



Your Organization's Hiring Practices

Some tips to recruit people and make needed changes

By: Jennifer Layman
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The Myers-Briggs Company has produced a report with hiring information that could be helpful to employers looking to fill open positions. Here are some highlights of the *People First For Organizational Fitness* report.

Unforeseen Trends

Despite evidence for their effectiveness and cost-benefit, businesses do not use objective assessment methods. These include short-term concerns about cost, lack of knowledge about what tests can do, concerns about legality, and resistance to change. Even those that apply the paradigm to recruitment might not do so for high-level jobs, yet, good or bad performance in these roles has the most impact on the business.

Numerous trends are affecting selection and recruitment. Here are the main ones.

Talent Shortage

Organizations need to be more attractive to potential employees,



and this needs to be built into every stage of the selection process. Evidence suggests an applicant's reaction to their assessment experience will affect how likely they are to pursue the job, accept an offer or recommend the job to others.

Employee Mobility

People change jobs more frequently and have more information about jobs. Before social media, people had to make a conscious effort to find a new job. Now, anyone who subscribes to business

networking sites receives job suggestions regularly. Employee mobility may be a defining factor for the millennial generation. A recent Gallup report suggests that only half of them strongly agree that they will work for their current organization in a year's time.

Faster Recruitment Cycles

Few people have a job for life. With people changing jobs more quickly, recruitment needs to increase. In a talent shortage, employers need to choose the best candidate and make an offer

quickly before that candidate goes elsewhere.

Artificial Intelligence (AI)

The rise of AI means that the required skills in future jobs will be different. The exact shape of these jobs is uncertain but AI will probably do many intellectually-challenging tasks. Researchers at the University of Oxford, explored how susceptible 702 different occupations were to computerization. They found the jobs with the lowest risk of becoming obsolete were those requiring creativity, social and interpersonal skills. These are the areas that future recruitment will need to focus on.

VUCA

Many organizations today operate in a volatile, uncertain, complex and ambiguous (VUCA) environment. Jobs must adapt to this fast-changing environment by becoming more fluid, which makes recruitment more complex.

Continued on page 4

Looking to make positive changes to our healthcare system? Join us today!



The Ottawa Valley Ontario Health Team (OHT) Patient, Family and Caregiver Network (PFaC) is looking for new members who have first-hand experience with local health and mental health services to join our dedicated team of patients, families and caregivers. Work in partnership with doctors, hospitals, community health organizations and others to help improve the quality of care for all.

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For more information, please contact Jama Watt at jwatt@countyofrenfrew.on.ca or 613-281-2248

Ottawa Valley BUSINESS

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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

May 4, 2022

Board Governance 101. 9:30am-12:00pm. During this workshop, with practical applications and discussion we will discuss roles and responsibilities of boards, contributing to organizational culture, the role of committees, assessing tasks and time commitment, what to expect in an orientation manual and addressing risk. Good to attend for board members, volunteer managers, executive directors who recruit board members. \$145. www.volunteertottawa.ca

May 5, 2022

Optimizing the Customer Journey. Increase leads, generate more sales and create brand evangelists. Free webinar with Mickey Anderson. 10:00am-11:00am. Hosted by Small Business Advisory Centre. Register with www.smallbizcentre.ca/events

May 5, 2022

The Top Ten Insurance Threats Facing Businesses in 2022. Biggest insurance risks for small businesses, common types of commercial insurance and more. Presented by Cowan Insurance. 11:00am-12:00pm. Free webinar. www.investottawa.ca/events

May 5, 2022

How An Online Store Can Boost Your Business. Hosted by Digital Main Street. 11:30am-12:30pm. www.digitalmainstreet.ca

May 6-7, 2022

The Franchise Expo - Ottawa. Meet face-to-face with representatives from top franchises and businesses. 11:00am-5:00pm each day. EY

Centre, 4899 Uplands Drive, Ottawa. Call 905-477-7872, info@nationalevent.com or www.franchiseshowinfo.com/ottawa-visitor

May 10, 2022

Sales for Small Businesses: How to increase sales, maximize revenue, and improve customer satisfaction. 10:00am. Free online webinar. www.smallbizcentre.ca/events

May 10, 2022

Public Speaking For Not For Profit Leaders. Speak confidently, find the right words, and radiate a presence that is powerfully authentic. \$145. education@volunteertottawa.ca or www.volunteertottawa.ca

May 10, 2022

eCommece 101: What, why and how. Digital Main Street online webinar. 10:00am-11:30am. Register at www.digitalmainstreet.ca/events

May 16, 2022

Starting Your Business Information Session. Have a business idea but don't know where to start? Attend this information session to learn the basic rules and regulations you will be required to follow. 10:00am-11:30pm. Free webinar. www.investottawa.ca/events

May 17, 2022

Adding Movement to Social Media with Videos from Canva. Three-part series. Part 3 of 3. Jennifer Baker, presenter. 9:00am-10:00am. Free online webinar. Register with www.smallbizcentre.ca/events

May 17, 2022

The Small Business Information Expo. Organized by the Government of Canada with a focus on financing, hiring, innovation and doing business with the government. Women-owned or led small businesses will find programs specific to them. 12:00pm-4:00pm. Virtual platform. Call 873-355-9796. www.investottawa.ca/events or

May 19, 2022

Doing Business with the Government of Canada. Free webinar. 12:00pm-2:00pm. Hosted by Procurement Assistance Canada, formerly the Office of Small and Medium Emprises. Call 873-355-9796. www.investottawa.ca/events

May 31, 2022

Systems and Processes You Can Use To Manage Your Business Effectively. Planning, delegating, operations and procedures manual, how to automate processes, using checklists and standardizing your customer experience. Speaker is Andrew Patricio of BizLaunch. 10:00am-11:30am. Hosted by Small Business Advisory Centre. Register with www.smallbizcentre.ca/events

May 31, 2022

Deadline to apply for the Summer Company program. Earn \$3,000 to start and run your own business. Locally hosted at your Enterprise Centre. For youth aged 15-29. Visit www.ontario.ca/summercompany

June 7, 2022

Cash Flow Management Strategies For Small Business. The main causes of cash flow problems, cash flow management tips, strategies to keep cash flowing in your business and more. Speaker is Andrew Patricio of BizLaunch. 10:00am-10:30am. Hosted by Small Business Advisory Centre. Register with www.smallbizcentre.ca/events

June 15, 2022

Self-employment tax deadline. If you owe money on your self-employment tax return, it is due by May 2, 2022.

 Submit your business event to admin@ovbusiness.com

Deadlines

Ottawa Valley BUSINESS

Publishing: May 17, 2022
 Deadline: May 10, 2022

Publishing: June 7, 2022
 Deadline: May 31, 2022

Publishing: June 21, 2022
 Deadline: June 14, 2022

Publishing: July 5, 2022
 Deadline: June 28, 2022

101 Things To Do in the Valley

FOUR ISSUES PER YEAR

Summer Edition

Publishing: July 5, 2022
 Deadline: June 28, 2022

Fall Edition

Publishing: October 4, 2022
 Deadline: September 27, 2022

HealthMatters

Spring Edition

This edition will be distributed in May.

Summer Edition

Deadline: July 1, 2022
 Publishing: July 21, 2022

Fall Edition

Deadline: September 30, 2022
 Publishing: October 20, 2022

Business News Around The Valley

Arnprior Earns Grant

The Town of Arnprior has benefited from a federal grant. The federal government has approved a grant under the Investing in Canada Infrastructure Program, for the Arnprior Water Filtration Plant Clearwell replacement. The federal government is supporting up to 40% in total eligible costs up to a maximum of \$1 million, and the provincial government is supporting 33.3% in total eligible costs up to a maximum of \$833,250.

OVTA Awards Finalists

Finalists for the Ottawa Valley Tourist Association awards are Marilyn Alexander Tourism Champion of the Year: Cindy Jamieson and Ron Moss; Business of Distinction: Braiding Rivers and Ottawa Valley Creative Arts Open Studio and Special Event of the Year: Bonnechere Caves' Picnic Area Concert Series, BORCA's Fall Poker Ride and Tour de Bonnechere.

Lanark County Updates

Lanark County has launched a new Lanark County Economic Development brand and website in partnership with Valley Heartland. The website will support the county's economic competitiveness and future economic development work. Visit www.investlanarkcounty.ca

or www.trapintolanarkcounty.ca or @lanarkcountycdev on Facebook and Instagram.

Building Permits

Horton Township has issued 11 building permits so far this year with five added in March. The total permit value is \$2,718,200. Greater Madawaska has issued a total of 26 building permits with a total value of \$8,368,000.

Arnprior Waives Patio Fees

Arnprior council is considering waiving the licence fee for outdoor sidewalk patios for 2022. The licenses range from \$500 to \$1,000.

Killaloe BIA Update

The Killaloe BIA is prepared to move forward in the next steps to designate Ward 1 commercial properties as a Business Improvement Area. The group has a preliminary budget of \$2,000 for 2022 to be recovered as a special area rate described as BIA tax special area rate.

Arnprior

Manufacturing News

Arnprior Mayor Walter Stack provided his council with an overview of a new business known as Anjac Health and Beauty has bought the Pillar5 Pharma facility, equipment, and will be maintaining the entire company staff. This company is a large cosmetics conglomerate of 14 companies based in France. There are talks that they

will be expanding in the future and will be providing more jobs in Arnprior as well. IN addition, Plaintiff Systems has acquired Elmire Stove Works.

NAW Mayor on Shaw Woods

On April 22, 2022, at the Shaw Woods Education Centre Board meeting, the Ontario Trillium Community Building Grant of \$48,300.00 was announced. This grant will assist in the development of online learning tools and an education outreach program to enable a virtual experience fostering responsible stewardship. This was welcome news as the pandemic caused the cancellation of the majority of school visits. On April 25, 2022, Renfrew County Paramedics conducted a search and rescue certification training at the Shaw Woods Education Centre. This certification of Renfrew County paramedics will be the first in Ontario.

CNL Annual Industry Day

County of Renfrew Business Development Officer David Wybou participated in a meeting with members of the Canadian Nuclear Laboratories organizing team for CNL's annual Industry Day. This year's event will take place on June 2, 2022 at CNL's new logistics building at the entrance to the Chalk River Laboratories. Renfrew County businesses will have the

opportunity to participate with a booth at no charge. Trades contractors and manufacturers will find this business development opportunity of particular interest.

Arnprior Considers Keeping Additional Council

Remuneration

The Town of Arnprior is reviewing the additional council remuneration expenses that are provided to their elected officials. They include monthly stipends (\$50 for internet costs, \$35 for cell phone costs, \$30 for mileage in-town costs), CRA mileage rates for out-of-town travel, a laptop for the term of council, current drug and health care benefits, \$750 per year for a health care spending account (HCSA), insurance, coverage for life of AD&D, meal allowance for expenses incurred in accordance with CRA rates, current out-of-town per diem, with a half-day being defined as an event that is 3.5 hours in duration or less, and a full day is defined as an event that extends beyond 3.5 hours in duration. The councillor salary for the 2022-2026 term be set at \$19,592 and be adjusted annually for cost of living adjustment (COLA). The mayor's salary will be set at \$48,980.

KHR Board Members For Housing

Council for the Township of Killaloe, Hagarty and Richards approved the appointment of the following board members to the Board of Directors Killaloe & District Housing: Dan Harrington, Mary Crnkovich, Glenn Allen, Miriam Biernacki, Andrew Murray, Doug Welk and Eileen Walsh.

Grove Can't Staff New Beds

The Grove Nursing Home in Arnprior has 30 beds available but they cannot open them due to staffing shortages. As they have been unable to recruit personal support workers, nurses and registered practical nurses, they cannot support the extra beds available.

Ontario Provincial Election Update

LOCAL CANDIDATES

Conservative Party:

John Yakabuski

Green Party:

Anna Dolan

Liberal Party:

No candidate registered

NDP:

Kurt Stoll

Ontario Party:

Kade MacWilliams

None of the Above:

Mark Dickson

Candidate nomination papers must be filed by May 4, 2022

There are 23 registered political parties in Ontario. Visit www.electionsontario.on.ca. Choose political entities then political parties

Register to vote for the June 2, 2022 election by ensuring you are on the voter registration database. Visit www.elections.on.ca

Recruiting Checklist: Things To Consider

Diversity, technology and staying ahead of the curve

This leads to faster recruitment cycles, recruiting for generalist competencies that can be applied to a range of tasks, and using contractors or specific tasks. One McKinsey study identified that 20–30% of the labour force in both the U.S. and 15 European countries is already made up of independent workers.

Focus On Diversity

Avoiding bias and increasing diversity has been a goal of recruitment for many years. Statistical techniques and procedures for achieving this exist, yet diversity (gender, age, ethnicity and personality) is still an issue. Diversity of personality may also be important for keeping the organization fresh and innovative.

Technology and New Recruitment Methods

Most types of selection assessment have been around for

a long time. Online delivery reduced travel and personnel costs, computerized scoring and reporting saved time and effort, and telephone or Skype interviews could replace some face-to-face interviews.

Workplace selection tools need to be accurate at an individual level. Automated recruitment systems have become the standard for collecting and storing applicant information. Potentially, this helps recruitment to be quicker and fairer. However, systems that are too rigid or poorly designed can result in good candidates being rejected. Other candidates, perhaps those interested and skilled in the interpersonal arena, may be discouraged by the lack of human contact. Organizations need to balance using technology with investing in the applicant experience.

Stay Ahead of the Curve

Here are some tips on how to keep your recruiting current.

Understand what you are dealing with

Do you recognize any of the general trends listed here? Which is affecting you right now? Which could affect you in six months, a year, two years etc. as the world changes?

What is the brand image of your organization? What do people say about you? How do your potential applicants view your organization, and are you getting the calibre of applicants that you should? If the answer to any of these questions is not as positive as you want, are you willing to change the image of your company? Remember that for many jobs, there is a labour shortage. Candidates can pick and choose.

Put yourself in the candidate's shoes. Look at your website, emails and communications you send out. Is it clear what you are offering them, both short-term and long-term? You might know that your business is a great place to work, but is it obvious?

Review your selection process

Are you recruiting for the right qualities? Do you know what the job entails now, and have you thought about what will be needed in the future? What was needed and recruited for in the past may no longer be relevant.

Speed up the process. You may

want to decrease the number of stages or the time it takes to come to a decision. This can also help to retain good candidates. Technology can make the process quicker but try to have at least some element of human contact relatively early.

Ask uninvested, outside parties to evaluate a selection process. This guards against any biases.

Create a positive experience for unsuccessful applicants as they can share positive or negative views of your organization with other candidates via social media. In the longer term they could be your customer, client, or a prospective candidate for another role. Treat them like human beings, keep them informed and offer feedback.

Don't stand still

Keep your selection process under review. Adapt and change it as conditions change.

Finding the right fit today isn't easy, but it is possible. You can use these tools in other situations too. Objective assessment methods can be used to select teams of suppliers for large infrastructure projects. It's all about getting the right people, whether they're individuals, teams or companies, to deliver the best job.

To access the full, free report, visit www.themyersbriggs.com/en-US/Resources/2019-Trends-Report

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Business News Around Canada, Ontario

Wendy's, Corona Canada, Canadian Trucking Alliance, CRHP and more

Wendy's Expands To Offer Breakfast

Wendy's restaurants are offering breakfast as of May 2, 2022. Breakfast at Wendy's will be available nationwide and include breakfast baconator, frosty-cchino, seasoned potatoes, classic sausage, bacon, egg or cheese sandwich, biscuits, croissants and a new blend of coffee.

Corona Canada Launches 0% Beer

Corona Canada is announcing the worldwide launch of Corona Sunbrew 0.0%. This non-alcoholic beer contains 30 per cent of the daily value of vitamin D per 330 mL serving and is 60 calories. The desire for non-alcoholic beverage options nationally in 2021 is up 12%. Canadians will be the first in the world to experience Sunbrew 0.0% and provide insights for future global rollouts.

Used Trucks Increase In Value

According to Canadian Trucking Alliance, Canada's used truck tractors are commanding values 50% higher than those paid a year ago, according to Ritchie Bros. Prices in the U.S. were up 58% year over year, and pricing was strong regardless of the manufacturer, reports Today's Trucking. Large earthmoving equipment saw prices rise 11% on this side of the border, while used medium earthmoving equipment prices were up 31%.

CRHP Open For Businesses With 10% Revenue Losses

CFIB is reporting that businesses can still get money to help cope with the increasing payroll costs. Businesses do not need to be in the hardest-hit sectors, in tourism or hospitality to be eligible for this wage subsidy. The program ends on May 7,

2022, but it is retroactive.

Applications are accepted up to 180 days after the end of a period (November 3 is the last day you can apply for the last period). The Canada Recovery Hiring Program CRHP requires a revenue loss of at least 10%. Wages eligible include new hires and increased hours or wages of existing employees. A subsidy is available of up to 50% of the remuneration that exceeds the remuneration you paid during the reference period (March 14 to April 10, 2021). Search Canada Recovery Hiring Program in Google and choose the CRA link.

Square Loans Expanding To Canada

BNN Bloomberg is reporting that Block Inc., the digital-payments firm run by Jack Dorsey, is expanding its small-business loans service to

Canada. The program, known as Square Loans, will make offers to eligible users and deliver funds as soon as the next day. The loans come with one upfront fee, and borrowers pay the money back over time as a set percentage of daily card sales with Square. Square entered Canada nine years ago and has increased the number of larger business clients - those with multiple locations - by an average annual rate of 44 per cent since 2016. Square Loans was introduced in the U.S. in May 2014 and Australia in April 2021. During that time, Square has provided more than US\$9 billion in loans to more than 460,000 businesses, with an average loan size of US\$6,750, according to the company.



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JOB POSTING TIP

How much information about your job opening should you post in your ad? You want to give the job seeker enough information to know if it is the right kind of position for them. Consider creating a minimum of five lines of description of the role, and five key qualifications that you want the person to bring to the job. Job descriptions can be available on request.

Provincial, Federal Government News In Brief

Training, legislation, immigration, Emergency Act, cannabis and more

Ontario News

Gas Relief Coming in July

The *Tax Relief at the Pumps Act, 2022* received Royal Assent on April 14, meaning gas and fuel taxes in Ontario will be cut starting July 1. The gas tax will be cut by 5.7 cents per litre and the fuel tax by 5.3 cents per litre for six months.

Ontario Expands

Training to More People

The Better Jobs Ontario program will help people obtain training for in-demand work. These include people on social assistance, the self-employed, gig workers, youth, and newcomers. The program will pay up to \$28,000 in tuition and other costs for training programs. More applicants will be eligible for up to \$500 per week in financial support for basic living expenses. The program funds tuition for training of 52 weeks or less, including eligible college and some university courses, micro-credential and vocational training programs.

Ontario Training For

Plumbing and Piping Careers

The Ontario government is investing over \$11.6 million to help nearly 1,500 apprentices

and journeypersons upgrade their skills in plumbing, welding, steamfitting, sprinkler fitting, and refrigeration trades. Eligible apprentices will receive income support while attending full-time schooling. They can also apply for financial incentives (basic living allowance, commuting allowance and dependent care.)

Ontario Passes Blockade Legislation

On April 14, the Ontario government passed the *Keeping Ontario Open for Business Act, 2022*, to prevent international border crossings from unlawful obstructions that disrupt the economy or interfere with public safety. The legislation provides police officers with additional enforcement tools to impose roadside suspension of drivers' licences and vehicle permits, seize licence plates when a vehicle is used in an illegal blockade and remove objects making up an illegal blockade.

More Money For Immigrant Workers

The Ontario government is investing an additional \$15.1 million over three years to improve and expand the Ontario Immigrant Nominee Program (OINP). While almost 120,000 economic class immigrants

arrived in Canada in 2021, only 9,000 were nominated through the OINP that year. An increased nomination allocation would allow Ontario to fill labour market gaps. The investment builds on the entrepreneurship pilot to attract 100 international entrepreneurs to start or grow businesses in regions outside of the Greater Toronto Area.

Federal News

Recession Looming?

On April 25, Bank of Canada Governor Tiff Macklem yesterday acknowledged missing repeated inflation targets and warned higher interest rates may risk driving the economy back into recession. Inflation is currently at 6.7%.

Emergency Act Inquiry

Paul Rouleau, a Liberal-appointed federal judge, yesterday was named by cabinet to lead an inquiry into the use of emergency powers. Rouleau was previously a partner in a Montréal law firm whose associates included Pierre Trudeau.

\$576 Billion in Deficits

Parliamentary Budget Officer Yves Giroux has said that one-third of the federal government's COVID borrowing had nothing

to do with COVID. Giroux noted that \$371.5 billion (65%) relates to the government's COVID-19 Response Plan and \$204.5 billion (35%) is for non-COVID measures. Interest payments on debt totalled \$20.4 billion in 2021. They are projected to rise to \$42.9 billion by 2027.

Federal Cyber Incidents

A report by the Treasury Board showed that there were 308 cyber incidents reported in the federal government in 2021.

Educating Families on Cannabis Poisonings

Families Minister Karina Gould told cabinet on April 27 that the government must educate parents on how to avoid cannabis poisoning of young children. Poisonings rose sharply after cannabis was legalized in 2018. The Public Health Agency in a 2020 report said marijuana poisonings accounted for more non-fatal hospitalizations than opioids.

Media Stories Relied Upon For Emergencies Act

Attorney General David Lametti testified on April 26 that cabinet relied on CBC stories to justify using emergency powers against the Freedom Convoy. Lametti said he invoked the Emergencies Act after CBC News falsely reported foreigners bankrolled the protest. CBC corrected two false stories claiming there was foreign interference in the Freedom Convoy.

Mendicino Repeats False Claims

On April 26, Public Safety Minister Marco Mendicino last night repeated false claims Freedom Convoy protesters attempted to burn down an Ottawa apartment building. Conservative MP Glen Motz made a point of order that Ottawa Police Services on April 6 confirmed two men charged with arson in the case were both Ottawans who had no connection to the convoy.

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Explaining Lame Duck Council

Greater Madawaska: what a “lame duck” council is and how it impacts operations in an election year

When Ontario municipal elections are scheduled, you hear the term "lame duck" council. In a recent council package, the Township of Greater Madawaska describes two periods in which council may be restricted in its ability to act in certain situations.

Dates For Restrictions

The first period commences on August 19, 2022 (nomination day) and runs until October 24, 2022 (Election Day). Council is considered to be in a lame duck position if less than 75% of the current council members are running for the new council. For example, the council of Greater Madawaska will be in a lame duck position if less than four current members are running in the election.

The second period commences on October 25, 2022 and runs until November 14, 2022 (the last day of the current term). Council of Greater Madawaska will be in a lame duck position if the newly elected council for the November 15, 2022, to 2026 term, is composed of less than 75% (less than four) of the previous council members.

Human Resources Restrictions

There are two human resources restrictions that exist in a lame duck position. First, no appointment or removal of any officer of the municipality (a position appointed by by-law, a department head, a statutory position or an accountability officer.) Retirements or resignations are permitted during a lame duck period. The second is no hiring or dismissal of any municipal employee. Hiring or dismissal of any employee by council includes full-time, part-time, temporary and volunteer firefighters. These restrictions do not apply if the power is delegated by council before entering a lame duck position.

Contracts, Budgets and Expenditures Restrictions

There are two restrictions that exist when a council is in a lame duck position. First, no disposition of property valued at more than \$50,000. Second, no expenditures or liabilities are taken valued at more than \$50,000, that were not previously in the budget. If the amount of a tender or bid

exceeds the amount included in the budget, council is not able to award the contract.

The chief administrative officer can assume certain powers to ensure the smooth functioning of the municipality. A municipality can close a real estate transaction while in a lame duck position only if the council has passed a by-law approving the execution of the agreement of purchase and sale in advance of the start of the lame duck position.

The restrictions do not apply if the expenditure is in the approved annual current or capital budget. The budget must be approved before the start of a lame duck position. The legislation does not prevent a municipality from taking any action in the advent of an emergency. However, it is important to remember what an emergency is; for example, failure to pass a by-law prior to July 27th may not constitute an emergency. An emergency is defined in the procedural by-law and the emergency management plan.

It's A Fact

Opioid Related Harms

Source: Government of Canada

26,690

Opioid toxicity deaths between January 2016 and September 2021

95%

Increase in opioid toxicity deaths in the first year of the pandemic (7,224 deaths)

5,368

Opioid toxicity deaths so far in 2021 (20 deaths/day)

7

Opioid toxicity deaths per day prior to the pandemic

88%

Opioid toxicity deaths that occurred in BC, Alberta or Ontario

74%

Male opioid toxicity deaths in January-September 2021

86%

Opioid toxicity deaths that involved fentanyl in 2021

5,599

Increase in opioid-related poisonings needing hospitalization in 2021

17

Opioid-related poisoning hospitalizations per day in 2021

20-49

Age of most accidental opioid poisoning hospitalizations and most accidental stimulant related poisoning hospitalizations



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Tenders

EXPRESSION OF INTEREST

APN_Base Program 2022-23

Design Drawings for Indigenous Healing Circle

FOR SALE

Sale of Land – Brudenell, Lyndoch and Raglan

REQUEST FOR PROPOSAL

RFP Planning Departmental Review LC-2022-05

Lanark Lodge Departmental Review LC-2022-04

2022-PW-006 – Electric Vehicle

RFP# 22-FIN-01 Financial Auditing Services

RFP Melissa Bishop Park Canteen

DP-2022-02 (Reissued) – Climate Change Action Plan

CS-2022-03 Town Flowers

Almonte Daycare Kitchen RFP #22-05

Development of a Concept Plan for the Development of Barry's Bay Lakeshore Park – MV-2022-02

DP-2022-03 Architectural Services and Construction Administration Management Services

2022-ED-01 Redevelopment of 25 Old Mill Road (Former Water Treatment Plant)

Website: Brudenell, Lyndoch and Raglan

REQUEST FOR QUOTATION

Painting the Exterior of the Golden Lake Community Centre, PW2022-07

RFQ – Portable Toilet Services & Rental

TENDERS

AMTS Foxtrot Range – Berm Slippage Repair – Petawawa

Prime Consultant Services Replace HVAC at P105 – Petawawa

Repair Parking Lots at H112, Phase 2 – Petawawa

2022-11 – AHU Replacement at MVDHS

2022-05 Rehabilitation of Cameron Street, Earl Street, and Vera Crescent

2022-RF-001 – Rehabilitation of the Penny Grand Tennis Court

Asphalt Resurfacing (Hot Mix Paving) of McRae/Hay Lake Road SA2022-03

Pavement Marking Program Contract# 22-PW-005

Tender # PW-13-2022 Kramer Avenue Phase 2 Culvert Replacement

Museum Site Electrical Modifications

Fence Build and Install at Annie's Park Project No.2022-02

MV 2022-08 Double Surface Treatment

MV 2022-07 Railway Station Siding Replacement

LVPW-2022-09 – Tandem Truck & Plow Unit

PW-2022-05 Hot Mix Paving of Various Roads in Lanark Village

Request for Tender Revised – PWO-2022-11 – Service Truck – Public Works & Engineering

Request for Tender – PWC-2022-11 Rehabilitation of County Road 1 (River Road)

Road Construction Tenders

Operation of Refreshment Vehicles at Annie's Park

MV 2022-07 Railway Station Siding Replacement

MV 2022-05 Crushed A Gravel

COR-2022-01 Janitorial Services – Lanark Highlands Municipal Office

RFQ PW 2022-05 Public Works Office Renovation, Garage Lighting and Air Exchange Upgrades

4-Wheel Drive 1/2 Ton Double Cab

4-Wheel Drive 1/2 Ton Crew Cab Turbo Diesel

W0107-19M048/A – Cable TV Services

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Email Communication 101

A few tips for professional correspondence



MARKETING

By: Jennifer Layman
jenn@fwdthink.net

Oftentimes, my inspiration for this column comes from an experience I have had or that someone has shared with me. Today, it is both and it involves how to communicate with customers by email. Here are some top challenges in email responses and how to handle them in a way that reflects more positively on your business.

Include Names

When you are composing or replying to an email, start by using the sender's name. Compose your message and then end by including your name. When you hit "reply" and then type an answer with no acknowledgement of the person, it comes across as rude and as if you are barking an order at them. When you don't include your name, it gives the impression of no accountability for the response. I have had a response

on this from people who say it is obvious who the email is to and from when you are replying, so names aren't necessary. They aren't necessary for addressing purposes, but they are to let the person feel acknowledged, and that can go a long way in future communications.

Be Certain of Information

If you don't know the answer, don't guess at what you think it might be. Get the right answer first and then compose your response. If it going to take you a while to get the answer, respond to let them you will be working on getting them an answer, and be sure to follow up with it.

Stay Away From All Caps

When you write something in capital letters, it comes across harshly and can elicit a negative response from the reader. Use your regular language to stress the importance of something.

Always Be Polite

Whether you need something urgently or you are replying to a negative comment, always be polite. If you're emotional about something that has been said in an email, give yourself some time to write a polite response. You never know if someone is

just having a bad day or they don't realize they are coming across in a negative way and being polite can turn the conversation around. Plus, your own stress will be alleviated if you choose to be polite.

Additional Tips

Here are some additional tips for professional email writing:

- 1) Don't use slang, emojis, a creative font or lots of colours.
- 2) Be concise for the best chance for someone to respond.
- 3) Reread the email before you send it to catch any errors you might have made.
- 4) Choose a meaningful subject line. This can help track communications down the road.

Talk To Staff

So much of our communication happens by email today that it's important to know that your employees are responding and writing in a way that is helpful. Ask your staff if they have any situations they need help responding to and make a cheat sheet for everyone to use to ensure positive and consistent communications.

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

Work Wellness

Organize Your Work Self

Whether it is a dedicated workspace or making sure you follow a schedule to get to work on time, make a conscious effort to be organized from week to week or day-to-day. Notice the things that make you unorganized and find solutions for them. You can reduce stress by knowing you are on schedule and have the things you need to start your workday.

The Origin of Sayings: By and large

Many everyday phrases are nautical in origin. Phrases such as "taken aback," "loose cannon" and "high and dry" all originated at sea. Perhaps the most surprising example is the common saying "by and large." As far back as the 16th century, the word "large" was used to mean that a ship was sailing with the wind at its back. Meanwhile, the much less desirable "by," or "full and by," meant the vessel was travelling into the wind. Thus, for mariners, "by and large" referred to trawling the seas in any and all directions relative to the wind. Today, sailors and landlubbers alike now use the phrase as a synonym for "all things considered" or "for the most part."

Quotable

"Your life does not get better by chance, it gets better by change."
- Jim Rohn

"And the most successful people are those who accept, and adapt to constant change. This adaptability requires a degree of flexibility and humility most people can't manage."
- Paul Lutus

"Those who cannot change their minds cannot change anything."
- George Bernard Shaw

Time to go in a new direction?

The last two years have caused some businesses to make a lot of changes. Maybe that changed your business entirely. If it's time to move forward in a new direction, we can help.

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