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# What The Liberals Have Promised

## Highlights of their election platform for businesses

**By: Jennifer Layman**
**jenn@ovbusiness.com**

There is not much to report on election results - we have nearly the same parliamentary make-up on Tuesday morning as we had Monday night. With the Liberal's leading the government, here is a look at what they promised to businesses in their platform: A More Resilient Economy.

**Supporting Workers**

Continue to expand the Canada Workers Benefit to support 1 million more Canadians in low wage jobs.

Ensure that secondary earners can exclude up to $14,000 of their working income for the Canada Workers Benefit to receive up to $2,400.

Introduce a new EI benefit for self-employed Canadians lasting up to 26 weeks. Self-employed Canadians would only be responsible to contribute the portion they would pay as a salaried employee.

Strengthen digital platform workers' rights so they are entitled to job protections under the Canada Labour Code and establish new provisions to ensure work counts toward EI and CPP while making these platforms pay contributions as any employer would.

A more inclusive EI system that addresses gaps made obvious during COVID-19..

Establish an EI career insurance benefit for people who have worked continuously for the same employer for five or more years and are laid off when the business closes. It will kick in after regular EI ends, providing an additional 20% of insured earnings in the first year following the layoff, and an extra 10% in the second year.

Extend the home expense deduction through the 2022 tax year, and increase the deductible amount to $500.

Provide up to 5 new paid leave days for federally regulated employees who experience a miscarriage or stillbirth.

Strengthen the Canada Labour Code to better support women who need to be temporarily re-assigned during pregnancy and while breast-feeding.

Introduce legislation to prohibit the use of replacement workers when a union employer in a federally regulated industry has locked out employees.

Protect public post-secondary educational institutions from being subject to corporate restructuring.

Double union training program to support more apprenticeship training opportunities and additional partnerships in the Red Seal trades.

Establish a new apprenticeship service to connect first-year apprentices in Red Seal trades with opportunities at small and medium-sized employers.

**Supporting Canadian Businesses**

Extend the Canada Recovery Hiring Program to March 31, 2022.

Provide Canada's tourism industry with temporary wage and rent support of up to 75% of their expenses.

Allow privately owned, Canadian-controlled businesses to expense up to $1.5 million of growth-enhancing investments, including in areas like software, patents and machinery.

*Continued on Page 3*

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Ottawa Valley Business (OVB) publishes on the first and third Tuesday of every month. OVB covers business news and events throughout Renfrew, Lanark and Pontiac counties as well as the surrounding areas. OVB is published by Forward Thinking Marketing Agency.

**WHO READS US**

Ottawa Valley Business is delivered by email to 3,600 subscribers in businesses, organizations and local and regional government.

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**CONTENT & SUBMISSIONS**

Submissions on items related to business are welcome. This includes news, events, new hires, tender and letters to the editor. Content will be edited to fit the space available. If you have an event that is not business-related, please consider 101 Things To Do in the Valley at a cost of $25. 101things@travelourbackyard.com

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# Events

**September 21, 2021**
Five Behaviours of a Cohesive Team. 11:30am-1:00pm. Is your team underperforming? Would you like them to be more cohesive? Cohesive teams make better, faster decisions, tap into the skills and opinions of all members, and avoid wasting time and energy on politics, confusion, and destructive conflict. $90 per person. Call 613-736-5266 x.114 or education@volunteerottawa.ca

**September 21, 2021**
Wholesale for Handmakers-Ask the Expert. 10:00am-11:30am. Emily Arbour of Cheerfully Made will discuss the basics of expanding your small business into the world of retail. Small Business Advisor Centre. Call 613-283-7002 ext.108 or cjames@smallbizcentre.ca

**September 22, 2021**
Mental Health 101: Warning signs and self-care. Explore the warning signs that can indicate someone we care about is experiencing poor or worsening mental health. $145. 10:00am-11:00am. Volunteer Ottawa. education@volunteerottawa.ca

**September 22, 2021**
Obtaining Security Clearance for the Government of Canada. Webinar. 10:00am-12:00pm. Register at https://ontario.tpsgc-pwgsc.gc.ca/cal/regist-eng.cfm?sid=2085

**September 22 2021**
Canva 201 (intermediate). 10:00am-11:30am. Designed for users who want to improve their design skills on Canva through photo-editing and animation. Small Business Advisor Centre. Call 613-283-7002 ext.108 or cjames@smallbizcentre.ca

**September 23, 2021**
Legal Considerations For Consultants & Solopreneurs. 12:00pm-1:00pm. Practical and legal perspectives for reducing legal risks and helping you better manage your consulting business. Free. 403-506-6305 or katie.knopp@hotmail.com

**September 24, 2021**
Financial Empowerment for Entrepreneurs. Part 3 of 3. 10:00am-11:00am. Best practices when it comes to budgeting and cash flow. Tara Tennant, Financial Coach. Small Business Advisor Centre. Call 613-283-7002 ext.108 or cjames@smallbizcentre.ca

**September 28, 2021**
Legal Check-Up: duties and liabilities of directors and officers of charities and not-for-profits. Volunteer Ottawa. $145. education@volunteerottawa.ca.

**September 28, 2021**
Excel 101 Workshop. This workshop is for you if you want to get beyond the very basics, to learn how to use excel to do your calculations, make charts, organize data, and track progress against goals. 1:30pm-4:30pm. $90. Call 613-736-5266 x.114 or education@volunteerottawa.ca

**October 20, 2021**
Instagram 101 (beginners). 10:00am-11:30am. This webinar will focus on developing the skills and knowledge you need to effectively manage your business' Instagram presence as well as creating engaging content. Small Business Advisor Centre. 613-283-7002 ext.108 or cjames@smallbizcentre.ca

**October 27, 2021**
Instagram 201 (intermediate). 10:00am-11:30am. This webinar will focus on developing the skills and knowledge you need to effectively create engaging content, including Instagram stories and reels. Small Business Advisor Centre. Phone: 613-283-7002 ext.108 or cjames@smallbizcentre.ca

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# Liberal Election Platform Highlights

## A look at some of the discussion on the economy

*Continued from Page 1*

Expand pathways to permanent residence for temporary foreign workers and former international students.

Invite 2,000 skilled refugees to fill labour shortages.

Improve foreign credential recognition.

Allow workers in the building and construction trades to deduct up to $4,000 in travel and relocation expenses.

Require businesses supported through the Sectoral Workforce Solutions Program to include supports such as transportation, computers, food etc..

Introduce a tax credit for seniors (age 65 and older) who want to stay in the workforce.

Develop a sector-specific Agricultural Labour Strategy to address labour shortages.

An $80 million investment to train workers for green jobs.

Opportunities to re-skill for energy workers.

**Innovation, Science and Research**

Add 1,000 Canada Research Chairs to help attract top talent at Canadian universities.

Establish a $75 million a year fund for universities and colleges to help commercialize leading research.

Drawing on Canada's contribution to mRNA science and vaccines, introduce a $100 million a year fund to pursue moonshot research into high-impact illnesses where a vaccine may be possible.

Supporting artificial intelligence innovations.

**Arts & Culture**

Launch a new program that will match ticket sales for performing arts, live theatres, and other cultural venues to compensate for reduced capacity.

Extend COVID-related insurance coverage for media production stoppages.

Implement a COVID-19 transitional support program to provide emergency relief to out-of-work artists, craftspeople,

creators, and authors who are primarily self-employed or independent contractors.

Protect Canadian artists, creators, and copyright holders by making changes to the Copyright Act.

Reform the Broadcasting Act to ensure foreign web giants contribute to the creation and promotion of Canadian content.

Modernize funding tools that support Canada's audio-visual sector to make funding open to more traditionally under-represented storytellers, while favouring Canadian productions.

Increasing funding to Telefilm Canada by $50 million.

Doubling the government contribution, over three years, to the Canada Media Fund.

Increase the proportion of funding for French audiovisual content from 33% to 40% to support a better presence of French-language productions.

Increasing the annual contribution to the Canada Music Fund to $50 million by 2024-2025.

Provide the Indigenous Screen Office with $13 million per year.

Invest $43 million per year to support Canadian authors and books publishers.

Require digital platforms that generate revenues from news content to share a portion with Canadian news outlets.

Reaffirm the role of CBC in protecting and promoting the French language and Francophone cultures.

Provide $400 million over 4 years to CBC/Radio-Canada with a goal of eliminating advertising during news and other public affairs shows.

**Vibrant Rural Communities**

Require those that have purchased the rights to build broadband actually do so.

Expand the number of family doctors and primary health teams in rural communities.

Give rural communities greater access to a full suite of health and social services professionals.

**A Fairer Financial System**

Require financial institutions offer flexible repayment options by default if you fall on hard times or face a life event that causes financial stress. This will include a mandatory option for a 6-month deferral of mortgage payments in qualifying circumstances.

Establish a single, independent ombudsperson for handling consumer complaints of banks.

Crack down on predatory lenders by lowering the criminal rate of interest.

Review the prices charged by banks and impose changes if they are excessive.

Move forward with a model of open banking that will launch no later than 2023.

Modernize Canada's payments technology to deliver faster and lower cost options.

Establish Canada's first ever, nation-wide agency whose sole purpose is to investigate highly complex financial crimes and enforce federal law in this area.

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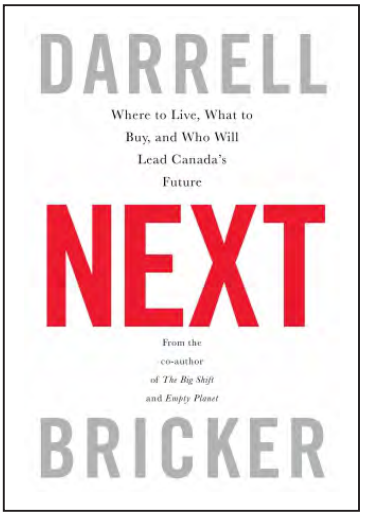
Read more at:
https://liberal.ca/wp-content/uploads/sites/292/2021/09/Platform-Forward-For-Everyone.pdf

## Book Club




Where will the world go after COVID-19? CEO of Ipsos Public Affairs Darrell Bricker's prescient and timely new book has the insights and the data to understand what we are going through and why, and who we still are despite the disruption.

In this groundbreaking new book, Bricker, a Canadian expert in what Canadians will want and need, distills the trends based on real and extensive demographic data and dares to forecast what will come next. Why is Harley-Davidson making smaller motorcycles and changing the way they sell their bikes? Should restaurateurs be focusing on vibrant, frenetic restaurants offering the latest food fashion or on open, quieter restaurants that focus on tasty standard fare? What's the fastest-growing sector in the housing market? Where should companies plan on setting up shop?

Filled with stories of Canadians making critical decisions for their businesses and their personal lives, *Next* will appeal to a wide audience: anyone who is wondering where they should look for their next job or where they might plan on living in retirement - even how they will live in Canada's ever-changing future.

# Business News Around The Valley

**Property Taxes**

Property owners in the Township of Admaston Bromley are reminded that their property taxes are due on September 30, 2021.

**Lanark County Seeks Nominations For Volunteers**

Lanark County is asking for nominations for individuals who have made a significant and/or extraordinary contribution to Lanark County in one or more of the following categories: 1) volunteerism, community service and youth, 2) business, agriculture, industry and tourism, 3) heritage and ecology, 4) philanthropy and 5) other. Individuals can be nominated for a Lanark County Award of Excellence. The deadline for nominations is October 1, 2021. For more information visit www.lanarkcounty.ca/en/news

**Bonnechere Valley Waste Information**

Bonnechere Valley village residents are reminded that garbage pickup on Thursday, September 30 will be moved to Friday, October 1. Also, the Lake Clear Waste Site will be closed on September 30.

**New Dental Office in Petawawa**

Dr. Richard Mansour has opened Home Front Dental in Petawawa. Mansour served for 20 years in the Canadian Forces and has been in Petawawa since 2014. An official opening was held September 17. The business is located at 3525 Petawawa Boulevard and is online at www.hfdental.ca.

**Vaccine Passport Lamination**

The Perth and District Union Public Library will be printing and laminating vaccine receipts at no cost. Stop by during open hours, call or email. Have your health card and postal code ready. The library is located at 30 Herriott Street in Perth. Their additional contact information includes 613-267-1224 (phone) and info@perthunionlibrary.ca.

**New Councillor in Drummond North Elmsley**

On September 14, Drummond North Elmsley council appointed Paul Coutts to fill the position of Councillor for the duration of the term of council ending on November 14, 2022. Coutts was also officially sworn into office at that council meeting. The position became vacant when George Sachs submitted his resignation from council on June 22. Coutts, a lifelong resident in the township, lives in North Elmsley with his wife, Danita and two daughters. He operates a small general contracting firm.

**Building Permits**

Horton Township has issued 47 building permits through the end of August 2021. The total construction value is $8,050,300.00. Lanark Highlands issued 38 building permits in July and August 2021. Total permit revenue was $18,199.30 and total building value was $4,167,880.00.

**Boat Launch News**

The boat launch on Dunlop Crescent in Deux Rivieres will be temporarily unavailable from September 23-24 as the County of Renfrew will be working in the area to replace culverts. For information, contact the Head, Clara and Maria municipal office at 613-586-2526.

**Smiths Falls Budget Process**

The Town of Smiths Falls is seeking public input in the 2022 municipal budget. This is a chance to contribute ideas for how funds should be spent in Smiths Falls to best serve the needs of the community. The online public engagement is open until Friday, October 1. For details, visit this website: www.speakupsmithsfalls.com/budget-consultation-2022

*Continued on Page 5*

AGM 2021
ANNUAL GENERAL MEETING
Wednesday, September 22
The public is invited to an AGM
and a movie at the Skylight Drive-In.
7:00pm - 7:30pm - AGM and Staff Awards
Guest Speaker: Chris Beesley from Community Living Ontario
Movie at Dusk: Free Guy featuring Ryan Reynolds
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# Business News Around The Valley

*Continued from Page 4*

**New Vaccine Names**

Health Canada has approved new names for the COVID-19 vaccines. The Pfizer-BioNTech vaccine will now be named Comirnaty and the Moderna vaccine will be SpikeVax. The AstraZeneca vaccine will be named Vaxzevria.

**Lanark County Community Grants**

Lanark County's Community Grants Program is now open. The purpose of the program is to provide direction in the distribution of taxpayer-funded grants to non-profit groups, and to define Lanark County community grants as taxpayer-levied funds given to third-party organizations that do not have a signed contract for service with Lanark County. Grant applications will be evaluated on a number of objectives, reviewed by the Lanark County community services committee and may be awarded to local projects that have a direct impact on the people of the community or an indirect impact by increasing the capacity of organization to initiate and sustain local projects. $48,000 in funding is available for the 2022 taxation year. The deadline to apply is October 8, 2021. The review process will take place the following week in October with notification following budget approval in November. For more information visit www.lanarkcounty.ca/en/news

**McNab Braeside Celebrates Employees**

McNab Braeside Recreation Director, Geoff Patterson is now a Canadian Certified Playground Inspector. In addition, the municipality congratulated several members of the fire department for long-standing service awards. They included: Doug Kightley (45 years), Dave Herbert (30 years), Chief Dave Hartwick (25 years), Andrew Mohns (25 years) and Kevin Nicholson (20 years).

**Ontario Highlands Grant**

Ontario's Highlands Tourism Organization (OHTO) recently announced the new TRIP – Skills Development funding stream – which begins taking applications on September 22. The purpose of the TRIP – Skills Development fund is to help businesses reduce the capacity barrier for skills training and workforce development to help ensure the industry can continue to recover through the pandemic. To learn more about the funding program and eligibility join OHTO on September 22nd at 11:00am for an information webinar via zoom. For more information visit www.comewander.ca/trip/

**New Health Teams Split Renfrew County**

On September 17, the Ontario government announced new Ontario Health Teams. Network 24 Ontario Health Team (OHT) will cover the majority of Renfrew County and the Township of South Algonquin in Nipissing District. Four Rivers OHT will cover North Grenville, West Ottawa, Northern Lanark County, Arnprior and McNab Braeside.

**Horton Receives Grant**

Horton Township has received an Asset Management Lanning and Capacity Building grant in the amount of $43,840.00. The grant was issued through the Federation of Canadian Municipalities.

**Mattawa Supports VMUTS**

The Town of Mattawa has agreed to provide an annual sponsorship of $15,000 to the Voyageur Multi-Use Trail System (VMUTS) organization for a period of five years (2021-2025) to support their ongoing operations.

*Continued on Page 6*

Do you need employees during COVID-19? Are you planning some changes at your workplace and need to advertise for newly created positions in the future?
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## It's A Fact

### Ontario Trucking

**$32.5 Billion**
Freight moved by trucks across the Canada-US border in June

**55.3%**
Truck-shipped freight between Canada and the US (as percentage of all freight)

**$13.4 Billion**
Value of computers and parts shipped across the Canada-US-Mexico border (top commodities)

**$10.7 Billion**
Value of electrical machinery shipped across the Canada-US-Mexico border

**$8.8 Billion**
Value of vehicles and parts shipped across the Canada-US-Mexico border

**$8.9 Billion**
Truck freight that has crossed at the Windsor, Ontario border

**$5.7 Billion**
Truck freight that crossed at the Sarnia, Ontario border

**$17.4 Billion**
Truck freight that crossed the US-Mexico border in Laredo, Texas

**6%**
Increase in truck loadings in dry van, reefer, and flatbed segments

**18%**
Truckload rates in the U.S. are expected to end the year up this much compared to last year

**100%**
Capacity utilization; meaning virtually every seated truck is engaged in hauling freight

**91%**
10-year average for capacity utilization

**33,000**
Trucking payroll jobs down from pre-pandemic levels

Source: Ontario Trucking Association

# Business News Around The Valley

*Continued from Page 5*

**Fijisan Sushi Moving**

The Town of Petawawa has approved a site plan application for Fijisan Sushi to move to 1 Doran Road. The restaurant will move into the former fitness facility and will become a 57-seat eatery. Additional parking will be created. Fijisan Sushi is currently located at 3477 Petawawa Boulevard.

**People News**

Emily England has been hired as the new Administrative and Business Development Assistant for the Ottawa Valley Tourist Association (OVTA). England was an internal candidate who has worked in the County of Renfrew for the past five years. She replaces Helen Giroux who has retired. Erin Norris is the new Tourism Industry Relations and Digital Marketing Coordinator for OVTA. In Whitewater Region, two employees have retired in the roads department. Ward Somerville worked with the municipality for 23 years and Lindsay Broadhurst started as a temporary driver-operator and has been full-time since 2016. Dustin Denault will join the municipality as a mechanic. Denault was previously with McCrae Excavating.

**Free Trees in Lanark County**

Lanark County's fall tree giveaway is taking place on Saturday, September 25th between 9:00am and noon at Lanark County's public works garage in Perth. Species available include red pine, white pine, tamarack, white birch, yellow birth and white cedar. Lanark County's tree giveaway is part of the 1 Million Trees Program in partnership with the Rideau Valley Conservation Authority. For more information about tree planting on private property visit www.rvca.ca. For more information about Lanark County's 1 Million Trees Program visit www.lanarkcounty.ca.

**Sheep For Vegetation Management**

The Ottawa Valley Waste Recovery Centre is once again utilizing sheep to provide natural vegetation management at their location on Woito Station Road. Over 45 ewes and lambs have been provided through a partnership with local farmer and North Algona Wilberforce Councillor Janet Reiche-Schoenfeldt. The Centre has been utilizing sheep since 2019 and other programs in Alberta and the United States have used goats and sheep as a natural method to assist in managing vegetative growth on landfills and in city parks.

**RNP Candidate Comments Causes Loss Of Party**

CBC News is reporting that Renfrew-Nipissing-Pembroke Green Party candidate, Michael Lariviere, will not represent them if elected due to comments about the vaccine passports. CBC notes that at a debate on YourTV Ottawa Valley, Lariviere said "I've been vaccinated, but I don't want to have to walk around with a passport ... the way I look at it is the Gestapo and the German military during the Second World War wanted people to be tattooed. And this is the next, you know, the beginning of that step. We've already got an autocracy in Ottawa, we don't have a democracy, and that troubles me."

**Housing Development Near Arnpior Airport: Meeting**

A 272-home development plan is the topic of conversation at a September 27 public meeting in Arnprior. The land (640 White Lake Road) needs to be rezoned from commercial to residential, and is near the Arnprior Airport. The development is being pursued by Tartan Homes and encompasses 36 acres. The virtual council meeting will be held on September 27 at 6:30pm.

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# Lanark Lodge Redevelopment EOI

## Multi-million dollar project for Lanark County

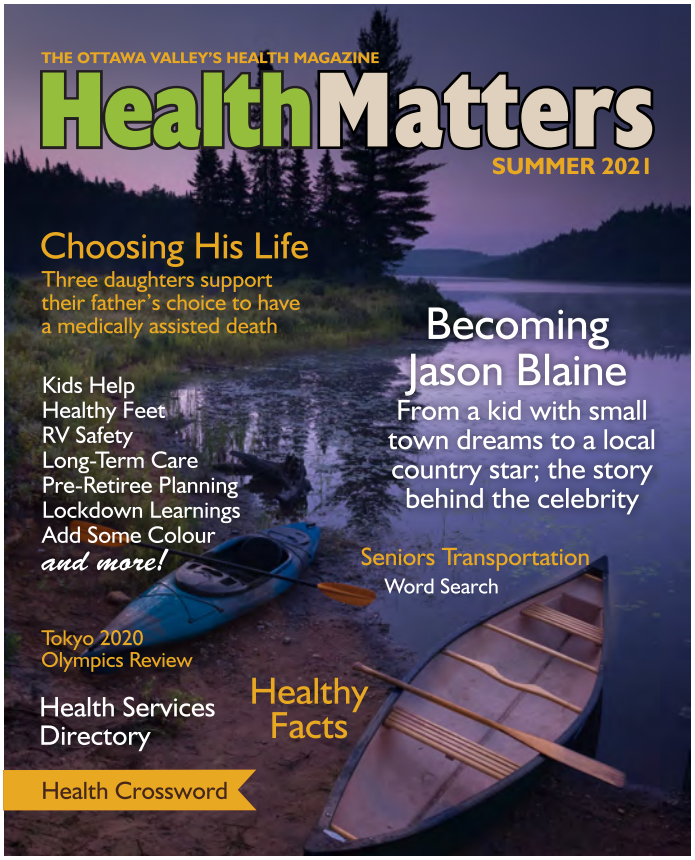
Lanark County Council has passed a motion authorizing an expression of interest (EOI) be released for potential redevelopment partners of Lanark Lodge. The county's 163-bed long-term care home is classified as a B level facility by the Ontario Ministry of Long-Term Care and must be rebuilt or redeveloped to current design standards by 2025. Two major studies have outlined deficiencies in the existing facility that continue to be addressed. A request for proposal to evaluate redevelopment was issued in September 2018. An independent review showed mechanical and electrical systems at the Lodge were mostly past their useful life and require significant upgrades. The report provided options for a partial redevelopment of the existing facility and a partial new addition (estimated at $73 million) or a new building (estimated at $76 million). Estimates are pre-pandemic.

A consultant's report from early 2020 to assist with a redevelopment and management strategy for the home provided a range of possible options. Further work by staff to explore options and make recommendations to council was delayed due to the pandemic, while several upgrades and repairs were undertaken to ensure operations. The ministry has approved an increase of 28.4 per cent in the supply of long-term care beds in Lanark County and Smiths Falls up to 2025.

The EOI will help staff to explore partnership opportunities in order to make recommendations to council. Public input will be part of the process. It is unlikely the county will meet the 2025 deadline, with construction not likely to begin before 2029. Expression of interest applications will be due September 30. Staff aim to provide recommendations to council by December. For more information, contact Jennie Bingley, Project Coordinator, at 1-888-9-LANARK, ext. 1320.


# New Publishing Date: Fall Edition

## Deadline to book into this issue: September 30
## Issues distributes: October 20

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## Biz Quiz

1) The Teamsters union has said that 40 per cent of employees of this business have already signed union cards. What business is it?

2) This Ontario natural gas supplier has applied for a six to eight per cent increase in rates that would take effect October 1. What company is it?

3) This country has applied to be a member of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), signed by 11 countries (including Canada) in 2018.

4) Pfizer, Moderna and AstraZeneca have created new names for their vaccines. Why are they doing that now?

5) The Ontario Teachers' Pension Plan owns an airport that they are pushing to expand. Where is the airport located?

6) Compared to March 2020, foot traffic in this Ontario city is down 85.8 per cent due to workers not being back in the office. What city is it?

7) The National Post is reporting that by 2028, some 700,000 people in this line of work are expected to retire. What is the industry?

8) Inflation rates have increased to 4.1 per cent in August. This is the highest since what year?

9) According to the Ontario Chamber of Commerce, this item constitutes approximately 40 per cent of municipal revenues in Ontario. What is it?

10) This well known U.S. newspaper is 170 years old this year. What is it?

*Answers on Page 10*

# Learning Resiliency From Family Businesses

## What they did, perhaps differently, to weather the pandemic storm

**By: Jennifer Layman**
**jenn@ovbusiness.com**

KMPG has released a report entitled "Mastering A Comeback: How family businesses are triumphing over COVID-19." It tests the "widely accepted view" that family-owned businesses are masters at resilience, adaptability and agility to overcome challenges. The report sought to find out if that was true during the COVID-19 pandemic. The data is compiled from surveys completed between June and October 2020.

Resilience is a key issue for family businesses, mainly because they tend to focus on the longer-term as opposed to the short-term. This is because they want to build a business to pass down to other generations, so they take time to think strategically and they have patience to plan ahead. The culture of the business is aligned with the culture of the desire to pass on the business to the family and this has given family businesses a competitive advantage when dealing with COVID-19. So, what has been their secrets to success?

**Short Term Actions**

Because business families have been so committed to sustaining entrepreneurship across generations, those instincts triggered immediate financial actions such as carefully managing their cash flow and liquidity during decreased customer demand and supply chain disruptions.

Non-financial actions included family members stepping back into the business to help solve problems, maintain supplier relationships, maintain employee and customer relationships and contribute to longer-term plans.

Success in family business is not just profits and dividends, but also multi-generational succession, social capital and the emotional connection to the firm. The family legacy assisted in supporting the community during COVID-19, which deepened their non-economic value.

For many family businesses, the slowdown offered a gift of time that provided family members with the agility to diversify and explore new ideas. KMPG found that family businesses were 42 per cent more likely to deploy a business transformation strategy than non-family firms. Many took time to look at streamlining operations, accelerating digital solutions and focusing on succession planning. The gift of time was used to plan, long-term.

**Discussing Strategy**

Family businesses took time to look forward and many realized that younger generations of the family had valuable input into ideas for the future. This helped with succession planning to ensure the business continued on with the next generation.

Forty-one per cent of family businesses cut costs and reduced or deferred their investments. Thirty-six per cent reduced the number of employees, hours worked or pay. Fourteen per cent made changes to their business by restructuring or closing temporarily (or permanently) and nine per cent reduced executive salaries or made adjustments to incentive compensation plans. In the early part of the pandemic, 69 per cent of family businesses reported that their revenues declined, while 22 per cent reported their revenues stayed the same.

**Family Impact**

Family members were called in to help with family businesses - both those who had stepped back from the business and the younger generations who were not yet in the business. The participation helped the business continue.

The pandemic prompted "what if" discussions that included critical reviews of the future, redesigning the ownership structure and increasing flexibility in the company.

Conversations on governance accelerated to increase the speed of decision-making and become more efficient. In smaller family businesses, good governance has helped reduce risks.

Globally, family businesses reduced employees by 8.56 per cent as compared with pre-COVID levels. This connects to 69 per cent of family businesses that experienced a revenue loss at the start of the pandemic. In addition to reducing employment, 58 per cent reduced general office expenses, 50 per cent cut marketing spending and 32 per cent reduced inventories. To keep the business running, 30 per cent renegotiated vendor contracts, 33 per cent delayed vendor or loan payments, 24 per cent postponed or canceled research and development and 26 per cent took on additional debt.

For government programs, only 21 per cent of family businesses received government subsidies. However, 36 per cent made use of tax reduction and delayed tax filing opportunities.

The report found that "family businesses have an extraordinary competitive ability to act and adapt quickly as they do son in a variety of ways. They are often resilient and able to make a comeback than non-family businesses - even in the face of the most challenging of times."

Also, one size does not fit all in the business recovery and sustainability due to COVID-19. Family characteristics strongly influence how businesses make a comeback from the pandemic.

More information and a copy of the report can be found at www.thestepproject.org.

# Tender Results Around The Region

**DP Trails–2021-10 – Trail Resurfacing, Highway Trail Crossing Construction and Structure Improvements to Algonquin Trail. County of Renfrew.**
G.P. Splinter - $1,040,091.00
R.G.T. Clouthier - $1,067,500.00
McCrea Ex. - $1,178,995.00
Bonnechere Ex. - $1,364,427.35

**RFP 2021-33 - Roads Joint Operational Review. Whitewater Region.**
Dillon Consulting
Score: 74 | $98,342.98
Matrix Consulting
Score: 64 | $44,570.88
WCSC Consultants
Score: 81 | $79,372.80

**RFP 2021-32 - Growth Readiness, Zoning Update, Development Standards. Whitewater Region.**
Ecovue Consulting
Score: 84 | $157,259.90
JLR Richards
Score: 82 | $96,163.20

**PW-12-2021, Winter Sand. Petawawa.**
RGT Clouthier - $21,675.00
Eastway Cont. - $28,050.00

**PW-13-2021-Snow Plowing at Municipal Buildings 2021-2022. Petawawa.**
RGT Clouthier - $1,381.00
G.P. Splinter - $1,549.00
Eastway Cont. - $2,795.00

**PW-14-2021-Equipment Quotation for Snow Removal 2021-2022. Petawawa.**
G.P. Splinter - $19,240.00
Do-All Const. - $21,688.00
RGT Clouthier - $21,760.00
Eastway Cont. - $29,200.00

**Tender PR-2021-03 Wheelchair Ramp. Lanark Highlands.**
There were no bids on the first or second publishing of the tender. For the third publishing, there was one bidder, Stelis Construction in the amount of $31,398.00.

**Contract RFP-2021-0300, Construction of Outdoor Washroom and Changing Facilities. Brudenell, Lyndoch and Raglan.**
Zuracon Inc. - $65, 917.50
Eastway Cont. - $88,491.20
William Sons - $114, 000.00

**1980 Hough Loader. Brudenell, Lyndoch and Raglan.**
Garry Keller - $2,800.00
Dylan Quade - $3,125.00
Jimmie Kargus - $3,450.00
Bryce Genrick - $3,550.00
Richard Levair - $5,055.00

**Grinding at the Brudenell Waste Site. Brudenell, Lyndoch and Raglan.**
Northern Logistics - $27,600.00.

**RFQ 2021-11 Municipal Office HVAC Removal and Installation. Horton.**
Saffco - $124,000
Valley Ventilation - $126,161.00
Valley Refrig. - $169,755.00

**RFP Admin 2021-01 Asset Management Plan. Horton.**
PSD Citywide Inc. - $66,500.00
Greenview Environmental - $57,550.00

**Supply and Installation of Grader Tires. Mattawa.**
Kal Tire - $7,185.81
Northern OK Tire - $10,168.32
Guy's Tire & Auto - $7,919.12

**Mattawa Landfill Site Operations. Mattawa.**
Dumont Backhoe - $213,840.00
Anderson Truck. - $216,890.36

**RFP-2021-WM-001 Environmental Monitoring and ReWaste Management Services Review-Master Plans. Lanark Highlands.**
Bidders ranked by score
Cambrium Inc. - 88
Dillon - 74
GHD - 85
EXP - NA

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

## Tenders

### EXPRESSION OF INTEREST

APN – Petawawa Construction Program for FY 2021-2022 with Security Requirements

### FOR SALE

Sale of Land
174 Market Street

### REQUEST FOR PROPOSAL

Supply and Delivery of Professional Engineering Services

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RFP Hydrogeological Review Maberly Pine Subdivision

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Proposal No. P-21-11 Supply & Delivery of One Current Year Articulated Four-Wheel Drive Front End Loader, Plow, Wing

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RFQ 2021-03 Snow Removal at Bonnechere Manor

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RFQ 2022-01 Lawn Care/Grounds Maintenance at Bonnechere Manor

### TENDERS

Rewire on 10 Residential Housing Units – Petawawa

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#2202-01 MUA Replacement – Fellowes High School

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2021-37 Woodwaste Grinding Ross Landfill

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LVPW-2021-12 Snow Plowing of Municipal Parking Lots

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PWO-2021-15 Loader Rentals at Four Locations

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Beckwith Street Reconstruction Phase 2 – Elmsley to Russell Street Contract #21-PW018

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W0107-19M048/A – Cable TV Services

*For full tender details, visit: www.ovbusiness.com*

# Marketing Through Social Capital

## How businesses can increase their profile for free

**By: Jennifer Layman**
**jenn@fwdthink.net**

The KMPG report on family business was an interesting read. In rural areas, there are many businesses that transition through generations, and while a generation may retire out of the business, that doesn't mean that they leave the business. The business remains part of their identity. The same holds true for generations not yet in the business - they may pursue other paths, but they have a connection to the business from their parents and grandparents who established an entrepreneurial legacy.

One of the interesting aspects of the KMPG report was that family businesses cut marketing costs to handle challenges with the pandemic. However, they did continue to pursue marketing, they just did it personally, using the social capital they had built to the benefit of their business.

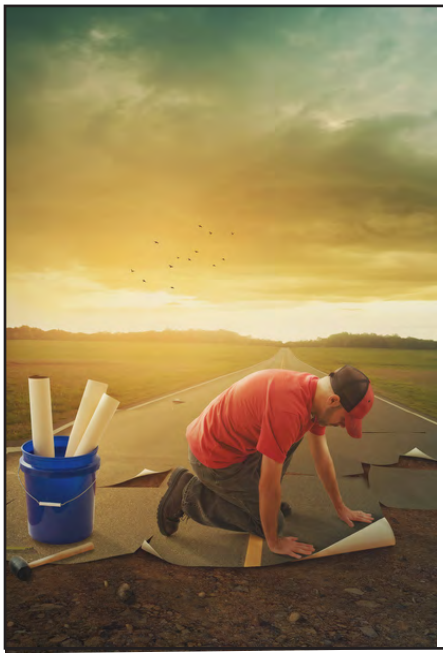
I was recently involved with the Jason Blaine Celebrity Charity Golf and Concert where a lot of business owners and employees were in attendance. When making some introductions to people, I noticed a bit of a trend; when I said, "Do you know Joe Smith?" the answer was usually "No." But if I said, "That is Joe Smith from ABC Company?" the answer was always that someone recognized the business. Further, the person then connected that business to other initiatives in the community or positive experiences from customers. For a business owner, the recognition of the business is a key part of how you build your social capital.

The good news about social capital is that it helps increase the value of your business before you sell or transition to the next generation. I worked with a client years ago who was going to be selling her business in two years. She invested heavily in increasing her profile in the community in order to make the business more attractive to a buyer. This strategy involved marketing through advertising, community support and building a stronger presence with key stakeholders. And, it worked! When the business came up for sale, there were several people interested and she was able to negotiate the price and also a plan for the employees with the company.

This is not to say that you have to sponsor or donate to every community cause that walks through the front door. While charitable giving can certainly enhance your social capital, it is not the only way to build that legacy in the community. Offering a high standard of customer service is a low-cost opportunity that every business has at its fingertips. Taking the after-hours call, going the extra mile to help someone, participating in a roundtable discussion are all ways that help spread the business name in a positive way.

The thing about social capital is that there isn't a factual way to measure it. You usually find out that you have it in a challenging situation, such as during a pandemic. Like other forms of marketing, you want to build it over time, so make it part of your regular marketing strategy to get your best results.

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



Do you need some new options for marketing your business?

Sometimes, the things you have always done to market your business reach a point where they just don't move you forward anymore. Some new ideas can boost your marketing for the future.

forwardthinking
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jenn@fwdthink.net

## Deadlines

**OTTAWA VALLEY BUSINESS**

Publishes: October 5, 2021
Deadline: September 29, 2021
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Publishes: October 19, 2021
Deadline: October 13, 2021
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Publishes: November 2, 2021
Deadline: October 16, 2021
---
Publishes: November 16, 2021
Deadline: November 10, 2021
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Publishes: December 7, 2021
Deadline: December 1, 2021
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Publishes: December 21, 2021
Deadline: December 16, 2021

**101 THINGS TO DO IN THE VALLEY**

November-December 2021
Publishes: October 19, 2021
Deadline: October 15, 2021

**HEALTH MATTERS**

Fall 2021 Edition
Deadline: September 30, 2021
Publishing: October 20, 2021

## Biz Quiz Answers

1) Amazon
2) Enbridge Gas
3) China
4) They could not brand their vaccines until they were fully authorized by Health Canada
5) Bristol, UK
6) Toronto
7) Trades
8) 2003
9) Property tax
10) The New York Times