



About DFH

We add value to business.

About DFH Public Affairs

DFH Public Affairs is a focused team of seasoned professionals who work closely with our clients to address significant business priorities, challenges and opportunities. We work with clients in a number of sectors, including: mining, energy, agriculture and food, healthcare, telecom, manufacturing, private equity, and more.

From the development of public affairs and communications strategy through tactical implementation, we focus on delivering results and adding value.

Our mission is to provide our clients the service and dedication of a boutique firm, with the capabilities and reach of a global consulting practice.

We serve clients across Canada and around the world from our offices in Toronto, Ottawa, Winnipeg and Calgary, as well as through our global network of affiliate firm relationships.

We have worked in senior corporate public affairs and corporate communications roles in large public companies. We are business people first, and we help our clients add value to their business through substantive and strategic public affairs and communications.

THE DFH DIFFERENCE:

- We're more than consultants. We have in-house experience leading communications and public affairs at major, international corporations, working alongside CEOs and senior executives.
- We work as an extension of our client's team, supporting them in the pursuit of their business objectives.
- We deal with significant, bottom-line business issues. These include international public policy and regulatory issues, corporate mergers, acquisitions, proxy contests, restructurings and major investments, project development and approvals, crisis and issues management, stakeholder issues resolution, labour negotiations, and corporate brand positioning.
- We have direct experience working in government and in the news media.
- We understand the nuts-and-bolts of our craft, from structuring public affairs and communications functions and programs, to implementing those plans with excellence.

We are more than consultants. We add value to business.

BACKGROUND

DFH Public Affairs was formed in 2007 by Bruce Drysdale, Gordon Forstner and Ian Hamilton.

The three principals first worked together at an international consultancy in the mid-1990s before moving to the corporate world and individually assuming senior public affairs and communications roles at significant publicly-traded Canadian companies.

In founding DFH, the principals made the decision to combine their respective experience to provide senior-level public affairs and communications counsel to Canadian and international clients.

Please note: as a matter of policy, we do not publish client lists.

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55 University Avenue
Suite 1105
Toronto, Ontario M5J 2H7
☎ 416-206-0118
✉ [Contact Us](#)

OTTAWA

☎ 613-670-5829
✉ [Contact Us](#)

CALGARY

☎ 403-705-4326
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WINNIPEG

☎ 204-250-9244
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The DFH Team

Experienced leaders in communications and public affairs.



Bruce Drysdale

PRINCIPAL

✉ bruce@dfhpublicaffairs.com

☎ 416-206-0118 ext. 220

Bruce Drysdale is a founding Principal of DFH based in the Toronto office. Bruce advises global and Canadian companies on a variety of strategic, public policy, stakeholder and corporate positioning issues in the natural resources, industrial and telecom sectors. Bruce has also led public affairs campaigns and approvals for large transactions in Canada and other jurisdictions.

Until early 2007, he was Vice-President of Government and Public Affairs for Inco Limited, the world's second largest nickel producer with a presence in 40 countries globally. He was responsible for directing and overseeing government relations, public policy issues, external and internal

communications and reputation management worldwide. He was also responsible for public affairs strategy and execution for one of the largest merger/acquisition transactions in Canadian history, involving Inco and consolidation in the global mining sector.

Prior to his eight years at Inco, Bruce headed the natural resources practice for Canada's largest public affairs consulting firm. In this role, Bruce provided counsel on a variety of public policy, regulatory, legislative and communications matters. Bruce began his career in government as a political and policy advisor to three Canadian Cabinet Ministers in Ottawa, in the Office of the Minister of Indian and Northern Development, the Office of the Minister of National Defence, and the Prime Minister's Office.

Bruce has been involved in a number of community service efforts, including serving as a Trustee and Board Member of the McMichael Canadian Art Collection from 2002-2005, and as a Trustee and Board Member of the Forum for Young Canadians in 2004-2005.

He is currently a member of the Board of Directors of the Public Policy Forum and a member of the Board of Governors of Laurentian University. Bruce was awarded the Queen's Diamond Jubilee Medal in 2012.

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Bruce Drysdale

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Gordon Forstner

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Ian Hamilton

PRINCIPAL
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Hugh McFadyen

PRINCIPAL, DFH CALGARY
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Jasmine Igheski

VICE PRESIDENT
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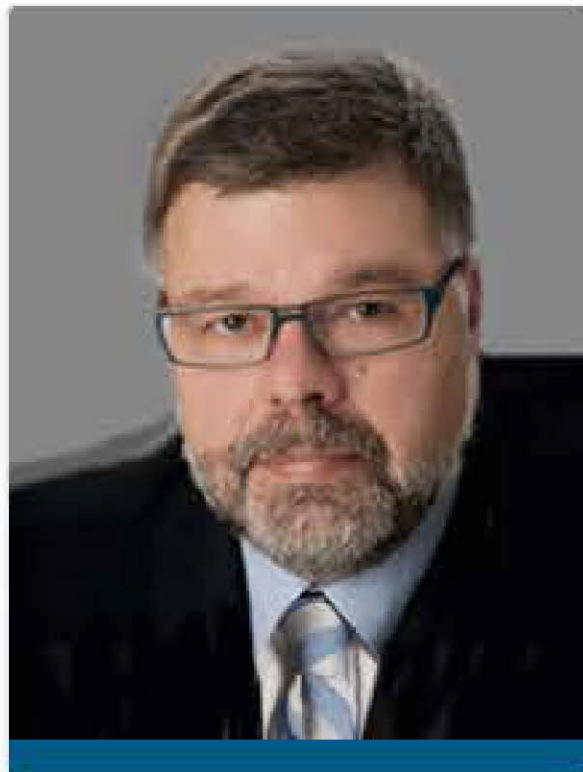
John Simpson

SENIOR ADVISOR
[Read Bio](#)



John Vincic

SENIOR ADVISOR
[Read Bio](#)



Jeff Smith

SENIOR ADVISOR
[Read Bio](#)



Greg Burch

SENIOR ADVISOR
[Read Bio](#)



Maeghan Dewar

SENIOR ADVISOR
[Read Bio](#)



Dr. Rory Henry

SENIOR ADVISOR
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Our Capabilities

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Government Relations

CANADA

We help organizations advance and protect their interests through effective, credible engagement with government.

DFH Principals have direct experience in the Canadian policy process and sustain effective working relationships at federal and provincial government levels. We understand the policy environment and the stakeholder dynamics that influence decision-making.

Our approach focuses on providing quality analysis and insight, helping clients develop and communicate their policy positions, effectively engage government, build coalitions of support, and pursue advocacy. We also help our clients create and manage their reputation with government—an increasingly important consideration in Canadian government relations.

DFH has contributed to policy and regulatory solutions in respect to resource development, energy, telecommunications, the environment, international trade, economic development and competitiveness, infrastructure, urban growth, tourism, national parks, healthcare reform and more.

DFH also supports its clients with government, regulatory and stakeholder relations associated with the siting and development of significant industrial projects.

GLOBAL

DFH Public Affairs has extensive experience in formulating government relations strategy in support of global resource development projects and resource policy matters.

We work with proponent companies to help them position significant projects, establish in-country government relationships, align public and stakeholder communications, build their local reputation, engage in approvals processes, and negotiate development agreements and royalty regimes. We help to structure aligned CSR and community relations programs and strategies, and to steward communication, media relations, and public affairs programs.

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Communications

DFH takes a disciplined approach to developing and implementing communications programs that meet the business objectives of our clients.

Our people bring decades of experience in corporate communications, including in-house line responsibility for corporate communications in respected, major public companies.

COMMUNICATIONS AND PUBLIC RELATIONS ACTIVITIES INCLUDE:

- Corporate and financial communications
- Media relations
- Employee communications
- Reputation management programs
- CSR and Sustainability communications
- Philanthropy programs
- Corporate Brand management
- Stakeholder communications
- Crisis communications and issues management



DFH offers clients exposure to global best-practices in the communications and public affairs functions. We have counselled and supported clients in benchmarking and structuring their organization's communications function, annual business planning, and training and development of staff members.

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Our Capabilities

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Mergers, Acquisitions and Special Situations

DFH has extensive experience supporting our clients during transaction processes and special situations, working closely with them and their banking and legal advisors.

OUR TRANSACTION CAPABILITIES INCLUDE:

- M&A preparation; friendly and hostile mergers and acquisitions
- Positioning State-Owned Enterprise investments
- Restructurings
- Asset transactions – Acquisitions and Divestitures
- Initial Public Offerings
- Proxy contests
- Policy and regulatory issues affecting potential transaction outcomes

Companies can encounter significant stakeholder issues during these processes – from investors, governments, regulators, media, customers, competitors, employees and trade unions, communities, NGO's and others. DFH helps clients anticipate and manage stakeholder issues, and supports effective communications with critical stakeholders throughout transaction processes.

DFH also has extensive experience and knowledge of the Canadian policy environment relating to transactions, with particular emphasis on the Investment Canada review and approval process and competition issues.

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