

The Lobby Monitor

June 14, 1999

Volume 10, Number 16

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Benefits flow from thorough GR strategy

The Canadian Council for Public Affairs Advancement (CCPAA) held its annual workshop last week. One session reported to have caught the attention of attendees was one by Mark Schacter from the Institute of Governance (IOG). The session was based on research supported by Petro-Canada and contained in the report entitled *Public Good, Private Gain: Senior Bureaucrats and "Exemplary" Companies in Canada*.

The study (and session) addressed several issues:

What does it take to be regarded as an exemplary company in the eyes of senior government officials and what advantages might accrue to those that are perceived as exemplary?

Why and how do companies set out to become recognized as exemplary and what benefits do they feel they derive?

From Government's Perspective

Exemplary Characteristics

How does one become an exemplary company in the eyes of senior government officials?

Continued on page 3

H&K Ventures

After what seems to have been a dormant period, Hill and Knowlton Canada is making some major moves. H&K has devoted much of its energy over the last couple of years growing its Toronto office. With the booming economy and strong ties to the Harris government, both the PR and GR sides have taken major strides. Recently, however, new growth plans in Ottawa, Montreal and Toronto have been more prominent and visible.

Continued on p.2

Registrations in this issue

Client organizations

Adtranz
Arianespace
Ashley-Koffman Foods
Assn des Man de Bois de
Assn of Cdn Distillers
Astra Pharma
Bayerische Landesbank
Candy Ltd
Cdn Toy Assn
Charlotte County Ports
Co-op Housing Fed of Canada
Coal'n Concerned Citizens of
Caledon
CT Securities
Gennum Corp
Hudson Bay Mining & Smelting

Importations Guay Ltee
Jack Charles
Manitoba Metis Federation
NAV Canada
Omnitrax
Sikorsky Int'l Operations
Storck Canada
Strait Crossing
Strait Crossing Joint Venture

Lobby Firms

Baker & McKenzie
Birchall Northey
Blake, Cassels & Graydon
Cdn Public Affairs Con Grp
CFN Cons
Davis & Co
Duboff Edwards Haight &

Fasken Campbell Godfrey
Flavell Kubrick & Lalonde
GPC Gov't Policy Cons
Industry Gov't Relations Grp
Lessard
Moorcroft Quaiattini
Paul-Andre Masse
Prospectus Assoc
SAMCI
Summa Strategies

New Subsidiary in Quebec

In Montreal last week, Hill and Knowlton and Ducharme Perron of Quebec announced the formation of a new public affairs and public relations company. The new company, created through the merger of H&K Canada's operations in Quebec and Ducharme Perron, will be run as an independent subsidiary with offices in Montreal and Quebec City. The President of the company to be known as Hill and Knowlton/Ducharme Perron will be **Line-Sylvie Perron**. It should do much to enhance H&K's presence in Quebec.

New people and thrust in Ottawa

It was announced earlier in May that **Gordon Ritchie** would be assuming the post of Chairman of the public affairs practice in the Ottawa office of Hill and Knowlton Canada effective July 1, 1999. Ritchie was one of the principal architects of the Canada-U.S.A. free trade agreement (the extent of his role and contribution to the outcome became quite an issue with the publication of *Wrestling with the Elephant*, a book that sets out his version on the making of the deal).

Shortly after the conclusion of the FTA deal, Ritchie founded Strategico. That company which has varied in size, had tentative links with Lang Michener and subsequently with Blake Cassels. Ritchie will be heading up H&K's new trade policy service. **Brian Mersereau** continues to head up overall operations in Ottawa.

New services out of Toronto

Meanwhile, as noted in previous editions of LM, H&K has launched an internet-based public affairs service. H&K, like many other firms, believes that offering more services to existing clients provides one of the best paths to revenue growth. Its new e-service, operating from Toronto, has four components to attract client interest:

Intelligence Gathering - Tracking, analyzing and profiling what's being said about clients, competitors, executives,

services and products on the Web. The service tracks discussion and documents on Web sites, e-mail distribution lists, government proceedings and Usenet newsgroups. This provides day-to-day insight into public opinion, changing attitudes and gives early warning of potential problems.

Coalition Management - Using intranets, extranets and email alerts to enhance coordination and delivery and ensure that every relevant party, located near or far, is updated regularly.

Issues Management - Analysis of the intelligence gathered and the design and execution of national and grassroots advocacy programs to deliver an effective response.

Issues Building - Using the Internet to proactively raise awareness of issues, to establish an audience and to deliver messages to the media and other key stakeholders.

According to H&K spokesperson **David Miller**, response from existing clients has been mixed. Some are ready to embrace the new technology immediately, others are receptive but want more time to explore possibilities while a small number remain skeptical about the web. Client reaction is often conditioned by how much thought the public affairs people have already given to the role of a corporate presence on the internet.

The models for H&K Canada's e-growth are sister units in the U.K. and Brussels which offer an impressive, on-line arsenal of information and research. (http://www.hilland-knowlton.com/geog/geo_index.htm then Brussels)

The Toronto office has been given a worldwide mandate to develop its knowledge-management services.

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Good GR pays off

Continued from page 1

- Exemplary companies are a sound and dependable source of information/advice.
- They are considered role models or examples of success in areas prominent on the policy agenda, e.g. product innovation, employment equity, export oriented.
- They take a “broad view” — looking beyond the bottom line and the short term — and assume responsibilities for helping develop a sound public policy framework.
- They are economic boosters, contributing to Canada’s good image with the goods or services they provide.
- They are community oriented and philanthropic, supported good causes and encouraged employees to participate.

The last criteria, while perhaps necessary, was not sufficient on its own to earn a company a spot on the exemplary list.

Corporate Benefits

In the opinion of senior government officials, exemplary firms benefitted from:

- Easier access to government and a more relaxed rapport with officials.
- Greater willingness within government to listen to, and act on, company concerns.
- Advance insights into government thinking on policies and regulations
- Invitations to participate in the policy process beyond formal consultation.
- A better understanding of the public sector.

From the Corporate Perspective

Schacter next turned his attention towards the companies perceived as exemplary. What they did to become recognized as exemplary reads much like the list of things GR consultants would advise for all their clients and, if the clients took the advice, would make any GR campaign much easier.

Schacter found that, in general, companies identified as exemplary made a purposeful effort to manage their reputation with the public sector. They made sure that public officials were informed of their good work and successes through regular contacts. In the process, they developed long-term relationships.

They sought out opportunities to collaborate and align themselves with external stakeholders, including government. They saw themselves as partners in the development of policies that affected them, active in the search for solutions and common ground on which to base public policies.

They nurtured a corporate culture that valued relationships with external

stakeholders. Contact with government was not ghettoized and restricted to the corporate GR people, but involved personnel throughout the company. Exemplary companies placed a premium on employees who related well with public officials and others in the external environment.

Good news, bad news

Exemplary companies intrinsically believe that good relations with the public sector contribute to long-term success and lead to favourable decisions from government and “reputation capital” that gives them the benefit of the doubt when things go awry.

The good news for GR practitioners obviously lies in the positive results seen to flow from an investment in building relationships with public officials. If there is any bad news, it is for those in the field who frequently find themselves working on short-term projects on behalf of clients who only come to government when things go wrong.

For those GR consultants and corporate practitioners who might want to make use of this IOG study in their marketing efforts, it can be found at <http://www.igvn.ca/pubcp.html>

LM

Ontario Election

Those wanting to assess the results of the Ontario election might want to take in a session to be held in Toronto on the morning of June 24th. The session, put on by G.P. Murray Research, will be held at the Toronto Hilton 145 Richmond West. The cost for the morning session is \$347.75

**For further information contact Graham Murray at G.P. Murray Research
Phone (416) 921-6887 Fax 921-6306
e-mail Gpmrl@gpmurray-research.com**

Additions to the Lobbyists Registry

<i>Lobby Firm</i>	<i>Lobbyist</i>	<i>Client</i>	<i>Issue</i>
Baker & McKenzie	Burns, Paul D.	Ashley-Koffman Foods	Withdraw tariff concessions on certain foods from EEC
Baker & McKenzie	Burns, Paul D.	Storck Canada	Withdraw tariff concessions on certain imports originating in the EEC
Birchall Northey	Burchall, Charles	Coal'n Concerned Citizens Caledon	Application of Fisheries and Environmental Assessment Acts
Blake, Cassels & Graydon	Penny, Kathleen	Astra Pharma	Porposal to amend Income Tax Act (April 15/99)
Cdn Public Affairs Con Grp	Kelly, Charles	Hudson Bay Mining & Smelting	Northern economic development
Cdn Public Affairs Con Grp	Kirkpatrick, Douglas	NAV Canada	Advice re policy on air navigation system
CFN Cons	Code, Barry	Candy Ltd	Provision of cargo management services
Davis & Co	Crawford, Dean	Jack Charles	Canada Shipping Act — Yacht chartering and marine certification
Duboff Edwards Haight & Schachter	Edwards, Paul	Manitoba Metis Federation	Labour training and housing
Duboff Edwards Haight & Schachter	Edwards, Paul	Omnitrax	issues re:rail, port, & dredging operations in northern Manitoba/Churchill
Fasken Campbell Godfrey	Robinson, Michael	Assn des Man de Bois de Sciage/QC	Modifications to bank Act in C-67 and other regulations
Fasken Campbell Godfrey	Elliot, Robert	Bayerische Landesbank Girozentral	Bill c-^7 Bank Act Amendments and regulations
Flavell Kubrick & Lalonde	Flavell, Michael	Assn of Cdn Distillers	Retaliation against EEC - beef hormones
GPC Gov't Policy Cons	Creber, Ernest	Arianespace	sale of launch services to Cdn satellite owners
GPC Gov't Policy Cons	Creber, Ernest	Sikorsky Int'l Operations	Maritime helicopters,
Industry Gov't Relations Grp	Mill, Robert	Adtranz	passenger rail transportaion review
Industry Gov't Relations Grp	Mill, Robert	Gennum Corp	SR & ED policies
Lessard	Lessard, Sylvie	Co-op Housing Fed of Canada	social housing - availability, transfer to provinces
Moorcroft Quaiattini	Quaiattini, Gordon	Strait Crossing	transportation reforms, look for private/public investment opportunities, infrastructure program
Moorcroft Quaiattini	Quaiattini, Gordon	Strait Crossing Joint Venture	confederation bridge project - duty remission, new investment opportunities
Paul-Andre Masse	Masse, Paul-Andre	Importations Guay Ltee	Tax polices for duty-free stores
Prospectus Assoc	Gagnon, Patrick	CT Securities	privatization, commercialization or securitization of government assets
SAMCI	Murray, Susan	Cdn Toy Assn	Voluntary phase-out of certain vinyl toys
Summa Strategies	Whiting, Kenneth	Charlotte County Ports	commercialization/divestiture of ports

Consultants

i-monitor on lobbying

Mr. Chuck Strahl (Fraser Valley, Ref.): Mr. Speaker, it is nice when they can get money from the government and they do not even have a business plan.

The fact is that this jobs transition fund lends itself to abuse. We have had a Liberal fundraiser indicted for influence peddling under this program. We have had convicted criminals and self-confessed embezzlers receive grant moneys. Now an unregistered lob-

byist with close ties to the Prime Minister is being investigated by the RCMP for helping corporations in the Prime Minister's own riding receive additional funds.

The Prime Minister only won his riding by 1,600 votes. Does he think that announcing a grant before it was properly approved helped him or hurt him in the last election campaign?

Associations & Organizations

Assn of Consulting Eng of Can	Page, Tim	amalgamation of Public Works (Bill C-7) Government Services Canada, POC regulations, DFAIT (information meetings) (pemd for associations), environment (green corps), ITAC, board of fit and board of CNBC
Barreau du QC	Gauthier, Pierre	criminal law; immigration; family law;criminal code; Bancruptcy Act; competition laws; ethics
Boys & Girls Clubs of Grtr Van	Ryan, Richard	grant employment/ training,intellectual property legislation on client base served by agency.
Brewers Assn of Canada	Morrison, RA (Sandy)	(AIMS) Bill C-231 (warning labels alcohol), Bill C-383, taxa policies/rates, Cdn enviro protection act [CEPA], Bill C-308 (container deposit) (impaired driving)/ Health promotion, Taxes, review of drug strategy
Cdn Assn of Chain Drug Stores	Simon, Monika	Drug patent, Pharmacare, Biotechnology, Finance issues, General Issues Health Canada, DIN system, Health Info, Tobacco representation regarding the retail perspective
Cdn Assn of Financial Inst Insur	Dorval, Bernard	task force on the future of the financial services industry; bank act reform; loan and trust companies act and regulations; insurance companies act and regulations; proposed privacy legislation (bill c-54)
Cdn Assn of Petro Producers	Alvarez, Pierre	Nat'l Air Iss Coor Cttee; climate change; nat'l pollutant release inventory; pollution prevention; emission forecasts; cost recovery; nat gas export licensing; CEPA; GST; fed budget; trade harmonization; taxation; transpo of hazardous goods
Cdn Auto Dealers Assn	Gauthier, Richard	submission to house finance commitee on financial institutions; submission to senate finance commitee on financial institutions; pre-budget submission on technicians tools
Cdn Booksellers Assn	McKean, Sheryl	national marketing campaign to promote Canadian authors; Cdn authors proj, dist used textbooks, intellectual property issues
Cdn Business Aircraft Assn	Lyon, John-David	(cars), aircraft import, airworthiness; rev can, corp aviation; canpass, customs clear; airport policy - fees, noise; aviation policy - fees, airworthiness, rvsm, certification, satellite tech,aviation transpo legis
Cdn Centre on Minority Affrs	Francis, Ian	national pharmacare. work with NIHB on drug use management strategies health protection legislation, consumer advertising
Cdn Cnl for Hum Res in Env Ind	Trump, Grant	nat'l occ standards for professionals; info package targeting high school students re: employment opps in enviro sector
Cdn Cnl for Tobacco Control	Gingues, Maurice	continue support of partnership activities to achieve effective regulations for the Tobacco Act
Cdn Cosmetic Toiletry & Frag Assn	Low, Charles	provide advice to government on regulation and policy concerning cosmetics and drugs that are like cosmetics.
Cdn Egg Mktg Agency	Currie, Neil	Food labelling, risk assessment, salmonella;trade policy develop food inspection agency;national farm products council;levy & quota orders
Cdn Fed of Humane Societies	Rodenburg, Frances	amend crim code (cruelty to animals);trap standards;endangered species leg;sealing, marine mammals in captivity, livestock and fish derived from biotech
Cdn Gas Assn	Cartwright, Edward	2000 budget;kyoto agree climate change; CEPA; VCR, energy efficiency, trade, legal merology
Cdn Teachers' Fed	Eaton, David	unemploy insrnce, Cdn hlth, child care, info highway, violence in the media, education and judicial system, literacy, copyright, Multilateral Agreement on Investments [mai], children and youth related issues, taxation, pension legislation
Cdn Tech Human Resources Brd	Brennan, Michael	development of a national technology careers informaton package for secondary school students & parents; establish with Immigration Canada a professional immigration development service for the high technology sector.
Heart & Stroke Found of Canada	Tholl, William	tobacco regulation & taxation canada's drug policies food information program,pharmacare program direct to consumer advertising taxes regulation of charities
Heating Refrig & A/C Inst of Can	Heeley, Warren	Enviro Can ozone depletion regulations, natural resources Canada on Govt Industry Energuide program. metrology Canada
Japanese Auto Mfrs Assn	Worts, David	fair, non-discrimatory trade policies;lower MFN tariffs on motor vehicles
MiningWatch Canada	Kuyak, Joan	Taxation and environmental issues related to mining

<i>Organization</i>	<i>Lobbyist</i>	<i>Issues</i>
North AB Co-op Housing Assn Petro Services Assn of Canada	Rogers, Andrea Soucy, Roger	Coop and soical housing programs, downloading to provinces dangerous goods, transportation regulations, continuation of contracts: ias-0177 oilfield service industry competency prog; aa230-7-1820 industrial research assista
Winnipeg Commodity Exchange	Corn, Bennett	revisions to bill c-4 cdn wheat board/ cdn grain , market agri prod, market energy, market livestock prod cattle,hogs, internat'l trade/ commerce, amend banking/financ instit.

Corporate

Molson Breweries	Joslin, Barry	monitor leg, regs, and proposals related to labelling, taxation, health, trade, R&D
Newbridge Networks Corp	Black, Kent	R&D tax credits; funding from Industry Canada and NRC progs; CIDA grants
Newbridge Networks Corp	Ghent-Mallett, Jocelyn	R&D tax credit regs; funding from Industry Canada and NRC progs; CIDA grants
Newbridge Networks Corp	Greiner, Andrew	R&D tax credits; prog funding from Industry Canada and NRC; CIDA repayable grants
Newbridge Networks Corp	MacLeod, Amy	tax credit regs for R&D; Industry Canada program funding; trade promos through CIDA
Rothmans, Benson & Hedges	Boudreau, Louis	regs re: tobacco control; int prop rights; tax matters; health policy; labelling
Rothmans, Benson & Hedges	Bowen, Larry	tax policy; ways & means motions pertaining to tobacco; health policies, Labelling
Rothmans, Benson & Hedges	Broen, John	regs re: tobacco control; int prop rights; tax matters; health policy; labelling
Rothmans, Benson & Hedges	McDonald, John	tax credit regs for R&D; Industry Canada program funding; trade promos through CIDA
Rothmans, Benson & Hedges	Rancourt, Yvon	Taxes. Health
Suzuki Canada	Collins, William	Motor Vehicle Safety Act; fuel related iss; CEPA; trade duties; Competition Act

The DELTA File: New lobbyists added to the registry

Consultants

Charles Burchall	Partner	Birchall Northey
Kathleen Penny	Lawyer	Blake, Cassels & Graydon
Brian Hetherington	President	Brian Hetherington & Assoc
John Jacobson		Brian Hetherington & Assoc
Serge Paquette	President	Communication et Strategie
Robert Elliot	Lawyer	Fasken Campbell Godfrey
Gordon Flynn	Solicitor	Felesky Flynn
Francis Schiller		Industry Gov't Relations Grp
Jerome Michaud	President	Jerome Michaud & Assoc
Sylvie Lessard	Owner	Lessard

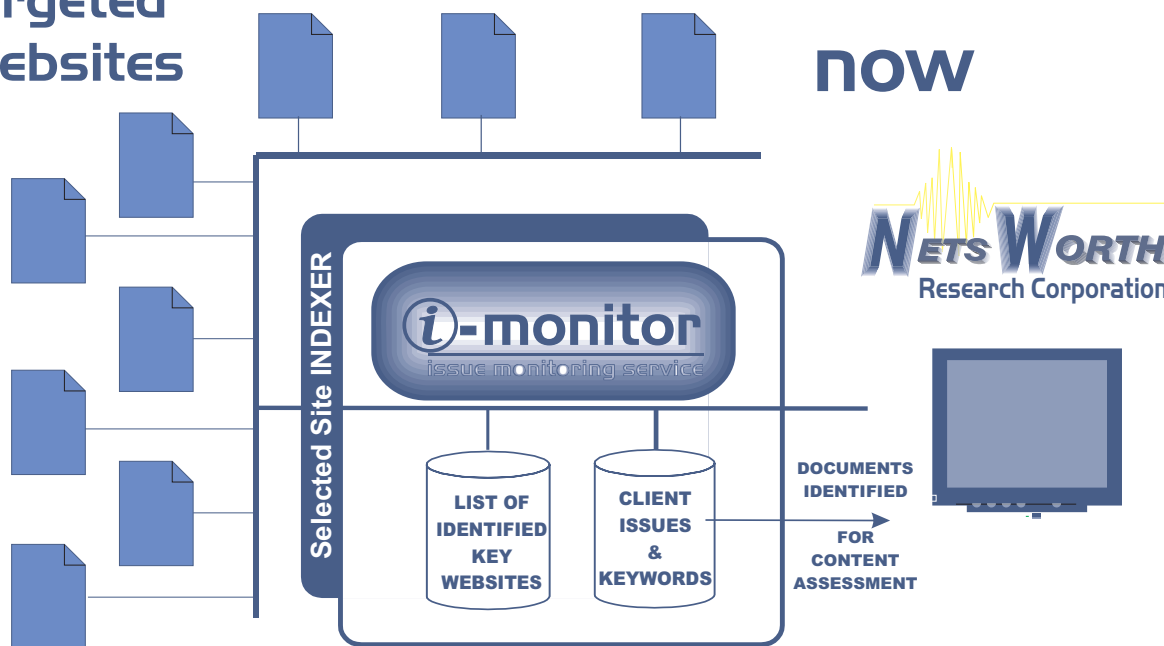
Organizations

Denis Jacques	V-P	Barreau du QC
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Nathalie Roy	Adjoint	Barreau du QC
Janet Crawford	Secretary	Cdn Assn of Financial Inst Insur
Pierre Alvarez	President	Cdn Assn of Petro Producers
Ian Francis	Exec Dir	Cdn Centre on Minority Affrs
Noelle Willems	Dir Govt & Pub	Cdn Centre on Minority Affrs
Louis Gauvin		Cdn Cnl for Tobacco Control
Ron Stewart	President	Cdn Cnl for Tobacco Control
Jeff Poston	Exec - Dir	Cdn Pharmacists Assn
Harriman Mary Eliz	Dir Policy Coor	Heart & Stroke Found of Canada
Catherine Coumans	Res Dir	MiningWatch Canada
Kneen Jamie	Comm Dir	MiningWatch Canada
Joan Kuyak	Nat'l Coor	MiningWatch Canada
John Hanson	President	North West Cruiseship Assn
Michael Lowenger	VP Reg Affrs	Railway Assn of Canada
Jack Slibar	COO	Toronto Human Society
Corporate		
Gary Bettman	President	National Hockey League

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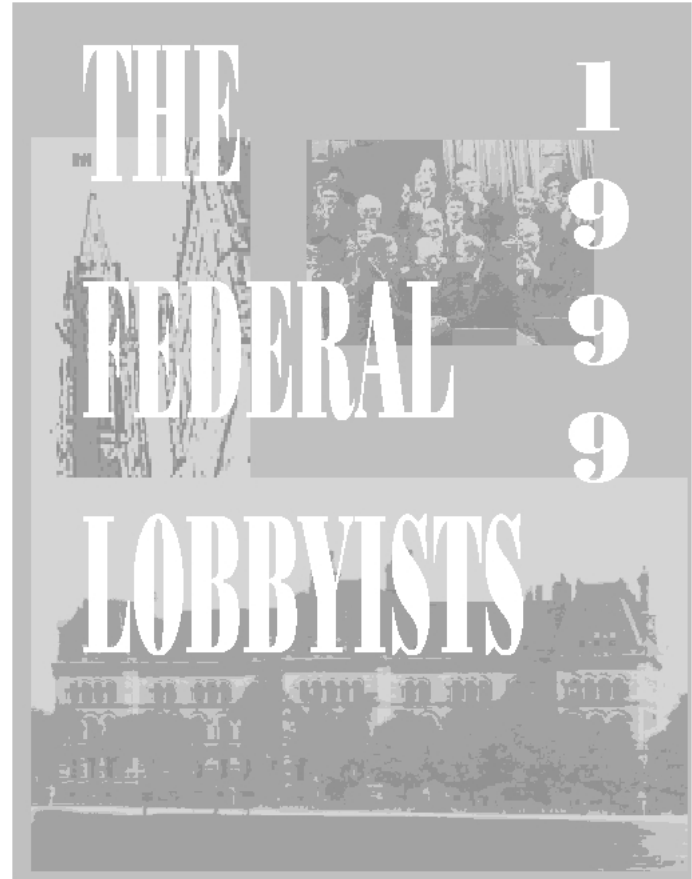
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