GR Strategy for FDFA

Situation Outline

* The is a strong concern about the release of an RFP by the Peace Bridge Authority that ventures outside the realm of the typical convention on how licenses are awarded to operate a land border duty free store. – The Minister of Public Safety and Emergency Preparedness (responsible for the Canada Border Services Agency) is solely responsible for issuing duty free licenses, however the Peace Bridge has issued an RFP to pick the operator of a duty free store at the crossing, essentially usurping the role of the Minister.
* FDFA is extremely concerned that this situation could create a precedent, whereby in future cases of license renewal/awarding the Minister will have little to no discretion as to the licensee, on the basis of a precedent set by the Peace Bridge Authority if they successfully proceed.
* FDFA is seeking to immediately rectify this situation and to have the Minister establish clear direction on how licenses are awarded and/or renewed, under the Minister’s jurisdiction, and that will eliminate any third party overstepping in the jurisdiction of the Minister of Public Safety and Emergency Preparedness

Objective

1. Educate the Ministers of Public Safety and Emergency Preparedness, Transportation, and Small Business and Tourism, and their staff about the Peace Bridge RFP and the negative impacts associated with the process, including potential negative impacts for the Ministers, local communities and tourism.
2. To have the Minister and/or his officials immediately end the current RFP issued by the Peace Bridge Authority.
3. Ensure the Minister establishes clear guidelines on how licenses are issued, and are strictly done through the Canadian Border Services Agency and his office under the jurisdiction of the Minister.
4. Engage with members of the Peace Bridge Authority Board of Directors to inform them of the dangerous precedent that they are creating and the potential problems for the Peace Bridge if the RFP proceeds.
5. Continue dialogue with CBSA representatives to ensure that they are engaged on the issue and understand their role to enforce direction on behalf of the Minister.

Major Targets

April 2016

* Meetings with Ministers related to the issue and their staff (week of April 11th)
  + Hon. Ralph Goodale, Minister of Public Safety and Emergency Preparedness
  + Hon. Marc Garneau, Minister of Transport
  + Hon. Bardish Chagger, Minister of Small Business and Tourism
* Provide background information to all persons involved in process and/or decision making process (by week of April 11th)
* Establish connections with local MPs and other elected officials (throughout April)
  + Hon. Rob Nicholson, MP for Niagara Falls
  + Jim Diodati, Mayor of Niagara Falls
  + William B. "Sam" Hoyt III, Chairman of the Peace Bridge Authority and other Directors (potentially via Tim Hudak or another local official)
  + Other border community MPs including Marilyn Gladu

May 2016

* Re-engage with Ministers’ Offices and offer clear recommendations on overall issue
* Consider public relations campaign to extend engagement on the issue in border communities if direct advocacy has not worked. (TSA has PR department for support)

Tasks and Responsibilities

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| Task | Purpose | Responsibility | Timeline |
| Request and coordinate meetings with Ministers responsible   * Hon. Ralph Goodale, Minister of Public Safety and Emergency Preparedness * Hon. Marc Garneau, Minister of Transport * Hon. Bardish Chagger, Minister of Small Business and Tourism | Connect immediately with Ministers to ensure the issue is identified early and is deemed as a priority by the Ministers. The earliest opportunity will set the stage for how to proceed and what further actions might need to be considered. | TSA | April 1st  to April 5th |
| Develop background documents and briefing notes for meetings | Set cohesive messaging to prepare representatives for meetings and to leave appropriate information at meetings. Core messaging is crucial to ensure that all persons working on the file and/or advocating for a stop to the RFP are sharing the same reasoning and providing a similar set of resolutions to the issue. | TSA w/ FDFA | Before April 6th |
| Meet with Ministers and key staff to discuss issue | Face-to-face meet to inform the Ministers and their staff of the issue and the instant impacts it will have to their Ministerial responsibilities. Elaborate on what the ramifications will be if the process continues as is right now by the Authority, and how this can trickle into larger issues for the government. Further, provide the quick and sensible resolution to this issue and how to avoid it in the future. | FDFA and TSA | Week of  April 11th |
| Have local members engage with MPs   * Hon. Rob Nicholson, MP for Niagara Falls * Marilyn Gladu, MP for Sarnia-Lambton * Brian Masee, MP for Windsor West * Terry Sheehan, MP for Sault Ste. Marie   (FDFA to provide full list of MPs where similar issues are potential) | To establish support on the issue and to ensure that the Ministers are hearing the concerns from the MPs as well. The local Members are likely to understand the full negative impacts that their communities will face if the precedent is set by way of a new process, and will act as envoys to communicate the issue to the Ministers and their staff. | FDFA | As of April 6th |
| Engage and inform other key stakeholders of situation, including:   * Patrick Brown, Ontario Leader of the Official opposition * Jim Diodati, Mayor of Niagara Falls | Other various elected officials can assist with voicing their concerns on this issue, but as well they can provide reasons to the Minister, from their perspectives, on why this process needs to be corrected.  Seeking a working relation with representatives from the bridge authority, might provide some insight on a quick resolution, but also create a stage for working more closely in the future to avoid a similar situation. | FDFA and TSA | As of April 6th |
| Continue dialogue with CBSA representative   * Martin Bulduc, VP Programs Branch (CBSA) | Follow up from previous meeting to re-engage on issues and offer recommendations to enforce the authority of the Minister on issuing licenses. | FDFA | April |
| Engage with Chairman of the Peace Bridge Authority | To discuss the ongoing issue at the Peace Bridge Authority and to provide clarity on the problems surrounding the release of the RFP outside of the jurisdiction of the Canadian minister responsible | FDFA and TSA | April |
| Provide follow up information and recommendations to Ministers and staff | Depending on the reaction received at the meetings, and questions ask, immediate follow up will demonstrate the urgency on this issue and why it needs to be resolved. Providing any information based on questions asked to assist with the decision making process is to facilitate quick action on the file. | TSA w/ FDFA | Week following scheduled meeting |
| Evaluate progress and reaction by the Ministers and staff | Based on the reaction (or non-action) from the above mentioned engagement and outreach, further steps might need to be considered and determined. | FDFA and TSA | Week of  April 25th |
| (TBD) Seek media/PR visibility on issue | If the issue seems to be something the government is not willing to work on or touch, then an opportunity might arise to seek to run a public relations campaign on how this issue is of importance to the viability of tourism in local border communities. | FDFA and TSA | May |