



Municipalité de
RUSSELL
Township

Community and Economic Development Strategic Plan

September 2025





Municipalité de **RUSSELL** Township

Community and Economic Development Strategic Plan

September 2025

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Executive Summary

The Township of Russell is a lower tier municipality located in the United Counties of Prescott and Russell in eastern Ontario, southeast of the City of Ottawa and within the Ottawa–Gatineau Census Metropolitan Area. It shares its boundaries with the City of Ottawa, the Nation Municipality and the United Counties of Stormont, Dundas and Glengarry.

The Township serves a vibrant, bilingual (English and French) with a current population of approximately 22,534 individuals. It had the fastest-growing population in the Ottawa area between 2016 and 2021 and continues to grow due to its proximity to the City of Ottawa and the presence of a major transportation corridor, Highway 417.

Russell is primarily rural in nature. There are four urban centres located in the Township including the smaller communities of Limoges and Marionville, and the larger communities of Embrun and Russell, all surrounded by actively farmed agricultural lands. The downtowns of Russell and Embrun offer a diverse mix of uses while at the same time preserving the community's heritage features. There is also an industrial area along one of the major entranceways to the Township. To accommodate new growth and development, Russell's 417 Industrial Park has 140 acres of vacant land available for sale in 2025.

The Township of Russell required two action-oriented and innovative strategic plans, one focused on Economic Development and one focused on Community Development. The Economic Development Strategic Plan helps to create an environment in the Township that is conducive to attracting, growing and expanding new and diverse investments to maintain a strong, vibrant local economy through the creation of employment, increased tax assessment, and wealth generation. The Community Development Strategic Plan, on the other hand, aligns with the Economic Development Strategic Plan and helps to provide direction around elevating the quality of life for the growing residential population.

Both Strategic Plans provide individual roadmaps to guide each of the department's activities over the next five years.

Process

This Community and Economic Development Strategic Plan was built through a four-step process. Each of the steps built upon the previous work, with initial work focused on high-level “discovery”: an understanding of previous guiding documents and strategies as well as data on the local labour force, business, and industry strengths. Consultative work began in Step 2 where a better understanding of on-the-ground realities was established.

Next, the project moved from understanding to action, with the development of a Strengths, Challenges, Opportunities, Aspirations and Results (SCOAR®) Analysis and a working session designed to identify tangible, realistic actions. Step 3 continued with a further narrowing of objectives during a Strategic Action Planning Session and a draft Strategy. The project was concluded with the Final Strategic Plan being presented to Council.

STEP 1: DISCOVER

Current Status Review.

- » Document Review.
- » Employment/Industrial Land Review.
- » Community Analysis.
- » Situational Economic Analysis.
- » Informal Investment Readiness Assessment.

STEP 2: DEFINE

Stakeholder Engagement.

- » One-on-one Interviews.
- » Online Survey.
- » Focus Groups.
- » Community Open House.
- » Staff Priority Setting Session.

STEP 3: DEVELOP

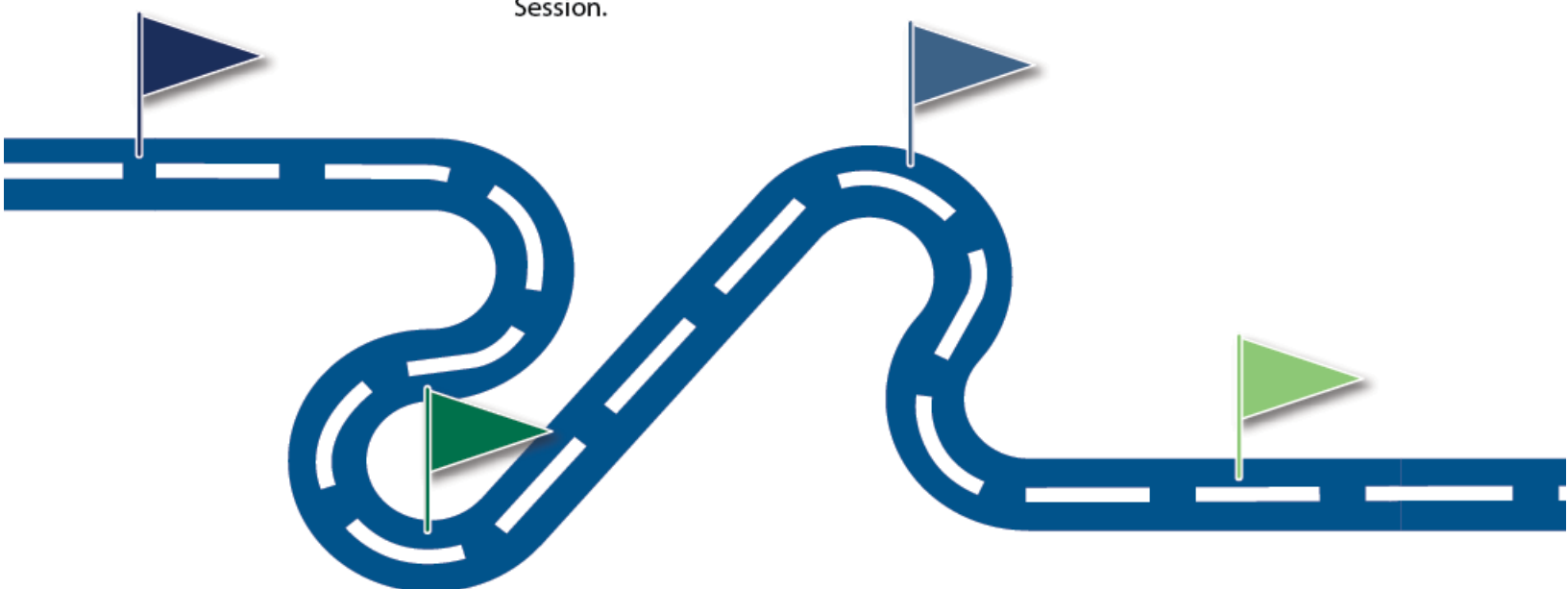
Strategic Development & Implementation Plan.

- » SCOAR®.
- » Working Session.
- » Strategic Action Planning Session.
- » Draft Strategic Plan.
- » Implementation Plan.

STEP 4: DELIVER

Present the Results.

- » Final Strategic Plan.
- » Presentation to Council.



Discover: Current Status Review

To begin developing the Township of Russell's Economic and Community Development Strategic Plan, a background analysis was conducted to gain an understanding of the history of the municipality, and of the Township's economic profile. This background analysis included a Document Review and a community and economic analysis.

Document Review

A literature review was conducted to understand the local climate and economic realities impacting the Township of Russell, and across Ontario. This review included local documents, county documents, and development strategies. It allowed for a better understanding of the findings from the project's quantitative data analysis and qualitative conversations with local stakeholders. Documents reviewed include both community development and economic development and can be found in **Appendix A**.

Community and Situational Analysis

The Community and Situational Analysis began with an assessment of the people that make up the Township to provide a snapshot of the local population and highlight potential future opportunities, alongside an analysis of housing and income levels to profile the Township's "livability."

The local labour force and economic picture were further profiled, presenting data on business counts, labour engagement rates, overall jobs and sales figures by industry, and export/supply chain data per sector.

Finally, community assets were also highlighted, showcasing the Township's wealth of schools, strong quality of life, and social service assets.

The Community and Situational Analysis can be requested from the Township offices or can be found on the Township website.

Informal Investment Readiness Assessment and Employment/Industrial Land Review

An Informal Investment Readiness Assessment and a review of the current industrial and employment lands were undertaken to determine if there are any barriers for investment and to identify its current state of investment readiness.

The results were provided to the staff as a separate, internal document.

Highlights:

- 140 acres of zoned industrial development lands available in the extended industrial park in 2025.
- The 417 Industrial Park is well established with very strong process in place to ensure that the businesses meet the criteria.
- There is one point of contact for Economic Development investments and is able to walk the clients through the development process.

The following two pages present the demographic snapshot as profiled in the Community and Situational Analysis.

Township of Russell Demographic Snapshot



Municipalité de
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13,883 2006

15,247 2011

16,520 2016

19,598 2021

22,534 2024

Population Profile

MEDIAN AVERAGE

Township Age

40

Region Age

40

Township Age

41

Ontario Age

42

No certificate,
diploma/degree 6%

Apprenticeship/trades
certificate/diploma 8%

High school certificate
or equivalent 22%

University diploma/
degree - bachelor or above 32%

College or other
non-university certificate 33%

Highest Education

Population ages 25-64



22%
Secondary

72%
Post-secondary

Household & Earnings



12%

ONTARIO
24%

of the Township's population spends
30% or more of total household
income on shelter costs.



Average Dwelling Value

\$675,392

Median Dwelling Value

\$622,614

76%

Single detached
house

13%

Apartment / detached duplex

7%

Semi-detached
house

2%

Rowhouse

Total number of households

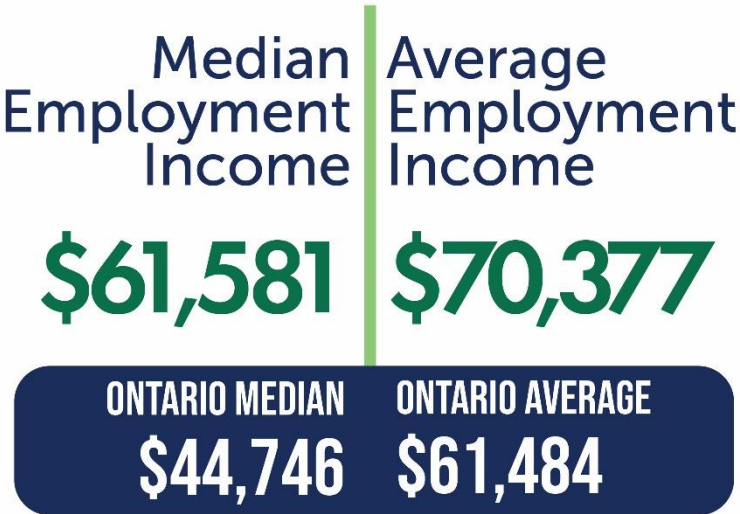
8,197

Township of Russell Demographic Snapshot



Municipalité de
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Township

Labour Force & Local Economy



Top 5 Sectors by Industry*

*By labour force employment for people living in the Township of Russell.



Public Administration



Health Care & Social Assistance



Construction



Retail Trade



Educational Services

Top 5 Sectors by Occupation*

*By labour force employment for people living in the Township of Russell.



Business, Finance & Administration



Sales & Service



Education, Law & Social, Community & Government Services



Trades, Transport & Equipment Operators



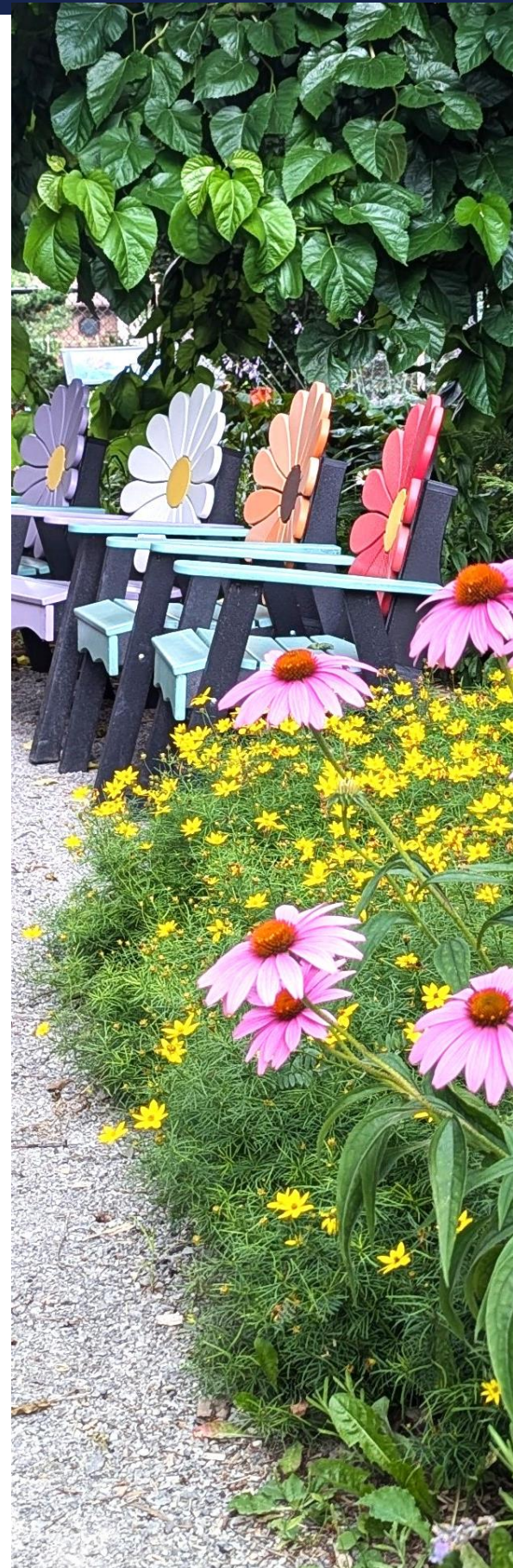
Natural & Applied Sciences and Related Occupations

Strategic Understanding of the Township

In reviewing previous documents produced by and for the Township of Russell, surrounding communities, and regional organizations, a strong approach to municipal development is clear. That is, the document review made evident that the Township of Russell has taken proactive steps to improve livability for residents across the socio-economic landscape. For example, the Affordable Housing Action Plan has taken steps to address unaffordable and unattainable housing, maximizing transit options for residents who cannot afford private transportation, and establishing a housing liaison staff role. In line with the goal of maximizing transit options a Transportation Master Plan Update (2025) was conducted and emphasizes the importance of a multi-modal transportation system, while considering environmental sustainability and community needs.

In terms of overall livability and beautification, both the Downtown Streetscape Masterplan (2019) and CIP program (with a 2024 update) have spoken to the need to promote a mix and range of uses within the urban centre, contribute to civic pride, support “livable communications” and beautify core urban district areas. Job growth has similarly focused on a variety of opportunities, with the industrial park development activity being open to a host of different sectors and business-types, with a consistent focus on job growth and workforce opportunities among applicants.

The initial document review showed a positive alignment between the goals and desired outcomes of staff/the Corporation and the data analyzed within the Community and Situational Analysis, as well as the consultative findings. Specifically, the data analyzed suggests that the community has a strong income base, an engaged labour force, and is generally affordable for residents. Moreover, many businesses and residents love the small-town appeal that the Township offers, and support growth, but hope that the core aspects of what make the Township an inviting place to live don't change as the population booms. Given the strong economic base the municipality has, working to improve livability measures for residents earning lower incomes (through affordable housing and enhanced public transit) as well as beautification and quality of life improvements for all residents (through CIPs and Streetscape Masterplans) is an ideal approach to community development.



Define: Stakeholder Engagement

To better understand the community and to gather qualitative insights into the Township of Russell, consultations took place over the month of April 2025. The consultations included representation from community organizations, Township staff, businesses, agriculture and residents providing input from 160 participants. The information was gleaned from:

- One-on-one interviews
- Online survey
- Focus Groups
- Public Open House



160 people participated in the consultation process.

Develop: Strategic Development & Implementation Plan

SCOAR®

Once the background research and initial consultations were completed, the ‘developing’ process began with a summation of the findings presented through a SCOAR® Analysis. The SCOAR® was used as the fundamental basis to determine the themes for the Working Session.

Working Session

A Working Session was held in early June 2025 and was based around 6 themes:

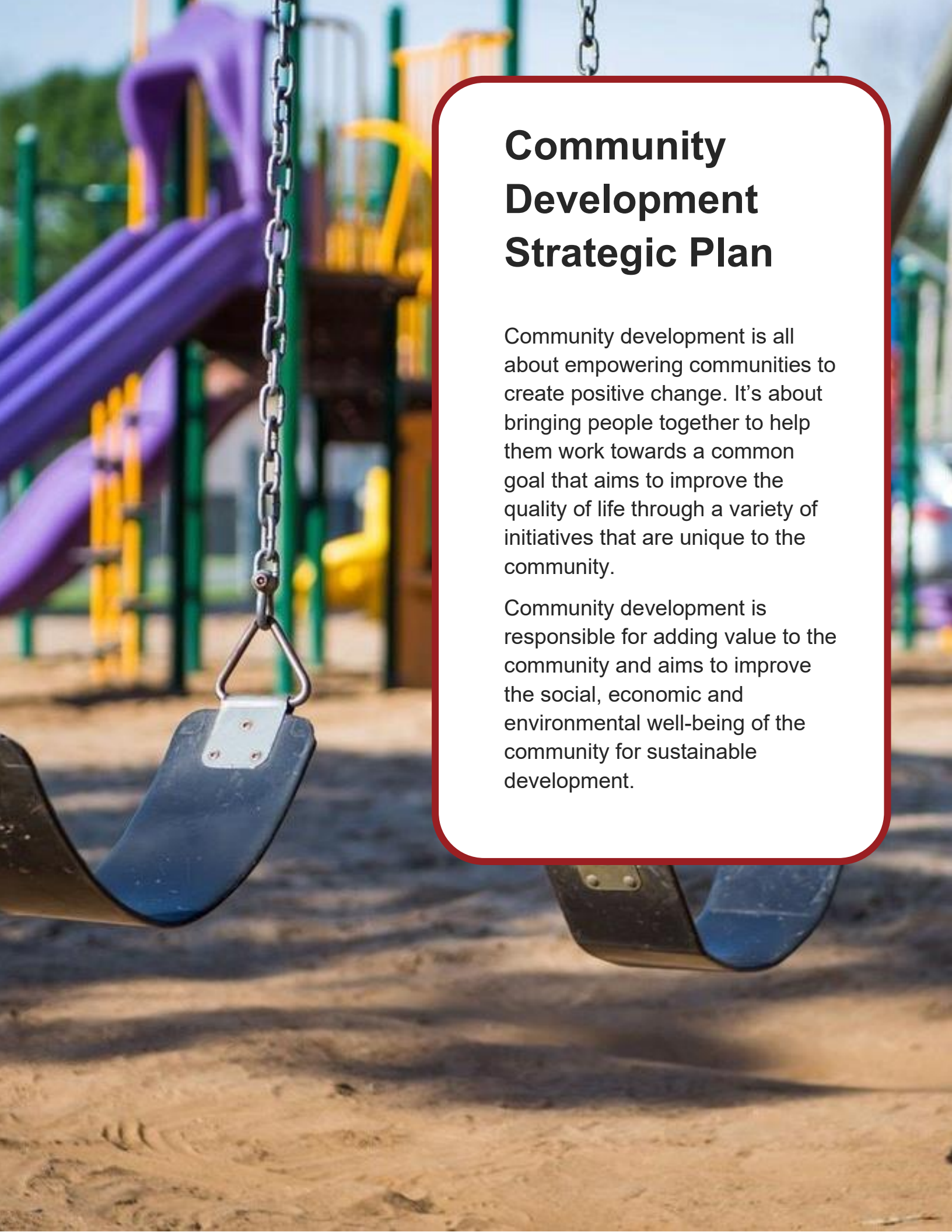
- Improving Downtown Cores
- Attracting Physicians and Health Care
- Strengthening and Supporting Community Organizations
- Supporting Local Agriculture
- Diversifying the Economy
- Building the Township’s Tourism Assets

Lively discussion was had by **27 participants** representing community organizations, Township staff, businesses, agriculture and residents.

Strategic Action Planning Session

Based on the results of both the quantitative and qualitative research, several actions were developed. During the strategic action planning session, there was a candid discussion with staff where the actions were vetted and approved. The final list of doable and realistic actions for both the Community Development and the Economic Development Strategic Plan can be found, as follows, in their respective strategies.



A photograph of a playground with a purple slide and swings in the background. The foreground shows a swing seat hanging from a chain. The background is slightly blurred, showing more playground equipment and greenery.

Community Development Strategic Plan

Community development is all about empowering communities to create positive change. It's about bringing people together to help them work towards a common goal that aims to improve the quality of life through a variety of initiatives that are unique to the community.

Community development is responsible for adding value to the community and aims to improve the social, economic and environmental well-being of the community for sustainable development.

Community Development Goals

Goal: Envable Quality of Place

Why Is This Important?

Russell Township has historically been and currently is a bilingual agricultural community with four urban areas that support the needs of the residents. While the small-town charm, community spirit and available services and amenities along with its safe environment keeps long time residents living in the township, it also helps to attract new residents to the area. The Township is looking at significant growth and potential changes to its makeup and as it grows the Township is vying to be a self-sustaining community that remains safe and family friendly.

Goal: Strong Volunteer Network

Why is This Important?

Volunteers are the backbone of the community. Communities rely on volunteers and community organizations often provide the services that the township would otherwise have a difficult time making available. Volunteers keep the more than 100 community organizations in Russell Township that coordinate festivals, sports groups, provide local services, afloat while bringing the community together to celebrate.

Goal: Vibrant Urban Cores

Why is This Important?

Downtowns are the heart of the community providing a location where residents can gather, support local businesses and services and celebrate their history. The Township of Russell has four urban centres: the two smaller centres of Marionville and Limoges; and the two larger communities of Russell and Embrun. Vibrant urban cores also become strong assets in attracting new commercial entrepreneurs.

Goal: Develop a Unique Tourism Product

Why is This Important?

Tourism is a great opportunity for visitors to learn about local culture, but it also creates many opportunities for local residents. It allows entrepreneurs to establish new products and services that would not be sustainable on the local population of residents alone. Moreover, residents experience the benefits that come with tourism occurring in their own community.

Goal: Transparent Communications

Why is This Important?

Being open, honest and transparent encourages trust. Having a strong communications program in both English and French, that encourages the sharing of information through multiple on the community creates a more inclusive and supportive community.

Top Priority Community Development Actions

The following six actions are considered **the most immediate actions** but are not listed in priority of importance.

Goal: Envable Quality of Place

Priority Action: Collaborate with and support the Community Physician Recruitment Committee in the planning and long-term development of a 'state-of-the-art' health hub (in the Russell/ Embrun corridor) and in efforts to attract physicians, health care workers and support staff who embrace technology. Work with the Great River Ontario Health Team (LHIN) to develop a strategy to provide an incentive program to attract and retain physicians to the Township and sponsor potential immigrant doctors.

Priority Action: Work with appropriate Township departments and organizations to implement recommendations from the 2025 Transportation Master Plan.

Priority Action: Become the 'expert' on affordable housing resources available to the developers. The Township of Russell will maintain a close working relationship with regards to affordable housing with the United Counties of Prescott Russell, as well as work with other organizations (i.e., Habitat for Humanity) to help to develop different housing options.

Priority Action: Build collaboration and create connections with the local high schools and public schools to educate students on the values of Russell Township as a great place to live, work and play.

Priority Action: Undertake the process to develop a new brand for the Township of Russell that projects the current and future vision of the township.

Goal: Strong Volunteer Network

Priority Action: Continue to strengthen the volunteer base by offering recognition, guidance and support for the community groups to maximize their involvement in the community, while limiting the workload on Township staff.

Additional Community Development Actions

The following actions are important to enhance and guide the community development program but are actions that can be implemented over the next five years.

Goal: Envable Quality of Place

Action: Continue to work with appropriate Township departments and organizations to help improve the existing trail system by extending the trail network while providing amenities (i.e., benches, rest stops, washroom facilities) along the way to allow for a more fulsome experience.

Action: Develop a physical location for seniors to find resources and meet and a digital hub for seniors' resources that are available in the Township.

Action: Continue to raise awareness to residents of the value of agriculture to the township and educate through events, signage regarding farming activities, agriculture day camps, etc.

Action: Ensure, as part of the discussion around the decommissioned municipal properties, that the potential uses address the needs of the community as well as the needs of small businesses and entrepreneurs.

Goal: Strong Volunteer Network

Action: Determining the criteria around the volunteer organizations that can have signage on the community signage. The Township should determine a suitable location or locations to erect signage highlighting community groups and organizations that support the Township of Russell.

Action: Create a central (virtual) location where residents can access an inventory of volunteer opportunities and a portal to register to volunteer.

Goal: Vibrant Urban Cores

Action: Better define the uniqueness of each urban area and undertake beautification programs that could include signage, public art, recreation spaces, greenspace and tree cover.



Goal: Develop a Unique Regional Tourism Product

Action: Continue to work closely with the tourism staff at the United Counties of Prescott and Russell and any other tourism stakeholders or organizations responsible for development, promotion and coordination of tourism.

Action: Work with agricultural stakeholders to identify one key cultural promotion (i.e., a statue of world-record holder Smurf) that can be promoted in the area, showcasing agriculture's importance and historic roots in the Township.

Action: Partner with Prescott Russell on agricultural initiatives to introduce the Township's agriculture businesses to residents and visitors (i.e., farm experiences, local artisanal foods and products) to enhance the rural agritourism experience.

Action: Build partnerships to develop the new sports complex as a central hub for the community and the region. Explore opportunities to host conferences and sports events.

Action: Continue to educate and market to residents the tourism related activities that are taking place in the township.

Goal: Transparent Communications

Action: Continue to update the Township's external communications by providing various ways to communicate (website, social media, nonsocial media). This could include: local 'good news' stories; projects that Council is working on along with updated information on developments that are taking place that affect the community; and any other relevant information.

Action: Ensure that the Township website is the main resource for all things Township related. Regularly update and provide as much information as possible about community engagement opportunities.



Community Development SCOAR®

Strengths

- Growing population.
- Bilingual (French and English) community that supports both languages and cultures.
- Small town vibe and community spirit that is welcoming, friendly and safe.
- Excellent and diverse educational options (nine schools with a tenth opening in 2026).
- Recent Township investments (i.e., new Sports Complex and library to open in 2026).
- Proximity to Ottawa and Montreal allows access to big urban centres.
- Access to recreational amenities including trails, parks, gyms, recreational facilities.
- Clean environment and connection to nature.
- Strong roots in agriculture.

Challenges

- Increased cost of living (housing is becoming difficult to find and is less affordable, need a personal vehicle).
- 68% of residents commute out of the township for work potentially not as engaged in the community.
- Urban cores are not pedestrian friendly and lack amenities required by the residents.
- Health care services in jeopardy due to physicians retiring and lack of succession planning.
- Meeting expectations of those that want to keep as is vs some development vs those with 'city' expectations.
- Concerns about rapid residential development and its impact on infrastructure and keeping it's small town vibe.
- Communications between the Township and the residents.

Opportunities

- Make downtown cores safe for pedestrians.
- Attract physicians and health care workers.
- Continue to develop the trail system and add amenities to make it more attractive.
- Keep the small-town vibe, while adapting to rapid residential growth.
- Develop tourism assets to create experiences to attract visitors to the township.

Aspirations

- Beautiful walkable urban cores with small-town charm and identity that makes them unique.
- State-of-the-art health care centre.
- Greater transparency and better communications between the Township and residents.
- Become a tourist destination.

Results

- Walkable urban cores that are interesting and unique and celebrate the French and English culture.
- Self-sufficient community with all the amenities available to residents including a state-of-the-art health care centre while preserving the small-town vibe yet providing urban amenities.

An aerial photograph of a large industrial and commercial area. In the foreground, there's a large parking lot filled with many white semi-trucks. To the left, a large white warehouse-like building is visible. In the center, there's a construction site with several orange excavators and other heavy machinery. To the right, another large white building is partially visible. The background shows more industrial buildings, parking lots, and some green spaces under a clear blue sky.

Economic Development Strategic Plan

As the population grows, there is a natural affinity to need a greater number of services, including retail businesses to support the increased number of residents. There is a need to prepare for the future and to have commercial space available to provide opportunities for new businesses to open. Ensure that there is a diversity of space available for business to open, but not too much that there is a glut on the market. It is important to promote 'shop local' to reduce leakage and to keep people in the community.

Strategic Planning, with respect to economic development, is about thinking ahead and being prepared for opportunities, providing greater prospects for local job employment, and supporting entrepreneurs in the community.

Economic Development Goals

Goal: Be Investment Ready

Why is This Important?

When an investor is researching locations across many communities, they are looking for information on the community that is easily accessible in order to make an informed decision. Russell Township is in the enviable position of having an economic development officer who is ready to build the foundational structure to make the Township an exemplary community for business investment.

Being 'investment ready' means that when site selectors, or investors are looking for land or a building to purchase or lease that the Township makes it a relatively smooth process to invest.

Goal: Attract, Retain and Grow Business

Why is Commercial and Industrial Investment Important?

Industrial development is a key contributor to the economic development, employment base, economic sustainability and prosperity of the municipality as well as the prosperity of the private sector.

Shovel-ready land is a vital component of a community's investment readiness efforts as investors looking to relocate, expand or start a new business, will need a location to house their business. This starts with land. If a community has shovel-ready land (i.e., the site is fully serviced and for sale or lease), it will make the community more attractive to an investor as it speeds up the development process and ultimately lowers an investor's level of risk, as all land-use requirements are already in place. If on the other hand, a community has no shovel-ready land it is more difficult to attract investment (businesses) to the community.

As population grows there is a demand for a greater diversity of commercial business to support the population and keep them in Russell. For businesses to be able to open there needs to be an availability of spaces for sale or lease to accommodate these businesses.

Goal: Support Local Agriculture

Why is This Important?

Agriculture and agri-food have been historically and continue to be a key economic sector for the Township of Russell. Investing in this sector is an effective way to deliver economic growth by creating new jobs, improving food security and contributing to the sustainability of farm businesses. Culturally and economically, it is important to keep farming alive and prosperous and to preserve A1 farmland for future generations.

Top Priority Economic Development Actions

The following six actions are considered **the most immediate actions** but are not listed in priority of importance.

Goal: Be Investment Ready

Priority Action: Assign the Economic Development Officer (EDO) as the point of contact for business investment enquiries (and ensure all departments know to connect with the EDO regarding enquiries). This will help investors navigate the development process for entrepreneurs and business owners understand the process.

Priority Action: Keep the Township economic development web pages, marketing pieces, community profile, industrial/commercial land and building inventories, etc. updated with the most current information and ensure that it can be easily navigated so that site selectors and potential investors can easily find the information that they require to invest in the Township.

Goal: Attract, Retain and Grow Business

Priority Action: Undertake a Business Retention and Expansion program to build better communications and networking opportunities between staff, elected officials and local businesses. These could include:

- Establishing and implementing a formal business visitation program.
- Hosting business networking events.
- Coordinating town hall meetings
- Developing a business inventory to better understand the makeup of the business community.
- Working with businesses to determine training opportunities required to upgrade skills. Collaborate with post secondary institutions, workforce planning boards, etc. To provide these training opportunities locally.
- Working with local schools to educate students on the job opportunities that can be found in the township.

Priority Action: Establish better communications between internal departments to ensure that economic development is included in all industrial commercial investment enquiries/development projects through regular monthly meetings (i.e., review team meetings) and through established email protocol.

Priority Action: Continue to be the main point of contact for the 417 Industrial Park, to market it, help investors navigate and understand the process, and provide a smooth transition through the building process.

Priority Action: Better market to eligible businesses within the four Community Improvement Plan areas of the Village of Russell Commercial Corridor and Village Core, Village of Embrun Commercial Corridor and Village Core, 417 Industrial Park and the Embrun Business Park the program that is available to their businesses and encourage participation in the program.

Additional Economic Development Actions

The following actions are important to enhance and guide the economic development program but are actions that can be implemented over the next five years.

Goal: Be Investment Ready

Action: Be the information hub for business support providing an inventory of available grants and loans that businesses can access (i.e., all levels of government, CIP). Work with the Chamber of Commerce and other business groups to ensure that the businesses are provided with the most updated information to help to grow.

Action: Following the recommendations identified within the Final Settlement Area Expansion Justification Report (April 2022) and Russell Official Plan Policy Directions Report (September 2024), continue the process of bringing more shovel-ready industrial land to market.



Goal: Attract, Retain and Grow Business

Action: Help to support brick-and-mortar businesses expand their marketing programs to include an online presence to allow them to diversify their abilities to expand their markets and sell their products and to encourage shopping local first. (i.e., Digital Mainstreet)

Action: Implement the recommendations of the Hotel Market Demand Study completed in 2024, determine the best location for a hotel/motel and begin to make the location shovel ready with infrastructure and zoning in place to attract the right accommodation.

Action: Develop a system to help guide older business owners to market their businesses to new generation investors (i.e., succession planning). Building connections between businesses and opportunities for younger population.

Action: Investigate the interest for a Business Improvement Area (BIA), or Zone d'amélioration commerciale (ZAC) for the 417 Industrial Park and if there is support, undertake the process to create one. This will allow businesses within the industrial park to collectively organize and fund joint projects and to support long-term growth and collaboration.

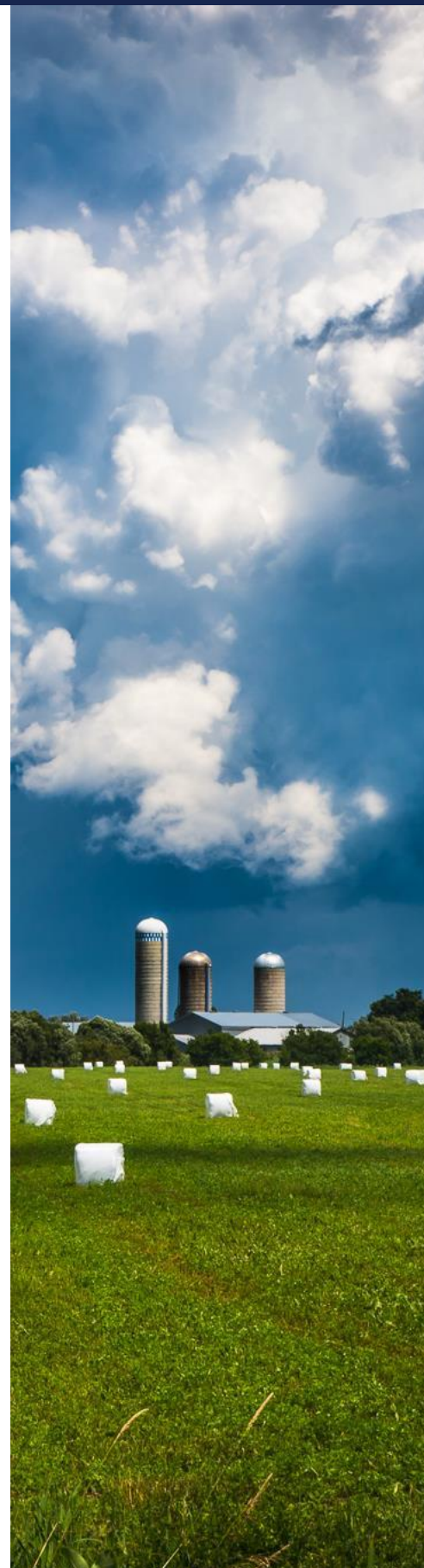
Action: Investigate the interest for a Business Improvement Area (BIA), or Zone d'amélioration commerciale (ZAC) for downtown Embrun and/or Russell and if there is support, undertake the process to create one. This will allow businesses within the downtowns to collectively organize and fund joint projects and to support long-term growth and collaboration.

Action: Implement a business licensing program or a similar initiative to allow the Township to better structure its engagement with local businesses and enhance long-term economic governance.

Goal: Support Local Agriculture

Action: Partner with relevant organizations to implement a training program for agriculture-based businesses to encourage on-farm diversification.

Action: Guide and provide information about government grants and other types of agricultural programs that are available.



Economic Development SCOAR®

Strengths

- Strategic location that shares a border with the City of Ottawa and is within 40 minutes southeast of downtown Ottawa.
- Located on Highway 417 (Trans Canada highway), between Ottawa and Montreal, with two highway access points.
- Agriculture has historically been and currently is a strong sector of the township's economy.
- Township has proactively managed municipal industrial park and has been successful in recruiting and retaining job-creating businesses.
- Significant projected population growth in the four urban cores to support employment and business support.

Challenges

- Currently very limited commercial and industrial lands and buildings available that would help to retain, attract and grow business.
- Local employers can struggle to find employees from the community due to low unemployment rate and because 68% of the population commute out of the region for work.
- Some investors appear to have found it difficult to start or grow a business due to the perceived lack of 'business friendly' attitude from the Township for growth, bylaw flexibility, timeliness, etc.
- Agriculture is often undervalued in its importance to Russell Township and considered a bit of a hindrance to growth. Local roads and services do not account for the unique needs of the agricultural sector (i.e., farm machinery slows traffic, size of equipment).

Opportunities

- Continue establishing key foundational elements to strengthen the economic development office.
- Plan for and develop new 'shovel ready' employment lands to attract job creating businesses.
- Provide affordable commercial locations for business start-ups.
- Engage with agricultural businesses to understand their constraints and challenges.
- Provide local businesses opportunities to take advantage of digital technology (i.e., Digital Main Street).

Aspirations

- To have agriculture supported and respected by residents and Township as a foundation of the community.
- To have urban cores with the right commercial, retail and service mix to support the residents.
- To be a business-friendly Township that works closely with a streamlined and welcoming development process.
- To have 'shovel ready' lands available to continue growing and attracting new job creating industries.

Results

- Strong agricultural base.
- New industrial businesses that create good paying jobs for residents.
- Greater number of diverse locally owned restaurants, retail and services.
- Good relationships between the business community and the Township staff and elected officials.

Appendix A – List of Documents Reviewed

Community Development

- Russell Township Phase 2 Report: Streetscape Master Plan and Urban Design Guidelines
- Township of Russell Affordable Housing Action Plan 2024
- Township of Russell Transit Feasibility Study 2018
- Market Demand Study: Sports, Recreation, And Entertainment Facilities Russell Township 2019
- Official Plan Russell Township and Zoning By-law 2018

Economic Development

- Township of Russell Community Improvement Plan – Villages of Embrun and Russell 2024
- Township of Russell Community Improvement Plan (417 Industrial Park and Embrun Business Park)
- Industrial Land Development Review for the Township of Russell 2016
- 417 Industrial Park Development Activity Report 2022
- Consulting Report Industrial Land Valuation Analysis Expanded - 417 Industrial Park Township of Russell 2022
- Comprehensive Business Plan to Support the Servicing of An Industrial Park 2020
- Economic Contributions of Prescott and Russell United Counties' Farm Sector 2020
- Russell Township Economic Development Strategic Plan 2017
- Hotel Market Demand Study: Russell Township 2024
- Local Economic Snapshot Prescott & Russell United Counties 2021
- Navigating Toward Success 2024-2029 Economic Development Strategy and Action Plan
- Retail Market Demand Study: Russell Township 2024
- Industrial Land Demand Study: Russell Township 2023
- Coworking Viability Analysis Parts 1, 2 & 3 – Russell Township 2023
- Township Of Russell Updated Growth Outlook And Employment Land Needs Analysis 2017
- Russell Township BR+E Final Report and Action Plan 2019
- United Counties of Prescott and Russell Official Plan 2022





Municipalité de
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Township

Township of Russell

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russell.ca