

The Lobby Monitor

January 25, 1999

Volume 10, Number 7

In this issue

Timing and planning mean everything to the success of a government relations/public relations campaign. The GR/PR campaign in support of the bank mergers seemed to be lacking in both. No doubt the secrecy surrounding the merger talks made for a very small circle of people in the know. Hindsight suggests there was a serious lack of knowledge into the role government would play and the things it would take into account when considering the deal.

In the end, strength in investor relations — the ability to talk the shares up — did not translate into success in gaining government approval. On the PR/GR fronts, the banks were in reactive mode from the beginning and each day without an effective strategy cost them. Page 2

Consultant registrations: Trade and taxes well represented in the registrations. Page 4

Organizational registrations: Page 6

Corporate registrations: Page 8

Consultant registrations in this issue

Client organizations

Alliance Pipeline
Amex Canada
Amusement Machine Oper of Can
Assn of Cdn Advertisers
AT&T Canada Long Distance
Autodesk
Biosafety Protocol Consortia
Biosoma Tech
Business Coal'n
Cdn Bankers' Assn
Cdn Bus Assn
Cdn Business Aircraft Assn
Cdn National
Cdn Vehicle Mfr Assn
Cdn Western Bank
Cominco
Cominco
Computer Associates Canada
Computing Devices Canada
Conseil QC des Entreprises Adapt
Corridor Resources
Cote First Nation

CTV
Deuce Structures Int'l
Dundee Bancorp
Dylex
Embraer - Empresa Bras de Aero
First Western Partners
Fondation Cdn des Soins Palliatif
Geduldig & Ferguson
Hudson's Bay Co
IMS Canada
Int'l Fund Animal Welfare
Lucent Tech Canada
MacMillan Bloedel
MSI Communications
New-Tech Aviation
Nidacon Canada
Noranda
Northrop Grumman Electronic Sensr
Oerlikon Aerospace
Oshawa Grp (The)
Pan Artic Inuit Logistics Corp
Petro Canada
Platinum Technology Canada

Polytherm Isolation
Rick Phillips
Royal Bank Growth Corp
Royal LePage Reallocation Serv
Sawmill Operators Grp
SMS Canada.
Societe en Commandite Gaz Metro
Stn Atlas Elektronik
Stormont, Dundas & Glengarry
Sun Life Assur Co Canada
Suncor Energy
TCI
Visa Canada
Wing Construction

Lobby firms

Aird & Berlis
Bennett Jones Verchere (Cal)
Biotech Consulting Grp
CFN Consultants

Continued on Page 5

Bank merger recap

The fight to get the bank mergers approved took many twists and turns over the 11 months that transpired between the announcement and the denouement. The GR/PR effort to make the case started late and built slowly — too slowly. Some attribute the lackluster effort to the belief that the logic of the deals was beyond challenge — it was the thing to do — and that any serious opposition to the deal would be scattered minimally across the country. What it showed is that if you start out with the wrong assumptions, you often don't arrive at the expected destination.

It seems to have taken until nearly the middle of March before the banks realized that it was not all clear sailing in Ottawa and that approval would require more effort on their part. Once it did get underway, the GR campaign was concentrated on policy-makers in Ottawa. It was not until May that the banks started to take a serious interest in influencing (in a positive way) the views of the general public.

Public opinion I

It has been argued in the LM and elsewhere that the banks seem incapable of mobilizing grassroots support to their cause. Middle management is too mobile to develop local presence and bank lobbies are very centralized. That is the explanation given for failure whenever the banks come up against a lobby such as insurance agents who are able to mobilize strong support in the community. Few would expect the average citizen to carry a placard up to Parliament Hill to demonstrate in support of the bank mergers. If the banks could not adopt a strategy of mobilizing broad public support, they could and did try to make sure that opposition to the mergers remained muted and sedate.

The strategy seemed to shift in late May and throughout the summer when *John Cleghorn* and *Matthew Barrett* increased their number of public engagements in an effort to deliver the banks' messages directly to the public. A strengthened PR campaign was added to the GR effort with announcement of new

services for small business and the "one-bank-one-pledge" campaign designed to quell public concerns. Why the switch?

The best explanation for the shift was a poll conducted for Paul Martin involving 3,050 respondents from May 4 to 24th on the bank merger issue. The message from this action was a clear sign to the pro-merger campaign that public opinion would be a factor in his decision.

Public opinion II

So where was public opinion in May?

In Martin's poll (and no doubt the banks had their own) there was good and bad news for the banks (See box on page 3). The good news was that a majority of the people surveyed thought that the mergers would be good for the dollar, good for the Canadian economy, good for the ability of the banks to compete, and a whopping 75% expected the government to approve the mergers.

While not an outright majority, still a plurality of people also thought that allowing the mergers would be good for small business and in the best interests of Canada. Unfortunately for the banks, the good news stopped there.

When it came to how it might affect their local community and economy, a majority of the sample saw the merger in a progressively negative light. There were other concerns about the effects on smaller communities and the consumer.

But the real danger signals for the banks in the May survey were the underlying concerns over possible outcomes such as job losses, market concentration and maintenance of service. These concerns emerged both as stated preferences of things that should be avoided if the government put conditions on the banks when approving the mergers and as items which would affect public support if these were to occur in the post-merger world.

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What these suggested is that the Finance Minister had much to fear from the voters if, after approving the mergers, banks started laying off staff or closing branches.

Summer campaign

The May polling results set out the workplan for the banks. It would not be enough to aim the lobby at a score of officials and politicians. To gain approval for the merger, something would have to be done to sway public opinion.

The response by the banks over the summer included offers for a new bank facility to serve SMEs; promises of more service outlets, not less; and, the message that instead of job losses, banks expected employment growth. There was also more talk of the many new competitors entering the market. By the time the banks came out with their new messages and themes, however, many in the media had tired of the issue and the frequent repetition of trite comparisons of the corner hardware store blown away by the big-boxers that had been trotted out as a reason when the mergers were first announced.

As a result, much of the “new, good news” was relayed through jaundiced filters amidst rampant speculation that one forum or another was going to come out against the deal. Worse, perhaps, were stories from columnists who still wrote in support of the mergers using the negative refrains such as “Banks everywhere are merging,” or, “We would be the laughing stock of the world if the mergers were turned down.” to support the case. Banks spokespersons were equally

guilty. These arguments only added to public cynicism. It was not only that the new messages were lost, they weren’t believed.

Public opinion III

The poll in November modified some of the questions and the data released by Finance does not provide the same information about the level of intensity. Nonetheless, the poll indicates a clear shift in public opinion. A significant majority believed that the mergers were NOT in the best interests of Canada and while most still believed the government would approve the mergers, that number had fallen considerably. (See box on page 11)

More importantly, on all the issues where the banks campaigned, public opinion went the Continued, p. 11

Selection of Finance Canada survey results May 1998

Is it important that banks be strong and successful	yes (91).....	No (8)
Describe current state of banks	very strong and secure (46).....	could be vulnerable (47)
Expect the government to allow the mergers	yes (75).....	No (17)
Allowing mergers in the best interest of Canada	Yes (46).....	No (42)
Allowing mergers in your best interest	Yes (33).....	No (47)
Effect of allowing mergers on:		
The ability of banks to compete	positive (79).....	negative (11)
The Canadian economy	positive (56).....	negative (27)
The strength of the dollar	positive (56).....	negative (28)
The local economy	positive (31).....	negative (52)
Your community	positive (26).....	negative (54)
Number of Jobs in future	positive (24).....	negative (46)
Small business	positive (46).....	negative (39)
People who use banks	positive (28).....	negative (47)
Bank executives	positive (47).....	negative (31)
Services in smaller towns	positive (22).....	negative (41)
If it was possible to permit mergers with certain conditions, how important would the following conditions be?		
No job losses result	Important (89).....	Not (9)
Job losses be small	Important (81).....	Not (18)
Banks loan enough to SMEs	Important (95).....	Not (4)
Adequate service to rural areas	Important (96).....	Not (3)
Cost reductions passed on to consumers	Important (92).....	Not (8)
Do following make you more or less likely to support mergers?		
Banks merging in many other countries	More (39).....	Less(24)
Canadian banks are smaller than others	More (45).....	Less(25)
Will end up with only 2 or 3 Cdn banks	More (24).....	Less(61)
Merged banks will control 70% of market	More (23).....	Less(57)
Could mean up to 20,000 job losses	More (7).....	Less(85)

Additions to the Lobbyists Registry

<i>Lobby Firm</i>	<i>Lobbyist</i>	<i>Client</i>	<i>Issue</i>
Aird & Berlis	Worndl, Barbara	Autodesk	amend to Income Tax Act
Bennett Jones Verchere (Cal)	Smith, Lawrence E.	Corridor Resources	offshore dev
Biotech Consulting Grp	Walter, Rick	Biosafety Protocol Consortia	biosafety protocol
CFN Consultants	Inglis, Norman	Computer Associates Canada	mktg advice & support for systems mgt products & services
CFN Consultants	Cairns, Peter	Northrop Grumman Electronic Sensr	advice and support re: public & private high tech, electronic & military equipment & service opps
CG Mgt & Comm	Gracey, Donald P.	First Western Partners	tax interpretation re: allowable business investment losses
Collins & Co	Collins, Bernie	Cote First Nation	band cnl resolution re: assignment of financing for gaming facility on Cote reserve
Deloitte & Touche (Edm)	Beaudoin, Rick	Cdn Western Bank	revisions to Income Tax Act; clarify certain financial institutions income able to be deducted
Earncliffe Strategy Grp	King, Charles	IMS Canada	C-54 Personal Info Prot & Electronic Documents Act
Earncliffe Strategy Grp	Robinson, Michael W.	IMS Canada	C-54 personal info prot & electronic document art
Earncliffe Strategy Grp	Near, Harry J.	Petro Canada	advice re: energy and enviro policy; climate change; competition policy iss; corporate taxation
Earncliffe Strategy Grp	Robinson, Michael W.	Petro Canada	advice re: energy and enviro policy; climate change; competition policy iss; corporate taxation
Fraser Milner (Cal)	Saville, Francis M.	Alliance Pipeline	proposed Canada/US natural gas pipeline project
Global Public Affairs	Chiasson, Edmond	Sun Life Assur Co Canada	legislation re: demutualization of life assurance companies; financial services reforms
Global Public Affairs	Pettipas, Randy	Sun Life Assur Co Canada	legislation re: demutualization of life insurance companies; financial services reforms
Global Public Affairs	Schiller, Francis	Sun Life Assur Co Canada	legislation re: demutualization of life insurance companies; financial services reforms
Global Public Affairs	Taylor, Ken	Sun Life Assur Co Canada	legislation re: demutualization of life insurance companies; financial services reforms
Global Public Affairs	Wilkins, Jaffray	Sun Life Assur Co Canada	legislation re: demutualization of life insurance companies; financial services reform
Goldberg,Shinder,Gardner&Kronick	Gaon, Steven	Rick Phillips	Enviro Can decision to place radar tower adjacent to clients' property
Goodfellow Agricola Con	Goodfellow, Randal	Biosoma Tech	potential loan/investment from Farm Credit Corp or assistance from Nat'l Research Cnl; TPC
Goodfellow Agricola Con	Goodfellow, Randal	Nidacon Canada	transfer of fed gov't Sci&Tech; use of client's tech in gov't labs; IRAP & MII
Goodfellow Agricola Con	Goodfellow, Randal	Royal Bank Growth Corp	raise profile of agri-science initiative tech; identify opps from gov't labs for creation of companies
Goodfellow Agricola Con	Goodfellow, Randal	Stormont, Dundas & Glengarry Com	raising profile of organization accomplishments
Gordon Shields	Shields, Gordon	Suncor Energy	climate change; seeks approval for oilsands application; assisting w/ contacts
Gowlings (Ott)	Siegel, Mark	Amusement Machine Oper of Can	potential amend to Excise Tax Act
GPC Gov't Policy Cons (Ott)	Jones, Bryan	Cdn National	changes to Tax Act re: deductibility of moving expenses
GPC Gov't Policy Cons (Ott)	Slemko, Ken	Cdn National	chnages to the Tax Act re: deductibility of moving expenses
GPC Gov't Policy Cons (Ott)	Bhamjee, David	Cdn Vehicle Mfr Assn	manganese - based fuel additives; fuel quality vehicle emission regs
GPC Gov't Policy Cons (Ott)	Tupper, Laura	Cominco	CEPA
GPC Gov't Policy Cons (Ott)	Evraire, Richard	Royal LePage Realocation Serv	gov't relations; build client profile; business opp iden for realocation services
Grey,Clark,Shih & Assoc	Beauvalet, Yannick	Embraer - Empresa Bras de Aero	Cdn assistance aerospace industry; R&D & export promo; Canada/Brazil aircraft negotiations; WTO
Groupe Declic/ Groupe CDO	Grenier, Paulin	Polytherm Isolation	financing for int'l export activities
Hill & Knowlton Canada (Ott)	Hardman, Graham	Amex Canada	Bank Act & related statutes; e-com; privacy, interest rates, disclosure of credit info; insurance mktg
Hill & Knowlton Canada (Ott)	Mersereau, Brian L.	Stn Atlas Elektronik	nat'l defence procurement
Hill & Knowlton Canada (Ott)	O'Connor, Gordon	Stn Atlas Elektronik	nat'l defence procurement
IGRG-Industry Gov't Reln	Miller, George	Cominco	policies affecting access to European markets for metals
IGRG-Industry Gov't Reln	Miller, George	Noranda	policies affecting access to European mkts for metals
Jack Squires Aviation Rep & Cons	Squires, Jack	Cdn Business Aircraft Assn	Cdn aviation regs
James Maxim & Co	Maxim, James	Deuce Structures Int'l	ab housing; CMHC funding; contracts from Indian Affairs to build housing on First Nation Lands

Additions to the Lobbyists Registry

Lobby Firm	Lobbyist	Client	Issue
JBRP & Associates	Brisson, Joane	Conseil QC des Entreprises Adapt	request for GST tax credit modification for travel centres in QC
JSL Cons	Legate, John S.	Computing Devices Canada	WES & MHP progs re: DND
Ludgate Grp	Bolduc, Robert	MSI Communications	trade policy; trade financing; T&D; int'l aid; industrial cooperation
Marc Lamoreux	Lamoreux, Marc	New-Tech Aviation	sale of aviation parts & equipment
Mayer, Brown & Platt	Kantor, Michael	Int'l Fund Animal Welfare	marine mammal regs; Canada Fisheries Act; commercial sealing; int'l trade
Metcalf & Assoc	Metcalf, Brian P.	SMS Canada.	DND health services; info mgt system response to solicitation and proposal submission
National PR	Garner, Gordon	Assn of Cdn Advertisers	Bill C-55 re: respecting advertising services supplied by fgn periodical publishers
O'Melveny & Myers	Horlick, Gary	Geduldig & Ferguson	Canada-US Softwood Lumber Agreement
Paul-Andre Masse	Masse, Paul-Andre	Oerlikon Aerospace	solution to the year 2000 problem
Proteus Transpo Enterprises	Haire, Donald	Cdn Bus Assn	amendments to Motor Vehicles Transpo Act; economic bus deregulation
Protocol Strategies & Solutions	Gagnon, Patrick	Sawmill Operators Grp	US/Canada Softwood Lumber Agreement
Raymond, Chabot, Martin	Cavallancia, Mario	Societe en Commandite Gaz Metro	tax laws imposed by Revenue Canada re: subsidiaries and arms length corporations
RB Cabinet Conseil	Bernard, Rejean	Fondation Cdn des Soins Palliatif	funding for health research in palliative care
SAMCI (Tor)	Wigdor, Ted	Dundee Bancorp	task force on future of Canada's financial sector; monitor financial services reform
SAMCI (Tor)	Wigdor, Ted	Dylex	competition law; labour law; gov't fiscal, monetary, & industrial policy affecting retail
SAMCI (Tor)	Wigdor, Ted	Hudson's Bay Co	competition law; labour law; gov't policy affecting retail; tariff policy
SAMCI (Tor)	Wigdor, Ted	Oshawa Grp (The)	competition law; labour law; gov't fiscal, monetary, & industrial policy affecting retail
SAMCI (Tor)	Wigdor, Ted	Visa Canada	payments sys dev and reg of info highway; fgn bank entry policy
Stikeman, Elliott (Mtl)	Lalonde, Marc	Pan Artic Inuit Logistics Corp	north warning system project
Stikeman, Elliott (Ott)	Hofley, Randall	TCI	export/import controls re: PCB waste
Strategy Corp	Duffy, John R.	CTV	regs under Broadcasting Act; Cdn Production Fund; Telefilm Canada
Sussex Strategy Grp	Ragusa, Joseph	Cdn Bankers' Assn	communications campaign re: banking iss for constituency office staffs
Tactix Gov't Cons	Mains, Howard	Lucent Tech Canada	telecom, Sci & Tech policies; info mgt & infra
Tactix Gov't Cons	Mains, Howard	Platinum Technology Canada	Y2K software requirements
Temple Scott Assoc	Moors, Don	Business Coal'n	monitor & seek amend of gov't cost recovery policy
The Capital Hill Grp (Ott)	Angus, David	Wing Construction	seeks funding from Indian & Northern Aff for Sagkeeng school prog
Thomas & Davis	Thomas, Christopher	MacMillan Bloedel	Canada-US Softwood Lumber Agreement

Consultant registration list, continued from p. 1

CG Mgt & Comm
Collins & Co
Deloitte & Touche (Edm)
Earncliffe Strategy Grp
Fraser Milner (Cal)
Global Public Affairs
Goldberg,Shinder,Gardner&Kronick
Goodfellow Agricola Con
Gordon Shields

Gowlings (Ott)
GPC Gov't Policy Cons (Ott)
Grey,Clark,Shih & Assoc
Groupe Declic/ Groupe CDO
Hill & Knowlton Canada (Ott)
IGRG-Industry Gov't Reln
Jack Squires Aviation Rep & Cons
James Maxim & Co
JBRP & Associates

JSL Cons
Ludgate Grp
Marc Lamoreux
Mayer, Brown & Platt
Metcalf & Assoc
National PR
O'Melveny & Myers
Paul-Andre Masse
Proteus Transpo Enterprises
Protocol Strategies & Solutions
Raymond, Chabot, Martin

RB Cabinet Conseil
SAMCI (Tor)
Stikeman, Elliott (Mtl)
Stikeman, Elliott (Ott)
Strategy Corp
Sussex Strategy Grp
Tactix Gov't Cons
Temple Scott Assoc
The Capital Hill Grp (Ott)
Thomas & Davis

Additions to the Lobbyists Registry

<i>Organization</i>	<i>Lobbyist</i>	<i>Issues</i>
Aerospace Ind Assn of Canada Alliance of Mfr & Exp Canada	Smith, Peter R. Nykanen, Paul	supplier impact study; research projects collaboration; fgn subsidies; trade agreement; conservation; Income Tax Act regs; unemployment insurance; int'l trade promotion; communications standards; Bankruptcy Act; science research & energy dev; tax credits
Animal Allice of Canada Appraisal Inst of Canada Assn of Cdn Travel Agents	White, Liz Gifford, Terry Ohman, Terry	Endangered Species Prot Act; reg on migratory birds; sealing regs; int'l standards re: trapping; animal testing & research funding OSFI & CDIC criteria for real estate appraisal ; CMHC policies for insurance & mortgage insur; mediation of airport appraisal disputes fgn aff & int'l trade re: passport office & unsuccessful bid to distribute application forms; consumer assistance abroad; tax iss; air policy; into of changes to int'l charter regs
BC Salmon Mktng Cnl BioteCanada Cdn Alliance of Student Assn Cdn Assn of Broadcasters Cdn Assn of Elizabeth Fry Soc	Burrige, Christina Groote, Joyce Harrison, Hoops McCabe, Michael Pate, Kim	Western Economic Diversification; DFAIT; salmon mgt plans; nat'l seafood export business plan; marine mammal regs; trade access iss Cdn biotech strategy; patenting of higher life forms; CEPA; biosafety protocol; WTO; intellectual property rights alternative loan repayment scheme; student mobility under Charter of Rights; nat'l standards in post-secondary education Canada Labour Code re: status of artists; new regs under Broadcasting Act; new regs under Copyright Act; Cdn Human Rights Act future of women's corrections; community based accommodation; support services; review of medical services for women prisoners; alternative classification for women & ab prisoners; self defence review; victom's iss
Cdn Assn of Internet Providers Cdn Assn of Recycling Industries Cdn Assn of Research Libraries Cdn Bankers' Assn Cdn Bus Telecom Alliance Cdn Cnl for Hum Res in Env Ind Cdn Cnl for Int'l Cooperation Cdn Cnl for Refugees Cdn Cnl of Prof Engineers Cdn Enviro Law Assn	Kawchuk, Ron Shaw, Leonard Mark, Timothy Protti, Raymond Anderson, Michael Trump, Grant Plewes, Betty Dench, Janet M. Levert, Dan Muldoon, Paul	code of conduct for CAIP; rules of commerce on the interner; cryptography; CRTC hearings re: telecom iss; copyright liabilities tax iss for recycling industry; procurement policies; definition of recyclable materials; Norht American cargo securement standard copyright leg; proposed int'l treaty on databases; info mgt & distribution policies; internet regs Bank Act revision; Canada Labour Code Reform; credit card iss; money laundering guidelines & regs; Human Rights Act amendments; CRTC reg proceedings; info highway iss; domestic telecom policy; competition policy iss; job creation; cryptography nat'l occ standards for professionals; info package targetting high school students re: employment opps in enviro sector discuss Canada's fgn policy w/ gov't officials; poverty; human rights; child labour; fgn aid; tax treatment of charities immigration leg; refugee claim process discussions to facilitate int'l mobility & increased standards; amendments to Rail Safety Act phase-out of uranium mining & nuclear facilities in Canada; endangered species leg; biodiversity convention; CEPA; NAFTA; trade policy; water privatization deversions; risk assessment of hazardous products; climate change; enviro standards
Cdn Fed of Agriculture	Rutherford, Sally A.	agri safety nets; endangered species leg; farm safety progs; trade iss; export subsidies; food safety; anti-dumping measures; fgn market access; registration of pesticides; cost recovery; taxation
Cdn Fed of Ind Grocers Cdn Fed of Students Cdn Inst of Chartered Accts Cdn Inst Public Real Estate Co Cdn Museums Assn Cdn Natural Gas Vehicle Allce Cdn Nature Fed Cdn Newspaper Assn Cdn Nuclear Assn Cdn Oil Heating Assn	Scott, John F.T. Carlyle, Elizabeth Rayner, Michael Brooks, Michael McAvity, John G. McNeil, Michael Gelfand, Julie C. Charlebois, Marc-Andre Stewart, Murray Butt, John C.	non-proscription drugs; pharmacare; Tobacco Control Act; competition iss; ingredient labelling; inspection iss; taxation; Canada Pension millenium scholarship foudation; MAI; funding for post-secondary education; financial assistance amendments to CBCA; financial inst leg; HST; Icnome Tax Act changes; monitor internal trade leg changes; federal budget proposals federal tax reform re: real estate investment trust; consultation w/ CMHC & CRTC; CRTC telecom & cable working grps federal cultural policy; Museums Act; unidroit convention on illegal export of cultural property; fed budget proposals; Income Tax Act Alternative Fuels Act; natural gas opps within federal fleets; vehicle emmissions; alternative fueled vehicles; incentive payments prog; nat'l parks system; endangered species leg; bird habitat protection funding CRTC submissions re: new media; freedom of info; copyright; privacy leg legislation re: nuclear industry; new regs; CEPA; climate change; CANDU reactors harmonization of the PST & GST & the effect on heating oil

Organization Lobbyists

Additions to the Lobbyists Registry

<i>Organization</i>	<i>Lobbyist</i>	<i>Issues</i>
Cdn Police Assn	Newark, Scott	DNA databank; Omnibus criminal code reform; CCRA & YOA review
Cdn Printing Industries Assn	Makin, Michael	offshore publishing subsidies; SME payroll tax burden; enviro prog; Copyright Act; changes to depreciation schedules for computers
Cdn Real Estate Assn	Beauchamp, Pierre	mortgage prepayment regs; sales of surplus property; RRSPs; aboriginal land claims; Home Buyers Plan; removal of Prohibition Act
Cdn Red Cross	Duplessis, Pierre	transfer of blood prog to new agency; lobbied on behalf of fgn projects; world landmine ban; corp sponsorship initiatives
Cdn Rsrce Ctr Victims of Crime	Sullivan, Steven	consecutive sentencing; pardons; review of impaired driving sections of criminal code; Young Offenders Act review; public safety iss
Cdn Society of Assn Executives	Wiley, Judith	Rev Can non-profit org info return changes; Industry Canada "ISO & Assoc" publication proj; year 2000 opps
Cdns for Resp & Safe Highways	Evans, Robert R.	trucking safety iss
Chamber of Maritime Commerce	Smith, John	pilotage regs; marine service fee regs; transpo policy; ports policy; promotion of marine vision; commercialization of gov't assets
Coal Assn of Canada	Downing, Donald	greenhouse gas emissions; implement of transpo policy; minting taxation; dev of emission trading regimes
Conseil Cdn de la Co-op	St-Pierre Babin, Sylvie	official languages prog; privatization of certain fed gov't activities; coop dev prog; federal budget
Ctre Patronal de l'Env du QC	Cloghesy, Michael E.	CEPA; toxic substances mgt policy; pollution prevention policy; climate change; PCB export ban
Dairy Farmers of Canada	Doyle, Richard	dairy subsidy rates; int'l trade policy; market access; enviro standards; Cdn dairy prod trade promotion;
Federal Superannuates Nat'l Assn	Souliere, Jean-Guy	proposed seniors benefit leg; superannuates& seniors' iss
Geomatics Industry Assn Canada	Kennedy, Edward	participate in Industry Canada nat'l sector teams for int'l business dev; cttee on geomatics for standards in geomatics
Horticultural Human Resource Cnl	Gallop, Suzanne	labour exchange & offshor labour; youth internships; job creation & retention; nat'l occupational standards; workforce skills upgrading
Investment Dealers Assn of Can	Oliver, Joseph	pre-budget consultations w/ Dept Finance; monetary policy & capital mkt activities;
Nat'l Anti-Poverty Org	Rektor, Laurie	nat'l child benefit; tax-cuts for low-income families; EI; access to banking services; Cdn Human Rights Act; FTAA
Nat'l Assn of Women & the Law	Diamond, Bonnie	reproduction & genetic tech; child support guidelines; disclosure of records; access & custody; Cdn Human Rights Act; tax system
Nat'l Auto, Aero, Transpo Union	Hargrove, Basil	seeksrefugee protection in Canada; monitor cgild-labour and sweatshop exploitation worldwide; Columbia peace resolution; DFAIT
Non-Smokers' Rights Assn	Mahood, Clifford G.	comments on health policy including draft regs for Tobacco Act & tobacco taxation
North Ont Tourist Outfitters Assn	Grayston, James	firearm: registration for non-residents, streamlining entrance to Canada; land claim iss; fishing & hunting rights; telecom to remote areas
Ont Bean Prod Mktg Brd	Huzevka, Martin	WTO & NAFTA negotiations; phytosanitary constraints; market dev through technical trade missions; food aid allocations;
Ont Dental Assn	Gillies, John C.	oral health of Cdns & Ont dental profession; health & dental benefits; changes to RRSPs; federal budget; nat'l child tax benefit
Ont Fed of Agri	Gartner, Gerry	safety nets for upcoming trade negotiations re: enviro iss; water quality; nutrient mgt; upcoming prov budget
Public Interest Advocacy Ctre	Janigan, Michael	amendments to Competition Act; amendments to Personal Info Protection & Electronic Documents Act
Rubber Assn of Canada	Campbell, Donald	CEPA; CIPEC; Transport Canada re: M&S tire designation; Ont Min Energy re: scrap tire initiative; submission to export dev corp
Seafood Producers Assn of NS	Stirling, Roger	amend to Fish Act; license fees; observer prog; fish inspection; research prog on herring
Senior Link	Leon, Judith I.	Canada Pension Plan Reform; pharmacare; Canada Health Act; Social Housing; delivery of prog for Int'l Year of Older Persons
Toronto Real Estate Board	Van Houton, Stephen	nat'l unity ; amend to charter of rights re: consumer protection; Interest Act; toxic real estate; immigrant investor prog; nat'l unity iss;
Tourism Ind Assn of Canada	Ward, Debra	SME financing; GST harmonization; fed deficit reductions; RRSPs Visitors Rebate Prog improvements; Canada Nat'l Heritage Day; fed budget; transpo; infra; airport tax; Visa fees & regs; Endangered Species Act; cown corp status
Union of BC Municipalities	Taylor, Richard	RCMP contract; aboriginal land claims; airport & marine policy; Young Offenders Act; MAI
Western Grain Elevator Assn	Guest, Edmund	transpo review; Canada Labour Code; hours of work regs; Canada Grain Act; Canada Wheat Brd Act

Additions to the Lobbyists Registry

<i>Organization</i>	<i>Lobbyist</i>	<i>Issues</i>
Corporate Registrations		
Agrevo Canada	Gadsby, Margaret	biotech guidelines; CEPA; pest control products; biosafety protocol; labelling; public education
Agrevo Canada	Warfield, Chris	biotech guidelines; Seeds Act; CEPA; pest control products; sustainable & competitive Cdn agri; biosafety protocol; labelling;
Agricore Coop	Cummings, Gordon	farm income & finance; int'l trade; Cdn Wheat Board; grain transpo; labelling; rural dev; industrial labour regs; health & safety; tax
Agricore Coop	Riddell, Dale	farm income & finance; int'l trade; Cdn Wheat Board; grain transpo; labelling; rural dev; industrial labour regs; health & safety; tax
Agricore Coop	Swanson, Charles	farm income & finance; int'l trade; Cdn Wheat Board; grain transpo; labelling; rural dev; industrial labour regs; health & safety; tax
Agricore Coop	Townsend, Patricia	farm income & finance; int'l trade; Cdn Wheat Board; grain transpo; labelling; rural dev; industrial labour regs; health & safety; tax
Air Canada	Port, Douglas	int'l & domestic air policy & regs; gov't procur of air services; tax, labour & other policies affecting cost of doing business
Alcan Aluminum	Thomson, Fraser	CEPA; fgn tax credit iss; marine fees; port reform Cdn Endangered Species Act; Kyoto protocol
AT&T Canada	Barnes, Peter	WTO; telecom regs; fgn ownership of telecom carriers; review of Teleglobe's monopoly
Bayer	Bourque, Michael	patent protection; product approvals for medical devices & pharmaceuticals for animals & humans; registration of new chemicals & crop protection; fish farming moratorium; progs that encourage R&D in Canada
Boehringer Ingelheim (Canada)	Gilberg, Karen	Bill C-91 PMRB; HPB cost recovery initiative
Boehringer Ingelheim (Canada)	White, Ivan	bill C-91 PMPRB re: cost recovery initiatives
Boeing of Canada	Slaunwhite, Ronald	public awareness initiative; promote space & defence products & support services; search & rescue helicopters; coordinate w/ DND
Canon USA	Price-Francis, Stephen	mkting of an ID card with applications in: immigration, citizenship & passport applications; health care applications
Cdn Imperial Bank of Commerce	Mohr, Larry	task force on future of Cdn financial services sector; Bank Act; taxation; financial services leg
Cdn National	MacIntyre, David	Railway Safety Act & regs; coast guard fees budget; corporate tax policies; aboriginal land claims; grain transpo policies
Cdn National	Todd, David E.	Cdn Rail Safety Act & Canada Marine Act; coast guard fees budget; corporate tax policies; aboriginal land claims; amend grain transpo
Cdn National	Wood, Sandra	regs re: Rail Safety Act & Marine Act; coast guard fees budget; corp tax polices; aboriginal land claims; grain transpo policies
Cdn Occidental Petro	Gossen, Randall	CEPA; harmonization; toxic substances mgt policy; chlorinated substances action plan; greenhouse gases; Nigeria business principles
Chrysler Credit Canada	Dorsey, Peter	Bank Act; Income Tax Act; NAFTA; Auto Pact; cost of credit disclosure iss; Insurance Companies Act; Interest Act
Clearwater Fine Foods	Roe, Eric R	progs & policies re: Atlantic fisheries; scientific support affecting resource mgt
Coltec Aerospace Canada	Conaboy, Gerald	CEPA; WTO; free trade & mkt access; aerospace sector training; gov't procur regs; gov't funding
Conf des Caisse Pop et d'Economie	Morency, Yves	revisions to laws re: financial institutions; harmonization of credit info
Dofasco	Martin, Dennis	Special Import Measures Act; customs & excise regs; trade & tariff regs
Eli Lilly Canada	McCool, Terrance	changes to drug patent leg; health policies; industry policy; nat'l health forum; pharma mgt benefit contracts; cost recovery
Enron Capital&Trade Res Can Corp	Dadson, Aleck	presentations to gov't; restructuring of Cdn energy mkts
Fisher Scientific	McDonald, Chris	WHMIS; Transport of Dangerous Goods Act; Food & Drugs Act; medical devices
Ford Motor Co of Canada	Fung, Christina	removal of MMT additive from fruel; sulphur content; vehicle emmissions; enviro law; automotive standards
Ford Motor Co of Canada	Hughes, Caroline	Bank Act; removal of MMT additive; consumer protection; employment & training; enviro law; harmonization of auto standards;
Ford Motor Co of Canada	Moreau, Carol	amend to Bank Act; removal of MMT additive from fuel; tax reform; enviro law; harmonization of auto standards
Ford Motor Co of Canada	Sheridan, Michael	Bank Act amend; removal of MMT additive from fuel; tax reform; enviro law; harmonization of auro standards; corporate law; tariffs
Ford Motor Co of Canada	Smith, Blake	removal of MMT additive from fuel; sulphur content; emmissions regs; CEPA; enviro law; harmonization of auro standards
Ford Motor Co of Canada	Stewart, Norman	Bank Act reform ; removal of MMT additive; tax reform; enviro law; harmonization of auto standards; corporate law
Hydro-Quebec	Nadeau, Marie-Jose	production, distribution & transport of electricity
IBM Canada	George, Shirley-Ann	procurement policies; tax policies; Sci&Tech policy; immigration polict; WTO, FTAA, & APEC; CRTC meeting re: new media

Additions to the Lobbyists Registry

<i>Organization</i>	<i>Lobbyist</i>	<i>Issues</i>
Joe NG Engineering	Cuconato, Mario	trade missions; applications w/ Export Dev Corp re: financing or insurance
MacMillian Bloedel	Coady, Linda	inform federal gov't about enviro initiatives; seeks to designate designation of Clayoquot Sound as UNESCO biosphere
MacMillian Bloedel	Pillon, Lawrence	Canada/US softwood lumber agreement; endangered species leg; CEPA; climate change; aboriginal land claim iss
Merck Frosst Canada	Houde, Bernard	changes to drug patent leg; PMPRB pricing guidelines policy; pharmacare/health policies
Microcell Connexions	Wai, Norman	license fees; health & safety regs; CRTC activities; wireless telecom service providers; network interconnection; local mkt competition; universal service objectives; economic policy dev
Microcell Telecom	Proctor, Dean	license fees; health & safety regs; CRTC activities; network interconnection; local mkt competition; fulfillment of universal service objectives; economic policy dev
Microcell Telecom	Tremblay, André	license fees; health & safety regs; CRTC activities; wireless telecom providers; network interconnection; local mkt competition; universal service objectives; economic policy dev
Motorola Canada	Frew, Paul	radio regs & standards; spectrum allocations; rules for info highway; CRTC proceedings; Industry Canada's merit prog
Nestle Canada	Black, Richard	Cdn Food Inspection Agency business plan; inspection standardization; user fees; public health iss; labelling; milk quotas; phytoentro-
genes; allergants; ozone depleting substances; research grants		
Newcourt	Thompson, Gordon	Small Business Loans Act; tax leg; public private partnerships; private financing for procur
Pfizer Canada	Bootes, Alan	protection of int prop rights; market access; fair pricing of pharmaceuticals; nat'l pharmacare prog
Pfizer Canada	Firestone, Theresa	protection of int prop; ensure market access; nat'l pharmacare prog
Pharmacia & Upjohn	Martin, David	drug patent protection & pricing of pharma products; new drug approval policies; pharmacare & homecare progs
Pharmacia & Upjohn	Turnbull, Tim	bills & regs re: patent protection; pricing of pharma products; pharmacare & homecare iss; drug approvals
Placer Dome North America Ltd.	Danni, Joseph	aboriginal land claims; enviro regs reform; revisions to resource allowance; land expropriation compensation; technical advances re: mining & metallurgy exploration; enviro impact
Prairie Pools	Townsend, Patricia	regs re: farm income & finance, grain transpo, int'l agri trade, marketing, grading, inspection, cooperatives, labour relation, taxation
Pricewaterhousecoopers	Steele, David	Income Tax Act & regs; amend Excise Tax Act;
Royal Bank of Canada	Davies, Bryan P.	Bank Act; Trust & Loan Act; Insurance Act; Prov Securities Act; task force on future of Cdn financial services sector
Royal Bank of Canada	Lea, Robert	Bank Act; bank merger; task force on future of Cdn financial services sector
Royal Bank of Canada	Reynolds, D. Lindsey	Bank Act; bank merger; task force on future of financial services
Schering Canada	Brenders, Peter	drug patents; nat'l pharmacare R&D support;
Telus Corp	Higdon-Norrie, Lorna	Telecom Act; Broadcasting Act; CRTC related iss;
Telus Corp	Prior, Edwin	Telecom Act; Broadcasting Act; Canada Labour Code; Income Tax Act; CRTC iss
Telus Corp	Sawchuk, Richard	telecom policy; convergence policy; fgn investment policy; tax policy; trade policy; cultural policy; telecom & broadcasting distribution
Toronto Dominion Bank (The)	Conway, Heather	leg & policies re: financial inst & services; amendments to Bank Act
Toronto Dominion Bank (The)	Roberts, Lawrence	policies & regs re: financial inst & services; amendments to Bank Act; privacy leg
Toronto Dominion Bank (The)	Robertson, Kymberley	amend to Bank Act; monitor any policies re: financial inst
Ultramar Canada	Ferland, Alain	fuel additives; import taxes; marine cost recovery
Ultramar Canada	Forget, Louis	fuel additives & carbon content regs; marine cost recovery; fgn market access
WIC Western Int'l Comm	Buchanan, D. Grant	telecom & broadcasting iss; competition; copyright iss; CRTC hearings; competition iss; NAFTA
Working Ventures Cdn Fund	Silma, Susan	Income Tax Act re: labour-sponsored venture capital corporations

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JIM LEWIS, *Lobbyist Registration Office, Management Board Secretariat*

9:45 - 10:30 Managing the Registration Process -- Procedures and practices to ensure compliance: Why you should develop a registration policy. Questions you need to ask. Centralizing the process in-house. Enlisting help in filing registrations.

DR. JOHN CHENIER, *Editor, The Lobby Monitor*

10:30 - 10:45 Coffee Break

10:45 - 11:15 Managing the Registration Process -- Client concerns with disclosure: How to determine what must be disclosed. Keeping clients onboard and above board.

WARREN KINSELLA, *McMillan Binch*

1:15 - 12:00 Managing the Registration Process -- Making the most of disclosure: Disclosure isn't all bad news. Using disclosure to advance your cause. Taking precautions to manage the public relations of disclosure.

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Bank merger,

continued from page 1

other way: preserving existing jobs through growth, helping small business, expanding services and making them less costly to consumers.

GR-PR

The outcome has led many in the media to suggest that the bank merger campaign was lost by a poor GR/PR effort. On the surface, it may seem that way. The polls suggest that the messages transmitted by the banks were not getting through — particularly the messages that mattered throughout the summer and fall. But is it fair to look only at the conclusion of the campaign? Are GR/PR professionals really expected to make a silk purse out of a sow's ear every time — and with both hands tied behind their back?

In many ways, those driving the merger deals were too close to Bay Street — which adores the outcomes of market concentration — and light-years away from Wellington Street, Ottawa and Main Street everywhere else in Canada. The record shows that the banks were on the defensive from day two. Perhaps bank minions who are paid to know better were too cowed to suggest that there could be problems selling the merger to the rest of Canada — and that Canadians everywhere might have to buy into the idea.

The banks seemed to have nothing prepared in advance. Everything was and appeared reactive as the approval process kept shifting and expanding from a few key people surrounding the Minister of Finance, to the Liberal caucus and finally to the broader public. In the end, what the boys on

Bay Street thought didn't figure into the picture.

Future chances

Unfortunately for the GR forces in the banks, there may be more of a price to pay for the botched mergers. Jean and Janine Q. Publique were also asked about future mergers and other bank ventures. On the question of how soon could the banks try again, 54 % thought the banks should be allowed to reapply almost immediately with a redesigned proposal, but 52% also thought there should be no bank mergers allowed for at least five years meaning, banks can ask, but government should still say no.

There was much greater consensus around the question that mergers should be allowed when there is more competition (76%). As for whether the banks should be awarded a booby prize of getting into insurance or leasing, 54% said no.

With the bulk of the financial services review still ahead, the banks' PR/GR teams have their work cut out for them.

LM

November 1998

Expect the government to allow the mergers	Yes (55).....No (40)
Allowing mergers in the best interest of Canada	Yes (31).....No (61)
Allowing mergers in your best interest	Yes (23).....No (65)

Did the bank messages get through?

Merger is only strategy to avoid mass layoffs	Likely (44).....Unlikely (53)
Growth through mergers promises more jobs in Canada, more acces for Canadian in remote regions	Likely (47).....Unlikely (49)
If the banks not allowed to merge, they will layoff people and close branches to stay competitive	Likely (40).....Unlikely (57)

Effect of approving mergers on:

Numbers in brackets indicate change from May survey

The ability of banks to compete	positive 68 (-9).....negative 24 (+13)
Help the Canadian economy	positive 41 (-15).....negative 52 (+25)
The strength of the dollar	positive 56 (+0).....negative 29 (+1)
Preserve existing jobs	positive 33 (+9).....negative 62 (+16)
Help Small business	positive 37 (-9).....negative 56 (+17)
Help people who use banks	positive 35 (+7).....negative 59 (+11)
Services in smaller towns	positive 30 (+8).....negative 63 (+22)

Standing up for ordinary people	positive (32)negative (62)
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Future effects

If merger denied, allow banks into leasing, insurance	Yes (37).....No (54)
Allow banks to come back with new plan in spring	Yes (54).....No (32)
Prohibit mergers for five years	Yes (52).....No (37)
No mergers until sufficient competition	Yes (76).....No (17)

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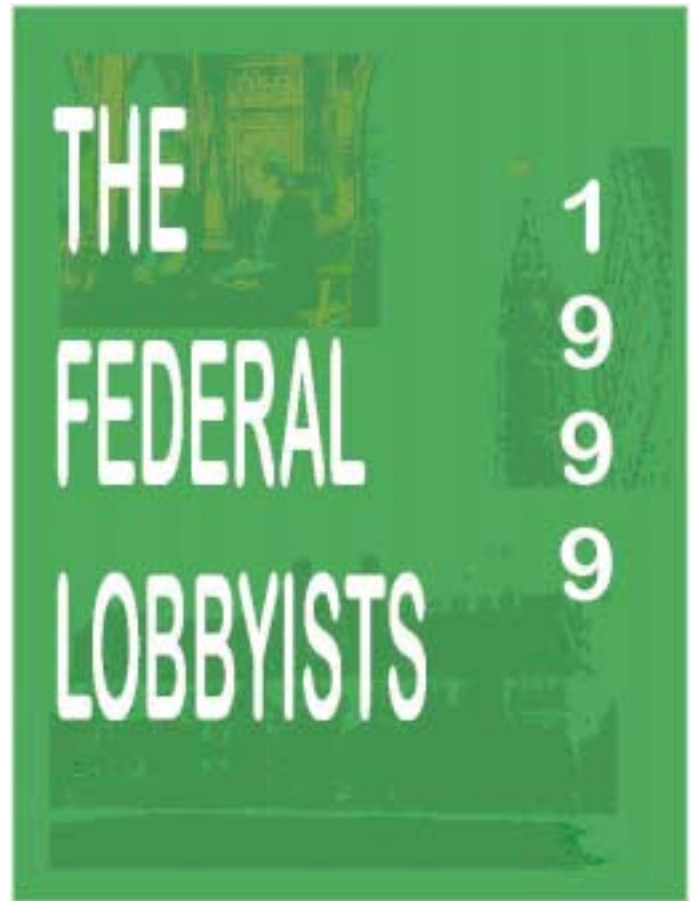
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