

**IN-
HOUSE**

Lobby SHOPS

ASSOCIATIONS and More ...

**TOP
100
LOBBYISTS
OF THE 44TH PARLIAMENT**

YOUR COMPLETE REFERENCE GUIDE TO THE **TOP-
PERFORMING GOVERNMENT RELATIONS EXPERTS**





THE HILL TIMES

Compiled by Hill Times Publishing
Designed by Joey Sabourin & Naomi Wildeboer

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The Hill Times lists the best lobbyists working on the federal scene for the past three years. Your complete reference guide to the current top-performing government-relations consultants, industry representatives, and influencers making their mark in Ottawa.



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01 | TOP 100 LOBBYISTS 2023





Innovation Minister François-Philippe Champagne was the top-lobbied cabinet minister in 2022. *The Hill Times* photograph by Andrew Meade

Top 100 Lobbyists in 2023: green tech and economy boosting set for top advocacy priorities in 2023, say lobbyists

Lobbyists anticipate this year's federal budget could be the last before the next election.

BY JESSE CNOCKAERT, STEPHEN JEFFERY

Lobbying activity related to building the economy and the green technology sector will likely find traction in 2023 as the parties look ahead to a possible federal election before 2025, according to lobbyists.

"I honestly think a lot of what will define 2023 is what will or will not be in the budget. I think Canadians are facing hard economic times. I think that's going to be front and centre," said Daniel Perry, a Summa Strategies consultant and conservative commentator. "I think if you were in the green-tech sector, you're going to have a great 2023. If you're in the agriculture sector, or if you're in parts of the financial sector, such as open banking, you're probably not going to have the same year as others, just because the government's really focusing on resetting the economy, [and] looking to fund green-tech projects."

The 2023 federal budget is to be unveiled on March 28, which Perry said he expects to be the "budget of austerity." He said

the Liberals will likely favour projects that boost the economy for the rest of 2023 in order to secure a strong position if an election comes in the near future.

"I think the government's going to have to walk this very, very fine line of looking to save money, but also at the same time allowing enough money to be put back into our economy so that we don't go into a recession," said Perry. "The reality is, if the Liberals do go into the election, either later this year or even next year, and the economy isn't coming along, they might have some real problems."

Kevin Bosch, a managing partner with Sandstone Group, told *The Hill Times* that the anticipation of an election makes it a critical time for lobbying, as the parties prepare their platforms. Parties begin thinking about their platforms a year or more in advance of an election, he said.

"I'm not expecting an election this year, although surprises do happen in a minority government. But I am thinking, obviously in 2024 or 2025 ... we are going to have an election," said Bosch, who is also a former deputy director of the Liberal Research Bureau. "Often parties will match each other at election time. They'll say, 'Okay, this party promised pharmacare, so we're going to promise it, too.' If you can get a given idea that you're pushing for into a platform, it's almost like a gold medal in the lobbying world."

A major driving factor for the federal government will likely be the electrification of the economy, according to Bosch. "We're moving towards net zero. Anything related to clean energy, [and] moving off of carbon ... is going to be hot," he said. "If we're all going to be driving electric cars ... we're going to have to revolutionize the electric grid in Canada. I think there'll be a lot of desire for the government to get active on that, whether it's

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building up the grids or building the cars or building the net zero future THAT we're all aiming towards. I think that's going to be the theme of the next 10 or 20 years, let alone the next year."

Jacque LaRocque, founder of the consulting firm Compass Rose and a former Liberal ministerial Hill staffer, told *The Hill Times* that this year's budget will likely be the last before an election is called, and so eyes will be on the Liberal government to release concrete plans to carry-forward its commitments.

"When you're realistically looking at a forthcoming, [and] likely last budget before the next election, you look at the commitments that the government's made, and you say, where to next? What now?" she said. "Watchers are really seeking to get beyond words by looking at, what are the details of that fiscal responsibility? And at the same time, where are the plans for growth of our economy, because without the growth of our economy, the other commitments that are in platforms ... cannot get implemented."

Credibility and thinking outside the box key for lobbyists in 2023

Lobbyists who wish to succeed in this environment need a combination of credibility, subject matter expertise, and a willingness to try new approaches on behalf of their clients or organizations, according to some consultants.

"I believe the success of our team ... is about mastery of our subject matter and credibility in representing clients to the federal government," said Chris Benedetti, managing partner at Sussex Strategy. "You have to understand both how government works, but also understand how your issue and subject matter fits into the larger agenda and how to find alignment between the two."

That view was echoed by Sheamus Murphy, partner and federal practice lead at Counsel Public Affairs. In addition to the ability to communicate complex issues clearly and effectively, Murphy said commanding both trust and respect were vital for top lobbyists.

Rather than "connections, the number of meetings or adaptability," Murphy said top lobbyists reflect attributes such as a commitment to "contributing to the broader public debate and working across partisan lines," the achievement of wins for their clients or sector on issues of national importance, and "enhancing the reputation of the lobbying industry as a whole, as a leader within their own firm [or] organization and as an ethical contributor to better public policy."

Kate Harrison, vice-chair at Summa Strategies, said that being an

effective lobbyist involved putting aside your own partisan views to navigate government and major issues.

"You need to be able to put yourself in decision-makers' shoes even if you have nothing in common with them, and guide your client accordingly," she said.

Dave Carey, vice-president of government and industry relations at the Canadian Canola Growers Association, said top lobbyists "are able to disagree without being disagreeable by focusing on bad policy, not bad people."

"They have seats at tables where decisions are made," he said. "They are sought out by parliamentarians, department officials and industry leaders for their input and opinion on key issues. They are listened to, respected and used as sounding boards."

Carey said those skills are important, as "Ottawa has never been more crowded, with parliamentarians still stuck between in-person and virtual."

Ashton Arsenault, vice-president at Crestview Strategy, said he expects that virtual meetings could become a permanent fixture of lobbying, which made it important for lobbyists to be able to master both in-person and online versions.

"COVID fundamentally changed how we engage with decision-makers and stakeholders," he said.

Visibility is important, but a lobbyist's effectiveness should not be measured by the number of meetings held or communication reports filed with the federal lobbyists' registry, Arsenault said. "An effective federal lobbyist, above all else, is somebody who is able to consistently achieve objectives on behalf of their clients or organization," he said. "In short, drive outcomes."

For newer members of the profession, Christian von Donat, vice-president of government relations and strategy at Impact Public Affairs, recommended thinking outside the box.

"Over my seven years with Impact, it's been the constant push to think innovatively and to not be afraid to try new strategies that have yielded some big wins on behalf of clients I work with," he said. "Politicians and staff are so conditioned to 30-minute meetings, evening receptions, one-pagers... the true test for top lobbyists is breaking out of what is perfectly fine in order to deliver something special."

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Top 100 Lobbyists 2023

The Hill Times compiled this list after reaching out to more than 30 lobbyists, including both in-house representatives and consultants, on background for input. The list is not a popularity contest, but is intended to showcase prominent lobbyists at the federal level based on their reputation and perceived effectiveness, as judged by their peers. This list was compiled by *The Hill Times* reporter Jesse Cnockaert and Lobby Monitor editor Stephen Jeffery, and organized alphabetically by the lobbyist's last name.

| Lobbyist | Title | Organization |
|---------------------|---|--|
| Andre Albinati | Principal | Earncliffe Strategy Group |
| Ashton Arseneault | Vice-president | Crestview Strategy |
| Chris Aylward | National president | Public Services Alliance Canada |
| Jennifer Babcock | Senior director, government and public affairs | Canadian Cattle Association |
| Alana Baker | Senior director, government relations | Automotive Industries of Canada |
| Andrew Balfour | Managing partner (Ottawa) | Rubicon Strategy |
| Tim Barber | Principal | Bluesky Strategy Group |
| Perrin Beatty | President and CEO | Canadian Chamber of Commerce |
| Hardave Birk | Government relations director | Shaw Communications |
| Kevin Bosch | Managing partner | Sandstone Group |
| Michael Bourque | CEO | Canadian Real Estate Association |
| Sam Boutziouvis | Vice-president, government relations | SNC-Lavalin |
| Diane Brisebois | President and CEO | Retail Council of Canada |
| Bea Bruske | President | Canadian Labour Congress |
| Tabatha Bull | President and CEO | Canadian Council for Aboriginal Business |
| Stéphane Cardin | Director of public policy | Netflix |
| Dave Carey | Vice-president, government and industry relations | Canadian Canola Growers Association |
| Philip Cartwright | Senior vice-president | Global Public Affairs |
| Sean Casey | Managing director | PAA Advisory |
| George Christidis | Vice President Government Relations and International Affairs | Canadian Nuclear Association |
| Gary Clement | Director, government relations | TD Bank Group |
| Paul-Émile Cloutier | President and CEO | HealthCareCAN |
| Catherine Cobden | President and CEO | Canadian Steel Producers Association |
| David Cooper | Vice-president, government relations | Centre for Israel and Jewish Affairs |
| Laura D'Angelo | Vice-president, national strategy and public affairs | Enterprise Canada |
| Dennis Darby | President and CEO | Alliance of Canadian Manufacturers and Exporters |
| Paul Deegan | President and CEO | News Media Canada |
| John Delacourt | Senior vice-president | Counsel Public Affairs |
| Joanne Dobson | Senior Director, government relations (federal and Ontario) | Air Canada |
| Bruce Drysdale | Managing partner | Longview Communications |
| Simon Dwyer | Director, government affairs | BCE |
| Kristina Farrell | Director | Temple Scott Associates |
| Deborah Flint | President and CEO | Greater Toronto Airports Authority |
| Marlene Floyd | National director, corporate affairs | Microsoft Canada |
| Cheryl Fougere | Senior manager of government relations | Rogers Communications |
| Pamela Fralick | President | Innovative Medicines Canada |
| Robert Ghiz | President and CEO | Canadian Wireless Telecommunications Association |
| Andy Gibbons | Vice-president | WestJet Airlines |
| Jacob Glick | Vice-president, public policy | Telus Corp. |
| Sarah Goldfeder | Manager of government relations | General Motors of Canada |
| Pierre Gratton | President and CEO | Mining Association of Canada |
| Tim Gray | Executive director | Environmental Defence |
| Susie Grynol | President and CEO | Hotel Association of Canada |
| Kate Harrison | Vice-chair | Summa Strategies |
| Bruce Hartley | Senior partner | Prospectus Associates |
| Katie Heelis | Vice-president and health practice lead | Enterprise Canada |
| Steven Hogue | Director, Global Policy and Public Affairs (Canada) | Pfizer Canada ULC |
| Kelly Hutchinson | Public Affairs counsellor | Compass Rose Group |

Top 100 Lobbyists 2023

| Lobbyist | Title | Organization |
|---------------------|---|---|
| Goldy Hyder | President and CEO | Business Council of Canada |
| Dan Kelly | President, CEO, and chair | Canadian Federation of Independent Business |
| Lauren Kennedy | Director, public affairs | Chicken Farmers of Canada |
| Jason Kerr | Managing director, government relations | Canadian Automobile Association |
| Brian Kingston | President and CEO | Canadian Vehicle Manufacturers' Association |
| James Kusie | Vice president, public and government affairs | Imperial Oil |
| Tim Lambert | CEO | Egg Farmers of Canada |
| Eric Lamoureux | Managing partner | PAA Advisory Conseils |
| Jacquie LaRocque | Principal | Compass Rose Group |
| Jacques Lefebvre | CEO | Dairy Farmers of Canada |
| Megan Leslie | President and CEO | World Wildlife Fund |
| Dan Lovell | Senior associate | Sussex Strategy Group |
| Robin MacLachlan | President | Summa Strategies |
| Greg MacNeil | Director of government relations | Irving Shipbuilding |
| Dan Mader | Partner | Loyalist Public Affairs |
| Elise Maheu | Head of government affairs | 3M Canada |
| Monica Masciantonio | Vice-president, government affairs | Scotiabank |
| Kelly Masotti | Vice-president, advocacy | Canadian Cancer Society |
| Bob Masterson | President and CEO | Chemistry Industry Association of Canada |
| Devin McCarthy | Senior vice-president | Sussex Strategy Group |
| Dave McHattie | Institutional relations director | Tenaris |
| Colin McKay | Head of public policy and government relations | Google Canada |
| Don Moors | President | Temple Scott Associates |
| Sheamus Murphy | Partner and federal practice lead | Counsel Public Affairs |
| Derek Nighbor | President and CEO | Forest Products Association of Canada |
| Chima Nkemdirim | Vice-president, government relations | Shaw Communications |
| Wendy Noss | President | Motion Picture Association - Canada |
| Monette Pasher | President | Canadian Airports Council |
| John Penner | Vice-president | Strategy Corp |
| Azin Peyrow | Director, government relations | Canadian Medical Association |
| Beth Potter | President and CEO | Tourism Industry Association |
| Alex Pourbaix | President and CEO | Cenovus Energy |
| David Pratt | Principal | David Pratt and Associates |
| Pierre Pyun | Vice-president, government affairs and public affairs | Bombardier |
| Gordon Quaiattini | Partner | Maple Leaf Strategies |
| Mark Resnick | Managing director | McMillan Vantage Policy Group |
| Chad Rogers | Partner | Crestview Strategy |
| Elizabeth Roscoe | Senior vice-president | Rubicon Strategy |
| Carole Saab | CEO | Federation of Canadian Municipalities |
| Conrad Sauvé | President and CEO | Canadian Red Cross |
| Susan Smith | Principal | Bluesky Strategy Group |
| Jennifer Sloan | Vice-president of public policy (Canada) | Mastercard |
| Andrew Steele | Vice-president | StrategyCorp |
| Leslie Swartman | Senior director, government relations | MDA |
| Robert Taylor | Assistant vice-president, North American advocacy | Railway Association of Canada |
| Gordon Taylor Lee | Managing Partner | NATIONAL Public Relations |
| Matt Thompson | Vice-president, associate general counsel | CORUS |
| Carla Ventin | Senior vice-president, government relations | Food, Health, and Consumer Products Canada |
| Flavio Volpe | President | Automotive Parts Manufacturers' Association |
| Joelle Walker | Vice-president, public affairs | Canadian Pharmacists Association |
| George Wamala | Director, regulatory and government affairs | RBC |
| Huw Williams | President | Impact Public Affairs |

Top 10 lobbied ministers in 2022

| Name | Role(s) | Communications |
|-----------------------------|--|----------------|
| François-Philippe Champagne | Minister of Innovation, Science and Industry | 283 |
| Jonathan Wilkinson | Minister of Natural Resources | 205 |
| Steven Guilbeault | Minister of Environment and Climate Change | 199 |
| Marie-Claude Bibeau | Minister of Agriculture and Agri-Food | 177 |
| Omar Alghabra | Minister of Transport | 154 |
| Randy Boissonnault | Minister of Tourism and Associate Minister of Finance | 145 |
| Jean-Yves Duclos | Minister of Health | 115 |
| Chrystia Freeland | Deputy Prime Minister and Minister of Finance | 103 |
| Mona Fortier | President of the Treasury Board | 87 |
| Mary Ng | Minister of International Trade, Export Promotion, Small Business and Economic Development | 81 |

This table shows the federal ministers who were listed in the most communication reports in 2022. Information courtesy of the federal lobbyists' registry.

Top 10 lobbied departments in 2022

| Department/Institution | Communications |
|---|----------------|
| House of Commons | 10,170 |
| Innovation, Science and Economic Development Canada | 3,118 |
| Environment and Climate Change Canada | 2,040 |
| Finance Canada | 1,764 |
| Natural Resources Canada | 1,651 |
| Global Affairs Canada | 1,465 |
| Senate of Canada | 1,374 |
| Prime Minister's Office | 1,301 |
| Health Canada | 1,218 |
| Canadian Heritage | 1,060 |

This table shows the federal departments that appeared in the most communication reports in 2022. Information courtesy of the federal lobbyists' registry.

Top 10 lobbied issues in 2022

| Topic | Communication Reports |
|--------------------------|-----------------------|
| Environment | 5,528 |
| Economic Development | 4,910 |
| Health | 4,220 |
| Industry | 3,965 |
| Energy | 3,838 |
| Agriculture | 3,253 |
| Climate | 3,099 |
| Science and Technology | 2,845 |
| International Trade | 2,652 |
| Research and Development | 2,625 |

This table shows the most frequently listed subject matter for discussion in communication reports filed in 2022. Information courtesy of the federal lobbyists' registry.

Top 10 lobbied public office holders/staffers in 2022

| Name | Role(s) held in 2022 | Office | Communications |
|------------------|--|--|----------------|
| Eamonn McGuinty | Senior Policy Advisor | Minister of Environment and Climate Change | 297 |
| Michael Brewster | Director of Policy (Nature and Biodiversity) | Minister of Environment and Climate Change | 265 |
| Francis Drouin | Liberal MP, and Parliamentary Secretary to the Minister of Agriculture and Agri-Food | | 260 |
| Kevin Deagle | Senior Policy Advisor | Minister of Innovation, Science and Industry | 255 |
| Peter Opdam | Senior Policy Advisor; Policy Advisor | Minister of Innovation, Science and Industry | 231 |
| Kurtis Layden | Senior Policy Advisor | Minister of Environment and Climate Change | 228 |
| Fiona Simons | Director of Policy (Clean Energy and Innovation) | Minister of Natural Resources | 223 |
| Blake Oliver | Senior Policy Advisor | Minister of Natural Resources; Deputy Prime Minister and Minister of Finance | 219 |
| Bianca Hossain | Policy Advisor | Minister of Innovation, Science and Industry | 211 |
| Anson Duran | Senior Policy Advisor | Minister of Innovation, Science and Industry | 208 |

This table shows the designated public office holders or staff members who appeared in the most communication reports in 2022. Information courtesy of the federal lobbyists' registry.

02 | TOP 100 LOBBYISTS 2022





Innovation Minister François-Philippe Champagne was the top-lobbied cabinet minister in 2021. *The Hill Times* photograph by Andrew Meade

Top 100 Lobbyists 2022: Hybrid model is new norm for lobbyists tired of virtual meetings

After years of mostly virtual meetings, lobbyists are ready to embrace a hybrid model balancing remote communications with in-person events. But mostly lobbyists want to get back to meeting people.

BY JESSE CNOCKAERT

A return to more in-person meetings in 2022 may reduce the extraordinarily high level of government engagement that has been typical during the COVID-19 pandemic, but probably not down to pre-pandemic levels, according to some lobbyists.

"I think we may already be starting to see a tapering-off as we bounce back from COVID," said Jason Kerr, president of the Government Relations Institute of Canada (GRIC). "As we begin, increasingly, to resume regular in-person meetings with officials in the coming months, I think we will see a natural corresponding

shift downward in lobbying activities, because there just would not be enough time in the day to keep those levels up."

Lobbyists who have relied almost exclusively on virtual meetings to connect with government officials for the past two years during the pandemic are increasingly viewing in-person meetings as an option again as pandemic restrictions show signs of lifting across Canada, according to Kerr, who is also the managing director of government relations for the Canadian Automobile Association. On March 8, the Government of Ontario announced plans to scrap most mask mandates beginning on March 21 in the province, including in schools, restaurants, gyms, and stores, with other remaining health restrictions to drop by the end of April.

Lobbying activity surged during the COVID-19 pandemic, with the number of active registrations on the federal lobbyists' registry reaching a peak of 4,849 as of March 10, 2022, the registry shows. The fiscal year period between April 2020 and March 2021 included a record-setting average of 4,520 active registrations each month, according to an Office of the Commissioner of Lobbying annual report released on June 15, 2021. The pandemic also resulted in a record of 29,029 monthly communication reports filed for the 2020-2021 fiscal year, according to the registry.

The high volume of lobbying during the pandemic may be partly attributed to most of the meetings occurring virtually, according to Kerr. Virtual meetings don't require any travel time, which potentially allows lobbyists and parliamentarians to squeeze more meetings into a day, he said. The return of in-person meetings, and the travel required to participate in them, could reduce the amount of time spent lobbying, he said.

Top 100 Lobbyists in 2022

“Think about walking down Sparks Street, going through security, [and] waiting around in all its forms. It eats up a lot of a lobbyists’ time,” said Kerr. “The ability to take back-to-back meetings without having to work in travel time is especially efficient for government relations professionals, as well as elected officials.”

Even with a possible reduction in total meetings in 2022, there are many lobbyists and parliamentarians who are eager to return to more in-person meetings, according to Kerr. In-person engagements are expected to also increase in the summer as the warmer weather sets in, he said.

“Typically, I would say the ability to build a relationship with those you’re meeting as you arrive and exit through informal chit-chat is missed in a virtual world, as is the ability to read nonverbal cues,” said Kerr. “For the GR community as a whole, I think the opportunity to gather and network is something that’s really been missed, and will be great to get back to, and give us a reason to get away from our screens.”

Daniel Perry, a consultant for Summa Strategies and a Conservative strategist, agreed that virtual meetings can be more efficient in terms of time, and he also said there is an appetite among lobbyists and government officials to resume in-person meetings because they are “tired of being behind computer screens.”

“I think the convenience of having back-to-back meetings is outstanding, and not having a commute time,” said Perry. “At the same time, that face-to-face is very important to help build relationships. I think when it comes to lobbying, what we’ll be seeing is that throughout the day we’ll be having a lot of meetings virtually, but then at night we’ll be seeing traditional receptions come back so we’ll be able to see the people you talked with earlier.”

Perry began as a consultant at Summa in January 2021, while the pandemic was already underway. Perry said that what he looks forward to about an increase in in-person meetings is the opportunity to meet face-to-face with people who he’s gotten to know only through emails and phone calls.

A slight decrease in lobbying activity in 2022 compared to the last two years may also be expected because organizations have gained more experience in understanding the emergency federal programs related to the pandemic, he said.

“At the beginning of the pandemic, people didn’t know what was going on. There was a lot of money on the table, [and] no one really knew how to access that,” he said. “No one knew what was going on, so they turned to government relations professionals to

provide some insight and some advice on how best to approach the government, whether that was how to access programs, or to provide support or solutions to the challenges that Canadians are facing.”

Perry said he expects a “small decrease” in overall lobbying in 2022, but said engagements could still be higher than pre-pandemic years. Parliamentarians and government staff wanted to show leadership during the pandemic by making themselves available to lobbyists, and there is now an expectation for that level of availability to continue, Perry said.

Christian von Donat, vice-president of government relations and strategy at Impact Public Affairs and former chief of staff to Liberal MP Yvonne Jones (Newfoundland and Labrador), told *The Hill Times* he has in-person meetings scheduled for the remainder of March, including with dozens of MPs across different parties.

“I don’t think virtual meetings have, or ever really did, fully replace in-person [meetings]. I think when you’re meeting with somebody in a virtual setting, you can have technology issues. Sometimes the meeting isn’t as clear, or you’re not able to communicate effectively. I feel there’s a bit of a relationship side that’s lacking,” he said. “I also hear from Parliamentarians and ministerial staff that they’re very keen to meet in-person again. I think that people don’t want to sit home like they have for two years. We’re social people. Engagement and interactions, and those types of physical meetings, I think are part of human nature.”

Barbara Fox, CEO of Enterprise Canada, said that the hybrid model combining in-person and virtual meetings is “here to stay” because people have realized the efficiency of virtual meetings.

“In the next little while people are going to try to do more in person, just to make that connection, but once that’s done, both [in-person and virtual] are going to be what we see going forward,” she said. “The in-person receptions, I understand, have started up again. I think people are looking forward to those starting up again.”

Some organizations won’t want to let go of virtual meetings because communicating with government officials remotely is less costly than traveling to Ottawa for in-person meetings, said Fox.

“This sort of virtual approach has also leveled the playing field for some of the players that didn’t feel they could be hosting a larger, elaborate Parliament Hill day,” said Fox. “I’ve heard of a lot of smaller groups that say, ‘Now I’m prepared to try this,’ whereas before it was just a little too overwhelming.”

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Top 100 Lobbyists 2022

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|-------------------|---|--|
| Andre Albinati | Principal | Earncliffe Strategy Group |
| Michele Austin | Director, public policy (U.S. and Canada) | Twitter Canada |
| Chris Aylward | National president | Public Services Alliance Canada |
| Alana Baker | Senior director, government relations | Automotive Industries of Canada |
| Andrew Balfour | Managing partner | Rubicon Strategy |
| Tim Barber | Principal | Bluesky Strategy Group |
| Perrin Beatty | President and CEO | Canadian Chamber of Commerce |
| Hardave Birk | Government relations director | Shaw Communications |
| Heidi Bonnell | Vice-president, federal government affairs | Rogers Communications |
| Kevin Bosch | Managing partner | Sandstone Group |
| Sam Boutziouvis | Vice-president, government relations | SNC-Lavalin |
| Diane Brisebois | President and CEO | Retail Council of Canada |
| Bea Bruske | President | Canadian Labour Congress |
| Tabatha Bull | President and CEO | Canadian Council for Aboriginal Business |
| Stéphane Cardin | Director of public policy | Netflix |
| Dave Carey | Vice-president, government and industry relations | Canadian Canola Growers Association |
| Mary Anne Carter | Principal | Earncliffe Strategy Group |
| Philip Cartwright | Senior vice-president | Global Public Affairs |
| Jackie Choquette | Vice-president | Crestview Strategy |
| George Christidis | Director, national and international government affairs | Canadian Nuclear Association |
| Jason Clark | Director, policy and government relations | Clean Prosperity |
| Gary Clement | Director, government relations | TD Bank Group |
| Catherine Cobden | President and CEO | Canadian Steel Producers Association |
| David Cooper | Vice-president, government relations | Centre for Israel and Jewish Affairs |
| Alayne Crawford | Associate partner, federal public sector | IBM Canada |
| Dennis Darby | President and CEO | Alliance of Canadian Manufacturers and Exporters |
| John Delacourt | Vice-president, public affairs | Hill and Knowlton Strategies |
| Joanne Dobson | Director, government relations (federal and Ontario) | Air Canada |
| Hunter Doubt | Director | Global Public Affairs |
| Bruce Drysdale | Managing partner | Longview Communications |
| Simon Dwyer | Director, government affairs | BCE |
| Deborah Flint | President | Greater Toronto Airports Authority |
| Marlene Floyd | National director, corporate affairs | Microsoft Canada |
| Pamela Fralick | President | Innovative Medicines Canada |
| Robert Ghiz | President and CEO | Canadian Wireless Telecommunications Association |
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| Jacob Glick | Vice-president, public policy | Telus Corp. |
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| Lauren Kennedy | Director, public affairs | Chicken Farmers of Canada |

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| Lobbyist | Title | Organization |
|--------------------------|---|---|
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| Brian Kingston | President and CEO | Canadian Vehicle Manufacturers' Association |
| James Kusie | Vice president, public and government affairs | Imperial Oil |
| Tim Lambert | CEO | Egg Farmers of Canada |
| Eric Lamoureux | Managing partner | PAA Advisory Conseils |
| Louis-Alexandre Lanthier | Principal adviser | PAA Advisory Conseils |
| Jacque LaRocque | Principal | Compass Rose Group |
| Brad Lavigne | Partner and vice-president, Western Canada | Counsel Public Affairs |
| Jacques Lefebvre | CEO | Dairy Farmers of Canada |
| Megan Leslie | President and CEO | World Wildlife Fund |
| Jason Lietaer | President | Enterprise Canada |
| Greg MacEachern | Senior vice-president, government relations | Proof Strategies |
| Robin MacLachlan | President | Summa Strategies |
| Greg MacNeil | Director of government relations | Irving Shipbuilding |
| Dan Mader | Partner | Loyalist Public Affairs |
| Elise Maheu | Head of government affairs | 3M Canada |
| Howard Mains | Senior managing principal | TACTIX |
| Monica Masciantonio | Vice-president, government affairs | Scotiabank |
| Kelly Masotti | Vice-president, advocacy | Canadian Cancer Society |
| Bob Masterson | CEO | Chemistry Industry Association of Canada |
| Devin McCarthy | Senior vice-president | Sussex Strategy Group |
| Dave McHattie | Institutional relations director | Tenaris |
| Colin McKay | Head of public policy and government relations | Google Canada |
| Don Moors | President | Temple Scott Associates |
| Sheamus Murphy | Partner and federal practice lead | Counsel Public Affairs |
| Derek Nighbor | President and CEO | Forest Products Association of Canada |
| Azin Peyrow | Director, government relations | Canadian Medical Association |
| Anthony Polci | Chief strategy officer and head of government relations | Canadian Bankers Association |
| Beth Potter | President and CEO | Tourism Industry Association |
| Alex Pourbaix | President and CEO | Cenovus Energy |
| David Pratt | Principal | David Pratt and Associates |
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| Chad Rogers | Partner | Crestview Strategy |
| Elizabeth Roscoe | Senior vice-president | Rubicon Strategy |
| Carole Saab | CEO | Federation of Canadian Municipalities |
| Conrad Sauvé | President and CEO | Canadian Red Cross |
| Susan Smith | Principal | Bluesky Strategy Group |
| Andrew Steele | Vice-president | StrategyCorp |
| Leslie Swartman | Senior director, government relations | MDA |
| Robert Taylor | Assistant vice-president, North American advocacy | Railway Association of Canada |
| Gordon Taylor Lee | Managing Partner | NATIONAL Public Relations |
| Matt Thompson | Vice-president, associate general counsel | CORUS |
| Matt Triemstra | Associate principal | Navigator |
| Lauren van den Berg | Executive vice-president, government relations | Restaurants Canada |
| Carla Ventin | Senior vice-president, government relations | Food, Health, and Consumer Products Canada |
| Michael Villeneuve | CEO | Canadian Nurses Association |
| Flavio Volpe | President | Automotive Parts Manufacturers' Association |
| Joelle Walker | Vice-president, public affairs | Canadian Pharmacists Association |
| George Wamala | Director, regulatory and government affairs | RBC |
| Huw Williams | President | Impact Public Affairs |

Top 10 lobbied ministers in 2021

| Name | Role(s) | Communications |
|-----------------------------|--|----------------|
| François-Philippe Champagne | Minister of Innovation | 224 |
| Jonathan Wilkinson | Minister of Natural Resources | 144 |
| Omar Alghabra | Minister of Transport | 112 |
| Mona Fortier | President of the Treasury Board | 110 |
| Sean Fraser | Minister of Immigration | 108 |
| Steven Guilbeault | Minister of Environment and Climate Change | 102 |
| Marie-Claude Bibeau | Minister of Agriculture | 90 |
| Chrystia Freeland | Finance Minister | 88 |
| Mary Ng | Minister of International Trade | 78 |
| Seamus O'Regan | Minister of Labour | 76 |

This table shows the top 10 most-lobbied members of the current cabinet, based on communication reports filed in 2021. Note that a cabinet shuffle occurred on Oct. 26, 2021, which introduced nine new ministers to the cabinet, as well as changed the roles of some other ministers. Information courtesy of the federal lobbyists' registry.



Most Lobbied Non-Cabinet MPs

| Name | Affiliation/Role(s) | Communications |
|---------------------|---|----------------|
| Francis Drouin | Liberal, parliamentary secretary to the minister of agriculture | 136 |
| Erin O'Toole | Conservative, former Leader of the Conservative Party of Canada (Aug. 24, 2020 to Feb. 2, 2022) | 117 |
| Terry Duguid | Liberal, parliamentary secretary to the minister of environment | 108 |
| Francesco Sorbara | Liberal, former parliamentary secretary to the minister of national revenue (Dec. 12, 2019 to Aug. 15, 2021) | 108 |
| Dan Albas | Conservative, vice-chair of House Finance Committee | 105 |
| Kody Blois | Liberal, chair of House Agriculture Committee | 100 |
| Tony Baldinelli | Conservative, member of House International Trade Committee | 84 |
| Greg McLean | Conservative, member of House Natural Resources Committee | 83 |
| Richard Cannings | NDP, member of House Science and Research Committee | 80 |
| Greg Fergus | Liberal, parliamentary secretary to the prime minister and to the president of the Treasury Board | 78 |
| Patrick Weiler | Liberal, member of House Environment Committee and Indigenous and Northern Affairs Committee | 77 |
| Heather McPherson | NDP, deputy whip of the New Democratic Party | 75 |
| Ed Fast | Conservative, member of House Finance Committee | 74 |
| Lianne Rood | Conservative, deputy whip of the official opposition | 72 |
| Jim Carr | Liberal, chair of House Public Safety Committee. Former special representative for the Prairies (Jan. 12, 2021 to Oct. 26 2021) | 71 |
| Julie Dabrusin | Liberal, parliamentary secretary to the minister of natural resources and to the minister of environment | 71 |
| Ali Ehsassi | Liberal, former parliamentary secretary to the minister of innovation (Dec. 12, 2019 to Aug. 15, 2021) | 71 |
| John Barlow | Conservative, vice-chair of House Agriculture Committee | 70 |
| Randy Hoback | Conservative, vice-chair of House International Trade Committee | 68 |
| Pam Damoff | Liberal, parliamentary secretary to the minister of public safety | 67 |
| John Nater | Conservative, vice-chair of House Canadian Heritage Committee | 66 |
| Tracy Gray | Conservative, member of House Industry and Technology Committee | 65 |
| Ya'ara Saks | Liberal, parliamentary secretary to the minister of families | 65 |
| Matt Jeneroux | Conservative, member of House Transport Committee | 64 |
| Warren Steinley | Conservative, member of House Procedure and House Affairs Committee | 63 |
| Chris d'Entremont | Conservative, deputy speaker and chair of Committees of the Whole | 58 |
| Larry Maguire | Conservative, vice-chair of House Natural Resources Committee | 58 |
| James Maloney | Liberal, member of the National Security and Intelligence Committee of Parliamentarians | 57 |
| Andrew Scheer | Conservative, member Procedure and House Affairs Committee | 57 |
| Bryan May | Liberal, parliamentary secretary to the minister of national defence | 56 |
| Adam van Koeverden | Liberal, parliamentary secretary to the minister of health and to the minister of sport | 56 |
| Jagmeet Singh | Leader of the New Democratic Party | 55 |
| Scott Aitchison | Conservative, member of House Human Resources Committee | 54 |
| Ziad Aboultaif | Conservative, member of House Foreign Affairs Committee | 53 |
| Vance Badawey | Liberal, parliamentary secretary to the minister of Indigenous services | 53 |
| Colin Carrie | Conservative, member of House Environment Committee | 52 |
| Peter Fragiskatos | Liberal, parliamentary secretary to the minister of national revenue | 52 |
| Dane Lloyd | Conservative, member of House Public Safety Committee | 51 |
| Robert Oliphant | Liberal, parliamentary secretary to the minister of foreign affairs | 51 |
| Tako Van Popta | Conservative, member of House Public Safety Committee | 50 |
| Gary Vidal | Conservative, member of House Indigenous and Northern Affairs Committee | 50 |
| Alexandre Boulerice | NDP, former member of House Official Languages Committee (Jan. 25, 2021 to Aug. 15, 2021) | 49 |
| Rachel Bendayan | Liberal, parliamentary secretary to the minister of tourism and associate minister of finance | 48 |
| Andy Fillmore | Liberal, parliamentary secretary to the minister of innovation | 47 |
| Stephanie Kusie | Conservative, vice chair of House Human Resources Committee | 47 |
| Alistair MacGregor | NDP, member of House Agriculture Committee | 47 |
| Lloyd Longfield | Liberal, member of House Environment Committee | 46 |
| Laurel Collins | NDP, member of House Environment Committee | 45 |
| Marcus Powlowski | Liberal, member of House Health Committee | 45 |
| Salma Zahid | Liberal, chair of House Citizenship and Immigration Committee | 45 |

03 | TOP 100 LOBBYISTS 2021





Prime Minister Justin Trudeau, pictured Dec. 7, 2020, and his government have taken an outsized role in the lives of Canadians, thanks to an unprecedented level of spending in response to the pandemic. The record level of spending has also been accompanied by a rise in lobbying activity. *The Hill Times* photograph by Andrew Meade

Top 100 Lobbyists of 2020: Pandemic ushers in explosion of lobbying activity

Adaptability and a large Rolodex made the difference for those seeking access and influence as conversations migrated online over Zoom, say lobbyists.

BY BEATRICE PAEZ AND SAMANTHA WRIGHT ALLEN

The pandemic may have indefinitely suspended most in-person lobbying campaigns and social engagements, but lobbyists say they're busier than they've ever been.

While COVID-19 hasn't changed the "fundamentals" of the business, for those at the top of their game, it's driven home the need to be more attuned to the pressures facing the government, and has shown that connections with officials have to be built over time, rather than in the midst of a crisis.

"When you're in crisis mode, you have to be very cognizant of the pressures on the government," said Greg MacEachern, senior vice-president of government relations at Proof Strategies. "You have to be reasonable in terms of your expectations around people's availability and time. It's especially true when you have ministers with multiple portfolios."

"There's also been a realization that government relations should not be treated as something only for emergencies," he added.

This year's Top 100 Lobbyists list is a reflection of the many issues the government is wrestling with and the key players haggling over the details of its policy responses. *The Hill Times* reached out to more than two dozen lobbyists, including both in-house representatives and consultants,

Top 100 Lobbyists in 2021

on background for input on developing this year's list.

There are some 6,383 active registrations in the federal lobbyists' registry, with consultants making up a smaller proportion at 1,097, while in-house organization lobbyists account for 3,138 and 2,148 for in-house corporate lobbyists. Since the onset of the pandemic, there's been a slight increase of 4.2 per cent in overall registrations. Consultant registrations saw the most growth, with a 9.1 per cent uptick during that timeframe, compared to a 3.6 per cent and 2.6 per cent increase for in-house organization and corporate lobbyists, respectively.

Between December 2020 and January 2021 alone, the number of new registrations grew by 45 per cent, from 149 to 216 new entries. Updated registrations were also up by 21.1 per cent, as were reactivated registrations by 90 per cent, and monthly communications reports rose by 8.1 per cent. Deactivated registrations were also up at 21.8 per cent.

While visibility within the so-called Ottawa bubble, partisan affiliation, and the number of communication reports filed federally, can serve as measures of a lobbyist's reach, the list also features those who work quietly behind the scenes offering strategic advice on how to press a client or group's case forward. It includes many fixtures from past iterations—such as lobbyists representing unionized workers, small businesses, and the tech giants nearly impossible for the government to ignore. There are also several new additions, including Pfizer Canada and the Hotel Association of Canada, which are tied to the pandemic.

The demand for interactions has been a two-way street—especially in the early stages of the pandemic—with policymakers needing information quickly from industry, and businesses anxious to know whether, or how, the government would address their issues.

So far, the government has spent upwards of \$240-billion in response to the pandemic, according to the CBC. The largest portion is tied to the nearly \$50-billion Canada Emergency Wage Subsidy, a temporary program that aims to help employers keep workers on the payroll.

With the federal government taking on a greater role, there's been an accompanying explosion of lobbying activity, not seen since Ottawa first started tracking communication between lobbyists and public office holders. Total activity amounted to an 80 per cent increase over 2019 (an election year when interactions are always lower), and a 20 per cent increase over 2018.

“With COVID-19, almost overnight, the government was making decisions that were impacting big chunks of the economy, and if you



Finance Minister Chrystia Freeland. *The Hill Times* photograph by Andrew Meade

weren't engaged, you needed to get engaged,” said Jason Kerr, president of the Government Relations Institute of Canada. “Trying to play catch-up in a crisis is really no small feat.”

Last year, lobbyists logged 28,293 communications, compared to 23,565 in 2018, the last normal year tracked by the federal lobbyists' registry. Consultants reported the largest jump in activity, at 32 per cent, disclosing 8,566 communications, compared to 6,477 in 2018. The 14,063 files logged by organizations made up half of all interactions, and represented a 20 per cent increase from 2018's 11,715 files.

A planned stimulus package that's expected to be worth up to \$100-billion will likely set off another record flurry of activity.

Looking at those numbers, Mr. Kerr, who is also senior director of government relations at the Canadian Automobile Association, said it's clear to him that lobbyists were able to adapt quickly for their clients and organizations.

Though the pandemic has dominated nearly every facet of life, of the 4,665 active registrations, only 584 filings referred to “COVID-19” as a key topic for discussion with officials in their disclosure filings, according to a search of the lobbyists' registry on Feb. 18.

Of those filings, some 403 belonged to consultants, 105 were tied to in-house organization lobbyists, 76 for those lobbying on behalf of their

Top 100 Lobbyists in 2021

corporate employer, 11 on the board of directors, and two as consultant members of an organization. Nearly all, or 315, cited “health” as a subject matter, followed 283 for “economic development,” 266 for “industry,” 235 for “taxation and finance,” 209 for “employment and training,” 198 for “environment,” to name several points of discussion.

There were also 71 filings that had jotted down “COVID” and 252 that cited “pandemic.”

Overall, according to the lobbyists’ registry, some of the biggest topics of discussions over the past year centred on economic development, industry, health, environment, infrastructure, the budget, and employment. The last two months of the year, for example, economic development topped the list of communication reports logged, with 626 filed in November and 329 in December. (Communications typically slow down over the holidays.)

Existing rapport with officials matters

Adaptability and a large Rolodex made the difference for those seeking access and influence amid a shift to online engagements that instantaneously removed the regular in-person and chance interactions on the Hill, said Kevin Bosch, vice-president of public affairs at Hill and Knowlton Strategies. The former Liberal staffer joined the Liberal research bureau in 1998 and left for government relations in 2017.

“You can’t just hold an event and expect people to show up because there are no events,” he said, adding that existing personal rapport with officials matters. “You have to be able to reach out to people, have them pick up your calls, be able to direct your clients in the right directions and set up those contacts.”

The cabinet minister most in demand last year was Navdeep Bains (Mississauga-Malton, Ont.), who resigned from cabinet on Jan. 12 after overseeing the innovation file since 2015. His name was mentioned in 225 reports. Environment Minister Jonathan Wilkinson (North Vancouver, B.C.) at 201, Natural Resources Minister Seamus O’Regan (St. John’s South-Mount Pearl, N.L.) at 197, Economic Development Minister Mélanie Joly (Ahuntsic-Cartierville, Que.) at 164, and Heritage Minister Steven Guilbeault (Laurier-Ste-Marie, Que.), rounded out the top five most-lobbied cabinet members.

Similarly, communications reports tied to departments somewhat mirrored the trends at the cabinet level. Officials at Mr. Bains’ former department, Industry Canada, were consistently among the most sought

after last year, with nearly 3,000 reports tied to it, as were those at Finance (1,643), Natural Resources (1,632), Global Affairs (1,379), and Environment and Climate Change (1,228).

With the Trudeau government framing the pandemic as an opportunity to ramp up the transition to a greener economy, the numbers suggested that lobbyists have taken those cues and are vying to help shape that recovery effort by targeting the key departments and officials involved in that transition.

The cocktail circuit was once key for influencers to build and broaden their network with sought-after officials on a continual basis. Now, relationships matter even more than before, said Susan Smith, a former Liberal strategist and co-founder of Bluesky Strategy Group.

“When you needed an answer to a question, it made things a whole lot more efficient if you could get straight through to the person who could give you an answer,” she said. “Your experience and networks came into play. It might have been a bit more challenging for someone who is brand new to the GR [government relations] field.”

Jackie Choquette, interim practice lead at Crestview Strategy, agreed. “When we talk to clients, we talk about the value of building long-term relationships,” she said. “These are circumstances when they’re valuable. It’s easier to pick up the phone and be able to move things quicker. It’s a little tougher to build relationships from scratch.”



Lobbyist Susan Smith, pictured in 2014 with Liberal MP John McKay on the Hill. *The Hill Times* file photograph by Jake Wright

Top 100 Lobbyists in 2021

In the absence of spontaneous encounters and networking opportunities, Ms. Choquette said, she finds that she needs to schedule more conversations than before—and there are only so many “16 half-hour slots” that can be fit in over the course of a regular work day.

“It’s harder to get a group of people together because you don’t have the networking piece. At least in my personal experience, I need to have more conversations than I needed to before,” she said.

And though lobbyists have learned to adapt to the constraints introduced by the pandemic, and acknowledge that virtual meetings over Zoom will outlast COVID-19, many are wistful for the day when life in the “bubble” can take on a semblance of normalcy.

John Delacourt, vice-president of public affairs, said that conversations over Zoom and on the phone, which tend to be agenda-driven, are a “poor substitute” for the more informal interactions that broaden one’s perspective of issues.

“You just miss that ability to have those more wide-ranging conversations. A lot of us love policy; we love to hear about stuff we’re not working on that also sparks ideas.”

In its early stages, pandemic blotted out all other priorities

Lobbying in the pandemic has been marked by three distinct phases, and organizations, or consultants, positioned their needs accordingly, said Ms. Smith.

The first phase was marked by widespread panic, with organizations trying to figure out how to manage under the lockdown restrictions and to keep their doors open, while the second “I can help” phase was all about connecting companies with the government to support its pandemic response. The third, ongoing, phase has stakeholders vying to shape the recovery effort.

“There was a new wave of clients, I think, that came forward, who wouldn’t typically have engaged in lobbying, but needed to because of the pandemic or wanted because of the pandemic,” she said. “And that’s in addition to all of the usual lobbying that didn’t stop.”

Sheamus Murphy, a partner at Counsel Public Affairs who oversees federal advocacy, said the period of intensity, and the blotting out of all other non-pandemic priorities, which marked the first few months of the pandemic, has passed.

“Businesses of all sizes were coping with COVID. We weren’t looking to advance those issues. There were pressing challenges that needed to be addressed,” said Mr. Murphy, also formerly with the Liberal Research Bureau. “Now, we’re in a phase where the government is trying to deal with those backlogs.”

For Mr. Murphy, there are three key pieces—being an effective communicator, having credibility, and knowing to leave one’s ideological baggage at the door—that make a lobbyist influential, regardless of whether there’s a pandemic.

“You’re really an interpreter between the private sector or not-for-profit and government. You’re trying to help them understand what the government is proposing, how policy changes should be made in a way that produces positive outcomes. No one has a monopoly on good ideas,” he said. “[It’s also about] being able to see all sides of an issue, and not about bringing a set perspective, an ideological position. You’re helping clients think through all of the different perspectives. The best outcomes do not come from a pitched battle from both sides.”

The pandemic has arguably raised the stakes all around. The unprecedented speed at which the government has been able to build massive programs, such as the Canada Emergency Response Benefit for workers affected by the pandemic, largely from scratch has led to heightened expectations from stakeholders.

“Clients value the immediacy of information because everything is happening so, so fast,” said Kate Harrison, vice-chair at Summa Strategies and former Conservative strategist. “[The pandemic] has set a new bar in terms of how often we’re regularly communicating. It will be difficult to come back from that, but it’s not an unreasonable expectation.”

Post-pandemic, stakeholders are also likely to expect the government to be more responsive to relatively less urgent issues.

“As we’ve seen with the pandemic, the flow of work has increased, and the urgency with which files are moving have also increased,” said Ms. Choquette. “... All governments during the pandemic have responded at a rapid pace. They’ve designed programs in timeframes that, five years ago, we would’ve thought impossible. That is also raising the bar, and I think moving forward, there are stakeholders who are going to have increased expectations.”

The Hill Times

Top 100 Lobbyists 2021

The Hill Times compiled this list after reaching out to more than 20 lobbyists, including both in-house representatives and consultants, on background for input. The list is not a popularity contest, but is intended to showcase prominent lobbyists at the federal level based on their reputation and perceived effectiveness, as judged by their peers. This list was compiled by *The Hill Times* reporter Jesse Cnockaert and organized alphabetically by the lobbyist's last name.

| Lobbyist | Title | Organization |
|----------------------|--|--|
| Albinati, Andre | Principal, | Earncliffe Strategy |
| Aylward, Chris | National executive vice-president, | Public Services Alliance Canada |
| Babcock, Jennifer | Director, public affairs, | Canola Council of Canada |
| Balfour, Andrew | Managing partner, | Rubicon Strategy |
| Beatty, Perrin | President and CEO, | Canadian Chamber of Commerce |
| Bernstein, Michael | Executive director, | Canadians for Clean Prosperity |
| Bibic, Mirko | President and CEO, | BCE |
| Bonnell, Heidi | Vice-president, federal government affairs | Rogers Communications |
| Bosch, Kevin | Vice-president of public affairs, | Hill and Knowlton Strategies |
| Brisebois, Diane | President and CEO, | Retail Council of Canada |
| Brown, Jennifer | Interim CEO, Society of Composers, | Authors, and Music Publishers of Canada (SOCAN) |
| Bull, Tabatha | President and CEO, | Canadian Council for Aboriginal Business |
| Cardin, Stéphane | Director, public policy (Canada) | Netflix |
| Carey, Dave | Vice-president, government and industry relations, | Canadian Canola Growers Association |
| Cartwright, Philip | Senior vice-president, | Global Public Affairs |
| Casey, Sean | Vice-president, cultural industries, | Global Public Affairs |
| Chan, Kevin | Public policy director, | Facebook Canada |
| Choquette, Jackie | Interim practice lead, | Crestview Strategy |
| Christidis, George | Director, national and international government affairs, | Canadian Nuclear Association |
| Chung, Jane | President, | AstraZeneca Canada Inc. |
| Cobden, Catherine | President, | Canadian Steel Producers Association |
| Coates, David | Manager, government affairs, | Janssen Inc. |
| Cochrane, Colin | Head of public policy and government relations, | Google Canada |
| Crawford, Alayne | Government relations and regulatory affairs executive, | IBM Canada |
| Darby, Dennis | President and CEO, | Alliance of Canadian Manufacturers and Exporters |
| Delacourt, John | Vice-president, public affairs, | Hill and Knowlton Strategies |
| Dias, Jerry | National president, | Unifor |
| Eaton, Margaret | CEO, | Canadian Mental Health Association |
| Edwards, Ian | President and CEO, | SNC-Lavalin |
| Floyd, Marlene | National director of corporate affairs, | Microsoft Canada |
| Fralick, Pamela | President | Innovative Medicines Canada |
| Ghiz, Robert | President and CEO | Canadian Wireless Telecommunications Association |
| Gibbons, Andy | Director, government relations & regulatory affairs | WestJet Airlines |
| Glick, Jacob | Vice-president, public policy | Telus Corp. |
| Gooch, Daniel-Robert | President | Canadian Airports Council |
| Gratton, Pierre | President and CEO | Mining Association of Canada |
| Gray, Tim | Executive director, | Environmental Defence |
| Grymol, Susie | President and CEO, | Hotel Association of Canada |
| Harrison, Kate | Vice-chair, | Summa Strategies |
| Hartley, Bruce | Senior partner, | Prospectus Associates |
| Hogue, Steven | Manager, federal relations, | Pfizer Canada ULC |
| Hyder, Goldy | President and CEO, | Business Council of Canada |

Top 100 Lobbyists 2021

| Lobbyist | Title | Organization |
|---------------------------|--|---|
| Irving, Jim | CEO, | Irving Shipbuilding |
| Jordan, Joe | Senior associate, | Bluesky Strategy Group |
| Kelly, Dan | President, CEO, and chair, | Canadian Federation of Independent Business |
| Kennedy, Lori | Director of regulatory affairs, | Canadian Pacific Railway |
| Kingston, Brian | President and CEO, | Canadian Vehicle Manufacturers' Association |
| Kusie, James | Director of government relations, | Imperial Oil |
| Lambert, Tim | CEO, | Egg Farmers of Canada |
| Lanthier, Louis-Alexandre | Senior director, government affairs, | CN Railway |
| Lavigne, Brad | Partner and vice-president, | Western Canada, Counsel Public Affairs |
| Leslie, Megan | President and CEO, | World Wildlife Fund |
| Liboiron, Michel | Associate vice-president, public policy and government relations, | CIBC |
| MacEachern, Greg | Senior vice-president, government relations, | Proof Strategies |
| MacLachlan, Robin | President, | Summa Strategies |
| Mahoney, Richard | Managing director, | McMillan Vantage Policy Group |
| Masciantonio, Monica | Vice-president, government affairs, | Scotiabank |
| Masrani, Bharat | President and CEO, | TD Bank |
| McColl, Velma | Principal, | Earncliffe Strategy Group |
| McGuffin, Margaret | Executive director, | Canadian Music Publishers Association |
| Moors, Don | President, | Temple Scott Associates |
| Nighbor, Derek | CEO, | Forest Products Association of Canada |
| Nkemdirim, Chima | Vice-president of government relations, | Shaw Communications |
| Noss, Wendy | President, | Motion Picture Association |
| Paterson, David | Vice-president, corporate and environmental affairs, | General Motors of Canada |
| Pelletier, Martin-Pierre | Senior partner, | Prospectus Associates |
| Polci, Anthony | Vice-president, government relations, | Canadian Bankers Association |
| Pratt, David | Principal, | David Pratt and Associates |
| Pyun, Pierre | Vice-president of government affairs and public affairs, | Bombardier |
| Quaiattini, Gordon | Partner, | Maple Leaf Strategies |
| Raghubeer, Naresh | Vice-president, federal government relations, | Davie Canada Yard Inc. |
| Rogers, Chad | Partner, | Crestview Strategy |
| Rousseau, Michael | Chief financial officer, incoming CEO, | Air Canada |
| Saab, Carole | CEO, | Federation of Canadian Municipalities |
| Sauvé, Conrad | President and CEO, | Canadian Red Cross |
| Sauve, Brian | President, | National Police Federation |
| Smith, Michele | Head of government, public policy, philanthropy, | Twitter Canada |
| Smith, Susan | Principal, | Bluesky Strategy Group |
| Swartman, Leslie | Director, public affairs, | MDA Systems Ltd. |
| Triemstra, Matt | General manager, | Ensign Canada |
| Van den Berg, Lauren | Executive vice-president, government relations, | Restaurants Canada |
| Ventin, Carla | Senior vice-president, government relations, | Food, Health, and Consumer Products Canada |
| Villeneuve, Michael | CEO, | Canadian Nurses Association |
| Walker, Donald | CEO, | Magna International Inc. |
| Walker, Joelle | Vice-president, public affairs, | Canadian Pharmacists Association |
| Wamala, George | Director, regulatory and government affairs, | Royal Bank of Canada |
| Williams, Huw | President, | Impact Public Affairs |
| Yussuff, Hassan | President, | Canadian Labour Congress |
| Zuk, Tobias | CEO, | Shopify |

Top 10 lobbied ministers in 2020

| Name | Role(s) | Communications |
|---------------------|----------------------------------|----------------|
| Navdeep Bains | Minister of Innovation | 225 |
| Jonathan Wilkinson | Minister of Environment | 201 |
| Seamus O'Regan | Minister of Natural Resources | 197 |
| Mélanie Joly | Minister of Economic Development | 177 |
| Steven Guilbeault | Minister of Heritage | 148 |
| Chrystia Freeland | Minister of of Finance | 134 |
| Marie-Claude Bibeau | Minister of Agriculture | 123 |
| Mary Ng | Minister of Trade | 122 |
| Filomena Tassi | Minister of Labour | 99 |
| Bill Morneau | Minister of Finance | 98 |

— according to a search of the lobbyists' registry on Feb. 17, 2021



Top 50 most lobbied non-cabinet MPs

| Lobbyist | Title | Communication reports |
|------------------------------|--|-----------------------|
| Wayne Easter | Liberal, chair of the Finance Committee | 190 |
| Lianne Rood | Conservative, vice-chair of the Agriculture Committee | 157 |
| Francis Drouin | Liberal, vice-chair of the Government Operations Committee | 147 |
| James Cumming | Conservative, vice-chair of the Industry Committee | 131 |
| John Barlow | Conservative | 123 |
| Tracy Gray | Conservative, vice-chair of the International Trade | 117 |
| Sean Fraser | Liberal, parliamentary secretary to the finance minister | 111 |
| Francesco Sorbara | Liberal, parliamentary secretary to the revenue minister | 109 |
| Michelle Rempel Garner | Conservative, vice-chair of the Health Committee | 99 |
| Dan Albas | Conservative, vice-chair of the Environment Committee | 97 |
| Matt Jeneroux | Conservative | 91 |
| Jim Carr * | Liberal, special representative to the Prairies | 90 |
| Erin O'Toole | Conservative leader | 88 |
| Jagmeet Singh | NDP leader | 88 |
| Peter Schiefke | Liberal, parliamentary secretary to the environment minister | 87 |
| Heather McPherson | NDP, deputy House leader | 81 |
| Robert Kitchen | Conservative, chair of the Government Operations Committee | 83 |
| Julie Dabrusin | Liberal, parliamentary secretary to the heritage minister | 80 |
| Alexandre Boulerice | NDP, deputy leader | 80 |
| Patrick Weiler | Liberal | 80 |
| Larry Maguire | Conservative | 79 |
| William Amos | Liberal, parliamentary secretary to the innovation minister | 76 |
| Stephanie Kusie | Conservative, vice-chair of the Transport Committee | 75 |
| Simon-Pierre Savard-Tremblay | Bloc Québécois, vice-chair of the International Trade Committee | 74 |
| Neil Ellis | Liberal, parliamentary secretary to the agriculture minister | 72 |
| Terry Duguid | Liberal, parliamentary secretary to the economic development and environment ministers | 71 |
| Ali Ehsassi | Liberal, parliamentary secretary to the innovation minister | 71 |
| Paul Lefebvre | Liberal, parliamentary secretary to the natural resources minister | 70 |
| Ziad Aboultaif | Conservative | 69 |
| Terry Beech | Liberal, parliamentary secretary to the fisheries minister | 68 |
| Jeremy Patzer | Conservative | 68 |
| Marty Morantz | Conservative | 66 |
| Julie Dzerowicz | Liberal | 66 |
| Alistair MacGregor | NDP | 65 |
| Tony Baldinelli | Conservative | 65 |
| Elizabeth May | Green parliamentary leader | 65 |
| Ron McKinnon | Liberal | 65 |
| Don Davies | NDP, health critic | 63 |
| Kody Blois | Liberal | 64 |
| Nathaniel Erskine-Smith | Liberal | 64 |
| Chris d'Entremont | Conservative | 63 |
| Andrew Scheer | former Conservative leader | 62 |
| Mike Lake | Conservative | 58 |
| Adam van Koeverden | Liberal, parliamentary secretary to the diversity inclusion and youth minister | 57 |
| Lloyd Longfield | Liberal, vice-chair of the Public Accounts Committee | 56 |
| Greg McLean | Conservative, vice-chair of the Natural Resources Committee | 55 |
| Michael Kram | Conservative | 54 |
| Yves Perron | Bloc Québécois | 54 |
| Brad Redekopp | Conservative | 54 |
| Marie-France Lalonde | Liberal | 53 |