

GGA

COMMUNICATIONS

PUBLIC AND
GOVERNMENT RELATIONS

FIRST DRAFT
- FOR REVIEW

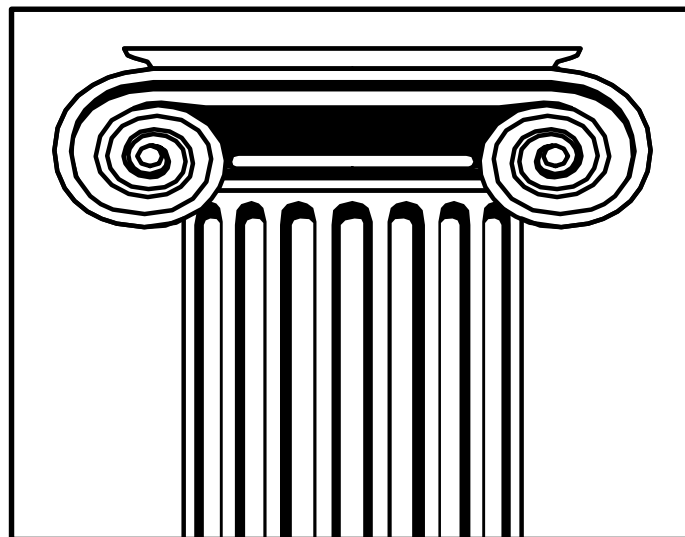
ACTION PLAN

SEPTEMBER 2001 TO DECEMBER 2002

PRESENTED TO THE

**COALITION TO RENEW CANADA'S
INFRASTRUCTURE (CRCI)**

Montréal, February 7, 2004



CURRENT GGA CONTRACT

The stated current objective by the Coalition to Renew Canada's Infrastructure (CRCI) (TRIP/CANADA) to GGA Communications Inc. (GGA) is to secure federal investment into Canada's National Highway System by way of a National Highway Program.

The current contract pays GGA a \$7,500/month retainer fee, and runs from June to September 2001. All related expenses are included in this monthly retainer. The contract can be terminated by either party providing a one month notice of termination. For this retainer fee, the CRCI receives the following services:

- ✓ General government relations assistance.
- ✓ Access to Québec-based cabinet ministers, members of Parliament (MPs) and Senator not contacted or easily accessed before.
- ✓ Coordination and execution of a MPs meeting blitz. This blitz will target Québec based MPs at first, followed by MPs in Ontario. GGA will coordinate the attendance of local contractors, issue a news release and coordinate any other necessary details with CRCI and member associations. The CRCI has experienced success with cabinet ministers and MPs outside Québec. However, when appropriate, GGA will assist in making contact with MPs and ministers outside of Québec.
- ✓ Access to key political staff and people of influence in both circle of friends of the Prime Minister as well as the Federal Minister of Finance.
- ✓ Media relations assistance.

GGA has provided the resources of Mr. Jean-René Gagnon, Senior Vice-President & Partner, Mr. Pablo Rodriguez, Vice-President & Partner and Ms. Marie-Claude Jarry, Government and Media Relations Coordinator. Furthermore, Mr. Guy Chartrand, Senior Consultant has joined this team in June 2001.

OCTOBER 2001 TO DECEMBER 2002

ACTIVITY BLUE PRINT

With understanding that political events, a federal budget and other influences will effect our action plan, the following is a blue print of possible activities where GGA could assist the CRCI.

1. MEDIA RELATIONS

Status: As a public policy issue, highway investment has received a reasonable amount of media attention. The CBC, CTV, Globe & Mail and the National Post have all paid varying degrees of attention. Radio attention has largely been regionalized. Yet, there remains a need for a more sustained approach to the media's role in influencing both government and public opinion.

Proposed actions: Using GGA's network of contacts and experience in media relations, regular media coverage beyond the "pothole approach" normally taken could prove a useful tool. In this respect, GGA will contact journalists covering economic and business development issues with the following electronic and print media to book a one-on-one interview on behalf of the CRCI spokesperson.

➤ **Print media**

- La Presse (Montréal-based daily newspaper)
- Le Devoir (Montréal-based daily newspaper)
- Le Soleil (Québec daily newspaper)
- Journal de Montréal/de Québec (largest circulation daily newspaper)
- The Gazette (Montréal-based daily newspaper)
- Les Affaires (Montréal-based weekly business issues newspaper)
- Revue Commerce (monthly business/economy magazine)
- L'Actualité (monthly current affairs magazine)

➤ **Electronic media (TV & radio)**

- Capital-Actions (RDI - daily, business/economy news)
- Zone Libre (SRC - weekly, current affairs - replays on week-end on RDI)
- Enjeux (SRC - weekly, current affairs - replays on week-end on RDI)
- Onde de choc (CKAC - daily radio talk-show hosted by Gilles Proulx)
- Lapierre en direct (CKAC - daily radio talk-show hosted by Jean Lapierre)

In booking these interviews, the first objective is to promote, especially for print media, the publication of in-depth articles with regards to the urgent need for substantial investments in road infrastructure by the federal government. The other objective will be to reposition the industry ("image build-up") as one where engineering and quality of materials are constantly improved to increase the life span and quality of our roads - it is not just "pick & shovel" industry.

Although the same approach will be used for the electronic media contacted, because of time allocation for interviews, it might be deemed more beneficial to address the issue on a more regional basis.

In any event, GGA will make the necessary recommendations once it has negotiated said interviews with each of the targeted print and electronic media.

2. SPECIAL EVENTS

Status: The CRCI has had success in creating events. In 1996, the *Roads Work for Canada Tour* provided a focus for media, government and public attention. The time may be good again to revisit the option of creating events in different parts of Canada. This may be by way of a series of carefully given speeches, tours, and media events - all with a purpose of illustrating not only the need for highway investment, but the economic and social contribution to highways and their construction make to communities.

Proposed actions: GGA will identify socio-economic tribunes (Rotary Club, MBA Association, Kiwanis Club, etc.) where the CRCI spokesperson could be invited as a guest speaker to present the current status of roads and the urgent need for investment from governments, especially at the federal level.

Another event could entail the organisation of an information session (luncheon and/or half-day seminar) with speakers from professional orders (engineers, urban planner, etc.) and executives from major road construction companies. One of the speaker could also be an American consultant from a road association/organisation to speak on the United States' annual investment in road maintenance - i.e. quality/life span of their roads.

- 2.1 "Regional tour":** GGA proposes a tour targeting Québec key regions (Montréal, Lachute, Hull/Aylmer, Trois-Rivières, Sherbrooke, Chicoutimi, Rimouski/Rivière-du-Loup, Sept-Iles). In organising it, GGA would negotiate with each chamber of commerce in targeted regions a speaking engagement for the CRCI on a specific subject of interest to that region, but obviously relating to the infrastructure issue. This engagement would be publicised with local/regional media - invitation, publication of a news release, booking interviews, etc.

3. MEETINGS WITH POLITICIANS & THEIR STAFF

Status: Between the months of March and May 2001, the CRCI and TRIP/CANADA met with 10 cabinet ministers and numerous liberal MPs. Some meetings were secured by GGA while others by the CRCI. More specifically, GGA secured meetings with Ministers Paul Martin, Stéphane Dion, Pierre Pettigrew, Lucienne Robillard and MPs André Harvey, Marcel Proulx, Serge Marcil, Jacques Saada, Claude Drouin, and Raymond Lavigne. GGA also secured meetings with Senators Lise Bacon, Céline Hervieux-Payette, and Raymond Setlakwe.

Proposed actions: Although both the CRCI and GGA are in regular communications with the Ministers' staff, MPs and Senators, it will be necessary to have follow-up meetings with the aforementioned politicians. GGA also recommends meeting and maintaining contacts with Senators Marcel Prud'homme and Aurélien Gill.

4. THE "INFLUENCEURS"

Status: People outside of the direct political circle yet very much a part of the Prime Minister's and the Finance Minister network appreciate the relationship between the CRCI and GGA and as a result feel comfortable working with the CRCI.

Proposed actions: These relationships need constant nurturing and GGA will continue to function in this role. Furthermore, GGA has identified the following key people according to the Prime Minister and Finance Minister networks:

- Prime Minister Jean Chrétien:
 - The honourable David Dingwall, former federal Health Minister
 - The honourable Céline Hervieux-Payette, Senator
 - The honourable Raymond Setlakwe, Senator
 - The honourable Denis Coderre, Secretary of State - Amateur Sport
 - Mr. Jean Pelletier, Chairman, Via Rail
 - Mr. Eddy Goldenberg
 - Mr. John A. Rae, Executive Vice-President, Power Corporation
 - Mr. Jacques Corriveau, President, Pluri-Design
 - Mr. Jean Carle

- Finance Minister Paul Martin:
 - Mr. Benoît Labonté, Executive Vice-President, Board of Trade (Montréal)
 - Mr. Claude Dauphin, former MNA in Québec
 - Mr. Pietro Perrino, former Chief-of-Staff of former Premier Daniel Johnson
 - Mr. Terry O'Reilly
 - Mr. Camil Thériault
 - Ms. Michele Cadario

- Other leading decision-making associations/organisations:
 - Mr. Gilles Taillon, Conseil du patronat
 - Mr. Marc Gaudry, Research Centre on Transport (Université of Montréal)
 - Canadian Association of Manufacturers
 - Chamber of Commerce of Canada
 - Transport Committee, Chamber of Commerce of Québec

5. GENERAL GOVERNMENT RELATIONS

Status: Like any other firm, GGA's network extends beyond that of the political world. Both the CRCI and GGA's access to key senior public servants will continue to provide a frame work and insights into the goings-on of the federal government and their impact on the CRCI's objectives.

Proposed actions: These relationships need constant nurturing and GGA will continue to function in this role. However, GGA proposes to meet with the following key top civil servants:

- Mr. Percy Downe, Office of the Prime Minister
- Ms. Johanne Sénécal, Senior Policy Advisor, Office of the Prime Minister
- Mr. Kevin G. Lynch, Finance Canada
- Mr. Mario Laguë, Privy Council
- Mr. Guy Bédard, Treasury Board
- Mr. Ron Scully, Transports Canada
- Ms. Marie Bédard, Industry Canada

GGA also proposes to meet with the MPs members of the Standing Committee on Transport and Government Operations. More specifically,

- Mr. Ovid Jackson, MP for Bruce/Grey/Owen Sound (Chairman) (Ontario - LPC)
- Mr. Jay Hill, MP for Prince George/Peace River (Vice-Chairman) (BC - Alliance)
- Mr. Marcel Proulx, MP for Hull/Aylmer (Vice-Chairman) (Québec - LPC)
- Mr. Larry Bagnell, MP for Yukon (Yukon - LPC)
- Mr. Andy Burton, MP for Skeena (British Columbia - Alliance)
- Ms. Bev Desjarlais, MP for Churchill (Manitoba - NDP)
- Mr. Norman Doyle, MP for St.John's East (Newfoundland - PC)
- Mr. Brian Fitzpatrick, MP for Prince Albert (Saskatchewan - Alliance)
- Mr. Mario Laframboise, MP for Argenteuil/Papineau/Mirabel (Québec - BQ)
- Mr. Ghislain Lebel, MP for Chambly (Québec - BQ)
- Mr. Dominic LeBlanc, MP for Beauséjour/Petitcodiac (Québec - BQ)
- Mr. Serge Marcil, MP for Beauharnois/Salaberry (Québec - LPC)
- Mr. Alex Shepherd, MP for Durham (Ontario - LPC)
- Mr. Brent St.Denis, MP for Algoma/Manitoulin (Ontario - LPC)
- Mr. Paul Szabo, MP for Mississauga South (Ontario - LPC)
- Mr. Tony Tirabassi, MP for Niagara Centre (Ontario - LPC)

6. PUBLIC OPINION - ITS IMPACT ON PUBLIC OFFICIALS

Status: Public policy decision-making is largely based on sound research and analysis. This research often includes the measurement of public opinion. The Privy Council Office conducts regular public opinion surveys to test public reception to policy issues.

Proposed actions: It might be decided at some point to quantify public opinion in all the CRCI's presentations to governments. To do so, GGA could conduct, in cooperation with Leger Marketing who has offices across Canada, an omnibus survey (2-3 questions within a general survey) and/or focus groups in targeted areas to measure the overall knowledge in road maintenance (materials, life span, etc.) and perception towards companies specialised in road building/repairs.

7. MEMBER OF PARLIAMENT BLITZ

Status: Following the success of the Québec based blitz, the CRCI is considering pursuing this activity with targeted federal MPs from British Columbia, Alberta, Manitoba, and the Atlantic region.

Proposed actions: In this respect, once the MPs across the targeted provinces are identified as well as the key companies, GGA will coordinate the blitz in the same manner it was conducted in Québec.