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Moving Supply Chains Closer To Home Conference Board suggests it's not always the best option

By: Jennifer Layman
jenn@ovbusiness.com

A November 9 news update from the Conference Board of Canada ran with the headline "Buying local is not going to jumpstart Canada's economic recovery." As it turned out, the article was not about buying local as we know it - consumer supporting local business. That, says Conference Board of Canada Chief Economist Pedro Antunes is perfectly fine. The issue he wanted to convey was whether it is a good idea for businesses to move away from global suppliers and towards suppliers closer to home.

Antunes' survey found that 43 per cent of businesses are planning to source more inputs from local suppliers after the pandemic is over. For large and medium-sized organizations, the share is even larger at 50 per cent.

Within the October 2020 report they produced - *Bringing Them Home: Reshoring Supply Chains Is Not a Panacea* - Antunes



noted that while there were disruptions in importing goods from China, there were also disruptions importing domestically so Canada-based supply chains may not be the answer to resiliency. The paper touched on some key factors to consider, some of which were further explored in the research paper's references. Some of those factors are explored here.

Diversified Sourcing

Sourcing from many suppliers can help a business recovery

quickly by having more than one option to choose from when business is disrupted. Having more than one supplier can also help increase competition, allowing the business to get the best price. On the other side, having fewer suppliers allows for a relationship to build and that can be a critical element during a business disruption. The supplier (who is likely getting a larger piece of the pie when there is less competition) is motivated to retain the

relationship and should work hard to help you out.

Long-Term Relationships

Sometimes the value of a long-term relationship really comes to light in a crisis situation. When a buyer and a supplier have a relationship, there can be the flexibility that might not otherwise be available without the relationship. This can prove beneficial in regular business, even without a major event such as COVID-19. Suppliers tend to value long-term clients and can provide information-sharing that benefit both parties. The other side of the argument is that complacency may creep in and the supplier might not work as hard for the business if they feel they will always get it and the buyer has little choice of where else to source materials.

Continued on Page 3

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Events

November 16-28, 2020

Rural Talks To Rural hosted by the Canadian Centre for Rural Creativity. The structure over the two weeks will have an hour session at lunch and then a couple of hours in the evening. Noon-1:00pm sessions include folks from across Canada talking arts, local government, entrepreneurship, the future of rural tourism, the necessity of rural broadband, and there will be sessions on agriculture, wellness, and rural media. Evening workshops also. \$35-\$50. For details:

www.r2r2020.eventbrite.ca or contact Peter Smith at utopiaroadpictures@gmail.com

November 18-19, 2020

2020 Virtual Municipal Agriculture Economic Development & Planning Forum. Join for two half-days of sessions, a virtual tour of Huron County and some of its most exciting agricultural and rural projects. The Forum will be of interest to municipal economic developers, planners, council members, CAOs, and supporters of local economic development initiatives. Register with info@ontarioeast.ca

November 20, 2020

Leeds Grenville Economic

Development Virtual Summit. 9:00am-2:00pm. Featuring Vic Fedeli, Minister of Economic Development, Job Creation and Trade and Trevin Stratton, Chief Economist with the Canadian Chamber of Commerce. \$10. Register in advance. <https://www.eventbrite.ca/e/2020-leeds-grenville-economic-development-summit-tickets-125669545995>

November 24, 2020

Community Spaces, Faith Place Rural Virtual Conference. 10:00am-12:00pm. Estimates suggest that one-third of Canada's faith buildings could be in danger of closing. This virtual conference will discuss community and not for profit usage of faith buildings and how municipalities, communities, and individuals can stop the loss of Faith Building infrastructure in our communities. Register with kfry@faithcommongood.org

November 30, 2020

Free Trade with Europe (CETA): what's in it for us? Free webinar. 1:00pm-2:00pm. The content of this major trade agreement and what it means for Canadian businesses, how to benefit from it, focussing on the trade of goods. Invest Ottawa. Phone: 613-828-6274.

December 2, 2020

Free webinar on Human Resources, Labour and Occupational Safety. Hosted by the Ontario Ministry of Economic Development, Job

Creation and Trade and Munera P.C. to discuss key government programs and laws that are critical for employers. 10:00am-11:00am. Register at www.enterprisereenfrewcounty.com

December 3, 2020

Tax and Bookkeeping Help for Small Businesses in Ontario. With CRA officers. 1:00pm-3:00pm. Free, via Zoom. Invest Ottawa. Phone: 613-828-6274.

December 10, 2020

Uncover Your Website Secrets with Google Analytics. In this beginner-level seminar, you will learn how to unlock the story of your website. Find out why the most popular pages and traffic sources aren't necessarily the most valuable ones and discover the secrets to online success as told by your own website. Free. 10:00am-11:30am. Invest Ottawa. Phone: 613-828-6274.

January 25-26, 2021

Rural Ontario Municipal Association (ROMA) annual general meeting and conference. A virtual event. Topics include broadband, flooding, seniors, community safety and well-being plans, OPP matters, cannabis and more. Register at .

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Supply Chains, Continued

A non-domestic investment is not easy to recreate

Continued from Page 1

Sourcing from Logistically Efficient Locations

The study notes that "the benefits of better infrastructure, fewer bureaucratic procedures, and other factors that increase the efficiency of a country's logistics services also help the firm to attain faster post-disruption recovery."

Alternatively, if there are fewer checkpoints to encounter, product may be easier to access and that really comes to light in a crisis situation.

Resilient Supply Chains

A *Harvard Business Review* study noted that with so much product being made in China, for example, when business is

disrupted, a common solution is to start sourcing closer to home. The challenge is that China provides such a large amount of product globally, its supply chain is not easy to reproduce. The report noted that "reducing dependence on it in many cases will take considerable investment and time." For certain industries (pharmaceuticals and health care as examples) the *Review* noted there needs to be government involvement to ensure that supply chains are resilient.

Building a domestic supply is no easy task given the criteria in each country. The *Review* cites that in the pharmaceutical industry, "more than 80 per cent of chemicals used to make drugs

sold in Europe now originate from China and India." This is because the production of the drugs is "environmentally damaging" and countries that pursue clean technology will need time and significant financial investment to be able to compete.

In conclusion, the reports note that buyers, whether private industry or government, need to identify any weaknesses in their supply chains and decide what is essential to their operations. Then, the appropriate investment is required to ensure that a crisis such as COVID-19 doesn't impact them at the same level as it did in 2020.

Book Club



THE EXPERIENCE ECONOMY

B. Joseph Pine II
James H. Gilmore

With a New Preface by the Authors

HARVARD BUSINESS REVIEW PRESS

Twenty years ago, this seminal book on experience innovation by Joseph Pine and James Gilmore explored how savvy companies excel by offering compelling experiences for customers, resulting not only in customer allegiance but also in a more profitable bottom line. Translated into more than 15 languages, *The Experience Economy* has become a must-read for leaders of large and small enterprises, for-profit and nonprofit, global and local.

In a brand-new preface, Pine and Gilmore make an even stronger case for experiences as the critical link between a company and its potential audience. The authors take this enduring idea and broaden its application to the demands of today's increasingly distractible, time-starved world. Experiences and transformations are the basis for future business growth and prosperity, and *The Experience Economy* offers the script from which managers can continue to generate value in ways that are aligned with a strong customer-centric strategy.

B. Joseph Pine II and James H. Gilmore are cofounders of Strategic Horizons LLP, an Ohio-based thinking studio dedicated to helping enterprises conceive and design new ways of adding value to their economic offerings. They are coauthors of *Authenticity: What Consumers Really Want*.

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OCC Talks Economic Development

Every region is different; group efforts encouraged

By Jennifer Legman, jlegman@ovbusiness.com

The Ontario Chamber of Commerce has released a report about reviving Ontario's regional economies. The report divides the province into 11 regions, one of which is Kingston-Pembroke and discusses how a one-size-fits-all approach to economic development doesn't work due to the factors that comprise these regions. The authors note that "success about the province are heavily influenced by the performance of the Greater Golden Horseshoe area (GTA), Kitchener, Waterloo, Barrie, Hamilton and Niagara). The GTA alone has 49 per cent of Ontario's population and 51 per cent of the service sector jobs, yet only seven per cent of good-producing jobs.

Sixteen per cent of Ontario live in Eastern Ontario, comprised of Greater Ottawa, Kingston-Pembroke and Muskoka-Kawartha. This regional economy is largely centred around service industries

THE GREAT MOSAIC
Reviving Ontario's Regional Economies

health care, professional and social services while in Ontario, public administration makes up 17 per cent of employment. Southwestern Ontario has 11 per cent of the population, with manufacturing accounting for 17 per cent of jobs and 20 per cent of Ontario's GDP. In addition, 30 per cent of agricultural jobs are also in this region.

Northern Ontario has five per cent of the population and 79 per cent of Ontario's forestry, mining, oil and gas jobs. This region also has a large presence of health care, public administration and retail.

Governance
An governments tend to operate in a risk-averse way with process-heavy decision-making, the ability to give communities with less government involvement is encouraged. The government does not move at the pace of business, as a modern approach to economic development from government and more multi-stakeholder support that includes non-profit, public and private sectors.

"In the eyes of many businesses in Ontario, decisions

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Business News Around The Valley

Tay Valley Winter Operations During COVID-19

Tay Valley has an update on what residents can expect regarding winter operations during the current COVID-19 pandemic. The township has implemented health and safety protocols to prevent, eliminate, reduce and manage exposure to COVID-19. However, there may be times this winter season where there are staffing shortages which may cause delays in the clearing and sanding of township maintained roads within Tay Valley. If this were to occur, the township's efforts will be to address the higher traffic volume roads first with the lower volume roads being addressed as soon as staffing levels permit. The waste site operations may also be affected.

\$17,833,834 to Build Long-Term Care in RNP

On November 13, the Ontario government announced it is

investing an additional \$761-million to build and renovate 74 long-term care homes across the province, including \$17,833,834 in Renfrew-Nipissing-Pembroke. The funding is part of the province's new funding model to accelerate the construction of urgently needed long-term care projects. Long-term care homes in Renfrew-Nipissing-Pembroke benefiting from the new funding model include Marianhill, The Grove and Valley Manor. Marianhill e in Pembroke is receiving \$9,075,109 to build 29 new spaces and upgrade 131 spaces. The Grove, Arnprior and District Nursing Home in Arnprior is receiving \$4,334,048 to build 36 new spaces and upgrade 60 spaces. Valley Manor in Barry's Bay is receiving \$4,424,677 to build 6 new spaces and upgrade 90 spaces. The funding model has already boosted support for 74 projects across the province, representing 10,753 long-term care spaces

(3,957 new beds, and 6,796 older beds being redeveloped to modern standards). Of the 74 projects, 49 involve the construction of a brand-new building. As of June 2020, more than 38,500 people are on the waitlist to access a long-term care bed.

Skilled Trades Support

The Ontario government is providing \$180.5 million to connect workers in the tourism and hospitality sector and others most affected by the pandemic to training and jobs. Part of Ontario's Action Plan: Protect, Support, Recover, this includes a skilled trades strategy, an additional \$100 million of dedicated investments through Employment Ontario for skills training, a redesigned Second Career program, and \$59.5 million to acquire in-demand skills. Between February and May 2020, employment declined by 1,156,500, or 15.3 per cent. Among those most impacted by the pandemic include workers in the tourism and hospitality sector, youth aged 15 to 24 and women. While there has been a strong recovery in jobs, employment in October remained 287,400 jobs below its pre-COVID-19 level and unemployment remained at 9.6 per cent. To help people upgrade their skills, the government is investing an additional \$180.5 million over three years in micro-credentials, employment services and training programs, including

apprenticeships. Ontario's real GDP is projected to decline by 6.5 per cent in 2020 and rise by 4.9 per cent in 2021. Ontario's economic growth is expected to continue after 2021, with real GDP projected to rise 3.5 per cent in 2022 before moderating to 2.0 per cent growth in 2023.

Robinson Sole

Nomination For Warden

The nominations for Renfrew County Warden closed on November 13, 2020 with only one candidate, Debbie Robinson, vying for the position for 2021.

Collective Growers Opens In Pembroke

Collective Growers, a cannabis business, hosted a grand opening celebration last week. The business is located at 79 Pembroke Street West.

VTAC Expenses Covered by Ontario Government

The Virtual Triage Assessment Centre (VTAC) in Renfrew County, a program that has been providing COVID-19 testing has come in at a cost of \$1,026,295 as of August 2020. The entire cost has been covered by the Government of Ontario.

Petawawa OPP Costs Lowered

The Town of Petawawa proposed 2021 annual billing statement for the provision of OPP police services is \$1,757,756 or \$313 per property. Petawawa paid approximately \$321 per property in 2020; so there is a slight decrease moving forward to 2021.

Continued on Page 5



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Business News Around The Valley

Continued from Page 4

Rantz Flags Cyber Crime Issue

On October 6, the County of Renfrew's accounts payable department received an email from one of their construction vendors advising them of a change to a new financial institution and a new bank account number. This vendor is currently involved in the rehabilitation of a bridge in Renfrew County and was expecting an electronic funds transfer from the County of Renfrew in excess of \$320,000 for a recent invoice. Attached to the email was a completed banking change form along with a scanned copy of a void cheque, providing proof of the new banking information. Since the department's standard operating procedure requires that an original void cheque be provided to verify the request, the county's accounts payable clerk, Diane Rantz, contacted the vendor via telephone to confirm this change of bank account. The vendor immediately advised that the

bank account change request did not come from them and that their email account was compromised. The County of Renfrew contacted the OPP to report an attempted cyber crime. To ensure an even higher level of security in the future, the treasurer directed that effective immediately, all electronic file transfer vendor change requests are now subject to a two-step verification process. This verification process consists of the utilization of original source banking documents, along with an independent telephone confirmation to each vendor's office location. In his report to county council, County of Renfrew Treasurer Jeff Foss noted that the County of Renfrew "owed a debt of gratitude to Diane Rantz. Her attention to detail and perseverance prevented a theft by a sophisticated cyber criminal."

Building Permits

Greater Madawaska issued 16 building permits in October for a total value of \$2,998,500. This included four new residential

and 12 other residential. Lanark Highlands issued 15 building permits in October for a total building value of \$1,035,200.00. This brings the total of their building permits in 2020 to 110 and a total 2020 value of \$9,129,157.00. McNab Braeside issued 15 building permits (plus six septic permits) for a total construction value of \$2,006,500.00. Madawaska Valley issued seven construction permits in October for a total value of \$565,500.00. This brings their total permits issued for the year to 111 and a total construction value of \$12,862,544.00.

Airport Plane Crash Resolved

Laurentian Valley Councillor Allan Wren who is also the Chair of the Pembroke & Area Airport Commission, advised his council that there was a plane crash at the Pembroke & Area Airport recently that resulted in the runway being closed for three to four hours. The pilot suffered minor injuries. The safety reports and investigation is complete and has been sent to Transport Canada.

Mississippi Valley Textile Museum Wins Award

The Mississippi Valley Textile Museum is a recipient of the Resilient Places Award from the National Trust for Canada and Ecclesiastical Insurance. The award brings national attention to exemplary projects and places that contribute to quality of life and sense of place, illustrating the viability of heritage buildings and sites for traditional or new uses. The award celebrates owners and organizations using historic places or landscapes in ways that illustrate extraordinary resilience, significance, and benefit to a community over a sustained period of time, with a successful track record of 10 years or more.

Laurentian Valley Receives \$7,500 To Help Businesses

The Township of Laurentian Valley has received a \$7,500 grant from Digital Main Street Ontario for a Digital Service Squad (DSS) to help small downtown businesses use digital technologies to adapt to a rapidly changing environment.

Crown Forest Sustainability Act Amendment

MPP Yakabuski weighs in on the value of the forestry sector

By: MPP John Yakabuski
john.yakabusko@pc.ola.org



In September 2020, the Ontario Government celebrated the 100th anniversary of National Forest Week. This country-wide celebration of our shared forest heritage makes clear just how much we value one of Canada's greatest natural resources.

Forests are part of the Canadian identity. Our extensive

tracts of forested territory are home to an astonishing variety of plant and animal life. They're a playground for a wide variety of outdoor activities and the inspiration for some of Canada's most celebrated art.

In Ontario, our forests also support a forest industry that's provided well-paying jobs for many communities for generations. Today, forestry generates some \$18 billion in revenue and supports 147,000 direct and indirect jobs in the province. These jobs are just as critical a source of employment in rural and northern parts as they are in central and southern Ontario.

The vital role that forest products play in our society has

been especially evident during the COVID-19 outbreak. The forest sector was recognized as essential in order to produce and deliver much-needed products, from building materials to packaging and toilet paper. During this uncertain time, we want to ensure that this vital industry remains strong.

This is why our government is committed to encouraging economic growth and job creation in the forest sector, to provide much-needed opportunities for the many Ontario communities that rely on forestry for their survival and look to it to provide long-term certainty. One of the ways we're doing this is by cutting red tape and removing duplicated

regulations for the forest sector while continuing to ensure the long-term sustainability of our forests.

Ontario is a world leader in sustainable forest management. Indeed, our forests are just as healthy and robust in 2020 as they have ever been. This is because forest companies and government alike have recognized that, in order to ensure this industry remains viable in the long term, we need our Crown forests to remain healthy, diverse and productive. A well-managed forest sector can protect Ontario's biodiversity and support economic activity indefinitely.

Continued on Page 6

Biz Quiz

1) September saw a 19 per cent increase in this from August, due in part to the ending of COVID-19 government funding.

2) How much is the average Canadian's debt as a percentage of their total disposable income?

3) A pilot program allowing travellers entering Canada to take a COVID-19 test at a border crossing. If the test is negative, they can leave quarantine. They must also get a second test within 6-7 days of arrival. Which province is this in?

4) The Canadian Snowbird Association estimates that ___ per cent of their members will head to the U.S. this winter.

5) She is the first woman to be a general manager of a major league baseball team. Who is she and what is the team?

6) Two pharmaceutical execs sold millions of dollars worth of shares in their company on the same day when the company announced a promising vaccine for COVID-19, increasing share price. What company was it?

7) European Union regulators filed antitrust charges against this online retail platform, accusing it of using data from companies that sell product on the platform to gain an unfair advantage of them.

8) How are these eight people connected: Pitseolak Ashoona, Robertine Barry, Binaaswi, Won Alexander Cumyow, Terry Fox, Lotta Hitschmanova, Isapomuxika and Onondayoh?

9) North America's largest producer of shellfish announced a billion-dollar deal to sell the company to a partnership between Premium Brands of British Columbia and a coalition of Mi'kmaw First Nations. What is the company?

10) Deloitte Canada conducts an annual holiday retail spending survey and respondents expect to spend \$1,405 during the holidays. Is this an increase or decrease from 2019?

Answers on Page 10

Pembroke Awards Business Grants

COVID-19 expenses partially reimbursed

The City of Pembroke has issued \$13,417.13 to 10 Community Improvement Plan (CIP) applicants for the COVID-19 business support grant.

Eastway at 100 Crandall Street received a grant of \$552.24. The application was for their businesses at 100 Crandall Street and 211 Paul Martin Drive. The applicant installed Plexiglas at all public work stations at their two locations.

Bruce Harle Dentistry at 925 Pembroke Street East received a grant of \$2,481.79. The applicant installed Plexiglas, zip-up exam room doors, and an air purifier system.

Dr. Christy Natsis Dentistry at 925 Pembroke Street East received a grant for \$2,169.00. The applicant installed an air purifier system.

The Kitchen Eatery and Catering Company at 11-100 Crandall Street received a grant for \$2,500 (conditional on a retroactive building permit). The

applicant expanded their dining area, installed Plexiglas, moved plumbing, created a new serving station and moved a fire alarm.

The Nook Creperie at 26 Pembroke Street West received a grant for \$747.50. The applicant purchased large planters that act as the walls of their patio to allow for a patio expansion.

Madameek Restaurant at 244 Pembroke Street West received a grant for \$1,108.00. The applicant purchased Plexiglas for their front counter and food serving area.

Dr. Henry Laska Dentistry at 99 Renfrew Street received a grant for \$951.53. The applicant installed Plexiglas screens, signage for patients and a doorbell for patients to ring upon arrival.

Dr. Colleen Sullivan, Optometrist at 100 Victoria Street received a grant for \$262.50. The applicant installed Plexiglas at three reception area counters.

Algonquin House at 150 Peter Street received a grant for \$144.57. The applicant installed wall-mounted hand sanitizers.

Rise Above Studios at 13-143 Pembroke Street West received a grant for up to \$2,500.00. The applicant plans to install a pulley system to raise and lower silks for easier cleaning given the need for enhanced washing, and install an air purifier.

The COVID-19 Business Support Grant is intended to provide financial assistance to aide businesses in adapting to the COVID-19 environment and adherence to public health and safety requirements. Eligible costs include renovation, construction or signage costs as they relate to new health and safety requirements and/or recommendations due to COVID-19. There is \$50,000 budgeted for applications to the COVID-19 Business Support Grant. \$8,637.66 has already been committed to applicants.

Crown Forest, Continued

What the CFSA does to help the industry

Continued from Page 5

And this is why the central pillar of Ontario's forest sector strategy is promoting stewardship and sustainability.

For more than two decades, the health and viability of our forests has been ensured by one landmark piece of legislation, the *Crown Forest Sustainability Act* (CFSA).

The CFSA authorizes forestry activities only if they are conducted in a manner that has regard for plant and animal life (including species at risk), along with water, soil, air, and social and economic values. In short, our forest management planning process begins with considerations of what we must protect.

The CFSA requires forest

companies to submit stringent forest management plans for approval, and approval isn't granted unless the plans map out concrete actions for reforestation harvested territory. Operators in Ontario's forest sector plant around 73 million trees each year, and air-drop a further 365 million seeds on harvested Crown lands to meet these regeneration requirements. In other words, forestry operators can't harvest what they're not prepared to put back for future generations.

Currently, another provincial law, the Endangered Species Act (ESA), requires a whole other set of authorizations that overlap with those of the CFSA.

In recognition of these overlapping requirements, forestry operations have been

granted conditional exemptions from the ESA numerous times since 2013. These stopgap measures, however, create uncertainty for forest companies and discourage investment and job creation. So, our government is proposing to allow forestry activities to continue under the CFSA permanently, which will reduce the burden on this vital sector while ensuring we maintain the high standards of forest management that Ontario is known for internationally. By continuing to follow the requirements of the CFSA, we can be confident that the forests that are such a source of pride for us will be there for the next hundred years, and beyond.

Delegating Consent Authority

County of Renfrew considers Whitewater request

The County of Renfrew's development and property committee is recommending that the County of Renfrew delegate the authority for the giving of consents in respect of land in



Whitewater Region. Mayor Michael Moore made the request as it would provide for greater local decision making, offer a one window approval process. This could possibly decrease time frames and costs for proponents.

Other Municipal Precedents

Only three other municipalities in Renfrew County have delegated consent authority (McNab-Braeside, Arnprior and Renfrew) and these were all granted well over 30 years ago. The delegation of consent authority is not a common practice in the county. Two of the three municipalities (Arnprior and Renfrew), have very few severance applications, an average of four per year compared to an average of 25 a year for Whitewater Region. In the case of McNab-Braeside, the County of Renfrew planning division prepares a planning report for the municipality for each consent application. Deep River had consent giving authority until recently when it opted to return this function back to the county.

Whitewater Region Has Administration In Place

Whitewater Region has a committee of adjustment already in place that deals with minor variances. This same committee would also take on consent giving authority if this function was delegated to the municipality. Whitewater Region also has a registered professional planner to ensure that the Planning Act, the Provincial Policy Statement (PPS), the County Official Plan, local zoning by-laws and good

planning practices are followed.

The municipal planner would be responsible for all severance-related pre-consultations and County of Renfrew staff would no longer accept general inquiries for severance proposals in the township, but would still be responsible for approval of plans of subdivision and general inquiries related to those types of development.

The municipality would also take on all the administrative functions associated with consent giving authority including intake of applications, public notices, agency circulation, inquiries from the public, lawyers, surveyors, and real estate agents, decisions, issuance of certificates, appeals, etc.

Financial and Resources Impact To County of Renfrew

Between 2015 and the middle of October 2020, the County of Renfrew received 150 consent applications from Whitewater Region (out of a total of 819 applications). These applications generated \$134,200 in revenues to the county, representing about 18 per cent of annual revenues from all consent applications over that period. As a percentage of all sources of revenue to the planning division, severance fees Whitewater Region represent 11 per cent of the total revenues (based on data from 2015 to 2018).

Delegating consent giving authority to Whitewater Region will have a financial implication to the county. The resulting revenue shortage would have to be made up from the county

levy. In addition to the financial implications, there are other implications to consider in delegating consent authority to the township, including the precedent that this may set for other municipalities, and the potential for the further erosion of efficiencies

in the delivery of this service at the upper-tier.

As the County of Renfrew is the consent granting authority for 14 of the 17 lower-tier municipalities in Renfrew County, it enjoys an economy of scale that enable it to devote the necessary staff people to the intake, processing, and planning review of each consent application. This level of staff input results in an efficient and effective administration of these files. Delegating a part of the county consent giving authority may affect these economies of scale and, further, may not comply with the provincial direction to improve and enhance service delivery.

Another factor to consider is the effect this might have on the consistent application of County of Renfrew official plan policies across the county.

However, another implication is that the delegation of consent granting authority to Whitewater Region would free up capacity within the existing county planning division staff complement to provide enhanced service to the other municipalities.

It's A Fact

Americans, Canadians On COVID Safety

Grocery Shopping

Fine with going
USA 44% | CAN 41%
Would go but be extra careful
USA 49% | CAN 54%
Avoid
USA 8% | CAN 6%

In Store Shopping

Fine with going
USA 33% | CAN 27%
Would go but be extra careful
USA 47% | CAN 54%
Avoid
USA 20% | CAN 19%

Restaurants

Fine with going
USA 31% | CAN 24%
Would go but be extra careful
USA 34% | CAN 36%
Avoid
USA 35% | CAN 40%

Malls

Fine with going
USA 26% | CAN 21%
Would go but be extra careful
USA 28% | CAN 39%
Avoid
USA 46% | CAN 40%

Airports

Fine with going
USA 23% | CAN 14%
Would go but be extra careful
USA 28% | CAN 21%
Avoid
USA 50% | CAN 65%

Movie Theatres

Fine with going
USA 21% | CAN 16%
Would go but be extra careful
USA 19% | CAN 18%
Avoid
USA 60% | CAN 66%

Live Sporting Events

Fine with going
USA 20% | CAN 14%
Would go but be extra careful
USA 18% | CAN 13%
Avoid
USA 62% | CAN 74%

Source: Ipsos Reid, November 2020

COVID-19 Business Info

www.canada.ca
<https://covid-19.ontario.ca>
www.quebec.ca
www.cfib-fcei.ca
www.occ.ca
www.chamber.ca

Tender Results Around The Region

Supply and Delivery of Petroleum Products Request for Tender No.T-20-18. Pembroke.

W.O. Stinson - \$328,783.40
 Ultramar - \$335,791.40
 MacEwen - \$339,298.40

#20-CS-006 VIA Snow Clearing. Smiths Falls.

D. Hamilton Ex. - \$42,710
 Campbells Trucking - \$28,500

RFP 20-ED-02 Design and Mock Up of Storefront Facade Renderings. Smiths Falls.

Colbourne & Kemble
 80.25 points - \$42,500.00

IN Engineering

81 points - \$39,750.00

Iron and Ivory

83.5 points - \$48,000.00

ES-2020-07 Bulk Road Salt-Supply. Perth.

Dsquared Const. - \$72,000.00
 Compass Minerals - \$72,552.00
 Cargill Salt - No Bid

2020-11 Winter Plowing and Sanding. Madawaska Valley.

Only one tender was received.
Crosstown Construction
 \$2,400 per event - plowing
 \$2,400 per event - sanding

20-04 2019-2020 All Running Gear and Complete Install of Supplied All Season Dump Body/Spreader and Assembling Unit Complete. Mississippi Mills.

GINCOR Ind. - \$88,931.00
 Viking-Cives - \$91,931.00

Material Testing. Defence Construction Canada.

Awarded to Exp. Services of Ottawa in the amount of \$2,777.00.

Replace Flooring and Paint Ceiling. Defence Construction Canada.

Awarded to John Mackay Painting and Flooring of Pembroke in the amount of \$53,782.87.

Tender 06-2020 Website Design. Greater Madawaska.

Kay2Works

\$17,000 for development
 \$4,800 per year

Fenix Solutions

\$74,950 for development
 \$6,900 per year

Majestic Media

\$125,000 for development
 \$6,780 per year

Vtech Solution

\$55,552.64 for development a
 \$3,348 per year

Surplus Equipment. Beckwith.

SUR2020-01 Cub Cadet Tank

LZ 60" Mower

Stephen Lewis - \$1,050.00

SUR2020-03 CHEV 3500 – 2006

Trevor Drummond - \$4,500.00

SUR2020-04 Bush Hog SM60

John Poole - \$950.00

DP Trails-2020-02 – Supply and delivery of Quarry Limestone Crusher Dust to the Algonquin Trail in Cobden. County of Renfrew.

G.P. Splinter - \$36,400.00

H&H Const. - \$57,809.89

McCrea Equip. - \$63,200.00

DP Trails-2020-03 – Supply and delivery of Quarry Limestone Crusher Dust to the Algonquin Trail in Renfrew. County of Renfrew.

G.P. Splinter - \$12,982.50

McCrea Equip. - \$21,250.50

H&H Const. - \$29,101.80

DP Trails-2020-04 – Supply and delivery of Quarry Limestone Crusher Dust to the Algonquin Trail Petawawa. County of Renfrew.

H&H Const. - \$28,800.00

DP Trails-2020-05 – Supply and Build Structure Approaches to the Algonquin Trail Arnprior. County of Renfrew.

G.P. Splinter - \$22,300.00

McCrea Equip. - \$56,031.00

Renovate Women's Washrooms at Q103. Defence Construction Canada.

Awarded to Saffco EHP of Pembroke in the amount of \$31,290.00.

Upgrade Known Distance Range. Defence Construction Canada.

Awarded to AECOM Canada of Markham in the amount of \$16,741.00

Sole Sourcing

Bancroft council is being asked to waive the town's purchasing policy to approve the purchase of two new pumps from Smart Turner for the Dairy Queen Pumping Station at a cost of no more than \$200,000.

Notwithstanding its procurement policy, the Township of Lanark Highlands has authorized its fire department to submit a bid on a sole sourced equipment van to a maximum purchase of \$80,000.

 For full tender listings and results see www.ovbusiness.com

People News

Luigi Sicoli

Luigi Sicoli is the new General Manager of Holiday Inn Express Pembroke. Sicoli replaces Lorraine Pecoskie who will remain with the company in an alternate role.

County Operators

The County of Renfrew has hired the following employees as casual operators for the winter season: Nicholas Heideman, Brian Sullivan, Keith Martin and George Leach.

Taylor Hanrath

Taylor Hanrath is the new Acting Manager of Infrastructure for the County of Renfrew. Hanrath is currently the Infrastructure Coordinator for the County of Renfrew. Hanrath replaces Mark Behm who had assumed the acting role and is now returning to his position as Supervisor of Technical Services for the County of Renfrew.

April Kabota

April Kabota is the new Receptionist-Recreation Assistant at the Town of Deep River.

Sean Patterson

Sean Patterson is the new Chief Administrative Officer for the Town of Deep River. Patterson has been Acting CAO for several months and was previously the Manager of Public Works for the municipality.

Jason Hann

Jason Hann is the new Integrated Vice President, Patient & Resident Services and Chief Nursing Executive at Almonte General Hospital, Fairview Manor and Carleton Place & District Memorial Hospital. Hann was Director of Surgery and Ambulatory Services at William Osler Health System in Toronto. Previously, he worked at CHEO as Director of Critical Care and Surgical Services and the Ottawa Hospital and the University of Ottawa Heart Institute. Hann was raised in Newfoundland and began his career as a Registered Nurse.

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Renfrew, Lanark and regional business news.

Federal Government Funding

For employees, self-employed during COVID-19

Source: Government of Canada

Canada Recovery Benefit (CRB)

Provides \$500 per week up to 26 weeks for those not employed or self-employed due to COVID-19 and who are not eligible for EI, or had their employment income reduced by at least 50 per cent due to COVID-19.

Canada Recovery Caregiving Benefit (CRCB)

Provides \$500 per week for up to 26 weeks per household for workers unable to work at least 50 per cent of the week because they must care for a child under age 12 or family member due to schools, daycares or care facilities being closed due to COVID-19, if the child or family member is sick, is required to quarantine or is at high risk of serious health implications because of COVID-19.

Canada Recovery Sickness Benefit (CRSB)

Provides \$500 per week for up to a maximum of two weeks. For workers unable to work for at least 50 per cent of the week because they contracted or self-isolated due to COVID-19, have underlying conditions, are undergoing treatments or have contracted other sicknesses that, a medical practitioner, nurse practitioner, person in authority,

government or public health authority opines would make them more susceptible to COVID-19.

Employment Insurance (EI)

As of September 27, 2020, there are some temporary changes to the EI program to access EI benefits. After individuals receive their last CERB payment, in most cases, they do not need to apply for EI benefits. The government will automatically review their file and record of employment, then start a claim for EI regular benefits if the person qualifies. Individuals can declare they are unable to work for medical reasons and could receive up to 15 weeks of sickness benefits.

EI Program: How It Works

Approximately 2.8 million CERB recipients will transition to EI regular benefits, including over 400,000 workers who would not have qualified for EI without these measures.

An hours credit provides a minimum benefit rate of \$500 per week, or \$300 per week for extended parental benefits for at least 26 weeks of benefits. A minimum unemployment rate of 13.1% and an EI premium rate frozen at the 2020 premium rate for two years.

Access to EI benefits is normally based on the number of insurable hours an individual has

worked in the year prior or since their last claim. This is known as their qualifying period. The pandemic has prevented many workers from accumulating the number of insurable hours normally required. To help individuals qualify with a minimum of 120 hours of work, EI claimants will receive a one-time insurable hours credit of 300 insurable hours for claims for regular and work sharing benefits and 480 insurable hours for claims for special benefits (sickness, maternity, parental, compassionate care or family caregiver).

The hours credit will be made retroactive to March 15, 2020 for claimants who were looking to transition early from the CERB to EI maternity, parental, compassionate care, family caregiver or work-sharing benefits, but could not establish their EI claim due to insufficient hours. For these claimants, the qualifying period will also be extended.

The hours credit will be available for new EI claims for one year, in recognition that labour market conditions remain uncertain and will take time to stabilize.

Tenders

EXPRESSION OF INTEREST

APN – Petawawa Construction Program for FY 2020-2021 with Security Requirements

REQUEST FOR PROPOSAL

PW 2020-05 Environmental Monitoring and Reporting at Waste Sites

Engineering Services
PW 2020-07

REQUEST FOR QUOTATION

RFQ 2021 Tree Plant – Algonquin Provincial Park

TENDERS

Facilities Maintenance and Support Services CFHA

Replace Switchgears

Detailed Engineering Design and Contract Administration Hwy 62 Hastings Street North

Permanent Turtle Exclusionary Fencing on County Road #4 (Roger Stevens Drive)

Purchase of Plant Materials for Parks Tender #20-CS-009

Tender #20-CS-007 Demolition – Lombard & Abbott Street

FD-02-2020 Supply and Delivery of one 2020 or 2021 Four-Wheel Drive Truck

Tender MV 2020-11 Snowplowing and Sanding

Siding, Windows and Doors, Various RHUs

Notice of Timber Sale

For full tenders and results, visit www.ovbusiness.com

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Mixed Message Motivation

How to build solutions to business challenges



MARKETING

By: Jennifer Layman
jenn@fwdthink.net

One of the indirect impacts for workplaces with COVID-19 has been maintaining motivation. The messaging from government health officials - stay home, stay away from people, don't go anywhere if you feel you might be sick - is well-intentioned for pandemic instruction, but it's also sucking the will and desire out of most people. It's hard to stay motivated to achieve and excel when messaging seems to counteract those motivations. So, how do you stay motivated in marketing and keep moving forward amid the current messaging?

A business course I am taking suggests that you write down the things that you are not achieving and the reasons for it. For example, "sales are low because employees are nervous about coming to work due to COVID-19 and there aren't enough

people to sell to our customers. I can't do it all." Do this for all the things you are not doing at the level you want to be doing them. The more detail you provide to each statement, the better.

The next step is to look at each item and write it as if you have accomplished it successfully. "Sales are 10 per cent better than last year. We are attracting new customers and finding new ways to increase sales with accompanying products and methods."

Then you take a look at the two statements and isolate the things that are preventing you from achieving your outcome. In the example used, the issues are not enough staff and feeling like you (the owner or manager) has to do it all. Then you problem-solve for those issues. Could you divert some of your responsibilities for other staff that you do have? Could you sit down with your staff and work on how to empower everyone to increase sales? Are there barriers that could be eliminated through marketing that would help you and your staff be more successful?

The exercise is about getting you unstuck from a situation in which you think you have no power to change. By breaking

down the details of what is preventing you from success, you can problem-solve your way to the outcomes you want.

As you go through the exercise (and I can say from experience), it's not a magic solution. You still have to *do* the things to become successful. And that's where we get back to motivation. It can be difficult to motivate yourself (or your staff) to do these things during this era of cautiousness, but if you stick with it, you realize that you have more control over your progress than you might think. You may need to do things a little differently, but you can still do them.

Marketing is about encouraging people to do things that you want them to do. But before you can encourage someone else, you first have to be encouraged yourself.

You can do it.

Jennifer is the president of Forward Thinking Marketing Agency. Her column appears in every issue.



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OTTAWA VALLEY BUSINESS

Publishes: December 1, 2020
Deadline: November 24, 2020

Publishes: December 15, 2020
Deadline: December 8, 2020

101 THINGS TO DO IN THE VALLEY

January-February 2021
Publishing: December 17, 2020
Deadline: December 14, 2020

HEALTH MATTERS

Winter 2021 Issue
Publishing: January 8, 2021
Deadline: December 11, 2020

Spring 2021 Issue
Publishing: April 9, 2021
Deadline: March 19, 2021

Summer 2021 Issue
Publishing: July 9, 2021
Deadline: June 18, 2021

Fall 2021 Edition
Publishing: October 8, 2021
Deadline: September 17, 2021

Biz Quiz Answers

- 1) Insolvencies
- 2) 181 per cent - the highest in the G7
- 3) Alberta
- 4) 30 per cent
- 5) Kim Ng and Miami Marlins
- 6) Pfizer
- 7) Amazon
- 8) They are under consideration to appear on Canada's new five dollar bill
- 9) Clearwater Seafoods of Halifax
- 10) It's an 19 per cent decrease