be aware of the cost competitiveness of locating new businesses in Russell Township.

Geographic Location: Russell Township is within two hours of Montreal to the east and borders Ottawa to the west. Russell Township is in close proximity to Ottawa’s International Airport and the capital’s many government offices and tech companies. In addition, Russell Township has direct access to Highway 417 between Ottawa and Montreal, and is within 20 minutes of the 416, which travels south to Highway 401 (Montreal-Toronto-Windsor) or to Ogdensburg, New York, via a bridge at the base of 416. Russell’s proximity to Ottawa also ensures residents can pursue post-secondary studies without necessarily leaving the region.

Industries: While agriculture has traditionally been a mainstay of the community, construction-related industry continues to be a strong sector, due to a growing local population and growth opportunities in Ottawa and area. Other sectors of strength include utilities, transportation and warehousing, finance and insurance, real estate and rental and leasing, and recent and steady growth in manufacturing. The Township is also home to two celebrated micro-breweries, which contribute to local employment and are tourist attractions.

Workforce Access: Russell Township’s greatest workforce asset is its large population of college-educated professionals, who largely commute to Ottawa at present but which hold enormous potential to fill needed local roles as the industry continues to grow or to start their own businesses.

Land Availability: Russell Township has increased the availability of employment lands in the 417 Industrial Park, has added servicing to the Embrun Business Park, and is in the process of bringing-on more commercial land on rue St-Guillaume between the traffic circle and La Route 300. Future plans include the addition of industrial land at the 417 and the connection of servicing to the area.

Quality of Place Amenities: The new Sports Dome, a new Library in the Village of Russell, and a dog park are the newest amenities, but there has also been significant enhancement and expansion of bike paths and trails in the township.

Quality of Life Rankings: Russell is the 21st best place to live in Canada and 16th best place to raise your children (3rd best in Ontario)³. Continuing to tout these results is an opportunity many other communities would envy.

³ See MoneySense (July 4th, 2017) “Canada’s Top 25 Places to Live”: <http://www.moneysense.ca/save/canadas-best-places-to-live-2017-top-25/image/5/> and MoneySense (July 4th, 2017) “Canada’s Best Places to Raise Kids”: <http://www.moneysense.ca/save/top-100-best-places-to-raise-kids-2017/>



Community Improvement Plans (CIPs): Both the village of Russell and village of Embrun have CIPs in place. Though uptake has been slow in their first two years of operations, interest is growing and stronger uptake is expected in the near-term. These strong assets generate long-term results, but they require sustained attention so as to remain top-of-mind among business owners. Also, appreciation for those that partake in programming should be enhanced, because people feel rewarded when their efforts are validated.

Engaged in Social Media: The Municipality has a strong social media presence and many followers. The Mayor regularly uses Twitter and Facebook, and has made several short videos which have resulted in strong uptake and sharing. These strengths can continue to be leveraged by economic development staff in their own engagement, awareness building, and event promotion.

Customer Service: A major advancement for the Township has been the creation of a special committee that meets every two weeks to advise businesses about approvals processes and requirements, and to identify solutions to challenges identified during the consultation. Given that one stakeholder indicated they would like to see the Township shift from being a problem identifier to solutions identifier, it appears the Committee is a positive advancement. Consultations also revealed that there may not be much awareness of the committee. The lack of awareness may explain some perceptions among business owners that the Township is difficult to deal with or heavy with red tape. Nonetheless, the committee is a positive advancement that should continue to be promoted and championed as a best practice. Some testimonials from recent users may help change the existing perspectives.

Transit Option – Russell Township has invested in a transit program, which sees a comfortable bus equipped with WIFI traveling regularly to and from key drop-off locations in Ottawa and across the township. Ridership has been low, and there has been a discussion about possibly discontinuing the service; though the topic is contentious. For growing local employment opportunities and retaining young adults, having a viable local alternative to driving is important. If the asset is discontinued, another viable option should be pursued to compensate for the loss and ensure workforce mobility is still maximized.

Weaknesses

Demographic Challenges: Lower than average young adult populations in combination with lower than average university degrees or higher, indicate moderate brain drain effect. Encouraging a “boomerang” generation to return to Russell Township when they are ready to raise a family and finding local options to entice and grow young adult population will help level-off the slump.

Recreation Facilities: While there is a new indoor Sports Dome, Russell is still lacking in recreation amenities to suit a community of its size. Consultations indicate a need for a recreation facility to satisfy local demand and build potential for sport-related tourism.

Unserviced Industrial Land: Russell Township has been described as a “sleeping giant” by one interview participant in regard to its 417 Industrial Park. Stakeholders, municipal administration and Council have all indicated a desire to see 417 get its serving, but businesses have lamented that they will believe it when they see it. If Russell Township wants to increase its competitiveness, it has to prioritize serving its 417 Industrial Park. It is currently losing-out on potential growth opportunities and tax assessment. The lack of servicing is considered a weakness because the kinds of development that typically gravitate toward unserviced land require larger areas but employ fewer people.

Stakeholder Awareness: Feedback from consultations with business and community leaders and from



focus group workshops was clear; people in the community are often unaware of the value of available programs and services or of the activities/efforts/successes of the Township and/or its partners. Though the Mayor and other Councillors and Senior Administration are generally well engaged in social media, gaps are nonetheless evident. Increasing stakeholder awareness will require a sustained and strategic approach anchored in a communications plan. One Example is awareness of the Business Approvals Committee, which meets biweekly and consists of all key decision makers associated with the business development approvals process. The committee provides direct feedback about the best way to ensure a new development can be approved. Despite its success, there is still a prevailing understanding that business approvals are complicated and full of red tape. A final area of misperception is in regard to Russell Township's municipal tax rate and development charges.

Economic Leakage: As Russell Township continues to grow, and commuter populations grow in parallel, there is increased economic leakage as people that commute purchase goods and services where they work as matters of convenience. Locals have indicated that there is a lack of choice and local pricing sometimes is not competitive. Increasing the basket of offerings available in Russell Township will help to address challenges associated with economic leakage.

Not in My Backyard (NIMBY): There are some stakeholders that are not in favor of development. Other times people are in favor of development as long as it does not occur in their village or neighbourhood. Often when citizens are opposed to development it is out of concern over its scale and impact on the quality of life that they initially fell in love with or have traditionally known. While this perspective represents a challenge to development, it can also be used to ensure development occurs in a smart and well-conceptualized manner. Turning NIMBY into a strength ensures “small-town values and charm” are upheld. At the same time, there are some people that are opposed to all growth; representing still a greater challenge. The focus should be on affecting positive change among the majority, who likely are in favor of growth and development, as long as it is smart and tasteful.

Supply Chain Gaps: Interviews identified a series of supply chain gaps affiliated with the growing manufacturing sector. In some instances, there is a need for additional manufacturing, such as metal fabrication or hops processing, while in other instances the gap is in a business-to-business service area required by multiple companies in the area or broader Eastern Ontario region. Consultations also indicated a possible opportunity to attract businesses located in western Quebec. At present local businesses largely rely on external suppliers, where there are already some clear opportunities for import substitution and export.

Business Community Members: There are many home-based businesses that the Township would like to identify and be able to be in contact with. Going beyond home-based businesses, staff at the Township would like to know who its local employers are, because existing business registry is voluntary are not being populated with new information regularly. There is a gap in awareness of the extent of the existing business population, which has an impact on the ability to ascertain what businesses need.

Russell/Embrun Rivalries: Historically, Russell was an Anglophone community and Embrun was a Francophone one, and aversions toward each other persist among some residents. Consultations indicate there is a desire to “move beyond” the divisiveness, though solutions were not specified.

Opportunities

Fast Track Servicing: There is a plan to move forward with servicing of the 417 Industrial Park, but it is contingent on availability of partner funding. Every day that the industrial park is without servicing is a



day that at least some investors are looking elsewhere. Serving the park has to be a priority, regardless of whether funding from Federal or Provincial sources comes through. The economic impact of not acting is greater than the medium-term burden of an investment in critical infrastructure. At the same time, existing businesses need to be made aware of any grandfathering opportunities they may have. A large awareness building campaign needs to reassure existing businesses of their value to the community.

Health Care Sector Growth: With a growing population, that has a median age that has grown from 37.1 in 2006 to 40.6 in 2016, there is likely to be an increased need for health and wellness services. The community does not have a hospital, and its share of healthcare-related enterprises borders on being deficient compared to the provincial average. Ensuring an adequate supply of health care services and amenities in the region will increasingly become a factor that reflects quality of life. Moreover, a lack of health care amenities in the township may discourage future residential growth and hinder the ability to attract and retain labour or new investment.

Filling Supply Chain Gaps: Filling supply chain gaps is the low-hanging fruit that will lead to growth in industrial and commercial businesses. Up to 85% of new investment in a community comes from existing businesses or their networks. Since Russell Township has recently undergone a business retention and expansion survey in partnership with the United Counties of Prescott and Russell (UCPR), findings from that survey may illustrate existing business needs where investment and import substitution can be sought. Also, an annual visitation program should seek to identify supply chain needs and the various suppliers of goods and services bought from other regions, provinces, or countries.

Business Visitation Program: Business retention and expansion is the easiest way to cultivate new business opportunities, because content businesses will be willing to identify potential leads for new investment, serve as ambassadors for specific industries, or identify critical supply chain gaps that could be filled locally. In addition, the primary motivations for conducting business retention and expansion activities include the construction of a database of businesses, the identification of critical issues affecting local businesses, the improvement of communications with local businesses, the prevention or reduction of business closures or downsizes, and the construction and maintenance of relationships. While the UCPR has a strong involvement in business retention and expansion, it is still important for local economic development efforts to continue to engage the existing business community in specific ways that are complementary to UCPR approaches. This may include the creation of a 417 Industrial Park Committee composed of local business leaders and the Municipality, which would help to identify broader business needs and concerns or potential service or supply chain gaps. A similar committee could be struck to engage retail and personal service businesses in the township.

Retail, Commercial and Dining Opportunities: 15,000 is a magic number for many restaurant and retail decision-makers. When the threshold of 15,000 people is surpassed, the big names start knocking. The latest census data has shown that Russell Township is now well over 16,000 residents, and there will likely be many opportunities for Russell Township in the coming year once the final round of Census data makes its way into the hands of analysts. Consultation efforts indicated that residents of Russell and Embrun crave a larger variety of amenities, are in search of quality experiences, and would prefer a balance of recognizable brands and truly unique “boutique” styled businesses. There is an opportunity for Russell Township and its residents to identify and actively attract the kinds of retail, commercial and dining experiences that are in line with its vision.

Community Spirit and Teamwork: Local assets such as the new dog park and sports dome were, in large part, made possible by contributions from the community, including in-kind support, fundraising, and



community events. People have come together to support community members when they have needed support, or put themselves behind awareness building campaigns. Both focus group workshops identified the resilient spirit of community as a key asset of Russell Township. There is also an interest in continuing to develop and promote events that bring all community members together, rather than emphasize old rivalries. Community building efforts would help galvanize a stronger collective identity.

Main Street Master Plan: Use the opportunity to create a strong and remarkable main street in Embrun, where new commerce can be situated, style and aesthetics coordinated, and infrastructure adjustments can be planned for based on community feedback and cost-planning. The Plan should also look to leverage existing assets and play to their strengths. Consultations indicate opportunities for redevelopment or development of Notre Dame Street, St-Guillaume to Route 300, and parts of Route 300.

Business Education and Awareness Building: There is a recognized opportunity to better connect and engage with local businesses to share resources, highlight upcoming events, share an appreciation for their contributions to the community. Consultations identified that there are sometimes conflicting understandings of policies or plans, and the healthy discussion of the facts can help to alleviate some misconceptions or identify areas where improvements are needed. A case in point is awareness of the new Planning Approval Committee, of which not many people are aware. Collecting testimonials from recent users and integrating them into awareness campaigns may help change the existing perspectives.

Comprehensive Economic and Trade Agreement (CETA): With the arrival of the new Canada-European Union CETA agreement, opportunities are opening in the areas of increased export development opportunities for local businesses, while also exposing opportunities for investment attraction of EU-based firms looking to expand operations into Canada. With Russell Township's bilingual population, proximity to Ottawa and general proximity to critical infrastructure, Russell Township's 417 Industrial Park could represent a shining jewel. The UCPR has a dedicated economic development staff person pursuing investment attraction activities for local Townships. There is an opportunity to ensure that lines of communication are open with the UCPR and that an investment readiness response is in place if opportunities begin to emerge via the CETA agreement.

Co-Working Spaces: Nearly 2/3 of businesses in Russell are self-employed. Many of the people own businesses in sectors such as FIRE (finance, insurance, or real estate), professional, scientific or technical services, or information and cultural industries have small businesses operating out of their homes. Consultations revealed a desire for co-working spaces for individual businesses to share some amenities, such as boardrooms, washrooms, and other general provisions while having semi-private or open-concept, low-cost office space. There is an opportunity to fill this gap in local amenities, which would help to support micro-businesses, while also providing a location where they can potentially grow and take-on more local employees. This type of location may also help to convert some of the people that currently commute to Ottawa for work into self-employed entrepreneurs that no longer need to dedicate two hours per day to a lengthy commute.

Threats

Interest Rate Hikes: The average value of dwelling units will continue to rise, which can be positive for homeowners, but many families are also shouldering high levels of personal debt including large mortgages. If a strong interest rate hike were to occur, the effect could be a notable shock to some residents or business owners. Having a series of easily accessible resources for businesses that struggle



under rate changes may help cushion the blow. Also, the Township needs a strategy for reaching out to businesses en masse in the event of a large shock to notify them of possible solutions. Monitoring Bank of Canada policy shifts should be an ongoing activity for the Township's economic development staff.

Westward Movement of Ottawa Public Service: In recent years several key Federal offices have moved to the west end of Ottawa, resulting in increased commuter distances for some residents. This is particularly true of the Department of National Defence who will soon be completely located at Nortel's former Kanata campus. Over time, this may result in some residents searching for more convenient locations on the west side of the city. Russell Township needs to be aware of this possibility and continue to offer and grow great quality of place amenities and assets, to provide start-up resources and support to convert commuters into local business owners, or to grow local business options to encourage localized employment.

Ottawa Developments at Walkley Road in Commercial and Light Industrial: The area has recently been redeveloped with a larger focus on traffic alleviation for commuters, and renewed emphasis on retail and commercial development. The result may increase economic leakage if local options do not become more available.

New Waste Facility Slated for Ottawa Boundary: The newly approved waste facility could affect quality of life for nearby residents due to smell and possible noise on the Russell Township side of the boundary, while also contributing to traffic congestion for commuters. These frustrations may result in desires to relocate.

North American Free Trade Agreement (NAFTA) Uncertainty: At this point, NAFTA negotiations persist, but if they collapse or result in agreement that is not conducive to local businesses, the Township must be aware of the businesses in its community that are most likely to suffer. Solid business retention and expansion (BR+E) coordination is required in partnership with UCPR to monitor businesses at highest risk of suffering from a collapse or drastic change NAFTA, including identifying alternative suppliers or contingencies. Businesses need to be prepared for possible supply chain disruptions, and seek potential alternatives.

Aspirations

A Retail and Commercial Hub: Stakeholders in Russell Township desire greater diversity of retail, service, and food options in Russell Township. While some people are in favour of recognizable brands, others want to emphasize the growth of options that increase Russell Township's uniqueness. Stakeholders want to see amenities located in such configurations that they act as a focal point for regional shopping (i.e., a hub) and draw people into Russell and Embrun from a broader catchment area. If developed property, some retail and commercial amenities would also compliment a growing tourism sector, such as cyclist or beer tours.

A More Balanced Residential/Non-Residential Assessment Base: There is a desire to see the tax burden shift away from its current skew toward residential assessments, in favour of stronger commercial and industrial tax revenue from new or expanding businesses. An easy place to start may be in recently serviced Business Park area in Embrun, new commercial lands coming online near the Embrun roundabout, or at the 417 Industrial Park.

Density and Diversity of Industry: There is a desire to see increased employment density on industrial and commercial lands. While businesses with large footprints can result in strong assessment revenue, the impact of increased employment density on the same size of land generates stronger multipliers in



the local economy. This is the difference between, for example, manufacturing businesses, which are typically denser than transportation or warehousing businesses, because manufacturers hire more people per square foot than the latter group. Moreover, manufacturing employment tends to engage a large proportion of skilled labour, resulting in stronger spending-power in the local economy. Thus, increased density is an identified goal; however, different businesses require different sizes of property. In regard to commercial businesses, being able to attract a large footprint retailer must be balanced with the ability to also accommodate a niche-boutique or unique rest-pub. The bottom line is a desire to see more local opportunities for quality employment.

Retain and/or Attract Young Adults: There is a large dip in Russell Township’s adult population between the ages of 20 and 35, and a large proportion of the working age population only has a high school education (28%), indicating a slight brain-drain effect. Continuing to ensure those who leave Russell eventually return to raise families and potentially start or work at local businesses is a key aspiration of many locals. There is a desire to see employment opportunities for the diversity of interests that young adults have, and fitting of a range of different skill levels.

Complete Servicing to 417 Industrial Park: It is a goal of the municipality and Council to see servicing completed to the 417 Industrial Park. The sentiment was nearly unanimous among anyone who commented on the business park. The only consolation is that existing businesses want to be assured of their ability to opt-in or out of servicing, and there is a need for awareness building to reduce misconceptions about new serving plans and related policy.

A Beautiful Place: While consultations identified important local assets such as la Rivière Castor and bike paths, there were also desires to see the aesthetic of the communities improved, especially in Embrun. There is a desire for stronger beautification efforts, increased use of the CIPs, and better planning of main street redevelopment. Consultations also emphasized that growth must be managed tastefully; so that development is balanced in a way that does not sacrifice the “small town charm” or appeal that initially attracted many of its residents. Creating a beautiful place also means ensuring the heritage properties in the area are celebrated and leveraged.

An Aware and Informed Business Community: Stakeholder engagement has revealed that there are often misconceptions about existing policies or lack of awareness of special programs, services, or partnerships which could benefit local businesses. It is acknowledged that stronger communications and awareness building efforts are developed to ensure the business community is more informed, aware, and engaged.

Plan for the Worst: Earlier, some threats were identified that exist beyond the immediate control of Russell Township. Moreover, these relate to concerns raised by different stakeholders. When the potential for negative consequences is a possibility, it is always a good policy to also have plans in place in advance so that the shock may be reduced. Threats associated with Ottawa can be addressed by contingencies that promote more local employment, home-based-remote working, collective transportation or other factors. Possible negative changes to NAFTA can be addressed by helping local businesses identify potential supply chain alternatives for goods or services they may require or alternative markets to sell their goods or services. These threats therefore require contingency plans to aid in bracing the business community for a possible worst case scenario. The good news is that if the threat does not come to pass in a negative way, often the measures put in place will still aid or even enhance the local business community.



Results

Results reflect the ways people can know if goals or aspirations have been achieved. They are presented as follows:

- Increased variety and options for commercial/retail and increased local spending (tracked through retail/commercial visitation)
- Reduced Residential Tax Burden (increased industrial and commercial tax contributions) – People and Council want to see the burden shift away from residents, toward a growing business community
- Availability of serviced land tracked – Stakeholders want to see the 417 Industrial Park’s serviced land come online and promoted
- Business park engagement committee is struck – a committee consisting primarily of businesses from 417 Industrial Park is convened and a mandate is established for its purpose as a business engagement facilitator designed to increase accessibility to the municipality and enhance engagement with businesses in the business park
- Increased business visitation and engagement – A schedule is developed and adhered to
- Supply chain gap assessment is integrated into business retention and expansion process – The Township and UCPR collaborate to ensure strong BR+E activities persist and that gaps in the supply chain are identified for investment attraction activities by the Counties and the CFDC
- Qualified investment leads are tracked, and conversions are tracked (commercial and industrial) – The leads and conversion ratios are tracked for investment inquiries. A conversion per dollars spent calculation is applied to promotional costs to monitor return on investment.
- Business Registry is formally implemented – The Township has established a formal business registry that is launched and monitored, with appropriate value proposition articulated for local buy-in
- Increased number of registered businesses – The number of registered businesses has grown over a predetermine period of time
- Increased employment land density – The density of employees to land size has increased over a predetermined period of time (and evaluation has become more accurate thanks to business registry)
- Communications Plan Developed and Implemented – The Plan has been created resulting in increased event participation, increased media engagement, and improved business satisfaction ratings. The plan should address strategies to acknowledging success or special accomplishments of the existing businesses in addition to celebrating the arrival of new businesses.
- Increase in population between ages of 20 and 34 – Census data in 2021 reflects an increase in 20 to 34 year olds
- Main street redevelopment plan established – The Plan is developed via careful consultation and implemented for Embrun’s commercial core (along Notre Dame, through the roundabout, and up St-Guillaume to Route 300, possibly including plans for the development of Route 300 as well)



Chapter 4



4. Articulating Our Unique Value Proposition

This section presents an overview of the competitiveness and viability of different sectors and provides suggestions about which ones are of highest potential to be capitalized on. Each industry is given a unique value proposition, which serves as its key marketing essence. A final section connects the industry and value proposition considerations with previous and existing policy goals, and four different dimensions of economic development programming.

4.1 Township of Russell's Economic Drivers

There are several sectors where the Township has economic strength to the extent that they drive economic benefits in other sectors. The greatest example of this is a large number of public administration employees that commute to Ottawa, yet live in Russell Township and spend their money locally on goods and services (though it is also acknowledged that many also spend money en route to or from work in Ottawa). But there are other industries that are strong in Russell Township, which are also commensurate with a large and growing population. The economic base analysis and stakeholder consultations have identified the following leading sectors or industries of strategic opportunity:

- **Agriculture** – This sector has a strong presence in the township, with a high density of self-employed farming operation owners. On the downside, the sector is not a large direct employer and is subject to broader market shifts and commodity trends. The most likely area of growth relative to agriculture is its connection to other sectors such as tourism and agri-food, both of which are existing priority areas for UCPR.
- **Construction** – A large employer, the sector employed over 900 residents of the township in 2016. There are over 135 self-employed construction businesses in Russell and 100 businesses with employees, including three which employ between 50 and 99 people and six that employ between 20 and 49. The sector continues to grow, as Ottawa, Clarence-Rockland, and Russell itself continue to experience new development. It is important to understand that construction as an industry is often a barometer of economic health for a region, and growth in construction is typically associated with strong overall growth in other sectors.
- **Manufacturing** – Historically, this sector has not been an area of competitive strength in Russell Township. Indeed, the industry still classifies as “weak” when studying the density of businesses in the sector relative to the province (i.e. location quotient). Yet, the prospect of more serviced industrial land coming online in combination with awareness of local supply chain gaps, and finally with a recent surge in existing local businesses (i.e. from 10 to 13 businesses with employees in two years), all indications point toward a growing sector. Consultation exercises highlighted a preference for high-density employment, and there is willingness at the County-level and among other regional partners such as the Prescott-Russell Community Development Corporation to help convert leads into investments in the 417 Industrial Park. Exactly 325 residents of Russell worked in the manufacturing sector in 2016.
- **Finance and Insurance and Real Estate (FIRE)** – FIRE combines two closely related sectors, which collectively employed over 500 people from Russell Township in 2016. Moreover, in 2016 there were nearly 250 register businesses in the Township that fit under this category, of which about 85% were businesses without employees. A considerable proportion of the demographic is likely based



out of home offices. These two sectors are considered to be on par with provincial densities; however, both sectors are growing locally.

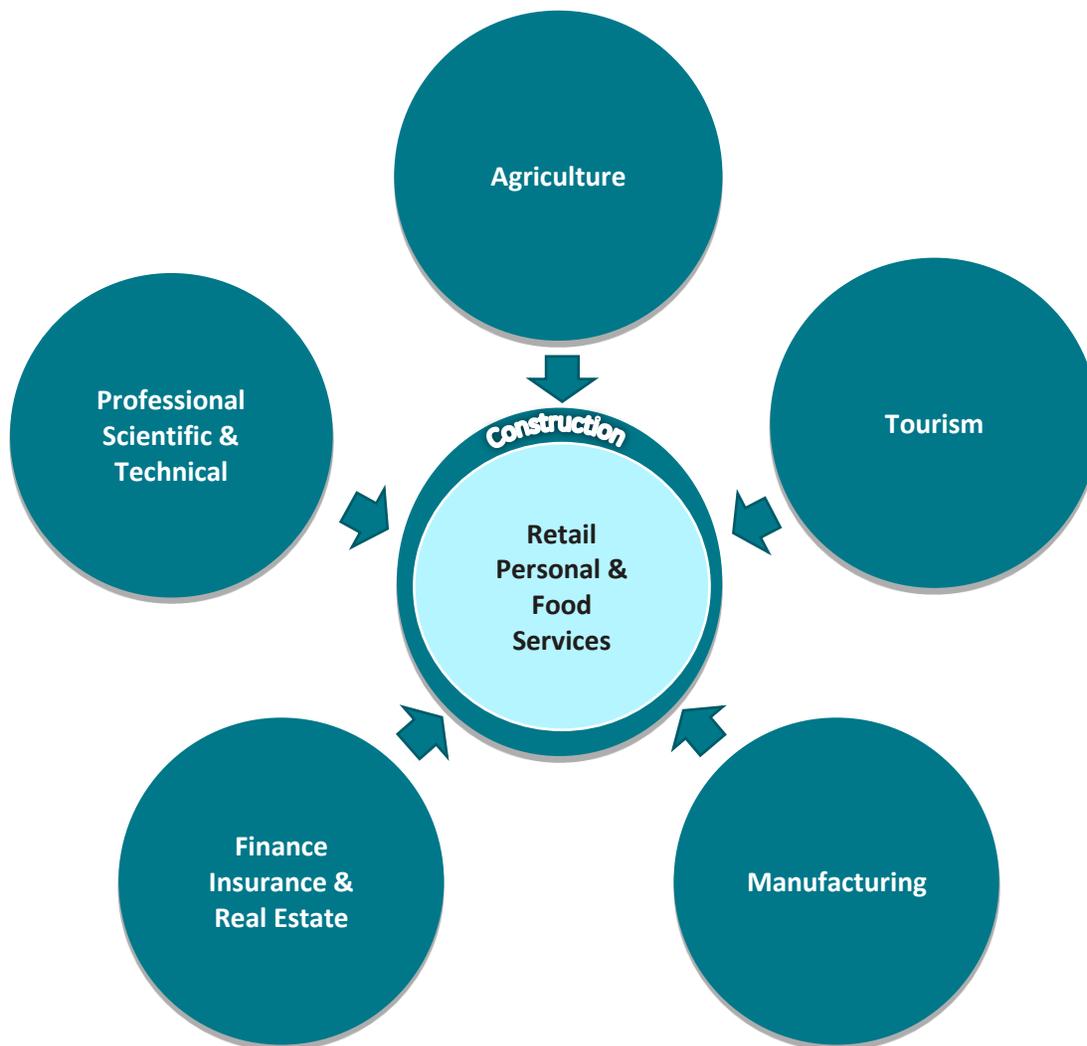
- **Professional, Scientific, and Technical Services** – This sector is competitively on par with the province in employment and density of businesses, but its growth in both employment and business counts has been net positive. Moreover, there are approximately 170 businesses of which about 65% are businesses without employees. The sector represents a dual opportunity to nurture individual or small businesses, or work with existing employers to continue to expand and grow through attentive business retention and expansion efforts. Taken in combination with FIRE, this sector may represent an area of special interest.
- **Retail, Personal Services, and Accommodation and Food Service** – These three sectors combine to form the backbone of most communities’ basket of amenities. These are the stores, boutiques, salons, bakeries, cafés, and fine dining experiences that locals and visitors desire. At present across all three sectors, Russell’s share of business distribution is on par with the province, indicating there is room in all three for further development. Consultation results indicated a desire for more amenities in these areas, balanced accordingly so as to add to the appeal of the Township to a variety of audiences. There is a chance for Russell Township to be proactive in approaching the kinds of small but growing businesses that may be limited to just a few locations in Ottawa or Montreal, and landing a couple locally to put the community on the “wow factor” map. Tied closely to the success of this sector is the community’s marketability as a unique and charming place. Accommodation should be less of an area of direct interest, with the stronger emphasis being placed on the food service component of the category.
- **Tourism** – Though on its own this sector is not very strong, in conjunction with cross-over industries such as value-added agriculture, craft product or food manufacturing, or active recreation (e.g. cycling), they represent strong and growing opportunities which have emerged as a result of growing recognition in these identified cross-over sectors. Meanwhile, consultation findings also indicated some aesthetics of Russell Township are underdeveloped, that it lacks a “wow factor,” and that several key assets are not exploited enough. The community has already had a strong run of quality of place building activities, and the future is likely to bring stronger initiatives to work with la Rivière Castor, a potential recreation centre, and better visual appeal overall (through CIP uptake, infrastructure improvements, street redevelopment, traffic easement, etc.). The existing asset base suggests that the best opportunities for tourism are to continue to build off of spin-off industries while the quality of place amenities and assets are slowly brought online over the next five years or longer. In the meantime, some groups stand to benefit from Russell Township’s proximity to Ottawa (and Montreal to a lesser extent), such as recreational cyclists and motorcyclists, weekend getaway couples, and family and friends of residents. Also included in the tourism discussion are cross-overs with select retail, personal service, and food service options; some of which Russell is in a position to cultivate.

Some of the above industries are export-oriented. They bring new money and investment into a community. Others are designed to suit the needs of the local population primarily, and when they are in strong supply, they become assets that other people from a broader catchment area rely on. Other sectors tend to react to the ebb and flow of local and regional markets. Growth in housing demand, results in growth in construction needs, employment and businesses, while a slowdown in housing demand may result in layoffs or hiring freezes in construction. The sectors identified above are summarized in Figure 2 in terms of their position in the local economy.



Real estate rental and leasing often bring new investment into the community. The sector is therefore an economic driver, but one which is dependent on broader market conditions and prevailing consumer preferences. Finance and Insurance businesses tend to perform a mix of local and external-oriented businesses. In this era, strong telecommunications can allow a home office to conduct business 24/7, with clients located around the world. Ideally, their success brings new wealth into the community, which was not there before. Finally, for professional, scientific and technical services, these individuals are the prototypical business entities that are reliant on large geographic areas for their work or clientele. These are engineers, architects, lawyers, accountants, researchers and research laboratories. Whether large or small, these companies require strong telecommunications infrastructure and easy access to air, rail or road travel. These businesses are also economic drivers.

Figure 2: Economic Drivers in Township of Russell



The image shows the flow of investment into a Russell Township based on success of these sectors, which result in the recirculation of money in the local economy.

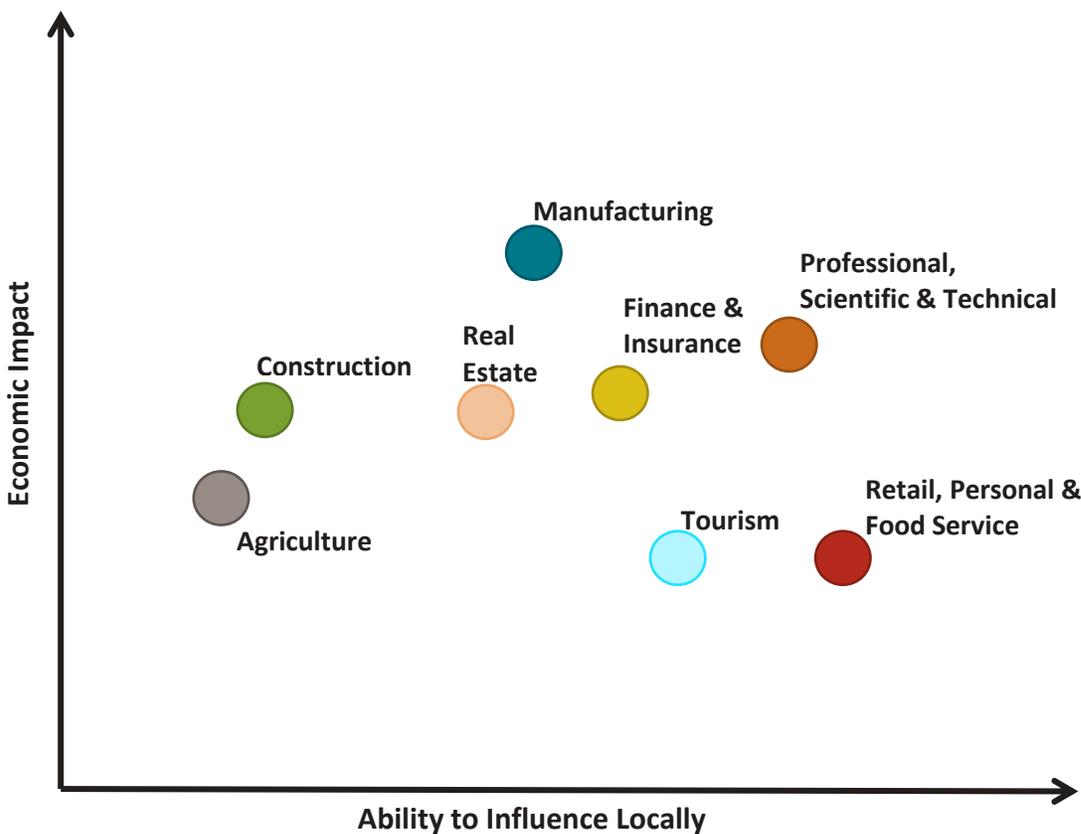
Impact and Influence



These different sectors each come with their own variations in their ability to generate economic impacts in the community. Also, they come with variations in their ability to be influenced directly by Russell Township. Some industries are known have strong multiplier effects, such as manufacturing. The work that they do generates significant other employment opportunities up and down the supply chain, and via direct, indirect and induced spending. Other sectors such as retail, do not have significant economic impact (i.e. they do not pay very high, tend to employ largely part-time labour, etc.). They are mainly desired because residents want the amenities they provide, and if the quality and audience are right, people can be willing to pay a premium. Also, there are considerations about the level of difficulty to influence investment attraction or new local business growth depending on the sector. It is considerably easier to attract a retailer to an area with a growing population than to attract a manufacturer, though both are certainly possible.

The figure below looks at several key sectors and provides an indication of where each fall on a graph that measures the economic impact of the sector on the local economy relative to the local ability to influence the sector.

Figure 3: Economic Impact versus Ability to Influence Locally for Russell Township



Sectors plotted the graph comparing magnitude of economic impact in the sector in question with the ability of Township of Russell to influence the sector locally via investment attraction or new business growth.

Some key observations related to the figure above include the following:



- Tourism and retail, personal and food services can be influenced locally, but do not generate strong economic impacts across the broader community. Tourism is slightly less able to be influenced locally than the attraction or establishment of new retail, personal, or food services. Moreover, growing some areas of retail, personal, and food services will have an impact on tourism, while also benefiting residents.
- Professional, Scientific and Technical services represent a combination of moderate-to-strong economic impact and moderate ease of influence. There are already many people employed in this sector, many of which likely commute to Ottawa for work. Growing local opportunities for people to transition out of occupations in Ottawa in favour of local entrepreneurship would benefit the local economy, while also serving as potential future employers. The sector is composed both of home-based businesses and employers that typically have a workforce of 20 people or less. The sector shares close overlap with construction and other technical or skilled design-oriented roles.
- Finance and Insurance is a sector that is slightly more able to be influenced by local factors than Professional, scientific and technical services because they are more closely tied to market behavior and even small businesses are often affiliated with larger conglomerate businesses, which may to some extent affect business location. In Russell Township the sector is composed mainly of self-employed individuals. Further growth in the sector will likely reinforce this trend.
- Closely related to Finance and Insurance is the Real estate sector, which is more beholden to broader market shifts in the region. Growth in real estate business is generally more difficult to influence locally than finance and insurance. Combined the two sectors are conceptualized as FIRE. Both rely heavily on self-employed individuals.
- Manufacturing as a sector represents the combination of strong economic impact and moderate levels of difficulty for attracting investment. For Russell Township, ability to influence the sector is contingent on bringing serviced land online at the 417 Industrial Park. In the meantime, recent upgrades to infrastructure in Embrun's Business Park may also accommodate small-scale manufacturing. Opportunities for growth are most evident in supply chain gaps, indicating a stronger ability to influence development locally if the right target is identified.
- Construction is a sector that shrinks and grows in response to market demand for built infrastructure. The geographic location of Russell Township has solidified its foothold in the broader economy. Since the sector responds to positive growth in other sectors, investment attraction or expansion need not be as much of a factor, so much as preservation of existing businesses. The sector represents a mixture of both self-employed contractors and small to medium-sized firms. Construction companies can be reinforced by collaborative efforts with Professional, Scientific and Technical Services.
- Agriculture is a sector that represents both relatively low economic impact (does not hire very many people relative to land size) and is also difficult to influence locally, because of the effect of commodity prices. When studied as a value-add (i.e. input into another sector such as manufacturing), the stronger value of a strong agriculture sector comes through.

There are some additional considerations which cross-cut the above sectors and will likely impact strategic direction discussions going forward. They have emerged from the SWOT and SOAR analysis as general themes. These considerations include the following:

- **Tax Driver:** The Municipality and its residents are interested in shifting the tax burden from residents toward a growing share of new businesses.



- **Population Growth Driver:** There has been an emphasis placed on ensuring the population has quality amenities to meet their needs and reduce economic leakage. As the population grows, the ability to support increased retail, commercial and food services also grows. Also, as the population has grown the number of home-based businesses has grown (though the exact number is difficult to ascertain), as is evidenced by strong sectors such as FIRE and Professional, Scientific and Technical. Moreover, as the population grows the need for quality of place amenities to satisfy health and safety needs also increases.

Critical Appraisal of Prioritized Economic Drivers

The figure below presents a critical appraisal of each of the identified sectors of strength or potential for future economic strength.

This framework will help to identify which sectors make the most strategic sense to prioritize for active development, and which ones to address in subtler ways. The sectors assessed are Agriculture, Manufacturing, Professional, Scientific and Technical, FIRE (finance, insurance & real estate), Tourism, and Retail, Personal, and Food services.

Each aspect has been appraised in a rubric that assesses the following parameters:

- The estimated Long-Term Growth of the sector in Russell Township
- The Compliment to the Existing Business Base (regarding supply chain filling, similarity to local clusters, etc.)
- Potential to have a significant impact on the economy (as in the previous section)
- Municipal investment required to attract investment or encourage business start-ups
- Current state of the sector

Also, it poses two related questions:

- What is the Township's current ability to capitalize on the sector?
- What is the Township's Value Proposition for the sector?

As the tables below will make apparent, agriculture is not likely to be a strong candidate for active strategic interest because its true value is more closely associated with growing manufacturing and tourism in ways that play off of the sector's existing prominence. Also, the professional, scientific, and technical services and finance, insurance, and real estate sectors can likely be treated as one larger umbrella category such as "professional and business services". They each have similar target audiences and sizes of businesses. Finally, because tourism itself is likely to be a product of stronger enhancements to quality of place and local retail and food amenities, it is recommended that addressing these improvements will naturally lead to opportunities for tourism development. As such, tourism marketing and development should remain closely tied to existing tourism allies, such as Tourisme-Prescott-Russell-Tourism while locally more effort is placed in setting the groundwork for more aggressive investment attraction, development, and marketing in about five years' time.



Figure 4: Description of Prioritized Economic Drivers (Low, Moderate, Strong, Very Strong)

Economic Driver	Agriculture	Manufacturing	Professional, Scientific & Technical	Finance, Insurance & Real Estate	Tourism	Retail, Personal & Food Services
Estimated long-term sector growth	Low	Moderate	Strong	Strong	Strong	Strong
Complement to existing local economic base	Strong	Strong	Moderate	Moderate	Moderate	Strong
Potential to have a significant impact on local economy	Low	Strong	Moderate	Moderate	Low	Low-Moderate
Municipal investment required to attract investment	Low	High	Low	Low	Moderate	Low-Moderate
Current state of the sector	Long-time modest economic driver, but yielding low employment and increased automation	Growing annually, 10% but constrained for serviced land	Strong growth, with mix of self-employed and small businesses with employees	Strong growth but largely self-employed without employees	Currently a bi-product of other industry strengths: lacking “wow” factor	Currently on par with province, with modest growth



Economic Driver	Agriculture	Manufacturing	Professional, Scientific & Technical	Finance, Insurance & Real Estate	Tourism	Retail, Personal & Food Services
What is the Township's current ability to capitalize on the sector?	Low: Not likely to draw significant attention; however, growth in spin-off industries such as agri-food and agri-tourism may result in positive spill-over effects if coordinated by Municipality or partners.	Moderate: Poised for considerable growth but will be limited in diversity of manufacturing types due to current servicing restrictions. Supply chain gaps represent an area of opportunity.	Moderate: Could convert home-based businesses and lifestyle into local strength, and attract more. Derive colocation solutions to facilitate growth or expansion.	Moderate-High: Many locals already in sector, further attraction of home-based businesses possible, provided space is available to accommodate growth or expansion.	Low: Ensuring baseline amenities, aesthetic appeal, and essential infrastructure are in place are priorities before active investment attraction in tourism can be pursued.	High: Sectors are ripe for development. A challenge will be linking opportunities with a vision for development.
What is the value proposition for the sector?	Prime agricultural land right next to one of Ontario's largest urban centres. Russell Township represents the ideal convergence of agriculture, agri-food manufacturing, and tourism.	Competitive land prices and development charges are complimented by large reserves on Highway 417 and access to available labour of all types. We manufacture opportunity.	Quality fibre internet, unparalleled quality of life, and no more long commutes await your next professional move: entrepreneur.	On the doorstep of your clients here and in Ottawa. Wealth, growth and strong infrastructure are here to see your FIRE business thrive.	Russell Township is the place where people build things worth seeing, brew things worth drinking, and grow things worth tasting. Be part of the buzz.	The population is exploding, and median household income is among the highest. The only problem is there aren't enough places for these people to spend their money.



Alignment with Previous Priorities

The Township of Russell has a *Strategic Plan* (2015), a previous *Economic and Strategic Action Plan* (2014), and a recently updated *Official Plan* (2017). At this point it is worth revisiting components of these policy documents, which share overlap with some key needs or opportunities associated with growing these industries.

Figure 5: Overview of Existing or Recent Strategic Policy Documents of Continued Relevance

Township of Russell Strategic Plan 2015-2018 (2015)

- Core objectives under Developing and Renewing Infrastructure pillar identified quality of life infrastructure improvements and servicing of the 417 Industrial Park, while those under Foster Healthy Communities identified beautification, the development of heritage sites and business continuity planning. The Economic focus saw goals of developing a commercial revitalization plan, promoting more local purchases, and welcome wagons for newcomers, while the Fiscal Stability Focus emphasized identifying partnership opportunities for regional growth.

Township of Russell Economic and Strategic Action Plan (2014)

- The three goals of the previous strategy continue to resonate at broad levels. Goal A sought to promote population attraction by establishing an "unparalleled quality of place", Goal B sought to attract and grow local businesses through infrastructure development, business support, and market development, and Goal C sought to develop and implement a visitor attraction strategy for the Township. Fundamentally, these can be understood as ongoing efforts that should not be cast aside, but instead integrated into the new strategy in more sophisticated ways.

Township of Russell Official Plan (2017)

- This document sets a goal to ensure that there are sufficient areas for employment with a mix of employment opportunities, another goal to develop a financially viable plan for acquisition and reposition of municipal land (i.e. to attract investment and ensure land is available), and in working with the broader Prescott-Russell area to grow in a sustainable manner while contributing to a regional vision for long-term growth and development. The Plan also promotes increased densities and mixed use developments, which is echoed by recent developments near la rivière Castor.

Consideration of these documents indicates that concepts such as infrastructure planning and development, business support and local engagement, the development of 417 Industrial Park, local beautification, and quality of place all share important overlap with current underlying support needs. Thus, in addition to simple attention to target industries, strategic consideration also needs to be given



to embedding these forms of industry growth within a broader discussion of investment readiness, business support, investment attraction and other critical factors. These dimensions are outlined briefly here:

- **Investment Readiness and Investment Attraction:** These considerations relate to the ability to attract and secure new investment in Russell Township. This applies to both industrial and commercial applications. It also requires active marketing efforts by specific actors. It should be noted that locally the emphasis should be placed on investment readiness, while regionally it should be placed on the attraction and marketing component. Partnerships are therefore required.
- **Business Retention and Expansion (BR+E):** These considerations relate to the short-term objectives of building relationships with existing businesses, creating and maintaining a database of existing businesses, demonstrating or providing community support for local businesses, addressing urgent business concerns and issues, improving communications with local businesses, and retaining of local businesses and jobs where there is a risk of closure. By actively working on these objectives, the Municipality will increase the competitiveness of local businesses, create jobs and new business development, establish and implement long-term strategic solutions, and strengthen the overall economy. A clear theme in stakeholder engagement was for stronger engagement with existing businesses in Russell Township through various methods. A strong BR+E program will produce both local business satisfaction and lead to new investment opportunities through their networks.
- **Start-up Support:** Small businesses account for over 80% of total employment in Canada. Encouraging a healthy start-up environment requires careful nurturing of new business ventures and strong advice to promising new opportunities. The role of the municipality is to help the new business owner navigate the gauntlet of paperwork and preparatory needs by supplying the individual with resources that can easily help the person at each step. Regardless of the industry, almost all businesses have certain fundamental needs when they first start, and instead of servicing all these needs, the municipality acts as a steward or guide throughout the process, offering advice, providing referrals to specific individuals that are more specialized, or by working with established networks to help yield solutions. For traditional business development, awareness of the programs and services offered at the Entrepreneurship Centre of Prescott-Russell and familiarity with its staff would be helpful.
- **Economic Gardening:** This concept relates to putting in place the amenities, infrastructure and quality of place attributes that make for a nurturing and inviting environment for business. The previous economic goal of developing an “unparalleled quality of place” illustrates the sentiment, as well as notions related to good main street planning and beautification efforts, which emerged during consultations. Then there are the infrastructure factors. People require high-speed and high bandwidth internet services, they require office space for small or micro-sized businesses, and they require access to the talent that will help them achieve their business needs or growth plans. Ensuring these things are constantly being enhanced and promoted is an essential ingredient to both attracting and retaining businesses in a community.

4.2 Understanding Global Investment for Russell Township

With an understanding of Russell Township’s key industries as outlined above, and in consideration of the different investment economic development approaches discussed (e.g. investment readiness and attraction, BR+E, etc.), a brief discussion of global investment opportunities is warranted. However,



given the ongoing development of the 417 Industrial Park and newly emerging growth in manufacturing, considerations for foreign direct investment (FDI) and even local investment attraction should be seen as laying a critical groundwork that can later leveraged in the Township's favor.

Some key considerations for investment attraction include the following:

- **Partnerships and Sector Strengths** – There are regional organizations, including the Prescott-Russell Community Development Corporation (PRCDC) and the United Counties of Prescott-Russell (UCPR) that exist to help investment attraction efforts. In particular, UCPR's role is to enable investment attraction by helping to draw greater attention to the region as a place to establish businesses. Conventionally, upper-tier municipalities handle the active marketing and targeted investment attraction of prospects, while locally emphasis is placed on investment readiness preparation and working with qualified leads that are channeled toward the municipality from the upper-tier. Meanwhile, organizations such as the Ontario East Economic Development Commission (OEEDC) fulfill a similar function, but at an even broader level. OEEDC works to draw attention to Eastern Ontario in several key sectors, including food processing, advanced manufacturing, logistics and transport, and tourism. Russell Township's strengths in agriculture and opportunities for it to feed into food processing as a subset of its growing manufacturing base are a good match to OEEDC. Good examples of food processing growth are the new breweries and a tortilla manufacturing company; all of which have arrived within the last two years. Other areas such as logistics and transportation are less competitive in Russell Township than in other neighbouring municipalities where clusters have already been developed and are well established. Advanced manufacturing could be a future opportunity, and companies such as Battlesfield Industries (fire truck production), represent evidence of a growing local segment. Investment attraction through partnerships may help to bring new manufacturers to the area; however, historically, manufacturing growth has been from local businesses and start-ups, rather than investment attraction. Working with partners to reduce some of Russell Township's direct involvement in investment attraction will free-up economic development staff to focus on investment readiness, BR+E, and economic gardening, which are critical to improving investment attraction (whether it be through FDI or the expansion of Canadian firms).
- **Lead Handling** – As alluded to above, successful economic regions have a balance of responsibilities between local municipalities and their upper-tier municipalities. Strong investment attraction requires careful coordination between the different levels of government to avoid confusion, enhance coordination, and grow investment opportunities. A lead handling protocol is a tool that identifies every partner's role in investment attraction, and establishes a plan for how to deal with qualified leads. Typically, it is the upper tier that is actively promoting investment attraction for the region as a whole, and when opportunities arise, they employ a "coopetition" model among local municipalities that demonstrate a strong match for the prospect's investment criteria (e.g. available land, servicing/non-servicing, cost, infrastructure, etc.). The area that has the strongest match is contacted to work collaboratively to secure meetings or site visitations with the prospect. From that point, the upper-tier municipality steps back and facilitates where needed, while the local municipality engages the prospect more directly. Working with UCPR to develop a lead handling protocol would make for strong time management and an overall better experience for potential investors.
- **Supply-Chain Gaps** – The Developers Association of Canada has observed that 70 to 80% of foreign direct investment is the result of multinational companies that already have operations somewhere in Canada, and their expansion into new areas for product lines, market voids or other



opportunities. A critical theme that emerged from consultations related to supply chain gaps as opportunities for investment attraction in the township. Starting with what local manufacturers, construction companies, utilities providers, and other economic drivers in the area (and even extended region) need more locally critical gaps can be identified that may be ripe for investment attraction. With a strong list of in-demand products or services, Russell Township will then be in a position to identify potential targets for investment attraction.

- **Strategic Location** – Russel Township, due to its proximity to Ottawa and Montreal, is in an ideal location to attract investment that is interested in exploiting these nearby markets and the surrounding infrastructure (i.e. 417 Highway, bridges to the United States, international airports, etc.). Operations that require room for development, at competitive costs, and within proximity are likely well suited to Russell Township’s manufacturing value proposition, and maybe even more so after the 417 Industrial Park is serviced. Capitalizing on these assets is a way for Russell Township to stand-out.
- **Community Profile** – A strong community profile is an important tool, but equally important is the raw data that goes into the community profile. Regarding the profile itself, typically, community profiles are targeted at specific audiences and customized to each. In the case of Russell Township a different profile would be created for investment attraction among firms that already exist in Canada and Ontario than for FDI, because the decision makers associated with these two audiences are different. The community profile becomes part of suite of marketing tools for potential investors. Regarding the data, is important to have all data in complete form (i.e. not merely summarizing details into simple graphs or infographics, so that requests for custom information from prospects can be fulfilled quickly and easily. If a firm has already seen the community profile, it may be interested in understanding more about a specific set of information, and this is the value of having a strong set of raw data all located in one easy to navigate file. That way, municipal staff can easily extract the exact information the prospect has requested quickly. There are many examples of community profiles and there consulting companies that specialize in developing these tools specifically, as well as providing all the back-end raw data⁴.
- **Comprehensive Economic and Trade Agreement (CETA)** – The CETA came into force in October of 2017, opening up new markets in the European Union (EU) for Canadian companies, and also opening up the Canadian market for European companies. In light of discussions above concerning Russell Township’s strategic location and supply chain gaps, CETA represents a newly opened window for investment attraction opportunity for the region. Since CETA is so new, many communities have not yet looked to the EU as a source of new investment opportunity, and early adoption of strategic objectives for Russell Township, perhaps in partnership with UCPR, may set the community ahead of the curve. On the other hand, for the short-term it must be understood that Russell Township’s continued development of 417 will limit the pool of potential investors.

In sum, there are several aspects that play into Russell Township’s ability to engage in foreign direct investment (FDI). As has been shown, the considerations are inter-related, and likely require attention to timing. While a foreign direct investment strategy is beyond the scope of this broader Economic Development Strategic Plan, elements of the above points remain important considerations from a

⁴ MDB Insight produces customized community profiles and has a proprietary tool through Census Made Simple that presents unique, colourful infographic details from the Canadian Census in support of both online and printed community profile materials, and is also available in raw data form. See: <http://www.mdbinsight.com/census-made-simple>.



foundational perspective. That is, in the action plan, a concerted effort will be made to enhancing these individual considerations in different ways as a foundation for a more target FDI strategy, if it is desired by the Township. Strengthening the value proposition for FDI will therefore be a product of investment readiness, BR+E, economic gardening considerations.



Chapter 5



5. Building Our Economic Future

5.1 Vision and Guiding Principles

At the foundation of the Economic Development Strategic Plan is a Vision for Russell Township's Economy and a series of Guiding Principles. These ensure that the strategic objectives that are put into place reflect the values and desired future state of the economy. Over the long-term a strong vision and guiding principles build a framework to underscore future decision making, while in the short term they ensure recommendations below do not conflict with our values and aspirations as a community.

Vision for Russell Township's Economy

Russell Township's vision for a strong economy is ...

A place where friends and family gather in a thriving and beautiful community that is supported by businesses that are strong and able to capitalize on opportunities – all balanced by an engaged and supportive municipality.

Guiding Principles for Economic Development in Russell Township

Our guiding principles are:

1. **Caring for Businesses and Residents:** We are a Municipality that takes to heart the needs of our local businesses and residents and makes sincere efforts to ensure their satisfaction, health and success.
2. **Balanced Growth:** We are a Municipality that actively strives to grow in ways that enhance our economy without sacrificing the rural charm and quality of life elements that have always attracted and retained residents and businesses.
3. **Relationship Building and Enhancement:** We are a Municipality that actively builds relationships with its business community and residents, and communicates effectively to share information, build awareness, and learn from stakeholders.
4. **Solutions Oriented:** We are a Municipality that provides solutions instead of barriers. We facilitate the navigation of government policies, programs, and services for the benefit of our business community.

The above principles underscore Russell Township's commitment to building a prosperous future for its community that everyone can be proud of and take part in celebrating.



5.2 Strategic Objectives

Four Strategic Objectives have been identified to form the basis of the Economic Development Strategic Plan. They have emerged from the aspirations identified during the SWOT and SOAR assessments presented earlier.

The strategic objectives are:

- To enhance investment readiness and attraction efforts
- To actively pursue best-fit retail, personal, and food service development and attraction
- To continue to promote Russell Township as a location of unparalleled quality of place
- To enhance business stakeholder engagement and communications

The figure below links the objectives to aspirations and economic development considerations.

Figure 6: Aspirations, Strategic Objectives, and Elements of Economic Development

Aspirations	Strategic Objectives	Investment Readiness & Attraction	Business Retention & Expansion	Start-up & Scale-up Support	Economic Gardening	Key Sectors
Complete Servicing to 417 Industrial Park	To enhance investment readiness and attraction efforts	✓	✓			Manufacturing, professional scientific and technical, and finance, insurance, and real estate (FIRE)
Improved Employment Density and Diversity of Industry						
A More Balanced Residential/Non-Residential Assessment Base						
A Retail and Commercial Hub	To actively pursue best-fit retail, personal, and food service development and attraction	✓			✓	Retail, commercial, food services
Retain and/or Attract Young Adults	To continue to promote Russell Township as a location of unparalleled quality of place		✓	✓	✓	n/a
A Beautiful Place						
An Aware and Informed Business Community	To enhance business stakeholder engagement and communications	✓	✓	✓		n/a
Plan for the Worst						



Note that two strategic objectives do not apply to any sectors in particular. Instead, they apply more generally to municipal activities and are expected to benefit all industries, including ones not identified as strategic priorities. Also of note is the fact that even though these sectors are of strategic priority if prospects emerge that contribute to the vision and uphold the spirit of the guiding principles, they should not be turned away. The strategic focus simply provides a guide for focusing energy in ongoing activities associated with strategic objectives.

The four sub-sections below take each strategic objective in turn and present a series of recommended initiatives (actions/activities). They also assign a level of priority and identify timing, key partnerships needed for the success of the activity (both in different parts of the municipality, and among external partners), and critically identifies who should lead the activity.

The level of priority has been based on several criteria including:

- The level of immediacy based on the Township's economic development objectives
- The potential to contribute to the overall economic vitality and sustainability of Russell Township
- The resources required to implement
- The logical sequence of actions



Strategic Objective #1: Enhance investment readiness and attraction efforts

Recommended Initiative	Priority & Timing	Partnership	Lead or Support
<p>1. Ensure servicing is completed to the 417 Industrial Park:</p> <ul style="list-style-type: none"> ▪ Complete the Environmental Impact Assessment ▪ Work collaboratively to inform existing businesses of servicing intentions and provide facts about existing business rights ▪ Develop a servicing extension public relations campaign to inform stakeholders and potential investors of the timeline for servicing to the 417 Industrial Park, and for reporting on critical milestones ▪ Apply for appropriate grants for servicing extension <p style="padding-left: 20px;">Develop a contingency for advancing servicing even if federal or provincial grants fall through (a popular economic development quote is “We can take risks, or we can be at risk”)</p> <ul style="list-style-type: none"> ▪ Undertake servicing extensions 	<p>High Priority, 2 to 3 years total</p>	<ul style="list-style-type: none"> ▪ Township of Russell and City of Ottawa agreement on shared services 	<ul style="list-style-type: none"> ▪ Township to lead (via Planning department and CAO), and Infrastructure Department
<p>2. Develop and update available land inventory to be integrated with United Counties of Prescott-Russell’s GIS tool:</p> <ul style="list-style-type: none"> ▪ Highlight serviced and unserviced land as there are buyers for both ▪ Ensure GIS tool is updated as new properties come online or are sold ▪ Ensure key site selection data are available (e.g. zoning details, level of servicing, whether fibre internet is available, etc.) ▪ Promote the tool among top regional industrial and commercial real estate professionals and site selectors 	<p>High priority, ongoing</p>	<ul style="list-style-type: none"> ▪ Economic Development and Planning Department ▪ United Counties of Prescott-Russell 	<ul style="list-style-type: none"> ▪ Township to lead (Planning Department), supported by UCPR



Recommended Initiative	Priority & Timing	Partnership	Lead or Support
<p>3. Initiate a Business Park Working Group with the park’s tenants:</p> <p>Consultations indicated that existing businesses at 417 Industrial Park lack a platform to easily connect with each other and with the Municipality about opportunities and concerns. There is also a Business Park in Embrun, which may benefit from inclusion in a working group.</p> <ul style="list-style-type: none"> ▪ Form the working group and agree on its terms in an inclusive and transparent manner ▪ Meet according to an agreed schedule and allow sessions to be open to all businesses located in the Business Parks ▪ Use the Working Group as a way to acquire business retention and expansion intelligence, to provide Municipal updates about pertinent information, and to facilitate business-to-business networking <p>Use the Working Group as an opportunity to identify supply chain gaps, discuss servicing advancements and opportunities, discuss contingency planning, or clarify misconceptions</p>	<p>High priority, ongoing</p>	<ul style="list-style-type: none"> ▪ 417 Industrial Park businesses ▪ Embrun Business Park businesses ▪ Planning Department and Economic Development 	<ul style="list-style-type: none"> ▪ Township to lead (via Economic development)



Recommended Initiative	Priority & Timing	Partnership	Lead or Support
<p>4. Develop a Community Profile and dataset that highlights Russell Township as a location for investment:</p> <ul style="list-style-type: none"> ▪ Initiate a community profile and create digital files of all relevant data ▪ Work with United Counties of Prescott-Russell to ensure profile is available for external marketing ▪ Update the Profile as significant changes occur, including servicing to 417 Industrial Park ▪ Identify local champions to serve as ambassadors or references to potential leads, and to share quotes for the community profile (from employers in target sectors) <ul style="list-style-type: none"> Seek ambassadors that can speak to the Planning Approval Committee process ▪ Ensure value propositions are front and centre on promotional materials, and ensure comparative data is readily available to be shared with prospects as required 	<p>High, within 1 year (updated as needed but at least annually)</p>	<ul style="list-style-type: none"> ▪ Economic Development ▪ Business partners 	<ul style="list-style-type: none"> ▪ Township to lead (via Economic Development)



Recommended Initiative	Priority & Timing	Partnership	Lead or Support
<p>5. Develop and implement a lead handling protocol:</p> <p>A lead handling protocol ensures that all appropriate staff are aware of the procedure for dealing with prospective investors, including leads coming from partner organizations such as the Prescott-Russell Community Development Corporation (PRCDC) or United Counties of Prescott-Russell (UCPR).</p> <ul style="list-style-type: none"> ▪ Work with PRCDC and UCPR to develop an effective information sharing process to be followed when channeling potential leads toward Russell Township or for notifying partners of potential leads that may require support or assistance from either or both partners ▪ Implement the protocol in the form of a written document that clearly outlines the entire procedure and information flow ▪ Review the protocol semi-regularly to ensure it is effective and top-of-mind ▪ Support UCPR in developing an investment attraction strategy that meets local and regional needs (note: it is not advised that Russell Township undertake an investment attraction strategy alone, as UCPR should be an important collaborator and an active lead-generator for the Township) 	<p>High priority, within 1 year (ongoing)</p>	<ul style="list-style-type: none"> ▪ Prescott-Russell Community Development Corporation ▪ United Counties of Prescott-Russell 	<ul style="list-style-type: none"> ▪ UCPR leads active investment attraction ▪ Township leads local engagement and lead handling (via Economic Development) ▪ County-wide supply chain gap analysis



Recommended Initiative	Priority & Timing	Partnership	Lead or Support
<p>6. Focus investment attraction efforts on manufacturing and other related sectors (e.g. wholesale trade, construction, utilities) that represent a good fit for 417 Industrial Park and Embrun Business Park:</p> <ul style="list-style-type: none"> ▪ Prior to completion of servicing at 417 Industrial Park, focus on supply chain gaps that have low water/wastewater needs or small –scale opportunities for Embrun Business Park ▪ After servicing is complete, expand to broader supply chain categories ▪ Use lead handling protocol to facilitate sales process ▪ Work collaboratively with Prescott-Russell Community Development Corporation (PRCDC) or United Counties of Prescott-Russell (UCPR) to attract prospects 	<p>Moderate priority, within 1 to 2 years</p>	<ul style="list-style-type: none"> ▪ United Counties of Prescott-Russell ▪ Prescott-Russell Community Development Corporation 	<ul style="list-style-type: none"> ▪ United Counties of Prescott-Russell to lead attraction efforts ▪ Township to respond to inquiries and handle leads once they arrive (via Economic Development)



Recommended Initiative	Priority & Timing	Partnership	Lead or Support
<p>7. Build Knowledge Capacity Surrounding the Comprehensive Economic and Trade Agreement (CETA):</p> <ul style="list-style-type: none"> ▪ Conduct elementary research about CETA by studying the International Trade Commission website devoted to CETA: http://www.international.gc.ca/trade-commerce/trade-agreements-accords-commerciaux/agr-acc/ceta-aecg/business-entreprise/Learn-Savoir.aspx?lang=eng ▪ Identify workshops organized by Federal Government departments that relate to CETA and enroll in workshops that align with business growth or investment attraction priorities ▪ Initiate a Task Force with the United Counties of Prescott-Russell and other neighbouring municipalities to study CETA and identify opportunities that align with the region and Russell Township <p style="margin-left: 40px;">The Task Force should meet regularly (e.g. every three months)</p> ▪ Investigate opportunities for trade missions that can potentially benefit local businesses, while also exposing potential investment attraction prospects ▪ Apply pressure to the UCPR to develop an FDI strategy that will help to open opportunities for investment attraction and enhancing marketing 	<p>Moderate priority, within 2 years</p>	<ul style="list-style-type: none"> ▪ United Counties of Prescott-Russell ▪ Neighbouring municipalities 	<ul style="list-style-type: none"> ▪ UCPR



Strategic Objective #2: Actively pursue best-fit retail, personal, and food service development and attraction

Recommended Initiative	Priority & Timing	Partnership	Lead or Support
<p>8. Actively identify and engage best-fit retail, personal, and food service businesses to attract to Russell Township:</p> <p>There are concerns that Russell Township may be “overdeveloped” with too many generic amenities that would hinder its uniqueness. As such, the Township must be proactive in identifying the types of businesses that are most likely to complement its values and vision.</p> <ul style="list-style-type: none"> ▪ Identify a list of top businesses that would be a good match for Russell Township ▪ Determine what the minimal population and catchment population counts are for specific businesses, and determine other site selection criteria most commonly sought ▪ Focus on businesses that are not large chains but instead have a limited number of establishments in Ontario ▪ Consider popular Quebec brands that may be willing to increase a foothold outside the province ▪ Assemble appropriate materials and work with UCPR and PRCDC to apply lead handling protocol tactics (see “Develop a lead-handling protocol” initiative above) ▪ Track priority engagement and leads, and work with UCPR/PRCDC to engage prospects ▪ Integrate newly announced developments into social media outreach to help create “buzz” 	<p>High, 6 months (ongoing)</p>	<ul style="list-style-type: none"> ▪ Economic Development ▪ United Counties of Prescott-Russell and Prescott-Russell Community Development Corporation 	<ul style="list-style-type: none"> ▪ Township to lead (via Economic Development), partners to support



Recommended Initiative	Priority & Timing	Partnership	Lead or Support
<p>9. Recognize the value of existing retail, personal, and food service establishments:</p> <p>There is a desire among existing businesses to see stronger recognition and celebration of the value they bring to the community.</p> <ul style="list-style-type: none"> ▪ Ensure a program is in place to visit existing businesses on a rotating and regular basis <p style="margin-left: 40px;">Remind business owners upon visiting that the Township has an open-door policy and leave appropriate contact information</p> ▪ Acknowledge existing businesses in unique ways on social media, including to help celebrate key milestones, promote one’s that have made a big achievement, or highlight good corporate citizenship (this should include contributions from Council) ▪ Encourage a cross-promotional business environment, where existing businesses are aware of complementary businesses in the area and are willing to promote those businesses when opportunities emerge to inform customers <p>Business visitations may help identify potential complimentary businesses</p>	<p>Moderate (1 year, ongoing)</p>	<ul style="list-style-type: none"> ▪ Economic development ▪ Council ▪ Local businesses 	<ul style="list-style-type: none"> ▪ Township to lead (via Economic Development)



Strategic Objective #3: Continue to promote Russell Township as a location of unparalleled quality of place

Recommended Initiative	Priority & Timing	Partnership	Lead or Support
<p>10. Continue to promote the Community Improvement Plans (CIPs):</p> <ul style="list-style-type: none">▪ Gather feedback from existing recipients about how CIPs can potentially be improved or how support can be enhanced▪ Work with local media to promote CIP programming annually and increase update▪ Work with businesses that have implemented CIPs to showcase their improvements in social media channels: Key benefits of participation commonly centre on grants for building improvements and tax deferral opportunities▪ Ensure Councillors and the Mayor promote CIP champions and the value of working together	High, (ongoing)	<ul style="list-style-type: none">▪ Local businesses	<ul style="list-style-type: none">▪ Township to lead



<p>11. Implement a Main Street Redevelopment Plan (MSRP) for Embrun:</p> <p>Commensurate with concerns over “distasteful” development, a desire to see traffic problems addressed proactively, a willingness to increase the aesthetic appeal of the area, and a desire to produce a “commercial core” concept to serve as a focal point for new development, an MSRP would function as a blueprint to underpin these things and more.</p> <p>Prior to embarking on the planning process, it is recommended that Russell Township arrange to participate in the First Impressions Community Exchange (FICE) program, which is provided through Ontario Ministry of Agriculture, Food and Rural Affairs⁵. The program helps to arrange a community exchange between two similar communities from different parts of Ontario. The groups evaluate each other’s communities on a series of indicators, providing a fresh set of eyes on the key things that stand out as assets and issues. Participating in FICE can assist in identifying critical priorities related to beautification and accessibility ahead of the planning stage.</p> <p>Once Russell Township is ready</p> <ul style="list-style-type: none"> ▪ Determine the scope of the MSRP ▪ Conduct necessary consultations ▪ Formulate the MSRP and its timeline ▪ Implement its action plan 	<p>Moderate, 2 years</p>	<ul style="list-style-type: none"> ▪ Planning Department ▪ Community groups 	<ul style="list-style-type: none"> ▪ Township to lead (Planning department)
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⁵ Ontario Ministry of Agriculture, Food and Rural Affairs, First Impressions Community Exchange:
<http://www.omafra.gov.on.ca/english/rural/edr/fice/index.html>



<p>12. Attract development of mixed-use commercial property to allow for small office and co-location space:</p> <p>There has been an identified need for office space options of different size configurations, including co-location space</p> <ul style="list-style-type: none"> ▪ Work to identify developers (local or otherwise) that may be interested in developing one or more office space facilities ▪ Initiate discussions to see what prospects may be interested in developing ▪ Consider incentive options that may help to increase interest ▪ Follow main street redevelopment plan for Embrun and other municipal policies to ensure buildings are not overly large and are tastefully designed 	<p>Long-term goal, 3 to 5 years</p>	<ul style="list-style-type: none"> ▪ Planning Department ▪ Economic Development ▪ Local/regional developers 	<p>Township to lead (via Economic Development)</p>
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<p>13. Attract and/or retain more young adults to the area:</p> <ul style="list-style-type: none"> ▪ Ensure future residential developments provide a range of rental and ownership options, with a range of price-points ▪ Attract amenities that are appealing to young adults including social and entertainment options, clothing, health and wellness services, or unique cross-over businesses (e.g. record store/hip clothing store/café) ▪ Continue to promote manufacturing sector growth to allow for local skilled labour options and professional business services sector to attract young professionals <ul style="list-style-type: none"> Assist local businesses in promoting employment opportunities ▪ Direct attention to attracting post-graduate young adults that have left the community for schooling, but whom return once schooling is complete <ul style="list-style-type: none"> Community spirit, sense of place, emotional attachments, and local traditions are all examples of drivers that affect people’s willingness to return to a community <p>It should be noted that these above considerations are contingent on ensuring attention is sustained over a projected period of time. Demographic changes are not easily accomplished over the short-term, but rather are something to be nurtured over a longer period.</p>	<p>Long-term goal, 3 to 5 years</p>	<ul style="list-style-type: none"> ▪ Economic Development ▪ Council ▪ Planning department ▪ Corporate communications ▪ Local businesses 	<p>Township to lead</p>
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Strategic Objective #4: Enhance business stakeholder engagement and communications



Recommended Initiative	Priority & Timing	Partnership	Lead or Support
<p>14. Continue capacity building workshops:</p> <ul style="list-style-type: none"> ▪ Identify a list of capacity building areas that resonate with local businesses (e.g. social media marketing, succession planning, business plan updating, etc.) <p style="padding-left: 40px;">Other topics include areas related to contingency planning highlighted below</p> <p style="padding-left: 40px;">Topics may also be identified by studying Business Retention & Expansion survey results (including recent results from 2017 survey)</p> <ul style="list-style-type: none"> ▪ Schedule three to four sessions per year during times that are convenient for businesses, and promote events aggressively ▪ Work with partners to identify guest workshop facilitators ▪ Debrief after each session to identify ways of improving workshops ▪ Consider opportunities to have in-kind time donations by facilitators or small honorariums 	<p>High priority, within 6 months (ongoing)</p>	<ul style="list-style-type: none"> ▪ Economic Development ▪ United Counties of Prescott-Russell ▪ Prescott-Russell Community Development Corporation Chamber of Commerce 	<ul style="list-style-type: none"> ▪ Township to lead



Recommended Initiative	Priority & Timing	Partnership	Lead or Support
<p>15. Develop an Economic Development Communications Strategy:</p> <ul style="list-style-type: none"> ▪ Develop a strategy that: <ul style="list-style-type: none"> Identifies all appropriate stakeholder groups (e.g. existing retail/commercial businesses, existing 417 businesses, home-based businesses, external investors, residents, land developers, etc.) Identifies key messaging associated with each group (consider that messaging can either be promotional or informative, each requiring different tactics) Identifies key channels for delivering messaging (e.g. Facebook, twitter, local/external media, town-hall conversation, etc.) Identifies a schedule for activities Assigns roles to different people in the municipality and external partners ▪ Monitor uptake and adapt as required (ensure the workplan is updated monthly, and updated/reviewed annually) <p>The strategy does not need to be large or complex. It should be concise and allow for some adaptability.</p>	<p>High, within 6 months (ongoing)</p>	<ul style="list-style-type: none"> ▪ Economic Development ▪ Chief Administrative Officer (CAO) ▪ Mayor and Council ▪ United Counties of Prescott-Russell 	<ul style="list-style-type: none"> ▪ Township to lead ▪ Economic Development is local lead



Recommended Initiative	Priority & Timing	Partnership	Lead or Support
<p>16. Address misperceptions through concerted awareness-building efforts:</p> <ul style="list-style-type: none"> ▪ Identify most common misconceptions about Russell Township (e.g. tax competitiveness, red-tape perceptions, etc.) ▪ Develop specific messaging to grow local knowledge ▪ Identify local champions to help debunk myths ▪ Measure awareness perceptions during annual business visitation activities and adjust awareness building messaging appropriately 	<p>High, within 3 months (ongoing)</p>	<ul style="list-style-type: none"> ▪ Economic development and Planning Department 	<p>Township to lead (Economic Development)</p>
<p>17. Implement a mandatory business registry to enhance business engagement and improve industry intelligence:</p> <ul style="list-style-type: none"> ▪ Develop a mandatory business registry for all local businesses ▪ Develop a public awareness campaign to increase understanding of the value of the registry ▪ Integrate registry data into economic development benchmarking and engagement processes (e.g. data can be used to study local industry changes, to conduct satisfaction or business retention and expansion surveys, etc.) <p>This practice is common in Western Canada but is only starting to gain momentum in Ontario. The benefit of a mandatory business registration system is that it can be coordinated with other routine municipal activities, such as tax collection or permit approval processes, and they provide a tool for understanding and responding to business community trends. Some communities have special provisions for home-based businesses to facilitate and encourage home based business growth, and participation in the registration system.</p>	<p>Moderate, within 2 years (ongoing)</p>	<ul style="list-style-type: none"> ▪ Clerk’s Office ▪ Economic Development and Planning Department 	<ul style="list-style-type: none"> ▪ Township to lead (via Clerk’s Office)



Recommended Initiative	Priority & Timing	Partnership	Lead or Support
<p>18. Implement a statistically valid business retention and expansion survey to scientifically identify critical issues requiring attention at a level that is generalizable to the broader population, and which identifies critical red flags (bad news) and green flags (good opportunities) among individual businesses:</p> <ul style="list-style-type: none"> ▪ 125 business owners should be contacted a minimum of once every year to evaluate their situation and determine the likelihood of their expansion or contraction. Complete the survey through an outsourced telephone survey that will short-list priorities for Township staff to follow-up with as red or green flags (red flags are bad, green flags are good). A random sample ensures generalizability to the broader business community on key issues of importance to businesses. Decisions no longer need to be based on anecdotal evidence. ▪ Analyze the data from the survey to identify trends in business sectors. Use this intelligence to inform investment attraction messages and future municipal policy updates. Test perceptions (or misperceptions) among business owners. ▪ Township staff (or other trusted Ambassador) will follow-up by telephone or in-person and ensure “open door” dialogue with business. ▪ Be transparent and share results. Ensure businesses understand that the Township takes survey findings very seriously. Link key policy decisions back to survey findings. <p>There may be potential for cost savings if conducted in conjunction with a County-wide effort. Grant funding may be available to support such an innovative initiative as a pilot project.</p>	<p>Moderate, within 2 years</p>	<ul style="list-style-type: none"> ▪ Economic development ▪ United Counties of Prescott-Russell 	<p>If UCPR is willing to collaborate, Township should support and let UCPR lead; if UCPR is not interested, Township should lead (via Economic Development)</p>



Recommended Initiative	Priority & Timing	Partnership	Lead or Support
<p>19. Continue to monitor and update national and provincial rankings that promote Russell Township’s quality of place and quality of life.</p> <ul style="list-style-type: none"> ▪ Track national polls annually and monitor placing ▪ Update promotional materials accordingly ▪ Share results through appropriate media channels 	<p>Moderate (ongoing)</p>	<ul style="list-style-type: none"> ▪ Economic development ▪ Corporate communications 	<ul style="list-style-type: none"> ▪ Corporate communications
<p>20. Put in place contingencies for rapid changes in interest rates: There was some anxiety over eventual changes in interest rates and the potential to impact local businesses.</p> <ul style="list-style-type: none"> ▪ Monitor Bank of Canada interest rate announcements and ensure news about expected changes is conveyed to business community ▪ Develop an outreach campaign to remind businesses to plan for possible changes and to remind them of business planning resources available through the Township or its partners ▪ Offer workshops that feature financing experts to provide advice to local businesses about dealing with inflation or interest rate hikes 	<p>High-Moderate, within 1 year (ongoing)</p>	<ul style="list-style-type: none"> ▪ Economic Development ▪ Prescott-Russell Entrepreneurship Centre 	<ul style="list-style-type: none"> ▪ Township to lead (via Economic Development)



Recommended Initiative	Priority & Timing	Partnership	Lead or Support
<p>21. Put in place contingencies for North American Free Trade Agreement (NAFTA) changes:</p> <ul style="list-style-type: none"> ▪ Initiate a business workshop targeting 417 Industrial Park and Embrun Business Park businesses ▪ Identify areas of anxiety associated with NAFTA and group challenges into discrete themes (e.g. supply chain, exports, etc.) ▪ Prioritize leading issues and investigate potential alternatives ▪ Ensure regional economic development actors are included in discussions ▪ Follow-up with businesses about possible solutions <p>This kind of initiative can be conducted in conjunction with the Business Park Working Group.</p>	<p>Moderate, within 2 years (ongoing)</p>	<ul style="list-style-type: none"> ▪ United Counties of Prescott-Russell and Prescott-Russell Community Development Corporation 	<ul style="list-style-type: none"> ▪ Township to lead (via Economic Development)



Recommended Initiative	Priority & Timing	Partnership	Lead or Support
<p>22. Put in place contingencies for Ottawa’s threats to Russell Township or its competitiveness:</p> <p>As the SWOT analysis illustrated the arrival of a new waste facility on the Ottawa side of the municipal boundary, the relocation of some Federal government departments, and redevelopment of the 417/Walkley Rd. area are all likely to impact Russell’s competitiveness. Recommended contingencies include:</p> <ul style="list-style-type: none"> ▪ Ensure efforts are made to grow the kinds of businesses in Russell Township that will satisfy locals and promote a buy-local mentality to support existing local businesses to reduce economic leakage ▪ Encourage congestion-reduction measures including carpooling locations and ride-sharing awareness building, transit options, and more remote-working ▪ Encourage more local business development to reduce the amount of outgoing commuters, including home-based or brick-and-mortar locations ▪ Maintain strong communications with City of Ottawa concerning the new waste facility to ensure noise and smell concerns are raised whenever they exceed acceptable limits <p>All recommendations revolve around enhancing communications or leveraging awareness building.</p>	<p>Moderate-Low, 3 to 5 years (ongoing)</p>	<ul style="list-style-type: none"> ▪ Planning department ▪ Economic development ▪ City of Ottawa ▪ CAO 	<ul style="list-style-type: none"> ▪ Township should lead (various departments / appointees)



5.1 Implementation Plan

While the previous section presented an outline of the action plan, this section will aid in implementing the strategy by identifying the estimated time and budget investment required for each item, and the suggested performance measures which will help to track progress. Some items may rely entirely on existing staff time, and require no additional funding. Others require funding for different components of the project, and where this is the case, the budget has been indicated appropriately. Performance measures track progress toward the broader objective in a specific, measurable, actionable, realistic, and time-based way.

Dollar figures that have been presented for budget purposes are based on a \$25 per hour rate, multiplied by the expected annual total of hours. Also, some budgets include materials costs (e.g. for printing, meeting supplies, workshop refreshments, etc.). Time allocations are based on estimated totals for specific project tasks.



Figure 7: Implementation Time, Budget, and Performance Measure Considerations

Recommended Initiative	Estimated Time and Budget Commitment	Performance Measures
1. Ensure servicing is completed to the 417 Industrial Park	<ul style="list-style-type: none"> ▪ Environmental Impact Assessment and mitigative measures (< 1 year) ▪ Servicing extension (~1 year) ▪ Total time: ~2 years ▪ Estimated project cost: \$13,299,635⁶ 	<ul style="list-style-type: none"> ▪ Environmental Impact Assessment Completed (yes/no) ▪ Grants obtained (yes/no, specify which ones applied for) ▪ Servicing Completed (yes/no)
2. Develop and update available land inventory in conjunction with United Counties of Prescott and Russell to be integrated into its <i>a la Carte</i> GIS tool	<ul style="list-style-type: none"> ▪ Initiating inventory and filling data fields: 35 hours ▪ Ongoing Staff time commitment: 1 hour per week ▪ Staff Time: \$1,000 (annual total) 	<ul style="list-style-type: none"> ▪ Tool has been updated monthly at minimum (yes/no)

⁶ Township of Russell (2015) “417 Industrial Park Servicing Business Plan”: pp. 9.



Recommended Initiative	Estimated Time and Budget Commitment	Performance Measures
3. Initiate a Business Park Working Group with area-businesses (12 meetings per year)	<ul style="list-style-type: none"> ▪ 12 hours preparatory time (total) ▪ 24 hours working group meetings (total) ▪ 24 hours follow-up (total) ▪ Refreshments & materials (\$50 per meeting): \$600 total ▪ Total staff time: \$1,500 	<ul style="list-style-type: none"> ▪ Number of meetings held ▪ Number of participants at each meeting ▪ Number of new participants
4. Develop a Community Profile and dataset that highlights Russell Township as a location for investment	<ul style="list-style-type: none"> ▪ Consultant time would be approximately two weeks of continuous work. ▪ 6 hours staff time ▪ Create PDF versions to avoid overhead costs until servicing is completed to 417 Industrial Park ▪ Consulting Budget: ~\$10,000 to \$15,000 ▪ Printing Costs: \$1,000 ▪ Staff Time: \$1,500 	<ul style="list-style-type: none"> ▪ Community profile complete (yes/no) ▪ Community profile reviewed annually (yes/no)
5. Develop and implement a lead-handling protocol	<ul style="list-style-type: none"> ▪ 24 hours staff time ▪ Total Staff time: \$600 	<ul style="list-style-type: none"> ▪ Protocol completed (yes/no)



Recommended Initiative	Estimated Time and Budget Commitment	Performance Measures
6. Focus investment attraction efforts on manufacturing and other related sectors (e.g. wholesale trade, construction, utilities) that represent a good fit for 417 Industrial Park and Embrun Business Park	<ul style="list-style-type: none"> ▪ Responding to inquiries and preparing information: 200 hours ▪ Other miscellaneous tasks: 50 hours ▪ Total Staff Time: \$6,250 	<ul style="list-style-type: none"> ▪ Total new leads generated ▪ Total new investments converted ▪ Total new assessment value ▪ Total new employee footprint ▪ ROI relative to time and overhead costs committed
7. Build Knowledge Capacity Surrounding the Comprehensive Economic and Trade Agreement	<ul style="list-style-type: none"> ▪ 8 hours of research ▪ 30 hours staff time ▪ Total Staff Time: \$900 	<ul style="list-style-type: none"> ▪ Task Force initiated (yes/no) ▪ Workshops attended
8. Actively identify and engage best-fit retail, personal, and food service businesses to attract to Russell Township	<ul style="list-style-type: none"> ▪ Responding to inquiries and preparing information: 300 hours ▪ Other miscellaneous tasks: 100 hours ▪ \$10,000 	<ul style="list-style-type: none"> ▪ Total new leads generated ▪ Total new investments converted ▪ Total new assessment value ▪ Total new employee footprint ▪ ROI relative to time and overhead costs committed



Recommended Initiative	Estimated Time and Budget Commitment	Performance Measures
9. Recognize the value of existing retail, personal, and food service establishments	<ul style="list-style-type: none"> ▪ 52 hours worked ▪ In-kind time donations by Council and Mayor ▪ Staff time: \$1,300 	<ul style="list-style-type: none"> ▪ Number of retail, commercial and food service visitations ▪ Number of social media posts celebrating local businesses ▪ Number of shares, and number of likes ▪ Average Number of Councillors sharing, liking, retweeting
10. Continue to promote the Community Improvement Plans (CIPs)	<ul style="list-style-type: none"> ▪ 52 hours worked ▪ Staff time: \$1,300 	<ul style="list-style-type: none"> ▪ Number of CIP applicants ▪ Total number of CIP winners ▪ Social media messaging for every completed project (yes/no)
11. Implement a Main Street Redevelopment Plan (MSRP) for Embrun	<ul style="list-style-type: none"> ▪ Estimated Plan cost: \$35,000 	<ul style="list-style-type: none"> ▪ Enrolled in OMAFRA’s First Impressions Community Exchange ▪ completed (yes/no) ▪ Timeline formalized (yes/no)



Recommended Initiative	Estimated Time and Budget Commitment	Performance Measures
12. Attract development of mixed-use commercial property to allow for small office and co-location space	<ul style="list-style-type: none"> ▪ 40 hours worked ▪ Staff time: \$1,000 	<ul style="list-style-type: none"> ▪ Number of developers contacted ▪ Number of qualified leads ▪ Number of projects initiated ▪ New assessment value
13. Attract and retain more young adults to the area	<p>Many benefits of this item are the results of other successful components that have already been budgeted for. Additional considerations include:</p> <ul style="list-style-type: none"> ▪ Developing and implementing marketing messages: 24 hours ▪ Staff Time: \$600 	<ul style="list-style-type: none"> ▪ Social media releases targeting families with young adults at home ▪ Increases in proportion of 20 to 34 year old age category (by Census 2021)
14. Continue capacity building workshops (based on 4 sessions)	<ul style="list-style-type: none"> ▪ Workshop preparation and hosting: 12 hours ▪ Materials and refreshments costs: \$160 ▪ Staff Time: \$300 	<ul style="list-style-type: none"> ▪ Number of workshops ▪ Number of attendees ▪ Number of follow-up appointments



Recommended Initiative	Estimated Time and Budget Commitment	Performance Measures
15. Develop an Economic Development Communications Strategy	<ul style="list-style-type: none"> ▪ Consulting and developing strategy: 24 hrs ▪ Reviewing/updating: 6 hours ▪ Staff time (first year): \$600 ▪ Staff time (subsequent years): \$150 	<ul style="list-style-type: none"> ▪ Strategy completed (yes/no) ▪ Stakeholders/Partners discuss monthly (yes/no)
16. Address misperceptions through concerted awareness-building efforts	<ul style="list-style-type: none"> ▪ 12 hours worked ▪ Staff time: \$300 	<ul style="list-style-type: none"> ▪ Number of social media posts celebrating local businesses ▪ Number of shares, and number of likes ▪ Average Number of Councillors sharing, liking, retweeting
17. Implement a mandatory business registry	<ul style="list-style-type: none"> ▪ Development of Registry: \$20,000 ▪ Updating/maintenance: unknown 	<ul style="list-style-type: none"> ▪ Registry completed ▪ Number of businesses ▪ Change in number of businesses (quarterly and annually)



Recommended Initiative	Estimated Time and Budget Commitment	Performance Measures
18. Implement a statistically valid business retention and expansion survey to scientifically identify critical issues requiring attention at a level that is generalizable to the broader population, and which identifies critical red flags (bad news) and green flags (good opportunities) among individual businesses	<ul style="list-style-type: none"> ▪ Survey cost: \$10,000 ▪ 6 hours worked (annually) ▪ Staff time: \$150 	<ul style="list-style-type: none"> ▪ Survey undertaken (yes/no) ▪ Leading issues identified (yes/no) ▪ Contingencies developed to address top priorities (yes/no)
19. Continue to monitor and update national and provincial rankings that promote Russell Township’s quality of place and quality of life.	<ul style="list-style-type: none"> ▪ 4 hours worked ▪ Staff time: \$100 	<ul style="list-style-type: none"> ▪ Ranking Updated (yes/no) ▪ Position in ranking logged (yes/no)
20. Put in place contingencies for rapid changes to interest rates	<ul style="list-style-type: none"> ▪ 5 hours worked ▪ Staff time: \$125 	<ul style="list-style-type: none"> ▪ At least one meeting or workshop organized ▪ Number of social media posts, likes, shares
21. Put in place contingencies for North American Free Trade Agreement (NAFTA)	<ul style="list-style-type: none"> ▪ 5 hours worked ▪ Staff time: \$125 	<ul style="list-style-type: none"> ▪ At least one meeting or workshop organized ▪ Number of social media posts, likes, shares
22. Put in place contingencies for Ottawa’s threats to Russell Township or its competitiveness	<ul style="list-style-type: none"> ▪ 5 hours worked ▪ Staff time: \$125 	<ul style="list-style-type: none"> ▪ At least one meeting or workshop organized ▪ Number of social media posts, likes, shares



Appendix A & B



Appendix A – Background Review and Base Analysis

Detailed Background Review

The figure below presents an overview of key documents reviewed in association with this Economic Development Strategic Plan.

Figure 8: Background Review Summary of Findings Table

Document	Purpose	Key Takeaways & Economic Considerations
Township of Russell Strategic Plan 2015-2018 (2015)	This document sets out the strategic objectives of the Municipality for its Council term, underscored by a mission, vision and core values.	<p>Five strategic pillars outline various areas of strategic priority. The Pillars and particular items of relevance to economic development are as follow:</p> <ul style="list-style-type: none"> ▪ Develop and Renew Infrastructure: Complete surface of recreational trail; maximize social media for communications; provide water and sewer services for the 417 Industrial Park; Approve sports dome project ▪ Foster Healthy Communities: Beautification of the downtown cores of the villages; develop heritage standards policies; develop business continuity plan ▪ Grow Local Economy: Develop commercial revitalization plan; comprehensive official plan review (recently completed); promote buying local and welcome wagon for newcomers ▪ Increase Financial Stability: Conduct development charge review; partnership opportunities to advance regional economic growth ▪ Promote Service Effectiveness: Encourage partnerships; replace current website



Document	Purpose	Key Takeaways & Economic Considerations
<p>Township of Russell Official Plan (2017)</p>	<p>The role of the Official Plan is to guide and direct the use of land within the Township’s four villages and the 417 industrial park.</p>	<p>Economic development and competitiveness shall be promoted by:</p> <ul style="list-style-type: none"> ▪ Sufficient areas of employment with a mix of employment opportunities ▪ Developing a financially viable plan for the acquisition and disposition of municipal land ▪ Prescott-Russell Area Partnership (PRAP) to grow individually in a sustainable manner while contributing to regional vision for long-term growth and development <p>Appropriate transportation and servicing infrastructure shall be provided by:</p> <ul style="list-style-type: none"> ▪ Promoting densities and a mix of uses <p>Developing a land use pattern, street network and trail system</p>
<p>United Counties of Prescott and Russell Official Plan (2017)</p>	<p>The goal of the official plan is to provide guidance and direction to growth development, redevelopment and/or conservation activities in the United Counties</p>	<p>The official Plan covers the following topics:</p> <ul style="list-style-type: none"> • Sustainable communities, Infrastructure Policies, Resources, Natural Heritage, Public Health and Safety, and Implementation • It is the objective of the policies to strengthen the communities through the effective use of infrastructure and to achieve efficient development patterns while maintaining efficient use of scarce land resources. Protecting natural and environmental resources as well as the distinct character of the towns, hamlets, and rural countryside is the long-term goal of developing sustainable communities.
<p>Economic Strategic and Action Plan 2014-2016</p>	<p>A list of actionable items to achieve goals and associated costs with these items in the areas of Implementation and Economic Development Strategy has been outlined in this document.</p>	<p>Goals:</p> <ul style="list-style-type: none"> • Goal A: Promote population attraction through well-planned urban development and participation in Prescott-Russell strategies to establish “unparalleled quality of place.” • Goal B: Attract and grow local businesses through infrastructure development, business support and market development • Goal C: Develop and implement a visitor attraction strategy for Russell Township



Document	Purpose	Key Takeaways & Economic Considerations
United Counties of Prescott and Russell Economic Development Strategy Update (2014)	<p>The plan outlined two broad goals:</p> <ul style="list-style-type: none"> ▪ To facilitate new economic opportunities and collaborations based on convergence, creativity, and talent ▪ Create an unparalleled quality of place and remarkable visitor experiences 	<p>The goals and objectives are built around Prescott-Russell’s desire to develop a more holistic regional strategy that can generate sustained interest among diverse range of existing and potential economic development partners.</p> <p>Goals:</p> <ul style="list-style-type: none"> ▪ Develop a coordinated regional economic development network ▪ Improve investment readiness of the region for a broad range of economic development sectors <ul style="list-style-type: none"> Support workforce development projects focused on building and attracting skilled labour force Advocate for physical and policy improvements that enable investment ▪ Build regional innovation, entrepreneurial, and business support ecosystem <ul style="list-style-type: none"> Support development of existing and emerging assets in entrepreneurship, small business development, and innovation Source and attract programs and services that fill research, innovation and commercialization gaps in the region



Document	Purpose	Key Takeaways & Economic Considerations
<p>Village of Russell Community Improvement Plan (2015)</p>	<p>The Community Improvement Plan was initiated by the Township of Russell in an effort to revitalize key areas and attract new businesses. The purpose of the CIP is to develop a tool that will provide incentive programs for encouraging and supporting private sector reinvestment in the downtown building stock.</p>	<p>Important considerations in community improvement include: revitalization of downtowns and enhancing streetscape appearance.</p> <p>CIP design guidelines:</p> <p>Commercial Corridor Improvements</p> <ul style="list-style-type: none"> • Applicable to: Parking and land, built forms, entrances, signage, building façade <p>Village Core Improvements</p> <ul style="list-style-type: none"> • Same as above + accessibility, Upper floor, and new developments <p>All CIPS</p> <ul style="list-style-type: none"> • Applicable to: Boulevard elements (seating, planters, landscaping), and public art <p>Plan to stimulate these changes through incentives such as grants, tax incentives, municipal fee reductions, and rebates.</p> <p>Township to allocate \$70,000 per year towards grant incentive programs, with max of \$10,000 per property</p>
<p>Township of Russell 417 Industrial Park Servicing Business Plan (2015)</p>	<p>The Township of Russell wishes to stimulate and diversify its economy by attracting new businesses to be established in the Township's Industrial Park, located near the 417 highway (Industrial Park).</p>	<p>Benefits of Project:</p> <ul style="list-style-type: none"> • Variety of employment opportunities, expanding Township's economy providing residents with stable long-term employment opportunities • Financial benefits to the town through increased revenues from water and wastewater rates and municipal taxes, sale of property in an industrial park, new jobs result in new housing. Increased revenues will allow town to reinvest in community <p>Water and wastewater servicing to the industrial park is also included in this plan. Major projects are as follows:</p> <ul style="list-style-type: none"> • Watermain from Eadie Road to Feedermain/Metering Station to Industrial Park • Servicing of Industrial Park by local sewage pumping station • Proposed land to be serviced into four parts <p>Estimated municipal financial impact: \$321,864,360, Potential annual taxes: \$2,612,966 by year 10 Total cost of Construction: \$17,603,635. Municipal share of financing \$4,303,669</p>



Document	Purpose	Key Takeaways & Economic Considerations
<p>Township of Russell Updated Growth Outlook and Employment Land Needs Analysis (2016)</p>	<p>This report provides the results of the updated growth outlook and employment land needs analysis for the Township of Russell. Recent growth and development is examined in the context of shifting local economic conditions and emerging economic development potential related to the Ottawa land market.</p>	<p>Ottawa has exhausted most land options for industrial development with easy access to Highway 417; now businesses will be turning to Russell industrial park as the first significant development area east of the Ottawa greenbelt on Highway 417</p> <p>While overall the township has sufficient amount of designated land to accommodate the employment land demand outlook to 2036, most of the anticipated demand or employment land is expected to be in the 417 Industrial Park where potential to accommodate growth is limited. There is a shortage to meet demand in this area by roughly 360 jobs. An additional 43 gross ha to the Industrial Park would be required to meet expected growth.</p> <p>Provincial policy requires land needs be assessed on a regional market area basis, and the township has sufficient overall supply of land to meet its forecast. Any addition of land must be undertaken on the basis of no overall addition to amount of designated supply. The Township has identified areas suitable for expansion of the Industrial Park and has also identified areas elsewhere that would be suitable to take out of developable supply.</p> <p>Based on historical trends, a total of about 1000 additional jobs will be added by 2036 in the 417 Industrial Park alone. The population will increase to 28,100, housing to 11,600 units, and total place of work employment will grow to 3,600 in Russell Township.</p>



Document	Purpose	Key Takeaways & Economic Considerations
<p>Township of Russell Parks & Recreation Master Plan (2015)</p>	<p>The Parks and Recreation Master Plan provides a comprehensive multi-year framework of short, medium, and longer-term priorities for the development of indoor and outdoor recreation opportunities, services and facilities in the township.</p>	<p>Communities surrounding Ottawa have all experienced relatively strong population growth over the past decade. It is within this context that Russell Township has an opportunity to establish itself as a service hub for growing communities to the east of Ottawa.</p> <p>Goals:</p> <ul style="list-style-type: none"> ▪ The development of infrastructure to enhance quality of life ▪ Facilities renewal and investment ▪ Promote health, wellness, and active living ▪ Make Russell Township a hub for recreation services in the Ontario Municipalities adjacent to Ottawa (OMATO) region ▪ Target children and youth through recreation ▪ Support, promote and partner for access to facilities and programs for older residents ▪ Develop parks, trails, and open space that maximizes access to active and passive outdoor recreation feels <p>A recommendation of a multi-pad arena was put forward with additional facilities such as a workout gym, gymnastics, turf field, and as a top request of citizens a year-round indoor pool</p>



Document	Purpose	Key Takeaways & Economic Considerations
<p>Township of Russell Transportation Master Plan Update (2016)</p>	<p>The purpose of the Transportation Master Plan Update (TMP Update) is to update the findings of the 2005 Master Plan to account for continued growth within the Township of Russell and to identify transportation improvements required to accommodate this growth to the 2031 future.</p>	<p>Transportation forecasts identified an anticipated deficiency in the north-south transportation network capacity by the 2031 horizon.</p> <p>Transportation needs of the Township of Russell to 2031:</p> <ul style="list-style-type: none"> ▪ Capacity to accommodate north-south travel demands toward Highway 417 ▪ Trail plan within Township provides ultimate goal for establishing cycling network ▪ Construction of Ottawa LRT service will necessitate coordination with OC Transpo <p>North-South is a predominant direction of travel within the Township as commuters are destined to larger urban centres via Highway 417. Suggestion of widening St. Guillaume Road to 4 lanes from south of Enterprise Street to Highway 417 westbound ramps.</p>
<p>Township of Russell Water and Wastewater Master Plan Update</p>	<p>The Master Plan outlines a framework for future works and infrastructure requirements over the study's planning horizon of 2016 to 2031. It also provides the context for the implementation of projects which are identified as required for future servicing.</p>	<p>The Master Plan update is based on the following objectives:</p> <ul style="list-style-type: none"> • Provide reliable water and wastewater services to accommodate the projected residential, commercial, institutional and industrial development in the communities of Russell, Embrun, and Marionville • Provide water and wastewater servicing to Highway 417 Industrial Park • Define the Township's water and wastewater systems infrastructure requirements for the Study Area to the year of 2031 <p>Based on projected 2031 serviced population, it is expected that the current agreed upon maximum supply capacity from Ottawa would be sufficient to service the forecasted growth. In addition, pumping capabilities are sufficient to support growth.</p> <p>One key objective of the plan is to determine a preferred approach to providing water and wastewater to Highway 417 Industrial Park. The decision on how to do this was based on minimizing impacts to the following criteria: Natural, cultural, social, and agricultural features.</p>



Document	Purpose	Key Takeaways & Economic Considerations
Township of Russell Zoning By-law (2017)	The zoning by-law provides controls for the use and type of development of all properties within Russell Township.	Provides specific information with regards to: <ul style="list-style-type: none"> • How parcels of land may be used • Where buildings and other structures can be located on a property • The types of buildings that are permitted • Minimum lot sizes and dimensions, parking requirements, building heights and minimum setback By-law outlines 7 main zones: Residential, Community, Commercial, Business Park & Industrial, Agricultural, Aggregate, and Other
Under construction or building permit review	List of sites that are under construction or under building permit review	18 properties under construction at the time with 2 in the planning stages This gives a good indication of the amount of development and growth that is going on in the Township at a given time
Township of Russell Development Charges By-Law (2016)	Outlines the by-law of imposing development charges against land to pay for increased capital costs required due to increased needs for services arising from development.	With increased development, especially in the Industrial Park that is currently not serviced by municipal water, development charges were put in place to assist in financing increased capital costs associated with servicing newly developed areas. <ul style="list-style-type: none"> • According to the by-law, development charges shall be imposed against all lands, buildings or structures within the given area. The only categories of development that are exempt from paying are: government buildings, agricultural uses, and temporary building structures.

Economic Base Analysis

This section references data drawn from the 2011 National Household Survey, 2016 Census Profile and 2006 Community Profile. This section will be updated through 2017 as components of the 2016 Census Profile are released.

Population and Population Growth

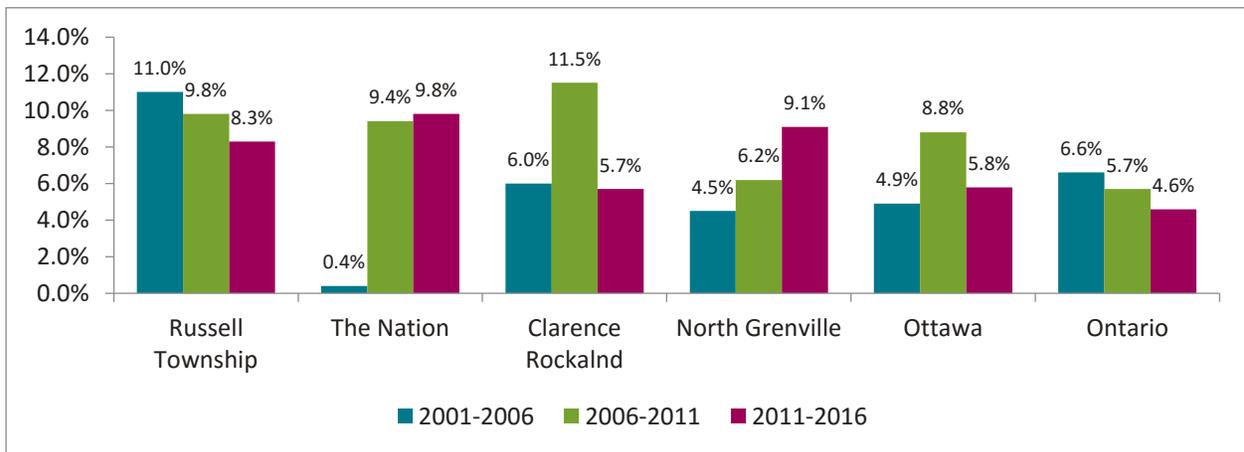
In Russell Township there was population growth from 2011 to 2016 of 8.3%. This is a substantial



growth in a five-year span. For comparison, Ontario experienced a growth of 4.3%. In absolute numbers, the population growth in Russell Township from 2011 to 2016 by 1,273 people to 16,520 people. Cumulatively, between 2001 and 2016, Russell Township grew 33%, from 12,412 to 16,520; outpacing any other comparator in Eastern Ontario.

Figure 9 illustrates the population growth in Russell Township and Ontario over the past 15 years. The graph shows that population growth in Russell Township has outpaced the province, Ottawa, and other neighbouring communities in almost every 5-year interval; however, in recent years the growth rate in Russell Township has slowed.

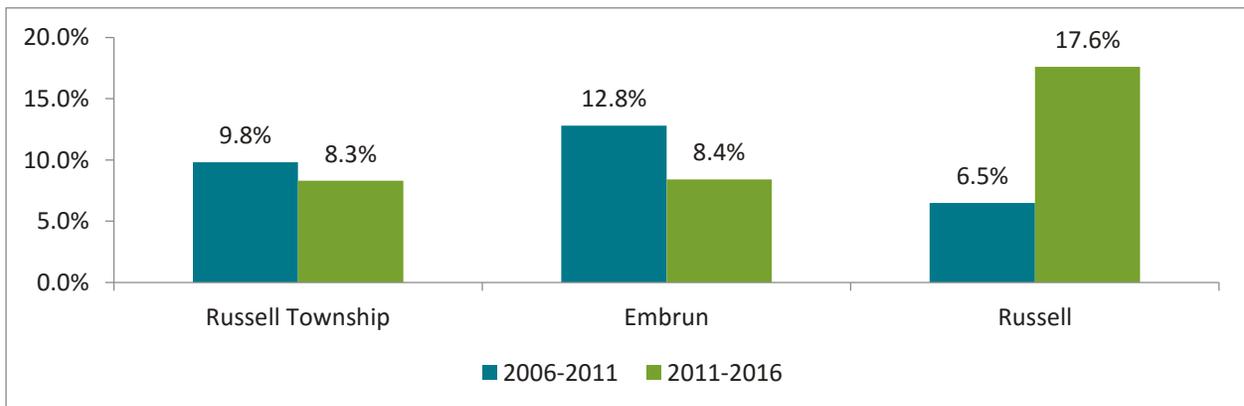
Figure 9: Population Growth 2001 to 2016



Source: Statistics Canada. 2016 census profile, 2011 National Household Survey, 2006 Census Profile.

The graph in Figure 10 illustrates the population growth in the villages within Russell Township. It is evident that in recent years, the majority of the growth in Russell Township has come from Russell as opposed to Embrun. With recent new developments coming online in Embrun, it is likely that further balancing of new population growth will happen.

Figure 10: Population Growth Russell Township, Embrun, and Russell 2001 to 2016



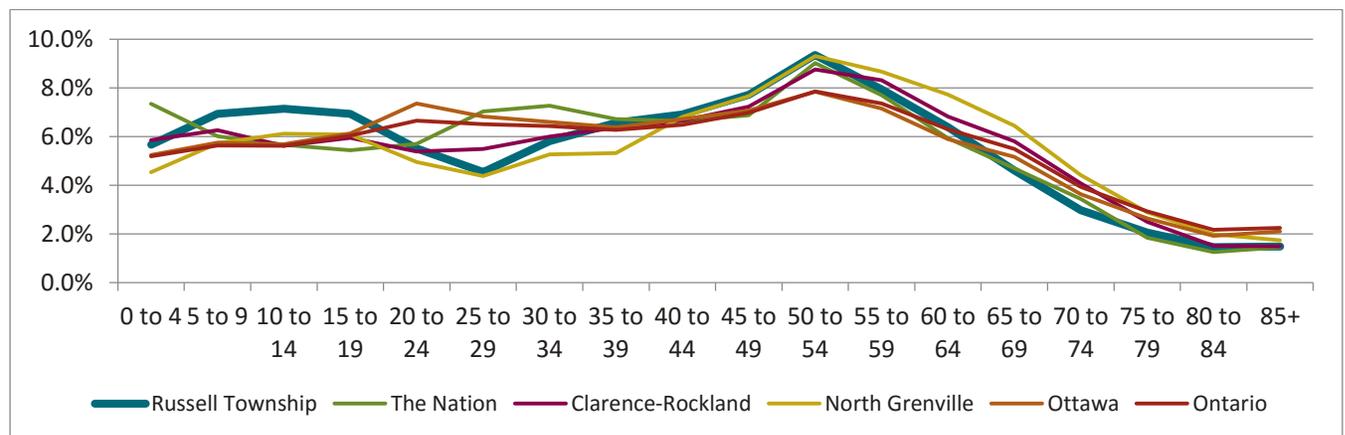
Source: Statistics Canada. 2016 census profile, 2011 National Household Survey, 2006 Census Profile.



Figure 11 represents the age distribution in Russell Township and other comparator locations. When comparing to other locations, Russell Township has a distinct spike in ages between 5-19, and a distinct dip between the ages of 20-34. The 35 or older age distribution trend stays relatively in tandem with the other comparator areas. The spike in ages of 5-19 indicates that within the last few years there was a noticeable increase in births in the region, this is also evidenced in part by the overall growth in the population. Several factors can explain the dip in ages between 20 and 34; such as residents leaving to attend higher education or to pursue job opportunities outside of the community. However, there is a large cluster of the population at the age of 35 years or older ages, which indicates residents moving back, or an increase in migration of people aged 35 or older.

Given the noticeable dip in ages of 20 to 34, youth retention should be a focus in Russell Township in order to retain population. There may be a possibility to offset young adult losses by encouraging local high skill employment opportunity development.

Figure 11: Population by Age Distribution, 2016

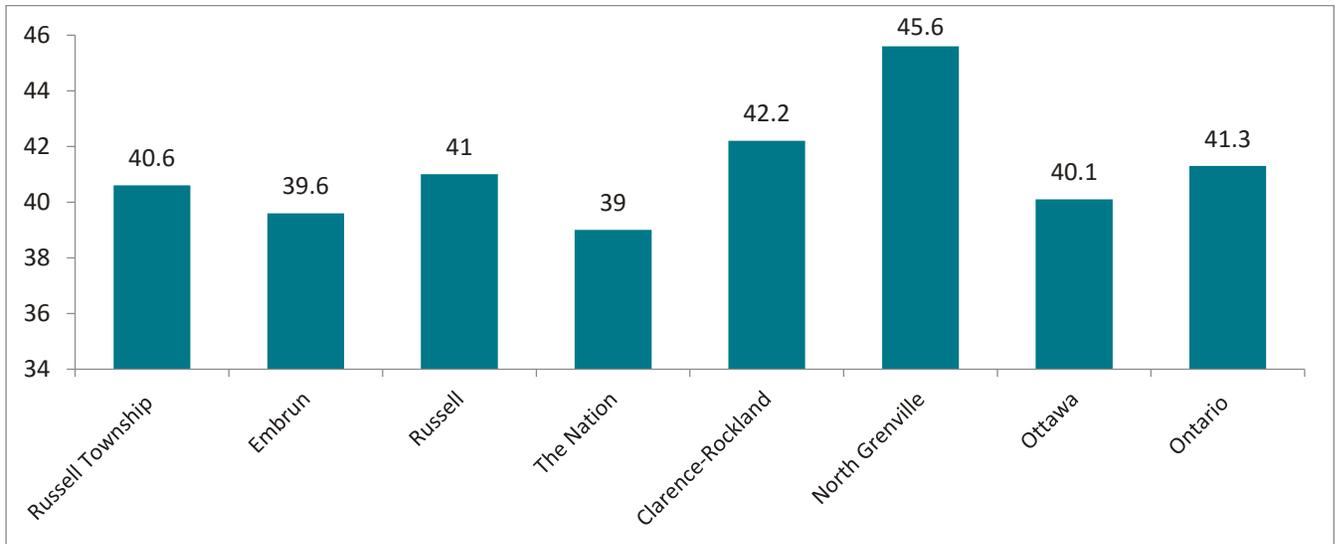


Source: Statistics Canada. 2016 Census Profile.

The graph below (Figure 12) shows that the median age across all comparators ranges between 39 and 45.6. Russell Township is on the younger spectrum with a median age of 40.6, slightly older than Ottawa’s median age, but younger than Ontario. In 2006, Russell Township’s median age was 37.1, indicating the population is getting older.



Figure 12: Median Age, 2016

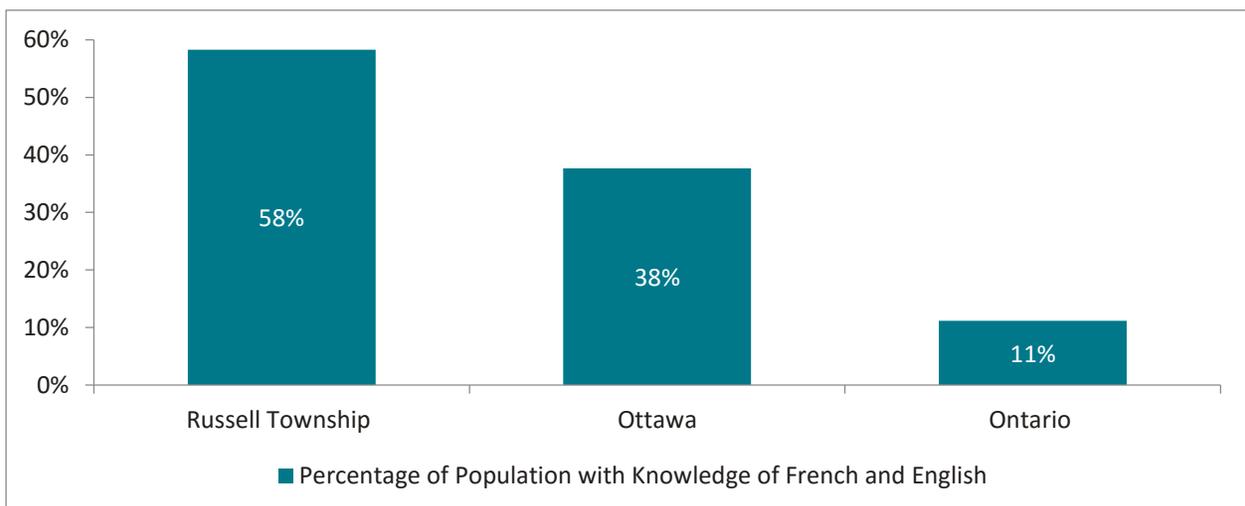


Source: Statistics Canada. 2016 Census Profile.

Important to the population in Russell Township is the knowledge of both official languages; English and French. The bilingualism in the township is an asset that can help with business attraction and job hiring. From the

Figure 12: Median Age, 2016 figure, it is evident that Russell Township has an advantage in bilingualism when compared to Ottawa, and Ontario, with nearly 60% of the population having knowledge of French and English. This asset allows a level of competitiveness that many other Ontario communities lack; particularly, those which are more westerly located than Ottawa. In combination with Russell Township's proximity to Ottawa, language could be a useful tool for investment attraction from Europe or Quebec.

Figure 13: Percentage of Population with Knowledge of French and English, 2016



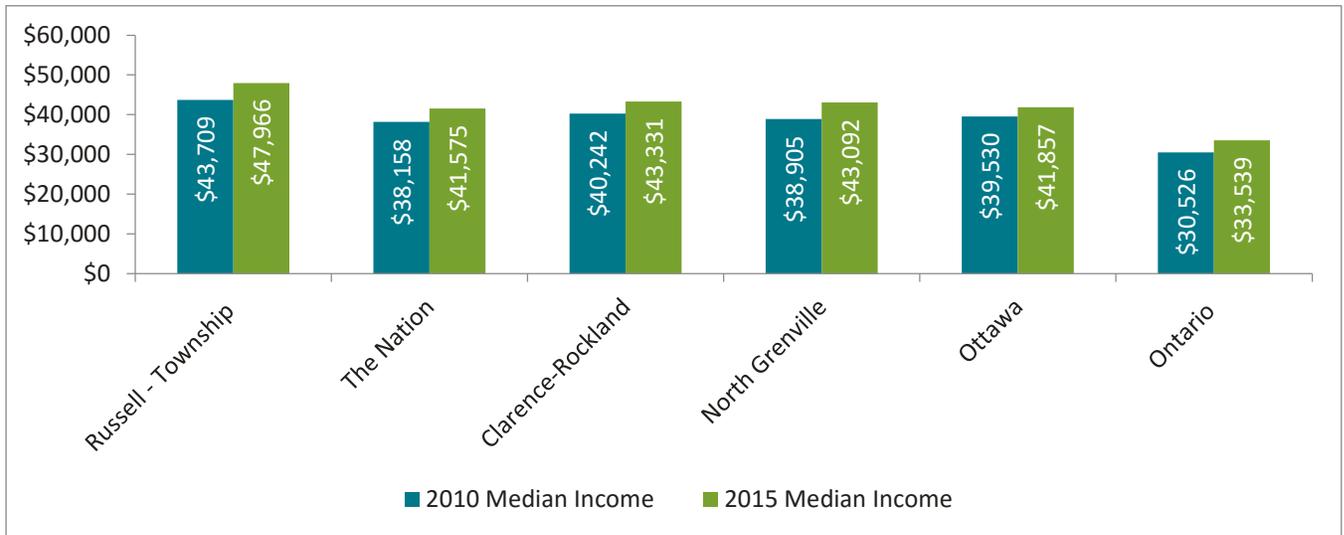
Source: Statistics Canada. 2016 Census Profile.



Individual and Household Incomes

The median individual income in Russell Township was higher in both 2010 and 2015 tax years than all other comparator regions. This is an indication of the quality of life in Russell Township, and the potential of disposable income, in combination with lower than average housing costs. Income is also an indication of the type of jobs available within the township or commutable distance. In fact, the result is associated with the large commuter population that is going to Ottawa.

Figure 14: Media Individual Income, 2010 & 2015 tax year



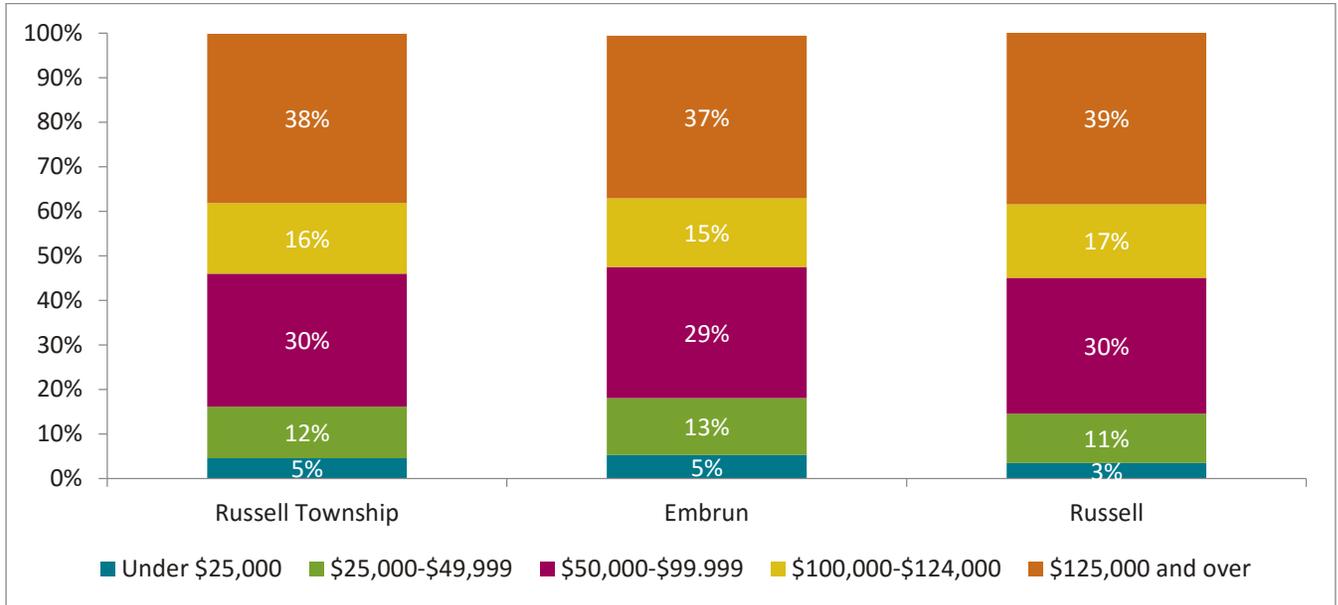
Source: Statistics Canada. 2011 National Household Survey, 2016 Community Profile.

The graphs two graphs

Figure 15: Household Income Distribution, Russell Township, Embrun and Russell, 2015 show the household income distribution in Russell Township's villages of Russell and Embrun and also in comparison to other communities. Again, Russell Township has a higher percentage of households earning higher incomes. In Russell Township, 53.9% of households earn over \$100,000. By contrast, for all of Ontario only 34.9% of households earn over \$100,000. The largest earning bracket for all areas is between \$50,000 to \$99,999. When looking at Russell Township specifically, there is a higher household earning on average in Russell, and slightly less in Embrun.



Figure 15: Household Income Distribution, Russell Township, Embrun and Russell, 2015 tax year



Source: Statistics Canada. 2016 Census Profile.

Figure 16: Household Income Distribution, 2015 tax year

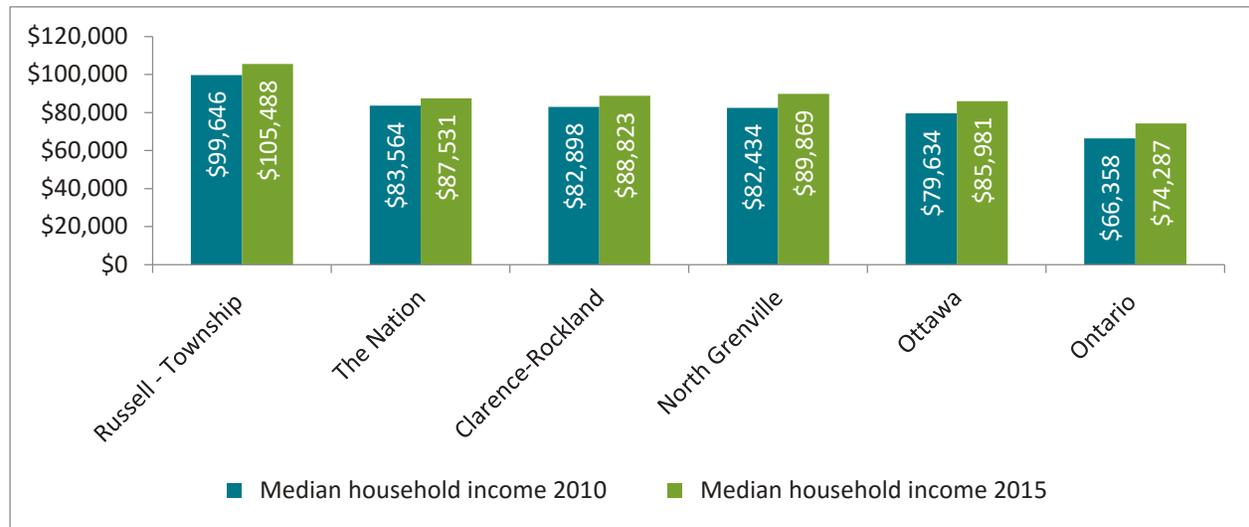


Source: Statistics Canada. 2016 Census Profile.



As shown in Figure 17, median household income in Russell Township is higher than all other comparator regions. In 2015, the median income was \$105,488. Median household income in 2015 in Ontario was \$74,287. Despite this advantage, the growth rate from 2010 to 2015 was stronger for Ontario than in Russell Township, at 12% compared to 6% for Russell Township

Figure 17: Median Household Income, 2010 & 2015



Source: Statistics Canada. 2016 Census Profile. National Household Survey 2011..

Dwelling Values and Characteristics

Russell Township's average value of dwelling is lower than Ottawa, Ontario, and North Grenville, but higher than The Nation and Clarence-Rockland. Housing value growth rate for all comparator regions is as follows:

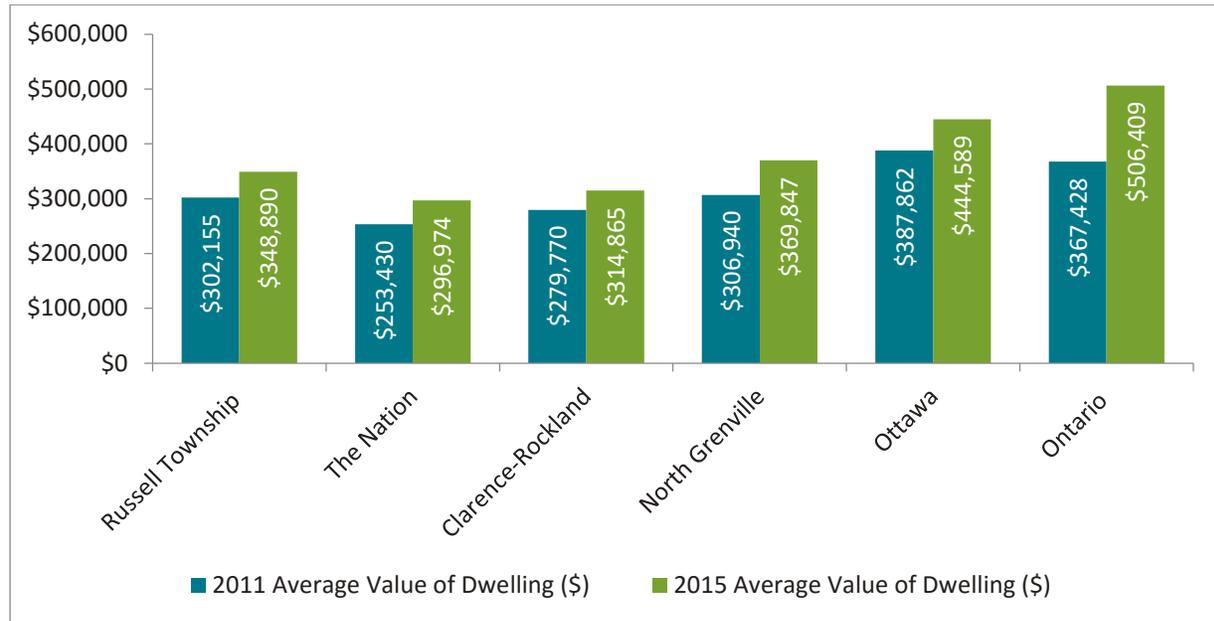
- Russell Township: 22.1%
- The Nation: 17.8%
- Clarence-Rockland: 28.3%
- North Grenville: 30%
- Ottawa: 30.3%
- Ontario: 23.5%

As evident from above, Ottawa experienced the greatest percentage of dwelling value growth from 2005 to 2011, followed by North Grenville. It is interesting to note that while income is higher on average in Russell Township than other comparator regions, of housing costs are not the highest. That translates to a strong disposable income than in places such as Ottawa or North Grenville. On the other hand, for a rural community, the effect of the commuter population is clear. Moreover, as time goes on, the township's competitiveness may decline if prices continue to grow. While high dwelling values do represent strong quality of life, they also impact the attraction of future talent and labour if costs are not competitive enough. In both 2011 and 2016, Russell Township's average dwelling value was below Ottawa and Ontario but remained slightly above The Nation and Clarence Rockland. Lower housing costs



in neighbouring communities could pose a threat to Russell Township in attracting newcomers, as they may lose out to lower housing costs.

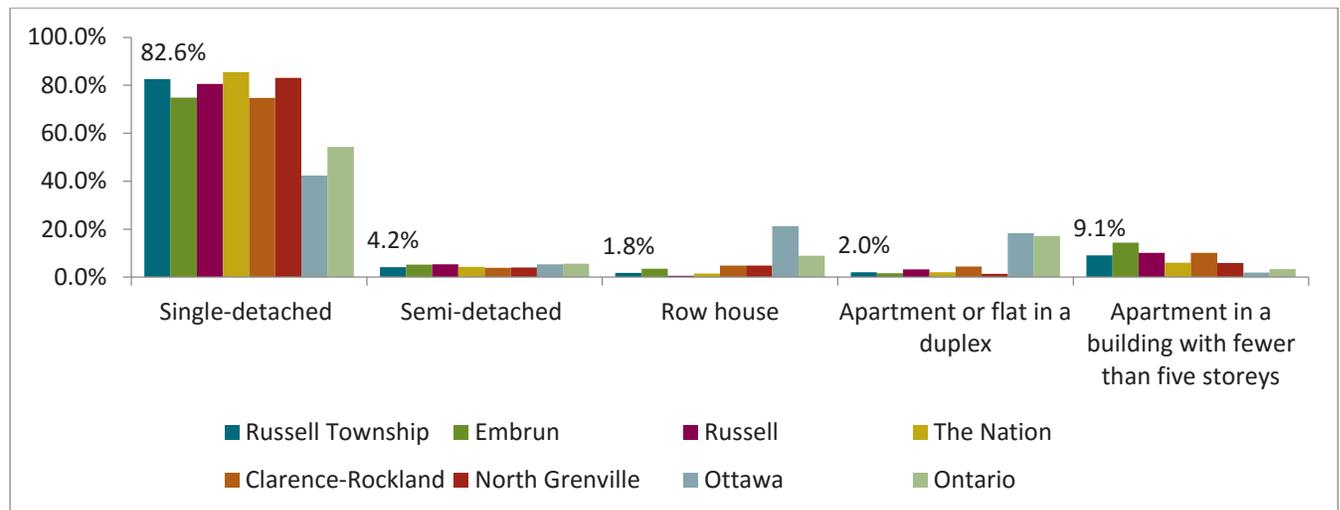
Figure 18: Average Value of Dwellings, 2011 & 2016



Source: Statistics Canada. 2011 National Household Survey, 2016 Census Profile.

Figure 19 highlights the types of dwellings that are most prominent in the community. The majority of Russell Township’s dwellings are sing-detached homes (82.6%) with second most common dwelling being semi-detaches (4.2%). In 2016, 84.9% of households were owned in Russell Township. In Ontario, 69.7% of households were owned.

Figure 19: Types of Dwellings



Source: Statistics Canada. 2016 Census Profile.



Labour Force Assessment

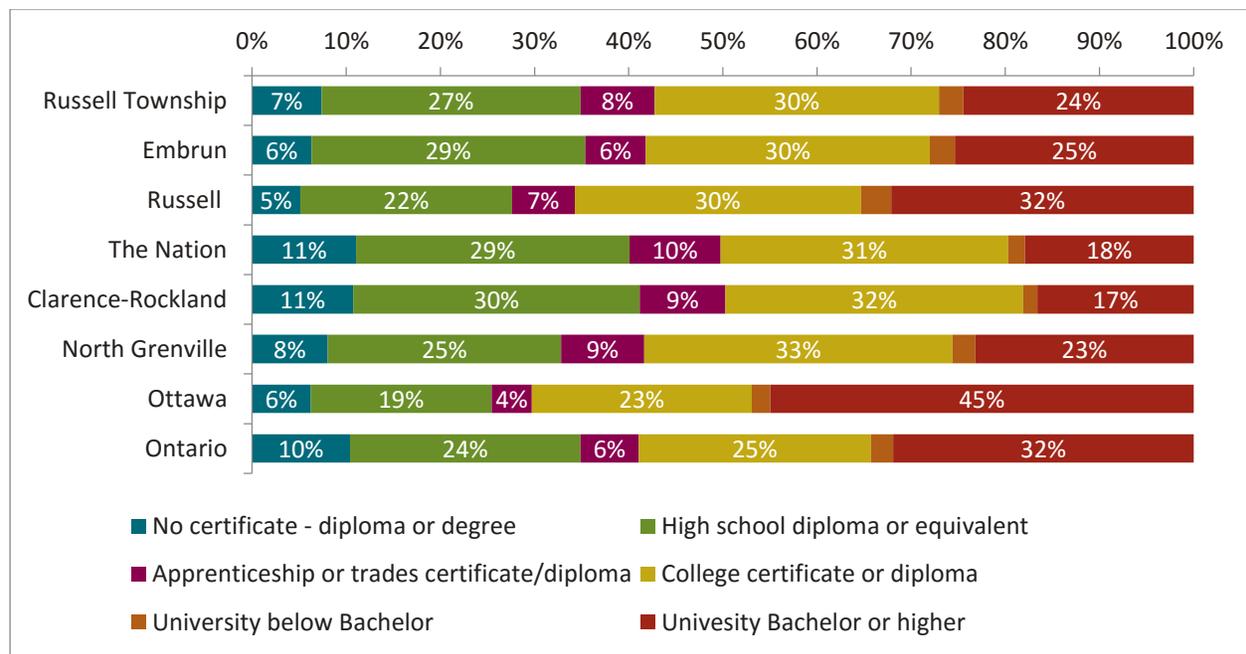
The following section has been updated with the current 2016 Census Profile.

Educational Profile

An educational profile is an important socioeconomic indicator as it reveals a community’s ability to staff new and existing businesses. For the purposes of this profile, the total population aged 25 to 64 years old was examined in relation to the highest certificate, diploma or degree they have obtained.

The population of Russell Township is predominantly divided between segments that have a high school diploma (27%) and those with a college certificate or diploma (30%). A smaller proportion of Russell Township’s residents have university degrees than North Grenville, Ottawa, and the provincial average.

Figure 20: Population Aged 25 to 64 Years Old by Educational Attainment, 2016



Source: Statistics Canada. 2016 Census Profile.

Education by major field of study for those having received higher education is as follows:

- Architecture; Engineering; and related technologies: 20%
- Business; Management and Public Administration: 19%
- Health and related fields: 14%
- Social and Behavioural Sciences and Law: 13%
- Education: 8%
- Mathematics; Computer and Information Sciences: 7%
- Personal; Protective and Transportation Services: 8%



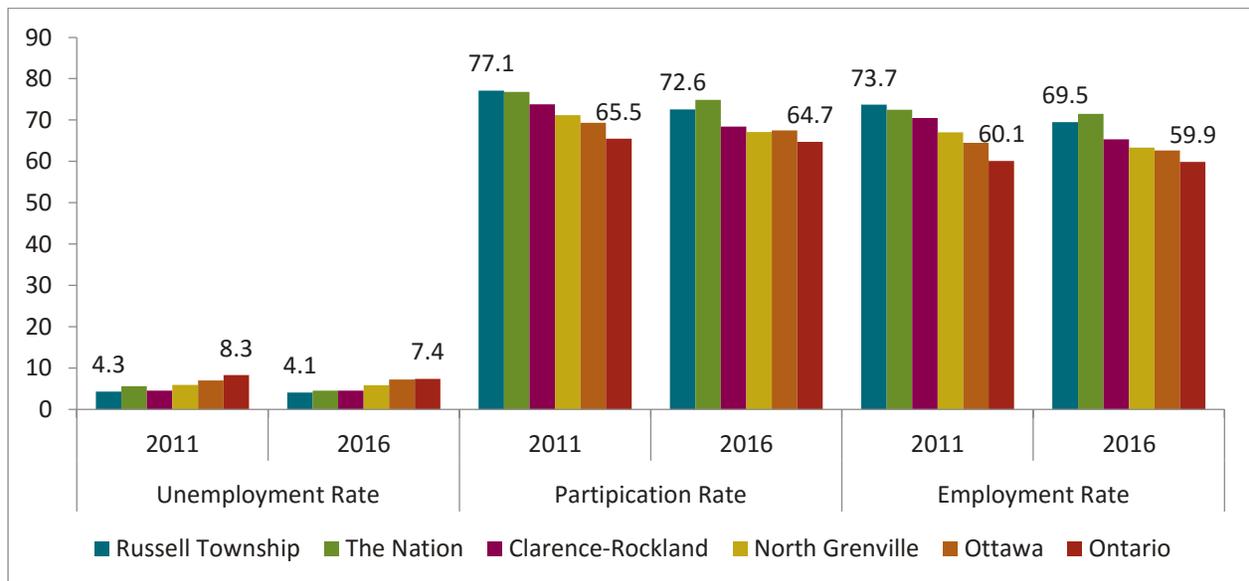
- Visual and Performing Arts; and Communications Technology: 3%
- Humanities: 4%
- Physical and Life Sciences and Technology: 3%
- Agriculture; Natural Resources and Conservation: 2%

Annual Unemployment and Participation Rate

From 2011 to 2016 the Unemployment Rate in Russell Township decreased by 0.2%. The Unemployment Rate in Russell Township was lower than all other comparators, including Ottawa and Ontario. The Participation Rate in Russell Township decreased from 2006 to 2011, indicating that a smaller percentage of the population joined the labour force. This decrease participation rate could also contribute to the decrease in the unemployment rate. The participation rate decrease, which was -4.5% from 2011 to 2016, was less than the employment rate decrease (-4.2).

Russell Township in 2011 had the highest participation rate compared to all other communities examined. The Nation, in 2011, had the next highest participation rate at 76.8%.

Figure 21: Unemployment, Employment, & Participation Rate, 2011 & 2016 (in Percentages)



Source: Statistics Canada. 2011 National Household Survey, 2016 Census Profile.

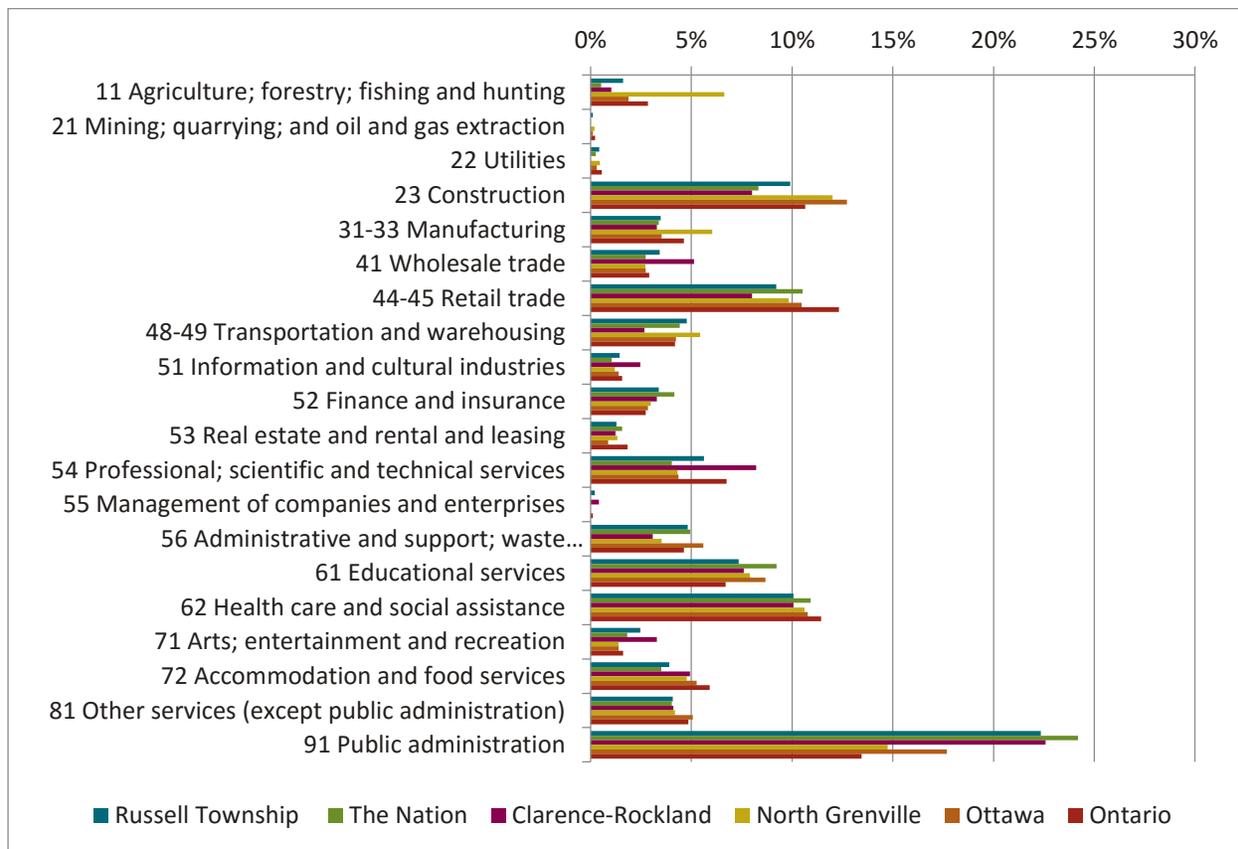
Labour Force by Industry Sector

Labour force by industry sector for all comparator geographies were examined to determine how Russell Township’s labour force composition compared to The Nation, Clarence-Rockland, North Grenville, and Ontario. The figure below highlights the top leading industry sectors of employment in 2016 for Russell Township, they were:



- Public Administration (22%)
- Health care and social assistance (10%)
- Construction (10%)
- Retail (9%)
- Education services

Figure 22: Total Labour Force Population Aged 15 years and Over by Industry, 2016



Source: Statistics Canada. 2016 Census Profile

Public administration jobs outweighed almost all comparators except The Nation and Clarence-Rockland. One thing to keep in mind when reviewing the above data is that information is pooled based on people’s place of residence, which does not necessarily mean they all work in Russell Township. This means that individuals who live in Russell Township but commute to Ottawa, for example, would also contribute to the statistics.

Labour Force by Occupational Classification

Examining Russell Township’s total labour force by occupational classification provides further insight into the composition and skill sets of its local labour force. Figure 23 illustrates the occupational

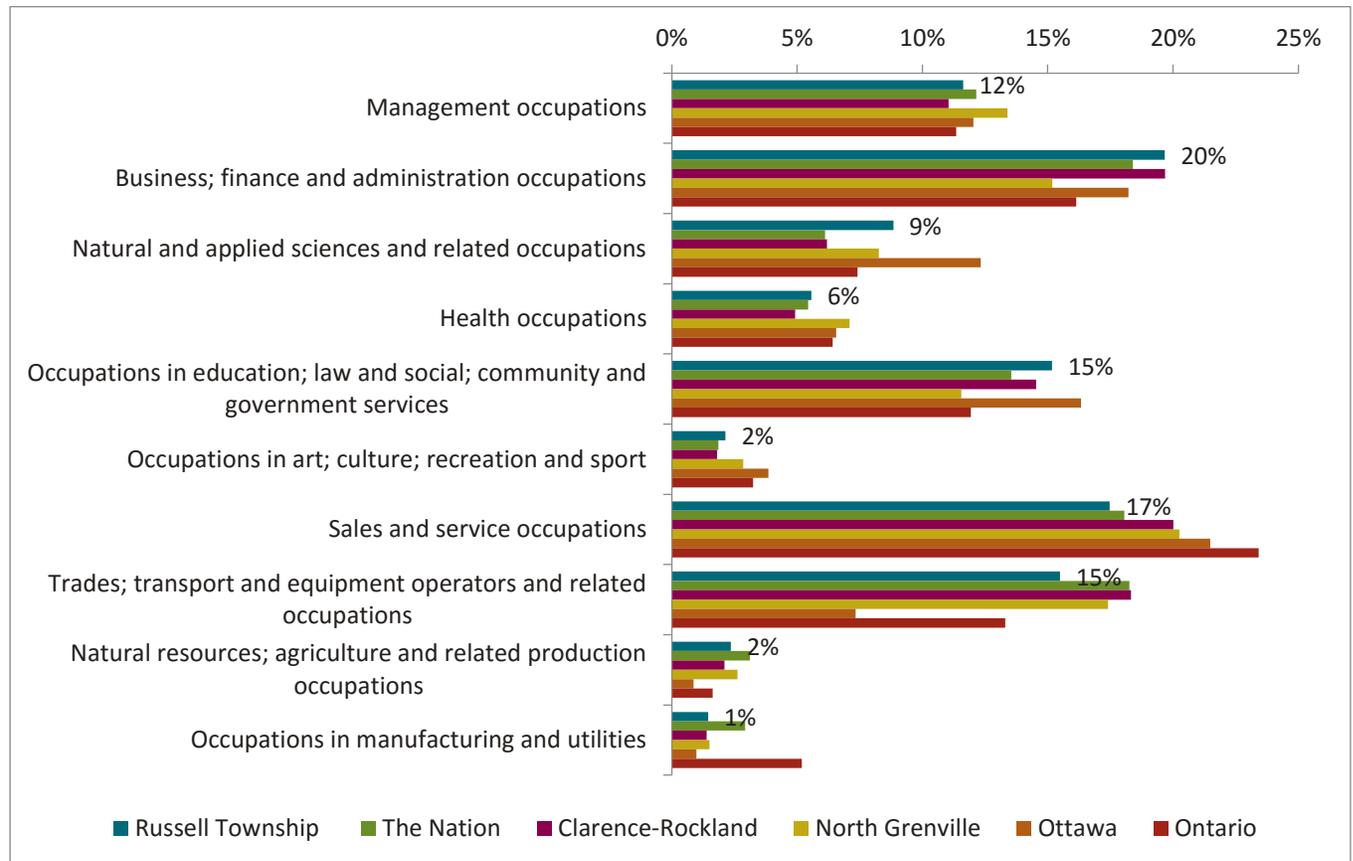


composition in Russell Township. The top three occupational categories in Russell Township were as follows:

- Business, finance and administration occupations (20%)
- Sales and Services Occupations (17%)
- Trades; transport and equipment operators and related occupations (15%)

On a percentage of total occupations within the township, Russell Township outranked all other comparators (but was the same as Clarence-Rockland) in the category of Business; finance and administration occupations. In comparison to other geographies, Russell ranked among the lowest in occupations in manufacturing, and utilities. In fact, in 2016, only 135 people in Russell Township worked in Occupations in manufacturing and utilities. Given that there is interest in growing this sector's footprint, the existing benchmark is notably low.

Figure 23: Labour Force by Occupational Classification



Source: Statistics Canada, 2016 Census Profile.

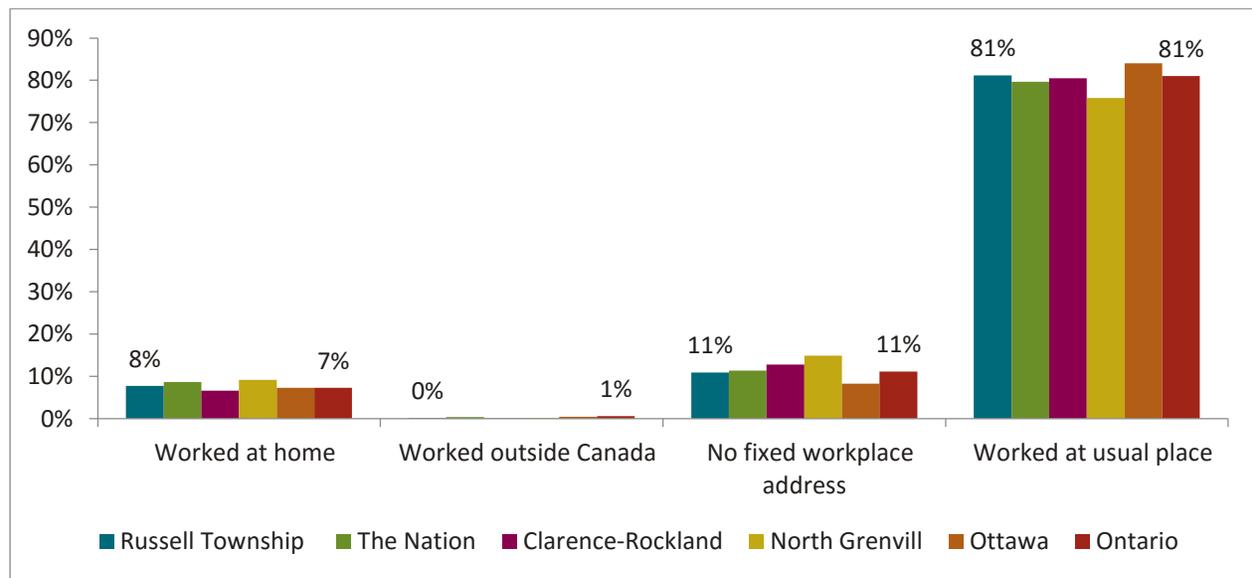
Place of Work Status

Russell Township falls in the mid-range for most of the categories regarding place of work status. Looking at the place of work status can give some indication of the nature of the jobs within the township. For example, if there was a high percentage of 'worked at home' this might indicate that



there is a high percentage of people with home-based businesses. In addition, ‘worked at usual place’ would indicate a traditional office type, or given location of employment. Russell Township has a lower percentage of ‘No fixed workplace address’ than its neighbours, which could indicate that there is a low percentage of site-specific work or having the freedom for mobility in their work. Sectors such as construction, which employ many people from Russell Township are examples of no fixed workplace address. On the whole, Russell Township’s place of work status is nearly identical to the provincial distribution, indicating the variation in ‘no fixed workplace address’ is likely a regional phenomenon.

Figure 24: Total Employed Population Aged 15 Years and Over by Place of Work Status, 2016



Source: Statistics Canada.2016 Census Profile.

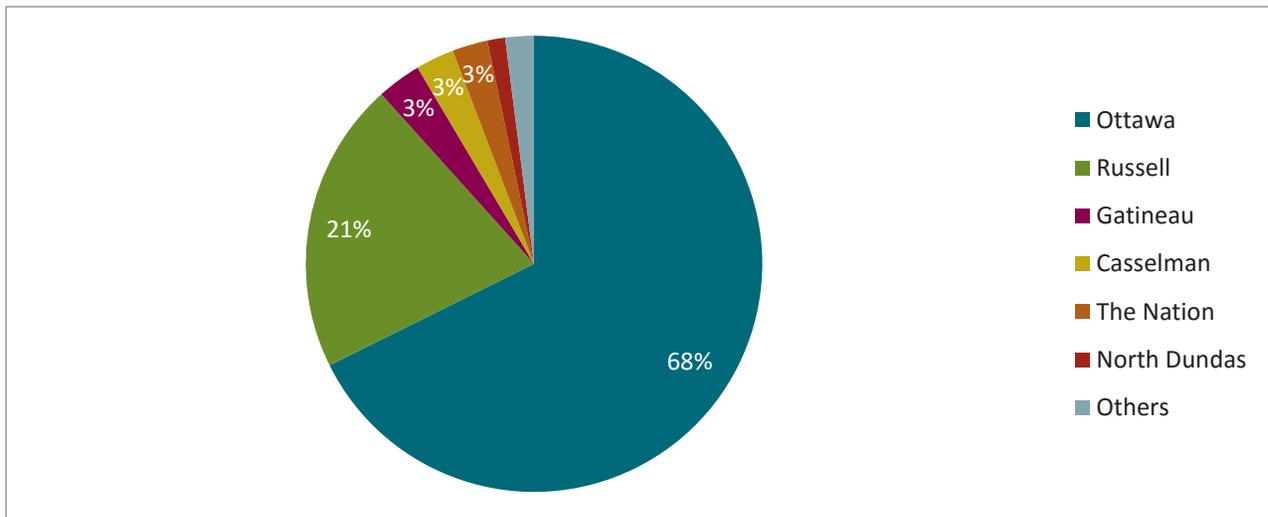
Commuting Patterns

The following two figures display the commuting patterns for workers that reside in Russell Township, and for individuals that work within Russell Township.

Figure 25 highlights top locations where Russell Township residents commute for work. Over half (68%) of those that live in Russell Township commute to Ottawa, while only 21% who live in Russell Township remain in town for work. The third most commuted to location for Russell Township residents is Gatineau (3%), which is likely because of the presence of many Federal offices on the Quebec side of the National Capital Region.



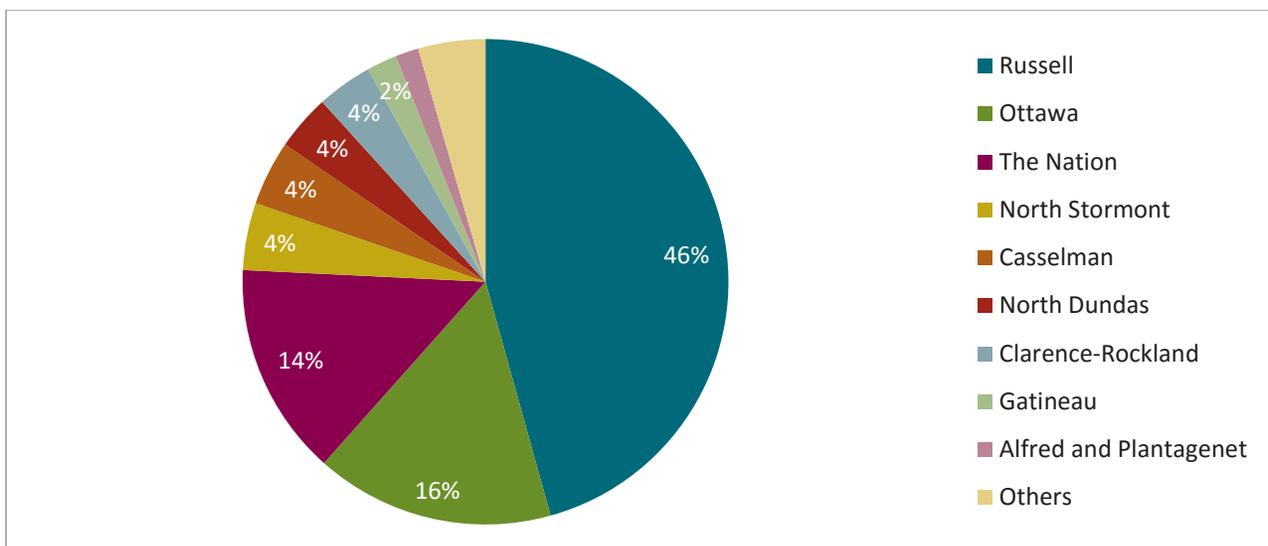
Figure 25: Total Leaving Russell Township for Work, 2016



Source: Statistics Canada. 2016 Census Profile.

Figure 26 indicates where individuals commute from who fill working positions within Russell Township. 46% of the positions in Russell are filled by local residents. The next most commuted from location is Ottawa at 16%, followed by The Nation with 14%.

Figure 26: Total Commuting To Russell for Work, 2016



Source: Statistics Canada. 2016 Census Profile.



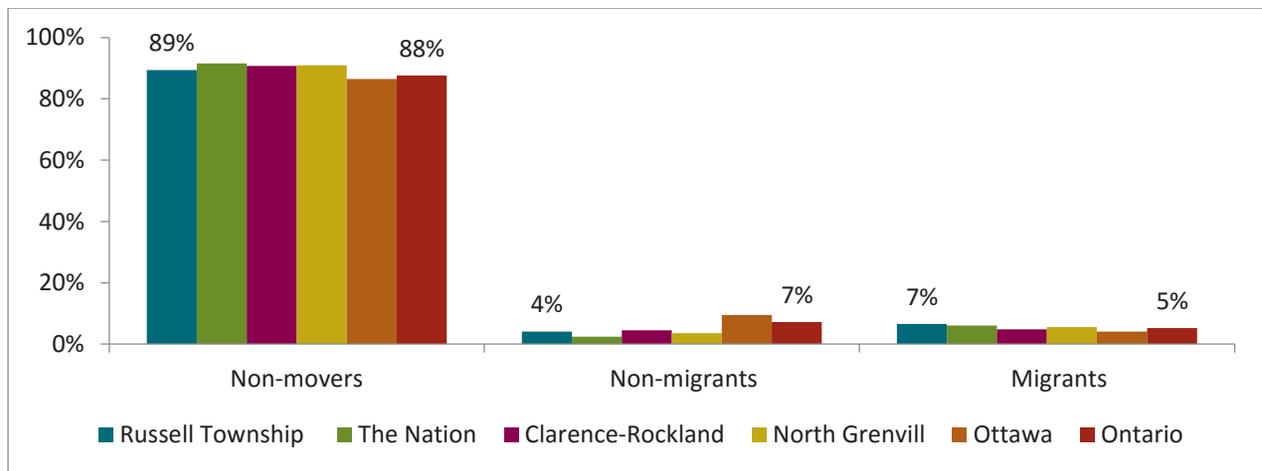
With a large portion of Russell residents leaving Russell for work, and just under half of jobs available in Russell being filled by outside residents, there is an opportunity to encourage residents to work within Russell Township. An emphasis where skills are available could be placed on encouraging the hiring of local residents. This would also help to keep more earnings and spending stay in Russell Township.

Mobility Status

The mobility status of residents was examined to determine the level of new residents that Russell Township was able to attract in comparison to other geographical locations. The figure below shows the proportion of non-movers (those who have not moved since the last census), non-migrants (those who have moved but remained in the same municipality since the last census), and migrants (those who have moved to a different municipality within Canada since the last census).

In 2016, 89% of Russell Township residents were non-movers. This is fairly in line with the other comparator regions. Russell Township ranked mid range among non-migrants; however, all regions were fairly similar in mobility status.

Figure 27: Mobility Status for Residents, 2016



Source: Statistics Canada. 2016, National Household Survey.

Business Patterns Assessment

Statistics Canada’s Canadian Business Patterns Data provides a record of business establishments by industry sector and size. This data is collected from the Canadian Revenue Agency (CRA). The business data collected for Russell Township includes all local businesses that meet at least one of the three following criteria:

- Have an employee workforce for which they submit payroll remittances to CRA; or
- Have a minimum of \$30,000 in annual sales revenue; or



- Are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years

The Canadian Business Patterns Data records business counts by “Total”, “Without Employees” and “With Employees” categories. The establishments in the “Without Employees” category include the self-employed (i.e. those who do not maintain an employee payroll, but may have a workforce consisting of contracted workers, family members or business owners). It should be noted that the Canadian Business Patterns Data uses the CRA as a primary resource in establishment counts; therefore, businesses without a business number or indicating annual sales less than \$30,000 are not included. The population of these small, unincorporated businesses is thought to be in the range of 600,000 in all of Canada. Also of note is that CBP data collection and presentation methods changed in 2014, limiting the ability to compare CBP results to data collection periods prior to that year.

Key Business Characteristics

A detailed review of the business patterns data provides an understanding of the growth or decline of businesses over time, and the key characteristics that define the municipality’s business community. When combined with the broader industry analysis, the business patterns information will assist in understanding the key industry opportunities for Russell Township. Understanding the trends in business growth in the community provides valuable insight into the direction that future growth and investment within Russell Township might take. It also provides an indication of where the priorities of the municipality should lie, especially with regards to program development and delivery and strategic planning.

As of December 2016, Russell Township had 1,392 business enterprises, of which 959 were businesses without employees (although they could employ contract labour or family members in lieu of employees), and 433 were businesses with employees. Only two enterprises employed more than 100 employees, with nine employing between 50 and 99 people.

In terms of composition, the following industry sectors identified in Figure 28 below exhibit the highest proportion of business establishments in Russell Township as of 2016:

- Construction (235 businesses)
- Real estate and rental and leasing (186 businesses)
- Professional, scientific and technical services (169 businesses)
- Agriculture, forestry, fishing and hunting (130 businesses)

Close to two-thirds of business establishments in Russell Township do not have any employees (and/or those who do not maintain an employee payroll but may have a workforce consisting of contracted workers, family members or business owners).

It is also important to note the prevalence of small size companies in Russell Township. Medium and large firms are believed to provide different economic functions within an economic region. Small firms are seen as the major source of new products and ideas, while large firms typically develop as products become more homogenous and firms begin to exploit economies of scale. The lack of large business establishments in Russell Township is worth monitoring as these firms are typically more export-oriented and generate higher operating surpluses. However, this will likely change in coming years with the development of 417 Industrial Park.



Figure 28: Business Establishments within Russell Township by Industry Sector and Size, 2016

Industry (NAICS)	Total	Without Employees	With Employees	1-4	5-9	10-19	20-49	50-99	100+
11 - Agriculture, forestry, fishing and hunting	130	100	30	24	1	2	3	0	0
21 - Mining and oil and gas extraction	0	0	0	0	0	0	0	0	0
22 - Utilities	3	2	1	1	0	0	0	0	0
23 - Construction	235	135	100	65	16	10	6	3	0
31-33 - Manufacturing	22	12	10	6	4	0	0	0	0
41 - Wholesale trade	28	14	14	10	2	1	1	0	0
44-45 - Retail trade	87	41	46	11	10	15	7	2	1
48-49 - Transportation and warehousing	29	17	12	7	2	3	0	0	0
51 - Information and cultural industries	10	10	0	0	0	0	0	0	0
52 - Finance and insurance	62	47	15	7	4	1	2	1	0
53 - Real estate and rental and leasing	186	170	16	9	5	2	0	0	0
54 - Professional, scientific and technical services	169	117	52	41	7	4	0	0	0
55 - Management of companies and enterprises	6	5	1	0	1	0	0	0	0
56 - Administrative and support, waste management and remediation services	51	38	13	5	3	3	2	0	0
61 - Educational services	14	12	2	0	1	0	1	0	0
62 - Health care and social assistance	98	65	33	13	7	10	1	2	0
71 - Arts, entertainment and recreation	14	10	4	3	0	1	0	0	0
72 - Accommodation and food services	28	6	22	5	5	4	7	1	0
81 - Other services (except public administration)	100	66	34	22	8	3	1	0	0
91 - Public administration	2	0	2	1	0	0	0	0	1
Total	1,392	959	433	252	78	60	32	9	2

Source: Statistics Canada. Canadian Business Patterns, December 2016.

It is also valuable to examine the growth in businesses by industry sector, to better understand the areas of emerging opportunity within Russell Township's local economy. Figure 29 indicates the growth in business establishments in Russell Township from 2014 to 2016.

The industry sectors that have experienced the highest rates of percentage growth between 2014 and 2016 include:

- Utilities (50%)
- Transportation and Warehousing (32%)
- Finance and Insurance (19%)



Industry sectors that have experienced the highest growth in absolute total values are as follows:

- Construction (7 new businesses)
- Transportation and warehousing (7 new businesses)
- Other services – except public administration (7 new businesses)

Industry sectors that have experienced the greatest negative growth between 2014 and 2016 are as follows:

- Mining and oil and gas extraction (-100%, from 1 business to 0)
- Management of companies and enterprises (-63%, from 16 businesses to 6)
- Information and cultural industries (-23%, from 13 businesses to 10)
- Arts, entertainment and recreation (-18%, from 17 businesses to 14)

Declines in information and cultural industries and in arts, entertainment and recreation represent potential changes to the creative economy (computer programming, graphic design, etc.) and tourism sector, warranting careful monitoring.



Figure 29: Business Establishments within Russell Township, by Industry Sector and Size, 2014 to 2016

Industry (NAICS)	2014			2016			Absolute Change 2014-2016, Total	% Change 2014-2016, Total
	Total	Without Employees	With Employees	Total	Without Employees	With Employees		
11 - Agriculture, forestry, fishing and hunting	145	118	27	130	100	30	-15	-10%
21 - Mining and oil and gas extraction	1	1	0	0	0	0	-1	-100%
22 - Utilities	2	1	1	3	2	1	1	50%
23 - Construction	228	134	94	235	135	100	7	3%
31-33 - Manufacturing	20	13	7	22	12	10	2	10%
41 - Wholesale trade	31	18	13	28	14	14	-3	-10%
44-45 - Retail trade	86	37	49	87	41	46	1	1%
48-49 - Transportation and warehousing	22	11	11	29	17	12	7	32%
51 - Information and cultural industries	13	13	0	10	10	0	-3	-23%
52 - Finance and insurance	52	39	13	62	47	15	10	19%
53 - Real estate and rental and leasing	187	174	13	186	170	16	-1	-1%
54 - Professional, scientific and technical services	172	124	48	169	117	52	-3	-2%
55 - Management of companies and enterprises	16	12	4	6	5	1	-10	-63%
56 - Administrative and support, waste management and remediation services	46	30	16	51	38	13	5	11%
61 - Educational services	13	8	5	14	12	2	1	8%
62 - Health care and social assistance	96	64	32	98	65	33	2	2%
71 - Arts, entertainment and recreation	17	11	6	14	10	4	-3	-18%
72 - Accommodation and food services	26	7	19	28	6	22	2	8%
81 - Other services (except public administration)	93	58	35	100	66	34	7	8%
91 - Public administration	2	0	2	2	0	2	0	0%

Source: Statistics Canada. Canadian Business Patterns, December 2016.

Another important measurement to look at is the location quotient (LQ). Location Quotient is a measure of industry specialization or strength, based on the concentration of businesses as compared to the provincial norm. It is important when looking at the LQ to remember that it is being compared against the province and as such changes from year to year in the LQ could be a reflection of a change within the province, and not necessarily an absolute change in the township. An LQ of 0 to 0.75 is considered low, 0.75 to 1.25 is considered average, 1.25 to 5.0 is high, and 5.0+ is considered very high.



Figure 30 illustrates the LQ in 2014 and 2016 within Russell Township. Industries with the highest LQ, indicating the greatest specialization in Russell Township in 2014 based on total businesses, are as follows:

- Agriculture, forestry, fishing and hunting (3.17)
- Construction (1.73)
- Public administration (1.33)
- Management of companies and enterprises (1.29)

Industries with the highest LQ in 2016 based on total businesses are as follows:

- Agriculture, forestry, fishing and hunting (2.83)
- Construction (1.78)
- Public administration (1.33)

Greatest decrease in LQ from 2014 to 2016 of total businesses:

- Management of companies and enterprises (-0.81)
- Mining, oil and gas extraction (-0.52)
- Agriculture, forestry, fishing and hunting (-0.34)

Greatest increase in LQ from 2014 to 2016 of total businesses:

- Utilities (0.37)
- Finance and insurance (0.11)
- Transportation and warehousing (0.09)



Figure 30: Local Concentration of Total Businesses in Russell Township by Location Quotient

Industry (NAICS)	LQ 2014	2014 Classification	LQ 2016	2016 Classification
11 - Agriculture, forestry, fishing and hunting	3.17	High	2.83	High
21 - Mining and oil and gas extraction	0.52	Low	0.00	Low
22 - Utilities	0.74	Low	1.10	Average
23 - Construction	1.73	High	1.78	High
31-33 - Manufacturing	0.55	Low	0.61	Low
41 - Wholesale trade	0.75	Average	0.68	Low
44-45 - Retail trade	0.92	Average	0.93	Average
48-49 - Transportation and warehousing	0.29	Low	0.38	Low
51 - Information and cultural industries	0.64	Low	0.49	Low
52 - Finance and insurance	0.61	Low	0.73	Low
53 - Real estate and rental and leasing	0.81	Average	0.80	Average
54 - Professional, scientific and technical services	0.94	Average	0.92	Average
55 - Management of companies and enterprises	1.29	High	0.48	Low
56 - Administrative and support, waste management and remediation services	0.87	Average	0.96	Average
61 - Educational services	0.88	Average	0.95	Average
62 - Health care and social assistance	1.08	Average	1.10	Average
71 - Arts, entertainment and recreation	0.79	Average	0.65	Low
72 - Accommodation and food services	0.61	Low	0.65	Low
81 - Other services (except public administration)	1.09	Average	1.17	Average
91 - Public administration	1.33	High	1.33	High

Source: Statistics Canada. Canadian Business Patterns, December 2014 & December 2016. Adapted by MDB Insight Inc. High, average, and low pertain to degree of specialization of the industry relative to the provincial distribution for the same industry.



Figure 31 looks at the LQ of businesses with employees. Since only businesses with employees are being examined, the LQ will not be the same as when comparing total businesses.

Industries with the highest LQ in 2014 when looking at businesses in Russell Township with employees is as follows:

- Agriculture, forestry, fishing and hunting (3.34)
- Construction (2.18)
- Utilities (2.06)

Industries with the highest LQ in 2016 when looking at businesses in Russell Township with employees is as follows:

- Agriculture, forestry, fishing and hunting (3.60)
- Construction (2.25)
- Utilities (2.0)

Greatest decrease in LQ from 2014 to 2016 of businesses with employees:

- Management of companies and enterprises (-1.43)
- Educational Services (-0.62)
- Arts, entertainment, and recreation (-0.38)

Greatest increase in LQ from 2014 to 2016 of businesses with employees:

- Agriculture, forestry, hunting and fishing (0.26)
- Manufacturing (0.14)
- Real estate and rental and leasing (0.15)



Figure 31: Local Concentration of Total Businesses with Employees in Russell Township Location Quotient, 2015 & 2016

Industry (NAICS)	LQ 2014	2014 Classification	LQ 2016	2016 Classification
11 - Agriculture, forestry, fishing and hunting	3.34	High	3.60	High
21 - Mining and oil and gas extraction	0.00	Low	0.00	Low
22 - Utilities	2.06	High	2.00	High
23 - Construction	2.18	High	2.25	High
31-33 - Manufacturing	0.37	Low	0.52	Low
41 - Wholesale trade	0.63	Low	0.66	Low
44-45 - Retail trade	1.01	Average	0.92	Average
48-49 - Transportation and warehousing	0.43	Low	0.46	Low
51 - Information and cultural industries	0.00	Low	0.00	Low
52 - Finance and insurance	0.83	Average	0.93	High
53 - Real estate and rental and leasing	0.75	Average	0.90	High
54 - Professional, scientific and technical services	0.87	Average	0.91	High
55 - Management of companies and enterprises	1.89	High	0.46	Low
56 - Administrative and support, waste management and remediation services	0.87	High	0.69	Low
61 - Educational services	1.01	Average	0.39	Low
62 - Health care and social assistance	0.81	Average	0.81	Average
71 - Arts, entertainment and recreation	1.08	Average	0.70	Low
72 - Accommodation and food services	0.69	Low	0.78	Average
81 - Other services (except public administration)	0.97	Average	0.91	Average
91 - Public administration	1.60	High	1.55	High

Source: Statistics Canada. Canadian Business Patterns, December 2014&2016. Adapted by MDB Insight Inc. High, average, and low pertain to degree of specialization of the industry relative to the provincial distribution for the same industry.



Figure 32 illustrates the business establishments in Russell Township by industry-sub sector in 2014. In 2014, the top industry sub-sectors were as follows:

- Lessors of Real Estate (10.7% of businesses)
percentage of businesses without employees: 95%
- Residential building construction (4.3% of businesses)
percentage of businesses without employees: 60%
- Building finishing contractors (4.3% of businesses)
percentage of businesses without employees: 62%
- Cattle ranching and farming (4% of businesses)
percentage of businesses without employees: 76%
- Oilseed and grain farming (3.3% of businesses)
percentage of businesses without employees: 85%

A majority of top industry business establishments do not have employees. Based on total number of businesses, 69.2% did not have employees (955 out of 1380). This again highlights the importance and concentration of small businesses in Russell Township.



Figure 32: Top Business Establishments in Russell Township by Industry Sub-Sector and Employee Size, 2014

Industry (NAICS)	Total	Without Employees	With Employees	1-4	5-9	10-19	20-49	50-99	100+
Total (classified and unclassified)	1380	955	425	247	84	50	33	8	3
Lessors of real estate	147	140	7	3	3	1	0	0	0
Residential building construction	60	36	24	15	5	4	0	0	0
Building finishing contractors	60	37	23	11	8	2	2	0	0
Cattle ranching and farming	54	41	13	7	3	2	1	0	0
Oilseed and grain farming	46	39	7	6	1	0	0	0	0
Management, scientific and technical consulting services	46	38	8	8	0	0	0	0	0
Computer systems design and related services	41	22	19	18	0	1	0	0	0
Building equipment contractors	35	17	18	13	2	2	1	0	0
Other financial investment activities	31	27	4	2	1	1	0	0	0
Foundation, structure, and building exterior contractors	30	13	17	12	2	1	1	1	0
Child day-care services	29	24	5	2	0	2	1	0	0
Personal care services	29	20	9	8	1	0	0	0	0
Other professional, scientific and technical services	28	20	8	4	3	1	0	0	0
Offices of other health practitioners	26	20	6	3	1	2	0	0	0
Automotive repair and maintenance	25	13	12	8	1	2	1	0	0
Other specialty trade contractors	24	14	10	8	0	0	1	1	0
Full-service restaurants and limited-service eating places	21	5	16	4	4	2	5	1	0
Services to buildings and dwellings	19	11	8	3	4	1	0	0	0
Accounting, tax preparation, bookkeeping and payroll services	17	12	5	4	1	0	0	0	0
Management of companies and enterprises	16	12	4	3	1	0	0	0	0

Source: Statistics Canada. Canadian Business Patterns, December 2014. Adapted by MDB Insight Inc.

Figure 33 illustrates the business establishments in Russell Township by industry-sub sector in 2016. In 2016, the top industry sub sectors were as follows:

- Lessors or real estate (10.8% of businesses)
 - percentage of businesses without employees: 95.3%
- Residential building construction (5% of businesses)
 - percentage of businesses without employees: 4.6%
- Building finishing contractors (5% of businesses)
 - percentage of businesses without employees: 4.6%



- Cattle ranching and farming (3.5% of businesses)
percentage of businesses without employees: 3.5%
- Computer systems design and related services (3.1%)
percentage of businesses without employees: 3%

From 2014 to 2016 there is a change in the top industry sub-sectors in Russell Township. In 2016, Computer systems design and related services takes the fifth most common industry sub sector in place of oilseed and grain farming. It is also evident that construction is a large industry within Russell Township.

Figure 33: Top Business Establishments in Russell Township by Industry Sub-Sector and Employee Size, 2016

Industry (NAICS)	Total	Without Employees	With Employees	1-4	5-9	10-19	20-49	50-99	100+
Total (classified and unclassified)	1392	959	433	252	78	60	32	9	2
Lessors of real estate	150	143	7	3	3	1	0	0	0
Residential building construction	64	37	27	17	7	3	0	0	0
Building finishing contractors	64	41	23	14	3	4	2	0	0
Cattle ranching and farming	49	34	15	12	0	2	1	0	0
Computer systems design and related services	43	22	21	20	0	1	0	0	0
Management, scientific and technical consulting services	42	33	9	7	1	1	0	0	0
Oilseed and grain farming	41	33	8	7	1	0	0	0	0
Building equipment contractors	40	19	21	15	3	1	2	0	0
Other financial investment activities	40	37	3	2	1	0	0	0	0
Child day-care services	33	28	5	2	0	3	0	0	0
Personal care services	30	23	7	5	2	0	0	0	0
Other professional, scientific and technical services	28	21	7	4	2	1	0	0	0
Automotive repair and maintenance	28	16	12	6	3	2	1	0	0
Foundation, structure, and building exterior contractors	25	8	17	11	3	2	0	1	0
Other specialty trade contractors	25	17	8	6	0	0	1	1	0
Offices of other health practitioners	25	17	8	4	1	3	0	0	0
Services to buildings and dwellings	22	14	8	3	2	1	2	0	0
Full-service restaurants and limited-service eating places	21	4	17	2	4	4	6	1	0
Activities related to real estate	17	14	3	3	0	0	0	0	0

Source: Statistics Canada. Canadian Business Patterns, December 2016. Adapted by MDB Insight Inc.

This section has demonstrated the abundance of small businesses and those that are self-employed within Russell Township. Therefore, to support the future growth and investment within the Township, it is essential to understand and support the needs of the local small business. This is particularly relevant in light of existing research and trends which suggest that a substantial percentage of new business investment in a community is derived from companies already located there, and a significant



amount of job creation and innovation is increasingly being driven by small to medium-sized businesses.

Quality of Place

Placemaking in Russell Township has been a key priority from the previous Economic strategy. The efforts to improve placemaking are evident in the range of assets that have been invested in over recent years. Russell Township has placed emphasis on creating a township that is attractive for newcomers and residents, and an enjoyable place to live and raise children.

Russell Township was ranked as the 16th best place to raise children in Canada (3rd in Ontario), and 21st best place to live in Canada⁷.

The figure below outlines some of Russell Township’s quality of life assets.

Figure 34: Quality of Place Assets

Quality of Place Asset	Details
Parks and Trails	<p>Parks in Embrun:</p> <ul style="list-style-type: none"> ▪ Melanie park, AG Bourdeau Park, Camelot Park, Omer Lamadeleine Park, Yahoo Park (& Splash Pad), Richelieu Park, Jean-Guy Lapointe Park, Pico Park ▪ Total parks in Embrun: 8 <p>Parks in Russell:</p> <ul style="list-style-type: none"> ▪ Hanover Park, Stiver Park, Keith M. Boyd Park, Duncanville Park, J. Henry Tweed Park, Stanley Park, Boyd Park, Burton Park ▪ Total parks in Russell: 9 <p>Other parks: Seraphin-Marion Park, Nokomis Park, Dog Park; Total: 3</p> <p>Total parks in Russell Township: 21</p> <p>Trails:</p> <ul style="list-style-type: none"> ▪ New York Central Fitness Trail – 7.2 km and links the villages of Embrun and Russell ▪ W.E. Burton Conservation Area: 3 km of nature trails and enjoy activities including geocaching, burking, hiking, snowshoeing, cross-country skiing, and dog walking ▪ J. Henry Tweed Conservation Area: features 16 acres with hiking, cycling, geocaching, dog walking, and snowshoeing and cross-country

⁷ See MoneySense (2017) “Canada’s Top 25 Places to Live”: <http://www.moneysense.ca/save/canadas-best-places-to-live-2017-top-25/image/5/>; see also, McLean’s Magazine (2017) “Canada’s Best Place to Raise Kids”: <http://www.macleans.ca/economy/canadas-best-places-to-raise-kids-2017/>



	skiing trails
Sporting Fields	<ul style="list-style-type: none"> ▪ Baseball Parks (6) <p>Soccer Fields (19)</p> <p>Beach Volleyball Courts (3)</p> <p>Football Fields (2) Sports Dome includes indoor soccer field, gym, tennis court, and running track</p> <p>Swimming: Seasonal outdoor pool</p> <p>Tennis Courts (6)</p>
Arena Facilities	<p>Palais Des Sports – Embrun Arena (1 ice pad)</p> <ul style="list-style-type: none"> ▪ Frank Kinnaird – Russell Arena (1 ice pad) ▪ 3 outdoor seasonal skating rinks
Hospital and other clinics	<ul style="list-style-type: none"> ▪ Hospitals: Children’s Hospital of Eastern Ontario (Ottawa), Montfort Hospital (Ottawa), Royal Ottawa Hospital, Winchester District Memorial Hospital ▪ Medical Clinics: Embrun Medical Centre, Embrun Medical Pharmacy, Family Medical Clinic, Russell Medical Centre ▪ Dentist/ Orthodontist: Family Dental Practice, Orthodontie Imagine Orthodontic, Embrun Dental Clinic, Altima Russell Dental Centre, RDH Dental Hygiene Care ▪ Chiropractic/ Massage/Physio: Adio Family Wellness Chiro, Embrun Chiropractic Clinic, Russell Chiropractic, Balance Massage Therapy, Mill Street Massage Therapy, PhysioGougeon, Bay Street Salon and Spa, and Head to Sole Massage Therapy ▪ Naturopathic: Dr. Ashley Kowalski Naturopathic Doctor, Embrun Holistic Health Clinic & Spa
Libraries	Township of Russell Public Library has branches in Russell and Embrun
Schools	<p>Elementary Schools (6): École élémentaire publique de la Rivière Castor, École élémentaire catholique Pavillon La Croisée, École élémentaire catholique St-Jean, École élémentaire catholique St-Joseph, Mother Theresa Catholic Elementary School, Russell Public School</p> <p>High Schools (3): École secondaire catholique Embrun, Russell High School, St. Thomas Aquinas Catholic High School</p> <p>Other Schools: Ottawa Carleton E-School</p>
Clubs and Organizations	<p>List of some of the clubs in Russell Township:</p> <p>Sports:</p>



	<ul style="list-style-type: none"> ▪ Embrun Running Club, Embrun Skating Club, Embrun Panthers Junior C Hockey Team, Russell and District Girls Hockey Association, Russell Community Sports Club, Russell Curling Club, Russell Minor Football Association, Russell Minor Hockey Association, Russell Rainbow Gymnastics Club, Russell Renegades Senior Women’s Hockey, Russell Skating Club, Russell Soccer Club, Embrun Minor Hockey Association, ATAR – Association Tennis Association Russell <p>Arts</p> <ul style="list-style-type: none"> ▪ La Maison des Arts, RAPA (Russell Association for the Performing Arts), Village Voices Women’s Choir, Russell Village Writing Club, Book Club <p>Other</p> <ul style="list-style-type: none"> ▪ Friends for Life, Catholic Women’s League, Embrun Missionary Club, Kin Club of Russell, Russell Historical Society, Russell Legion, Russell Lions Club, Russell Village Women’s Institute, Russell Seniors 55+ Club, 5 Cyclone Royal Canadian Air Cadets, Scouts, Girl Guides, Fiers de nos enfants, Russell Watch, Victoria’s Quilts Canada
Community Improvement Plans	<ul style="list-style-type: none"> ▪ Heritage and Community Improvement Plan ▪ Community Improvement Plan: Village of Russell/Village of Embrun

Investment Competitiveness

Finally, a baseline has been taken of Russell Township’s tax and development charge levies for new-build industrial, commercial, and residential, in comparison to the Nation, Clarence-Rockland, North Grenville and Ottawa. In addition to these towns and cities, the United Counties of Prescott and Russell and the United Counties of Leeds and Grenville have also been assessed, to understand the cumulative costs. The results allow for a comparison of investment competitiveness. Data were sourced from municipal websites or via direct contact with the municipalities where information was not easily available.

In comparison to the other geographies, Russell Township is the most competitive. Not only does it have the lowest municipal tax rates across industrial, commercial and residential new-builds, but it is the second most competitive development charge (following The Nation). Taken together the results indicate that perceptions among business owners may be skewed by either dated information or unsubstantiated rumors. This reveals an opportunity to try to inform businesses of existing cost competitiveness. Questions do emerge about how or if rates will change when servicing is completed for the 417 industrial park.

Figure 35: Competitiveness of Neighbouring Municipalities’ Tax Rates

Community	Industrial	Commercial	Residential
Russell Township	0.01499033	0.00727657	0.00504967
The Nation	0.02040628	0.01010398	0.01283539
Clarence-Rockland	0.04518272	0.02664310	0.01236815



Community		Industrial	Commercial	Residential
Counties Prescott-Russell		0.01194483	0.00581241	0.01445193
North Grenville		0.03099822	0.02579566	0.01122923

Figure 36: Competitiveness of Neighbouring Municipalities' Serviced Land Development Charges (not including water and sewer utility rates)

Community	Non-Residential
Russell Township	\$1.19/ square foot (sq.ft.)
The Nation	\$1.05/ sq.ft.
Clarence-Rockland	\$1.23/ sq.ft.
North Grenville	\$1.34 / sq.ft.
Ottawa	\$8.84/ sq.ft.

Figure 37: Competitiveness of Neighbouring Municipalities' Water and Sewage Fees.

Community	Non-Residential
Russell Township (meter less than 1.5 inches)	Water: \$616.99 annual fixed rate per commercial unit (meter less than 1.5 inches); \$1,233 annual fixed rate per commercial unit (meter of 1.5 inches or more) Sewer: \$525 annual fixed rate per commercial unit (meter less than 1.5 inches); \$1,050 annual fixed rate per commercial unit (meter of 1.5 inches or more)
The Nation	Sewer: \$433.20/year flat rate across The Nation
The Nation - Limoges	Water: \$287.16/year flat rate; Consumption \$1.69/m ³ for first 191 m ³ then \$1.79 over every 48 m ³ per invoice
The Nation - St. Isidore	Water: \$429.36/year flat rate; \$51.28 capital rate per year \$1.65/ m ³
Clarence-Rockland	Water: \$148/year plus \$1.2560/m ³ Sewage: \$147/year plus \$1.6538/m ³
North Grenville	Data incomplete at time of analysis.
Ottawa	Water: \$1.891/ m ³ Sewer: price of water multiplied by 117%



Appendix B – Consultation Results

This Appendix presents the analytical components of stakeholder interviews and two focus group workshops. Each is addressed in turn.

Business and Community Leader Interviews

Interviews were conducted by consulting firm, MDB Insight, with business and community leaders familiar with Russell Township's business sector and economy. Interviews were conducted between October 26th and November 1st, 2017. Interview participants were informed as to the purpose of the research and application to the broader Economic Development Strategic Plan initiative and were also informed that their identities would remain confidential. As a measure to prevent personal or professional identification, results were aggregated and analyzed collectively for key emergent themes.

The interviews focused on current business climate, important assets to the community, opportunities, and barriers, and their vision for the township. The summaries below represent the key findings that emerged from the interviews

Business Climate

Business and community leaders were asked to describe the business climate in Russell Township and whether or not it supports the attraction of new investment to the community. The majority of interviewees stated issues that they saw as hindering the business climate and new investments. They indicated a lack of collaboration between businesses, business organizations, and the Townships as an issue. They also noted the high costs of starting business, specifically in regards to buying land and building costs. Stakeholders also identified a lack of serviced land. Finally, some participants pointed out that there are unattractive main streets that are uninviting, or the community is missing a “wow” factor. Some of the positives include a growing population, meaning commercial opportunities for the township as well as the buzz developing around microbreweries and other manufacturing growth. There have also been positive spin-offs from micro-breweries for the tourism sector.

Most Important Assets

Business and community leaders were asked to outline what they believed were the most important assets to the Russell Township from an economic/business perspective. Their answers focused on the excellent quality of life, the community's engagement and ability to come together, bilingualism, the proximity to Ottawa, and specific assets such as the Vars Industrial Park, the Sports Dome, and the dog park.

Opportunities for Economic Development or Business Growth

When asked about what they believed the most significant opportunities for economic development or business growth for the Russell Township are, business and community leaders stated there should be selective business attraction in manufacturing – to help grow the industrial park and to fill supply chain gaps. Promoting investment ready land in the area was also identified as a way to attract business. Lastly, incentivizing tourism-related growth and branding were mentioned as opportunities, which would help Russell Township to distinguish itself from Ottawa. Relatedly, diversifying the retail and commercial options was indicated by a couple of participants; particularly, in Russell and Embrun, rather than in proximity to Highway 417.



Challenges or Barriers

When asked about what they believed the most relevant challenges or barriers to economic growth in Russell Township are, business and community leaders focused on lack of infrastructure, such as high-speed fibre and utilities at the 417 Industrial Park. Also, they mentioned the lack of an action plan on behalf of the municipality and decision makers and lack of variety in restaurants and stores, preventing Russell from becoming more than a sleeping community. There were also challenges identified about being such a distance from the 401 highway or general connections to other counties.

Vision for the Economy

When asked about their vision for the economy of Russell Township over the next 10 years, business and community leaders focused on the following:

- The growth of Russell Township from municipality towards town status as well as the creation of a one-community identity between Russell and Embrun
- The development of a local business association or chamber of commerce
- The development of tourism for Russell Township (outside of Ottawa tourism) and growth as a cycling destination with connections to other counties
- A connection to OC Transport to facilitate people traveling between Ottawa and Russell Township
- The expansion of 417 Industrial Park and the growth of infrastructure between the Russell-Embrun-417 connect

Key Priorities

Key priorities that were identified by business and community leaders include

- Build competitiveness through the improvement of infrastructure and access to utilities
- Focus on community's economic strengths and build a strategy around them
- Conduct marketing of local services and activities to differentiate the township from Ottawa and build cultural tourism
- Develop township transparency through the creation of an annual public report



Senior Staff and Administration Focus Group

A workshop session was held with senior staff and administration on October 26th, where consultants, MDB Insight, facilitated a focus group discussion. The focus group began with an overview of key findings from the Economic Base Analysis and Background Review, before discussions surrounding a series of questions. The summaries below represent the key findings that emerged from the discussions.

Positive News

Staff and administration were asked to identify positive news about the community from the past five years. Regarding improved quality of life, participants indicated strong placements in national polls, such as 21st best place to live in Canada, and 16th best place to raise children (and 3rd best in all of Ontario). Other quality of life enhancements include the completion of the Sports Dome, the Dog Park, and a new library in the Village of Russell. Tourism news has also drawn attention to the Township due to the success of local brewers, Tuque de Broue and Étienne Brûle. There is even a beer tour called the Brew Donkey, which stops in Russell now, putting the Russell Township literally “on the map.”

Infrastructure improvements include mention of the Sports Dome, and reinvestment in existing buildings (community improvement plan), expansion of the 417 Industrial Park, and extended bike paths. Finally, municipal and economic development activities and programming themes emerged due to the recent business, retention and expansion survey and insights gained from it, the Connect with Russell event, the community improvement plan, taxation control for residents, political stability, and an active Mayor, Councillors, and municipality engaged with Social Media. In particular, it was noted that Russell Township’s social media engagement is the highest per capita in Ontario.

Economic Assets

Staff and administration were asked to identify strong local assets and major economic drivers. Several competitive advantages were listed such as recently lowered development charge rates, competitive tax rates, proximity to Ottawa, increased availability of employment lands (417 Industrial Park expansion and new commercial zone in Embrun), and strong water and sewer capacity. Participants also listed the new Sports Dome, the bilingual population and local schooling options (in both languages), and the Community Improvement Plan (CIP). No specific industries were listed as local economic drivers.

Anticipated Challenges

Next, staff and administration were asked to identify challenges facing the economy over the next three to five years. Challenges fit into three main categories, perceptions, physical reality, and gaps in needs. For perceptions, there are concerns that Russell Township is and will remain a bedroom community, that villages of Russell and Embrun are irreconcilable, that people are in favour of growth so long as it is “not in my backyard”, that the value and rules associated with local heritage sites are misunderstood, and that increasing businesses locally is positive for the economy, for improving quality of service or products, and for creating healthy competition.

For physical challenges, people noted that the distance to major roadways (e.g. 417) is a challenge for attracting people into villages for retail or commercial purposes. Also noted was the lack of servicing in 417. Another physical challenge relates to the increased traffic resulting from population growth. Finally, participants noted there is a lack of available commercial space in Russell.

People are concerned that commuters to Ottawa will continue to shop in Ottawa and it was suggested that local options are required. Moreover, participants said there is a lack of retail diversity, that there is



insufficient local daycare, and that there is no local business improvement association or local chapter to the Chamber of Commerce.

Opportunities for Improvement

Staff and administration were asked to comment on opportunities for growth over the next three to five years. They were also asked to reflect on some challenges identified earlier and see if there were opportunities to address them in some way. One key opportunity identified was to be “equipped for growth” by anticipating and planning for infrastructure needs. In particular, putting policies in place in advance that will allow for growth at the time when growth is necessary, including addressing traffic and other infrastructure constraints. There was also an opportunity to address beautification at the same time as upgrades are being made to other infrastructure. Ensuring servicing is in place to meet demands of new businesses in the 417 industrial park were also identified. An opportunity to better engage the business community related to the creation of a business registration system, but the concern is how to present the tool as something of value to the business community.

There were also opportunities associated with tourism but which could build on already strong local assets, such as trails and bike paths and their possible appeal to Ottawa-area cyclists. Relatedly, targeting cyclists for beer tours was also suggested. There is an opportunity to develop a recreation centre that will meet the needs of the growing population, aid in competitiveness, and serve as a possible consideration for sports-related tourism.

Regarding investment attraction and new businesses, there was some excitement at the possibility of leveraging proximity to the international airport in Ottawa for FDI. As more commercial lands come on line, there will be an opportunity to diversify retail offerings, but there is also a desire to see unique “boutique” options, including boutique accommodations.

Finally, several opportunities suggested by participants related to public or stakeholder awareness building, including increasing public awareness of new policies designed to facilitate “smart” growth and redevelopment, awareness of business registration system and its value, and education about the value and purpose of heritage designated properties.

Vision for Economic Development

Several ideas were identified by staff and administration which would contribute to a vision for economic development in Russell Township over the next five years. These are the results:

- Become a top location for services and hub for the larger catchment area
- Increase commercial tax proportion to 15 to 20%.
- Increase employment density and diversity of services, retail, and industry
- Ensure a political climate that is supportive and encouraging of growth

Priorities for Advancing Economic Development

Several key priorities for moving toward the vision for economic development were identified by administration and staff. These include:

- Bringing services to 417 industrial park
- Attracting more head-quarters and businesses with employees
- Creating smaller-lot sizes to encourage densification



- Be more active on media and help to raise awareness of the value of programs and services
- Implement and adhere to the master-plan and ensure it remains a central focus in coordinating
- Merging business types, such as combining agriculture with manufacturing in marijuana production

Council Focus Group Discussion

A focus group workshop was held on October 26th, 2017, with all members of Council participating, including Mayor Pierre Leroux, Councillor Amanda Simard, Councillor Andre Brisson, Councillor Cindy Saucier, and Councillor Jamie Laurin. The session occurred during a Special Meeting of Council which was open to the public. Numerous broad discussion questions were presented and discussions mediated by consultants, MDB Insight.

Good News

The first question of the session asked Council to think about the good news stories from over the past five years and list them. Ideas listed include the new Dome, the new dog park, improved transportation service (with WIFI and more comfortable seating), and high rankings in national polls, such as 21st best place to live in Canada and 16th best place to raise your children (3rd best in Ontario), and good water and sewer capabilities. The booming population, commercial, and industrial growth were also identified as good news stories. The two newest breweries were celebrated local successes, and it was pointed out that numerous local businesses have won awards recently.

Economic Assets

Council listed various key assets that are viewed as positive for economic development. While many related to quality of life enhancements, such as bicycle path and nature trail expansion, the la Rivière Castor, affordable housing (relative to Ottawa), low crime rate and general safety of the community for raising a family, there were also several assets that are more directly associated with strong infrastructure. Council identified a strong capacity for water and sewage to support growth, the creation of an infrastructure fund which re-circulates money formerly earmarked for waste management into critical infrastructure improvements, while waste/recycling is now collected under a user-fee program. The Community Improvement Plan (CIP) was also identified as a strong asset, which contributes to Russell Township's ongoing beautification efforts. Also noted were competitive development charge prices, competitive tax rates compared to other Prescott-Russell townships, and the price and availability of land at 417 Industrial Park. Some economic drivers identified include the growing manufacturing sector and warehousing. Finally, other assets include school choices in both official languages, and a generally bilingual population.

Anticipated Challenges

Council was asked to think about the major challenges that the local economic will face within the next three to five years. Challenges identified relate to youth retention and quality employment, the current lack of recreation facilities relative to size of population, the shifting of public servant offices to western portions of Ottawa and their possible impact on local commuters, rivalries between villages in the township, lack of commercially zoned land in Russell, and transit services which are viewed as costly and have low ridership. Other issues relate to communications shortfalls, such as lack of awareness of economic development programs and services, confusion over County and Township jurisdictions and messaging, and the different consumption preferences of stakeholders. The lack of servicing of the 417



industrial park was also a key concern for long-term growth. Finally, one Councillor also identified a possible threat if interest rates continue to rise, which is the impact this may have on new residential development and purchasing.

Opportunities for Improvement

There were numerous ideas about opportunities for enhancing, improving, supporting or growing the local economy. First, the 417 Industrial Park requires servicing, but participants also point out that engagement with existing businesses has to be improved via increased interviews, education about the CIP and other incentives designed for the business community. Participants also noted that the strength of a bilingual population has to continue to be promoted and nurtured as part of the local value proposition. Regarding communications and engagement, participants noted a need for continued social media use, but increasing the focus on awareness building and creating the “right narrative.” Council would like to find a way to easily show the community what local government is doing for them. Relative to events, there is interest in replicating the success of the Connect with Russell business-mixer, and drawing attention to local tourism assets via a Local Flavours event and Living Locally Fair.

There were also suggestions about opportunities to better help existing businesses, including recognizing them as important contributors to the community (there is a perception that existing businesses are undervalued, and that only newcomers are given attention). Council would also like to see businesses being more aware of training services that are available, and see a formalized business registry. Council wants to see better promotion of the benefit of the Review Panel for Businesses, which helps ensure the smoothest process is in place for getting new business off the ground in Russell. Finally, Council discussed the need to engage the business community in understanding how best to update bylaws that affect them. There was an emphasis on sincere engagement with this process.

Vision for Economic Development

Council was clear in its vision for economic development and what has to happen to attain that vision. Key elements articulated by Council include the extension of servicing to 417 Industrial Park, and subsequent shifting of tax burden away from Residential assessment, and to use increased assessment revenue to fund new community assets such as a recreation centre. Relatedly, they also pointed to a need for diverse land size availabilities for different sizes of commercial development. Building on development opportunities, Council envisioned a commercial hub that is closer to the villages and along the Route 300, rather than developing retail/commercial along the 417. The vision is for people to visit the community directly, rather than just stop at locations that are on the 417. Discussions also revolved around improving local amenities and the desire to increase selection and choice including food chains, sporting facilities, hotels, and other commercial development. There is also an aspiration to see the local “community spirit” maintained as a defining characteristic of the community. Council would also like to see increased “soft space” via beautification efforts, including the removal of wiring over the main road, and the development of a new east-west artery in the Village of Russell.

Priorities for Advancing Economic Development

The key priorities listed by Council include the following:

- Better customer service with businesses
- Creation of a business recognition program (for existing businesses)
- Youth retention and attraction
- Creation of a business registry



- Having all appropriate plans in place and ensuring they are all coordinated (e.g. cycling plan, plans for parks)
- Ensure that the next Council (2018) commits to a Strategic Plan that sets a clear vision and commits to moving toward it
- The creation of a Communications Plan, which is based on consultation with different stakeholder groups (e.g. residents, businesses, social groups, etc.)