

Le 30 avril 2018

Chers membres du comité de sélection,

Je suis heureux de répondre à votre appel d'offre du 8 avril 2018 au sujet des capacités en matière de direction exécutive.

Le Rothwell Group Inc. a rassemblé une équipe d'experts qui rencontrent et dépassent les qualifications décrites dans votre appel d'offre.

Léo Duguay, ancien député, qui compte 25 ans d'expérience dans le marché hors taxes supervisera l'équipe et agira en tant que directeur exécutif.

Dans ce rôle il s'occupera de :

- Assurer la liaison entre les membres et le gouvernement fédéral
- Représenter l'AFHT et ses membres auprès d'autres associations connexes telles que le Conseil canadien du commerce de détail et l'Association de l'industrie touristique du Canada
- Faciliter les communications globales entre l'Association, ses membres et le grand public
- Diriger et superviser le Congrès annuel et la foire commerciale de l'AFHT
- Agir à titre de porte-parole pour l'Association sous réserve de l'approbation du Conseil
- Superviser l'équipe Rothwell qui agira à titre de secrétariat de l'Association
- Coordonner les ressources promotionnelles et économiques pour les membres
- Diriger les relations gouvernementales de l'Association
- Effectuer d'autres tâches que peut lui attribuer le Conseil de l'Association

Les autres membres de notre équipe d'experts sont :

Alain Pilon, ancien chef de cabinet du ministre des Travaux publics, du Leader du gouvernement à la Chambre des communes, du ministre de l'Agence canadienne de développement international et du ministre de la Francophonie (1997-2002) et ancien conseiller municipal de la Ville de Gatineau. Alain Pilon assistera Léo Duguay à l'égard des relations gouvernementales (RG)

Jack Silverstone, LLB, a été chef de cabinet du ministre de la Citoyenneté et de l'Immigration (2005-2006) et a occupé le même poste au sein de Ressources humaines et de Développement des compétences Canada (2004-2005) et assistera à l'égard de la fonction RG et sera conseiller en affaires juridiques et réglementaires.

Brian Bruce qui a acquis plus de 25 années en approvisionnement gouvernemental, surtout au niveau des communications, sera conseiller en problématiques de procurement et d'achat.


Wendy Cumming, ancienne vice-présidente principale chez Hill & Knowlton comptant plus de 30 années d'expérience en relations publiques, en marketing, en préparation de porte-paroles, en environnements réglementaires (déplacements/transfrontaliers, finances, santé) et en gestion des enjeux guidera un programme d'établissement de profils intégré avec des stratégies numériques et de RG.

Isabelle Perreault, une stratégeste d'expérience avec un horizon varié en transformation numérique, en engagement du consommateur et en commercialisation au détail supervisera la recherche et les données numériques, les stratégies et les campagnes d'applications sociales et mobiles et travaillera avec les hauts dirigeants de TI tel que requis au niveau de la stratégie numérique de l'entreprise et de la planification technologique.

Léo Duguay et le Rothwell Group offrent un service de direction exécutive qui renforcera la crédibilité de l'Association auprès du gouvernement, les consommateurs et le grand public tout en fournissant un appui à l'Association dans les domaines clés que les membres exigent.

Les qualifications plus détaillées des membres de l'équipe paraissent sur les pages qui suivent.

Respectueusement,

A handwritten signature in blue ink, consisting of several loops and a long horizontal stroke ending in a vertical line.

Léo Duguay  
Directeur  
The Rothwell Group Inc.



**Executive Management, Government & Public Relations**  
**For the**  
**Frontier Duty Free Association (FDFA)**

**Submitted by**  
**The Rothwell Group**  
**April 30, 2018**

**The Rothwell Group Inc.**  
*Corporate and Public Policy Solutions*

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## 1. GOVERNMENT RELATIONS EXPERIENCE

The Rothwell Group brings together a team of highly experienced public affairs practitioners who have earned a respected reputation for providing results for public and private sector clients alike. Each member of the team brings at least twenty-five years of experience in a variety of areas including public administration, policy development, advocacy, procurement, immigration law and policy and strategic counsel.

This proven know-how is provided to clients as they seek to achieve their public affairs and goals. Our team members have worked with virtually every department in government, and have worked with several Prime Ministers, Premiers and their Cabinets. The relationships that we have developed over the years with members of the public service, with politicians and with the community at large contribute measurably to our ability to provide our clients with the tools they need to achieve success.

Next, we provide the detailed government relations expertise and client examples for our two primary GR leads.

### **Léo Duguay**

Since 1996, Léo has represented clients in 123 different lobby registrations with expertise in 79 different subject matters\*<sup>1</sup> as follows:

Subject Matter/Expertise:

- Industry
- Environment
- Taxation and Finance
- Health
- Government Procurement
- Transportation
- Infrastructure
- International Trade
- Consumer Issues
- Internal Trade

Client Examples:

#### Duty Free

DFA 25 years — Several regulatory changes most notably allowance changes from \$25 to \$800  
IAADFS — World Health Organization attempt to ban Duty Free cigarettes thwarted  
FDFA — on Tobacco Duties and Flavored cigarettes

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<sup>1</sup> Source: The Federal Lobby Registry

#### Retail Consumer Issues

##### Tobacco/Alcohol

Ontario Flue Cured Tobacco Growers Association — Federal Government \$300 million to buy out the growers

NJOY — E-cigarettes New legislation before the House of Commons

IAADFS — WHO banning tobacco taxes at Duty Free Canada withdrew its support

Food and Consumer Products of Canada — ongoing labelling issues

Labatt's — Fetal Alcohol Syndrome Bottle labelling rejected

DeBeers Diamonds — Licensing and environment issues

Chocolate Products — Obtained additional Sugar Quota

#### Communications and Technology

Bell — Ongoing regulatory issues

Telus — Bell MTS merger in Manitoba

Motorola — Since 2003 ongoing procurement and regulatory issues

Open Text — Procurement of significant standing offer for OT products

Sirius Canada — Licensing issues

USA Digital Radio — Digital Audio Broadcasting licensing in Canada

#### Environment

Dow Corning — Toxic labeling regulations changed

Tree Canada — Carbon Capture for MPs successful

#### Associations

Métis National Council

Société en Français

Fédération des francophones et Acadiens hors Québec

Tribal Council Investment Group of Manitoba — securing FED Health contracts successful

100<sup>th</sup> Anniversary of Grey Cup committee — secured \$5 million in funding

#### Transportation

West Jet — Successful changes to the Competition act

OmniTRAX — Since 1995 regulatory and subsidy issues. Negotiated purchase of rail line and Port of Churchill

National Relocation services — Succeeded in settlement of \$41 million from Federal Government for Damages

Decision Sciences International Corporation

## **Alain Pilon**

Since 2002, Alain has represented clients in 109 different lobby registrations<sup>2</sup> with expertise across the following subject matters:

Subject Matter/Expertise:

- Government Procurement
- Environment
- Industry
- International Trade
- Energy
- Sports
- Taxation and Finance
- Health
- Transportation
- Regional Development

Client Examples:

- The Canadian Olympic Committee
- The Canadian Football League
- Skate Canada
- International Trucks
- Electric Mobility Canada
- Renault
- Nissan
- Envoy Relocation Services
- Bennet Environmental Industry
- Bruce Power

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<sup>2</sup> Source: The Federal Lobby Registry

## 2. EXECUTIVE DIRECTOR AND BOARD EXPERIENCE

Rothwell client service team members are experienced as both active executive/board members, and work effectively within client Board governance, input/approval and reporting structures.

### **Léo Duguay**

Léo Duguay has worked extensively with national boards, and held executive board positions as Vice Chair Tree Canada, who proudly planted the 82<sup>nd</sup> millionth tree this year near Parliament Hill; President, Canadian Association of Former Parliamentarians (MPs and Senators) (2009 – 2014); President, Government Relations Institute of Canada (2006 – 2009); President, Manitoba Teachers Society; and President, Canadian Teachers Federation.

### **Alain Pilon**

Alain Pilon has held several public elected and board positions as follows — Gatineau City Councillor (2005-2009); Board of the Public Transit in Gatineau (Société de Transport de l'Outaouais 2005-2009); and is currently President of the Board of directors for a Citizens association (Association des résidents du Plateau (2000-05 and 2015-present).

### **Jack Silverstone**

Jack Silverstone has served in a number of prestigious roles, including National Executive Director and general counsel and then Executive VP & General Counsel to a major Canadian advocacy NGO; legal counsel for an organization before federal commissions of inquiry; Board member of an international association for material restitution claims from WW 2; Executive Director Canadian Association of Former Parliamentarians 2010 -2014; and is currently on the governance committee of the Friends of the Canadian War Museum.

### **Wendy Cumming**

Wendy Cumming brings extensive executive director and board experience to this assignment. As Executive Director (interim) for Experiences Canada (formerly SEVEC) — a national student exchange program funded by Canadian Heritage, Wendy worked closely with the Board Chair, Board members, staff, travel vendors, parents/students and communities to ensure safe travel, operations and financial management for the annual travel for 5,000 students and group leaders.

Wendy's board experience spans not-for-profit boards and Government of Canada agencies with GIC (Governor-in-Council) appointments. Wendy's work with boards includes board recruitment and retention activities; board member announcements and promotion; briefings, presentations and reporting; environmental scan and positioning/strategy development; issues and crisis management training; and issues/crisis incident management.

### **Isabelle Perrault**

Isabelle Perrault currently serves as a Board Member of the Ottawa Youth Services Bureau Foundation as well as Boxing Canada, and is a past President of the International Association of Business Communicators, Ottawa Chapter. In addition, Isabelle is an active member of Women in Communications and Technology, and sits on the advisory committees of Ringside for Youth and Informed Opinions.



### 3. PUBLIC RELATIONS, DIGITAL AND SOCIAL MEDIA

Wendy Cumming and Isabelle Perrault will develop the integrated PR, digital and social strategy / program that will deliver on national profile-building, member, and retail marketing goals and will support GR activities within a highly regulated, multi-sector environment.

Wendy's PR and marketing experience with Greyhound (Canada and Canada-US routes), additional travel industry expertise (TIAC, Destination Marketing Organizations/DMOs, VIA Rail Canada), CBSA's Nexus program, Canada Revenue Agency, RCMP, Labatt, Canadian Centre on Substance Use and Addiction (cannabis product regulation, education and market entry) and multi-year engagement with American Express will bring significant leadership and value to FDFA's current mandate, membership relations and continued influence/effectiveness.

In addition, Wendy's Executive Director and board experience ensures alignment between the executive team management role, board governance, direction and input and staff/vendor management. Major event and trade show management/execution for the Federation of Canadian Municipalities, with TIAC and the Canadian Association of Journalists as well as various Government of Canada departments and not-for-profit organizations are included in the experience that Wendy brings to this assignment.

Isabelle brings a diverse background in digital transformation, consumer engagement and online marketing and is tech savvy in consumer-focussed geo-targeting, beacon and GPS technologies. For over 20 years, Isabelle has been counselling organizations such as the Ottawa Senators Hockey Club, Canada Soccer, Canadian Medical Association and Giant Tiger developing customer outreach and marketing/engagement strategies, designing programs that understand the consumer buying journey and its key touchpoints, and building integrated business and digital road maps.

An integrated PR and digital/social marketing strategy and program will be developed based on FDFA's success to date; informed by members' needs, consumer research, and market opportunities; deliver against GR priorities; and be guided by Board input and direction.

Industry-leading profile-building practices in reputation stewardship; direct-to-consumer/stakeholder engagement; partnerships; media; advertising, content marketing, SEO (Search Engine Optimization) and SEM (Search Engine Marketing); mobile strategies, geo-targeting and marketing (beacons, etc.), and website/social media management will be used to develop FDFA's customized PR/digital program.

#### 4. BILINGUALISM CAPABILITY

The Rothwell Group brings an experienced executive management team with bilingual roots in Quebec, Ottawa-Gatineau and Manitoba. Team members have lived and led campaigns in every Canadian province and territory and are/have delivered bilingual campaigns for U.S. travel and consumer clients in New York, Dallas and Seattle.

- Léo Duguay — Fully bilingual; French 1<sup>st</sup> language
- Alain Pilon — Fully bilingual; French 1<sup>st</sup> language (Bachelor Degree, Master Degree, and one-year Doctoral degree were completed in French at the University of Montréal)
- Jack Silverstone — Fully Bilingual; English 1<sup>st</sup> language
- Brian Bruce — Conversant in French; English 1<sup>st</sup> language
- Wendy Cumming — Fully Bilingual; English 1<sup>st</sup> language
- Isabelle Perreault — Fully Bilingual; French 1<sup>st</sup> language

## 5. TEAM EXPERIENCE AND EXPERTISE



**Léo Duguay**  
**Team Leader and Principal,**  
**The Rothwell Group**

Prior to joining the Rothwell Group in 2006, Léo Duguay held the position of Senior Vice President with a major international public affairs firm where he provided government relations counsel across a broad spectrum of industry sectors.

A former Conservative Member of Parliament for St. Boniface, Manitoba, Mr. Duguay served on the House of Commons Standing Committees on: Health & Welfare; Transport; Official Languages; and Employment and Immigration. He also served as Canada's representative on the Human Rights Committee at the United Nations 40th Assembly.

Following his House of Commons career, Léo was Chief of Staff to the Minister of Foreign Affairs before forming his own consulting firm in 1990. Through his ownership of Duralex Management Inc. he provided consulting services to many leading Canadian and North American organizations.

Prior to his election to the House of Commons, Léo was a teacher and high school principal as well as an active citizen, serving on the boards of several community organizations and receiving numerous awards in recognition of that service. These include Member of the Order of the Buffalo Hunt, and Chevalier Ordre de la Pleiade. Léo is a Member of both the Manitoba Hockey Hall of Fame and the Manitoba Sports Hall of Fame.

Léo is a Past President of the Canadian Teachers Federation and the Government Relations Institute of Canada. He has served five years as President of the Association of Former Parliamentarians (MPs and Senators). The Hill Times has recognized Léo as one of the top one hundred Lobbyists.

Léo's role will include:

- Liaise between active members and the Federal Government
- Represent the FDFA and its membership to other industry-related associations such as the retail Council of Canada and the Tourism Industry Association of Canada
- Facilitate overall communications between the Association, its membership, and the public at large

- Direct and oversee the FDFA Annual Convention and Trade Show
- Subject to Board approval, act as spokesperson for the Association
- Direct the Rothwell Team who will act as Secretariat for the Association
- Coordinate advocacy and business resources for Members
- Lead the Association's Government Relations program
- Perform other duties as may be assigned by the Board of the Association



**Alain Pilon, Senior Government Relations Advisor and Principal,  
The Rothwell Group**

Alain Pilon joins The Rothwell Group as Principal bringing over 30 years of experience in the public affairs domain at the federal provincial and municipal levels of government, including 10 years of experience as a senior ministerial staffer in Ottawa.

He began his career as a ministerial assistant serving as Legislative Assistant to the Deputy Prime Minister. He went on to become Chief of Staff to the Government Leader in the House of Commons which placed him at the heart of the day-to-day operations of Parliament and the Government of Canada. He was also Chief of Staff at the Canadian International Development Agency and then at the Department of Public Works and Government Services where he advised the Minister on all matters pertaining to federal procurement of billions of dollars worth of goods and services from the private sector.

Upon leaving the federal government Alain joined a multinational public affairs consulting firm in Ottawa advising local, national and foreign-based corporations and non governmental organizations on a broad range of public policy issues.

In 2005 Alain was elected to Council in the City of Gatineau, the fourth largest municipality in the Province of Quebec. During his tenure he was the Chair of the Sport and Leisure Commission and he served on the Board of Directors of Société de Transport de l'Outaouais. In this capacity Alain was required to manage close working relationships with relevant bureaucratic and political officials in Quebec City.

Alain's expertise in navigating complex bureaucratic and political structures both in Ottawa and in Quebec constitutes an invaluable resource to our clients.

Alain gained a Masters Degree in Social Science from the University of Montreal. He is married and is the proud father of two sons. In his spare time, he coaches downhill skiing and tennis.

Alain's role will include:

- Senior counsel for the Association's Government Relations program, providing Québec-specific contacts and expertise



**Jack Silverstone, Government Relations Counsel  
The Rothwell Group**

Jack Silverstone, B.A., B.C.L., LL.B. (McGill), is an Ottawa-based lawyer. He was chief of staff to the Minister of Citizenship and Immigration (2005-06) and before that held the same position at Human Resources and Skills Development Canada (2004-05).

Earlier in his career, he was a Canadian foreign service officer and had diplomatic and consular postings in Mexico, the U.S. and the Caribbean and served in the Economic Law section while at the Department of Foreign Affairs in Ottawa.

Jack also held CEO and senior legal advisory positions in the NGO sector. He has lectured on immigration law as well as on human rights, employment law and the law relating to lobbying.

He served as a primary reserve legal officer in the office of the Judge Advocate General of the Canadian Forces.

Most recently Jack was the Executive Director of the Canadian Association of Former Parliamentarians.

Jack's role will include:

- Senior counsel for the Association's Government Relations program, will advise on legal and regulatory matters and provide Canada-U.S. expertise



**Brian K. Bruce, Government Relations Counsel and Senior Associate,  
The Rothwell Group**

Mr. Bruce has over 30 years in both the public and private sectors with extensive experience in procurement, telecommunications and management.

Brian's background includes planning, design, procurement, acquisition and implementation of national voice/data solutions for one of the largest Government of Canada departments spanning 25 years. In the private sector, Brian has assisted a diverse group of companies in the security, sports, webcasting, leasing, insurance, consulting, construction trades, telecommunications and non-profit businesses to improve upon their processes and procurement/acquisition strategies. Including new start-ups with their initial development of new business streams, planning and sales approaches.

He is well known for strong leadership and interpersonal skills demonstrated through his numerous achievements. Brian has an outstanding capacity for analyzing, understanding, and resolving complex business needs. His hands-on approach in a boardroom or on an implementation site has impacted most Canadians.

He provides procurement, consulting and web development services for a long list of satisfied clients.

Brian remains very active in sports today. He has coached successfully at the world level, former owner of the Kanata Juniors, a North American Fastball team. In 2006, he was elected for two terms as President & CEO of Camelot Golf and Country Club, a private equity company, and remains an avid golfer.

Brian's role will include:

- Senior counsel for the Association's Government Relations program, providing procurement counsel and expertise



**Wendy Cumming**

**Senior Advisor, PR, Marketing, Member/Stakeholder Engagement and Issues Management**

Wendy Cumming brings more than 30 years' experience in leadership positioning and profile-building; market development-expansion within regulatory environments (travel/cross-border, financial, health); board/member/consumer/stakeholder engagement; new product/service design, launch and roll-out; media training and spokesperson preparedness and issues/crisis management for Canada's leading corporations and national programs.

Born and raised in Montreal, Wendy has held VP positions with Weber Shandwick (Vancouver, Toronto and Ottawa) and Hill & Knowlton Canada (Senior Vice President), with a demonstrated experience and a proven track record in bilingual programs as follows:

Air New Zealand	Prime Minister's Award for Teaching Excellence
American Express	RCMP
Canada Revenue Agency	St. Lawrence Seaway Management Corporation
CBSA Nexus Program	SEVEC national student exchanges (now Experiences Canada)
Federation of Canadian Municipalities (FCM)	Tourism Industry Association of Canada
Greyhound Canada-US and First Group UK (parent company)	Senate of Canada
Health Canada	Universities Canada
Holiday Inns Worldwide	Vancouver Port Corporation
Labatt	VIA Rail Canada
McDonald's Restaurants	

Wendy's role will include:

- Board Chair and member engagement, presentations/briefings and reporting
- Public relations and marketing strategy/profile-building program development and team oversight
- Member, consumer and stakeholder engagement
- Media training and spokesperson preparedness
- Media, advertising program and content development
- AGM, Convention and Trade show / event management
- Issues preparedness and management





**Isabelle Perreault**  
**Senior Advisor, Digital Strategy, Marketing and Consumer Engagement**

Isabelle Perrault is a bilingual, experienced strategist with a diverse background in digital transformation, consumer engagement and marketing. For over 20 years, Isabelle has been guiding organizations such as the Ottawa Senators Hockey Club, Canada Soccer, Canadian Medical Association and Giant Tiger develop customer outreach and engagement strategies and building integrated business and digital road maps.

She is President and Founder of Differly, a Digital Transformation and IT consultancy. Prior to launching Differly, Isabelle led one of the first Digital Transformation Practices in Canada as Vice president with Stratford Managers. Before that, she was head of Digital Strategy and Director of Marketing for the Ottawa Senators NHL Hockey Club where she was responsible for driving profitable growth of all ticketing products and responsibility for consumer strategies, brand and all digital channels.

Isabelle is a Board Member of the Ottawa Youth Services Bureau Foundation as well as Boxing Canada and a past President of the International Association of Business Communicators, Ottawa Chapter. She is an active member of Women in Communications and Technology and sits on the advisory committees of Ringside for Youth and Informed Opinions. Isabelle is also the mother of three young girls and a champion for women in high growth tech sectors.

Isabelle's role will include:

- Play a lead role in the development of an integrated marketing and communications strategy and identifying key performance indicators
- Play a lead role in campaign design and development as well as execution as required
- Assist with or lead as required any consumer market research, experience mapping or usability testing
- Oversight of digital marketing and consumer awareness strategies (e.g. content marketing, social media strategy, direct to consumer, partnerships with key stakeholders)
- Oversight or strategic input into channel strategies (e.g. website, email marketing, mobile and apps. etc.)
- Work with senior IT leaders as required on enterprise digital strategy and technology planning
- Serve as an advisor on trends and best practices as it relates to consumer engagement and experiences, particularly as it relates to digital technology

## 6. FEE STRUCTURE

Our proposed fee for the association services identified in our offer will be \$12,500 per month plus any applicable taxes. Fees include FDFA's use of our full-size Boardroom (based on availability).

Expenses will be billed at cost and any significant expenses will be cleared in advance by an authorized FDFA representative.

Should specific work be requested which is outside of this agreement, i.e. formal legal opinion or legal action, specific marketing campaigns, web site reconstruction, etc. — these would be agreed upon in advance and billed on an hourly basis.

Invoices will be provided on monthly basis and be payable within 15 days.

Of note: Our services will be available to all FDFA members, i.e. the individual store, based on a project fee determined by the scope of work requested.