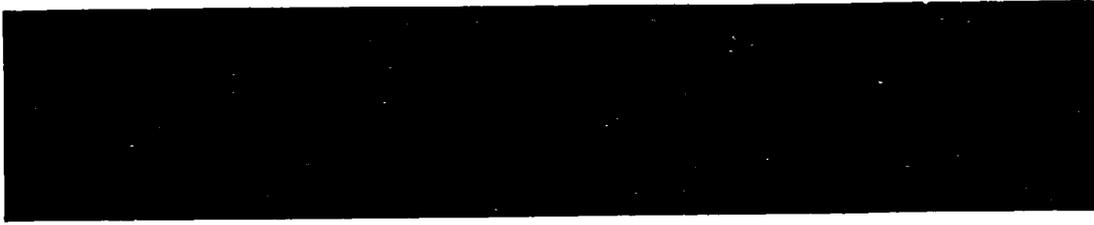


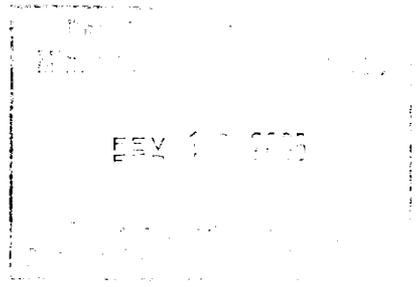
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ENVIRONICS' APPROACH TO CORPORATE IMAGE RESEARCH

ENVIRONICS RESEARCH GROUP LIMITED





ENVIRONICS' APPROACH TO CORPORATE IMAGE RESEARCH

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AUGUST, 1988

CORPORATE IMAGE RESEARCH

- o INTRODUCTION
- o NEED ANALYSIS
- o THE ENVIRONICS SOLUTION
 - METHODOLOGY AND DELIVERABLES
 - TIMETABLE
- o BENEFITS
- o COSTS

APPENDICES

- QUALITY CONTROL AT ENVIRONICS
- FACILITIES AT ENVIRONICS
- ENVIRONICS CORPORATE RESUME

INTRODUCTION

THE BOTTOM LINE

- o SMART COMPANIES UNDERSTAND THAT SUCCESS IS DEPENDENT ON:
 - THE ACCEPTANCE OF THE GENERAL PUBLIC
 - HAPPY CUSTOMERS
 - PROUD, MOTIVATED EMPLOYEES
 - CONFIDENT GOVERNMENT POLICY-MAKERS
 - UNDERSTANDING MEDIA
 - SATISFIED SHAREOWNERS
 - SUPPORTIVE FINANCIAL COMMUNITY
 - MOTIVATED SALES ASSOCIATES AND DEALERS
 - SATISFIED DONEES (RECIPIENTS OF CORPORATE CONTRIBUTIONS)
 - WELL-INFORMED ACADEMICS/THOUGHT LEADERS
 - SYMPATHETIC INTEREST GROUPS

EXPECTATIONS

- o EACH "PUBLIC" HAS ITS OWN EXPECTATIONS
 - GENERAL PUBLIC
 - JOB CREATION, EMPLOYMENT OF CANADIANS
 - CONTRIBUTION TO ECONOMIC ACTIVITY
 - VALUE FOR MONEY
 - ENVIRONMENTALLY RESPONSIBLE
 - COMMUNITY SUPPORT
 - EMPLOYEES
 - GOOD PAY/BENEFITS
 - OPEN COMMUNICATIONS
 - OPPORTUNITIES FOR CAREER ADVANCEMENT
 - CUSTOMERS
 - VALUE FOR MONEY
 - QUALITY PRODUCTS
 - SATISFACTORY LEVEL OF SERVICE
 - COMPETITIVE, FAIR PRICES
 - INTEREST IN INDIVIDUAL CUSTOMER

EXPECTATIONS

- GOVERNMENT

- CONTRIBUTION TO CANADA
 - JOBS/ECONOMIC ACTIVITY/REINVESTMENT IN CANADA
 - TECHNOLOGY TRANSFER (R & D)
 - CORPORATE CITIZENSHIP
- COOPERATIVE MANAGEMENT (CANADIAN)
- REASONABLE PROFITS/INVESTMENTS
- FAIRNESS TO EMPLOYEES
- FAIRNESS TO CONSUMERS
- SAFE OPERATIONS
- ENVIRONMENTALLY RESPONSIBLE
- RELIABLE INFORMATION SOURCE

- MEDIA

- CONTRIBUTION TO CANADA
- FAIRNESS TO CONSUMER
- ETHICAL/HONEST OPERATIONS
- ENVIRONMENTALLY RESPONSIBLE
- RELIABLE AND OPEN INFORMATION SOURCE

EXPECTATIONS

- SHAREOWNERS
 - GOOD RETURN ON INVESTMENT
 - GOOD GROWTH OPPORTUNITIES
 - OPTIMUM LEVELS OF RISK
 - STRONG MANAGEMENT
 - OPEN COMMUNICATIONS WITH INVESTORS

- FINANCIAL COMMUNITY
 - GOOD RETURN ON INVESTMENT
 - GOOD GROWTH OPPORTUNITIES
 - STRONG MANAGEMENT
 - OPTIMUM LEVELS OF RISK
 - OPEN COMMUNICATIONS WITH FINANCIAL COMMUNITY

- SALES ASSOCIATES
 - QUALITY PRODUCT
 - ADEQUATE SUPPLY
 - SATISFACTORY FINANCIAL ARRANGEMENTS
 - ADVERTISING/PROMOTION/MARKETING SUPPORT

EXPECTATIONS

- INTEREST GROUPS
 - ENVIRONMENTAL GROUPS: RESPONSIBLE
 - CONSUMER GROUPS: FAIR
 - INDUSTRY ASSOCIATIONS: COOPERATIVE
 - SAFETY ASSOCIATIONS: SAFE OPERATIONS

- DONEES
 - COMMITMENT TO COMMUNITY
 - GENEROUS SUPPORT
 - RESPONSIVENESS TO REQUESTS
 - OPENNESS REGARDING POLICIES, DECISION-MAKING

- ACADEMICS AND THOUGHT LEADERS
 - INNOVATIVENESS
 - OTHER ATTRIBUTES DEPENDING ON INDIVIDUAL

THE FORMULA FOR SUCCESS

- DETERMINE WHAT THE COMPANY'S IMAGE IS WITH EACH "PUBLIC" TODAY

- DETERMINE WHAT THE COMPANY WANTS ITS IMAGE TO BE

- DEVELOP AND IMPLEMENT ACTION PLAN
 - OPERATIONS

 - COMMUNICATIONS

- EVALUATE EFFECTIVENESS REGULARLY

NEED ANALYSIS

NEEDED: A CORPORATE IMAGE PROFILE

o OBJECTIVES

- TO IDENTIFY AND PRIORITIZE EXPECTATIONS OF KEY PUBLICS
 - GENERAL PUBLIC
 - CUSTOMERS
 - EMPLOYEES
 - GOVERNMENT
 - MEDIA
 - FINANCIAL COMMUNITY
 - SHAREOWNERS
 - CUSTOMERS
 - SALES ASSOCIATES AND DEALERS
 - DONEES
 - ACADEMICS/THOUGHT LEADERS
 - SPECIFIC INTEREST GROUPS

- TO ASSESS PERCEPTIONS AGAINST EXPECTATIONS

NEEDED: A CORPORATE IMAGE PROFILE (CONT'D)

o END RESULT

- IDENTIFICATION OF

- AREAS IN WHICH PERCEPTIONS EQUAL EXPECTATIONS (STRENGTHS)

- AREAS IN WHICH EXPECTATIONS EXCEED PERCEPTIONS (WEAKNESSES)

- STRENGTHS AND WEAKNESSES IN CONTEXT OF WHAT IS IMPORTANT TO KEY PUBLICS

- ACTION PLAN

- CHANGE BEHAVIOUR/OPERATIONS, IF NECESSARY

- CHANGE COMMUNICATIONS, IF NECESSARY

OTHER NEEDS

- BENCHMARK

- DEMOGRAPHIC ANALYSIS
 - REGION
 - SEX/AGE
 - LANGUAGE
 - SOCIO-ECONOMIC STATUS

- CORPORATE IDENTITY AWARENESS RESEARCH
 - NOMENCLATURE
 - GRAPHIC IDENTITY
 - POSITIONING
 - ADVERTISING SLOGANS

- CONTRIBUTIONS PROGRAM ASSESSMENT
 - IMPACT ON PERCEPTIONS
 - APPROPRIATENESS

- CONTEXTUAL ANALYSIS
 - ANALYSIS OF OVERALL ENVIRONMENT, INDUSTRY ISSUES
 - COMPARISON WITH OTHER COMPANIES (MULTINATIONAL, DOMESTIC)

THE ENVIRONICS SOLUTION

THE ENVIRONICS SOLUTION

THE FOUNDATION

- o CONTEXTUAL ANALYSIS OF INDUSTRY ISSUES AND THE ENVIRONMENT
 - REVIEW AND ANALYZE PUBLIC OPINION DATA BASE SINCE 1976 (FOCUS CANADA)
 - REVIEW AND ANALYZE OTHER SOURCES OF INFORMATION
 - REPORT AND PRESENTATION

THE ENVIRONICS SOLUTION

NEW RESEARCH

- o ATTITUDINAL RESEARCH FOR EACH "PUBLIC" OR TARGET GROUP
 - DESIGN REPRESENTATIVE SAMPLES
 - DEVELOP LIST OF EXPECTATIONS/ATTRIBUTES FOR EACH GROUP
 - TEST ATTRIBUTES FOR RELEVANCE (AUTHENTICATE)
 - FOCUS GROUPS WHERE APPROPRIATE
 - INFORMAL DISCUSSIONS WHERE APPROPRIATE
 - DESIGN QUESTIONNAIRES
 - PRE-TEST/QUESTIONNAIRE MODIFICATION
 - FIELDWORK
 - COMPILE RESULTS
 - ANALYSIS
 - REPORT AND PRESENTATION
 - IMPLICATIONS FOR ACTION (OPERATIONS AND COMMUNICATIONS)

CONSIDERATIONS FOR NEW RESEARCH

- WHAT DOES THE COMPANY WANT TO KNOW?
- WHAT DO WE KNOW ABOUT EACH PUBLIC?
 - DO WE HAVE ADDRESSES? TELEPHONE NUMBERS?
 - WHAT IS THE INTEREST LEVEL OF EACH PUBLIC? WILL THEY BE EAGER/WILLING TO PARTICIPATE?
 - TO WHAT EXTENT WILL EACH PUBLIC RESPOND WITH CANDOR?
 - TO WHAT EXTENT IS EACH PUBLIC ABLE TO THINK ABSTRACTLY?
- HOW CAN WE ENSURE THAT THE RESEARCH IS RELEVANT?
- WHAT IS EXECUTABLE BY TARGET COMPLETION DATE?
- WHAT IS THE MOST FLEXIBLE APPROACH?
- WHAT IS THE MOST COST-EFFECTIVE APPROACH?

ATTITUDINAL RESEARCH METHODOLOGY

o QUANTITATIVE RESEARCH

- MEASURE TARGET GROUPS DIRECTLY

- GENERAL PUBLIC
- CUSTOMERS

} TELEPHONE SURVEY

- EMPLOYEES
- SHAREOWNERS
- FINANCIAL COMMUNITY
- SALES ASSOCIATES
- DONEES

} POSTAL SURVEY

o QUALITATIVE RESEARCH

- ASSESS TARGET GROUPS DIRECTLY OR INDIRECTLY

- GOVERNMENT (POLITICAL AND BUREAUCRATIC)
- MEDIA
- ACADEMICS/THOUGHT LEADERS
- INTEREST GROUPS

} PERSONAL OR TELEPHONE EXECUTIVE INTERVIEWS

GENERAL PUBLIC (INCLUDES CUSTOMERS)

(TELEPHONE SURVEY)

- o STRATIFIED SAMPLE DESIGN AND SELECTION
 - 1500 ADULT CANADIANS
 - INCLUDING CUSTOMERS

- o RESEARCH AND DEVELOPMENT TO DEVELOP EXPECTATIONS/ATTRIBUTES

- o FOCUS GROUPS
 - 2 EACH IN MONTREAL, TORONTO, CALGARY
 - UPSCALE
 - OTHER

- o QUESTIONNAIRE DESIGN (FRENCH AND ENGLISH)
 - 25 MINUTES TO ADMINISTER
 - 3 OPEN-ENDED QUESTIONS INCLUDED

- o PRE-TEST OF 25/QUESTIONNAIRE MODIFICATION

GENERAL PUBLIC (INCLUDES CUSTOMERS) (CONT'D)

(TELEPHONE SURVEY)

- o FIELDWORK
 - TELEPHONE SURVEY FROM CENTRAL LOCATION
 - COMPUTER ASSISTED TELEPHONE INTERVIEWING (CATI)
 - MULTILINGUAL AS WELL AS FRENCH AND ENGLISH
- o CODING
- o DATA ANALYSIS: MARKET SEGMENTATION
 - UP TO 20 DEMOGRAPHIC VARIABLES
 - MULTIVARIATE ANALYSES
- o REPORT AND PRESENTATION
 - FOCUS GROUP VERBATIMS
 - RESEARCH FINDINGS
 - IMPLICATIONS
 - ACTION PLAN
 - SURVEY METHODOLOGY
 - TABULAR RESULTS

EMPLOYEES
(POSTAL SURVEY)

- o STRATIFIED SAMPLE DESIGN AND SELECTION
 - MINIMUM OF 400
 - R & D TO DEVELOP EXEPTATIONS LIST

- o FOCUS GROUPS TO AUTHENTICATE LIST
 - 2 IN TORONTO
 - MANAGEMENT
 - LABOUR

- o QUESTIONNAIRE DESIGN (FRENCH AND ENGLISH)
 - SELF-ADMINISTERED POSTAL SURVEY
 - APPROXIMATELY 10 TO 15 MINUTES TO COMPLETE
 - 3 OPEN-ENDED QUESTIONS

- o PRE-TEST OF 25/QUESTIONNAIRE MODIFICATION

EMPLOYEES (CONT'D)

(POSTAL SURVEY)

- FIELDWORK
 - SELF-ADMINISTERED POSTAL SURVEY
 - INTRODUCTORY LETTER FROM ENVIRONICS AND COMPANY
 - CLEAR INSTRUCTIONS RE QUESTIONS, RETURN
 - EYE CATCHING LAYOUT (COLOURED PAPER)
 - NAME OF ENVIRONICS CONTACT
 - POSTAGE PAID RETURN ENVELOPE
 - SECOND MAILING (THANK YOU/REMINDER)

- PROCESSING RETURNS, CODING AND DATA ENTRY

- COMPUTER ANALYSIS
 - UP TO 20 DEMOGRAPHIC VARIABLES
 - MULTIVARIATE ANALYSIS

EMPLOYEES (CONT'D)

(POSTAL SURVEY)

- o REPORT AND PRESENTATION
 - FOCUS GROUP VERBATIMS
 - RESEARCH RESULTS
 - IMPLICATIONS
 - ACTION PLAN
 - SURVEY METHODOLOGY
 - TABULAR RESULTS

SHAREOWNERS
(POSTAL SURVEY)

- o SAMPLE DESIGN AND SELECTION (NAMES AND ADDRESSES SUPPLIED BY COMPANY)
 - APPROXIMATELY 400 SHAREOWNERS

- o R & D TO DEVELOP EXPECTATIONS LIST

- o FOCUS GROUP TO AUTHENTICATE LIST
 - 2 IN TORONTO
 - UNDER AGE 45
 - OVER AGE 45

- o QUESTIONNAIRE DESIGN (FRENCH AND ENGLISH)
 - SELF-ADMINISTERED POSTAL SURVEY
 - APPROXIMATELY 10 TO 15 MINUTES TO COMPLETE
 - 3 OPEN-ENDED QUESTIONS

- o PRE-TEST OF 25/QUESTIONNAIRE MODIFICATION

SHAREOWNERS (CONT'D)

(POSTAL SURVEY)

- FIELDWORK
 - SELF-ADMINISTERED POSTAL SURVEY
 - INTRODUCTORY LETTER FROM ENVIRONICS AND COMPANY
 - CLEAR INSTRUCTIONS RE QUESTIONS, RETURN
 - EYE CATCHING LAYOUT (COLOURED PAPER)
 - NAME OF ENVIRONICS CONTACT
 - POSTAGE PAID RETURN ENVELOPE
 - SECOND MAILING (THANK YOU/REMINDER)
- PROCESSING RETURNS, CODING AND DATA ENTRY
- COMPUTER ANALYSIS
 - UP TO 20 DEMOGRAPHIC VARIABLES
 - MULTIVARIATE ANALYSIS

SHAREOWNERS (CONT'D)

(POSTAL SURVEY)

- o REPORT AND PRESENTATION
 - FOCUS GROUP VERBATIMS
 - RESEARCH RESULTS
 - IMPLICATIONS
 - ACTION PLAN
 - SURVEY METHODOLOGY
 - TABULAR RESULTS

FINANCIAL COMMUNITY

(POSTAL SURVEY)

- SAMPLE DESIGN AND SELECTION (NAMES AND ADDRESSES SUPPLIED BY COMPANY)
 - APPROXIMATELY 200
 - INCLUDING FINANCIAL INSTITUTIONS AND INDIVIDUAL ANALYSTS
- R & D TO DEVELOP EXPECTATIONS LIST
- DISCUSSION WITH 2-3 INDIVIDUALS TO AUTHENTICATE LIST
- QUESTIONNAIRE DESIGN (FRENCH AND ENGLISH)
 - SELF-ADMINISTERED POSTAL SURVEY
 - APPROXIMATELY 10 TO 15 MINUTES TO COMPLETE
 - 3 OPEN-ENDED QUESTIONS
- PRE-TEST OF 25/QUESTIONNAIRE MODIFICATION

FINANCIAL COMMUNITY (CONT'D)

(POSTAL SURVEY)

- o FIELDWORK
 - SELF-ADMINISTERED POSTAL SURVEY
 - INTRODUCTORY LETTER FROM ENVIRONICS AND IMPERIAL OIL
 - CLEAR INSTRUCTIONS RE QUESTIONS, RETURN
 - EYE CATCHING LAYOUT (COLOURED PAPER)
 - NAME OF ENVIRONICS CONTACT
 - POSTAGE PAID RETURN ENVELOPE
 - SECOND MAILING (THANK YOU/REMINDER)

- o PROCESSING RETURNS, CODING AND DATA ENTRY

- o COMPUTER ANALYSIS
 - UP TO 20 DEMOGRAPHIC VARIABLES
 - MULTIVARIATE ANALYSIS

FINANCIAL COMMUNITY (CONT'D)

(POSTAL SURVEY)

- o REPORT AND PRESENTATION
 - RESEARCH RESULTS
 - IMPLICATIONS
 - ACTION PLAN
 - SURVEY METHODOLOGY
 - TABULAR RESULTS

SALES ASSOCIATES AND DEALERS

(POSTAL SURVEY)

- o SAMPLE DESIGN AND SELECTION (NAMES AND ADDRESSES SUPPLIED BY COMPANY)
 - APPROXIMATELY 400, IF POSSIBLE
 - INCLUDES DEALERS, AGENTS, ETC.
- o R & D TO DEVELOP EXPECTATIONS LIST
- o FOCUS GROUP TO AUTHENTICATE LIST
 - 2 IN TORONTO
- o QUESTIONNAIRE DESIGN (FRENCH AND ENGLISH)
 - SELF-ADMINISTERED POSTAL SURVEY
 - APPROXIMATELY 10 TO 15 MINUTES TO COMPLETE
 - 3 OPEN-ENDED QUESTIONS
- o PRE-TEST OF 25/QUESTIONNAIRE MODIFICATION

SALES ASSOCIATES (CONT'D)

(POSTAL SURVEY)

- o FIELDWORK
 - SELF-ADMINISTERED POSTAL SURVEY
 - INTRODUCTORY LETTER FROM ENVIRONICS AND COMPANY
 - CLEAR INSTRUCTIONS RE QUESTIONS, RETURN
 - EYE CATCHING LAYOUT (COLOURED PAPER)
 - NAME OF ENVIRONICS CONTACT
 - POSTAGE PAID RETURN ENVELOPE
 - SECOND MAILING (THANK YOU/REMINDER)

- o PROCESSING RETURNS, CODING AND DATA ENTRY

- o COMPUTER ANALYSIS
 - UP TO 20 DEMOGRAPHIC VARIABLES
 - MULTIVARIATE ANALYSIS

SALES ASSOCIATES (CONT'D)

(POSTAL SURVEY)

- o REPORT AND PRESENTATION
 - FOCUS GROUP VERBATIMS
 - RESEARCH RESULTS
 - IMPLICATIONS
 - ACTION PLAN
 - SURVEY METHODOLOGY
 - TABULAR RESULTS

DONEES

(POSTAL SURVEY)

- SAMPLE DESIGN AND SELECTION (NAMES AND ADDRESSES SUPPLIED BY COMPANY)
 - APPROXIMATELY 400, IF POSSIBLE
 - INCLUDING SMALL TO LARGE ORGANIZATIONS
- R & D TO DEVELOP EXPECTATIONS LIST
- FOCUS GROUPS TO AUTHENTICATE LIST
 - TWO IN TORONTO
- QUESTIONNAIRE DESIGN (FRENCH AND ENGLISH)
 - SELF-ADMINISTERED POSTAL SURVEY
 - APPROXIMATELY 10 TO 15 MINUTES TO COMPLETE
 - 3 OPEN-ENDED QUESTIONS
- PRE-TEST OF 25/QUESTIONNAIRE MODIFICATION

DONEES (CONT'D)

(POSTAL SURVEY)

- PROCESSING RETURNS, CODING AND DATA ENTRY
- COMPUTER ANALYSIS
 - UP TO 20 DEMOGRAPHIC VARIABLES
 - MULTIVARIATE ANALYSIS
- FIELDWORK
 - SELF-ADMINISTERED POSTAL SURVEY
 - INTRODUCTORY LETTER FROM ENVIRONICS AND COMPANY
 - CLEAR INSTRUCTIONS RE QUESTIONS, RETURN
 - EYE CATCHING LAYOUT (COLOURED PAPER)
 - NAME OF ENVIRONICS CONTACT
 - POSTAGE PAID RETURN ENVELOPE
 - SECOND MAILING (THANK YOU/REMINDER)

DONEES (CONT'D)

(POSTAL SURVEY)

- o REPORT AND PRESENTATION
 - FOCUS GROUP VERBATIMS
 - RESEARCH RESULTS
 - IMPLICATIONS
 - ACTION PLAN
 - SURVEY METHODOLOGY
 - TABULAR RESULTS

GOVERNMENT DECISION-MAKERS

(EXECUTIVE INTERVIEWS)

- o STRATIFIED SAMPLE DESIGN AND APPOINTMENT-MAKING
 - 15-20 INDIVIDUALS
 - FEDERAL/PROVINCIAL
 - POLITICIANS/BUREAUCRATS
 - CENTRAL AGENCIES (PCO, PMO)
 - MINISTRIES:
 - ECONOMIC/FINANCE
 - REGIONAL DEVELOPMENT
 - CONSUMER AFFAIRS
 - INDUSTRY-SPECIFIC

- o RESEARCH AND DEVELOPMENT TO DEVELOP EXPECTATIONS/ATTRIBUTES LIST

- o DISCUSSION WITH 2-3 INDIVIDUALS TO AUTHENTICATE LIST

- o QUESTIONNAIRE/INTERVIEW OUTLINE DESIGN

GOVERNMENT DECISION-MAKERS

(EXECUTIVE INTERVIEWS)

- FIELDWORK
 - EXECUTIVE INTERVIEWS
 - FRENCH AND ENGLISH
- COMPILE RESULTS
- ASSESSMENT AND ANALYSIS
- REPORT AND PRESENTATION
 - RESEARCH RESULTS
 - IMPLICATIONS
 - ACTION PLAN
 - SURVEY METHODOLOGY

MEDIA

(EXECUTIVE INTERVIEWS)

- STRATIFIED SAMPLE DESIGN AND APPOINTMENT-MAKING
 - 15-20 INDIVIDUALS
 - INCLUDING NATIONAL AND LOCAL MEDIA

- RESEARCH AND DEVELOPMENT TO DEVELOP EXPECTATIONS/ATTRIBUTES LIST

- DISCUSSION WITH 2-3 INDIVIDUALS TO AUTHENTICATE LIST

- QUESTIONNAIRE/INTERVIEW OUTLINE DESIGN

MEDIA

(EXECUTIVE INTERVIEWS)

- FIELDWORK
 - EXECUTIVE INTERVIEWS
 - FRENCH AND ENGLISH
- COMPILE RESULTS
- ASSESSMENT AND ANALYSIS
- REPORT AND PRESENTATION
 - RESEARCH RESULTS
 - IMPLICATIONS
 - ACTION PLAN
 - SURVEY METHODOLOGY

ACADEMICS/THOUGHT LEADERS

(EXECUTIVE INTERVIEWS)

- o SAMPLE DESIGN AND APPOINTMENT-MAKING
 - 15-20 INDIVIDUALS
 - INCLUDING BUSINESS SCHOOL ACADEMICS, BUSINESS LEADERS, THINK TANKS

- o RESEARCH AND DEVELOPMENT TO DEVELOP EXPECTATIONS/ATTRIBUTES LIST

- o DISCUSSION WITH 2-3 INDIVIDUALS TO AUTHENTICATE LIST

- o QUESTIONNAIRE/INTERVIEW OUTLINE DESIGN

ACADEMICS/THOUGHT LEADERS

(EXECUTIVE INTERVIEWS)

- FIELDWORK
 - EXECUTIVE INTERVIEWS
 - FRENCH AND ENGLISH
- COMPILE RESULTS
- ASSESSMENT AND ANALYSIS
- REPORT AND PRESENTATION
 - RESEARCH RESULTS
 - IMPLICATIONS
 - ACTION PLAN
 - SURVEY METHODOLOGY

INTEREST GROUPS

(EXECUTIVE INTERVIEWS)

- o SAMPLE DESIGN AND APPOINTMENT-MAKING
 - 15-20 INDIVIDUALS
 - INCLUDING CONSUMER ASSOCIATIONS, INDUSTRY ASSOCIATIONS, ENVIRONMENTAL GROUPS, IF APPROPRIATE
- o RESEARCH AND DEVELOPMENT TO DEVELOP EXPECTATIONS/ATTRIBUTES LIST
- o DISCUSSION WITH 2-3 INDIVIDUALS TO AUTHENTICATE LIST
- o QUESTIONNAIRE/INTERVIEW OUTLINE DESIGN

INTEREST GROUPS (CONT'D)

(EXECUTIVE INTERVIEWS)

- FIELDWORK
 - EXECUTIVE INTERVIEWS
 - FRENCH AND ENGLISH
- COMPILE RESULTS
- ASSESSMENT AND ANALYSIS
- REPORT AND PRESENTATION
 - RESEARCH RESULTS
 - IMPLICATIONS
 - ACTION PLAN
 - SURVEY METHODOLOGY

TIMETABLE

- MODULAR APPROACH MEANS FLEXIBLE TIMING
- POSSIBLE TO COMPLETE PROJECT IN 4 MONTHS

BENEFITS

BENEFITS

o PROPOSAL

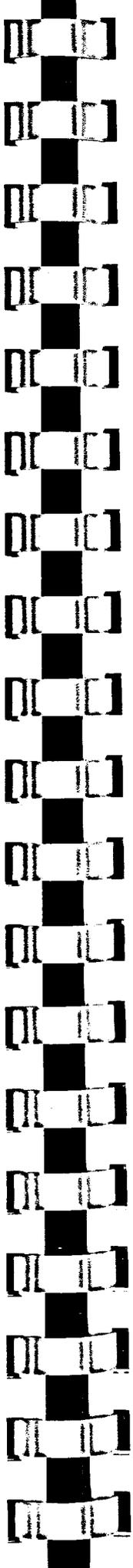
- DEDICATION TO CLIENT
- COMMITMENT OF SENIOR ENVIRONICS STAFF
- METHODOLOGY BASED ON FACT/KNOWLEDGE OF COMPANY
- FLEXIBLE, MODULAR APPROACH ALLOWS FOR PARTIAL TO FULL IMPLEMENTATION
- FRONT-END RESEARCH & DEVELOPMENT ASSURES RELEVANCE OF RESEARCH
- FULL CLIENT CONSULTATION
- COMPUTER ASSISTED FIELDWORK
- QUALITY CONTROL
- FOCUS CANADA OMNIBUS INSTRUMENT AVAILABLE FOR TRACKING

BENEFITS (CONT'D)

- o KNOWLEDGE OF ISSUES
 - SYNDICATED STUDIES FOR 120 SUBSCRIBERS
 - FOCUS CANADA
 - FOCUS ONTARIO
 - HOMES
 - GLOBE AND MAIL
 - ROB CONSUMER TRENDS POLL
 - GLOBE-ENVIRONICS POLL
 - DATA BASE OF PUBLIC OPINION SINCE 1976
 - MULTI-FACETED CLIENT BASE
 - BUSINESS
 - GOVERNMENT
 - CROWN CORPORATIONS
 - INDUSTRY ASSOCIATIONS
 - MEDIA
 - LABOUR UNIONS

BENEFITS

- o ENVIRONICS' EXPERIENCE AND TRACK RECORD
 - RESEARCH COMPANY SINCE 1970
 - COMPANY IS MEMBER OF CANADIAN ASSOCIATION OF MARKET RESEARCH ORGANIZATIONS (CAMRO)
 - COMPANY EMPLOYEES ARE MEMBERS OF PROFESSIONAL MARKETING RESEARCH SOCIETY (PMRS)
 - VOLUME OF 85,000 30 TO 60 MINUTE INTERVIEWS ANNUALLY
 - TELEPHONE, IN-HOME AND POSTAL SURVEYS, FOCUS GROUPS, EXECUTIVE INTERVIEWS
 - RECORD FOR ACCURACY
 - RESPECTED AS NON-PARTISAN
 - IN-HOUSE CORPORATE IMAGE RESEARCH EXPERIENCE
 - EXPERTISE IN INTERPRETATION
 - EXPERIENCE WITH SYNDICATION



COSTS

COSTS

- TO BE DETERMINED BASED ON PROJECT SPECIFICATIONS

APPENDICES

QUALITY CONTROL AT ENVIRONICS

1.0 Introduction

Environics Research Group Limited is committed to quality control in all phases of research from questionnaire design to preparation and reporting of findings. As members of CAMRO, the Canadian Association of Market Research Organizations, we are guided in our research by the philosophy, objectives and standards established by this industry association of Canada's leading market and social survey research houses. Many of our staff are also members of PMRS, the Professional Marketing Research Society.

The following discusses quality control as it pertains to quantitative research (telephone and postal surveys) and qualitative research (executive interviews and focus groups).

2.0 Questionnaire Design and Pre-test

Questionnaires and interview and focus groups discussion guidelines are designed by senior Environics researchers in close consultation with the client.

Particular attention is paid to designing questionnaires or discussion guidelines which fulfil the information requirements of the client and supply the information according to specifically relevant demographic and socio-economic variables.

If appropriate, questionnaires and discussion guidelines are designed in both French and English.

Telephone Survey Pre-Tests

Telephone questionnaires are pre-tested on samples of 25 eligible respondents, in order to examine the reliability and validity of the items, specifically ensuring:

- o the proper information is being obtained from each question;
- o the questions are appropriate for the method of data collection;
- o the wording of the questions is clear and unambiguous;
- o the ordering of the questions is correct;

- o appropriate response categories are developed for open-ended items;
- o the instructions to interviewers are clear and unambiguous;
- o the English and French versions of the questionnaire are identical.

Following pre-testing, questionnaires are modified, if necessary, again in close consultation with the client.

Postal Survey Pre-Tests

Postal surveys are pre-tested in the manner described above for telephone surveys.

Executive Interviews Pre-Tests

Questionnaires for executive interviews are not pre-tested in the formal manner discussed above. But the questionnaires are designed to be flexible and the interviews themselves are conducted by senior people so that, if it becomes apparent that changes are required, these changes may be made readily.

Focus Groups Pre-Tests

Discussion guidelines for focus groups are also not pre-tested in a formal manner, but are designed to be flexible. The group discussion, although guided by a senior researcher, is determined by the make-up and comments of the group and flows accordingly.

3.0 Sample Design and Selection

Methodology for sample design and selection is dependent on the nature of the group being surveyed and the type of research instrument being used.

Telephone Surveys

The objective for surveys of the Canadian general public is to obtain a stratified random sample of adults eighteen years of age and over, living in private households across the country.

Communities selected for the sample are drawn randomly in proportion to the population of the provinces. We suggest that they be drawn according to community size as follows: population 100,000 and over, 30,000 to 99,999, 10,000 to 29,999, 5,000 to 9,999 and under 5,000, including urban and rural areas.

The sample is selected from the most current telephone directories. The plus-one sampling technique is used to ensure that new listings and unlisted numbers have an equal opportunity for inclusion in the sample. This procedure involves selecting numbers at random from the current telephone directories and adding a constant ("1") to the final digit. With this method, we obtain non-listed numbers in what we know to be working banks from the existing listings.

Respondents 18 years of age and older are screened for selection using the refined Troldahl-Carter respondent selection technique. This matrix uses household size and gender to determine the appropriate respondent to be interviewed. No substitution is allowed. The use of this technique increases the likelihood of obtaining a sample closely matching the demographics of Canada, and weighting is usually not necessary.

However, should the demographic characteristics of the sample obtained not correspond with the latest census data available, the results are weighted accordingly.

Postal Surveys

When the group being surveyed is a client-defined target group, where names and addresses are supplied for a postal survey, the sample is drawn according to the demographic requirements of the client and to obtain sufficient replies to yield results which are accurate within a margin of ± 5 per cent in 95 samples out of 100, when possible.

Executive Interviews

When the group being surveyed is a client-defined target group, which is to be surveyed through executive interviews, the sample is drawn according to the demographic requirements of the client and to obtain sufficient replies to yield a representative sample of opinion.

Focus Groups

Sample design and selection for focus groups is similar to that which is used for executive interviews, described above.

4.0 Fieldwork

Telephone Surveys

Enviro-nics conducts telephone surveys from central location telephone facilities. In these facilities we provide constant supervision and unobstrusive monitoring of calls. A minimum of ten per cent of each

interviewer's work is monitored and verified. Central local supervision and monitoring ensure quality control for each interview conducted and strict adherence to the sample design, respondent selection criteria and proper administration of the questionnaire.

In addition, telephoning from Environics' central location telephone facilities permits the use of CATI (computer assisted telephone interviewing), the state-of-the-art method of conducting telephone interviews. Details of our DASH CATI system are described below.

A minimum of five calls are made before dead-ending a potential interview, with up to four call-backs to obtain an interview with the respondent identified using the Troldahl-Carter respondent selection technique. This high number of call-backs results in high response rates, thus ensuring a reliable sample.

Interviewing is conducted by a professional team of experienced and trained interviewers, many of whom are proficient in a second language. In order to obtain an accurate understanding and representation of the entire population of Canada, it is important to interview in each official language and in minority languages as well. Environics routinely interviews in Italian, Portuguese, Greek and Chinese, as the need arises.

All the completed interviews are checked for ambiguities, completeness and proper following of skip patterns. If problems are uncovered, respondents are telephoned again to clarify responses and correct errors. With the DASH CATI system, however, checks are programmed into the questionnaire and these errors are almost impossible to make.

Also, with the DASH CATI system, data are automatically entered into our in-house minicomputers with each answer a respondent gives, thus combining the interviewing and data entry stages of the methodology, eliminating the possibility of mispunches and saving time.

Postal Surveys

For postal surveys, Environics recommends the following procedures for achieving high quality returns, and a high response rate:

- o an introductory letter from the client and/or Environics, stating the purpose and importance of the study assuring confidentiality and anonymity of all participants accompanies the questionnaire. The letter introduces Environics as an independent research firm contracted by the client to conduct the survey;
- o clear and concise written instructions are given to respondents to simplify questionnaire completion. General instructions are written at the beginning of the questionnaire and more precise instructions are used as required for individual questions;

- o the questionnaire has a professional and eye-catching layout. It is printed on coloured quality paper in booklet form;
- o the date by which to return the completed questionnaire is stated on both the letter and the questionnaire. Respondents are given one to two weeks from the date of mailing to send back the questionnaire;
- o the address of where to send the completed questionnaire is clearly stated;
- o respondents are given the name of Environics' Principal Investigator to contact should questions arise;
- o a postage-paid return envelope accompanies the questionnaire and letter. This procedure simplifies and encourages prompt returns;
- o a second letter from the client or Environics is sent to all respondents five to ten days after the first mailing, as a thank you (if they have already replied) and a reminder (if they have not).

Executive Interviews

Executive interviews are conducted by highly qualified and experienced senior staff.

Appointments are made prior to the interview, whether it be a telephone or personal interview.

Interviews may be tape-recorded and transferred to written form following each interview.

Interviews are monitored regularly to ensure quality control.

Focus Groups

Focus Groups are conducted by trained, experienced and qualified moderators who develop discussion guidelines in consultation with the client and conduct the group in an unbiased fashion. Participants are recruited by professional recruiters according to detailed specifications. The standards of the Qualitative Research Division of PMRS are always followed in all phases of focus group research.

5.0 Coding

Telephone Surveys

Open-ended items are coded by Environics' full-time coding supervisor and his staff, under the direction of the Principal Investigator. Response categories for open-ended questions are developed in consultation with the client.

Postal Surveys

Coding for postal surveys is conducted as above.

Executive Interviews

Coding may or may not be utilized for qualitative research, depending on the questionnaire design and respondents responses.

Focus Groups

Coding is not utilized for focus group discussions unless quantitative questionnaires are provided at the beginning of the discussion which is often the situation.

6.0 Data Analysis

Quantitative data are analyzed using Environics' in-house computer system.

Telephone Surveys

A full set of banners is provided, using up to 20 socio-economic and demographic variables. Data are produced in machine readable format if requested by the client and a codebook is provided.

Environics' analysts are fully capable of creating new variables which are either collapsed single variables or a logical construction or combination of two or more variables. We have considerable experience in the use of multivariate analyses which locate important connections among variables and help explain the meaning behind findings.

Postal Surveys

Data analysis is conducted as above.

Executive Interviews

Data analysis is not computerized for qualitative research.

Focus Groups

Data analysis is not computerized for qualitative research.

Note:

Please note that Environics also has an extensive nationwide network of supervisors and interviewers who conduct large scale personal in-home interviews according to high standards of professional conduct. However, since we have not recommended this particular methodology for this study, we have not discussed this segment of Environics' capabilities in the preceding pages.

FACILITIES AT ENVIRONICS

Environics Research Group Limited maintains a 40-line central location telephone bank at its Charles Street office in downtown Toronto. All telephone interviewing is conducted from this facility.

Interviews are monitored at all times by Environics' supervisors. All the information that is collected is checked, verified, cleaned, keypunched and coded in-house. Special computer routines are used for coding and analyzing open-ended responses.

Environics is particularly proud of its record of commitment to providing state-of-the-art computer technology for interviewing, data processing and analysis. Environics has purchased and installed two Data General MV2000 minicomputers running the DASH integrated package, which includes data entry, computer assisted telephone interviewing (CATI), coding, tabulation and reporting. The DASH system, designed and sold by Micro Ways of Mississauga, is the most widely accepted system of its type in the Canadian market research industry. The DASH system provides faster turnaround and more accurate data recording than traditional research techniques, particularly when a complex instrument with many skips and subgroups is used.

As well, Environics maintains 14 IBM-compatible microcomputers. Three of these microcomputers are specially equipped to analyze data using the Statistical Package for the Social Science (SPSS) and the Survey System. SPSS offers a wide variety of univariate and multivariate statistical routines, while the Survey System provides banner format crosstabular analyses.

E·N·V·I·R·O·N·I·C·S

ENVIRONICS RESEARCH GROUP LIMITED
45 Charles Street East
Toronto, Canada M4Y 1S2
(416) 964-1397

**ENVIRONICS RESEARCH GROUP LIMITED
CORPORATE RESUME**

July, 1988



THE COMPANY

Environics Research Group Limited is one of Canada's leading marketing and opinion research firms. Established in 1970, Environics is a private independent Canadian company headquartered in Toronto.

Environics is a full-service research firm experienced in nationwide telephone, in-home and mail surveys. Our clients include business, the media, industry associations and departments and agencies at all three levels of government in Canada.

Environics' clients use our research to influence corporate strategy, marketing, government and public relations and human resources planning.

For nearly 20 years, Environics has undertaken high quality custom research studies on a wide variety of marketing and public policy issues. In recent years, the firm has applied its accumulated knowledge to the development of syndicated studies that enable business and government to understand and track major public policy issues and consumer trends.

Today, Environics has more than 150 clients who subscribe to our eight syndicated/omnibus studies: The FOCUS CANADA Report, The Environmental Monitor, The FOCUS ONTARIO Report, The HOMES NATIONAL Report, The Environics Media Study, The Ethnic Communities Survey, The Media Habits of Toronto's Ethnic Communities and The Yankelovich-Environics North American Environmental Scanning Program.

Environics offers direct access to its data base of over 104,000 interviews going back to November, 1976. This is the most extensive survey database in Canada and contains 56 national surveys with over 5,200 questions covering a wide variety of consumer trends and public policy issues.

Environics produces ~~The Globe-Environics~~ Poll and the Report on Business Consumer Trends Poll for the Globe and Mail, Canada's national newspaper. The ~~Globe-Environics~~ Poll covers national and provincial government performance, party support and leadership, as well as public attitudes towards issues and problems of national importance.

In 1988, Environics began publishing the *Sondage Le Devoir-Environics* in the most respected daily newspaper in French-speaking Canada on issues of national and provincial importance in Quebec.

1988 also marked the inauguration of Environics' Yvan Corbeil Research Scholarship whereby distinguished Canadian scholars are provided access to our data archives for purposes of secondary analysis and the preparation of a manuscript suitable for publication. The 1988 recipient of the \$10,000 honorarium is University of British Columbia Professor Donald Blake whose topic is Social Structure, Policy Attitudes and Political Choice in Canada.

Environics is a member of CAMRO, The Canadian Association of Marketing Research Organizations, and is guided by the philosophy and standards established by this industry association.

RANGE OF SERVICES

The breadth of Environics' research capabilities is reflected both in the range of data collection techniques used and in the various types of research surveys conducted on a regular basis.

Data Collection Techniques

- o Computer Assisted Telephone Interviewing (CATI) from central location facilities
- o Personal in-home interviews
- o Postal Surveys
- o Focus group discussions
- o Executive interviews

Our interviewers have competence in English, French, Italian, Portuguese, Chinese, Spanish and other languages as required.

Types of Research Surveys

- o Market segmentation studies (including factor and cluster analysis)
- o Tracking studies to monitor trends in consumer behaviour or public opinion
- o Corporate image studies
- o Public opinion polling
- o Ethnic group research
- o Communications and advertising effectiveness (pre and post testing)
- o Readership/audience studies
- o Employee climate surveys

Syndicated/Omnibus Surveys

Environics produces a number of syndicated studies which track on a regular basis - usually quarterly - changing consumer and voter attitudes and behaviour. Our syndicated studies focus on a specific area of Environics' expertise and are made available to a limited number of subscribers who share the results and the costs. An omnibus portion of each survey is also made available to clients for their own confidential custom-designed questions. The responses to all syndicated and omnibus questions are analyzed by a battery of 15 to 20 standard socio-demographic variables.

o The FOCUS CANADA Report

The FOCUS CANADA Report monitors public opinion on a broad range of issues such as trade policy, foreign investment, energy, deregulation, Crown Corporations, environmental protection. The analysis is based on regular surveys of 2,000 adult Canadians which have been conducted since November, 1976. Subscribers are entitled to commission confidential add-on questions for their private use. They also have access to the FOCUS CANADA data base of 56 surveys incorporating 104,000 interviews and 5,200 questions on a wide variety of consumer trends and public policy issues.

o The Environmental Monitor

A joint venture of Environics and Synergistics Consulting Limited of Toronto, the Environmental Monitor is Canada's first syndicated tracking study to focus exclusively on environmental issues. Inaugurated in 1987, the Environmental Monitor report is based on an in-depth annual survey conducted each fall plus quarterly tracking of the attitudes and opinions of a representative sample of 1,500 Canadian adults. The topics covered include continuing and emerging environmental issues, such as toxic chemicals, the transportation of hazardous material, waste disposal, water quality, air and climate, resource conservation, industry image and the role of government. Subscribers are entitled to commission confidential add-on questions for their private use.

o The FOCUS ONTARIO Report

The FOCUS ONTARIO Report is a quarterly survey of 1,000 Ontarians' opinions on provincial issues that has been conducted since 1985. FOCUS ONTARIO monitors satisfaction with the Ontario government's performance and public attitudes towards key issues on the provincial agenda. The report is geared to business, industry associations and interest groups which deal with Queen's Park as well as to government departments, agencies and Crown Corporations. Subscribers are entitled to commission confidential add-on questions for their private use.

o The HOMES NATIONAL Report

The HOMES NATIONAL survey is conducted once a year among a nation-wide sample of 4,000 adults resident in Canada's top 27 urban markets. The survey, which started in 1984, monitors attitudes and behaviour regarding immediate and near-term consumer demand for housing as well as public attitudes towards national, provincial and local housing issues. HOMES NATIONAL is Canada's most comprehensive and up-to-date data base on housing market dynamics, home renovation and repair, and energy conservation.

HOMES subscribers are entitled to commission confidential add-on questions for national, provincial and local markets. Individual product reports are also available.

o The Environics Media Study

Published in 1987, the Environics Media Study is the product of a joint venture between Environics and MacLaren/Intermart, Canada's largest advertising agency. Based on a November, 1986 in-home survey of 4,000 Canadian adults, the Media Study is the country's most comprehensive attitude survey since the 1970 Special Senate/Davey Report on the Mass Media. The survey incorporated over 320 questions on attitudes toward radio, television, newspapers and magazines and advertising on these media. A number of topical consumer and public policy issues were also covered in the survey.

o AdTrend

AdTrend is Canada's first advertising awareness tracking survey. Started in February, 1988, the AdTrend survey is conducted every three months among a representative nation-wide sample of 1,500 adult Canadians. Using Environics' advanced computer-assisted telephone interviewing (CATI) technology, AdTrend monitors top-of-mind awareness of advertising on television, radio, newspapers, magazines, billboards, public transit, direct mail and newspaper flyers/inserts, plus twenty major product categories ranging from beer to fast food restaurants to telecommunications.

AdTrend also tracks advertising that consumers think is in bad taste, and offers clients an omnibus service for other measures of advertising effectiveness. Topline results of the AdTrend survey are published in Marketing magazine.

o The Ethnic Communities Survey

Environics regularly conducts surveys of Metro Toronto's major ethnic minorities, including Italians, Portuguese, Chinese and Greeks. The Ethnic Communities Survey clients are entitled to commission confidential add-on questions relating to public policy issues, corporate image, product image and use.

In 1985 Environics conducted the Italian Market Study among a representative sample of 1,000 Italian-origin adults resident in the Toronto census metropolitan area. The two volume in-depth report of findings covers a broad range of topics: media use, media diary, leisure activities, product consumption, values and lifestyles, and demographic profile.

o **The Media Habits of Toronto's Ethnic Communities**

Part of the Ethnic Communities Survey is the Media Habits report. This report summarizes media consumption information for major ethnic groups in Metro. The 1983 Report provides data on the media habits of five major ethnic minorities in Metro: Italians, Portuguese, Chinese, Greeks and Hispanics.

o **The Yankelovich-Environics North American Environmental Scanning Program**

A joint venture of Environics and The Yankelovich Group of New York, this environmental scanning program, launched in 1987, is the first "second generation" scanning tool to monitor general consumer and cultural trends as well as trends affecting specific industry sectors. The scanning methodology is unique in its integration of both qualitative and quantitative measures, including in-depth survey research. Charter subscribers include over 25 government agencies and businesses in the United States and Canada who use the program for marketing and corporate affairs planning. Currently applied in the United States, the program will soon include Canada, becoming this continent's first integrated scanning program.

QUALITY CONTROL AT ENVIRONICS

Environics Research Group Limited is committed to quality control in all phases of research, including proposal preparation, questionnaire and sample design, fieldwork, coding, data processing and analysis, report writing and the presentation of results. During each phase of the research process, work is supervised and checks are implemented. All questionnaires are pre-tested before fieldwork is begun.

Clients are encouraged to monitor their studies in progress.

FACILITIES AT ENVIRONICS

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Interviews are monitored at all times by Environics' supervisors. All the information that is collected is checked, verified, cleaned, keypunched and coded in-house. Special computer routines are used for coding and analyzing open-ended responses.

As well, Environics maintains more than 20 IBM-compatible microcomputers. Several of these microcomputers are specially equipped to analyze data using the Statistical Package for the Social Sciences (SPSS) and the Survey System. SPSS offers a wide variety of univariate and multivariate statistical routines, while the Survey System provides banner format crosstabular analyses.

YVAN CORBEIL RESEARCH SCHOLARSHIP

In 1987, Environics inaugurated the Yvan Corbeil Research Scholarship.

This scholarship is in honour of Yvan Corbeil for his work in establishing what has become the most extensive data base on public attitudes towards social, economic, cultural, political and consumer trends in Canada.

The purpose of the scholarship is to advance Canadians' understanding of their society and culture by making this unique data base available for secondary analysis and thoughtful interpretation.

Yvan Corbeil scholars produce a manuscript which is made available to Environics' clients who have supported this research over the years and, if appropriate, is more widely disseminated to the public.

The survey data base draws from over 56 national surveys conducted among samples of 2,000 adult Canadians at regular intervals since November, 1976. The data base now includes over 5,200 questions on a wide range of subjects.

The scholarship honorarium is \$10,000. The successful applicant is provided full access to the survey data base for the purpose of secondary analysis. Preference is given to applicants who have expertise in a specific subject area as well as a demonstrated ability to analyze and interpret survey data and to communicate to the informed public.

While the subject matter in the data base is wide-ranging, a number of topics are covered in depth:

- o arts, culture and communications
- o consumer and economic trends
- o employment and the workplace issues
- o crime and justice
- o energy and the environment
- o health and social services
- o language, race and ethnicity
- o politics and government

THE PEOPLE

Environics' reputation, as one of Canada's leading marketing and public affairs research companies, is based on the expertise of its people. Drawn from a range of disciplines, all of Environics Senior Staff are seasoned professionals with extensive backgrounds in public and private sector research.

These are the people who form Environics' core group of senior research professionals:

Michael Adams
Donna Dasko
James Matsui
Linda Saul
Andrea Kier
Jane Armstrong
Jordan Levitin
Keith Neuman
Barry Watson
Alan Harvey
John Dixon
Peter Goldthorpe
Richard Godin
Christine Dixon
Jennifer Hunter
James Moir

You are invited to review their credentials in the following pages.

E·N·V·I·R·O·N·I·C·S

Michael Adams: Founder and President

Education M.A. Sociology, University of Toronto, 1970
Honours B.A. Political Studies, Queen's University, 1969

Skills Michael Adams is one of Canada's leading marketing and opinion research consultants. He co-founded Environics while in university and has since guided the firm's growth into one of Canada's major survey research houses.

Mr. Adams' special expertise is the impact of values, attitudes and social trends on public policy, consumer behaviour and corporate strategy.

He has published numerous articles on opinion research in the popular and business press, including a 1987 article in Policy Options Politiques Vol. 8 No. 6, the journal of the Institute for Research on Public Policy which examines the role of polling in Canadian public policy and political life. He is a frequent commentator on social and political trends in the broadcast media and is also a frequent speaker at conferences, annual meetings, and seminars.

Michael Adams is co-author of The Globe-Environics Poll, a regular feature of The Globe and Mail, Canada's national newspaper.

Associations In a voluntary capacity, he is a past-President of CAMRO -- the Canadian Association of Marketing Research Organizations and remains active in promoting the goals and standards of the Canadian research industry.

E·N·V·I·R·O·N·I·C·S

Donna Dasko: Vice President

Education

Ph.D. Sociology, University of Toronto, 1982
M.A. Sociology, University of Toronto, 1974
B.A. (Honours), University of Manitoba, 1973

Honours: Ontario Graduate Scholarship, 1978-80
Canada Council Doctoral Fellowship,
1976-1978
Dean's Honour List, 1970-1973
Governor General Medal, 1969

Skills

As Vice President, Donna Dasko is director of Environics' syndicated public opinion reports, The FOCUS CANADA Report and The FOCUS ONTARIO Report. She specializes in the areas of public opinion, political trends, workplace issues, and immigration.

She is co-author of The Globe-Environics Poll and a frequent commentator on current events.

Dr. Dasko joined Environics as Research Associate in June, 1982. Prior to joining the firm, she worked as an academic researcher in the area of ethnic studies, and as a research analyst in government.

Dr. Dasko has been a faculty member and lecturer in the Department of Sociology at the Universities of Toronto and Manitoba.

She has published several articles in academic and business publications. Her doctoral dissertation examined the effect of industry structure on income inequality.

Associations

Dr. Dasko is an active member of the Canadian Sociology and Anthropology Association. She is President of St. Stephen's Community House, a United Way member agency which provides services to immigrant communities in downtown Toronto.

E·N·V·I·R·O·N·I·C·S

James Matsui: Vice President

Education

A.B.D. Sociology, University of Waterloo
M.A. Sociology, Rutgers University, 1974
B.A. Liberal Arts, Colgate University, 1973

Honours: Colgate University Scholarship 1969-73
Dean's List, Colgate University 1969-73
University of Waterloo Graduate
Scholarship 1974-78

Skills

As Vice President, Mr. Matsui takes responsibility for Environics' custom research projects. He specializes in project conceptualization, measurement techniques, questionnaire/interview design, data analysis and report writing. He is an expert in multi-variate multiple indicator statistical modelling with special emphasis on lifestyle analysis as a means of psychographic market segmentation.

Mr. Matsui is also responsible for introducing state of the art computer techniques to Environics, including on-line access for the clients of our syndicated data bases.

As well as statistics and methodology, his areas of expertise include communications, survey analysis, urban studies, social structural analysis and strategic planning.

Prior to coming to Environics in 1984, Mr. Matsui taught at Sheridan College, University of Waterloo and University of Western Ontario. He has also consulted with Environmental Research Inc. and PEAC Developments. More recently, Mr. Matsui has been employed as a Research Officer in the Market Research Branch of TVOntario. He brings a wealth of television and telecommunications related research experience from his work at TVOntario. Mr. Matsui has written and presented several papers on communications research to academic societies in Canada.

Associations

Canadian Association of Applied Social Research
Canadian Sociology and Anthropology Association
Canadian Association for the Study of Adult
Education

E·N·V·I·R·O·N·I·C·S

Linda Saul: Vice President

Education B.A., Psychology, University of Toronto, 1963

Skills Linda Saul is one of Canada's consumer research experts. As Vice President, Linda's responsibility at Environics is for the newly created Consumer Research Division. This division currently includes three syndicated surveys and custom consumer research. AdTrend is a national quarterly syndicated monitor of advertising awareness, the Media Study, a monitor of media attitudes and behaviour, and HOMES, a syndicated survey of household behaviour, preferences, and attitudes.

Linda joined Environics in June, 1988, after seven years with General Foods, a major international food and beverage manufacturer. As Marketing Research Manager, Linda was responsible for all the marketing research, both primary and secondary, for General Foods Canada. At General Foods, Linda was a winner of the prestigious John Andrews Award for excellence in marketing research and contribution to the business. Linda was the first Non-American and the first woman to win this international award.

Prior to General Foods, Linda worked for McKim Advertising for nine years and spent three years with another research supplier.

Linda's experience covers a wide range of products and services, from airlines and banks to retailers and packaged goods. With these clients, Linda has had experience with all aspects of marketing research - communications, product performance, pricing, new product development, tracking, psychographics, brand strategies, market segmentation and structure, promotions, and simulated test markets.

Associations Professional Marketing Research Society,
Professional Member, Qualitative Research
Division member
Previously a consultant to the Coffee Council Of
Canada

E·N·V·I·R·O·N·I·C·S

Andrea Kier: General Manager

Education

B.A. Sociology, University of Toronto, 1973
University of Geneva, Switzerland, Political
Science and French
Goucher College, Baltimore, Maryland, Political
Science

Skills

As General Manager, Ms. Kier is responsible for the overall day-to-day operations of Enviro-nics, including administrative and financial control. She co-ordinates and develops timetables for all research projects effecting the efficient flow of work from preparation of proposals to printing of final reports and presentations. Throughout the process, she implements quality control procedures. Ms. Kier is also responsible for project budgets and monitoring costs as studies progress.

Before her promotion to the position of General Manager, Ms. Kier spent several years as Field Director of Enviro-nics, establishing central tele-phone facilities and high standards of sampling, interviewing and coding procedures. She continues to offer guidance in this area.

Before joining Enviro-nics, Ms. Kier worked in a supervisory capacity in business and social service.

Associations

Professional Member, Professional Marketing
Research Society

E·N·V·I·R·O·N·I·C·S

Jane Armstrong: Senior Associate

Education

M.A. Canadian Studies, Carleton University, 1979
Honours B.A. English Literature, University of
Western Ontario, 1977

Honours:

Ontario Graduate Scholarship, 1977-78, 1978-79
Carleton University Teaching Award, 1977-78
Nomination for Rhodes Scholarship, 1977
Dean's List at University of Western Ontario,
1974, 1975, 1976, 1977
William Wyatt Scholarship for highest standing in
2nd year Honours English, 1976
William Tamblyn Scholarship for highest standing
in 3rd year Honours English, 1975
University of Western Ontario Entrance Scholar-
ship, 1973
Ontario Scholar, 1973

Skills

As Senior Associate, Mrs. Armstrong is involved in both syndicated and custom research. She is Associate Director of The FOCUS CANADA Report, Director of The FOCUS ONTARIO Report, and she manages various custom research studies.

Mrs. Armstrong joined Environics in the Summer of 1986.

Prior to joining Environics, she was employed by large corporate organizations in both the private and public sectors.

As IBM's Communications Strategist, Mrs. Armstrong analysed corporate image research and helped to define strategic direction for the company. As Manager of Planning for Canada Post Corporation, she monitored issues and trends in public policy and opinion and, on the basis of this, helped provide a communications perspective to corporate strategic planning.

E·N·V·I·R·O·N·I·C·S

Jordan Levitin: Senior Associate

Education MBA, McGill University, University of Toronto
(in progress)
Bachelor of Environmental Studies (B.E.S.) in
Honours Urban and Regional Planning, University of
Waterloo, 1981

Skills As Senior Associate and Director of The FOCUS
CANADA National Omnibus Service, Mr. Levitin is
responsible for client liaison, questionnaire
design and the preparation of OMNIBUS plus
reports, as well as project administration. He
also undertakes data analysis, report writing and
client liaison for The FOCUS CANADA Report.

Mr. Levitin joined Environics as Senior Associate
in 1985. Prior to that date, he was employed by
CROP Inc. as the Associate Director of The CROP
Report. He has also worked as a researcher for
the C.D. Howe Research Institute, a Policy Analyst
for the Department of Regional Economic Expansion
and as a consultant to Canada Mortgage and Housing
Corporation.

Mr. Levitin is proficient in both English and
French.

Associations Mr. Levitin is a member of the Professional
Marketing Research Society (PMRS) and the American
Association for Opinion Research (AAPOR). He
served as Quebec Membership Chairman (PMRS)
between 1983 and 1986.

Awards University of Toronto Open Fellowship 1988; Alumni:
Gold Medal, University of Waterloo 1981; Faculty
of Environmental Studies, Planning Scholarships,
1979 - 1981;
Dean's Honour List, University of Waterloo 1978-
1981.

E·N·V·I·R·O·N·I·C·S

Keith Neuman: Senior Associate

Education Ph.D. Social Ecology, University of California,
Irvine, 1982

 M.A. Social Ecology, University of California,
Irvine, 1979

 B.A. Psychology, Haverford College, 1976

Skills As Senior Associate, Dr. Neuman is involved
in custom research projects and is also Environics
Project Director for The Environmental Monitor.
He specializes in the areas of environment,
education and workplace issues. His
responsibilities include proposal development,
data analysis, report writing and client liaison.

Dr. Neuman joined Environics as Senior Associate
in January, 1988. Prior to that date he was
employed as a senior social scientist with the
Ontario Ministry of the Environment, where he was
responsible for policy development and research in
a range of areas including public opinion, social
impact assessment and public participation.

Association American Association of Public Opinion Research
Associate, Institute for Environmental Studies and
the Graduate School, University of Toronto
American Sociological Association

E·N·V·I·R·O·N·I·C·S

Barry Watson:

Senior Associate

Education

Ph.D., Pennsylvania State University, 1982

M.S., Pennsylvania State University, 1980

B.Sc., Dalhousie University, 1976

Skills

As Senior Associate, Dr. Watson is involved primarily in custom research projects. He specializes in urban and transportation issues.

Dr. Watson joined Environics in June, 1988. Prior to that he held positions with the Toronto Transit Commission where he was responsible for marketing research, and for the planning and implementation of office information systems.

At the Pennsylvania Transportation Institute, Dr. Watson was associated with a wide range of transportation projects carried out for groups including the Transportation Research Board, the Urban Mass Transportation Administration, and the Commonwealth of Virginia.

Dr. Watson has served on the review panel for the National Co-operative Transit Research Program of the US Department of Transportation, and has been active in committee work with the Transportation Research Board.

Associations

Transportation Research Board
Canadian Urban Transit Association
Canadian Information Processing Society
Professional Marketing Research Association

E·N·V·I·R·O·N·I·C·S

Alan C. Harvey: Manager, Data Resources

Education

M.A. Urban Planning, University of California, Los Angeles, 1979

B.A. (Honours) Urban Studies/Geography, York University, Toronto, 1975

Skills

As Manager of Data Resources at Environics, Mr. Harvey attends to the data processing needs of projects. His expertise includes the programming and use of statistical and tabulation programs to process data on micro and mini-computers. Project work includes processing and maintaining databases for FOCUS CANADA, FOCUS ONTARIO, HOMES reports and custom surveys.

As a researcher, Mr Harvey also has a solid background in urban studies, statistical and multi-variate analysis, sample design, questionnaire design, data analysis and research project management.

Prior to joining Environics, his work experience included managing a data processing department and being a research analyst/consultant for a survey research organization. He was also a special projects analyst for the Los Angeles County Transportation Commission.

Associations

Professional Member, Professional Marketing Research Society.

Member, Canadian Dinghy Association - participates actively in local and international sailing competitions.

E·N·V·I·R·O·N·I·C·S

John Dixon: National Field Director

Education General Business, Sir Sandford Fleming College,
1972
Real Estate, Insurance (general and life), and
Appraisal courses, prerequisites for licensing,
1972-1974
Introductory Accounting Courses, Laurentian
University, 1978

Skills As National Field Director, Mr. Dixon co-ordinates
the execution of personal and telephone interview
studies, self administered postal surveys and the
organization of and recruitment of participants
for focus groups.

He has extensive experience in recruiting,
training and supervising interviewers. He also
co-ordinates sample selection and coding for all
Environics' studies, including our in-house
computerized coding and data entry systems.

In all of these capacities there is emphasis on
quality control. Research assistants, inter-
viewers and data entry personnel are monitored at
all phases of each project to ensure accuracy and
consistency.

Before his promotion to the position of Field
Director in 1984, Mr. Dixon was a Field Supervisor
with Environics.

Prior to joining Environics, Mr. Dixon was
involved in the real estate and insurance
industries.

Associations Mr. John Dixon is a member of the Professional
Marketing Research Society. He is also an
executive member of in the Field Management Group,
an association of National Field Directors and
Managers.

E·N·V·I·R·O·N·I·C·S

Peter B. Goldthorpe: Research Associate

Education

Ph.D. Social Psychology, University of Florida, 1984

M.A. Psychology, The Ohio State University, 1981

M.A. Philosophy, The Ohio State University, 1980

B.A. Honours Philosophy, University of Western Ontario, 1976

Skills

As Research Associate, Dr. Goldthorpe is involved in both custom and syndicated studies. He is manager of HOMES National and is involved questionnaire design, data analysis and report writing.

Prior to joining Environics, Dr. Goldthorpe worked as an analyst with a firm of market research consultants. He specialized in multivariate statistical analysis, working on market segmentation studies for the packaged goods industry.

Dr. Goldthorpe has a rich conceptual background for studying social policy and attitudinal patterns. He has conducted psychological research in such areas as attitude formation, the attitude-behaviour relation and impression management. He has presented academic papers on several of these topics. At the University of Florida he taught courses on research design and methodology.

E·N·V·I·R·O·N·I·C·S

Richard Godin: Research Associate

Education

M.A. Sociology, McMaster University 1985
B.A. (Honours) Sociology, University of Winnipeg
1983

Honours: McMaster University Graduate
Scholarship 1984
University of Winnipeg Board of
Regents General Proficiency
Scholarship, 1981 - 1982

Skills

Mr. Godin has recently been promoted to the position of Research Associate. He is responsible for questionnaire design, data analysis and report writing for custom research studies.

In his previous capacity as Senior Research Assistant, Mr. Godin was responsible for data analysis, implementing Environics' data entry services, some questionnaire design, and report writing.

Mr. Godin joined Environics immediately after graduating from McMaster University. As a student, his studies focused on family research and research methodology. He also worked as a Research Assistant at McMaster University on a study of Employment Equity and was the Project Manager of a study on the effect of school closures on families with children in Hamilton. While at the University of Winnipeg, he worked as a Research Assistant studying divorce and separation and their effect upon families and children.

Associations

Professional Member, Professional Marketing
Research Society

E·N·V·I·R·O·N·I·C·S

Christine Dixon: National Field Coordinator

Education B.F.A. (Honours), York University, 1975

Skills Organizing, managing, communicating, expediting.

Ms. Dixon oversees the execution of all telephone surveys. She is responsible for the effective employment of a large part-time interviewing staff. On-going concerns include recruiting, training and scheduling staff; maintaining personnel records; and acting as a liaison between field staff and office staff.

Ms. Dixon is interested in maintaining productivity and efficiency while promoting a comfortable and motivating work environment.

Ms. Dixon began her career with Environics in 1982, working as a part-time telephone interviewer while pursuing an acting career. She was promoted to Field Supervisor in 1984 and to her present full-time position as National Field Coordinator in 1986.

Associations Field Management Group
Canadian Actors' Equity Association
ACTRA (Association of Canadian Television and Radio Artists)

E·N·V·I·R·O·N·I·C·S

Jennifer Hunter: Production Manager

Education B.A. (Honours) Sociology, University of Toronto,
1985

Skills As Production Manager, Ms. Hunter specializes in the production of The FOCUS CANADA Report and The FOCUS ONTARIO Report as well as various custom research studies. She is also an analyst and manager for HOMES NATIONAL - Canada's leading survey of housing issues.

Ms. Hunter is also responsible for scheduling and overseeing the activities of Environics' Production Assistants. The Production Department designs and produces graphics and text for Reports in both English and French. In addition, her department creates slides for all of Environics' presentations and promotions.

Ms. Hunter joined Environics following her graduation from the University of Toronto in 1985. As a student she specialized in social research methodology and statistical analysis.

Associations Professional Member, Professional Marketing
Research Society

E·N·V·I·R·O·N·I·C·S

James Moir: Senior Research Assistant

Education B.A. (Honours) Geography, University of Western Ontario, 1984

Skills As assistant to the Vice President of Custom Research, Mr. Moir's responsibilities include proposal development and budgeting, questionnaire design, data analysis, report writing and project coordinator for custom research studies. He is also involved with design and analysis for the Environmental Monitor.

He has extensive experience in all aspects of survey execution for telephone, personal and self-administered postal surveys.

Mr. Moir joined Environics as a Research Assistant following his graduation from the University of Western Ontario in 1984. He specialized in the study of environmental and natural resource-oriented issues.

Associations Canadian Association of Geographers
Professional Marketing Research Society

PRIVATE SECTOR CLIENTS

Alcan Canada Products Limited
Alcor Investments Limited
Amoco Canada Petroleum Co. Ltd.
Ascend Plastics

Bairstowe and Associates Consulting Ltd.
Ted Bates Advertising
BBM Bureau of Measurement
Beaver Lumber
Benson and Hedges
Bell Canada
Bramalea Limited
Burson Marsteller

Caledon Advertising Co. Ltd.
Canadian Cablesystems Limited
Canadian Centre for Arms Control
Canadian Imperial Bank of Commerce
Canadian Tire Corporation Limited
Canfair Management Group Ltd.
Cara Operations Limited
Carling O'Keefe Breweries Canada Ltd.
Carrier Canada Limited
Cashway Building Centres
Castlewood Homes Limited, Winnipeg
CFMT-TV Channel 47
Chinavision Canada Corporation
CHIN Radio - Toronto
CKO Incorporated
CKOC Radio - Hamilton
Clayton Research Associates
Comay Planning Consultants
Cooperative Housing Foundation
CP Rail

Damas and Smith Limited
Daisons Corporation
Domtar Construction Materials

Eaton-Bay Financial Services
E.D. Smith & Sons Limited
Emco Products

Fiberglas Canada Inc.
Financial Post
Financial Times
First City Developments
Foster Advertising
Freure Homes
Friends of Public Broadcasting

Gainers
General Foods Inc.
General Motors of Canada Limited
Globe & Mail
Government Consultants International
Guaranty Trust

Hallmark Hotels Ltd.
Hayhurst Advertising
Herizons Magazine
James F. Hickling

Inasco Limited
Imperial Oil
Inco Limited
Interact Communications Inc.

Kesmark Limited
Klein/McInnis Group

P. R. Lamont Advertising Ltd.
La Presse
Landmark Magazine
La Vie Wildlife Research
Le Devoir
Les Productions La Fete

MacLaren Advertising
Maclean-Hunter Ltd.
Malsham Group Inc.
McDonald's Restaurants of Canada Limited
McKim Advertising
McNally & Sutherland Inc.
MII - Marketing Initiatives International/Baker Lovick
Molson Breweries of Canada Ltd.
Mortgage Insurance Company of Canada
Bank of Montreal
MTV (Toronto) Limited

Nordicity Group Ltd.
Norther Native Broadcasting, Yukon

Ontario New Home Warranty Program
Optical Factory

Peat, Marwick & Partners
Pepsi Cola Canada Limited
J. Perez Construction (Toronto) Corp.
PIR - Public and Industrial Relations Limited
Pocklington Financial Corporation
Policorp
Policy Concepts Inc.
Premdor Inc.
Proctor and Redfern Limited
Public Affairs Management

Radio-Television Representatives Ltd.
Reader's Digest
Recorder and Times Limited (Brockville)
Rideau Carleton Raceway
RJR Macdonald
Rogers Cable TV/Telecommunications Limited
Ronalds-Reynolds and Co. Ltd.
Royal Bank of Canada

Saatchi and Saatchi Compton Hayhurst Ltd.
Saturday Night Magazine
Seagrams, Joseph E. & Sons Ltd.
Security Pacific Bank Canada
Shell Canada
Sherwood Communications/Foster Advertising
Sifton Properties
Stanley Door Systems
Suncor Inc.

Telecom Canada
Telelatino
Telesat Canada
Telemedia Inc.
TIME Canada Ltd.
Thomson Newspapers Limited
Toronto Dominion Bank
Toronto Star

Waltec Sinkware
Warren Real Estate
M.K. Wong and Associates Limited
Woods Gordon

ASSOCIATIONS

Association of Canadian Advertisers

B'nai Brith Canada

Canada West Foundation

Canadian Advertising Research Foundation

Canadian Alliance for Trade and Job Opportunities

Canadian Bankers Association

Canadian Cable Television Association

Canadian Daily Newspaper Publishers Association

Canadian Electrical Association

Canadian Federation of Independent Grocers

Canadian Federation of Insurance Agents & Brokers Associations

Canadian Home Builders Associations

Canadian Labour Market and Productivity Centre

Canadian Life and Health Insurance Association

Canadian Real Estate Association

Canadian Teachers Federation

Coalition for Family Values

Cooperative Housing Foundation

Dairy Bureau of Canada

Muskoka Foundation for the Arts

Ontario College of Nurses

Ontario Contact Lens Association

Ontario Dental Association

Ontario English Catholic Teachers' Association

Ontario Funeral Service Association

Ontario Home Builders Association

Ontario Hospital Association

Ontario Medical Association

Ontario Milk Marketing Board

Ontario Secondary School Teachers' Federation

Ontario Teachers' Federation

Royal Society of Canada

Television Bureau of Canada

Toronto Home Builders Association

Toronto Real Estate Board

United Church of Canada

MEDIA

BBM Bureau of Measurement

Canadian Broadcasting Corporation
Canadian Cable Television Association
Canadian Cablesystems Limited
Canadian Daily Newspaper Publishers Association
Canadian Radio-Television and Telecommunications Commission
CBLIF Radio - Toronto
CFMT-TV Channel 47
Chinavision Canada Corporation
CHIN Radio - Toronto
CKO Incorporated
CKOC Radio - Hamilton

Daisons Corporation

Financial Post
Financial Times

Globe & Mail

Herizons Magazine

La Presse
Landmark Magazine
Le Devoir

MTV (Toronto) Limited

National Film Board
Northern Native Broadcasting, Yukon

Radio-Television Representatives Ltd.
Reader's Digest
Recorder and Times Limited
Rogers Cable TV/Telecommunications Limited

Saturday Night Magazine

Telecom Canada
Telelatino
Telesat Canada
Telemedia Inc.
Television Bureau of Canada
Thomson Newspapers Limited
TIME Canada Ltd.
Toronto Star
TVOntario

POLITICAL PARTIES

Various federal and provincial political parties

PUBLIC SECTOR CLIENTS

FEDERAL GOVERNMENT DEPARTMENTS

Communications
Consumer and Corporate Affairs
Employment and Immigration
Energy, Mines and Resources
Environment Canada
External Affairs
Federal-Provincial Relations Office
Fisheries and Oceans
Finance
Health and Welfare
House of Commons Committee on Communications and Culture
Indian and Northern Affairs
Justice
Multiculturalism
Minister of State, Finance
National Defence
National Revenue, Taxation
Prime Minister's Office
Privatization and Regulatory Affairs
Privy Council Office
Regional Industrial Expansion
Secretary of State
Small Business
Statistics Canada
Supply and Services
Tourism
Transport Canada
Treasury Board
Veterans Affairs

FEDERAL CROWN CORPORATIONS AND AGENCIES

Atomic Energy of Canada Ltd.
Canada Mortgage and Housing Corporation
Canada Post Corporation
Canadian Broadcasting Corporation
Canadian National - CN
Canadian Radio-Television and Telecommunications Commission
Investment Canada
National Film Board
Petro-Canada
Royal Canadian Mint
Royal Canadian Mounted Police

FEDERAL TASK FORCES

Canada Post Review Committee

PROVINCIAL GOVERNMENT DEPARTMENTS

Alberta Government
Housing

Atlantic Provinces Economic Council

British Columbia
Government Information Services
Housing Management Commission

Manitoba Government
Manitoba Housing

Ontario Government Ministries/Offices
Agriculture and Food
Attorney General
Cabinet Office
Citizenship
Colleges and Universities
Community and Social Services
Consumer and Commercial Relations
Correctional Services
Culture and Communications
Economics
Education
Energy
Environment
Financial Institutions
Government Services
Health
Housing
Human Resources Secretariat
Industry, Trade and Technology
Intergovernmental Affairs
Labour
Legislative Library
Management Board
Mines
Municipal Affairs
Natural Resources
Northern Development
Office Responsible for Disabled Persons
Ontario Women's Directorate
Premier's Office
Revenue
Senior Citizens Affairs
Skills Development
Solicitor General
Tourism and Recreation
Transportation
Treasury and Economics

Ontario Government Councils and Commissions:

College of Nurses of Ontario
College of Physicians and Surgeons of Ontario
Ontario Advisory Council on Senior Citizens
Ontario Arts Council
Ontario Sports Medicine and Safety Advisory Board
Ontario Status of Women Council
Ontario Commission of Inquiry into Residential Tenancies
Ontario Human Rights Commission
Ontario Task Force on the Implementation of Midwifery

Quebec Government Ministries

Affaires culturelles
Bureau de Premier ministre
Commerce extérieur
Communications
Conseil Executif
Energie et Ressources
Finances
Secrétariat aux affaires intergouvernementales canadiennes
Societe D'habitation

Saskatchewan Government Ministries

Saskatchewan Housing

PROVINCIAL CROWN CORPORATIONS AND INSTITUTIONS

Ontario

The Addiction Research Foundation
Board of Ophthalmic Dispensers of Ontario
Hospital for Sick Children
The McMichael Canadian Collection
Ontario Housing Corporation
Ontario Hydro
Parks and Recreation Federation of Ontario
Scarborough Centenary Hospital
Sunnybrook Medical Centre
TV Ontario
Urban Transportation Development Corporation
York Central Hospital

Quebec

CIDEM Communications
Hydro - Quebec
Office de la langue francaise
Societe de developpement des industries de la culture et des
communications (SODICC)
Societe d'habitation du Quebec (Quebec housing)

Western Canada Lottery Corporation

MONICIPALITIES

Bath
Gananoque
Halton Region
London
North York
Owen Sound
Sault Ste. Marie
St. Albert
Toronto
Trenton
Waterloo

TORONTO AND AREA INSTITUTIONS

Metro Toronto Transportation Plan Review
Metropolitan Toronto School Board
Mississauga Transit
Toronto Area Transit Operating Authority
Toronto Task Force on Arts/City of Toronto
Toronto Transit Commission

FOREIGN

United States Information Service

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