

September 29, 2000

MEMO TO: Chris Lorenc

MEMO FROM: David Walker

Thank you for the invitation to propose a work plan to assist your organization in achieving its very important government relations goals.

After reviewing the objectives as outlined in the “Strategic Operations Plan 2000/2001” I would propose that we work together on the following priorities.

1. Identify and approach individuals in the private sector, elected officials and bureaucrats, particularly with a political policy development strength, who are close to and respected by the Hon. Paul Martin, Minister of Finance. We must determine what will motivate Minister Martin as Finance Minister/politician to support a long-term financial commitment to infrastructure renewal.
2. Based upon the results of #1 above, develop an appropriate message and delivery strategy.
3. Given a shift to a higher PMO role in shaping platform leading up to an election, find an effective internal champion with insider clout to influence policy development whether from within or outside the PMO, Finance Department and/or caucus.
4. Influencing all of the above for the period 2000-2001, is a probable federal election. If there is, we must in advance have exercised our best efforts to ensure to the extent possible, that urban and transportation infrastructure is raised either as front and center, or is supportive (a sub-set) of a key priority election platform and therefore placed before the public eye. Accordingly appropriate linkages should be forged with all federal political parties to determine the best manner to ensure that infrastructure is a key election platform or a critical sub-set of one. This takes on an immediacy in the event an election is called for the fall of 2000.

5. Premiers and key Mayors should be approached for the purposes of soliciting support for emerging policy consensus and input into any position to be articulated by industry. It is critical that any message(s) advocated does not offend to the extent possible, provincial political agendas. Municipal support is obviously desirable.

Given the uncertainty of the political context for this work, I will need to begin immediately, probably with the assistance of an experienced Ottawa-based colleague, to ensure that the policy environment is properly scoped for you over the next few weeks. It is important to make as many astute moves in the short-term as possible while not ruining the credibility of the organization by making the wrong 'last minute' interventions. Thus, I will need to work very closely with those in the association who have been identified as active participants.

I will of course work on all the objectives set out in your government relations plan during the upcoming months. However, I want to stress the need to be flexible in the face of the obvious federal electoral environment.

My costs will be as follows:

October - \$9,000.00

November - \$9,000.00

December – April - \$5,000/month

I look forward to hearing from you and beginning this work as soon as possible.