

# **PLAN STRATÉGIQUE EN DÉVELOPPEMENT ÉCONOMIQUE ET TOURISTIQUE 2021-2024**



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This document was elaborated by Roselyne Clément, the strategist behind Champ libre stratégies.

Champ libre stratégies supports local and regional communities to make them more attractive, viable and inclusive. The company offers territorial strategic planning services, public participation and key insight, research and data analysis, territorial marketing and graphic roll-out representation.



## ACKNOWLEDGMENTS

The hereby strategic plan is the result of a collaborative effort between Champ libre stratégies, the members of the steering committee, the members of the economic and tourism development committee, as well as the guests and residents who attended the viewing sessions held in fall 2019.

**Thank you to all the entrepreneurs and partners** who graciously offered some of their precious time to come and share with us their vision for The Nation's economic development over the next few years.

**Congratulations to the members of the Administration and to City Council** for undertaking this territorial planning approach in economic development. Taking the time to think, to consult with champions and to structure future and further actions will undoubtedly enable The Nation to plan and operate in a clearer scope and to implement its Economic and Tourism Development Action Plan more effectively.

### STEERING COMMITTEE

**Mrs. Marie-Noëlle Lanthier**, Councilor, President of the Economic and Tourism Development Committee

**Mrs. Josée Brizard**, Chief Administrative Officer – Municipal Clerk

**Mr. Guylain Laflèche**, Urban Planner

**Mr. Benjamin Bercier**, Economic and Tourism Development Manager

### THE NATION'S ECONOMIC AND TOURISM DEVELOPMENT COMMITTEE

**Mr. François St-Amour**, Mayor

**Mrs. Marie-Noëlle Lanthier**, Councilor

**Mrs. Josée Brizard**, Executive Director

**Mr. Guylain Laflèche**, Urban Planner

**Mr. Benjamin Bercier**, Economic and Tourism Development Manager

**Mrs. Murielle Huneault Pilon**, Employment Services sector delegate

**Mr. Mark Kelly**, Services sector delegate

**Mr. Olivier Berthiaume**, UCPR delegate

**Mr. Pascal Denis**, Business sector delegate

**Mr. Fern Beauchamp**, Real estate sector delegate

**Mr. Laurent Souigny**, Agricultural sector delegate

**Mrs. Shirley Racine**, Public sector delegate

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**Mrs. Audrey Lizotte**, L'Artisan Farm

**Mr. Benoît Desforges**, Benam Construction

**Mrs. Carole Lavigne**, United Counties of Prescott and Russell.

**Mr. Éric Labelle**, Labelle Tents

**Mrs. Evelyn Levac**, Sylvano Dairy Farm Inc.

**Mr. Guylain Wathier**, Mini Storage

**Mr. Olivier Berthiaume**, United Counties of Prescott and Russell

**Mr. Jean-Claude Havard**, Boisés Est

**Mr. Kevin Laviolette**, Laviolette Poultry Farm

**Mrs. Manon Cléroux**, Domaine du verger Cléroux Orchard

**Mr. Martin Lacelle**, Consultant

**Mrs. Shirley Racine**, Consultant

**Mr. Mark Kelly**, KB Media

**Mr. Jean-François Bergevin**, Maxi-Power Inc.

**Mr. Pascal Billard**, SOL-AIR Consultants

**Mrs. Jennifer Larocque**, Popsilos

**Mr. Pascal Denis**, Fernand Denis Inc.

## I. INTRODUCTION

The challenges that the municipal governments are facing around the world are becoming more and more intricate. In March 2020, the COVID-19 outbreak across Canada turned many assets upside down, as integral economic communities sustained setbacks. Of course, many of us are wondering “*whether the pandemic will be a boost or a screeching halt to some trends, such as regional anchoring*”<sup>1</sup> (Vachon, 2020). For Bernard Vachon, a expert in regional development, “the pandemic will speed up the territorial anchoring because four allies were born: remote work capacity, the importance of quality living, living environment and food-based self-sufficiency, all of which can be broken down to striving for “Living differently<sup>2</sup>.”

While we wait for the pandemic to end at last, local governments will try to get ready and set up for this “economic recovery”, which is the flavor of the day, with the resources they have at their disposal. This recovery will be slow; hard for some people, and easier and easier for others. However, one thing is for sure: it will have us thinking collectively so that we can redefine ourselves and adapt our economies, relying far too much on remote markets. *Couldn't the local economy be the solution to supporting the resilience of our communities in order to envision a future that economically sustainable and locally-based?* An economy which is truly anchored within its own territory and where relations prevail based on and out of solidarity between entrepreneurs and consumers?

### Economic Vitality at the Heart of Our Municipal Concerns

Despite the gloomy economic context, the last few years have seen a growing number of municipalities undertake initiatives aimed at reclaiming the economic vitality of their territory. They had worked hard to redefine their economy and the role they could play to support their local businesses, revitalize their respective downtown cores and promote their assets. For their share,

*Ontario's local economies are in transition and looking to adapt to an international market. To remain competitive, sectors such as manufacturing, the primary sector, wholesale trade and retail and agriculture are constantly improving their yield, products, delivery of their services, customer satisfaction and cost-effectiveness, while the information sectors, communications, knowledge and green technologies continue to expand (MAH, 2011).<sup>3</sup>*

Of course, the vitality of a municipality cannot be assessed solely based on its economy. Its social, cultural, natural and democratic life adds to the entrepreneurial vitality of a community. Indeed, *entrepreneurship is one of the basic elements of any economic development. Businesses create jobs, generate innovation, invest and contribute to the wealth and prosperity of the municipality.* In this train of thought, the company therefore finds itself at the very core of the municipality's ecosystem. A “territorial ecosystem” that can be defined as a grouping of individuals and organizations that support, at a regional, national and provincial level, all kinds of initiatives and set out to have an impact on other champions within the ecosystem, on a given territory.



The next page graphically represents the champions within The Nation municipality's economic development ecosystem.

The concept of ecosystem reminds us that the economic development of an environment is not a single organization's burden. In fact, each champion has one or even multiple roles to play within the ecosystem. The more interaction there is between the players, as diversified and impactful as possible, the more "fruitful" the ecosystem will be for businesses.

### **Strategically Planning Our Territory's Development**

Even though the current situation is full of uncertainties, citizens expect their municipal government to be proactive and to transparently communicate the directions they will go and explore to face current and future challenges. Strategic planning thus becomes an ideal tool for mapping out the future, depending on the municipality's capacities and those of its partners. This strategy must take into account the strengths, the opportunities and the limitations the municipal organization has to face and rally its members around common objectives. To succeed, any strategic planning has to be elaborated and implemented while respecting the balance that has to be established between the wishes as expressed by its champions and the capacity and abilities defining the members of the organization toward achieving the highlighted objectives.

As a result, The Nation has undertaken its very first strategic planning process in economic development in order to acquire a long-term vision and clear and accurate guidelines for this sector. Designed to cover the next four years, this roadmap has been built with the contribution of many entrepreneurs, regional consultants in economic development, elected representatives and members of the municipal team. The consultations allowed for the strengths, opportunities, problems and threats analysis for the whole economic sector, as well as for its main sectors of activity, mainly agriculture, tourism, businesses and manufacturing. These discussions have also enabled us to come up, as a group, with the vision, the mission, the values and The Nation's role in economic and tourism development.

As to what lies ahead, I wish that this 2021-2024 Economic and Tourism Development Strategic Plan will give The Nation the chance to:

- Move forward with greater clarity and confidence in building a local, proud and resilient economy;
- Bring together, fuel and engage your ecosystem's various champions in fulfilling your economic development mission from a result-driven standpoint;
- Monitor and assess key elements and issues in order to keep this tool alive as a clear and accurate picture of your situation;
- Carry out positive initiatives for the future of your businesses and that of your economy.

Roselyne Clément, February 4, 2021

Figure 1 - Ecosystem of The Nation's Economic and Tourism Development

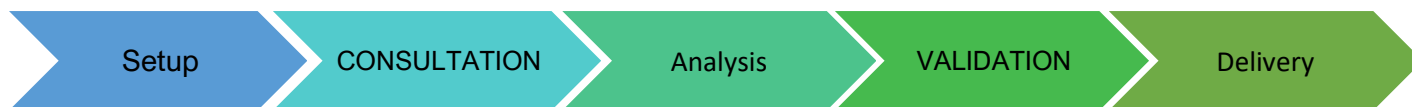


\* See Appendix A for a detailed list of all the champions that make up The Nation's ecosystem.



## II. METHODOLOGY

The process of developing the strategic plan for economic and tourism development of the municipality of The Nation took place in the fall of 2019 and in the fall of 2020. Here are the five stages that summarize the actions taken to get there:



### STAGES

#### 1. SETUP – Fall 2019

- Commitment from Municipal Council
- Training for the Steering Committee
- First meeting between Champ libre stratégies (CLS) and the Steering Committee
- Work plan as submitted by CLS

#### 2. CONSULTATION – with businesses, partners and the municipality – fall 2019

- First viewing session : Sector diagnosis
- Second viewing session: vision, mission and the Municipality's roles in economic and tourism development

#### 3. ANALYSIS

- Final report "Economic Development Strategic Components" (fall 2019)
- Drafting of the "Preliminary Economic and Tourism Development

Plan" (fall 2020)

#### 4. VALIDATION

- Meetings with the economic and Tourism Development Committee (December 2020)
- Work meeting (2) with the Economic and Tourism Development Manager (January 2021)
- Closing meeting with the Steering Committee (January 2021)
- Work meeting (2) between members of the Municipal Team (February 2021)

#### 5. DELIVERY

- Submission of the final report with all the deliverables developed over the course of the mandate (February 2021)



### III. BACKGROUND AND SETTING

Since 2014, many actions have been taken by The Nation in stride with economic and tourism development. These actions show the organizational and financial commitment from the Municipality over the years in terms of economic planning across its territory. In collaboration with its partners, these initiatives have proven to be key in developing the hereby Strategic Plan along with the implementation of factors that will undoubtedly support the successful outcome and achievements that have been set through the hereby Economic and Tourism Development Strategic Plan

Here is an outline of the key elements and actions taken by The Nation:

**2014** – Elaboration of the *2034 The Nation Municipality's Strategic Plan* (Parsons), in which a section is dedicated to the “economic sustainability” stream.

**2015** – Establishment of the Economic and Tourism Development Committee.

**2016** – Hiring of a summer student worker to do the inventory of all the businesses and land ripe for investment.

**2017 - 2018** – Delivery of the OPRO Portrait (Opportunités Prescott and Russell Opportunities) for The Nation in order to promote the withstanding and expansion of local businesses. The following strategies are part of this process:

- Consultation with 69 businesses across The Nation from the commercial, industrial, agricultural and tourism sectors.
- SWOT Analysis-based diagnosis for the economic development sector.
- Analysis of the businesses' needs.
- Action plan for the withstanding and the expansion of businesses within The Nation.
- Community profile and promotional video.

**2018** – Hiring of a Project Manager to perform business prospection.

**2019** – Economic and Tourism Development Committee structure review.

Hiring of an Economic and Tourism Development Manager.

Viewing sessions with businesses and regional partners, led by Champ libre stratégies and submission of the “Economic Development Strategic Components” report.

**2020** – Submission of the “The Nation Municipality's Economic Development Strategic Components” report (February 2020).

Elaboration of the “Prescott and Russell Economic Response and Recovery Plan” by the United Counties of Prescott and Russell:

- Regional consultation: several meetings between the respective Prescott and Russell municipalities' economic development managers and the Department of Economic and Tourism Development of the United Counties of Prescott and Russell.

- Consultation with businesses within The Nation through two surveys (in May, 45 respondents, and in July, 33 respondents) to get a clearer and deeper picture of the impact of COVID-19 on businesses across the region.
- Elaboration and approval of the Terms of Reference for the new version of the Economic and Tourism Development Committee

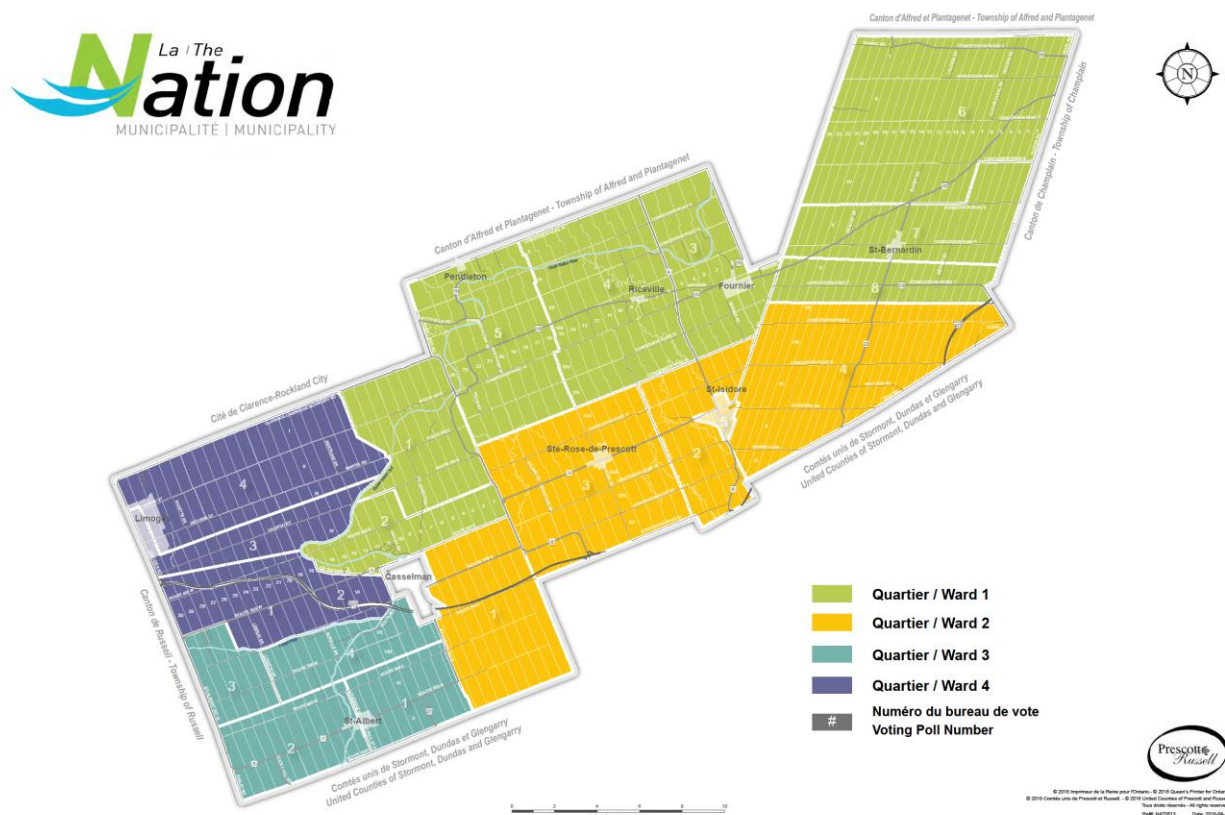
**2021** – Submission of the “Economic and Tourism Development Strategic Plan” (Champ libre stratégies)

## IV. SOCIO-ECONOMIC SNAPSHOT

### Demographics and Territorial Specifications

With a population of 12,808 (2016), The Nation is the third largest municipality in Prescott and Russell (Appendix B—Table 5). It covers a large 658 km<sup>2</sup> rural territory, 41,039 hectares of which are designated as agricultural (which translates into 70% of its territory). It is made up of 17 settlements and downtown cores, all surrounded by the City of Clarence-Rockland, the Townships of Alfred and Plantagenet, Champlain and Russell, as well as the United Counties of Stormont, Dundas and Glengarry.

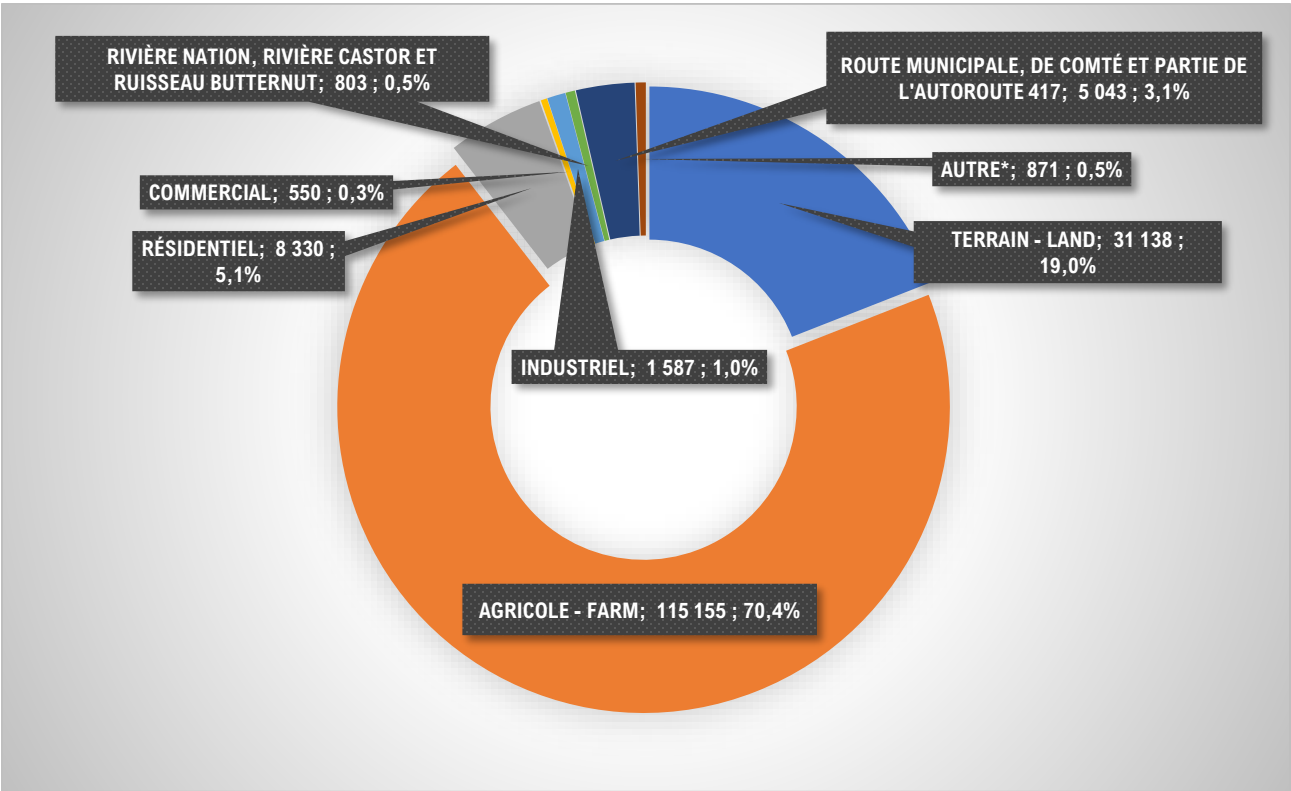
*Figure 2 – Map of The Nation Municipality*



The Nation was created after the amalgamation of the townships of Caledonia, Cambridge and South Plantagenet, as well as the village of Saint-Isidore, in 1998. The origin of its name is linked to the South Nation River, which weaves its way through it over 54 km.

The following chart highlights The Nation’s territorial specifications, upon land classification, depending on the types of properties. We can clearly see that the agricultural land covers a predominant part of the territory (70%), followed by lands (19%), then residential properties (5%). The commercial, manufacturing and industrial sectors occupy a lower part of the lands, with 0.3% and 1.0% respectively.

*Figure 3 – The Nation’s Territory Ranking in Acres, Upon the Types of Properties, 2020*



### Socio-Economic Background

Just as it’s the case for parts of Ontario and throughout the rest of the world, the analysis of The Nation’s economic situation reveals two important periods: a “before” COVID-19 and an “after” COVID-19. Considering that the pandemic is not over and that the statistics resulting from this period are not available, here’s an overview of The Nation’s socio-economic profile before COVID-19.

- ✓ **Population Growth Forecast**—Although The Nation has experienced a rather modest population growth over the past two decades, a 9.8% increase has been recorded from 2011 to 2016. The demographic growth index remains positive when looking ahead at the upcoming years. The municipality thus anticipates a 1.5% average annual population growth, to reach 15,476 residents by 2029 (Appendix B—Table 7).

- ✓ **Population Upon Age Structure**— The Nation’s population is younger (average age—39 years of age), in comparison with Prescott and Russell as a whole (42 years of age) and Ontario as a whole (41 years old). Although all age groups are growing, the 65-years-of-age segment does show the biggest increase (Appendix B—Table 6).
- ✓ **Active Population** — The proportion of The Nation’s active population (74.9%) represents the highest activity rate recorded in the entire Prescott and Russell region (Appendix B—Table 5).
- ✓ **Education Level** — The proportion of The Nation’s active population (24–25 years of age) that holds a certificate, a post-secondary diploma or a degree is at 60%, 50% of which have obtained a diploma or certificate from a college, a *CÉGEP* or a university (Appendix B—Table 10).
- ✓ **Home-Workplace Commute**— The majority of The Nation’s households (56%) works in a municipality or in a different region in Ontario, suggesting that the majority of this proportion commutes to and from a workplace in Ottawa (Appendix B—Table 9).
- ✓ **Median Level Income** — The median income of The Nation’s households is higher than that of Prescott and Russell as a whole. Indeed, The Nation’s higher income can probably be due to the fact that it’s close to Ottawa, as many residents do commute to Ottawa in order to benefit from the higher salaries than in comparison with the regions that are further from the National Capital Region (Appendix B—Table 8).
- ✓ **Bilingualism** — The Nation’s bilingualism rate is at 69%, which helps support and lead business development activities outside of the region, particularly involving Francophones in Ontario and Quebec (*Community Profile*, The Nation, 2019).

## Background Overview

The Nation is a growing municipality that benefits from a favourable geographic location, being near the big centres that are Ottawa, Gatineau, Cornwall and Montreal. Its well-established transportation-based infrastructure, most notably Highway 417, the 417 Bus Line shuttle service, the Ottawa and Montreal airports, the VIA Rail train service, as well as the Prescott and Russell Intermunicipal Transportation Network (PR Transpo) carries out diversified options to residents, businesses and all visitors travelling across its territory, either to get to work or to access foreign markets.

Offering a more affordable cost of living than Ottawa, The Nation is characterized by a bilingual and well-educated population (varying proportions granted between the Eastern and Western sectors of the Municipality). The residential construction sector is growing (Appendix B—Table 15); it was at 5,267 private residences (as of December 31, 2019), and future residential developments seem to be blooming. As of April 2020, four residential projects had in fact been submitted to the Municipality for the construction of 758 additional units over the next 10 years. The Limoges sector is quite attractive, due to its proximity to the City of Ottawa and the federal public service, an employer of choice for many of Limoges residents. On the other hand, St-Isidore is characterized more by its economy based on agriculture, construction and supply, wholesale and retail businesses. In general, there’s a stimulating

entrepreneurial energy throughout The Nation, based on the rural pride burning within its business community.

A strong sense of community is found at the heart of the different communities that make up The Nation. The Nation has many social clubs, sporting associations and community groups ensuring the healthy vitality and the shining well-being of all its communities. In addition to its five community halls and its many parks, municipal recreational facilities include an arena and, soon, a sports complex. The Nation even got a recognition as “One of the 10 best places for families in Canada” for the province of Ontario (MoneySense. 2018).

The Nation’s **agricultural and agri-food sectors** are truly one of the beacons and pillars of the local economy. Indeed, The Nation is a hotbed for agri-food given the quality of its agricultural land and the large number of farms it includes; indeed, agricultural businesses are diversified, size-wise (small to large) and crop-wise. The importance of this sector is also based on the major economic benefits it generates for other businesses (suppliers, jobs, distributors, related services, etc.) located within the municipality and throughout Prescott and Russell. Lastly, the agricultural and agri-food sectors provide The Nation with a strong development potential, mainly based on the innovation put forth by the farmers who constantly seek to improve their yields.

In the past few years, a unique network including **agri-food, tourism and a rural living** has emerged in The Nation. The Curd Festival and the painted cows of the St-Albert Cheese Factory Co-op, the Popsilos circuit and some agritourism businesses, such as L’Artisan Farm, are attracting an ever-increasing number of visitors. The trend related to agritourism and buy-local initiatives undoubtedly supports without the sector’s rise in popularity.

Another important factor when considering **The Nation’s tourism sector** is the undeniable attraction that is the Larose Forest, welcoming an increasing number of athletes from Ottawa and other sectors of Prescott and Russell, who come to practice and perform mountain biking, cross-country skiing and hiking in the Forest. The recent construction of a reception lodge, the development of new parking lots and the widening of roads will most surely further support the development of this attraction. Moreover, cycling paths and trails and the proximity to the Prescott and Russell Recreational Trail offer alternatives as far as outdoors activities to residents and visitors alike.

**The business sector** has developed greatly since the arrival of the Innovation Commercial Park in the Limoges sector. All the lands have been sold, as a second phase might be considered and assessed. Despite the fact that the extent of the territory could offer a lot of space to accommodate commercial, manufacturing and industrial businesses, a lot of these lands are subject to strong bidding, due to their proximity to Highway 417. Indeed, the 417 has recorded a lot of traffic (Appendix B—Table 14) along and around these five exits, which could represent an interesting and viable opportunity for future business development. In spite of it all, the high cost of these lands is, in some way, preventing local businesses from locating at these prime spots. Over the next few years, The Nation will be called upon to try to stand out from surrounding Municipalities in setting up and supporting the development of local businesses as providers and suppliers to its various communities.

## The Nation's Businesses Overview

On June 30<sup>th</sup>, 2019, The Nation had 578 businesses with their combined workforce within a range of 92 sectors. The following table details the municipality's most important sectors; as it turns out, the agricultural, commercial and so-called other sectors are an important part of the business in the Municipality.

*Table 1 – Number of Businesses Within The Nation, Per Sector*

Sector of activity	Number
<b>Farming</b>	270
<b>Commercial</b>	110
<b>Industrial</b>	26
<b>Tourism / housing / agritourism</b>	19
<b>Construction / Home Building / Construction retail</b>	45
<b>Work-from-home</b>	43
<b>Others</b>	138
<b>TOTAL</b>	381

*\* Données à mettre à jour par le Gestionnaire en développement économique et touristique*

As it is pointed out in the “Rapport Opportunités Prescott and Russell Opportunities (OPRO)” pertaining to The Nation, here are some additional distinctive features about the businesses:

- **Type of Properties and Business Operations** — The vast majority of businesses operate a property and carry out local activities at and from one location. Compared to Prescott and Russell, The Nation has very few franchised businesses and a low number of regional, national or international branches or business divisions;
- **Main Business Market** — The Nation's businesses mainly operate through regional (46%) and local (43%) activities;
- **Number of Years Operating Within the Community** — 31% of The Nation's businesses have been established for less than 10 years. On the other hand, 68% of the businesses have been established for more than 11 years, as the majority of these have been for 26 to 35 years. There are, however, a significant number of businesses that have been open for less than a year.
- **Number of Years Operating Under Current Ownership** — The Nation has a greater number of owners who have been running their businesses for 26 to 35 years (63%), which highlights the importance of having a succession plan to ensure that the business is taken over and keeps on running.
- **Ownership Status of the Company's Main Facilities** — 87% of business owners have acquired the facility within and from which they operate.



## Workforce and Business Climate Overview

Table 2 shows the distribution of the active population 15 years of age and older on the basis of the type of the establishment's main operating activity or industry (NAICS 2012). As we can see (in blue), **public administration (15%), construction (12%), health care and social services (11%), retail businesses (10%), educational services (8%) and agriculture, forestry, fishing, hunting (7%)** are the most important sectors in The Nation, workforce-wise.

This distribution is well aligned with the important professions within The Nation (Appendix B—Table 13); the “Business, finance and administration,” “Trades and transportation,” “Sales and services” and “Education, law and social services” professional sectors are the most common across the territory.

*Tableau 2 – Active Population 15 Years of Age and Older Per Industry Based on the NAICS Index Code*

NAICS Industries	The Nation	
	No.	%
Total active population 15 years of age and older upon the industry	7 595	100
NAICS Industry – No object	65	
All types f industries	7 530	100
11 Agriculture, forestry, fishing, hunting	500	7
21 Mining, quarrying and oil and gas extraction	15	0,1
22 Social services	35	0,4
23 Construction	905	12
31-33 Manufacturing	455	6
41 Wholesale	205	3
44-45 Retail business	740	10
48-49 Transportation and storage	410	5
51 Information and cultural-based	90	1
52 Finance et insurance	225	3
53 Real estate and rental and leasing services	100	1
54 Professional, scientific and technical services	325	4
55 Business Management	0	0
56 Administrative services, support services, management of waste services and sanitation services	265	4
61 Educational services	595	8
62 Health care and social services	800	11
71 Arts, entertainment and recreation	105	1
72 Accommodation and food services	360	5
81 Other services (except public administration)	315	4
91 Public administrations	1 110	15



As stated in the “Rapport Opportunités Prescott and Russell Opportunities (OPRO)” pertaining to The Nation, here are some additional distinctive features about workforce and business climate:

- **Number of Employees Per Business, Owner Included** — The Nation has more smaller businesses (1 to 4 employees) than the UCPR: 70% of The Nation’s businesses have nine employees or less. However, it is important to bear in mind that The Nation does have employers with more than 300 employees.
- **Overview of Permanent and Temporary Jobs** — The distribution of permanent full-time jobs in the community is at 64%, while the permanent part-time jobs are at 19%. That being said, the significantly higher percentage of seasonable or temporary jobs (17%) within The Nation is higher than the region’s figures by 9%.
- **Evolution as to the Number of Employees Over the Past Three Years**—Over the past three years, 41% of employers of The Nation have hired new employees, 51% of them have not reported any changes as to the number of employees, and 9% of them had to cut down on positions.
- **General Sense as to The Nation Being a Favorable Place for Business**—79% of business owners have a good or excellent vibe when considering The Nation as a business location.
- **Use of Technology by The Nation’s Businesses** — The Nation’s business owners are in an enviable position, since 84% of them use technology, with proportions ranging from a little to a lot.

### Covid-19 and its impact on The Nation’s Local Economy

Over the course of the year 2020, two surveys (in May and in July) have been filled out by Prescott and Russell business owners in order to get a better hold of the extent of the impact the pandemic has had and is having on businesses, as well as the measures put in place to support these owners.

Here’s an overview of the main qualitative data collected through these two surveys, taken out of “Second report—Survey: Impacts of COVID-19 on businesses Prescott and Russell Businesses”:



Note that the data collected gives an overview of the regional situation, without, however, offering a detailed picture of the reality of The Nation's business owners.

**Wider Impact**—Between the months of May and July 2020, 21% of the business owners who referred to the situation as being hard or critical were able to adapt and learn from the situation. However, the situation didn't really improve in most economic sectors.

**Sectors Proven to Be in a Favorable or Manageable Situation:**

- Construction
- Non-profit
- Finance and insurance
- Repair and maintenance
- Agriculture, forestry, fishing, hunting

**Sectors Proven to Be in a Difficult or Critical Situation:**

- Tourism and accommodation
- Health care and social services
- Personal care services
- Food services
- Administration and support
- Manufacture and production
- Retail
- Arts, entertainment and recreation

**Measures Implemented by Businesses That Have Been Positively Affected**

- Integrating different working methods (ex: working from home)
- Adding or increasing online options and home delivery
- Increasing orders from suppliers
- Hiring of staff

**Measures Implemented by Businesses That Have Been Negatively Affected**

- Significant loss of cash flow
- Reduction in business and working hours
- Search for short-term funding
- Layoff of staff

**Overview of the hiring situation over the next six months** – The majority of respondents do not expect any changes.

**Challenge Encountered in Terms of Workforce**

- Reduction in terms of hours and/or services
- Search for short-term funding
- Layoff of staff

- Significant loss of cash flow
- Hard time recruiting
- Postponed plans for hiring
- Adjusting to alternative working methods (ex: working from home)
- Staff eager to return to work

### **Types of Support Sought After from the Municipality**

- Simplified administrative procedures
- Reduction of commercial, manufacturing and industrial property tax for businesses that are not operating
- Initiatives to promote buy-local habit and behavior
- Speeding up the development of building projects by keeping reviewing site plans, issuing building permits and making sure the building inspection service is operating and available.

Others:

- Providing support to recruit labor
- Promoting businesses and attractions
- Providing financial support
- Initiatives to smoothen the transition to digital (online sales, service offer videoconference, etc.)
- More efficient information related to programs and new laws and regulations resulting from COVID-19
- Access to government funding financial support (mainly interest-free loans)

### **Main Priorities from a Regional Economic Recovery Perspective**



1. Financial support
2. Promoting buy-local initiatives
3. Restored consumers' trust

## V. INTERNAL AND EXTERNAL ENVIRONMENT ANALYSIS

The SPOT matrix (*Strength, Problems, Opportunities, Threats*) aims at inspiring economic and tourism development strategies in order to benefit from the Municipality's **strengths** (internal) and to take advantage of the territory's **opportunities** (external). Although the **problems** (internal) usually represent the Municipality's organizational weaknesses, they can also be perceived as potential sources of opportunities. As for the **threats** (external), they represent factors that can jeopardize or hamper the Municipality's chances of moving forward and improving their economic development.

The following table stems from meetings with the members of the Steering Committee and the consultation sessions with the businesses owners and economic development partners in the fall of 2019.

*Table 3 – SPOT-Based Diagnosis of The Nation's Economic and Tourism Development*

STRENGTHS		OPPORTUNITIES	
PRESENT / INTERNE	<p>The <b>strengths</b> represent the different resources, the skill sets, the reputation, the success and all of the Municipality's other organizational capacities and abilities in order to have a positive impact in achieving the results we are targeting.</p> <p><b>Human Resources and Work Structure Management</b></p> <ul style="list-style-type: none"><li>+ Team of qualified and dedicated professionals.</li><li>+ A full-time employee in economic development.</li><li>+ Good collaboration between the members of the Administration to ensure ETD projects are materialized and delivered (ex: Public Works, Communications, etc.).</li><li>+ Quality service provided to businesses in order to lighten the administrative process.</li><li>+ The establishment (return) of the Advisory Committee within The Nation's Economic and Tourism Development. Terms of reference pertaining to the Committee endorsed by Municipal Council.</li></ul>	<p><b>Opportunities</b> are specific initiatives or projects that could have a positive impact on the territory by focusing on its strengths, solving problems or coming up with new services or products moving forward.</p> <p><b>Favorable conditions</b></p> <ul style="list-style-type: none"><li>★ Attraction and retention of many drivers along Highway 417 through the five exits giving access to the territory. Development along Highway 417.</li><li>★ Promoting residential construction/new houses in St-Isidore/Development of green homes/Building affordable housing for the immigrant workforce and other = potential projects for local developers and promoters.</li><li>★ Improving access to basic services (water, gas, hydro, the Internet).</li><li>★ Business incubator</li><li>★ Increasing the number of spaces out for sale or for rent. Developing a commercial stream in order to offer accessible services to local residents – Limoges.</li></ul>	FUTUR / EXTERNE

<ul style="list-style-type: none"> <li>+ Members of Council involved and onboard the ETD Committee.</li> <li>+ Open to innovation and collaboration.</li> <li>+ Open to giving tips to actively support economic development.</li> <li>+ The Municipal Council is open and interested in staying informed as to the ETD activities (see the memos from the ETD Manager).</li> </ul> <p><b>Financial Resources</b></p> <ul style="list-style-type: none"> <li>+ Abrogation of development costs pertaining to commercial, manufacturing and industrial development projects.</li> <li>+ The municipality as a whole is in good financial health.</li> </ul> <p><b>Material and Infrastructure-Related Resources</b></p> <ul style="list-style-type: none"> <li>+ Innovation Commercial Park: a success for land and lot sales.</li> <li>+ The Municipality is the owner of five telecommunication towers (Internet)</li> <li>+ A current study is underway to assess the Municipality's "Asset Management "(it has yet to be confirmed if it includes greenhouse gas emissions);</li> </ul> <p><b>Communication and Promotion</b></p> <ul style="list-style-type: none"> <li>+ Many fruitful communication-based initiatives and marketing tools in order to promote the territory.</li> <li>+ A full-time Communications employee was hired.</li> <li>+ A strong sense of belonging binding citizens who live in a core settlement or a village</li> </ul> <p><b>Relationship with the Ecosystem</b></p> <ul style="list-style-type: none"> <li>+ Many partnering organizations working jointly with ETD throughout Prescott and Russell.</li> <li>+ Regional consultation with the ETD champions during the pandemic.</li> </ul>	<ul style="list-style-type: none"> <li>★ A centre to welcome and train immigrants.</li> <li>★ Providing water supply services along Highway 417 to allow building projects</li> <li>★ Collaborating with partners in order to find solutions for the workforce shortage/be open to immigration.</li> <li>★ Hiring a Business Development Officer.</li> <li>★ The Municipality is the owner of five telecommunication towers that can be rented out to businesses for an improved service on their territory.</li> </ul> <p><b>Support Provided to Businesses</b></p> <ul style="list-style-type: none"> <li>★ Offering training. Ex: Next Generation and Workforce Planning, Attracting Workforce, E-commerce, Social Media, etc.</li> <li>★ Implementing a recycling and pick-up service for businesses.</li> <li>★ Securing financial support for business start-ups/Providing technical support to fill out a grant application/Identifying or referring to potential grants/Promoting access to financing and investments for businesses.</li> <li>★ Promoting collaboration between business owners: <ul style="list-style-type: none"> <li>○ Networking and sharing information</li> <li>○ Commercialization and collective advertisement</li> </ul> </li> <li>★ Creating partnerships for renting empty spaces left unused through business operations.</li> <li>★ Having a proactive role with businesses: going out to meet with them, getting to know their needs, providing access to resources, keeping them informed, finding solutions.</li> <li>★ Supporting the Prescott-Russell Chamber of Commerce;</li> <li>★ Setting up meetings (lunches, happy hours, etc.) in order to promote networking among entrepreneurs and to stimulate a synergetic relationship between businesses, especially for supply needs.</li> </ul>
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		<ul style="list-style-type: none"> <li>★ Helping with development – expansion of existing businesses ex: Setting up and updating a developing project inventory platform, activities taking place in municipalities.</li> <li>★ Setting up networking meetings = businesses need to get to know each other even better.</li> <li>★ Keeping contact through 1-on-1 meetings.</li> </ul> <p><b>Promoting the Territory and Businesses</b></p> <ul style="list-style-type: none"> <li>★ Streamlining/valuing the ED Manager’s role within the business community.</li> <li>★ Promoting the entrepreneurial culture.</li> <li>★ Website to highlight and feature local businesses and deals.</li> <li>★ Developing a Communication Plan specifically for The Nation’s ED sector.</li> <li>★ Developing user-friendly and efficient tools that will help reach out to customers (entrepreneurs, developers, investors, etc.) : newsletter, updated ED section, networking, visiting with businesses, etc.</li> <li>★ Improving advertisement and signage throughout The Nation’s territory.</li> <li>★ Writing a list of contacts and developing an updating process for Prescott and Russell businesses.</li> <li>★ Keeping entrepreneurs informed as to the Municipality’s breakthroughs and achievements in ED, the programs, etc.</li> </ul>	
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PROBLEMS		THREATS	FUTUR / EXTERNE
PRÉSENT / INTERNE	<p><i>The <b>problems</b> represent the Municipality's organizational weaknesses, the obstacles and challenges, the issues, the unexpected and all the other factors that can negatively impact the targeted results.</i></p> <p><b>Human Resources and Work Structure Management</b></p> <ul style="list-style-type: none"> <li>- Lack of support and resources to guide through development stages.</li> <li>- Number of actions that can be taken from an ETD perspective is significantly high for only one ETD Manager.</li> <li>- Perception for some that the Municipality is reluctant to change and to taking risks.</li> <li>- Few team meetings between the members of the Administration, which could benefit from a better collaboration and improved communication among employees/departments.</li> </ul> <p><b>Financial Resources</b></p> <ul style="list-style-type: none"> <li>- Taxes slightly higher than those of most of the other Prescott and Russell Municipalities.</li> <li>- Lack of budgetary leeway allocated to ETD</li> </ul> <p><b>Material and Infrastructure-Related Resources</b></p> <ul style="list-style-type: none"> <li>- Considerable investment necessary in water works and supply/sewage and wastewater/electricity to align with the ETD-based expansion projects.</li> </ul> <p><b>Communication and Promotion</b></p> <ul style="list-style-type: none"> <li>- No Communication Plan.</li> <li>- Lack of knowledge, understanding and awareness pertaining to the in Economic and Tourism Development Department/Management role when it comes to supporting businesses.</li> </ul>	<p>The <b>threats</b> are elements that could potentially harm or hamper the Municipality or jeopardize the targeted results.</p> <p><b>General</b></p> <ul style="list-style-type: none"> <li>☛ The COVID-19 pandemic and the quarantine-related restrictions.</li> <li>☛ Competition with the surrounding municipalities.</li> <li>☛ Climate change.</li> <li>☛ Skilled workforce shortage.</li> <li>☛ The proximity to Ottawa and the fact that the federal public service is enticing, thus slow down The Nation's entrepreneurial growth.</li> <li>☛ Increased cost of living vs salaries: disproportionate.</li> <li>☛ The slow speed and expensive cost of internet services slowing down businesses into taking the technological turn.</li> <li>☛ Balance yet to be established: Large businesses like Amazon deemed not favorable (poaching workforce by offering better salaries), but, on the other hand, wanting to attract new businesses.</li> <li>☛ Territory located far from training centres. We get trained elsewhere and don't come back.</li> <li>☛ Aging population/entrepreneurs. Not much time to get ready for the new entrepreneurs.</li> <li>☛ Rural exodus.</li> <li>☛ Lack of adequate and reliable infrastructure (gas, electricity, high-speed internet, phone coverage).</li> <li>☛ Investment harder to come by.</li> </ul>	



	<ul style="list-style-type: none"> <li>- The “Economic development” section of the Municipality’s website is not efficient in terms of “advertising”, in fulfilling its primary role, which is to “inform”.</li> <li>- A rather flickering sense of belonging within the population towards “The Nation” as opposed to each of the core settlements or villages.</li> <li>- Lack of promotion and advertisement when it comes to assets and opportunities available within The Nation.</li> <li>- Not opportunistic enough when it comes to capitalizing on current and actual attractions.</li> <li>- Lack of promotion/development from the Municipality when it comes to the Larose Forest.</li> </ul> <p><b>Relationship with the Ecosystem</b></p> <ul style="list-style-type: none"> <li>- Lack of information on some businesses when it comes to The Nation’s ETD achievements.</li> <li>- Relationships to build on, maintain and tighten with important businesses within The Nation.</li> </ul>	
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Table 4 - Opportunities and Threats Upon the Sector of Activity

(continued) <b>OPPORTUNITIES UPON THE SECTOR OF ACTIVITY</b>		(continued) <b>THREATS UPON THE SECTOR OF ACTIVITY</b>	
	<p><b>Developing innovative projects</b></p> <p><b>Agri-food Sector</b></p> <ul style="list-style-type: none"> <li>★ Promoting homegrown (terroir) products and agritourism businesses.</li> <li>★ Stimulating organic agriculture production and growing.</li> <li>★ Increasing the proportion of agricultural lands in operation.</li> <li>★ Developing: <ul style="list-style-type: none"> <li>○ Agriculture-based innovation;</li> </ul> </li> </ul>		<p><b>Agribusiness sector</b></p> <ul style="list-style-type: none"> <li>💡 Underdeveloped primary and secondary food processing.</li> <li>💡 Regulation-based barriers: Tax imposed on small agri-food processing businesses that are considered like an “industry”.</li> <li>💡 Low awareness rate among agricultural entrepreneurs when it comes to succession planning.</li> </ul>

	<ul style="list-style-type: none"> <li>○ Primary and secondary food processing;</li> <li>○ Agricultural waste recovery;</li> <li>○ The organic produce market;</li> <li>○ National hemp production and interpretation centre in St-Isidore;</li> <li>○ An industrial park dedicated to agri-food products in Limoges (in controlled-environment containers);</li> <li>○ An agricultural interpretation centre in order to value and promote the region's expertise;</li> <li>○ An agricultural training and research centre in order to meet the needs of the region.</li> <li>○ The lumber industry (Non-timber forest products – NTFP)</li> </ul> <ul style="list-style-type: none"> <li>★ Keep businesses as to the new trends in agri-food, artificial intelligence in agriculture, etc.)</li> <li>★ Work on the Tax imposed on small businesses in agri-food processing that are considered an “industry”.</li> <li>★ Facilitate access to internal and external resources for a sustainable and healthy agriculture-based industry.</li> <li>★ Setting up and leading information sessions as to opportunities in agricultural and agri-food diversification (agroforestry, organic agriculture, etc.).</li> <li>★ Collaborating and supporting networking among champions within the agricultural sector to raise and foster awareness toward sustainable agriculture.</li> <li>★ Developing/attracting the next generation for a career in agriculture.</li> <li>★ Supporting farmers in their succession planning /Helping soon-to-be-retirees.</li> </ul> <p><b>Tourism sector</b></p> <ul style="list-style-type: none"> <li>★ Natural sites with development potential (Larose Forest, cycling paths and trails).</li> <li>★ Promoting the Prescott and Russell agritourism circuit (summer of 2021, the major tourist attractions (focus on the “Calypso effect”), the agritourism attractions and events, the Larose forest and the activities it hosts,</li> </ul>	<p><b>Tourism Sector</b></p> <ul style="list-style-type: none"> <li>☛ Relieving the UCPR of the maintenance of the PR Recreational Trail and of the funding of Tourisme Prescott and Russell Tourism, which promoted regional tourism.</li> <li>☛ Low retention of visitors for longer stays.</li> <li>☛ Beware of the negative effects of tourism = tourism detrimental to local populations and ecosystems.</li> </ul> <p><b>Commercial, Manufacturing and Industrial Sector</b></p> <ul style="list-style-type: none"> <li>☛ Lack of commercial space for rent or sale on the territory.</li> <li>☛ Overbidding on land along Highway 417. Land left fallow/not available for development.</li> <li>☛ Business opportunity-based leaks because they do not attract and retain motorists along Highway 417.</li> <li>☛ Business opportunity-based to Ottawa, Russell and Casselman for the western portion of The Nation, because the majority of households work there: restaurants, local retail stores and shops, (grocery stores, etc.), personal care services, etc.</li> </ul>	
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	<p>the smaller tourism-related businesses, The Nation's bilingualism factor</p> <ul style="list-style-type: none"> <li>★ Accurately coming up with the number of visitors in The Nation per year.</li> <li>★ Creating a tourist hub.</li> <li>★ Developing/emphasizing the “destination” factor and getaway feature (weekend/week) rather than a one-day excursion.</li> <li>★ Developing tourist attractions around Calypso (creating a village/a destination).</li> <li>★ Developing “market-ready” tourism businesses by bringing together various sectors and businesses to meet the visitors’ needs.</li> <li>★ Developing more culture-based attractions and agritourism sites (Popsilos circuit, heritage sites), in order to attract more visitors, which will, in return, strengthen our pride.</li> <li>★ Strengthening referencing between businesses to better meet the needs of visitors.</li> <li>★ Adding arts and culture to tourism.</li> <li>★ Developing a service and accommodation area for freight trucks.</li> <li>★ Having an independently-owned restaurant.</li> <li>★ Cycling paths and trails represent an opportunity/Creating paved shoulders for cyclists.</li> <li>★ Developing “soft” mobility circuits between municipalities (both for tourist and residents). See “Alpine Pearls” initiative.</li> </ul>	
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	<p><b>Commercial, manufacturing and industrial sector</b></p> <ul style="list-style-type: none"> <li>★ Need to stand out from the municipalities in the surrounding areas in terms of product and service-based offer.</li> <li>★ Attract supply and related services businesses.</li> <li>★ Build leased commercial/mixed condos with units (with residential units on the second floor) in order to attract shops that cannot be found elsewhere/stand out from Embrun and Casselman (Limoges sector).</li> <li>★ Promote available spaces (land), development opportunities.</li> <li>★ Develop a self-sufficient industrial park based on waste recovery/biodigesters</li> </ul>	
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## VI. OUR VISION



A vision suggests an ideal toward which we are working and the right and proper way to get to it. It has to guide our unifying decisions and our concerted actions.

Elaborated in the wake of the consultation sessions that were held with businesses and partners within the region, The Nation's Economic and Tourism Development's vision is:

**Welcoming and dynamic, The Nation stands out thanks to its strong, proud and connected entrepreneurial community. It values a viable, resilient and innovative economy, where the attractiveness of its territory and the synergy guiding its champions foster its prosperity. The reputation and diversification of its agricultural sector anchor The Nation as a regional leader in agri-food production and processing.**

## VII. OUR MISSION



Just like a beacon, the mission lights the way and guides the Municipality in terms of economic development. It expresses the purpose of the organization in a clear, realistic and concise fashion.

Elaborated in the wake of the consultation sessions that were held with businesses and partners within the region, The Nation's Economic and Tourism Development's mission is:

**With a green, innovative and resilient economy in mind, The Nation stimulates the economic development of its territory, respectful of its businesses and its local population. Working jointly with champions of its ecosystem, the more specific mandate of The Nation's Economic Development is made up of the following:**

- **Promoting a climate favorable to flourishing business**
- **Supporting its businesses**
- **Promoting its territory and its businesses**
- **Developing innovative projects**

## VIII. OUR ASSETS



The Nation will capitalize on the following strengths to achieve its vision:

**OUR STRATEGIC LOCATION** – close to major centres (Ottawa, Montreal) and a soundly developed transportation infrastructure (highway, airport, train, etc.).

**OUR ENTREPRENEURIAL RESILIENCE** – open to innovation, collaboration, recovery and revival on the part of the business community (after COVID-19).

**OUR STRONG DEVELOPMENT POTENTIAL** – numerous business opportunities in various sectors of activity.

**THE VITALITY OF OUR AGRICULTURAL ECONOMY** – a diversified and innovative agricultural sector.

**THE QUALITY OF LIVING** and the sense of safety and security defining our community.

**OUR QUALITY MUNICIPAL SERVICES** – efficient municipal services adapted to the needs of entrepreneurs.

**THE PRESENCE OF MAJOR TOURIST ATTRACTIONS** – St. Albert Cheese Factory Co-Op, Calypso Water Park, Larose Forest, L'Artisan Farm, etc.

**OUR ECOSYSTEM PARTNER** – a network of mobilized and concerted champions supporting economic development throughout Prescott and Russel.

**DIVERSIFIED RURAL ZONES** – distinctive, diversified, and complementary core settlements and villages.

## IX. OUR VALUES



Values are qualities channeling the behavior of a person, a group of people or an organization. It represents what inspires and guides decisions. It represents the purpose of our actions, the heart of the matter by virtue of which we perform. It plays an important role in explaining legitimate interventions.

Here are the values as identified for The Nation's Economic and Tourism Development:

**Openness** – The Nation wants to be welcoming to those who choose to make it their home or their head office, whether it be families and households or businesses. It efficiently welcomes start-ups, businesses seeking expansion or new investors by providing them with quality service in order to simplify their process and, ultimately, their implementation and their growth.

**Viable Economy** – In respecting its population and environment, The Nation establishes green economy, thoughtful planning of their territory and protection of natural spaces as anchors for the economic development of its environment.

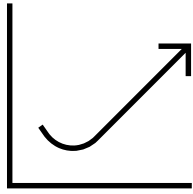
**Retention and Attraction** – The Nation holds the retention of its local businesses as high priority by supporting them in their expansion or succession projects. It promotes the attraction of a dynamic entrepreneurial succession and a qualified workforce in order to ensure the socio-economic vitality of its businesses and community.

**Synergy Guiding Its Champions** – The Nation is committed to supporting its business community and to collaborate with its partners in hiring and training, entrepreneurship, regional economic development and with all the different government levels and neighbouring municipalities, in order to offer all the tools that are deemed necessary for the prosperity of its territory.

**Resilience** – The Nation considers resilience through times of crisis (economic, climatic or sanitary) to be a key factor in the growth and recovery of its economy. It considers chaotic situations to be opportunities to adapt in order to better address and meet the needs of businesses and local communities alike.



## X. OUR ROLES, DIRECTIONS AND STRATEGIC OBJECTIVES



The main goal of the Strategic Economic Development Plan is to **stimulate economic and tourism development**, based on the four roles fulfilled by the Municipality:

- Foster a stimulating business climate
- Support its businesses
- Promote its territory and its businesses
- Develop innovative projects

From the highest priority down, the following roles refer to the four positions on which The Nation will focus in order to foster its economic and tourism development, all the while being complementary to the other champions within its ecosystem (see Figure 1 and Appendix A).

Each expertise comes with its related strategic direction and objectives. The first three roles (or directions) pertain to all companies, regardless of their sector of activity, while the fourth direction translates into more specific objectives upon the sector of activity. The objective addressing "green economy" is added to role # 4 in order to have The Nation gradually but surely integrate this burning issue, as we're well in the 21<sup>st</sup> century.



## ROLE # 1 – FOSTERING THE BUSINESS CLIMATE

### Strategic Direction 1 – A Stimulating Business Climate for Economic and Tourism Development

In light of its capacities and in collaboration with champions, The Nation is an as-green-as-it-gets pasture for local entrepreneurship, in promoting favorable conditions for economic and tourism development throughout its territory. To achieve this, it makes efficient use of accessible resources and authorities, sets up levers of action fostering the economic development of its territory and lays out the infrastructure needed to retain and attract businesses. The Nation is proactive in attracting a skilled workforce, creating enviable conditions for teleworking and supporting employers and their staff in order to optimize working conditions. Finally, it is always monitoring, aware and on the lookout to stay on top of trends.

#### Objectives:

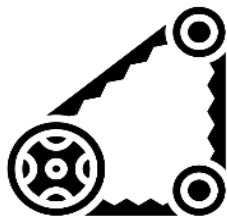
- 1.1. To mobilize and activate, in an optimal and collaborative way, the various internal and external resources and instances.
- 1.2. To plan and implement levers of actions fostering economic and tourism development.
- 1.3. To foster the development and lay out of infrastructure favorable to retaining and attracting small and medium businesses.
- 1.4. To spark and fuel the attractiveness of The Nation's communities by promoting residential development.
- 1.5. To foster the attraction of a skilled workforce, in collaboration with the regional ecosystem.
- 1.6. To strategically monitor the businesses' needs, the trends, the challenges and the opportunities.



## Allegory of fruitfulness and pasture

It turned out to be a recurring allegory throughout the discussions, as it best symbolizes The Nation's economic development.

**The Nation must take care of its soil for the pasture, also known as the business climate throughout its territory, to be fruitful and offer a favorable and stimulating environment to businesses for their development and expansion. The Nation tries to provide businesses with access to an efficient range of nutriments, namely infrastructure, equipment, public services, financial levers, etc.**



## ROLE # 2 – SUPPORTING ITS BUSINESSES

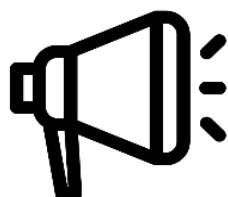
### Strategic Direction 2 – A Support Adapted to the Businesses' Needs

In light of its capacities and in collaboration with champions, The Nation fosters the development and the retention of businesses within its territory, while factoring in the special needs that will arise during the post-COVID phase. It offers and/or facilitates the access to support measures for start-ups, growth or succession, like referencing, access to assets, and personalized coaching and mentoring. Finally, it aims at attracting businesses near its core settlements, as well as agri-food-based businesses.

#### Objectives

2.1. To power, support and promote initiatives that ensure the establishment of start-ups, growth and succession.

2.2. To attract new businesses.



## ROLE # 3 – PROMOTING ITS TERRITORY AND ITS BUSINESSES

### Strategic Direction 3 – An Attractive Vibrancy Stemming from The Nation's Territory and Businesses

In light of its capacities and in collaboration with champions, The Nation promotes its openness and friendliness from an economic and tourism development perspective, based on the territory's assets, the ETD-based service it offers and its vibrant business community. It puts the spotlight on various aspects of its local businesses to value entrepreneurship, support the buy-local initiatives and inspire people into setting up a business within The Nation. It highlights all of its attractions to have them known more thoroughly by residents and visitors alike. Finally, it promotes companies that are key in streamlining the development of a more viable economy.

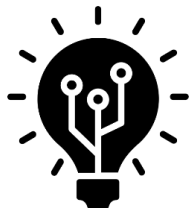


(continued)

**The grower's role** is to provide and support all through the growth process. He knows when to water and takes care of the soil. **The Nation offers timely support to its businesses**, upon their needs and upon available resources. Then the grower has his neighbors over so they can witness the result and harvest what he has grown. He even goes down to the market to sell his harvest and make his product known. Like the grower, **The Nation proudly promotes its assets, its territory and its local businesses. It let its entrepreneurial energy flow and spread so that its communities become a "destination of choice" for potential or soon-to-be residents and businesses alike.**

## Objectives

3.1. To increase the number of communication-based and promotional actions taken in economic and tourism development.



### ROLE # 4 – DEVELOPING INNOVATIVE PROJECTS

#### Strategic Direction 4 – Innovative and Attractive Sectors of Activity

In light of its capacities and in collaboration with champions, The Nation develops initiatives aimed at supporting the implementation and development of new sectors within its main existing sectors of activity, namely agriculture, tourism, supply, wholesale and retail businesses and manufacturing. The Nation aims at becoming an innovative and practical haven for businesses and local communities.

## Objectives

4.1. Agricultural Sector – To foster the development of a local and sustainable agriculture and showcase its agricultural land in order to assert The Nation's role as a leader in production and food processing.

4.2. Tourism Sector – To support the development and promotion of attractions, events and tourism businesses within its territory in order to provide visitors and residents with unique experiences throughout the year.

4.3. Commercial, Manufacturing and Industrial Sector – To support the development of the commercial sector in order to help solve retention issues that existing local businesses are facing and to attract new investors.

4.4. Sustainable Economy – To achieve and promote actions taken in stride with a sustainable economy within the municipality and enforced by and within its businesses, thus taking into account the human, environmental and economic aspects.



(continued)

Lastly, the grower develops alternative yet greener nutriment and innovative techniques, all the while keeping the ecosystems around the pasture safe and sound and protecting them from any harm. For its part, **The Nation selects specific and innovative initiatives in order to increase prosperity and the attractiveness of its utmost important sectors of activity.** It desires thus to strengthen the distinctive character of its business community and showcase its territorial identity.

## XI. ACTION PLAN

The hereby Action Plan is considered to be an important step for The Nation in terms of structuring and assessing its decisions and actions in economic and tourism development. It was developed thanks to suggestions, in the fall of 2019, over the course of consultations, discussions with members of the Steering Committee, as well as from the comprehensive studies available on the subject. Of course, this plan will evolve and adapt as we go along, in line with the changing situations and realities and the actions' annual assessment.

### Action Plan Structure

The Action Plan content is presented as such:

**Strategic Direction 1.** → Global intervention vector defining the priority sectors and outlining what the group intends on having set to inch closer to achieving its Vision, while staying loyal to its Mission. Here, it refers to the four roles as deemed a priority by The Nation.

**Strategic Goal 1.1** → Goal by virtue of which the Strategic Direction will be achieved, clearly stating the circumstances through which it will be achieved.

**Strategy A.** → A stream highlighting the initiatives already implemented or targeted accomplished to achieve the strategic goal. An action is usually complying with the SMART (Specific, Measurable, Achievable, Realistic, and Timely) criteria.

**Timeline** → Timeline set for the strategy to be carried out.

**Champions** → Person or organization responsible for carrying out the strategy ("Leader") or to support it carrying out ("Supporter").

### Internal Levels and Scopes and Respective Roles

One of the keys to achieve the objectives as set through the Action Plan is the shared and concerted involvement and the collaboration among and between various levels and scopes of authority within the Municipality.

Here are the main roles for each level and scope of authority:

#### City Council:

- Adopt the 2021-2024 Economic and Tourism Development Strategic Plan;
- Feed the discussion on economic and tourism development opportunities;
- Support the actions taken in order to move important files forward in Economic and Tourism Development;
- Show attentiveness toward entrepreneurs and citizens;
- Take part in activities set up by champions of the ecosystem (ex: Prescott-Russell Chamber of Commerce);
- Keep the conversation alive with ETD Management through updates reported during Board meetings.

**Chief Administrative Officer:**

- Spark and fuel commitment and collaboration between and among the internal levels and scopes of authority involved in the ETD-based direction, implementation and/or action assessment process;
- Make sure the objectives set out in the ETD Action Plan are achieved, based on the performance indicators;
- Report ETD's recommendations to Council;
- Assess the resources required to carry out the Action Plan and share them with Council.

**The Nation's Economic and Tourism Development Committee (ETD Committee):**

- Provide recommendations to City Council to support the prosperity of its economic and tourism development (see the details of the mandate through the Terms of reference, which are guidelines for the Economic and Tourism Development Committee);
- Review and improve the Strategic Plan in order to recommend it to Council;
- Review, improve and monitor the Operational Plan throughout the year;
- Support the ETD Manager in assessing the results of actions implemented.

**Economic and Tourism Development Manager (ETD Manager):**

- Come up with the course of action needed to achieve each of the operational objectives that were set and adopted for the year within an "Annual Action Plan" or "Project Plan";
- Pinpoint specific resources (human, material, financial, time), required for the implementation of the annual ETD Action Plan;
- Support the Department of Communications in the development and implementation of the ETD Communication Plan;
- Plan and carry out the annual action assessment, in collaboration with the ETD committee.

**Department of Communications:**

- Support the development of the ETD Communication Plan, or develop the Plan, to streamline The Nation's ETD-based actions, the assets within its territory and its businesses;
- Carry out, in collaboration with the ETD Manager, the actions set out in the Communication Plan.

## The Nation's Economic and Tourism Development Action Plan

Table 5 - Economic and Tourism Development Action Plan

Work timeline and deadline – The actions implemented will be taken upon an “S” mode – *short-term* (0-12 months, from January to December 2021), “M” mode – *medium-term* (13-36 months from January 2022 to December 2024) or “CO” – *continuously*.

Strategic Direction 1 – A Stimulating Business Climate for Economic and Tourism Development					
Promote the implementation of favorable conditions supporting The Nation’s economic and tourism development.					
Strategic Goal / Strategy		TIMELINE			Champions
		C	M	CO	
1.1.	To mobilize and activate, in an optimal and collaborative way, the various internal and external resources and instances.				
A.	Adopt the 2021-2024 Economic and Tourism Development Strategic Plan;	X			Leader – City Council Supporter – ETD Committee
B.	Feed the discussion about the opportunities in economic and tourism development;			X	Leader – City Council Supporter –
C.	Spark and fuel commitment and collaboration between and among the internal levels and scopes of authority involved in the ETD-based direction, implementation and/or action assessment process;	X			Leader – CAO Supporter –
D.	Make sure the objectives set out in the ETD Action Plan are achieved, based on the performance indicators;			X	Leader – CAO Supporter –
E.	Assess the resources required to carry out the Action Plan and share them with Council;			X	Leader – ETD Committee Supporter –
F.	Provide recommendations to City Council on the Municipality’s ETD;			X	Leader – ETD Committee Supporter –
G.	Come up with the course of action needed to achieve each of the operational objectives that were set and adopted for the year by pinpointing specific resources (human, material, financial, time), required for the implementation of the annual ETD Action Plan;	X			Leader – ETD Manager Supporter – ETD Committee/CAO
H.	Coordinate the implementation of the ETD Action Plan;			X	Leader – ETD Manager Supporter – ETD Committee
I.	Set up metrics and annually assess the implementation of the ETD Strategic and Action Plans, impact and success factors;			X	Leader – ETD Manager Supporter – ETD Committee
J.	Take part in joint processes and working sessions with champions of the economic development ecosystem;			X	Leader – ETD Manager Supporter –
1.2.	To plan and implement levers of actions fostering economic and tourism development.				
K.	Influence champions (governments, partners) in order to move sensitive issues hampering The Nation’s economic development forward (e.g., access to gas, electricity, the Internet);			X	Leader – City Council Supporter – UCPR, ETD Manager
L.	Based on needs, target and implement planning mechanisms that are necessary to promote economic development;			X	Leader – Urban Planner Supporter – ETD Manager



M.	Create a specific budget for Economic and Tourism Development;		X		<b>Leader – City Council Supporter – CAO</b>
N.	Continue to grant donations benefiting events promoting ETD throughout The Nation;			X	<b>Leader – City Council Supporter –</b>
O.	Establish metrics in order to have a clear and accurate perspective of the impact of ETD-based donations and investments made by The Nation on businesses and the local economy;			X	<b>Leader – City Council Supporter –</b>
P.	File funding applications aimed at developing initiatives in economic and tourism development;			X	<b>Leader – ETD Manager Supporter –</b>
Q.	Establish the duration for the enforced abrogation of development costs for the commercial, manufacturing and industrial sectors;	X			<b>Leader – City Council Supporter – CAO</b>
<b>1.3</b>	<b>To foster the development and lay out of infrastructure favorable to retaining and attracting small and medium businesses.</b>				
R.	Assess the feasibility underlying a second phase of the Commercial Innovation Park;		X		<b>Leader – ETD Manager Supporter – CAO, Urban Planner and other Departments</b>
S.	Assess other options for developing commercial infrastructure elsewhere, within The Nation;		X		<b>Leader – ETD Manager Supporter –</b>
T.	Reinforce the use of the Municipality's telecommunications assets in order to improve access to a reliable high-speed Internet infrastructure;	X			<b>Leader – ETD Manager Supporter –</b>
U.	Keep moving ahead when it comes to promoting access and installation related to public utilities (water, sanitary facilities, gas, electricity);			X	<b>Leader – ETD Manager Supporter – City Council</b>
<b>1.4</b>	<b>To spark and fuel the attractiveness of The Nation's communities by promoting residential development.</b>				
V.	Maintain a good relationship with promoters and developers in order for them to choose The Nation for upcoming or anticipated development projects;			X	<b>Leader – Urban Planner Supporter – ETD Manager</b>
W.	Complete and implement the territory's Development Plan on residential development;		X		<b>Leader – Urban Planner Supporter – UCPR</b>
X.	Provide strategic support to the Department of Urban Planning in order to reinforce the tie between residential development and a commercial development based on local and accessible retail stores and shops for residents;			X	<b>Leader – ETD Manager Supporter – Urban Planner and City Council</b>
<b>1.5</b>	<b>To foster the attraction of a skilled workforce, in collaboration with the regional ecosystem.</b>				
Y.	Communicate The Nation's businesses' needs as far as training and workforce to the respective champions;			X	<b>Leader – ETD Manager Supporter –</b>
Z.	Take part in the achievement of the initiatives set out in the "Prescott Russell Labour Shortage Strategy" Action Plan;		X		<b>Leader – ETD Manager Supporter –</b>
<b>1.6</b>	<b>To strategically monitor the businesses' needs, the trends, the challenges and the opportunities.</b>				
AA.	Spark and feed ongoing conversations with businesses in order to keep track of their needs;			X	<b>Leader – ETD Manager Supporter –</b>

BB.	Keep The Nation's list of businesses soundly updated;			X	<b>Leader – ETD Manager Supporter –</b>
CC.	Learn about emerging markets, trends, workforce and prominent and promising development opportunities;			X	<b>Leader – ETD Manager Supporter – UCPR</b>
<b>Strategic Direction 2 – A Support Adapted to the Businesses' Needs.</b> Take part in the development of local entrepreneurship by offering support adapted to the needs of startups, growing and ready-for-succession businesses.					
<b>2.1</b>	<b>To power, support and promote initiatives that ensure the establishment of start-ups, growth and succession.</b>				
DD.	Provide a friendly and efficient incoming service to all businesses throughout the territory through meetings (online, on the phone) and on-site visits;			X	<b>Leader – ETD Manager Supporter – Urban Planner</b>
EE.	Refer businesses to available support measures provided by champions of the economic development ecosystem (funding programs, training, information sessions, mentorship, etc.);			X	<b>Leader – ETD Manager Supporter –</b>
FF.	Inform businesses about the prominent promising opportunities related to their sector in a proactive and personalized way (as a result of the strategic monitoring component);			X	<b>Leader – ETD Manager Supporter –</b>
GG.	In collaboration with the regional ecosystem and upon the businesses' needs, create "connection-driven meetings", gathering its champions, with the purpose of supporting The Nation's businesses (project that has to be developed, problems to be solved, etc.);			X	<b>Leader – ETD Manager Supporter – Regional Ecosystem</b>
HH.	Set up and support meetings based on networking/webinar/ information or consultation sessions to spark and fuel relationships and connections between businesses and champions of the ecosystem; (Themes to keep in mind: online sales, next generation, automation, artificial intelligence, social media/online promotion, etc.);		X		<b>Leader – ETD Manager Supporter – Regional Ecosystem</b>
II.	Design an "ambassador program";		X		<b>Leader – ETD Manager Supporter –</b>
JJ.	Take part in the achievement of initiatives as set out by the "Prescott and Russell Economic Recovery Plan";	X			<b>Leader – ETD Manager Supporter –</b>
<b>2.2</b>	<b>To attract new businesses.</b>				
KK.	Promote the attraction of new primary and secondary food processing businesses as long as the water supply capacity and wastewater system assessment is conclusive;	X			<b>Leader – ETD Manager Supporter – CAO, City Council</b>
LL.	Attract major fruit and vegetable growers in The Nation, with the purpose of converting existing underused business assets;			X	<b>Leader – ETD Manager Supporter –</b>
MM.	Attract local and accessible retail stores and shops to the Limoges sector to meet the needs of residents and complement the tourist experience provided by the Larose Forest and Calypso;			X	<b>Leader – ETD Manager Supporter – Urban Planner</b>
<b>Strategic Direction 3 – An Attractive Vibrancy Stemming from The Nation's Territory and Businesses</b> Promote openness and friendliness, the territory' assets and local entrepreneurship as key business success factors.					
<b>3.1</b>	<b>To increase the number of communication-based and promotional actions taken in economic and tourism development</b>				

NN.	Develop an annual Communication Plan with the purpose of: - Increasing The Nation's ETD's notoriety; - Value local entrepreneurship and The Nation's assets in order to stimulate startups within the territory; - Promote businesses and local attractions;  * See l'Appendix C for The Communication Plan's Potential Content in ETD.	X			<b>Leader</b> – ETD Manager or External Firm <b>Supporter</b> – Communications Department or External Firm
OO.	Implement the ETD Communication Plan;			X	<b>Leader</b> – ETD Manager <b>Supporter</b> – Communications Department
PP.	Implement the metrics and collect statistics to assess the importance of the communication-based actions;			X	<b>Leader</b> – ETD Manager <b>Supporter</b> – Communications Department
<b>Strategic Direction 4 – Innovative and Attractive Sectors of Activity</b> Develop special initiatives with the purpose of reinforcing the competitive value of The Nation's businesses and have the sectors of activity become more innovative.					
<b>4.1</b>	<b>Agricultural Sector</b> – To foster the development of a local and sustainable agriculture and showcase its agricultural land in order to assert The Nation's role as a leader in production and food processing.				
QQ.	Assess the development of a potential industrial park dedicated to the agri-food production and processing;		X		<b>Leader</b> – ETD Manager <b>Supporter</b> – Urban Planner
RR.	Emphasize the importance of buying local, while keeping in mind the opportunities lying on the international markets;	X			<b>Leader</b> – ETD Manager <b>Supporter</b> –
SS.	Study zoning regulations (rural and agricultural zones) and duly review them to make sure that the use permitted promotes agricultural diversity and support uses connected to agritourism and agriculture;		X		<b>Leader</b> – Urban Planner <b>Supporter</b> – UCPR
<b>4.2</b>	<b>Tourism Sector</b> - To support the development and promotion of attractions, events and tourism businesses within its territory in order to provide visitors and residents with unique experiences throughout the year;				
TT.	Develop a project to support the creation of a network linking tourism-based, agricultural, artistic, cultural and heritage-based attractions, businesses and events in order to promote the core identity and history of The Nation's territory;	X			<b>Leader</b> – ETD Manager <b>Supporter</b> – Communications Department
UU.	Emphasize referencing between and among businesses to better meet the visitor's needs;			X	<b>Leader</b> – ETD Manager <b>Supporter</b> – UCPR
VV.	Support the “market-ready” tourism businesses that bring together various sectors and businesses to meet the visitors' needs;			X	<b>Leader</b> – ETD Manager <b>Supporter</b> – TPRT, UCPR
WW.	In collaboration with the United Counties of Prescott and Russell, support the Larose Forest's viable development and promotion;	X			<b>Leader</b> – ETD Manager <b>Supporter</b> –

XX.	Assess the accommodation options across The Nation;		X		<b>Leader – Supporter –</b>
YY.	Support special events set up and taking place in cultural agritourism (ex: art exhibition in fields, on farmland, in orchards);		X		<b>Leader – Supporter –</b>
ZZ.	Develop/emphasize the “destination” factor and getaway feature (weekend/week) rather than a one-day excursion;		X		<b>Leader – Supporter –</b>
<b>4.3</b>	<b>Commercial, Manufacturing and Industrial Sector</b> - To support the development of the commercial sector in order to help solve retention issues that existing local businesses are facing and to attract new investors.				
AAA.	Promote leased commercial/mixed condos with units (with residential units on the second floor) within the territory;			X	<b>Leader – Urban Planner Supporter – ETD Manager</b>
<b>4.4</b>	<b>Sustainable Economy</b> - To achieve and promote actions taken in stride with a sustainable economy within the Municipality and enforced by and within its businesses, thus taking into account the human, environmental and economic aspects.				
BBB.	Plan brainstorming sessions to establish the Municipality’s clear position when it comes to sustainable (or green) economy; spark, guide, support businesses into taking the environmental turn;		X		<b>Leader – CAO, City Council Supporter – ETD Manager</b>
CCC.	Pinpoint ambassadors that have already implemented viable ETD actions. Connect these ambassadors and businesses interested in developing the green economy niche.		X		<b>Leader – CAO, City Council Supporter – ETD Manager</b>
DDD.	Implement special projects in green industrial/circular economy: Ex: recovery of agricultural waste.		X		<b>Leader – ETD Manager Supporter – UCPR</b>

## XII. PERFORMANCE METRICS

Performance metrics refer to the process used to assess the efficiency and effectiveness of objectives, strategies, initiatives or programs, and to establish and legitimize, when all is said and done, budgeting and resource allocation. Provided by the Ontario Ministry of Agriculture, Food and Rural Affairs, the *References Guide – Introduction to Strategic Planning* underlines the importance of performance metrics within the Plan:

Performance metrics have to allow for better understanding, assessment and management and improve overall activities. They can provide important information on activities and related results. Defining performance metrics is the first step toward ongoing improvement. They provide a matrix and a frame to perceivably assess achievements and to monitor ongoing processes. Performance metrics can be related to objectives or actions to be taken as prescribed in the Strategic Plan (...) We can rely on the following five criteria in order to establish proper indicators:

- **Validity** – Do selected metrics allow for accurate result assessment (quantity, quality, timeline, deadline)?
- **Relevance** – Are selected metrics relevant to the activity, product or process we set out to measure?
- **Reliability** – Are selected metrics constant, timely and properly paced? This aspect is especially significant when it comes to quantitative metrics.
- **Simplicity** – Is the information available and will it be available for collection and analysis?
- **Financial State and Means** – Can we afford to collect and analyze this information?

**In light of the aforementioned, it is recommended that the Municipality:**

- Develop the performance metrics (targets, indicators), as well as the resources each of the strategies stated in the Economic and Tourism Development Action Plan requires, and do so by adapting the table template provided on the next page;
- Elaborate the Economic and Tourism Development Communication Plan, making sure it pinpoints the means and metrics through which performance of planned actions will be assessed;
- Assess, at the end of each year, the actions taken and accordingly adjust the Action Plan to be undertaken the following year. This annual assessment will allow, among other things, to measure the impact of actions taken, the strengths and weaknesses, acquisitions on which to build, etc.;
- Plan a Strategic Plan and Operational Plan updating process at some point during summer and fall 2024 for 2025-2029, so that the objectives and strategies adopted are well integrated into the 2026 budget.

Table 6 – Performance Metrics

Core Resources - =  Human Resources - \$ = 0 \$ à 10 000 \$ - \$\$ = 10 000 \$ à 50 000 \$ - \$\$\$ = 50 000 \$ et plus (amount \$ to be confirmed)

Strategic Direction 1 – A Stimulating Business Climate for Economic and Tourism Development					
Promote the implementation of favorable conditions supporting The Nation's economic and tourism development.					
#	STRATEGIES	TARGETS	INDICATORS	RESOURCES	TIMELINE
1.1	To mobilize and activate, in an optimal and collaborative way, the various internal and external resources and instances.				
1.2	To plan and implement levers of actions fostering economic and tourism development.				
1.3	To foster the development and lay out of infrastructure favorable to retaining and attracting small and medium businesses.				
1.4	To spark and fuel the attractiveness of The Nation's communities by promoting residential development.				
1.5	To foster the attraction of a skilled workforce, in collaboration with the regional ecosystem.				
1.6	To strategically monitor the businesses' needs, the trends, the challenges and the opportunities.				
Strategic Direction 2 – A Support Adapted to the Businesses' Needs.					
Take part in the development of local entrepreneurship by offering support adapted to the needs of startups, growing and ready-for-succession businesses.					
2.1	To power, support and promote initiatives that ensure the establishment of start-ups, growth and succession.				
2.2	To attract new businesses.				

<b>Strategic Direction 3 – An Attractive Vibrancy Stemming from The Nation’s Territory and Businesses</b> Promote openness and friendliness, the territory’ assets and local entrepreneurship as key business success factors.					
<b>3.1</b>	<b>To increase the number of communication-based and promotional actions taken in economic and tourism development.</b>				
<b>Strategic Direction 4 – Innovative and Attractive Sectors of Activity</b> Develop special initiatives with the purpose of reinforcing the competitive value of The Nation’s businesses and have the sectors of activity become more innovative.					
<b>4.1</b>	<b>Agricultural sector</b> – To foster the development of a local and sustainable agriculture and showcase its agricultural land in order to assert The Nation’s role as a leader in production and food processing.				
<b>4.2</b>	<b>Tourism Sector</b> – To support the development and promotion of attractions, events and tourism businesses within its territory in order to provide visitors and residents with unique experiences throughout the year.				
<b>4.3</b>	<b>Commercial, Manufacturing and Industrial Sector</b> – To support the development of the commercial sector in order to help solve retention issues that existing local businesses are facing and to attract new investors.				
<b>4.4</b>	<b>Sustainable Economy</b> – To achieve and promote actions taken in stride with a sustainable economy within the municipality and enforced by and within its businesses, thus taking into account the human, environmental and economic aspects.				

## XII. SOURCES

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Les Comtés unis de Prescott et Russell ( <http://www.fr.prescott-russell.on.ca/>) c'est l'âme de huit municipalités aux caractéristiques tout aussi uniques que grandioses. Au service de [Hawkesbury-Est](#), [Hawkesbury](#), [Champlain](#), [Alfred et Plantagenet](#), [La Nation](#), [Casselman](#), [Russell](#) et [Clarence-Rockland](#), les Comtés unis de Prescott et Russell agissent en tant que palier gouvernemental municipal détenant les capacités de soutenir les intérêts régionaux et offrant aux résidents une qualité de vie inégalée.

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## Phone interviews

Nicolas Greugny, Conseiller en développement économique durable au RDÉE Canada, le vendredi 4 décembre, 11 h à 12 h.

Danny Robidoux, Directeur d'[Éco-Ouest](#), le vendredi 11 décembre 2020, 14 h à 15 h.

## XIII. TABLE OF APPENDICES

Appendix A – Ecosystem of the Champions in The Nation’s Economic Development

Appendix B – The Nation’s Statistical Profile Overview

Appendix C – The Communication Plan’s Potential Content

Appendix C – Actions Left Out of the Economic and Tourism Development Action Plan

## Appendix B – The Nation’s Statistical Profile Overview

\* Sources – The following statistics are from the 2011 and 2016 Statistics Canada Census, as well as websites of all eight Prescott and Russell Municipalities.

*Table 7 - Demographics and Labor Market Comparison Between Prescott and Russell Municipalities*

	Designation	Size (km <sup>2</sup> )	2011 Pop.	2016 Pop.	Var. (%) 2011-2016	Activity Rate	Employment Rate	Unemployment Rate
The Nation	Municipality	658,03	11 668	12 808	9,8	74,9	71,5	4,5
Clarence-Rockland	City	297,86	23 185	24 512	5,7	68,4	65,3	4,5
Russell	Township	199,06	15 247	16 520	8,3	72,6	69,5	4,1
Hawkesbury	City	9,46	10 551	10 263	-2,7	50,7	45,8	9,6
Alfred-Plantagenet	Township	392,45	9 196	9 680	5,3	64,6	60,4	6,5
Champlain	Township	207,24	8 573	8 706	1,6	61,9	58,3	6,0
Casselman	Municipality	5,17	3 626	3 548	-2,2	66,3	64,7	2,4
Hawkesbury Est	Township	235,18	3 335	3 296	-1,2	64,2	59,4	7,5
Prescott et Russell	United County	2 004, 44	85 381	89 333	4,6	66,7	63,1	5,3

*Table 8 – Comparative Data Between the Limoges and St-Isidore Sectors - The Nation (2011-2016)*

<b>Population - 2016</b>	<b>12 808</b>	<b>2 048</b>	<b>805</b>
<b>Population - 2011</b>	11 668	1 723	752
<b>Population Variation Percentage-wise; 2011 to 2016</b>	9,8%	18,9%	7,0%
<b>Total Private Households</b>	4,917	764	357
<b>Population per km<sup>2</sup></b>	19,5	1 672,8	688,9
<b>Size in km<sup>2</sup></b>	658	1,22	1,17

*Table 9 - Forecasted Population Growth Within The Nation Municipality*

In April 2020, Zander Plan Inc. carried out a research for the Municipality on development costs. The outcome of the research allowed for a 1.5% annual population growth forecast over the next 10 years. This forecast is in stride with the growth-based trend from the 2011 and 2016 censuses, on par with the 2.6 average size of private households. This forecast is conservatives, albeit reasonable and on pace with the trend.

Year	Population	New Private Home	Total Households	Total Residents per Households
2020	13,674	65	5,267	2.6
2021	13,900	70	5,337	2.6
2022	14,092	74	5,411	2.6
2023	14,290	76	5,487	2.6
2024	14,488	76	5,563	2.6
2025	14,686	76	5,639	2.6
2026	14,884	76	5,715	2.6
2027	15,082	76	5,791	2.6
2028	15,280	76	5,867	2.6
2029	15,476	76	5,943	2.6

Source: The Nation Municipality, Development Charges Background Study, 2020

*Table 10 - Median Household Income Within The Nation, Prescott and Russell, Ottawa and Ontario (2011, 2016)*

Median Income of households	The Nation Municipality	Prescott-Russell	City of Ottawa	Ontario
Total Households (2016)	4 765	35 385	373 760	5 169 175
Total Households (2011)	4 260	33 130	353 245	4 887 510
Households' Total Median Income in 2010 (\$)	83 564	71 820	79 634	
Households' Total Median Income in 2015 (\$)	87 531	78 748	85 981	74 287

*Table 11 - Workplace-Home Commute Within The Nation (2016)*

Workplace-Home Commute- The Nation	Number of Households	Proportion of Households
Total	5 775	100
Within The Nation	840	15
Onto and Back from Another Prescott and Russell Municipality	1 470	25
Elsewhere in Ontario	3 215	56
Onto and Back from Another Province (Quebec)	250	4

*Table 12 - The Nation and Prescott and Russell Residents' Level of Education (2016)*

Population's Level of Education (25-64 ans)	The Nation Municipality		Prescott-Russell Region		Ontario	
	Figures	%	Figures	%	Figures	%
<b>Total</b>	7 280	100	48 615	100	7 229 120	100
<b>None</b>	805	11	5 790	12	752 995	10
<b>High school diploma</b>	2 115	29	14 650	30	1 768 955	24
<b>Trade school</b>	705	10	4 795	9	4 707 165	65

College/CÉGEP/university	3 660	50	23 380	48	4 260 775	59
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Number of Business Locations by Employee Size Ranges, 2017		
Catégorie	Figures	%
<b>Total - ALL</b>	<b>1 965</b>	<b>100</b>
None	1 377	70
Total with employees	588	30
1 - 4 employees	331	56
5 - 9 employees	142	24
10 - 19 employees	60	10
20 - 49 employees	35	6
50 - 99 employees	15	3
100 - 199 employees	4	1
200 - 499 employees	0	0
500 + employees	1	0,1

*Table 13 - The Top 10 Most Common Professions Within The Nation's Active Population 15 Years of Age and older (2016)*

Professions - Occupations	Figures
<b>Business, Finance and Administration</b>	1 385
<b>Trades and Transportation</b>	1 375
<b>Sales and Services</b>	1 360
<b>Teaching, Law and Social Services</b>	1 020
<b>Management</b>	915
<b>Sciences</b>	460
<b>Health Care</b>	410
<b>Natural Resources</b>	235
<b>Manufacturing</b>	220
<b>Arts, Culture, Sports and Recreation</b>	140

*Table 14 - Transportation and Business Along Highway 417*

Location from :	Location to:	Distance (km)	Annual Average Daily Traffic (AADT)
MCCRIMMON RD IC-35	HIGHLAND RD IC-51	16,9	19 100
HIGHLAND RD IC-51	HWY 138 IC-58	7	20 300
HWY 138 IC-58	ST ALBERT RD IC-66	7,8	22 300
ST ALBERT RD IC-66	RUSSELL RD 5 - LIMOGES RD IC-79	13,2	24 500
RUSSELL RD 5 - LIMOGES RD IC-79	RMOC RD 33-ROCKDALE RD IC-88	8,8	29 100

*Table 15 - Residential Construction Permits Issued: 2015 – 2019*

<b>Year</b>	<b>New Single-Family Home</b>	<b>New Semi-Detached Home (Duplex)</b>	<b>New Townhouse</b>	<b>Apartment or Multi-Residential</b>	<b>Total New Homes</b>	<b>Assessed Cost of Development</b>
<b>2015</b>	29	4	7	3	43	93,755\$
<b>2016</b>	28	0	4	67	99	182,795\$
<b>2017</b>	43	4	6	21	74	192,007\$
<b>2018</b>	33	8	1	11	53	168,086\$
<b>2019</b>	29	14	8	0	51	157,238\$
<b>Total</b>	162	30	26	102	320	793,881\$