

COVID-19 Report

Rubicon Strategy

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Executive Summary

Rubicon Strategy is a lobbying firm being used to “launder” influence from major stakeholders in the COVID-19 crisis, including all of the major pharmaceutical companies. The result is highly biased, aggressively pro-vaccination policy stemming from the **Ontario Provincial Government**, falling in lockstep with jurisdictions across Canada and around the world. The COVID-19 response has been based not on science or the well-being of Ontarians, but instead the financial and ideological interests of multinational corporations and supranational non-governmental organizations (NGOs).

1. The team at Rubicon is made up almost entirely of high-level campaign officials from **Doug Ford**’s successful 2018 election for Premier of Ontario, and others who have held senior positions in Ford’s government (and in some cases, former Prime Minister **Stephen Harper**’s federal government) before joining Rubicon;
2. CEO **Kory Teynycke** is currently campaign manager for the Progressive Conservative Party in the 2022 election, while his company is actively lobbying Ford and the party for their own interests;
3. The following companies, directly or through related organizations, are actively influencing Ontario’s policies around COVID-19 and broader pharmaceutical regulations: **Providence Therapeutics, Medical Pharmacies Group Ltd, AstraZeneca, AMGEN, Bayer, GlaxoSmithKline, Merck, Pfizer, Amazon, Janssen, Johnson & Johnson, Abbvie, Bristol-Myers Squibb, Eli Lilly, Emergent Biosolutions, Gilead, Roche, Medicago, Novartis, Sanofi, and Arbor Memorial Inc;**¹
4. The following healthcare, academic and hospitality organizations are doing the same: the **Ontario Medical Association, Ontario Hospital Association, Sienna Senior Living, Ontario Association of Radiologists, Canadian Niagara Hotels Inc, CareRx, and the Council of Ontario Universities;**
5. The companies who currently or previously engage government through Rubicon Strategy are deeply troubling as their stated values, goals and associations do not necessarily align with those of the voting Canadian population. **AstraZeneca, Bayer, Merck, Pfizer, Amazon, Johnson & Johnson, Abbott** (associated with **AbbVie**), **Roche, Novartis, Sanofi, Manulife, Mott MacDonald** and **IBM** are all Member Organizations of the **World Economic Forum**, lead by **Klaus Schwab** (author of “**The Great Reset**”).²

Rubicon Strategy must immediately stop its lobbying activities due to sufficient evidence of Conflict of Interest, and its employees investigated to ensure there is no undue influence that may violate Canadian law and threaten the safety and well-being of Canadians.

¹ See Appendix A for background information surrounding these companies and COVID-19

² See Appendix B for citations regarding membership with the World Economic Forum

Background

Rubicon Strategy is a lobbying firm with offices in Ottawa and Toronto, Ontario.^{3, 4} The company was founded by **Kory Teneycke**.

Teneycke served as Campaign Manager for **Doug Ford**'s successful campaign for Premier of Ontario in 2018.⁵ He incorporated Rubicon Strategy on June 27, 2018, corporate filings show, just 20 days after the election.⁶

While Teneycke is prevented by law from representing clients to the government he helped elect, he can legally profit through the junior colleagues he employs at Rubicon.⁷

On March 17, 2020, a state of emergency was declared by Premier Doug Ford using the Emergency Management and Civil Protection Act, following the **World Health Organization**'s declaration of a pandemic six days prior.^{8, 9, 10}

Rubicon's main webpage advertises that they "have elected Premiers in Ontario and Alberta" by "shaping public opinion," and other online strategies. Simultaneously, the company describes itself as "trusted advisors to companies and associations in health care, gaming, cannabis, government procurement, entertainment, environment, energy, natural resources, and more."

The firm also boasts itself as "a premier aerospace and defence group comprised of battle-hardened experts in the areas of Canadian federal procurement with a focus on policies, practices, politics, procedures and the detailed requirements of complex military acquisitions."

³ Rubicon Strategy Inc. *Government Relations - Toronto*. Retrieved October 21, 2021, from <https://rubiconstrategy.com/government-relations/toronto>

⁴ Rubicon Strategy Inc. *Rubicon Strategy - The Ottawa Connection*. Retrieved October 21, 2021, from <https://rubiconstrategy.com/government-relations/ottawa>

⁵ Maher, S. (2019, January 30). *For access to the Ford government, two names matter most*. Macleans. Retrieved November 23, 2021, from <https://www.macleans.ca/politics/for-access-to-the-ford-government-two-names-matter-most/>

⁶ Canada Corporation Directory. (2018, November 19). *RUBICON STRATEGY INC.* Retrieved November 23, 2021, from <https://www.canadacompanyregistry.com/companies/rubicon-strategy-inc/>

⁷ Office of the Integrity Commissioner. (2020, June 1). *What is a conflict of interest and how does it affect my lobbying?* Retrieved December 3, 2021, from

<http://www.oico.on.ca/home/lobbyists-registration/interpretation-bulletins/what-is-a-conflict-of-interest-and-how-does-it-affect-my-lobbying->

⁸ Rodrigues, G. (2020, March 18). *Ontario government declares state of emergency amid coronavirus pandemic*. Global News. Retrieved December 3, 2021, from <https://globalnews.ca/news/6688074/ontario-doug-ford-coronavirus-covid-19-march-17/>

⁹ Cucinotta, D., & Vanelli, M. (2020). *WHO Declares COVID-19 a Pandemic*. *Acta bio-medica : Atenei Parmensis*, 91(1), 157–160. <https://doi.org/10.23750/abm.v9i1.9397>

¹⁰ Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9. Accessed December 3, 2021. <https://www.ontario.ca/laws/statute/90e09>

Kory Teneycke

Teneycke is the co-founder and CEO of **Rubicon Strategy**. He has a long resume in Canadian politics and business. He served as Director of Communications to Prime Minister **Stephen Harper** from July 7, 2008 until shortly after July 28, 2009.^{11, 12} He has weaved through various media roles including consulting and executive roles at **SUN TV**, and as a “pundit” on **CTV** and **CBC** (where he still writes opinion pieces).^{13, 14}

He returned to politics in 2015 to act as Chief Spokesman for the Conservative Party in advance of that year’s federal election.¹⁵

He is currently on leave from Rubicon to act as the campaign manager for the Ontario Progressive Conservative party in the 2022 election cycle.¹⁶ Despite this declaration, Teneycke and his corporate partners still profit from his team’s lobbying on behalf of several companies promoting COVID-19 related policies.¹⁷ This clear conflict of interest has been pointed out before, including by **Democracy Watch** who revealed that Teneycke had been “let off” by the Integrity Commissioner after violating Ontario’s lobbying laws.¹⁸ His response to the accusations of wrongdoing by **Canada Christian College** President **Charles McVety** was to call him a “conspiracy theorist” and state that McVety “is to Canadian politics what **Alex Jones** is to U.S. politics.”

This seems to be a go-to defense for Teneycke. While actively working with the Ford government, he criticized MPP **Rick Nicholls** for declining a COVID-19 injection and called him a

¹¹ The Canadian Press. (2008, July 4). *Harper selects new communications director*. Globe and Mail. Retrieved July 10, 2008, from <https://archive.ph/Gf5db>

¹² CTV.ca News Staff. (2009, July 28). *Harper’s communications director to step down*. CTVNews. Retrieved December 3, 2021, from <https://www.ctvnews.ca/harper-s-communications-director-to-step-down-1.420839>

¹³ Vongdouangchanh, B. (2009, August 31). *Former PMO communications director Teneycke joins SUN TV*. Hill Times. Retrieved November 27, 2011, from <https://archive.ph/AQLpT>

¹⁴ CBC News. *Kory Teneycke*. Retrieved December 3, 2021, from <https://www.cbc.ca/news/opinion/author/kory-teneycke-1.5436229>

¹⁵ Ditchburn, J. (2015, March 18). *Sun News personalities join, or rejoin, Conservative Party fold*. The Globe and Mail. Retrieved December 3, 2021, from

<https://www.theglobeandmail.com/news/politics/sun-news-personalities-join-or-rejoin-conservative-party-fold/article23524695/>

¹⁶ Benzie, R. (2021, May 3). *Doug Ford hires his former campaign manager with Ontario election one year away*. Toronto Star. Retrieved November 23, 2021, from

<https://www.thestar.com/politics/provincial/2021/05/03/doug-ford-hires-his-former-campaign-manager-with-ontario-election-one-year-away.html>

¹⁷ Smith, A. (2021, October 5). *McVety collides with PCs over campaign manager’s lobbying firm*. Politics Today. Retrieved December 4, 2021, from <https://www.politicstoday.news/queens-park-today/mcvety-collides-with-pcs-over-campaign-managers-lobbying-firm/>

¹⁸ Bradford. (2020, December 8). *Integrity Commissioner has let off 23 of 27 lobbyists (85%) he found violating lobbying law since 2018 – likely dozens more violated law*. Democracy Watch. Retrieved December 5, 2021, from

<https://democracywatch.ca/integrity-commissioner-has-let-off-23-of-27-lobbyists-85-he-found-violating-lobbying-law-since-2018-likely-dozens-more-violated-law/>

"kooky conspiracy theorist".¹⁹ Nicholls announced he would not abide by the Progressive Conservative Party's "mandatory vaccination" policy, which was swiftly followed by his public dismissal by Premier **Doug Ford**.²⁰

Teneycke incorrectly stated that "pharmaceutical companies are not lobbying for vaccine passports anywhere in the world, to his knowledge, citing the 'near infinite' demand for their Covid shots." Today, this is misleading at best, given that several countries have explicitly asked the companies in question to stop sending doses due to oversupply and lack of demand.^{21, 22} At worst, he is knowingly lying given that Rubicon represents **Providence Therapeutics** who are themselves making a COVID-19 mRNA vaccine product, and who specifically mention influence over "vaccine passports" in the lobbying registration.²³



Kory Teneycke
Co-founder and CEO

If you're in a tough fight, Kory is the guy you want on your side.

[Source: Rubicon Strategy](#)

¹⁹ PressProgress. (2021, September 29). *Top Doug Ford Adviser Says Private Text Messages Show MPP Promoted COVID-19 Vaccine Conspiracies*. Retrieved November 23, 2021, from

<https://pressprogress.ca/top-doug-ford-adviser-says-private-text-messages-show-mpp-promoted-covid-19-vaccine-conspiracies/>

²⁰ Newsblocks. (2021, August 20). *CK residents have mixed reaction to MPP Rick Nicholls refusal to be vaccinated*. Retrieved December 5, 2021, from

<https://news-blocks.com/2021/08/20/ck-residents-have-mixed-reaction-to-mpp-rick-nicholls-refusal-to-be-vaccinated/>

²¹ Kew, J., & Cele, S. (2021, November 24). *South Africa Asks J&J, Pfizer to Stop Sending Vaccines*. BNN Bloomberg. Retrieved December 5, 2021, from <https://www.bnnbloomberg.ca/south-africa-asks-j-j-pfizer-to-stop-sending-vaccines-11686641>

²² Arora, N., Das, K. N., & Ahmed, A. (2021, September 21). *India govt won't buy Pfizer, Moderna vaccines amid local output -sources*. Reuters. Retrieved December 5, 2021, from

<https://www.reuters.com/world/india/india-govt-wont-buy-pfizer-moderna-vaccines-amid-local-output-sources-2021-09-21/>

²³ See "Sarah Letersky" section

Mike Coates

Coates is the co-founder and Executive Chairman of **Rubicon Strategy**. He has been a contributor to the **Huffington Post**, and **CEO** of **Hill+Knowlton Strategies** (which is associated with the business community of the **World Economic Forum**).^{24, 25}

He lobbied for **Providence Therapeutics** - a company developing “personalized mRNA-based vaccines against cancers” - from June 16, 2020 until July 16, 2021, with the goal of “asking for funding so that they can increase their capacity to produce a vaccine for COVID-19”.^{26, 27, 28}

To accomplish this, Coates communicated with the Offices of the Ministers of Colleges and Universities, Economic Development Job Creation and Trade, and Health, as well as the Premier and Cabinet offices and Members of Provincial Parliament (MPPs).

Another group Coates formerly lobbied for is **Medical Pharmacies Group Ltd.**, from February 26, 2020 to June 23, 2021.²⁹ Despite his working on the Ford campaign transition team in 2018, he does not report as such on this particular registration. The goal for this effort was “to get the government to re-examine its policy on capitation funding model for pharmacies servicing long term care homes.”

Of particular interest is Coate’s work on behalf of the **Ontario Medical Association** from July 16, 2019 until March 23, 2021, during the entirety of the first year of the COVID-19 crisis.³⁰ The stated goal of his lobbying for the OMA was to advocate “for more funding in mental health, addictions and housing supports, reducing hospital wait times, ending hallway medicine and building 15,000 long-term care beds in five years”.

²⁴ Coates, M. (2015, May 25). *What Was Really Being Talked About in Davos*. HuffPost. Retrieved December 4, 2021, from https://www.huffpost.com/archive/ca/entry/talk-davos-b_6594868

²⁵ Grønntun, L. E. (2020, January 22). *WILL 2020 BE A TIPPING POINT FOR SUSTAINABILITY?* Hill+Knowlton Strategies. Retrieved December 4, 2021, from <https://www.hkstrategies.com/en/will-2020-be-a-tipping-point-for-sustainability/>

²⁶ Office of the Integrity Commissioner. (2021, July 16). *Michael Coates*. Lobbyists Registration. Retrieved December 4, 2021, from <https://lobbyist.oico.on.ca/Pages/Public/PublicSearch/ConsultantLobbyistPreview.aspx>

²⁷ Registration No. CL4623-20200615024987 with the Office of the Integrity Commissioner

²⁸ Chrysanthou, A. (2021, May 12). *Providence Therapeutics Announces Very Favorable Interim Phase 1 Trial Data for PTX-COVID19-B, its mRNA Vaccine Against COVID-19*. Providence Therapeutics. Retrieved November 23, 2021, from <https://providencetherapeutics.com/article-details/providence-therapeutics-announces-very-favorable-interim-phase-1-trial-data-for-ptx-covid19-b-its-mrna-vaccine-against-covid-19.html>

²⁹ Registration No. CL4623-20200226024296 with the Office of the Integrity Commissioner

³⁰ Registration No. CL4623-20190716023338 with the Office of the Integrity Commissioner

According to the filing, Ontario Medical Association “represents the political, clinical and economic interests of the province’s medical profession.” The organization receives significant funding through the **Ontario Medical Foundation** from the following pharmaceutical companies:³¹

- **AstraZeneca Canada Inc.**
- **AMGEN Canada Inc.**
- **Bayer Inc.**
- **GlaxoSmithKline Inc.**
- **Merck Frosst**
- **Pfizer Canada Inc.**
- **Pharmacia Canada**³²
 - Now a **Pfizer** company
 - Former parent company of **Monsanto**

Coates also previously consulted and lobbied for Loblaw Companies Ltd, Gowlings WLG, Cassels Brock & Blackwell LLP, TMX Group and Bruce Power Inc. He is currently registered as actively lobbying for KWG Resources Inc, Teranet, Cubic Transportation Systems Canada Ltd, and BEHAVIOUR INTERACTIVE INC.



Mike Coates
Co-founder and Executive Chairman

Nobody has more experience in the industry than Mike Coates.

[Source: Rubicon Strategy](#)

³¹ Ontario Medical Association. *Your impact*. Retrieved December 4, 2021, from <https://www.oma.org/what-we-do/ontario-medical-foundation/your-impact/>

³² Pfizer. *Pharmacia Merger*. Retrieved December 4, 2021, from https://www.pfizer.com/about/history/pfizer_pharmacia

Sarah Letersky

Letersky worked on the **Progressive Conservative Party**'s campaign in 2018 with Teneycke, then worked as Director of Communications for the Minister of Economic Development, Job Creation and Trade from June 2018 to June 2019. She then served as Chief of Staff in Premier **Doug Ford**'s government from June 2019 until August 2020. She was hired as Vice President at **Rubicon Strategy** the following month in September 2020.³³

She is a registered lobbyist for a long list of companies with direct interest in profitable COVID-19 policies. One such company is **Amazon**, who is engaging the Ford government on “COVID-19 health and safety” and “participating in government policy discussions about COVID-19 vaccine rollout”, among others.³⁴

Alongside her colleague **Mike Coates**, Letersky is also lobbying for **Providence Therapeutics**. Rather than funding, however, her focus is ensuring that “individuals participating in COVID-19 vaccine clinical trials, as approved by **Health Canada**, are eligible to enter and work in places where proof of vaccination is required.”³⁵ This almost certainly refers to Providence's own mRNA COVID-19 vaccine product in development.

Further, Letersky represents **Innovative Medicines Canada**, an association of pharmaceutical companies that includes COVID-19 vaccine developers **AstraZeneca**, **Janssen/Johnson & Johnson**, and **Pfizer**, as well as **Abbvie**, **Amgen**, **Bayer**, **Bristol-Myers Squibb**, **Eli Lilly**, **Emergent Biosolutions**, **Gilead**, **GlaxoSmithKline**, **Roche**, **Medicago**, **Merck**, **Novartis**, **Sanofi** and roughly a dozen others.³⁶ Their lobbying seeks to “collaborate with government to ensure ‘Transfer of Value’ Regulations avoid unintended consequences and support a sustainable, balanced and credible approach” surrounding the “Health Sector Payment Transparency ACT”.³⁷

Doubling down on **Janssen Inc**, she is actively lobbying for the company to “engage in discussions with MPPs and staff about current and emerging policies impacting the evaluation, marketing, sale or use of pharmaceutical products in Ontario.” In particular, the registration references the “**pan-Canadian Pharmaceutical Alliance**, **National Pharmacare**, Changes to the **Patented Medicines Product Review Board**, The use of real-world evidence in the evaluation of

³³ LinkedIn. *Sarah Letersky*. Retrieved November 23, 2021, from <https://ca.linkedin.com/in/sarah-letersky>

³⁴ Registration No. CL4899-20210730027216 with the Office of the Integrity Commissioner

³⁵ Registration No. CL4899-20211021027307 with the Office of the Integrity Commissioner

³⁶ Innovative Medicines Canada. *Member Companies*. Retrieved November 2, 2021, from <http://innovativemedicines.ca/about/member-companies/>

³⁷ Registration No. CL4899-20200917025456 with the Office of the Integrity Commissioner

pharmaceutical products.” Finally, Letersky is engaging MPPs and staff directly “that have questions about the **Johnson and Johnson** COVID-19 vaccine.”³⁸

She has also previously lobbied for **AstraZeneca** from January 2021 until June 2021, advocating for their interests in "the evaluation, marketing, sale or use of pharmaceutical products in Ontario"; "the status and distribution of vaccines related to COVID-19, working with the Ministry to develop a policy for personalized medicine, policies related to biologics/biosimilars and therapeutic area forced switches for patients, outcomes/values based agreements and rare disease drugs.”³⁹

The registrations specifically lists the following concerning Lobbying Targets:

- Office of the Minister of Health
- Office of the Premier and Cabinet Office
- Office of the Attorney General of Ontario
- Ministry of Health

Letersky is also currently lobbying on behalf of Sheridan College, Sienna Senior Living, Manulife, **Ontario Hospital Association** (more detail in the “Patrick Harris” section), Ontario Association of Radiologists, Cadillac Fairview, Canadian Niagara Hotels Inc, BEHAVIOUR INTERACTIVE INC, PMML Corp, Sonderbloom and CareRx.

Her expired/former registrations include Cubic Transportation Systems Canada Limited, Medical Pharmacies Group Limited, ShipperBee Inc, and **Ontario Medical Association**.



Sarah Letersky
Vice President

Sarah knows government decision making.

[Source: Rubicon Strategy](#)

³⁸ Registration No. CL4899-20200917025455 with the Office of the Integrity Commissioner

³⁹ Registration No. CL4899-20210120026158 with the Office of the Integrity Commissioner

Jan O'Driscoll

O'Driscoll is Senior Vice President at **Rubicon Strategy**. He formerly served as Chief of Staff for three **Ford** Cabinet ministers - Minister of Natural Resources and Forestry (July to November 2018), Minister of Transportation (November 2018 to June 2019), and Minister of Environment, Conservation and Parks (June 2019 to January 2020). He was hired at Rubicon the same month he left his prior position.⁴⁰

He is registered as an active lobbyist for **Amazon** with lobbying goals related to "COVID-19 health and safety", "COVID-19 testing and tracing efforts, COVID-19 vaccine rollout, economic recovery efforts". Listed targets are Office of the Minister of Health, Office of the Premier and Cabinet Office, Office of the Solicitor General of Ontario, and the Ministry of Health.⁴¹

Like his colleague Mr. Coates, O'Driscoll lobbied for **Providence Therapeutics** from May 2020 until July 2021, seeking "funding to increase their capacity to produce a vaccine for COVID-19."⁴²

Other prior clients include Keiwi Canada Group Inc, Greater Toronto Airports Authority, Corbett Land Strategies, Insurance Insight, Moves, Properly Operations Inc, Himelfarb Proszanski Barristers & Solicitors, and Loblaw Companies Limited.

His current registrations also include Joint Electrical Promotion Plan, Provincial Building and Construction Trades Council of Ontario, Canadian Niagara Hotels Inc, Teranet, Mott MacDonald, Cadillac Fairview, Pattern Energy, Direx Solutions Ltd, South Essex Fabricating Inc, The Ontario Pipe Trades Council (OPTC), KWG Resources Inc, and Cubic Transportation Systems Canada Limited.



Jan O'Driscoll
Senior Vice President

When the game is on the line, you want Jan on your side.

[Source: Rubicon Strategy](#)

⁴⁰ LinkedIn. *Jan O'Driscoll*. Retrieved November 23, 2021, from <https://ca.linkedin.com/in/jan-o-driscoll-0981651a>

⁴¹ Registration No. CL4775-20210316026540 with the Office of the Integrity Commissioner

⁴² Registration No. CL4775-20200507024757 with the Office of the Integrity Commissioner

Patrick Harris

Harris is Managing Partner at the Toronto office for **Rubicon Strategy** who “changes government policy”. This is literally true, as he is the 4th Vice President of the **Progressive Conservative Party of Ontario**.⁴³

He has represented several pharmaceutical companies, and is currently lobbying on behalf of **Janssen Inc.** The listed goals are the same as described in Letersky’s registration (seeking input on drug regulation and advocating directly to government staff on behalf of the **Johnson & Johnson** COVID-19 vaccine product).⁴⁴

Also like Letersky, Harris currently lobbies for **Innovative Medicines Canada** (which represents **Pfizer, Janssen, AstraZeneca** and other COVID-related pharma companies like **Merck** and **Gilead**).⁴⁵ Among other things, the group aims to provide “input on any new policy or program that may be related to pharmaceutical drug policy in Ontario and that may have an impact on Innovative Medicine Canada member companies and/or patient access to medications in Ontario”.

AstraZeneca was in Harris' portfolio from January 20, 2021 until July 21, 2021.⁴⁶ In addition to interests already mentioned, the company used Harris to lobby to “participate in government discussions surrounding the development of a provincial life sciences strategy, educate the government on policies that will attract innovative medicine investment and manufacturing to Ontario.”

Once again, **Amazon** appears on the list of active Rubicon clients. Harris continues to lobby for the mega corporation’s seat at the table on decisions surrounding “COVID-19 health and safety” and “COVID-19 vaccine rollout”.⁴⁷

Harris also joins his colleagues in formerly representing the **Ontario Medical Association** (funded by **AstraZeneca, AMGEN, Bayer, GlaxoSmithKline, Merck, Pfizer** and **Pharmacia Canada**) from March 22, 2021 and July 20, 2021.⁴⁸

Other active registrations include **CareRx** (to “help LTC homes deal with the ongoing COVID-19 pandemic and recovery efforts,” including “discussing a review of the government's

⁴³ PC Party of Ontario. *Patrick Harris – PC Party of Ontario*. Retrieved December 4, 2021, from <https://ontariopc.ca/team/patrick-harris-2/>

⁴⁴ Registration No. CL4382-20190714023318 with the Office of the Integrity Minister

⁴⁵ Registration No. CL4382-20181106021619 with the Office of the Integrity Minister

⁴⁶ Registration No. CL4382-20210120026157 with the Office of the Integrity Minister

⁴⁷ Registration No. CL4382-20210321026556 with the Office of the Integrity Minister

⁴⁸ Registration No. CL4382-20210321026556 with the Office of the Integrity Minister

policy on capitation and MedsCheck”);⁴⁹ the **Ontario Association of Radiologists** (to discuss “the COVID 19 surgical backlog, investments in new technology or upgrades to existing technology, and the work of radiologists in the health care system”);⁵⁰ **Sienna Senior Living** (to “discuss ways that Sienna Senior Living can assist with the ongoing COVID-19 recovery efforts and planned LTC sector transformation”);⁵¹ **Arbor Memorial Inc.** (to “discuss the impacts of COVID-19 on the funeral and cemetery industry”);⁵² the **Ontario Hospital Association** (to “discuss potential amendments to bill 218 that will enhance the legal protections such that they recognize the exceptional risks being borne by hospitals through the COVID-19 pandemic”);^{53, 54} and the **Council of Ontario Universities** (to “work with the government to ensure that Universities are able to open safely in the wake of the COVID-19 pandemic”).⁵⁵

Harris previously lobbied for **Medical Pharmacy Group Ltd** from October 6, 2020 until October 14, 2021 to “discuss ways that Medical Pharmacies can help Long-Term Care homes deal with the COVID-19 pandemic” including “discussing a re-examination of the government's policy on capitation and medcheck.”⁵⁶

Even while working at **Hill+Knowlton Strategies**, Harris lobbied for **Valeant Pharmaceuticals International Inc.**⁵⁷

As he said himself - Patrick Harris changes government policy.



Patrick Harris
Managing Partner, Toronto

Patrick changes government policy.

[Source: Rubicon Strategy](#)

⁴⁹ Registration No. CL4382-20211013027257 with the Office of the Integrity Minister

⁵⁰ Registration No. CL4382-20211013027256 with the Office of the Integrity Minister

⁵¹ Registration No. CL4382-20211013027255 with the Office of the Integrity Minister

⁵² Registration No. CL4382-20180905020970 with the Office of the Integrity Minister

⁵³ Registration No. CL4382-20181120021738 with the Office of the Integrity Minister

⁵⁴ The Hon. D. Downey. (2020, November 20). *An Act to enact the Supporting Ontario's Recovery Act, 2020 respecting certain proceedings relating to the coronavirus (COVID-19), to amend the Municipal Elections Act, 1996 and to revoke a regulation.* Legislative Assembly of Ontario. Retrieved December 4, 2021, from

https://www.ola.org/sites/default/files/node-files/bill/document/pdf/2020/2020-11/b218ra_e.pdf

⁵⁵ Registration No. CL4382-20210528026898 with the Office of the Integrity Minister

⁵⁶ Registration No. CL4382-20201005025563 with the Office of the Integrity Minister

⁵⁷ Registration No. CL1306-20130219100214 with the Office of the Integrity Minister

Christine Simundson

According to her bio on **Rubicon's** front page (where she is a Senior Consultant) Simundson worked in the “war room” for the PC Party’s 2018 election campaign that led to **Ford's** election. She claims her guidance “elected 17 of the PC MPPs in Peel Region, Halton, Toronto and Northern Ontario.”

She is currently lobbying for **Arbor Memorial Inc** and **Innovative Medicines Canada** - the latter of which wants to “collaborate with Ontario to ensure timely review of medications”.^{58, 59} Her other clients include the Council of Ontario Universities, South Essex Fabricating Inc, Direx Solutions Ltd, Mott MacDonald, Pattern Energy, Cubic Transportation Systems Canada Limited, Teranet, ProCom and Canadian Niagara Hotels Inc.

Former clients are Properly Operations Inc, Kiewit Canada Group Inc, Windstream Energy LLC, Toronto Wholesale Produce Association and Toronto Farmers Association, Greater Toronto Airport Authority, Cassels Brock & Blackwell LLP, Healthcare Insurance Reciprocal of Canada, Himelfarb Proszanski Barristers & Solicitors, Loblaw Companies Limited, MedMen Canada Inc, Grasshopper Solar Corporation, IBM Canada, Museum of Contemporary Art Toronto (MOCA), PearTree Financial Services Ltd, and Maple Leaf Foods Inc.

Stephanie Delorme

Delorme is Director of Operations at **Rubicon**. Prior to this, she worked alongside her Rubicon colleagues for the **PC Party's** 2018 election campaign, the Manager, Caucus Tour for the House of Commons and the **Conservative Research Bureau**, and President of the **Conservative Party** Electoral District Association for Ottawa-Vanier.^{60, 61, 62, 63}

She also worked at **Sun Media** as the Office Manager of their Parliamentary Bureau from 2011 until 2015.⁶⁴

⁵⁸ Registration No. CL4371-20190215022299 with the Office of the Integrity Minister

⁵⁹ Registration No. CL4371-20200107024072 with the Office of the Integrity Minister

⁶⁰ LinkedIn. *Stephanie Delorme*. Retrieved November 23, 2021, from <https://ca.linkedin.com/in/stephanie-delorme-505a7a22>

⁶¹ Conservative Party of Canada. (2020, January 23). *Ottawa-Vanier*. Retrieved December 5, 2021, from

<https://www.conservative.ca/eda/ottawa-vanier/>

⁶² OpenGovCA. *Stephanie Delorme - Manager, Caucus Tour - House of Commons - 131 Queen Street, Ottawa, Ontario K1A 0A6*.

Retrieved December 5, 2021, from https://opengovca.com/employee/Delorme,_Stephanie

⁶³ Goc411. *Stephanie Delorme*. Retrieved December 5, 2021, from <http://www.goc411.ca/en/158547/Stephanie-Delorme>

⁶⁴ Apollo.io. *Stephanie Delorme - Senior Consultant - Rubicon Strategy Inc | Business Profile*. Retrieved December 5, 2021, from <https://www.apollo.io/people/Stephanie/Delorme/54a6358c7468693b8c3e7fcb>

Delorme's former lobbying clients were KWG Resources Inc, IBM Canada and PearTree Financial Services Limited.⁶⁵

Tim Smitheman

Smithman is Vice President at **Rubicon Strategy**.

He formerly held positions in the **Office of the Premier of Ontario** as Special Assistant for Correspondence and Special Operations Assistant from 2003 until 2008, then became Senior Policy Advisor with the **Government of Ontario** from 2009 until 2012. From there, he took a job as Manager of Government and Public Relations at **Samsung Renewable Energy**, then in 2016 moved to **Enbridge Gas Inc.** where he was Manager of Government Affairs. He has held board positions for the **Ontario Energy Association** and the **Empire Club**.⁶⁶

He is actively lobbying on behalf of the **Ontario Association of Radiologists**, to “engage in discussions with MPP's and staff about current and emerging policies impacting hospital procedures, technology, and the wider healthcare sector. This includes the COVID 19 surgical backlog, investments in new technology or upgrades to existing technology, and the work of radiologists in the health care system.”⁶⁷

Like his colleague **Patrick Harris**, Smitheman is also working for **Sienna Senior Living** to “discuss ways that Sienna Senior Living can assist with the ongoing COVID-19 recovery efforts and planned LTC sector transformation.”⁶⁸

⁶⁵ Registration Nos. CL4370-20190626023195, CL4370-20190215022302 and CL4370-20190128022169 with the Office of the Integrity Minister

⁶⁶ ZoomInfo. *Tim Smitheman*. Retrieved December 5, 2021, from <https://www.zoominfo.com/p/Tim-Smitheman/1441498607>

⁶⁷ Registration No. CL5107-20210805027236 with the Office of the Integrity Minister

⁶⁸ Registration No. CL5107-20211001027202 with the Office of the Integrity Minister



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ANY OPINIONS SHARED IN THIS REPORT ARE THOSE OF THE AUTHOR ALONE, AND DO NOT NECESSARILY REPRESENT THOSE OF ANY ORGANIZATION WITH WHICH THE AUTHOR IS ASSOCIATED.

NO ORGANIZATION OR OUTSIDE INTEREST COMMISSIONED THIS REPORT.

THIS REPORT WAS CREATED USING OPEN-SOURCE RESEARCH AVAILABLE ON THE INTERNET.

UP-TO-DATE AS OF DECEMBER 12, 2021

Rubicon Strategy

Appendix A

Summary of Companies with Interest in COVID-19

December 7, 2021

Abbott

- Parent company of **AbbVie**.¹
- Manufacturer of rapid antigen COVID-19 tests being mandated across Canada.^{2,3}

Amazon

- Online shopping company whose profits rose by at least 220% as a result of COVID-19 “public health restrictions” forcing people to shop online (including through their recent **Amazon Pharmacy**) and stream entertainment through **Prime Video**.⁴ Overall use of the internet also led to increased profit for their **AWS (Amazon Web Services)**.⁵

AstraZeneca

- Distributing a viral vector-based COVID-19 vaccine product in Canada and other countries. Marketed in Canada as **Vaxzevria**.⁶

¹ *Our Company*. AbbVie | Pharmaceutical Research & Development. Retrieved December 6, 2021, from <https://www.abbvie.com/our-company.html>

² Canadian Public Health Laboratory Network Laboratory Directors Council & Canadian Public Health Laboratory Network Respiratory Virus Infection Working Group. (2021). *Interim guidance on the use of the Abbott Panbio™ COVID-19 Antigen Rapid Test*. Canada Communicable Disease Report, 47(1), 17–22. <https://doi.org/10.14745/ccdr.v47i01a04>

³ Dueck, S. (2021, December 6). *New vaccine rules take effect today for 12 to 17 year olds*. Steinbach Online. Retrieved December 6, 2021, from <https://steinbachonline.com/local/new-vaccine-rules-take-effect-today-for-12-to-17-year-olds>

⁴ Weise, K. (2021, May 12). *Amazon's profit soars 220 percent as pandemic drives shopping online*. The New York Times. Retrieved December 5, 2021, from <https://www.nytimes.com/2021/04/29/technology/amazons-profits-triple.html>

⁵ BBC News. (2021, April 30). *Amazon hopes pandemic habits stick after profits triple*. Retrieved December 5, 2021, from <https://www.bbc.com/news/business-56937428>

⁶ Health Canada. (2021, November 23). *AstraZeneca Vaxzevria COVID-19 vaccine*. Government of Canada. Retrieved December 5, 2021, from <https://www.canada.ca/en/health-canada/services/drugs-health-products/covid19-industry/drugs-vaccines-treatments/vaccines/astrazeneca.html>

Bayer

- Part of the COVID-19 Therapeutics Accelerator funded by the **Bill & Melinda Gates Foundation, Wellcome, and Mastercard** to “accelerate treatments, vaccines, and diagnostics”.⁷

Bristol-Myers Squibb

- Holds the exclusive license to develop, manufacture and commercialize the monoclonal antibody treatment owned by **Rockefeller University**.⁸
- Part of the COVID-19 Therapeutics Accelerator funded by the **Bill & Melinda Gates Foundation, Wellcome, and Mastercard** to “accelerate treatments, vaccines, and diagnostics”.

Eli Lilly

- Has FDA Emergency Use Authorization for three experimental COVID-19 drugs: **Bamlanivimab, Etesevimab and Olumiant** (in combination with **Remdesivir**).^{9, 10}
- Part of the COVID-19 Therapeutics Accelerator funded by the **Bill & Melinda Gates Foundation, Wellcome, and Mastercard** to “accelerate treatments, vaccines, and diagnostics”.

Gilead

- Developer of **Remdesivir**, the only “FDA-approved” COVID-19 treatment.¹¹
- Part of the COVID-19 Therapeutics Accelerator funded by the **Bill & Melinda Gates Foundation, Wellcome, and Mastercard** to “accelerate treatments, vaccines, and diagnostics”.

⁷ Bill & Melinda Gates Foundation. (2020, March 25). *Life Science Companies Commit to the Fight Against COVID-19 Pandemic alongside Gates Foundation*. Retrieved December 6, 2021, from <https://www.gatesfoundation.org/Ideas/Media-Center/Press-Releases/2020/03/Life-Science-Companies-Commit-to-the-Fight-Against-COVID-19-Pandemic-alongside-Gates-Foundation>

⁸ Bristol-Myers Squibb. (2021, September 7). *COVID-19 Updates*. Retrieved December 6, 2021, from <https://www.bms.com/about-us/responsibility/coronavirus-updates.html>

⁹ O’Shaughnessy, J. A., PhD. (2021, December 3). *RE: Emergency Use Authorization 094*. Eli Lilly. Retrieved December 6, 2021, from <http://pi.lilly.com/eua/bam-and-ete-eua-fda-authorization-letter.pdf>

¹⁰ Hinton, D. M. (2021, July 28). *Baricitinib EUA FDA Authorization Letter*. Eli Lilly. Retrieved December 6, 2021, from <http://pi.lilly.com/eua/baricitinib-eua-fda-authorization-letter.pdf>

¹¹ COVID-19 Treatment Guidelines Panel. *Remdesivir*. COVID-19 Treatment Guidelines. Retrieved December 6, 2021, from <https://www.covid19treatmentguidelines.nih.gov/therapies/antiviral-therapy/remdesivir/>

IBM

- Marketing a vaccine passport app called “Digital Health Pass”, which are now being mandated for almost all daily life activities in Canada including air travel, school, restaurants and in grocery stores.^{12, 13, 14}

Janssen

- Pharmaceutical arm of **Johnson & Johnson**. Distributing a recombinant COVID-19 vaccine product in the United States.¹⁵ Approved, but not widely distributed in Canada.¹⁶
- Part of the COVID-19 Therapeutics Accelerator funded by the **Bill & Melinda Gates Foundation, Wellcome, and Mastercard** to “accelerate treatments, vaccines, and diagnostics”.

Medicago

- Developing a COVID-19 vaccine product with **GlaxoSmithKline**.^{17, 18}

Merck

- Original patent holder for **Ivermectin** which has been available for decades and is now off-patent.¹⁹ It has proven to be highly effective at preventing and treating COVID-19.²⁰
- Producing an experimental oral “antiviral” pill for COVID-19 called **Molnupiravir**.^{21, 22}

¹² IBM. *Digital Health Pass - Overview*. Retrieved December 6, 2021, from <https://www.ibm.com/products/digital-health-pass>

¹³ Quito, A. (2021, July 22). *More than 450 airlines can now use IBM's Digital Health Pass*. Quartz. Retrieved December 6, 2021, from <https://qz.com/2036529/more-than-450-airlines-can-now-use-ibms-digital-health-pass/>

¹⁴ Government Communications and Public Engagement. (2021, December 3). *Proof of vaccination information for businesses*. Province of British Columbia. Retrieved December 6, 2021, from

<https://www2.gov.bc.ca/gov/content/covid-19/vaccine/proof/businesses>

¹⁵ National Center for Immunization and Respiratory Diseases. (2021, November 4). *Administration Overview for Johnson & Johnson's Janssen COVID-19 Vaccine*. U.S. Centers for Disease Control and Prevention (CDC). Retrieved December 5, 2021, from <https://archive.ph/svpa1>

¹⁶ Health Canada. (2021, March 5). *Janssen COVID-19 Vaccine*. Government of Canada. Retrieved December 5, 2021, from <https://covid-vaccine.canada.ca/janssen-covid-19-vaccine/product-details>

¹⁷ Steel, S., Moore, S., Quinn, K., Elton-Farr, S., Dodwell, J., & McLaughlin, J. (2021, October 1). *Medicago to launch clinical trials for COVID-19 vaccine candidate with GSK's pandemic adjuvant in Japan*. Medicago. Retrieved December 6, 2021, from

<https://medicago.com/en/press-release/medicago-to-launch-clinical-trials-for-covid-19-vaccine-candidate-with-gsk-s-pandemic-adjuvant-in-japan/>

¹⁸ Palca, J. (2021, June 6). *A New Type Of COVID-19 Vaccine Could Debut Soon*. NPR. Retrieved December 6, 2021, from <https://www.npr.org/sections/health-shots/2021/06/06/1003328413/new-type-of-covid-vaccine-could-debut-soon>

¹⁹ Speare, R., & Durrheim, D. (2004). *Mass treatment with ivermectin: an underutilized public health strategy*. Bulletin of the World Health Organization, 82(8), 562.

²⁰ <https://c19ivermectin.com/>

²¹ Kilgore, T. (2021, December 3). *Merck to supply Government of Canada with up to 1 million courses molnupiravir, its COVID-19 pill*. MarketWatch. Retrieved December 5, 2021, from

<https://www.marketwatch.com/story/merck-to-supply-government-of-canada-with-up-to-1-million-courses-molnupiravir-its-covid-19-pill-2021-12-03>

²² Moody, M., Ryan, P., Dannenbaum, P., Kruper, R., & Carvalho, C. (2021, October 1). *Merck and Ridgeback's Investigational Oral Antiviral Molnupiravir Reduced the Risk of Hospitalization or Death by Approximately 50 Percent Compared to Placebo for Patients with Mild or Moderate COVID-19 in Positive Interim Analysis of Phase 3 Study*. Merck. Retrieved December 5, 2021, from

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- Part of the COVID-19 Therapeutics Accelerator funded by the **Bill & Melinda Gates Foundation, Wellcome, and Mastercard** to “accelerate treatments, vaccines, and diagnostics”.

Novartis

- Developing a COVID-19 therapeutic with **Molecular Partners** called **Ensovibep**.²³
- Part of the COVID-19 Therapeutics Accelerator funded by the **Bill & Melinda Gates Foundation, Wellcome, and Mastercard** to “accelerate treatments, vaccines, and diagnostics”.

Pfizer

- Distributing a gene therapy COVID-19 vaccine product developed with German company **BioNTech**. Marketed in Canada as **Comirnaty**.²⁴
- Producing an experimental oral “antiviral” pill for COVID-19 called **Paxlovid**.²⁵
- Part of the COVID-19 Therapeutics Accelerator funded by the **Bill & Melinda Gates Foundation, Wellcome, and Mastercard** to “accelerate treatments, vaccines, and diagnostics”.

Providence Therapeutics

- Currently developing an mRNA COVID-19 vaccine product called **PTX-COVID19-B**.^{26, 27}

<https://www.merck.com/news/merck-and-ridgebacks-investigational-oral-antiviral-molnupiravir-reduced-the-risk-of-hospitalization-or-death-by-approximately-50-percent-compared-to-placebo-for-patients-with-mild-or-moderate/>

²³ Meo, M., Masow, J., Ustun, A., Shah, S., Hungerbuehler, T., Zinck, I., & Simpson, S. (2021, May 27). *Novartis and Molecular Partners announce start of EMPATHY clinical trial for ensovibep for the treatment of COVID-19*. Novartis. Retrieved December 6, 2021, from <https://www.novartis.com/news/media-releases/novartis-and-molecular-partners-announce-start-empathy-clinical-trial-ensovibep-treatment-covid-19>

²⁴ Health Canada. (2021, December 3). *Pfizer-BioNTech Comirnaty COVID-19 vaccine*. Government of Canada. Retrieved December 5, 2021, from <https://www.canada.ca/en/health-canada/services/drugs-health-products/covid19-industry/drugs-vaccines-treatments/vaccines/pfizer-biontech.html>

²⁵ Pfizer. (2021, November 5). *Pfizer’s Novel COVID-19 Oral Antiviral Treatment Candidate Reduced Risk of Hospitalization or Death by 89% in Interim Analysis of Phase 2/3 EPIC-HR Study*. Retrieved December 5, 2021, from <https://www.pfizer.com/news/press-release/press-release-detail/pfizers-novel-covid-19-oral-antiviral-treatment-candidate>

²⁶ Chrysanthou, A. (2021, May 12). *Providence Therapeutics Announces Very Favorable Interim Phase 1 Trial Data for PTX-COVID19-B, its mRNA Vaccine Against COVID-19*. Providence Therapeutics. Retrieved November 23, 2021, from <https://providencetherapeutics.com/article-details/providence-therapeutics-announces-very-favorable-interim-phase-1-trial-data-for-ptx-covid19-b-its-mrna-vaccine-against-covid-19.html>

²⁷ Koss, A., Guendoul, S., Kressmann, N., Schaefer-Jansen, E., Delepine, A., Lauscher, F., Berkowitz, F., & Greco, S. (2021, May 27). *Sanofi and GSK initiate global Phase 3 clinical efficacy study of COVID-19 vaccine candidate*. Sanofi. Retrieved December 6, 2021, from <https://www.sanofi.com/en/media-room/press-releases/2021/2021-05-27-07-30-00-2236989>

Roche

- Manufacturer of rapid antigen COVID-19 tests being mandated across Canada.²⁸

Sanofi

- Developing a COVID-19 vaccine product with **GlaxoSmithKline**.²⁹
- Part of the COVID-19 Therapeutics Accelerator funded by the **Bill & Melinda Gates Foundation**, **Wellcome**, and **Mastercard** to “accelerate treatments, vaccines, and diagnostics”.

²⁸ Guay, M.-E. (2021, February 16). *Roche's SARS-CoV-2 Rapid Antigen Test approved under Health Canada's Interim Order*. Roche. Retrieved December 6, 2021, from

<https://www.rochecanada.com/en/media/roche-canada-news/roche-sars-cov-2-rapid-antigen-test-approved.html>

²⁹ Guendoul, S., Kressmann, N., Schaefer-Jansen, E., Delépine, A., Pham, N., & Lauscher, F. (2021, September 28). *Sanofi announces positive Phase 1/2 study interim results for its first mRNA-based vaccine candidate*. Sanofi. Retrieved December 6, 2021, from <https://www.sanofi.com/en/media-room/press-releases/2021/2021-09-28-08-00-00-2304069>

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Appendix B

Summary of Relevant World Economic Forum Member Organizations

December 7, 2021

The **World Economic Forum** is a Non-Governmental Organization (NGO) and lobbying group founded by German economist and mechanical engineer **Klaus Schwab** in Switzerland in 1971.

Schwab is the author of a number of books including **The Fourth Industrial Revolution, The Great Reset, Stakeholder Capitalism, Reimagining Japan: the Quest for a Future that Works, The World Economic Forum: A Partner in Shaping History, The Aftermath of the COVID-19 Pandemic** and others.¹

Abbott Laboratories

World Economic Forum. *Abbott Laboratories*. Retrieved December 6, 2021, from <https://www.weforum.org/organizations/abbott-laboratories>

Amazon

World Economic Forum. (2021, November 4). *Amazon*. Retrieved December 6, 2021, from <https://www.weforum.org/organizations/amazon-com>

AstraZeneca

World Economic Forum. (2021, June 18). *AstraZeneca*. Retrieved December 6, 2021, from <https://www.weforum.org/organizations/astrazeneca>

¹ GoodReads. *Klaus Schwab (Author of The Fourth Industrial Revolution)*. Retrieved December 6, 2021, from https://www.goodreads.com/author/show/223124.Klaus_Schwab

Bayer

World Economic Forum. (2021, July 15). *Bayer*. Retrieved December 6, 2021, from <https://www.weforum.org/organizations/bayer-d57cbbcd2e>

IBM

World Economic Forum. (2021, July 28). *IBM*. Retrieved December 6, 2021, from <https://www.weforum.org/organizations/ibm-corporation>

Johnson & Johnson

World Economic Forum. (2021, March 17). *Johnson & Johnson*. Retrieved December 6, 2021, from <https://www.weforum.org/organizations/johnson-johnson>

Manulife

World Economic Forum. *Manulife*. Retrieved December 6, 2021, from <https://www.weforum.org/organizations/manulife-financial>

Merck

World Economic Forum. *Merck*. Retrieved December 6, 2021, from <https://www.weforum.org/organizations/merck>

Mott MacDonald

World Economic Forum. *Mott MacDonald*. Retrieved December 6, 2021, from <https://www.weforum.org/organizations/mott-macdonald>

Novartis

World Economic Forum. *Novartis*. Retrieved December 6, 2021, from <https://www.weforum.org/organizations/novartis-ag>

Pfizer

World Economic Forum. (2020, November 23). *Pfizer*. Retrieved December 6, 2021, from <https://www.weforum.org/organizations/pfizer>



Roche

World Economic Forum. *Roche*. World Economic Forum. Retrieved December 6, 2021, from <https://www.weforum.org/organizations/roche>

Sanofi

World Economic Forum. *Sanofi*. Retrieved December 6, 2021, from <https://www.weforum.org/organizations/sanofi>